

WE ARE GRIFFITH

Community Strategic Plan
2025–2035



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Acknowledgement of Country

Griffith is located in the heart of the Wiradjuri Nation – the largest nation of Aboriginal and Torres Strait Islander people in Australia.

We acknowledge the Wiradjuri people as the traditional owners and custodians of the land and waters, and their deep knowledge embedded within the Aboriginal community.

We pay 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. We also acknowledge the contribution made to this community by the many and diverse cultural groups that have greatly contributed to the social and economic wealth of this region.

Griffith City Council has prepared this plan on behalf of our community and would like to thank local residents and community groups, business and government representatives and other stakeholders who provided input and participated in community engagement processes associated with the development of the plan.

It is our pleasure to present you with the Community Strategic Plan 2025-35. We look forward to working alongside you to bring it to fruition.

For further information contact: Director, Economic & Organisational Development Griffith City Council, 1 Benerembah Street, Griffith NSW 2680.

The Griffith Community Strategic Plan (CSP) 2025 -2035 was officially endorsed by Griffith City Council on 25 March 2025.





Message from the Mayor

On behalf of Griffith City Council, I am proud to present the Community Strategic Plan (CSP) for 2025–2035. This forward-looking document represents a shared vision for our city and villages and serves as a guide for shaping Griffith's future over the next decade.

The Community Strategic Plan has been developed through extensive collaboration with Council, community members, and stakeholders. It embodies our collective aspirations, values, and priorities, providing a clear direction for decision-making and action.

In preparing this plan, we have addressed key areas vital to the well-being and growth of our community. These include leadership, social inclusion, recreational and cultural enrichment, infrastructure, environmental sustainability, and economic development. Every aspect has been carefully considered to ensure Griffith continues to thrive.

Our vision for Griffith is of a vibrant, inclusive, and resilient community where every individual can succeed. By fostering innovation, strengthening liveability, and celebrating our unique identity and culture, this plan paves the way for a prosperous future.

Achieving the goals outlined in the Community Strategic Plan requires the active participation of everyone in our community. Your insights, ideas, and involvement are crucial as we work together to bring our vision to life.

It is important to note that while Griffith City Council plays a custodial role in developing and maintaining the CSP, its implementation relies on partnerships with State agencies, community organisations, and other stakeholders. Together, we can achieve lasting outcomes for our region.

I encourage you to explore the plan in detail and join us in building a brighter, stronger future for Griffith. Together, we can create a community where everyone has the opportunity to flourish.

Thank you for your ongoing support and commitment to our shared vision.

Warm regards,

Councillor Doug Curran
Mayor of Griffith



Introduction

Overview of key elements of the CSP

Several key elements are required to be included in a CSP. Based on the Office of Local Government (OLG) guidelines, the CSP should:

- be developed and delivered as a partnership between Council, State agencies, business and industry groups, community groups and individuals
- address a broad range of issues that are relevant to the whole community
- be informed by and address civic leadership, social, environmental and economic issues
- be based on social justice principles of equity, access, participation and rights
- be developed having regard to NSW Government's State Priorities and other relevant State and regional plans
- identify key issues and challenges for the local government area
- give consideration to the levels of service that the community has indicated it expects
- include a community vision statement and values that articulate the long-term aspirations and desired future state of the community
- include strategic objectives and priorities that address social, environmental, economic and civic leadership issues (quadruple bottom line)
- include strategies for achieving each objective and an explanation of who is responsible for delivering each strategy
- include assessment methods to track progress and determine whether the objectives are being achieved
- include details on how the plan was developed in consultation with the community, including methods used to gather input and feedback from residents, stakeholders, and community groups
- provide an analysis of the current demographic, social, economic, environmental, and cultural characteristics of the community, as well as identification of key challenges, opportunities, and priorities
- identify key stakeholders, partners, and collaboration opportunities, both within the local government and with external organisations, to support the implementation of the CSP and achieve shared goals
- align with other relevant planning documents, strategies, policies, and legislative requirements, such as local environmental plans, land use plans, economic development strategies, and social inclusion plans.

