



Ordinary Meeting

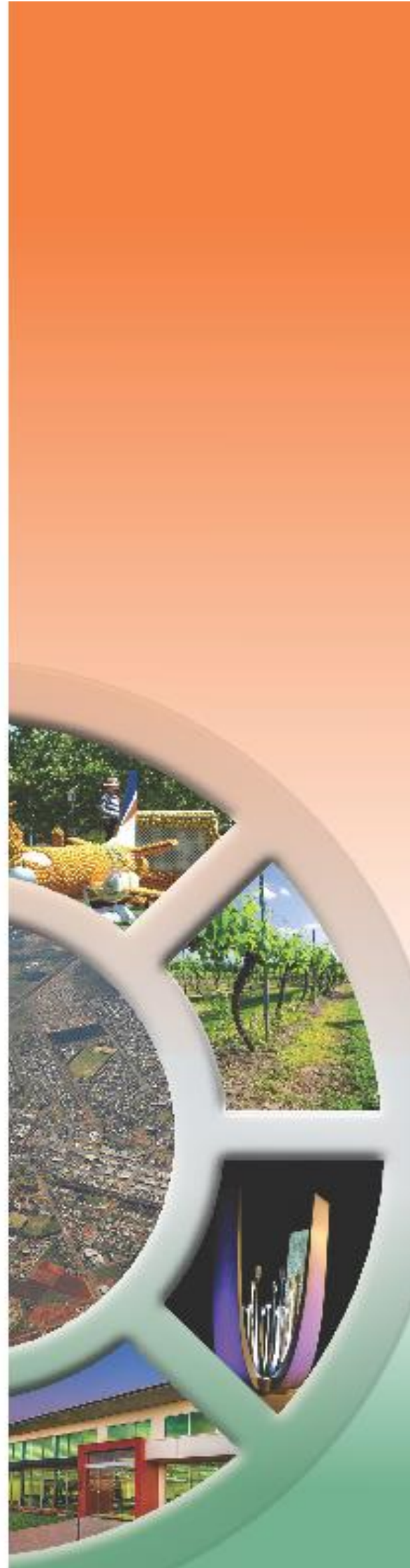
Tuesday, 12 November 2024

ATTACHMENTS UNDER SEPARATE COVER

**CL02 New Playground, Lake Wyangan
Foreshore Development**

**CL06 Review of Community Engagement
Strategy**

CL07 State of our City Report 2024



ATTACHMENTS UNDER SEPARATE COVER

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LAKE WYANGAN PLAYGROUND

OPTION 1



PLAY EQUIPMENT

- ❶ Adventure Multiplay (Z21-3881)
- ❷ Three Bay Swing : Pod, Junior & Toddler seats (Z22-0406)
*wheelchair accessible
- ❸ Tug Boat Inclusive Springer (Z23-0838)
*wheelchair accessible
- ❹ Cubby House (J235)
*wheelchair accessible
- ❺ Kingfisher Springer (Z23-0833)
- ❻ The Sand Factory & Sand Digger (J5001-M)
- ❼ Climbing Tower (J60001)
- ❽ Double Inclusive Whirlwind (J2404)
*wheelchair accessible
- ❾ Hip Hop (J2410)

LEGEND

- IMPACT AREA AS4685
- FREE SPACE
- SAND SAFETY SURFACING
- RUBBER SAFETY SURFACING



SCALE 1:150 @ A3

Refer EQUIPMENT SCHEDULE for play elements

1

Lake Wyangan Playground
LAYOUT PLAN

Plan



Z21-3881
Adventure Multiplay
*with unique accessible inclined net access, ground level play features and climbing challenges

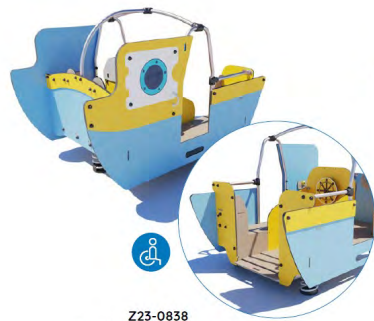


Z22-0406
Three Bay Swing : Pod, Junior & Toddler seats
*wheelchair accessible



1
Lake Wyangan Playground
EQUIPMENT SCHEDULE

Equipment



Z23-0838
Tug Boat Inclusive Springer
*wheelchair accessible



J235
Cubby House
*wheelchair accessible



Z23-0833
Kingfisher Springer



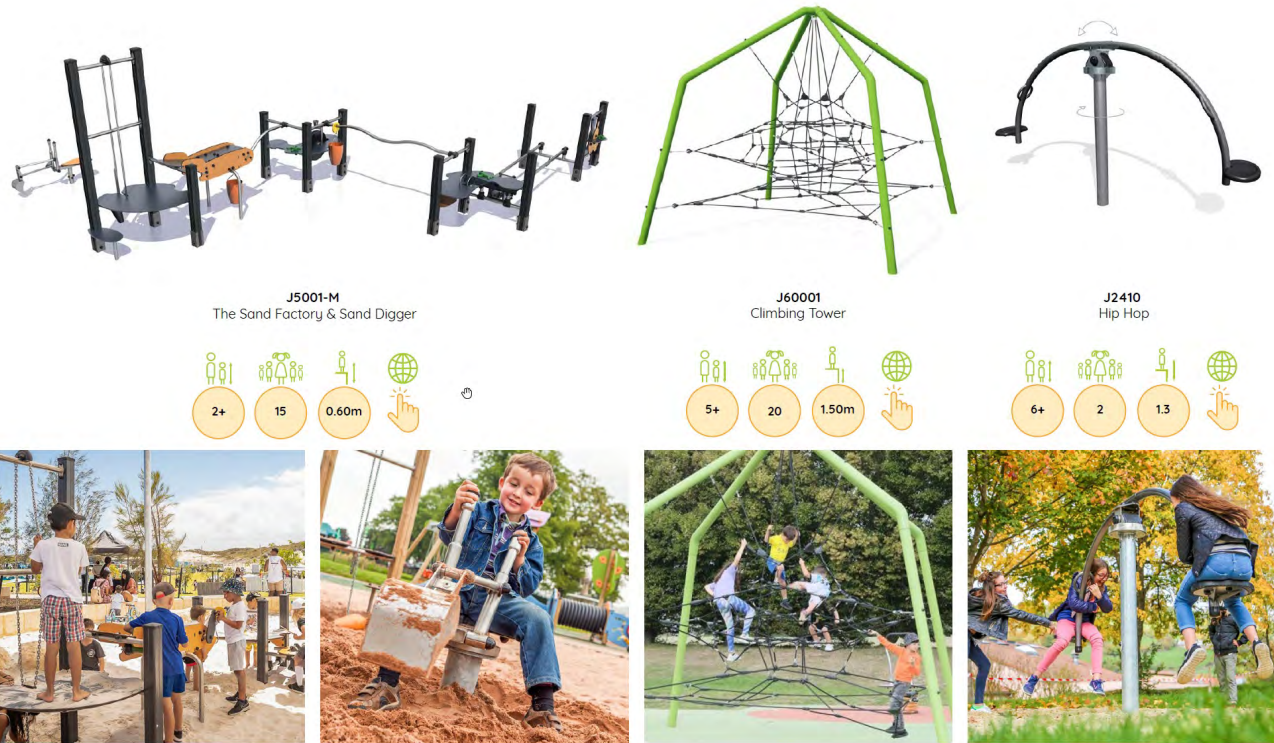
J2404
Double Inclusive Whirlwind
*wheelchair accessible



