

Griffith City Council Annual Report 2023/24



Acknowledgement of Country

Griffith City Council acknowledges the Wiradjuri people as the traditional owners and custodians of the land and waters, and their deep knowledge embedded within the Aboriginal community.

Council further pays respect to the local Wiradjuri Elders, past, present and those emerging, for whom we acknowledge have responsibilities for the continuation of cultural, spiritual and educational practices of the local Wiradjuri people.



Contents

1. Welcome	03
.....	
• Message from the Mayor and General Manager	04
2. Introduction	05
.....	
• Purpose of the Annual Report	06
• Highlights	07
• Financial Summary	12
3. Overview	14
.....	
• Vision and Values	15
• Community	16
• Organisation Structure	18
• Services	19
4. Delivery Program & Operational Plan Reporting	25
.....	
• Reporting by Theme	26
5. Statutory Information	84
.....	
• Required by legislation/guidelines	85
6. Financial Statements	110
.....	
• Audited Financial Statements of Council for the year ended 30 June 2024 (Extension granted)	111
7. Appendix	113
.....	
• State of our City	

While every effort has been made to ensure the accuracy of the information in this publication, no guarantee is given nor responsibility taken by Griffith City Council for errors or omissions and Council does not accept responsibility in respect of any information or advice given in relation to or as a consequent of anything contained herein.

1. Welcome



Message from the Mayor and General Manager



We are delighted to present the Griffith City Council Annual Report for 2023/24, showcasing Council's achievements over the past year.

Numerous significant projects have been successfully completed, including the Griffin Green Affordable Housing project, Cultural Precinct Master Plan development, Yenda Oval Kiosk, Memorial Gardens upgrade, HerWay 2680 project, and the new Mountain Bike Track.

We take great pride in the accomplishments of the past year and eagerly anticipate the completion of ongoing projects that will undoubtedly benefit our community. We extend our sincere appreciation to the organisations and levels of government that have made these services and initiatives possible.

In October 2023, Council made the difficult decision to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV).

In May 2024, IPART advised they had partially approved Council's SRV application to increase the general rate income above the rate peg for a two-year period and not the three-year as applied. Council has been granted a 22.10% cumulative increase for 2024/25 and 2025/26 instead of a 34.9% cumulative

increase over 3 years, as requested.

The additional funds received through the SRV will bolster the resources available to address and rectify Council's General Fund's operating position and ensure sufficient funds for asset renewal, maintenance, and the continuation of current service levels.

This year's achievements are a testament to the dedication and hard work of the entire Griffith City Council team, our community, and the numerous stakeholders we collaborate with daily. Through these partnerships and collective efforts, we remain committed to delivering on the objectives outlined in our Community Strategic Plan.

We gratefully acknowledge the valuable feedback and engagement from our community members, whose input has been instrumental in shaping Council's decisions.

Regards,
Mayor Doug Curran
and GM Brett Stonestreet

2. Introduction



Purpose of this report

This report provides an overview of Council’s operational and financial performance during the period 1 July 2023 to 30 June 2024. It focuses on Council’s work and achievements in implementing the strategies detailed in our four-year Delivery Program and one-year Operational Plan.

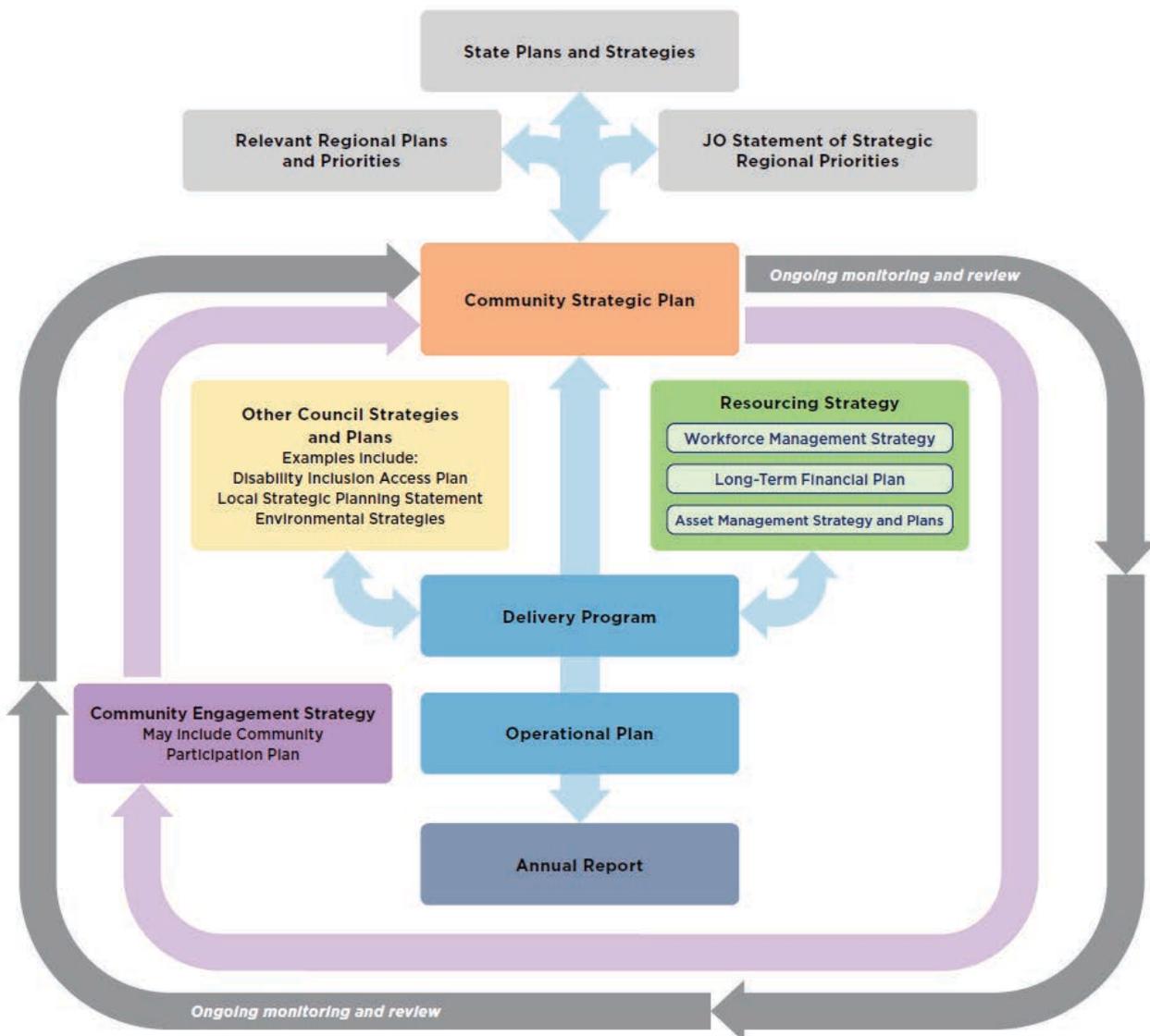
These strategies and actions are developed by Council in response to the expectations of the community resulting from extensive community engagement expressed as objectives in the Community Strategic Plan. These objectives are grouped into four focus areas reflecting the priorities of our community. These are:

- Leadership
- Love the Lifestyle
- Growing our City, and
- Valuing our Environment.

What you will find

This report is made up of seven sections:

1. Welcome from our Mayor and General Manager
2. Introduction which contains the purpose, highlights and a financial summary
3. An overview of Council, its governance, elected members, organisation structure and our community
4. Details on the actions we committed to, and which were delivered in our Delivery Program
5. Statutory Report Information required by the Local Government (General) Regulation 2021 and other legislation
6. Our financial statements for the year ended 30 June 2024
7. Appendix – State of our City Report.



Highlights

We report our progress against the Quadruple Bottom Line (QBL) by reviewing how many actions were achieved for each component of the QBL.

Under our Delivery Program, Operational Plan for 2023-2024, Council committed to deliver a total of 187 actions across the four key areas (Leadership, Love the Lifestyle, Growing our City and Valuing our Environment) with 135 actions (72.2%) completed, 47 actions (25.1%) in progress, and 5 actions (2.7%) not progressing.

The majority of actions (97.3%) were either completed or actively progressing, demonstrating strong overall implementation performance.

Action Status by Area



Major Capital projects

Project	Progress	Expected Completion/ Comments
Griffith Southern Industrial Link Road Strategy		
Thorne Road (Walla Ave/Murrumbidgee Ave)	Completed	Sep Qtr 2023
Stage 4b - Roundabout (intersection of Thorne Rd/Murrumbidgee Ave)	Completed	Sep Qtr 2023
Stage 5a - Thorne Road West	Completed	Sep Qtr 2023
Stage 5b – Thorne Road (Walla Ave/Murrumbidgee Ave)	Completed	Sep Qtr 2023
Stage 6a – Bromley Road – Final Seal	Completed	June Qtr 2023
Griffith CBD Upgrade Program		
○ Yambil Street Stage 4	Ongoing	Dec Qtr 2024
○ Kooyoo Street Stage 2	Completed	Sep Qtr 2023
Griffin Green Housing Project		
○ 20 Townhouses	Completed	June Qtr 2024
○ 42 Housing Lots	Completed	June Qtr 2024
Tharbogang Waste Management Centre		
○ Quarry Floors Development	Ongoing	Gravel extraction being undertaken.
○ Existing Landfill Restoration	Ongoing	Restoration plan developed. Restoration to be undertaken in future years - \$4.8M
Griffith Reservoir Refurbishments		
○ Griffith 14ML Reservoir Refurbish	Ongoing	Jun Qtr 2026
○ Griffith 9ML Reservoir Refurbish	Completed	Aug 2024
○ Reservoir Mural	Ongoing	Sep Qtr 2024
Boorga Road/ Dickie Road Sealing	Completed Ongoing	Boorga Rd March Qtr 2024, Dickie Rd Sep Qtr 2024
Barber Road Upgrade and Seal	Completed	Dec Qtr 2023
Hanwood Flood Pump & Levee	Ongoing	Dec Qtr 2024

Project	Progress	Expected Completion/ Comments
Collina Infrastructure – Citrus Road/Rifle Range Road Intersection	Completed	Mar Qtr 2024
Lake Wyangan and Catchment Rehabilitation Strategy		
○ Infrastructure Works Northwest Foreshore Recreation Area	Ongoing	Council adopted Master Plan Sep 2023. Total Budget \$2.03M. Due for completion June 2025.
○ Lake Wyangan Pump & Pipeline	Completed	Pump ceased Nov 2023.
Memorial Garden Upgrade	Ongoing	Oct Qtr 2024
Cultural Precinct Masterplan	Completed	Dec Qtr 2023
New Cemetery Masterplan Development	Ongoing	Updated studies required. Funding required.
Mountain Bike Track	Ongoing	Opening held 30 May 2024. Stage 2 (\$200K, funded) due for completion Nov 2024.
Hanwood Oval Amenities	Ongoing	Completion anticipated by end of Aug 2024.
Yenda Oval Kiosk	Completed	Mar Qtr 2024
CCTV and Lighting CBD		
○ CCTV Yambil Street Stages 3-4	Ongoing	20 CCTV Cameras to be installed. Mar Qtr 2025.
Airport Runway Resurfacing	Completed	Mar Qtr 2024
Yoogali Shared Pathway	Ongoing	Jun Qtr 2025
Her Way Project	Completed	NSW Government Safer Cities Program - July 2024
Concreting Sheep Yards	Completed	Dec Qtr 2023
Annual Road Reseals and Maintenance Program 2024/25	Urban reseal – Ongoing Rural reseal – Completed Regional reseal – Completed	Jun Qtr 2024 Jun Qtr 2025 Jun Qtr 2024
Borland Leckie Park Upgrade	Completed	Sep Qtr 2023.

Other projects and events

- Cultural Precinct Masterplan adopted.
- Community Opinion Group Meetings held at Yoogali, Hanwood, Yenda and Griffith.
- Council's Her Way 2680 Project.
- Community consultation commenced for Community Strategic Plan commenced February 2024.
- Council awarded \$21,900 in subsidies to community organisations under Section 356 of the Local Government Act 1993 and provided \$193,458 to financially assist others. The Community Grants program donated \$39,901 to successful applicants.
- Local Government Week events held July/August 2023.
- A Taste of Italy held 21 - 27 August 2023.
- Spring Fest held 8 – 22 October 2023.
- Glow 2680 held 1 December 2023.
- Carols in the Community Gardens held 10 December 2023.
- Australia Day Awards and Citizenship Ceremony and Survival Day at Griffith Regional Aquatic Leisure Centre – 26 January 2024.
- School Leaders Reception held 26 February 2024.
- Griffith Easter Party held 29 March to 1 April 2024.
- Sounds of Spring and Sounds of Autumn Youth Festivals held 28 October 2023 and 19 April 2024 respectively.
- Sikh Games – June Long Weekend 2024 (provided funding and Traffic Management).
- Rollerdisco held 13 July and 6 October 2023.
- Splash of Summer held 20 January 2024.



Development Assessment Services

- \$140.5M – Development Applications value
- 300 Development Applications processed
- 13 Complying Development Certificates issued by Council
- 118 Council Issued Certificates
- 48 Construction Certificates
- 34 Occupation Certificates
- 20 Subdivision Certificates
- 8 Civil Works Approvals
- 8 Subdivision Works Approvals
- 349 Private Certifier Certificates (Construction & Occupation Certificates).

Significant Development Applications Received 2023/24

Applicant and Description	Amount
Vehicle sales or hire premises	\$13,916,682
Citrus Road 282 Torrens Title Subdivision	\$12,700,000
Nericon – hail proof netting structure	\$5,858,446
Alteration/Addition to existing school (St Mary's School, Yoogali)	\$4,914,800
Construction and use of new McDonalds	\$4,832,351
Industrial building - for commercial retail sales and associated administration offices	\$3,500,000
Concept proposal - twenty lot subdivision & demolition of sheds – Kidman Way	\$2,324,300
Pace Farms - poultry rearing farm - proposed alterations & additions	\$2,000,000
Alterations and additions to an existing rural supplies business	\$1,522,814

This financial summary is based on draft annual financial statements.

In the 2023/24 financial year, Griffith City Council had an operating income of \$76.4M and operating expenses of \$71.6M. This resulted in an operating surplus of approximately \$4.8M. In addition, Griffith City Council received Capital Grants and Contribution of \$18M.

The net operating result by Fund is as follows:

General Fund	(\$0.4M) (which includes a \$1.4M surplus from the Waste Fund)
Water Fund	\$2.2M
Sewer Fund	\$3.0M
Consolidated	\$4.8M

General Fund – whilst there are timing differences for a number of income and expense items the final result is an operating deficit of (\$412k) and when taking into account that the Waste Fund generated an operating surplus of \$1.4M, the result for the General Fund is a deficit of (\$1.8M) which is not financially sustainable into the future. The ongoing impact of high levels of inflation, rate pegging, cost shifting and diminishing value of operating grants in real terms have continued to place the General Fund under financial pressure. Council has resolved to address this in the 2023/24 year through the successful application to IPART for a 10.5% (including the statutory rate peg) increase to general rates in both of the 2024/25 and 2025/26 financial years (a cumulative increase of 21%) which is expected to see the General Fund (excluding Waste Fund) come back into a break-even or small surplus operating result in future years. This will be vital if Council is continue to provide the current levels of service to the community and maintain and operate all of its facilities into the future.

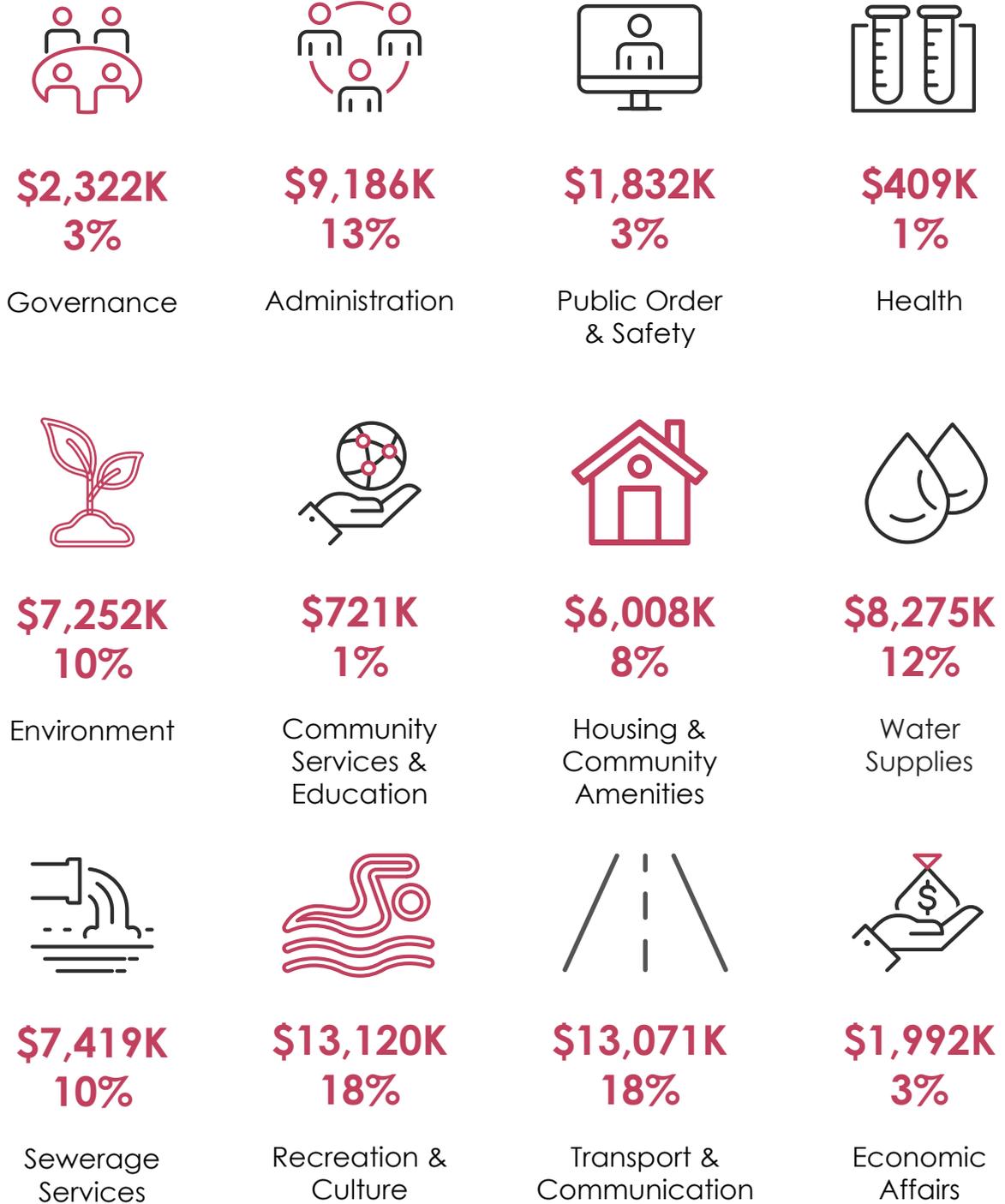
Water Fund – generated a satisfactory operating surplus of \$2.2M in 2023/24 with potable water consumption returning to an average usage.

Sewer Fund – achieved a satisfactory operating surplus of \$3.0M in 2023/24 which is important for the long-term maintenance of infrastructure.

Griffith City Council manages over \$1B of property, infrastructure and equipment assets and expended in excess of \$41.6M on IPPE during the 2023/24 year.

Source: Unaudited Financial Statements – October 2024

Summary of Operating Expenses





3. Overview

Community Vision

“Griffith is a thriving and innovative regional capital with a vibrant lifestyle and diverse economy. We embrace our community, heritage, culture and environment.”

The vision for Griffith is designed to encourage commitment to our future and a sense of common purpose and responsibility. This vision will be achieved through the implementation of the strategies based on the four core themes of our Community Strategic Plan. Those themes are:

- Leadership
- Loving our Lifestyle
- Growing our City
- Valuing our Environment

These themes are clearly interwoven and impact upon each other. They are the cornerstone for our community's progress and success. Overall, it is the people of our community that makes us unique. It is important our vision contains quality of life, prosperity and connectivity.

Community Values

Our values underpin the direction we will take to achieve our community's vision. These same values will guide the way we work together as a community.

Trust

We will ensure decisions are based on clear evidence and information. Through this process Council will be answerable to the communities and the people of Griffith.

Liveable

We will take care that our growth and development is ecologically sustainable to provide for future generations.

Equity

We will ensure that services delivered to our community are appropriate, relevant and accessible. We will strive to improve everyone's ability to access new and existing services by developing ways to include those with a diverse range of needs.

Collaborative

We will actively involve the people of Griffith to contribute to planning the future of Griffith.

Communication

We will keep community members informed and seek their views on what we are doing.

Partnership

We will work together with the community and other partners in business and government to achieve our vision for Griffith.

Our Community

POPULATION OF GRIFFITH

27,132

ESTIMATED POPULATION OF

31,421

BY 2046

1,640km²

Covered (Local Government Area)

REGIONAL POPULATION

55,000

8 ELECTED REPRESENTATIVES
1 POPULARLY ELECTED MAYOR



TOP 3 INDUSTRIES
1. MANUFACTURING
2. AGRICULTURE
3. CONSTRUCTION

3,386

Registered businesses

\$1.82B

Exported output across 60 countries

\$2.24B

Gross Regional Product

938M

Agricultural output

16,772

Local jobs

LOCAL WORKER QUALIFICATIONS

65%

Workforce participation

28%

Hold a Diploma or Certificate III

14%

Hold a bachelor Higher degree



WIRADJURI

Aboriginal people are the original inhabitants of these lands



ANCESTRY

27.6% Australian
39% United Kingdom
24% Italian
4% Indian

37

Median age

31%

Residents are couples with children

4.9%

Aboriginal & Torres Strait Islander

22%

Overseas born

23%

Speak a language other than english at home



\$105M

COMMERICAL INVESTMENTS IN 2024



\$64M

RESIDENTIAL INVESTMENTS IN 2024

31%

Households renting

27%

Households with mortgages

\$1,715

Median weekly household income

\$295

Median weekly rent



2,910

Manufacturing industry



477,383

Visitors to the region annually

data source: id consultancy August 2024

Our Councillors 2023/24



Doug Curran
Mayor
dcurran@griffith.com.au



Glen Andrezza
gandreazza@griffith.com.au



Shari Blumer
sblumer@griffith.com.au



Simon Croce
scroce@griffith.com.au



Jenny Ellis
jellis@griffith.com.au



Manjit Singh Lally
mlally@griffith.com.au



Melissa Marin
mmarin@griffith.com.au



Anne Napoli
anapoli@griffith.com.au



Christine Stead
cstead@griffith.com.au



Chris Sutton
csutton@griffith.com.au



Laurie Testoni
ltestoni@griffith.com.au



Dino Zappacosta
dzappacosta@griffith.com.au

*This Annual Report covers the period from 1 July 2023 to 30 June 2024.
The new Council (9) was elected September 2024.*

Organisation Structure



General Manager, Brett Stonestreet

Director
Economic &
Organisational
Development

Director
Sustainable
Development

Director
Business,
Cultural &
Financial
Services

Director
Infrastructure
& Operations

Director
Utilities

The Economic and Organisational Development Directorate is responsible for the following functions:

- Tourism
- Economic Development
- Youth & Community Development
- Festivals & Events
- Marketing
- Media / Communications
- Human Resources Management
- Occupational Health & Safety
- Risk Management
- Insurances
- Payroll
- Government Information Public Access Act (GIPAA) requests
- Internal Audit
- Statutory Reporting
- Integrated Planning & Reporting
- Governance & Administration
- Information Technology
- Corporate Information

The Sustainable Development Directorate is responsible for the following functions:

- Development Application (DA) Assessment
- Property Management
- Strategic Planning
- Infrastructure Plans
- Land Use Planning
- Heritage
- Transport Plans
- Recreation Plans
- Environment
- Public Health
- Food Safety
- Planning & Environmental Compliance
- Social Planning
- Customer Services
- Compliance
- Airport

The Business Services Directorate is responsible for the following functions:

- Financial Planning
- Purchasing/ Procurement
- Grants Coordination
- Investments
- Rates & Water Billing
- Asset Management
- Geographical Information Systems (GIS)
- Griffith Regional Aquatic Leisure Centre (GRALC)
- West End Stadium
- Regional Theatre
- Art Gallery
- Library – including Western Riverina Community Library
- Private Hospital
- Pioneer Park

The Infrastructure and Operations Directorate is responsible for the following functions:

- Emergency Management
- Sports Grounds
- Parks & Landscapes
- Noxious Weeds
- Cemetery
- Fleet
- Depot Operations
- Workshop
- Store
- Roads Construction and Maintenance
- Roads & Maritime Services (RMS) Works
- Drainage Maintenance & Construction

The Utilities Directorate is responsible for the following functions:

- Survey, Design & Drafting Services
- Solid Waste Management
- Recycle Collection
- Trade Waste
- Landfill Operations
- Weighbridge & Quarry
- Water & Wastewater
- Saleyards
- Flood Mitigation
- Road Safety



Shireen Donaldson



Bruce Gibbs



Max Turner



Phil King



Graham Gordon

Council delivers a wide range of day-to-day services to our local community - residents, businesses and visitors.

Business, Cultural & Financial Services

Department	Service	Strategies and Plans
Assets	<ul style="list-style-type: none"> • Asset Management • GIS • Security 	Asset Management Strategy
Facilities	<ul style="list-style-type: none"> • Griffith Regional Art Gallery • Griffith City Library • Griffith Regional Aquatic & Leisure Centre • Griffith Pioneer Park Museum • Griffith Regional Theatre • Griffith Regional Sports Centre 	Visit Griffith - Destination Tourism Plan Draft Pioneer Park Museum Masterplan
Finance	<ul style="list-style-type: none"> • Accounting and Financial Services • Accounts Payable & Receivable • Budget • Financial Operations & Planning • Grants Coordination • Investments • Purchasing & Procurement • Rates & Water Billing • Statutory Financial Reporting • Tax Compliance • Water Trading 	Long Term Financial Plan Delivery Program & Operational Plan Resourcing Strategy

Economic & Organisational Development

Department	Service	Strategies and Plans
Communications	<ul style="list-style-type: none"> • Communications • Media 	Community Engagement Strategy
Community Development	<ul style="list-style-type: none"> • Australia Day Event Management • Citizenship • Community Development Programs • Community Engagement, Communication, Liaison and Advocacy • Community Grants Program • Support and partner with local service agencies 	Disability Inclusion Action Plan (DIAP) Reconciliation Action Plan (RAP).