By incorporating these key elements into the CSP, it will serve as a comprehensive and effective framework for guiding decision-making, resource allocation, and community development over the long term.

The purpose and relevance of the CSP

The CSP serves as a foundational document that outlines the long-term vision, goals, and priorities for our local government area. This Plan is based on the aspirations, knowledge and values expressed by our community members who provided feedback through a number of engagement initiatives. Its purpose and relevance include:

Guiding Decision-Making

The CSP provides a clear framework for decision-making by local government officials, ensuring that actions and policies are aligned with the community's long-term aspirations and priorities.

Resource Allocation

By identifying key issues, challenges, and priorities, the CSP helps allocate resources effectively to address the most pressing needs of the community. It ensures that financial, human, and other resources are directed towards initiatives that will have the greatest positive impact.

Community Engagement and Participation

Through the consultation process during the development of the CSP, community members have the opportunity to voice their opinions, concerns, and aspirations. This fosters a sense of ownership and empowerment among residents, encouraging active participation in local governance processes.

Enhancing Accountability

The CSP serves as a reference point against which the performance of local government can be measured. By including assessment methods to track progress, the plan facilitates accountability to the community and helps ensure transparency in decision-making processes.

Promoting Sustainability

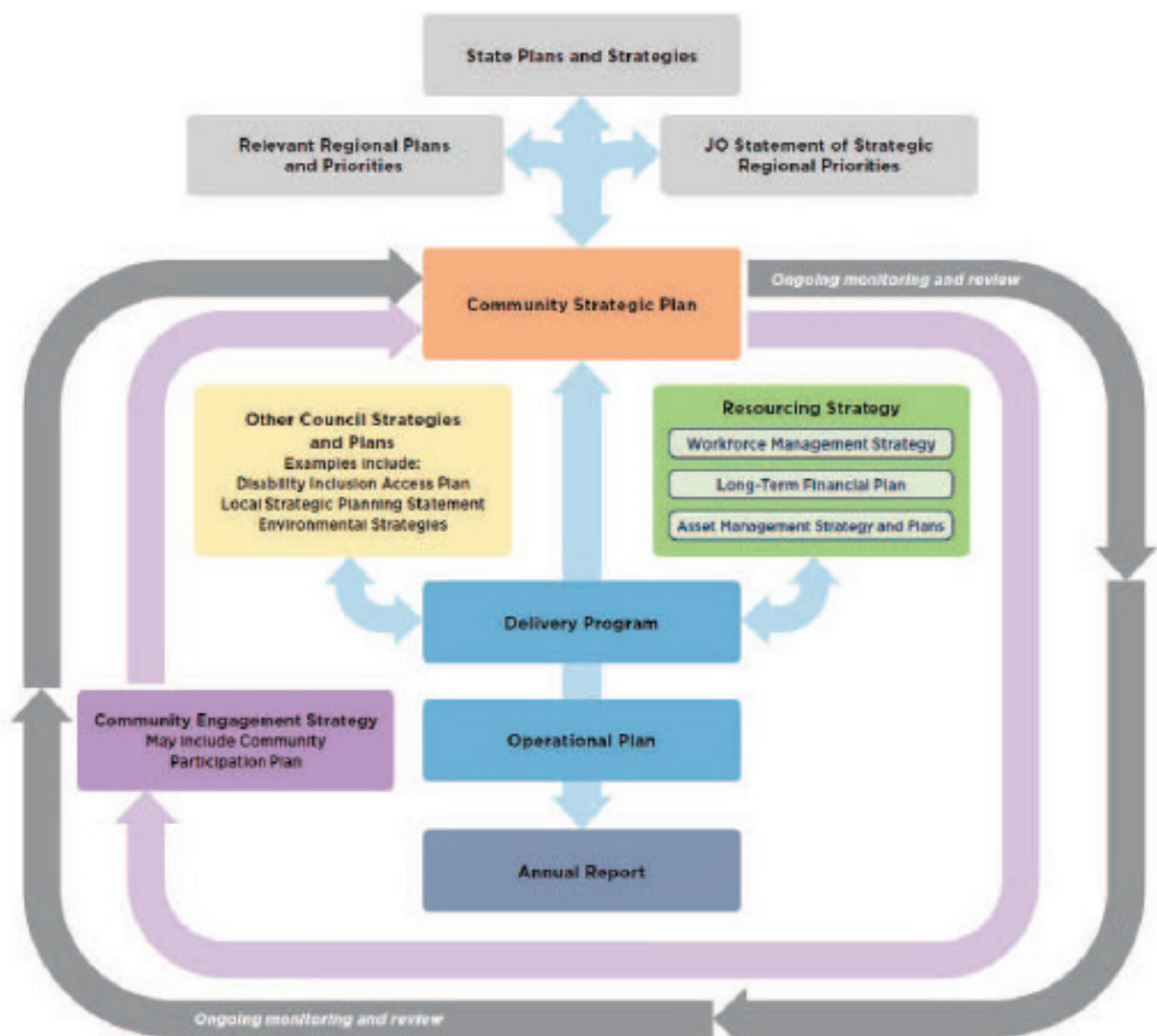
By addressing social, environmental, economic, and civic leadership issues (quadruple bottom line), the CSP promotes holistic and sustainable development. It encourages a balanced approach that considers the long-term well-being of current and future generations.

