

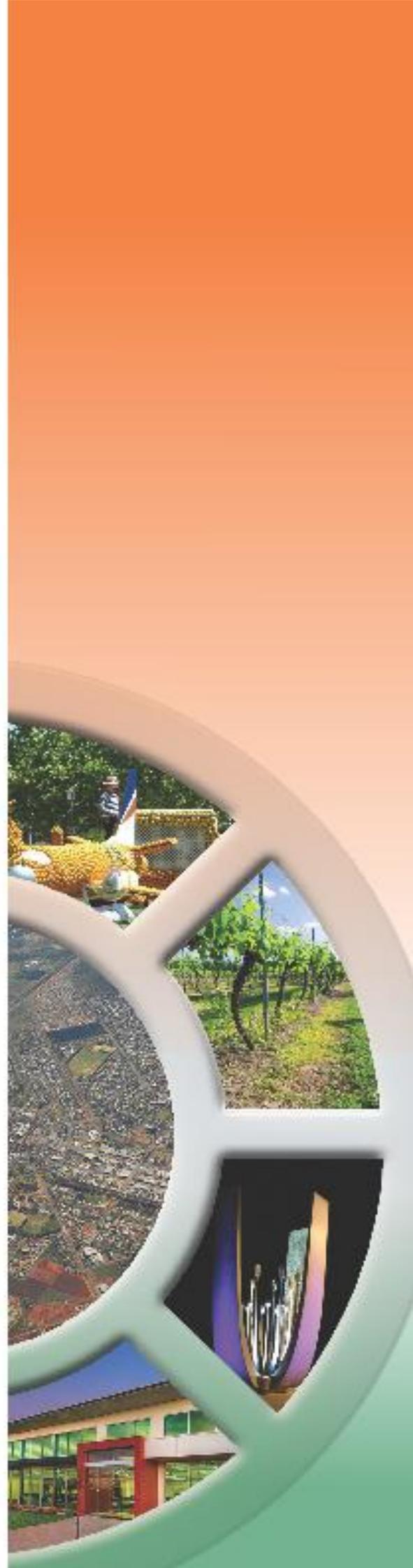


# Ordinary Meeting

**Wednesday, 26 November 2025**

## ATTACHMENTS UNDER SEPARATE COVER

- CL01 Griffith City Council Annual Report 2024/25 & Adoption of the 2024/25 Annual Financial Statements and Auditor's Reports**
  
- CL03 First Quarter Performance Report 2025/2026 - Budget Review and Operational Plan**



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## ATTACHMENTS UNDER SEPARATE COVER

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# ANNUAL REPORT

## 2024/25

DRAFT



# 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.



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# 1. Welcome



## Message from the Mayor



It gives me great pleasure to present the Griffith City Council Annual Report for 2024/25, which provides an overview of the activities, projects and initiatives undertaken across the city over the past financial year.

This year, Council continued to balance growing community expectations with the rising cost of delivering essential services. The Special Rate Variation, approved by IPART, has helped us maintain service levels and keep important projects moving forward. At the same time, we've been working hard to identify around \$1 million in savings, strengthening funds available for day-to-day operations, but there is still work to be done.

Even with these financial challenges, we've achieved a lot. Over the past 12 months, Council hosted more than 500 events, shows and activities, attracting thousands of locals and visitors. From Griffith Spring Fest and Glow 2680 to the Drive-in Movie Night, Grass Roots Open Mic and the regular Storytime sessions at the Library, there's always something happening in Griffith. These events are what help make our community vibrant and connected. We've also delivered some major projects this year, including various stages of the Griffith Southern Industrial Link Road, the Kookora Street and

Walla Avenue roundabout, and the new park at the Lake Wyangan Foreshore Recreation Area, all important investments for the future.

It was great to see the opening of Griffin Green Affordable Housing, the completion of the Yambil Street Upgrade and the new Hanwood Oval amenities. We were also proud to officially open the Her Way 2680 project, which has created safer, more welcoming spaces for women and families. That project even picked up a gong at the 2025 IPWEA Engineering Excellence Awards, a great achievement for everyone involved. Not every win is a big one, though. Plenty of smaller projects and improvements have been carried out quietly across our city. They might not make headlines, but they mean a lot to the people who use them every day.

A huge thanks goes to our Council staff, who keep things running smoothly behind the scenes and go the extra mile for our community. Thanks also to the many community groups, volunteers and partners who work alongside Council, your support makes a real difference.

Regards,  
**Doug Curran**  
**Mayor**

Annual Report 2024/25

## 2. Introduction



# Purpose of this report

This report provides an overview of Council's operational and financial performance during the period 1 July 2024 to 30 June 2025. It focuses on Council's work and achievements in implementing the strategies detailed in our four-year Delivery Program and one-year Operational Plan.

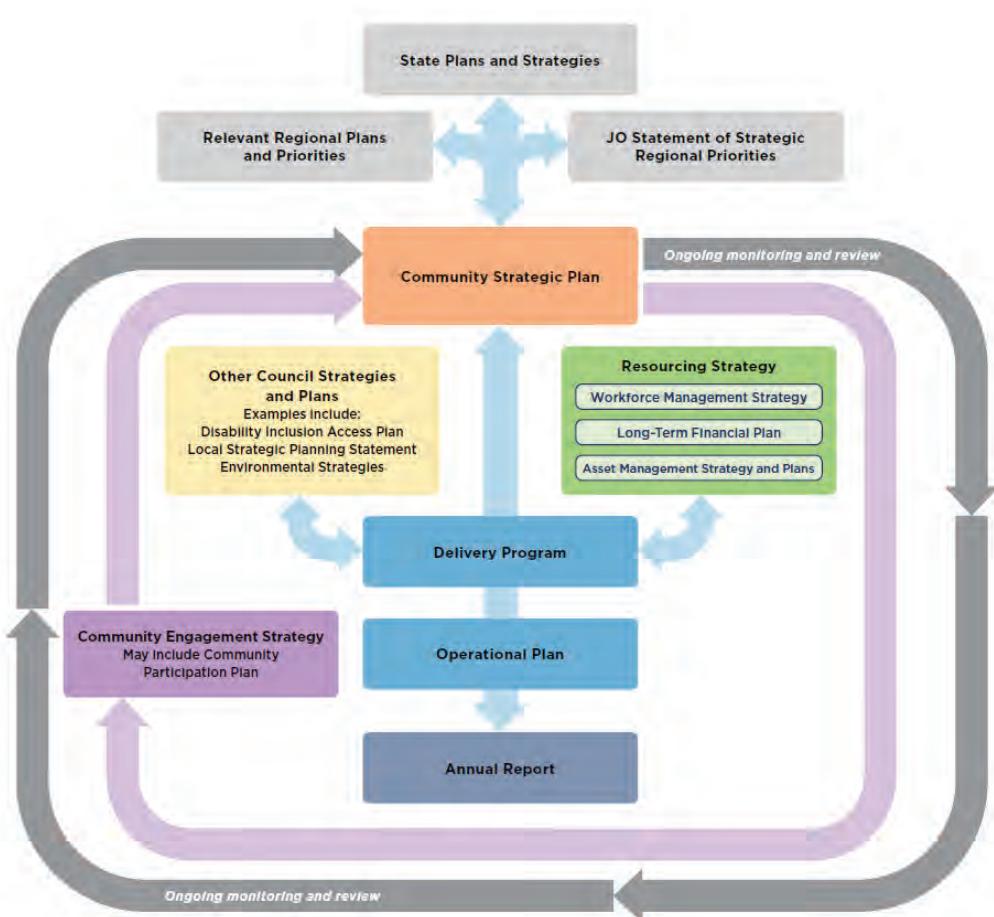
These strategies and actions are developed by Council in response to the expectations of the community resulting from extensive community engagement expressed as objectives in the Community Strategic Plan. These objectives are grouped into four focus areas reflecting the priorities of our community.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

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

## How to read this report:

This report is made up of six sections:

1. Welcome from our Mayor
2. Introduction which contains the purpose, major projects and a financial summary
3. An overview of Council, its governance, elected members, organisation structure and our community
4. Details on the actions we committed to, and which were delivered
5. Statutory Information required by the Local Government (General) Regulation 2021 and other legislation
6. Our financial statements for the year ended 30 June 2025



# Major projects 2024/25

## Griffith Southern Industrial Link Road (GSIL)



Thorne Road 4a and Dickie Road completed, with the final stage currently underway along Kurrajong Avenue.

## Yambil Street



The final stage of the Yambil Street upgrade, Stage Four completed.

## Griffin Green Affordable Housing project



Council partnered with Argyle Housing to deliver 20 new townhouses and 42 ready to build housing lots officially opened July 2024.

## Memorial Garden



Memorial Garden embellishment Stage 1 completed December 2024.

## Hanwood Oval Amenities



Hanwood Oval Amenities upgrade, officially opened December 2024.

## Yoogali Shared Pathway



A 2.1km shared pathway and bridge adjacent to Mackay Avenue constructed.

## 9ML Reservoir Taste of Griffith Mural



The 9ML Reservoir (now known as the Taste of Griffith Mural) was refurbished and then painted by artist Heesco.

## Lake Wyangan Foreshore Recreation Area



New playground at Lake Wyangan recreation area completed.

## Kookora Street & Walla Avenue Roundabout



The new Kookora Street and Walla Avenue Roundabout has been constructed.

## Hanwood Flood Pump and Levee Project



Work on the Hanwood Flood Pump and levee project continues.

## Tharbogang Playground



Tharbogang Playground completed.

## Campbell's Wetland



The Campbell's Wetland upgrade included a new boardwalk, car park, pathway, sandstone block seats, shelter and picnic settings.

## Roll out of Electronic Identification (eID) Readers



The Griffith Livestock Marketing Centre introduced Electronic Identification Readers.

## Expansion of Tharbogang Landfill



Preparation of new landfill cell Stage One is underway.

## Her Way 2680 Project

The Her Way 2680 project was officially opened in July 2024 and included: Construction of Ulong Bridge, Kooyoo Bridge, upgrade of Don Best Park, bus shelters, installation of lighting, murals and signage.



## Don Best Community Park



Upgraded community garden and park at Don Best Park, featuring new shelter, BBQ, and open space.

## Bus shelters



Two smart bus shelters on Yambil Street and Banna Avenue.

## Revamped footbridges



Two new footbridges, footpaths and lighting on Kooyoo and Ulong Street.

## Awards



### 2024 Murrumbidgee Local Health District Excellence Awards

- Together with NSW Health, Council's Environment & Public Health team won the Keeping People Healthy Award with the Beat the Bite Engaging Children and Community.



### IPWEA Engineering Excellence Awards 2025

- Her Way 2080 received the Diversity and Inclusion Award at the IPWEA Engineering Excellence Awards in April 2025.



### 2025 NSW Local Government Excellence Awards Finalists

- Community Partnerships - Under 150K Population Her Way 2080 finalist
- Asset and Infrastructure - Over \$1.5 million - Under 50K Population The New Hanwood Oval Amenities finalist.



Annual Report 2024/25

# Financial summary

Griffith City Council delivered a strong overall financial performance in 2024/25, despite ongoing economic pressures and reduced grant funding.

## Key results:

- **Operating Income:** \$90.4M
- **Operating Expenses:** \$72.8M
- **Operating Surplus:** \$17.6M
- **Net Operating Result (before capital grants):** \$3.8M (deficit)
- **Capital Grants & Contributions:** \$13.8M

This compares to 2023/24 where the operating surplus was \$19.7M and capital grants were \$19.1M.

## Performance by Fund

Fund	Net Operating Result	Before Capital Grants
<b>General</b>	\$8.5M	(\$3.0M) deficit
<b>Water</b>	\$5.0M	\$3.7M
<b>Sewer</b>	\$4.1M	\$3.1M
<b>Consolidated</b>	\$17.6M	\$3.8M

## General Fund

The General Fund remains under pressure, recording a \$3.0M operating deficit before capital grants. **Contributing factors include:** Rate pegging and cost shifting, High inflation and rising service costs, Declining real value of operating grants and Prepayment of a proportion of the 2024/25 Financial Assistance Grant.

Council's IPART-approved Special Rate Variation of 10.5% in 2024/25 and 2025/26 (cumulative 21%) is expected to restore the General Fund to a break-even or small surplus position in future years, ensuring service levels and infrastructure maintenance can continue.

## Water & Sewer Funds

- Water Fund: Surplus of \$5.0M, supported by increased consumption and user charges.
- Sewer Fund: Surplus of \$4.1M, critical for long-term infrastructure renewal.

## Capital Investment

- **Total Capital Expenditure:** \$26.0M
  - o \$19.2M on renewals (roads, plant & equipment).

- o \$7.0M on new assets (stormwater drainage and works in progress).
- **Asset Renewals Ratio:** 109.6% (above benchmark).
- Council manages **\$1.13B in assets.**

## Liquidity and Debt

Council's unrestricted cash rose from \$0.1 million at 30 June 2024 to \$1.1 million at 30 June 2025, strengthening funds available for day-to-day operations. This improvement boosts financial flexibility, reduces reliance on short-term borrowing, and provides a buffer for unexpected costs, reflecting prudent management and supporting long-term sustainability despite ongoing General Fund challenges.

## Other key liquidity measures include:

- Cash and Investments: \$94.0M (up from \$81.5M).
- Externally Restricted Funds: \$84.8M (mainly Water & Sewer reserves).
- Unrestricted Current Ratio: 1.1 (below regional average of 3.1)
- Borrowings: \$26.8M (down from \$30.0M).
- Debt Service Cover Ratio: 5.6x

## Challenges and Outlook

General Fund sustainability remains a key focus. The approved Special Rate Variation and continued efficiency measures remain vital to maintain services and infrastructure into the future.



# How we spend your rates

Council is responsible for making sure many aspects of everyday life run smoothly. From waste management to roads, parks, playgrounds and drains, Council works to ensure Griffith is a wonderful place to live.

You may be interested to know how much we spend on some of these things. Here is the annual cost of maintaining and improving the services our community used throughout 2024/25 with some specific examples of expenditure in different categories. Your ordinary rates contributed 23 per cent of Council's overall income in 2024/25.



**\$2,586K**  
**4%**

Governance



**\$9,022K**  
**12%**

Administration



**\$1,903K**  
**3%**

Public Order & Safety



**\$494K**  
**1%**

Health



**\$6,910K**  
**9%**

Environment  
(Waste, weeds, drainage)



**\$690K**  
**1%**

Community Services & Education  
(Animal control, youth services)



**\$6,126K**  
**8%**

Community Amenities  
(Cemeteries, public toilets)



**\$8,383K**  
**12%**

Water Supplies



**\$7,299K**  
**10%**

Sewerage Services



**\$13,541K**  
**19%**

Recreation & Cultural Facilities



**\$13,370K**  
**18%**

Transport  
(Roads, footpaths, bridges, airport)



**\$2,480K**  
**3%**

Economic Affairs  
(Tourism, business development, saleyards)



### 3. Overview

## Community Vision

**“ Griffith is a progressive and inclusive community where our vibrant culture is celebrated and every individual feels valued, safe and inspired to grow ”**

This vision will be achieved through the implementation of the strategies based on the four core themes also known as the Quadruple Bottom Line of our Community Strategic Plan. Those themes are:

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

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

## Community Values

Our community values underpin the direction we will take to achieve our community vision. These same values will guide the way we work together as a community. On behalf of the community it represents, Council will be guided by the following principles:

### Trust

Being open and transparent builds trust

### Teamwork

Working efficiently as a team delivers results

### Inclusive

Valuing everyone is how we make a difference

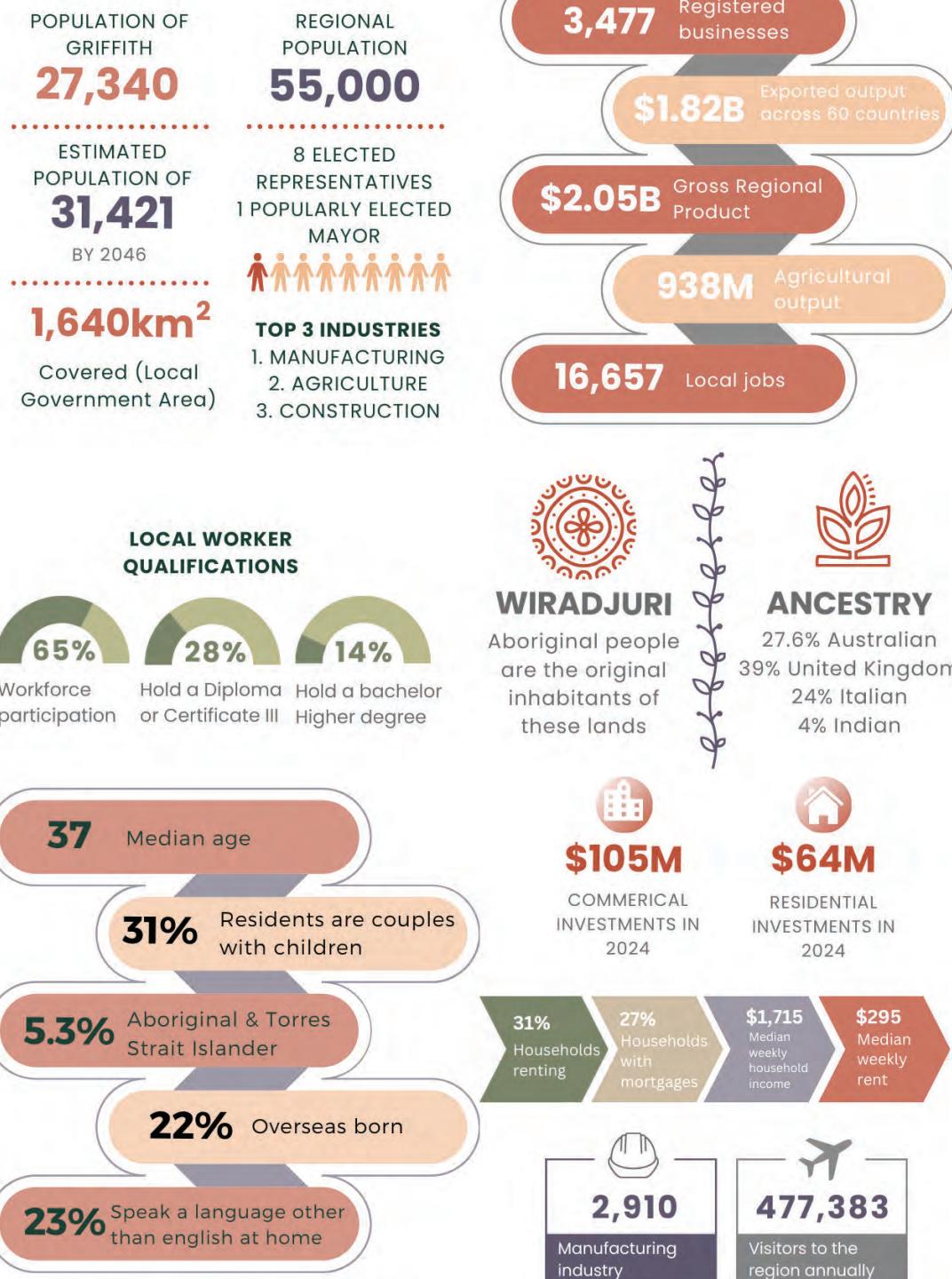
### Integrity

We do what we say

### Service

We care for our community

# Our community



data source: id consultancy September 2025

Annual Report 2024/25

# Our Councillors 2024/25

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**Doug Curran**  
Mayor  
[dcurran@griffith.com.au](mailto:dcurran@griffith.com.au)



**Shari Blumer**  
[sblumer@griffith.com.au](mailto:sblumer@griffith.com.au)



**Mark Dal Bon**  
[mdalbon@griffith.com.au](mailto:mdalbon@griffith.com.au)



**Jenny Ellis**  
[jellis@griffith.com.au](mailto:jellis@griffith.com.au)



**Scott Groat**  
**Deputy Mayor**  
(elected Oct 2025 - current)  
[sgroat@griffith.com.au](mailto:sgroat@griffith.com.au)



**Anne Napoli**  
**Deputy Mayor**  
(served from Oct 2024-Oct 2025)  
[anapoli@griffith.com.au](mailto:anapoli@griffith.com.au)



**Tony O'Grady**  
[togrady@griffith.com.au](mailto:togrady@griffith.com.au)

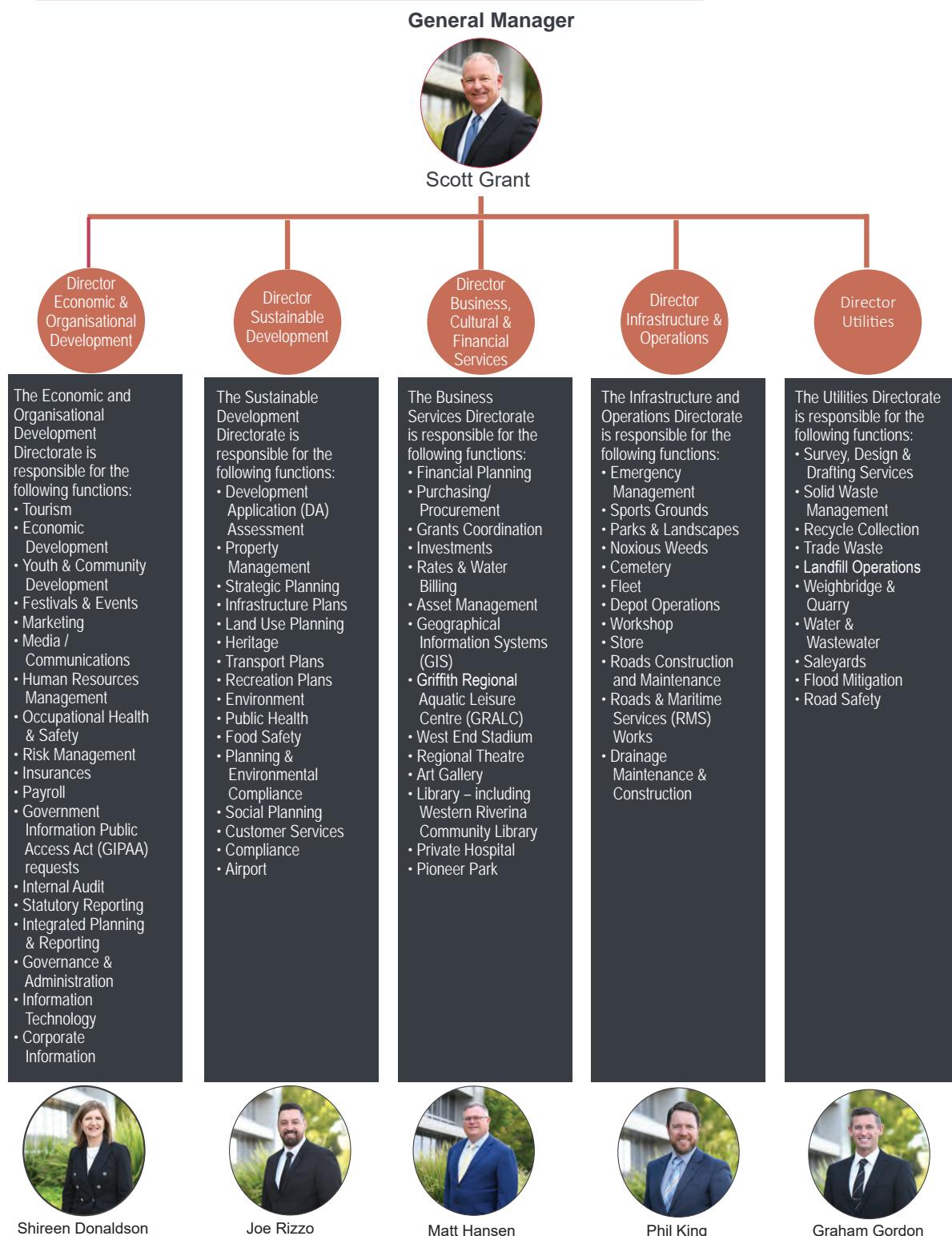


**Christine Stead**  
[cstead@griffith.com.au](mailto:cstead@griffith.com.au)



**Laurie Testoni**  
[ltestoni@griffith.com.au](mailto:ltestoni@griffith.com.au)

# Organisation Structure



# Our services

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

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

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

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

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



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

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

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



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



## Service reviews

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As part of our Integrated Planning and Reporting we review our services to ensure we are delivering the highest quality service to our community in the most efficient and sustainable way.

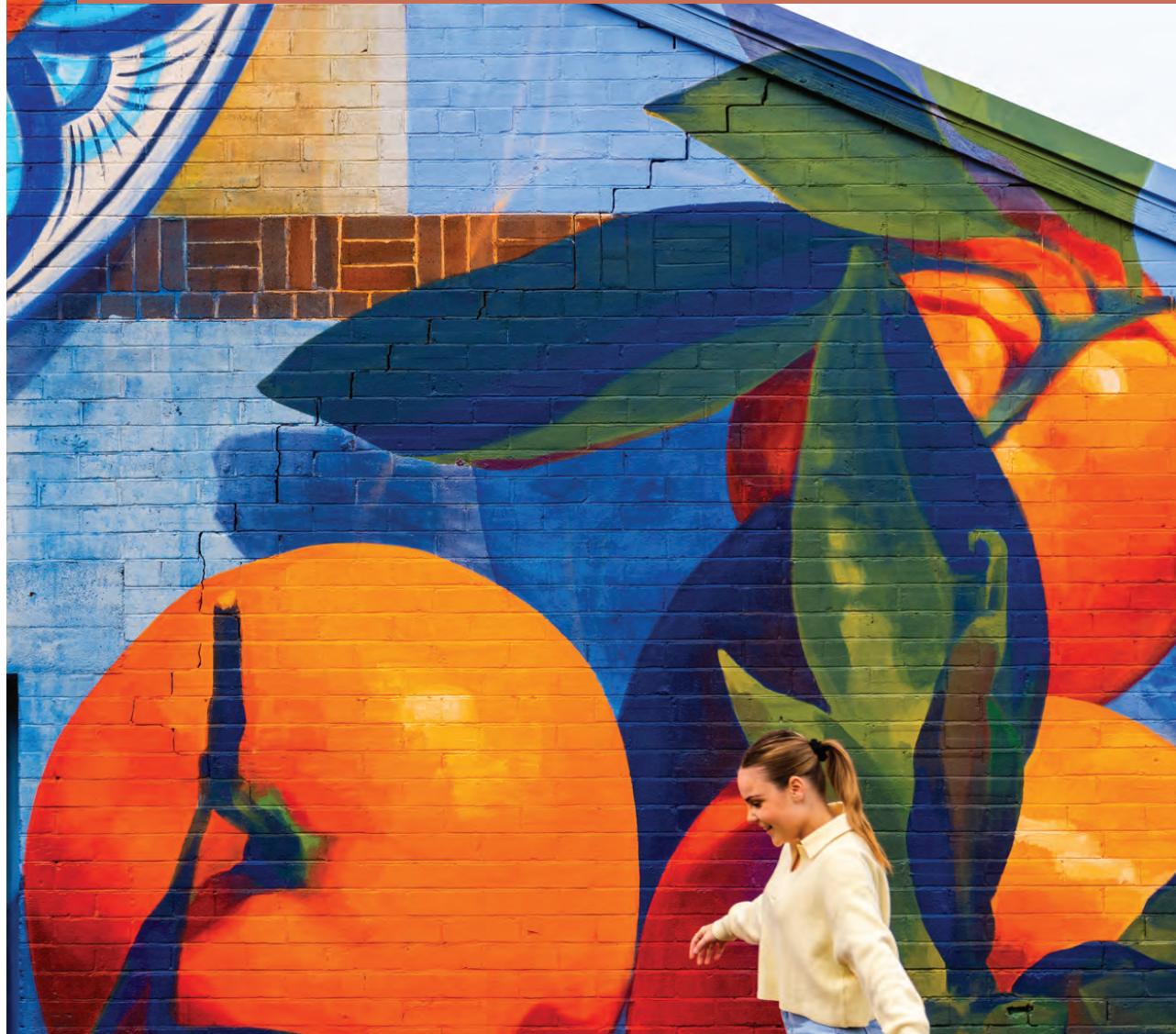
This financial year we progressed service reviews for Road Services and Griffith Regional Aquatic Leisure Centre.

Progress reports are provided to the Audit, Risk and Improvement Committee on a regular basis in relation to progress made on implementing the recommendations.

The review of Parks and Gardens will be carried out in 2026/27.



## 4. Detailed Progress Report 2024/25



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

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

The actions, performance measures and achievements relating to these themes, as outlined in Council's Delivery Program and Operational Plan 2024/25, are reported in this section.

# Highlights

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

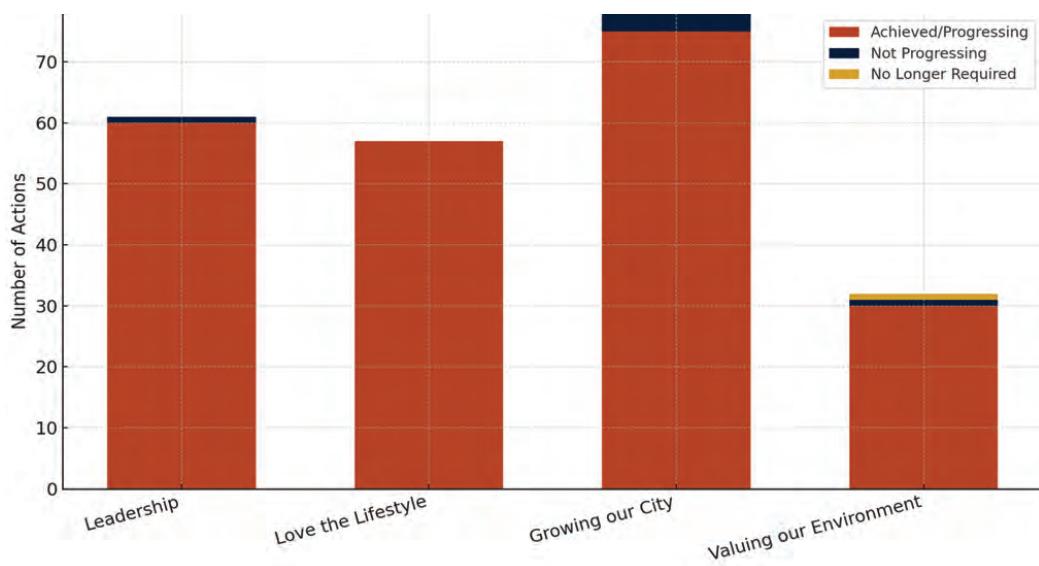
Council committed to 228 actions across the Delivery Program and Operational Plan.

Of these, 222 (97.4%) are on track or completed, reflecting strong delivery of services, projects and commitments.

Only six (2.6%) are not progressing, showing areas that require further attention but represent a small fraction of overall performance.

This demonstrates Council's high success rate and strong progress against the Quadruple Bottom Line (QBL) framework, ensuring commitments are being met across Leadership, Love the Lifestyle, Growing our City and Valuing our Environment.

## Quadruple Bottom Line Performance 2024/25



# 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.



## 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 or partnerships, projects and programs
- 2.3 Mayor and Councillors represent community, providing strong, proactive leadership

Council has actively engaged with and lobbied State, Federal and non-government representatives in a local advocacy role over the past financial year.

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
- Her Way 2680 Project

Our Operational Plan for 2024/25 committed to 61 actions to inform our community and work collaboratively to achieve our goals. We achieved 60 of these actions.

### 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

**2**

Service Reviews -  
Roads & GRALC

**8**

Formal GIPA  
applications  
processed

#### New suite of IP&R documents adopted

State of the City, Annual Report, Engagement Strategy, Community Strategic Plan, Deleivery Porgram/Operational Plan, Long Term Financial Plan, Asset Management Plan and Workforce Mamangement Plans. Six monthly progress reports provided.

**135**

Property files digitised

**7**

ARIC meetings

**81.75%**

Customer Request  
Managements (CRMs)  
average closures

## Informing our community

### Engagement Strategy



Consultation for the new Community Engagement Strategy was carried out in November and December 2024.

### Community Strategic Plan



Engagement for the new Community Strategic Plan was carried out throughout 2024, with the new Plan adopted on 25 March 2025.

### State of our City Report



The State of our City Report was endorsed by the new Council on 12 November 2024.

# Connecting our community

## Coffee with Councillors



Coffee with Councillors was held on 20 November 2024 to introduce the community to our newly elected team.

## Name our Mural competition



The Reservoir Mural was completed October 2024 and is now named Taste of Griffith following the Name our mural competition announced in April 2025.

## We are Griffith



The We Are Griffith Campaign launched in February 2025 celebrating everything that makes our city special, our people, businesses, diversity, and vibrant lifestyle.

## See it Report it!



See it Report it! launched April 2025.

## Connect Griffith engagement hub launched



New engagement hub, Connect Griffith launched January 2025.

## Freeman of the City



Dr Narayanan Jayachandran (Dr Jaya) was officially awarded the title of Freeman of the City in May 2025.

## Community Opinion Group



Community Opinion Group (COG) Meetings are held as needed.

## Council Committees



Twelve Council Committees established for the new Council term.

## Facebook



Approximately 640 Facebook posts throughout the 2024/25 financial year.

## Leadership

### An engaged and informed community

#### Provide clear, accessible, relevant information

*Communicate with the community.*

Code	Action	Annual Comment	Status
1.1.1.1	Ensure regular communication provided through adopted measures.	A total of 304 media releases were issued in the 2024/25 year. Council's social media presence continues to grow, with 11.8K Facebook followers and 1.8K Instagram followers, and increased use of LinkedIn to promote positions vacant and other key topics. Community engagement activities included the distribution of 48 Council Catch Ups (print and electronic), 13 Council Cafes, and 3 Community Opinion Group (COG) meetings.	

*Provide interactive websites for all Council facilities.*

Code	Action	Annual Comment	Status
1.1.2.1	New websites launched.	Council's refreshed main website went live in December 2024, along with the Sports and Recreation subsite and the new Connect Griffith engagement hub, with a strong focus on improved user functionality. The Arts and Culture subsite was launched in June 2025, and the new staff intranet remains on track to be operational by late 2025. The old website will be fully deactivated during 2025.	

*Provide customer service.*

Code	Action	Annual Comment	Status
1.1.3.1	Deliver efficient customer service.	A high volume of calls continue to be answered by the Customer Service team meeting service level requirements. The information provided to customers has remained clear due to the continuous updating of information sheets and training of staff.	

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

#### Inform community of Council decisions.

Code	Action	Annual Comment	Status
1.2.1.1	Council and Committee Agendas and Minutes prepared and made publicly available.	Council and Committee Agendas and Minutes available on Council website. Council meetings livestreamed and recordings uploaded to Council website. Mayor's wrap up of Council Meetings posted to Facebook. Media Releases and articles in	

Code	Action	Annual Comment	Status
	available within agreed timeframes.	Catch Up Newsletter to inform the public about Council decisions.	

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

Code	Action	Annual Comment	Status
1.2.2.1	Maintain an active social media presence; provide workshops, forums, interactive meetings and community engagement sessions in accordance with the Community Engagement Strategy.	In terms of community engagement, Council held three Community Opinion Group (COG) meetings, issued 304 media releases, distributed 48 editions of Council Catch Up (print and electronic), hosted 13 Council Cafes, and grew its social media audience to 11,800 Facebook followers and 1,800 Instagram followers. LinkedIn continues to be utilised for positions vacant and other relevant topics.	
1.2.2.2	Community Opinion Group (COG) members consulted on key projects and issues impacting the community.	Three COG Meetings were held in this financial year. They were held at Hanwood Sports Oval in August 2024, Yenda in February 2025 and in the Council Chambers in June 2025.	
1.2.2.3	Provide Committees to enable community input to Council services and facilities.	The creation of a suite of Council Committees is an important function of the incoming Council to ensure community consultation is undertaken in a formal manner. A process was undertaken to revise the Committee structure and appoint suitable candidates and stakeholders. The Committee structure is now in place for the remainder of the Term.	

***Provide a robust Council Committee structure.***

Code	Action	Annual Comment	Status
1.2.3.1	Administration of Council Committees in accordance with Terms of Reference. Review Committee structure following Council Election.	New Committee structure presented to Council for adoption. Advertising for Committee members undertaken. Terms of Reference reviewed and adopted. New Committee structure implemented. Committee members inducted. Committee information updated on Council website. 44 Committee meetings held in 2024/25.	

*Investigate and implement ways to improve Internal Communications.*

Code	Action	Annual Comment	Status
1.2.4.1	Provide internal communications to staff.	Staff communication included 11 editions of Council Capers (the staff newsletter) distributed across the organisation. The new intranet is on track to be fully operational by October 2025.	

*Investigate and implement options to improve Councillor interaction with constituents.*

Code	Action	Annual Comment	Status
1.2.5.1	Provide opportunities for Councillor interaction and investigate online communication options.	Thirteen Council Cafes were held to allow residents to connect with Council in an informal setting, Councillor workshops were held on the third Tuesday of each month.	

**Work together to achieve our goals****Develop and maintain partnerships with community, government and non-government agencies to benefit our community.**

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

Code	Action	Annual Comment	Status
2.1.1.1	Griffith City Council will take a proactive role in the strategic direction of the Riverina and Murray Joint Organisation (RAMJO) of Councils.	Council attends all RAMJO Board Meetings and other relevant Committee meetings. The Mayor is Deputy Chair of RAMJO. General Manager is Chair of the Housing Sub Committee.	

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

Code	Action	Annual Comment	Status
2.1.2.1	Meet with key stakeholders and lobby State and Federal governments on current issues which affect the community.	Meetings held regularly - RAMJO, Regional Cities and Country Mayors. Attendance at National General Assembly and Local Government NSW Conferences to ensure representation of Griffith at Regional, State and Federal level.	

*Improve water quality at Lake Wyangan.*

Code	Action	Annual Comment	Status
2.1.3.1	Engage with relevant stakeholders via Lake Wyangan Catchment Management Committee to develop and implement strategies to improve water quality.	Council has included funding in the 2025/26 budget to design Sediment and Nutrient Discharge Treatment Infrastructure for North Lake Wyangan. A Draft Expression of Interest scoping document considered by the Committee at the 17 July 2025 meeting. Diatomix Trial in South Lake extended to October 2025. Western Foreshore Recreation Area works Stage 1 completed.	

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

Code	Action	Annual Comment	Status
2.1.4.1	General Manager to continue Director role of Country Universities Centre Western Riverina (CUCWR) in Griffith.	General Manager attended board meetings of Country Universities Centre Western Riverina.	

*Lobby Australian and NSW Governments to progress equitable Murray Darling Basin Water Reform Agenda.*

Code	Action	Annual Comment	Status
2.1.5.1	Water Amendment (Restoring our Rivers) Act 2023. Actively lobby Government to ensure long term sustainability of our community.	Council actively opposing water buy back policy of Australian Government and promoting recovery of water through public sector investment in water transmission infrastructure thereby reducing evaporation and seepage.	

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

Code	Action	Annual Comment	Status
2.1.6.1	Construct remaining sections of Griffith Industrial Link Road (Kurrajong Avenue, Thorne Road between Kidman	Griffith Industrial Link Road - Thorne Road between Kidman Way and Murrumbidgee Ave. (Sec 4a) completed May 2025.	

Code	Action	Annual Comment	Status
	Way and Murrumbidgee Avenue).		
<b>Maximise opportunities to secure external funding for partnerships, projects and programs.</b>			
<i>Investigate external funding opportunities to support recreational and activation projects.</i>			
Code	Action	Annual Comment	Status
2.2.1.1	Apply for external funding for approved Urban Design Projects and strategies.	The following project is funded or partly funded from external bodies: Tharbogang new playground shade sails. Council is continually looking for funding opportunities to apply for.	
<i>Seek appropriate funding to implement the actions and priorities outlined in the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan.</i>			
Code	Action	Annual Comment	Status
2.2.2.1	Apply for relevant funding opportunities to undertake construction of footpaths and cycleways.	No new funding applied for during 2024/25. Decision made due to limited resourcing available to deliver both application and future works. Works continuing on Yoogali Path throughout 2024/25. In 2025/26 the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan will be reviewed by the Roads Parks and Pathways Enhancement Committee (RPPEC).	
<i>Identify funding opportunities for the improvement of the regional and local road networks.</i>			
Code	Action	Annual Comment	Status
2.2.3.1	Apply for relevant grants and identify projects.	A submission for a roundabout at the intersection of Boonah Street and Noorilla Street was made to the Federal Blackspot program administered by TfNSW. No other grants were applied for.	
<i>Develop and maintain a network of grant sources to identify grant opportunities.</i>			
Code	Action	Annual Comment	Status
2.2.4.1	Provide monthly report to Senior Management Team (SMT) on grants available and applied for.	SMT have a standing report on grant applications submitted as part of the weekly operational agenda. Grant opportunities are notified to Council from a variety of sources, and these are screened for alignment with Council's strategic or operational plans then reported to SMT for approval and grant preparation.	

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

Code	Action	Annual Comment	Status
2.3.1.1	Provide necessary resources to enable the Mayor and Councillors to undertake their statutory role.	Mayoral briefings held regularly. Mayor and General Manager attend RAMJO, Regional Cities, NSW Country Mayors and Regional Capitals meetings as required.	

**Plan and lead with good governance****Undertake Council activities within the integrated planning framework including policies, procedures and service standards.***Council's Integrated Planning and Reporting suite of documents developed, outcomes reported and documents reviewed in accordance with statutory requirements.*

Code	Action	Annual Comment	Status
3.1.1.1	Operational Plan developed, exhibited and adopted by Council by 30 June. Progress reports provided to Council.	The Draft Delivery Program 2025/26 - 2028/29 Incorporating the Draft Operational Plan (Budget) for 2025/26 and Resourcing Strategy were adopted by Council 19 June 2025.	

*Ongoing monitoring of Customer Focus.*

Code	Action	Annual Comment	Status
3.1.2.1	Monitor customer contact and transactions on a regular basis.	Council's Customer Service Team continue to deliver services in accordance with the integrated planning framework. Staff maintain clear communication with an ongoing customer first focus through monitoring of updated info sheets and regular training to ensure services meet evolving community needs.	

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

Code	Action	Annual Comment	Status
3.1.3.1	Coordinate Audit Risk Improvement Committee (ARIC) meetings and internal audit function of Council in accordance with the Risk Management and	ARIC is operating within the prescribed Guidelines, meeting the core requirements. Seven meetings held in 2024/25. Internal audit reviews conducted on Cyber Security/Information Technology Controls, Risk Management, Work Health and Safety Management, Asset Management, Accounts Payable and Corporate Property. Annual Financial Statements reviewed as required.	

Code	Action	Annual Comment	Status
Internal Audit Guidelines.			
<i>Provide governance services to Council.</i>			
Code	Action	Annual Comment	Status
3.1.4.1	Review and maintain Council policies.	A number of Council policies have been reviewed as required following the Council election. Policies are placed on public exhibition for a minimum 28 days to allow for submissions. All Council (public) policies are available on Council website.	
3.1.4.2	Provide administration support and information for Councillors.	Induction program implemented. Councillor Induction Manual, folders, PowerPoint presentation prepared. Hub updated with induction information. Training program rolled out. Professional development program prepared. Provision of support and assistance to Councillors to establish new Committee structure, guidance with regulatory requirements.	
3.1.4.3	Coordinate induction program and training for Councillors in accordance with the Councillor Induction and Professional Development Guidelines.	IT and Hub induction provided following election for new Councillors. Training provided for Code of Conduct, Code of Meeting Practice, Cyber Security Awareness, Local Government NSW Finance for Councillors. All Councillors registered for Office of Local Government (OLG) Hit the Ground Running webinars. General Manager recruitment training provided. Councillors attended Conferences and seminars as per Council resolutions.	
3.1.4.4	Coordinate Council Meetings including preparation of Business Papers, Minutes and Action Reports.	Council Meetings including preparation of Business Papers, Minutes and Action Reports undertaken within agreed timeframes. A total of 20 Council Meetings were held in 2024/25.	
3.1.4.6	Coordinate Council's Delegations of Authority, Disclosures of Councillors and Designated Persons, Key Management Personnel Declarations and Conflicts of Interests.	Delegations for Mayor and General Manager presented to Council following election. Staff Delegations of Authority reviewed and new delegations issued as required. Disclosures for Councillors and Designated Persons presented to Council as required. Conflicts of Interests Register maintained. Key Management Personnel Disclosure forms issued 30 June and 30 November.	

Code	Action	Annual Comment	Status
3.1.4.6	Coordinate Legal Services Panel.	Legal Services contract in place until 30 June 2027.	
3.1.4.7	Undertake statutory reporting requirements including Public Interest Disclosures (PID) reports, Government Information (Public Access) Act 2009 (GIPA) Annual Report and Code of Conduct Reports.	Statutory reporting requirements undertaken within specified timeframes. PID Annual report lodged online. GIPA Annual Report lodged online. Code of Conduct report presented to Council for adoption and provided to OLG.	
3.1.4.8	Coordinate Council's requirements for the Local Government Election Sep 2024.	Provided location for Returning Office at Griffith Stadium. Promoted Council election information to the community. Prepared Non-Residential Roll. Candidate sessions provided. Induction program implemented for new Council.	

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

Code	Action	Annual Comment	Status
3.1.5.1	Coordinate Council's IP&R requirements including Community Consultation, review of Community Engagement Strategy and Community Strategic Plan, Delivery Program, Operational Plan, Resourcing Strategy, Quarterly and Six-Monthly Progress Reports, Annual Report and State of the City Report.	State of our City Report and Annual Report presented to Council November 2024. Community Engagement Strategy adopted December 2024. Community Strategic Plan adopted 25 March 2025. Delivery Program & Operational Plan, Long Term Financial Plan, Asset Management Plan, Workforce Management Plan adopted 19 June 2025 - uploaded to Council website and OLG notified. Progress reports provided six-monthly.	
3.1.5.2	Coordinate Council's Service Review program as outlined in the	Service Reviews for Griffith Regional Aquatic Leisure Centre (GRALC) and Roads presented to Council and recommendations adopted. Implementation of recommendations for Griffith	

Code	Action	Annual Comment	Status
	Delivery Program & Operational Plan - Developer Services and Parks & Gardens.	Regional Aquatic Leisure Centre (GRALC) and the Roads Service Review continues. Service Review program reviewed and adopted as part of the Delivery Program / Operational Plan.	

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

Code	Action	Annual Comment	Status
3.1.6.1	Process Government Information (Public Access) Act 2009 (GIPA) applications in accordance with legislative requirements. Review Information Guide annually. Open access information including public registers is available on Council's website.	Eight formal GIPA applications received and processed in 2024/25. Open access information reviewed and available on Council website. Public registers updated as required. Information Guide reviewed, adopted 22 April 2025 and available on Council website.	

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

Code	Action	Annual Comment	Status
3.1.7.1	Coordinate Local Government Week and school visit activities. Consult with and inform the local community about the role of Council.	Local Government Week activities included Council Cafe, Volunteers Morning Tea, free classes at Griffith Regional Aquatic Leisure Centre and a Council visit from Kurrajong.	

***Provide a risk management framework.***

Code	Action	Annual Comment	Status
3.1.8.1	Review Risk Register and monitor Risk Management Action Plans.	Review of Risk Register completed. Risk Management Framework, Manual and Plan in place. Training to commence for all staff.	

