

**CLAUSE** CL03

**TITLE** Delivery Program Progress Report - 30 June 2021

**FROM** Shireen Donaldson, Director Economic & Organisational Development

**TRIM REF** 21/65033

### SUMMARY

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

### RECOMMENDATION

**Council note the Delivery Program Progress Report as at 30 June 2021.**

### REPORT

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

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

This report and the attached performance measures (Attachment A) provide a summary of Council's progress in relation to the actions from the Delivery Program & Operational Plan as at 30 June 2021.

A summary of the significant projects completed/underway include:

Project	Progress	Expected Completion/ Comments
<b>Griffith Southern Industrial Link road Strategy</b>		
o Kidman Way/Bromley Road Intersection	Complete	Jun. Qtr 2021
o Bromley Road	Complete	Jun. Qtr 2021
o Thorne Road West	Ongoing	Dec. Qtr 2022
<b>Griffith CBD Upgrade Program</b>		
o Yambil Street Stage One	Complete	
o Yambil Street Stage Two	Complete	
o Yambil Street Stage Three	Underway	Dec. Qtr 2021
<b>New Cemetery Masterplan Development</b>	Ongoing	Dec. Qtr 2021
<b>Crematorium location (options – current Griffith Cemetery, Rifle Range Road site, Yenda Cemetery, other sites)</b>	Underway	Dec. Qtr 2021 (Draft Report)
<b>Tharbogang Waste Management Centre</b>		
o Prepare Quarry Floors for Development	Ongoing	No movement due to no gravel extraction being undertaken.
o Existing Landfill Restoration	Ongoing	Money has been used for the reinstatement of the drainage network that takes the water away from the Landfill.

Project	Progress	Expected Completion/ Comments
<b>Depot - Power Upgrade – Relocation Emulsion Tanks, Admin Fibre Optic</b>	Complete	Mar. Qtr 2021
<b>Depot - New Parks and Gardens Shed</b>	Underway	Dec. Qtr 2021
<b>Griffith 14ML Reservoir Refurbish</b>	Ongoing	Jun. Qtr 2022
<b>New Telecommunications Tower</b>	Underway	Dec. Qtr 2021
<b>Raw Mains Renewals Schwabb, Pigott/Golf Course Roads</b>	Complete	Dec. Qtr 2020
<b>Annual Road Reseals and Maintenance Program progressing</b>	Urban reseal – Complete Rural reseal – Complete Regional reseal - Complete	Jun. Qtr 2021
<b>Boorga Road/Dickie Road sealing project</b>	Underway	Sep. Qtr 2022 (Phil K)
<b>Upgrade Livestock Saleyards (Truck Wash)</b>	Complete	Sep. Qtr 2020
<b>Hanwood Cycleway (final stage)</b>	Underway	Sep. Qtr 2021
<b>City Park Toilet Upgrade Stronger Country Communities Program Rd. 2</b>	Complete	Dec. Qtr 2020
<b>Community Gardens Stage Stronger Country Communities Program Rd. 2</b>	Complete	Jun. Qtr 2021
<b>Flood Mitigation</b>		
o Yoogali Culvert upgrade	Underway	Dec. Qtr 2021
<b>Griffith Regional Sports Precinct</b>		
o 50m pool - Design and construction	Complete	Mar. Qtr 2021
o Westend Oval – Design and construction	Underway	Jun. Qtr 2022
<b>Collina Infrastructure</b>		
o Retention Basin embellishment	Ongoing	Mar. Qtr 2022 (Phil K)
o Manera Street Roundabout	Complete	Mar. Qtr 2021
o Citrus Road Construction	Underway	Jun. Qtr 2022
<b>Upgrade sand filters – Griffith Water Treatment Plant</b>	Complete	Sep. Qtr 2020
<b>Lake Wyangan and Catchment Rehabilitation Strategy</b>		
o Stage 1 Water Reuse Project	Underway	Grant Approved Aug 2021. Project complete Mar. Qtr 2023
o Stage 2 Lake Rehabilitation	Underway	Business Case Proposal in preparation.
<b>Rose Garden</b>	Ongoing	Included in 2021/2022 budget. Grant application submitted Aug 2021. Landscape design options to be reviewed.
<b>Jubilee Oval</b>		
o Amenities Building Stronger Country Communities Rd. 2	Underway	Sep. Qtr 2021
<b>Regional Theatre Redevelopment</b>	Complete	Sep. Qtr 2020
<b>Affordable Housing Strategy</b>	Complete	
o Pioneer Precinct Affordable Housing Project (BBR Round 4)	Underway	Dec. Qtr 2022
<b>Community Centre and Country Universities Centre</b>	Underway	Sep. Qtr 2021
<b>Entrance Signs - Local Road and Community Infrastructure Grants</b>	Complete	Jun. Qtr 2021
<b>Pump Track – Olympic Street - Stronger Country Communities R3</b>	Underway	Mar. Qtr 2021
<b>Festive Lights – Banna Avenue</b>	Ongoing	Dec. Qtr 2021
<b>Merrigal Street – Pedestrian Bridge - Local Road and Community Infrastructure Grants Rd 1</b>	Complete	Jun. Qtr 2021
<b>Railway Street West Car Park - Local Road and Community Infrastructure Grants Rd 1</b>	Underway	Sep. Qtr 2021
<b>Railway Street Car Park East - Local Road and Community Infrastructure Grants Rd 2</b>	Underway	Dec. Qtr 2021

Project	Progress	Expected Completion/ Comments
Lake Wyangan Cycleway resurface - Local Road and Community Infrastructure Grants Rd 2	Underway	Dec. Qtr 2021
Barber Road Drainage - Local Road and Community Infrastructure Grants Rd 2 (Alternative Project Merrigal Street Shared Path)	Underway	Dec. Qtr 2021
Pioneer Park Sewer Public Reserves Trust	Underway	Mar. Qtr 2022

## ORGANISATIONAL STRUCTURE AMENDMENTS

The following amendments have been made to the Organisational Structure.

Previous Position	Type of Change	New Position	Reason for Change	Directorate	Date Appr.
Principal Planner Urban Design & Strategic Planning	Title & Position Description	Urban Strategic Design & Major Project Manager	Meet organisational Needs	Sustainable Development	8/2/2021
Environmental Health Officer	Increase Term from 1 year to new 3 year term	N/A	Meet organisational needs due to Maternity Leave of existing staff	Sustainable Development	31/5/2021

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

Date	FTE (permanent, casual & trainees)
30/6/2019	288
30/9/2019	288
31/12/2019	290
31/3/2020	290
30/6/2020	290
30/9/2020	292
31/12/2020	293
30/6/2021	293

## OPTIONS

Not Applicable

## POLICY IMPLICATIONS

Not Applicable

## FINANCIAL IMPLICATIONS

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

## LEGAL/STATUTORY IMPLICATIONS

In accordance with the Local Government Act 1993 Section 404.

## ENVIRONMENTAL IMPLICATIONS

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

### **COMMUNITY IMPLICATIONS**

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

### **LINK TO STRATEGIC PLAN**

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

### **CONSULTATION**

Senior Management Team

### **ATTACHMENTS**

- (a) Progress Report - Quarter 4 2020-21



Quarterly Review Report  
Delivery Program & Operational Plan Actions  
Q4, 2020/2021  
(Progress Report)

## leadership

### Develop an engaged and connected community

Provide clear and transparent communication to the community.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a diverse range of mediums to communicate with the community.	1.1.1.1	Ensure regular communication provided through adopted measures.	Communications Officer	Number of COGs issued. Number of Media Releases vs % coverage. Number Social Media engagements - Facebook and Instagram. Number of Social Media followers - Facebook and Instagram. Minimum of 10 Community Catch-ups per quarter.	Council continues to use a variety of mediums to get messages to the Community. 58 media releases were sent out and also included in Council's Catch Up Publication which is now printed weekly and available online through social media and the Council website. Community Opinion Group (COG) and Catch Up emails are being sent on a weekly basis (13 sent out this quarter), with the Yambil Street Update e-news sent out as needed. Facebook continues to grow in popularity, and the Council Instagram and LinkedIn accounts are also growing. Radio continues to be a popular medium with the weekly Council call ins remaining relevant and providing current information.
Provide interactive websites for all Council facilities.	1.1.2.1	Review of current website design, functionality and content 2019/2020.	Communications Officer	New site rolled out during 2020/21. Number of website hits across the organisation.	There were 17,549 users across 30,693 sessions, and 1.75 pages viewed per session for the quarter (main website).
Provide opportunities for the community to	1.1.3.1	Provide Committees, Working Groups to enable community input	Director - Economic and Organisational Development	Number of Committee and Working Group recommendations to Council.	Committee & Working Group structure in place. Structure to be reviewed after December election.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
interact with Council and staff.		to Council services and facilities.			
	1.1.3.2	Maintain an active social media presence; provide Workshops, interactive meetings and community engagement sessions in accordance with the Community Engagement Strategy.	Communications Officer	Number of community engagement sessions per quarter.	Facebook continues to be a popular medium for engaging with the community with. 6,711 likes and 7.2k follows. Instagram is also growing with 1,118 followers and an increase of 297% accounts reached on last quarter. Stories are also popular, reaching more than 900 people per 24 hour period. Community engagement highlights include Council Cafe, positions vacant, public notifications. Council Meetings are being live streamed through the Council Facebook page which has been increasingly popular.
Inform community of Council decisions.	1.1.4.1	Council and Committee Agendas and Minutes prepared and distributed within agreed timeframes.	Director - Economic and Organisational Development	Council and Committee Minutes uploaded to Council website.	Council and Committee Agendas and Minutes uploaded to Council website. Agendas distributed at least 3 working days prior to Meeting.
Tourism and event information collated and distributed to the community.	1.1.5.1	Establish, grow and maintain communication channels throughout the community.	Tourism Manager	Number of Monthly Tourism Talk e-News, Number of Seasonal Event Guides and Quarterly Tourism Report.	Monthly 'Tourism Talk' e-newsletters distributed via Mailchimp end of each month. Seasonal event guide is created and distributed - since COVID-19 only distributing digitally as changes are rapid from week to week. Hard copy Griffith Easter Party program was distributed for Easter and TVC also rolled out.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>Quarterly tourism report is created and distributed for industry stakeholders via email by Tourism Manager.</p> <p>Since adoption of our Destination Tourism Plan in Feb 2021 the Tourism Team have also been providing Quarterly Action updates to Tourism &amp; Events Committee.</p> <p>Monthly radio chats on Radio/ SCA "Tourism Talk" also taking place.</p>

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a robust Council Committee and Working Group of structure.	1.2.3.1	Implementation of a new Council Committee and Working Group structure.	Director - Economic and Organisational Development	Number of meetings postponed due to lack of quorum. Number of committee recommendations to Council.	Matter discussed at Councillor Workshop. New Committee Structure to be implemented after September 4 with new Term of Council.
Maintain two way dialogue with Community Opinion Group (COG).	1.2.4.1	COG is consulted on key projects and issues impacting the community.	Communications Officer	Minimum 3 communications to COG per quarter.	The COG and the Council Catch Up will increase coverage and mediums as community consultation increases in line with the review of the Community Strategic Plan. Each edition of the Catch Up is sent out to the members of the COG.
Keep abreast of emerging trends and issues through internal monitoring.	1.2.5.1	Investigate mediums and technologies to enable improved	Communications Officer	Reports to SMT as required.	Social Media engagement continues to increase across both mediums, with the Council Catch Up reaching over 2,500 subscribers, 400 print editions and the average social media post reaching more than 5,000 people.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		information flow and reporting.			
Investigate options to improve Councillor interaction with constituents.	1.2.6.1	Provide opportunities for Councillor interaction and investigate online communication options.	Communications Officer	Number of Community Workshops/Mornings in the Mall held. Number of online sessions held. Number of Council Cafe sessions held.	Councillors are provided with the opportunity to engage with the community through the Community Catch Up and various community consultation sessions. The implementation of Council Cafe provides another way for Councillors to be involved and engage with the community, and while this was limited during the COVID-19 restrictions, we are now back to offering the face to face sessions. Councillors provide a fortnightly column in the Council Catch Up, with each Councillor appearing twice per year.
Investigate ways to improve Internal Communications.	1.2.7	Provide Internal Communications such as staff newsletters and staff intranet.	Communications Officer	Review Extranet functionality.  Number of Staff Newsletters distributed.	The Staff newsletter, Council Capers, is issued to all Staff. Council Capers updates Staff with news and upcoming events. The Council Extranet is a valuable source of information and resources and is available to all staff using the Council network. Currently research is underway on how to make this more widely available to staff who are not on the Council network.