1

Lake Wyangan Playground
EQUIPMENT SCHEDULE

Equipment



J5001-M
The Sand Factory & Sand Digger

2+ 15 0.60m

J60001
Climbing Tower

5+ 20 1.50m

J2410
Hip Hop

6+ 2 1.3



1

Lake Wyangan Playground
EQUIPMENT SCHEDULE

Equipment



1

DESIGN SOLUTION Lake Wyangan Playground
Griffith City Council



1

Lake Wyangan Playground
DESIGN CONCEPT



1

Lake Wyangan Playground
3D VISUALISATION



1

Lake Wyangan Playground
3D VISUALISATION



1

Lake Wyangan Playground
3D VISUALISATION



1

Lake Wyangan Playground
3D VISUALISATION



1

Lake Wyangan Playground
3D VISUALISATION

OPTION 2

2



Lake Wyangan Inclusive Playground
Griffith City Council

AU22083
23.08.2024

Concept
One

Sensory Dome

CRP812001
CRP812001-xx02
5+ Years



1

A/Fr, Bay (2), Galv, Bn-R, Std, Baby, Ing 4

CUSTOM KSW (PCON)
KSW904-CUSTOM-20305497
2+ Years



4

Universal Carousel

PCM157
PCM157-xx05
2+ Years



2

Koala Springer

MOM-CUSTOM-160479
M17701-xxP
1+ Years



5

Play Tower with Ramp

PCM103031
PCM103031-xx04
2+ Years



3

Australia Animal Seesaw

MOM-CUSTOM-162793
M18601-xxP
3+ Years



6



2

Equipment

Lake Wyangan Inclusive Playground

GRIFFITH CITY COUNCIL

DATE: 23/08/24
AU22083

2



Lake Wyangan Inclusive Playground
Griffith City Council

AU22083
23.08.2024

Concept
One



2

222 PLAY
1+ YEARS
121 USERS

Lake Wyangan Inclusive Playground
Griffith City Council

AU22083
23.08.2024

Concept
One



2

Lake Wyangan Inclusive Playground
Griffith City Council

AU22083
23.08.2024

Concept
One



2

Lake Wyangan Inclusive Playground
Griffith City Council

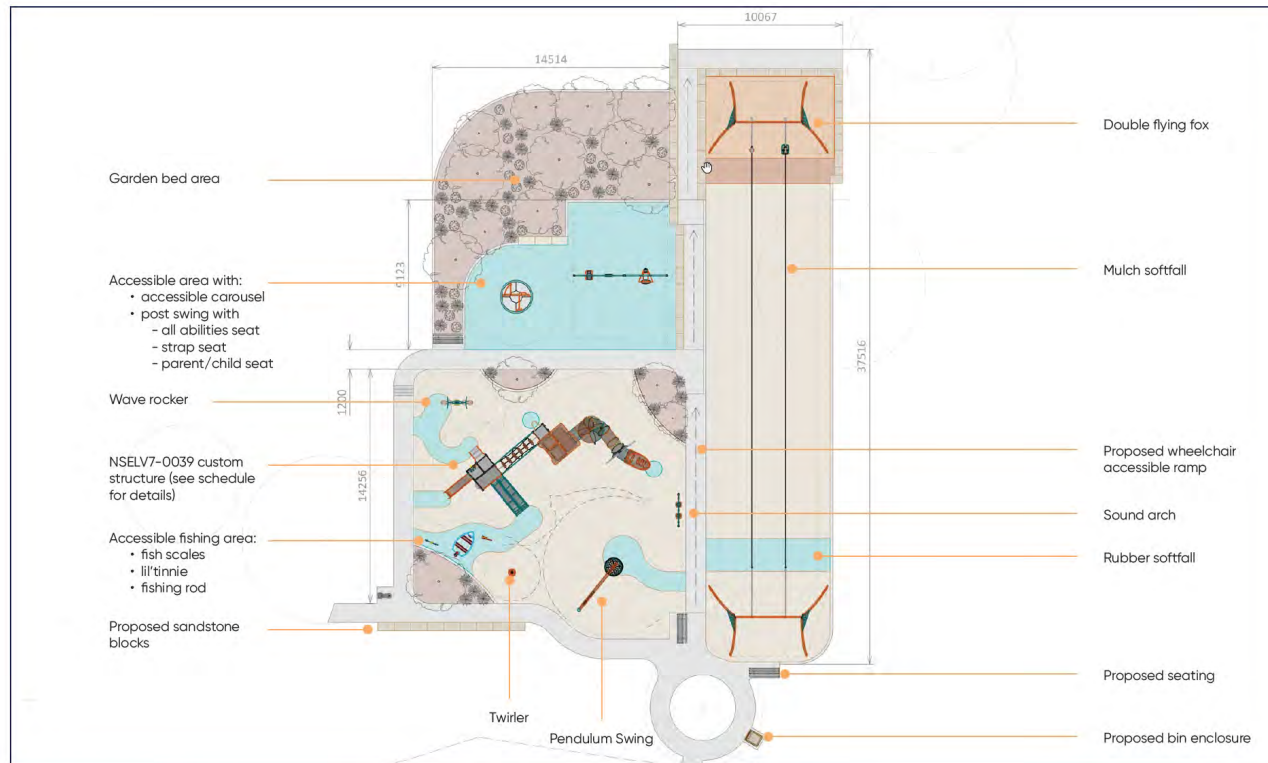
AU22083
23.08.2024

Concept
One



2

OPTION 3



3

Lake Wyangan - Griffith					Site Address	Notes
Drawing No.	Option	Drawing Type	Revision		578 Lakes Rd	
NSELV7-0039	01	Plan	01		Lake Wyangan NSW 2680	
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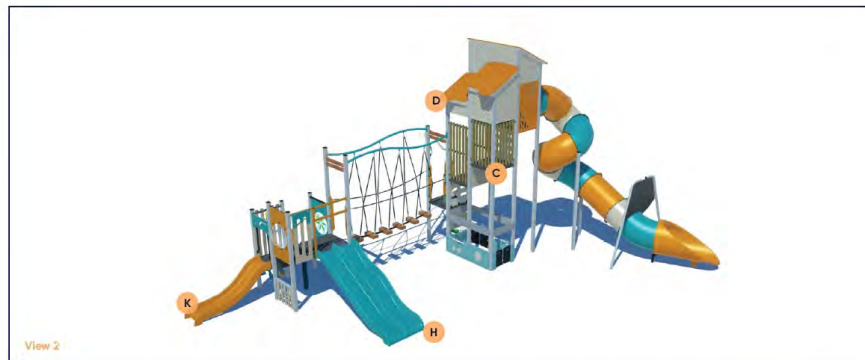
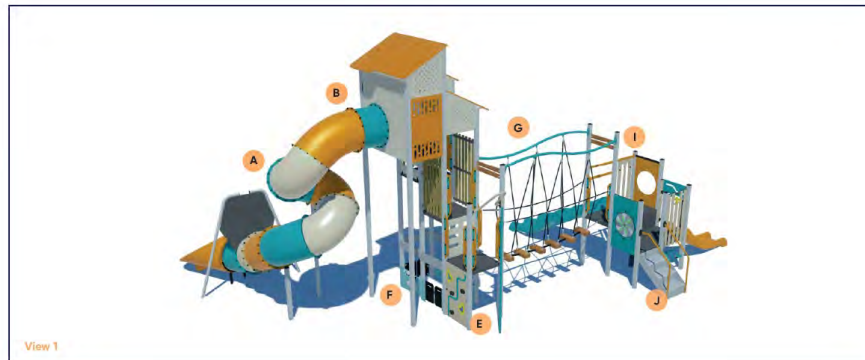
Plan