Economic Development	<ul style="list-style-type: none"> • Community Engagement, Communication, Liaison and Advocacy • Livability and land use • Promote investment opportunities • Support local business • Support skilled labour supply for Griffith • Support transport connectivity 	<p>Evolve Griffith – Economic Development Strategy</p> <p>Griffith Housing Strategy</p> <p>Western Riverina Economic Development Strategy</p>
Governance	<ul style="list-style-type: none"> • Code of Conduct • Community Engagement, Communication, Liaison and Advocacy • Council Committees • Council Meetings • Councillor Support - Elections, Induction, Professional Development • Delegations • GIPA Compliance & Access to Information • Governance & Administration • Integrated Planning and Reporting Framework • Internal Audit & ARIC Committee • Policy Management • Public Interest Disclosures • Statutory Reporting • Child Safety Framework 	<p>Community Strategic Plan 2022-2032</p> <p>Delivery Program & Operational Plan</p> <p>Resourcing Strategy</p> <p>Privacy Management Plan</p> <p>Information Guide</p> <p>Risk Management & Internal Audit Guidelines</p>
Human Resources	<ul style="list-style-type: none"> • Business Continuity Plan • Contractor Management • Disaster Recovery Plan • Industrial Relations • Insurance • Payroll • Performance Management • Recruitment • Risk Management Framework • Training • Vaccination programs • Volunteer Management • Well-being Programs • Work Health & Safety Framework • Workers Compensation • Workforce Planning 	<p>Workforce Management Plan</p> <p>Risk Management Plan</p> <p>Disaster Recovery Plan</p> <p>Risk Management & Internal Audit Guidelines</p>

<p>Information Management</p>	<ul style="list-style-type: none"> • Application Control - Electronic Document & Records Management System • Corporate Information Management • Legal Docs, Tenders & Contract Administration • Records Disaster Recovery Plan • Records Management Compliance • Records Management Training & Support • Records Risk Register 	<p>GA39 State Records</p>
<p>Information (Technology) Services</p>	<ul style="list-style-type: none"> • Application Control • Business Continuity Plan • Disaster Recovery Plan • Help Desk • Information Technology Management - Communications • Information Technology Management - Hardware • Information Technology Management - Software 	<p>Essential 8 Cyber Security</p>
<p>Tourism</p>	<ul style="list-style-type: none"> • Community Engagement, Communication, Liaison and Advocacy • Festival and Event Liaison and Coordination • Marketing and Promotion of Griffith and region • Tourism Product Development and Operator Liaison • Visitor Information Centre - Income and Promotion • Visitor Servicing 	<p>Visit Griffith - Destination Tourism Plan</p> <p>Riverina Murray - Destination Management Plan</p>

Infrastructure & Operations

Department	Service	Strategies and Plans
Depot	<ul style="list-style-type: none"> • Depot Operations • Fleet Management • Mechanical Workshop • Store 	Depot Master Plan
Parks & Gardens	<ul style="list-style-type: none"> • Cemetery Maintenance • Noxious Weed Management • Parks & Landscapes Maintenance • Sports Grounds Maintenance • Street Trees Maintenance 	Griffith Playground Strategy Cemetery and Crematorium Master Plan Plans of Management
Works	<ul style="list-style-type: none"> • Carparks • Cycleways and Footpaths • Drainage Maintenance and Construction • Emergency Planning and Management • Road Construction & Maintenance • Traffic Control • Transport for NSW Works 	Griffith Pedestrian & Bicycle Strategy Griffith Heavy Vehicle Strategy

Sustainable Development

Department	Service	Strategies and Plans
Airport	<ul style="list-style-type: none"> • Aerodrome Management • Aerodrome Operations 	Aerodrome Overland Flow Flood Study (2010) Aerodrome Overland Flow Floodplain Risk Management Study and Plan (2011) Aerodrome Manual
Building Certification	<ul style="list-style-type: none"> • Building Assessment • Building Maintenance • Construction Certification • Drainage Diagrams • Swimming Pool Registration & Compliance 	
Compliance	<ul style="list-style-type: none"> • Animal Control & Pound Operations • Overgrown Allotments, Litter Control, Noise Matters • Parking • Regulatory Control • RTA/DRIVES Compliance 	
Customer Service	<ul style="list-style-type: none"> • Customer Service 	Customer Service Charter

<p>Environment and Health</p>	<ul style="list-style-type: none"> • Environmental Compliance • Environmental Education • Environmental Planning • Environmental Services and Projects • Food & Skin Penetration Premises Services • Public Health Services and Compliance 	<p>Lake Wyangan and Catchment Management Strategy</p> <p>Onsite Sewage Management Strategy</p>
<p>Planning and Compliance</p>	<ul style="list-style-type: none"> • Crown Land Management • Development Assessment • Development Control • Land Use Planning and Controls • Planning and Environmental compliance • Planning Certificates • Property Services (Leases & Licences) • S.7.12 Planning • Strategic Planning • Subdivisions 	<p>Griffith Local Strategic Planning Statement</p> <p>Griffith Land Use Strategy</p> <p>Griffith Local Environmental Plan</p> <p>Griffith Housing Strategy</p> <p>Large Lot Residential Supply & Demand Analysis and Strategy</p> <p>Lake Wyangan Village Plan</p> <p>Griffith Residential Development Control Plan</p> <p>Griffith Community Participation Plan</p> <p>Sewerage Development Servicing Plan No. 1</p> <p>Water Supply Development Servicing Plan No. 1</p>
<p>Urban Design and Strategy</p>	<ul style="list-style-type: none"> • Project Design and Management • Strategy Development 	<p>CBD Strategy</p>

Utilities

Department	Service	Strategies and Plans
Quarry	<ul style="list-style-type: none"> • Management of the Quarry 	
Engineering Design & Approvals	<ul style="list-style-type: none"> • Project Design and Management • Strategy Development • Development Engineering • Floodplain Management • Survey, Design and Drafting • Traffic & Transport - Engineering • Traffic & Transport - Planning • Traffic & Transport - Road Safety & Education 	Griffith Heavy Vehicle Strategy
Waste Services	<ul style="list-style-type: none"> • Solid Waste – Collection • Solid Waste - Management (Landfill) 	
Water & Wastewater Services	<ul style="list-style-type: none"> • Wastewater - Griffith Water Reclamation Plant • Wastewater - Reticulated Disposal • Water - Quality • Water and Wastewater Asset Maintenance & Construction • Water Supply - Griffith Water Treatment Plant • Water Supply - Potable & Raw Reticulated 	Asset Management Plan for Water Asset Management Plan for Sewer Water Supply Development Servicing Plan Sewerage Development Servicing Plan Strategic Business Plan for Water Supply & Sewerage Services

Service Reviews

As part of our Integrated Planning and Reporting we review our services to ensure we are delivering the highest quality service to our community in the most efficient and sustainable way. This financial year we progressed service reviews for Road Services and Griffith Regional Aquatic Leisure Centre. Plans are in place to review Developer Services.

The review of Parks and Gardens has been postponed to allow time for implementation of current reviews.

The benefit of these reviews is to ensure we are delivering the highest quality service to our community and stakeholders in the most efficient and sustainable way.

4. Delivery Program Operational Plan Reporting



Council's Community Strategic Plan was developed around four themes:

- Leadership
- Love the Lifestyle
- Valuing our Environment and
- Growing our City

The actions, performance measures and achievements relating to these themes, as outlined in Council's Delivery Program and Operational Plan 2023/24 are reported in this section.

Leadership

An engaged and informed community

Provide clear, accessible, relevant information

Communicate with the community.

Code	Action	Measure	Status	Annual Comment
1.1.1.1	Ensure regular communication provided through adopted measures.	Number of Community Opinion Group (COGs). Number of Media Releases. Number of Social Media engagements and followers - Facebook and Instagram. Minimum of 10 Community Catch-ups.	Completed	Four Community Opinion Group (COG) Meetings were held throughout 2023/24. 237 Media releases were issued. Council has 11,123 Facebook followers and 1541 Instagram followers. 50 Council Catch Ups (community newsletters) created, both print and eNewsletter. 12 Council Cafes were held, these included pop-up Cafes for the Special Rate Variation consultation.

Provide interactive websites for all Council facilities.

Code	Action	Measure	Status	Annual Comment
1.1.2.1	Regularly review and modify website design, functionality and content.	Analysis of website traffic and number of 'hits' received. Investigate and implement new CMS (Content Management System) across Council/facilities.	Completed	New websites across all facilities will be implemented in late 2024 due to the current site being deactivated. A new provider has been secured and implementation has commenced. Functionality for users is a high priority.

Provide customer service.

Code	Action	Measure	Status	Annual Comment
1.1.3.1	Deliver efficient customer service.	80% of telephone calls answered within 20 seconds. Telephone calls resolved by customer service operator.	Progressing	Yearly performance is measured by service levels. For this year 89% of calls were answered within timeframe. A total of 24,037 calls were made to Council, of which 5,287 were transferred internally. Close to 80 % of enquiries were answered by Customer service staff or entered as a customer request for follow up. Front counter transactions and enquiries are attended to efficiently and front staff

Code	Action	Measure	Status	Annual Comment
				rostered on continuing basis to assist the public. Other services, such as drafting planning certificates, quoting, lodging and registering of development and building applications, processing informal GIPA request were completed on a daily basis. Cemetery plaques design and ordering has been completed successful this year with overall very satisfied customers.

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

Inform community of Council decisions.

Code	Action	Measure	Status	Annual Comment
1.2.1.1	Council and Committee Agendas and Minutes prepared and made publicly available within agreed timeframes.	Council and Committee Minutes uploaded to Council website. Livestream Council Meetings.	Completed	Council and Committee Agendas and Minutes uploaded to the Council website within agreed timeframes. Council meetings livestreamed. Media releases prepared to advise members of the public of Council decisions as required and information provided in Council Catch Up as well as online and other forms of advertising. Council decisions conveyed to staff through CRM system for responsible officers and provided as information through staff newsletter.

Provide opportunities for the community to interact with Council and staff.

Code	Action	Measure	Status	Annual Comment
1.2.2.1	Maintain an active social media presence; provide workshops, forums, interactive meetings and community engagement sessions in accordance with the Community Engagement Strategy.	Number of community engagement sessions per quarter. Number of Catch Ups distributed per quarter. Number of Media Releases per quarter. Number of community workshops held (eg Budget Workshop)	Completed	Council continues to keep the community updated through social media and other mediums including the community newsletter Council Catch Up, in print and eNewsletter, Media Releases, Monthly Council Cafes and Community Opinion Group (COG) Meetings. 4 Community Opinion Group (COG) Meetings were held throughout 2023/24. 237 Media releases were

Code	Action	Measure	Status	Annual Comment
				issued. Council has 11,123 Facebook followers and 1,541 Instagram followers. Facebook reach - 489,100 Instagram reach - 16,700 50 Council Catch Ups (community newsletters) created, both print (500) and eNewsletter sent to 2,236 contacts. 12 Council Cafes were held, these included pop-up Cafes for the Special Rate Variation consultation.
1.2.2.2	Community Opinion Group (COG) members consulted on key projects and issues impacting the community.	Minimum of 3 communications to COG per quarter. Number of COG Meetings held.	Completed	Four Community Opinion Group (COG) Meetings were held in the 2023/24 year. COGs continue to be a good way for residents to provide feedback to Councillors and Senior Management and allow Council to present items of interest to the public.
1.2.2.3	Provide Committees to enable community input to Council services and facilities.	Number of Committee Members.	Completed	The Committee structure is a robust means of community engagement between Councillors and community stakeholders. Committees in the 2021-24 Term have been project based and very focused on delivering outcomes for Council. This has proved to be a successful model enabling co-design opportunities for Council projects.

Provide a robust Council Committee structure.

Code	Action	Measure	Status	Annual Comment
1.2.3.1	Administration of Council Committees in accordance with Terms of Reference.	Number of Committee Meetings held.	Completed	Fifty Committee meetings held over the year. (Note this figure only includes adopted Council Committees.)

Investigate and implement ways to improve Internal Communications.

Code	Action	Measure	Status	Annual Comment
1.2.4.1	Provide internal communications to staff.	Number of Staff Newsletters distributed.	Completed	A total of 12 Council Capers (staff newsletter) issued.

Code	Action	Measure	Status	Annual Comment
		Website traffic on Extranet.		

Investigate and implement options to improve Councillor interaction with constituents.

Code	Action	Measure	Status	Annual Comment
1.2.5.1	Provide opportunities for Councillor interaction and investigate online communication options.	Number of workshops/online sessions held. Number of Council Cafe sessions held.	Completed	Four Community Opinion Group (COG) Meetings were held throughout 2023/24. 12 Council Cafes were held, these included pop-up Cafes for the Special Rate Variation consultation.

Work together to achieve our goals

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

Griffith City Council seeks Leadership role with implementation of Joint Organisation of Councils (JOs) initiative.

Code	Action	Measure	Status	Annual Comment
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.	The Riverina Murray RAMJO was established in accordance with State Government framework. Griffith City Council to participate in working groups to implement strategic priorities for RAMJO.	Completed	Mayor and GM ongoing participation with Riverina and Murray Joint Organisation (RAMJO) of Councils. Board meetings and GMs meeting held on quarterly basis.

Council actively lobbies Government agencies to provide infrastructure to support our growing City of Griffith and Western Riverina.

Code	Action	Measure	Status	Annual Comment
2.1.2.1	Construct remaining sections of Griffith Industrial Link Road.	Griffith Industrial Link Road stages funded in operational budgets. Sections of Griffith Industrial Link Road constructed as planned.	Completed	Griffith Southern Industrial Link Road (GSILR) formally opened by Premier of NSW - Hon. Chris Minns MP 7 August 2023. Road now open to heavy vehicles. 2 Sections of the project yet to be funded. Section 3 - Kurrajong Ave. Section 4a - Thorne Rd (Kidman Way to Murrumbidgee Ave.)

Ongoing liaison and lobbying with State and Federal and non-government agencies on matters of relevance.

Code	Action	Measure	Status	Annual Comment
2.1.3.1	Meet with key stakeholders and lobby State and Federal	Number of meetings with State and Federal	Completed	The Mayor and General Manager attend regular

Code	Action	Measure	Status	Annual Comment
	governments on current issues which affect the community.	representatives with Mayor and or GM. Number of Community Engagements logged for Mayor and General Manager.		Regional Cities, Regional Capitals, Country Mayors, National General Assembly, Local Government NSW meetings to ensure representation for Griffith. Of particular focus has been securing means for increasing affordable housing stock in Griffith.

Improve water quality at Lake Wyangan.

Code	Action	Measure	Status	Annual Comment
2.1.4.1	Engage with relevant stakeholders via Lake Wyangan Catchment Management Committee to develop and implement strategies to improve water quality.	Lake Wyangan Restoration Project: Stage 1: Embellishment of western foreshore infrastructure and amenity. Stage 2: Engage with the community to scope water quality improvement and finance options.	Progressing	Lake Wyangan Catchment Management Committee meeting several times per year. Master Plan for Foreshore Improvements adopted by Council at meeting held 12 September 2023. Total Budget Stage 1. \$2.03M. Due for completion June 2025.

Encourage existing partnerships with tertiary education providers that support quality education pathways for Griffith students.

Code	Action	Measure	Status	Annual Comment
2.1.5.1	General Manager to continue Director role of Country Universities Centre Western Riverina (CUCWR) in Griffith.	Increase in number of students utilising Country Universities Centre Western Riverina Olympic Street, Griffith.	Completed	Attending Country Universities Centre Western Riverina meetings as required. Country Universities Centre Western Riverina highest number of registered students of all Centres in Regional NSW as at April 2024.

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

Investigate external funding opportunities to support recreational and activation projects.

Code	Action	Measure	Status	Annual Comment
2.2.1.1	Apply for external funding for approved Urban Design Projects and strategies.	Grants applied for and grants awarded.	Progressing	The following projects funded or partly funded from external funds: Hanwood Oval's new Changerooms. (Internal and External funds) Mountain Bike Trail, Stage 1 (External funding) Mountain Bike Trail, Stage 2 (External funding) Her Way Project (External Funding)

Code	Action	Measure	Status	Annual Comment
				Olympic Street Activation (External Funding) Lake Wyangan Recreational area upgrade Stage 1. (External Funding)

Seek appropriate funding to implement the actions and priorities outlined in the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan.

Code	Action	Measure	Status	Annual Comment
2.2.2.1	Apply for relevant funding opportunities to undertake construction of footpaths and cycleways.	Number of grant applications submitted and successful grants obtained.	Completed	Council did not submit a new grant to the "Get NSW Active" grant in 2023-2024 due to the existing works program and delivery pressures associated with the commitment to deliver the Mackay Avenue Shared Path, Yoogali. This path is a key link from the CBD path network to the village of Yoogali and has been 100% funded for \$1.5m from Transport for NSW. Council's funds will also supplement the construction allowing for price increases due to inflation.

Identify funding opportunities for the improvement of the regional and local road networks.

Code	Action	Measure	Status	Annual Comment
2.2.3.1	Apply for relevant grants and identify projects.	Number of grant applications submitted and successful grants obtained.	Progressing	Council has completed considerable works associated with Natural Disaster funding, The Regional and Local Roads Repair Program, Fixing Local Roads Pothole Repair Round and the Regional Emergency Road Repair Fund throughout the 2023-2024 year. Works have also been completed as part of existing Fixing Local Roads funding and Roads to Recovery grants.

Develop and maintain a network of grant sources to identify grant opportunities.

Code	Action	Measure	Status	Annual Comment
2.2.4.1	Provide monthly report to Senior Management Team on grants available and applied for.	12 grant reports provided to Senior Management Team (SMT) annually.	Completed	Grant opportunities are presented to SMT as they are announced - not in a monthly report. Working on personnel resourcing to manage grants from

Code	Action	Measure	Status	Annual Comment
				application to acquittal process.

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

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

Code	Action	Measure	Status	Annual Comment
2.3.1.1	Provide necessary resources to enable the Mayor and Councillors to undertake their statutory role.	Number of briefings/training/development opportunities attended by Councillors. Number of Notice of Motions.	Completed	Term of Council has structure of training sessions, Workshops and open line of communication with Senior Management Team.

Plan and lead with good governance

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

Council's Integrated Planning and Reporting suite of documents developed, outcomes reported and documents reviewed in accordance with statutory requirements.

Code	Action	Measure	Status	Annual Comment
3.1.1.1	Operational Plan developed, exhibited and adopted by Council by 30 June. Progress reports provided to Council.	IP&R documents prepared in accordance with statutory requirements. Documents adopted by 30 June annually.	Completed	Draft Delivery Program 2023/24 - 2025/26, Draft Operational Plan (Budget) 2023/24 and Draft Ten Year Long Term Financial Plan endorsed by Council for public exhibition 9 May 2023. All documents adopted by Council 27 June 2023. Dec Qtr. Review of Operations Report to Council 27 February 2024. March 2024 Qtr. Review of Operations Report to Council 28 May 2024.

Ongoing monitoring of Customer Focus.

Code	Action	Measure	Status	Annual Comment
3.1.2.1	Monitor customer contact and transactions on a regular basis.	Analysis of telephone contact data reviewed quarterly. Customer Request Management (CRM) System resolution performance reviewed quarterly.	Progressing	Progressing Ongoing

Coordinate Council's Internal Audit program in accordance with the Risk Management and Internal Audit Guidelines.

Code	Action	Measure	Status	Annual Comment
3.1.3.1	Coordinate Audit Risk Improvement Committee (ARIC) meetings and internal audit function of Council.	Number of internal audit reviews undertaken. Number of ARIC meetings held.	Completed	Audit Risk & Improvement Committee meetings held quarterly. Internal auditors appointed in 2023. Four-year strategic plan and annual plan adopted. Audit commenced for Cyber Security and Risk Management.
3.1.3.2	Administer tender process for internal audit function of Council.	Internal Auditor appointment process commenced by June 30.	Completed	New Internal Auditor firm, National Audits Group, has been appointed and a contract entered into from 1 October 2023 to 30 September 2028. Information provided for IT Cybersecurity audit and Risk Management audit. Two new Committee members appointed to the ARIC.

Provide governance services to Council.

Code	Action	Measure	Status	Annual Comment
3.1.4.1	Review and maintain Council policies.	Public policies reviewed at least once during Council term. Internal policies reviewed as required.	Completed	Council policies reviewed as required.
3.1.4.2	Provide administration support and information for Councillors.	Councillor Hub maintained to provide current information for Councillors.	Completed	Councillor Hub maintained to provide current information for Councillors. Information Sheet emailed to Councillors and staff as an e-newsletter weekly.
3.1.4.3	Coordinate training for Councillors in accordance with the Councillor Induction and Professional Development Guidelines.	Councillor training plans prepared, and training provided.	Completed	Councillors provided with list of available training on a regular basis. Four candidate information sessions held in preparation for the September Council elections. Councillor induction preparation commenced for the new Council. Training provided throughout the year included Essentials Cyber Security Awareness Training, Chairing and Effective meeting Procedures, Speed Reading, Code of Meeting Practice, Planning and

Code	Action	Measure	Status	Annual Comment
				Facilitating Effective Meetings.
3.1.4.4	Coordinate Council Meetings including preparation of Business Papers, Minutes and Action Reports.	Council Business Papers and Minutes prepared in accordance with legislation. A minimum of 10 Council Meetings held per year.	Completed	Council Business Papers and Minutes prepared and distributed in accordance with relevant policies and guidelines. Action Reports prepared and CRMs created as required. 24 Council Meetings held this year.
3.1.4.6	Coordinate Council's Delegations, Disclosure of Councillors and Designated Persons and Conflicts of Interests Register.	Review of Delegations undertaken as required. Disclosure of Returns by Councillors and Designated Persons tabled at first October Council Meeting.	Completed	Delegations issued and reviewed as required. Annual Disclosure forms for Councillors and Designated Staff presented to Council as required and issues 30 June to Councillors and Designated Staff to complete. Conflict of Interests Register maintained.
3.1.4.6	Coordinate Legal Services Panel.	Maintain Legal Services Panel. Commence tender process for Legal Panel.	Completed	Legal Services Panel for the period 1 July 2023 until 30 June 2027 appointed by Council 13 June 2023.

Meet Council's legislative requirements under the Integrated Planning and Reporting (IP&R) framework.

Code	Action	Measure	Status	Annual Comment
3.1.5.1	Coordinate Council's IP&R requirements including Community Consultation, Delivery Program, Operational Plan, Resourcing Strategy, Quarterly and Six-Monthly Progress Reports and Annual Report.	Delivery Program reports and Operational Plan adopted by 30 June. Quarterly Reports and Progress Reports provided to Council.	Completed	Delivery Program and Operational Plan implemented. Quarterly Review/Progress Reports presented to Council as required. Consultation commenced to review Community Strategic Plan. Delivery Program and Operational Plan & Long-Term Financial Plan for 2024/25 adopted 25 June 2024.

Undertake statutory reporting requirements.

Code	Action	Measure	Status	Annual Comment
3.1.6.1	Prepare Public Interest Disclosures reports, GIPA Annual Report and Code of Conduct Report.	Statutory reporting requirements undertaken within guidelines and required timeframes.	Completed	Public Interest Disclosures policy reviewed in accordance with the new PID Act 2022 requirements. Public Interest Disclosures training rolled out to all staff. PID Annual Report submitted to the NSW Ombudsman 5 July 2023. GIPA Annual Report submitted to

Code	Action	Measure	Status	Annual Comment
				Information Privacy Commissioner 3 July 2023. Code of Conduct Report presented to Council December 2023 and submitted to Office of Local Government.
3.1.6.2	Coordinate Delegations of Authority, Disclosure of and Designated Persons, Key Management Personnel Declarations, manage and maintain Governance registers.	Delegations prepared as required by new staff appointments / requirements. Disclosure of Returns by Councillors and Designated Persons prepared and tabled at first October Council Meeting. Key Management Personnel Declarations submitted June and Nov. Registers maintained and uploaded as required.	Completed	Delegations prepared and reviewed as required. Annual Disclosure forms presented to Council as required. Registers maintained and uploaded to Council website. Key Management Personnel Declarations issued and completed by Councillors and required staff. Governance Registers maintained and made publicly available as required.

Facilitate the release of government information in accordance with legislative requirements.

Code	Action	Measure	Status	Annual Comment
3.1.7.1	Process Government Information (Public Access) Act (GIPA) applications in accordance with legislative requirements. Review Information Guide annually. Open access information is available on Council's website.	Number of GIPA applications processed within required timeframes. Agency Information Guide reviewed and adopted annually. Council's website updated with required information.	Completed	Six formal GIPA applications received in 2023/24. Council's Agency Information Guide reviewed and adopted 12 March 2024.

Undertake community consultation and promote the role of Local Government within the local community.

Code	Action	Measure	Status	Annual Comment
3.1.8.1	Coordinate Local Government Week activities. Consult with and inform the local community about the role of Council.	Number of events held over Local Government Week. Number of engagements with schools and organisations. School Leaders ceremony held annually.	Completed	Local Government Week was held from July 31 to August 6. Activities included Council Café held at Griffith Central. Council recognised the commitment of its facility volunteers and Committee members, providing them with a special morning tea. Highlighted Council staff members who were featured on social media. Fun facts about Council facilities were

Code	Action	Measure	Status	Annual Comment
				shared to engage the community. Griffith City Library showcased the diverse range of services they offer. Griffith Regional Aquatic Leisure Centre provided free exercise classes for residents to experience and enjoy. School Leaders' assembly held 26 February 2024, commenced consultation for the Community Strategic Plan.

Provide a risk management framework.

Code	Action	Measure	Status	Annual Comment
3.1.9.1	Review Risk Register and monitor Risk Management Action Plans.	Risk Register reviewed each quarter. Risk Management Action Plans developed and communicated annually.	Completed	Review of Risk Management process undertaken by Internal Risk & Audit Committee. Senior WHS Coordinator undertaking internal review of processes. Risk Register to be audited and improved.

Provide a compliant Human Resource Management service to meet legislative and organisational requirements.

Code	Action	Measure	Status	Annual Comment
3.1.10.1	Undertake review of HR policies. Implement Award changes as required.	HR policies reviewed as per cycle. Number of Consultative Committee meetings held.	Completed	Continual review and improvement processes in place. Policies reviewed systematically to capture and reflect Award/Act amendments.
3.1.10.2	Provide a relevant training calendar for staff development and compliance.	Training Calendar completed and available. WHS training provided within relevant time frames.	Completed	Calendar year completed with ad hoc training scheduled as per approval received.
3.1.10.3	Implement actions outlined in Council's Equal Employment Opportunity (EEO) Policy.	Report on EEO progress and activities in Council's Annual Report.	Completed	EEO policy has now been made external.
3.1.10.5	Provide annual Flu Vaccination Clinics.	Ensure identified staff are provided appropriate vaccinations as per Position Description.	Completed	Clinic held in April 2024. Vaccinations held in office and on worksites to improve accessibility and uptake. Important mechanism to ensure ongoing health of organisation over winter flu months.