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

Code	Action	Annual Comment	Status
3.1.9.1	Undertake review of HR policies. Implement Award changes as required.	Review of HR policies continuing with scheduling and rationalisation of policies during transition to new intranet.	
3.1.9.2	Provide a relevant training calendar for staff development and compliance.	Training Calendar identified training completed with eLearning modules through Pulse learning assigned.	
3.1.9.3	Review Council's Equal Employment Opportunity (EEO) Policy.	Policy is on the review cycle. Last updated 27 August 2024.	
3.1.9.4	Implement actions outlined in Council's Equal Employment Opportunity (EEO) Policy.	Actions implemented and under annual review.	
3.1.9.4	Provide annual Flu Vaccination Clinics.	Flu vaccinations undertaken in early April with vouchers provided for those unable to have at the time.	
3.1.9.6	Review recruitment process and staff induction.	Staff Induction slides reviewed - delivered more frequently than previous years.	

**Provide a Child Safe organisation framework.**

Code	Action	Annual Comment	Status
3.1.10.1	Coordinate implementation of Child Safe Standards and legislative requirements.	Information provided on staff Intranet and Council website. Information included in Governance presentation to Managers scheduled for October and November. Child Safe policy and Code of Conduct included in onboarding pack for new staff. Review of Child Safe framework documents commenced in line with resources provided by Office of Children's Guardian.	

**Provide effective compliance services.**

Code	Action	Annual Comment	Status
3.1.11.1	Safeguard school zones.	Regular meetings with the compliance team identified strategies to improve safety around schools through enforcement. Ongoing patrols of school zones are conducted by the team.	

Code	Action	Annual Comment	Status
3.1.11.2	Continuous improvement of facility and animal management.	Council staff have made significant improvements at the animal rehoming centre, including ongoing improvements to housing, enhanced hygiene protocols and modernised equipment.	
3.1.11.3	Provide a clean and healthy environment for residents.	Council's Compliance Team continue to respond to litter and dumping complaints, providing effective litter control services within the Local Government Area (LGA). The team conducts regular patrols of known dumping hotspots and addresses customer complaints promptly through Council's Customer Request Management (CRM) system.	
3.1.11.4	Animal compliance.	Council's Compliance Team continue to work to achieve an effective compliance service for animal control related issues. The team conducts regular patrols and responds promptly to customer complaints, maintaining high standards of animal control and community safety.	

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

Code	Action	Annual Comment	Status
3.1.12.1	Provide records management, Name Address Register (NAR) and Property module training to staff.	A total of 23 staff training sessions were delivered by the Information Management department during the 2024-2025 financial year.	
3.1.12.2	Digitise paper property files identified as vital records at high risk of loss/damage/ destruction in Council's Records Risk Register (IM-FO-210).	A total of 135 property files were digitised during the 2024/2025 financial year.	
3.1.12.3	Undertake disposal of paper records in accordance with relevant legislation.	A total of 57 series of historical records were securely disposed under the relevant NSW State Records Disposal Authority during the 2024/25 financial year.	
3.1.12.4	Sentence legacy electronic records in accordance with	A total of 5,883 legacy folders were sentenced during the 2024/25 financial year.	

Code	Action	Annual Comment	Status	
3.1.12.5	relevant legislation.	Undertake annual Recordkeeping Maturity Assessment of Griffith City Council in accordance with State Records NSW compliance monitoring requirements.	There is no Recordkeeping Maturity Assessment (RMAT) required to be submitted by public offices in 2025.	

*Provide reliable IT services within Council.*

Code	Action	Annual Comment	Status
3.1.13.1	Review all software applications and other programs on an annual basis. Replacement of hardware as required.	All scheduled software upgrades were completed. Major upgrades of the SCADA systems and associated hardware was completed. Annual PC and server hardware has been replaced as per the schedule.	
3.1.13.2	Maintain IT support services to Council departments.	Average Customer Request Management (CRM) closure of 81.75% within standard. All scheduled software upgrades are complete.	
3.1.13.3	Ensure Council's IT systems are adequately protected and training provided to staff and Councillors.	Annual Cyber Security Training was completed for 2024/25. IT policies have been reviewed and are being finalised for presentation and adoption. Business Continuity Plan exercise will be scheduled for Q2 2025/26.	

*Provide corporate property services to Council.*

Code	Action	Annual Comment	Status
3.1.14.1	Coordinate the preparation of plans of management for Crown Lands managed by Council and Council owned community land.	Progressing.	

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

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

Code	Action	Annual Comment	Status
3.2.1.1	Meet annual statutory reporting requirements (Budget preparation and quarterly reviews and Annual Financial Statements)	Council has received each of the quarterly reviews as required within two months of the end of each quarter. Council adopted the 2024/25 budget in June 2025. A monthly investments report is prepared and submitted via a report to Council for every month. General Purpose and Special Purpose Financial Reports for year ending 30 June 2025 are due to be submitted to OLG by 31 October 2025.	
3.2.1.2	Implement forward financial plan as adopted by Council and as submitted to the Independent Pricing and Regulatory Tribunal (IPART).	Financial plan being implemented as approved by IPART and resolved by Council.	

*Provide managers with timely data of their current budget items.*

Code	Action	Annual Comment	Status
3.2.2.1	Provide monthly report to responsible managers of year-to-date actual income and expenditure items versus budget.	A monthly Operational and Capital Expenditure report showing Actual v Budget performance Y-T-D is distributed to responsible Managers and Senior Management Team (SMT) on around the 15th of each month to inform financial performance on a regular basis.	

*Complete staff performance appraisals for all direct reports.*

Code	Action	Annual Comment	Status
3.2.3.1	Meet requirements set by Human Resources.	All performance appraisals within the Business Cultural Financial Directorate have been completed.	

# 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.

Council maintains over 100 parks, seven major sporting grounds, Dalton Park equestrian facility, mountain bike track, pump track, two skate parks, 43 playground areas, splash pad, wetlands including Lake Wyangan Picnic grounds, bushlands, street trees and three rest areas to take a break. Our Parks and Gardens team proudly maintains over 138 hectares of beautifully landscaped parks and reserves, offering vibrant spaces for walking, cycling, playground fun, picnics, BBQs, sports and more.

We host and support a diverse range of community events for residents to enjoy. We network with services to support a range of initiatives to help vulnerable members of our community.

Our Operational Plan for 2024/25 committed to 57 actions to support community lifestyle and wellbeing. We achieved all of these actions.

### Griffith Regional Sports Centre

**28** major events held, with **34,150** attendees  
**54,600** facility users

**89,000+**

Griffith City Library visitors

**33,242**

audience members

**4**

Morning Melodies held for seniors

### Griffith Regional Theatre

**102**

performances

**182** other events held, with

**7,633** attendees

44

**43**  
Australia Day Award  
nominations

**102,697** Items loaned  
from Griffith City Library

**300+** CCTV Cameras  
operating

**17** approved registered food vending  
vehicles inspected

**40+**  
Skin penetration/beauty inspections

Griffith Regional Aquatic  
Leisure Centre

**35,535**  
Learn to Swim students

**4**  
Citizenship  
ceremonies

**43**  
Playground areas  
maintained

**56,718**  
Pool visits

**28,206**  
Fitness Club visits

**322**  
Free events delivered  
at Griffith City Library

**Over 100**  
Parks maintained



# Community events

## Glow 2680 launch



Griffith City Council partnered with Griffith Rotary to present the Glow 2680 Christmas event in December 2024.

## Carols by Candlelight



Carols by Candlelight held December 2024.

## Griffith Poolside Party



Youth Advisory Group (YAG) held Poolside Party at GRALC January 2025.

## Australia Day Awards



Forty three nominees were celebrated at the Griffith Regional Theatre on 26 January 2025.

## Survival Day



The Wiradjuri culture was celebrated at GRALC on 26 January 2025.

## Regional Swimming Championships



GRALC hosted the Country Regional Swimming Championships in January 2025.

## Giants Netball



Griffith Regional Sports Centre hosted Suncorp Super Netball February 2025.

## Local Government Week 2024



Council showcased the work being done by holding a series of events and activities for locals.

## Activate Olympic



In November 2024 the Urban Design team turned the Olympic Street Youth Precinct into a space for family fun.

Annual Report 2024/25

# Events and programs

## Grass Roots Open Mic



Grass Roots Open Mic competition held 4 August 2024.

## School Leaders Reception



School Leaders Reception held 26 February 2025.

## Theatre Season Launch 2025



The See it Live in 25 Theatre Season Launch was held on 16 December 2024.

## Colours of Collina Fun Run



YAG held Colours of Collina at Ted Scobie Oval in April 2025.

## Paint in the Park



YAG presented Paint in the Park on 18 July 2024.

## Future Ready Workshops



Youth Week 2025 was a chance for young people in Griffith to take part in life skill workshops.

## Drive-in Movie Night



YAG presented a successful drive-in movie night at the Griffith Showgrounds on 30 August 2024.

## Community Art Exhibition



Griffith Regional Art Gallery invited artists to take part in Bazaar.

## Leaders in Kindness



The Leaders in Kindness exhibition was on display at Griffith Regional Theatre in April 2025.

# Library programs and activities

## Rhyme Time



Rhyme Time for younger children held Tuesdays and Thursdays.

## Storytime



Storytime for children each Wednesday and Friday.

## Mums & Bubs Cinema



Baby friendly sessions held in the theatrette.

## Seniors Festival



Seniors Festival activities were held in March 2025.

## Book Week



Griffith schools attended Griffith City Library Book Week in August 2024.

## Santa's Mailbox



Each year the library invites children to write letters to Santa.

## Tech Savvy Seniors



Tech Savvy Seniors classes.

## Author Talks



Author talks held throughout the year.

## Free Movies



Free movies screened in the theatrette.

## Love the lifestyle

### Griffith is a great place to live

#### Make our community safer

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

Code	Action	Annual Comment	Status
4.1.1.1	Review and maintenance of "Signs as Remote Supervision" in public areas.	Signage for Remote Supervision is ongoing with old signs being renewed due to ageing and not providing clarity. This is to ensure the public have clear guidance to use facilities safely and have the contact details to report any faults identified. Signs are placed at new facilities on completion.	

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

Code	Action	Annual Comment	Status
4.1.2.1	Investigate strategies to resolve road safety issues.	Council's Road Safety Action Plan 2021-2025 documents the strategies that have been implemented to reduce road user trauma across the Local Government Area (LGA) and beyond. Education aimed at driving and driving around heavy vehicles, speeding and driving to the conditions on country roads are all targeted with the aim of increasing the safety of road users.	

*Deliver Arbovirus Surveillance Program as required by NSW Health.*

Code	Action	Annual Comment	Status
4.1.3.1	Set and collect Mosquito traps from designated sites in Griffith during November to April. Liaise with NSW Health and raise awareness as appropriate.	Mosquito traps were set at two sites (Melville Cres & Lake Wyangan) for 22 weeks between November 2024 and April 2025. The 24/25 season saw four traps return positive test results for mosquitoes carrying disease - Japanese Encephalitis (1), Ross River Virus (2) and Barmah Forest Virus (1). Media releases were issued when viruses were detected.	
4.1.3.2	Test Sentinel Flock of chickens between November to April. Liaise with NSW Health and raise awareness as appropriate.	Testing of a flock of 15 sentinel was carried out for 26 weeks between November 2024 and April 2025. No arbovirus detections occurred in the chickens for 2024/25.	

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

Code	Action	Annual Comment	Status
4.1.4.1	Urgently respond to notifications of high Legionella and Heterotrophic Colony Count (HCC) test results.	There were no notification of high Legionella or Heterotrophic Colony Count in Cooling Towers in Griffith LGA in 2024/25.	
4.1.4.2	Allocate Unique Identification Number (UIN) on Cooling Water Systems. Take receipt of Risk Management Certificates for each Cooling Water System. Maintain UIN register.	Register has been kept up to date.	

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

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

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

Code	Action	Annual Comment	Status
4.1.6.1	Undertake On-site Sewage Management inspections on newly registered Septic and Aerated Water Treatment Systems (AWTS) as they arise.	All applications are assessed as required no back log on any applications for the year.	

Code	Action	Annual Comment	Status
		Issue 'Approvals to Operate'.	
<i><b>Deliver Beauty and Skin Penetration Inspections within Griffith and Hay LGA's as required by NSW Health. (Hairdressers as required)</b></i>			
Code	Action	Annual Comment	Status
4.1.7.1	Undertake inspections of Griffith and contracted LGA Hairdressers, Beauty and Skin Penetration premises including equipment and facilities.	Completed inspections in line with annual inspection program – beauty and skin penetration premises only.	
<i><b>Deliver Mortuary Inspections as required by NSW Health.</b></i>			
Code	Action	Annual Comment	Status
4.1.8.1	Undertake inspections of Griffith and contracted LGAs Mortuary premises including equipment and facilities.	All inspections completed as required.	
<i><b>Deliver Lake Wyangan Water Quality Sampling as required by the Australian Recreational Water Guidelines and Murrumbidgee Regional Algal Coordinating Committee.</b></i>			
Code	Action	Annual Comment	Status
4.1.9.1	Undertake regular water samples of Lake Wyangan to determine lake water suitability for Recreational water use.	Regular water samples collected and tested with results posted to the website.	
<i><b>Deliver Food Inspections on food premises within the Griffith and surrounding LGAs as required under the NSW Food Act 2003.</b></i>			
Code	Action	Annual Comment	Status
4.1.10.1	Undertake Food Business Inspections within the Griffith and contracted LGAs	A total of 241 food business inspections were completed in 2024/25. Food businesses that were inspected within Griffith City Council Local Government Area were extremely well maintained with 100% of food businesses receiving a compliant.	

Code	Action	Annual Comment	Status
	as required under the NSW Food Act 2003. Respond to general enquiries and complaints from the public.	5 Star, 4 Star or 3 Star rating. A total of 12 food safety complaints were received and handled in 2024/25.	
4.1.10.2	Undertake Temporary Event Food inspections within the Griffith LGA as required.	A total of 24 temporary food business inspections were completed in 2024/25.	
4.1.10.3	Undertake Mobile Food Van inspections within the Griffith LGA as required.	A total of nine mobile food business inspections were completed in 2024/25.	

**Encourage an inclusive community that celebrates social and cultural diversity**

*Hold Citizenship Ceremonies as required.*

Code	Action	Annual Comment	Status
4.2.1.1	Citizenship Ceremonies held as required.	Four Citizenship Ceremonies held this year.	

*Organise Australia Day Ceremony.*

Code	Action	Annual Comment	Status
4.2.2.1	Australia Day Ceremony held.	Australia Day Awards Ceremony held, with all categories presented with winners. Over 40 nominations for all community and sporting awards. Australia Day Ambassador Program (Michelle Leonard OAM) delivered. Citizenship Ceremony delivered with 48 new citizens. Colouring In Competition delivered in the lead up to the event.	

*Provide opportunities for community groups to access grant funding.*

Code	Action	Annual Comment	Status
4.2.3.1	Deliver two rounds of Community Grant funding.	Only one round of Community Grants 2024/25 delivered due to the election cycle. Importance of engagement with potential applicants highlighted to ensure understanding of eligible/ineligible grant criteria.	

***Council welcomes refugees and asylum seekers.***

Code	Action	Annual Comment	Status
4.2.4.1	Consult with services supporting the multicultural community.	Collaborative efforts with multicultural groups led to inclusive events like International Women's Day, Harmony Day, and Refugee Citizenship Night. Through interagency meetings, school partnerships, and engagement with services and government, local issues were identified and addressed. These initiatives fostered cultural celebration, connection and community-led planning.	

**Provide and promote accessibility to services***Review the Disability Inclusion and Access Plan (DIAP) and complete report requirements.*

Code	Action	Annual Comment	Status
4.3.1.1	Prepare draft, place on exhibition and endorse Disability Inclusion Action Plan (DIAP).	DIAP review completed. Progress report submitted to Department Communities and Justice (DCJ). International Day of People with Disability (IDPWD) event held at Art Gallery with artworks showcased at Griffith Regional Theatre Artspace. Programming and reporting for IDPWD commenced. Supported Prostate Support Group and hosted Council visit with Kurrajong and the Mayor.	

**Provide access to community services.**

Code	Action	Annual Comment	Status
4.3.2.1	Maintain an up-to-date Community Directory.	New website including Community Directory up and running. Organisation login now required. Community directory promoted with all networks and in conversations with organisations.	
4.3.2.2	Work with Inter agency Networks and other organisations on issues impacting the community.	Attended Murrumbidgee Suicide Prevention and Aftercare Collaborative (MSPAC), Multicultural Interagency Network (MIN), and interagency meetings. Partnered with Interrelate for Speed Networking with 50+ orgs. Promoted National Families Week, Pride Month and youth events. Supported workshops, consultations and forums including Settlement Services International (SSI), TAFE, domestic violence, disability, multicultural and refugee initiatives.	

**Provide a range of cultural facilities, programs and events***Griffith Regional Theatre will deliver a diverse and engaging program of events that caters to the needs of the community.*

Code	Action	Annual Comment	Status
4.4.1.1	Develop and deliver high quality, diverse entrepreneurial season that is	Another great year at the Theatre with a full program of Season shows including four x morning melodies (seniors), four x shows for schools and families and seven other performances, including one First Nations	

Code	Action	Annual Comment	Status
	inclusive of different age, cultural and interest groups in the community.	work, and one show produced by and for Culturally and Linguistically Diverse (CALD) participants.	
4.4.1.2	Deliver biannual community music production.	The Production of Mamma Mia, to be held in September 2025, is well underway with Director and Production team in place. Cast and band members have been decided, and rehearsals are well underway. Sponsors have been confirmed, and planning for set, costumes, crew and other elements of production is being undertaken. Marketing has commenced with tickets going on sale on 1 July.	
4.4.1.3	Deliver annual Theatre Workshops for young people.	Youth Theatre Troupe continues to have strong enrolment. Theatre Troupe Leader changed during this year, with an experienced drama teacher replacing previous leader due to other commitments. The young people are enjoying it and are keen to continue to attend future sessions.	
4.4.1.4	Marketing strategy developed, reviewed and implemented annually.	Various forms of marketing undertaken for shows including social media, radio, TV ads, print media, poster distribution and direct emails. Entered into contra arrangements with media suppliers this year that will save Council money and offer them and their clients benefits at the Theatre. Attracted almost 400 members since December 2024.	
4.4.1.5	Provide a clean functional and well-maintained Theatre facility available to the public.	Addressed the problems of roof and wall leaks as well as Fire Safety Standards. Both have been resolved and should now just require regular maintenance rather than remedial works. Annual Fire Safety Certificate provided.	

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

Code	Action	Annual Comment	Status
4.4.2.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Exhibitions this year have included four touring exhibitions, three community group exhibitions, work from several local artists featured, and one solo exhibition by a local artist. The National Contemporary Jewellery Award was also held featuring works from designers from all around Australia. A collection of jewellery on loan from the National Gallery of Australia has been on display since November.	
4.4.2.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and	Artspace Exhibitions this year have included photos from Pioneer Park's Action Day, three solo exhibitions from local artists, and a group exhibition of works created by local people with disabilities.	

Code	Action	Annual Comment	Status
		displays of interest to the local community.	
4.4.2.3	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	The Gallery's Public Programs offerings have included sessions for children - both after school and in school holidays - as well as masterclasses for artists, the popular Lunch Society talks and several floor talks from artists and curators. A Fashion Parade, featuring gowns from the Couture Collection was a successful fundraiser.	
4.4.2.4	Provide a clean functional and well-maintained Art Gallery facility available to the public.	The War Memorial Museum Trust repaired the leaking roof, with internal improvements to be carried out soon. Gallery Coordinator resigned with recruitment for that position underway. Nine exhibitions held, including the biennial National Contemporary Jewellery Award and a collection of jewellery from the National Gallery of Australia on loan for another year.	
4.4.2.5	Cultural Precinct Masterplan developed.	The Cultural Precinct Masterplan was adopted in 2023.	

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

Code	Action	Annual Comment	Status
4.4.3.1	Maintain a collection of library material in accordance with State Library guidelines.	This year 102,697 items were loaned from Griffith City Library.	
4.4.3.2	Griffith City Library to facilitate digital inclusion in the community by providing digital education programs.	10 public computers were replaced this year, with 6,966 free computer sessions recorded.	
4.4.3.3	Provide reliable high-speed internet and computer equipment.	Computer software updates completed regularly with 10 public computers, equating to one PC per 2,716 residents, offered for free use.	

Code	Action	Annual Comment	Status
4.4.3.4	Position the Griffith City Library as a community hub for learning, networking and leisure by providing a range of programs to all sectors of the community.	The Library welcomed over 89,000 visitors this year and offered 322 free events to over 11,000 attendees.	
4.4.3.5	Provide a clean, functional and well-maintained library facility available to the public to community and industry standards. Installation of Library shelving funded by State Library grant.	Cleaning of the Library facility occurs daily. This year implementation of the State Library infrastructure grant has continued and is nearing completion.	

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

Code	Action	Annual Comment	Status
4.4.4.1	Conduct an assessment of current state of Pioneer Park Museum buildings to identify conservation needs and develop Asset Maintenance and Restoration Plan according to priority.	Working through assessments on high priority buildings and attending to conservation requirements. Staff are still having difficulty in engaging suitably experienced carpenters to undertake remedial works. Continued work being done on every building (40+) with assessments and annual reviews.	

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

Code	Action	Annual Comment	Status
4.4.5.1	Promote and facilitate Griffith Youth Advisory Group.	Youth pool event held on 10 January 2025 with State funding. Fortnightly YAG meetings. April workshops included, Future Ready sessions, Hype and Easter Fun. May featured United Nations Youth consultation, Griffith Aboriginal Medical Service (AMS) Reconciliation Week, and Reconciliation Cup. June included NSW Youth Forum and Youth Week planning.	

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

Code	Action	Annual Comment	Status
4.4.6.1	Plan and deliver Action Day and attract major events to increase visitation.	Both major events were successful, attracting approximately 3,500 attendees. Tourism numbers decreased by around 200 compared to last year. Gate takings reached \$48,000, with Action Day gate sales of \$19,000 included, total gate income was \$67,000. While overall event and visitor numbers were lower than the previous year, total annual visitation reached 13,748.	

#### Improve access to local health services

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

Code	Action	Annual Comment	Status
4.5.1.1	Monitor construction of new Base Hospital.	New Griffith Base Hospital opened to the public as from Thursday 26 June 2025.	

#### Promote health services and programs.

Code	Action	Annual Comment	Status
4.5.2.1	Collaborate with Murrumbidgee Local Health District (MLHD) to promote health services.	Information from Murrumbidgee Local Health District, Primary Health Network and NSW Health is shared as needed. This is done through Council Catch Up, social media and Council Capers (staff newsletter). From the new Griffith Base Hospital opening, to flu and vaccination reminders, Council collaborates to keep the community informed.	

#### Promote reconciliation and embrace our Wiradjuri heritage and culture

**Implement Reconciliation Action Plan (RAP).**

Code	Action	Annual Comment	Status
4.6.1.1	Review Reconciliation Action Plan (RAP).	Council has consulted where possible, with Aboriginal organisations to promote unity and reconciliation as per the Plan. Budget bid was placed for updated RAP. Expression of interest for Cultural training was accepted and planned for delivery with new Councillors and key staff at Council Workshop.	
4.6.1.2	Consult, and or partner with the local Aboriginal Community.	Liaised with Griffith LALC for Survival Day 2025, including Smoking Ceremony. Delivered Welcome to Country at three events and Citizenship Ceremony held 17 March 2025. Submitted budget bid for new RAP. Promoted holiday events via AMS, Youth Services, Interagency and social media. Supported NAIDOC and Indigenous awards.	

**Provide a range of sporting and recreational facilities***Maintain and renew playgrounds in accordance with the Playground Strategy.*

Code	Action	Annual Comment	Status
4.7.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	All Council playgrounds continue to be maintained to Australian Standards. Inspections are documented and faults are addressed promptly. The Tharbogang village playground has been upgraded with new play equipment and landscaping. A new playground complex constructed at the Lake Wyangan Picnic Area. Certified bark soft-fall has been replenished in areas of playgrounds as required.	
4.7.1.2	Manage and maintain parks and reserves to a high level of service.	Council parks and reserves continue to be maintained to a standard that is expected by the community. Hazards that are identified are acted upon promptly to ensure the safety of the public.	

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

Code	Action	Annual Comment	Status
4.7.2.1	Provide a clean, functional and well-maintained aquatic facility available to the public.	GRALC pool water quality maintained all year. Pool concourse (internal) still to be replaced, moved to 2026. Council resolved to retain management of Fitness Club following community consultation. New equipment purchased. Grants are being sourced to assist with upgrade to indoor plant/energy efficiencies.	
4.7.2.2	Recruit additional swim instructors.	Council has employed an additional 13 casual swim instructors which has allowed additional sessions to be added (including some Adult Learn to Swim sessions). Recruitment for vacant Team Leader position commenced in late June. Splash Swim School has maintained enrolments and revenue during the year.	
4.7.2.3	Attract additional Zone Level (or higher) Events and additional user groups to utilise the facility.	GRALC hosted the NSW Country Regional Swimming Championships in January 2025 bringing approximately 300 swimming families to Griffith for a high-level swim meet.	

*Maintain all Council's sporting ovals.*

Code	Action	Annual Comment	Status
4.7.3.1	Manage and maintain Council's sporting ovals to the level of service.	Sportsgrounds continue to be maintained to a high standard to meet the expectations of the community. A new amenities building has been built at Hanwood Oval. Ted Scobie Oval amenities building has been renovated. Storage rooms have been created at Jubilee Oval allowing	

Code	Action	Annual Comment	Status
		for user groups to have sporting equipment accessible at the venue.	
<i>Implement capital upgrades to recreational facilities as funding becomes available through grants or otherwise.</i>			
Code	Action	Annual Comment	Status
4.7.4.1	Seek funding for capital upgrades on recreational facilities.	The Tharbogang Playground was internally funded. Public consultation sessions were held and final design was selected. The construction of the playground is completed. Construction of the new Lake Wyangan playground completed by June 2025. The shade sails at Tharbogang were funded by the Local Small Commitments Allocation (LSCA) grant program and will be completed by September 2025.	
<i>Griffith Stadium to provide a range of services for the improved health, well-being and lifestyle of the community.</i>			
Code	Action	Annual Comment	Status
4.7.5.1	Provide a clean, functional facility, available to the community.	Griffith Regional Sports Centre exceeded booking projections in 2024-25, requiring extra cleaning services to maintain high standards. Zero cleanliness or maintenance complaints were received.	
4.7.5.2	Attract major sporting events.	Overall, the Griffith Regional Sports Centre recorded an increase in utilisation across the board. A significant increase in social tournaments and casual patronage contributed to this growth.	
4.7.5.3	Attract additional sporting groups/associations to utilise the facility for competitions.	Griffith Regional Sports Centre experienced strong growth in social sport and community engagement this year. Increased volleyball, pickleball, and basketball activities, plus expanded competitions and tournaments, boosted facility use. The Centre hosted its first Waratah Women's State League basketball match and supported local winter sports teams with cross-training.	

*Lake Wyangan Restoration Project.*

Code	Action	Annual Comment	Status
4.7.7.1	Design and construct amenities, western foreshore of Lake Wyangan.	Building work on playground finalised.	

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

*Initiate place activation projects in Griffith and villages.*

Code	Action	Annual Comment	Status
4.8.1.1	Implement a place activation.	Central Business District (CBD) activation and placemaking are important aspects of the Urban Design unit function. Council applied for funding for the activation of Neville Place, but was unsuccessful. Urban Design is continuously looking at areas to activate in the CBD.	

*Deliver Urban Design Projects.*

Code	Action	Annual Comment	Status
4.8.2.1	Scope, design and plan projects of city significance based on available funding.	Urban Design is continuously looking at projects that can enhance the public domain and benefit the wider community. Public consultation is a high priority, as is applying for grant funding for identified projects.	

*Work with Council and Stakeholders to implement Place Creation Strategies.*

Code	Action	Annual Comment	Status
4.8.4.1	Liaise with Councillors and Stakeholders.	To improve the aesthetic of the city and villages, by developing quality places and improved public realm is Urban Design Unit's primary function. Liaising with Councillors and stakeholders is an ongoing process to improve outcomes and get maximum community input.	

# 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

## 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

Griffith's Gross Regional Product is estimated at \$2.05 billion, which represents 0.25% of the state's GSP (Gross State Product).

There are 16,657 jobs based in the Griffith Local Government Area, with the manufacturing industry being Griffith's largest employer, generating 3,263 jobs and an economic output of \$1,497 million in 2023/24.

Over the past financial year, Griffith City Council has approved development applications worth a total of \$187 million.

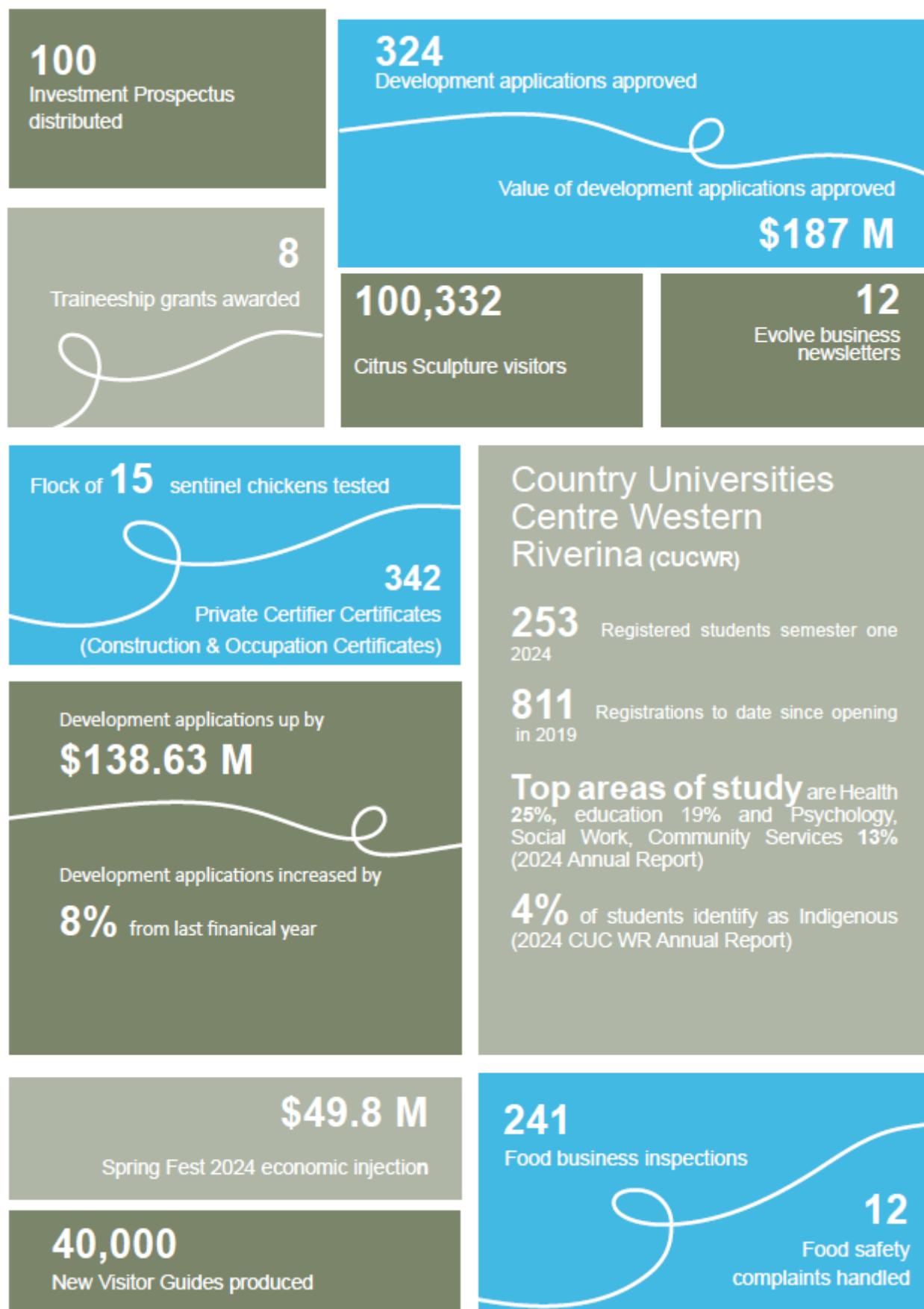
Council assists new or expanding businesses by appointing a dedicated Business Assistance Officer. Council works to showcase Griffith as a desirable visitor destination, with Griffith's premier tourist event Griffith Spring Fest, recording a 24% increase in visitors from 2023.

We maintain and develop an effective transport network, including the airport, public roads, pathways, pedestrian access and key transport corridors, to ensure Griffith and surrounding villages remain accessible and connected. Council is responsible for a total road length of 1408km. Annually Council reseals bitumen roads to the tune of \$1,280,000, covering approximately 40km.

Our Operational Plan for 2024/25 committed to 78 actions to help grow our economy and manage services and assets. We achieved 75 of these actions.

### Significant Development Applications received

Construction of 7 -8 Storey building, featuring commercial tenancies & 52 Residential Units – 475 Banna Avenue	\$ 28,887,870
Five storey Residential Flat Building & Strata subdivision 14-16 Coolah Street	\$ 24,525,613
Residential Flat Building with 18 Units & Strata Title Subdivision 55-57 Railway Street	\$ 19,571,061



# Initiatives to help grow our economy

## Lunch with the Mayor



Lunch with the Mayor provided an economic update on 13 August 2024

## Glow 2680 Star Shopper



The Star Shopper Glow 2680 Campaign is held to encourage residents to shop local over the festive season.

## Glow 2680 Sidewalk Sale



The Glow 2680 Christmas Sidewalk Sale is held each year in December.

## Griffin Green



Council partnered with Argyle Housing to deliver 20 new townhouses and 42 ready to build housing lots officially opened July 2024.

## A Taste of Italy



The successful A Taste of Italy event was held from 19 - 25 August 2024.

## A Taste of Italy Sidewalk Sale



A Taste of Italy Sidewalk Sale held in August 2024.

## Griffith Spring Fest 2024



Griffith Spring Fest held 13 - 27 October 2024.

## Griffith Spring Fest Open Gardens



Eight local gardens opened for Griffith Spring Fest 2024.

## Griffith Spring Fest Medlog Launch Party



Griffith Spring Fest Launch Party 2024.

# Events and initiatives

Griffith Citrus Sculptures



As part of Spring Fest 60 unique sculptures were constructed.

Griffith Easter Party 2024



Griffith Easter Party held 18 to 21 April 2024.

Easter Fun for Kids



Easter Fun for Kids was held in Memorial Park on Easter Saturday.

Pioneer Park Action Day



The annual Pioneer Park Action Day held on Good Friday.

Easter Party Sidewalk Sale



Easter Sidewalk Sale held Easter Saturday.

Invigorate Griffith



Council partnered with Business Chamber to hold a Spendmapp event in April 2025.

Housing Forum



Housing Forum held March 2025.

Lexus Melbourne Cup Tour



The Lexus Melbourne Cup Tour came to Griffith on 19 June 2025.

Today Show live during Spring Fest



The spotlight was on Griffith when the Today Show filmed live in October to showcase the Citrus Sculptures.

## Growing our city

### Grow our economy

#### Be a location of choice for innovative agriculture and manufacturing

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

Code	Action	Annual Comment	Status
5.1.1.1	Produce and promote a regularly updated Invest Griffith Prospectus. Maintain Griffith Economic Development website with relevant and current information.	Distributed box of 100 x 2024 Investment Prospectus. Completed 2025 Investment Prospectus update. Working on new Economic Development Strategy - consultation completed. Commissioned Economic Health Check to attach as background. Assisted investors included State significant energy project.	

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

Code	Action	Annual Comment	Status
5.1.2.1	Support Region 9 of Murray Darling Association via provision of Agendas and Minutes.	Meetings are minuted and Agendas produced for Murray Darling Association. Council assisting with Murray Darling Association Water Conference for 2025. Prepared draft Griffith Water Prospectus and attachments for Council meeting. Working on Western Riverina Regional Drought Resilience Plan Implementation.	

#### Be a location of choice for business investment employment and learning

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

Code	Action	Annual Comment	Status
5.2.1.1	Deliver Griffith Now Hiring marketing program.	Griffith Now Hiring newsletters sent out, social posts, radio ad, YouTube ads, merch created - magnets and tote bags. Filming with Blueclay as part of Regional Development Australia (RDA) Riverina's Country Change program - will use content for Griffith Now Hiring promotion. Transitioned Griffith Now Hiring over to Jobs Riverina Murray and new webpage.	

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

Code	Action	Annual Comment	Status
5.2.2.1	Support the following programs: Grow Our Own, Multicultural NSWs Growing Regions of Welcome (NSW GROW) model, Griffith Connect, Partner with Regional Development Australia (RDA) Riverina Country Change.	Worked with Grow Our Own on new programs and industry tours. Filmed new video and photo content for Country Change. Organising Country Change Expo Griffith. Supported Griffith Connection events. Supported RDA Riverina Designated Area Migration Agreement (DAMA) lobbying.	

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

Code	Action	Annual Comment	Status
5.2.3.1	Undertake review of Work Health Safety policies and implement amendments to WHS Act and Legislation changes as required.	Review of Work Health Safety compliance undertaken by Internal Auditors.	

***Advocate for safe work practices and employment standards.***

Code	Action	Annual Comment	Status
5.2.4.1	Facilitate opportunities for training and policies to improve staff wellbeing.	Wellbeing raised at WHS Safety Month, Staff BBQ and Managers Meeting and Council Capers. Psychosocial Management process progressing. Wellbeing programs implemented through the year including RUOK day, hearing checks, lung busts, Mental Health Movement.	
5.2.4.2	Provide a safe workplace by undertaking Random Alcohol and Other Drug (AOD) testing.	Regular program of testing undertaken.	

***Identify opportunities for Council traineeships and work experience programs.***

Code	Action	Annual Comment	Status
5.2.5.1	Identify opportunities within organisation structure for potential traineeships.	Applied for OLG grant and awarded eight positions with recruitment ongoing into 25/26.	

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

Code	Action	Annual Comment	Status
5.2.6.1	Include Country Universities Centre (CUC) Western Riverina in regular promotional material and newsletters.	CUC is promoted via Griffith Now Hiring and Griffith City Council social channels and newsletters. Filmed and photographed CUC as part of the new Country Change campaign. CUC part of Country Change Expo working group.	

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

Code	Action	Annual Comment	Status
5.3.1.1	Promote services offered by Service NSW and Business Enterprise Centre to assist local businesses to establish and grow. Work with AusIndustry, Austrade and the Department of Regional NSW to promote investment opportunities and business growth.	Meetings held with Enterprise Plus, Industry Capability Network (ICN) Gateway, Department of Immigration, Onebasin, AusIndustry, Service NSW. Working on a series of Business Resilience Workshops with GBC and partners as well as tender training. Distributed "how can Council help you business" flyer. Multiple business networking events help and attended.	

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

Code	Action	Annual Comment	Status
5.3.2.1	Produce monthly Evolve Business Newsletter.	Twelve monthly Evolve newsletters produced. Supported businesses with grant assistance, letters of support and development help.	

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

Code	Action	Annual Comment	Status
5.3.3.1	Undertake bi-annual business survey to determine business training requirements. Facilitate and promote training events and programs to build business resilience.	Meetings with Griffith Business Chamber, Business NSW and Griffith Women in Business to discuss when to undertake survey, business resilience and tender training workshops. Sponsored Griffith Business Awards and Regional Business Awards. Assisted local businesses applying for business awards with their application.	

**Strategic land use planning and management to encourage growth in the region***Prepare and Implement Strategic Planning Framework.*

Code	Action	Annual Comment	Status
5.4.1.1	Prepare Local Environmental Plan (LEP) Amendment.	Amendment completed March 2024.	
5.4.1.2	Development Servicing Plan.	Review of the Plan is progressing.	
5.4.1.3	Prepare Employment Lands Development Control Plan.	Employment Lands Development Control Plan (DCP) is in draft format awaiting adoption of the Griffith Housing Strategy which is due for adoption August 2025 as the strategy will inform requirements of the DCP. Once the DCP is complete it will be reported to Council and placed on Public Exhibition.	
5.4.1.4	Review Residential Development Control Plan.	Large Lot Residential Development Control Plan Boorga Road R5 – completed 2025.	

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

Code	Action	Annual Comment	Status
5.4.2.1	Compare actual land take up with projections in the Land Use Strategy during a five year review period.	The Griffith Housing Strategy 2025 identifies demand for 2,725 new dwellings by 2046. Current and upcoming land supply can support over 6,800 homes, with forecasts indicating availability will be sustained for the next 20 years. Council will continue working with developers and government agencies to accelerate infrastructure and support housing delivery.	

***Lake Wyangan Village Masterplan finalised and implemented.***

Code	Action	Annual Comment	Status
5.4.3.1	Master plan Lake Wyangan.	Master Plan for Lake Wyangan has been completed.	

***Prepare Master Plans.***

Code	Action	Annual Comment	Status
5.4.4.1	Prepare Hospital Precinct Master Plan.	Community consultation undertaken. Council approved Master Plan March 2024.	
5.4.4.2	Hanwood Growth Area Master Plan.	Hanwood Master Plan completed. Endorsed 12 March 2024 to go on public exhibition.	
5.4.4.4	Commence Yenda Growth Area Master Plan.	Yenda Growth Master Plan finalised. Placed on exhibition 27 May 2025. Adopted August 2025.	
5.4.4.5	Master Plan former Sun Rice Lands and MI Depot Lands along Banna Avenue at Crossing Street.	Progressing road layout design plans finalised.	
5.4.4.6	Master Plan new Employment Lands along Southern Link Road.	Progressing pending funding.	

***Support diversity in housing options******Implement the Griffith Housing Strategy in line with identified priorities***

Code	Action	Annual Comment	Status
5.5.1.1	Completion of Griffin Green affordable housing project.	Griffin Green officially completed. Housing Strategy 2025 exhibition period complete, submissions reviewed.	
5.5.1.2	Review of Griffith Housing Strategy.	A review of the Griffith Housing Strategy 2019 commenced in August 2024, with PSA Consulting engaged to deliver the updated strategy. The review includes community consultation, analysis of housing trends, and aims to improve supply beyond existing growth areas. The final strategy is expected to be adopted in August 2025.	

***Increase supply of Affordable Housing in Griffith.***

Code	Action	Annual Comment	Status
5.5.2.1	Explore opportunities in partnership with the Australian Government, NSW Government, not for profit community, housing providers and private sector to increase supply of affordable housing in Griffith.	Funding secured under the Regional Housing Strategic Planning Fund during May 2025. Preparation of a Business Case and Master Plan to develop vacant Crown Land at Bromfield Street and Kookora Street for affordable housing. Total Project \$215,000. \$195,000 grant, Council contribution \$25,000. Project completion date 30 June 2026. Business Case to support future applications for capital works grant funding.	

**Promote Griffith as a desirable visitor destination*****Attract, develop and maintain events that are sustainable and bring visitation to Griffith.***

Code	Action	Annual Comment	Status
5.6.1.1	Deliver Griffith's key tourism event campaigns.	Council successfully delivered Griffith's key tourism event campaigns.	
5.6.1.2	Evidence of growth of tourism events.	Successful year in growing the events calendar for Griffith. Visit Griffith online calendar growing and more events are being added regularly.	
5.6.1.3	Support the development of events that bring visitation to Griffith.	Supported the development of events that bring visitors into the region. Communications ongoing and relationships will continue to be built.	
5.6.1.4	Deliver Griffith's key tourism event campaigns.	Print: Programs, posters, Save the dates, signs and flags, What's On, Ads via Australian Community Media (ACM), Better Homes & Gardens Digital: Facebook, Instagram, Google, Youtube, Websites, Electronic newsletters (EDMs), External: ACM, Truly Aus (REX Magazine), Australian Traveller, Better Homes & Gardens, Kidman Way & Visit Riverina, Sydney Weekender Other: Media releases, TV, Radio, Weekly What's On Live on Triple M, Badges for events, Radio Italiana, Rick Stein filming, Sydney Weekender TV	

*Attract regional conference and business event market.*

Code	Action	Annual Comment	Status
5.6.2.1	Communicate with business event stakeholders.	Successful year holding regional conferences and business events in Griffith. Conversations will continue for future business events and conferences.	

*Establish Griffith as a destination of choice.*

Code	Action	Annual Comment	Status
5.6.3.1	Increase Griffith's digital presence.	Four social media accounts - Visit Griffith (VG) Facebook and Instagram, Griffith Spring Fest (GSF) Facebook and Instagram) with over 22k followers and four websites (VG, GSF, A Taste of Italy & Easter Party) with 12k new users quarterly. Direct digital newsletters have over 5,000 subscribers with a 37.5 % open rate. Google & Search Engine Optimisation (SEO) working well.	
5.6.3.2	Produce consistent marketing material.	New Visitor Guides - 40,000 New Kidman Way touring guides - 20,000 Event programs (3 campaigns) - 21,000 Posters - 210 Seasonal What's On Guides - 15,000 Event save-the-date postcards - 2,000 Mural Trail brochures - 700	
5.6.3.3	Seek funding opportunities to assist in the development of tourism in Griffith.	Continue to seek and share funding opportunities to assist in the development of tourism. Over 35 funding opportunities were shared with our local operators over the last 12 months in relation to tourism.	
5.6.3.4	Develop and maintain partnerships with leading regional, state and national tourism bodies.	Consistently building and sustaining strong partnerships with leading tourism bodies at the Regional, State and National levels.	
5.6.3.5	Capitalise on new marketing opportunities.	Editorial: Aust Traveller, Truly Aus magazine, Eat Play Stay, Caravanning Australia, Our Gardens TV: Today Show Griffith Easter Party, Television commercials x 3, Rick Stein filming, Sydney Weekender Videography: 3x 30 second videos for event campaigns and Meet the Local series, Radio: Radio Ads each event campaign, Weekly Triple M, Radio Italiana Adelaide Other: Media Releases 17, Surveys 975, Lexus Melbourne Cup Tour, Visitor Guide	

Code	Action	Annual Comment	Status
5.6.3.6	Provide a functional and well maintained Tourism facility available to the public.	The major part of Stage 2 renovations have been completed. Final touches will be completed over the next 2 months with 25/26 Capex funds. New workstations have addressed WH&S concerns.	

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

Code	Action	Annual Comment	Status
5.6.4.1	Work with tourism industry stakeholders to grow product offering through relationship building.	Total no. of operator/ambassador visits over the 12-month period = 234 Total no. of local famils attended by Tourism Team over the 12-month period = 2 Total no. of group itineraries created and distributed over the 12-month period = 51	
5.6.4.2	Communicate visitor experiences to potential visitors and new markets.	Total number of visitor guides distributed Australia-wide over the 12-month period = 23 637 Total number of information packs distributed during quarter over the 12-month period = 616	
5.6.4.4	Create and facilitate opportunities for tourism stakeholder engagement and education.	The Griffith Tourism Team develops and facilitates opportunities for tourism stakeholder engagement and education across all levels, ranging from visitor servicing to marketing and events. Partnership with Destination Riverina Murray and Destination NSW enables us to share invaluable resources and targeted opportunities tailored to specific sectors.	