3

Lake Wyangan - Griffith				Site Address	Notes
Drawing No.	Option	Drawing Type	Revision	578 Lakes Rd	
NSELV7-0039	01	Site Plan	01	Lake Wyangan NSW 2680	
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Plan



Equipment schedule

- A 3.4m curved tunnel slide
- B 3400H enclosed platform
- C 2600H enclosed platform
 - with 800 plastic climber to 3400H platform
- D 2000H platform
 - with 600 rock joiner to 2600H platform
- E 1200H platform
 - rock climber
 - 1200 fire pole
 - 800 plastic climber to 2000H platform
 - barrier panels
- F toddler surf panels (underplay)
 - activity panel
 - 2x doors panel
 - abacus panel
- G scatter bridge joiner
- H double wave slide
- I 1200H platform
 - observation panel
 - counter panel (under)
 - slide entrance panel
- J 2x 800H platforms
 - kaleidoscope panel
 - binocular panel
 - entrance panel
 - stairs from ground
- K 800 wave slide

3

Lake Wyangan - Griffith				Site Address	Notes
Drawing No.	Option	Drawing Type	Revision	578 Lakes Rd	
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Equipment

Key play equipment



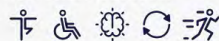
Swing Set



Seat inclusions - all abilities seat, strap seat and parent/child seat



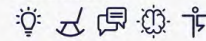
Accessible Carousel



Our Accessible Carousel has more support compared to a traditional carousel and with the space for one wheelchair as well as 3 other users



Wave Rocker



Rocking on our Wave Rocker trains children's motor skills, balance and coordination, it can be used solo or in pairs.



Fish Scales



Our interactive fish scales encourage imagination and with two sets little anglers can compete for the biggest catch of the day



Lil Tinnie and Fishing Rod



Lil Tinnie promises hours of nautical-themed fun. Our fishing rod is designed to encourage motor skills and joy of the outdoors



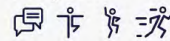
Twirler



Twirler allow children to spin around and get dizzy, safely, suitable for most ages and can be used alone or by multiple users.



Swing Set



Swings can promote physical development, coordination, and imaginative play, making them a favourite for children of all ages.



Sound Arch



Our Sound Arch is an inclusive and sensory play product. Children can shake the Sound Arch ropes to make musical sounds

3

Equipment



Accessible and inclusive

We have designed this playground to be an inclusive playspace to accommodate children of all abilities, eliminating barriers and equal access to play opportunities.

3

Lake Wyangan - Griffith				Site Address	Notes
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Ages 0-12
Activities 13

3

Water themed
Inclusion of boat and fishing play elements to complement Lake Wyangan's surroundings and history

Colours
Bright colours chosen to draw attention to the playground while the blue draws continuity from the lake

Inclusive Playspace
We have designed this playground to be accessible with all abilities. Ramp is wheelchair compliant and paths connect to all activities. Rubber is utilised in our inclusive design.

Australian Made
ForPark opened its first factory in Perth in 1979, and has since become one of Australia's most established and reputable playground suppliers



3

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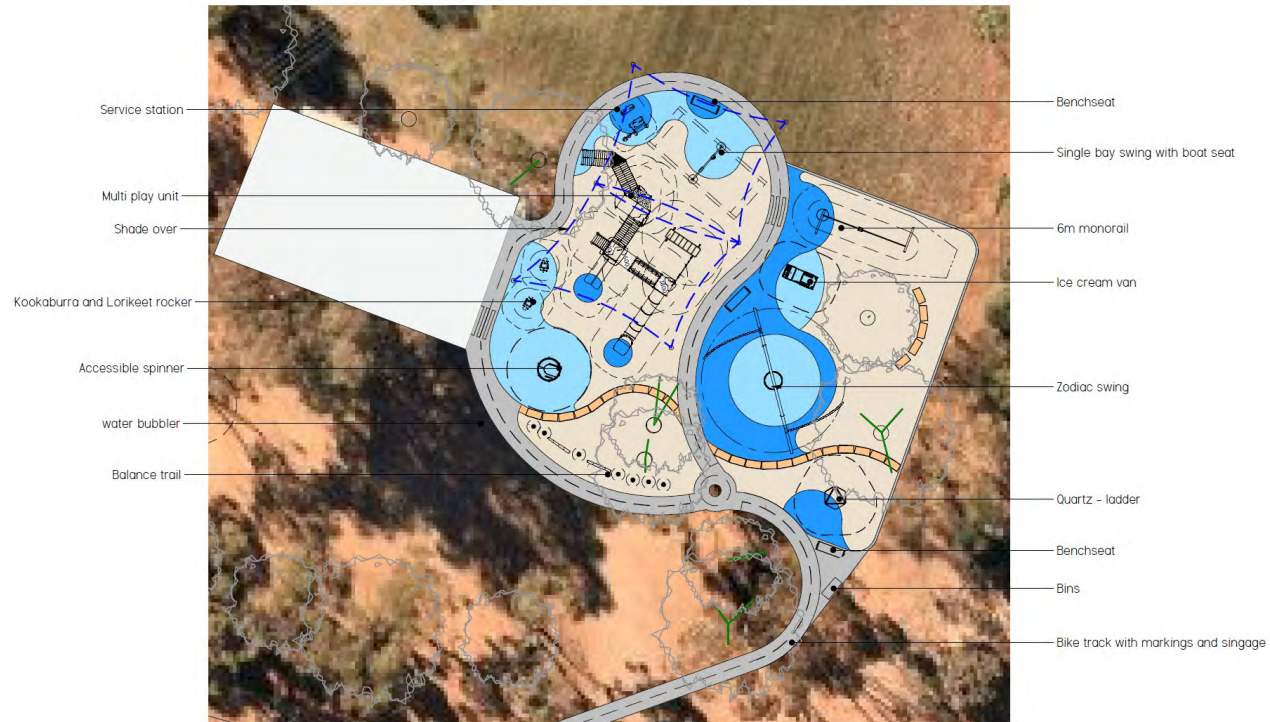
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OPTION 4



4

Griffith city council

Lake Wyangan option 2

Drawing No. OMC 2408-19B
Scale: 1:200 @ A3

Plan

PLAY EQUIPMENT

1. CONNECT MULTIPLAY UNIT



2. ZODIAC SWING



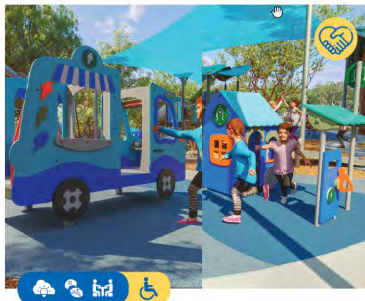
3. COMPACT DOUBLE SWING



4. VOICE TUBE



5. TOWN PLAY



6. MONORAIL 6M



PLAY VALUES

- | | | | |
|--|--------------|--|----------------|
| | Balance | | Swing |
| | Strength | | Spin |
| | Agility | | Rocking |
| | Coordination | | Sand & Water |
| | Climb | | Social Play |
| | Jump | | Role Play |
| | Slide | | Imaginary Play |

INCLUSIVENESS

- Sound
- Sensory
- Special Needs



4

Equipment

PLAY EQUIPMENT

7. THE LADDER QUARTZ CLIMBER



8. AUSTRALIAN BUSH STORY PANEL



9. BALANCE TRAIL



10. ACCESSIBLE SPINNER



11. LORIKEET ROCKER



12. KOOKIE ROCKER



PLAY VALUES

- | | | | |
|--|--------------|--|----------------|
| | Balance | | Swing |
| | Strength | | Spin |
| | Agility | | Rocking |
| | Coordination | | Sand & Water |
| | Climb | | Social Play |
| | Jump | | Role Play |
| | Slide | | Imaginary Play |

INCLUSIVENESS

- Sound
- Sensory
- Special Needs



4

Equipment



4





4



COMMUNITY ENGAGEMENT STRATEGY 2024-2026



Contents

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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.