## Work together to achieve our goals

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Council seeks leadership role with implementation of Joint Organisation of Councils (JOs) initiative.	2.1.1.1	Griffith City Council will take a proactive role in the strategic direction of the Riverina and Murray Joint Organisation (RAMJO) of Councils.	General Manager	The Riverina Murray RAMJO was established in accordance with State Government framework.	Council participates in RAMJO initiatives and is represented by Mayor and General Manager at regular Board and Committee Meetings. The Mayor is Deputy Chair of RAMJO. Staff are members of working groups.
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.	Southern Industrial Link Road - Widening of Kurrajong Ave. Application submitted by closing date of 5 March 2021 under Building Better Regions Program (Round 5). Kidman Way intersection with Bromley, Brogden and Brown Road (Lavender Bend) completed. Bromley Rd/Thorne Road/Walla Ave disrupted due to illegal earth works. Litigation progressing. Northern Industrial Link Road - Jones Road causeway upgrade completed.
Ongoing liaison with State and Federal	2.1.3.1		Director - Economic and	Number of meetings with State and Federal	Meetings held as required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
and non-government agencies on matters of relevance.		Meetings held as required.	Organisational Development	representatives with Mayor and or GM. Number of meetings with State and Federal representatives with Mayor and or GM.	
Lobby with and on behalf of agencies to State and Federal governments on matters which affect the community.	2.1.4.1	Meet with key stakeholders and lobby State and Federal governments on current issues which affect the community.	Director - Economic and Organisational Development	Number of meetings and projects.	Ongoing.
Work with Destination NSW, Destination Riverina Murray and the Kidman Way Committee whilst seeking opportunities with other tourism organisations.	2.1.5.1	Respond to marketing/media requests. Build relationships and attend all relevant meetings accordingly.	Tourism Manager	Collaborative projects established and meetings held/attended.	Griffith Tourism Manager is the current Chair and Secretariat for Kidman Way Promotional Committee. Most recent collaborations with DRM, DNSW & Whitton Malt House: Tourism Australia Business Events Boost Program. Filming and photography completed in May. Footage will be delivered by August 2021. Media famil with DNSW and Gourmet Traveller held in April, this will go to print in August. Visitor Servicing Team attended and presented at Trade Travel (Wholesaler) Expo in Sydney (in May) to promote our Coach Group offering to Probus Groups throughout Sydney and surrounds. Tourism Manager, Visitors Centre Coordinator and Cr Stead (Chair Tourism & events Committee) attended LGNSW Visitor Servicing & Destination

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Conference in Port Macquarie in May which was a great networking opportunity with DNSW, DRM and LGAs within our destination network and AVIC network.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Explore opportunities to partner with NSW Department of Education in regard to Secondary Education investment in Griffith.	2.2.1.1	Seek funding partnerships with PCYC NSW to complete funding profile for Regional Sporting Precinct Project.	General Manager	PCYC to make a decision regarding partnership with Griffith City Council.	Senior staff meeting with PCYC CEO 15 June 2021. PCYC preparing a proposal to Council for possible partnership. To be considered by Council when received.
Construct Griffith Community Centre.	2.2.2.1	Construct Griffith Community Centre in partnership with Griffith Community Centre Inc.	General Manager	Centre construction completed and operational.	Griffith Community Centre (Incorporating Western Riverina Country Universities Centre) in construction phase. Due for completion July 2021.
Provide opportunities for community groups to access grant funding.	2.2.3.1	Deliver two rounds of Community Grant funding and four information	Director - Economic and Organisational Development	Number of grant applications received and number of grants awarded. Number of grant information sessions/workshops held.	Round 2 of Community Grant program adopted by Council.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		sessions each year.			
	2.2.3.2	Support Club Grants NSW to allocate funds.	Director - Economic and Organisational Development	Number of Club Grants allocated.	Club Grant applications open to June 30.
Collaborate with local tourism operators by building and growing relationships.	2.2.4.1	Hold a quarterly Tourism Social Networking evening.	Visitor Information Centre Coordinator	4 sessions held per year. Maintain growing attendance.	A tourism social night was held this quarter. As a result of the Tourism Destination Management Plan adopted in Q3, and the introduction of Tourism Action Groups, the regularity of Tourism Social Nights was reduced to twice annually. The next Tourism Social Night is scheduled for November 2021, pending COVID-19 restrictions.
	2.2.4.2	Regular contact with key stakeholders. Identifying and establishing opportunities for our operators.	Visitor Information Centre Coordinator	Number of meetings with stakeholders held.	A very busy quarter for Tourism with Griffith Easter Party and Street Scapes operator and tourism stakeholder visits were a priority whilst disseminating information on the events of the quarter (such as Griffith Easter Party program and Banna Lane Festival/Street Scapes), and regular and constant written communication was maintained with quarterly reports, monthly reports and eDMs. Additional communication and contact was made to any stakeholders working on products that required the assistance of the Tourism Team, and information that would assist all tourism stakeholders in the operation of the business was consistently disseminated via email, when made available eg. grants; product development programs/workshops; promotional assistance etc

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify funding opportunities for the improvement of the regional and local road networks.	2.3.1.1	Apply for relevant grants and identify projects.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Q4 funding grants have been announced for Fixing Local Roads R3 with submissions in July. Staff have also identified grant opportunities in the Stronger Country Communities and Local Roads and Community Infrastructure Program. These will be applied for in Q1 2021-2022.
Seek appropriate funding to implement the actions and priorities outlined in the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan.	2.3.2.1	Apply for relevant grant funding opportunities to undertake construction of footpaths and cycle ways.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Kidman Way crossing south of Hanwood has been completed. The Merrigal Street Bridge has been manufactured and will be installed in early July 2021 (Q1 2021-2022). The Pedestrian Access Mobility Plan was reviewed, presented to Council, placed on public exhibition and comments have been received with public exhibition being closed on 25 June. A report will be presented to Council in Q1 2021-2022 to adopt the revised plan. Installation on the pedestrian lights along the Hanwood Cycleway have been delayed.
Develop and maintain a network of grant sources to identify grant opportunities.	2.3.3.1	Provide monthly report to Senior Management Team on grants available and applied for.	Finance Manager	Number of grants applied for and received.	Monthly grants reports are generated and distributed to SMT in accordance with this KPI.
Investigate external funding	2.3.4.1	Apply for external funding for	Principal Planner Urban	Grants applied for and grants awarded.	Apply for available Grant funding. Recently funded or partly funded projects.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
opportunities to support the Griffith Playground Strategy (2014) and Griffith CBD Strategy (2015) rollout.		approved Urban Design Projects.	Design & Strategic Planning	Grants applied for and grants awarded.	<p>Kooyoo Street upgrade \$1,000,000, applied for by Director, Business, Cultural &amp; Financial Services, Max Turner.</p> <p>SCCF Round 3, Griffith (Olympic St) BMX &amp; Scooter Track &amp; Facilities, for the amount of \$ 435,000.</p> <p>SCCF Round 3, Bright Lights in Banna. For the amount of \$ 350,000.</p> <p>New funding received includes:</p> <p>New toilet block for Enticknap Park for \$135,000 applied for by Director Sustainable Development, Phil Harding.</p> <p>Women's Lands Army Park for \$14,999 from SCP Round 3 (Total project cost \$45,000)</p> <p>Wood Park playground redevelopment. Received \$155,650 from Everyone Can Play. Total Project cost \$311,300 excl gst.</p> <p>New Projects applied for:</p> <p>Borland Leckie Park. Applied for \$86,710 from Everyone Can Play. Total proposed cost \$173,420.</p>
	2.3.4.2	Apply for grant funding.	Principal Planner Urban Design & Strategic Planning	Grants applied for and grants awarded.	Ongoing: Applying for all available Grant Funding. Aim to be 100% successful with Grant Funding applications.

Develop partnerships with industry and agriculture leaders.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Encourage existing partnerships with tertiary education providers that support quality education pathways for Griffith students.	2.4.1.1	Establish Country Universities Centre Western Riverina in Griffith.	General Manager	Transition of CUC Western Riverina to new Community Centre.	Country Universities Centre Western Riverina operational. Centre will relocate to new Griffith Community Centre when completed in July 2021.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain strategic and operational relationships with Murrumbidgee Irrigation.	2.5.1.1	Work with MI to contribute to a Master Plan to assist with addressing Blue Green Algae at Lake Wyangan.	General Manager	Discuss circulation of water at Lake Wyangan with a view to improving water quality.	A Lake Wyangan Rehabilitation Master Plan (Concept) supported in principle by Council at 22 June 2021 meeting. Council to apply for grant funding to prepare a feasibility study. The feasibility document when completed to be considered by Council.
Provide ongoing support for the Build More Dams Action Group.		Convene Build More Dams Action Group meetings as required.	Director - Utilities	Number of meetings held.	Meetings are held when there is an item required for discussion on the agenda.



## Plan and lead with good governance

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Council's Integrated Planning and Reporting suite of documents developed, outcomes reported and documents reviewed in accordance with statutory requirements.	3.1.1.1	Operational Plan developed, exhibited and adopted by Council by June 2020. Progress reports provided to Council.	General Manager	IP&R documents prepared in accordance with statutory requirements.	Griffith City Council Delivery Plan update (2017/18 to 2021/22) and Operational Plan (2021/22) adopted by Council 22 June 2021. Annual Financial Statements 2019/2020 reported to Council 8 December 2020 in accordance with Office of Local Government requirements.
Ongoing monitoring of Customer Focus	3.1.3.1	Monitor customer contact and transactions on a regular basis.	Director - Sustainable Development	Quarterly customer service report prepared and communicated.  Analysis of telephone contact data, quarterly. Survey of customer experience, quarterly. CRM resolution performance, quarterly.	Statistics and CRMs monitored and managed.
Provide a risk management framework.	3.1.4.1	Review Risk Register and develop Risk	Human Resources and Risk Manager	Risk Register reviewed. Risk Management Action Plans	Risk management framework completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Management Action Plans.		developed and communicated annually.	
Ensure appropriate Internal Audit program is maintained at Griffith City Council.	3.1.5.1	Annual internal audit plan developed.	Governance Manager	Number of internal audit projects undertaken. Number of internal audit recommendations implemented.	Audit Risk & Improvement Committee met 16 June 2021. Internal audit reviews completed include GIPA Review, Investments, Policy management.
Provide a compliant Human Resource Management service to meet legislative and organisational requirements.	3.1.6.1	Undertake review of HR policies.	Human Resources and Risk Manager	HR policies reviewed as per cycle.	Completed 20/21 financial year.
	3.1.6.2	Provide a relevant training calendar for staff development and compliance.	Workforce Planning Manager	Training Calendar completed and available. WHS training provided within relevant time frames.	Draft Training calendar has been compiled which identifies required compliance training for staff.
	3.1.6.3	Implement Award changes as required.	Human Resources and Risk Manager	Number of Consultative Committee meetings held.	Completed as per the current LGNSW (State) Award 2021.
Provide effective compliance services including animal control, parking compliance,	3.1.7.1	Undertake regular patrols of restricted parking areas and school zones.	Planning & Environment Manager	Number of PINS per month. School zone patrols conducted daily during school terms.	Contract with current parking enforcement service provider has been renewed through tender process.
	3.1.7.2	Provide and maintain an effective companion animal program and facility.	Planning & Environment Manager	Number of PINS per month. Number of rehomed companion animals per month. Number of stock complaints dealt with.	Improvement of facility ongoing with exercise areas completed. Minor capital works planned for next financial year. Microchipping and de sexing programs to continue. All issues are discussed on

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
litter compliance, overgrown vegetation on privately owned land. Respond to stock complaints.					a weekly basis and improvements made as necessary.
	3.1.7.3	Respond to litter complaints in a timely manner.	Planning & Environment Manager	Number of inspections conducted per quarter.	CRM statistics are used to manage this action and it indicates positive progress.
Provide governance services to Council.	3.1.8.1	Review public policies as required.	Governance Manager	Local policies reviewed by September 2021. Public policies reviewed at least once during Council term.	No Council policies reviewed this quarter.
	3.1.8.2	Provide administration support, Councillor information sessions and induction programs for 2021 Council Election.	Governance Manager	Council election conducted in accordance with legislation. Councillor induction program delivered.	Councillors provided with regular updates regarding available courses. ALGWA forum held 15 May 2021. Councillor Candidate Information Session held via Zoom 3 June. NSW Electoral Commission webinars promoted on social media. Council website updated with information and links to websites. Arrangements made for pre-poll location.
	3.1.8.3	Coordinate production of Council's Business Papers, Minutes, Committee Agendas and Committee Minutes.	Governance Manager	Agendas and Minutes prepared in accordance with Council policy and deadlines.	Council business papers and minutes produced in a timely manner. 6 Council Meetings and 23 Committee/Working Group meetings held this quarter.
	3.1.8.4	Manage Council's Integrated Planning	Governance Manager	IP&R undertaken within required time frames	3rd Quarter Performance Report prepared and presented to Council 25 May 2021. Community