Provide a Child Safe organisation framework.

Code	Action	Measure	Status	Annual Comment
3.1.11.1	Coordinate implementation of Child Safe Standards and legislative requirements.	Staff provided with training and resources. Promote Child Safety to broader community.	Completed	Child Safe Standards promoted to staff through Council Capers newsletter. Training for staff through Pulse LMS program.

Provide effective compliance services.

Code	Action	Measure	Status	Annual Comment
3.1.12.1	Safeguard school zones.	Undertake regular patrols of restricted parking areas and school zones.	Progressing	Zero tolerance approach followed with regular enforcement.
3.1.12.2	Continuous improvement of facility and animal management.	Improvements and rehoming of companion animals.	Progressing	Ongoing improvements subject to approved capital budget.
3.1.12.5	Provide a clean and healthy environment for residents.	Respond to litter and dumping complaints in a timely manner.	Progressing	Ongoing, as request received.
3.1.12.6	Animal compliance.	Respond to all animal related enquiries such as stock, barking dogs etc.	Progressing	Ongoing, as request received.

Provide efficient, accurate and compliant record management services to both internal and external customers of Council.

Code	Action	Measure	Status	Annual Comment
3.1.13.1	Provide records management, Name Address Register (NAR) and Property module training to staff.	Number of face-to-face training attendees. Number of online training modules completed by staff. Monthly records management 'tips' emailed to all staff.	Completed	Records management and system platform training has been successfully delivered throughout the 2023-2024 year by the Information Management team.
3.1.13.2	Digitise paper property files identified as vital records at high risk of loss / damage / destruction in Council's Records Risk Register (IM-FO-210).	Number of files digitised.	Completed	Hard copy property files have been identified as a high value/high risk of loss information asset for Council. Digitisation of property files is an ongoing critical task that mitigates the risk of loss, damage or destruction. Casual staff, volunteers and work experience students have been utilised where possible to undertake this task, which will continue in 2024-2025.

Code	Action	Measure	Status	Annual Comment
3.1.13.3	Digitise 2005 business papers to complete the electronic collection of these permanent State Archives.	Number of business papers digitised.	Completed	Project successfully completed. All Council business papers now fully digitised and content searchable.
3.1.13.4	Undertake disposal of paper records in accordance with relevant legislation.	Number of files securely destroyed.	Completed	Disposal of paper records that have reached the end of their retention period is an ongoing legislative requirement ensuring Griffith City Council's compliance with the NSW State Records Act.
3.1.13.5	Commence electronic record disposal program in accordance with relevant legislation.	Number of records disposed.	Completed	Phase 1 of the electronic record disposal program (legacy record sentencing) was successfully completed on 28 June 2024. Phase 2 will commence in 2024-2025 - this consists of classifying those legacy records identified as not having reached the end of their retention in the electronic record management system.
3.1.13.6	Undertake annual Recordkeeping Maturity Assessment of Griffith City Council in accordance with State Records NSW compliance monitoring requirements.	Date of submission and compliance level achieved.	Completed	State Records NSW will publish the "2024 State of Recordkeeping in NSW Public Sector" report on their website by the end of July. The report will provide the overall records management maturity score for the Local Government jurisdiction. Griffith City Council has achieved a satisfactory level of recordkeeping maturity compliance for 2023-2024.

Provide reliable IT services within Council.

Code	Action	Measure	Status	Annual Comment
3.1.14.1	Review all software applications and other programs on an annual basis. Replacement of hardware as required.	PCs to maintain a turnover ratio of 5 years minimum. Report on applications as renewed.	Completed	All scheduled annual hardware was replaced during the year. Software upgrades were performed as required. Document Management System upgrade rescheduled for August 2024.
3.1.14.2	Maintain IT support services to Council departments.	80% CRMs closed as per service standard.	Completed	Annual average 84% CRMs closed within the service standard. Initiatives to improve communication and

Code	Action	Measure	Status	Annual Comment
				IT support for outdoor staff planned.
3.1.14.3	Ensure Council's IT systems are adequately protected and training provided to staff and Councillors.	Number of cyber security training sessions offered to staff and Councillors.	Completed	Security training and policy development has continued during the year. Preplanning for Endpoint Protection and infrastructure security replacement options is being planned for 2024/25.

Provide corporate property services to Council.

Code	Action	Measure	Status	Annual Comment
3.1.15.1	Coordinate the preparation of plans of management for Crown Lands managed by Council and Council owned community land.	All Plans of Management provided to Department of Crown Lands for evaluation and concurrence.	Progressing	Nearing completion with several Plans of Management on public exhibition and the remaining documents approaching final drafts.

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

Adopt Delivery Program and Operational Plans (Budget) inclusive of 10 Year Long Term Financial Plan.

Code	Action	Measure	Status	Annual Comment
3.2.1.1	Meet annual statutory reporting requirements (Budget preparation and quarterly reviews and Annual Financial Statements)	Adoption of annual financial statements within Office of Local Government (OLG) guidelines by 31 October. Adoption of annual operating budget by Council prior to 30 June. Adoption of quarterly operational review reports. Meet OLG financial sustainability ratios. Preparation of monthly investment report for Council.	Completed	Annual Budget was adopted by 30 June 2024 for 2024-2025. Annual Financial Statements for 2023 were lodged on time including an extension request. 1st, 2nd and 3rd Quarter Operational Review Reports for 2024 were presented to Council. Monthly Investment Reports for 2024 have been presented to Council monthly.

Provide managers with timely data of their current budget items.

Code	Action	Measure	Status	Annual Comment
3.2.2.1	Provide monthly report to responsible managers of year-to-date actual income and expenditure items versus budget.	Provide monthly financial reporting to responsible managers by the 15th of the following month, or as soon as practicable.	Completed	Monthly Reports are provided to responsible managers by the 15th of each month.

Complete staff performance appraisals for all direct reports.

Code	Action	Measure	Status	Annual Comment
3.2.3.1	Meet requirements set by Human Resources.	Completion by required date.	Completed	In progress.

Love the lifestyle

Griffith is a great place to live

Make our community safer

Improve public safety by provision of appropriate information signage in public areas.

Code	Action	Measure	Status	Annual Comment
4.1.1.1	Review and maintenance of "Signs as Remote Supervision" in public areas.	Reviews of signs to be undertaken and repairs made for damage or vandalism.	Completed	Signs as Remote Supervision is ongoing. New signs are installed in a timely manner on all Council-maintained areas. Existing signage is routinely assessed to ensure all detail is up to date. New park or reserve developments have signage installed before Council acknowledges acceptance of the areas.

Identify and promote road safety projects relevant to Griffith Local Government Area

Code	Action	Measure	Status	Annual Comment
4.1.2.1	Investigate strategies to resolve road safety issues.	Develop and implement a 3-year road safety action plan.	Completed	The delivery of strategies to reduce road trauma is ongoing. Crash statistics and the monitoring of road deficiencies that may lead to crashes are addressed by way of implementing corrective actions across the road network with an outcome that seeks to reduce road trauma. Road safety strategies focussing on engineering treatment allows for a broader approach to road safety and assists with reduction in the severity of crashes and therefore lessens the potential for road users to sustain serious or fatal injuries should a crash occur.

Deliver Arbovirus Surveillance Program as required by NSW Health.

Code	Action	Measure	Status	Annual Comment
4.1.3.1	Set and collect Mosquito traps from designated sites in Griffith during November to April. Liaise with NSW Health and raise awareness as appropriate.	Mosquito Traps tested weekly, and sample sent for analysis. Issue public information as appropriate.	Completed	Normal ongoing collection and monitoring executed according to schedule.
4.1.3.2	Test Sentinel Flock of chickens between November to April. Liaise with NSW Health and raise awareness as appropriate.	Sentinel Flock tested weekly, and samples sent for analysis. Issue	Completed	All testing completed.

Code	Action	Measure	Status	Annual Comment
		public information as appropriate.		

Manage Risk Based Performance of Cooling Water Systems as required under the Public Health Regulation 2010.

Code	Action	Measure	Status	Annual Comment
4.1.4.1	Urgently respond to notifications of high Legionella and Heterotrophic Colony Count (HCC) test results.	Maintain an up-to-date register.	Completed	This is an ongoing process and procedures and protocols are in place to assure that NSW Health is informed. Registers are implemented to monitor cooling towers risk management plans.
4.1.4.2	Allocate Unique Identification Number (UIN) on Cooling Water Systems. Take receipt of Risk Management Certificates for each Cooling Water System. Maintain UIN register.	Maintain an up-to-date register.	Progressing	This is an ongoing process.

Deliver Public Swimming Pool inspections as required under the Public Health Act 2010.

Code	Action	Measure	Status	Annual Comment
4.1.5.1	Undertake pool sampling for: - Public Swimming Pools and Spa Pools - Pool sampling of Hotel, Motel and Accommodation facilities - School Pools (Kalinda & GPSO) - GCC's Splash Park.	Inspections undertaken per annual program.	Progressing	Inspection program targets reached.

Deliver On-site Sewage Management inspections as required under NSW Local Government Act 1993 and POEO Act 1997.

Code	Action	Measure	Status	Annual Comment
4.1.6.1	Undertake On-site Sewage Management inspections on newly registered Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Assess all applications and issue approval to operate.	Completed	All applications are assessed as required no back lock on any applications.

Deliver Beauty and Skin Penetration Inspections within Griffith and Hay LGA's as required by NSW Health. (Hairdressers as required)

Code	Action	Measure	Status	Annual Comment
4.1.7.1	Undertake inspections of Griffith and contracted LGA Hairdressers, Beauty and Skin Penetration premises including equipment and facilities.	Complete inspections in line with annual inspection program.	Completed	Completed for period.

Deliver Mortuary Inspections as required by NSW Health.

Code	Action	Measure	Status	Annual Comment
4.1.8.1	Undertake inspections of Griffith and contracted LGAs Mortuary premises including equipment and facilities.	Complete inspections in line with inspection program.	Completed	All inspections done as required.

Deliver Lake Wyangan Water Quality Sampling as required by the Australian Recreational Water Guidelines and Murrumbidgee Regional Algal Coordinating Committee.

Code	Action	Measure	Status	Annual Comment
4.1.9.1	Undertake regular water samples of Lake Wyangan to determine lake water suitability for Recreational water use.	Regular monitoring of water to test quality and to determine condition of water.	Progressing	Ongoing weekly and monthly.

Deliver Food Inspections on food premises within the Griffith and surrounding LGAs as required under the NSW Food Act 2003.

Code	Action	Measure	Status	Annual Comment
4.1.10.1	Undertake Food Business Inspections within the Griffith and contracted LGAs as required under the NSW Food Act 2003. Respond to general enquiries and complaints from the public.	Deliver food inspections annually and as required.	Completed	Completed for period.
4.1.10.2	Undertake Temporary Event Food inspections within the Griffith LGA as required.	Inspections done for all temporary events.	Completed	All inspections carried out as needed.
4.1.10.3	Undertake Mobile Food Van inspections within the Griffith LGA as required.	Inspect mobile food vans and permits to verify compliance with permit.	Completed	All inspections carried out as needed.

Encourage an inclusive community that celebrates social and cultural diversity**Hold Citizenship Ceremonies as required.**

Code	Action	Measure	Status	Annual Comment
4.2.1.1	Citizenship Ceremonies held as required.	Number of ceremonies held.	Completed	Council has a regular calendar for Citizenship Ceremonies, recognising key dates over the year - Australia Day, Harmony Day, Refugee Week and Citizenship Day to ensure new citizens are able to access a ceremony close to their date of acceptance.

Organise Australia Day Ceremony.

Code	Action	Measure	Status	Annual Comment
4.2.2.1	Australia Day Ceremony held.	Number of nominations received.	Completed	Funding of \$15,000 received for Australia Day Events. Survival Day Event at the

Code	Action	Measure	Status	Annual Comment
				Griffith Regional Aquatic and Leisure Centre part of this. Forty three nominations received for all categories.

Council welcomes refugees and asylum seekers.

Code	Action	Measure	Status	Annual Comment
4.2.3.1	Support programs and events such as the NSW Growing Regions of Welcome (NSW GROW) program, Women on Fire, and promoting Griffith as a Refugee Welcome Zone.	Number of events and programs supported.	Completed	2023-2024 saw the erection of Welcome signs for Refugee's and Migrants at the main entrances into Griffith. Rural Australians for Refugee's Griffith (RAR Griffith) were consulted and part of the signage process. Griffith City Council also partnered with RAR for their Refugee Week movie night at the Regional Theatre. The themed movie provides insights into life as a refugee and helps the community gain better understanding of those seeking a better life in Australia.

Provide opportunities for community groups to access grant funding.

Code	Action	Measure	Status	Annual Comment
4.2.4.1	Deliver two rounds of Community Grant funding.	Number of grant applications received and number of grants awarded.	Completed	Two rounds of Community Grants were delivered during 2023/2024 Financial Year. 30 applications in total with 10 Applications being accepted and meeting criteria. \$21,900 in Community Grants Awarded. Eleven Individual achievement grants awarded Two quick turnaround grants awarded to Murrumbidgee Regional High School and Ozfish.

Provide and promote accessibility to services

Review the Disability Inclusion and Access Plan (DIAP) and implement recommendations.

Code	Action	Measure	Status	Annual Comment
4.3.1.1	Prepare draft, place on exhibition and endorse DIAP.	DIAP endorsed reviewed and updated annually.	Completed	Disability Inclusion Access Plan to be reviewed by 2025. Council has been inclusive in the following areas: YOUTH GLOW Roller Disco, Sensory Session October 2023, Griffith City Library adjustments to toilet to make it more

Code	Action	Measure	Status	Annual Comment
				<p>accessible, MLAK key re-instated for all Council toilets. MLAK lock on Mountain bike track toilets.</p> <p>Support for Autism Awareness Month with Facebook promotion and lighting of Nancy Blumer Fountain. Hanwood Sports Stadium upgrade for addition of hoist to toilet design.</p> <p>Equal Employment Opportunity under review.</p> <p>Library monthly sensory movies</p> <p>Borland Leckie Park all-inclusive equipment.</p> <p>Installation of Auslan Signage at Boland Leckie Park.</p> <p>Support of Wheelchair Basketball at Griffith Regional Sports Centre.</p> <p>Acknowledgement and promotion of International Day of Person's with Disability on 3 December 2023 through local online campaign which included disability services. Clients delivered messages on what the day meant to them-building capacity and confidence.</p>

Provide access to community services.

Code	Action	Measure	Status	Annual Comment
4.3.2.1	Maintain an up to date Community Directory.	Community Directory reviewed on regular basis.	Completed	<p>The Community Directory has seen many organisations listed free of charge. This is constantly updated, and new services added on request.</p> <p>The directory is promoted at interagency meetings and at Council consultations.</p>
4.3.2.2	Work with Inter agency Networks and other organisations on issues impacting the community.	Number of activities held and projects and partnerships.	Completed	<p>Council has connected and assisted many community organisations in Griffith throughout the year. From promotion to facilitation, attending and supporting- there have been a multitude of events delivered. Some include, Community Expo, Seniors Service Expo, Harmony Day at Griffith Regional High, Youth Week BMX, skateboard and scooter workshop, Sounds of Spring and Autumn events</p>

Code	Action	Measure	Status	Annual Comment
				for Youth, Aboriginal Medical Service family day, Prostate Cancer Awareness Week, Department Home Affairs VISA status visit and Domestic Violence Family Night.

Provide a range of cultural facilities, programs and events

Griffith Regional Theatre will deliver a diverse and engaging program of events that caters to the needs of the community.

Code	Action	Measure	Status	Annual Comment
4.4.1.1	Develop and deliver high quality, diverse entrepreneurial season that is inclusive of different age, cultural and interest groups in the community.	Deliver a minimum of 16 entrepreneurial shows per calendar year including a minimum of 3 seniors shows, 4 educational/family shows and a minimum of 1 show for the Culturally and Linguistically Diverse (CALD) community.	Completed	A wide variety of shows presented at the Theatre this year including 16 different season shows with 30 performances. There were five shows for children/schools/families, four Morning Melodies for seniors, two dramas including a Shakespeare play, two musicals including 10 performances of our Community Musical - The Wedding Singer, an international classical pianist, contemporary dance, a comedy show and Flickerfest short film festival. Two of these shows specifically featured Indigenous performers and were created by First Nations producers. There were multiple shows brought by hirers, including an Indian performer appealing specifically to the local Indian community. There was also a film about refugees from other nations using drama to help deal with trauma.
4.4.1.2	Deliver biannual community music production.	Produce and deliver Community Production every 2 years.	Completed	Ten productions of The Wedding Singer took place in September 2023. It was a successful production, involving many members of the community and garnering good ticket sales. All production costs were covered with ticket sales and sponsorship. This is an event that gathers a lot of community support, and

Code	Action	Measure	Status	Annual Comment
				allows many people to gain valuable skills in production and performance. It also exposes more people to the experience of live theatre.
4.4.1.3	Deliver annual Theatre Workshops for young people.	Number of Workshops held and number of attendees.	Completed	Youth Theatre Troupe continues to be popular with both age groups, with teacher, Melanie Toscan, putting together excellent programs including an end of year production. School holiday workshops were also run funded by Australian Theatre for Young People, through a NSW government grant.
4.4.1.4	Marketing strategy developed, reviewed and implemented annually.	Report on the number of memberships and subscriptions annually.	Completed	Despite a change of marketing personnel and reduction of hours, the Theatre continues to implement the marketing strategy. Ticket sales have been strong, reflecting the effectiveness of the marketing strategy.
4.4.1.5	Provide a clean functional and well maintained Theatre facility available to the public.	Zero complaints regarding cleanliness and maintenance received.	Completed	The Theatre building suffered a few setbacks this year with two flooding events, leaking roof and failed air conditioning unit. These have now been rectified. The Theatre remained fully operational throughout these incidents a clean and functional facility continues to be maintained.

The Griffith Regional Art Gallery will develop and deliver a diverse and engaging program of cultural activities.

Code	Action	Measure	Status	Annual Comment
4.4.2.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Minimum of 8 exhibitions per year including a minimum of 2 touring exhibitions and a minimum of 2 exhibitions by local artists.	Completed	The Gallery has presented a full and varied program of exhibitions, including visiting and local artists, and contributions to a community exhibition by locals. The Gallery celebrated 40 years of operation in 2023.
4.4.2.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and displays of interest to the local community.	Minimum of 6 exhibitions per year including minimum of 3 exhibitions by local artists.	Completed	Six separate exhibitions have taken place in the ArtSpace gallery space, all featuring works by Riverina artists and amateurs. It continues to be an ideal place to showcase works

Code	Action	Measure	Status	Annual Comment
				that may not be appropriate for a stand-alone exhibition in the Gallery, with enquiries received from artists interested in having work included in ArtSpace.
4.4.2.3	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	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.	Completed	Public Programs Officer is providing high quality and regular opportunities for engagement with the Gallery. These include regular workshops for children (including on weekends, school holidays and during the school term), master classes delivered by artists (on weekends and after hours), lunch-time talks (during the week), and weekend drop-in sessions for artists/hobbyists. Each exhibition has an opening event and generally one or more floor talks from the artist or from the Gallery coordinator.
4.4.2.4	Provide a clean functional and well-maintained Art Gallery facility available to the public.	Zero complaints regarding cleanliness and maintenance received.	Completed	The Gallery did not receive any complaints and continues to be well maintained despite issues with lack of space.
4.4.2.5	Cultural Precinct Masterplan developed.	Cultural Precinct Masterplan completed by October 2023.	Completed	The Cultural Precinct Masterplan was completed.

Provide a collection of library material, meeting community and industry standards.

Code	Action	Measure	Status	Annual Comment
4.4.3.1	Maintain a collection of library material in accordance with State Library guidelines.	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.	Completed	Staff continuously refresh collections to ensure they remain updated and meet community needs and relevance. Total items loaned from Griffith City Library in 2023/24 was 106,198.
4.4.3.2	Griffith City Library to facilitate digital inclusion in the community by providing digital education programs.	Hardware asset less than 5 years old. Number of internet access bookings utilising WiFi and also public computers.	Completed	Library staff facilitate digital support and education. A total of 7,504 free public computer sessions were recorded in 2023/24.
4.4.3.3	Provide reliable high speed internet and computer equipment.	Maintain ratio of 1 PC per 3,000 residents.	Completed	The Library has 14 public computers equating to 1 PC per 1,940 residents. Computer software updates

Code	Action	Measure	Status	Annual Comment
				are completed regularly. Hardware scheduled to be replaced July 2024.
4.4.3.4	Position the Griffith City Library as a community hub for learning, networking and leisure by providing a range of programs to all sectors of the community.	Provide a quarterly report on visitation per annum (minimum 5 visits per capita). Deliver a minimum of 20 programs annually, annual calendar of programs and events reflecting the population demographic.	Completed	There were 96,928 total visitors to Griffith City Library in 2023/24, the Library hosting 421 events, with 14,213 attendees over the year.
4.4.3.5	Provide a clean, functional and well-maintained library facility available to the public to community and industry standards. Installation of Library shelving funded by State Library grant.	Zero complaints regarding cleanliness and maintenance received.	Completed	Cleaning of the Library facility occurs daily. Implementation of the State Library infrastructure grant continues, with improvements made to shelving, carpet and the parents' room. This will continue next year.

Develop and manage regional museum collections of historic and social significance to Griffith region and communities.

Code	Action	Measure	Status	Annual Comment
4.4.4.1	Conduct an assessment of current state of Pioneer Park Museum buildings to identify conservation needs and develop Asset Maintenance and Restoration Plan according to priority.	Develop and Review annual Maintenance and Restoration Plan by 30 June.	Progressing	Building assessments have been done with priority given to significant historical buildings and WHS compliance structures. The prioritised buildings have been identified with budget allocation requested and funding allocated. Contractors are still being sought to carry out the works.

Engage with young people and liaise with local agencies and user groups.

Code	Action	Measure	Status	Annual Comment
4.4.5.1	Promote and facilitate Youth Week and other events in partnership with Agencies to deliver programs and activities.	Number of youth activities held in partnership with Council. Number of young people involved in organising events.	Completed	A hive of activity provided for youth in Griffith. The Youth Advisory Group have participated, led and developed an array of discussions and events. Majority of ideas have been derived from the Advisory Group and supported by Griffith City Council. Capacity building opportunities including the Skateboard/BMX community workshop, Change Makers Camp at Tumbarumba and Youth Leadership Forum in Hay have allowed an

Code	Action	Measure	Status	Annual Comment
				opportunity for growth among the group. School Holiday funding has enabled many of these events to happen in 2023/2024.

Griffith Pioneer Park Museum will develop and deliver a diverse and engaging program of cultural activities.

Code	Action	Measure	Status	Annual Comment
4.4.6.1	Plan and deliver Action Day and attract major events to increase visitation.	Increase in revenue and number of visitors to the Park.	Completed	The Museum's Action Day 2024, held in March, was a resounding success. The event attracted close to 3,000 visitors and earned the title of the biggest attended event in Griffith over Easter. The community and visitors alike revelled in the festivities, and the feedback received from community members was positive. The annual visitation statistics show another increase in museum visitation.

Improve access to local health services

Lobby State Government to commit funding in forward estimates for renewal of Griffith Base Hospital.

Code	Action	Measure	Status	Annual Comment
4.5.1.1	Monitor construction of new Base Hospital.	As required. Health Infrastructure NSW brief Councillors twice per year regarding construction progress.	Progressing	Construction of Hospital is on schedule for completion early 2025. Health Infrastructure NSW and Murrumbidgee Local Health District representatives updated Councillors of progress at workshop 16 April 2024.
4.5.1.2	Lobby State Government to construct Radiation Therapy Facility and monitor construction of Radiation Therapy Unit in Griffith.	Government agency to keep Council informed on progress with construction and fit out of radiation therapy facility.	Completed	Radiation Therapy Facility operational as from May 2023.

Promote health services and programs.

Code	Action	Measure	Status	Annual Comment
4.5.2.1	Collaborate with Murrumbidgee Local Health District (MLHD) to promote health services.	Number of services or programs promoted.	Completed	Information from health services including Murrumbidgee Local Health District, Primary Health Network and NSW Health is shared as needed. This is done through Council Catch Up, social media and Council

Code	Action	Measure	Status	Annual Comment
				Capers (staff newsletter). This information includes Vaping Poster contest health impacts of vapes, Ross River virus warning, Alcoholics Anonymous Awareness, Seniors Expo, bushfire smoke warning, Rediplan Workshop, DV Alert Workshop, Renal Dialysis access, Griffith Base Hospital Redevelopment, Child Dental Benefits Schedule, The Raising Healthy Minds app, Sepsis awareness, Respiratory illness: influenza (flu), COVID-19 and RSV, National Spinal Health Week and Communicating in Recovery Workshop.

Promote reconciliation and embrace our Wiradjuri heritage and culture

Implement Reconciliation Action Plan (RAP).

Code	Action	Measure	Status	Annual Comment
4.6.1.1	Review Reconciliation Action Plan (RAP) recommendations.	Report on progress to Reconciliation Australia. Number of recommendations implemented.	Completed	Council has had numerous consultations and partnerships with Indigenous groups throughout the year to support growth together in the community. AMS, Griffith LALC, Wellways and AMS Youth Services. Council has provided opportunity for Indigenous staff to participate in NAIDOC events. The search for Cultural Training to support staff in the organisation has been challenging.
4.6.1.2	Consult, and or partner with the local Aboriginal Community.	Number of meetings held. Number of events held in partnership.	Completed	Partnered with two Indigenous teams for Koori Cup. Partnered with AMS for family fun day/Youth Services for Youth Week. Letters of Support for Indigenous Grant applications. Supported Marrambidya Dance Group for Cultural trip to Melbourne with Community Grant Funding

Code	Action	Measure	Status	Annual Comment
				Support for Corroboree at Cocoparra National Park Consultations with LALC, Marrambidya Dance Group, Elders and Community leaders for NAIDOC event Supporting of MRHS Harmony Day event through quick turnaround grant.

Provide a range of sporting and recreational facilities

Maintain and renew playgrounds in accordance with the Playground Strategy.