A message from the Mayor

Foreword

Meaningful communication between Council and the community is essential for our City's continued growth and success.

This two-way process furthers our connection, engagement and ability to drive action based on our community's needs.

Griffith City Council recognises that community members and other stakeholders have a lot to offer through their expertise, skills and experience, and we want to make the most of your knowledge when making Council decisions.

We want our City to be inclusive for all. This means that communication needs to be clear, accessible and delivered to a standard that effectively meets the requirements of our community.

This strategy will help Council maintain an environment where the voice of the community is at the heart of the services and infrastructure that Council provides.

I urge all residents within our diverse community to help by actively participating whenever they can. This will help Council make the best decisions for us all into the future.

Councillor Doug Curran
Mayor, Griffith City Council



Introduction

Background

Council is committed to opening up a dialogue with many of our key audiences so we can better understand what our community wants. Through engagement opportunities such as our Community Opinion Group (COG) Meetings, monthly Council Cafes, community surveys and participation at community events, we have connected with hundreds of community members who have shared their thoughts, experiences and feelings about Griffith.

The feedback we have received has been invaluable and has helped us identify communication and engagement needs, what we are doing well and what we can improve on. It is evident that our community wants to:

- Have face-to-face communication in informal and relaxed settings with evening or lunch the preferred times for interactions
- Be heard on projects and issues that are important to them, and be kept up to date with progress
- Be informed about Council events and news in a variety of ways such as social media, email newsletter, radio, website, print and information sessions
- Have a mix of Councillors, senior staff and other staff present at information sessions.

We also heard that Council needs to:

- Be more responsive and explain 'why' we are doing what we do
- Clarify in simple terms why the community needs to provide input by explaining the impacts
- Explain how the feedback was considered in the decision-making process and if feedback did not influence the decision, why not?
- Recognise and acknowledge feedback or input received.

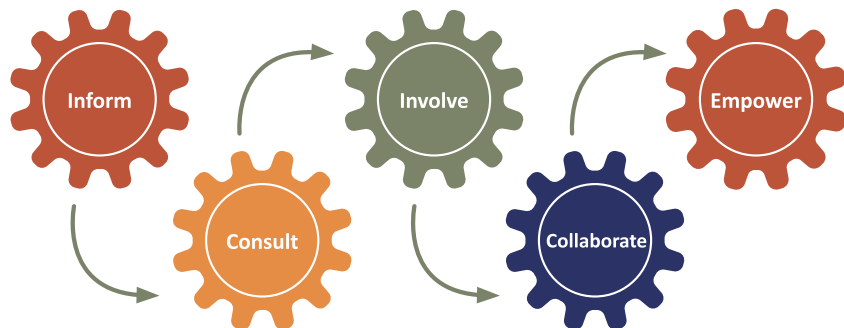
This Strategy will be used to help us create genuine opportunities to connect with our community.

Principles and values guiding engagement

Meaningful engagement helps shape the strategic direction of our city, as well as informing the various policies and plans that support this vision. When Council has the opportunity to control the outcomes of a decision, we are committed to providing best practice engagement.

The development of this Strategy has been guided by the International Association for Public Participation (IAP2) Spectrum principles which are designed to assist with determining the level and type of engagement, the scope of our community's input and the role those engaged will have in the decision-making process.

The five levels of public participation are:



Key objectives

In accordance with the Local Government Act 1993, Council is required to establish and implement a strategy for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters).

Council's Community Engagement Strategy (CES) prioritises social justice principles of equity, access, participation and rights, in an effort to build a more inclusive, democratic and just society.

Some key objectives of Council's CES include enhancing transparency, fostering inclusivity, building trust, promoting collaboration, empowering residents, facilitating informed decision-making, enhancing accountability and supporting community development.

This Strategy is key to guiding Council's review of the Community Strategic Plan (CSP), Council's overarching plan which sits above all other Council plans and policies in our planning hierarchy.

This Strategy will guide how we plan and undertake engagement. Planning for engagement considers a range of factors including who the project will impact, how much impact the project will have and how interested the community might be in the project.

Why engage?

Community engagement is the basis of good governance. By using best practice community engagement approaches, we seek to involve the community in decision-making.

Community engagement provides a valuable link between Councillors, Council staff and the community by:

- Enabling Council to gain a better understanding of local needs
- Enabling the community to be informed
- Reducing the level of misconception or misinformation
- Ensuring greater community understanding of decision making and outcomes
- Encouraging the community to participate in engagement activities and put forward ideas

- Helping to identify issues that the community feel are important and asking for solutions by those who are most affected
- Acknowledging the basic need for people to be involved in decisions that impact them
- Enabling Council to make informed and sustainable decisions.

It is important to understand that not every decision before Council requires engagement. Councillors are elected by the community to lead the strategic direction of Council on behalf of residents. Therefore, community engagement does not replace the statutory decision-making functions of Council. Rather, it informs and guides it.

Risks

Developing a community engagement strategy involves navigating various risks.

Some of the risks include:



Limited participation

Engagement needs to be broadly promoted so that all members of the community actively participate

Accessibility

Engagement needs to take place in accessible locations across the city and use a range of methods



Failure to engage hard to reach groups

Targeted engagement is needed to reach certain groups such as young people, families and minority groups



Resource & timing constraints

Ensure there are a range of opportunities and sufficient information available to enable a high level of participation



Consultation fatigue

Continuous engagement efforts may lead to fatigue among community members reducing their willingness to participate


Unrealistic expectations

Data collected through community engagement may be unreliable if not gathered properly, leading to inaccurate conclusions and/or decisions



Exclusion

Limited access to technology or low computer literacy may exclude some from the engagement process, widening existing inequalities



Loudest voices

Too much participation from certain individuals or groups may dominate the conversation, marginalising other voices



Opportunities

There are also numerous opportunities.