#### Support transport connectivity

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

Code	Action	Annual Comment	Status
5.7.1.1	Contribute to the completion of the WR Connect (Western Riverina regional freight intermodal) Business Case.	WR Connect progressing - Transport NSW should have two Rail sidings (\$19M) complete by 2026. Stage 3 Southern Industrial Link Commenced.	

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

Code	Action	Annual Comment	Status
5.7.2.1	Contribute to freight and transport initiatives.	WR Connect progressing.	

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

Code	Action	Annual Comment	Status
5.7.3.1	Maintain communication with Airlines and provide support towards an expansion of air services.	Completed for year and ongoing.	

*Support airline service connectivity to Griffith.*

Code	Action	Annual Comment	Status
5.7.4.1	Ensure Griffith Airport remains compliant with all Australian Government Regulatory Requirements.	Department Home Affairs wrote to Council 7 February 2025 advising that Griffith Airport will remain as a Tier 3 airport under the airport categorisation model, with a review to be undertaken in approximately 12 months. An annual inspection of the Airport by Civil Aviation Safety Authority (CASA) was conducted 27 to 29 May 2025.	

### Provide and manage assets and services

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

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

Code	Action	Annual Comment	Status
6.1.1.1	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets.	Planning of Strategic capital works for the improvement of the Griffith Livestock Marketing Centre will be presented and discussed through the Saleyards Committee during 2025/26 to enable priority capital works to be identified.	
6.1.1.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Planning of Strategic capital works for the improvement of the Griffith Livestock Marketing Centre will be presented and discussed through the Saleyards Committee.	

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

Code	Action	Annual Comment	Status
6.1.2.1	Engineering design and referrals provided to Council departments.	Engineering design and referrals are being completed to internal departments. This includes engineering designs being completed to Council's Infrastructure & Operations Directorate, Council's Utilities Directorate, and Urban Design Department for capital works programs and successful funding projects. Engineering Referrals are being provided to Council's Planning Department for developments.	

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

Code	Action	Annual Comment	Status
6.1.3.1	Gravel extraction to be carried out as per licence and development application requirements.	Gravel extraction carried out as required.	

*Investigate the delivery of a new cemetery and crematorium.*

Code	Action	Annual Comment	Status
6.1.4.1	Explore options for the new cemetery and crematorium.	Funeral Director submitted a Development Application (DA) for a cremator to be purchased and owned by Council. The DA was assessed, approved without formal objection to the DA. Council's solicitors prepared lease document. During budget deliberations Council allocated funding for a cremator in FY2026/27, delaying a new crematorium until July 2026. No funding allocated for Rifle Range site in FY2025/26.	

*Provide cemetery facilities to meet the needs of the community.*

Code	Action	Annual Comment	Status
6.1.5.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Griffith, Yenda and Bagtown Cemeteries continue to be maintained to a high standard that is expected by the community. Construction of Lawn Beams have been completed in Lawn 4 & Lawn 6 of the Griffith Cemetery. Fourteen Double Below Ground have been constructed in the Roman Catholic 5 section of the Griffith Cemetery.	

*Maintain street sweeping program to improve quality of stormwater runoff.*

Code	Action	Annual Comment	Status
6.1.6.1	Manage and maintain street sweeping program to improve quality	Street sweeping undertaken as per schedule program and allocated budget.	

Code	Action	Annual Comment	Status
		of storm water runoff.	
<b><i>Maintain and upgrade the existing waste management centres to provide waste handling to accommodate the current and future needs of the community.</i></b>			
Code	Action	Annual Comment	Status
6.1.7.1	Continue utilisation and upgrading of existing landfilling facilities.	Council is working with a Design Contractor to develop a design for the new Landfill Site. Once the design is completed it will be presented to the Environmental Protection Authority (EPA) and Department of Planning for approval.	
<b><i>Encourage resource recovery and kerbside recycling.</i></b>			
Code	Action	Annual Comment	Status
6.1.8.1	Provide and promote resource recovery and recycling initiatives.	Council, through its newly reformed Landfill & Food Organics and Garden Organics (FOGO) Committee, is investigating introduction of a FOGO Kerbside Collection Service.	
<b><i>Maintain waste collection services for the Griffith LGA.</i></b>			
Code	Action	Annual Comment	Status
6.1.9.1	Provide commercial, street and park bin collections.	The commercial bin network and the street and park bins have been continually serviced.	
6.1.9.2	Liaise with collection contractor to ensure that both domestic and recycling bins are serviced.	Waste Operations Manager regularly communicates with the collection contractor ensuring that the network is serviced as per contract requirements.	
6.1.9.3	Replace and repair domestic and commercial bins when required.	Council meets its targets for delivery of new bins and the replacement of damaged bins in the Domestic Bin Network.	
<b><i>Develop and implement a Strategic Asset Management Plan for Griffith Pioneer Park Museum.</i></b>			
Code	Action	Annual Comment	Status
6.1.10.1	Conduct a comprehensive	This function is ongoing.	

Code	Action	Annual Comment	Status
		review of all WHS aspects.	
6.1.10.2	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and Restoration Plan.	Several critical asset maintenance activities have been carried out this year. New accessible pathways, installation of turf, remedial repairs to Dumossa Inn, general roof and guttering repairs, minor repairs to Bynya Homestead, installation of safety rails at the schoolhouse, church and knitted garden buildings. Pest control being undertaken with checks and spraying at six monthly intervals.	

***Provide GIS services to the organisation.***

Code	Action	Annual Comment	Status
6.1.11.1	Provide timely, responsive GIS services for Council.	The GIS/Assets team is committed to continuous improvement of GIS services, ensuring timely and effective responses to Customer Request Management (CRM) inquiries. Ongoing enhancements aim to streamline service delivery and support Council operations efficiently.	

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

Code	Action	Annual Comment	Status
6.1.12.1	Review and update Asset Management Plans for Council infrastructure.	The combined Asset Management Strategy and Plans were updated during the period to reflect current asset valuations and ensure alignment with the Long-Term Financial Plan. This update was minor in scope.	
6.1.12.2	Complete cyclical Valuation Reviews on each Asset class as required under statutory guidelines.	A valuation consultant was engaged to undertake valuations of land, buildings, and other structures, along with desktop assessments of transport and stormwater assets. Valuations for Water and Sewer assets are being completed internally. Building inspections have been completed, and the final valuations will be finalised in August.	

***Ongoing review and assessment of asset valuations.***

Code	Action	Annual Comment	Status
6.1.13.1	Conduct annual comparison of asset valuations for financial purposes to insurance valuations for forms or buildings and infrastructure.	Insurance values have been updated to align with asset valuations.	

***Efficiently manage and maintain Council's fleet services.***

Code	Action	Annual Comment	Status
6.1.14.1	Provide efficient fleet services to Council.	There is a maintenance policy for all major plant items and these are continually checked for efficiency. A large number of capital replacement items have been purchased/ordered.	
6.1.14.2	Maintain a modern and suitable fleet to meet the requirements of Council's services and facilities.	The majority of Council's major plant items have had good availability during the last year, with the items well maintained.	

***Maintain Griffith Airport infrastructure including terminal buildings, runways and carparks.***

Code	Action	Annual Comment	Status
6.1.15.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Annual CASA audit completed and audit findings implemented.	
6.1.15.2	Develop car parking plan for Griffith Airport.	Planning implementation phase progressing for car park.	

***Maintain and develop an effective transport network (airport, public roads, pathways, pedestrian access and transport corridors) for Griffith and villages******Maintain regional and local road infrastructure network as per adopted service standards.***

Code	Action	Annual Comment	Status
6.2.1.1	Maintain regional and local roads infrastructure network to adopted service standards.	Heavy patching of local and state roads completed. Regional roads heavy patching program for 2024/25 is planned to be completed in 25/26 subject to block grant funding. Reseal program for local and regional roads completed within allocated budget.	
6.2.1.2	Develop and implement annual gravel re-sheeting program.	The gravel re-sheeting works were completed in conjunction with Flood Recovery Works.	
6.2.1.3	Sealed roads rehabilitation program implemented in accordance with	Rehabilitation program completed for 24/25.	

Code	Action	Annual Comment	Status
	Asset Management Plan.		
6.2.1.4	Sealed roads reseal program implemented in accordance with Asset Management Plan.	Reseal program for local and regional roads has been completed for 2024/25, within the allocated budget.	

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

Code	Action	Annual Comment	Status
6.2.2.1	Construct roads in accordance with Capital Works Program.	All capital works for the year 2024/25 were completed in a timely manner.	
6.2.2.2	Seal Dickie Road.	Dickie Road was completed on time and opened to traffic.	
6.2.2.3	Construct Kookora Street and Murrumbidgee Avenue intersection.	Roundabout at Kookora Street and Walla Avenue intersection was completed on time so that the construction of Thorne Road could commence and Heavy Vehicle traffic diverted through this Roundabout when section of Thorne Road between Murrumbidgee Ave and Kidman Way was closed for construction.	

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

Code	Action	Annual Comment	Status
6.2.3.1	Rehabilitate Thorne Road between Murrumbidgee Avenue and Kidman Way.	Thorne Road was divided into two sections for ease of delivery. Council's inhouse crew constructed the section between Murrumbidgee Avenue and Murrumbidgee Irrigation's Supply Culvert. The section between this Supply Culvert and the Kidman Way/ Thorne Road roundabout was undertaken by the local contractor. This section comprised of the Developer's portion and Council's portion.	

***Review Heavy Vehicle Strategy.***

Code	Action	Annual Comment	Status
6.2.4.1	Consult with the community, industry and stakeholders to identify heavy vehicle priorities.	Council budget bid to be submitted for consultant to carry out a new Heavy Vehicle Strategy with the assistance of Council staff to carry out community consultation. Required to undertake a new Heavy Vehicle Strategy.	

**Mitigate the impact of natural disasters.**

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

Code	Action	Annual Comment	Status
6.3.1.1	Complete investigation, design and implementation of flood mitigation measures in accordance with Office of Environment and Heritage (OEH) funding guidelines.	Investigation, design and implementation of flood mitigation measures were completed in accordance with the Department of Climate Change, Energy, the Environment and Water (DCCEEW) funding guidelines. Stage 3 of the Yoogali Levee will require further funding to complete this project. Options will be presented through the Floodplain Management Committee during 2025/26.	

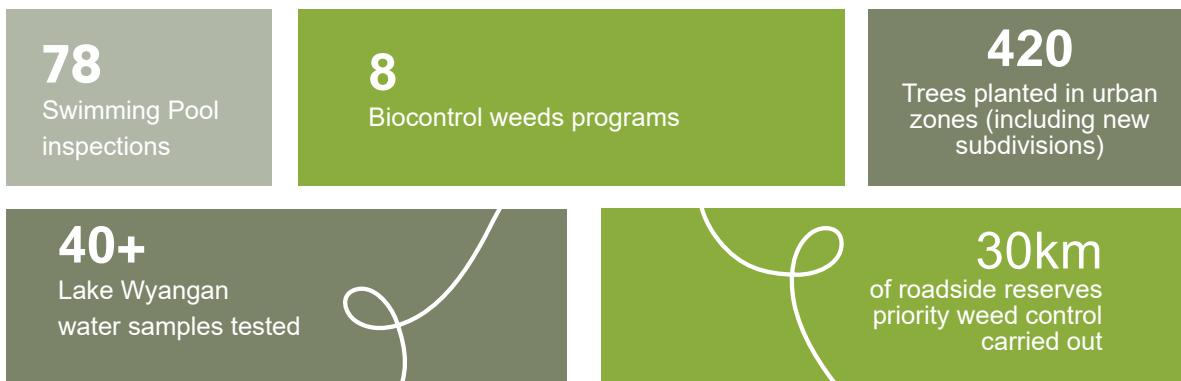
*Lead and guide the local emergency community through participation in the Local Emergency Management Committee.*

Code	Action	Annual Comment	Status
6.3.2.1	Facilitate Local Emergency Management Committee meetings quarterly.	Council staff supported, facilitated and completed all activities associated with the Local Emergency Management Committee and the designated role of Local Emergency Management Officer.	
6.3.2.2	Complete investigations, design and implementation of road restoration associated with natural disasters.	Restoration of sealed roads has commenced, and it is planned to be completed by 30 June 2026. Claim 3 will be prepared for works completed up to 30 June 2025 and submitted to Transport for NSW for review and approval.	

# 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



## 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



Our Operational Plan for 2024/25 committed to 32 actions to manage and enhance our environment. We achieved 30 of these actions, with one no longer required.

# Enhancing our environment

## Dump for Free Months



Two Dump for Free Months were held (October 2024 & March 2025).

## Landfill & FOGO Committee



The Landfill/FOGO Committee established to help implement Food Organics and Garden Organics (FOGO) 2027 rollout.

## Weed control



Moth Vine education for farmers April 2025.

## Mosquito awareness



Residents reminded to take care as Japanese Encephalitis Virus and Ross River Virus were detected in Griffith.

## Sustainability Workshop



Council partnered with EnviroCom Australia to educate locals about waste and recycling.

## Lake Wyangan water treatment trial



Diatomix, an eco-friendly treatment aimed at reducing Blue Green Algae (BGA), was trialled in South Lake.

## New trees and shrubs planted



Stage 1 of the Memorial Gardens Embellishment saw 740 new trees and shrubs planted.

## Powering Tomorrow Project



Powering Tomorrow: Regional Councils NSW Power Purchasing Agreement joined Nov 2024.

## Lake Wyangan water quality monitored



More than 40 Lake Wyangan water samples analysed.

## Valuing our environment

### Enhance the natural and built environment

#### Encourage respectful planning, balanced growth and sustainable design

*Provide guidance on potential development, construction and planning issues.*

Code	Action	Annual Comment	Status
7.1.1.1	Hold regular forums with developers, consultants and stakeholders.	Two developer forums were held with industry representatives, Councillors, and Council staff this financial year. Robust discussions led to workable solutions. Stakeholder Circulars and one-on-one meetings with the Director of Sustainable Development continue as needed. These efforts have improved Development Assessment timetables and submission quality, strengthening industry relationships.	

*Maintain a healthy built environment.*

Code	Action	Annual Comment	Status
7.1.2.1	Investigate and regulate unauthorised building works and land use.	Unauthorised building compliance action undertaken.	

*Provide efficient building and development services.*

Code	Action	Annual Comment	Status
7.1.3.1	Issue construction certificates, occupation certificates and complying development certificates as per legislation.	Certificates issued as required.	

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

Code	Action	Annual Comment	Status
7.1.4.1	Good quality and timely development assessment.	Completed for year with good turnaround times on Development Applications.	

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

Code	Action	Annual Comment	Status
7.1.5.1	Compliance with Department of Planning and Environment requirements.	Completed for year.	

***Regulate swimming pool barrier applications.***

Code	Action	Annual Comment	Status
7.1.7.1	Maintain and implement the Private Swimming Pool Inspections Program.	All pools within the Local Government Area inspected as per the program.	

***Regulate swimming pool barrier compliance outside the pool inspection program.***

Code	Action	Annual Comment	Status
7.1.8.1	Assess applications for Swimming Pool Certificates of Compliance.	Certificate of compliance or compliance notices issued within 7 days of receipt of application.	
7.1.8.2	Investigate complaints relating to swimming pool barrier non-compliance and take action to regulate non-compliance.	New direction in regard to certification to be communicated to all pool owners.	

***Fire Safety of Buildings.***

Code	Action	Annual Comment	Status
7.1.9.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	All Annual Fire Safety Statements entered in register.	

***Develop State of the Environment Report for Griffith City Council.***

Code	Action	Annual Comment	
7.1.10.1	Establish environmental indicators, report on and update environmental	State of the Environment Report no longer required. Reporting provided as required by Integrated Planning and Reporting framework.	N/A

Code	Action	Annual Comment
		trends, identify major environmental impacts.

**Deliver projects to protect and improve biodiversity, biosecurity and sustainability**

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

Code	Action	Annual Comment	Status
7.2.1.1	Develop structure for OSM Plan, determine process for capturing OSM information within Authority, HP Records Manager & Intramaps and commence development of OSM Plan.	Development of OSM Plan has not progressed.	

*Deliver Weeds of National Significance eradication and control program.*

Code	Action	Annual Comment	Status
7.2.3.1	Manage and maintain Council's obligations under the Biosecurity Act.	All aspects for the Weed Action Plan requirements have been met to the standards and measures set by the Department Primary Industries (DPI). Both private and Crown Land inspections are undertaken to ensure adequate weed control measures are in place. This work is ongoing along with education programs to inform all stakeholders of their responsibility and methods of ensuring weeds are contained and treated to stop the spread.	

**Protect our heritage buildings and precincts**

*Griffith Heritage Study.*

Code	Action	Annual Comment	Status
7.3.1.1	Liaise with heritage site landowners identified in the Study to ascertain if additional sites should be added to GLEP.	Resources not available to deliver this action.	

**Improve sustainable land use***Develop a Contaminated Land (CL) Register for Griffith City Council LGA.*

Code	Action	Annual Comment	Status
7.4.1.1	Determine, process and identify Contaminated Land sites for Register, determine process for capturing CL information within Authority, HP Records Manager & Intramaps (the Register) and source funding.	Action is progressing.	

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

Code	Action	Annual Comment	Status
7.4.2.1	Identify all Fuel Station sites in Griffith LGA. Develop tablet-based platform for the undertaking and delivery of UPSS site inspection.	Register of all Underground Petroleum Storage Systems (UPSSs) is progressing.	

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

Code	Action	Annual Comment	Status
7.4.3.1	Underground Petroleum Storage Systems (UPSS) inspection program.	Register of Underground Petroleum Storage Systems (UPSS) established and inspections ongoing.	

**Use and manage our resources wisely****Manage Griffith's water resources responsibly***Maintain water infrastructure including reservoirs, mains and treatment plants.*

Code	Action	Annual Comment	Status
8.1.1.1	Manage and maintain water infrastructure as per budget.	Water infrastructure including reservoirs, water mains and treatment plants were managed and maintained as per budget.	

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

Code	Action	Annual Comment	Status
8.1.2.1	Manage and maintain sewer infrastructure as per budget.	Sewer infrastructure including pump stations, sewer rising mains and treatment plants were managed and maintained as per budget	

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

Code	Action	Annual Comment	Status
8.1.3.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure plans in place for future demand.	The current Developer Service Plans (DSPs) are still applicable. The draft DSPs are in their final stages. Additional growth areas have been added to the draft DSPs and are currently being recalculated by the consultant before being finalised.	

***Design and construct water mains in accordance with allocated budget.***

Code	Action	Annual Comment	Status
8.1.4.1	Design and construct water mains in accordance with allocated budget.	Water mains were designed and constructed in accordance with allocated budget.	

***Maintain water pressure zones and metered districts infrastructure.***

Code	Action	Annual Comment	Status
8.1.5.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Water pressure zones and metered districts infrastructures were maintained and monitored for variations, anomalies and flow patterns through Supervisory Control and Data Acquisition (SCADA).	

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

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

*Maintain an annual water mains replacement program.*

Code	Action	Annual Comment	Status
8.1.7.1	Manage and maintain Griffith and villages water mains replacement program in accordance with allocated budget.	Griffith and villages water mains replacement program was managed and maintained in accordance with the allocated budget.	

*Offer rebates for water efficient devices.*

Code	Action	Annual Comment	Status
8.1.8.1	Rebate program for water efficient devices provided.	Rebates for water efficiency devices were provided to two applicants in 2024/25.	

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

Code	Action	Annual Comment	Status
8.1.9.1	Review and update if required Risk Based Drinking Water Management System.	Risk Based Drinking Water Management System was reviewed and updated in accordance with the NSW Health and Department of Climate Change, Energy, the Environment and Water (DCCEEW) requirements.	

**Reduce energy consumption and greenhouse gas emissions***Liaise with local energy provider to maintain and upgrade street lighting.*

Code	Action	Annual Comment	Status
8.2.1.1	Maintain street lighting.	Street light outages are reported to Essential Energy for repairs when they are known to Council.	

*Undertake Energy Audits on Griffith City Council facilities.*

Code	Action	Annual Comment	Status
8.2.2.1	Complete Energy Audit on GCC's buildings on a needs basis.	Energy audits performed as required. Nil this year.	

**Promote the use of alternative and renewable energy sources***Identify alternative and renewable energy sources that may benefit Griffith.*

Code	Action	Annual Comment	Status
8.3.1.1	Work with industry and other key groups to encourage the use of alternative and renewable energy sources.	In November 2024 Council elected to participate in the Powering Tomorrow: Regional Councils NSW Power Purchasing Agreement for a period of six years, with estimated annual savings of \$529,143.	

**Implement programs to improve sustainability***Efficiently manage Council's fleet services, taking into consideration the impact of Council's fleet and depots on the environment.*

Code	Action	Annual Comment	Status
8.4.1.1	Provide environmentally efficient fleet plant and vehicles to Council.	Council has recently purchased a BYD Shark 6 utility that is plug-in hybrid vehicle. Council also has purchased Hybrid vehicles 2 x Hyundai Tucson. Council also has a Kia EV5 Long Range full battery electric vehicle in the fleet on a 12 months operational lease (partially subsidised by RAMJO).	

*Implement the Street Tree and Tree Preservation Policy.*

Code	Action	Annual Comment	Status
8.4.2.1	Administer Street Tree and Tree Preservation Policy.	The Street Tree Policy and Tree Preservation Policy have been reviewed and updated to ensure trees are maintained in accordance with best practice standards. Tree maintenance and documented tree assessments are ongoing to ensure a safe and sustainable environment.	

*Investigate community's intentions and acceptance for Food Organics Garden Organics (FOGO) Collection Service for Griffith.*

Code	Action	Annual Comment	Status
8.4.3.1	Assess feasibility for Garden Organics (GO) only or Food Organics and Garden Organics (FOGO) waste collection (kerbside, public place and business) organics diversion service.	Further discussion will take place in 2025/26 through the Landfill/FOGO Committee in relation to funding applications and a strategy for Council to implement the FOGO bins.	

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

Code	Action	Annual Comment	Status
8.4.4.1	Submit application for solar panel installation at GRALC to reduce reliance on fossil fuels.	The application has been completed and submitted in June 2025. Outcome still to be notified.	





## 5. Statutory Reporting

## Section 5:

### Statutory Reporting

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

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

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

A report on Council's performance for 2024/25 using outcomes from Griffith City Council's four-year Delivery Program is presented in Section 4.

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

Act s 428(2)

N/A

**The annual report must be prepared and endorsed in accordance with Integrated Planning and Reporting Guidelines (IP&R) including councils progress in achieving the quadruple bottom line in the Delivery Program (DP) and Operational Plan (OP) and include**

**information on the delivery of the service reviews council has committed to undertake, the results of those reviews and any changes made to levels of service.**

Act s 428(3)

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

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

Act s 428(4)(a)

Council's audited financial reports for the 2024/25 financial year are presented from Section 6.

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

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

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

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

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

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

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

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

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

Act s 428(5)

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

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

Act s 54P (1)

Council has no environmental upgrade agreements.

**Amount of rates and charges written off during year.**

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

Council wrote off a total of \$67,191.84 during 2024/25.

### Special Rate Variation Guidelines 7.1

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

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

### Special Variation of Rating Income

Detailed below is information on the 2024-25 Special Rate Variation, approved by the Independent Pricing and Regulatory Tribunal in May 2024 and implemented from 1 July 2024. The percentage by which Griffith City Council may increase its general income for the period from 2024-25 to 2025-26 (inclusive) is 22.10%, consisting of annual increases as set out in the table below:

Year	Annual increase in general income	Cumulative increase in general income
Year 2024-25	10.50%	10.50%
Year 2025-26	10.50%	22.10%

The percentage increase set out above is subject to the following conditions:

- a) The Council use the Additional Income for the purpose of funding the Proposed Program.
- b) The Council report in its annual report for each Year from Year 2024-25 to Year 2030-31 (inclusive):
  - I. the program of expenditure that was actually funded by the Additional Income, and any differences between this program and the Proposed Program;
  - II. any significant differences between the Council's actual revenues, expenses and operating balance and the projected revenues, expenses and operating balance as outlined in its Long-Term Financial Plan, and the reasons for those differences;
  - III. the outcomes achieved as a result of the Additional Income;
  - IV. whether or not the Council has implemented the Productivity Improvements, and
    - (1) if so, the annual savings achieved through these measures, and what these equate to as a proportion of the Council's total annual expenditure; and
    - (2) if not, the rationale for not implementing them; and
  - V. any other productivity and cost containment measures the Council has in place, the annual savings achieved through these measures, and what these savings equate to as a proportion of the Council's total annual expenditure.

### Productivity and cost containment strategies

Council has set a \$1 million saving target per year starting in 2024-25. As set out in section 7.3(a) of its SV Part B application, below are the initiatives Council has implemented. The additional income achieved has allowed Council to maintain its operations and improve its unrestricted cash position.

#### June 2025 Status of Productivity Savings and Cost Containment Measures

Measure	Status	Estimated saving
Continued use of LG Procurement	LG Procurement is used where a suitable contract is available	\$15,000
Reduction in the number of Council staff that attend conferences and seminars	Staff training and professional development costs have remained stable, despite inflation. More work is needed to minimise cost.	Nil
Payroll improvements	All staff using electronic timesheets which are available on all mobile devices. Able to capture Work Orders and Plant allocation against staff member for more accurate reporting against works and capture of time allocation to works projects.	Not immediately quantifiable.
A review of Council leases	This review is scheduled to commence in 2025/26 following the service review of the Property Management function	Nil to date
A review of Council's telecommunication licenses and subscriptions	Revised contracts for landline and fixed data services, mobile and mobile data services, and fibre optic connections	\$81,000
Reduction in the number of Councillors from 12 to nine	The reduction in councillors from 12 to 9 came into effect following the September 2024 election. The full effect of the saving will be seen in 2025/26	\$40,000 in councillor fees. \$20,000 in councillor expenses
Amending the scope of existing cleaning contract	This review will take place in 2025/26	Nil to date
Exploring paid parking at Griffith Airport	Council has resolved to introduce paid parking at Griffith Airport. Parking charges are expected to commence in early 2026	Nil to date
Pursuing future opportunities to lease Griffith Regional Sports Stadium	Leasing and advertising at GRSS are under active consideration	Nil to date
Pursuing potential savings through managing excess leave, overtime and staff vacancies	Active intervention to direct staff with excess leave to take leave by June 30 2025. Overtime spending monitored fortnightly with direct approvals required by	To be quantified in 2025/26

	Directors. Recruitment activity monitored and approved by Senior Management	
Considering the installation of solar panel to save energy costs	Council will invest \$14m in electrical efficiency programs over the next two years, including more energy efficient equipment, solar panels and battery storage.	Nil to date
Participation in the Asset AI software project which will identify issues with Council roads in a more timely manner without the need to do road audits	Implementation is still underway	Nil to date
Continue to temporarily trade the component of Council's annual water licence that is surplus to the community's needs	Council continues to temporarily trade surplus water entitlements as it becomes available.	\$100,000

Long term Financial Plan comparison to actual results – general fund only.

	Projected results (\$M)	Actual results (\$M)	Difference (\$M)	Note
Total revenue	64	60	(4)	1
Total expenses	52	51	1	2
Operating result from continuing operations	12	9	(3)	
<b>Less</b> Capital Grants and Contributions	14	12	(2)	3
<b>Less</b> fair value adjustments	-	-	-	
<b>Less</b> gains on capital disposals	-	-	-	
Net operating result before capital grants and contributions and fair value adjustments	(2)	(3)	(1)	

**Note 1.** Operating grants were less than expected relating to a smaller proportion of Financial Assistance Grant (FAG) paid in advance and council not undertaking any Roads to Recovery projects throughout the year. Rating revenue and interest income was more than projected. Temporary trading of water allocation also generated more revenue than projected. Revenue from planning and building fees was lower than expected.

**Note 2.** Council committed to making \$1m in recurrent annual operating expenditure in its general fund by June 2026. These saving measures are beginning to make an impact. Expenditure on salaries and wages declined by \$650,000 in 2024/25 as a result of unfilled vacant positions and a strategy of reducing outstanding leave entitlements. Electricity costs have also declined year-on-year.

**Note 3.** Additional capital grants were received during the financial year. The nature of capital grants is that they fluctuate materially from year to year and timing can't be anticipated accurately.

**Note 4.** When considering the impact of the less than expected FAG paid in advance for 2025/26, the result is consistent with council's projected operating surplus.

**Information about induction training and ongoing professional development:**

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

**Reg cl 186**

Our Councillors are required to participate in induction and professional development activities.

Councils are required under the Local Government (General) Regulation 2005 to include information in their annual reports about Councillor attendance and participation in induction and professional development activities each year.

Our Councillors have roles and responsibilities under NSW legislation, both collectively as the governing body of the council and individually as members of the governing body. Each Mayor and Councillor in NSW is also responsible for making all reasonable efforts to acquire and maintain the skills necessary to perform their role.

Course attended	Date	Councillors
IT & Hub Induction	8 October 2024	Councillors Groat and Dal Bon
GCC Induction Workshop	8 October 2024	All participated
IT & Hub Induction	9 October 2024	Councillor O'Grady
Induction - Code of Conduct - Locale Learning	14 October 2024	All participated
Induction - Code of Meeting Practice - Locale Learning	15 October 2024	All participated
Essential Cyber Security Awareness Training	23 October 2024	Offered to all Councillors
LG NSW Finance for Councillors	5 November 2024	Crs Blumer, Curran, Dal Bon, Ellis, Groat, Napoli, O'Grady & Testoni
Council Workshop - .id statistics and WHS training	18 February 2025	Offered to all Councillors
OLG Hit the Ground Running Webinars	Various	Offered to all Councillors
Chairing Effective Committee Meetings	28 January 2025	Councillors Groat and O'Grady
Safety, extremism and disruption in councils	25 February 2025	All participated
GM Recruitment Training LGNSW	3 March 2025	All participated

Conferences & Seminars	Date	Location	Councillors
2024 ALGA National General Assembly	2 – 4 July 2024	Canberra	Cr Shari Blumer Cr Chris Sutton Cr Manjit Singh Lally
2024 Murray Darling Association Annual (MDA) Conference	8 – 11 July 2024	Tamworth	Cr Shari Blumer
2024 Local Government NSW Annual Conference	17 – 19 Nov 2024	Tamworth	Mayor Doug Curran Cr Shari Blumer Cr Jenny Ellis
2025 LG NSW Visitor & Economy Conference	26 – 28 May 2025	Wagga Wagga	Cr Christine Stead
2025 ALGA National General Assembly	24 – 27 June 2025	Canberra	Mayor Doug Curran Cr Shari Blumer Cr Jenny Ellis

In addition to the above-mentioned training sessions, conferences and seminars, Councillors receive up-to-date information through a weekly Information Sheet which includes Office of Local Government (OLG) Circulars, OLG Media Releases, OLG newsletters and articles from LG NSW News, ALGA News as well as information on upcoming training and events. Council Workshops held monthly to provide information and training to Councillors.



## Internal audit and risk management attestation statement for the 2024/25 financial year for Griffith City Council

I am of the opinion that Griffith City Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

### **Audit, risk and improvement committee**

	<b>Requirement</b>	<b>Compliance</b>
1.	Griffith City Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
2.	The chairperson and all members of Griffith City Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
3.	Griffith City Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
4.	Griffith City Council provides the audit, risk and improvement committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
5.	Griffith City Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Compliant
6.	Griffith City Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that	Compliant – reported to ARIC Meeting 7 May, 20 August



	term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	
7.	The governing body of Griffith City Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Compliant – Not yet due

#### Membership

The chairperson and membership of the audit, risk and improvement committee are:

Position	Name	From	To
Chairperson	Stuart Heffer	28/01/2025	September 2028
Independent member	Dorian Radue	28/01/2025	September 2028
Independent member	Helen Brill	28/01/2025	September 2028
Independent member	George Youssef	28/01/2025	September 2028
Councillor member	Cr Christine Stead	28/01/2025	September 2028

#### Risk Management

	Requirement	Compliance
8.	Griffith City Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
9.	Griffith City Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i> ).	Compliant – Not yet due

#### Internal Audit

	Requirement	Compliance
10.	Griffith City Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the Local Government (General) Regulation 2021) - (1) A council must adopt an internal audit charter setting out how the council will exercise its internal audit functions. (2) The adoption must occur by resolution of the council. (3) The council must consider a model internal audit charter approved by the Departmental Chief Executive before	Compliant



	Requirement	Compliance
	adopting an internal audit charter. (4) An internal audit charter must be consistent with the Act and this regulation. (5) The council must exercise its internal audit functions in accordance with the adopted internal audit charter.	
11.	Griffith City Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections <a href="#">216M</a> , <a href="#">216P</a> and <a href="#">216R</a> of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
12.	Griffith City Council's internal audit function is independent and internal audit activities are not subject to direction by Council (section 216P of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
13.	Griffith City Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
14.	Griffith City Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Compliant
16.	Griffith City Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
17.	Griffith City Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Compliant
18.	Griffith City Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>Local Government (General) Regulation 2021</i> ).	Compliant - Not yet due



**Non-compliance with the Local Government (General) Regulation 2021**

I advise that Griffith City Council has not complied with the following requirements prescribed under *the Local Government (General) Regulation 2021* with respect to the operation of its [audit, risk and improvement committee/risk management/internal audit processes] (omit where relevant):

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Nil to report			

These processes, including the alternative measures implemented, demonstrate that Griffith City Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Griffith City Council.

**Brett Stonestreet**  
**General Manager**

**Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).**  
Reg cl 217(1)(a)

No overseas travel was undertaken by Councillors, staff, or representatives of Council during the 2024/25 period.

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

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

Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions was \$109,562.05.

Type of Expense	Amount
Provision of dedicated office equipment allocated to councillors Telephone calls made by councillors (ICT Phone & Data Pack)	\$888.22
Attendance of councillors at conferences and seminars	\$18,770.26
The provision of induction training and professional and skill development for mayor and other councillors (training/workshops)	\$18,044.67
Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses	\$4,347.84
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses	Nil
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors	Nil
Expenses involved in the provision of care for a child of, or an immediate family member of a councillor	Nil

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

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

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

Supplier	Description of Contract	Amount \$ (incl GST)
Barnson Pty Ltd, Building & Environmental Services		
Today Pty Ltd, Planscapes		
Town Planning Consultancy, PSA Consulting, SKM Planning	10-24/25 - Provision of Dev Planning & Assessment Services	Schedule of rates
Downer EDI Works Pty Ltd	VPR812443 - Quotation 13-24/25 - Supply and Delivery of Bitumen Emulsion	Schedule of rates
Kangara Pastoral Co. Pty Ltd	17-23/24 - Compliance Enforcement Services	Schedule of rates
Kangara Pastoral Co. Pty Ltd	18-23/24 - Parking Enforcement Services	Schedule of rates
Downer EDI Works Pty Ltd	VPR789263 - Supply, Deliver & Lay AC Heavy Patching	\$182,213.18
Hino Motor Sales Australia Pty. Ltd.	VPR797689 - Supply & Delivery of Body Changeover of 4x4 Cab Chassis Truck	\$194,754.50
Invent Pacific Pty Ltd	01-24/25 - Design Supply & Installation of Blowers Upgrade GWRP	\$244,315.50
Proludic Pty Ltd	VPR741242 - Quotation 2-24/25 - Design and Construction of Lake Wyangan New Playspace	\$285,354.30
Downer EDI Works Pty Ltd	VPR752555 - Quotation 6-24/25 - Supply Deliver and Lay Asphalt at Kookora Street and Walla Ave Roundabout	\$241,065.40
RDO Equipment (Vermeer & John Deere)	VPR760631 - Supply of Skid Mounted Vacuum Excavation Unit and install onto Cab Chassis Truck	\$267,624.50
Asco Group (Aust) Pty Ltd	VPR739582 - Quotation 3-24/25 - New Toilet Amenities Building at Lake Wyangan	\$315,104.90
Outcross Agri-Services Pty Ltd	11-23/24 - Supply & Install eID Tagging System - GCC Saleyard	\$576,283.02
Liebherr-Australia Pty. Ltd.	VPR748342 - Supply and Delivery of One New Track Loader -	\$815,510.30
B&C Plumbing Pty Ltd	05-24/25 - Yoogali Levee Upgrade - Stage 2a & Stage 2b	\$1,620,143.25
S & K Panarello Pty Ltd trading as Presto Cleaning	15-23/24 - Supply & Delivery of Cleaning Services	\$2,649,196.00
Iberdrola Australia Energy Markets Pty Ltd	GCC Large Sites & Unmetered Electricity Supply (Multiple Councils	\$13,716,974.70

	- Tender Process Conducted by Hunter JO)	
Interflow Pty Ltd	Sewer Reline Program	\$229,450.15
Clover Pipelines Pty Ltd	Provision of Materials for Rose Road Trunk Water Main Replacement	\$205,702.20



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

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

Reg cl 217(1) (a3)

Council's total expenditure on legal proceedings during 2024/25 was \$227,581.92 which was expended on items such as legal advice, lease, and licence and agreement preparation.

Council has expended \$94,579 on debt recovery proceedings.

**Land & Environment Court Legal proceedings undertaken during 2024/25 comprised:**

Proceeding number	Status	Cost to Council - 2024/25 FY
2024/349405	Land & Environment Court Decision date 26 November 2024. Conciliation conferences held. Attendance at Land & Environment Court Sydney, during which an agreement was reached. Orders made.	\$181,835.22
2024/141148 2024/347174	Land & Environment Court Decision date 12 March 2025 Conciliation conferences held. Agreement between the parties. Orders made.	\$22,394.68
2024/469925	Land & Environment Court Decision date 11 March 2025. Conciliation conference. Agreement reached between the parties. Orders made.	\$6,044.49
2024/268817	Land & Environment Court Decision date 4 June 2025. Conciliation conference held. Agreement between the parties. Orders made.	\$17,307.53

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

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

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

At the Ordinary Meeting of Council held 24 June 2024, Council adopted its Delivery Program and Operational Plan including specific Fees and Charges for private works to be undertaken in 2024/25. During 2024/25 works were undertaken on behalf of private individuals in accordance with Council policies. A resolution of Council was not required to undertake private works as Council did not charge an amount less than the approved fee for any of the works undertaken in 2024/25.

**Total amount contributed or otherwise granted to financially assist others.**

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

During 2024/25 the total amount contributed by Council to financially assist others, including Quick Turnaround Grants, was: \$162,000

The Community Grants program donated \$8,730 to the following successful Community Grant applicants:

Organisation	Amount
Yenda Rotary Christmas Carols	\$2,500
Intereach – International Women's Day event	\$2,000
Kurrajong – Kurrajong's Got Talent	\$2,500
Lifesource Church – Youth event	\$1,730

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

Reg cl 217(1) (a6)

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

**Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council held a controlling interest**  
Reg cl 217(1) (a7)

**Griffith Health Facilities Limited (GHFL)**

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

**Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.**  
Reg cl 217(1) (a8)

**Western Riverina Libraries (WRL)**

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

**Country Universities Centre Western Riverina**

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

**Department Communities and Justice**

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

**Griffith Interagency**

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

**Griffith Local Aboriginal Land Council (GLALC)**

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

**Grow Our Own**

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

**Headspace Consortium**

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

### **Joint Regional Planning Panel**

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

### **Murray Darling Association**

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

### **Murrumbidgee Irrigation**

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

### **Regional Cities**

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

### **Regional Capitals Australia**

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

### **Regional Development Australia – Riverina**

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

### **Riverina and Murray Joint Organisation (RAMJO)**

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

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

### **Service NSW for Business**

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

### **South West Zone Digital Library**

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

### **Transport for NSW (TfNSW)**

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

### **Western Riverina Arts Inc**

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



**Statement of activities to implement its EEO management plan.**

Reg cl 217(1) (a9)

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

- Further reviews on recruitment practices with regards to preferred pronoun disclosures in our application process
- Building a culture of Accessibility and inclusion – Human Rights Commission training rolled out via Learning Management System (July 2025)
- Training rolled to our DIAC in October 2025 (Committee members)
- Recruitment policy reviewed and includes information on disability recruitment practices
- Providing Staff Induction online as an alternative to face to face and delivering information on Anti-Discrimination and EEO through slides
- Successful in recruitment trainees and apprentices for the Fresh Start Grant and assisting one application living with disability in their course and work
- EEO statement provided to Communications team to include in social media job advertisements

**Statement of the total remuneration package of the general manager:**

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

Remuneration General Manager	Amount
Total value of the salary component of the package	\$ 312,728.57
Total amount of any bonus, performance or other payments that do not form part of the salary component	Nil
Total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor	\$30,231.70
Total value of any non-cash benefits for which the general manager may elect under the package	Nil
Total amount payable by way of fringe benefits tax for any such non-cash benefits.	Nil

**Statement of the total remuneration packages of all senior staff members other than the GM, expressed as the total (not of the individual members):**  
 Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v)

Remuneration Senior Staff (not including GM)	Amount
Total value of the salary component of their packages	\$667,696.79
Total amount of any bonus, performance or other payments that do not form part of salary components of their packages	\$4,800.00
Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$93,981.95
Total value of any non-cash benefits for which the general manager may elect under the package	Nil
Total amount payable by way of fringe benefits tax for any such non-cash benefits.	Nil

Recent amendments to the Local Government Act 1993 and associated regulations have abolished the designation of 'senior staff' positions within councils, except for the General Manager. From 1 September 2024, these roles are now governed by the Local Government State Award or an enterprise agreement, rather than statutory contracts. Four senior staff transitioned from contract employment to the Local Government (State) Award during 2024/25.

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

On 4 December 2024 there were 283 persons who performed paid work for Council.

Description	Number
Persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	273
Persons employed by Council as senior staff members	3
Persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	5
Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	2

**A statement detailing the stormwater management services provided (if levied)**  
Reg cl 217(1) (e)

Griffith City Council stormwater management charges for 2024/25 are as follows:

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

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

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

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

**A statement detailing the coastal protection services provided (if levied)**  
Reg cl 217(1) (e1)

Council did not levy services for the provision of coastal protection services, as set out under Local Government Act 1993 section 496B (1) during the period of 204/25.

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

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

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

Griffith Pound & Rehoming Centre Data 2023/24	
Lodgment of Pound data collection returns with the Office of Local Government	Period 1 July 2024 - 30 June 2025 supplied to the Office of Local Government. (Survey of council seizures of cats and dogs)
Lodgment of data relating to dog attacks with the Office of Local Government	Period 1 July 2024 - 30 June 2025 supplied to the Office of Local Government via the NSW Companion Animals Register.
Amount of funding spent relating to companion animal management and activities	Total amount: \$228,324 Animal Control-Indirect Overheads - \$90,198 Dog Control & Impounding Operating Expenses - \$51,769 Dog Pound Working Expenses - \$77,403 Minor Asset Purchases Animal Control - \$1,060 Capital - \$7,894
Community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats	Council continues to promote Companion Animals legislation through social media, website, various publications, the Friends of Griffith Pound and continued participation at selected community events.
Strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals	Alternatives to euthanasia continue to include, local rescue groups, adoption and rehoming through the website, social media and working with rescue organisations included interstate rescues.
Off leash areas provided in the Council area	Council maintains an off leash free area located at the corner of Coolah Street and Murrumbidgee Avenue, Griffith. Council is also finalising positions, drawings and fencing in relation to a new location for an off leash free area, this is awaiting final approval.
Detailed information on how fund money was used for managing and controlling companion animals in their area.	Refer to "Amount of funding spent relating to companion animal management and activities" above.

**Report on all capital works projects is considered best practice.**  
OLG Capital Expenditure Guidelines\*

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

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

Major capital works projects undertaken and/or completed over the course of the 2024/25 year can be found in Section 2 of this document.

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

Carers Recognition Act 2010 (CR Act), s 8(2)

- \$2,500 funding provided to Kurrajong (Disability Service Provider) through Community Grants
- Support provided to those who are unable to complete Council forms and requests online.
- Support provided to community members and carers with details of services within the numerous interagency networks available locally.
- Carers are considered when developing Council policies and procedures in accordance with the NSW Carer’s Charter.



**Information on the implementation of Council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services Disability Inclusion.**  
Act 2014, s 13(1)

Griffith City Council's Disability Inclusion Action Plan (DIAP) completed a review which was adopted in June 2025. This review highlights Council's commitment to enhancing accessibility and inclusion for residents of all abilities. Developed through consultation and an online check-in with people with disabilities, their families, carers and local organisations, the Plan ensures equitable access to community facilities and activities. The review captured previous Council outcomes, with a new plan updated during the 2025-2026 Financial Year. The Disability Inclusion & Access Committee (DIAC), comprising individuals with diverse abilities, provides valuable advice on access and inclusion issues. In 2024/25, Council implemented several initiatives supporting people with disabilities, including:

- International Day of Peron's with Disabilities Artistic workshop including Art Space Gallery Exhibit at Griffith Regional Theatre
- All-inclusive school holiday Colour Fun Run with a sensory break out space provided
- School holiday 'Paint in the Park' event supporting services with clients in attendance
- Partnering to deliver a 'Speed Networking' event promoting all services including disability services
- PowerPoint installed to charge mobility scooters in the CBD (accessed by the MLAK (Master Locksmith Access Key) system
- Installation of Communication Boards and all-inclusive equipment at Tharbogang Park, Lake Wyangan Park and new signage at Wood Park.
- CBD footpath upgrades to Government Office block in Banna Avenue
- Memorial Park upgrade including pathways and even surfaces
- New accessible and inclusive seating at Lake Wyangan, Kooyoo Mall and Don Best Park
- Accessible bus shelters at Coolah Street, Poole Street, Clifton Boulevarde, Kooringal Avenue, Hanwood School, Jondaryan Avenue, Middleton Ave, Griffith Hometown Complex and Kookora Street
- Yoogali shared pathway and bridge construction and footpaths at Pioneer Park
- Support for Autism Awareness Month, with the lighting of the Nancy Blumer Fountain
- Sensory movie sessions and Tech Savvy Seniors programs at Griffith City Library
- Neurodivergent workshops promoted and attended by Council staff
- Griffith Regional Theatre Companion Card acceptance
- Her Way 2680 Project including the installation of two new bridges and ramped landings, widened footpaths, accessible BBQ and community garden area, translation board and community garden
- Griffith Regional Sports Centre regular school sport bookings from schools such as Gralee, Kalinda, and Kurrajong
- Regional wheelchair sports come-and-try days
- Recreation and movement programs run by local allied health or community therapy services
- NDIS support workers from organisations such as RehabCo conducted physical activity sessions with clients.

**Particulars of compliance with and effect of planning agreements in force during the year.**

Environmental Planning & Assessment Act 1979, s 7.5(5)

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

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

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

**Details for projects for which contributions or levies have been used must contain:**  
EPA Reg 218A (2)(a), (b), (c), (d), (e), (f), (g)

**Total value of all contributions and levies received and expended during the year.**  
Reg 218A(3)(a), (b)

The total value of contributions received during the years was: \$3,562,000.

Project	Kind of public amenity	Amount expended	Project status
<b>Section 7.12</b>			
Tharbogang Park	Open space	\$200,000	Complete
<b>Section 64</b>			
Collina	Drainage	\$177,766	Complete
Aeration diffusers	Sewer	\$583,090.65	Complete

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

Fisheries Management Act 1994, s220ZT (2)

Council has no Recovery and Threat Abatement Plans.