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		and Reporting Requirements.		including Annual Report, Delivery Program reports, Quarterly reports, review of Delivery Program and Operational Plan. Review Community Strategic Plan by February 2021.	consultation continuing for review of Community Strategic Plan. Preparations commenced for End of Term reporting. Delivery Program and Operational Plan, Long Term Financial Plan for 2021/22 prepared and adopted by Council 22 June 2021.
	3.8.1.5	Coordinate Legal Services Panel in accordance with tender provisions.	Governance Manager	Maintain Legal Services Panel.	Legal Services Panel available to staff on the Extranet.
	3.8.1.6	Develop induction and ongoing professional activities for Councillors in accordance with the Regulations.	Governance Manager	Councillor training plans prepared.	Councillors provided with a list of upcoming online training and conferences. Induction program being developed for new Councillors following September 4 election. ALGWA Forum held 15 May. Candidate information session held via Zoom 3 June.
Ensure statutory reporting complies with legislative requirements.	3.1.9.1	Ensure compliance with statutory requirements including Public Interest Disclosures, Management of Delegations, Disclosure of Councillors and Designated Persons Register.	Governance Manager	Statutory tasks undertaken within guidelines and required time frames.	Delegations issued as required with review of Delegations by each Directorate continuing. Designated Persons internal policy reviewed. Councillors and Designated Persons Disclosure forms issued to Councillors and staff 30 June. Conflicts of Interest Register maintained on a regular basis.
Facilitate the proactive	3.1.10.1	Respond to and assess GIPA	Governance Manager	Number of applications approved within timeframes.	No GIPA Applications received this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
public release of government information in accordance with legislative and organisational requirements.		applications in a timely manner. Review Information Guide annually.		Number of applications approved within timeframes.	
Provide efficient, accurate and compliant record management services to both internal and external customers of Council.	3.1.11.1	Ensure Council's compliance with record management standards and requirements by developing a Records Risk Register and Disaster Recovery Plan.	Information Manager	Completed by January 2021.	Records Risk Register & Disaster Recovery Plan developed and adopted.
	3.1.11.2	Provide induction and refresher training in records management and continually promote best practice to all Council staff.	Information Manager	Number of induction sessions held and number of attendees Number of monthly refresher training sessions held and number of attendees Conduct daily data audit checks Monthly records management 'tips' emailed to all staff	Six staff received Records Management training in April and May. Monthly recordkeeping tips emailed to all staff and daily data audit checks conducted. Advanced Searching training sessions planned for June 2021.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.11.3	Utilise electronic document management system to implement electronic record disposal strategy	Information Manager	Implement by end of January 2021.	Classification of legacy Council records commenced as a pre-cursor to implementing electronic record disposal.
	3.1.11.4	Undertake digitisation/archival/disposal of paper-based Council records.	Information Manager	Digitise Council Business papers by July 2020. Conduct archiving/digitisation/disposal of paper records stored in Information Management by January 2021.	Trial digitisation of paper property files project commenced 1 Mar 2021.
	3.1.11.5	Maintain accurate Property and Name and Address data.	Information Manager	Completion of Rural Addressing Project by May 2020. Develop written procedures for administrative key tasks by January 2021.	New Information Management Support Officers trained in NAR procedures to ensure data integrity and act as back up support.
Provide corporate property services to Council.	3.1.12.4	Coordinate preparation of Plans of Management for Council owned community land.	Director - Sustainable Development	Priority Plans of Management completed.	PoM preparation program followed. PoMs are provided to Council for approval to refer to the Crown and placed on public notification.
Provide reliable IT services within Council.	3.1.13.1	Review all software applications and other programs on an annual basis. Replacement of hardware as required.	Information Technology Manager	PCs to maintain a turnover ratio of 5 years minimum. Annual upgrade of Authority completed. Report on other applications as renewed.	All hardware has been purchased and roll out will be completed by 30 August 2021. Lack of staff resources, budget spending pauses due to COVID-19 and delays with COVID-19 from suppliers has resulted in a delay in rollout.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.13.2	Maintain support services to Council departments.	Information Technology Manager	80% CRMs closed as per service standard.	Only 2 staff of 4, 2 roles still unfilled. Recruitment in progress. 76% of CRMs closed within standard for quarter.
Prepare and Implement Strategic Planning Framework	3.1.15.1	Local Strategic Planning Statement Comprehensive DCP Local Environmental Plan	Director - Sustainable Development	Strategy meets legislative requirements Plans and documents publicly notified and approved by Council.	Supply and Demand Land Study commenced to inform the GLEP review. Health Precinct planning commenced. Lake Wyangan Master Plan completed for detailed engineering design and preparation of a Development Contribution Plan.
Review of Development Control Plans	3.1.16.1	Review and rewrite Council's Development Control Plans (DPCs)	Director - Sustainable Development	Development Control Plans adopted by Council.	Council's Development Control Plans (DPCs) are currently under review.
Develop Local Strategic Planning Statements (LSPS)	3.1.17.1	Compile Local Strategic Planning Statements for Griffith.	Director - Sustainable Development	Adoption of Local Strategic Planning Statements.	Local Strategic Planning Statement has been finalised.
Griffith Community Participation Plan	3.1.18.1	Compile a Community Participation Plan for Griffith.	Planning & Environment Manager	Continued monitoring of practicalities of CPP.	Community Participation Plan for Griffith completed.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Adopt Delivery Program and Operational Plans (Budget) inclusive of 10 Year Long Term Financial Plan.	3.2.1.1	Meet annual statutory reporting requirements.	Finance Manager	Adoption of annual financial statements within OLG guidelines. Adoption of annual operating budget by Council prior to 30 June. Adoption of quarterly operational review reports. Meet OLG financial sustainability ratios.	<ul style="list-style-type: none"> <li>- The 2020/21 annual financial statements are due to be lodged with the OLG by the reporting deadline of 31 October 2021.</li> <li>- 2021/22 annual operating budget has been adopted by Council prior to 30 June 2021.</li> <li>- Quarterly Reviews have been submitted to Council for adoption as required by the OLG for the 2020/21 Financial Year.</li> <li>- OLG financial sustainability ratios have all been met at this point.</li> </ul>
Provide managers with timely data of their current budget items.	3.2.2.1	Provide monthly report to responsible managers of year to date income and expenditure items.	Finance Manager	Provide monthly financial reporting to responsible managers by the 15th of the following month, or as soon as practicable.	Monthly Operating reports (Actual v Budget) have been generated and distributed for the months of April and May 2021 and as such this KPI is being achieved as required.



## love the lifestyle

### Ensure Griffith is a great place to live

Enable accessible diversity in housing choice.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Monitor land availability (Residential, Commercial, Industrial, Recreational)	4.1.2.1	Compare actual land take up with projections in the Land Use Strategy during a five year review period.	Planning & Environment Manager	At any period of time the amount of correctly zoned land available for development should out-perform the demand for such land.	These projections are being addressed as part of the LEP review process with a supply and demand analyses finalised. This analyses will be considered as part of the LEP review process.
Implement the Griffith Housing Strategy objectives where possible.	4.1.3.1	Foster partnerships with developers, community housing providers and levels of Government to increase housing stock and land	Director - Economic and Organisational Development	Number of new housing developments.	Partnership with Argyle Housing to supply housing in Wakaden Street and Dave Taylor Park.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		availability in the LGA.			
Griffith Affordable Housing Strategy.	4.1.4	Compile an Affordable Housing Strategy for Griffith.	Director - Sustainable Development	Adoption of the Affordable Housing Strategy and implementation of recommendations.	The Housing Strategy was adopted by Council in 2019 with recommendations being implemented.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify and promote road safety projects relevant to Griffith Local Government Area.	4.2.1.1	Investigate strategies to resolve road safety issues.	Road Safety & Traffic Officer	Develop and implement a 3 year road safety action plan and report strategies to the Transport Committee by June 2019.	New four (4) year Road Safety Action Plan 2021 - 2025 based on the Local Government Road Safety Program guidelines submitted to Transport for NSW in May 2021. The plan sets out proposed projects and local road safety priorities based on crash data analysis, council priorities, stakeholder engagement, local knowledge and community feedback. Priority has been given to existing projects that target speeding, heavy/harvest vehicle safety and rural/remote country road safety. All these issues sustain historical rationale to show the continuation of those projects is justifiable to meet local needs. It is these three projects that will seek part funding from TfNSW under the LGRSP. Other road safety initiatives outside the LGRSP will also be delivered to relevant road user groups as required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Improve public safety by provision of appropriate information signage in public areas.	4.2.2.1	Review and maintenance of "Signs as Remote Supervision" in public areas.	Parks & Gardens Manager	Reviews of signs to be undertaken and repairs made for damage or vandalism.	Signage in parks and reserves is progressively installed and maintained in accordance with a risk management approach.
Investigate opportunities to fund and develop safer parks and streetscapes consistent with the Crime Prevention Strategy.	4.2.3.1	Install lighting and CCTV in designated areas.	Principal Planner Urban Design & Strategic Planning	Number of installations.	Ongoing when funding available. Constantly looking for funding streams to extend the CCTV network throughout the City. New CCTV cameras were installed at the new Stage to mitigate vandalism.
Review of Crime Prevention Plan.	4.2.4.1	Review local Bureau of Crime Statistics and Research (BOCSAR) data and amend current Crime Prevention Plan.	Director - Economic and Organisational Development	Crime Prevention Plan reviewed annually.	Not completed in this Quarter.
	4.2.4.2	Work with agencies to create awareness and improve community safety.	Director - Economic and Organisational Development	Number of campaigns/meetings held.	Not commenced due to staff shortages.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Food Inspections on food premises within the Griffith and surrounding LGA's as required under the NSW Food Act 2003.	4.2.5.1	Undertake Food Business Inspections within the Griffith LGA as required under the NSW Food Act 2003.	Director - Sustainable Development	270 X Food Business Inspections Griffith LGA/ann.	Program adhered to.
	4.2.5.2	Undertake Food Business Inspections within the Narrandera and Hay LGA's as required under the NSW Food Act 2003.	Director - Sustainable Development	80 X Inspections Narrandera LGA/ann. 55 X Inspections Hay LGA/ann.	Narrandera no longer require GCC to undertake inspections. Program adhered to for Hay.
	4.2.5.3	Undertake Temporary Event Food inspections within the Griffith LGA.	Director - Sustainable Development	30 X Inspections in Griffith LGA.	Inspections undertaken as required.
	4.2.5.4	Undertake Mobile Food Van inspections within the Griffith LGA.	Director - Sustainable Development	40 X Inspections in Griffith LGA.	Mobile Food Van inspections undertaken within the Griffith LGA.
Deliver Arbovirus Surveillance Program as	4.2.6.1	Set and collect Mosquito traps weekly from 2 x	Director - Sustainable Development	2 X Mosquito Traps set, collected and collections freighted for analysis weekly	Annual program followed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
required by NSW Health.		sites surrounding Griffith during November to April.		between November to April. (24 weeks/ann) (48 trappings/ann).	
	4.2.6.2	Test Sentinel Flock of chickens weekly between November to April.	Director - Sustainable Development	Sentinel Flock (15 chickens) tested weekly and samples sent for analysis weekly. (24 weeks/ann) (360 tests/ann).	Annual inspection program followed.
Manage Risk Based Performance of Cooling Water Systems as required under the Public Health Regulation 2010.	4.2.07.1	Urgently respond to notifications of high Legionella and HCC test results. Undertake audit of installation of UIN's on Cooling Water Systems. Take receipt of Risk Management Certificates for each Cooling Water System. Maintain UIN register.	Director - Sustainable Development	Respond to all notifications of High Legionella and HCC (No. unknown). Audit 100 X UIN's. Take receipt of 25 X Risk Management Certificates. Maintain UIN Register for 100 + X Cooling Water Systems. Maintain all Cooling Water System Records Management.	Annual program followed and inspections undertaken.
Deliver Public Swimming Pool inspections as required under the	4.2.08.1	Undertake pool sampling of Public Swimming Pools and Spa Pools. Complete	Director - Sustainable Development	35 X pool samples of Public Pools and Spa's/ann. 10 X pool samples of Hotels, Motels and Accommodation facilities/ann. 15 X School	Annual inspection program followed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Public Health Act 2010.		pool sampling of Hotel, Motel and Accommodation facilities. Undertake pool sampling of School Pools (Kalinda & GPSO). Undertake sampling of GCC's Splash Park.		pool samples /ann. 5 X GCC Splash Park samples/ann.	
Deliver On-site Sewage Management inspections as required under NSW Local Government Act 1993 and POEO Act 1997.	4.2.09.1	Undertake On-site Sewage Management inspections on both existing Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Director - Sustainable Development	30 X On-site Sewage Management inspections/ann. 30 X 'Approvals to Install issued/ann. 30X Approvals to Operate' issued/ann. Respond to 5 X complaints/ann.	All inspections undertaken as required.
Deliver Immunisation Clinics as supported by	4.2.10.1	Undertake monthly Early Childhood Immunisation Clinics for vaccination and	Director - Sustainable Development	12 X Monthly Immunisation Clinics delivered/ann.	Clinics not provided by NSW Health since April 2020.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Council and NSW Health.		prevention of childhood preventable diseases.			
	4.2.10.2	Deliver Annual Flu Vaccinations to all Council staff requesting vaccination.	Human Resources and Risk Manager	160 X Annual Flu Vaccinations delivered to Council staff/ann.	The Annual Flu Vaccination ran over two half days on 20 and 21 April 2021. A total of 157 staff received the vaccination.
Deliver Beauty and Skin Penetration Inspections within Griffith, Narrandera and Hay LGA's as required by NSW Health. (Hairdressers as required)	4.2.11.1	Undertake inspections of Griffith LGA Hairdresser, Beauty and Skin Penetration premises including equipment and facilities.	Director - Sustainable Development	35 X Beauty and Skin Penetration premise inspections in Griffith LGA/ann. (Hairdresser Register X 20 maintained, inspections on complaint)	Annual program followed.
	4.2.11.2	Undertake inspections of Narrandera LGA Beauty and Skin Penetration premises including equipment and facilities. (Hairdressers as required)	Director - Sustainable Development	10 X Beauty and Skin Penetration premise inspections in Narrandera LGA/ann.	Narrandera LGA inspections no longer required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.2.11.3	Undertake inspections of Hay LGA Beauty and Skin Penetration premises including equipment and facilities.	Director - Sustainable Development	4 X Beauty and Skin Penetration premise inspections in Hay LGA/ann.	Annual inspection program followed.
Deliver Mortuary Inspections as required by NSW Health.	4.2.12.1	Undertake inspections of Griffith LGA Mortuary premises including equipment and facilities.	Director - Sustainable Development	4 X Mortuary inspections/ann. Griffith LGA.	Inspection program followed in full.
	4.2.12.2	Undertake inspections of Hay LGA Mortuary premises including equipment and facilities.	Director - Sustainable Development	1 X Mortuary inspection/ann. Hay LGA.	Inspection program followed.
Deliver Lake Wyangan Water Quality Sampling as required by the Australian	4.2.13.1	Undertake regular water samples of Lake Wyangan to determine lake	Director - Sustainable Development	90 X water samples/ann. (Taken fortnightly between October-April). 30 X water samples (Taken Monthly between May-Sept).	Regular water sampling undertaken at Lake Wyangan.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Recreational Water Guidelines and Murrumbidgee Regional Algal Coordinating Committee.		water suitability for Recreational water use.		10 X water samples (Taken weekly during 'Red Alerts').	