Some of the opportunities include:

Build trust

Meaningful engagement builds trust between Council and the community, fostering long-term relationships and collaboration



Creative solutions

Community input can spark innovative ideas that may not have been considered otherwise



Better decision making

Effective community engagement can lead to better-informed decision-making, increased buy-in from stakeholders, and ultimately improved project outcomes

Diverse perspectives

Engaging with a wide range of community members allows for the incorporation of diverse perspectives, leading to more robust and inclusive solutions



Involved community

Building community support and involvement can contribute to the long-term sustainability of the project beyond its initial implementation



Transparency

Transparent engagement processes hold Council accountable to the community, ensuring that decisions are made in the public interest and are responsive to community needs and concerns



Increased awareness

Engagement processes provide opportunities to educate the public about the project, its goals, and its potential benefits, increasing awareness and understanding





In community engagement, the roles of Councillors and Council staff are crucial for the success of the process. Here's how each group typically contributes:

Mayor

The Mayor:

- acts as the spokesperson for Council to promote engagement on key strategic plans including developing the Community Strategic Plan (CSP)
- together with the General Manager, ensures adequate opportunities and mechanisms for engagement between Council and the local community
- promotes partnerships between Council and key stakeholders.

Mayor and Councillors

Elected representatives:

- promote engagement on key strategic plans including supporting and participating in community engagement for the development of the CSP
- participate in the development of Integrated Planning and Reporting (IP&R) component documents, including the CSP
- as members of the elected body, endorse the CSP on behalf of the community and approve the remaining component IP&R documents.

As elected members, the Mayor and Councillors play a crucial role in community engagement. Councillors listen to the views of the community and consider those views when making decisions, setting policy, advocating on behalf of the community and allocating resources. Councillors work together to make decisions about what Council will do to meet the community's needs and how money should be spent in the best interests of the whole community.

Council facilitates a number of opportunities for Councillors to engage with residents.

These include:

- Council meetings
- Council Café (held on the third Thursday of each month)
- Community Opinion Group (COG) Meetings (held quarterly)
- Connect Griffith - online engagement hub

- Youth Advisory Group (YAG)
- Involvement on Council Committees and other Committees external to Council
- Public forums and workshops
- Face-to-face meetings with residents
- Councillor Column in Council Catch Up (Community newsletter)
- Attending Council and non-Council events
- Conferences and networking.

General Manager and Senior staff

The General Manager:

- oversees preparation of the CES and IP&R component documents and endorsement by the elected Council
- ensures that community members are given enough information to participate in the IP&R process in a meaningful way.

The role of senior staff of Council in community engagement is critical for ensuring that engagement efforts are effectively planned, implemented and integrated into the decision-making processes.

Senior staff provide leadership and direction, setting the vision, goals and priorities for engagement activities. They develop policies and guidelines, build capacity of Council employees, maintain relationships with key stakeholders, allocate resources to support community engagement activities and communicate with Councillors and the community about engagement initiatives and outcomes.

Council staff

Council staff:

- work with, and support the General Manager in the development of the strategy and plans to engage the community
- implement the engagement strategy and provide timely advice to the General Manager on community views.

Council staff members plan and coordinate community engagement activities, facilitate engagement sessions, provide technical expertise on project-related matters, collect and analyse data gathered through engagement activities and document engagement activities and outcomes.



Stakeholders

Community engagement is a shared responsibility. We all have a role to play in participatory decision-making that shapes the places where we live, work, play and create.

We want to ensure that the voices of our community are included in our engagement process and that relationships with our constituents are meaningful.

Identification and analysis

A vital component of the community engagement process includes identifying and understanding key stakeholders who will be impacted by, or who have an interest in a decision. Our engagement aims to reach everyone in the community to ensure a range of views are heard. Our stakeholders include, but are not limited to:

Council Committees:

Council has a number of Committees made up of staff, Councillors and external community members and they convene on issues relevant to specific topic areas. These include:

- Community Opinion Group
- Audit Risk & Improvement Committee
- Disability Inclusion & Access Committee
- Floodplain Management Committee
- Local Emergency Management Committee
- Memorial Park Gardens Embellishment Committee
- New Cemetery Masterplan Committee
- Pioneer Park Museum Committee
- Traffic Committee
- Lake Wyangan & Catchment Management Committee
- Scenic Hill User Group
- Youth Advisory Group

The role of Council Committee Members in community engagement is to:

- act as advocates for the interests, concerns and needs of the broader community within the Committee's scope of responsibility
- offer valuable perspectives, insights and feedback based on their knowledge of the community's dynamics, challenges and aspirations
- serve as conduits for communication between the community and the Committee, ensuring that

information flows effectively in both directions

- participate in discussions, deliberations and decision-making processes to contribute to the development of initiatives, policies, or projects that align with community needs and priorities.

External stakeholders/Councils:

The list of external stakeholders is long and varied. Stakeholder groups who may be identified in a community engagement process include:

- Griffith City Council ratepayers
- People who live, work, or visit Griffith
- Investors (existing/new/potential)
- Businesses operating in Griffith
- Active industry groups or associations
- Community, sporting, cultural and environmental groups
- Culturally and Linguistically Diverse (CALD)
- Refugee community
- Young people
- Students
- Children and families
- Retirees/mature aged people
- LGBTQI+ community
- Aboriginal and Torres Strait Islander community
- Not-for-profits and non-government organisations
- Neighbouring and other Councils
- State and Federal Members
- Relevant government agencies (including Department of Planning and Environment, Transport for NSW, Department of Communities and Justice, NSW Health, Office of Local Government, Destination NSW, Create NSW, NSW Office of Sport and Recreation, NSW Department of Education).

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



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



2,910
Manufacturing industry



477,383
Visitors to the region annually

data source: id consultancy August 2024

Challenges and solutions



Challenges and solutions

Council recognises that views gathered through engagement should be representative of a broad cross-section of our community.

We have identified some specific groups that may be 'harder to reach' as they may have barriers to participation such as experience, language, resource and timing constraints and accessibility.

Aboriginal & Torres Strait Islander people

CHALLENGES

Barriers to communicating with members of the Aboriginal and Torres Strait Islander communities may include:

- **Cultural and Linguistic Differences** - Varied cultural backgrounds, languages, and dialects among different Aboriginal communities may create barriers to effective communication.
- **Historical Trauma and Mistrust** - Past experiences may lead to mistrust or skepticism towards outsiders, including communication efforts
- **Limited Access to Communication Tools** - Some Aboriginal communities may have limited access to communication technologies or face challenges with connectivity due to locations or socioeconomic factors
- **Cultural Sensitivity and Respect** - Lack of cultural sensitivity or understanding of Aboriginal customs, protocols, and values can hinder effective communication
- **Communication Style Differences** - Variances in communication styles, including nonverbal cues, storytelling traditions, and oral histories, may lead to misunderstandings for those not familiar with Aboriginal cultural norms
- **Health and Socioeconomic Disparities** - Health issues, socioeconomic challenges, and disparities in access to education and resources can impact communication effectiveness within Aboriginal communities.

SOLUTIONS

- Provide training and cultural competency programs to educate individuals on Aboriginal cultures, histories, and communication protocols
- Foster genuine relationships and partnerships with Aboriginal communities through active engagement, collaboration, and consultation
- Adopt trauma-informed communication practices that prioritise empathy, respect, and acknowledgment of historical traumas and their impact
- Adapt communication styles to align with Aboriginal cultural norms, such as utilising storytelling, visual aids and participatory approaches
- Advocate for and support initiatives that improve access to communication tools, resources, and services within Aboriginal communities.

Culturally diverse communities

CHALLENGES

- **Language barriers** - Differences in language proficiency can hinder effective communication and understanding
- **Cultural differences** - Varied cultural norms, values, and communication styles may lead to misunderstandings or misinterpretations
- **Lack of trust** - Historical or systemic factors may contribute to mistrust of authority figures or institutions, affecting engagement efforts
- **Socioeconomic disparities** - Socioeconomic factors such as income, education level, and access to resources can influence participation levels
- **Limited access to information** - Some communities may face barriers in accessing information due to technological, literacy, or geographical constraints.