**Details of inspections of private swimming pools.** Swimming Pools Act (SP Act) 1992, s 22F (2) Swimming Pools Regulation 2018 (SP Reg) cl 23

There was a total of 78 swimming pools inspected in the 2024/25 year.

Inspections 2024/25	Number of Inspections
Inspection of tourist and visitor accommodation	2
Inspection of premises on which there are more than 2 dwellings	Nil
Number of inspections that resulted in issuance a certificate of compliance under s22D of the SP Act	65
Number of inspections that resulted in issuance a certificate of non-compliance under cl 21 of the SP Reg	11

**Information included on government information public access activity**

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

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

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

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

Total number of applications received
8

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

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0.00%	0.00%	

**Schedule 2 Statistical information about access applications to be included in annual report**  
**Table A: Number of applications by type of applicant and outcome\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
<b>Media</b>	0	0	0	0	0	0	0	0	0	0.00%
<b>Members of Parliament</b>	0	0	0	0	0	0	0	0	0	0.00%
<b>Private sector business</b>	0	0	0	1	0	0	0	0	1	12.50%
<b>Not for profit organisations or community groups</b>	0	1	0	0	0	0	0	0	1	12.50%
<b>Members of the public (by legal representative)</b>	0	2	0	0	0	0	0	0	2	25.00%
<b>Members of the public (other)</b>	2	2	0	0	0	0	0	0	4	50.00%
<b>Total</b>	2	5	0	1	0	0	0	0	8	
<b>% of Total</b>	25.00%	62.50%	0.00%	12.50%	0.00%	0.00%	0.00%	0.00%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm / Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	1	2	0	0	0	0	0	0	3	37.50%
Access applications (other than personal information applications)	1	3	0	1	0	0	0	0	5	62.50%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0.00%
<b>Total</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	
<b>% of Total</b>	<b>25.00%</b>	<b>62.50%</b>	<b>0.00%</b>	<b>12.50%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>		

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

**Table C: Invalid applications**

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	2	100.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
Total number of invalid applications received	2	100.00%
Invalid applications that subsequently became valid applications	2	100.00%

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0.00%
Cabinet information	0	0.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	0	0.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%
Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%
Information provided to High-Risk Offenders Assessment Committee	0	0.00%
Total	0	

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	0	0.00%
Law enforcement and security	0	0.00%
Individual rights, judicial processes and natural justice	5	83.33%
Business interests of agencies and other persons	1	16.67%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
Total	6	

**Table F: Timeliness**

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	8	100.00%
Decided after 35 days (by agreement with applicant)	0	0.00%
Not decided within time (deemed refusal)	0	0.00%
Total	8	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0.00%
Review by Information Commissioner*	0	0	0	0.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
Total	0	0	0	
% of Total	0.00%	0.00%		

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

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

	Number of applications for review	% of Total
Applications by access applicants	0	0.00%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00%
Total	0	

**Table I: Applications transferred to other agencies**

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0.00%
Applicant - Initiated Transfers	0	0.00%
Total	0	



## 6. Financial Statements

# Griffith City Council



## Annual Financial Statements Year ended 30 June 2025



# Griffith City Council

ANNUAL FINANCIAL STATEMENTS  
for the year ended 30 June 2025

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# Griffith City Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

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## Griffith City Council

### General Purpose Financial Statements for the year ended 30 June 2025

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#### Overview

Griffith City Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

1 Benerembah Street  
GRIFFITH NSW 2680

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.griffith.nsw.gov.au](http://www.griffith.nsw.gov.au).

**Griffith City Council**

**General Purpose Financial Statements**  
for the year ended 30 June 2025

**Statement by Councillors and Management**

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993*

**The attached general purpose financial statements have been prepared in accordance with:**

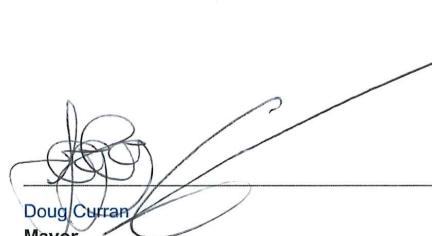
- the *Local Government Act 1993* and the regulations made thereunder
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

**To the best of our knowledge and belief, these statements:**

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

**We are not aware of any matter that would render these statements false or misleading in any way.**

Signed in accordance with a resolution of Council made on 28 October 2025.



Doug Curran  
Mayor  
30 October 2025



Scott Groat  
Deputy Mayor  
30 October 2025



Scott Grant  
General Manager  
30 October 2025



Matt Hansen  
Responsible Accounting Officer  
30 October 2025

## Griffith City Council

## Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
<b>Income from continuing operations</b>				
38,909	Rates and annual charges	B2-1	<b>40,658</b>	37,898
20,366	User charges and fees	B2-2	<b>21,904</b>	19,730
1,339	Other revenues	B2-3	<b>1,704</b>	1,451
9,366	Grants and contributions provided for operating purposes	B2-4	<b>7,179</b>	15,515
9,695	Grants and contributions provided for capital purposes	B2-4	<b>13,839</b>	19,129
2,438	Interest and investment income	B2-5	<b>4,454</b>	3,338
483	Other income	B2-6	<b>565</b>	533
–	Net gain from the disposal of assets	B4-1	<b>131</b>	206
<b>82,596</b>			<b>90,434</b>	<b>97,800</b>
<b>Total income from continuing operations</b>				
<b>Expenses from continuing operations</b>				
31,461	Employee benefits and on-costs	B3-1	<b>29,395</b>	27,513
21,518	Materials and services	B3-2	<b>21,948</b>	24,078
972	Borrowing costs	B3-3	<b>972</b>	1,047
1,423	Other expenses	B3-5	<b>1,301</b>	7,774
<b>55,374</b>			<b>53,616</b>	<b>60,412</b>
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>				
<b>27,222</b>			<b>36,818</b>	<b>37,388</b>
17,879	Depreciation, amortisation and impairment of non-financial assets	B3-4	<b>19,188</b>	17,663
<b>9,343</b>			<b>17,630</b>	<b>19,725</b>
<b>9,343</b>	<b>Operating result from continuing operations</b>		<b>17,630</b>	<b>19,725</b>
	<b>Net operating result for the year attributable to Council</b>			
<b>(352)</b>	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>3,791</b>	<b>596</b>

The above Income Statement should be read in conjunction with the accompanying notes.

**Griffith City Council****Statement of Comprehensive Income**

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
<b>Net operating result for the year – from Income Statement</b>		<b>17,630</b>	19,725
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	(22)	57,314
Gain (loss) on revaluation of intangible assets	C1-7	928	(432)
Amounts which will be reclassified subsequent to operating result when specific conditions are met			
Other movements		–	53
<b>Total items which will be reclassified subsequent to operating result when specific conditions are met</b>		<b>–</b>	<b>53</b>
<b>Total other comprehensive income for the year</b>		<b>906</b>	<b>56,935</b>
<b>Total comprehensive income for the year attributable to Council</b>		<b>18,536</b>	<b>76,660</b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

## Griffith City Council

Statement of Financial Position  
as at 30 June 2025

\$ '000	Notes	2025	2024
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	<b>23,987</b>	28,945
Investments	C1-2	<b>54,544</b>	40,546
Receivables	C1-4	<b>14,222</b>	11,966
Inventories	C1-5	<b>1,120</b>	6,019
Other	C1-8	<b>646</b>	555
<b>Total current assets</b>		<b>94,519</b>	88,031
<b>Non-current assets</b>			
Investments	C1-2	<b>15,500</b>	12,000
Receivables	C1-4	<b>10</b>	21
Infrastructure, property, plant and equipment (IPPE)	C1-6	<b>1,009,268</b>	1,003,506
Intangible assets	C1-7	<b>15,082</b>	14,154
Investments accounted for using the equity method	D2-2	<b>537</b>	501
<b>Total non-current assets</b>		<b>1,040,397</b>	1,030,182
<b>Total assets</b>		<b>1,134,916</b>	1,118,213
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	<b>11,926</b>	14,429
Contract liabilities	C3-2	<b>10,314</b>	6,875
Borrowings	C3-3	<b>3,354</b>	3,244
Employee benefit provisions	C3-4	<b>6,771</b>	6,435
Provisions	C3-5	<b>136</b>	125
<b>Total current liabilities</b>		<b>32,501</b>	31,108
<b>Non-current liabilities</b>			
Borrowings	C3-3	<b>23,430</b>	26,784
Employee benefit provisions	C3-4	<b>356</b>	231
Provisions	C3-5	<b>5,488</b>	5,485
<b>Total non-current liabilities</b>		<b>29,274</b>	32,500
<b>Total liabilities</b>		<b>61,775</b>	63,608
<b>Net assets</b>		<b>1,073,141</b>	1,054,605
<b>EQUITY</b>			
Accumulated surplus		<b>545,266</b>	527,636
IPPE revaluation surplus	C4-1	<b>527,875</b>	526,969
<b>Total equity</b>		<b>1,073,141</b>	1,054,605

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## Griffith City Council

Statement of Changes in Equity  
for the year ended 30 June 2025

\$ '000	Notes	2025			2024		
		Accumulated surplus	IPPE revaluation surplus	Total equity	Accumulated surplus	IPPE revaluation surplus	Total equity
Opening balance at 1 July		527,636	526,969	1,054,605	507,858	470,087	977,945
Net operating result for the year		17,630	–	17,630	19,725	–	19,725
<b>Other comprehensive income</b>							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	–	(22)	(22)	–	57,314	57,314
Joint ventures	D2-2	–	–	–	53	–	53
Gain (loss) on revaluation of intangible assets	C1-7	–	928	928	–	(432)	(432)
<b>Other comprehensive income</b>		–	906	906	53	56,882	56,935
<b>Total comprehensive income</b>		17,630	906	18,536	19,778	56,882	76,660
<b>Closing balance at 30 June</b>		545,266	527,875	1,073,141	527,636	526,969	1,054,605

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Griffith City Council

## Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
38,909	Rates and annual charges		40,566	37,237
20,366	User charges and fees		22,289	19,879
2,438	Interest received		4,090	3,300
19,061	Grants and contributions		23,295	35,726
–	Bonds, deposits and retentions received		–	2,718
1,822	Other		5,944	6,870
–	Deferred debtors receipts		11	145
–	Sale of real estate assets classified as inventory		5,130	–
<i>Payments:</i>				
(31,461)	Payments to employees		(29,033)	(27,875)
(21,518)	Payments for materials and services		(27,530)	(30,208)
(972)	Borrowing costs		(972)	(1,047)
–	Bonds, deposits and retentions refunded		(2,132)	–
(1,423)	Other		(821)	(686)
–	Purchase of real estate classified as inventory		(212)	(5,652)
<b>27,222</b>	<b>Net cash flows from operating activities</b>	G1-1	<b>40,625</b>	<b>40,407</b>
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
–	Sale of investments		2,500	6,600
–	Redemption of term deposits		4,000	9,000
–	Proceeds from sale of IPPE		1,206	1,122
<i>Payments:</i>				
–	Purchase of investments		(8,981)	(6,395)
–	Acquisition of term deposits		(15,017)	(14,500)
(37,713)	Payments for IPPE		(26,047)	(32,143)
<b>(37,713)</b>	<b>Net cash flows from investing activities</b>		<b>(42,339)</b>	<b>(36,316)</b>
<b>Cash flows from financing activities</b>				
<i>Payments:</i>				
(3,244)	Repayment of borrowings		(3,244)	(3,139)
–	Principal component of lease payments		–	(54)
<b>(3,244)</b>	<b>Net cash flows from financing activities</b>		<b>(3,244)</b>	<b>(3,193)</b>
<b>(13,735)</b>	<b>Net change in cash and cash equivalents</b>		<b>(4,958)</b>	<b>898</b>
28,945	Cash and cash equivalents at beginning of year		28,945	28,047
<b>15,210</b>	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>23,987</b>	<b>28,945</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## Griffith City Council

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## Griffith City Council

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## A About Council and these financial statements

### A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 30 October 2025. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these consolidated financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2021* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

#### ***Historical cost convention***

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of infrastructure, property, plant and equipment, financial assets at fair value through profit and loss and intangible assets.

#### ***Significant accounting estimates and judgements***

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### ***Critical accounting estimates and assumptions***

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

(i) fair values of infrastructure, property, plant and equipment – refer Note C1-6

#### ***Significant judgements in applying the Council's accounting policies***

- (i) Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- (ii) fair value of intangible assets C1-7
- (iii) fair value of investments measured at fair value through profit and loss C1-2
- (iv) employee benefit provisions – refer Note C3-4.
- (v) landfill remediation provisions - refer Note C3-5

#### ***Monies and other assets received by Council***

##### **The Consolidated Fund**

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993 (NSW)*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

Cash and other assets of the following activities/entities have been included as part of the Consolidated Fund:

- General Fund
- Water Fund
- Sewer Fund
- Griffith Health Facilities Limited

continued on next page ...

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## A1-1 Basis of preparation (continued)

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### **The Trust Fund**

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)*, a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

### **Volunteer services**

Some of Council services are provided by volunteers. These include work in the museum and art gallery. The value of the services received cannot be reliably measured but it is not significant.

### **New accounting standards and interpretations issued but not yet effective**

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2024.

Council's assessment on the impact of upcoming new standards and interpretations (pronouncements) published by the Australian Accounting Standards Board that are likely to have an effect on Council's future financial statements, financial performance, financial position and cash flows are set out below:

#### **AASB 18 Presentation and Disclosure in Financial Statements**

This Standard replaces AASB 101 Presentation of Financial Statements and sets out new requirements for the structure of financial statements, including the application of fundamental concepts such as materiality.

AASB 18 introduces additional subtotals into the Statement of Profit or Loss and requires restructuring of the statement into operating, investing and financing elements. It also requires disclosure of management performance measures.

The Standard is effective for annual reporting periods beginning on or after 1 January 2028, and will be applicable to Council's financial statements for the year ending 30 June 2029.

The presentation of Council's primary statements will be changed along with some additional disclosures, however there will be no effect on Council's reported position or performance.

### **New accounting standards adopted during the year**

During the year, the Council adopted all standards which were mandatorily effective for the first time at 30 June 2025. The key one was AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities, however the impact of implementing this new standard was not material on the Council's reported financial position.

## B Financial Performance

### B1 Functions or activities

#### B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
<b>Functions or activities</b>										
Governance	584	3,582	2,586	8,790	(2,002)	(5,208)	—	3,430	36,793	40,066
Administration	419	570	9,022	9,186	(8,603)	(8,616)	92	123	19,362	17,307
Public order and safety	900	869	1,903	1,832	(1,003)	(963)	234	293	5,209	4,602
Health	387	209	494	409	(107)	(200)	244	98	735	257
Environment	11,485	10,742	6,910	7,252	4,575	3,490	2,624	2,428	85,643	87,741
Community services and education	112	137	690	721	(578)	(584)	28	51	11,129	10,704
Housing and community amenities	4,048	4,342	6,126	6,008	(2,078)	(1,666)	2,412	2,678	21,305	19,683
Water supplies	15,182	13,610	8,383	8,275	6,799	5,335	1,346	1,693	227,799	218,251
Sewerage services	13,743	12,999	7,299	7,419	6,444	5,580	1,025	1,020	177,796	171,278
Recreation and culture	4,940	7,091	13,541	13,120	(8,601)	(6,029)	1,819	3,771	110,960	101,053
Transport and communication	8,622	15,103	13,370	13,071	(4,748)	2,032	5,461	12,176	390,804	412,754
Economic affairs	1,653	936	2,480	1,992	(827)	(1,056)	551	123	6,178	4,819
General purpose revenue	28,359	27,610	—	—	28,359	27,610	5,182	6,760	41,203	29,698
<b>Total functions and activities</b>	<b>90,434</b>	<b>97,800</b>	<b>72,804</b>	<b>78,075</b>	<b>17,630</b>	<b>19,725</b>	<b>21,018</b>	<b>34,644</b>	<b>1,134,916</b>	<b>1,118,213</b>

## B1-2 Components of functions or activities

---

**Details relating to the Council's functions or activities as reported in B1-1 are as follows:**

### **Governance**

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policy-making committees, public disclosure (e.g. GIPA), and legislative compliance.

### **Administration**

Includes corporate support and other support services, engineering works management, and any Council policy compliance.

### **Public order and safety**

Includes Council's fire and emergency services levy, fire protection, emergency services, enforcement of regulations and animal control.

### **Health**

Includes immunisation, food control, health centres etc.

### **Environment**

Includes biosecurity weeds and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.

### **Community services and education**

Includes administration and education; social protection (welfare); animal control, migrant, Aboriginal and other community services and administration (excluding accommodation – as it is covered under 'housing and community amenities'); youth services; aged and disabled persons services; children's services, including family day care; child care; and other family and children services.

### **Housing and community amenities**

Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities, including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.

### **Water supplies**

Includes water supply services such as administration, regulation and operation of potable water supply services, future needs assessment of water and water services.

### **Sewerage services**

Includes activities relating to the monitoring, reduction, collection, reticulation or treatment of all waste water including that intended for reuse or recycling.

### **Recreation and culture**

Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.

### **Mining, manufacturing and construction**

Includes building control, quarries and pits.

### **Transport and communication**

Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas, and aerodromes.

### **Economic affairs**

Includes camping areas; tourism and area promotion; industrial development promotion; sale yards and markets; real estate development; and other business undertakings.

### **General purpose revenue**

Includes: rates and annual charges (including ex gratia, excluding water and sewer), non-capital general purpose grants, interest on investments (excluding externally restricted assets) and interest on overdue rates and annual charges.

**B2 Sources of income****B2-1 Rates and annual charges**

\$ '000	2025	2024
<b>Ordinary rates</b>		
Residential	11,275	10,089
Farmland	6,503	5,883
Business	3,578	3,289
Less: pensioner rebates (mandatory)	(220)	(215)
Less: pensioner rebates (Council policy)	(120)	–
<b>Rates levied to ratepayers</b>	<b>21,016</b>	<b>19,046</b>
Pensioner rate subsidies received	120	119
<b>Total ordinary rates</b>	<b>21,136</b>	<b>19,165</b>
<b>Annual charges (pursuant to s496, 496A, 496B, 501 &amp; 611)</b>		
Domestic waste management services	2,653	2,531
Stormwater management services	198	196
Water supply services	2,407	2,528
Sewerage services	10,624	10,005
Waste management services (non-domestic)	2,504	2,394
Less: pensioner rebates (mandatory)	(259)	(263)
Kerbside recycling	1,252	1,194
<b>Annual charges levied</b>	<b>19,379</b>	<b>18,585</b>
Pensioner annual charges subsidies received	143	148
<b>Total annual charges</b>	<b>19,522</b>	<b>18,733</b>
<b>Total rates and annual charges</b>	<b>40,658</b>	<b>37,898</b>

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

**Material accounting policy information**

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

## B2-2 User charges and fees

\$ '000	2025	2024
<b>Specific user charges (per s502 - specific 'actual use' charges)</b>		
Domestic waste management services	5	5
Water supply services	9,277	7,917
Sewerage services	1,070	1,061
Waste management services (non-domestic)	514	390
<b>Total specific user charges</b>	<b>10,866</b>	<b>9,373</b>
<b>Other user charges and fees</b>		
<b>(i) Fees and charges – statutory and regulatory functions (per s608)</b>		
Planning and building regulation	276	451
Private works – section 67	83	144
Regulatory/ statutory fees	398	343
Registration fees	23	25
Regulatory fees	95	86
Section 10.7 certificates (EP&A Act)	94	84
Section 603 certificates	53	44
Town planning	129	73
Water supplies	371	325
<b>Total fees and charges – statutory/regulatory</b>	<b>1,522</b>	<b>1,575</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s608))</b>		
Aerodrome	946	903
Cemeteries	662	505
Library and art gallery	57	52
Transport for NSW charges (state roads not controlled by Council)	2,076	2,129
Saleyards	770	546
Swimming centres	1,883	1,822
Tourism	248	143
Waste disposal tipping fees	1,769	1,462
Engineering services	1	3
Industrial discharge	21	28
Museum	123	148
Regional theatre	562	668
Sporting grounds	19	17
Sports stadium	360	313
Other	19	43
<b>Total fees and charges – other</b>	<b>9,516</b>	<b>8,782</b>
<b>Total other user charges and fees</b>	<b>11,038</b>	<b>10,357</b>
<b>Total user charges and fees</b>	<b>21,904</b>	<b>19,730</b>
<b>Timing of revenue recognition for user charges and fees</b>		
User charges and fees recognised over time	10,347	8,978
User charges and fees recognised at a point in time	11,557	10,752
<b>Total user charges and fees</b>	<b>21,904</b>	<b>19,730</b>

**Material accounting policy information**

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged, such as joining fees for the leisure centre, the fee is recognised on a straight-line basis over the expected life of the membership.

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## B2-2 User charges and fees (continued)

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

## B2-3 Other revenues

	\$ '000	2025	2024
Art Gallery	15	19	
Fines – parking	567	515	
Fines – other	25	31	
Legal fees recovery – rates and charges (extra charges)	103	110	
Commissions and agency fees	8	9	
Recycling income (non-domestic)	65	206	
DA fees – advertising and notification	37	37	
Sales – general	24	16	
Other	127	65	
Temporary sale of "Town" water allocation	522	92	
Temporary sale of water allocation	120	263	
Work health safety incentive payment	91	88	
<b>Total other revenue</b>	<b>1,704</b>	<b>1,451</b>	

### Timing of revenue recognition for other revenue

Other revenue recognised over time	–	–
Other revenue recognised at a point in time	1,704	1,451
<b>Total other revenue</b>	<b>1,704</b>	<b>1,451</b>

### Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

## B2-4 Grants and contributions

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
<b>General purpose grants and non-developer contributions (untied)</b>				
<b>Current year allocation</b>				
Financial assistance	1,198	341	–	–
<b>Payment in advance - future year allocation</b>				
Financial assistance	3,985	6,419	–	–
<b>Amount recognised as income during current year</b>	<b>5,183</b>	<b>6,760</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>				
Building Better Regions Fund - Sports Precinct Redevelopment	–	–	–	1,700
Bushfire Prevention Re-Imbursement	103	100	52	108
Business Network & Forum Grant	–	3	–	–
Community building partnership	–	–	–	45
Crown Reserve Improvement Fund - Wetlands\ Pioneer Park	–	–	288	101
Dept Industry, Science, Energy & Resource - Resurfacing				
Runway	–	–	–	273
DPIE- Hanwood Stormwater Pump & Levee	–	–	1,084	1,487
Economic affairs – tourism/events Contributions	46	40	–	–
Employment & Training Programs - Traineeship	46	83	–	–
Fixing Local Roads- Pothole Repair	–	164	–	–
Fixing Country Roads	–	–	563	1,232
Other specific grants	48	–	–	–
Fixing Local Roads - Barber Road	–	–	–	3,440
Floodplain management	27	–	–	–
LCLI subsidy	123	113	–	–
Children & Young People Wellbeing	–	10	–	–
Local Rds & Community Infrastructure Program- Lake Wyangan Picnic	–	–	1,031	–
Local Special Projects Grant - Library	65	123	84	299
Multi-Sport Community Facility Fund Hanwood Oval	–	–	230	850
Murrumbidgee Primary Health Network Community - Community Services	3	3	–	–
Natural Disaster Flood- TfNSW	–	619	193	801
National Australia Day Council (NADC)	15	13	–	–
Noxious Weeds & Biosecurity Weeds	133	133	–	–
NSW ESL Establishment Fee	46	–	–	–
Office of Environmental Heritage - Yoogali Levee	–	–	1,024	–
Other contributions	9	–	384	–
Per Capita Subsidy Library	77	77	–	–
Priority Local Roads/ Comm Infrastructure Project R1	–	103	–	–
Priority Local Roads/ Comm Infrastructure Project R2	–	140	–	–
Public Pool Inspection Contributions	8	8	–	–
Recreation and Culture - Community and Cultural Contributions	–	4	–	–
Recreation and Culture - Museum Contribution	1	3	10	16
Recreation and Culture – Passive Recreation Contributions	26	–	–	–
Recreation and Culture – Theatre Contributions	10	24	–	–
Regional Community Development Fund - Griffith Youth & Community Centre (GYCC)	–	48	–	–
Regional and Local Roads Repair Program -TfNSW	–	1,272	–	–
Regional NSW Planning Portal	–	68	–	–
Transport for NSW	–	–	–	6
Roads to Recovery (R2R)	80	1,031	–	–
Roads, Footpaths and Bridges Contribution	–	–	85	455
Sewerage Contributions (excl. section 64 contributions)	–	–	52	28
Street Light Subsidy	123	120	–	–
Stronger Country Community Fund - Yambil Redevelopment	–	–	799	178

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## B2-4 Grants and contributions (continued)

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Triennial Flagship Event	30	30	—	—
Transport for NSW (TfNSW) - Murrumbidgee Ave/ Thorne Road Roundabout	—	—	—	2
Transport for NSW contributions (regional roads, block grant)	593	576	—	22
Regional Emergency Road Repair Fund	—	—	814	—
Water supplies	—	—	—	39
Water Supplies Contribution (excl. section 64 contributions)	—	—	63	119
Youth Week NSW Grant	3	4	—	—
Zone Administration Cost Contribution	79	84	—	—
Youth Grant - Winter Holiday	—	—	—	—
Vibrant Street Package Grant	115	—	—	—
Seniors Festival	4	4	—	—
Building Better Regions Fund - Griffin Green	—	2,257	—	1,173
eID NSW DPI Grant	—	—	476	—
Regional Youth Autumn Holiday Break	10	25	—	—
Country Passenger Transport Infrastructure	—	—	82	13
Everyone Can Play - Wood Park	—	—	—	412
Infrastructure Grant - Borland Leckie Park	—	—	—	95
LSCA Griffith Mountain Bike Trail Stage 2	—	—	183	17
Housing Support Program-Lake Wyangan Project	—	—	93	—
Local Roads Community Infrastructure Program - Thorne/ Kooyoo Street	—	—	594	635
Safer Cities- Her Way Program	100	900	—	—
Streets as Shared Spaces - Memorial Park	—	(27)	—	—
Yenda Village Growth Area Master Plan	73	53	—	—
Block Spot Program-Kookora St Walla Project	—	—	978	—
Hanwood Program Drainage	—	547	—	—
Fixing Local Roads - Thorne Road	—	—	—	87
Get NSW Active Program	—	—	1,115	459
Regional Housing Fund - Citrus and Rifle Range Roads	—	—	—	1,400
<b>Total special purpose grants and non-developer contributions (tied)</b>	<b>1,996</b>	<b>8,755</b>	<b>10,277</b>	<b>15,492</b>
<b>Total grants and non-developer contributions</b>	<b>7,179</b>	<b>15,515</b>	<b>10,277</b>	<b>15,492</b>
<b>Comprising:</b>				
– Commonwealth funding	5,263	8,033	1,625	2,335
– State funding	1,570	4,946	8,069	11,741
– Other funding	346	2,536	583	1,416
	<b>7,179</b>	<b>15,515</b>	<b>10,277</b>	<b>15,492</b>

## Developer contributions

\$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
<b>Developer contributions:</b>					
<b>(s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>					
<b>Cash contributions</b>	G4				
S 7.11 – contributions towards amenities/services	—	—	1	—	—
S 7.12 – fixed development consent levies	—	—	1,139	1,025	
S 64 – water supply contributions	—	—	1,251	1,462	
S 64 – sewerage service contributions	—	—	929	979	
S 64 – stormwater contributions	—	—	242	171	
<b>Total developer contributions</b>	—	—	<b>3,562</b>	<b>3,637</b>	

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## B2-4 Grants and contributions (continued)

\$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
<b>Total contributions</b>		<b>—</b>	<b>—</b>	<b>3,562</b>	<b>3,637</b>
<b>Total grants and contributions</b>		<b>7,179</b>	<b>15,515</b>	<b>13,839</b>	<b>19,129</b>
<b>Timing of revenue recognition</b>					
Grants and contributions recognised over time		413	6,193	7,741	13,419
Grants and contributions recognised at a point in time		6,766	9,322	6,098	5,710
<b>Total grants and contributions</b>		<b>7,179</b>	<b>15,515</b>	<b>13,839</b>	<b>19,129</b>

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**B2-4 Grants and contributions (continued)****Unspent grants and contributions**

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
<b>Unspent grants and contributions</b>				
Unspent funds at 1 July	511	2,214	6,075	5,679
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	—	—	—	—
<b>Add:</b> Funds received and not recognised as revenue in the current year	186	2	7,041	4,773
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	—	—	—	—
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	(255)	(1,705)	(3,453)	(4,377)
<b>Unspent funds at 30 June</b>	<b>442</b>	<b>511</b>	<b>9,663</b>	<b>6,075</b>
<b>Contributions</b>				
Unspent funds at 1 July	—	—	23,276	19,205
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	—	—	3,561	3,359
<b>Add:</b> contributions received and not recognised as revenue in the current year	—	—	1,339	1,455
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	—	—	(961)	(743)
<b>Unspent contributions at 30 June</b>	<b>—</b>	<b>—</b>	<b>27,215</b>	<b>23,276</b>

**Material accounting policy information****Grants and contributions – enforceable agreement with sufficiently specific performance obligations**

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

**Capital grants**

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

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## B2-4 Grants and contributions (continued)

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For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

### **Developer contributions**

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

### **Other grants and contributions**

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

**B2-5 Interest and investment income**

\$ '000	2025	2024
<b>Interest on financial assets measured at amortised cost or at fair value through profit and loss</b>		
– Overdue rates and annual charges (incl. special purpose rates)	134	102
– Cash and investments	4,320	3,236
<b>Total interest and investment income (losses)</b>	<b>4,454</b>	<b>3,338</b>

**B2-6 Other income**

\$ '000	Notes	2025	2024
<b>Rental income</b>			
Road Reserve/Land		251	250
Premises Rental		278	283
<b>Net share of interests in joint ventures and associates using the equity method</b>			
Joint ventures	D2-2	36	–
<b>Total other income</b>		<b>565</b>	<b>533</b>

**B3 Costs of providing services****B3-1 Employee benefits and on-costs**

\$ '000	2025	2024
Salaries and wages	<b>22,728</b>	23,375
Educational assistance	<b>24</b>	32
Employee leave entitlements (ELE)	<b>4,903</b>	4,490
Fringe benefit tax (FBT)	<b>112</b>	128
Motor vehicle allowance	<b>33</b>	32
Payroll tax	<b>171</b>	154
Professional development	<b>7</b>	8
Staff recruitment	<b>129</b>	80
Superannuation	<b>2,929</b>	2,787
Training costs (other than salaries and wages)	<b>281</b>	276
Travel expenses	<b>38</b>	26
Workers' compensation insurance	<b>541</b>	516
<b>Total employee costs</b>	<b>31,896</b>	<b>31,904</b>
Less: capitalised costs	<b>(2,501)</b>	<b>(4,391)</b>
<b>Total employee costs expensed</b>	<b>29,395</b>	<b>27,513</b>

**Material accounting policy information**

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in an Industry Defined Benefit Plan under Active Super – Pool B (the Scheme), however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

**B3-2 Materials and services**

\$ '000	Notes	2025	2024
Raw materials and consumables		<b>17,046</b>	19,347
Audit Fees	F2-1	<b>99</b>	107
Election expenses		<b>244</b>	–
Electricity and heating		<b>2,396</b>	2,528
Insurance		<b>683</b>	724
Street lighting		<b>502</b>	616
Telephone and communications		<b>227</b>	54
Councillor and Mayoral fees and associated expenses	F1-2	<b>350</b>	406
Contributions/levies to other levels of government			
<b>Legal expenses:</b>			
– Legal expenses: planning and development		<b>231</b>	77
– Legal expenses: other		<b>149</b>	197
Expenses from short-term leases		<b>10</b>	12
Expenses from leases of low value assets		<b>11</b>	10
<b>Total materials and services</b>		<b>21,948</b>	<b>24,078</b>

**B3-3 Borrowing costs**

\$ '000	2025	2024
<b>(i) Interest bearing liability costs</b>		
Interest on leases	-	3
Interest on loans	972	1,077
Less: capitalised costs	-	(33)
<b>Total borrowing costs expensed</b>	<b>972</b>	<b>1,047</b>

**Material accounting policy information**

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

**B3-4 Depreciation, amortisation and impairment of non-financial assets**

\$ '000	Notes	2025	2024
<b>Depreciation and amortisation</b>			
Plant and equipment		1,580	1,485
Office equipment		291	313
Furniture and fittings		195	186
<b>Infrastructure:</b>	C1-6		
– Buildings – specialised		2,096	2,022
– Other structures		1,084	797
– Roads		5,395	4,964
– Bridges		45	39
– Footpaths		416	361
– Stormwater drainage		1,021	1,038
– Water supply network		2,432	2,290
– Sewerage network		2,217	2,123
– Other open space/recreational assets		918	848
<b>Other assets:</b>			
– Other		711	675
<b>Reinstatement, rehabilitation and restoration assets:</b>			
– Tip assets	C3-5,C1-6	914	730
Less: capitalised costs		(127)	(208)
<b>Total depreciation and amortisation costs</b>		<b>19,188</b>	<b>17,663</b>
<b>Total depreciation and amortisation for non-financial assets</b>		<b>19,188</b>	<b>17,663</b>

**Material accounting policy information****Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets.

**Impairment of non-financial assets**

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

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**B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)**

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

**B3-5 Other expenses**

\$ '000	Notes	2025	2024
<b>Impairment of receivables</b>			
User charges and fees		—	6
<b>Total impairment of receivables</b>	C1-4	—	6
<b>Other</b>			
– DWR contributions		62	59
– Emergency services levy (includes FRNSW, SES, and RFS levies)		97	126
– NSW fire brigade levy		120	120
– NSW rural fire service levy		446	453
Donations, contributions and assistance to other organisations (Section 356)			
– Annual Sikh games		10	10
– Community grant program		44	40
– Regional arts board		20	20
– RAMJO		33	30
– Riverina regional cities forecast-ID		41	40
– Western Riverina Library		320	309
– Other		62	57
– Events		31	22
– Community Country Education Foundation		5	5
– De-sexing Program		10	9
Write-down of inventories held for sale or distribution	C1-5d	—	6,468
<b>Total other</b>		1,301	7,768
<b>Total other expenses</b>		1,301	7,774

**B4 Gains or losses****B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2025	2024
<b>Gain (or loss) on disposal of property (excl. investment property)</b>			
Less: carrying amount of property assets sold/written off		—	(91)
<b>Gain (or loss) on disposal</b>		—	(91)
<b>Gain (or loss) on disposal of plant and equipment</b>	C1-6		
Proceeds from disposal – plant and equipment		1,206	1,122
Less: carrying amount of plant and equipment assets sold/written off		(1,075)	(825)
<b>Gain (or loss) on disposal</b>		131	297
<b>Gain (or loss) on disposal of real estate assets classified as inventory</b>	C1-5		
Proceeds from disposal – real estate assets		5,130	—
Less: carrying amount of real estate assets sold/written off		(5,130)	—
<b>Gain (or loss) on disposal</b>		—	—
<b>Gain (or loss) on disposal of investments</b>	C1-2		
Proceeds from disposal/redemptions/maturities – investments		2,500	6,600
Less: carrying amount of investments sold/redeemed/matured		(2,500)	(6,600)
<b>Gain (or loss) on disposal</b>		—	—
<b>Gain (or loss) on disposal of term deposits</b>	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		4,000	9,000
Less: carrying amount of term deposits sold/redeemed/matured		(4,000)	(9,000)
<b>Gain (or loss) on disposal</b>		—	—
<b>Net gain (or loss) from disposal of assets</b>		131	206

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 25 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** F = Favourable budget variation, U = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 Variance	
<b>Revenues</b>				
Rates and annual charges	38,909	40,658	1,749	4% <span style="color: green;">F</span>
User charges and fees	20,366	21,904	1,538	8% <span style="color: green;">F</span>
Other revenues	1,339	1,704	365	27% <span style="color: green;">F</span>
Council received \$267,000 more in parking fee revenue than originally budgeted. In addition, revenue from temporary water sales exceeded budget expectation.				
Operating grants and contributions	9,366	7,179	(2,187)	(23%) <span style="color: red;">U</span>
The Council did not receive \$1 million in Roads to Recovery grant income during 2025 as the associated project was deferred. Additionally, the timing of Financial Assistance Grant payments impacted the overall grant revenue recognised for the year.				
Capital grants and contributions	9,695	13,839	4,144	43% <span style="color: green;">F</span>
Council received \$1.4 million more in Section 64 contributions than originally budgeted for 2025. In addition, funds of \$1.8 million for a drainage project – not included in the original budget – were recognised in 2025. Council also received \$475,000 for a Saleyards eID project and \$595,000 in Local Roads and Community Infrastructure Program funding for Thorne Road, neither of which were anticipated in the 2025 budget.				
Interest and investment revenue	2,438	4,454	2,016	83% <span style="color: green;">F</span>
Council adopts a conservative approach when budgeting for interest and investment income. During 2024/25, higher-than-anticipated interest rates, combined with a greater average funds on investment than originally forecast, resulted in returns exceeding budget expectations.				
Net gains from disposal of assets	–	131	131	∞ <span style="color: green;">F</span>
Other income	483	565	82	17% <span style="color: green;">F</span>
<b>Expenses</b>				
Employee benefits and on-costs	31,461	29,395	2,066	7% <span style="color: green;">F</span>
Materials and services	21,518	21,948	(430)	(2%) <span style="color: red;">U</span>
Borrowing costs	972	972	–	0% <span style="color: green;">F</span>
Depreciation and amortisation of non-financial assets	17,879	19,188	(1,309)	(7%) <span style="color: red;">U</span>
Other expenses	1,423	1,301	122	9% <span style="color: green;">F</span>
<b>Statement of cash flows</b>				
Cash flows from operating activities	27,222	40,625	13,403	49% <span style="color: green;">F</span>

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## B5-1 Material budget variations (continued)

\$ '000	2025	2025	2025	-----	Variance
	Budget	Actual	-----		
In 2025, Council received \$9.8 million more in total revenue than originally budgeted. This variance was primarily driven by higher-than-expected interest income, capital grants, and developer contributions. Additional revenue from rates, annual charges, and user fees also contributed to the overall increase.					
Cash flows from investing activities	(37,713)	(42,339)	(4,626)	12%	U
Cash flows from financing activities	(3,244)	(3,244)	—	0%	F

**C Financial position****C1 Assets we manage****C1-1 Cash and cash equivalents**

\$ '000	2025	2024
<b>Cash assets</b>		
Cash on hand and at bank	15,252	20,602
Cash equivalent assets		
– Short-term deposits	8,735	8,343
<b>Total cash and cash equivalents</b>	<b>23,987</b>	<b>28,945</b>
<b>Reconciliation of cash and cash equivalents</b>		
Total cash and cash equivalents per Statement of Financial Position	23,987	28,945
<b>Balance as per the Statement of Cash Flows</b>	<b>23,987</b>	<b>28,945</b>

**C1-2 Financial investments**

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
<b>Financial assets at fair value through the profit and loss</b>				
Managed funds	13,234	–	12,297	–
Floating Rate Notes (with maturities > 3 months)	14,211	–	8,667	–
<b>Total</b>	<b>27,445</b>	<b>–</b>	<b>20,964</b>	<b>–</b>
<b>Debt securities at amortised cost</b>				
Long term deposits	27,099	15,500	19,582	12,000
<b>Total</b>	<b>27,099</b>	<b>15,500</b>	<b>19,582</b>	<b>12,000</b>
<b>Total financial investments</b>	<b>54,544</b>	<b>15,500</b>	<b>40,546</b>	<b>12,000</b>
<b>Total cash assets, cash equivalents and investments</b>	<b>78,531</b>	<b>15,500</b>	<b>69,491</b>	<b>12,000</b>

**Material accounting policy information**

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

**Financial assets**

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

**Classification**

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

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## C1-2 Financial investments (continued)

### Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

### Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments of Floating Rate Notes and Managed Funds in the Statement of Financial Position.

## C1-3 Restricted and allocated cash, cash equivalents and investments

	\$ '000	2025	2024
(a) Externally restricted cash, cash equivalents and investments			
<b>Total cash, cash equivalents and investments</b>	<b>94,031</b>	81,491	
Less: Externally restricted cash, cash equivalents and investments	(84,841)	(72,931)	
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>9,190</b>	8,560	
<b>External restrictions</b>			
External restrictions included in cash, cash equivalents and investments above comprise:			
Specific purpose unexpended grants – general fund	10,105	6,586	
Developer contributions – general fund	8,474	7,064	
Developer contributions – water fund	11,761	9,938	
Developer contributions – sewer fund	6,981	6,274	
Water fund	27,128	25,046	
Sewer fund	19,862	17,228	
Stormwater management	529	794	
Specific purpose unexpended grants - Griffith Health Facilities Limited	1	1	
<b>External restrictions – other</b>	<b>74,736</b>	66,345	
<b>Total external restrictions</b>	<b>84,841</b>	72,931	

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

	\$ '000	2025	2024
(b) Internal allocations			

### Internal allocations

At 30 June, Council has internally allocated funds to the following:

Employees leave entitlement	2,473	2,338
Floodplain and drainage mitigation reserve	18	584
Griffith Health Facilities Limited	23	23
Major projects reserve	–	276

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## C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2025	2024
Parks and gardens infrastructure reserve	178	169
Waste services	5,001	4,729
St Vincents Private Community Hospital Griffith - Sinking Fund	131	68
Griffith Community Centre - Sinking Fund	46	21
New Art Gallery Building Reserve	115	109
Pioneer Park Strategic Reserve	110	104
<b>Total internal allocations</b>	<b>8,095</b>	<b>8,421</b>

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

## C1-4 Receivables

\$ '000	2025	2025	2024	2024
	Current	Non-current	Current	Non-current
Rates and annual charges	4,213	–	4,021	–
User charges and fees	6,072	–	5,107	–
Accrued revenues				
– Interest on investments	747	–	383	–
– Other income accruals	105	–	69	–
Deferred debtors	10	10	10	21
Government grants and subsidies	3,069	–	1,827	–
Net GST receivable	49	–	592	–
<b>Total</b>	<b>14,265</b>	<b>10</b>	<b>12,009</b>	<b>21</b>
<b>Less: provision for impairment</b>				
User charges and fees	(43)	–	(43)	–
<b>Total provision for impairment – receivables</b>	<b>(43)</b>	<b>–</b>	<b>(43)</b>	<b>–</b>
<b>Total net receivables</b>	<b>14,222</b>	<b>10</b>	<b>11,966</b>	<b>21</b>

\$ '000	Notes	2025	2024
<b>Movement in provision for impairment of receivables</b>			
Amounts written off as uncollectible		–	(12)
Balance at the beginning of the year		43	55
<b>Balance at the end of the year</b>		<b>43</b>	<b>43</b>
<b>Represented by:</b>			
Expected Credit Loss	E-1(b)	23	25
Additional Specific Provisions		20	18
<b>Balance at end of the period</b>		<b>43</b>	<b>43</b>

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## C1-4 Receivables (continued)

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### Material accounting policy information

#### Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

## C1-5 Inventories

\$ '000	2025		2024	
	Current	Non-current	Current	Non-current
<b>(i) Inventories at cost</b>				
Stores and materials	1,012	—	981	—
Trading stock	86	—	98	—
Other	22	—	22	—
<b>(ii) Inventories at net realisable value (NRV)</b>				
Real estate for resale	—	—	4,918	—
<b>Total inventories at net realisable value (NRV)</b>	<b>—</b>	<b>—</b>	<b>4,918</b>	<b>—</b>
<b>Total inventories</b>	<b>1,120</b>	<b>—</b>	<b>6,019</b>	<b>—</b>

**(ii) Other disclosures**

\$ '000	Notes	2025		2024		
		Current	Non-current	Current	Non-current	
<b>(a) Details for real estate development</b>						
Residential						
<b>Total real estate for resale</b>		—	—	4,918	—	
(Valued at the lower of cost and net realisable value)						
<b>Represented by:</b>						
Acquisition costs		—	—	4,918	—	
<b>Total costs</b>		—	—	4,918	—	
<b>Total real estate for resale</b>		—	—	4,918	—	
<b>Movements:</b>						
Real estate assets at beginning of the year		4,918	—	—	5,734	
– Purchases and other costs		212	—	5,652	—	
– WDV of sales (expense)		(5,130)	—	—	—	
– Transfer between current/non-current		—	—	5,734	(5,734)	
– Impairment		—	—	(6,468)	—	
<b>Total real estate for resale</b>	B4-1	—	—	4,918	—	

**Material accounting policy information****Raw materials and stores, work in progress and finished goods**

Raw materials and stores are stated at cost. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts.

**Real estate held for resale/capitalisation of borrowing costs**

Real estate held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development.

Real Estate held for resale at 30 June 2024 related to the Griffin Green development in Pioneer. These assets were sold during the course of the 2024/25 financial year.