Promote and celebrate our social and cultural diversity.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare and implement Multicultural Engagement Strategy.	4.3.1.1	Work with the multicultural interagency network to prepare draft Multicultural Engagement Strategy (MES).	Director - Economic and Organisational Development	Number of consultations held.	Not commenced due to staff shortages.
Hold Citizenship Ceremonies as required.	4.3.2.1	Citizenship Ceremonies held as required.	Director - Economic and Organisational Development	Number of ceremonies held. Number of people receiving Citizenship.	Citizenship Ceremony scheduled for August 2021.
Promote various events to showcase Griffith's social and cultural diversity.	4.3.3.1	Raise awareness of key social and cultural events and festivals throughout the year. Support and provide opportunities for	Tourism Manager	Number of events promoted.	Griffith Easter Party was our first major event of 2021 which was well promoted and received for April. Working closely with Essendon Fields and Qantas and leveraging off many of their marketing campaigns to promote Griffith's social and cultural diversity. Announced as finalists in the Top Town Tourism

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		promotion of key events.			Awards (April-May) which gave us great exposure showcasing our unique offerings. Events & Marketing were heavily involved in Street Scapes Griffith which was held in May. Marketing campaign being planned for A Taste of Italy Griffith, to be rolled out in July and event held in August. Marketing for Spring Fest 2021 has also commenced.
Organise Australia Day Ceremony.	4.3.4.1	Australia Day Ceremony held.	Director - Economic and Organisational Development	Number of nominations received.	Ceremony held 2021.

Provide and promote accessibility to services and facilities.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide sufficient aquatic facilities to meet the demands of the community.	4.4.1.2	Complete construction of a 50 m pool.	Director - Business, Cultural & Financial Services	Accredited competition standard 50 m outdoor pool plus associated filtration infrastructure delivered and officially opened.	Project delivered and final occupation certificate received.
Maintain the Griffith Regional Aquatic Leisure Centre (GRALC) in accordance with Asset Management Plans.	4.4.2.1	Provide a clean functional and well maintained aquatic facility available to the public.	Leisure Services Manager	Compliance with GRALC Maintenance Schedule.	Quarter 4 has seen a number of maintenance issues, both reactive and proactive undertaken including fixing a major leak behind the wall in one accessible change room, various minor plumbing and electrical issues and the replacement of an aging heat exchange unit on the Program Pool. Management continue to work with the contract

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					cleaner to improve the cleanliness of the centre including the new change rooms for gym users.
Provide a collection of library material, meeting community and industry standards.	4.4.3.1	Maintain a collection of library material in accordance with State Library guidelines.	Library Manager	Circulation per capita at a minimum of 3.5 times average for each resource. Track number of visits to WRL website - 48% stock less than five years old.	2020/2021 Annual Statistics: Circulation, total (includes physical and digital loans) - 120,428 Circulation, per capita (loans divided by population) - 4.5 Visits to Western Riverina Libraries website - 18,619 Age of collection - 70.7% is less than 5 years old
Griffith City Library to facilitate digital inclusion in the community.	4.4.4.1	Provide digital education programs to the community.	Library Manager	Hardware asset less than 5 years old. Number of internet access bookings utilising WiFi and also public computers.	2020/2021 Annual Statistics: Age of public computers - Less than 5 years old. Number of public computer sessions - 7,096 Number of WiFi sessions - 7,491
	4.4.4.2	Provide reliable high speed internet and computer equipment.	Library Manager	Maintain ratio of 1 PC per 3,000 residents.	As at 30 June 2021: 17 public computers = 1 computer per 1,581 residents.
Position the Griffith City Library as a community hub for learning, networking and leisure.	4.4.5.1	Provide a number of Library programs to all sectors of the community.	Library Manager	Provide a quarterly report on visitation per annum (minimum 5 visits per capita). Deliver a minimum of 20 programs annually reflecting the population demographic.	2020/2021 Annual Statistics: Visitation, total - 73,593 Visitation, per capita - 2.7 Number of programs - 211
	4.4.5.2	Promote the Library facilities	Library Manager	Report on number of participants in programs quarterly. Aim for 5% per	2020/2021 Annual Statistics: Program participants - 5,058

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		for optimum community use.		annum increase year on year.	Increase/decrease on previous year - 51.7% decrease.
Provide Library accommodation and ancillary services to community and industry standards.	4.4.6.1	Provide a clean, functional and well maintained library facility available to the public.	Library Manager	Compliance with Library Maintenance Schedule. Report quarterly.	No substantial building maintenance over the last quarter.
Provide access to community services.	4.4.7.1	Maintain an up to date Community Directory.	Director - Economic and Organisational Development	Community Directory reviewed annually.	Updates made as received by Community members.
	4.4.7.2	Work with Inter agency Networks and other organisations on issues impacting the community.	Director - Economic and Organisational Development	Number of activities held and projects.	Council representation on headspace, Suicide Prevention, Multicultural, Community, Youth, Aboriginal Community Working Party.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Theatre will deliver a diverse and engaging program of events that caters to the	4.5.1.1	Develop and deliver high quality, diverse entrepreneurial season that is inclusive of	Director - Business, Cultural & Financial Services	Deliver a minimum of 16 entrepreneurial shows per calendar year including a minimum of 3 seniors' shows, 4 educational/family shows	Item completed, the theatre delivered a full program of events however the COVID-19 pandemic did cause the disruption and cancellation of some events however this was outside the control of Council.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
needs of the community.		different age, cultural and interest groups in the community.		and a minimum of 1 show for the CALD community.	
	4.5.1.2	Deliver biannual community music production.	Director - Business, Cultural & Financial Services	Produce and deliver Community Production every 2 years.	No community production was to be scheduled for the 2020-21 year. Planning for the 2021-22 year production may be impacted by COVID-19 and possibly may be deferred until a later year due to the risk and uncertainty around the planning of such a significant production.
	4.5.1.3	Deliver annual Theatre Workshops for young people.	Director - Business, Cultural & Financial Services	Number of Workshops held and number of attendees.	All of the planned theatre workshops were delivered during the year.
	4.5.1.4	Marketing strategy developed, reviewed and implemented annually.	Director - Business, Cultural & Financial Services	Increase audience by 5 - 10 %, increase up take of memberships and subscriptions by 3 - 5% annually.	COVID-19 had a significant impact on delivering the entire strategy. Shows and events were delivered as planned except when the pandemic caused the cancellation of shows.
Provide a well maintained Theatre facility for the public and performers, meeting community and	4.5.2.1	Provide a clean functional and well maintained Theatre facility available to the public.	Director - Business, Cultural & Financial Services	Compliance with Theatre Maintenance Schedule.	The theatre facility continues to be maintained and presented in a highly professional manner with no areas of concern raised within the community or performers during the year. The newly upgraded facilities have been warmly welcomed and provide a significantly higher level of amenity to patrons and performers alike.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
industry standards.	4.5.2.2	Ensure technological facilities are maintained and upgraded to meet current industry standards.	Director - Business, Cultural & Financial Services	Technology updated as per budget allocation. Annual review against current industry standards.	Along with the upgrades to amenities and change rooms, there has also been the installation of new acoustic panelling in the auditorium and the replacement of the PA System is occurring early in the 2021/22 year therefore this demonstrates that the technological facilities are also being replaced as required in order to continue to meet current industry standards.
Investigate opportunities for sponsorship for the Griffith Regional Theatre.	4.5.3.1	Develop an annual sponsorship strategy for Griffith Regional Theatre.	Director - Business, Cultural & Financial Services	Number of sponsors engaged with the Theatre.	Completed.
The Griffith Regional Art Gallery will develop and deliver a diverse and engaging program of cultural activities.	4.5.4.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Director - Business, Cultural & Financial Services	Minimum of 8 exhibitions per year including a minimum of 2 touring exhibitions and a minimum of 2 exhibitions by local artists.	The Regional Art Gallery delivered a quality program during the year, highlighted by several outstanding exhibitions, notably the Archibald Prize exhibition came during the latter part of the year. COVID-19 certainly had some impact on the numbers of patrons and certain exhibitions however, an excellent range of events and exhibitions was held during the year.
	4.5.4.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and	Director - Business, Cultural & Financial Services	Minimum of 6 exhibitions per year including minimum of 3 exhibitions by local artists.	The required number of Artspace exhibitions was held during the year despite the impacts of the COVID-19 pandemic.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		displays of interest to the local community.			
	4.5.4.3	Develop and review the annual marketing strategy for the Art Gallery.	Director - Business, Cultural & Financial Services	Increase community engagement by 5 - 10%.	Completed.
	4.5.4.4	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	Director - Business, Cultural & Financial Services	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.	As per previous comments, a full program within the issues caused by COVID-19 was delivered throughout the year.
Provide a well maintained Art Gallery facility for the public and performers meeting community and industry standards.	4.5.5.1	Provide a clean functional and well maintained Art Gallery facility available to the public.	Director - Business, Cultural & Financial Services	Compliance with Art Gallery Maintenance Schedule.	The Art Gallery was continually presented in a professional and well maintained manner during the year. The facility does have some space issues when striving to accommodate large scale exhibitions such as the Archibalds and also does not have the requisite unloading facilities that it ideally should have.
Develop and manage regional museum collections of	4.5.6.1	Review and upgrade museum policies and procedures to	Director - Business, Cultural &	Acquisition and De-Accession Policies upgraded or developed by 30 June 2020.	Work continues on the acquisition policy in line with the new strategic plan.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
historic and social significance to Griffith region and communities.		establish a sound basis for development of the collections including acquisitions and deaccession policies.	Financial Services		
	4.5.6.2	Make recommendations for acquisitions and deaccession of collections in accordance with Strategic Plan and budget requirements. Review collections acquisitions and deaccessions annually.	Director - Business, Cultural & Financial Services	Exhibits and materials are acquired or deaccessioned in accordance with relevant policies. Reviewed by 30 June annually.	All collections continue to be reviewed in accordance with budget and Strategic Plan.
	4.5.6.3	Utilise collections software to ensure all exhibits are accurately recorded and appropriately documented.	Director - Business, Cultural & Financial Services	Collections Management Software is installed and operational by 30 September 2020.	Progressing. Collections software has been installed and all records have now been transported into the new system. Work is ongoing on identifying fields and information for maintaining and accessing records.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.6.4	Conduct an assessment of current state of Museum buildings to identify conservation needs and develop Asset Maintenance and Restoration Plan according to priority.	Director - Business, Cultural & Financial Services	Asset Maintenance and Restoration Plan completed by 30 June 2020.	Ongoing.
	4.5.6.5	Conduct an assessment of collections assets to identify conservation needs, and develop program of conservation based on priority. Progress reviewed annually.	Director - Business, Cultural & Financial Services	Conservation Plan completed for one element of each collection each year. Review 30 June annually.	Progressing. Will require input from volunteer group as well to ensure priorities are agreed for progression.
	4.5.6.6	Arrange and carry out routine and detailed conservation activities to preserve the	Director - Business, Cultural & Financial Services	Compliance with asset Restoration Plan. Review by 30 June annually.	Progressing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		collections in accordance with Asset Restoration Plan and budget requirements. Review of maintenance annually.			
	4.5.6.7	Develop an annual program of exhibition displays, curatorial talks and activities to present the collections in a vibrant and engaging manner.	Director - Business, Cultural & Financial Services	Two new exhibition displays, 4 curatorial talks, and 3 public programs completed each year.	The annual program of exhibition displays, curatorial talks and activities was completed successfully for the year. The COVID-19 pandemic did cause some disruption and the annual action day had to be cancelled due to crowds not being allowed on that scale however this was partly offset by the 50 year celebration activities.
	4.5.6.8	Utilise collections management software to ensure all exhibits are accurately recorded and appropriately documented.	Director - Business, Cultural & Financial Services	Collections Catalogue reviewed annually.	Existing records have been transferred into the new collections management software.
Develop and manage Pioneer Park as a centre for community and	4.5.7.1	Develop an annual program of social and cultural activities	Director - Business, Cultural &	Two community cultural events held each year. Increase	Program developed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
cultural engagement.		and events at Griffith Pioneer Park Museum to attract and engage a more diverse local demographic.	Financial Services	diversity in annual usage by local community by 3%.	
	4.5.7.2	Identify opportunities and develop resources to engage schools and community organisations in interactive learning experiences.	Director - Business, Cultural & Financial Services	Increase visitation by local and regional school groups by 10%.	Progressing. The opening of the Todd Building and also progressing the Post Office Exhibition is providing impetus for additional visitation. The screening of the projections on the water reservoir was also featured during the year.
Develop and manage Griffith Pioneer Park and Regional Museum as function and event venues.	4.5.9.1	Develop facilities and resources to enhance Pioneer Park as a venue for hire and promote it to organisations, businesses and community groups.	Director - Business, Cultural & Financial Services	Increase hire of facilities by 3%.	Progressing however, hire of the venue has been reduced due to COVID-19 which has reduced the number of people able to attend events.
	4.5.9.2	Identify opportunities for funding or in-kind assistance to	Director - Business, Cultural &	Funding or in-kind assistance secured to upgrade venue facilities.	This is an ongoing requirement however Council has been successful in securing approx \$185,000 to properly install a new sewer connection to the PPM toilets and those of the caretaker's cottage