Coordinated Planning and Collaboration

The CSP facilitates coordination and collaboration between various stakeholders, including local government, state agencies, businesses, community groups, and individuals. By identifying key stakeholders and partnership opportunities, the plan promotes collective action towards shared goals.

Compliance with Legislative Requirements

Council is required to develop and implement a Community Strategic Plan that aligns with State and regional priorities, as well as other relevant planning documents and legislative requirements. The CSP ensures compliance with these obligations while also reflecting the unique needs and characteristics of our local community.



Community and economic profile

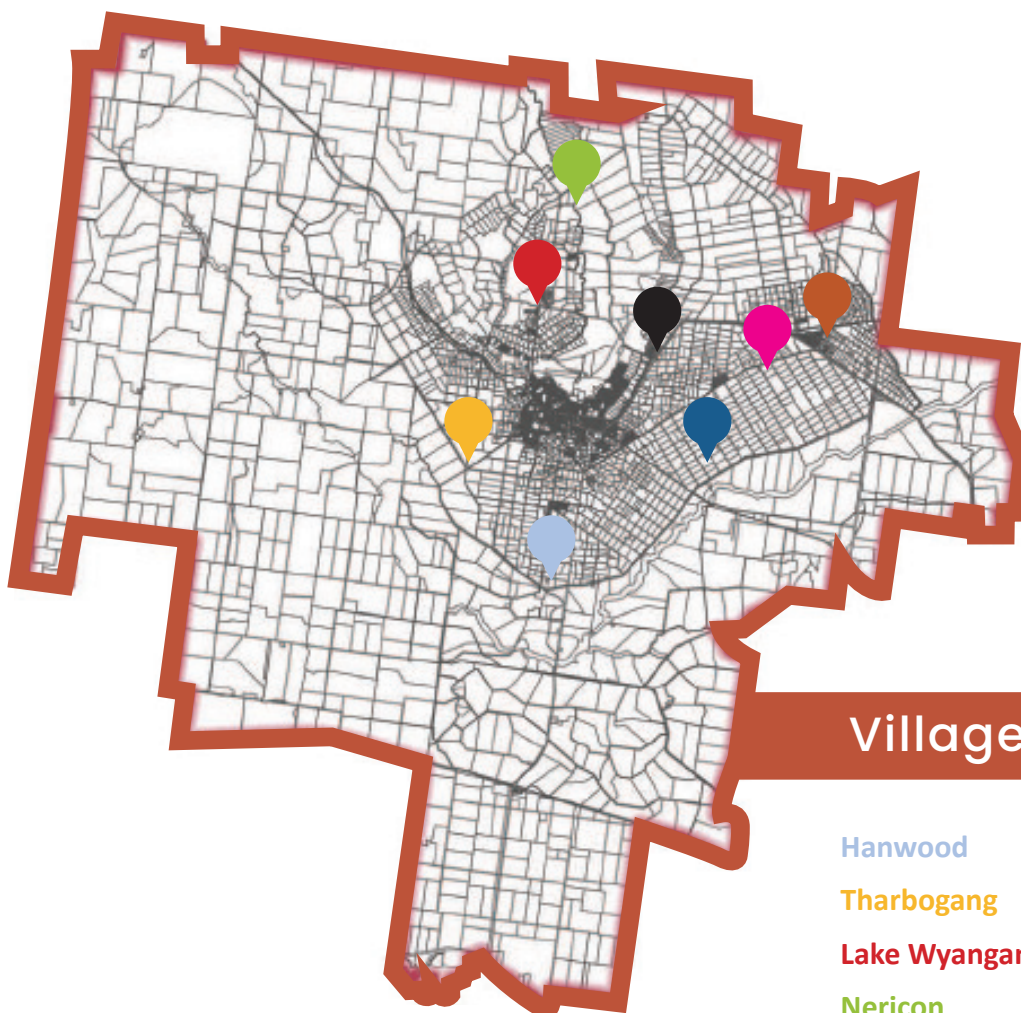
Where are we?