SOLUTIONS

- Providing translated materials, interpretation services, or bilingual staff to ensure information is accessible to diverse linguistic groups
- Equipping staff and volunteers with knowledge and skills to navigate cultural differences sensitively and effectively
- Engaging with community leaders, organisations, and influencers to build relationships, credibility, and mutual understanding
- Developing targeted outreach efforts that consider the unique needs, preferences, and communication channels of diverse communities
- Actively involving community members in decision-making processes to empower them and ensure their voices are heard and valued
- Partnering with local organisations, faith-based groups, or cultural associations to leverage existing networks and reach underserved communities.



People with a disability

CHALLENGES

- **Physical Barriers** - mobility impairments limiting physical movement and communication
- **Sensory Impairments** - deafness or hard of hearing, making verbal communication challenging. Visual impairments hindering the understanding of written or visual communication
- **Cognitive or Intellectual Disabilities** - difficulty processing information or understanding abstract concepts
- **Language and Communication Differences** - speech or language disorders affecting articulation and comprehension
- **Social Stigma and Stereotypes** - discrimination and negative stereotypes impacting communication and social interaction
- **Lack of Accessibility in Communication Tools** - inaccessible websites, mobile applications, or communication platforms
- **Lack of Training and Awareness** - insufficient knowledge or training in effectively communicating with people with disabilities.



SOLUTIONS

- Provide accessible environments and assistive devices like communication boards
- Learn sign language, provide written materials in accessible formats, and use clear verbal descriptions
- Use simple language, break down information, and provide visual aids or concrete examples
- Be patient, use alternative communication methods, and allow individuals to communicate at their own pace
- Foster an inclusive environment, challenge stereotypes, and promote awareness and education
- Design communication tools following accessibility standards and provide alternative formats or assistive technologies
- Offer training programs to educate about different disabilities, communication strategies, and inclusive practices.

Working families

CHALLENGES

- **Time Constraints** - busy schedules and conflicting priorities make it challenging to find time for communication
- **Limited Availability** - irregular working hours or shift work can hinder availability for communication
- **Communication Overload** - information overload from multiple sources, such as work-related communications, school updates, and personal commitments
- **Stress and Fatigue** - high levels of stress and fatigue from balancing work and family responsibilities can affect receptiveness to communication
- **Technology Gaps** - limited access to or proficiency with communication technologies, especially among older generations
- **Privacy Concerns** - reluctance to share personal or family-related information due to concerns about privacy or confidentiality.

SOLUTIONS

- Offer multiple communication channels such as email, phone calls, text messages, and in-person meetings to accommodate varied schedules
- Establish regular communication times that align with the availability of working families, considering factors like evening or weekend availability
- Prioritise essential information and provide clear, concise updates to prevent communication overload
- Recognise the challenges of balancing work and family life, and approach communication with empathy and understanding
- Offer training sessions or resources to improve digital literacy and proficiency with communication technologies
- Assure families that their privacy will be respected and offer options for communication that prioritise confidentiality.



Young people

CHALLENGES

- **Generation Gap** - Differences in values, interests, and communication preferences between older adults and young people may lead to misunderstandings
- **Technology Dependency** - Reliance on digital communication platforms and social media may limit face-to-face interactions and affect the quality of communication
- **Short Attention Spans** - Young people may have shorter attention spans and may be easily distracted, making it challenging to maintain engagement during communication
- **Peer Influence** - peer pressure and influence from friends may impact young people's receptiveness to external communication from adults or authority figures
- **Lack of Trust** - past negative experiences or perceived lack of understanding from adults may lead to mistrust and resistance to communication
- **Language and Jargon** - the use of unfamiliar language, jargon, or technical terms may hinder comprehension and engagement among young people
- **Privacy Concerns** - concerns about privacy and confidentiality in communication, especially in the context of sharing personal information or discussing sensitive topics.

SOLUTIONS

- Listen actively, show empathy, and validate young people's perspectives to build trust and rapport
- Embrace digital communication platforms and social media to reach young people where they are comfortable and active
- Create interactive and visually appealing content that captures young people's attention and maintains engagement
- Involve peers and youth leaders in communication efforts to leverage peer influence and enhance credibility
- Be transparent, honest, and authentic in communication to foster trust and credibility among young people
- Use plain language, avoid jargon, and provide clear explanations to ensure comprehension and engagement
- Respect young people's privacy rights and obtain consent before sharing personal information or discussing sensitive topics.



Older people

CHALLENGES

- **Technological Challenges** - lack of familiarity or comfort with modern communication technologies such as smartphones, computers, or social media platforms
- **Sensory Impairments** - age-related decline in vision or hearing, making it difficult to perceive and understand communication effectively
- **Cognitive Changes** - memory loss, cognitive decline, or conditions like dementia affecting the ability to process and retain information
- **Generational Gap** - differences in communication styles, preferences, and cultural references between older individuals and younger generations
- **Health Concerns** - physical or mental health issues such as fatigue, pain, or depression that can impact engagement in communication
- **Limited Mobility** - mobility issues or disabilities that make it challenging to access communication devices or participate in face-to-face interactions
- **Resistance to Change** - reluctance to adapt to new communication methods or approaches due to a preference for traditional forms of communication.



SOLUTIONS

- Use straightforward and familiar communication tools such as phone calls, letters, or in-person conversations to accommodate technological challenges
- Provide communication materials in large print, high contrast, or audio formats to assist those with sensory impairments
- Repeat key information and use simple language to aid comprehension for individuals experiencing cognitive changes
- Approach communication with patience, empathy, and a willingness to understand the perspective of older individuals
- Ensure comfortable seating arrangements and accessible environments to accommodate mobility issues during face-to-face interactions
- Offer training sessions or individual support to help older individuals learn and navigate new communication technologies at their own pace
- Acknowledge and respect the value of traditional communication methods while gently introducing newer options for those open to change.



Implementation

Identifying engagement opportunities

Engagement can be used to share information, educate, gather views and opinions, develop options, or make decisions. Not every program or project requires engagement; however, we have identified some of the main reasons that would trigger an engagement activity.

These include:

- Council resolutions for example if Council decides to change its services, regulations or initiate a major development, and would like to know the community's view on a matter
- Statutory requirements - this includes planning, budget consultations or similar, which have clearly defined engagement requirements or methodologies. For example the Community Strategic Plan (CSP), the Delivery Program and Operational Plan (Budget)
- Public exhibition for proposals relating to policy changes, development applications and strategic plans that impact our region. These are placed on public exhibition so residents can provide comment and input
- Projects and initiatives of which Council seeks community views and input into plans, strategies, policy, projects and programs
- Ongoing engagement to foster long-term relationships and partnerships and consistent connection through our programs and services
- Community satisfaction to gain an indication of Council's performance in delivery of key services, e.g. customer satisfaction surveys. This ongoing feedback ensures our services meet community needs
- Community interest in response to an issue or proposal where the community or stakeholders have indicated they have significant concerns, interests, or that issues have not been adequately considered.

Council has the responsibility of making decisions for and on behalf of the community, therefore, we are required to ensure that appropriate community input and/or statutory requirements are considered in that process.