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		enhance the quality and amenity of facilities for events and functions.	Financial Services		which will be a great benefit to the overall amenity at the Park.
Develop and new Strategic Plan incorporating concept for Museum Master Plan for Griffith Pioneer Park Museum.	4.5.10.1	Engage a consultant to undertake strategic/master planning process for Griffith Pioneer Park Museum in consultation with stakeholders including GPPM Working Group, Cultural Facilities Committee and Council.	Director - Business, Cultural & Financial Services	New 5 year Strategic Plan and Master Plan completed by 30 June 2020.	The PPM Strategic Plan has been completed however with a potential new committee to be formed, there may be a requirement to amend this Plan to incorporate the ideas and requirements of this group.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare the Disability Inclusion and Access Plan (DIAP) and	4.6.1.1	Prepare draft, place on exhibition and endorse DIAP.	Director - Economic and Organisational Development	DIAP endorsed reviewed and updated annually.	DIAP review, community consultation completed. Revised draft completed for Council endorsement before 2022 due date for completion.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
implement recommendations.					
Prepare Youth Engagement Strategy and implement recommendations.	4.6.2.1	Consult with young people to inform the Youth Engagement Strategy (YES) and commence preparation of the Youth Engagement Strategy. Prepare draft YES, place on public exhibition and endorse.	Director - Economic and Organisational Development	Number of young people participating in Youth Committees and or the number of meetings held and YES endorsed.	Youth Interagency Group recommenced meeting. Two Grant applications successful for Youth Week events in April.
Engage with young people and liaise with local agencies and user groups.	4.6.3.1	Promote and facilitate Youth Week and other events in partnership with Agencies to deliver programs and activities.	Director - Economic and Organisational Development	Number of youth activities held in partnership with Council. Number of young people involved in organising events.	Youth Interagency Group recommenced meeting. Two Grant applications successful for Youth Week events in April.
Develop Ageing Strategy.	4.6.4.1	Consult with stakeholders and form a working group	Director - Economic and	Number of consultations/meetings held.	Not scheduled or funded.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		to develop an ageing strategy.	Organisational Development		
Maintain the Citrus Sculptures (Spring Fest) as one of Griffith's greatest community events.	4.6.5.1	Create opportunities for community involvement. Encourage and grow the number of community participants.	Events Coordinator	Maintain at least 70 sculptures. Measure increase of Facebook hits and reach and capture the diverse range of Griffith and number of volunteers engaged.	Application forms have been sent out to community groups to participate in the 2021 Citrus Sculpture display in a COVID-Safe way.
Promote Local Government and Griffith City Council through the organisation and coordination of Local Government Week activities.	4.6.6.1	Provide suitable activities to promote Local Government Week and increase the public's awareness of Local Government objectives and services.	Governance Manager	Number of events held over Local Government Week.	Council Cafe consultation sessions held at the Library and Banna Avenue Kiosk, also during Street Scapes. Council stand at Riverina Field Days over 2 days in May 2021. Preparations commenced for Local Government activities. School visit to Council Chambers from Griffith East Public School over 2 days in June.

Promote reconciliation and embrace our Wiradjuri heritage and culture.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Aboriginal Community Engagement Protocol to be endorsed and implemented by Council.	4.7.1.1	Implement recommendations from Aboriginal Community Engagement Protocol.	Director - Economic and Organisational Development	Report on progress to Communities Committee.	Review not completed.
Prepare Aboriginal Reconciliation Plan and implement recommendations.	4.7.2.1	Form Elders group and work with Community Working Group to inform the Aboriginal Reconciliation Plan.	Director - Economic and Organisational Development	Report on progress to Reconciliation Australia and number of recommendations implemented.	Review not completed.
	4.7.2.2	Consult, and or partner with the local Aboriginal Community Working Party (CWP).	Director - Economic and Organisational Development	Number of meetings held and number of events held in partnership.	Review of Reconciliation Action Plan (RAP) not completed. CWP Meeting held.

## Promote a healthy and active lifestyle

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Lobby State Government to commit funding in forward estimates for renewal of Griffith Base Hospital.	5.1.1.1	Monitor construction of new Base Hospital.	General Manager	Council participation with Griffith Base Hospital Development Advisory Committee.	Non-clinical services building under construction and due for completion early 2022. Total Base Hospital Project scheduled for completion 2025.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and renew playgrounds in accordance with the Playground Strategy.	5.2.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	Parks & Gardens Manager	Playground safety inspections carried out as per the schedule.	Playground maintenance is kept to a high standard due to scheduled inspections and documentation of inspections.
Maintain Council's parks and reserves in accordance with Playground Strategy.	5.2.2.1	Manage and maintain parks and reserves to the level of service.	Parks & Gardens Manager	Parks and reserves maintained within allocated budget.	Parks and reserves maintenance continues to meet the expectations of the community.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Promote healthy lifestyle programs to the community.	5.2.3.1	Collaborate with Murrumbidgee Local Health District (MLHD) to promote the Make Healthy Normal campaign.	Director - Economic and Organisational Development	Make Healthy Normal campaign promoted on Council's web page. Number of initiatives promoted.	Cross promote media as relevant. Successful grant application for Youth Week and presentation of Healthy Streets.
Continue to build strong networks with sporting bodies.	5.2.4.1	Support local sporting organisations to host major meets in Griffith. Support and provide opportunities to host and promote sporting events.	Events Coordinator	Number of regional or state sporting events per year.	A Proposal from Sports Marketing Australia for the NSW Country Swimming Championships was sent through to Events Coordinator. The Leisure Services Manager has confirmed through Council the event will be held in Griffith and take place in January 2022.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain all Council's sporting ovals.	5.3.1.1	Manage and maintain Council's sporting ovals to the level of service.	Parks & Gardens Manager	Sporting ovals maintained within allocated budget.	Council's sporting facilities continue to be maintained to meet the standards expected by the community.
Implement capital upgrades to sporting and recreational	5.3.2.1	Seek grant funding for capital upgrades on sporting and	Parks & Gardens Manager	Number of successful grants.	Funding for capital upgrades is ongoing along with supporting documentation to assist local sporting associations seek grant funding.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
facilities as funding becomes available through grants or otherwise.		recreational facilities.			
Griffith Regional Aquatic Leisure Centre (GRALC) to provide a range of services for the improved health, well-being and lifestyle of the community.	5.3.3.1	Provide a high standard of services and programs in the following areas: general swimming, swimming carnivals, swim school, gymnasium classes and programs, crèche, swim squad, kiosk, gymnasium access.	Leisure Services Manager	Aquatic Centre is open a minimum of 4,200 hours per annum. Increase attendances by 5% year on year.	A high standard and variety of services and programs have continued to be offered throughout the last quarter of the year. Aquaerobics classes have been reduced for winter to align with decreased demand during this period.
Griffith Stadium to provide a range of services for the improved health, well-being and lifestyle of the community.	5.3.4.1	Provide a clean, functional facility, available to the community.	Stadium Manager	Increased utilisation of the Stadium. Compliance with Stadium Maintenance Schedule.	Westend Stadium continues to be presented in a clean, hygienic and functional manner for the community to use.
	5.3.4.2	Construction of new 5 court stadium, 7 netball courts, synthetic athletics track and artificial track and	Director - Business, Cultural & Financial Services	New amenities constructed by April 2022.	The new Westend Oval sporting facilities project is underway with key consultancies procured in 2019 & 2020. Project Management, Design and civil engineering services have been procured and a construction tender was called in November 2020 with an appointment of a contractor completed in

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		artificial turf hockey pitch.			Mar/Apr 2021. Construction commenced in June 2021. Construction will be undertaken throughout the remainder of 2021 for completion in Q2 2022.
Prepare a Master Plan for Olympic Street.	5.3.6.1	Incorporate new Community Centre and Skate Park.	Principal Planner Urban Design & Strategic Planning	Master Plan delivered.	The new Community Centre is currently under construction as well as the new car park west of the proposed Centre to service both the Community Centre and the new skate park and proposed Pump Track. Proposed completion date of the Centre is August 2021. The Olympic Street master plan for the Youth Precinct is currently in draft form. Council also received funding for the Pump Track in the Youth Precinct which will be constructed 2021/2022.
Develop and keep current Master Plan for the 50 m Pool.	5.3.7.1	Griffith Regional Aquatic Leisure Centre undertake public consultation.	Principal Planner Urban Design & Strategic Planning	Specifications finalised.	Completed.
Collaborate with Council staff to ensure recreational, road cycling and walking trails are incorporated in planning in and across the LGA, for locals and the visitor economy.	5.3.8.1	Meet regularly with planning and engineering staff to incorporate pedestrian and cycling recreation in future planning.	Principal Planner Urban Design & Strategic Planning	Regular meetings held.	Ongoing process. Involved in monthly Engineering coordination meetings.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Urban Design Projects.	5.3.9.1	Scope, design and plan projects of city significance.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered.	Continuous process: Constantly involved in scoping, planning and designing projects of significance for the city of Griffith. Current projects include the upgrade of Yambil Street, the community stage in Community Gardens, the new Community Centre, Jubilee oval and the proposed Pump Track and the revising the draft Entrance Strategy. Henderson oval has been completed. Wood Park Playground and shelter will be completed in 2021/2022.

## growing our city

### Encourage our local economy to grow

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Attract and host trade delegations to further promote business opportunities within the region.	6.1.1.1	Develop and promote the Business Prospectus to attract new investment in the region.	Director - Economic and Organisational Development	Number of trade delegations to Griffith. Number of meetings held. Prepare new business prospectus.	New Prospectus to be prepared in 2021/22.
Liaise with agencies to develop resources and training programs to assist small business to establish in the area.	6.1.2.1	Utilise ABR data to determine newly registered ABN holders and send out invitations to come to Council for assistance. Attend regular meetings with business startups providing them with advice, information and useful contacts to further their business plan.	Director - Economic and Organisational Development	Number of meetings held.	Activity to recommence July 2021.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Profile Griffith as a vibrant, contemporary regional hub, a great place to do business.	6.1.5.1	Continue to build strong business relationships and networks. Attend business events/breakfasts and facilitate meetings. Develop and promote the Griffith Business Prospectus.	Director - Economic and Organisational Development	Number of Business Prospectus copies distributed.	Activity to recommence July 2021.