Griffith is the regional centre of the Western Riverina, a diverse and rich agricultural region of New South Wales, boasting major industries of rice, cotton, poultry, almonds, wine grapes, cereal production, manufacturing, agriculture, construction and food processing.

The key industries in Griffith are supported by sound transport infrastructure and a diverse skills base

drawn from a population that has grown over recent decades. Griffith also has a youthful and culturally diverse population.

With a range of choices in education including university pathways and a cosmopolitan lifestyle, underpinned by vibrant arts, fine dining, boutique shopping and abundant sporting and leisure activities, Griffith has much to offer its residents and visitors.



Villages

Hanwood

Tharbogang

Lake Wyangan

Nericon

Beelbanger

Yenda

Bilbul

Yoogali

**Population
now
27,132**

**Population
2036
30,507**

Who are we?



49.8%



50.2%



14%
University
qualification

\$1,738
Median weekly
household income

3%
Unemployment
rate

6,275
Speak a language at
home other than English



22%
Born
overseas

37 Median age

1 Popularly
Elected
Mayor

31% Couples with children

5.3% Aboriginal & Torres Strait Islander

8 Elected
Councillors

TOP 3 industries

- Manufacturing
- Agriculture
- Construction



\$295
Median weekly rent



16,772
Local jobs



Challenges and opportunities facing the Community

The community engagement process identified a number of key opportunities and challenges for the Griffith Local Government Area.

Some of the major challenges include:

- Housing availability and affordability
- Access to health care
- Cost of living
- Retaining youth

Challenges



Housing



Health care



Cost of living



Retaining youth

Some of the major opportunities include:

- Employment
- Multiculturalism
- Liveability
- Events

Opportunities



Employment



Multiculturalism



Events



Liveability

Assessment of strategic risks and challenges facing our community

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

- The lack of affordable housing options leading to homelessness, housing stress, and social inequality as well as hindering skilled worker attraction.
- Difficulties retaining young people due to limited job and education opportunities, lack of amenities and a perceived lack of social and cultural activities.
- The impacts of the Murray-Darling Basin water buybacks including agricultural productivity, potential loss of jobs and economic downturn, economic stress and financial hardship.
- Ageing infrastructure such as roads, bridges, and utilities require ongoing maintenance and sometimes costly upgrades. Balancing limited budgets with the need for essential infrastructure improvements can be challenging.
- Addressing climate change, reducing carbon emissions, and implementing sustainable practices in waste management, energy use, and water conservation.
- The recent closure of several local businesses, particularly retail stores, has impacted our community by reducing employment opportunities and limiting access to goods and services, highlighting the need to support our businesses, encourage investment and promote shopping locally to sustain a strong and vibrant economy.
- Meeting the needs of diverse communities, including affordable housing, healthcare, education, and recreational facilities, to promote social equity and community well-being.
- Attracting businesses, fostering entrepreneurship, and creating job opportunities while ensuring sustainable economic growth and resilience against economic downturns.
- Keeping pace with advancements in technology to improve services, enhance communication with residents, and ensure cybersecurity in an increasingly digital world.
- Managing budgets effectively, identifying sources of revenue, and allocating resources efficiently to provide essential services while minimising the burden on ratepayers.
- Maintaining transparency, accountability, and trust in local government through open communication, ethical leadership, and public participation in decision-making processes.