How will Council carry out community engagement?

There are a number of ways in which Council may choose to carry out its community engagement process. The preferred method or methods of engagement will be determined by the plan or project and its possible impact on the community. While some plans or projects require simple notification, others may require greater community consultation.

The IAP2 Spectrum is a widely recognised framework for understanding the levels of public participation in decision-making processes. It consists of the following five levels of engagement, ranging from inform to empower:

Inform

Council aims to provide the community with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, or solutions.

Consult

Council is required to seek feedback on options or alternatives and take the feedback into account but retains the decision-making authority.

Involve

Council works directly with the community throughout the process to ensure that public concerns and aspirations are understood and considered. Council might establish an advisory Committees or Working Groups to collaborate on projects, develop recommendations, and provide ongoing input and oversight.

Collaborate

Council partners with the community in each aspect of the decision, including the development of alternatives and the identification of the preferred solution. Collaboration might involve co-design workshops, joint problem-solving sessions, or participatory budgeting processes where residents actively contribute to decision-making alongside Council members and staff.

Empower

The highest level of engagement empowers the community to make the final decision or implement the solution. Empowerment ensures that community members have the opportunity to shape their own future and take ownership of the outcomes.

Throughout the engagement process, Council should be transparent about the level of participation being offered and ensure that community members have access to the information, resources and support needed to effectively participate.

Level of Participation	Channel of Information	In Practice
Inform	Website, social media and e-newsletters, information sessions.	Provide information via: <ul style="list-style-type: none"> • Council's website • E-newsletters eg. Catch Up and Evolve. • social media, including Facebook, Instagram, LinkedIn.
	Advertisements, public notices, signs, letters, postcards and newsletters.	This information could include: <ul style="list-style-type: none"> • inviting the community to participate in engagement • describing the matter, project or issue • outlining how people can find out information • advising how to make a comment or be involved • outlining the timeframe for consultation.
	Customer Service Centre and Griffith City Library	Information may be accessed during public exhibition at both the Customer Service Centre and Griffith City Library.
Consult and Involve	Council website and online feedback.	Council's online engagement platform where the community can provide feedback on community engagement projects via discussion forums, mapping tools, idea walls, surveys, question and answers, polls and submissions.
	Community meetings and workshops.	Meetings (in person, online or hybrid) with community members and stakeholders to provide an opportunity to work through an issue or gather feedback on particular aspects of a project.
	Council meetings	Members of the community can participate in Council's formal meeting process prior to a decision being made, as outlined in Council's Code of Meeting Practice. This can include speaking at a Council Meeting or making a submission during public exhibition.
	Public exhibitions	The exhibition process seeks online or written community and stakeholder feedback on a plan, development application, policy or project.
	Surveys	Using market research software for telephone, online and offline surveys, such as the biennial Community Satisfaction Survey.
	Drop-in sessions and pop-up stalls	Provide a face-to-face opportunity for the community to attend a drop-in session or a pop-up stall to gather information and provide feedback on an issue or project/policy-related decision – Council Café held once a month, Community Opinion Group held quarterly.
Collaborate and Empower	Council committees	To support community engagement, Council may establish committees to assist in achieving objectives under the Community Strategic Plan. Membership can be made up of Councillors, Council staff, external agencies and community members.
	Deliberative processes	Deliberative forums are used for in-depth consideration of an issue by a cross-section of the community to provide well-informed feedback on a particular issue.
	Community and stakeholder reference groups	Groups of community and stakeholders that meet with staff, Councillors, or others to work through an issue, determine a decision for a project, policy or plan and provide advice.

When we engage?

The following table explains how we will engage with our community about plans and strategies, as well as other work we do, so our community knows what to expect from us. Planning-related projects have specific exhibition timeframes that must be met, which are outlined in Council's Community Participation Plan.

Project	Level of	How	What	Exhibition Period
Council's long term plans such as: Community Strategic Plan Delivery Program Resourcing Strategy Community Engagement Strategy	Involve	Involve the community to ensure priorities are reflected in the decision. Provide a range of opportunities for the community to share their views.	Directly reflect community concerns and aspirations in the finalised plan/Council report.	28 days
Council's annual Operational Plan, budget and fees and charges	Consult	Involve the community to ensure priorities are reflected in the decision. Provide a range of opportunities for the community to share their views.	Directly reflect community concerns and aspirations in the finalised plan/Council report.	28 days
Key Council Policies	Consult	Council's website	Acknowledge concerns and provide feedback on how public input influenced the decision.	28 days or 42 days as specified by legislative requirements or Council resolutions.
New capital works (skate parks, playgrounds, masterplans)	Involve	Involve the community to ensure priorities are reflected in the decision. Provide a range of opportunities/ channels for the community to share their views.	Directly reflect community concerns and aspirations in the finalised plan/Council report.	Minimum 21 days.
Reclassification of land	Consult	Council's website, letter, notification, Newsletter	Acknowledge concerns and provide feedback on how public input influenced the decision.	28 days or as specified by the Gateway Determination. Public hearing 21 days after public exhibition as required.

For all planning matters refer to Council's Community Participation Plan.





Engagement Tools

Engagement tools

Council uses various engagement tools to communicate with and engage with our community. These include:

Engagement Tool	Level of Engagement
Media Releases	To be issued to all print, radio and television contacts across the Griffith area in a timely manner to support engagement.
Rates Notices	Distributed to all Griffith City Council ratepayers quarterly. Council can utilise the distribution of rate notices to provide information to our residents.
Newsletters	Council sends out regular email newsletters to provide updates on Council activities, upcoming events and important announcements. Council's weekly newsletter, Council CatchUp is distributed electronically via email, online and hard copies are distributed to over 20 locations around the local government area.
Special Publications	Brochures, flyers, notices which can be used in a variety of ways to promote the events or activities of Council.
Advertisements	Use of newspapers, radio and television advertising to inform Council's constituents.
Social Media	Councils maintain active social media accounts (Facebook, Instagram and LinkedIn) to share updates, announcements and engage with residents. Social media platforms also serve as channels for receiving feedback and answering questions from the community.
Interactive Websites	Council maintains interactive websites where residents can access information, report issues, submit requests, and engage with Council services more conveniently.
Community Meetings/Forums	Council holds Council Café once a month and quarterly Community Opinion Group meetings where residents can voice their opinions, ask questions and interact directly with Council members and officials.
Surveys and Questionnaires	Online or paper surveys and questionnaires are frequently used to gather feedback from the community on specific issues, projects, or policies. These can be distributed through various channels like mail, email, social media, or Council's website.
Community Workshops	Workshops focused on specific topics or projects allow for more in-depth discussions and collaboration between Council members, officials, and residents. These workshops may involve presentations, group discussions, and interactive activities.
Focus Groups	Council may organise focus groups composed of diverse community members to gather in-depth insights on specific topics or initiatives. These groups provide a more intimate setting for discussions and allow for targeted feedback collection.
Informative Letters	Used by Council to communicate important information to residents. These letters are typically sent via postal mail or email and may cover a range of topics such as upcoming events, changes in policies or regulations, community initiatives, and important announcements.
Door knocking	Council may engage in door-to-door outreach efforts to directly engage with residents, especially in areas where there are significant developments, projects, or issues that require community input.
Signage	Council uses signage strategically placed in public areas to notify residents about upcoming events, construction projects, road closures, or any other relevant information.
Council Meetings	These are formal gatherings where elected Council members convene to discuss and make decisions on matters affecting the community. Council meetings are usually open to the public, providing residents with the opportunity to observe proceedings, voice concerns during designated public comment periods, and witness the decision-making process firsthand.
Committee Meetings	Council has specialised Committees that focus on specific areas. Community members can join a Council Committee to learn more about Council functions and to provide input and direction on relevant topics.