## C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period										At 30 June 2025			
	\$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	transfers to renewals	WIP transfers to new assets	Adjustments and transfers	transfers to new assets	WIP decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	7,198	–	7,198	–	2,652	–	–	(3,871)	–	(809)	–	–	–	5,170	–	5,170	
Plant and equipment	21,669	(9,263)	12,406	3,743	–	(1,075)	(1,580)	141	–	–	–	–	–	22,924	(9,289)	13,635	
Office equipment	4,769	(2,673)	2,096	261	–	–	(291)	–	–	–	–	–	–	5,028	(2,962)	2,066	
Furniture and fittings	4,881	(1,738)	3,143	172	–	–	(195)	–	–	–	–	–	–	5,053	(1,933)	3,120	
<b>Land:</b>																	
– Operational land	27,359	–	27,359	–	–	–	–	–	2,847	–	–	3,189	33,395	–	33,395		
– Community land	15,966	–	15,966	–	–	–	–	–	–	–	(32)	–	15,934	–	15,934		
<b>Infrastructure:</b>																	
– Buildings	134,432	(26,974)	107,458	1,385	–	–	(2,096)	1,384	–	–	–	8,836	149,896	(32,929)	116,967		
– Other structures	43,699	(4,959)	38,740	1,176	–	–	(1,084)	91	–	–	–	1,146	45,885	(5,816)	40,069		
– Roads	378,809	(21,267)	357,542	7,023	1,395	–	(5,395)	1,599	–	23	(29,774)	–	380,741	(48,328)	332,413		
– Bridges	6,962	(2,091)	4,871	–	–	–	(45)	–	–	–	–	272	7,355	(2,257)	5,098		
– Footpaths	25,415	(7,016)	18,399	112	–	–	(416)	–	–	–	–	2,041	28,257	(8,121)	20,136		
– Stormwater drainage	92,379	(24,679)	67,700	–	2,955	–	(1,021)	–	(2,847)	743	–	2,296	96,054	(26,228)	69,826		
– Water supply network	243,603	(71,698)	171,905	1,891	–	–	(2,432)	35	–	–	–	4,181	251,670	(76,091)	175,579		
– Sewerage network	209,368	(73,076)	136,292	501	–	–	(2,217)	503	–	–	–	3,506	215,796	(77,211)	138,585		
– Other open space/recreational assets	29,680	(9,813)	19,867	1,258	–	–	(918)	105	–	17	–	4,317	32,146	(7,500)	24,646		
<b>Other assets:</b>																	
– Other	15,720	(6,811)	8,909	1,651	–	–	(711)	13	–	26	–	–	17,406	(7,518)	9,888		
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>																	
– Tip assets	5,481	(1,826)	3,655	–	–	–	(914)	–	–	–	–	–	5,481	(2,740)	2,741		
<b>Total infrastructure, property, plant and equipment</b>	<b>1,267,390</b>	<b>(263,884)</b>	<b>1,003,506</b>	<b>19,173</b>	<b>7,002</b>	<b>(1,075)</b>	<b>(19,315)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(29,806)</b>	<b>29,784</b>	<b>1,318,191</b>	<b>(308,923)</b>	<b>1,009,268</b>		

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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## C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period									At 30 June 2024			
	\$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers to renewals	Adjustments and transfers	WIP transfers to new assets	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	15,147	–	15,147	–	5,160	–	–	(8,923)	367	(4,554)	–	–	–	7,198	–	7,198
Plant and equipment	20,578	(9,238)	11,340	3,376	–	(825)	(1,485)	–	–	–	–	–	–	21,669	(9,263)	12,406
Office equipment	4,487	(2,359)	2,128	282	–	–	(313)	–	–	–	–	–	–	4,769	(2,673)	2,096
Furniture and fittings	4,573	(1,553)	3,020	308	–	–	(186)	–	–	–	–	–	–	4,881	(1,738)	3,143
<b>Land:</b>																
– Operational land	26,863	–	26,863	–	97	(91)	–	–	–	–	–	–	490	27,359	–	27,359
– Community land	15,623	–	15,623	–	–	–	–	–	–	–	–	–	344	15,966	–	15,966
<b>Infrastructure:</b>																
– Buildings	126,944	(23,974)	102,970	705	–	–	(2,022)	7	10	–	–	–	5,788	134,432	(26,974)	107,458
– Other structures	37,000	(4,938)	32,062	1,101	714	–	(797)	485	(10)	344	–	–	4,841	43,699	(4,959)	38,740
– Roads	365,046	(47,047)	317,999	9,521	3,344	–	(4,964)	7,492	–	2,963	–	21,187	378,809	(21,267)	357,542	
– Bridges	5,673	(1,537)	4,136	–	–	–	(39)	–	–	–	–	774	6,962	(2,091)	4,871	
– Footpaths	17,873	(7,109)	10,764	168	–	–	(361)	–	–	29	–	7,799	25,415	(7,016)	18,399	
– Stormwater drainage	96,364	(26,357)	70,007	322	2,359	–	(1,038)	–	–	1,200	(5,149)	–	92,379	(24,679)	67,700	
– Water supply network	228,796	(65,255)	163,541	1,151	454	–	(2,290)	939	–	–	–	8,109	243,603	(71,698)	171,905	
– Sewerage network	193,089	(67,263)	125,826	195	318	–	(2,123)	–	–	–	–	12,076	209,368	(73,076)	136,292	
– Other open space/recreational assets	27,187	(8,542)	18,645	138	877	–	(848)	–	–	–	–	1,055	29,680	(9,813)	19,867	
<b>Other assets:</b>																
– Other	14,867	(6,151)	8,716	851	–	–	(675)	–	–	18	–	–	15,720	(6,811)	8,909	
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>																
– Tip assets	4,938	(1,097)	3,841	–	–	–	(730)	–	543	–	–	–	5,481	(1,826)	3,655	
<b>Total infrastructure, property, plant and equipment</b>	<b>1,205,048</b>	<b>(272,420)</b>	<b>932,628</b>	<b>18,118</b>	<b>13,323</b>	<b>(916)</b>	<b>(17,871)</b>	<b>–</b>	<b>910</b>	<b>–</b>	<b>(5,149)</b>	<b>62,463</b>	<b>1,267,390</b>	<b>(263,884)</b>	<b>1,003,506</b>	

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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## C1-6 Infrastructure, property, plant and equipment (continued)

### Material accounting policy information

#### Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

#### Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their carrying amount, net of their residual values, over their estimated remaining useful lives as follows:

<b>Plant and equipment</b>	Years	<b>Other equipment</b>	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	3 to 4		
Vehicles	3 to 6	<b>Buildings</b>	
Heavy plant/road making equipment	5 to 8	Buildings:	20 to 150
Other plant and equipment	5 to 15		
<b>Water and sewer assets</b>		<b>Stormwater assets</b>	
Sewer active assets	10 to 180	Stormwater drainage assets	40 to 200
Sewerage network	10 to 150	Stormwater structure assets	60 to 200
Water active assets	10 to 180		
Water network assets	10 to 150		
<b>Transportation assets</b>		<b>Other infrastructure assets</b>	
Road assets	15 to 250	Bulk earthworks	N/A
Bridge assets	90 to 180	Other structures	10 to 150
Carpark assets	20 to 150		
Footpath assets	15 to 100		
Kerb and gutter assets	80 to 100		
Traffic management assets	70 to 100		

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## C1-6 Infrastructure, property, plant and equipment (continued)

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The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

### **Revaluation model**

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Climate Change, Energy, the Environment and Water (DCCEEW).

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation surplus. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation surplus to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

### **Land under roads**

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

### **Crown reserves**

Crown reserves under Council's care and control are recognised as assets of the council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

### **Rural Fire Service assets**

Council recognises the land and buildings used by the Rural Fire Service situated within the Local Government area, however, it does not account for Rural Fire Service equipment.

## C1-7 Intangible assets

Intangible assets are as follows:

\$ '000	2025	2024
<b>Water Entitlements</b>		
Opening values at 1 July	14,154	14,586
Movements for the year		
– Fair value movement (revaluation)	928	(432)
<b>Total intangible assets – net book value</b>	<b>15,082</b>	<b>14,154</b>

Council holds a number of high and general security water licences which it recognises as an intangible asset. The water licences are individually tradable on the open water licence sales market. The licences were obtained principally through land acquisitions where the water licence was attached to the land as well as through progressive developer contributions over several years commencing in the 1990's. The water licences are now individually separated from the land and can be sold on a permanent or temporary transfer basis.

At present Council only trades the annual allocation associated with some water licences on a temporary basis. Income received from the sales of annual allocations are disclosed as other revenue. The licences are recorded in Council's accounts at fair value based on market valuations obtained from the open water licence sales market at balance date. No amortisation costs are applicable, as high and general security water licences have an indefinite life.

Water licences purchased are initially recorded at cost and are valued at least every year based on market evidence. Water licences are tested for impairment annually based on market sales evidence. If the recoverable amount is less than carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as impairment loss.

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

## C1-8 Other

Other assets

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Prepayments	646	–	555	–
<b>Total other assets</b>	<b>646</b>	<b>–</b>	<b>555</b>	<b>–</b>

## C2 Leasing activities

### C2-1 Council as a lessee

Council has leases over assets including buildings and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

#### Office and IT equipment

Leases for office and IT equipment are generally for low value assets, except for significant items such as photocopiers. The leases are for between 1 and 5 years with no renewal option, the payments are fixed, however some of the leases include variable payments based on usage.

#### Extension options

Council includes options in the building leases to provide flexibility and certainty to Council operations and reduce costs of moving premises; and the extension options are at Council's discretion.

#### (a) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2025	2024
Interest on lease liabilities	—	3
Expenses relating to short-term leases	10	12
Expenses relating to leases of low-value assets	11	10
	<b>21</b>	<b>25</b>

#### (b) Statement of Cash Flows

Total cash outflow for leases	—	54
	<b>—</b>	<b>54</b>

#### Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

#### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council has applied a threshold of \$25,000 for low value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

## C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties; these leases have been classified as operating leases for financial reporting purposes and the assets are included as IPP&E in the Statement of Financial Position.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2025	2024
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#### Assets held as property, plant and equipment

Council provides operating leases on Council buildings and some land/road reserves, the table below relates to operating leases on assets disclosed in C1-6.

Lease income (excluding variable lease payments not dependent on an index or rate)	529	533
<b>Total income relating to operating leases for Council assets</b>	<b>529</b>	<b>533</b>

#### Amount of IPPE leased out by Council under operating leases

Buildings	23,051	23,158
<b>Total amount of IPPE leased out by Council under operating leases</b>	<b>23,051</b>	<b>23,158</b>

**C3 Liabilities of Council****C3-1 Payables**

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
<b>Payables</b>				
Government departments and agencies	81	–	86	–
Prepaid rates	1,492	–	1,392	–
Goods and services – operating expenditure	5,874	–	6,902	–
Accrued expenses:				
– Other expenditure accruals	1,220	–	653	–
Security bonds, deposits and retentions	3,256	–	5,388	–
Other	3	–	8	–
<b>Total payables</b>	<b>11,926</b>	<b>–</b>	<b>14,429</b>	<b>–</b>
<b>Total payables</b>	<b>11,926</b>	<b>–</b>	<b>14,429</b>	<b>–</b>

**Current payables not anticipated to be settled within the next twelve months**

\$ '000	2025	2024
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – security bonds, deposits and retentions	2,235	4,483
Other liabilities: other expenditure accruals	395	397
<b>Total payables</b>	<b>2,630</b>	<b>4,880</b>

**Payables**

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

## C3-2 Contract Liabilities

\$ '000	Notes	2025 Current	2025 Non-current	2024 Current	2024 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	<b>9,610</b>	—	5,310	—
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	<b>442</b>	—	511	—
Unexpended capital contributions (received prior to performance obligation being satisfied)	(ii)	<b>53</b>	—	765	—
<b>Total grants received in advance</b>		<b>10,105</b>	—	<b>6,586</b>	—
<b>User fees and charges received in advance:</b>					
Fees – GRALC	(iii)	<b>27</b>	—	30	—
Advance Ticket Sales - Theatre		<b>113</b>	—	224	—
Council Facilities Bookings In Advance		<b>69</b>	—	35	—
Fees - Airport		—	—	—	—
Fees - Stadium		—	—	—	—
<b>Total user fees and charges received in advance</b>		<b>209</b>	—	<b>289</b>	—
<b>Total contract liabilities</b>		<b>10,314</b>	—	<b>6,875</b>	—

**Notes**

(i) Council has received funding to construct assets including sporting facilities, community facilities, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Upfront membership fees for the leisure centre do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue over the expected average membership life.

**Revenue recognised that was included in the contract liability balance at the beginning of the period**

\$ '000	2025	2024
<b>Grants and contributions received in advance:</b>		
Capital grants (to construct Council controlled assets)	<b>2,589</b>	4,377
Operating grants (received prior to performance obligation being satisfied)	<b>355</b>	1,705
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>		
	<b>2,944</b>	6,082

### C3-3 Borrowings

\$ '000	2025		2024	
	Current	Non-current	Current	Non-current
Loans – secured <sup>1</sup>	3,354	23,430	3,244	26,784
<b>Total borrowings</b>	<b>3,354</b>	<b>23,430</b>	<b>3,244</b>	<b>26,784</b>

(1) Loans are secured over the general rating income of Council.  
Disclosures on liability interest rate risk exposures and security can be found in Note E1-1.

#### (a) Changes in liabilities arising from financing activities

\$ '000	2024		Non-cash movements			2025
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	
Loans – secured	30,028	(3,244)	–	–	–	–
<b>Total liabilities from financing activities</b>	<b>30,028</b>	<b>(3,244)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>26,784</b>

\$ '000	2023		Non-cash movements			2024
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	
Loans – secured	33,167	(3,139)	–	–	–	–
Lease liability	54	(54)	–	–	–	–
<b>Total liabilities from financing activities</b>	<b>33,221</b>	<b>(3,193)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>30,028</b>

#### (b) Financing arrangements

\$ '000	2025	2024
<b>Total facilities</b>		
Bank overdraft facilities <sup>1</sup>	1,000	1,000
Credit cards/purchase cards	100	100
<b>Total financing arrangements</b>	<b>1,100</b>	<b>1,100</b>
<b>Drawn facilities</b>		
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	47	45
<b>Total drawn financing arrangements</b>	<b>47</b>	<b>45</b>
<b>Undrawn facilities</b>		
Undrawn financing facilities available to Council at the reporting date are:		
– Bank overdraft facilities	1,000	1,000
– Credit cards/purchase cards	53	55
<b>Total undrawn financing arrangements</b>	<b>1,053</b>	<b>1,055</b>

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### C3-3 Borrowings (continued)

#### Additional financing arrangements information

##### Financial Covenants

Council is required to comply with financial covenant obligations under its loan agreements with TCorp. The relevant loan facilities and their outstanding balances as at 30 June 2025 are:

Loan	Final repayment date	Outstanding 30 June 2025
GRALC Outdoor Pool, Westend Oval	February 2041	\$8,341,097.58
Griffin Green housing development	February 2031	\$1,849,263.00
Griffith CBD	February 2030	\$5,226,316.36
Collina subdivision	January 2029	\$ 961,361.76

Under these covenants, Council must maintain the following financial ratios, based on its most recent audited financial statements:

Ratio	Benchmark	As at 30 June 2025
Debt Service Cover Ratio	1.50:1	5.68:1
Interest Cover Ratio	3.00:1	24.64:1
Cash Expense Ratio	2 months	15.18 months

Council is also required to provide TCorp with financial projections from its latest Long Term Financial Plan, demonstrating expected compliance with these covenants over the next five years.

In the event of non-compliance, TCorp will engage with Council during its annual review process. TCorp may also refer the matter to the Office of Local Government (OLG) to consider issuing a Performance Improvement Order.

A failure to meet these financial covenants does not constitute a breach of the loan agreements and does not entitle TCorp to take legal action against Council under the agreements or at general law.

No financial covenants apply to Council's other loan facilities.

##### Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of Council's loans. Consistent with previous years, management have performed sensitivity analysis of Council's long term business plans and expect that they will be able to meet all contractual obligations from borrowings over the next 12 months.

##### Security over loans

Council's loans are secured by a charge on the income of the Council, pursuant to section 623 of the Local Government Act and clause 229 of the Local Government (General) Regulation.

##### Bank overdrafts

The bank overdraft of Council is secured over future cash flows.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

#### Material accounting policy information

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

### C3-4 Employee benefit provisions

\$ '000	2025		2024	
	Current	Non-current	Current	Non-current
Annual leave	2,334	—	2,440	—
Sick leave	70	—	122	—
Long service leave	4,090	356	3,623	231
Other leave (RDO's and TIL)	277	—	250	—
<b>Total employee benefit provisions</b>	<b>6,771</b>	<b>356</b>	<b>6,435</b>	<b>231</b>

#### Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	3,569	3,275
	<u>3,569</u>	<u>3,275</u>

#### Material accounting policy information

##### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

### C3-5 Provisions

\$ '000	2025		2024	
	Current	Non-Current	Current	Non-Current
<b>Other provisions</b>				
Accrued expenses	136	7	125	4
<b>Sub-total – other provisions</b>	<b>136</b>	<b>7</b>	<b>125</b>	<b>4</b>
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	–	5,481	–	5,481
<b>Sub-total – asset remediation/restoration</b>	<b>–</b>	<b>5,481</b>	<b>–</b>	<b>5,481</b>
<b>Total provisions</b>	<b>136</b>	<b>5,488</b>	<b>125</b>	<b>5,485</b>

#### Current provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Accrued Expenses	71	63

#### Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

#### Asset remediation – tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

## C4 Reserves

### C4-1 Nature and purpose of reserves

#### IPPE Revaluation Surplus

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation, including intangible assets.

## D Council structure

### D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

#### D1-1 Income Statement by fund

\$ '000	General 2025	Water 2025	Sewer 2025
<b>Income from continuing operations</b>			
Rates and annual charges	27,816	2,308	10,534
User charges and fees	9,720	11,091	1,093
Interest and investment revenue	1,770	1,682	1,002
Other revenues	1,345	320	39
Grants and contributions provided for operating purposes	7,026	79	74
Grants and contributions provided for capital purposes	11,543	1,314	982
Net gains from disposal of assets	50	62	19
Other income	565	—	—
<b>Total income from continuing operations</b>	<b>59,835</b>	<b>16,856</b>	<b>13,743</b>
<b>Expenses from continuing operations</b>			
Employee benefits and on-costs	24,565	2,647	2,183
Materials and services	10,986	6,499	4,463
Borrowing costs	352	3	617
Other expenses	1,301	—	—
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>37,204</b>	<b>9,149</b>	<b>7,263</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>22,631</b>	<b>7,707</b>	<b>6,480</b>
Depreciation, amortisation and impairment of non-financial assets	14,085	2,713	2,390
<b>Operating result from continuing operations</b>	<b>8,546</b>	<b>4,994</b>	<b>4,090</b>
<b>Net operating result for the year</b>	<b>8,546</b>	<b>4,994</b>	<b>4,090</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(2,997)</b>	<b>3,680</b>	<b>3,108</b>

## D1-2 Statement of Financial Position by fund

\$ '000	General 2025	Water 2025	Sewer 2025
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	5,420	10,314	8,253
Investments	15,379	24,575	14,590
Receivables	6,206	4,853	3,163
Inventories	677	443	–
Other	646	–	–
<b>Total current assets</b>	<b>28,328</b>	<b>40,185</b>	<b>26,006</b>
<b>Non-current assets</b>			
Investments	7,500	4,000	4,000
Receivables	10	–	–
Infrastructure, property, plant and equipment	677,364	183,945	147,959
Investments accounted for using the equity method	537	–	–
Intangible assets	15,082	–	–
<b>Total non-current assets</b>	<b>700,493</b>	<b>187,945</b>	<b>151,959</b>
<b>Total assets</b>	<b>728,821</b>	<b>228,130</b>	<b>177,965</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	11,904	22	–
Contract liabilities	10,314	–	–
Borrowings	1,826	32	1,496
Employee benefit provision	6,771	–	–
Provisions	136	–	–
<b>Total current liabilities</b>	<b>30,951</b>	<b>54</b>	<b>1,496</b>
<b>Non-current liabilities</b>			
Borrowings	13,690	171	9,569
Employee benefit provision	356	–	–
Provisions	5,488	–	–
<b>Total non-current liabilities</b>	<b>19,534</b>	<b>171</b>	<b>9,569</b>
<b>Total liabilities</b>	<b>50,485</b>	<b>225</b>	<b>11,065</b>
<b>Net assets</b>	<b>678,336</b>	<b>227,905</b>	<b>166,900</b>
<b>EQUITY</b>			
Accumulated surplus	349,947	108,067	87,252
IPPE revaluation surplus	328,389	119,838	79,648
<b>Total equity</b>	<b>678,336</b>	<b>227,905</b>	<b>166,900</b>

## D2 Interests in other entities

### D2-1 Subsidiaries

Council's financial statements incorporate the assets, liabilities and results of the following subsidiaries.

Council's financial statements also include controlled entities with ownership interest of 50% or less.

Name of Operation/Entity	Principal activity
Griffith Health Facilities Limited	Fundraising for Griffith Community Private Hospital Griffith, NSW

Interests in Subsidiary	Ownership 2025	Ownership 2024	Principal place of business	Voting rights 2025	Voting rights 2024
Council's interest in Subsidiary	100%	100%	Griffith, NSW	100%	100%

#### Summarised financial information for the Subsidiary

\$ '000	2025	2024
Revenue	—	1
Expenses	—	—
<b>Profit for the period</b>	<b>—</b>	<b>1</b>
<b>Total comprehensive income</b>	<b>—</b>	<b>1</b>
<b>Summarised statement of financial position</b>		
Current assets	23	23
<b>Total assets</b>	<b>23</b>	<b>23</b>
<b>Net assets</b>	<b>23</b>	<b>23</b>

## D2-2 Interests in joint arrangements

### Net carrying amounts – Council's share

\$ '000	Place of business	Nature of relationship	Council's net share of assets	
			2025	2024
Western Riverina Library	Various	Joint Venture	537	501
<b>Total carrying amounts – joint ventures</b>			<b>537</b>	<b>501</b>

#### Western Riverina Library

Western Riverina Libraries (WRL) is a collaboration between five local governments to share resources and technical services to provide a library service which is current, efficient and valued.

The members of Western Riverina Libraries are Carrathool, Griffith, Hay, Murrumbidgee and Narrandera. Western Riverina Libraries is administered by Griffith City Council.

#### Joint ventures

The following information is provided for joint ventures that are individually material to the Council. Included are the total amounts as per the joint venture financial statements, adjusted for fair-value adjustments at acquisition date and differences in accounting policies, rather than the Council's share.

\$ '000	Proportion of voting power		Interest in outputs	
	2025	2024	2025	2024
Western Riverina Library	16.7%	16.7%	53.5%	52.0%

### Summarised financial information for joint ventures

\$ '000	Western Riverina Library	
	2025	2024
<b>Statement of financial position</b>		
<b>Current assets</b>		
Cash and cash equivalents	154	136
Other current assets	153	129
<b>Non-current assets</b>		
<b>Current liabilities</b>		
Other current liabilities	25	24
<b>Net assets</b>	<b>1,003</b>	<b>962</b>
Income	557	539
Interest income	6	5
Depreciation and amortisation	(176)	(166)
Other expenses	(345)	(315)
<b>Profit/(loss) from continuing operations</b>	<b>42</b>	<b>63</b>
<b>Reconciliation of the carrying amount</b>		
Opening net assets (1 July)	962	899
Profit/(loss) for the period	42	63
<b>Closing net assets</b>	<b>1,004</b>	<b>962</b>
Council's share of net assets (%)	53.5%	52.1%
Council's share of net assets (\$)	537	501

## E Risks and accounting uncertainties

### E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount with the exception of term deposits and borrowings. Fair value for those items were determined by calculating the present value of future cash flows consistent with AASB 13 Fair Value Measurement, using discount rates for similar products available from TCorp.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2025	Carrying value 2024	Fair value 2025	Fair value 2024
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	23,987	28,945	23,987	28,945
Receivables	14,232	11,987	14,233	11,987
Investments				
- Term Deposits	42,599	31,582	44,070	33,074
<b>Fair value through profit and loss</b>				
Investments				
- Floating Rate Notes & Managed Funds	27,445	20,964	27,445	20,964
<b>Total financial assets</b>	<b>108,263</b>	<b>93,478</b>	<b>109,735</b>	<b>94,970</b>
<b>Financial liabilities</b>				
Payables	11,926	14,429	11,926	14,429
Borrowings	26,784	30,028	28,102	31,808
<b>Total financial liabilities</b>	<b>38,710</b>	<b>44,457</b>	<b>40,028</b>	<b>46,237</b>

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Term Deposits** - are based upon estimated future cash flows, discounted by the current market interest rate products applicable from TCorp. Key Level 2 inputs include investment term, investment value and interest rate.
- **Borrowings** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles discounted by the current market interest rates applicable. Key Level 2 inputs include loan term, loan balance and interest rate.
- Financial assets classified (i) '**at fair value through profit and loss**' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

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## E1-1 Risks relating to financial instruments held (continued)

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

### (a) Market risk – interest rate and price risk

\$ '000	2025	2024
The impact on the result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	274	210
Impact of a 10% movement in price of investments		
– Equity / Income Statement	2,745	2,096

### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

#### Credit risk profile

##### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

\$ '000	Not yet overdue	overdue rates and annual charges < 5 years	≥ 5 years	Total
<b>2025</b>				
Gross carrying amount	3,318	886	9	4,213
<b>2024</b>				
Gross carrying amount	2,619	1,402	–	4,021

continued on next page ...

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## E1-1 Risks relating to financial instruments held (continued)

### Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
<b>2025</b>						
Gross carrying amount	9,851	139	13	1	58	10,062
Expected loss rate (%)	0.20%	1.50%	1.50%	1.50%	1.50%	0.23%
<b>ECL provision</b>	<b>20</b>	<b>2</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>23</b>
<b>2024</b>						
Gross carrying amount	7,871	97	8	3	30	8,009
Expected loss rate (%)	0.30%	1.50%	1.50%	1.50%	1.50%	0.32%
<b>ECL provision</b>	<b>24</b>	<b>1</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>25</b>

### (c) Liquidity risk

Payables, lease liabilities and borrowings are subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

A quarterly report is updated throughout each year to measure the availability of working capital in each fund to ensure liquidity is maintained in each of the funds.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	due within:			Contractu al cashflows	Actual carrying values
			≤ 1 Year	1 - 5 Years	> 5 Years		
<b>2025</b>							
Payables	0.00%	3,256	8,670	—	—	11,926	11,926
Borrowings	4.47%	—	4,216	16,606	10,006	30,828	26,784
<b>Total financial liabilities</b>		<b>3,256</b>	<b>12,886</b>	<b>16,606</b>	<b>10,006</b>	<b>42,754</b>	<b>38,710</b>
<b>2024</b>							
Payables	0.00%	5,388	9,041	—	—	14,429	14,429
Borrowings	4.47%	—	4,216	16,864	13,965	35,045	30,028
<b>Total financial liabilities</b>		<b>5,388</b>	<b>13,257</b>	<b>16,864</b>	<b>13,965</b>	<b>49,474</b>	<b>44,457</b>

## E2-1 Fair value measurement

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The Council measures the following asset classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Financial assets at fair value through profit and loss
- Intangible assets

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The table below shows the assigned level for each asset and liability held at fair value by Council:

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## E2-1 Fair value measurement (continued)

\$ '000	Notes	Fair value measurement hierarchy										
		Level 1 Quoted prices in active mkt		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total 2025	2024			
		2025	2024	2025	2024	2025	2024					
<b>Recurring fair value measurements</b>												
<b>Financial assets</b>												
Financial investments	C1-2											
– 'Financial assets at fair value through profit and loss'		27,445	20,964	–	–	–	–	27,445	20,964			
<b>Total financial assets</b>		<b>27,445</b>	<b>20,964</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>27,445</b>	<b>20,964</b>			
<b>Infrastructure, property, plant and equipment</b>												
Plant and equipment	C1-6	–	–	–	–	13,635	12,406	13,635	12,406			
Office equipment		–	–	–	–	2,066	2,096	2,066	2,096			
Furniture and fittings		–	–	–	–	3,120	3,143	3,120	3,143			
Operational land		–	–	–	–	33,395	27,359	33,395	27,359			
Community land		–	–	–	–	15,934	15,966	15,934	15,966			
Buildings		–	–	–	–	116,967	107,458	116,967	107,458			
Other structures		–	–	–	–	40,069	38,740	40,069	38,740			
Roads		–	–	–	–	332,413	357,542	332,413	357,542			
Bridges		–	–	–	–	5,098	4,871	5,098	4,871			
Footpaths		–	–	–	–	20,136	18,399	20,136	18,399			
Stormwater drainage		–	–	–	–	69,826	67,700	69,826	67,700			
Water supply network		–	–	–	–	175,579	171,905	175,579	171,905			
Sewerage network		–	–	–	–	138,585	136,292	138,585	136,292			
Other open space/recreational assets		–	–	–	–	24,646	19,867	24,646	19,867			
Other		–	–	–	–	9,888	8,909	9,888	8,909			
<b>Total infrastructure, property, plant and equipment</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,001,357</b>	<b>992,653</b>	<b>1,001,357</b>	<b>992,653</b>			
<b>Non-recurring fair value measurements</b>												
<b>Intangible Assets</b>												
Water Entitlements	C1-7	15,082	14,154	–	–	–	–	15,082	14,154			
<b>Total Intangible Assets</b>		<b>15,082</b>	<b>14,154</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>15,082</b>	<b>14,154</b>			

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## E2-1 Fair value measurement (continued)

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### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### Infrastructure, property, plant and equipment (IPPE)

Griffith City Council determines the fair value of its assets in accordance with the requirements of Australian Accounting Standards and the methodologies outlined in the NSW Local Government Code of Accounting Practice and Financial Reporting. Valuation techniques are applied consistently across asset classes to ensure transparency, reliability, and comparability.

#### Valuation Techniques and Inputs by Asset Class

##### Plant & Equipment

Measured at replacement cost, based on current prices for assets of similar type and service capacity.  
Key Level 3 inputs include useful life, residual value (generally nil), and gross replacement cost.

##### Office Equipment

Valued using the replacement cost method, referencing quoted prices for comparable items with similar service potential.  
Key Level 3 inputs include useful life, residual value (generally nil), and gross replacement cost.

##### Furniture & Fittings

Replacement cost methodology is applied, with valuations benchmarked against market prices for similar assets.  
Key Level 3 inputs include useful life, residual value (generally nil), and gross replacement cost.

##### Community Land

Valued using indexed valuations based on NSW Valuer General data. Adjustments are made where restrictions apply (e.g., parks and reserves) and where there is no directly observable market evidence.  
Key Level 3 inputs include land area, location, zoning, and professional judgment on restricted use.

##### Operational Land

Assessed using a market-based approach that reflects highest and best use, with professional adjustments applied for zoning, restrictions, and site configuration.  
Inputs include Level 2 and Level 3 data such as unit rates, land area, site characteristics, and market trends.

##### Buildings

Componentised and valued using replacement cost. Each significant part is valued separately and depreciated according to its individual useful life and consumption pattern.  
Key Level 3 inputs include unit rates, useful life, residual value (generally nil), and condition.

##### Other Structures

Valued using the replacement cost approach, segmented into significant components.  
Key Level 3 inputs include condition, useful life, unit rates, and replacement cost.

##### Open Space and Recreational Assets

Replacement cost methodology applied, based on componentisation of significant asset elements.  
Key Level 3 inputs include useful life, consumption rates, condition, and future economic benefits.

##### Roads

Componentised into formation, pavement, and surface. Replacement cost methodology is applied with unit rates developed in-house and informed by survey data.  
Key Level 3 inputs include useful life, asset condition, consumption patterns, and unit rates.

##### Bridges

Valued by componentisation (deck/superstructure, abutments/foundations, railings) using the replacement cost method.  
Key Level 3 inputs include inspection data, unit rates, asset condition, and useful life.

##### Footpaths

Replacement cost approach applied, informed by survey data and in-house unit rates.  
Key Level 3 inputs include asset register data, condition, consumption pattern, and useful life.

##### Stormwater Drainage

Valued on a replacement cost basis with condition models applied to asset segments such as pipes, pits, and basins.

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## E2-1 Fair value measurement (continued)

Key Level 3 inputs include condition, usage, gross replacement cost, and useful life.

### Water Supply Network

Replacement cost methodology applied, supported by condition modelling.

Key Level 3 inputs include asset condition, useful life, and gross replacement cost.

Indexed by 2.5% in accordance with the NSW Reference Rates Manual.

### Sewerage Network

Replacement cost methodology applied, incorporating service potential and condition modelling.

Key Level 3 inputs include useful life, consumption rates, and gross replacement cost.

Indexed by 2.5% in accordance with the NSW Reference Rates Manual.

### Other Assets

Valued using replacement cost methodology, referencing quoted prices for similar assets.

Key Level 3 inputs include useful life, residual value (generally nil), and gross replacement cost.

## Key Disclosures

### Changes in Valuation Techniques

There were no changes to valuation methodologies during the reporting period.

### Highest and Best Use

All assets are valued at their highest and best use.

### Recurring Reviews and Inputs

Council undertakes ongoing reviews, supported by both internal assessments and external professional valuations, to ensure that valuation inputs remain current, reliable, and in line with market and industry benchmarks.

## Fair value measurements using significant unobservable inputs (level 3)

### The valuation process for level 3 fair value measurements

AASB 13 Fair Value Measurement requires disclosure of fair value measurement using the following fair value hierarchy and techniques:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly or indirectly
- Level 3 – Unobservable inputs for asset or liability

## General information

### Fair Value Valuation Techniques

The valuation techniques prescribed by AASB13 can be summarised as:

- Cost Approach: A valuation technique that reflects the amount what would be required to replace the service capacity of an asset (current replacement cost)
- Income Approach: A valuation technique that converts future amounts (cash flows inflows/outflows) to signal the current (i.e. discounted) amount. The fair value measurement is determined on the basis of the value indicated by current market expectations about these future amounts.
- Market Approach: A valuation technique that uses prices and other relevant information, generated by market transactions involving identical or comparable (similar) assets, liabilities or a group of assets and liabilities such as a business.

### Valuation Approach and Level used by Griffith City Council

#### Valuation techniques used to derive Fair Values

Due to the nature of Council assets and the absence of an active market, Council utilises the cost approach for most of the assets.

Likewise, for the majority of assets Council is unable to derive fair valuations using quoted market prices of identical assets (Level 1 inputs) or observable inputs (Level 2 inputs). Council therefore utilises unobservable inputs (Level 3 inputs).

The following Level 3 inputs were used:

- **Asset quantity**  
Asset quantity was derived from a combination of desktop survey and physical inspection.
- **Unit Rates**

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## E2-1 Fair value measurement (continued)

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For asset classes valued in house unit rate information is determined by consultation with relevant engineering and operations staff.

- **Asset Condition**

Asset condition was assessed via specialist asset inspection contractors and asset valuation professionals.

For exposed asset classes such as buildings, roads and footpaths condition can be readily assessed via physical inspection. A visual inspection process was completed and condition was reported in relation to several criteria which were then combined to arrive at an overall condition index.

For buried assets such as water, sewer and drainage reticulation assets, it is more difficult to assess the condition because the assets are covered. In these cases, the condition was determined by service history of the assets and local knowledge which was used to calibrate age based condition models.

- **Pattern of Consumption**

The pattern of consumption for all assets is straight line.

- **Useful Life**

Useful life was determined by Council staff in conjunction with consultants based on engineering experience, local knowledge and historic data.

- **Valuation Processes**

Griffith City Council uses independent and qualified valuers to determine the fair value of the assets listed in this note. An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different from the fair value. If any variation is considered material a revaluation is undertaken either by comprehensive revaluation or by applying an interim revaluation using appropriate indices.

Under the cost approach fair value is estimated by calculating the cost to replace the asset based on unit rates and quantities. This is then adjusting to take account of an accumulated depreciation based on asset condition and pattern of consumption, useful life and pattern of consumption of the future economic benefit.

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## E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy by class of assets is provided below:

\$ '000	Plant and equipment 2025	2024	Office equipment 2025	2024	Furniture and fittings 2025	2024	Operational Land 2025	2024
<b>Opening balance</b>	<b>12,406</b>	11,340	<b>2,096</b>	2,128	<b>3,143</b>	3,020	<b>27,359</b>	26,863
<b>Total gains or losses for the period</b>								
Recognised in other comprehensive income – revaluation surplus	–	–	–	–	–	–	<b>3,189</b>	490
<b>Other movements</b>								
Transfers from/(to) another asset class	–	–	–	–	–	–	<b>2,847</b>	–
Purchases (Gross Book Value)	<b>3,884</b>	3,376	<b>261</b>	282	<b>172</b>	308	–	97
Disposals (Written Down Value)	(1,075)	(825)	–	–	–	–	–	(91)
Depreciation and impairment	(1,580)	(1,485)	(291)	(314)	(195)	(185)	–	–
<b>Closing balance</b>	<b>13,635</b>	12,406	<b>2,066</b>	2,096	<b>3,120</b>	3,143	<b>33,395</b>	27,359
\$ '000	Community Land 2025	2024	Buildings 2025	2024	Other structures 2025	2024	Roads 2025	2024
<b>Opening balance</b>	<b>15,966</b>	15,623	<b>107,458</b>	102,970	<b>38,740</b>	32,062	<b>357,542</b>	317,999
<b>Total gains or losses for the period</b>								
Recognised in other comprehensive income – revaluation surplus	(32)	343	<b>8,836</b>	5,788	<b>1,146</b>	4,841	(29,774)	21,187
<b>Other movements</b>								
Transfers from/(to) another asset class	–	–	–	10	–	(10)	–	–
Purchases (Gross Book Value)	–	–	<b>2,769</b>	712	<b>1,267</b>	2,644	<b>10,040</b>	23,320
Depreciation and impairment	–	–	(2,096)	(2,022)	(1,084)	(797)	(5,395)	(4,964)
<b>Closing balance</b>	<b>15,934</b>	15,966	<b>116,967</b>	107,458	<b>40,069</b>	38,740	<b>332,413</b>	357,542
\$ '000	Bridges 2025	2024	Footpaths 2025	2024	Stormwater drainage 2025	2024	Water supply network 2025	2024
<b>Opening balance</b>	<b>4,871</b>	4,136	<b>18,399</b>	10,764	<b>67,700</b>	70,007	<b>171,905</b>	163,541
<b>Total gains or losses for the period</b>								
Recognised in other comprehensive income – revaluation surplus	272	774	<b>2,041</b>	7,799	<b>2,296</b>	(5,149)	<b>4,181</b>	8,109
<b>Other movements</b>								
Transfers from/(to) another asset class	–	–	–	–	(2,847)	–	–	–
Purchases (Gross Book Value)	–	–	<b>112</b>	197	<b>3,698</b>	3,881	<b>1,925</b>	2,544
Depreciation and impairment	(45)	(39)	(416)	(361)	(1,021)	(1,039)	(2,432)	(2,289)
<b>Closing balance</b>	<b>5,098</b>	4,871	<b>20,136</b>	18,399	<b>69,826</b>	67,700	<b>175,579</b>	171,905
\$ '000	Sewerage network 2025	2024	Open space/ recreational assets 2025	2024	Other assets 2025	2024	Total 2025	2024
<b>Opening balance</b>	<b>136,292</b>	125,826	<b>19,867</b>	18,645	<b>8,909</b>	8,716	<b>992,653</b>	913,640
Recognised in other comprehensive income – revaluation surplus	<b>3,506</b>	12,076	<b>4,317</b>	1,055	–	–	(22)	57,313

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## E2-1 Fair value measurement (continued)

\$ '000	Sewerage network		Open space/ recreational assets		Other assets		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
Purchases (Gross Book Value)	1,004	513	1,390	1,015	1,690	869	28,212	39,758
Disposals (Written Down Value)	—	—	—	—	—	—	(1,075)	(916)
Depreciation and impairment	(2,217)	(2,123)	(918)	(848)	(711)	(676)	(18,401)	(17,142)
<b>Closing balance</b>	<b>138,585</b>	<b>136,292</b>	<b>24,656</b>	<b>19,867</b>	<b>9,888</b>	<b>8,909</b>	<b>1,001,367</b>	<b>992,653</b>

## Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

## E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

### 1. Guarantees

#### (i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under Active Super – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB 119 *Employee Benefits* for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formula and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

#### *Description of the funding arrangements.*

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% of salary
Division D	1.64 times member contributions

\* For 180 Point Members, Employers are required to contribute 9.5% from 1 July 2025 of salaries to these members' accumulation accounts in line with current level of SG contributions, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2025.

#### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2025 was \$ 106,301.00 The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2024.

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### E3-1 Contingencies (continued)

The amount of additional contributions included in the total employer contribution advised above is \$3,765.27. Council's expected contribution to the plan for the next annual reporting period is \$35,864.61

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

\* excluding other accumulation accounts and reserves in both assets and liabilities.

The share of this deficit that is broadly attributed to the Council is estimated to be 0.19% as at 30 June 2025.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation*	3.5% per annum
Increase in CPI	2.5% per annum

\* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2025.

#### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

#### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

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## E3-1 Contingencies (continued)

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### **(iv) Other guarantees**

Council has provided no other guarantees other than those listed above.

### **2. Other**

#### **(i) Third party claims**

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

## F People and relationships

### F1 Related party disclosures

#### F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

	2025	2024
<b>Compensation:</b>		
Short-term benefits	1,849	1,848
Post-employment benefits	178	186
Other long-term benefits	67	32
Termination benefits	—	57
<b>Total</b>	<b>2,094</b>	<b>2,123</b>

#### Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool) will not be disclosed.

Nature of the transaction \$ '000	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
<b>2025</b>					
Related Parties, which are Suppliers of Council, supplying goods and services	187	—	Contracts, purchase orders or tenders	—	—
<b>2024</b>					
Related Parties, which are Suppliers of Council, supplying goods and services	373	—	Contracts, purchase orders or tenders	—	—

**F1-2 Councillor and Mayoral fees and associated expenses**

\$ '000	2025	2024
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	46	46
Councillors' fees	194	253
Other Councillors' expenses (including Mayor)	110	107
<b>Total</b>	<b>350</b>	<b>406</b>

**F2 Other relationships****F2-1 Audit fees****Auditors of the Council - NSW Auditor-General:**

<b>(i) Audit and other assurance services</b>		
Audit of financial statements	96	103
<b>Total fees payable to the NSW Auditor-General</b>	<b>96</b>	<b>103</b>

## G Other matters

### G1-1 Statement of Cash Flows information

#### Reconciliation of Operating Result

\$ '000	2025	2024
<b>Net operating result from Income Statement</b>	<b>17,630</b>	19,725
<b>Add / (less) non-cash items:</b>		
Depreciation and amortisation	19,188	17,663
(Gain) / loss on disposal of assets	(131)	(206)
Share of net (profits)/losses of associates/joint ventures using the equity method	(36)	–
<b>Movements in operating assets and liabilities and other cash items:</b>		
(Increase) / decrease of receivables	(2,245)	1,358
Increase / (decrease) in provision for impairment of receivables	–	(12)
(Increase) / decrease of inventories	4,899	769
(Increase) / decrease of other current assets	(91)	(99)
Increase / (decrease) in payables	(1,028)	(458)
Increase / (decrease) in other accrued expenses payable	567	146
Increase / (decrease) in other liabilities	(2,042)	2,812
Increase / (decrease) in contract liabilities	3,439	(1,545)
Increase / (decrease) in employee benefit provision	461	(284)
Increase / (decrease) in other provisions	14	538
<b>Net cash flows from operating activities</b>	<b>40,625</b>	<b>40,407</b>

### G2-1 Commitments

#### Capital commitments (exclusive of GST)

\$ '000	2025	2024
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Hanwood Sports Oval Upgrade	–	406
Hanwood Stormwater Pump & Levee	4	832
Plant and equipment	1,967	1,660
Depot Shed	148	–
Sewerage and water infrastructure	313	911
Yambil Street Upgrade (Stage 3 & 4)	38	1,941
<b>Total commitments</b>	<b>2,470</b>	<b>5,750</b>
<b>These expenditures are payable as follows:</b>		
Within the next year	2,470	5,750
<b>Total payable</b>	<b>2,470</b>	<b>5,750</b>

### G3-1 Events occurring after the reporting date

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Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

## G4 Statement of developer contributions

## G4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Held as restricted asset at 30 June 2025
		Cash	Non-cash	Land			
Traffic facilities	118	1	–	–	6	–	125
Parking	(35)	–	–	–	–	–	(35)
Open space	305	–	–	–	17	–	322
Community facilities	101	–	–	–	5	–	106
<b>S7.11 contributions – under a plan</b>	<b>489</b>	<b>1</b>	<b>–</b>	<b>–</b>	<b>28</b>	<b>–</b>	<b>518</b>
<b>S7.12 levies – under a plan</b>	<b>4,898</b>	<b>1,139</b>	<b>–</b>	<b>–</b>	<b>282</b>	<b>(200)</b>	<b>6,119</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>5,387</b>	<b>1,140</b>	<b>–</b>	<b>–</b>	<b>310</b>	<b>(200)</b>	<b>6,637</b>
S7.11 not under plans	8	–	–	–	–	–	8
S64 contributions	17,881	2,422	–	–	1,029	(761)	20,571
<b>Total contributions</b>	<b>23,276</b>	<b>3,562</b>	<b>–</b>	<b>–</b>	<b>1,339</b>	<b>(961)</b>	<b>27,216</b>

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

## G4-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Held as restricted asset at 30 June 2025				
		Cash	Non-cash Land								
<b>S7.11 contributions – under a plan</b>											
<b>CONTRIBUTION PLAN – CAR PARKING</b>											
Parking		(35)	–	–	–	–	(35)				
Total		(35)	–	–	–	–	(35)				
<b>CONTRIBUTION PLAN – OPEN SPACE</b>											
Open space		234	–	–	13	–	247				
Total		234	–	–	13	–	247				
<b>CONTRIBUTION PLAN – COMMUNITY FACILITIES</b>											
Community facilities		101	–	–	5	–	106				
Total		101	–	–	5	–	106				
<b>CONTRIBUTION PLAN – NEIGHBOURHOOD PARKS</b>											
Open space		71	–	–	4	–	75				
Total		71	–	–	4	–	75				
<b>CONTRIBUTION PLAN – TRAFFIC MANAGEMENT</b>											
Traffic facilities		118	1	–	6	–	125				
Total		118	1	–	6	–	125				

## S7.12 Levies – under a plan

<b>Sec 94A from 01-07-10</b>							
Sec 94A from 01-07-10		4,898	1,139	–	282	(200)	6,119
Total		4,898	1,139	–	282	(200)	6,119

## G4-3 Contributions not under plans

<b>CONTRIBUTIONS NOT UNDER A PLAN</b>							
Open space		8	–	–	–	–	8
Total		8	–	–	–	–	8

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Held as restricted asset at 30 June 2025
		Cash	Non-cash	Land			
<b>G4-4 S64 contributions</b>							
<b>Sec 64 Drainage Collina</b>							
Sec 64 Drainage	1,606	226	–	92	(178)	–	1,746
<b>Total</b>	<b>1,606</b>	<b>226</b>	<b>–</b>	<b>92</b>	<b>(178)</b>	<b>–</b>	<b>1,746</b>
<b>Sec 64 Drainage Mallinson Rd/Wyangan Estate</b>							
Sec 64 Drainage	63	16	–	4	–	–	83
<b>Total</b>	<b>63</b>	<b>16</b>	<b>–</b>	<b>4</b>	<b>–</b>	<b>–</b>	<b>83</b>
<b>Sec 64 Water</b>							
Sec 64 Water	9,938	1,251	–	572	–	–	11,761
<b>Total</b>	<b>9,938</b>	<b>1,251</b>	<b>–</b>	<b>572</b>	<b>–</b>	<b>–</b>	<b>11,761</b>
<b>Sec 64 Sewer</b>							
Sec 64 Sewer	6,274	929	–	361	(583)	–	6,981
<b>Total</b>	<b>6,274</b>	<b>929</b>	<b>–</b>	<b>361</b>	<b>(583)</b>	<b>–</b>	<b>6,981</b>

**End of the audited financial statements**



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Griffith City Council

To the Councillors of Griffith City Council

#### Opinion

I have audited the accompanying financial statements of Griffith City Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information. The financial statements include the consolidated financial statements of the Council and the entities it controlled at the year's end or from time to time during the year.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of the Division
  - are, in all material respects, consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Other Information**

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Nicky Rajani  
Delegate of the Auditor-General for New South Wales

31 October 2025  
SYDNEY



Cr Doug Curran  
Mayor  
Griffith City Council  
PO BOX 485  
GRIFFITH NSW 2680

Contact: Nicky Rajani  
Phone no: 0403 743 080  
Our ref: [R008-1981756498-6590](mailto:R008-1981756498-6590)

31 October 2025

Dear Mayor

**Report on the Conduct of the Audit  
for the year ended 30 June 2025  
Griffith City Council**

I have audited the general purpose financial statements (GPFS) of the Griffith City Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

## INCOME STATEMENT

### Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	40.7	37.9	7.3
Grants and contributions provided for operating purposes revenue	7.2	15.5	53.7
Grants and contributions provided for capital purposes revenue	13.8	19.1	27.7
Operating result from continuing operations	17.6	19.7	10.6
Net Operating result for the year before grants and contributions provided for capital purposes	3.8	0.6	536.1

### Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$2.1 million lower than the 2023–24 result.