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

Links to State and Regional Plans

In preparing the CSP, there is a requirement by local Councils to consider State Government priorities and other relevant State and regional plans and strategies.

The following priorities have been considered in this latest review of our CSP:

State Plans

- NSW 2021 – a 10 year plan for the State, focused on rebuilding the economy, providing quality services, renovating infrastructure, restoring government accountability and strengthening local government and communities.
- NSW Budget 2024 – 25 Overview: Our plan for New South Wales | [NSW Treasury](#)
- NSW Budget 2024-25 Our plan for Regional New South Wales [2024-25 NSW Budget Papers](#)
- Regional Development Roadmap The Regional Development Roadmap | [NSW Government](#)

Regional Plans

Riverina Murray Regional Plan 2041

Riverina Murray Regional Plan 2041 | Planning

1. Protect, connect and enhance biodiversity throughout the region
2. Manage development impacts within riverine environments
3. Increase natural hazard resilience
4. Support Aboriginal aspirations through land use planning
5. Ensure housing supply, diversity, affordability and resilience
6. Support housing in regional cities and their sub-regions
7. Provide for appropriate rural residential development
8. Provide for short-term accommodation
9. Plan for resilient places that respect local character
10. Improve connections between Murray River communities
11. Plan for integrated and resilient utility infrastructure
12. Strategically plan for rural industries
13. Support the transition to net zero by 2050
14. Protecting and promoting industrial and manufacturing land
15. Support the economic vitality of CBDs and main streets
16. Support the visitor economy
17. Strategically plan for health and education precincts
18. Integrate transport and land use planning

Regional Plans

RAMJO Strategic Statement of Priorities 2022-2026

Regional Priorities - RAMJO - Riverina & Murray Joint Organisation

1. Improve water security
2. Improve energy security and affordability
3. Improve transport connectivity
4. Improve digital connectivity
5. Better match health services to our changing needs
6. Boost industry/workforce/jobs
7. Improve housing in our region

Riverina Murray Destination Management Plan

Riverina Murray Agritourism Development Strategy





Council's other Plans and Strategies

In addition to these State and regional plans, Council has developed several key strategies and plans of its own which align to the community's values, and help us deliver our long-term goals. These include:

- Disability Inclusion Action Plan 2021-2025
- Evolve Griffith 2021/25 - Economic Development Strategy
- Flood Studies and Floodplain Risk Management
- GRALC Service Review 2024
- Griffith Cultural Masterplan 2023
- Griffith Destination Tourism Plan 2021/2024
- Griffith Employment Lands Strategy
- Griffith Health Precinct Masterplan
- Griffith Heritage Study 2004
- Griffith Heavy Vehicle Strategy
- Griffith Pedestrian and Bicycle Strategy 2021
- Griffith Playground Strategy 2014
- Griffith Housing Strategy 2019
- Griffith Land Use Strategy Beyond 2030
- Griffith Local Environmental Plan 2017
- Griffith Pioneer Park Museum Masterplan
- Griffith Playground Strategy 2014
- Griffith Residential Development Control Plans
- Integrated Planning and Reporting suite of documents – Delivery Program & Operational Plan, Long Term Financial Plan, Workforce Management Plan, Asset Management Plan
- Lake Wyangan and Catchment Management Strategy 2017
- Large Lot Residential Supply and Demand Analysis and Strategy
- Local Strategic Planning Statement 2020
- Plans of Management
- Reconciliation Action Plan
- Risk Based Drinking Water Management System
- Road Services Review 2024
- Western Riverina Economic Development Strategy

[View these plans: www.griffith.nsw.gov.au](http://www.griffith.nsw.gov.au)



TELL US HOW YOU IMAGINE GRIFFITH



‘ Griffith is a vibrant multicultural community with lots going on.