Promote opportunities to assist existing businesses to grow.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Partner, sponsor and promote professional development for local businesses.	6.2.1.1	Partner with stakeholders to run events for local businesses including Griffith Women in Business, Griffith Business Chamber and Griffith Young Professionals.	Director - Economic and Organisational Development	Number of events per year.	Continuing secretarial duties with GWIB including arranging and attending partnership meetings. Activity to recommence 2021.
Participate in the Small Business Friendly Councils	6.2.3.1	Continue to promote the Easy to do	Director - Economic and	Number of new businesses signed up to Easy to do Business Program.	Activity to recommence July 2021.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Program and implement initiatives to promote the region as a place to do business.		Business Program.	Organisational Development		
	6.2.3.2	Griffith Now Hiring program to attract skilled workers.	Director - Economic and Organisational Development	Number of skilled workers attracted to the region.	Program continuing.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement best practice development guidelines.	6.3.1.1	Comprehensive DCP prepared.	Planning & Environment Manager	DCP adopted.	Completed.
Lake Wyangan Masterplan	6.3.2.1	Master Plan Lake Wyangan.	Planning & Environment Manager	Adoption of Layout Plan for a fully covered recreational area, Potable Water Reticulated Master Plan, Sewerage Reticulation Master Plan and Drainage Master Plan.	Went to Council for adoption February 2021. Contribution plans still need to be finalised.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Communicate Griffith as a	6.4.1.1	Promote Griffith as the agricultural	Tourism Manager	Number of media releases and number of media inclusions (TV, Radio, Print)	Destination Tourism Plan 2021-2024 was officially adopted in February. In line with our Visit Griffith branding Griffith is

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
progressive agricultural region.		powerhouse of the Riverina, share good news stories across social platforms and profile in regional editorial. Source opportunities for new promotion and share good news stories across all platforms.		Number of media releases and number of media inclusions (TV, Radio, Print)	promoted as an agricultural powerhouse throughout all media channels. This Quarter specifically: Gourmet Traveller, Aus Traveller, Qantas, Essendon Fields, SMH & Weekend Telegraph travel sections. 'Meet the Local' video series was launched in Feb which continues every month; another opportunity to showcase our diverse agricultural industries. All campaigns and initiatives are shared via Tourism Reports, e-news, social media and YouTube. All good news stories distributed nationally through DRM, DNSW, Tourism Australia via MRs. As a result of our most recent partnership with major industries we have received continued support for event sponsorship, indicating they can see the value of tourism and what is being done to promote Griffith as the progressive agricultural region it is.

Promote Griffith as a desirable visitor and tourism destination.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Griffith Marketing Plan 2021-2024 in line with Destination Tourism Plan.	6.5.2.1	Consistently implement and refer to the Marketing Plan working towards the goals and objectives identified in the Marketing Plan.	Tourism Manager	Number of objectives identified in Marketing Plan met.	Visit Griffith style guide completed and implemented in all marketing collateral. The need for a Marketing Plan was identified in our DTP, scheduled to commence Sep 2021 once Brand Griffith is established. Funding for new Visit Griffith website has been confirmed which will follow on from Brand Griffith.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Grow major events and festivals.	6.5.3.1	Implement marketing campaigns for Griffith Spring Fest, Griffith Easter Party and Taste of Italy Griffith. Produce relevant collateral and arrange media opportunities accordingly.	Tourism Manager	Number of media inclusions (TV, radio and print) achieved.	Produced/ producing relevant collateral and arranged/ arranging media opportunities accordingly as per our umbrella event weekends/ periods. Griffith Easter Party completed in April. Street Scapes Griffith completed in May which was added to our program this year with a very short notice and out of our control. Taste of Italy Griffith prepared in June, ready to roll out in July for August delivery. Spring Fest 2021 is being worked on. Gardens, Ambassador, Sponsorship all locked in as of June 2021.
	6.5.3.2	Source opportunities for new, unique events and festivals. Working with tourism stakeholders and organisations.	Events Coordinator	Number of new events added.	Street Scapes was delivered successfully in collaboration with a number of key event stakeholders. This festival grew an existing event (Banna Lane Festival) and has the potential to attract further visitation in the future.
Increase Griffith's digital presence.	6.5.4.1	Continually maintain significant digital platforms. Encourage feedback via digital platforms such as TripAdvisor,	Tourism Manager	Increase in TripAdvisor and Google comments/reviews and record in the Tourism monthly report.	Encouraging feedback has been received via digital platforms such as TripAdvisor, Google and Facebook. Engagement and reach is achieved through digital channels. Reviews via quarterly tourism report included. Facilitating listings of tourism stakeholders on digital databases such as ATDW and Visit Griffith website. Meet the Local series also promotes Griffith as a desirable visitor and tourism destination on various
				Engagement and reach achieved. Website hits, Facebook likes, and number of Instagram followers.	

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Google and Facebook. Facilitate listings of tourism stakeholders on digital databases such as ATDW and Visit Griffith website.		Number of stakeholders listed.	digital platforms. All marketing campaigns signed up to with various media publications include a very large digital component which gives us enormous exposure far and wide. Funds have been secured for a new website, so Griffith Tourism will be able to design, update and maintain the new Visit Griffith website and it will be a more user friendly tourism space/platform.
Grow the conference and business event market.	6.5.5.1	Identify gaps and build relationships with suppliers and facilitators. Encourage local event suppliers to establish profiles on relevant digital platforms. Proactively engage with potential business event organisers.	Events Coordinator	Number of conferences booked/arranged by VIC and Conference Guide provided.	Marketing campaign commenced for Business Events Boost program in Griffith. Events Coordinator liaised with event organisers about potential opportunities in Griffith for the future.
Develop a new Visitor Guide and Ambassador Program.	6.5.7.1	Develop a prospectus and encourage Ambassador support.	Tourism Manager	Complete and distribute guide every 2 years.	Completed ambassador program for 2020-2021 with over 70 tourism ambassadors in the program. In the initial stages of developing new prospectus for 2022-2023.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop and manage Pioneer Park as a significant tourism attraction for the region.	6.5.8.1	Develop an annual program of activities and events at Pioneer Park to attract and engage a diverse demographic with facilities and collections.	Director - Business, Cultural & Financial Services	Two large events and 4 smaller community engagement activities conducted each year.	Program developed.
	6.5.8.2	Identify key aspects of the collections and facilities and develop ways to promote these as featured tourist attractions.	Director - Business, Cultural & Financial Services	One aspect of collection identified and new promotional materials developed and circulated per year.	Ongoing. Todd Building Exhibition completed and new materials developed for this exhibition. Post Office exhibition work is ongoing and will be a further working exhibition to display and promote.
	6.5.8.3	Develop an annual marketing plan to promote the facility and actively engage with potential visitors.	Director - Business, Cultural & Financial Services	Increase annual visitation by 3 - 5 %.	2020-21 has been a difficult year as a result of COVID-19 and the impacts that this had on Griffith. The PPM volunteers have prepared a proposal for Council consideration in relation to the future management at the Museum which will be reported to Council for further consideration.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.5.8.4	Develop a range of educational and promotional resources, including digital resources, to promote the facility and actively engage with potential visitors.	Director - Business, Cultural & Financial Services	Increase public engagement with Pioneer Park Museum social media by 5 -10%	This is an ongoing action.
	6.5.8.5	Improve interpretive and directional signage within Griffith Pioneer Park Museum.	Director - Business, Cultural & Financial Services	New directional signage installed by June 2021.	Completed.
Work with new tourism related industries and build relationships.	6.5.9.1	Build new industries into Griffith tourism product offering and ensure new industries and products are built into itineraries (both independent and groups).	Visitor Information Centre Coordinator	Number of itineraries provided.	Commencement of the Staff Regional Famil program commenced, with visits to surrounding areas including Weethalle, West Wyalong, Barellan, Narrandera and Jerilderie. During these famils, Visitor Servicing staff met with their tourism counterparts in said locations, and learnt about the experiences and attractions available at each destination, in order to service visitors via the Griffith VIC - including adding these locations to group itineraries to upsell the region. The Tourism Team conducted two site visits to parties who expressed interest in gaining more information on developing potential tourism products in the future.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Group itinerary management has been constant with multiple new itineraries, changes or cancellations to existing itineraries as tour group organisers manage the confidence of their travellers. The Tourism Team hosted the first group back in the region in April.

### Encourage a skilled workforce with employment opportunities

Increase the range of opportunities to work locally.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify opportunities for Council traineeships and work experience programs.	7.1.1.1	Identify opportunities within organisation structure for potential traineeships.	Workforce Planning Manager	Number of trainees and apprentices employed.	Traineeship and apprentice positions are reviewed at time of recruitment with relevant Director/Manager.
Attract new residents and skilled workers to the region to fill job vacancies.	7.1.2.1	Griffith Now Hiring program to attract skilled workers.	Director - Economic and Organisational Development	Number of Griffith Now Hiring Newsletter subscribers.	Program continuing.
Work with agencies including the RDA Riverina and Griffith Business Chamber to increase the range of	7.1.3.1	Regular meetings held with agencies to increase opportunities to work locally	Director - Economic and Organisational Development	3 meetings per year per agency.	Regular meetings with RDA - Grow Our Own program.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
opportunities to work locally.		including the Grow our Own Committee.			

Develop partnerships to build on quality education and training opportunities.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support local providers of educational and skills programs.	7.2.1.1	Educate and support the future growth of local businesses by assisting local businesses with inquiries and information required. Distribute monthly business newsletter promoting business news, events and grants.	Director - Economic and Organisational Development	Number of newsletters mailed out.	Directly shared grant opportunities with local business, community groups and organisations.
	7.2.2.1	Provide ongoing advocacy support to existing organisations delivering services locally.	Director - Economic and Organisational Development	Promote Country Universities Centre.	Collaborated with Grow Our Own in Youth Week event. Promoted CUC in news and socials.

Advocate for safe work practices and employment standards.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a compliant Work Health Management system to meet legislative and organisational requirements.	7.3.1.1	Undertake review of WHS policies.	Human Resources and Risk Manager	WHS policies reviewed.	Policies developed and reviewed for last quarter include: 17 June 2021 1) employee health and well-being guide (new) 2) event management (review) 3) guide for managers covid-19 requirements (new) 4) COVID-19 cleaning requirements 5) COVID-19 symptoms checklist (new) 6) COVID-19 cleaning checklist (new) 7) COVID-19 information for confirmed/ suspected case (new) 20 May 2021 1) workplace aggression and violence policy (new) 2) recover at work policy (review) 3) WHS policy (review) 4) recover at work program (review) 5) PPE procedure 6) WHS management plan (new)
				RTW Program reviewed annually.	
	7.3.1.3	Implement amendments to WHS Act and Legislation changes as required.	Human Resources and Risk Manager	Number of WHS Committee meetings held.	Completed as per relevant updates.
				WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions.	
Promote Employee Health & Wellbeing within Council.	7.3.3.1	Facilitate opportunities for training and	Human Resources and Risk Manager	Hold two Health and Wellbeing staff awareness programs.	Lifeline Mental Health Training - Mental Health Continuum in June.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		policies to improve staff wellbeing.		Four Health and Wellbeing Articles annually.	