In 2024–25:

- Council revenue excluding grants and contributions (\$69.4 million) increased by \$6.3 million. Refer to 'Council revenue' below for details
- Council grants and contributions revenue (\$21.0 million) decreased by \$13.6 million. Refer to 'Grants and contributions revenue' below for details
- Council's total expenses from continuing operations including depreciation, amortisation and impairment of non-financial assets decreased by \$5.3 million primarily due to a write-down of inventory relating to Griffin Green



Development project of \$6.5 million in 2024 compared to Nil during 2025. Materials and services expenses also decreased by 2.1 million. These decreases were partially offset by the increases in employee benefits and oncosts and depreciation expense of \$1.9 million of \$1.5 million respectively.

The net operating result for the year before grants and contributions provided for capital purposes was \$3.8 million. Refer to 'Grants and contributions revenue' below for details.

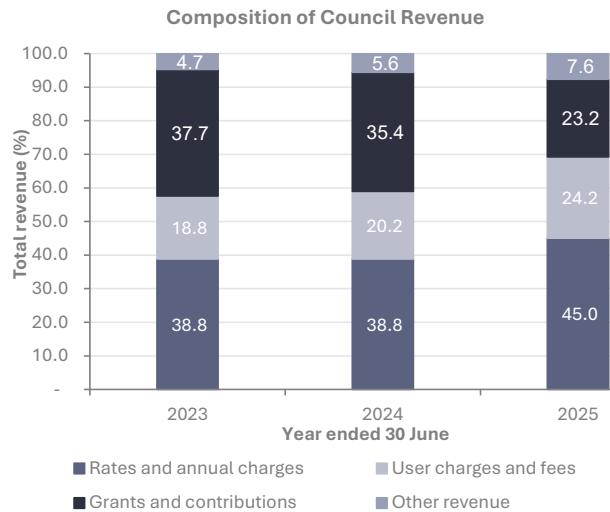
## Income

### Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council revenue excluding grants and contributions (\$69.4 million) increased by \$6.3 million (9.9 per cent) in 2024-25 primarily due to:

- rates and annual charges revenue (\$40.7 million) which increased by \$2.7 million (7.3 per cent) mainly due to IPART-approved special rate variation of 10.5 per cent; and
- user charges and fees revenue (\$21.9 million) which increased by \$2.2 million (11.0 per cent) mainly due to an increase in water supply charges of \$1.4 million.



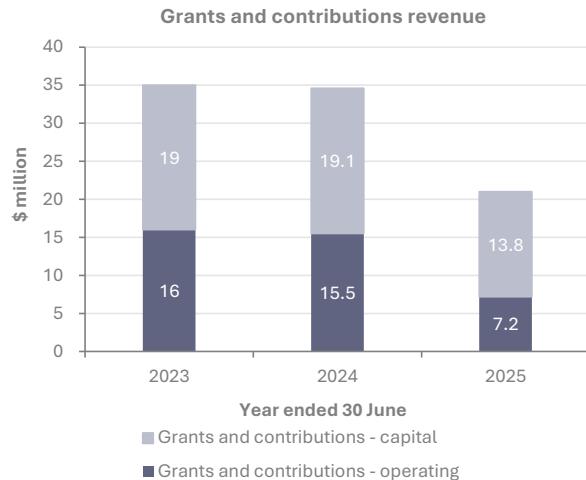
### Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$21.0 million) decreased by \$13.6 million (39.3 per cent) in 2024–25. The decrease was primarily driven by a reduction in the special purpose operating and capital grants of \$6.8 million and \$5.2 million respectively.

The reduction in special purpose operating grants was largely driven by Griffin Green Development project of \$2.3 million, Regional and Local Roads Repair Program of \$1.3 million and Roads to Recovery of \$1.0 million.

The reduction in special purpose capital grants was predominantly driven by Fixing local roads related grants of \$3.4 million.



## CASH FLOWS

### Statement of cash flows

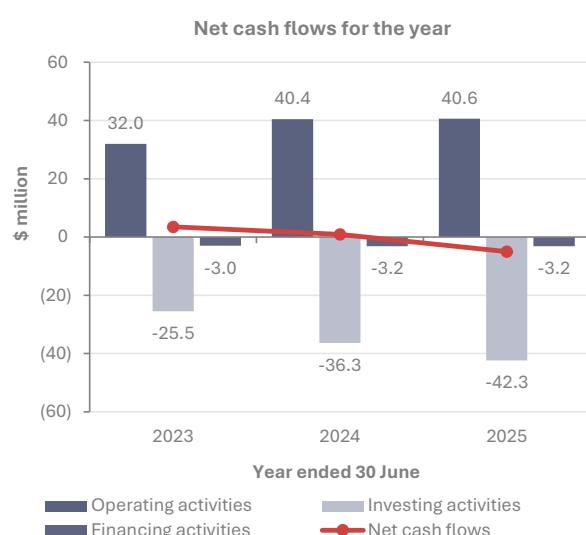
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were negative \$5.0 million (positive \$0.9 million in 2023-24).

In 2024-25 the net cashflows:

- from operating activities increased marginally by \$0.2 million.
- used in investing activities increased by \$6.0 million, mainly due to an increase in net acquisition of investments and term deposits.
- used in financing activities related to repayment of borrowings which was similar to prior year with no significant movements.



## FINANCIAL POSITION

### Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

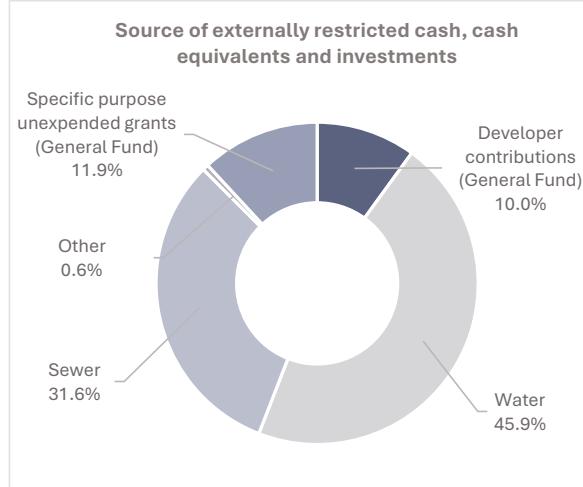
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments	Commentary
			2025	
	\$m	\$m	%	
<b>Total cash, cash equivalents and investments</b>	<b>94.0</b>	<b>81.5</b>		Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party contract. A breakdown of the sources of externally restricted balances is included in the graph below.
Restricted and allocated cash, cash equivalents and investments:				Internal allocations are determined by Council policies or decisions, which are subject to change.
• External restrictions	84.8	72.9	90.2	
• Internal allocations	8.1	8.4	8.6	Cash and investment balances increased primarily as a result of an increase in term deposit and floating rate note balances.

This graph shows the sources of externally restricted cash, cash equivalents and investments.

As at 30 June 2025, the Council's main sources of externally restricted cash, cash equivalents and investments include:

- water fund related balances of \$38.9 million which increased by \$3.9 million as a result of higher water supply charges net of expenses during the year; and
- sewer fund related balances of \$26.8 million which increased by \$3.3 million as a result of higher sewer supply charges net of expenses.
- general fund related specific purpose unexpended grants and developer contributions of \$10.1 million and \$8.5 million respectively. These increased by \$4.9 million, mainly due higher receipts compared to amount expended during the year.



Other externally restricted cash and cash equivalents balance relates to stormwater management.

### Council liquidity

This graph shows the Council's unrestricted current ratio for the current and prior two financial years.

The unrestricted current ratio is specific to local government and represents Council's ability to meet its short-term obligations as they fall due. The ratio measures the ratio of unrestricted current assets to current liabilities less specific purpose liabilities.

As at 30 June 2024, the average unrestricted current ratio was 3.1 for regional councils.

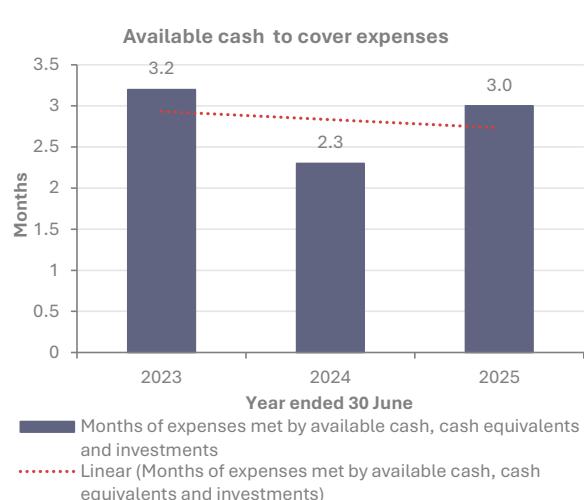
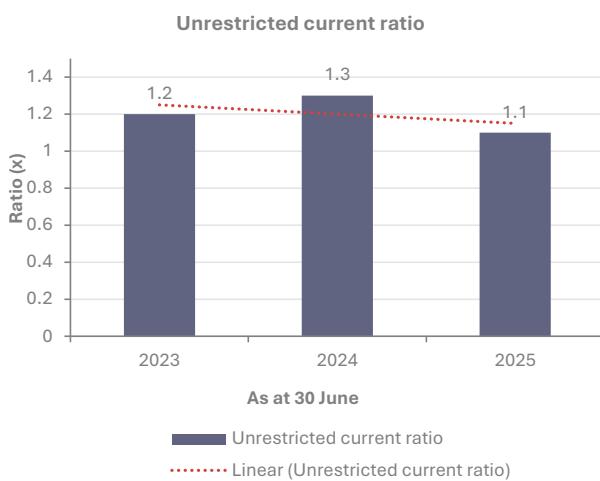
The Council's unrestricted current ratio was 1.1 as at 30 June 2025, which is lower than the regional councils average of 3.1 as at 30 June 2024. The ratio has decreased from 2024 primarily as a result of decrease in Council's unrestricted current assets.

This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

For the year ended 30 June 2024, the available cash to cover expenses was an average of 7 months for regional councils.

The Council's available cash to cover expenses stood at 3.0 months during the year, which is lower than the regional council average of 7 months for the year ended 30 June 2024. This ratio increased from 2024 due to a decrease in Council's general fund expenses (excluding depreciation and borrowings costs) and increase in the Council's unrestricted cash and investment balances during 2025.

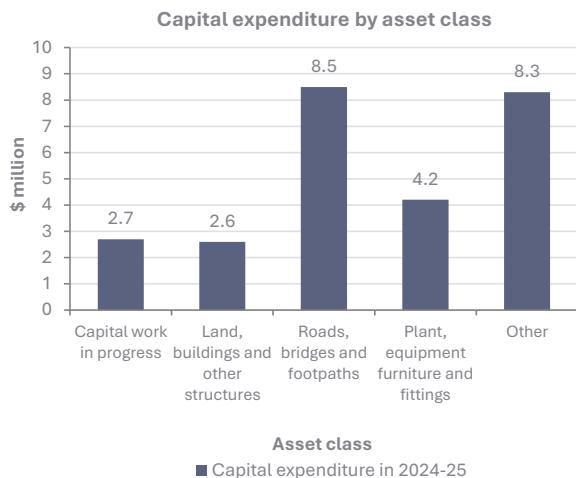


## Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024-25.

Council renewed \$19.2 million of infrastructure, property, plant and equipment during the 2024-25 financial year (\$18.1 million in 2023-24). This was primarily spent on roads and plant and equipment.

A further \$7.0 million of new assets were acquired (\$13.3 million in 2023-24). This was primarily spent on stormwater drainage and capital work in progress.



## Debt

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

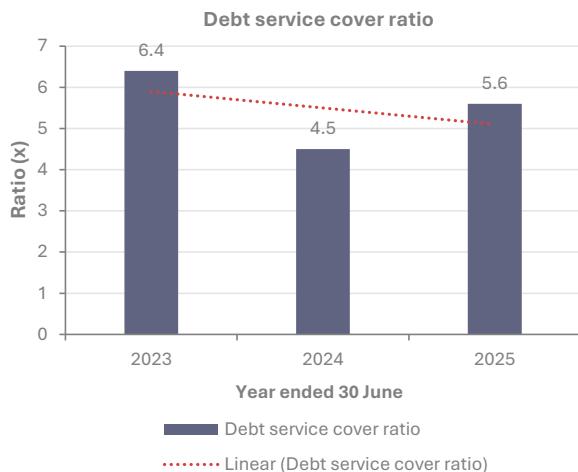
Debt	2025	2024	Commentary
	\$m	\$m	
Loans	26.8	30.0	Council's borrowings decreased due to the repayments of borrowings during the year.

#### Debt service cover

This graph shows the Council's debt service cover ratio for the current and prior two financial years.

The debt service cover ratio measures the operating cash to service debt including interest, principal and lease payments.

The ratio increased from 2024 primarily due to an increase in Council's operating cash.



Nicky Rajani  
Delegate of the Auditor-General

# Griffith City Council

SPECIAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

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Griffith City Council

Special Purpose Financial Statements  
for the year ended 30 June 2025

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**Griffith City Council**

**Special Purpose Financial Statements**

for the year ended 30 June 2025

**Statement by Councillors and Management**

**Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting**

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

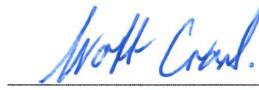
Signed in accordance with a resolution of Council made on 28 October 2025.



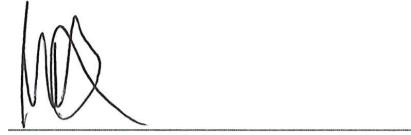
Doug Curran  
Mayor  
30 October 2025



Scott Groat  
Deputy Mayor  
30 October 2025



Scott Grant  
General Manager  
30 October 2025



Matt Hansen  
Responsible Accounting Officer  
30 October 2025

**Griffith City Council****Income Statement of water supply business activity**  
for the year ended 30 June 2025

\$ '000	2025	2024
<b>Income from continuing operations</b>		
Access charges	2,308	2,240
User charges	10,720	9,227
Fees	371	325
Interest and investment income	1,682	1,249
Grants and contributions provided for operating purposes	79	56
Net gain from the disposal of assets	62	15
Other income	320	231
<b>Total income from continuing operations</b>	<b>15,542</b>	<b>13,343</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	2,647	2,576
Borrowing costs	3	–
Materials and services	6,499	5,952
Depreciation, amortisation and impairment	2,713	2,572
Calculated taxation equivalents	107	98
<b>Total expenses from continuing operations</b>	<b>11,969</b>	<b>11,198</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>3,573</b>	<b>2,145</b>
Grants and contributions provided for capital purposes	1,314	1,693
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>4,887</b>	<b>3,838</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>4,887</b>	<b>3,838</b>
Less: corporate taxation equivalent (25%) [based on result before capital]	(893)	(536)
<b>Surplus (deficit) after tax</b>	<b>3,994</b>	<b>3,302</b>
<b>Plus accumulated surplus</b>	<b>103,161</b>	<b>99,305</b>
– Taxation equivalent payments	19	18
<b>Less:</b>		
– Corporate taxation equivalent	893	536
<b>Plus adjustments for amounts unpaid:</b>		
<b>Closing accumulated surplus</b>	<b>108,067</b>	<b>103,161</b>
<b>Return on capital %</b>	<b>1.9%</b>	<b>1.2%</b>
<b>Subsidy from Council</b>	<b>4,076</b>	<b>5,570</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	3,994	3,302
Less: capital grants and contributions (excluding developer contributions)	(1,314)	(1,693)
<b>Surplus for dividend calculation purposes</b>	<b>2,680</b>	<b>1,609</b>
<b>Potential dividend calculated from surplus</b>	<b>1,340</b>	<b>805</b>

## Griffith City Council

Income Statement of sewerage business activity  
for the year ended 30 June 2025

\$ '000	2025	2024
<b>Income from continuing operations</b>		
Access charges	10,534	10,104
User charges	1,070	1,061
Liquid trade waste charges	21	28
Fees	2	25
Interest and investment income	1,002	714
Grants and contributions provided for operating purposes	74	51
Net gain from the disposal of assets	19	23
Other income	39	28
<b>Total income from continuing operations</b>	<b>12,761</b>	<b>12,034</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	2,183	2,010
Borrowing costs	617	677
Materials and services	4,463	4,079
Depreciation, amortisation and impairment	2,390	2,292
Calculated taxation equivalents	136	126
<b>Total expenses from continuing operations</b>	<b>9,789</b>	<b>9,184</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>2,972</b>	<b>2,850</b>
Grants and contributions provided for capital purposes	982	1,007
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>3,954</b>	<b>3,857</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>3,954</b>	<b>3,857</b>
Less: corporate taxation equivalent (25%) [based on result before capital]	(743)	(713)
<b>Surplus (deficit) after tax</b>	<b>3,211</b>	<b>3,144</b>
<b>Plus accumulated surplus</b>	<b>83,236</b>	<b>79,319</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	62	60
– Corporate taxation equivalent	743	713
<b>Closing accumulated surplus</b>	<b>87,252</b>	<b>83,236</b>
<b>Return on capital %</b>	<b>2.4%</b>	<b>2.4%</b>
<b>Subsidy from Council</b>	<b>2,566</b>	<b>2,708</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	3,211	3,144
Less: capital grants and contributions (excluding developer contributions)	(982)	(1,007)
<b>Surplus for dividend calculation purposes</b>	<b>2,229</b>	<b>2,137</b>
<b>Potential dividend calculated from surplus</b>	<b>1,115</b>	<b>1,069</b>

Griffith City Council | Statement of Financial Position of water supply business activity | as at 30 June 2025

**Griffith City Council****Statement of Financial Position of water supply business activity**  
as at 30 June 2025

\$ '000	2025	2024
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	10,314	11,746
Investments	24,575	20,238
Receivables	4,853	3,750
Inventories	443	423
<b>Total current assets</b>	<b>40,185</b>	<b>36,157</b>
<b>Non-current assets</b>		
Investments	4,000	3,000
Infrastructure, property, plant and equipment	183,945	179,424
<b>Total non-current assets</b>	<b>187,945</b>	<b>182,424</b>
<b>Total assets</b>	<b>228,130</b>	<b>218,581</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	22	15
Borrowings	32	32
<b>Total current liabilities</b>	<b>54</b>	<b>47</b>
<b>Non-current liabilities</b>		
Borrowings	171	203
<b>Total non-current liabilities</b>	<b>171</b>	<b>203</b>
<b>Total liabilities</b>	<b>225</b>	<b>250</b>
<b>Net assets</b>	<b>227,905</b>	<b>218,331</b>
<b>EQUITY</b>		
Accumulated surplus	108,067	103,161
IPPE revaluation surplus	119,838	115,170
<b>Total equity</b>	<b>227,905</b>	<b>218,331</b>

Griffith City Council | Statement of Financial Position of sewerage business activity | as at 30 June 2025

**Griffith City Council****Statement of Financial Position of sewerage business activity**  
as at 30 June 2025

\$ '000	2025	2024
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	8,253	9,706
Investments	14,590	10,796
Receivables	3,163	3,003
<b>Total current assets</b>	<b>26,006</b>	23,505
<b>Non-current assets</b>		
Investments	4,000	3,000
Infrastructure, property, plant and equipment	147,959	145,004
<b>Total non-current assets</b>	<b>151,959</b>	148,004
<b>Total assets</b>	<b>177,965</b>	171,509
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Borrowings	1,496	1,423
<b>Total current liabilities</b>	<b>1,496</b>	1,423
<b>Non-current liabilities</b>		
Borrowings	9,569	11,065
<b>Total non-current liabilities</b>	<b>9,569</b>	11,065
<b>Total liabilities</b>	<b>11,065</b>	12,488
<b>Net assets</b>	<b>166,900</b>	159,021
<b>EQUITY</b>		
Accumulated surplus	87,252	83,236
IPPE revaluation surplus	79,648	75,785
<b>Total equity</b>	<b>166,900</b>	159,021

## Note – Material accounting policy information

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A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

### National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

### Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

#### Category 1

(where gross operating turnover is over \$2 million)

##### a. Water Supply Service

Comprising the whole of the water supply operations and net assets servicing the City of Griffith and the surrounding towns and villages of the local government area.

##### b. Sewerage Service

Comprising the whole of the sewerage reticulation and treatment operations and net assets servicing the City of Griffith.

#### Category 2

(where gross operating turnover is less than \$2 million)

Council has no Category 2 Business Activities

### Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

### Notional rate applied (%)

continued on next page ...

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## Note – Material accounting policy information (continued)

### Corporate income tax rate – 25% (LY 25%)

Land tax – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with DCCEEW's regulatory and assurance framework, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the regulatory and assurance framework as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the Act.

Achievement of substantial compliance to DCCEEW's regulatory and assurance framework is not a prerequisite for the payment of the tax equivalent charges; however the payment must not exceed \$3 per assessment.

### **Income tax**

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the relevant corporate income tax rate, currently 25% (LY 25%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

### **Local government rates and charges**

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

### **Loan and debt guarantee fees**

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

#### **(i) Subsidies**

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

#### **(ii) Return on investments (rate of return)**

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

### **Operating result before capital income + interest expense**

### **Written down value of I,PP&E as at 30 June**

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

continued on next page ...

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**Note – Material accounting policy information (continued)**

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**(iii) Dividends**

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with DCCEEW's regulatory and assurance framework and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2025 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with DCCEEW's regulatory and assurance framework, statement of compliance and statement of dividend payment, dividend payment form and unqualified independent financial audit report are submitted to DCCEEW.



## INDEPENDENT AUDITOR'S REPORT

### Report on the special purpose financial statements

#### Griffith City Council

To the Councillors of Griffith City Council

#### Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Griffith City Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of each Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

The Declared Business Activities of the Council are:

- Water Supply
- Sewerage.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's Declared Business Activities as at 30 June 2025, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

### **Other Information**

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Nicky Rajani  
Delegate of the Auditor-General for New South Wales

31 October 2025  
SYDNEY

# Griffith City Council

SPECIAL SCHEDULES  
for the year ended 30 June 2025

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Griffith City Council

Special Schedules

for the year ended 30 June 2025

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**Special Schedules:**

Permissible income for general rates	3
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## Griffith City Council

## Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	19,713	<b>21,879</b>
Plus or minus adjustments <sup>2</sup>	b	91	<b>115</b>
<b>Notional general income</b>	c = a + b	<b>19,804</b>	<b>21,994</b>
<b>Permissible income calculation</b>			
Percentage increase	d	10.50%	<b>10.50%</b>
Plus percentage increase amount <sup>3</sup>	f = d x (c + e)	2,080	<b>2,309</b>
<b>Sub-total</b>	g = (c + e + f)	<b>21,884</b>	<b>24,303</b>
Plus (or minus) last year's carry forward total	h	(5)	—
<b>Sub-total</b>	j = (h + i)	<b>(5)</b>	—
<b>Total permissible income</b>	k = g + j	<b>21,879</b>	<b>24,303</b>
Less notional general income yield	l	21,879	<b>24,297</b>
<b>Catch-up or (excess) result</b>	m = k - l	—	<b>6</b>
<b>Carry forward to next year <sup>6</sup></b>	p = m + n + o	—	<b>6</b>

## Notes

(1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.

(2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.

(3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).

(6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



## INDEPENDENT AUDITOR'S REPORT

### Special Schedule – Permissible income for general rates

Griffith City Council

To the Councillors of Griffith City Council

#### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Griffith City Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

### **Other Information**

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Schedule**

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Schedule**

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Nicky Rajani  
Delegate of the Auditor-General for New South Wales

31 October 2025  
SYDNEY

## Griffith City Council

## Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost		2024/25 Required	2024/25 Actual	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring to the agreed level of service set by standard	Estimated cost to bring to the to satisfactory service set by Council maintenance <sup>a</sup>					1	2	3	4	5
\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000					
<b>Buildings</b>	Buildings	10	10	256	700	116,967	149,896	31.0%	44.0%	23.0%	2.0%	0.0%
	<b>Sub-total</b>	<b>10</b>	<b>10</b>	<b>256</b>	<b>700</b>	<b>116,967</b>	<b>149,896</b>	<b>31.0%</b>	<b>44.0%</b>	<b>23.0%</b>	<b>2.0%</b>	<b>0.0%</b>
<b>Other structures</b>	Other structures	–	385	51	26	40,069	45,885	71.0%	15.0%	11.0%	1.0%	2.0%
	<b>Sub-total</b>	<b>–</b>	<b>385</b>	<b>51</b>	<b>26</b>	<b>40,069</b>	<b>45,885</b>	<b>71.0%</b>	<b>15.0%</b>	<b>11.0%</b>	<b>1.0%</b>	<b>2.0%</b>
<b>Roads</b>	Roads	–	–	5,638	6,500	332,413	380,741	59.0%	23.0%	17.0%	1.0%	0.0%
	Bridges	–	–	1	1	5,098	7,355	16.0%	60.0%	24.0%	0.0%	0.0%
	Footpaths	691	691	21	55	20,136	28,257	37.0%	17.0%	40.0%	6.0%	0.0%
	<b>Sub-total</b>	<b>691</b>	<b>691</b>	<b>5,660</b>	<b>6,556</b>	<b>357,647</b>	<b>416,353</b>	<b>56.7%</b>	<b>23.2%</b>	<b>18.7%</b>	<b>1.3%</b>	<b>0.0%</b>
<b>Water supply network</b>	Water supply network	2,786	2,786	1,128	1,000	175,580	251,670	35.0%	53.0%	9.0%	3.0%	0.0%
	<b>Sub-total</b>	<b>2,786</b>	<b>2,786</b>	<b>1,128</b>	<b>1,000</b>	<b>175,579</b>	<b>251,670</b>	<b>35.0%</b>	<b>53.0%</b>	<b>9.0%</b>	<b>3.0%</b>	<b>0.0%</b>
<b>Sewerage network</b>	Sewerage network	5,570	5,570	646	1,000	138,585	215,796	27.0%	49.0%	18.0%	3.0%	3.0%
	<b>Sub-total</b>	<b>5,570</b>	<b>5,570</b>	<b>646</b>	<b>1,000</b>	<b>138,585</b>	<b>215,796</b>	<b>27.0%</b>	<b>49.0%</b>	<b>18.0%</b>	<b>3.0%</b>	<b>3.0%</b>
<b>Stormwater drainage</b>	Stormwater drainage	849	849	646	650	69,826	96,054	47.0%	11.0%	36.0%	4.0%	2.0%
	<b>Sub-total</b>	<b>849</b>	<b>849</b>	<b>646</b>	<b>650</b>	<b>69,826</b>	<b>96,054</b>	<b>47.0%</b>	<b>11.0%</b>	<b>36.0%</b>	<b>4.0%</b>	<b>2.0%</b>
<b>Open space / recreational assets</b>	Open space/recreational assets	829	829	154	250	24,646	32,146	47.0%	45.0%	8.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>829</b>	<b>829</b>	<b>154</b>	<b>250</b>	<b>24,646</b>	<b>32,146</b>	<b>47.0%</b>	<b>45.0%</b>	<b>8.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>Total – all assets</b>	<b>10,735</b>	<b>11,120</b>	<b>8,541</b>	<b>10,182</b>	<b>923,319</b>	<b>1,207,800</b>	<b>43.2%</b>	<b>35.9%</b>	<b>17.9%</b>	<b>2.2%</b>	<b>0.8%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

## Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	<b>Excellent/very good</b>	No work required (normal maintenance)
2	<b>Good</b>	Only minor maintenance work required
3	<b>Satisfactory</b>	Maintenance work required
4	<b>Poor</b>	Renewal required
5	<b>Very poor</b>	Urgent renewal/upgrading required

## Griffith City Council

## Report on infrastructure assets as at 30 June 2025

## Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2025	Indicator 2025	Indicator 2024	Benchmark
<b>Buildings and infrastructure renewals ratio</b>				
Asset renewals <sup>1</sup>	<b>17,127</b>	<b>109.62%</b>	153.46%	> 100.00%
Depreciation, amortisation and impairment	<b>15,624</b>			
<b>Infrastructure backlog ratio</b>				
Estimated cost to bring assets to a satisfactory standard	<b>10,735</b>	<b>1.16%</b>	1.13%	< 2.00%
Net carrying amount of infrastructure assets	<b>928,489</b>			
<b>Asset maintenance ratio</b>				
Actual asset maintenance	<b>10,182</b>	<b>119.21%</b>	127.49%	> 100.00%
Required asset maintenance	<b>8,541</b>			
<b>Cost to bring assets to agreed service level</b>				
Estimated cost to bring assets to an agreed service level set by Council	<b>11,120</b>	<b>0.92%</b>	0.93%	
Gross replacement cost	<b>1,207,800</b>			

(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

## Griffith City Council

## Report on infrastructure assets as at 30 June 2025

## Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2025	2024	2025	2024	2025	2024	
<b>Buildings and infrastructure renewals ratio</b>							
Asset renewals <sup>1</sup>	<b>129.36%</b>	199.71%	<b>79.19%</b>	88.90%	<b>45.29%</b>	9.08%	> 100.00%
Depreciation, amortisation and impairment							
<b>Infrastructure backlog ratio</b>							
Estimated cost to bring assets to a satisfactory standard	<b>0.39%</b>	0.38%	<b>1.56%</b>	1.55%	<b>3.94%</b>	3.92%	< 2.00%
Net carrying amount of infrastructure assets							
<b>Asset maintenance ratio</b>							
Actual asset maintenance	<b>120.91%</b>	122.36%	<b>88.65%</b>	191.73%	<b>154.80%</b>	69.05%	> 100.00%
Required asset maintenance							
<b>Cost to bring assets to agreed service level</b>							
Estimated cost to bring assets to an agreed service level set by Council	<b>0.38%</b>	0.38%	<b>1.09%</b>	1.10%	<b>2.56%</b>	2.57%	
Gross replacement cost							

<sup>(1)</sup> Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



Responsible Accounting Officer Statement QBRS September 2025

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021:

It is my opinion that the Quarterly Budget Review Statement for Griffith City Council for the quarter ended 30/09/2025 indicates that Council's projected consolidated financial position at 30/06/2026 will be satisfactory at year end, having regard to the revised projected estimates of income and expenditure and the original budgeted income and expenditure.

However, it should be noted that while the consolidated operating result is forecast to remain in surplus, the General Fund is currently projected to record an operating deficit. This position warrants close monitoring to ensure it does not adversely impact Council's overall financial sustainability.

In addition, there are continuing cashflow pressures within the General Fund, particularly in relation to maintaining adequate levels of unrestricted funds. While these concerns are being managed, they require ongoing attention to support operational flexibility and financial resilience.

Management is actively addressing both the operating deficit and cashflow challenges through coordinated efforts across all directorates and functions, with a focus on expenditure control to achieve an acceptable outcome by year end.

Signed:

Date: 13/11/2025

Matthew Hansen

Responsible Accounting Officer

Griffith City Council

## QBRS FINANCIAL OVERVIEW

## Griffith City Council

Budget review for the quarter ended 30 September 2025

## Consolidated Fund

Description		Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	Variance	Actual
		Actual 2024/25 \$000's	Original Budget 2025/26 \$000's	Changes Review Q1 \$000's	Changes Review Q2 \$000's	Changes Review Q3 \$000's	Changes Review Q4 \$000's	Budget \$000's	changes for council resolution \$000's	Year End (PYE) Result 2025/26 \$000's	Original budget v PYE 2025/26 \$000's
Net operating result before grants and contributions provided for capital purposes	General Fund	-2,997	-977	0	0	0	0	-977	-1,356	-2,334	2,020
	Water Fund	3,680	2,010	0	0	0	0	2,010	0	2,010	-1,670
	Sewer fund	3,108	1,804	0	0	0	0	1,804	0	1,804	-1,304
	Consolidated	3,791	2,838	0	0	0	0	2,838	-1,356	1,481	-953
Operating result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non-financial assets	Consolidated	36,818	38,377	0	0	0	0	38,377	2,340	40,717	1,559
Borrowings	Total Borrowings	26,784	31,709	0	0	0	0	31,709		31,709	4,925
Liquidity	External restrictions	84,841	64,431					64,431	-1,720	62,711	-20,410
	Internal allocations	8,095	5,952					5,952	-2,990	2,962	-2,143
	Unallocated	1,095	1,161					1,161	4,710	-1,278	66
	Total Cash and Cash Equivalents	94,031	71,544	0	0	0	0	71,544	0	64,395	-22,487
Capital	Capital Funding	26,175	59,510					59,510	9,489	68,999	33,335
	Capital Expenditure	26,175	59,510	0	0	0	0	59,510	9,489	68,999	33,335
	Net Capital	0	0	0	0	0	0	0	0	0	0

**Income and Expenses Budget Review Statement**  
**Griffith City Council**  
**Budget review for the quarter ended 30 September 2025**  
**Consolidated Fund**

Description	Previous Year	Current Year	Approved	Approved	Approved	Approved	Revised	Recommended	Projected	Variance	Actual
	Actual 2024/25 \$000's	Original Budget 2025/26 \$000's	Changes Review Q1 \$000's	Changes Review Q2 \$000's	Changes Review Q3 \$000's	Changes Review Q4 \$000's	Budget \$000's	changes for council resolution \$000's	Year End (PYE) Result 2025/26 \$000's	Original budget v PYE 2025/26 \$000's	YTD 2025/26 \$000's
<b>INCOME</b>											
Rates and Annual Charges	40,658	42,663	0	0	0	0	42,663	-87	42,575	2,005	30,272
User Charges and Fees	21,904	21,296					21,296	5	21,301	-608	2,421
Other revenues	1,345	2,043					2,043	179	2,222	698	964
Grants and contributions - operating	7,179	10,421					10,421	-775	9,645	3,242	1,804
Grants and contributions - capital	13,839	16,417					16,417	3,696	20,113	2,578	8,611
Interest and investment income	4,454	2,992					2,992	0	2,992	-1,462	1,198
Other income	924	193					193	0	193	-731	32
Net gain from disposal of assets	131	0					0		0	-131	
<b>Total income from continuing operations</b>	<b>90,434</b>	<b>96,025</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>96,025</b>	<b>3,017</b>	<b>99,042</b>	<b>5,591</b>	<b>45,303</b>
<b>EXPENSES</b>											
Employee benefits and on-costs	29,395	32,867					32,867	-35	32,832	3,472	8,658
Materials and services	21,948	22,414					22,414	712	23,126	466	6,268
Borrowing costs	972	862					862	0	862	-110	310
Other expenses	1,301	1,504					1,504	0	1,504	203	677
Net Loss from disposal of assets	0	0					0		0	0	
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>53,616</b>	<b>57,648</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57,648</b>	<b>677</b>	<b>58,325</b>	<b>4,032</b>	<b>15,913</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>36,818</b>	<b>38,377</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,377</b>	<b>2,340</b>	<b>40,717</b>	<b>1,559</b>	<b>29,390</b>
Depreciation, amortisation and impairment of non-financial assets	19,188	19,123					19,123	0	19,123	-65	5,970
<b>Net operating result from continuing operations</b>	<b>17,630</b>	<b>19,255</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,255</b>	<b>2,340</b>	<b>21,594</b>	<b>1,625</b>	<b>23,420</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>3,791</b>	<b>2,838</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,838</b>	<b>-1,356</b>	<b>1,481</b>	<b>-953</b>	<b>14,809</b>

**Income and Expenses Budget Review Statement**  
**Griffith City Council**  
**Budget review for the quarter ended 30 September 2025**  
**General Fund**

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	Variance	Actual
	Actual	Original Budget	Changes Review	Changes Review	Changes Review	Budget	changes for council resolution	Year End (PYE) Result	Original budget v PYE	YTD
	2024/25 \$000's	2025/26 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's	Q4 \$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
<b>INCOME</b>										
Rates and Annual Charges	27,816	29,745					29,745	-87	29,658	1,929
User Charges and Fees	9,720	9,729					9,729	5	9,734	9
Other revenues	1,345	2,043					2,043	179	2,222	698
Grants and Contributions - Operating	7,026	10,309					10,309	-775	9,533	3,283
Grants and contributions - capital	11,543	15,579					15,579	3,683	19,262	4,036
Interest and investment income	1,770	1,421					1,421	0	1,421	-349
Other income	565						0			-565
Net gain from disposal of assets	50						0		0	-50
<b>Total income from continuing operations</b>	<b>59,835</b>	<b>68,826</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68,826</b>	<b>3,004</b>	<b>71,830</b>	<b>8,991</b>
<b>EXPENSES</b>										
Employee benefits and on-costs	24,565	28,042					28,042	-35	28,007	3,477
Materials and services	10,986	10,446					10,446	712	11,158	-540
Borrowing costs	352	315					315		315	-37
Other expenses	1,301	1,504					1,504		1,504	203
Net Loss from disposal of assets							0		0	0
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>37,204</b>	<b>40,306</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,306</b>	<b>677</b>	<b>40,984</b>	<b>3,102</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>										
	22,631	28,520	-	-	-	-	28,520	2,327	30,847	5,889
Depreciation, amortisation and impairment of non-financial assets	14,085	13,918					13,918		13,918	-167
<b>Net operating result from continuing operations</b>	<b>8,546</b>	<b>14,602</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,602</b>	<b>2,327</b>	<b>16,929</b>	<b>6,056</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>-2,997</b>	<b>-977</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-977</b>	<b>-1,356</b>	<b>-2,334</b>	<b>2,020</b>
										<b>19,904</b>

**Income and Expenses Budget Review Statement**  
**Griffith City Council**  
**Budget review for the quarter ended 30 September 2025**  
**Water Fund**

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	Variance	Actual
	Actual	Original Budget	Changes Review	Changes Review	Changes Review	Budget	changes for council	Year End (PYE) Result	Original budget v PYE	YTD
	2024/25 \$000's	2025/26 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's	Q4 \$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
<b>INCOME</b>										
Access charges	2,308	2,379					2,379	0	2,379	71
User charges	11,091	10,739					10,739	0	10,739	-352
Fees							0		0	0
Grants and contributions - operating	79	60					60	0	60	-19
Grants and contributions - capital	1,314	474					474	13	487	-840
Interest and investment income	1,682	1,055					1,055	0	1,055	-627
Other income	320	170					170	0	170	-150
Net gain from disposal of assets	62						0		0	-62
<b>Total income from continuing operations</b>	<b>16,856</b>	<b>14,877</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,877</b>	<b>13</b>	<b>14,890</b>	<b>-1,979</b>
<b>EXPENSES</b>										
Employee benefits and on-costs	2,647	2,493					2,493	0	2,493	-154
Materials and services	6,499	7,145					7,145	0	7,145	646
Borrowing costs	3	3					3	0	3	0
Water purchase charges							0		0	38
Calculated taxation equivalents							0		0	0
Other expenses		0					0	0	0	0
Net Loss from disposal of assets							0	0	0	0
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>9,149</b>	<b>9,641</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,641</b>	<b>0</b>	<b>9,641</b>	<b>492</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>7,707</b>	<b>5,237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,237</b>	<b>13</b>	<b>5,250</b>	<b>-2,470</b>
Depreciation, amortisation and impairment of non-financial assets	2,713	2,752					2,752		2,752	39
<b>Net operating result from continuing operations</b>	<b>4,994</b>	<b>2,484</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,484</b>	<b>13</b>	<b>2,497</b>	<b>-2,510</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>3,680</b>	<b>2,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,010</b>	<b>0</b>	<b>2,010</b>	<b>-1,670</b>
										<b>-2,628</b>

**Income and Expenses Budget Review Statement**  
**Griffith City Council**  
**Budget review for the quarter ended 30 September 2025**  
**Sewer Fund**

Description	Previous Year	Current Year	Approved	Approved	Approved	Approved	Revised	Recommended	Projected	Variance	Actual
	Actual 2024/25 \$000's	Original Budget 2025/26 \$000's	Changes Review Q1 \$000's	Changes Review Q2 \$000's	Changes Review Q3 \$000's	Changes Review Q4 \$000's	Budget \$000's	changes for council resolution \$000's	Year End (PYE) Result 2025/26 \$000's	Original budget v PYE 2025/26 \$000's	YTD 2025/26 \$000's
<b>INCOME</b>											
Access charges	10,534	10,539					10,539	-	10,539	5	-62
User charges	1,093	828					828	-	828	-265	6
Liquid trade waste										0	
Fees							0	-	0	0	
Grants and contributions - operating	74	52					52	-	52	-22	0
Grants and contributions - capital	982	364					364	-	364	-618	285
Interest and investment income	1,002	516					516	-	516	-486	255
Other income	39	23					23	-	23	-16	4
Net gain from disposal of assets	19						0	-	0	-19	
<b>Total income from continuing operations</b>	<b>13,743</b>	<b>12,322</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,322</b>	<b>-</b>	<b>12,322</b>	<b>-1,421</b>	<b>488</b>
<b>EXPENSES</b>											
Employee benefits and on-costs	2,183	2,333					2,333	-	2,333	150	611
Materials and services	4,463	4,823					4,823	-	4,823	360	1,219
Borrowing costs	617	545					545	-	545	-72	147
Water purchase charges							0	-		0	
Calculated taxation equivalents							0	-		0	
Other expenses							0	-		0	
Net Loss from disposal of assets							0	-	0	0	
<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>7,263</b>	<b>7,701</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,701</b>	<b>-</b>	<b>7,701</b>	<b>438</b>	<b>1,977</b>
<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>	<b>6,480</b>	<b>4,621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,621</b>	<b>-</b>	<b>4,621</b>	<b>-1,859</b>	<b>-1,490</b>
Depreciation, amortisation and impairment of non-financial assets	2,390	2,452					2,452	-	2,452	62	693
<b>Net operating result from continuing operations</b>	<b>4,090</b>	<b>2,169</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,169</b>	<b>-</b>	<b>2,169</b>	<b>-1,921</b>	<b>-2,182</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b>3,108</b>	<b>1,804</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,804</b>	<b>-</b>	<b>1,804</b>	<b>-1,304</b>	<b>-2,467</b>

## Capital Budget Review Statement

Griffith City Council

Budget review for the quarter ended 30 September 2025

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	Variance	Actual
	Actual	Original Budget	Changes Review	Changes Review	Changes Review	Budget	changes for council	Year End (PYE) Result	Original budget v PYE	YTD
	2024/25 \$000's	2025/26 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's	Q4 \$000's	resolution \$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
<b>CAPITAL FUNDING</b>										
Rates & other untied funding	8,738	17,461					17,461	4,056	21,534	8,723
Capital grants & contributions	13,839	13,362					13,362	3,696	17,059	-477
Reserves- external restrictions	2,392	21,008					21,008	1,720	22,727	18,616
Reserves - Internally Allocated								17		1,137
New loans		6,750					6,750		6,750	6,750
Proceeds from sale of assets	1,206	929					929		929	-277
Others							0		0	0
<b>Total Capital Funding</b>	<b>26,175</b>	<b>59,510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,510</b>	<b>9,489</b>	<b>68,999</b>	<b>33,335</b>	<b>4,417</b>
<b>CAPITAL EXPENDITURE</b>										
WIP	2,652						0		0	-2,652
New assets	4,350	31,117					31,117	3,837	34,954	26,767
Asset renewal	19,173	28,393					28,393	5,652	34,045	9,220
							0			3,450
<b>Total Capital Expenditure</b>	<b>26,175</b>	<b>59,510</b>				<b>59,510</b>	<b>9,489</b>	<b>68,999</b>	<b>33,335</b>	<b>4,417</b>
<b>Net Capital -Surplus/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Cash and Investments Budget Review Statement****Griffith City Council****Budget review for the quarter ended 30 September 2025**

Description	Previous Year	Current Year	Approved	Approved	Approved	Approved	Revised	Recommended	Projected	Variance	Actual
	Actual	Original Budget	Changes Review	Changes Review	Changes Review	Changes Review	Budget	changes for council	Year End (PYE) Result	Original budget v PYE	YTD
	2024/25 \$000's	2025/26 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's	Q4 \$000's	\$000's	resolution \$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
<b>Total Cash, Cash Equivalents &amp; Investments</b>	<b>94,031</b>	<b>71,544</b>					<b>71,544</b>		<b>64,395</b>	<b>-22,487</b>	<b>99,190</b>
<b>EXTERNALLY RESTRICTED</b>											
Water Fund	27,128	23,180					23,180	-362	22,818	-3,948	30,116
Sewer Fund	19,862	12,709					12,709	-293	12,416	-7,153	20,869
Developer contributions- General	8,474	8,429					8,429	-1,065	7,364	-45	8,589
Developer contributions- Water	11,761	11,761					11,761		11,761	0	11,920
Developer contributions- Sewer	6,981	6,981					6,981		6,981	0	7,076
Griffith Community Private Hospital Grant Funds	1	1					1		1	0	1
Domestic waste management	0						0		0	0	
Stormwater management	529	96					96		96	-433	536
Contract liability	10,105	1,273					1,273		1,273	-8,832	10,231
							0		0		
<b>Total Externally Restricted</b>	<b>84,841</b>	<b>64,431</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>64,431</b>	<b>-1,720</b>	<b>62,711</b>	<b>-20,410</b>	<b>89,338</b>
<b>Cash, cash equivalents &amp; investments not subject to external restrictions</b>	<b>9,190</b>	<b>7,114</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,114</b>	<b>1,720</b>	<b>1,684</b>	<b>-2,076</b>	<b>9,851</b>
<b>INTERNAL ALLOCATIONS</b>											
Employee leave entitlements	2,473	2,473					2,473		2,473	0	2,506
Griffith Health Facilities Ltd reserve	23	23					23		23	0	23
Plant & Vehicle replacement reserve							0		0	0	
SVPCHG-Sinking Fund Reserve	131	131					131	-17	114	0	133
Major Projects Reserve							0		0	0	
New Art Gallery Building Reserve	115	115					115	-115	0	0	117
Facilities Reserve							0		0	0	
Parks & Gardens Infrastructure Reserve	178	178					178		178	0	181
Floodplain & Drainage Mitigation Reserve	18	18					18		18	0	18
Griffith Community Centre Building Maintenance Reserve	46	46					46		46	0	46
Roads Reserve							0		0	0	
Pioneer Park Strategic Reserve	110	110					110		110	0	112
Infrastructure Replacement (Buildings Reserve)							0		0	0	
Western Riverina Libraries (WRL)		0					0		0	0	98
Waste Services	5,001	2,858					2,858	-2,858	0	-2,143	5,069
							0		0		
<b>Total Internally Allocated</b>	<b>8,095</b>	<b>5,952</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,952</b>	<b>-2,990</b>	<b>2,962</b>	<b>-2,143</b>	<b>8,303</b>
<b>Unallocated</b>	<b>1,095</b>	<b>1,161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,161</b>	<b>4,710</b>	<b>-1,278</b>	<b>66</b>	<b>1,548</b>

**Summary Developer Contribution**  
**Griffith City Council**  
**Budget review for the quarter ended 30 September 2025**

Purpose	Opening Balance As at 1 July 2025 \$000's	Contributions Received			Total Actual Interest Earned As at this Quarter \$000's	Total Amounts Expended As at this Quarter \$000's	Total Internal Borrowings (to)/from As at this Quarter \$000's	Held as Restricted Asset As at this Quarter \$000's	Cumulative balance of internal borrowings (to)/from Quarter \$000's
		Total Actual Cash As at this Quarter \$000's	Total Non-Cash Land As at this Quarter \$000's	Total Non-Cash other As at this Quarter \$000's					
Drainage	0								0
Roads	125								125
Traffic facilities									0
Parking	-35								-35
Open space	247								247
Community facilities	106								106
Neighbourhood Parks	74								74
									0
									0
<b>Total S7.11 Under plans</b>	<b>517</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>517</b>	<b>0</b>
S7.11 Not under plans	8								8
S7.12 Levies	6,119								6,119
S7.4 Planning agreements									0
S64 Contributions	20,572	369						20,941	0
<b>Total Developer Contributions</b>	<b>26,699</b>	<b>369</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,585</b>	<b>0</b>