We need better roads and more footpaths.

We want a beautiful Lake with well kept grounds, playground and walking paths. ,

Love the amazing variety of food and people.

Community engagement

To assist with the community engagement process in the development of the Plan, Council prepared a Community Engagement Strategy to provide a range of opportunities for the community to express opinions, ideas and visions to help shape the plan.

It was important that the review process be respectful to, and build upon, the community input to date and to also ensure that the Plan is current and representative.

During the review process, Council reached out to the community through a variety of methods in line with the adopted Community Engagement Strategy. Consultation included:

Face-to-Face

Councillors and staff had conversations with members of the community in a number of locations throughout the City (Council Café).

Council Cafe was held each month throughout 2022, 2023 and 2024 usually at the Banna Avenue Kiosk as well as other locations including the Griffith City Library, Griffith Central and Riverina Field Days.

Community Survey

In February 2024 Council released the Community Survey, with 290 residents responding. Other short online surveys were also provided. Youth Surveys were also conducted.

Youth events

Through Council's Youth Advisory Group, local youth were given the opportunity to contribute at a range of events including Sounds of Autumn and Spring Youth Week Events. The Annual School Leaders presentation and school visits to Council also allowed young people to get involved.

Your Vision, Our Future Campaign

This campaign asked residents to share their vision for the future. Council Post-it Notes, feedback noticeboards and flyers with QR Codes were used at Council facilities and Council Cafes to collect community feedback.

Council website

Community comment was sought via a dedicated website page, Your Vision Our Future - Community Strategic Plan Review.

Council social media pages

Social media, including Facebook and Instagram, provided an opportunity to collect feedback through comments and direct messages. This also allowed Council to advertise the Campaign and survey.

Workshops

Community workshops were held to gather feedback on a range of issues such as the annual budget, the Special Rate Variation and the Regional Drought Resilience Plan.

Media releases and newsletter articles

Media releases were distributed to all media outlets to promote the Your Vision, Our Future campaign. These were also added to both the printed and eNewsletter.

Advertising

Radio and print (Council Catch Up community newsletter) were used to get the community involved.

Staff BBQ and newsletter

Staff were encouraged to have their say during All Staff Breakfasts, with advertising added to the monthly staff newsletter.

Council's Community Opinion Group (COG)

COG Meetings were held quarterly across Griffith and villages throughout 2022, 2023 and 2024 to collect feedback to help review the CSP.

Council Committees

Members of Council Committees were urged to contribute their feedback as well as being asked to help spread the word.

Council Catch Up

Council Catch Up, the weekly community newsletter, was utilised to publish stories and advertisements about the review of the CSP, engagement opportunities and the online survey.



What our community said

The What Our Community Said summary report has been compiled using data collated from a wide range of engagement activities.

You can view the report: www.griffith.nsw.gov.au





What our community said

Reviewing the Community Strategic Plan for Griffith has been an opportunity to understand the aspirations and concerns of the community as a whole. The product of extensive community consultation, Your Vision, Our Future 2025-2035 has been created around four key themes that reflect the needs and values of the people who live here:

Leadership

Our community values a fair and honest Council that is transparent and accountable. They wish to see innovative future planning, sustainable outcomes and the opportunity to engage with Council in deciding the future of Griffith. Council needs to provide better communication to the broader community on Council matters, activities and events.

Liveability

Feeling safe and being involved in the local community is important to residents. A range of recreational facilities to provide opportunities for active and healthy lifestyles and access to a variety of community and cultural events is important. These services and facilities need to be accessible and well maintained. Youth initiatives, services and programs were also identified as high priorities. Residents want more family friendly experiences and events.