### Provide and manage assets, services and facilities

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water infrastructure including reservoirs, mains and treatment plants.	8.1.1.1	Manage and maintain water infrastructure as per budget.	Director - Utilities	Works completed as per budget allocation.	Griffith and Yenda Water Treatment plants, reservoirs and the water main reticulation system constantly maintained and operational - ongoing.
Maintain sewer infrastructure including pump stations, rising mains and treatment plants.	8.1.2.1	Manage and maintain sewer infrastructure as per budget.	Director - Utilities	Works completed as per budget allocation.	Operation and maintenance of all sewer infrastructure is being carried out as per regulatory requirements and within Council's operational budget.
Plan and provide water and sewerage services that meet growth demands.	8.1.3.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure	Director - Utilities	Completion of DSP for water and sewerage June 2021.	Due to priority of other projects the update of existing water and sewer DSPs has not been progressed.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		plans in place for future demand.			
Design and construct reticulated water network to accommodate expansion of residential land releases.	8.1.5.1	Design and construct water mains in accordance with allocated budget.	Director - Utilities	Complete designs and construction as required.	Progressing as per Capital works program and within allocated budget.
Maintain water pressure zones and metered districts infrastructure.	8.1.6.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Director - Utilities	Compliance with minimum flow rate and pressure standards as per Supply Levels of Service policy.	Ongoing monitoring of flows and pressures in pressure reduced zones for abnormalities and effectiveness to ensure Service Level Standards are maintained. Council has engaged Consultants AECOM to develop a Hydraulic model of the Drinking water reticulation network to enable better prediction of pressure and flow requirements within the existing and growth areas of the city and surrounding villages, this model is now 95% complete and is a useful tool.
Maintain water meter replacement program to ensure meter age less than 10 years.	8.1.7.1	Manage and maintain Griffith and villages water meter annual replacement program.	Director - Utilities	800 replacements per annum.	Ongoing as staff resources allow.
Maintain an annual water mains	8.1.8.1	Manage and maintain Griffith and villages	Director - Utilities	100% capital works for water mains completed by June 2021.	Progressing as per Capital works program and available budget allocations.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
replacement program.		water mains replacement program in accordance with allocated budget.			
Provide engineering design and referral services to internal departments within Council.	8.1.9.1	Engineering design and referrals provided to Council departments.	Engineering Design & Approvals Manager	Design progression and referrals reported quarterly.	
Provide gravel from the Tharbogang quarry to meet the demands of Council's road building projects.	8.1.10.1	Gravel extraction to be carried out as per licence and development application requirements.	Waste Operations Manager	Gravel meets the demand required for Council roadworks whilst maintaining extraction limits.	Gravel is still being taken from this Quarry. This is minimal. This quarry is taking its next phase into being prepared for the new Landfill Site.
Maintain and develop infrastructure and services to bring together willing buyers and sellers of livestock in the Western Riverina region.	8.1.11.1	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets.	Director - Utilities	Griffith Livestock Marketing Centre maintained to facilitate and maximise the buying and selling of livestock with a target of 420,000 head of sheep and ability to sell cattle when required.	Budget allocations are currently being maintained.
	8.1.11.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Director - Utilities	Capital works to be maintained in the allocated budget each financial year.	Works progressing as per capital budget allocations.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Efficiently manage and maintain Council's fleet services.	8.1.12.1	Maintain a modern and suitable fleet to meet the requirements of Council's services and facilities.	Fleet & Depot Manager	Maintain 80% utilisation target of all fleet items.	Plant replacement program was completed as much as possible. Some items were not received prior to end of financial year due to manufacturing delays associated with the pandemic. Plant availability has been ok with utilisation down when compared to previous years.
	8.1.12.2	Provide efficient fleet services to Council.	Fleet & Depot Manager	Minimise downtime of fleet through proactive maintenance and plant replacement.	All fleet items are regularly maintained as per manufacturer's specifications. Works commenced on the New Parks and Gardens Depot building at the Jensen Road Depot
Advise on the delivery of a new Cemetery and Crematorium.	8.1.13.1	Explore options for the new Cemetery and crematorium.	Director - Infrastructure & Operations	Location for the new Cemetery and Crematorium finalised.	Council has undertaken preliminary investigations into the possible location of a new Lawn 6 within the existing Griffith Cemetery site on a gravel car park. A concept was drawn and presented to the general facilities committee, which in response requested that an investigation be carried out to determine if there are any graves already located within the proposed area.
Provide cemetery facilities to meet the needs of the community.	8.1.14.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Parks & Gardens Manager	Cemeteries managed efficiently and to agreed service standards.	Griffith City Council cemeteries continue to be maintained to the high standard expected by the community.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain Griffith Airport infrastructure including terminal buildings, runways and carparks.	8.1.15.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Director - Sustainable Development	Successful completion of annual CASA audit.	Griffith Airport maintained and managed in accordance with Civil Aviation Safety Authority (CASA) standards.
	8.1.15.2	Implement recommendations of annual CASA audit.	Director - Sustainable Development	CASA recommendations implemented.	Griffith Airport continues to be maintained and managed in accordance with Civil Aviation Safety Authority (CASA).
Ongoing review & assessment of Asset Management Plans for all asset classes.	8.1.17.1	Review & update Asset Management Plans for Council infrastructure.	Asset Management Coordinator	Provide annual report to Senior Management Team on status of Asset Management Plans by 30 June.	Work continues on data collection and preparation for drafting the plans to meet the time frames for delivery.
	8.1.17.2	Complete cyclical Valuation Reviews on each Asset class as required under statutory guidelines.	Asset Management Coordinator	Review of each Asset Class by 31 March annually. Complete scheduled revaluation of each Asset Class according to revaluation schedule by 31 March annually.	Final reports from the external valuer have been received and are being prepared for delivery to Finance Staff.
Develop a Business Process Manual for Asset Management.	8.1.20.1	Develop a Business Process Manual that specifies how Council will	Asset Management Coordinator	Business Process Manual maintained and kept up to date on an ongoing basis. Status report to Director Business, Cultural &	Ongoing work, documenting work methods etc.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		procure and maintain asset inventory and spatial data and processes to ensure our asset data is kept relevant and up to date.		Financial Services by 30 June annually.	
Provide GIS services to the organisation.	8.1.21.1	Provide timely, responsive GIS services for Council.	Asset Management Coordinator	Review GIS data and implement metadata to GIS by 30 June 2021.	Ongoing work, documenting work methods etc.
				Respond to GIS work requests within 48 hours.	
Maintain street sweeping program to improve quality of stormwater runoff.	8.1.22.1	Manage and maintain street sweeping program.	Works Manager - Maintenance	Street sweeping undertaken as per program.	Street sweeping undertaken as per program and within budget for this quarter.
Provide regular upkeep to ensure tourism facilities are attractive, accessible and social media friendly.	8.1.23.1	Assess the Tourism Hub for required maintenance and upgrades.	Visitor Information Centre Coordinator	Completion of quarterly safety meter.	Frequency of issues around homeless people have reduced slightly in the last quarter, however, occasional sightings of known persons in the vicinity are still being experienced by staff members. Fabrication of steel work for external areas around meeting room has commenced, with installation due the first week of July. Still waiting on installation of final set of security lighting. Quote has been received, and approved, pending availability of contractor.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	8.1.23.2	Audit of Tourism Assets and signage.	Tourism Manager	Source funding/successful budget bids.	Currently working on upgrade of VIC interpretive display area. Thylacine, Canberra have been appointed to carry out the design and construct. Sign audit is ongoing and encompasses multiple departments. Plans for new i signs and directional signs have been approved by Tourism and Events Committee to be taken to next stage. Tourism Manager to follow up with various other departments accordingly.
Develop and implement a Strategic Asset Management Plan for Griffith Pioneer Park Museum.	8.1.24.1	Maintain Up to Date Site Map showing services and assets.	Director - Business, Cultural & Financial Services	Site Map is reviewed and updated annually by 30 June.	This is an ongoing requirement but at this point the data has been updated with work completed on the new sewer connection the latest works updated.
	8.1.24.2	Upgrade sewerage reticulation at Pioneer Park Museum and Caretaker's cottage.	Director - Business, Cultural & Financial Services	Pioneer Park public toilets and Myall Park Hall kitchen and caretaker's cottage connected to sewer by June 2021 (depending on grant funding availability)	Council has been successful in securing approx \$185,000 to properly install a new sewer connection to the PPM toilets and those of the caretaker's cottage which will be a great benefit to the overall amenity at the Park. The caretaker's cottage has been connected in March 2021 with the PPM public facilities connected in June 2021.
	8.1.24.3	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and	Director - Business, Cultural & Financial Services		The annual pest control activities have been undertaken.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Restoration Plan. Review progress annually.			

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Heavy Vehicle Strategy recommendations.	8.2.1.1	Investigation, design and land acquisition for future stages of the Southern Industrial Link Road.	Engineering Design & Approvals Manager	Complete investigation and design to identify land acquisition requirements.	Designs of the industrial link road are complete. The remainder of the road segments are progressing through current construction timeframes with the progression of land acquisitions by the works department being undertaken.
Maintain regional and local road infrastructure network as per adopted service standard.	8.2.3.1	Maintain regional and local roads and traffic facilities to adopted service standards.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	Heavy patching & line marking on regional roads have been completed. Heavy patching on local roads are completed. Bagtown Roundabout to be resurfaced in Q1 2021-2022.
	8.2.3.2	Develop and implement annual gravel re-sheeting program.	Works Manager - Construction	Works carried out within Council's allocated budget.	The remaining 45% from the annual gravel re-sheeting program was completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	8.2.3.3	Sealed roads rehabilitation program implemented in accordance with Asset Management Plan.	Works Manager - Construction	Works carried out within Council's allocated budget.	Urban and Rural road reseals 100% completed in Q3.
Develop and improve the transport network through rehabilitation and capital works.	8.2.4.1	Construct roads in accordance with Capital Works Program.	Works Manager - Construction	Works carried out within Council's allocated budget.	<p>i) Bromley Road - Installation of safety barriers, signs, final seal and line marking remains to be done. These can be done in time to coincide with the completion of stage 5B of GSIL.</p> <p>ii) Realignment of Bromley Road and Kidman Way - Completed and opened to traffic although minor works related to line marking remain.</p> <p>iii) Jones Road Widening - Sealing completed and opened to traffic; scope of works increased to spend the funding amount and get value for money.</p> <p>iv) Boorga &amp; Dickie Road - Construction of Stage 1 of Boorga Road between New Farms Road and Fraser Road commenced.</p>
Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).	8.2.5.1	Construct Bromley Road/Kidman Way intersection.	Works Manager - Construction	Works carried out within Council's allocated budget.	Repair of some failed patches were done. Longitudinal line markings were completed, Raising of a power pole that didn't meet Essential Energy's requirement was completed.
	8.2.5.2	Construct Walla Avenue/Thorne	Works Manager - Construction	Works carried out within Council's allocated budget.	Contractor nominated for power pole relocation and street lighting works. Design issue on the private supply culvert under Thorne Road sorted.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Road intersection.			
Investigate strategies to attract additional air services.	8.2.6.1	Discussions with regional airlines.	Director - Economic and Organisational Development	Number of meetings held.	Rex, Sharp and Qantas operating daily subject to COVID-19 restrictions in Sydney and Melbourne.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Initiate place activation projects in Griffith and villages.	8.3.1.1	Implement a place activation project in the city centre of Griffith.	Principal Planner Urban Design & Strategic Planning	Report progress to CBD Working Group.	This is an ongoing process. Recently completed projects to activate areas include the new small stage in Memorial Park, as well as Enticknap Park to activate the whole area. The provision of conduits for smart applications in Yambil Street is future proofing the street for future activation projects. The recent successful Street Scapes festival in Kooyoo Street activated the CBD during the month of May. The infrastructure utilised such as the parklets will be used to activate other areas in the CBD.
	8.3.1.2	Initiate place activation projects in the surrounding villages.	Principal Planner Urban Design & Strategic Planning	Investigate and prepare, where appropriate, place activation plans for the surrounding villages.	This is an ongoing activity to investigate and explore different options of projects to activate areas within the City and villages. Examples include, the Bright Lights on Banna project as well as the Street Scapes in Kooyoo Street.
	8.3.1.2	Investigate and prepare, where appropriate,	Principal Planner Urban Design &	Report progress to CBD Working Group.	This is ongoing. Drafting a Place Activation Strategy for both Griffith and the Villages. Council supported the newly completed skate park in

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		place activation plans for the surrounding villages.	Strategic Planning		Yenda and is also looking into developing some activation at the Woman's Land Army park in Hanwood. Council is also investing almost \$140k into Henderson Oval playground to activate the area.
Deliver entrance statements at the main entrances into the City of Griffith in keeping with the Griffith Entrance Strategy.	8.3.2.1	Finalise and adopt the Griffith Entrance Strategy.	Principal Planner Urban Design & Strategic Planning	Griffith Entrance Strategy and relevant action is adopted.	Council received \$100k Grant funding toward construction of 3 Entrance signs to be completed in June 2021. Consultation on various designs was carried out. The 3 signs were installed in June 2021. The Entrance Strategy still needs to be adopted by Council.
Deliver streetscape upgrades to Yambil Street, Kooyoo Street and Olympic Street consistent with the Griffith CBD Strategy.	8.3.3.1	Design phase two and three of the Yambil Street Upgrade.	Principal Planner Urban Design & Strategic Planning	Design specifications for tender documentation has been prepared.	Construction of Stage 3 Yambil Street will be completed in December 2021. Upgrade of Kooyoo Street will be completed end May 2022.
Liaise and support CBD Strategy Working Party in implementing Place Creation Strategies.	8.3.4.1	Support the CBD Strategy Working Group with decision making process.	Director - Economic and Organisational Development	Regular meetings with the Urban design team and meeting with the CBD Working Group.	CBD Committee consulted re Kooyoo Street redevelopment.
Provide specialist advice to strategic projects.	8.3.5.1	Consult and evaluate projects where needed.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered.	This is an ongoing process.