By employing a combination of these engagement tools, Council can effectively communicate with our community, gather feedback and foster greater civic participation in local decision-making processes.



Measurement and Evaluation

Measurement and evaluation

When reviewing the ongoing effectiveness of the CES and engagement activities, as well as ongoing community relevance and suitability, Council may consider the following questions:

- Has the community profile changed?
- Does the CES consider all relevant stakeholder groups?
- Are the techniques appropriate to the current community?
- Have we fulfilled the obligations set out in the last CES? Was it a realistic and deliverable strategy?
- What engagement innovations can we include?
- What level of engagement will be undertaken in the review of the CSP, e.g. whether the vision and goals still reflect community aspirations?

Internal effectiveness

When reviewing the effectiveness of the CES within Council, the following questions are to be considered:

- Are staff aware that Council has a CES?
- Do they use the CES to guide their project planning?
- Does the CES clearly explain engagement processes?
- How easy have they found the CES to use and

how effective has it been to them in their work?

- Have they used the CES when engaging with the community, or opted not to?

External effectiveness

Council can use its community satisfaction or wellness survey to determine whether the community:

- Is aware how they can have their say on council plans, strategies and policies
- Has been engaged in the past and, if so, effectiveness of the methods used to engage them
- Is satisfied that their input has been considered, even if the outcome was not what they wanted.

Review and evaluation

Griffith City Council will evaluate the effectiveness of community engagement activities by:

- Reviewing results of any surveys, feedback forms and public sessions
- The overall level of outreach achieved by community engagement across the community
- Releasing the results where appropriate through reports, infographics and social media posts or via Council website
- Use the feedback and results to improve future community engagement activities and plans.



Griffith City Council



1 Benerambah Street, Griffith NSW
2680
P: 1300 176 077
E: admin@griffith.nsw.gov.au
W: griffith.nsw.gov.au

STATE OF OUR CITY REPORT

2022-2024



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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

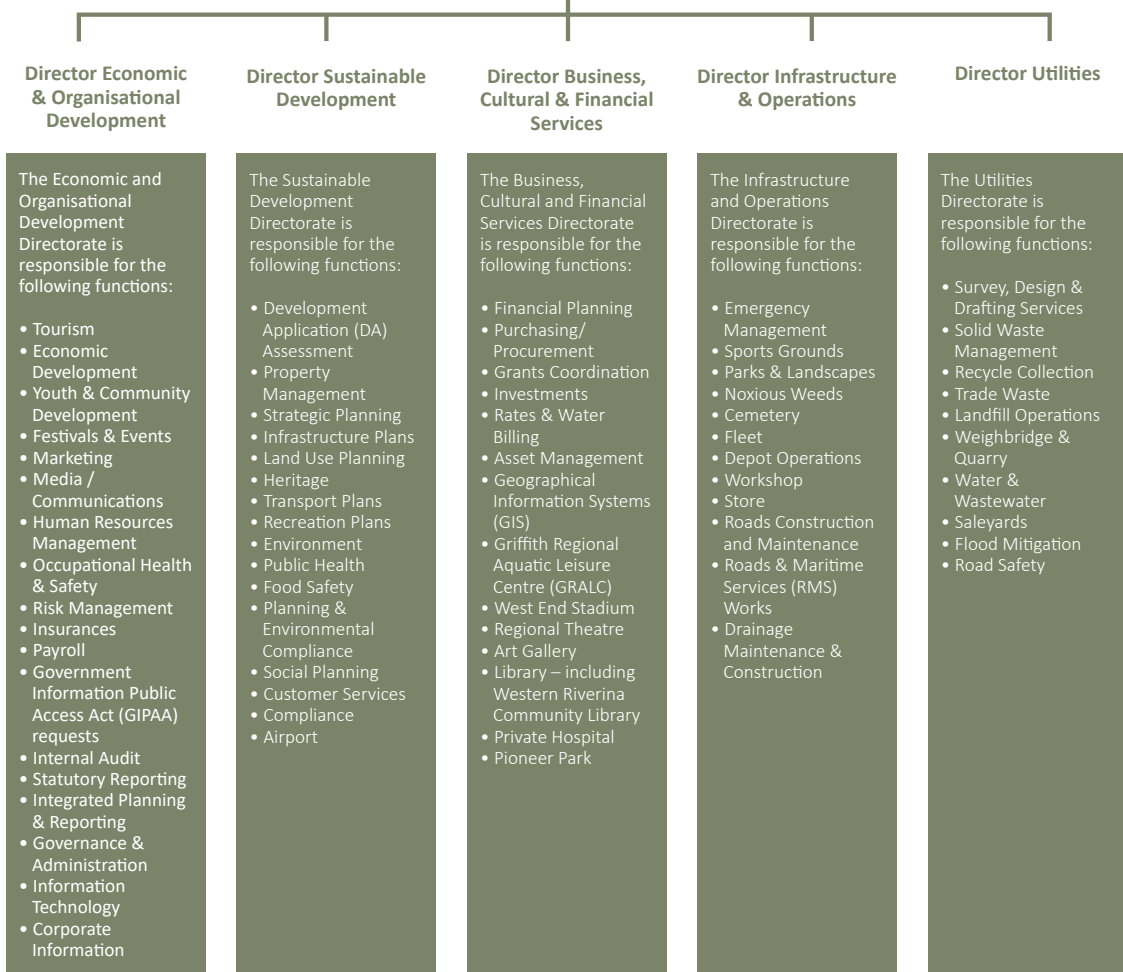


Dino Zappacosta
dzappacosta@griffith.com.au

Senior Management Team



Brett Stonestreet
General Manager



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.

Yambil Street Upgrade



Yambil Street Stages 3 and 4 completed.

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).

Railway Street Carparks



Railway Street car parks west and east completed.

Collina Infrastructure Works



Collina Infrastructure works at Citrus Road/ Rifle Range Road.

Memorial Garden Upgrade



Memorial Garden upgrade - underway.

Wood Park/Borland Leckie Park



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

Community Opinion Group



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

Barber Road Upgrade



Barber Road Reconstruction and Seal.

Airport Upgrades



Airport Runway Resurfacing.

Yoogali Upgrade



Yoogali Culvert Upgrade.

Lake Wyangan and Catchment Rehabilitation Strategy



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

Griffith Reservoir Refurbishment



Griffith Water Reservoir (Scenic Hill) Refurbishment.

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

CSP Themes - Leadership | Page 23

10,682

Council Facebook Page Followers

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

1,548

Council Instagram Page Followers

84 Council
Committee
Members

9

Community
Opinion Group
Meetings

58 Council
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, Australian Local Government Women's 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

CSP Themes - Love the Lifestyle | Page 29

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)

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

250+ Food inspections of fixed premises per year

3

Mortuary inspections / year

3

Water carter inspections / year

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

40+

Skin penetration/beauty inspections annually

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)

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

14% Increase in number of visitors to Griffith

Domestic Visitor nights

432,964 in 2021/22 and 477,383 in 2022/23 [View Data](#)

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.