(e) Budget Review Councillor Expenses at 30 September 2025

**Councillor Expenses Not Attributed To Individual Councillors**

Job Number	Description	July - Sept	Current YTD
012129.0092.350	Council Meeting Expense	1,833.03	1,833.03
012130.0092.350	Council Civic Reception	182.00	182.00
	<b>Total</b>	<b>2,015.03</b>	<b>2,015.03</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Combined Councillor Work Order Totals**

Work Order #	Task	Description	July - Sept	Current YTD
	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	720.11	720.11
	8101	Travel-Griffith LGA Conferences/Seminars	85.39	85.39
	8102	Travel-Griffith LGA Training	0.00	0.00
	8103	Travel-NSW Conferences/Seminars	928.83	928.83
	8104	Travel-NSW LGA Training	0.00	0.00
	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
	8106	Travel-Interstate Training	0.00	0.00
	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
	8111	Accommodation-Griffith LGA Training	0.00	0.00
	8112	Accommodation-NSW Conferences/Seminars	291.51	291.51
	8113	Accommodation-NSW LGA Training	0.00	0.00
	8114	Accommodation-Interstate Conferences/Seminars	71.22	71.22
	8115	Accommodation-Interstate Training	0.00	0.00
	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
	8120	Registration Fee-Griffith LGA Conferences/Seminars	809.58	809.58
	8121	Registration Fee-Griffith LGA Training	950.00	950.00
	8122	Registration Fee-NSW Conferences/Seminars	969.90	969.90
	8123	Registration Fee-NSW LGA Training	0.00	0.00
	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
	8125	Registration Fee-Interstate Training	0.00	0.00
	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
	8130	ICT Phone & Data Pack Running Expense	562.37	562.37
	8131	ICT Hardware Purchases	0.00	0.00
	8134	Spouse Expenses	0.00	0.00
	8135	Carers Expenses	0.00	0.00
	<b>Sub Total</b>		<b>5,388.91</b>	<b>5,388.91</b>
014110.0013.350	Mayoral Car		1,680.00	1,680.00
	<b>Total</b>		<b>7,068.91</b>	<b>7,068.91</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Break Up of Councillor Work Orders****Mayor Curran (Mayor)**

Work Order #	Task	Description	July - Sept	Current YTD
5752	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	0.00	0.00
5752	8101	Travel-Griffith LGA Conferences/Seminars	85.39	85.39
5752	8102	Travel-Griffith LGA Training	0.00	0.00
5752	8103	Travel-NSW Conferences/Seminars	928.83	928.83
5752	8104	Travel-NSW LGA Training	0.00	0.00
5752	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
5752	8106	Travel-Interstate Training	0.00	0.00
5752	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
5752	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
5752	8111	Accommodation-Griffith LGA Training	0.00	0.00
5752	8112	Accommodation-NSW Conferences/Seminars	291.51	291.51
5752	8113	Accommodation-NSW LGA Training	0.00	0.00
5752	8114	Accommodation-Interstate Conferences/Seminars	137.30	137.30
5752	8115	Accommodation-Interstate Training	0.00	0.00
5752	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
5752	8120	Registration Fee-Griffith LGA Conferences/Seminars	0.00	0.00
5752	8121	Registration Fee-Griffith LGA Training	0.00	0.00
5752	8122	Registration Fee-NSW Conferences/Seminars	78.99	78.99
5752	8123	Registration Fee-NSW LGA Training	0.00	0.00
5752	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
5752	8125	Registration Fee-Interstate Training	0.00	0.00
5752	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
5752	8130	ICT Phone & Data Pack Running Expense	89.97	89.97
5752	8131	ICT Hardware Purchases	0.00	0.00
5752	8134	Spouse Expense	0.00	0.00
5752	8135	Carers Expenses	0.00	0.00
<b>Sub Total</b>			<b>1,611.99</b>	<b>1,611.99</b>

**(e) Budget Review Councillor Expenses at 30 September 2025**

014110.0013.350	Mayoral Car	1,680.00	1,680.00
	<b>Total</b>	<b>3,291.99</b>	<b>3,291.99</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Cr Napoli**

Work Order #	Task	Description	July - Sept	Current YTD
5756	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	240.48	240.48
5756	8101	Travel-Griffith LGA Conferences/Seminars	0.00	0.00
5756	8102	Travel-Griffith LGA Training	0.00	0.00
5756	8103	Travel-NSW Conferences/Seminars	0.00	0.00
5756	8104	Travel-NSW LGA Training	0.00	0.00
5756	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
5756	8106	Travel-Interstate Training	0.00	0.00
5756	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
5756	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
5756	8111	Accommodation-Griffith LGA Training	0.00	0.00
5756	8112	Accommodation-NSW Conferences/Seminars	0.00	0.00
5756	8113	Accommodation-NSW LGA Training	0.00	0.00
5756	8114	Accommodation-Interstate Conferences/Seminars	0.00	0.00
5756	8115	Accommodation-Interstate Training	0.00	0.00
5756	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
5756	8120	Registration Fee-Griffith LGA Conferences/Seminars	0.00	0.00
5756	8121	Registration Fee-Griffith LGA Training	0.00	0.00
5756	8122	Registration Fee-NSW Conferences/Seminars	0.00	0.00
5756	8123	Registration Fee-NSW LGA Training	0.00	0.00
5756	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
5756	8125	Registration Fee-Interstate Training	0.00	0.00
5756	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
5756	8130	ICT Phone & Data Pack Running Expense	49.05	49.05
5756	8131	ICT Hardware Purchases	0.00	0.00
5756	8134	Spouse Expense	0.00	0.00
5756	8135	Carers Expenses	0.00	0.00
<b>Total</b>			<b>289.53</b>	<b>289.53</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Cr Stead**

Work Order #	Task	Description	July - Sept	Current YTD
5760	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	95.06	95.06
5760	8101	Travel-Griffith LGA Conferences/Seminars	0.00	0.00
5760	8102	Travel-Griffith LGA Training	0.00	0.00
5760	8103	Travel-NSW Conferences/Seminars	0.00	0.00
5760	8104	Travel-NSW LGA Training	0.00	0.00
5760	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
5760	8106	Travel-Interstate Training	0.00	0.00
5760	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
5760	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
5760	8111	Accommodation-Griffith LGA Training	0.00	0.00
5760	8112	Accommodation-NSW Conferences/Seminars	0.00	0.00
5760	8113	Accommodation-NSW LGA Training	0.00	0.00
5760	8114	Accommodation-Interstate Conferences/Seminars	0.00	0.00
5760	8115	Accommodation-Interstate Training	0.00	0.00
5760	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
5760	8120	Registration Fee-Griffith LGA Conferences/Seminars	0.00	0.00
5760	8121	Registration Fee-Griffith LGA Training	0.00	0.00
5760	8122	Registration Fee-NSW Conferences/Seminars	0.00	0.00
5760	8123	Registration Fee-NSW LGA Training	0.00	0.00
5760	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
5760	8125	Registration Fee-Interstate Training	0.00	0.00
5760	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
5760	8130	ICT Phone & Data Pack Running Expense	49.05	49.05
5760	8131	ICT Hardware Purchases	0.00	0.00
5760	8134	Spouse Expense	0.00	0.00
5760	8135	Carers Expenses	0.00	0.00
<b>Total</b>			<b>144.11</b>	<b>144.11</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Cr Blumer**

Work Order #	Task	Description	July - Sept	Current YTD
5763	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	0.00	0.00
5763	8101	Travel-Griffith LGA Conferences/Seminars	0.00	0.00
5763	8102	Travel-Griffith LGA Training	0.00	0.00
5763	8103	Travel-NSW Conferences/Seminars	0.00	0.00
5763	8104	Travel-NSW LGA Training	0.00	0.00
5763	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
5763	8106	Travel-Interstate Training	0.00	0.00
5763	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
5763	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
5763	8111	Accommodation-Griffith LGA Training	0.00	0.00
5763	8112	Accommodation-NSW Conferences/Seminars	0.00	0.00
5763	8113	Accommodation-NSW LGA Training	0.00	0.00
5763	8114	Accommodation-Interstate Conferences/Seminars	0.00	0.00
5763	8115	Accommodation-Interstate Training	0.00	0.00
5763	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
5763	8120	Registration Fee-Griffith LGA Conferences/Seminars	181.82	181.82
5763	8121	Registration Fee-Griffith LGA Training	0.00	0.00
5763	8122	Registration Fee-NSW Conferences/Seminars	890.91	890.91
5763	8123	Registration Fee-NSW LGA Training	0.00	0.00
5763	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
5763	8125	Registration Fee-Interstate Training	0.00	0.00
5763	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
5763	8130	ICT Phone & Data Pack Running Expense	129.05	129.05
5763	8131	ICT Hardware Purchases	0.00	0.00
5763	8134	Spouse Expense	0.00	0.00
5763	8135	Carers Expenses	0.00	0.00
<b>Total</b>			<b>1,201.78</b>	<b>1,201.78</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Cr Ellis**

Work Order #	Task	Description	July - Sept	Current YTD
5764	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	0.00	0.00
5764	8101	Travel-Griffith LGA Conferences/Seminars	0.00	0.00
5764	8102	Travel-Griffith LGA Training	0.00	0.00
5764	8103	Travel-NSW Conferences/Seminars	0.00	0.00
5764	8104	Travel-NSW LGA Training	0.00	0.00
5764	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
5764	8106	Travel-Interstate Training	0.00	0.00
5764	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
5764	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
5764	8111	Accommodation-Griffith LGA Training	0.00	0.00
5764	8112	Accommodation-NSW Conferences/Seminars	0.00	0.00
5764	8113	Accommodation-NSW LGA Training	0.00	0.00
5764	8114	Accommodation-Interstate Conferences/Seminars	-66.08	-66.08
5764	8115	Accommodation-Interstate Training	0.00	0.00
5764	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
5764	8120	Registration Fee-Griffith LGA Conferences/Seminars	0.00	0.00
5764	8121	Registration Fee-Griffith LGA Training	0.00	0.00
5764	8122	Registration Fee-NSW Conferences/Seminars	0.00	0.00
5764	8123	Registration Fee-NSW LGA Training	0.00	0.00
5764	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
5764	8125	Registration Fee-Interstate Training	0.00	0.00
5764	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
5764	8130	ICT Phone & Data Pack Running Expense	49.05	49.05
5764	8131	ICT Hardware Purchases	0.00	0.00
5764	8134	Spouse Expense	0.00	0.00
5764	8135	Carers Expenses	0.00	0.00
<b>Total</b>			<b>-17.03</b>	<b>-17.03</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Cr Testoni**

Work Order #	Task	Description	July - Sept	Current YTD
5768	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	0.00	0.00
5768	8101	Travel-Griffith LGA Conferences/Seminars	0.00	0.00
5768	8102	Travel-Griffith LGA Training	0.00	0.00
5768	8103	Travel-NSW Conferences/Seminars	0.00	0.00
5768	8104	Travel-NSW LGA Training	0.00	0.00
5768	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
5768	8106	Travel-Interstate Training	0.00	0.00
5768	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
5768	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
5768	8111	Accommodation-Griffith LGA Training	0.00	0.00
5768	8112	Accommodation-NSW Conferences/Seminars	0.00	0.00
5768	8113	Accommodation-NSW LGA Training	0.00	0.00
5768	8114	Accommodation-Interstate Conferences/Seminars	0.00	0.00
5768	8115	Accommodation-Interstate Training	0.00	0.00
5768	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
5768	8120	Registration Fee-Griffith LGA Conferences/Seminars	80.00	80.00
5768	8121	Registration Fee-Griffith LGA Training	0.00	0.00
5768	8122	Registration Fee-NSW Conferences/Seminars	0.00	0.00
5768	8123	Registration Fee-NSW LGA Training	0.00	0.00
5768	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
5768	8125	Registration Fee-Interstate Training	0.00	0.00
5768	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
5768	8130	ICT Phone & Data Pack Running Expense	49.05	49.05
5768	8131	ICT Hardware Purchases	0.00	0.00
5768	8134	Spouse Expense	0.00	0.00
5768	8135	Carers Expenses	0.00	0.00
<b>Total</b>			<b>129.05</b>	<b>129.05</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Cr DalBon**

Work Order #	Task	Description	July - Sept	Current YTD
5769	8100	Travel-GENERAL ( <b>Not</b> for Training/Conferences/Seminars)	114.66	114.66
5769	8101	Travel-Griffith LGA Conferences/Seminars	0.00	0.00
5769	8102	Travel-Griffith LGA Training	0.00	0.00
5769	8103	Travel-NSW Conferences/Seminars	0.00	0.00
5769	8104	Travel-NSW LGA Training	0.00	0.00
5769	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
5769	8106	Travel-Interstate Training	0.00	0.00
5769	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
5769	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
5769	8111	Accommodation-Griffith LGA Training	0.00	0.00
5769	8112	Accommodation-NSW Conferences/Seminars	0.00	0.00
5769	8113	Accommodation-NSW LGA Training	0.00	0.00
5769	8114	Accommodation-Interstate Conferences/Seminars	0.00	0.00
5769	8115	Accommodation-Interstate Training	0.00	0.00
5769	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
5769	8120	Registration Fee-Griffith LGA Conferences/Seminars	55.00	55.00
5769	8121	Registration Fee-Griffith LGA Training	950.00	950.00
5769	8122	Registration Fee-NSW Conferences/Seminars	0.00	0.00
5769	8123	Registration Fee-NSW LGA Training	0.00	0.00
5769	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
5769	8125	Registration Fee-Interstate Training	0.00	0.00
5769	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
5769	8130	ICT Phone & Data Pack Running Expense	49.05	49.05
5769	8131	ICT Hardware Purchases	0.00	0.00
5769	8134	Spouse Expense	0.00	0.00
5769	8135	Carers Expenses	0.00	0.00
<b>Total</b>			<b>1,168.71</b>	<b>1,168.71</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Cr Groat**

Work Order #	Task	Description	July - Sept	Current YTD
6940	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	141.12	141.12
6940	8101	Travel-Griffith LGA Conferences/Seminars	0.00	0.00
6940	8102	Travel-Griffith LGA Training	0.00	0.00
6940	8103	Travel-NSW Conferences/Seminars	0.00	0.00
6940	8104	Travel-NSW LGA Training	0.00	0.00
6940	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
6940	8106	Travel-Interstate Training	0.00	0.00
6940	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
6940	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
6940	8111	Accommodation-Griffith LGA Training	0.00	0.00
6940	8112	Accommodation-NSW Conferences/Seminars	0.00	0.00
6940	8113	Accommodation-NSW LGA Training	0.00	0.00
6940	8114	Accommodation-Interstate Conferences/Seminars	0.00	0.00
6940	8115	Accommodation-Interstate Training	0.00	0.00
6940	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
6940	8120	Registration Fee-Griffith LGA Conferences/Seminars	129.12	129.12
6940	8121	Registration Fee-Griffith LGA Training	0.00	0.00
6940	8122	Registration Fee-NSW Conferences/Seminars	0.00	0.00
6940	8123	Registration Fee-NSW LGA Training	0.00	0.00
6940	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
6940	8125	Registration Fee-Interstate Training	0.00	0.00
6940	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
6940	8130	ICT Phone & Data Pack Running Expense	49.05	49.05
6940	8131	ICT Hardware Purchases	0.00	0.00
6940	8134	Spouse Expense	0.00	0.00
6940	8135	Carers Expenses	0.00	0.00
<b>Total</b>			<b>319.29</b>	<b>319.29</b>

## (e) Budget Review Councillor Expenses at 30 September 2025

**Cr O'Grady**

Work Order #	Task	Description	July - Sept	Current YTD
6941	8100	Travel-GENERAL (Not for Training/Conferences/Seminars)	128.79	128.79
6941	8101	Travel-Griffith LGA Conferences/Seminars	0.00	0.00
6941	8102	Travel-Griffith LGA Training	0.00	0.00
6941	8103	Travel-NSW Conferences/Seminars	0.00	0.00
6941	8104	Travel-NSW LGA Training	0.00	0.00
6941	8105	Travel-Interstate Conferences/Seminars	0.00	0.00
6941	8106	Travel-Interstate Training	0.00	0.00
6941	8107	Travel-Overseas Conferences/Seminars	0.00	0.00
6941	8110	Accommodation-Griffith LGA Conferences/Seminars	0.00	0.00
6941	8111	Accommodation-Griffith LGA Training	0.00	0.00
6941	8112	Accommodation-NSW Conferences/Seminars	0.00	0.00
6941	8113	Accommodation-NSW LGA Training	0.00	0.00
6941	8114	Accommodation-Interstate Conferences/Seminars	0.00	0.00
6941	8115	Accommodation-Interstate Training	0.00	0.00
6941	8116	Accommodation-Overseas Conferences/Seminars	0.00	0.00
6941	8120	Registration Fee-Griffith LGA Conferences/Seminars	363.64	363.64
6941	8121	Registration Fee-Griffith LGA Training	0.00	0.00
6941	8122	Registration Fee-NSW Conferences/Seminars	0.00	0.00
6941	8123	Registration Fee-NSW LGA Training	0.00	0.00
6941	8124	Registration Fee-Interstate Conferences/Seminars	0.00	0.00
6941	8125	Registration Fee-Interstate Training	0.00	0.00
6941	8126	Registration Fee-Overseas Conferences/Seminars	0.00	0.00
6941	8130	ICT Phone & Data Pack Running Expense	49.05	49.05
6941	8131	ICT Hardware Purchases	0.00	0.00
6941	8134	Spouse Expense	0.00	0.00
6941	8135	Carers Expenses	0.00	0.00
<b>Total</b>			<b>541.48</b>	<b>541.48</b>

<b>Total-Including Combined Councillor Work Order Totals</b>	<b>9,083.94</b>	<b>9,083.94</b>
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Quarterly Review Report  
Delivery Program & Operational Plan Actions  
Q1, 2025/2026

## Leadership

### An engaged and informed community

Provide clear, accessible, relevant information

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Communicate with the community providing information that is relevant and easily accessible.	1.1.1.1	Prepare and distribute newsletters and media releases to inform the community about Council projects, initiatives and decisions in a timely manner.	Communications & Integrated Planning Coordinator	Number of Media Releases. Minimum of 10 Community Catch-ups.	Number of Media Releases - 53. Facebook - 12.2K followers and Instagram - 1.8K followers. Council Catch-Ups - 13. Council Cafes - 3 held.
	1.1.1.2	Deliver timely and engaging information through diverse communication channels, including an active and responsive social media presence.	Communications & Integrated Planning Coordinator	Number of Social Media engagements and followers - Facebook and Instagram. Use of other mediums such as radio, tv, print advertising.	Council continues to keep the community updated through social media and other mediums including the community newsletter, Council Catch-Up, in print and eNewsletter, Media Releases, Monthly Council Cafes and Community Opinion Group (COG) Meetings. Number of Media Releases - 53, Facebook - 12.2K followers and Instagram - 1.8K followers. Council Catch-Ups - 13. Council Cafes - 3 held.
Provide interactive, accessible websites for all Council facilities.	1.1.2.1	Ensure Council facility websites remain interactive, accessible, and regularly updated to enhance user experience and engagement.	Communications & Integrated Planning Coordinator	Analysis of website traffic on Griffith City Council's main website.	Council's refreshed websites continue to receive positive feedback due to functionality and user experience. Connect Griffith is proving a great tool for informing the community and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					collecting feedback. The Staff Intranet, GNet will be launched in October 2025.
Inform the community of Council decisions.	1.1.3.1	Council and Committee Agendas and Minutes made publicly available within agreed timeframes.	Governance Manager	Council and Committee Minutes uploaded to Council website. Livestream Council Meetings.	Council Meeting Agendas and Minutes and Committee Agendas and Minutes uploaded to website in timely manner. Six Council Meetings held this quarter. Media Releases prepared and distributed regarding Council resolutions where required. Council Meetings livestreamed and advertised in Council Catchup.

Actively engage with and seek direction from our community and stakeholders

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide opportunities for the community to interact with Council.	1.2.1.1	Facilitate public workshops, forums and community engagement opportunities, including Community Opinion Group (COG) meetings and Council Cafes.	Communications & Integrated Planning Coordinator	COG meetings held quarterly. Number of Council Cafes held. Other public forums/workshops held.	Three Council Cafes were held, two of which were in Kooyoo Street and the other at Griffith City Library during Local Government Week.
	1.2.1.2	Engage with the community through Connect Griffith interactive website.	Communications & Integrated Planning Coordinator	Analysis of website traffic Connect Griffith. Number of	Council continues to exhibit its policies, plans, strategies and other documents as well as progress on projects on Connect Griffith to gather Community

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				projects on Connect Griffith.	feedback. In Q1, 14 exhibitions and projects were displayed on Connect with good responses through integrated surveys.
Implement and improve internal Communications.	1.2.2.1	Provide internal communications to staff including monthly newsletter and up to date information on Council Intranet.	Communications & Integrated Planning Coordinator	Number of Staff Newsletters distributed. Website traffic on Intranet.	Council Capers issued to all staff - 3. New intranet for staff to be rolled out in October 2025.
Provide a robust Council Committee structure.	1.2.3.1	Provide support for Council Committees in accordance with the adopted Committee Structure and Terms of Reference.	Governance Manager	Number of Committee Meetings held. Induction provided to new Committee members.	Administrative support provided to over 13 Council Committees. Thirteen Committee meetings held this quarter.
Deliver responsive and innovative customer service.	1.2.4.1	Deliver efficient and innovative customer service.	Director - Sustainable Development	80% of telephone calls answered within 20 seconds. Telephone calls resolved by customer service operator.	Customer Service are currently meeting Service Level requirements.

### Work together to achieve our goals

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Engage with State, Federal, and non-government agencies through strategic liaison and advocacy on relevant matters.	2.1.1.1	Engage with key stakeholders and advocate to State and Federal governments on current community issues.	General Manager	Meetings with State and Federal representatives with Mayor and or GM.	Several opportunities have been explored to meet with NSW State Ministers regarding topics such as Water, Youth, and Housing.
	2.1.1.2	Lobby Australian and NSW Governments to progress equitable Murray Darling Basin water Reform Agenda to ensure long term sustainability of our community. Water Amendment (Restoring our Rivers) Act 2023.	General Manager	Opportunities for resources through "Sustaining Communities Program" are aggressively explored. Water buy backs actively opposed at all forums and advocacy opportunities.	First tranche of funding under the Sustaining Communities Program (SCP) program secured including works to the CBD enhancement and Lake Wyangan.
Continue membership with Regional and Murray Joint Organisation (RAMJO).	2.1.2.1	Take a proactive role in the strategic direction of the Riverina and Murray Joint Organisation (RAMJO) of Councils.	General Manager	The Riverina Murray RAMJO was established in accordance with State Government framework. Griffith City Council to participate in working groups to implement strategic priorities for RAMJO.	RAMJO meeting set for 29 October. Further, I have held meetings with community leaders/stakeholders as follows: - Police (local area command), Griffith Base Hospital, Rural Fire Service, Griffith Local Aboriginal Land Council (GLALC), Griffith Fire, TAFE,

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Murrumbidgee Irrigation, Yenda community, Community Centre.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate external funding opportunities to support recreational and activation projects.	2.2.1.1	Apply for external funding for approved Urban Design Projects and strategies.	Urban Strategic Design & Major Projects Manager	Grants applied for and grants awarded.	Council has received funding from the Sustainable Community Fund to upgrade the CBD. This project is commencing with design and public consultation. Completion date end of 2027. Council is consciously looking for funding opportunities to apply for.
Seek appropriate funding to implement the actions and priorities outlined in the Griffith Pedestrian and Bicycle Strategy	2.2.2.1	Apply for relevant funding opportunities to undertake construction of footpaths and cycleways.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	No grants available in Q1. There is planning in place for an application for Q2 for the NSW Get Active funding program.
Identify funding opportunities for the improvement of the regional and	2.2.3.1	Apply for relevant grants and identify projects.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Currently no grants were available during Q1 for securing external funding. Further current works program has

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
local road networks.					placed limitations on ability to apply for funds.
Develop and maintain a network of grant sources to identify grant opportunities.	2.2.4.1	Provide reports to Senior Management Team on grants available and applied for.	Finance Manager	Grant action reports provided to Senior Management Team (SMT) operational meetings weekly.	Senior Management Team update the grant action reports regularly.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide support to the Mayor and Councillors to assist in fulfilling their roles and responsibilities effectively.	2.3.1.1	Provide necessary resources to enable the Mayor and Councillors to undertake their statutory role.	Director - Economic and Organisational Development	Number of briefings/training/development opportunities attended by Councillors.	New General Manager provided training. Councillors provided training on request and Training Plan.
	2.3.1.2	Coordinate professional development plans and training for Councillors.	Governance Manager	Councillor induction and training plans prepared, and training provided.	Councillors provided professional development at Council Workshops. Planning continued for ALGWA Conference and MDA Conference both held in Griffith over September and October. Updated Professional Development Plan template emailed to Councillors 30 June 2025.

### Plan and lead with good governance

Undertake Council activities within a clear framework of risk management, strategic planning, policies, procedures, and service standards to enhance accountability, resilience and informed decision-making

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide governance services to Council.	3.1.1.1	Review and maintain Council policies.	Governance Manager	Public policies reviewed at least once during Council term. Internal policies reviewed as required. Local policies and required policies reviewed within 12 months of Council Election.	Child Safe Policy, Child Safe Reporting Policy, Tree Preservation Order, Tree Policy, Onsite Detention Policy, Local Policies, Legislative Compliance Policy, Media Policy, Social Media Policy, Councillor and Staff Interaction Policy adopted this quarter. Code of Meeting Practice Policy placed on public exhibition.
	3.1.1.2	Coordinate Council Meetings including preparation of Business Papers, Minutes and Action Reports.	Governance Manager	Council Business Papers and Minutes prepared in accordance with legislation. A minimum of 10 Council Meetings held per year.	Six Council Meetings held this quarter. Governance staff prepared Business Papers, Minutes, CRMs and Action Reports to follow up Council resolutions.
	3.1.1.3	Coordinate Council's Legal Services Panel.	Governance Manager	Maintain Legal Services Panel.	Council's legal panel available on the Intranet. Contract runs from 1 July 2023 to 30 June 2027.
	3.1.1.4	Undertake statutory requirements including Public Interest Disclosures (PID), PID	Governance Manager	Statutory reporting requirements undertaken including PID Annual Report,	Public Interest Disclosures (PID) Annual Report lodged. Delegations issued as required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Annual Report, Code of Conduct Annual Report, Delegations, Conflicts of Interests and Annual Disclosures.		Code of Conduct Annual Report, review of Delegations, Disclosure of Interests Returns, Key Management Personnel Declarations, Conflicts of Interest.	Annual Disclosures for Councillors and Designated Persons issued for completion.
	3.1.1.5	Oversee Council's requirements under Privacy legislation including Mandatory Data Breach Notification.	Governance Manager	Public register maintained on Council's website. Eligible data breaches reported as required.	Council endorsed the Governance Framework, Legislative Compliance Policy and Register 19 June 2025. Policy adopted 18 July 2025 following close of public exhibition period. No privacy breaches reported this quarter.
	3.1.1.6	Promote the role of Local Government within the local community including Local Government Week and school visit activities.	Governance Manager	Number of events held over Local Government Week. Number of engagements with schools and organisations. School Leaders ceremony held annually.	Council celebrated Local Government Week in the first week of August with a range of activities. Volunteers were thanked with a special morning tea, while GRALC offered free classes throughout the week. The Tourism Hub hosted a morning tea and presentation and a colouring competition was held for children across various age groups. A special Council Café event took place at the Library, and the week also marked the launch of the Postcards of Kindness initiative.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.1.7	Coordinate Council's requirements for the Local Government Election Sep 2028.	Governance Manager	Requirements undertaken within required timeframes.	No action required this quarter.
Coordinate Council's Internal Audit program in accordance with the Risk Management and Internal Audit Guidelines.	3.1.2.1	Coordinate Audit Risk Improvement Committee (ARIC) meetings and internal audit function of Council in accordance with the Risk Management and Internal Audit Guidelines.	Governance Manager	Number of internal audit reviews undertaken. Number of ARIC meetings held. Requirements of Risk Management and Internal Audit Guidelines.	ARIC Meeting held 20 August 2025. Reviewed Terms of Reference and Charter. Internal Audit reports presented for Accounts Payable and Council Property Management reviews. Annual Attestation and Annual Assessments prepared. Internal audit function and ARIC operating within the OLG Risk Management and Internal Audit Guidelines.
Facilitate the release of government information in accordance with legislative requirements.	3.1.3.1	Process Government Information (Public Access) Act (GIPA) applications in accordance with legislative requirements. Review Information Guide annually. Open access information including public registers is available on Council's website. GIPA Annual Report submitted.	Governance Manager	Number of GIPA applications processed. Agency Information Guide reviewed and adopted annually. Council's website updated with required information. GIPA Annual Report submitted.	Nil formal GIPA Applications received this quarter. Website monitored to ensure open access information is publicly available. Public registers maintained. GIPA Annual Report submitted.
Undertake Council's legislative requirements under the	3.1.4.1	Coordinate Council's IP&R requirements including preparation of Delivery Program, Operational Plan, Resourcing Strategy, Quarterly and Six	Governance Manager	Delivery Program and Operational Plan adopted by 30 June. Annual Report prepared by 30 Nov annually.	IP&R documents adopted by 30 June 2025. Documents available on Council website. Q1 Quarterly Review and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Integrated Planning and Reporting (IP&R) framework.		Monthly Progress Reports, Annual Report.		Quarterly Reports and Progress Reports provided to Council.	Annual Report under preparation.
	3.1.4.2	Coordinate Council's Service Review program as outlined in the Delivery Program & Operational Plan.	Governance Manager	Progress on implementation of recommendations reported to ARIC.	Progress on Service Reviews are reported to Audit Risk and Improvement Committee meetings.
Provide a Child Safe organisation framework.	3.1.5.1	Coordinate implementation of Child Safe Standards and legislative requirements.	Governance Manager	Staff provided with training and resources. Promote Child Safety to broader community.	Child Safe Policy, Child Safe Code of Conduct, Child Safe Reporting Policy (new) presented to Council for endorsement 22 July 2025. Adopted following public exhibition period - 20 August 2025.
Provide effective Compliance services.	3.1.6.1	Provide compliance services to monitor restricted parking areas and safeguard school zones.	Planning & Environment Manager	Undertake regular patrols of restricted parking areas and school zones.	Monitoring of restricted parking areas and safeguarding of school zones have continued effectively during this period.
	3.1.6.2	Provide animal management services for the LGA and continuous improvement of Griffith Pound and Rehoming Centre.	Planning & Environment Manager	Improvements to rehoming facility. Rehoming of companion animals. Respond to all animal related enquiries such as stock, barking dogs etc.	Excellent animal management services have been provided for this period including continuous improvements where required.
	3.1.6.3	Provide compliance to ensure a clean, tidy and litter free environment for residents.	Planning & Environment Manager	Respond to litter and dumping complaints in a timely manner.	Compliance complaints regarding overgrown lots and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					litter have been dealt with promptly in this period.
Provide corporate property services for Council including Crown Land Management.	3.1.7.1	Coordinate the preparation of plans of management for Crown Lands managed by Council and Council owned community land.	Corporate Property Officer & Native Title Coordinator	No. of Plans of Management provided to Department of Crown Lands for evaluation and concurrence.	Plans of Management to be completed and are still to be finalised by Council's Consultant. - Griffith CBD - South-West Precinct Parks - Griffith / Yenda Cemeteries - Preschools
Review, implement and monitor a compliant Risk Management Framework.	3.1.8.1	Implement Council's Enterprise Risk Management framework, review Council's Risk Register and monitor Risk Management Action Plans.	Senior Work Health and Safety & Risk Coordinator	Risk Register reviewed each quarter. Risk Management Action Plans developed and communicated annually.	Risk Register reviewed in Q1.
Provide a compliant Work Health Management system to meet legislative and organisational requirements.	3.1.9.1	Undertake review of Work Health Safety policies and implement amendments to WHS Act and Legislation changes as required.	Senior Work Health and Safety & Risk Coordinator	A return to work (RTW) Program reviewed annually. WHS policies reviewed. WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions. Number of WHS Committee meetings held.	WHS system developed and implemented. Incident reports presented to SMT regularly. 1 WHS committee meeting held in Q1.
Promote employee well-being and uphold high	3.1.10.1	Facilitate opportunities for training and policies to improve staff wellbeing including EAP.	Senior Work Health and Safety & Risk Coordinator	Hold two Health and Wellbeing staff awareness programs. Four Health and Wellbeing	R U OK? Day staff events were held in two different locations. Steptember competition for staff held in September. Health and Wellbeing articles

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
standards of employment.				Articles distributed annually. EAP provided.	such as Fitness Passport, Prostate Cancer awareness as well as EAP information distributed in each monthly issues of Council Capers (Staff Newsletter).
	3.1.10.2	Provide a safe workplace by undertaking Random Alcohol and Other Drug (AOD) testing.	Senior Work Health and Safety & Risk Coordinator	20% of workforce tested for Alcohol and Other Drugs (AOD).	Procedure reviewed and amended waiting confirmation from Senior Management Team. Random Alcohol and Other Drug (AOD) testing carried out.
	3.1.10.3	Provide identified positions with required vaccinations and annual Flu Vaccination Clinics for all Council staff.	Director - Economic and Organisational Development	Ensure identified staff are provided appropriate vaccinations as per Position Description. Provide Annual Flu Vaccination Clinics.	Flu vaccination to be held April - May. Identified vaccinations per Position Description are managed via Pulse Training Module.
Provide a compliant Human Resource Management service to meet legislative and organisational requirements.	3.1.11.1	Undertake review of HR policies. implement Award changes as required.	Director - Economic and Organisational Development	HR policies reviewed as per cycle. Number of Consultative Committee meetings held.	Policies migrated to new intranet. Policies discussed at Manager Training. Secondary Employment Policy reviewed following Joint Letter between unions and Local Government NSW. Annual Leave Policy reviewed.
	3.1.11.2	Implement actions outlined in Council's Equal Employment Opportunity (EEO) Policy.	Workforce Planning Manager	Report on EEO progress and activities in Council's Annual Report.	Providing training on Access and Inclusion.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.11.3	Provide a relevant training calendar for staff development and compliance.	Workforce Planning Manager	Training Calendar completed and available. WHS training provided within relevant time frames.	Training calendar is created for a calendar year, working on having this finalised in January 2026.
	3.1.11.4	Review recruitment process and staff induction.	Workforce Planning Manager	Review induction.	Review of staff induction process underway.
	3.1.11.5	Identify opportunities within organisation structure for traineeships and offer work experience programs.	Workforce Planning Manager	Number of trainees and apprentices employed.	Working on advertising two school-based traineeship positions.
Provide efficient, accurate and compliant record management services to both internal and external customers of Council.	3.1.12.1	Provide records management, Name Address Register (NAR) and Property module training to staff.	Information Manager	Number of face-to-face training attendees. Number of online training modules completed by staff. Monthly records management 'tips' emailed to all staff.	Eight Records Management and Content Manager (CM) induction training sessions and one CM advanced training session held this quarter.
	3.1.12.2	Digitise paper property files identified as vital records at high risk of loss / damage / destruction in Council's Records Risk Register (IM-FO-210).	Information Manager	Number of files digitised.	A total of 143 property files were digitised this quarter.
	3.1.12.3	Undertake disposal of paper records in accordance with relevant legislation.	Information Manager	Number of files securely destroyed.	Two series of paper records were disposed this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.12.4	Sentence legacy electronic records in accordance with relevant legislation.	Information Manager	Number of records sentenced.	All legacy records to be retained have been sentenced. 1141 electronic legacy records have been disposed this quarter.
	3.1.12.5	Undertake annual Recordkeeping Maturity Assessment of Griffith City Council in accordance with State Records NSW compliance monitoring requirements.	Information Manager	Date of submission and compliance level achieved.	Not due for submission until April 2026.
Provide reliable IT services within Council.	3.1.13.1	Review all software applications and other programs on an annual basis. Replacement of hardware as required.	Information Technology Manager	PCs to maintain a turnover ratio of 5 years minimum. Report on applications as renewed.	Multiple upgrades planned for Core Council Systems in the coming quarter -Content Manager Document Management -Forms System -Timesheeting and Payroll -Customer Request Management -ERP Upgrade Planning  Annual PC Replacement process has started. PCs due for replacement are being reviewed and assessed based on their current performance.
	3.1.13.2	Maintain IT support services to Council departments.	Information Technology Manager	80% CRMs closed as per service standard.	IT support is being provided as per agreed service levels. 85%

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					of CRMs closed within the service standard
	3.1.13.3	Ensure Council's IT systems are adequately protected and training provided to staff and Councillors.	Information Technology Manager	Number of cyber security training sessions offered to staff and Councillors.	Cyber Security Reviews and documentation taking place Training sessions have been designed and will begin rolling out to staff and Councillors in the coming quarter

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Comply with financial statutory reporting requirements.	3.2.1.1	Meet annual financial reporting requirements (budget preparation, quarterly reviews, Annual Financial Statements and Long Term Financial Plan).	Finance Manager	Adoption of annual financial statements within Office of Local Government (OLG) guidelines by 31 October. Adoption of annual operating budget by Council prior to 30 June. Adoption of quarterly operational review reports. Meet OLG financial sustainability ratios. Preparation of monthly investment report for Council.	Adoption of annual financial statements for 2025 are scheduled to be lodged with the Office of Local Government (OLG) by 31 October. The annual operating budget for 2026 was adopted by Council prior to 30 June. The first quarterly budget review is due to be presented to Council by November 2025. Monthly investment reports have been presented to Council.
Assist managers with budget preparation and monitoring.	3.2.2.1	Provide monthly report to responsible managers of year to date actual income and	Finance Manager	Provide monthly financial reporting to responsible managers by the 15th of the	Monthly management reports are provided to responsible managers by the 15th of the

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DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		expenditure items versus budget.		following month, or as soon as practicable.	following month, or as soon as practicable.

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## Liveability

Griffith is a great place to live

Make our community healthy and safe

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Improve public safety by provision of appropriate information signage in public areas.	4.1.1.1	Review and maintenance of "Signs as Remote Supervision" in public areas.	Parks & Gardens Manager	Reviews of signs to be undertaken and repairs made for damage or vandalism.	Signage at Council-controlled parks and reserves are continually being updated as required to meet 'Signs for Remote Supervision' guidelines ensuring the public have access to the correct information for use of facilities and information for reporting any issues identified at these facilities.
Identify and promote road safety projects relevant to Griffith Local Government Area - subject to funding from TfNSW.	4.1.2.1	Investigate strategies to address road safety issues (subject to funding from TfNSW).	Director - Utilities	Develop and implement a 4 year road safety action plan subject to funding from TfNSW.	No funding available for a new action plan at this time.
Undertake Arbovirus Surveillance Program as required by NSW Health.	4.1.3.1	Set and collect Mosquito traps from designated sites and test Sentinel Chickens flock in Griffith during November to April. Liaise with NSW Health and raise awareness as appropriate.	Planning & Environment Manager	Mosquito Traps and Sentinel Flock tested and samples sent for analysis. Issue public information as appropriate.	Arbovirus Surveillance Program always implemented in collaboration with NSW Health for the required period including Set and collect Mosquito traps from designated

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					sites and test Sentinel Chickens flock in Griffith during November to April.
Manage Risk Based Performance of Cooling Water Systems as required under Public Health legislation.	4.1.4.1	Allocate Unique Identification Number (UIN) on Cooling Water Systems, take receipt of Risk Management Certificates and maintain UIN register. Respond to notifications of high Legionella and Heterotrophic Colony Count (HCC) test results. Respond to notifications of high Legionella and Heterotrophic Colony Count (HCC) test results.	Planning & Environment Manager	Maintain register. Respond to notifications within appropriate timeframes.	Unique Identification Number (UIN) register maintained relevant to this quarter.
Undertake Public Swimming Pool inspections as required under Public Health legislation.	4.1.5.1	Undertake pool sampling for: - Public Swimming Pools and Spa Pools - Pool sampling of Hotel, Motel and Accommodation facilities - School Pools (Kalinda & GPSO) - GCC's Splash Park.	Planning & Environment Manager	Inspections undertaken per annual program.	All required pool samplings for Public Swimming Pools and Spa Pools - Pool sampling of Hotel, Motel and Accommodation facilities - School Pools (Kalinda & GPSO) - GCC's Splash Park were conducted for this period where required.
Deliver On-site Sewage Management inspections as required under NSW Local Government Act	4.1.6.1	Undertake On-site Sewage Management inspections on newly registered Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Planning & Environment Manager	Assess all applications and issue approval to operate.	All inspections related to this field was conducted and approvals issued for this period.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
1993 and POEO Act 1997.					
Undertake Beauty and Skin Penetration Inspections as required by NSW Health. (Hairdressers as required)	4.1.7.1	Undertake inspections of Griffith and contracted LGA Hairdressers, Beauty and Skin Penetration premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with annual inspection program.	Inspection program successfully completed relevant to this quarter.
Deliver Mortuary Inspections as required by NSW Health.	4.1.8.1	Undertake inspections of Griffith and contracted LGAs Mortuary premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with inspection program.	Inspection program successfully completed relevant to this quarter.
Deliver Lake Wyangan Water Quality Sampling as required by the Australian Recreational Water Guidelines and Murrumbidgee Regional Algal Coordinating Committee.	4.1.9.1	Undertake regular water samples of Lake Wyangan to determine lake water suitability for Recreational water use.	Planning & Environment Manager	Regular monitoring of water to test quality and to determine condition of water.	All required sampling and testing done in accordance with the sampling roster for this quarter.
Deliver Food Inspections on food premises within the Griffith and surrounding LGAs	4.1.10.1	Undertake Food Business Inspections within the Griffith and contracted LGAs as required under the NSW Food Act 2003. Respond to general	Planning & Environment Manager	Deliver food inspections annually and as required.	All inspections required for this period have been done.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
as required under the NSW Food Act 2003.		enquiries and complaints from the public.			
Develop On-Site Sewage Management (OSM) Plan.	4.1.11.1	Develop structure for OSM Plan, determine process for capturing OSM information within Authority, HP Records Manager & Intramaps and commence development of OSM Plan.	Planning & Environment Manager	On-Site Sewage Management (OSM) Plan complete.	The Strategy approach has been amended to a more practical policy approach. A draft policy is being finalized to present to Councilors early 2026.
Liaise with local energy provider to maintain and upgrade street lighting.	4.1.12.1	Maintain street lighting.	Director - Infrastructure & Operations	Street lighting issues identified and reported to Essential Energy.	Continued liaising with Essential Energy ongoing. Street light outages are reported to Essential Energy when they are known to Council.

Encourage an inclusive community that celebrates social and cultural diversity

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Hold Citizenship Ceremonies as required.	4.2.1.1	Citizenship Ceremonies held as required.	Community Development Coordinator	Number of ceremonies held.	Citizenship Ceremony held on Tuesday 16 September 2025 to coincide with National Citizenship Day. Twenty-seven new Australian Citizens welcomed in Griffith.
Hold Australia Day Ceremony/event.	4.2.2.1	Australia Day Ceremony held.	Community Development Coordinator	Number of nominations received.	Application prepared for Australia Day and Survival Day Event.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Nominations for Australia Day Awards currently open.
Provide opportunities for community groups to access grant funding.	4.2.3.1	Deliver Community Grant funding.	Community Development Coordinator	Number of grant applications received and number of grants awarded.	New form in final preparations for Community Grant Funding. Quick Turn Around Grants prepared for Yenda Public School P and C (\$2,500) and Griffith Veterans Golf (\$2,500).
Council welcomes refugees and asylum seekers.	4.2.4.1	Consult with services supporting the multicultural community.	Community Development Coordinator	Meetings attended.	Service interagency and Multicultural Interagency attended. Multicultural Health Week 'Come and Try' event at GRSC Tai Chi and Dance Moves. Co-ordination of space for Child restraint fittings with Intereach (at Griffith Regional Theatre Carpark).
Actively engage with young people and collaborate with local agencies and user groups to support their needs and initiatives.	4.2.5.1	Promote and facilitate Griffith Youth Advisory Group.	Community Development Coordinator	Number of youth activities held in partnership with Council.	NAIDOC Week information stall at Skate Park/Community Centre with Aboriginal Medical Service. Youth Art in the Park event July School holidays. Homelessness Week information stall at Memorial Gardens. Sonder Changemakers Camp. Fortnightly YAG meetings held.

Provide and promote accessibility to services

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review the Disability Inclusion and Access Plan (DIAP) and complete report requirements.	4.3.1.1	Review Disability Inclusion Access Plan.	Community Development Coordinator	DIAP endorsed, reviewed and updated according to schedule.	Discussions for new Disability Inclusion Action Plan (DIAP) underway with Disability Inclusion Access Committee.
Provide access to community services.	4.3.2.1	Maintain an up to date Community Directory.	Community Development Coordinator	Community Directory reviewed on regular basis.	Community Directory updated or customers assisted where required.
	4.3.2.2	Work with inter-agency networks and other organisations on issues impacting the community.	Community Development Coordinator	Number of activities held and projects and partnerships.	Service Interagency and Multicultural, Suicide Collaborative meetings and Youth Development Network attended. Organisation of Senior's Expo with Community services planned for November 2025. Partnering with Wellways for Mental Health Day-Sconversations. Partnering with Griffith Prostate Awareness Support Group for Prostate Awareness Month in September.