Mitigate the impact of natural disasters.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Retain formal relationships through the Floodplain Management Committee and appropriate government agencies for planning, funding and response to flooding.	8.4.1.1	Complete investigation, design and implementation of flood mitigation measures in accordance with OEH funding guidelines.	Water & Wastewater Manager	Report to Floodplain Management Committee and OEH on progression of funded works.	<p>Yoogali DC605J Culvert Upgrade Project: Council has received ROL and WAD from TfNSW to carry out the second part of the project but due to COVID restrictions the project is on hold as the relocation of optic fibre relocation is required which can only be done in presence of a Telstra representative from Sydney. Application for the required work has been made to the Telstra.</p> <p>Hanwood Stormwater Pump Project: Council is currently checking and finalising details of the design, and preparing tender documentation. Estimated timeframe for completion of the project is by the end of 2022.</p> <p>Flood Mapping Update for Yenda: This project has been completed. The revised flood maps have been sent to the Insurance Council of Australia (ICA).</p> <p>Funding under the National Flood Mitigation Infrastructure Program: Council has received \$1.2M for Hanwood flood mitigation works and \$1.02M for Yoogali flood mitigation works. Funding agreement has not been finalised yet.</p>
Lead and guide the local emergency community through participation in the Local Emergency Management Committee.	8.4.2.1	Facilitate Local Emergency Management Committee meetings quarterly.	Director - Infrastructure & Operations	Meetings held and recommendations implemented.	<p>Local Emergency Management Committee held in Q4 in person in Council Chambers with Zoom attendance facilitated for those who couldn't attend in person. Council continued to support the regional bushfire management committee as well.</p> <p>At the end of Q4 the Emergency Operations Centre (EOC) was placed on standby if required to address any actions required as part of the 'Bondi</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Cluster' and resulting Sydney lockdowns that have extended into Q1 2021-2022.

## valuing our environment

### Enhance the natural and built environment

Encourage considered planning, balanced growth and sustainable design.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Manage and maintain an efficient Development Application process as per legislative requirements.	9.1.1.1	Implement the Planning Department service review.	Director - Sustainable Development	Service review milestones achieved.	ePlanning Portal now live.
	9.1.1.2	Implement the outcomes and recommendations of the Development Assessment Review.	Planning & Environment Manager	Average DA turn around times under 40 days to avoid deemed refusals.	The following recommendations have been implemented: - Admin support section fully functional. - Development Assessment Panel fully functional - Vetting function in place
	9.1.1.3	Deliver Development Application Referral responses for developments within the Griffith LGA.	Director - Sustainable Development	Respond to Development Application Referrals for all Food Business and Public Health Matters. 35 X Development Applications assessed and conditioned/ann.	Referrals processed as required.
	9.1.1.5	Respond to Development Application Referrals for all	Director - Sustainable Development	20 X Development Applications assessed and conditioned/ann.	Development Application Referrals for all Environmental matters were actioned as required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Environmental Matters.			
Transition to online development applications	9.1.2.1	Liaise with Department of Planning and Environment over the implementation of the planning portal.	Planning & Environment Manager	Online DA application process operational.	1/11/2020 Following Community and Industry consultation Council went live and is now ready to operate under the mandatory date of 1/7/2021. From 1/7/21 Council will receive all Development Applications and related certification applications through the planning portal. Council is also in the process of integrating with the Authority platform for more efficient processing.
Investigate and regulate unauthorised building works and land use.	9.1.3.1	Review and implement protocols to deal with unauthorised building works and land use.	Planning & Environment Manager	Number of matters investigated and finalised.	Current processes to be summarised into protocols.
	9.1.3.2	Develop a compliance database.	Planning & Environment Manager	Compliance database created.	Data base constantly updated in Electronic Document Manager and Customer Request Management (CRM) assist with monitoring of workload. Full review of compliance related CRMs completed with minor follow up work and close down actions also almost completed.
Provide guidance on potential development, construction and planning issues.	9.1.4.1	Hold regular forums with developers, consultants and stakeholders.	Planning & Environment Manager	Annual forums held. Number of pre-lodgement meetings addressed.	Working towards annual meeting calendar for 2022 with at least one (1) annual meeting.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver timely responses to general inquiries and complaints from the public within the Griffith LGA.	9.1.5.1	Respond to general inquiries and complaints from the public for all Food Business and Public Health Matters.	Director - Sustainable Development	20 X general inquiries and complaints from the public responded to and resolved/ann.	Actioned as required.
	9.1.5.2	Respond to general inquiries and complaints from the public in relation to Environmental Matters.	Director - Sustainable Development	10 X general inquiries and complaints from the public responded to and resolved/ann.	Timely responses delivered to general inquiries and complaints from the public within the Griffith LGA.
Maintain Council processes consistent with Department of Planning and Environment requirements.	9.1.6.1	Adjustments made to Council processes as required.	Planning & Environment Manager	Compliance with Department of Planning and Environment requirements.	This is ongoing with focus on Development Assessment, Building Surveying Compliance processes.
Deliver full reviews of Review of Environmental Factor (REF) documentation required under Part 5 of the EP&A Act.	9.1.7.1	Review and assess REF's and associated technical reports submitted to Council.	Director - Sustainable Development	5 X REFs reviewed, assessed and responded to/ann.	Review of Environmental Factor (REF) actioned as required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review the LEP, DCP and DC's to reflect Urban Microclimate Design principles linking urban climate, water sensitive urban design (WSUD), green infrastructure and human health from street to city scale.	9.1.8.1	Define key Urban Microclimate Design principles and source funding.	Director - Sustainable Development	Key Urban Microclimate Design principles 25% complete.	No action at this stage.
Provide efficient building certification services, including issuing construction certificates, complying development certificates and occupation certificates as per legislative requirements.	9.1.9.1	Update Standard Operating Procedures.	Director - Sustainable Development	SOP updated.	Ongoing.
	9.1.9.2	Issue construction certificates, complying development certificates and occupation certificates within a timely manner.	Director - Sustainable Development	Average turnaround time for all applications to be 10 business days or less.	Construction certificates, complying development certificates and occupation certificates assessed and issued in a timely manner.
	9.1.9.3	Carry out critical stage inspections in accordance with relevant legislation.	Director - Sustainable Development	Number of critical stage inspections.	All critical stage inspections requested during this period, carried out.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Regulate swimming pool barrier compliance.	9.1.10.1	Maintain and implement the Private Swimming Pool Inspections Program.	Director - Sustainable Development	All pools within the Local Government Area to be inspected once every 3 years.	Swimming pool inspection program undertaken in accordance with the policy.
	9.1.10.2	Assess applications for Swimming Pool Certificates of Compliance.	Director - Sustainable Development	Certificate of compliance or compliance notice to be issued within 7 days of receipt of an application.	Swimming pool certificates assessed for the period.
	9.1.10.3	Investigate complaints relating to swimming pool barrier noncompliance and take action to regulate noncompliance.	Director - Sustainable Development	All complaints shall be followed up within 2 days of receiving the complaint.	Any complaints received in this period relating to swimming pool barrier non compliances have been investigated.
Fire Safety of Buildings.	9.1.11.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	Director - Sustainable Development	All Annual Fire Safety Statements to be entered.	The register for Annual Fire Safety Statements has been consistently maintained throughout the period.

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

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

Deliver projects to protect and improve biodiversity and biosecurity.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver a Weeds of National Significance eradication and control program.	9.3.1.1	Manage and maintain Council's obligations under the Biosecurity Act.	Parks & Gardens Manager	Number of inspections and spraying programs undertaken.	Biosecurity weed inspections are ongoing with plans of management provided to landowners as required.
Development of Griffith City Council Roadside Vegetation Management Plan.	9.3.2.1	Develop and distribute Community Advisory Materials in relation to Roadside	Director - Sustainable Development	Development and distribution of Community Advisory Materials 100% completed.	No action this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Vegetation Management including Legislative responsibilities and Regulation.			

Value and protect our heritage buildings and precincts.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review heritage database and study.	9.4.1.1	Respond to requests for heritage consideration.	Director - Sustainable Development	Number of heritage matters considered.	Requests for heritage consideration responded to on a needs basis.
Develop State of the Environment Report for Griffith City Council.	9.4.2.1	Establish environmental indicators, report on and update environmental trends, identify major environmental impacts.	Director - Sustainable Development	State of the Environment Report 100% completed.	Data capture planning well underway.

Improve sustainable land use.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop a Contaminated Land (CL) Register for Griffith City Council LGA.	9.5.1.1	Determine process and identify CL sites for Register, determine process for capturing CL information within Authority, HP Records Manager & Intramaps (the Register) and source funding.	Director - Sustainable Development	CL sites identified 25% complete. CL register 25% complete.	Contaminated land register reviewed.
Regulate and inspect Underground Petroleum Storage Systems (UPSSs) (Priority Fuel Stations) within the Griffith LGA.	9.5.2.1	Identify all Fuel Station sites in Griffith LGA. Develop tablet based platform for the undertaking and delivery of UPSS site.	Director - Sustainable Development	All Griffith Fuel Station sites identified. Tablet platform completed. 25% of identified sites undergone UPSS Site Inspection. Responded to 100% of UPSS Leak Notification/Notified UPSS complaints.	Inspections undertaken and technical knowledge updated.

## Use and manage our resources wisely

Manage Griffith's water resources and water quality responsibly.

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

## Reduce energy consumption and greenhouse gas emissions.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate opportunities to implement energy efficient fleet and depot buildings.	10.2.1.1	Establish baseline data of fleet energy consumption.	Fleet & Depot Manager	Fleet energy consumption data prepared by 30 June 2021.	The base line has not been established in Q4.
Liaise with local energy provider to maintain and upgrade street lighting.	10.2.2.1	Identify and implement opportunities to improve street lighting.	Director - Infrastructure & Operations	Street lighting issues identified and reported to Essential Energy. Implement new technologies as they become available.	Some minor issues with street light upgrade still persist. Essential Energy to complete the maintenance and upgrades when possible
Continue to undertake Energy Audits on Griffith City Council facilities.	10.2.3.1	Complete Energy Audit on GCC's buildings.	Director - Sustainable Development	Number of audits undertaken.	No action this quarter.

## Provide environmentally sustainable waste management services.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Continually upgrade the existing waste	10.3.1.1	Continue utilisation and upgrading of	Waste Operations Manager	Statutory reports submitted in accordance with licencing requirements.	The site has under gone upgrades over the last 12 months.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
management centres to provide waste handling to accommodate the current and future needs of the community.		existing landfilling facilities.		Statutory reports submitted in accordance with licencing requirements.	
Encourage resource recovery and kerbside recycling.	10.3.2.1	Provide and promote resource recovery and recycling initiatives.	Waste Operations Manager	Provide relevant information to the community in relation to resource recovery services.	Kerbside recycling is still being carried out successfully.
Maintain waste collection services for the Griffith LGA.	10.3.3.1	Provide commercial, street and park bin collections.	Waste Operations Manager	Ensure daily collection service is provided.	Domestic and Commercial collection services are still being undertaken successfully.
	10.3.3.2	Liaise with collection contractor to ensure that both domestic and recycling bins are serviced.	Waste Operations Manager	Ensure that contractor is servicing the domestic and recycling bin network as per contract.	The contractor continues to service the domestic and recycling bin network as per contract.
	10.3.3.3	Replace and repair domestic and commercial bins when required.	Waste Operations Manager	Ensure replacement/repair meet CRM time frames.	The contractor continues to service the domestic and recycling bin network as per contract.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver a Local Organics Collection Service for the Griffith Community.	10.3.4.1	Consult the Griffith Community to measure support for Garden Organics (GO) only or Food Organics and Garden Organics (FOGO) waste collection (kerbside, public place and business) organics diversion service. Determine business case for GO or FOGO organics diversion.	Director - Sustainable Development	Objective measure of Community support for and feasibility of (GO) and (FOGO) organics diversion service.	No action this quarter.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Determine Mid-Scale Solar Behind the Meter business	10.4.3.1	Undertake study of Mid-Scale Solar applications. Cost Mid-Scale	Director - Sustainable Development	Mid-Scale Solar applications study complete.	No action this quarter.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
opportunities (GCC & Community).		Solar to test commercial viability.			

Plan and implement programs to improve sustainability.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement the Street Tree Preservation policy.	10.5.1.1	Administer Street Tree Preservation policy.	Parks & Gardens Manager	Compliance with Street Tree policy. Number of street trees planted.	Applications for tree removals or tree trimming continue to be assess in a timely manner.
Engage Council in Renewable Energy opportunities/deliverables.	10.5.2.1	Develop Renewable Energy Policy for Council. Commence development of Renewable Energy Master Plan. Source funding for Renewable Energy Master Plan. Rejoin OEH Sustainability Advantage program.	Director - Sustainable Development	Renewable Energy Policy, complete. Renewable Energy Master Plan commenced. Source funding for Renewable Energy Master Plan.	No action this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Increase Resilience to Climate Change (IRCC) through implementation of actions to address identified climate change risks and vulnerabilities within the Griffith LGA.	10.5.3.1	Submit funding application/s for individual Council funding addressing key identified climate change risks and vulnerabilities.	Director - Sustainable Development	Submit 1 -2 IRCC funding application/s addressing urban heat/storm water capture and reuse.	No action this quarter.