Code	Action	Measure	Status	Annual Comment
4.7.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	Playground safety inspections carried out as per the schedule.	Completed	Visual inspections, routine inspections and operational inspections are undertaken by suitably trained personnel to meet the guidelines of the Australian Standards for Playground Safety. Selected Playgrounds are being upgraded annually.
4.7.1.2	Manage and maintain parks and reserves to a high level of service.	Parks and reserves maintained within allocated budget.	Completed	All parks, reserves and playgrounds continue to be maintained to the high level of service expected by the community. Irrigation systems are upgraded as required to ensure efficient use of water to these areas.

Maintain the Griffith Regional Aquatic Leisure Centre (GRALC) in accordance with Asset Management Plans and increase usage.

Code	Action	Measure	Status	Annual Comment
4.7.2.1	Provide a clean, functional and well-maintained aquatic facility available to the public.	Zero community complaints received relating to the cleanliness and maintenance of GRALC. Repair floors in the indoor pool area by June 2024.	Completed	During the year, three laterals in the Program Pool filters as well as the sand were replaced. All pool tests during the year have been within PHO parameters and GRALC has received numerous comments on the cleanliness and quality of the water in all pools. There have been two random Health Inspections for the

Code	Action	Measure	Status	Annual Comment
				Kiosk and both have returned 5-star ratings. There has been some community feedback during the year relating to general cleanliness within the change rooms and these have been addressed with current contractor. Indoor complex is showing signs of age and maintenance is being completed as required and when funding allows. Contractor for pool surrounds being sourced.
4.7.2.2	Recruit additional swim instructors.	Increase in the number of swimming lessons provided	Completed	During the year, six new instructors were recruited. As a result of the new instructors eight new time slots for lessons were opened up and this allowed a number of students to move from the waiting list into lessons. Swim School performance and enrolments for the year have been strong and GRALC is well positioned moving into the 24/25 year for Swim School to continue providing quality Learn to Swim programs to Griffith and surrounds.

Maintain all Council's sporting ovals.

Code	Action	Measure	Status	Annual Comment
4.7.3.1	Manage and maintain Council's sporting ovals to the level of service.	Sporting ovals maintained within allocated budget.	Completed	Hanwood Oval has a new Amenities Building nearing completion. Meanwhile, the new Kiosk at Wade Park Yenda is complete and being utilised.

Implement capital upgrades to recreational facilities as funding becomes available through grants or otherwise.

Code	Action	Measure	Status	Annual Comment
4.7.4.1	Seek funding for capital upgrades on recreational facilities.	Number of successful projects.	Progressing	Council has applied for funding for the proposed new playground at Tharbogang. The application was unsuccessful. The project will use internal funding and will be completed within this financial year. Construction has started on the Hanwood Oval's new

Code	Action	Measure	Status	Annual Comment
				Changerooms. Construction of Stage 1 of the new Mountain Bike Track is complete. Council successfully applied for additional funding for Stage 2 through the local member, Helen Dalton. Completion of Stage 2, valued at \$200,000, is scheduled for completion in November 2024.

Griffith Stadium to provide a range of services for the improved health, well-being and lifestyle of the community.

Code	Action	Measure	Status	Annual Comment
4.7.5.1	Provide a clean, functional facility, available to the community.	Zero complaints relating to cleanliness and maintenance received. Increase in participation.	Completed	A clean, functional and safe facility has been provided.
4.7.5.2	Attract major sporting events.	Two major events held annually.	Completed	A number of major, state, regional and local events have been hosted these included sporting and non-sports events.
4.7.5.3	Attract additional sporting groups/associations to utilise the facility for competitions.	One new group using the facility per year.	Completed	Additional social competitions - volleyball, pickleball, badminton, Filipino basketball, and running groups.

Lake Wyangan Restoration Project.

Code	Action	Measure	Status	Annual Comment
4.7.7.1	Design and construct amenities, western foreshore of Lake Wyangan.	Consultation completed, amenities designed, construction commenced.	Progressing	Initial consultation has been undertaken with detailed design to commence.

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

Initiate place activation projects in Griffith and villages.

Code	Action	Measure	Status	Annual Comment
4.8.1.1	Implement a place activation.	Number of place activations.	Progressing	CBD activation and placemaking are important aspects of the Urban Design Unit function. Under the Banner of Street Scapes, Council has activated Kooyoo Street, resulting in the successful permanent transformation of the street

Code	Action	Measure	Status	Annual Comment
				<p>into a shared zone through a successful funding application. The activation of the car park behind Memorial Park enabled Council to buy additional infrastructure through successful grant funding that can be used as part of future placemaking and public space activation. This is an ongoing process. Upgrade to the landscaping of Memorial Gardens is in progress and is scheduled to be completed within this calendar year. Council also secured funding from the “Open Streets Program” for partially closing and activating Olympic Street during activation. This will occur over a weekend in November 2024.</p>

Deliver Urban Design Projects.

Code	Action	Measure	Status	Annual Comment
4.8.2.1	Scope, design and plan projects of city significance based on available funding.	Number of projects delivered.	Progressing	<p>Urban Design is continuously looking at projects that can enhance the public domain and benefit the wider community. Public consultation is a high priority, as is applying for Grant Funding for identified projects.</p> <p>The \$1 million Her Way Project, creating safer spaces in Griffith has been completed.</p> <p>Council also secured funding from the “Open Streets Program” to partially close and activate Olympic Street. This will occur over a weekend in November 2024. Currently, the following facilities are in the process of planning and construction:</p> <ul style="list-style-type: none"> - Griffith Mountain Bike Track (Stage 1 completed. Stage 2 completed by November 2024) - New Sports Facilities at Hanwood Oval.

Work with Council and Stakeholders to implement Place Creation Strategies.

Code	Action	Measure	Status	Annual Comment
4.8.4.1	Liase with Councillors and Stakeholders.	Attend and present at workshops and committee meetings.	Progressing	To improve the aesthetic of the City and villages, by developing quality places and improved public realm is the Urban Design Unit's primary function. Liaising with Councillors and Stakeholders is an ongoing process to improve outcomes and get maximum community input.

Growing our city

Grow our economy

Be a location of choice for innovative agriculture and manufacturing

Design and implement media and marketing strategies to enhance the appeal of Griffith as a destination to invest, live and work in, focused on Griffith's regional city lifestyle underpinned by local employment opportunities and options for education and training, health and housing.

Code	Action	Measure	Status	Annual Comment
5.1.1.1	Produce and promote a regularly updated Invest Griffith Prospectus. Maintain Griffith Economic Development website with relevant and current information.	Promotional material distributed. Website traffic.	Completed	New Investment Prospectus completed, printed and published.

Provide secretariat support to Region 9 of the Murray Darling Association. Participation on this board promotes opportunities for Council to have input into the region's water discussions.

Code	Action	Measure	Status	Annual Comment
5.1.2.1	Support Region 9 of Murray Darling Association via provision of Agendas and Minutes.	Invitation and attendance by connected water agencies and associations Motions resolved.	Completed	- Meetings minutes and agendas produced for Murray Darling Association - Regular meetings with Drought Resilience Consortium to complete a Western Riverina Regional Drought Resilience Plan.

Be a location of choice for business investment employment and learning

Support efforts to match skilled labour with local business and industry needs.

Code	Action	Measure	Status	Annual Comment
5.2.1.1	Deliver Griffith Now Hiring marketing program.	Griffith Now Hiring (GNH) Website engagement and number of Griffith Now Hiring Partners. Number of GNH jobs advertised.	Completed	- Monthly Griffith Now Hiring newsletters - Job vacancies posted on website - Paid social media video campaign - Paid google ads - Social media posts - Radio ad - New merchandise with new Griffith Now Hiring logo - magnets and tote bags

Collaborate with RDA Riverina and neighbouring Councils to explore opportunities to address local skills gaps and build workforce capacity.

Code	Action	Measure	Status	Annual Comment
5.2.2.1	Support the following programs: - Grow Our Own - Multicultural NSW's Growing Regions of Welcome (NSW GROW) model - Partner with Regional	Number of Regional Development Australia (RDA) initiatives supported.	Completed	Events and Programs supported: - Griffith Connection events - RDA Riverina and GBC - Migration Seminar with Business NSW

Code	Action	Measure	Status	Annual Comment
	Development Australia (RDA) Riverina Country Change.			<ul style="list-style-type: none"> - Grow our Own STEM challenge - Griffith Housing and Worker Shortage Taskforce - RDA Riverina EDO forum - RDA Riverina Country Change program - Griffith Wlec

Provide a compliant Work Health Management system to meet legislative and organisational requirements.

Code	Action	Measure	Status	Annual Comment
5.2.3.1	Undertake review of Work Health Safety policies and implement amendments to WHS Act and Legislation changes as required.	A return to work (RTW) Program reviewed annually. WHS policies reviewed. WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions. Number of WHS Committee meetings held.	Completed	WHS policies require continual revision to ensure legislation changes are incorporated. Focus has been on road safety for Workers on Foot, compliance with Transport for NSW regulations, Fatigue Management, Alcohol and Other Drugs testing, development of online forms and iPad rollout to outdoor staff to make access to recording information simpler.

Advocate for safe work practices and employment standards.

Code	Action	Measure	Status	Annual Comment
5.2.4.1	Facilitate opportunities for training and policies to improve staff wellbeing.	Hold two Health and Wellbeing staff awareness programs. Four Health and Wellbeing Articles distributed annually.	Completed	Rollout of online Learning Management system has been a priority to ensure training requests, training requirements and training attendance are captured for managers and supervisors and staff to easily access.
5.2.4.2	Provide a safe workplace by undertaking Random Alcohol and Other Drug (AOD) testing.	20% of workforce tested for Alcohol and Other Drugs (AOD).	Completed	Random testing regime required to ensure safety of staff, especially those who operate Council plant and vehicles.

Identify opportunities for Council traineeships and work experience programs.

Code	Action	Measure	Status	Annual Comment
5.2.5.1	Identify opportunities within organisation structure for potential traineeships.	Number of trainees and apprentices employed.	Completed	Trainees are identified as an important means of building Council workforce. Traineeships have been implemented in Community Development, Fitness, and Engineering positions.

Support and promote the Country Universities Centre Western Riverina in delivering distance tertiary education opportunities to students in Griffith and the surrounding region.

Code	Action	Measure	Status	Annual Comment
5.2.6.1	Include Country Universities Centre Western Riverina in regular promotional material and newsletters.	Number of articles promoted.	Completed	Meeting held with CUC Engagement Director. CUC promoted via Griffith Now Hiring and Council social pages, newsletters as well as in presentations made by the General Manager at seminars and forums.

Promote opportunities for business to establish and grow

Work with the Federal and State Governments to promote and deliver small business support programs applicable to newly-established and emerging business operators in the Griffith area.

Code	Action	Measure	Status	Annual Comment
5.3.1.1	Promote services offered by Service NSW and Business Enterprise Centre to assist local businesses to establish and grow. Work with AusIndustry, Austrade and the Department of Regional NSW to promote investment opportunities and business growth.	Number of meetings held.	Completed	- Meeting with Service NSW - Enterprise Plus meetings - Shared services in Evolve newsletter - Created how can Council help you do business flyer and banner.

Produce monthly business newsletters to promote news, events, training, grants, assistance and incentives.

Code	Action	Measure	Status	Annual Comment
5.3.2.1	Produce monthly Evolve Business Newsletter.	Number of newsletters sent.	Completed	Monthly Evolve Newsletters sent out each month.

Partner, sponsor and promote professional development for local businesses to establish and grow.

Code	Action	Measure	Status	Annual Comment
5.3.3.1	Undertake bi-annual business survey to determine business training requirements. Facilitate and promote training events and programs to build business resilience.	Number of events sponsored.	Completed	- Business Survey report and summary completed, printed published - Economic Development ran a sold-out Business Planning event - requested in business survey - Events supported - Griffith Connection, Migration Seminar, Grow our Own STEM Challenge, Leeton Careers Expo, Country Change Expo, Riverina Field Days.

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

Prepare and Implement Strategic Planning Framework.

Code	Action	Measure	Status	Annual Comment
5.4.1.1	Prepare Local Environmental Plan (LEP). Amendment number 1 and Amendment number 2.	Council approved planning approval for Gateway Determination.	Completed	Planning approval completed.
5.4.1.2	Development Servicing Plan.	Development Servicing Plan adopted by Council.	Progressing	Council's development engineers are progressing in conjunction with consultants.
5.4.1.3	Prepare Employment Lands Development Control Plan.	Public consultation undertaken. Council Approve DCP.	Progressing	To be completed following Employment Lands Strategy.
5.4.1.4	Review all Development Control Plans.	Public consultation undertaken. Council Approve DCPs.	Progressing	Employment Lands DCP to be drafted on completion of the Employment Lands Strategy which forms the evidence base. The Residential DCP is currently under review.

Monitor land availability (Residential, Commercial, Industrial, Recreational).

Code	Action	Measure	Status	Annual Comment
5.4.2.1	Compare actual land take up with projections in the Land Use Strategy during a five-year review period.	At any period of time the amount of correctly zoned land available for development should out-perform the demand for such land.	Completed	Completed.

Lake Wyangan Village Masterplan finalised and implemented.

Code	Action	Measure	Status	Annual Comment
5.4.3.1	Master plan Lake Wyangan.	Finalise Master Plan. Implement stages of Master Plan.	Completed	Master Plan completed.

Prepare Master Plans.

Code	Action	Measure	Status	Annual Comment
5.4.4.1	Prepare Hospital Precinct Master Plan.	Community consultation undertaken. Council approve Master Plan.	Completed	Consultation undertaken.
5.4.4.2	Hanwood Growth Area Master Plan.	Community consultation undertaken. Council approve Master Plan.	Progressing	Additional high level civil engineering required. Aiming to seek Council endorsement of a consultation draft late 2024.

Code	Action	Measure	Status	Annual Comment
5.4.4.3	Prepare 2023 Hanwood Growth Area Contributions Plan.	Community consultation undertaken. Council approve Master Plan.	Not Progressing	This will commence after completion of the master plan.
5.4.4.4	Commence Yenda and Yoogali Growth Area Master Plan.	Master Plan preparation underway.	Progressing	Workshopped with Council 18 June 2023. Cost to develop civil works to be discussed with Casella's.
5.4.4.5	Master Plan former Sun Rice Lands and MI Depot Lands along Banna Avenue at Crossing Street.	Public consultation undertaken. Council Approve Master Plan.	Progressing	This requires workshopping.
5.4.4.6	Master Plan new Employment Lands along Southern Link Road.	Public consultation undertaken. Council Approve Master Plan.	Progressing	Employment Lands Strategy adopted. Planning Proposals to be prepared for additional employment lands by landowners. Master Plans to be prepared subject to future funding.

Support diversity in housing options

Implement the Griffith Housing Strategy in line with identified priorities

Code	Action	Measure	Status	Annual Comment
5.5.1.1	Completion of Griffin Green affordable housing project. Provide support and advice to assist affordable housing projects in the Local Government Area.	Number of Project Control Group Meetings held. Progress of Griffin Green.	Completed	Griffin Green Construction complete, grant acquitted - officially opened July 2024.

Promote Griffith as a desirable visitor destination

Attract, develop and maintain events that are sustainable and bring visitation to Griffith.

Code	Action	Measure	Status	Annual Comment
5.6.1.1	Deliver Griffith's key tourism event campaigns.	Number of events held throughout key tourism campaigns.	Completed	Successful delivery of ATOIG 2023 (Visitor economic injection \$3.3million), Griffith Spring Fest 2023 (Visitor economic injection \$23.5million) and Griffith Easter Party 2024 (Visitor economic Injection \$2.9 million). Griffith's three major event periods (listed above) generated a total of \$29.7million from visitors coming to Griffith over the 23/24 financial period.

Code	Action	Measure	Status	Annual Comment
5.6.1.2	Evidence of growth of tourism events.	Number of events on the tourism calendar.	Completed	<p>A total of 385 events registered via the Visit Griffith What's on Calendar. Successful delivery of ATOIG 2023 (Visitor economic injection \$3.3million), Griffith Spring Fest 2023 (Visitor economic injection \$23.5million) and Griffith Easter Party 2024 (Visitor economic Injection \$2.9 million).</p> <p>Griffith's three major event periods (listed above) generated a total of \$29.7million from visitors coming to Griffith over the 23/24 financial period.</p>
5.6.1.3	Support the development of events that bring visitation to Griffith.	Number of events sponsored by Griffith City Council.	Completed	<p>A total of 385 events were provided In-kind, which includes promotion, event advice and miscellaneous Council services (waste and traffic etc).</p> <p>A total of two events were provided with monetary sponsorship from Visit Griffith.</p> <p>Successful delivery of ATOIG 2023 (Visitor economic injection \$3.3million), Griffith Spring Fest 2023 (Visitor economic injection \$23.5million) & Griffith Easter Party 2024 (Visitor economic Injection \$2.9 million).</p> <p>Griffith's three major event periods (listed above) generated a total of \$29.7million from visitors coming to Griffith over the 23/24 financial period.</p>
5.6.1.4	Deliver Griffith's key tourism event campaigns.	Number of communication channels used to promote key tourism campaigns.	Completed	<p>Print: Event programs, event posters, save the date collateral, event signage and flags, What's On Guides – seasonal, advertising through print media: ACM, Better Homes and Gardens, Australian Traveller, Caravanning Australia, Wanderer.</p>

Code	Action	Measure	Status	Annual Comment
				Digital: Facebook , Instagram, Google, YouTube - TVC, Promo and miniseries, Website (Visit Griffith, Griffith Spring Fest, Griffith Easter Party & A Taste Of Italy Griffith) EDM: ACM (online/digital newspapers), Truly Aus - editorial, social media and EDM, Australian Traveller Better Homes and Gardens Canberra weekly, Kidman Way and Visit Riverina groups, socials and website. Other: Media releases, TV advertising and interviews, radio advertising and interviews, Weekly What's On LIVE on Triple M, Badges for events (Griffith Easter Party & A Taste of Italy), Radio Italiana 6 month promotion for A Taste of Italy Griffith.

Attract regional conference and business event market.

Code	Action	Measure	Status	Annual Comment
5.6.2.1	Communicate with business event stakeholders.	Number of business event guides distributed.	Completed	Griffith Venue Guide has been completed which is now available to send out when requested. Active business events and conferencing page on Visit Griffith website. Continuing to capture more business events to the region.

Establish Griffith as a destination of choice.

Code	Action	Measure	Status	Annual Comment
5.6.3.1	Increase Griffith's digital presence.	Engagement and reach of digital platforms.	Completed	Visit Griffith Facebook: New Likes - 1,032 Followers - 11,023 Page reach - 408,400 Page visits - 30,700 Visit Griffith Instagram: New Followers - 900 Page visits - 6,100 Reach (organic) - 13,700 Griffith Spring Fest Facebook: New Likes - 667

Code	Action	Measure	Status	Annual Comment
				<p>Followers - 4,400 Page reach - 2,100 Page visits - 16,500</p> <p>Griffith Spring Fest Instagram: New Followers - 51 Followers - 417 Page visits - 843 Reach (organic) - 1,835</p> <p>Visit Griffith website: (New website created in February 2023, and new Google Analytics changed over from old site.</p> <p>JULY 2022 - FEB 2022: Users - 39,254 New Users - 39,254 NSW - 25,838 VIC - 7096 QLD - 3,852 SA - 857 ACT - 952</p> <p>EDMs: 14 Audience: 4145 (94% increase) Total Subscribers: 4145</p>
5.6.3.2	Produce consistent marketing material.	Number of printed promotional collateral developed and distributed.	Completed	<p>Event programs - 24,000 Posters - 170 Seasonal What's on Guides - 15,000 DL Event save-the-date postcards - 4,000 Maps/guides/brochures - 20,000 pull off maps Event badges - 600 Video assets - 7</p>
5.6.3.3	Seek funding opportunities to assist in the development of tourism in Griffith.	Number of funding opportunities shared with stakeholders. Number of funding opportunities supported by Griffith Tourism.	Completed	<p>Hoping to see some positive results for our region come out of the DNSW Regional Events Funding that was due in April. Announcements should be made soon. Continually sharing funding opportunities with our operators. Tourism Team were successful in 22/23 FY for DNSW 'Triennial' Flagship Funding for Spring Fest (\$90K awarded over 3 years/ \$30K per year). 23/24 FY was our second year of triennial funding.</p>

Code	Action	Measure	Status	Annual Comment
5.6.3.4	Develop and maintain partnerships with leading regional, state and national tourism bodies.	Number of collaborative projects involved in.	Completed	Highlights for this FY 23/24: Griffith awarded Number seven in Wotif's Top Ten Aussie Town of the Year Awards. This resulted in a multitude of national coverage on a plethora of platforms. Weekend Sunrise weather broadcast live from Griffith. Driven by DNSW, worked closely with Tourism Manager to deliver. Visit Griffith became members of Visit Riverina Inc. as of this financial year and has enabled more collaboration within the Riverina LGAs. Meetings are held every two months with Tourism Managers representing each member LGA and having a voice at the table with the presence of Destination Riverina Murray.
5.6.3.5	Capitalise on new marketing opportunities.	Number of new marketing opportunities sourced.	Completed	Editorial Australian Traveller, Truly Aus Magazine, Out & About SF23, Caravan World-GEP24, Caravanning Australian, Canberra weekly, Australian Traveller, Our Gardens SF24, Canberra Weekly, Truly Aus ATOIG 24 TV: Today show weather broadcast SF23. TVC ATOIG23, SF23, GEP 24. VIDEOGRAPHY posted on online platforms Launch of Promo Video (9min), 3x 30 sec. Promo videos for all marketing/event campaigns + relaunch of Meet the local series. RADIO: Radio + instream ads for SF23, ATOIG23, GEP 24 on Triple M + Hit FM. Weekly segment Triple M. Media Releases:20 Online Surveys: 3,550 responses overall. New initiative launched as social media campaign with giveaway incentive of two night stay at a new accommodation offering. objective to increase subscribers and testimonials for Griffith destination - 250 responses. Launched survey for SF23-3,300 responses. Online surveys enabled us to increase database + collect data for post-event

Code	Action	Measure	Status	Annual Comment
				report + future marketing initiatives.
5.6.3.6	Provide a functional and well maintained Tourism facility available to the public.	No complaints received.	Completed	<p>Scope of works and Request for Quote completed for Project Management of front of house (FOH) workstations, gift shop/ storage/ display area, and marketing/ events office. Local contractor was successful. Minor renovations have commenced as a result of current FY CAPEX that needed to be finalised.</p> <p>Renovations to proceed. Looking into grant funding opportunities that may also be able to assist. Summary of works and reasoning: FOH workstations are not to ergonomic standards, gift shop to be more accessible and user friendly for patrons and staff in regard to serving/ storage/ display space, and marketing and events office entrance identified as a safety hazard.</p> <p>Works to be carried out including new cabinetry, flooring in FOH and display area and fresh paint internally throughout.</p>

Facilitate the development of visitor experiences that add value to the core attractive features of Griffith.

Code	Action	Measure	Status	Annual Comment
5.6.4.1	Work with tourism industry stakeholders to grow product offering through relationship building.	Number of operator visits. Number of group itineraries created and distributed	Completed	<p>The Griffith Tourism Team participated in two local tourism operator famils during the reporting period. This is below the desired number compared to previous years, but due to staff shortages and budget cuts, the ongoing training in this area was impacted. There was a total of 174 operator and ambassador visits over the 12-month period. Visiting operators and local tourism ambassadors ensures regular connection and relationship building with these tourism industry important stakeholders. These visits often coincided with distribution of collateral</p>

Code	Action	Measure	Status	Annual Comment
				such as seasonal What's On calendars and key event programmes. A total of 29 group itineraries were develop and distributed, assisting group tour organisers from all over Australia in bringing clients to the area.
5.6.4.2	Communicate visitor experiences to potential visitors and new markets.	Number of visitor guides distributed. Number of information packs distributed.	Completed	<p>The total number of visitor guides distributed Australia-wide over the 12-month reporting period - 11 484. The breakdown of how these were distributed were as follows:</p> <ul style="list-style-type: none"> *4061 - sent to Visitor Information Centres around Australia *5092 - supplied to local operators *2331 - handed out to visitors by the Visitor Servicing Team <p>The total number of information packs prepared and distributed over the 12-month reporting period = 444 The breakdown of these information packs is as follows:</p> <ul style="list-style-type: none"> * 221 x group delegate bags prepared for a number of visiting groups or conferences * 199 x New Resident Kits handed out by Visitor Servicing team * 24 x Seasonal Workers Kits handed out by Visitor Servicing team <p>Information packs always include a copy of the Visit Griffith visitor guide, accompanied by other informational and/or promotional material suitable to the recipient of each respective information pack type.</p>
5.6.4.3	Create and facilitate opportunities for tourism stakeholder engagement and education.	Number of Tourism Action Groups (TAGs) held.	Completed	Our Visit Griffith Ambassador Program creates opportunities for

Code	Action	Measure	Status	Annual Comment
				<p>engagement and education. 109 Ambassadors have signed up for our 2025/26 program which is an increase, despite the current economic climate. This shows the value stakeholders see in this program; the support, education and product development opportunities it provides to our stakeholders is so valuable.</p> <p>We are very proactive in sharing opportunities that benefit stakeholders; Eg: DNSW First Mentoring Program, free webinars, face to face workshops that are created through DNSW/ Destination Riverina Murray, Tourism Australia and Australian Regional Tourism etc. We've seen many success stories within our LGA as a result.</p> <p>Lastly, Weekend Sunrise weather broadcast live from Griffith in February. Driven by DNSW, working closely with Tourism Manager to deliver and promote Griffith as a destination. Local producers gained incredible leverage as a result of this coverage.</p>
5.6.4.4	Create and facilitate opportunities for tourism stakeholder engagement and education.	Number of capacity building opportunities shared with stakeholders.	Completed	<p>Our Visit Griffith Ambassador Program creates many opportunities for stakeholder engagement and education. Prospectus for 25-26 Visit Griffith Ambassador Program was sent out in Feb 2024. A total of 109 Ambassadors have signed up which is an increase on last year's membership, despite the current economic climate. This shows the value our stakeholders see in our support and the success of the program in which we run. We are very proactive in sharing any opportunities that can benefit our stakeholders, particularly</p>

Code	Action	Measure	Status	Annual Comment
				with the DNSW First Mentoring Program and free webinars or face to face workshops and webinars that are created through DNSW, Tourism Australia, Australian Regional Tourism, Destination Riverina Murray, RDA, etc.

Support transport connectivity

Contribute to the rail freight interchange improvement project plan, collaborating with project partners to provide support for the full business case.