Provide a range of cultural facilities, programs and events

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Theatre will deliver a diverse and engaging program of events that caters to the needs of the community.	4.4.1.1	Develop and deliver high quality, diverse entrepreneurial season that is inclusive of different age, cultural and interest groups in the community.	Griffith Regional Theatre & Art Gallery Manager	Deliver a minimum of 16 entrepreneurial shows per calendar year including a minimum of 3 seniors shows, 4 educational/family shows and a minimum of 1 show for the Culturally and Linguistically Diverse (CALD) community.	Season shows during this period included 2 x plays, 1 x Morning Melodies for seniors, 1 x school show (2 sold-out performances), an Open Mic competition and the Community Musical (x 10 performances).
	4.4.1.2	Deliver biennial community music production.	Griffith Regional Theatre & Art Gallery Manager	Produce and deliver Community Production every 2 years.	A very successful run of 10 shows of Mamma Mia - including 8 sold out performances. Featuring almost 100 local cast and crew members.
	4.4.1.3	Deliver annual Theatre Workshops for young people.	Griffith Regional Theatre & Art Gallery Manager	Record number of Workshops held and number of attendees.	Youth Drama Troupe has continued throughout Term 3 2025, and all three groups have strong attendance. It will continue into Term 4.
	4.4.1.4	Marketing strategy developed, reviewed and implemented annually.	Griffith Regional Theatre & Art Gallery Manager	Report on the number of memberships subscriptions annually via Media Release and Annual Report.	Marketing strategy continues to be reviewed and enacted, and currently working on program for 2026.
	4.4.1.5	Provide a clean functional and well maintained Theatre facility available to the public.	Griffith Regional Theatre & Art Gallery Manager	Zero complaints regarding cleanliness and maintenance received annually.	No major maintenance issues this period. Have applied for a grant to replace air-conditioning at front of auditorium.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Art Gallery will develop and deliver a diverse and engaging program of cultural activities.	4.4.2.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 8 exhibitions per year including a minimum of 2 touring exhibitions and a minimum of 2 exhibitions by local artists.	The Gallery has hosted three exhibitions during this period, including two featuring local artists, and one touring exhibition. The openings of all exhibitions were well attended, and general attendance has been good during the exhibitions.
	4.4.2.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and displays of interest to the local community.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 6 exhibitions per year including minimum of 3 exhibitions by local artists.	2 x Artspace exhibitions in this period have included photography from local artist, and retrospective works from local Wiradjuri artist, including an opening and unveiling of a plaque in her honour.
	4.4.2.3	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 8 public programs delivered annually including a minimum of 2 school holiday programs, minimum of 3 educational programs and a minimum of 2 Master Classes.	The Gallery has delivered a range of public programs, including seventeen school tours for Art Express, a Lunch Society artist talk, two exhibition openings, 4 x Smartykids workshops and 2 x Open Studio sessions.
	4.4.2.4	Provide a clean functional and well maintained Art Gallery facility available to the public.	Griffith Regional Theatre & Art Gallery Manager	Zero complaints regarding cleanliness and maintenance received annually.	Gallery coordinator has gathered quotes for supply and installation of hanging tracks, as well as painting of walls & ceiling.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Library provides services to meet community and industry standards.	4.4.3.1	Maintain a collection of library material in accordance with State Library guidelines.	Library Manager	Circulation per capita at a minimum of 3.5 times average for each resource. Track number of visits to WRL website - 48% stock less than five years old.	Staff continuously refresh collections to ensure they remain updated and meet community need and relevance. 27,624 items were loaned at Griffith Library and 1,561 new items were added Jul - Sep 2025.
	4.4.3.2	Griffith City Library to facilitate digital inclusion in the community.	Library Manager	Hardware assets replaced as required. Number of internet access bookings utilising WiFi and public computers.	Griffith Library staff facilitate digital support and education. 2,028 free public computer sessions were recorded Jul - Sep 2025.
	4.4.3.3	Provide reliable high speed internet and computer equipment.	Library Manager	Maintain ratio of 1 PC per 3,000 residents.	10 public computers equating to 1 PC per 2,716 residents. Computer software updates completed regularly.
	4.4.3.4	Position the Griffith City Library as a community hub for learning, networking and leisure by providing a range of programs to all sectors of the community.	Library Manager	Provide an Annual Report on visitation (minimum 5 visits per capita). Deliver a minimum of 50 programs annually, annual calendar of programs and events reflecting the population demographic.	28,482 visitors to the Library were recorded Jul - Sep 2025. Griffith Library hosted 91 events, with 5,243 attendees.
	4.4.3.5	Provide a clean, functional and well-maintained library facility available to the public to community and industry standards.	Library Manager	Zero complaints regarding cleanliness and maintenance received annually.	Cleaning of the library facility occurs daily. Zero issues raised.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Pioneer Park Museum will provide a cultural environment that reflects our community's identity through built heritage, objects and experiences.	4.4.4.1	Develop and manage collections of historic and social significance to the Griffith region.	Griffith Pioneer Park Museum Manager	Management of existing collections, number of new collections in line with accession / de-accession policy.	Collection audit is 70-75% done. The following is a snapshot of the status of the audit. Completed: The hospital, Post office, Bynya, Goolgowi Station, Blacksmith, Griffith Sister's, Tractors and Back Lot. Underway: Taylors Store, Sharam Hall 50%, Farm Machinery 25%, Wumbulgal School, Dumossa Inn, Shearer's Quarters, Bagtown, Steam Shed, Wine and Irrigation, Nurse's Quarters and Saddlery.
	4.4.4.2	Develop and deliver a diverse range and engaging program of cultural activities.	Griffith Pioneer Park Museum Manager	Program of cultural activities/events provided.	Three School Excursions 189 attendees, five Groups Tours, with 144 attendees, 13 Hires/Bookings 572, Three MUGS sessions 45, Community and Special Interest Events 100, Tourism and Networking Visits 12, Four Playgroup sessions 140 and eight Art Group sessions 32.
	4.4.4.3	Conduct an assessment of current state of Pioneer Park Museum buildings to identify conservation needs and develop Asset	Griffith Pioneer Park Museum Manager	Develop and Review annual Maintenance and Restoration Plan by 30 June.	Ongoing assessment is being conducted. The two priority buildings marked for conservation and/or renewal are the Old Griffith Hospital

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Maintenance and Restoration Plan according to priority.			(roof replacement) and the 'On the Irrigation' Shed replacement. Fairview and Rathbone Cottages will be receiving remedial works through our building maintenance budget. Small building repairs and restorations will take place as required.
	4.4.4.4	Plan and deliver Action Day and attract major events to increase visitation.	Griffith Pioneer Park Museum Manager	Year on year increase in revenue and number of visitors to the Park. Prepare annual Action Day implementation Plan prior to event.	One Major Event - Salami Long Lunch 2,000 attendees, Two Minor Events - Chrysler Car Club Rally & Dodge Bros Motor Club Rally (approx. 200 attendees). In planning for Halloween event.

Improve access to local health and support services

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Promote available health and support services and programs.	4.5.1.1	Work with Murrumbidgee Local Health District (MLHD) and other health providers to enhance awareness and access to services and programs.	Communications & Integrated Planning Coordinator	Number of services or programs promoted.	Information from Murrumbidgee Local Health District and Primary Health Network and NSW Health is shared as required. This is done through Council Catch-Up, social media and Council Capers (staff newsletter). Among the health messages shared in Q1 were,

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					the new Griffith Base Hospital parking changes, Multicultural Health Week and community consultation regarding the proposed Griffith Base Hospital split from MLHD.

Promote reconciliation and embrace our Wiradjuri heritage and culture

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Reconciliation Action Plan (RAP).	4.6.1.1	Review and implement Reconciliation Action Plan (RAP).	Community Development Coordinator	Report on progress to Reconciliation Australia.	NAIDOC Week Flag Raising Ceremony fully organised. Event cancelled as outside participants unable to attend. NAIDOC school initiative for local schools supported.
	4.6.1.2	Consult, and or partner with the local Aboriginal Community.	Community Development Coordinator	Initiatives / supported meetings.	Survival Day talks commenced. Welcome to Country selected for Citizenship ceremony, participation at Skate Park Event for Aboriginal Medical Service.

Provide a range of sporting and recreational facilities and events

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and renew playgrounds in accordance with the Playground Strategy.	4.7.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	Parks & Gardens Manager	Playground safety inspections carried out as per the schedule.	Council continues to provide the public with suitably maintained playground facilities meeting Australian Standards for Playground safety. The new playground at the Lake Wyangan Picnic Area has now been opened to the public.
	4.7.1.2	Manage and maintain parks and reserves to a high level of service.	Parks & Gardens Manager	Parks and reserves maintained within allocated budget.	Council continues to provide the public with suitably maintained playground facilities meeting Australian Standards for Playground safety. The new playground at the Lake Wyangan Picnic Area has now been opened to the public. Parks and Reserves continue to meet the expectations of the community.
	4.7.2.1	Manage and maintain Council's sporting ovals to an acceptable level of service.	Parks & Gardens Manager	Sporting ovals maintained within allocated budget.	Sporting grounds and the facilities at these areas continue to be maintained to a standard expected by the community. Coring and fertilizing has been completed at sportsgrounds in readiness for the summer sports season.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Sports Centre to provide a range of services for the improved health, well-being and lifestyle of the community.	4.7.3.1	Provide a clean, functional facility, available to the community.	Griffith Regional Sports Centre Manager	Zero complaints relating to cleanliness and maintenance received annually.	No complaints received this quarter, cleaning schedule followed. Stadium has seen slightly higher than normal use, with some larger events requiring additional cleaning services.
	4.7.3.2	Attract major sporting events.	Griffith Regional Sports Centre Manager	Two major events held annually with 1000+ spectators or players at each.	- One national league elite netball match - confirmed Q3, 2026 - Four basketball major events - confirmed Q3, 2026
	4.7.3.3	Attract additional sporting groups/associations to utilise the facility for competitions.	Griffith Regional Sports Centre Manager	One new group using the facility per year.	Additional groups/increased activity: - Weekly organised volleyball matches (in excess 20 p/week); Additional new tournaments. - New pickleball bookings and activity - Increased organised badminton matches (in excess of 24 nets p/week)
Griffith Regional Aquatic Leisure Centre (GRALC) to provide a range of services to the community for the improved health, well-being	4.7.4.1	Provide a clean, functional and well-maintained aquatic and gym facility available to the public.	Griffith Regional Aquatic Centre Manager	Zero community complaints received relating to the cleanliness and maintenance of GRALC. Repair floors in the indoor pool area by June 2026.	No complaints about cleanliness of facility received since commencement of new cleaning contractor. Pool testing results have all been within parameters. New gym equipment ordered just prior to end of June 2025 still to arrive

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
and lifestyle of the community.					which will provide some upgrades that are overdue.
	4.7.4.2	Implement approved recommendations and actions detailed in the GRALC Service Review.	Director - Business, Cultural & Financial Services	Establish a working group to address recommendations. Updated action report detailing each completed recommendation by 30 June 2026.	Organisational structure has been updated and positions are being filled progressively. Following the decision to retain direct delivery of the gym service, new equipment was ordered and is expected to be installed in early November 2025.
	4.7.4.3	Attract additional Zone Level (or higher) Events and additional user groups to utilise the facility.	Griffith Regional Aquatic Centre Manager	Minimum one (1) new user group or event per year.	A Swimming NSW Coaching Development Day is booked in for November 2025 which will require participants to be selected to attend.
Lake Wyangan Restoration Project.	4.7.5.1	Design and construct amenities, western foreshore of Lake Wyangan.	Urban Strategic Design & Major Projects Manager	Consultation completed, amenities designed, construction commenced.	New toilet block and playground complete. Redesign of new pump station and irrigation system completed. Out on tender. Installation commences 9 February 2026 and to be completed by end of June 2026.

Improve the aesthetic of the City and villages, by developing quality places and improved public realm that supports active, healthy and inclusive communities

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Initiate place activation projects in Griffith and villages.	4.8.1.1	Implement a place activation.	Urban Strategic Design & Major Projects Manager	Number of place activations.	Central Business District activation and placemaking are important aspects of the Urban Design Unit function. Council has applied for funding for the activation of Neville Place but were unsuccessful. Urban Design is continuously looking at areas to activate in the CBD.
Deliver Urban Design Projects.	4.8.2.1	Scope, design and plan projects of city significance based on available funding.	Urban Strategic Design & Major Projects Manager	Number of projects delivered.	Urban Design is continuously looking at projects that can enhance the public domain and benefit the wider community. Public consultation is a high priority, as is applying for grant funding for identified projects.
	4.8.2.2	Provide input to the Griffith Entrance Strategy being developed.	Urban Strategic Design & Major Projects Manager	Input into Griffith Entrance Strategy.	The entrance strategy to be revisited in conjunction with Griffith City Council's Works Department and the Roads, Parks & Pathways Enhancement Committee. This will form part of the new CBD funding received.

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DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Work with Council and Stakeholders to implement Place Creation Strategies.	4.8.3.1	Consult with community members and stakeholders regarding place creation strategies.	Urban Strategic Design & Major Projects Manager	Attend and present at workshops and committee meetings. Consultation undertaken.	To improve the aesthetic of the city and villages, by developing quality places and improved public realm is Urban Design Unit's primary function. Liaising with Councilors and Stakeholders is an ongoing process to improve outcomes and get maximum community input. Ongoing Process.

## Growth

### Grow our economy

Be a location of choice for innovative agriculture and manufacturing

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Design and implement media and marketing strategies to enhance the appeal of Griffith as a destination to invest, live and work in, focused on Griffith's regional city lifestyle underpinned by local employment opportunities and options for education and training, health and housing.	5.1.1.1	Produce and promote a regularly updated Invest Griffith Prospectus. Maintain Griffith Economic Development website with relevant and current information.	Economic Development Coordinator	Number of Prospectus's printed and distributed.	Updated website with new .id statistics, completed 2025 Investment Prospectus, ran out of printed copies already. Mayor announced the prospectus at multiple events.
Provide secretariat support to Region 9 of the Murray Darling Association. Participation on this board promotes opportunities for Council to have	5.1.2.1	Support Region 9 of Murray Darling Association via provision of Agendas and Minutes.	Economic Development Coordinator	Invitation and attendance by connected water agencies and associations Motions resolved.	Agendas and Minutes Provided. Completed Griffith City Council Water Prospectus. Attended One Basin Griffith Visioning training. Assisted and hosted MDA conference in Griffith.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
input into the region's water discussions.					

Be a location of choice for business investment, employment and learning

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support efforts to match skilled labour with local business and industry needs.	5.2.1.1	Deliver Griffith Now Hiring marketing program.	Economic Development Coordinator	Newsletters produced.	Griffith Now Hiring social posts and newsletters complete.
Collaborate with RDA Riverina and neighbouring Councils to explore opportunities to address local skills gaps and build workforce capacity.	5.2.2.1	Support the following programs: Grow Our Own, Griffith Welcome Experience, partner with Regional Development Australia (RDA) Riverina and Country Change.	Economic Development Coordinator	Number of Regional Development Australia (RDA) initiatives supported.	Represented Griffith at Country Change Expo Wagga. Organising and promoting Country Change Expo Griffith. Hosted Grow our Own industry tour at GCC.
Support and promote the Country Universities Centre Western Riverina in delivering distance tertiary education opportunities to students in Griffith	5.2.3.1	Include Country Universities Centre Western Riverina in regular promotional material and newsletters.	Economic Development Coordinator	Number of articles promoted.	Continuously celebrating and promoting CUC's achievements.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
and the surrounding region.					

Promote opportunities for business to establish and grow

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Work with the Federal and State Governments to promote and deliver small business support programs applicable to newly-established and emerging business operators in the Griffith area.	5.3.1.1	Promote services offered by Service NSW and Business Enterprise Centre to assist local businesses to establish and grow. Work with AusIndustry, Austrade and the Department of Regional NSW to promote investment opportunities and business growth.	Economic Development Coordinator	Number of meetings held.	Working on Small Business Grant Stream. Worked with Investment NSW on REZ opportunities and training program. In discussion with Service NSW about consultation sessions.
Produce monthly business newsletters to promote news, events, training, grants, assistance and incentives.	5.3.2.1	Produce monthly Evolve Business Newsletter.	Economic Development Coordinator	Number of newsletters sent.	Three Evolve business newsletters mailed out.
Partner, sponsor and promote professional development for	5.3.3.1	Undertake biennial business survey to determine business training requirements. Facilitate and promote training events and	Economic Development Coordinator	Number of events promoted.	Business Survey drafted. Meetings with Griffith Business Chamber, Griffith Women in Business and Business NSW

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
local businesses to establish and grow.		programs to build business resilience.			about business workshops for next year.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare and implement Strategic Planning Framework.	5.4.1.1	Commence preparations for Local Environmental Plan (LEP) Amendment.	Planning & Environment Manager	Preparations commenced for review of LEP.	Review of LEP completed.
	5.4.1.2	Preparation of Development Servicing Plans.	Director - Utilities	Development Servicing Plan adopted by Council.	Progressing.
	5.4.1.3	Commence preparations for Employment Lands Development Control Plan.	Director - Sustainable Development	Public consultation undertaken. Council Approve DCP.	Draft Development Control Plan (DPC) is being completed. Once DCP is finalised consultation will commence.
Monitor land availability (Residential, Commercial, Industrial, Recreational).	5.4.2.1	Compare actual land take up with projections in the Land Use Strategy during a five year review period.	Director - Sustainable Development	At any period of time the amount of correctly zoned land available for development should out-perform the demand for such land.	This is being completed as part of the Griffith Housing Strategy 2025 which has been reported to Council however has been laid on the table. Envisaged Griffith Housing Strategy to be adopted by end of 2025.
Prepare Master Plans.	5.4.3.1	Implement Master Plan for Lake Wyangan village.	Director - Sustainable Development	Implement Masterplan.	Lake Wyangan Master Plan and 7.11 Contribution Plan completed and adopted by Council. Development Applications are now being received for development within

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					the masterplan area. Council is currently constructing trunk drainage and road infrastructure as part of the masterplan as part of Round 1 Sustainable Communities Grant Funding.
	5.4.3.2	Prepare Hospital Precinct Master Plan.	Director - Sustainable Development	Implement Masterplan.	Griffith Health Precinct Master Plan completed in July 2023 which is available on Council's website.
	5.4.3.3	Prepare Hanwood Growth Area Master Plan.	Director - Sustainable Development	Council approve Master Plan.	Hanwood Growth Area Master Plan has been completed however has not been reported to Council for endorsement as the Griffith Housing Strategy 2025 is to be adopted first which should be endorsed by the end of 2025. The Hanwood Growth Area Master Plan will be reported to Council in early 2026.
	5.4.3.4	Prepare Master Plan of New Employment Lands along Southern Link Road.	Director - Sustainable Development	Commence preparations.	As part of the updated Council Development Servicing Plans which are currently being conducted, the consultants are reviewing the servicing of the future masterplan area. Review of the servicing strategy will be undertaken once completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	5.4.3.5	Master Plan former Sun Rice Lands and MI Depot Lands along Banna Avenue at Crossing Street.	Director - Sustainable Development	Commence preparations.	Yambil Street extension concept options have been completed. No budget available to continue masterplanning and is low priority. Future grant funding will be sought to complete master plan.
	5.4.4.4	Prepare Yenda Growth Area Master Plan.	Director - Sustainable Development	Master Plan preparation adopted.	Yenda Growth Area Master Plan was adopted by Council on 12 August 2025.

Support diversity in housing options

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Housing Strategy reviewed and implemented.	5.5.1.1	Implementation of Griffith Housing Strategy recommendations.	Director - Sustainable Development	Number of initiatives implemented.	Griffith Housing Strategy 2025 has been reported to Council however has been laid on the table. Envisaged for adoption of strategy by end of 2025.
	5.5.1.2	Facilitate review of Griffith Housing Strategy 2025 and promote recommendations.	Economic Development Coordinator	Review of Griffith Housing Strategy adopted.	Final Housing Strategy tabled at August Council meeting.
Increase supply of Affordable Housing in Griffith.	5.5.2.1	Explore opportunities in partnership with State and Federal Government, not for profit community housing providers and private sector to	General Manager	Griffith Worker and Housing Shortage Taskforce is active in advocating for resources from other levels of government. Opportunities are explored within budget	Met with NSW Gov't Premiers Dept representative re local housing options and programs for additional funding. Ongoing work on Urban Crown

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		increase supply of affordable housing in Griffith.		limitations as adopted by Council.	Land Affordable Housing Project.

Promote Griffith as a desirable visitor destination

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Attract, develop and maintain events that are sustainable and increase visitation to Griffith.	5.6.1.1	Deliver and grow Griffith's key tourism event campaigns.	Events Coordinator	Number of events held throughout key tourism campaigns. Evidence of growth of tourism events.	A Taste of Italy Griffith Program launched early July, 59 events and experiences offered over the 7-day period. Recorded approx. 6,300 visitors - a 31% increase from 2024. Estimated visitor economic injection: \$9.2 million, a 119% increase from 2024. Average stay: three nights per person. Griffith Spring Fest, Planning well underway. Program launched in September 2025, allowing for six weeks of promotion prior to the event period. Event reporting will be provided in the next quarter.
	5.6.1.2	Support the development of events that bring visitation to Griffith.	Events Coordinator	Number of events sponsored by Griffith City Council.	A total of 112 events supported by Visit Griffith, 0 events were provided with monetary sponsorship from Visit Griffith. Communications ongoing to help with planning of upcoming

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					major events. Encouragement of regional event organisers to hold events over the three-marketing campaigns during 2025 and 2026.
Attract regional conference and business event market.	5.6.2.1	Communicate with business event stakeholders.	Events Coordinator	Number of business event guides distributed.	Business Events and Conferencing page: Active. Promotional Video Clip: 414 current views. Venue Guide: Up to date. Engagement: Ongoing conversations with the team at BENS. Recent Business Events: - ALGWA Conference coordinated with the team at GCC, held at Griffith Exies Club - Murray Darling Basin Conference hosted at the Yoogali Club, supported by GCC - Department of Education Conference held in Griffith, welcoming 30 new teachers to local Public Schools.
Establish Griffith as a destination of choice.	5.6.3.1	Increase Griffith's digital presence.	Marketing & Education Officer	Engagement and reach of digital platforms.	In Q1, Visit Griffith increased its overall reach on digital platforms to 307,000. This has been achieved through creating new and engaging content on our Facebook and Instagram pages (Visit Griffith & Griffith

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Spring Fest), Google, e-Newsletters and websites.
	5.6.3.2	Produce consistent marketing material.	Marketing & Education Officer	Number of printed promotional collateral developed and distributed.	Visit Griffith promoted two events in Q1: A Taste of Italy Griffith (ATOIG) and Griffith Spring Fest (GSF). In total, 19,000 programs were distributed, 260 posters and 2,500 flyers. 5,000 Spring What's on Guides were also distributed. There were 2,000 Art Trail Guides printed and 1,000 Save-the-date flyers for the three main events.
	5.6.3.3	Seek funding opportunities to assist in the development of tourism in Griffith.	Tourism Manager	Number of funding opportunities shared with stakeholders. Number of funding opportunities supported by Griffith Tourism.	Five funding opportunities shared this quarter via DRM "The Goods" April, May & June. - Project Development Grants - NSW Govt - Museum Exhibition Grants - NSW Govt - Contemporary Music Grants - NSW Govt - Festivals Australia Funding - NSW Govt - Wine Tourism & Cellar Door Grants - Wine Australia.
	5.6.3.4	Develop and maintain partnerships with leading	Tourism Manager	Number of collaborative projects involved in.	Collaborative projects: Visit Riverina x2, Kidman Way Committee x1, Sydney Weekender x2, Destination

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		regional, state and national tourism bodies.			Riverina Murray x1 hosted new Product Dev. Mgr to Griffith, full day of operator visits, Destination NSW Business Events Team x2, National Chrysler Car Rally organisers x2, ABC Radio Riverina x2, Radio Italiana x multiple, Local Govt Week - community, Crs + senior mgrs attended our event, Sports Marketing x2, Multiple Taste of Italy + Spring Fest stakeholder meetings, Narrandera Tourism x1.
	5.6.3.5	Capitalise on new marketing opportunities.	Marketing & Education Officer	Number of new marketing opportunities sourced.	Visit Griffith (VG) assisted with an itinerary for Galah journalist. Griffith feature in Nov mag. We hosted Gabby Neal (Visit Riverina & DRM) on a VG famil over ATOIG. We advertised Griffith Spring Fest in Grey Nomad Times, ABC's Organic Gardener, Gardening Aust & was listed in My Open Gardens. Also included on Sydney Weekender. We created new photography and video content for future promo. Radio Italiana live broadcast over ATOIG, SBS Radio also did interviews with locals for ATOIG.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	5.6.3.6	Provide a functional and well maintained Tourism facility available to the public.	Tourism Manager	No complaints received.	The Griffith Tourism Hub continues to be a highly function and well-maintained facility for both staff and patrons. After recent upgrades to the internal fit out, the upkeep on the facility is more easily maintained, resulting in a highly presentable and clean public facility.
Facilitate the development of visitor experiences that add value to the core attractive features of Griffith.	5.6.4.1	Work with tourism industry stakeholders to grow product offering through relationship building.	Visitor Information Centre Coordinator	Number of operator visits. Number of group itineraries created and distributed	<p>*No. of operator/ambassador visits = 168 including delivery of A Taste of Italy Griffith programs, Spring What's On calendar and Griffith Spring Fest 2025 programs.</p> <p>*Number of group itineraries created and distributed = 13</p>
	5.6.4.2	Communicate visitor experiences to potential visitors and new markets.	Visitor Information Centre Coordinator	Number of visitor guides distributed. Number of information packs distributed.	<p>No. visitor guides distributed Australia-wide = 4400  *1320 - to Visitor Information Centres  *1925 - to local operators  *1155 - handed out by the Griffith Tourism Hub</p> <p>No. of information packs distributed = 298  * 180 x group delegate bags  * 87 x New Resident Kits</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>handed out by Visitor Servicing team at the Tourism Hub  * 1 x Seasonal Workers Kit</p> <p>handed out by Visitor Servicing team at the Tourism Hub  * 30 x Tour Group Operator Folder to potential visiting groups</p>
	5.6.4.3	Create and facilitate opportunities for tourism stakeholder engagement and education.	Tourism Manager	Number of capacity building opportunities shared with stakeholders.	<p>5+ capacity building opps shared via DRM 'The Goods' July, August &amp; September editions and ongoing education &amp; engagement provided to local operators through the Griffith Tourism Team.</p> <p>Online webinars, articles and platforms covering: Maximise ROI on events; Seasonal Event Planning; Unlocking Economic Growth with Art &amp; Culture; Digital marketing; Wellness Tourism Guide</p> <p>Tour Guiding Accreditation Course - Tour Guides Australia.</p>

## Support transport connectivity

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Contribute to the rail freight interchange improvement project plan, collaborating with project partners to provide support for the full business case.	5.7.1.1	Contribute to the completion of the WR Connect (Western Riverina regional freight intermodal) Business Case.	Economic Development Coordinator	WR Connect Business Case Progress.	Transport NSW commenced works on WR Connect rail spurs.
Lobby State and Federal Governments to advocate for reliable and cost-effective means of road and rail transport that is accessible to all industries in Griffith.	5.7.2.1	Contribute to freight and transport initiatives.	Economic Development Coordinator	Progress of Southern Industrial Link.	Southern Industrial Link nearing completion.
Engage with the State, Federal Governments and Airlines to advocate for reliable and cost-effective means of Air transport through Griffith Airport for both business and leisure passengers.	5.7.3.1	Maintain communication with Airlines and provide support towards an expansion of air services.	Director - Sustainable Development	Number of flight services.	Regular contact with Airlines is conducted. Meeting arranged with Qantas in Nov 2025 to discuss air services agreement.

### Provide and manage assets and services

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Plan and provide water and sewerage services that meet growth demands.	6.1.1.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure plans in place for future demand.	Director - Utilities	Completion of Developer Service Plans (DSP) for water and sewerage by 2025.	Developer Service Plans (DSP's) have been updated and are in their final stages. Additional growth areas have been added to the draft DSP's and are currently being finalised by the consultant before being audited and sent out for adoption.
Maintain water infrastructure including reservoirs, mains and treatment plants.	6.1.2.1	Manage and maintain water infrastructure as per budget.	Water & Wastewater Manager	Works completed as per budget allocation.	Water infrastructures including reservoirs, mains and treatment plants are being maintained and managed as per budget
Design and construct water mains in accordance with allocated budget.	6.1.3.1	Design and construct water mains in accordance with allocated budget.	Water & Wastewater Manager	Complete designs and construction as required.	Design and construction of water mains are being done in accordance with allocated budget.
Maintain water pressure zones and metered districts infrastructure.	6.1.4.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Water & Wastewater Manager	Compliance with minimum flow rate and pressure standards as per Supply Levels of Service policy.	Flows and pressures are being modelled and monitored for variation, anomalies and flow pattern changes to meet Councils Levels of Service.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water meter replacement program.	6.1.5.1	Manage and maintain Griffith and villages water meter annual replacement program to ensure meter age less than 10 years.	Water & Wastewater Manager	Number of water meter replacements.	Water meter annual replacement program has been maintained to ensure meter age less than 10 years
	6.1.5.2	Investigate implementation of Smart Metering and funding options.	Water & Wastewater Manager	Workshop and Report to Council on implementation and funding options.	Smart Water Meter funding application to the State Government was not successful. Council is exploring options for the possibility of other funding opportunities and will also strategically plan on how to progress installation of Smart Meters through the normal capital works program.
Maintain an annual water mains replacement program.	6.1.6.1	Manage and maintain Griffith and villages water mains replacement program in accordance with allocated budget.	Water & Wastewater Manager	Capital works for water mains completed.	Griffith and villages water mains replacement program is being maintained and managed in accordance with allocated budget
Maintain Risk Based Drinking Water Management System in accordance with State Government requirements.	6.1.7.1	Review and update if required Risk Based Drinking Water Management System.	Water & Wastewater Manager	Risk Based Drinking Water Management System prepared in accordance with legislative requirements. Compliance with Australian Drinking Water Guidelines and results published monthly on Council's website.	Drinking Water Management System has been reviewed in accordance with State Government requirements and it is continuously being updated as required by NSW Health.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain sewer infrastructure including pump stations, rising mains and treatment plants.	6.1.8.1	Manage and maintain sewer infrastructure as per budget.	Water & Wastewater Manager	Works completed as per budget allocation.	Sewer infrastructures including pump station, rising mains and treatment plants are being maintained and managed as per budget
Ongoing review and assessment of Asset Management Plans for all asset classes.	6.1.9.1	Review and update Asset Management Plans for Council infrastructure.	Asset Management Coordinator	Complete annual update of asset management plans to reflect current value and condition of assets by 30 November.	Development of asset plans for Transport, Parks and Gardens, Buildings and Stormwater has commenced
	6.1.9.2	Complete cyclical Valuation Reviews on each Asset class as required under statutory guidelines.	Asset Management Coordinator	Review of each Asset Class by 31 March annually. Complete scheduled revaluation of each Asset Class according to revaluation schedule by 31 May annually.	Asset valuation has been completed.
Provide gravel from the Tharbogang Quarry to meet the demands of Council's road building projects.	6.1.10.1	Gravel extraction to be carried out as per licence and development application requirements.	Waste Operations Manager	Gravel meets the demand required for Council roadworks whilst maintaining extraction limits.	There has been very little gravel extracted from Tharbogang Quarry. Council is undertaking a process in removing the remaining resource and stockpiling it to enable progression of the Landfill master plan.
Maintain and upgrade the existing waste	6.1.11.1	Continue utilisation and upgrading of existing landfilling facilities.	Waste Operations Manager	Statutory reports submitted in accordance with licencing requirements.	This is currently occurring with the design process on the new landfill.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
management centres to provide waste handling to accommodate the current and future needs of the community.					
Maintain and develop infrastructure and services to bring together willing buyers and sellers of livestock in the Western Riverina region.	6.1.12.1	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets.	Director - Utilities	Griffith Livestock Marketing Centre maintained to facilitate and maximise the buying and selling sheep with the ability to sell cattle when required.	All operations and capital works are within budget for this quarter.
	6.1.12.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Director - Utilities	Capital works to be maintained in the allocated budget each financial year.	Concreting of the sheep yards has been completed as per the capital budget. Planning of Strategic capital works for the improvement of the Griffith Livestock Marketing Centre has been presented and discussed to the Saleyards Committee. Draft plans and reporting on a roof for the Saleyards will be presented to future Saleyards committee meetings to enable future budget considerations.
Provide engineering design and referral services to internal	6.1.13.1	Engineering design and referrals provided to Council departments.	Engineering Design Coordinator	Design progression and referrals reported quarterly.	Engineering design and referrals are being completed to internal departments. This includes engineering designs being completed to Council's

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
departments within Council.					Infrastructure & Operations Directorate, Council's Utilities Directorate, and Urban Design Department for capital works programs and successful funding projects. Engineering Referrals are being provided to Council's Planning Department for developments.
Investigate the delivery of a new cemetery and crematorium.	6.1.14.1	Explore options for the new cemetery and crematorium.	Director - Infrastructure & Operations	Location for the new cemetery and crematorium finalised.	Private sector has plans to implement a Cremator on two separate sites without assistance from Council. Ongoing planning for the new cemetery will be ongoing in consultation with the New Cemetery Masterplan Committee.
Provide cemetery facilities to meet the needs of the community.	6.1.15.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Parks & Gardens Manager	Cemeteries managed efficiently and to agreed service standards.	Council cemeteries continue to be maintained a high standard of service level as expectations by the community. Construction of additional new double and single belowground vaults have now been completed at the Griffith Cemetery.
Provide GIS services to the organisation.	6.1.16.1	Provide timely, responsive GIS services for Council.	Asset Management Coordinator	Respond to GIS work requests within 48 hours.	GIS Services are effectively managed through council's CRM system.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ongoing review and assessment of asset valuations.	6.1.17.1	Conduct annual comparison of asset valuations for financial purposes to insurance valuations for forms or buildings and infrastructure.	Asset Management Coordinator	Comparison review by 31 March annually.	2025 / 2026 review completed in March 2025.
Efficiently manage and maintain Council's fleet services.	6.1.18.1	Maintain a suitable and efficient fleet to meet the requirements of Council's services and facilities.	Fleet & Depot Manager	Monitor utilisation (target 80%) of major plant items, inspect and maintain annually. Renew and replace plant as per the program.	Plant is inspected, maintained and renewed as per the program.
Construction of Lake Wyangan Residential Housing Enabling Infrastructure.	6.1.19.1	Oversee project to construct stormwater drainage, install new stormwater outfall pump, realign of Mallinson and Abattoir Roads and construct 2 new T-Intersections at Boorga Road and Mallinson Road in accordance with the Housing Support Program grant funding agreement.	General Manager	Project milestones completed within agreed timeframes and within budget.	Work to strengthen project management is ongoing, alongside WHS and Risk management programs. Community issues have been addressed, Council briefed and work started week of 13/10.
Develop and implement a Strategic Asset Management Plan for Griffith Pioneer Park Museum.	6.1.20.1	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and Restoration Plan.	Griffith Pioneer Park Museum Manager	Report progress annually to Pioneer Park Museum Committee.	Asset maintenance and pest control activities carried out.
	6.1.21.1	Provide commercial, street and park bin collections.	Waste Operations Manager	Ensure daily collection service is provided.	The department is constantly maintaining its assets, ranging from the Landfill itself to the

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Manage waste collection services for the Griffith LGA.					various plant items. Plant items are turned over to in a staged approached driven by the Fleet Manager.
	6.1.21.2	Replace and repair domestic and commercial bins when required.	Waste Operations Manager	Ensure replacement/repair meet CRM time frames.	Department staff are able to achieve this target whether the request comes through a CRM or a direct request. We have been able to start maintaining/upgrading the Commercial Network by a commercial collection team member undertaking this works on average once every two months.
	6.1.21.3	Liaise with collection contractor to ensure that both domestic and recycling bins are serviced.	Waste Operations Manager	Ensure that contractor is servicing the domestic and recycling bin network as per contract.	Council is in constant contact with the collection contractor JR Richards. If there is an issue whether it's collection, plant or something more serious, there is a good communication conduit between Council and JR Richards. Due to this there is always a solution.
Effectively manage and maintain Council properties and buildings to ensure sustainability,	6.1.22.1	Manage and maintain Council properties and buildings.	Corporate Property Officer & Native Title Coordinator	Council buildings and properties are managed and maintained to expected standards.	Ongoing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
functionality, and compliance.					

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain regional and local road infrastructure network as per adopted service standards.	6.2.1.1	Maintain regional and local roads infrastructure network to adopted service standards.	Works Manager - Maintenance	Works carried out within allocated budget.	Heavy patching works on state roads are scheduled to commence in November. Works at the Twigg Road and Irrigation Way railway crossing are also planned to begin in November. Heavy patching works on Willandra Avenue are scheduled to commence in November. Routine maintenance is being carried out in accordance with the approved budget.
	6.2.1.2	Develop and implement annual gravel re-sheeting program.	Works Manager - Construction	Works carried out within allocated budget.	Annual gravel re-sheeting program preparation in progress.
	6.2.1.3	Sealed roads rehabilitation program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within allocated budget.	Rehabilitation of the roundabout at the intersection of Willandra Avenue and Merrigal Street has been completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Rehabilitation of Kurrajong Avenue is currently underway and is expected to be completed by February 2026.
	6.2.1.4	Sealed roads reseals program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within allocated budget.	Roads damaged during the 2022 floods are currently being repaired with funding received from the State Government. Heavy patching works on state roads are scheduled to commence in November. Works at the Twigg Road and Irrigation Way railway crossing are also planned to begin in November. Heavy patching works on Willandra Avenue are scheduled to commence in November.
Develop and improve the road transport network through rehabilitation and capital works.	6.2.2.1	Construct roads in accordance with Capital Works Program.	Works Manager - Construction	Works carried out within allocated budget.	i) Rehabilitation and Upgrade of Kurrajong Ave - Approximately 30% completed; ii) Lake Wyangan Housing Support Program - Realignment of Mallinson Rd Abattoir Rd and Boorga Rd intersection Estimated Construction Cost completed and locked in Construction Schedule completed

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					- Drainage works (Phil) Construction Schedule with 50% uncertainty completed
Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).	6.2.3.1	Rehabilitate Kurrajong Avenue.	Works Manager - Construction	Works carried out within allocated budget.	i) Vegetation Clearing completed ii) About 75% of stormwater drainage works completed iii) Subgrade stabilisation works completed, iv) Electrical Contractor engaged for the design and relocation of electrical poles and stays
Review Heavy Vehicle Strategy subject to budget allocation.	6.2.4.1	Consult with the community, industry and stakeholders to identify heavy vehicle priorities.	Development and Traffic Coordinator	Report on progress of the current and reviewed Heavy Vehicle Strategy.	Heavy vehicle applications are constantly being assessed on their merit.
Maintain Griffith Airport infrastructure including terminal buildings, runways and carparks.	6.2.5.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Director - Sustainable Development	Completion of annual CASA audit and implementation of audit findings.	CASA Surveillance conducted at Griffith Airport 27/5/25 to 30/5/25. Safety findings & observations recorded as part of CASA Surveillance were minor in nature and are being rectified by Council within agreed timeframes with CASA subject to budget allocations. Ongoing daily operations of Airport are being conducted in

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					accordance with CASA standards.
	6.2.5.2	Develop car parking plan for Griffith Airport.	Director - Sustainable Development	Car parking plan approved and placed on public consultation undertaken.	Audit of existing carparking signage completed, plans endorsed by Airport Committee and Council staff obtaining quotes to install signage. Paid Parking System to be installed as per Council resolution which is set to be operational by February 2026. Council report for paid parking fees to be submitted to Council in December 2025. Carparking plan completed for future expansion of existing overflow gravel carparking area to be sealed if required.
	6.2.5.3	Investigation and implementation of Airport Security measures.	Director - Sustainable Development	Reports provided to Airport Committee.	Meeting held with Dept of Home Affairs, & Council staff 30/10/24. Department of Home Affairs advised on 7/2/25 that Griffith Airport will remain a Tier 3 airport under the airport categorisation model, with a review in approx 12 months. Griffith Airport Masterplan to be updated in 2026 to include future capital works to cater for security measures.

## Sustainability

Enhance and protect the natural and built environment

Encourage respectful planning, balanced growth and sustainable design

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide guidance on potential development, construction and planning issues.	7.1.1.1	Hold regular forums with developers, consultants and stakeholders.	Director - Sustainable Development	Annual forums held. Number of stakeholder circulars issued.	Developer Forum to be held early 2026 with industry representatives. Agenda being finalised and invitations to be sent out early 2026. Stakeholder circulars issued by Council when industry updates are required.
Maintain a compliant built environment.	7.1.2.1	Investigate and regulate unauthorised building works and land use.	Planning & Environment Manager	Promptly undertake unauthorised building compliance action.	All compliance work related to this field have been recorded in the compliance register for this quarter
	7.1.2.2	Regulate swimming pool compliance including provision of private swimming pool inspections program, assessment of applications for swimming pool certificates of compliance and investigation of swimming pool barrier non-compliance.	Planning & Environment Manager	All pools within the Local Government Area to be inspected once every 3 years. Certificate of compliance / Notice to be issued within 7 days. Non-compliance followed up within 2 days.	Swimming pool compliance including provision of private swimming pool inspections program, assessment of applications for swimming pool certificates of compliance and investigation of swimming pool barrier non-compliance was regulated successfully for this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide efficient building and survey services.	7.1.3.1	Issue construction certificates, occupation certificates and complying development certificates as per legislation.	Planning & Environment Manager	Average turnaround time for all applications.	Construction certificates, occupation certificates and complying development certificates was issued in this quarter as per legislation.
Manage and maintain efficient Development Application and planning compliance processes as per legislative requirements.	7.1.4.1	Provide quality and timely development assessment.	Planning & Environment Manager	Determine all development type applications and planning compliance matters in a timely manner.	GCC within required timeframe as determined by NSW Planning Department Leagues Table.
Fire Safety of Buildings.	7.1.5.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	Planning & Environment Manager	All Annual Fire Safety Statements to be entered in register.	The Annual Fire Safety Statements register for commercial premises was maintained and updated where required for this period.

Protect and improve biodiversity, biosecurity and sustainability

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Weeds of National Significance eradication and control program.	7.2.1.1	Manage and maintain Council's obligations under the Biosecurity Act.	Parks & Gardens Manager	Complete inspections and spraying programs within allocated budget.	Weed control programs continue to be undertaken in line with the agreed DPI & LLS - Weed Action Plan ( WAP). Incursions of African Boxthorn have been treated with

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					herbicides over the months of August and September, the program is proving successful in the control of this weed and importantly stopping the spread of African Boxthorn. Landowners are also encouraged to treat African Boxthorn on their properties.
	7.2.1.2	Apply for relevant grants and identify projects to eradicate and control weeds in the LGA.	Parks & Gardens Manager	Number of grants.	A grant application to the Crown Improvement Fund will be lodged once the grant process is opened in the coming months. The grant will apply to control measures of various weeds mainly Prickly Pear on Scenic Hill and also and priority weeds identified.

## Protect our heritage buildings and precincts

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Protect our heritage buildings and precincts as identified in the Griffith Heritage Study.	7.3.1.1	Ensure heritage buildings and precincts are preserved.	Planning & Environment Manager	Seek gateway approval to list identified heritage sites in the Griffith Local Environment Plan.	All planning assessments related to heritage precincts or listed items were considered within the appropriate legislative framework.

Reduce the risk and impacts of natural disasters on our community

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide emergency response and implement mitigation measures as required.	7.4.1.1	Facilitate Local Emergency Management Committee meetings quarterly.	Director - Infrastructure & Operations	Meetings held and recommendations implemented.	Local Emergency Management Committee Meetings are now being held three times a year. Council will continue to provide administration support and the LEMO will chair these meetings.
	7.4.1.2	Complete investigations, prepare claim and implement road restoration associated with natural disasters.	Works Manager - Maintenance	Number of grant applications submitted and implemented in accordance with funding body requirements.	Roads damaged during the 2022 floods are currently being repaired with funding received from the State Government.
	7.4.1.3	Retain formal relationships through the Floodplain Management Committee and appropriate government agencies for planning, funding and response to flooding.	Water & Wastewater Manager	Report to Floodplain Management Committee and DCCEEW on progression of funded works.	Flood mitigation measures for Hanwood (Hanwood Stormwater Pump and Levee project), and Yoogali (Yoogali Levee along McCormack Road project) have been completed. Council maintains a close relationship with DCCEEW and regularly discusses available funding options for planning and flood mitigations measures. Progression of funded works is reported to Floodplain

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Management Committee and DCCEEW quarterly.

### We are sustainable

Investigate and adopt environmentally sustainable practices

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Undertake Energy Audits on Griffith City Council facilities.	8.1.1.1	Complete Energy Audit on GCC's buildings on a needs basis.	Asset Management Coordinator	Number of audits undertaken.	A review of previous energy audits is in progress. This will inform development of plans for future audits.
Monitor Underground Petroleum Storage Systems (UPSS) as required under the Protection of the Environment Operations UPSS Regulation 2019	8.1.2.1	Underground Petroleum Storage Systems (UPSS) monitoring program.	Planning & Environment Manager	Implement an annual UPSS monitoring program.	Council have established the required register system as per legislative requirements.
Implement Council's Street Tree and Tree Preservation Policy	8.1.3.1	Administer Council's Tree Policy and Tree Preservation Order Policy requirements.	Parks & Gardens Manager	Tree Policy and Tree Preservation Order Policy adhered to.	Tree assessments continue to be completed in a timely manner and in accordance with the adopted policies and procedures.
Increase resilience to climate change (IRCC) through	8.1.4.1	Conversion of gas boilers at GRALC to electricity to be offset by solar generation.	Asset Management Coordinator	Apply for grant funding for the conversion by Q1 2025/26.	CEUF Grant application was submitted on 13 June 2025. The successful grants are

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
implementation of actions to address identified climate change risks and vulnerabilities within the Griffith LGA					expected to be announced by DCCEEW in late 2025.
	8.1.4.2	Submit application for solar panel installation at GRALC to reduce reliance on fossil fuels.	Asset Management Coordinator	Grant application successful.	CUEF Grant application was submitted on 13 June 2025. The successful grants are expected to be announced by DCCEEW in late 2025.
Offer rebates for water efficient devices.	8.1.5.1	Rebate program for water efficient devices provided.	Water & Wastewater Manager	Number of rebates provided.	Rebate program for water efficient devices has been continued for 2025/26. No claim has been received.
Maintain street sweeping program to improve quality of stormwater runoff.	8.1.6.1	Manage and maintain street sweeping program to improve quality of storm water runoff.	Works Manager - Maintenance	Street sweeping undertaken as per program.	The street sweeping program is being carried out within the approved budget and is on schedule.
Consider impact of Council's fleet and depot operations on the environment.	8.1.7.1	Investigate environmentally efficient fleet plant and vehicles for Council use.	Fleet & Depot Manager	Initiatives implemented.	A BYD Shark 6 ute has been purchased. A Kia EV5 Long range is on a 12 months operational lease. 2 x EV chargers are being installed at Council facilities.

Facilitate and promote effective waste management practices

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide and promote resource	8.2.1.1	Provide and promote resource recovery and recycling initiatives.	Waste Operations Manager	Provide relevant information to the community in relation to resource recovery services.	Through the Landfill / FOGO Committee Council has been directed to proceed with the

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
recovery and kerbside recycling.					implantation of a FOGO service. Discussion has been had with the EPA regarding funding and the existing collection company regarding an inductive price for a kerbside FOGO collection service.
Investigate the community's intentions and acceptance for Food Organics Garden Organics (FOGO) collection service for Griffith.	8.2.2.1	Assess feasibility for Garden Organics (G) only or Food Organics and Garden Organics (FOGO) waste collection (kerbside, public place and business) organics diversion service.	Director - Utilities	Report on feasibility to Council. Mandated by State Government to be implemented by 2030.	The Food Organics and Garden Organics (FOGO) has been presented to the Landfill/FOGO committee with the committee proposing to introduce FOGO from 1 July 2027.

Promote business and industry participation in clean and renewable energy initiatives

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Facilitate business engagement and support to promote participation in renewable energy initiatives.	8.3.1.1	Partner with industry bodies and State / Federal agencies to promote information and funding opportunities for renewable energy programs.	Economic Development Coordinator	Information provided / meetings held.	Attending training sessions, workshops and meetings and promoted opportunities on socials and newsletter.