Code	Action	Measure	Status	Annual Comment
5.7.1.1	Contribute to the completion of the WR Connect (Western Riverina regional freight intermodal) Business Case.	WR Connect Business Case Progress.	Progressing	Transport for NSW has committed to commencing works on the rail loading line (\$19M) at Western Riverina Intermodal Terminal (WR Connect) site by December 2024, with construction anticipated to be completed by June 2025.

Lobby State and Federal Governments to advocate for reliable and cost-effective means of road and rail transport that is accessible to all industries in Griffith.

Code	Action	Measure	Status	Annual Comment
5.7.2.1	Contribute to freight and transport initiatives.	Progress of Southern Industrial Link.	Completed	Industrial Link Road completion milestones promoted. new bus routes promoted.

Engage with the State, Federal Governments and Airlines to advocate for reliable and cost-effective means of Air transport through Griffith Airport for both business and leisure passengers.

Code	Action	Measure	Status	Annual Comment
5.7.3.1	Maintain communication with Airlines and provide support towards an expansion of air services.	Number of flight services.	Completed	Ongoing communications with airlines.

Provide and manage assets and services

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

Maintain and develop infrastructure and services to bring together willing buyers and sellers of livestock in the Western Riverina region.

Code	Action	Measure	Status	Annual Comment
6.1.1.1	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets.	Griffith Livestock Marketing Centre maintained to facilitate and maximise the buying and selling	Completed	The operation and capital works are within budget at the Griffith Livestock Marketing Centre.

Code	Action	Measure	Status	Annual Comment
		sheep with the ability to sell cattle when required.		
6.1.1.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Capital works to be maintained in the allocated budget each financial year.	Completed	The Griffith Livestock and Marketing Centre sold 424,800 sheep during the 2023/2024 financial year. Council has appointed a contractor to install the Electronic Identification (eID) system for sheep at the Griffith Saleyards. This system is mandatory and must be operational by 1 January 2025. Work will be completed by December 2024.

Provide engineering design and referral services to internal departments within Council.

Code	Action	Measure	Status	Annual Comment
6.1.2.1	Engineering design and referrals provided to Council departments.	Design progression and referrals reported quarterly.	Completed	Engineering design and referrals are being completed and provided to internal departments. Engineering designs are being completed to Council's Infrastructure and Operations Directorate, Council's Utilities Directorate, and Urban Design Department for completion based on current approved capital works programs and successful funding projects. Engineering referrals are being provided to Council's Planning Department for developments and include providing information for engineering assets for future strategic planning of master planned areas in the LGA including Lake Wyangan, Hanwood and Yenda Villages.

Provide gravel from the Tharbogang Quarry to meet the demands of Council's road building projects.

Code	Action	Measure	Status	Annual Comment
6.1.3.1	Gravel extraction to be carried out as per licence and development application requirements.	Gravel meets the demand required for Council roadworks whilst maintaining extraction limits.	Progressing	There has been very little gravel removed from Tharbogang Quarry. The current intention for the quarry is to continue its perpetration for the landfill.

Investigate the delivery of a new cemetery and crematorium.

Code	Action	Measure	Status	Annual Comment
6.1.4.1	Explore options for the new cemetery and crematorium.	Location for the new cemetery and crematorium finalised.	Progressing	It is likely that Griffith will have an operational Crematorium at some point during 2024-2025. This cremator may or may not be funded and supported by Council.

Provide cemetery facilities to meet the needs of the community.

Code	Action	Measure	Status	Annual Comment
6.1.5.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Cemeteries managed efficiently and to agreed service standards.	Completed	Lawn Beams have been installed in the various sections of the Griffith Cemetery along with the completion of a section of single size vaults.

Maintain street sweeping program to improve quality of stormwater runoff.

Code	Action	Measure	Status	Annual Comment
6.1.6.1	Manage and maintain street sweeping program to improve quality of storm water runoff.	Street sweeping undertaken as per program.	Completed	Street sweeping undertaken as per program and up to date and within allocated budget.

Maintain and upgrade the existing waste management centres to provide waste handling to accommodate the current and future needs of the community.

Code	Action	Measure	Status	Annual Comment
6.1.7.1	Continue utilisation and upgrading of existing landfilling facilities.	Statutory reports submitted in accordance with licencing requirements.	Progressing	There has been movement of the projects scheduled for the landfill. Works have commenced on the High Voltage Project, waiting for connection approval for the Low Voltage component. Once this project has been completed, Landfill Road Upgrade, Landfill Gas Flaring and Leachate Pond Construction can commence.

Encourage resource recovery and kerbside recycling.

Code	Action	Measure	Status	Annual Comment
6.1.8.1	Provide and promote resource recovery and recycling initiatives.	Provide relevant information to the community in relation to resource recovery services.	Progressing	Council is continually providing the community with relevant and informative information on resource recovery.

Maintain waste collection services for the Griffith LGA.

Code	Action	Measure	Status	Annual Comment
6.1.9.1	Provide commercial, street and park bin collections.	Ensure daily collection service is provided.	Progressing	The commercial and street and park bins service is continuing as per normal.
6.1.9.2	Liaise with collection contractor to ensure that both domestic and recycling bins are serviced.	Ensure that contractor is servicing the domestic and recycling bin network as per contract.	Progressing	In continual contact with JR Richards customer support team in Dubbo and the Regional Manager and kept informed of any issues that will affect the collection service.
6.1.9.3	Replace and repair domestic and commercial bins when required.	Ensure replacement/repair meet CRM time frames.	Progressing	This service is occurring majority as per the set time frame (10 working days of the CRM being submitting)

Develop and implement a Strategic Asset Management Plan for Griffith Pioneer Park Museum.

Code	Action	Measure	Status	Annual Comment
6.1.10.1	Conduct a comprehensive review of all WHS aspects.	Prepare a report to review WHS actions and costs to remediate.	Completed	While there is a Strategic Asset Management Plan developed, this will require ongoing review to maintain currency and ensure that assets are prioritised and maintained satisfactorily.
6.1.10.2	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and Restoration Plan.	Report progress annually.	Progressing	Progress good, with 90% of work completed. Waiting on contractor to submit proposed annual program.

Provide GIS services to the organisation.

Code	Action	Measure	Status	Annual Comment
6.1.11.1	Provide timely, responsive GIS services for Council.	Respond to GIS work requests within 48 hours.	Progressing	GIS staff maintain agreed services level targets with 90% of GIS related CRMs responded to within 48 hours.

Ongoing review and assessment of Asset Management Plans for all asset classes.

Code	Action	Measure	Status	Annual Comment
6.1.12.1	Review and update Asset Management Plans for Council infrastructure.	Complete annual update of asset management plans to reflect current value and condition of assets by 30 November.	Progressing	Work on updating for 2024/25 is on hold until valuations are complete.
6.1.12.2	Complete cyclical Valuation Reviews on each Asset class as	Review of each Asset Class by 31 March	Progressing	Assets staff will complete the valuation several

Code	Action	Measure	Status	Annual Comment
	required under statutory guidelines.	annually. Complete scheduled revaluation of each Asset Class according to revaluation schedule by 31 May annually.		months earlier than in previous years, but there is still room for improvement. Efforts will continue to meet early delivery timeframes.

Ongoing review and assessment of asset valuations.

Code	Action	Measure	Status	Annual Comment
6.1.13.1	Conduct annual comparison of asset valuations for financial purposes to insurance valuations for forms or buildings and infrastructure.	Comparison review by 31 March annually.	Completed	The insurance schedule is updated in accordance with the current financial valuation.

Efficiently manage and maintain Council's fleet services.

Code	Action	Measure	Status	Annual Comment
6.1.14.1	Provide efficient fleet services to Council.	Ensure that all Plant items have a maintenance policy in place and are inspected at least annually. Maintain/update Council's 10 year plant replacement program and renew plant items as per the program.	Completed	The Plant Replacement program was completed
6.1.14.2	Maintain a modern and suitable fleet to meet the requirements of Council's services and facilities.	Maintain 80% utilisation target of major plant items in line with Institute of Public Works Engineering Australasia (IPWEA) Benchmarks. (except essential items required irrespective of utilisation).	Progressing	The majority of plant items have had very little downtime during the year.

Maintain Griffith Airport infrastructure including terminal buildings, runways and car parks.

Code	Action	Measure	Status	Annual Comment
6.1.15.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Completion of annual CASA audit and implementation of audit findings.	Progressing	Prioritisation of inspection recommendations and replacement of infrastructure ongoing. Runway overlay completed in February 2024.
6.1.15.2	Develop car parking plan for Griffith Airport.	Car parking plan approved and placed on public consultation undertaken.	Progressing	Workshop and recommendations to Council under preparation.

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

Maintain regional and local road infrastructure network as per adopted service standards.

Code	Action	Measure	Status	Annual Comment
6.2.1.1	Maintain regional and local roads infrastructure network to adopted service standards.	Works carried out within allocated budget.	Completed	Works carried out within allocated budget.
6.2.1.2	Develop and implement annual gravel re-sheeting program.	Works carried out within allocated budget.	Completed	Gravel resheeting works completed in conjunction with flood repair program of unsealed roads.
6.2.1.3	Sealed roads rehabilitation program implemented in accordance with Asset Management Plan.	Works carried out within allocated budget.	Completed	Works carried out within allocated budget.
6.2.1.4	Sealed roads reseals program implemented in accordance with Asset Management Plan.	Works carried out within allocated budget.	Completed	Reseal works carried out within allocated budget.

Develop and improve the transport network through rehabilitation and capital works.

Code	Action	Measure	Status	Annual Comment
6.2.2.1	Construct roads in accordance with Capital Works Program.	Works carried out within allocated budget.	Completed	All major construction projects completed: i) Construction of Citrus Road and Rifle Range Road intersection completed. ii) Sealing of Second Stage of Boorga Road completed. iii) Sealing of First Stage of Dickie Road (Between Boorga Road and MI Bridge on Dickie Road) iv) Sealing of Barber Road between Twaddle Road and Brogden Road completed v) Gravel resheeting works completed in conjunction with repair of flood damaged unsealed roads.
6.2.2.2	Seal Boorga Road.	Works carried out within allocated budget.	Completed	This is the second stage of Boorga Road that was sealed from Frazer Road to Dickie Road. The scope of works was modified to seal beyond the intersection with Dickie Road, up to the concrete bridge across Murrumbidgee Irrigation (MI) Supply channel.
6.2.2.3	Seal Dickie Road.	Works carried out within allocated budget.	Completed	First stage of sealing of Dickie Road between Boorga Road and the MI bridge on Dickie Road was completed.

Code	Action	Measure	Status	Annual Comment
6.2.2.4	Seal Barber Road.	Works carried out within allocated budget.	Completed	All works completed.

Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).

Code	Action	Measure	Status	Annual Comment
6.2.3.1	Construct Thorne Road between Walla Avenue and Murrumbidgee Avenue.	Works carried out within allocated budget.	Completed	Works completed.
6.2.3.2	Construct Murrumbidgee Avenue/Thorne Road Intersection.	Works carried out within allocated budget.	Completed	Final sealing was completed this year along with the energising of the street lights.
6.2.3.3	Construct Walla Avenue/Thorne Road intersection.	Works carried out within allocated budget.	Completed	Fully completed and project acquitted.

Review Heavy Vehicle Strategy.

Code	Action	Measure	Status	Annual Comment
6.2.4.1	Consult with the community, industry and stakeholders to identify heavy vehicle priorities.	Report on progress of the reviewed Heavy Vehicle Strategy.	Completed	Due to the completion of the majority of the Griffith Southern Industrial Link Road, Council's traffic and road safety staff are consulting with TfNSW, heavy vehicle operators and industries to identify current heavy vehicle priorities. This includes the collation of traffic count data based on regular data collection. This information will form part of Council's review of the current Heavy Vehicle Strategy which is currently underway and anticipated for completion in 2025 subject to industries priorities.

Mitigate the impact of natural disasters

Retain formal relationships through the Floodplain Management Committee and appropriate government agencies for planning, funding and response to flooding.

Code	Action	Measure	Status	Annual Comment
6.3.1.1	Complete investigation, design and implementation of flood mitigation measures in accordance with Office of Environment and Heritage (OEH) funding guidelines.	Report to Floodplain Management Committee and Office of Environment and Heritage (OEH) on progression of funded	Progressing	For various reasons such as, rains, approval requirements etc. the Hanwood and Yoogali flood mitigation projects could not be completed as planned.

Code	Action	Measure	Status	Annual Comment
------	--------	---------	--------	----------------

works.

Lead and guide the local emergency community through participation in the Local Emergency Management Committee.

Code	Action	Measure	Status	Annual Comment
6.3.2.1	Facilitate Local Emergency Management Committee meetings quarterly.	Meetings held and recommendations implemented.	Completed	Council staff have led and guided the representatives from the various Emergency Services and stakeholders through the regular Local Emergency Management obligations. Council has also participated in the development of support planning framework such as the Disaster Adaptation Plan (still in progress) and The Disaster Risk Reduction Fund Project 'building knowledge and improving practice in disaster risk reduction in the Riverina and Murray Joint Organisation (RAMJO) footprint.
6.3.2.2	Complete investigations, design and implementation of road restoration associated with natural disasters.	Number of grant applications submitted and implemented in accordance with funding body requirements.	Progressing	Transport for NSW have approved funding for damaged roads and restoration work have commenced on sealed roads.

Valuing our environment

Enhance the natural and built environment

Encourage respectful planning, balanced growth and sustainable design

Provide guidance on potential development, construction and planning issues.

Code	Action	Measure	Status	Annual Comment
7.1.1.1	Hold regular forums with developers, consultants and stakeholders.	Annual forums held. Number of pre-lodgement meetings addressed. Number of stakeholder circulars issued.	Progressing	To be scheduled.

Maintain a healthy built environment.

Code	Action	Measure	Status	Annual Comment
7.1.2.1	Investigate and regulate unauthorised building works and land use.	Promptly undertake unauthorised building compliance action.	Progressing	Ongoing compliance actions instituted when needed.

Provide efficient building and development services.

Code	Action	Measure	Status	Annual Comment
7.1.3.1	Issue construction certificates, occupation certificates and complying development certificates as per legislation.	Average turnaround time for all applications.	Completed	Construction certificates, occupation certificates and complying development certificates issued as per legislation.

Manage and maintain an efficient Development Application process as per legislative requirements.

Code	Action	Measure	Status	Annual Comment
7.1.4.1	Good quality and timely development assessment.	Determine all development type applications in a timely manner.	Completed	This is an ongoing commitment. A formal approval process is in place and constant monitoring carried out and planning status reports produced on a monthly basis.

Maintain Council processes consistent with Department of Planning and Environment requirements.

Code	Action	Measure	Status	Annual Comment
7.1.5.1	Compliance with Department of Planning and Environment requirements.	Adjustments made to Council processes as required.	Completed	Internal Audit recognise that processes consistent with requirements.

Regulate swimming pool barrier applications.

Code	Action	Measure	Status	Annual Comment
7.1.7.1	Maintain and implement the Private Swimming Pool Inspections Program.	All pools within the Local Government Area to be inspected once every 3 years.	Completed	Ongoing weekly and monthly inspections carried out.

Regulate swimming pool barrier compliance outside the pool inspection program.

Code	Action	Measure	Status	Annual Comment
7.1.8.1	Assess applications for Swimming Pool Certificates of Compliance.	Certificate of compliance or compliance notice to be issued within 7 days of receipt of an application.	Progressing	Certificate of compliance or compliance notices issued within 7 days of receipt of an application.
7.1.8.2	Investigate complaints relating to swimming pool barrier non-compliance and take action to regulate non-compliance.	All complaints followed up within 2 days of receiving the complaint.	Completed	Processes and protocols are in place to deal with any of these ad hoc situations. Most cases in the past related to blow up pools and these were all solved through appropriate compliance action.

Fire Safety of Buildings.

Code	Action	Measure	Status	Annual Comment
7.1.9.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	All Annual Fire Safety Statements to be entered in register.	Progressing	Register is constantly updated pending resources.

Develop State of the Environment Report for Griffith City Council.

Code	Action	Measure	Status	Annual Comment
7.1.10.1	Establish environmental indicators, report on and update environmental trends, identify major environmental impacts.	State of the Environment Report 100% completed June.	Not Progressing	Not progressing.

Deliver projects to protect and improve biodiversity, biosecurity and sustainability

Develop Griffith City Council On-Site Sewage Management (OSM) Plan.

Code	Action	Measure	Status	Annual Comment
7.2.1.1	Develop structure for OSM Plan, determine process for capturing OSM information within Authority, HP Records Manager & Intramaps and commence development of OSM Plan.	On-Site Sewage Management (OSM) Plan complete.	Not Progressing	Not Progressing.

Deliver Weeds of National Significance eradication and control program.

Code	Action	Measure	Status	Annual Comment
7.2.3.1	Manage and maintain Council's obligations under the Biosecurity Act.	Number of inspections and spraying programs undertaken.	Completed	Prickly Pear and African Boxthorn control programs are ongoing with significant amounts of the weeds being treated through the local control area of responsibility. Funding for the control of these weeds through Local Land Services has been

Code	Action	Measure	Status	Annual Comment
				beneficial in enabling the work to continue.

Protect our heritage buildings and precincts

Griffith Heritage Study.

Code	Action	Measure	Status	Annual Comment
7.3.1.1	Liaise with heritage site landowners identified in the Study to ascertain if additional sites should be added to GLEP.	Seek gateway approval to list identified heritage sites in the GLEP.	Not Progressing	Not Progressing.

Improve sustainable land use

Develop a Contaminated Land (CL) Register for Griffith City Council LGA.

Code	Action	Measure	Status	Annual Comment
7.4.1.1	Determine, process and identify Contaminated Land sites for Register, determine process for capturing CL information within Authority, HP Records Manager & Intramaps (the Register) and source funding.	Contaminated Land (CL) sites identified 25% complete. CL register 25% complete by June.	Progressing	This is ongoing as needed.

Regulate and inspect Underground Petroleum Storage Systems (UPSSs) (Priority Fuel Stations) within the Griffith LGA.

Code	Action	Measure	Status	Annual Comment
7.4.2.1	Identify all Fuel Station sites in Griffith LGA. Develop tablet based platform for the undertaking and delivery of UPSS site inspection.	Register of all Underground Petroleum Storage Systems (UPSSs) complete by June.	Progressing	All sites identified and inspection program commenced.

Monitor Underground Petroleum Storage Systems (UPSS) in Griffith LGA as required under the Protection of the Environment Operations UPSS Regulation 2019.

Code	Action	Measure	Status	Annual Comment
7.4.3.1	Underground Petroleum Storage Systems (UPSS) inspection program.	Undertake Underground Petroleum Storage Systems (UPSS) in accordance with inspection program.	Progressing	Register established and inspections ongoing.

Use and manage our resources wisely

Manage Griffith's water resources responsibly

Maintain water infrastructure including reservoirs, mains and treatment plants.

Code	Action	Measure	Status	Annual Comment
8.1.1.1	Manage and maintain water infrastructure as per budget.	Works completed as per budget allocation.	Completed	Water infrastructure including reservoirs, water mains and

Code	Action	Measure	Status	Annual Comment
				treatment plant were maintained to meet levels of service and provide safe and secure water supply to residents as per NSW Health guidelines.

Maintain sewer infrastructure including pump stations, rising mains and treatment plants.

Code	Action	Measure	Status	Annual Comment
8.1.2.1	Manage and maintain sewer infrastructure as per budget.	Works completed as per budget allocation.	Completed	Sewer infrastructures including pump stations, sewer rising mains and treatment plants were maintained to meet levels of service, the EPA and MI requirements.

Plan and provide water and sewerage services that meet growth demands.

Code	Action	Measure	Status	Annual Comment
8.1.3.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure plans in place for future demand.	Completion of Developer Service Plans (DSP) for water and sewerage by 2023.	Progressing	The Water and Sewerage Developer Service Plans (DSPs) have been completed in draft form by Consultants Stantec. The outcomes of the review have been explained to Councillors in a workshop on the 5 March 2024. A report to Council for the plans to be placed on public exhibition will occur following an internal review and adjustments to the plans. The DSPs incorporate the Lake Wyangan, Collina, Hanwood and Yenda Master Plan growth areas.

Design and construct water mains in accordance with allocated budget.

Code	Action	Measure	Status	Annual Comment
8.1.4.1	Design and construct water mains in accordance with allocated budget.	Complete designs and construction as required.	Completed	Design and construction of water mains was carried out as required.

Maintain water pressure zones and metered districts infrastructure.

Code	Action	Measure	Status	Annual Comment
8.1.5.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Compliance with minimum flow rate and pressure standards as	Completed	Council continued carrying out capital and maintenance works and making operational changes as

Code	Action	Measure	Status	Annual Comment
		per Supply Levels of Service policy.		required to meet the levels of service.

Maintain water meter replacement program to ensure meter age less than 10 years.

Code	Action	Measure	Status	Annual Comment
8.1.6.1	Manage and maintain Griffith and villages water meter annual replacement program.	Number of water meter replacements.	Completed	Water meter replacement program was maintained to ensure meter age less than 10 years.

Maintain an annual water mains replacement program.

Code	Action	Measure	Status	Annual Comment
8.1.7.1	Manage and maintain Griffith and villages water mains replacement program in accordance with allocated budget.	Capital works for water mains completed.	Completed	Annual water mains replacement program maintained as per allocated budget. Replacement of trunk water mains could not be achieved due to resource constraints.

Offer rebates for water efficient devices.

Code	Action	Measure	Status	Annual Comment
8.1.8.1	Rebate program for water efficient devices provided.	Number of rebates provided.	Completed	Council continued Water Wise Rebate Program which offers residents rebates for the purchase of water efficient devices.

Maintain Risk Based Drinking Water Management System in accordance with State Government requirements.

Code	Action	Measure	Status	Annual Comment
8.1.9.1	Review and update if required Risk Based Drinking Water Management System.	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.	Completed	Council continued maintaining our risk-based drinking water management system in accordance with the state government requirements.

Reduce energy consumption and greenhouse gas emissions

Liaise with local energy provider to maintain and upgrade street lighting.

Code	Action	Measure	Status	Annual Comment
8.2.1.1	Maintain street lighting.	Street lighting issues identified and reported to Essential Energy.	Completed	Council has upgraded and installed lights as part of the 2023-2024 capital works program. Some of these

Code	Action	Measure	Status	Annual Comment
				lights will be owned by Council, others are owned by Essential Energy. Council continues to report streetlight faults when advised, and also makes financial contribution to the Street Light use of System (SLUOS).

Undertake Energy Audits on Griffith City Council facilities.

Code	Action	Measure	Status	Annual Comment
8.2.2.1	Complete Energy Audit on GCC's buildings on a needs basis.	Number of audits undertaken.	Not Progressing	Not progressing at this stage.

Promote the use of alternative and renewable energy sources

Identify alternative and renewable energy sources that may benefit Griffith.

Code	Action	Measure	Status	Annual Comment
8.3.1.1	Work with industry and other key groups to encourage the use of alternative and renewable energy sources.	Implementation of projects that benefit the environment.	Progressing	Local solar farm approvals/assessments.

Implement programs to improve sustainability

Efficiently manage Council's fleet services, taking into consideration the impact of Councils fleet and depots on the environment.

Code	Action	Measure	Status	Annual Comment
8.4.1	Provide environmentally efficient fleet plant and vehicles to Council.	Investigate and recommend any fuel or energy savings available when replacing plant items or through policy changes.	Progressing	An EV Transition Plan is currently being completed as well as alternative energy options being investigated. The EV transition plan will allow long term planning in relation to plant replacement and depot/facility charging options. Excessive engine idling is still an issue, with some fleet items.

Increase Resilience to Climate Change (IRCC) through implementation of actions to address identified climate change risks and vulnerabilities within the Griffith LGA.

Code	Action	Measure	Status	Annual Comment
8.4.2.1	Prepare a draft strategy identifying measures to implement projects to improve resilience to climate change in CBD.	Submit 1 -2 IRCC funding application/s addressing urban heat/stormwater capture and reuse.	Not Progressing	Not progressing.



5. Statutory Reporting

You are awesome Lil! lol

Section 5: Statutory Reporting

Statutory reporting includes the information that is prescribed by the Local Government Act 1993 and the Local Government (General) Regulation 2021.

Within 5 months after the end of (financial) year, prepare a report as to council's achievements in implementing its Delivery Program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.

Local Government Act 1993 (Act) s 428(1)

A report on Council's performance for 2023/24 using outcomes from Griffith City Council's four-year Delivery Program is presented in Section 4.

The annual report of the year in which an ordinary election of councillors is held, must contain council's achievements in implementing the community strategic plan over the previous four years.

Act s 428(2)

The State of our City Report is attached as an Appendix to this report.

The annual report must be prepared in accordance with Integrated Planning and Reporting Guidelines (IP&R).

Act s 428(3)

This annual report is a key point of accountability between Griffith City Council and our community. It focuses on Council's implementation of the Delivery Program and Operational Plan which are the plans that are wholly Council's responsibility. This Annual Report has been prepared in accordance with IPR Guidelines.

The Annual Report must contain a copy of the Council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment).

Act s 428(4)(a)

Council's audited financial reports for the 2023/24 financial year will be presented from Section 6. (Council has been granted an extension until 15 December 2024 for completing and lodging the 2023/24 annual financial statements with the Office of Local Government).

The Annual Report must contain other information as the IP&R Guidelines or the regulations may require.

Act s 428(4) (b)

This Annual Report has been prepared in accordance with the IP&R Guidelines.

Must contain a statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.

Act s 428(4)(c) and (d)

No issues identified by the Anti-slavery Commissioner relating to Council.

Must contain a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018.

Act s 428(4)(c) and (d)

Council's Procurement Manual was reviewed in January 2023 and addresses requirements as outlined in the Modern Slavery Act 2018.

Council has amended its Statement of Business Ethics Policy in line with the requirements set out in the Modern Slavery Act 2018. Council's Statement of Business Ethics is included in documentation such as tender and quotation specifications.

Council, where possible, utilises contractors and suppliers from LG Procurement (LGP). LGP has assigned modern slavery risk ratings to approved contractors under LGP Contracts. The risk ratings will assist Council to undertake reasonable steps to ensure the goods and services we procure are not a product of modern slavery.

Copy of the council's annual report must be posted on the council's website and be provided to the Minister for Local Government (via OLG). This can be done by notifying the OLG of a URL link.

Act s 428(5)

A copy of this Annual Report is available on Council's website, with a copy also provided to the Minister for Local Government (the Minister).

Include particulars of any environmental upgrade agreement entered into by the council.

Act s 54P (1)

Nil

Report on activities funded via a special rate variation of general income including:

- reporting requirements set out in the Instrument of Approval
- projects or activities funded from the variation
- outcomes achieved as a result of the project or activities

Special Rate Variation Guidelines 7.1

Nothing for the 2023/24 financial year, however community consultation for special variation of expenditure was undertaken during the 2023/24 financial period.

Amount of rates and charges written off during year.

Local Government (General) Regulation 2021 (Reg) cl 132

Council wrote off a total of \$72,117.80 during 2023/24.

Information about induction training and ongoing professional development:

- the names of any mayor or councillors who completed any induction training course, induction refresher course or supplementary induction course during the year,
- the names of any mayor or councillors who participated in any ongoing professional development program during the year,
- the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.

Reg cl 186

Course Attended	Date	Councillors
Planning & Facilitating Effective Meetings	20 March 2024	Councillor Ellis
Code of Meeting Practice	2 February 2024	Cr Ellis
Essential Cyber Security Awareness Training	Various	All registered
Chairing & Effective Meeting Procedures for Councillors	1 August 2023	Cr Sutton
Speed Reading	29 November 2023	Cr Blumer

Conferences & Seminars	Date	Location	Councillors
Local Government NSW Annual Conference	12-14 November 2023	Parramatta	Mayor Curran, Councillors Ellis, Blumer and Sutton
LG NSW 2023 Destination and Visitor Economy tourism Conference	28 – 30 May 2024	Wagga Wagga	Cr Christine Stead
Australian Local Government Women’s Association (ALGWA) ALGWA Conference	14-17 March 2024	Ryde	Councillors Ellis and Blumer
National Local Roads and Transport Congress	6-7 Sept 2024 November 2022	Canberra	Councillor Sutton
2024 Local Roads Congress	3 Jun 2024	Sydney	Cr Glen Andreatza
Murray Darling Association Annual (MDA) Conference	25 – 28 September 2023	Murray Bridge, SA	Councillor Andreatza

In addition to the above-mentioned training sessions, conferences and seminars, Councillors receive up-to-date information through a weekly Information Sheet which includes Office of Local Government (OLG) Circulars, OLG Media Releases and industry related weekly newsletters. Councillors are regularly updated by email on relevant courses available to them throughout the year.

Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).

Reg cl 217(1)(a)

Nil.

Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements).

Reg cl 217(1)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)

Type of Expense	Amount
Provision of dedicated office equipment allocated to councillors	\$48.31
Telephone calls made by councillors (ICT Phone & Data Pack)	\$2,833.46
Attendance of councillors at conferences and seminars	\$26,697.97
The provision of induction training and professional and skill development for mayor and other councillors (training/workshops)	\$1,260.00
Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses	\$5,808.16
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses	Nil
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors	\$252.68
Expenses involved in the provision of care for a child of, or an immediate family member of a councillor	Nil

Details of each contract awarded (other than employment contracts & contracts less than \$150,000) including:

- **name of contractor**
- **nature of goods or services supplied**
- **total amount payable**

Reg cl 217(1)(a2) (i), (ii)

Supplier	Description of Contract	Amount \$
Moray and Agnew, BAL Lawyers, Coutts Lawyers and Conveyancers Pty Ltd, Pikes and Verekers Lawyers, Wilshire Webb Staunton Beattie, Marsdens Law Group, Cater & Blumer	Provision of Legal Services 1 Jul 2023 to 30 Jun 2027	Schedule of rates
Chemiplas Australia Pty Ltd, Chemprod Nominees T/A Omega Chemicals, DGL Manufacturing Pty Ltd, Ecolab, Ixom Operations Pty Ltd, Nowchem (Nowra Chemical Manufacturers), Quorum Water Pty Ltd (Biosol), RapidG, SNF (Australia) Pty Ltd	Supply/Delivery of Water/Sewerage Treatment Chemicals	\$2,600,000
National Audits Group	Provision of Internal Audit Services to GCC	\$280,000
Greenwich Build Pty Ltd	Design Construct Amenities Building Hanwood Sport Oval	\$1,322,821
Youth Services Australia	Design & Construction of Mountain Bike Track Griffith	\$300,000
Panel of Suppliers	Plant Equipment & Truck Hire Rates (Period of 3 Yrs)	\$1,000,000
Boots Civil Pty Ltd	Construction of Drainage Channel Stage 3 - Citrus Road	\$311,651
Ray's Machinery Painting Pty Ltd t/a RMP Abrasive Blasting	Scenic Hill 9ML Reservoir Remembrance Drive Repainting	\$987,715
ATOM CONSULTING	Griffith Water Treatment Plant (GWTP) Upgrade - Master Plan (VPR678879)	\$460,450
Cable Span Australia Pty Ltd	Design Supply Install & Commission - Bridge	\$588,016

Anchor Products Pty Ltd	Campbell's Swamp Boardwalk - Supply	\$200,293
Sustainabylt	Campbell's Swamp Boardwalk - Construction	\$199,968
RDO Equipment Pty Ltd	Supply and Delivery of One new Backhoe Loader	\$168,022
Countrywide Asphalt & Civil	Supply Deliver and Lay Asphalt at Citrus Road and Rifle Range Road Intersection	Schedule of rates
WesTrac Pty Ltd	Supply and Delivery on one new Multi Tyred Roller	\$242,583
Manco Engineering Australia Pty Ltd	Supply and Delivery of One New 6x4 Low Entry Rear Loading Waste	\$394,658
Q-Max Pumping Systems Pty Ltd	Construction of Sewer Pumpstation, Citrus Road, Griffith	\$237,611
Fulton Hogan Industries Pty Ltd	Griffith Airport Runway Taxiway & Apron Resealing	\$679,714
WesTrac Pty Ltd	Supply and Delivery of One New CCF Class 15 Motor Grader	\$530,871
Raeco	Griffith City Library Shelving Project	\$295,538
Liebherr Australia Pty Ltd	Supply and Delivery of One New Landfill Compactor with a minimum weight of 26 Tonnes	\$893,700
Torrent Consulting Pty Ltd	Review of Lake Wyangan Flood Study & Flood Risk Management Study	\$162,536
Downer EDi Works Pty Ltd	Supply and Delivery of Bitumen Emulsion	Schedule of rates
Yoogali Engineering Pty Ltd	Repair of Canal Street pedestrian bridge - Her Way 2680 Project	\$214,410

Summary of the amounts incurred by the council in relation to legal proceedings including:

- amounts incurred by council in relation to proceedings taken by or against council (including out of court settlements)
- summary of the state of the progress of each legal proceeding and (if finalised) the result.

Reg cl 217(1) (a3)

Council's total expenditure on legal proceedings during 2023/24 was \$83,766.26.

Legal proceedings undertaken during 2023/24 comprised:

Proceeding number	Status	Cost to Council - 2023/24 FY
2023/83883	Industrial Relations Commission matter finalised February 2024	\$6,900
189/2018	Matter progressing with Land & Environment Court	\$76,866.26

Include resolutions made concerning work carried out on private land, including:

- details or a summary of any resolutions made under section, and
- details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council.

Reg cl 217(1)(a4) & Act s 67, 67(2) (b) 67(3)

At the Ordinary Meeting of Council held in 28 June 2022, Council adopted its Delivery Program and Operational Plan 2023/24 including specific Fees and Charges for private works to be undertaken in 2023/24.

During 2023/24 works were undertaken on behalf of private individuals in accordance with Council policies. A resolution of Council was not required to undertake private works as Council did not charge an amount less than the approved fee for any of the works undertaken in 2023/24.

Total amount contributed or otherwise granted to financially assist others.

Reg cl 217(1) (a5) & Act s 356

During 2023/24 the total amount contributed by Council to financially assist others was: \$233,058.49

The Community Grants program donated \$21,900 to the following successful Community Grants applicants:

Organisation	Amount
Centacare South West NSW	\$500
Ema Munro Auspiced by Murrumbidgee Field Naturalists	\$1,400
Griffith Aged Support Service	\$2,500
Griffith Golf Club	\$2,500
Griffith Musicians Club Incorporated	\$2,500
Griffith Public School	\$2,500
Griffith South Pacific Area Conference	\$2,500
Marrambidya Dance Group Inc.	\$2,500
Griffith & Regional Association of the Performing Art	\$2,500
TEDx Griffith Auspiced by Griffith Women in Business	\$2,500

Statement of all external bodies, companies and partnerships exercising functions delegated by Council

Reg cl 217(1) (a6)

External bodies delegated functions by Council
SKM Planning
Local Government Appointments
Kangara Pastoral Company Pty Ltd
Priory Enterprises
Building Environment Services Today Pty Ltd (B.E.S.T)
M.B Turner & S.K Turner – Max Turner
G & J Wear Pty Ltd – Greg Wear
Melva Robb Consulting

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council held a controlling interest

Reg cl 217(1)(a7)

Griffith Affordable Housing Project

Council is partnering with Argyle Community Housing to develop affordable housing in the City, namely through the Griffin Green project.

Griffith Community Centre

Griffith City Council has a Memorandum of Understanding in place with the Griffith Community Centre and provides a state-of-the-art purpose-built youth and community centre.

Griffith Health Facilities Limited (GHFL)

Griffith City Council has a 100% controlling interest in Griffith Health Facilities Limited. The GHFL Board monitors funds raised and maintenance requests for the St Vincent's Private Community Hospital and Murrumbidgee Clinical Teaching and Learning Centre.

Western Riverina Libraries (WRL)

Western Riverina Libraries is a collaboration between five local governments to share resources and technical services to provide a library service which is current, efficient and valued. This regional library service provides five branch libraries and two mobile libraries serving a combined population of approximately 41,603 in an area of 42,895 square kilometres. The members of Western Riverina Libraries are Carrathool, Griffith, Hay, Murrumbidgee and Narrandera. Western Riverina Libraries is administered by Griffith City Council.

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.

Reg cl 217(1)(a8)

Charles Sturt and Deakin University and TAFE Riverina

Together we actively support and develop higher education opportunities for the Griffith community.

Country Universities Centre Western Riverina

CUC Western Riverina was officially opened in October 2019 as an affiliate of Country Universities Centre. Griffith City Council, Leeton Shire Council and NSW Government provide support so that regional and rural communities have access to quality opportunities to pursue their dreams and fulfil their potential through higher education without the need to relocate.

Department Communities and Justice

Council works in partnership to improve the wellbeing of people in social housing.

Griffith Interagency

Council participates in Griffith Interagency meetings every month. It is a support avenue for organisations to circulate information about programs and events available to the community.

Griffith Local Aboriginal Land Council (GLALC)

Council works with GLALC in matters of importance relating to our local indigenous community.

Grow Our Own

Grow Our Own is an industry led alliance of business, industry, education, employment providers and government agencies who seek to inform and inspire young people, on-the-job trainees and graduates with the opportunities to live, work and learn in the Riverina.

Headspace Consortium

Headspace provides a safe, confidential environment for young people aged 12- 25 and their families to access services such as education, training and employment support, alcohol & drug support, general health, wellbeing and mental health support.

Joint Regional Planning Panel

Regional Planning Panels (RPP) are responsible for making decisions on regionally significant development applications. Development Applications are lodged with Council who undertake all assessment and notification procedures and prepare a report for consideration by the RPP for determination.

Murray Darling Association

The Murray Darling Association is a membership-based peak representative organisation representing local government and the communities across the Murray-Darling Basin.

Murrumbidgee Irrigation

Council works closely with Murrumbidgee Irrigation (MI) in relation to supply of bulk raw water to Griffith City Council. MI owns and operates integrated water supply and drainage infrastructure systems. Griffith City Council owns and operates the road and urban drainage system. The urban drainage system ultimately discharges into the MI drainage system. Council is responsible for floodplain planning and management, water drainage and supply, Lake Wyangan. MI and Council collaborate in capital works and maintenance programs, development works, information sharing, emergency protocols, Lake Wyangan Management and environmental sustainability projects.

Regional Cities

Council has a Memorandum of Understanding in place with Regional Cities NSW to guide strategic partnerships between the Government and regional city councils.

Regional Capitals Australia

Council is a member of the Regional Capitals Australia group which is a national organization advocating for regional capital cities in federal policy.

Regional Development Australia – Riverina

Regional Development Australia-Riverina (RDA-Riverina) is a national network of committees fostering regional economic development.

Riverina and Murray Joint Organisation (RAMJO)

Griffith City Council is a member of the Riverina and Murray Joint Organisation (RAMJO) which brings together 11 regional councils to provide a united and local voice for our communities on key issues. The following Councils are part of RAMJO:

- Albury City Council
- Berrigan Shire Council
- Carrathool Shire Council
- Edward River Council
- Federation Council
- Griffith City Council
- Hay Shire Council
- Leeton Shire Council
- Murray River Council
- Murrumbidgee Council
- Narrandera Shire Council.

Service NSW for Business

Griffith City Council, in partnership with Service NSW, is making it easy to do business, with streamlined forms and one phone number to help fast track the approval process when opening a café, small bar or restaurant.

South West Zone Digital Library

WRL continues to be a member of the South-West Zone Digital Library (SWZDL). A consortium of public libraries in South West NSW, including WRL provide a digital library collection of eBooks, eAudiobooks and eMagazines.

Transport for NSW (TfNSW)

Council works with TfNSW to ensure roads in the region are safe for motorists. Council and Transport for NSW have a Road Maintenance Contract in place. Transport for NSW meets regularly with Council at monthly Traffic Committee meetings to discuss road safety issues.

Western Riverina Arts Inc

Western Riverina Arts (WRA) is a not-for-profit organisation that works in partnership with member councils including Griffith City Council to support, develop and promote arts and culture in the Western Riverina.

Statement of activities to implement its EEO management plan.

Reg cl 217(1) (a9)

Griffith City Council is committed to providing an environment where employees and others in the workplace are treated fairly and with respect, and are free from unlawful discrimination, harassment, vilification and bullying. Council has continued to focus on creating and providing a positive and collaborative work environment and maintaining a strong commitment to ensuring that EEO and diversity principles are reflected in all Council operations. Over the past 12 months, Council has undertaken a range of activities identified in our EEO policy and management plan including:

- Recruitment advertising updated to include EEO statement
- Application process includes a Disability Disclosure question and to provide assistance if required and requested
- EEO policy transferred from an Internal policy to public policy
- Successful in an Elsa Dixon Aboriginal Employment Grant to employ a Trainee Water and Waste Water Treatment Plant Operator
- Employed two school-based trainees with two more to be advertised this year
- Provide training to employees to upskill or provide them with transferrable skills for succession planning

Statement of the total remuneration package of the general manager:

Reg cl 217(1) (b) (i), (ii), (iii), (iv), (v)

Remuneration General Manager	Amount
Total value of the salary component of the package	\$302,849.89
Total amount of any bonus, performance or other payments that do not form part of the salary component	Nil
Total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor	\$27,398.71
Total value of any non-cash benefits for which the general manager may elect under the package	Nil
Total amount payable by way of fringe benefits tax for any such non-cash benefits.	Nil

Statement of the total remuneration packages of all senior staff members other than the GM, expressed as the total (not of the individual members):

Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)

Remuneration Senior Staff (not including GM)	Amount
Total value of the salary component of their packages	\$1,087,380.10
Total amount of any bonus, performance or other payments that do not form part of salary components of their packages	Nil
Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$113,474.81
Total value of any non-cash benefits for which the general manager may elect under the package	Nil
Total amount payable by way of fringe benefits tax for any such non-cash benefits.	Nil

Council employs six senior staff members, the General Manager, Director Utilities, Director Infrastructure and Operations, Director Sustainable Development, Director Business, Cultural & Financial Services and Director Economic & Organisational Development. All senior staff members are on performance-based contracts (in accordance with the Local Government Act, 1993).

**Statement of total number of persons who performed paid work on 14 February 2024.
Reg cl 217 (1)(d) (i),(ii),(iii),(iv)**

On **14 February 2024** there were 323 persons who performed paid work for Council.

Description	Number
<ul style="list-style-type: none"> • Persons employed by Council on a permanent full-time basis 	224
<ul style="list-style-type: none"> • Persons employed by Council on a permanent part-time basis 	30
<ul style="list-style-type: none"> • Persons employed by Council on a casual basis 	50
<ul style="list-style-type: none"> • Persons employed by Council under a fixed-term contract 	8
Number of persons employed by Council as senior staff members for the purposes of the LG Act 1993	6
Number of persons engaged by Council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	3
Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	2

A statement detailing the stormwater management services provided (if levied)

Reg cl 217(1) (e)

Griffith City Council stormwater management charges for 2023/24 are as follows:

- Strata Residential \$12.50 per annum
- Strata Business \$5.00 per annum
- Vacant Exempt
- Other \$25.00 per annum
- Commercial Premises – On Urban land \$25.00 per annum

The levy collected is used to provide new or additional services or infrastructure. The stormwater management charge assists with Council’s commitment to continual improvements of local urban stormwater drainage issues and for large projects that have been identified as a priority and that can provide an improvement for a high percentage of rate payers.

The income from this charge will be expended on both capital projects and recurrent expenditure programs where applicable. Primarily, the stormwater management service charge will be spent on:

- Planning, construction and maintenance of drainage systems, including pipes, channels, retarding basins and waterways receiving urban stormwater; and
- Design and investigation costs associated with implementing urban stormwater catchment management plans
- Planning, construction and maintenance of stormwater harvesting and re-use projects
- Monitoring of flows in drains and creeks, to assess the effectiveness for flow management (flooding) controls, and
- Other eligible costs relating to urban stormwater management as identified.

A statement detailing the coastal protection services provided (if levied)

Reg cl 217(1) (e1)

N/A

Detailed statement, prepared in accordance with such guidelines as may be issued by the Director- General from time to time, of the council’s activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, including:

- off leash areas provided in the council area
- detailed information on how fund money was used for managing and controlling companion animals in their area.

Reg cl 217(1)(f) Companion Animals Guidelines* (CA Guidelines) Statement of Companion Animals

Griffith Pound & Rehoming Centre Data 2023/24	
Lodgment of Pound data collection returns with the Office of Local Government	Period 1 July 2023 - 30 June 2024 supplied to the Office of Local Government. (Survey of council seizures of cats and dogs)
Lodgment of data relating to dog attacks with the Office of Local Government	Period 1 July 2023 - 30 June 2024 supplied to the Office of Local Government.
Amount of funding spent relating to companion animal management and activities	\$230,839 Animal Control-Indirect Overheads - \$92487 Dog Control & Impounding Operating Expenses - \$52,482 Dog Pound Working Expenses - \$71,086 Minor Asset Purchases Animal Control - \$1,873 Capital - \$12,911
Community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats	Council continues to promote Companion Animals legislation through social media, website, various publications, the Friends of Griffith Pound and the Working Group and continued participation at selected community events.
Strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals	Alternatives to euthanasia continue to include, local rescue groups, adoption and rehoming through the website, social media and working with rescue organisations included interstate rescues.
Off leash areas provided in the Council area	Council maintains an off leash free area located at the corner of Coolah Street and Murrumbidgee Avenue. Council is also finalising positions, drawings and fencing in relation to a new location for an off leash free area, awaiting final approval.

Detailed information on how fund money was used for managing and controlling companion animals in their area.	Refer to “Amount of funding spent relating to companion animal management and activities” above.
---	--

Report on all capital works projects is considered best practice.

OLG Capital Expenditure Guidelines*

All capital works projects and budget variances are reported to Council on a quarterly basis.

Griffith City Council has undertaken or completed an extensive program of capital works over the past 12 months. In accordance with priorities identified in the Community Strategic Plan and the 10 Year Long Term Financial Plan, these projects contribute to the development and ongoing livability of the City for both the community living in and around Griffith but also those who visit the LGA whether for work, tourism or recreation.

Major capital works projects undertaken and/or completed over the course of the 2023/24 year can be found in Section 3 of this document.

Councils considered to be ‘human service agencies’ under the CR Act (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.
Carers Recognition Act 2010 (CR Act), s 8(2)

- \$2,500 funding provided to Aged Support Services to enable social outings for the aged.
- Support provided to those who are unable to complete Council forms and requests online.
- Support provided to community members and carers with details of services within the numerous interagency networks available locally.
- Carers considered when developing Council policies and procedures in accordance with the NSW Carer’s Charter.

Information on the implementation of Council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services Disability Inclusion.

Act 2014, s 13(1)

Griffith City Council's Disability Inclusion Action Plan, reviewed in 2021, highlights Council's commitment to enhancing accessibility and inclusion for residents of all abilities. Developed through consultation with people with disabilities, their families, carers, and local organisations, the Plan ensures equitable access to community services and activities. The Disability Inclusion & Access Committee (DIAC), comprising individuals with diverse abilities, provides valuable advice on access and inclusion issues. In 2023/24, Council implemented several initiatives supporting people with disabilities, including:

- Youth Glow Roller Disco Sensory Session (October 2023)
- Accessibility upgrades at Griffith City Library, including MLAK key access for public toilets and locks at the new Mountain Bike Track facility
- Hanwood Sports Stadium toilet design now includes a hoist
- Installation of Auslan signage and all-inclusive equipment at Borland Leckie Park
- Support for Autism Awareness Month and the lighting of Nancy Blumer Fountain
- Sensory movie sessions and Tech Savvy Seniors programs at Griffith City Library
- Accessibility upgrades at Griffith Regional Theatre, including handrails and Companion Card acceptance
- Sensory tours at Griffith Regional Art Gallery
- Her Way 2680 Project, linking Griffith CBD and new inclusive bus and taxi shelters
- Tactile ground surface indicators installed across multiple locations to aid the vision-impaired.

Additionally, Council promoted inclusion through events at Griffith Regional Sports Centre such as the Indoor Multi-Sport Day, Schools Boccia Tournament, Come and Try Athletics, Wheelchair Basketball and marked International Day of People with Disabilities with a local online campaign featuring client testimonials. Equal Employment Opportunity (Disability) principles added to job descriptions, enabling Council to consult disability services if needed. Tourist Information Centre assessment for Access at a Glance conducted and promoted.

Particulars of compliance with and effect of planning agreements in force during the year.
Environmental Planning & Assessment Act 1979, s 7.5(5)

There were no planning agreements in force during the reporting period.

Disclosure of how development contributions and development levies have been used or expended under each contributions plan.

Environment Planning and Assessment Regulation 2021 cl 218A(1)

There were no development contributions and levies.

Details for projects for which contributions or levies have been used must contain:

EPA Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)

Nil.

Total value of all contributions and levies received and expended during the year.

Reg 218A(3)(a),(b)

Nil.

Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, to report on actions taken to implement measures as to the state of the environment in its area.

Fisheries Management Act 1994, s220ZT (2)

Nil.

Details of inspections of private swimming pools.

Swimming Pools Act (SP Act) 1992, s 22F (2) Swimming Pools Regulation 2018 (SP Reg) cl 23

There was a total of 95 swimming pools inspected in the 2023/24 year.

Inspections 2023/24	Number of Inspections
Inspection of tourist and visitor accommodation	1
Inspection of premises on which there are more than 2 dwellings	Nil
Number of inspections that resulted in issuance a certificate of compliance under s22D of the SP Act	Nil
Number of inspections that resulted in issuance a certificate of non-compliance under cl 21 of the SP Reg	Nil

Information included on government information public access activity

Government Information (Public Access) Act 2009, s 125(1), Government Information (Public Access) Regulation 2018, cl 8, Schedule 2

The Government Information (Public Access) Act 2009 NSW (GIPA Act) aims to maintain and advance a system of responsible and representative democratic government that is open, accountable, fair and effective. The main objective of the GIPA Act is to make available government information available to the public by:

- Authorising and encouraging the proactive public release of government information by agencies.
- Giving members of the public an enforceable right to access government information.
- Restricting access to government information only when there is an overriding public interest against disclosure.

Council is subject to the GIPA Act and accordingly acknowledges the right of the public to obtain information about Council's structure, plans and policies; information about development applications; and any other information as prescribed by the GIPA Act and any accompanying regulations and guidelines.

Council makes information available to the public in a number of ways including mandatory, proactive, informal and formal release provisions.

As part of its legislative requirements of the GIPA Act, Council has an Agency Information Guide published on Council's Information held by Council web page which provides guidance on the types of information held by Council as well as outlining the different ways members of the public may access it. The Information Guide is reviewed annually to identify the kinds of information that should be made publicly available.

Under section 125 of the GIPA Act, Council is required to prepare an annual report meeting certain statutory obligations.

GIPA Annual Report

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Council reviews its authorised proactive release program regularly by identifying the kinds of information it holds that should be made publicly available. We encourage members of the public to contact Council with suggestions for information which can be considered for authorised proactive release. Council regularly reviews the information content on its website to ensure members of the public have access to the information they require. Council's Information guide was reviewed and updated in March 2024. Information made publicly available on Council's website included new Plans of Management, updates to Council News page, Community Opinion Group, Items On Exhibition pages, Bookable booking system, Special Rate Variation. Development Applications are now submitted through the NSW Planning Portal. Members of the public are able to access information about Development Applications through Council's DA Tracker. Members of the public are encouraged to visit Council's Information Held by Council webpage to access a range of information that is required to be available on Council's website.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
6

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	0%

Schedule 2 Statistical information about access applications to be included in annual report.

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info. not Held	Info. already Available	Refuse to Deal with App.	Refuse to Confirm/ Deny whether info. is held	App. withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	1	1	12.50%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal repre- sentative)	2	0	0	1	0	0	0	0	3	37.50%
Members of the public (other)	3	0	0	0	0	0	0	0	4	50.00%
Total	5	0	0	1	1	0	0	1	8	-
% of Total	62.50%	0%	0%	12.50%	12.50%	0%	0%	12.50%	-	-

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info. not Held	Info. already Available	Refuse to Deal with App.	Refuse to Confirm/ Deny whether info. is held	App. Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	5	0	0	1	1	0	0	1	8	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0.00%
Total	5	0	0	1	1	0	0	1	8	-
% of Total	62.50%	0%	0%	12.50%	11%	0%	0%	12.50%	-	-

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	6	75.00%
Business interests of agencies and other persons	2	25.00%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	8	-

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	6	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	6	-

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	0	0	0%
% of Total	0%	0%	0	0%

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	0%

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	0%



6. Financial Statements



Griffith City Council

1 Benerembah Street, Griffith NSW
2680

P: 1300 176 077

E: admin@griffith.nsw.gov.au

W: griffith.nsw.gov.au

griffith city council
...love the lifestyle...



STATE OF OUR CITY REPORT

2022-2024



Contents

Introduction	01
Acknowledgement of Country	03
Message from the Mayor and General Manager	06
Purpose and context of this Report	08
Understanding Integrated Planning and Reporting	09
Our Councillors	11
Senior Management Team	12
Highlights	13
Measuring our progress	16
Community Strategic Plan (CSP) Themes	21
CSP Theme 1 - Leadership	22
CSP Theme 2 - Love the Lifestyle	27
CSP Theme 3 - Growing our City	31
CSP Theme 4 - Valuing our Environment	35
Financial Performance	38
Overview	39
Next Steps	41
Where we are headed	42
Future challenges	44





Acknowledgement of Country

Griffith City Council acknowledges the Wiradjuri people as the traditional owners and custodians of the land and waters, and their deep knowledge embedded within the Aboriginal community.

Council further pays respect to the local Wiradjuri Elders, past, present and those emerging, for whom we acknowledge have responsibilities for the continuation of cultural, spiritual and educational practices of the local Wiradjuri people.





Introduction



Message from the Mayor

It is with great pleasure that I present the State of our City Report 2022-2024 for Griffith City Council.

Our community vision, outlined in the Community Strategic Plan, has served as a guiding light for Council's endeavours over the past three years. My fellow Councillors and Council staff have worked tirelessly, keeping this vision at the forefront of our collective efforts. I extend my sincere gratitude to my fellow Councillors for their unwavering dedication to our community and their shared commitment to the growth and enhancement of our City.

I also express appreciation to the dedicated Council staff, led by Mr Brett Stonestreet, our General Manager. Their steadfast commitment and continuous improvement initiatives have resulted in the provision of high-quality Council services and facilities that benefit our community.

Furthermore, I wish to acknowledge and thank the entire Griffith community, as well as our numerous Council volunteers, whose individual contributions collectively enrich the fabric of our City, making it a better place to live and work.

The findings of this report will contribute to ongoing community consultation, providing valuable insights for the newly elected Council as it considers how best to align its actions with the community's vision and priorities. It lays a solid foundation for future planning endeavours, ensuring that Council continues to serve the interests and aspirations of our community effectively.

I eagerly anticipate the continued benefits that will result from our ongoing collaboration and dedication to the betterment of Griffith City.

Councillor Doug Curran
Mayor, Griffith City Council



Message from the General Manager

The State of Our City Report highlights the commendable progress made in advancing the goals outlined in the Community Strategic Plan (CSP) 2022-2032. This report, produced in compliance with the NSW Local Government Act 1993 and Office of Local Government Guidelines, reflects our commitment to reporting on the progress and effectiveness of the Community Strategic Plan (CSP) 2022-2032.

Despite facing some challenges over the past three years, Council has demonstrated resilience and effectiveness in its governance. Key accomplishments during this period include:

- The completion of the Regional Sporting Precinct. This \$25 million project marks a significant enhancement to sports facilities in the city, including upgrades to the Griffith Regional Sports Centre, the addition of a 50m outdoor pool at the Griffith Regional Aquatic Leisure Centre and new amenities at Jubilee Oval.

- Significant progress has been made in enhancing road infrastructure, including stages of the Griffith Southern Industrial Link road project, upgrades to Boorga and Dickie Roads, and completion of various stages of the Yambil Street and Kooyoo Street redevelopment projects, improving connectivity and accessibility. Two new car parks were also completed in Railway Street during this term of Council.
- The Griffin Green Affordable Housing Project, undertaken in partnership with Argyle Housing addresses the crucial need for affordable housing in Griffith, with plans for further community development through the construction of a new recreation park.
- Constructed to promote community health and well-being, the bicycle pump track located at Olympic Street and new mountain bike track provide inclusive public play spaces and recreational opportunities for residents and visitors alike.
- Upgrades to parks such as Borland Leckie Park and Wood Park have also enhanced recreational spaces for residents, fostering a sense of community and well-being.
- The Her Way 2680 project involved considerable community consultation and engagement. This pilot project as part of the Safer Cities Her Way Program funded by Transport for NSW saw the construction of two new footbridges, footpaths, installation of lighting, upgrade to Don Best Park, new wayfinding signage, two new smart bus shelters with wireless phone charging and solar capabilities and nine new public works of art in the CBD.

These achievements reflect the dedication and collaborative efforts of Council, its Councillors, senior management and staff in advancing the city's vision and improving the quality of life for our residents.

Council's ongoing commitment to community engagement, continuous improvement and governance best practices and set a strong foundation for continued progress and development in Griffith.

Brett Stonestreet PSM
General Manager, Griffith City Council

Purpose and context of this Report

The State of our City Report serves as a critical component within the Integrated Planning and Reporting (IP&R) framework for Councils in New South Wales (NSW). This framework is mandated by the NSW Local Government Act 1993 and is designed to promote strategic planning, accountability, and transparency in local government decision-making processes.

The purpose of the State of our City Report within the IP&R framework is multifaceted. The report allows Council to assess and report on the progress made towards achieving the objectives outlined in the Community Strategic Plan (CSP). It provides an opportunity to review the implementation of strategic initiatives, identify successes and highlight areas requiring further attention or improvement.

This report enhances accountability and transparency in local governance and enables residents to understand how Council resources are being utilised to deliver services, infrastructure and programs in line with community priorities.

The findings and insights gathered from the State of our City Report will inform the strategic planning process for the Council. It will assist Councillors and staff in identifying emerging issues, setting priorities and refining strategies to address community needs effectively. This, in turn, facilitates informed decision-making and resource allocation.

In summary, the “State of Our City” report is a vital tool for assessing our local government area’s current status, ensuring transparency, and promoting accountability to residents. It informs decision-making, supports strategic planning, and engages the community by providing accessible information about progress and challenges. This report aids in monitoring the effectiveness of services and programs, ensuring compliance with legislation, and fostering a collaborative approach to strategic planning for our local government area.

Understanding Integrated Planning and Reporting

The Integrated Planning and Reporting (IP&R) framework is a structured approach used by local government authorities to effectively plan, manage, and report on their activities and outcomes. The key elements of this framework include:

Community Strategic Plan (CSP)

- Identifies the community's main priorities and aspirations for the future and plans strategies for achieving these goals.
- Outlines the long-term vision, goals, objectives, and strategies based on community input and consultation.
- Identifies Council's and other stakeholders' roles in facilitating delivery of strategies.

Delivery Program (DP)

- Represents Council's commitment to the community, outlining the activities to be undertaken to implement the strategies established by the CSP.
- Covers the Council term (four years).
- Aligns with the CSP's goals and strategies.

Operational Plan (OP)

- Prepared annually as a sub-plan of the Delivery Program, directly addressing the actions outlined in the DP and identifying specific projects, programs, or activities to be undertaken.
- Provides details on the day-to-day operations, including budget allocations, timelines, and responsibilities.

Resourcing Strategy

Long Term Financial Plan

- Assesses the financial sustainability of Council over a minimum period of 10 years.

Workforce Management Plan

- Addresses human resource requirements over a minimum period of four years.

Asset Plan Management

- Accounts for existing and proposed infrastructure assets over a minimum period of 10 years.

Annual Report

- Focuses on Council's implementation of the Delivery Program and Operational Plan, providing information prescribed by the Local Government Act 1993 and associated Regulations.
- Reviews Council's performance against its goals, financial status and key achievements during the reporting period.

State of our City Report

(This Document)

- Provides a comprehensive report on Council's achievements in implementing the Community Strategic Plan over the term of Council.
- Reflects on the progress made towards fulfilling the objectives set out in the CSP and may include insights into challenges faced and lessons learned.

Integration of these plans ensures that Council delivers the desired levels of service to the community while optimising the use of its resources. It also fosters transparency, accountability and effective governance within the local government authority.

Our Councillors – 2022–2024



Doug Curran
Mayor
dcurran@griffith.com.au



Glen Andrezza
gandreazza@griffith.com.au



Shari Blumer
sblumer@griffith.com.au



Simon Croce
scroce@griffith.com.au



Jenny Ellis
jellis@griffith.com.au



Manjit Singh Lally
mlally@griffith.com.au



Melissa Marin
mmarin@griffith.com.au



Anne Napoli
anapoli@griffith.com.au



Christine Stead
cstead@griffith.com.au



Chris Sutton
csutton@griffith.com.au



Laurie Testoni
ltestoni@griffith.com.au



Dino Zappacosta
dzappacosta@griffith.com.au

Senior Management Team



Brett Stonestreet
General Manager

Director Economic & Organisational Development

The Economic and Organisational Development Directorate is responsible for the following functions:

- Tourism
- Economic Development
- Youth & Community Development
- Festivals & Events
- Marketing
- Media / Communications
- Human Resources Management
- Occupational Health & Safety
- Risk Management
- Insurances
- Payroll
- Government Information Public Access Act (GIPAA) requests
- Internal Audit
- Statutory Reporting
- Integrated Planning & Reporting
- Governance & Administration
- Information Technology
- Corporate Information

Director Sustainable Development

The Sustainable Development Directorate is responsible for the following functions:

- Development Application (DA) Assessment
- Property Management
- Strategic Planning
- Infrastructure Plans
- Land Use Planning
- Heritage
- Transport Plans
- Recreation Plans
- Environment
- Public Health
- Food Safety
- Planning & Environmental Compliance
- Social Planning
- Customer Services
- Compliance
- Airport

Director Business, Cultural & Financial Services

The Business, Cultural and Financial Services Directorate is responsible for the following functions:

- Financial Planning
- Purchasing/ Procurement
- Grants Coordination
- Investments
- Rates & Water Billing
- Asset Management
- Geographical Information Systems (GIS)
- Griffith Regional Aquatic Leisure Centre (GRALC)
- West End Stadium
- Regional Theatre
- Art Gallery
- Library – including Western Riverina Community Library
- Private Hospital
- Pioneer Park

Director Infrastructure & Operations

The Infrastructure and Operations Directorate is responsible for the following functions:

- Emergency Management
- Sports Grounds
- Parks & Landscapes
- Noxious Weeds
- Cemetery
- Fleet
- Depot Operations
- Workshop
- Store
- Roads Construction and Maintenance
- Roads & Maritime Services (RMS) Works
- Drainage Maintenance & Construction

Director Utilities

The Utilities Directorate is responsible for the following functions:

- Survey, Design & Drafting Services
- Solid Waste Management
- Recycle Collection
- Trade Waste
- Landfill Operations
- Weighbridge & Quarry
- Water & Wastewater
- Saleyards
- Flood Mitigation
- Road Safety



Shireen Donaldson



Joe Rizzo



Max Turner



Phil King



Graham Gordon

Highlights 2022 - 2024

Griffith Southern Industrial Link Road (GSIL)



A number of stages completed and link road opened to traffic.

Griffin Green Affordable Housing project



Griffith City Council partnered with Argyle Housing to deliver 20 new townhouses and 42 ready to build housing lots.

Redevelopment of Griffith Regional Sport Centre



Including new athletics track and facilities, 5 new indoor basketball courts, outdoor netball courts, synthetic hockey field and grandstand.

Griffith Aquatic Leisure Centre 50 m Outdoor Pool



50m outdoor pool completed at the current Griffith Regional Aquatic Leisure Centre site as part of the Sporting Precinct project.

Safer Cities: Her Way Program



The Her Way project included construction of Ulong Bridge, Kooyoo Bridge, upgrade of Don Best Park, bus shelters, installation of lighting, murals and signage.

Mountain Bike Track Abattoir Road



Mountain Bike Track Abattoir Road completed May 2024 comprises 4.5km of tracks, skills area, shelter, fences and car park.

Yenda Oval Kiosk Upgrade



Yenda Oval Kiosk upgrade completed.

New Bicycle Pump Track



New Bicycle Pump Track Olympic Street completed in 2022.

Hanwood Oval Upgrade



Hanwood Oval amenities upgrade.

Jubilee Oval Amenities and Car Park



New amenities and car park at Jubilee Oval.

Yoogali Shared Pathway Construction



Construction of a 2.1km shared path adjacent to Mackay Avenue including 42m bridge over Main Water Supply Canal.

Boorga Road and Dickie Road Sealing Project



Boorga Road and Dickie Road sealing project.

Kooyoo Street Upgrade



Stages 1 and 2 completed including installation of Café and Kiosk.

Railway Street Carparks



Railway Street car parks west and east completed.

Memorial Garden Upgrade



Memorial Garden upgrade - underway.

Barber Road Upgrade



Barber Road Reconstruction and Seal.

Lake Wyangan and Catchment Rehabilitation Strategy



Initiatives commenced, water pipeline and pump installed to reduce water levels following flood event.

Yambil Street Upgrade



Yambil Street Stages 3 and 4 completed.

Collina Infrastructure Works



Collina Infrastructure works at Citrus Road/ Rifle Range Road.

Wood Park/Borland Leckie Park



Wood Park and Borland Leckie Park upgrades and Enticknap Park amenities block.

Airport Upgrades



Airport Runway Resurfacing.

Griffith Reservoir Refurbishment



Griffith Water Reservoir (Scenic Hill) Refurbishment.

Other highlights include:

- Over 90 new CCTV Cameras installed – Banna Avenue, City Park and Yambil Street
- Benerembah Street lighting completed
- Water Treatment Plant upgrade completed
- Upgrades at Griffith Pound & Rehoming Centre
- Daily Telegraph Bush Summit held August 2022
- Cultural Precinct Masterplan – plan adopted following extensive community consultation and Review of Griffith’s Local Environment Plan (LEP).

Community Opinion Group



Community Opinion Group meetings held quarterly in Griffith, Yenda, Yoogali and Hanwood.

Yoogali Upgrade



Yoogali Culvert Upgrade.

Hanwood Flood Pump and Levee Project



Hanwood Flood Pump and levee project - underway.



Measuring Our Progress

Measuring progress in the implementation and effectiveness of the Community Strategic Plan (CSP) involves tracking various measures and indicators that reflect the achievement of goals and the fulfillment of priorities outlined in the Plan.

Measures are defined within the CSP to assess progress towards achieving its goals and objectives. The State of our City Report provides an overview of the progress made in implementing the strategies outlined in the CSP.

This Report serves as a critical tool for monitoring and evaluating progress towards the community's goals and aspirations, ultimately guiding decision-making and future planning to better serve the community's needs.

Population
(ERP)
27,132 in 2023

The population estimate for Griffith City as of the 30 June 2023 is 27,132. Since the previous year, the population has grown by 0.43%

[View Data](#)

Gross Regional Product
\$2,042M in 2021

\$2,238M

in 2023 (9.5% increase)

[View Data](#)

6% Increase in local businesses (GST Registered)
from Dec 2021 to Dec 2023 [View Data](#)

15% increase

In community members born overseas from 2016 to 2021

[View Data](#)

26% Increase in
median weekly rent from
2016 to 2021

[View Data](#)

**Non-English
Speaking**

5,366 in 2016, increased by 17%
to 6,275 in 2021 [View Data](#)

1.4% decrease in median
monthly mortgage since 2016

[View Data](#)

**“Median Weekly
Household Income
increased by
35%”** from 2016 to 2021

[View Data](#)

17% Increase in
Aboriginal and Torres Strait
islanders (ATSI) population
from 2016 to 2021

[View Data](#)

8.9%
**Increase In
Local Jobs**

**Median Sale
Price** (House)

\$330,000 in 2018 to \$533,750
in 2023.

[View Data](#)

“Local Jobs increased
from 15,389 in 2021 to
16,772 in 2023”

[View Data](#)

Workforce Participation

(Total labour force participation rate)

4% Increase

61% in 2016 to 65% in 2021

[View Data](#)

Socio-Economic Average Index Rating (1 = Poorest)

48 in 2016/17 - 48 in 2021/22

[View Data](#)

Adults Completed Year 12/ Equivalent

35.2% in 2016 to 42.1% in 2021

[View Data](#)

Average Number of People Per Household

2.7 in 2016 - 2.7 in 2021

[View Data](#)

9% increase with 8,483 in 2016 to 9,266 in 2021

Number of Households

[View Data](#)

Households Renting

14% increase with 2,685 in 2016 to 3,067 in 2021

[View Data](#)

Employment Status (Employed)

16% Increase from 2016 to 2021

[View Data](#)

Unemployment Rate

1.8% March 2024

[View Data](#)

University Attendance

384 in 2016 to 516 in 2021

[View Data](#)

TAFE/Vocational

472 in 2016 to 635 in 2021

[View Data](#)

Homeless Persons

749 receiving help in 2021/22
855 receiving help in 2022/23

[View Data](#)

Building Approvals

\$118M in 2020/21
\$130M in 2023/24

[View Data](#)

Residential Vacancy Rates SQM Research

0.8% Dec 2021
0.6% June 2024

[View Data](#)

Agriculture, Manufacturing and Construction have the Highest Value Add in our LGA

The three largest industries in 2021/22 were:

Agriculture, Forestry and Fishing

\$438M

Manufacturing

\$299M

Construction

\$214M

[View Data](#)

Domestic Visitor Nights In Griffith

513,759 (2020/21) to 477,383 (2022/2023) [View Data](#)

Total Tourism Sales

\$159M in 2017/18 to \$156M in 2022/23 [View Data](#)

Population with a Disability

16.7% in 2018 [View Data](#)

“Top 3 Industries by Employees

Manufacturing, Retail, Agriculture/Forestry/Fishing in 2021”

[View Data](#)

Top 3 Self-Reported Health Conditions (2021)

9.3% Asthma
8% Arthritis
7% Mental Health Condition

[View Data](#)

Life Expectancy at 65 Years

84.1 in 2001
87.4 in 2020

[View Data](#)

Thefts from Dwellings

5% Increase from 2020/21 to 2023/24

[View Data](#)

Life Expectancy at Birth

80 in 2018 then **84.3** in 2020

[View Data](#)

Domestic Violence Related Assaults

5% Increase from 2020/21 to 2023/2024 [View Data](#)

No. of Residents who Volunteer with an Organisation/Group

18% in 2016
13.3% in 2021

[View Data](#)

Migration Net Gains and Losses by LGA July 2021 to June 2023

2,201 in and **3,282** out
Net Loss of 1,081

[View Data](#)

Total Length of Roads

1,288.3 In 2016/17
1,207 in 2021/22

[View Data](#)

Number of Vehicle Crashes in LGA

42 in 2018
45 in 2022

[View Data](#)

Greenhouse Gas (CO²) Emissions for LGA

601,000 in 2017/18 to
570,000 in 2021/22

[View Data](#)

Waste Generated Per Capita

(Kgs per Week)

8.41 in 2017/18
8.78 in 2021/22

[View Data](#)

Recycling Rate

14.3% in 2018/19
19.5% in 2021/22

[View Data](#)

Amount of Public Space Managed by Council

435.9 ha

[View Data](#)



**Community Strategic Plan
(CSP) Themes**

Leadership

1. An engaged and informed community

- 1.1 Provide clear, accessible, relevant information
- 1.2 Actively engage with and seek direction from our community and stakeholders.

Measuring our progress

- Council Catch Up emailed weekly to over 2,200 subscribers and printed copies delivered to over 20 locations across the City and villages
- Newsletters issued by Council departments and facilities including Evolve (economic development), Griffith Now Hiring, Griffith City Library, Griffith Regional Theatre & Art Gallery and Griffith Regional Aquatic Leisure Centre
- Council Capers internal staff newsletter distributed monthly and Intranet updated regularly to inform staff
- Council's Social Media presence continues to grow. Information is proactively released on Council websites, Facebook, Instagram and Linked In platforms
- Websites include Griffith City Council, Griffith Regional Art Gallery, Griffith Regional Theatre, Griffith Regional Aquatic Leisure Centre, Griffith Pioneer Park Museum, Western Riverina Libraries Griffith Library and Visit Griffith
- Websites are reviewed and updated, compliant with legislation and mobile responsive
- Council utilises a number of communication mediums to promote Council events, initiatives and provide information including emails, newsletters, social media, weekly radio phone in and advertising, television advertising, rates notice flyers
- Communication Engagement Strategy adopted and implemented, guiding Council's consultation and community engagement practices
- Community Participation Plan adopted and implemented, setting out how Council will engage with the public in their decision-making regarding planning and assessment
- Community Opinion Group (COG) meetings held 4 times per year in different locations across the LGA
- Council Cafes held monthly providing an opportunity for members of the public to engage with and provide feedback to Councillors and staff
- Local Government Week activities held annually showcasing Council's services and facilities
- Student Leaders reception held annually
- Community engagement undertaken includes consultation for the development of the Community Strategic Plan, Her Way project, Special Rate Variation, Pump Track, Mountain Bike Track project, Youth Advisory Group, Council Committees, Community Surveys, online feedback, Cultural Precinct Master Plan, Budget presentations, Griffin Green project, neighbourhood park redevelopments and regional sports precinct development
- Council Committees established for the new Council term. Committee members are consulted with on important issues affecting the community and local government area
- Council and Committee Agendas and Minutes are available on the Council website for public to access
- Access to information applications processed in accordance with Government Information (Public Access) Act 2009 and Privacy legislation

10,682

Council Facebook Page Followers

37% increase in pageviews
on Council website total of
432,964

1,548

Council Instagram Page Followers

58 Council
Meetings

84 Council
Committee
Members

9

Community
Opinion Group
Meetings

853 Council Resolutions
(including Procedural Motions)

27

Council Cafes

111

Committee Meetings

191

General Feedback Forms
submitted to Council

157

SRV submission forms
submitted

275 Community
Strategic Plan Surveys
submitted (2024)

34,624

Customer Request
Managements (CRMs) lodged
(this figure includes both
externally reported issues and
internal CRMs)

445

Media Releases issued to local media
outlets over the term of Council

4.8 stars
(out of 5)

Customer service satisfaction
survey results

2. Work together to achieve our goals

- 2.1 Develop and maintain partnerships with community, government and non-government agencies to benefit our community
- 2.2 Maximise opportunities to secure external funding for partnerships, projects and programs
- 2.3 Mayor and Councillors represent the community, providing strong, proactive leadership.

Measuring our progress

- Council has actively engaged with and lobbied State, Federal and non-government representatives in a local advocacy role over the past term
- Council plays an active part in the Riverina and Murray Joint Organisation (RAMJO) of Councils
- Council has applied for and been successful in a number of grants and has established numerous external funding partnerships to deliver projects and programs to improve the quality of life for residents and visitors
- Grant funded projects include:
 - Griffin Green Housing Project
 - Griffith Southern Industrial Link Road Construction
 - Griffith Regional Sports Precinct including 50m pool, Griffith Sports Centre, Jubilee Oval upgrade
 - Her Way 2680 project
 - Griffith Mountain Bike Track
 - Hanwood Oval amenities
 - Yenda Wade Park Kiosk
 - New car parks Railway Street
 - Bicycle Pump Track
 - Kooyoo Street upgrade
 - Yambil Street upgrade
 - Wood Park, Borland Leckie Park, Enticknap Park amenities
- Council Committees and stakeholders are consulted regarding local issues
- Council meets regularly with a number of organisations including Regional Development Australia (RDA) Riverina, Griffith Business Chamber, Destination Riverina Murray, Murrumbidgee Irrigation, Western Riverina Country Universities Centre
- Mayor and Councillors attend conferences held by peak industry bodies including Local Government NSW, Australian Local Government Association, Country Mayor's Association, Local Government NSW Water Management Conference, Murray Darling Association Annual Conference, National Local Roads and Transport Congress
- Council is part of the Regional Cities NSW and Regional Capitals Australia initiatives
- Council Workshops are held monthly to provide information and updates to the Mayor and Councillors
- Councillor Hub is updated regularly and an Information Sheet issued weekly to Councillors and staff providing up to date information
- Councillors are provided with CRM lodgement process to track reported issues
- Training and conferences are offered to Councillors to assist with their ongoing professional development
- Induction provided to new Councillors and candidate information sessions provided for candidates prior to election

48

Community engagements lodged (CEL forms)

13% of Residents volunteer with an organisation or group in 2021

[View Data](#)

Community grants and sponsorships provided by Council

- In 2021/22 Council provided \$195,325 to financially assist others. The Community Grants program donated \$46,183 to successful applicants.
- In 2022/23 Council provided \$186,782 to financially assist others. The Community Grants program donated \$34,848 to successful applicants.
- In 2023/24 Council provided \$193,458 to financially assist others. The Community Grants program donated \$39,901 to successful applicants.

3. Plan and lead with good governance

- 3.1 Undertake Council activities within a clear framework of strategic planning, policies, procedures and service standards.
- 3.2 Ensure Council's financial sustainability through effective financial management that is transparent and accountable

Measuring our progress

- Integrated planning and reporting activities are undertaken in accordance with the Local Government Act 1993
- Delivery Program / Operational Plan is reviewed annually, adopted and implemented
- Audit Risk and Improvement Committee and internal audit function of Council provides independent, objective assurance, overseeing the internal controls and risk management framework of Council
- Council policies are reviewed and adopted once within Council term
- Council Meetings are held in accordance with legislation and resolutions implemented
- Risk Management Plan adopted and implemented
- Delegations of Authority reviewed following Council election
- Compliance with statutory requirements including Local Government Act 1993, Public Interest Disclosures Act 2022, Government Information (Public Access) Act 2009, Code of Conduct policy, State Records Act 1998
- Annual financial statements are independently audited by the NSW Audit Office
- In 2023, Council resolved that a Special Rate Variation was required to address the pressure on Council's General Fund. The Independent Pricing and Regulatory Tribunal (IPART) approved Griffith City Council's Special Rate Variation (SRV) application to increase its general rate income above the rate peg for a two-year period. The initial application was for 10.5% over a three year period. Council was granted a 22.10% cumulative increase for 2024/25 and 2025/26
- Council is investigating operating efficiencies to address ongoing financial sustainability. This includes a program of service reviews to encourage continuous improvement across Council's operations and will assist in implementing cost saving measures in areas identified.

Who helped deliver our leadership goals?

- Griffith City Council
- Committees of Council and Council volunteers
- Local, State and Federal Government agencies
- Non-government organisations
- Residents and visitors
- Local businesses
- Riverina & Murray Joint Organisation (RAMJO)
- Griffith Business Chamber
- Media outlets
- Progress Associations
- Health providers
- Police & emergency services
- Education and training providers
- Cultural organisations
- Community organisations
- Griffith Local Aboriginal Lands Council (GLALC)
- Griffith Aboriginal Medical Centre (GAMS)
- Internal and external auditors
- Office of Local Government
- NSW Audit Office
- Independent Pricing and Regulatory Tribunal (IPART)
- Local Government NSW
- Local Government Professionals



Love the Lifestyle

4. Griffith is a great place to live

- 4.1 Make our community safer
- 4.2 Encourage an inclusive community that celebrates social and cultural diversity
- 4.3 Provide and promote accessibility to services
- 4.4 Provide a range of cultural facilities, programs and events
- 4.5 Improve access to local health services
- 4.6 Promote reconciliation and embrace our Wiradjuri heritage and culture
- 4.7 Provide a range of sporting and recreational facilities
- 4.8 Improve the aesthetic of the City and villages, by developing quality places and improved public realm.

Measuring our progress

A number of programs, services and activities were provided by Council facilities:

Griffith City Library

Provides a safe, inclusive public space with access to a wide range of services, events and activities including Book Clubs, Rhyme Time, Story Time, Knitters, Film Club, Tech Talks, Outreach visits, Community Info Helpdesk, author visits, community programs, displays and exhibitions. The mobile library continues to operate, providing an excellent service to the community of Griffith, surrounding villages and towns.

Griffith Regional Art Gallery

Continues to present exhibitions featuring both local artists and touring exhibitions. The Gallery has had strong community engagement including pre-schools, primary schools, youth, Aboriginal community, multicultural community and seniors. Programs include curator talks and workshops in various mediums as well as local exhibitions

Griffith Regional Theatre

Delivers diverse, high quality programs including children's programs, physical theatre/urban arts, comedy, musicals, drama classes, Theatre Troupe, workshops. Community musical production, The Wedding Singer, was staged in 2023.

Griffith Regional Aquatic Leisure Centre

Provides aquatic, gym and crèche facilities offering swim school lessons, hydrotherapy, aqua aerobics, school swimming programs, carnivals, recreational swimming, aerobics classes and kiosk facilities.

Griffith Regional Sports Centre

Provides athletics facilities, basketball courts, netball courts, badminton, lifeball, volleyball and hockey facilities.

Griffith Pioneer Park Museum

Is a popular attraction for both locals and visitors with Action Day continuing to be a popular annual event.

Public Health Functions

- NSW Arbovirus and Mosquito Monitoring Program delivered within the Griffith Local Government Area
- Surveillance includes mosquito trappings & arbovirus detection samples from Sentinel Chicken Flock
- Educational pack delivered to NSW Department of Education Primary Schools
- Arbovirus Awareness and Protection – distribution of Inspect Repellent to community events and vulnerable community groups
- Community Awareness/Education through independent research bodies
- Annual Food Safety Calendars sent to all food businesses with relevant educational food safety information
- Food business inspections conducted, inspections on cooling water systems, swimming pools, onsite sewerage management, hairdressers, beauty clinics and skin penetration premises, mortuaries and water quality sampling from Lake Wyangan

- Issues relating to road safety are addressed regularly in consultation with Council's Traffic Committee and stakeholders including Police and Department of Transport.
- A number of road safety initiatives relevant to Council's Road Safety Action Plan were implemented across the Griffith Local Government Area during the current Council term. Projects with respect to heavy/harvest vehicle safety, speeding and reducing road trauma on rural roads were all targeted
- The Griffith Local Government Area saw a downward trend in the number of casualty crashes and therefore a reduction in serious injury crashes on our road network was achieved. Griffith City Council is committed to reducing road trauma on an ongoing basis by way of education, behavioural change and engineering treatments
- Community Development programs and events including Australia Day and Citizenship Ceremonies
- Consultation with key indigenous stakeholders in the community including Local Aboriginal Lands Council and Griffith Aboriginal Medical Service. Council sponsored Survival Day events, NAIDOC Week flag raising ceremonies, Harmony Day events as well as a number of other indigenous events and activities
- Disability Inclusion and Access Committee meetings are held monthly
- Disability Inclusion and Access Plan actions implemented and reported on annually
- Youth Advisory Group established, delivering a number of events over the past two year period
- Supported Safe Haven crisis service by providing commercial space at 81 Kooyoo Street
- Council partnered with local organisations to recognise Reconciliation Week, NAIDOC Week, International Women's Day, Senior's Morning Tea, Harmony Day, Multicultural events
- Council supported a number of events including Griffith Easter Party, Shaheedi Tournament, A Taste of Italy, Multicultural Festival, International Women's Day, Carols by Candlelight
- Community grant funding provided – two rounds per year as well as individual achievement grants provided
- Community Directory maintained on Council website
- Cultural Precinct Masterplan adopted in 2023 following extensive community consultation
- Meetings held with local health providers including updates on the new Griffith Base Hospital development and St Vincent's Private Community Hospital.
- New sporting and recreational facilities include:
 - Development of Griffith Regional Sport Centre – athletics track, stadium, outdoor netball courts, synthetic hockey field
 - Upgrades to Jubilee Oval – cricket nets and amenities
 - New 50m pool at GRALC facility
 - Wood Park and Borland Leckie Park upgrades, Enticknap Park amenities and car park
 - Griffith Mountain Bike Track and Griffith Pump Track Olympic Street
 - New amenities and kiosk at Hanwood Oval including 4 changing rooms, showers, referee rooms, canteen, covered awnings and spectator area, upgraded power supply
 - New kiosk at Yenda Wade Park
- Her Way project including installation of gender sensitive lighting, way finding signage, upgrades to pedestrian bridges, murals and public art, increasing amenity of bus shelters, new landscaping, street furniture, footpaths and a new gathering space at Don Best park
- CBD activation and placemaking included Street Scapes activations in Kooyoo Street and the car park behind Memorial Park

Over 90

CCTV cameras installed

50+ New street lights installed as well as new lighting in Yambil Street (21 lights) and Kooyoo Street (36 lights)

250+ Food inspections of fixed premises per year

Decrease in crime statistics NSW Bureau of Crime Statistics & Research (BOCSAR):

- Break and enter dwelling – STABLE over the past 2 year period
- Break and enter non dwelling – STABLE over the past 2 year period
- Motor Vehicle theft – STABLE over the past 2 year period
- 299 Steal from dwelling in 2023/24 – STABLE over the past 2 year period

3

Mortuary inspections / year

3

Water carter inspections / year

Inspections of **17** approved registered food vending vehicles annually.

40+

Skin penetration/beauty inspections annually

Number of people attending Griffith Regional Aquatic Leisure Centre

- Average 670 learn to swim students per week
- Over 240,000 visits to GRALC during the Council term

Number of people attending the Stadium – 820 unique bookings 2023/24, 9,971 booked hours 2023/24

45 chemical and **35** microbiological water quality samples and inspections conducted annually

3 Crash fatalities in 2020, 1 crash fatality in 2022

[View Data](#)

16% decrease in number of vehicle crashes in LGA between 2020 and 2022

[View Data](#)

Who helped deliver our love the lifestyle goals?

- Griffith City Council
- Local, State and Federal Government and agencies
- Non-government organisations
- Health providers
- Police & emergency services
- Sporting organisations, groups and clubs
- Local businesses
- Griffith Business Chamber
- Creative industries and groups
- Education and training providers
- Cultural organisations
- Community organisations
- Council Committees and Council Volunteers
- Griffith Local Aboriginal Lands Council (GLALC)
- Griffith Aboriginal Medical Centre (GAMS)



Growing our City

5. Grow our economy

- 5.1 Be a location of choice for innovative agriculture and manufacturing
- 5.2 Be a location of choice for business investment, employment and learning
- 5.3 Promote opportunities for business to establish and grow
- 5.4 Strategic land use planning and management to encourage investment in the region
- 5.5 Support diversity in housing options
- 5.6 Promote Griffith as a desirable visitor destination
- 5.7 Support transport connectivity

Measuring our progress

- Housing Strategy recommendations implemented
- Griffith Worker and Housing Shortage Taskforce established in 2023
- Draft Housing Action Plan Report exhibited for public submissions
- Housing Forum held 12 June 2024 hosted by the Griffith Worker and Housing Shortage Taskforce
- Griffith Now Hiring initiative continuing with 27 partners
- Evolve business newsletter sent out monthly
- Investment Prospectus issued 2022 and 2024
- Partnered with Griffith Business Chamber on a number of local initiatives
- Drought Resilience Plan - consultation undertaken
- Griffith's Southern Industrial Link (GSIL) opened providing a direct link for transport operators to access key local freight networks of Kidman Way, Irrigation Way and Burley Griffin Way while bypassing the Griffith CBD
- Business Survey conducted 2023
- Glow2680 Christmas campaign promoted
- Grow our Own initiative supported
- Partnered with Riverina Regional Development Australia (RDA) to promote information and resources and supported RDA's Country Change initiative
- Easy to do Business Program available
- Griffith Local Environmental Plan 2014 – LEP Review gazetted on 20 October 2023
- Griffith Health Precinct Master Plan prepared and endorsed on 12 March 2023
- Griffith Employment Lands Strategy prepared and endorsed on 23 April 2024
- Griffith Residential Development Control Plan Review prepared and endorsed on 14 November 2023
- Lake Wyangan Section 7.11 Contribution Plan prepared and endorsed on 14 November 2023
- Griffith Large Lot Residential Strategy prepared and endorsed on 22 February 2024
- Griffin Green Affordable Housing project completed 2024
- Administrative support provided for Region 9 Murray Darling Association
- New Tourism Visitor Guides distributed 2022 and 2024, Visit Griffith website updated, seasonal What's On brochures distributed quarterly, Visit Griffith Ambassador program promoted, marketing and promotion through social media and other advertising mediums
- Griffith Spring Fest held 2022, 2023 and 2024 including the unique citrus sculptures, garden festival and launch party
- Promoted events including Griffith Easter Party, Shaheedi Games and A Taste of Italy

9%

Increase in number of local jobs from 15,389 in 2021 to 16,772 in 2023 [View Data](#)

41 Commercial development applications approved 1 Jan 2022 – 30 June 2024

86

Single Residential Dwellings Approved 1 Jan 2022 – 30 June 2024

6.3%

Increase in number of GST registered businesses from 2,896 in December 2021 to 3,080 in March 2024 [View Data](#)

9.5% increase in Gross Regional Product from \$2,042M in 2021 to \$2,238M in 2023 [View Data](#)

245

Alterations & Additions (residential) 1 Jan 2022 – 30 June 2024

Rex and Qantas flights between Griffith and Sydney

171,300 Arrivals and Departures January 2022- June 2024

Country Universities Centre Western Riverina (CUCWR)

253 Registered students semester one 2024

783 Registrations to date since opening (5 years)

14% Increase in number of visitors to Griffith

Domestic Visitor nights

432,964 in 2021/22 and

477,383 in 2022/23

[View Data](#)

Top areas of study are Education 20%, health 19% and Psychology, Social Work, Community Services 17% (2023 Annual Report)

6% of students identify as Indigenous (2023 CUC WR Annual Report)

Highest growth in enrolment of all CUC's in NSW

Export value grew from

\$1,790.9M in 2021 to

\$1,816.6M as at 30 June 2023
(1.4% increase) [View Data](#)

6. Provide and manage assets and services

- 6.1 Provide, renew and maintain a range of quality infrastructure, assets, services and facilities
- 6.2 Maintain and develop an effective transport network (airport, public roads, pathways, pedestrian access and transport corridors) for Griffith and villages
- 6.3 Mitigate the impact of natural disasters

Measuring our progress

- Council utilises its Asset Management Strategy and Plans to guide the planning, acquisition, operation, maintenance, renewal and disposal of its assets. The objective of Council's Asset Management Strategy and Plans are to maximise asset service delivery, manage related risks and costs and provide guidance on how Council will meet the service delivery needs of its community into the future
- Council facilities have been maintained in accordance with the relevant Asset Management Plans and maintenance schedules
- New infrastructure includes Griffith Regional Sport Centre, 50 m pool, Railway Street car parks and amenities at Jubilee Oval, Hanwood Oval, Yenda Wade Park
- The Her Way project resulted in a number of new walkways, improved lighting and bridge replacements over the Main Canal
- Airport has been managed and maintained in accordance with CASA standards. Runway resurfacing completed
- Sealed and unsealed roads maintenance undertaken in accordance with asset management plan
- Roads sealed / constructed in accordance with Capital Works Program and funding secured – some of these include Citrus Road and Rifle Range Road intersection, sealing of Boorga Road, Dickie Road, Barber Road drainage and seal
- The GSIL was opened for public use on 24 July 2023 under speed restrictions at certain sections along the route. This GSIL provides a direct link to key inter-regional and interstate freight networks and last mile connectivity to local commodity producers and processors. GSIL construction includes Thorne Road West, Thorne Road (Walla Ave/Murrumbidgee Ave), Roundabout Thorne Road/Murrumbidgee Avenue, Bromley Road
- CBD upgrade including Yambil Street Stage 3, Kooyoo Street Stage 1 and 2
- Parks, gardens and open spaces inspected and maintained. New Parks and Gardens Shed constructed at Council depot
- Park upgrades to Wood Park, Borland Leckie Park, Enticknap Park amenities
- Council operates and maintains two water treatment facilities that produce our drinking water, the Griffith Water Treatment Plant and the Yenda Water Treatment Plant and three sewerage treatment plants, the Griffith Water Reclamation Plant (GWRP), the Yenda Sewer Plant and the Bilbul Sewer Treatment Plant. Maintenance provided on reservoirs, water mains, treatment plants, pump stations, rising mains.
- Water and Sewerage Services Review and gap analysis undertaken 2023/24 (ongoing)
- Griffith Livestock Marketing Centre provided and maintained for the sale of sheep and lambs
- Cemetery Management Plan implemented. Council manages and maintains Griffith, Yenda and Bagtown cemeteries within allocated budgets. Planning is continuing for the new cemetery to be located at Rifle Range Road. Partnership entered into to establish and operate a crematorium
- Waste Management operations including management of landfill, commercial waste collection and gravel extraction

- The Pedestrian and Bicycle Strategy provides an important framework for addressing the needs of pedestrians and cyclists within the Griffith area and the management of resources and funding required to construct such infrastructure
- Merrigal Sidlow Path/(Willandra to Sidlow Road) and (Merrigal to Pioneer Lodge) and Merrigal/Goondooloo Street path (Gunbar Street to Yarrabee Street, including bridge over Main water supply canal)
- Resurfacing Lake Wyangan path with asphalt
- Completion of shared path extension to western side of Jones Road Causeway
- Completion of pedestrian links at the intersection of Willandra and Merrigal Streets
- Completion of paths and 2 new pedestrian bridges in Kooyoo and Ulong Street (HerWays Project)
- Reconstruction of path Banna Avenue (Govt Office Block to Tourist Information Centre)
- Reconstruction and extension Citrus/Calabria Road pathway
- Griffin Green path sections
- Yoogali Shared Pathway and Bridge – construction of new shared pathway along Mackay Avenue commenced, linking Blumer Avenue to Yoogali. Hanwood cycleway completed. Lake Wyangan cycleway resurfaced
- Flood Mitigation measures include:
 - Work is progressing on the Hanwood Stormwater pump and levee project including installation of stormwater pipeline and pits, kerb and gutter installation, construction of the pump station in Mallee Street and levee around Leonard Road and Mallee Street
 - Yoogali culvert upgrade completed
 - Lake Wyangan flood pipeline completed
- Council staff have led and guided representatives from the various Emergency Services and stakeholders through the regular Local Emergency Management obligations. Council has also participated in the development of support planning framework such as the Disaster Adaptation Plan and The Disaster

Who helped deliver growing our city goals?

- Griffith City Council
- Local, State and Federal Governments and agencies
- Non-government organisations
- Education and training providers
- Committees of Council
- Industry groups
- Griffith Business Chamber
- NSW Business Chamber
- Local businesses
- RDA Riverina
- Residents
- Police & emergency services
- Health providers
- Housing & accommodation providers
- RAMJO
- Emergency services

Valuing our Environment

7. Enhance the natural and built environment

- 7.1 Encourage respectful planning, balanced growth and sustainable design
- 7.2 Deliver projects to protect and improve biodiversity, biosecurity and sustainability
- 7.3 Protect our heritage buildings and precincts
- 7.4 Improve sustainable land use

Measuring our progress

- Council has issued construction certificates, occupation certificates and complying development certificates as per legislation and in a timely manner.
- NSW Planning Portal launched requiring applicants to lodge Development Applications online
- Enforcement and compliance actions relating to planning, building and construction, environmental protection, parking and animal compliance undertaken as required
- Griffith Local Environmental Plan 2014 – LEP Review – gazetted on 20 October 2023
- Griffith Health Precinct Master Plan – endorsed on 12 March 2023
- Griffith Residential Development Control Plan Review – endorsed on 14 November 2023
- Griffith Large Lot Residential Strategy – endorsed on 22 February 2024
- Council’s Biosecurity Officers assist in the management of vegetation on council land, roadsides, public and private land. Manage and maintain Council’s obligations under Biosecurity legislation. Considerable eradication of African Boxthorn and Prickly Pear. Weed control grants have helped maintain a strong control program for weeds of national significance within the LGA

<p>Private Swimming Pool inspections program ongoing</p>	<p>8 Biocontrol programs being 2 African boxthorn, 4 Prickly pear, 1 Sagittaria, 1 Paterson’s Curse</p>	<p>420 Trees planted in urban zones (including new subdivisions)</p>
<p>247 Residential Dwellings Approved January 2022 - June 2024</p>	<p>Griffith Employment Lands Strategy - endorsed on 23 April 2024</p>	<p>30km of roadside reserves have Priority weed control done annually</p>



8. Use and manage our resources wisely

8.1 Manage Griffith’s water resources responsibly

8.2 Reduce energy consumption and greenhouse gas emissions

8.3 Promote the use of alternative and renewable energy sources

8.4 Implement programs to improve sustainability

Measuring our progress

7%

Increase in water use per capita - 230kL/person in 2022/23 and 246 kL/person in 2023/24

[View Data](#)

6% decrease in amount of waste recycled from 2021 to 2023:

- 2021 – 1119 tns
- 2022 – 1145 tns
- 2023 – 1045 tns

Over 300 CRMs raised in relation to dumped rubbish during the Council term

Recycling rate was **14.3%** in 2018/19 and **19.5%** in 2021/22 [View Data](#)

A number of energy audits have been conducted on Council sites

5 %

decrease in greenhouse gas (CO2) emissions from 2018/19 to 2021/22 [View Data](#)

Lake Wyangan pump and pipeline constructed to remove excess flood water

Installation of energy efficient appliances including hot water systems, LED lighting in Council buildings and facilities

Council is investigating introduction of Food Organics and Garden organics (FOGO) service

- Council follows ‘best practice’ in operating, maintaining and managing its water systems. Water quality complies with Australian Drinking Water Guidelines
- Council uses Envirolube oil which is made from re-refined waste or sump oil
- Rebate program provided for water efficient devices
- Council continues to work with industry and other key groups to encourage the use of alternative and renewable energy sources
- Lake Wyangan and Catchment Management (LWCM) Strategy recommendations implemented in consultation with the LWCM Committee
- Treatment of Blue Green Algae undertaken in the North Lake with Chemiplas in 2022 however efforts were lost due to heavy rainfall and flooding
- Council’s domestic collection has been contracted out to JR Richards and Sons for a 10 year period from 3 November 2018. JR Richards and Sons deliver both the recycling and general waste collection service for the local government area
- Council holds Dump for Free weekends twice a year to help residents dispose of bulky waste and to combat illegal dumping throughout the local government area. Following a successful trial period, Dump for Free now operates twice a year for 2 one month periods
- Remote camera surveillance has been utilised to combat illegal dumping
- Council purchases vehicles where the combined tail pipe emissions do not exceed 240g/Km or the combined fuel consumption is less than or equal to 10.4 litres per 100Km as per the Green Vehicle Guide
- Engine idle times are monitored on selected plant and equipment through GPS monitoring tools to eliminate excessive idling where possible

Who helped deliver valuing our environment goals

- Griffith City Council
- Committees of Council
- Local, State and Federal Government and agencies
- Non-government agencies
- Community organisations
- Cultural organisations
- Education and training providers
- Research and environmental organisations
- Residents
- Progress Associations
- Local Land Services
- RAMJO
- Department of Planning Industry and Environment
- DPIE Water
- NSW Environment and Heritage



Financial Performance

Financial overview

Griffith City Council has continued to meet its statutory reporting obligations year-on-year with collation and presentation of Quarterly Review Reports and lodgement of Annual Financial Statements with the Office of Local Government completed as required. An extension of time for lodgement of the Annual Statements of Account 2022/2023 was approved by the Office of Local Government.

In each of the past 3 years, Council has recorded a consolidated operating surplus between \$1.8M and \$4.5M with a further consolidated surplus expected for the 2023/24 financial year with the financial accounts still under preparation at the time of preparing the State of our City Report.

Whilst Council has made all reasonable endeavours to maintain a positive financial position increasing financial pressure continues to be applied on Council particularly the General Fund. High inflation on expenditure items, net reduction in grant funding and ongoing cost shifting by other levels of government has placed Council's financial position at an unsustainable position into the future.

After extensive community consultation, in October 2023, Council resolved to apply for a permanent special rate variation increase to the Independent Pricing and Regulatory Tribunal (IPART) of 10.5 per cent each year for three years (2024/25, 2025/26, 2026/27) – a cumulative permanent increase of 34.9 per cent.

On 14 May 2024, IPART released its decision regarding Griffith City Council's application for a special variation to increase its general income by more than the rate peg.

Council's application was approved for a 22.10% cumulative increase over 2 years - 10.5% in 2024/25 and 10.5% in 2025/26 (inclusive of the rate peg) with the first 10.5% increase implemented in July 2024.

As part of Council's budget preparation and submission to IPART, our organisation has also committed to finding and implementing cost savings of \$1.0M per annum.

Griffith City Council has completed a large number of capital projects over the past three years including:

- the Regional Sporting Precinct including upgrades to the Griffith Regional Sports Centre
- the addition of a 50m outdoor pool at the Griffith Regional Aquatic Leisure Centre
- new amenities at Jubilee Oval
- Griffith Southern Industrial Link road project
- two new car parks in Railway Street
- Griffin Green Affordable Housing Project including 20 new townhouses and 42 ready to build housing lots
- upgrades to Borland Leckie Park and Wood Park
- Her Way 2680 project saw the construction of two new footbridges, footpaths, installation of lighting, upgrade to Don Best Park, new wayfinding signage, two new smart bus shelters with wireless phone charging and solar capabilities and nine new public works of art in the CBD.
- Mountain Bike Track Abattoir Road comprising of 4.5 km of tracks, skills area, shelter, fences and car park
- New Bicycle Pump Track Olympic Street
- Hanwood Oval amenities upgrade
- Yoogali Shared Pathway construction commenced
- Boorga Road and Dickie Road sealing project
- Kooyoo Street upgrade Stages 1 and 2 completed including installation of Café and Kiosk
- Yambil Street Stage 3 completed
- Barber Road drainage
- Lake Wyangan and Catchment Rehabilitation Strategy – initiatives commenced
- Hanwood Flood Pump and levee project - underway

Council's cash position remains in a satisfactory position as at 30 June 2024 with sufficient cash backed reserves to cover all external and internal reserves as well as current working capital requirements.





Next Steps

Where we are headed

The community vision for Griffith, states that “Griffith is a thriving and innovative regional capital with a vibrant lifestyle and diverse economy. We embrace our community, heritage, culture.” Our vision is designed to encourage commitment to our future and a sense of common purpose and responsibility.

Collectively:

- We aim to govern with integrity, transparency and accountability and to engage with residents, businesses, community organisations and Indigenous stakeholders in collaborative decision-making processes that address community needs, aspirations and priorities.
- We celebrate our cultural diversity and promote social inclusion and respect for all residents, regardless of background, ethnicity or identity. We strive to create a welcoming and inclusive community where everyone feels valued and empowered to participate fully in civic life.
- We are committed to promoting the health, safety and well-being of our residents by providing access to quality healthcare, education, recreation, and social services and fostering a strong sense of belonging and social connectedness.
- We aim to foster a dynamic and diversified economy that supports entrepreneurship, innovation and job creation, while ensuring equitable access to economic opportunities for all residents.
- We are committed to investing in essential infrastructure, including transportation, utilities, and digital connectivity, to support growth, enhance liveability and improve access to services and amenities for residents and visitors alike.
- We recognise the importance of protecting and enhancing our natural environment, conserving water resources, reducing carbon emissions and promoting sustainable land use practices to mitigate the impacts of climate change and ensure a sustainable future for generations to come.



We will achieve our community vision by working collaboratively to build a vibrant and resilient future for Griffith.

Council prioritises engaging with our community to ascertain its priorities for Griffith's future direction. The review of the Community Strategic Plan will serve as a roadmap for guiding decision-making, resource allocation and collaborative efforts to shape our city's future. We encourage participation from residents, businesses, community organisations, government agencies and other key stakeholders in the planning and decision-making process.

Council continues to identify opportunities for growth, innovation and improvement to shape our future trajectory. These include leveraging strengths such as our strong agricultural and manufacturing sector, food and wine culture, diverse community, strategic location, education and healthcare facilities, natural resources and recreational facilities, strong community spirit, cultural assets and innovation along with collaborative leadership to attract investment, foster entrepreneurship and enhance quality of life.

Future Challenges

In planning for our future, we also need to consider the challenges and risks that Griffith may face in the coming years. These include:

- The lack of affordable housing options leading to homelessness, housing stress, and social inequality as well as hindering skilled worker attraction.
- The impacts of the Murray-Darling Basin water buybacks including agricultural productivity, potential loss of jobs and economic downturn, economic stress and financial hardship.
- Aging infrastructure such as roads, bridges, and utilities require ongoing maintenance and sometimes costly upgrades. Balancing limited budgets with the need for essential infrastructure improvements can be challenging.
- Addressing climate change, reducing carbon emissions, and implementing sustainable practices in waste management, energy use, and water conservation.
- Cost of living, meeting the needs of our diverse communities, including affordable housing, healthcare, education, and recreational facilities, to promote social equity and community well-being.
- Attracting businesses, fostering entrepreneurship, and creating job opportunities while ensuring sustainable economic growth and resilience against economic downturns.
- Retaining young people.
- Keeping pace with advancements in technology to improve services, enhance communication with residents, and ensure cybersecurity in an increasingly digital world.
- Managing budgets effectively, identifying sources of revenue, and allocating resources efficiently to provide essential services while minimising the burden on ratepayers.
- Maintaining transparency, accountability, and trust in local government through open communication, ethical leadership, and public participation in decision-making processes.

Navigating these future challenges will require visionary leadership, proactive planning and collective action from the Griffith City Council, other partners and the community. By working together and leveraging the city's strengths and resources, Griffith can strive towards a sustainable, prosperous and inclusive future for all residents.



Griffith City Council

1 Benerembah Street, Griffith NSW
2680

P: 1300 176 077

E: admin@griffith.nsw.gov.au

W: griffith.nsw.gov.au