Growth

Well maintained infrastructure is important to our local economy. Our community told us they are mostly satisfied with the level of service Council provides in relation to assets, infrastructure and facilities. Housing availability and water security are seen as areas which need to be supported. The upgrade of Lake Wyangan is seen as important to the ongoing development of the City. Strong local businesses and employment are also key to the success of Griffith's economic future. Improved roads and footpaths are considered essential to further growth.

Sustainability

The preservation and enhancement of our natural environment is important, as is the efficient use of our natural resources and a sustainable and healthy built environment. The community is particularly concerned about water security and using this resource wisely.



‘

We need good roads, family friendly events and a clean city.

Need more tourism events throughout the year.

It's a nice place to live with plenty of space.

’

There are plenty of employment opportunities.

Our Vision

Our vision: *'Griffith is a progressive and inclusive community where our vibrant culture is celebrated and every individual feels valued, safe, and inspired to grow'* is designed to encourage commitment to our future and a sense of common purpose and responsibility. It reflects the kind of community we will be in 2035.

This vision will be achieved through the implementation of the strategies based on the four core themes of the Griffith CSP 2025 - 2035. The themes are:

- **Leadership**
- **Liveability**
- **Growth**
- **Sustainability**

These themes (commonly referred to as “the quadruple bottom line” (QBL)) are clearly interwoven and impact upon each other. They are the cornerstone for our community’s progress and success.

The word cloud below was constructed from community feedback and inspired this vision.



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

Our Community Values

During our community consultation the following values were developed from feedback you gave us.

Our values underpin the direction we will take to achieve our community's vision.

These same values will guide the way we work together as a community.

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

Responsible - we lead by example

These values are articulated through the objectives and strategies in our CSP, reflecting the priorities and aspirations of the community as a whole.



Council's role and services

Council has multiple roles in the delivery of the CSP. Broadly, Council's role includes being:

A leader – to plan and provide direction through policy and practices

A provider – of physical infrastructure and essential services

A regulator – of development, community health and safety and the environment

A partner – with community, private and government organisations

A supporter – and advocate of the community it represents

A promoter – of Griffith as a place to live, work, visit and invest.

Specific activities Council will undertake to achieve objectives and strategies defined in the CSP are listed in its Delivery Program and Operational Plan, reviewed and adopted by 30 June each year.

Stakeholders, partners and agencies

The responsibility for achieving our long-term objectives rests with the collective Griffith community including Council, other levels of government, businesses, other organisations as well as our residents.

Council will take a lead role in implementation; however, partnerships with other levels of government, along with individuals, industry and community organisations will be crucial to achieving our goals.

How to read this Plan

The objectives and strategies in our CSP are divided into four themes: Leadership, Liveable, Growing and Sustainable.

The CSP consultation addressed the following questions:

Where do we want to be in the future?

This section of the plan defines the community's long-term objectives and aspirations.

How will we get there?

This section defines the strategies or methods that will contribute to achieving the long-term objectives.

Who can help?

This section outlines Council's role along with other partners and agencies in delivering the CSP strategy.

How will we know we've arrived?

The performance measures will help us track our progress towards the long-term objectives. The performance measures identify data sources that can be used to quantify progress.

What can our community do?

This section highlights actions community members can participate in to help achieve the objectives of our plan.

Objectives and strategies by theme

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 for partnerships, projects and programs
- 2.3 Mayor and Councillors represent the community, providing strong, proactive leadership

3. Plan and lead with good governance

- 3.1 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
- 3.2 Ensure Council's financial sustainability through effective financial management that is transparent and accountable

Liveability

4. Griffith is a great place to live

- 4.1 Make our community healthy and safe
- 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 and support services
- 4.6 Promote reconciliation and embrace our Wiradjuri heritage and culture
- 4.7 Provide a range of sporting and recreational facilities and events
- 4.8 Improve the aesthetic of the City and villages, by developing quality places and improved public realm that supports active, healthy and inclusive communities



Growth

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

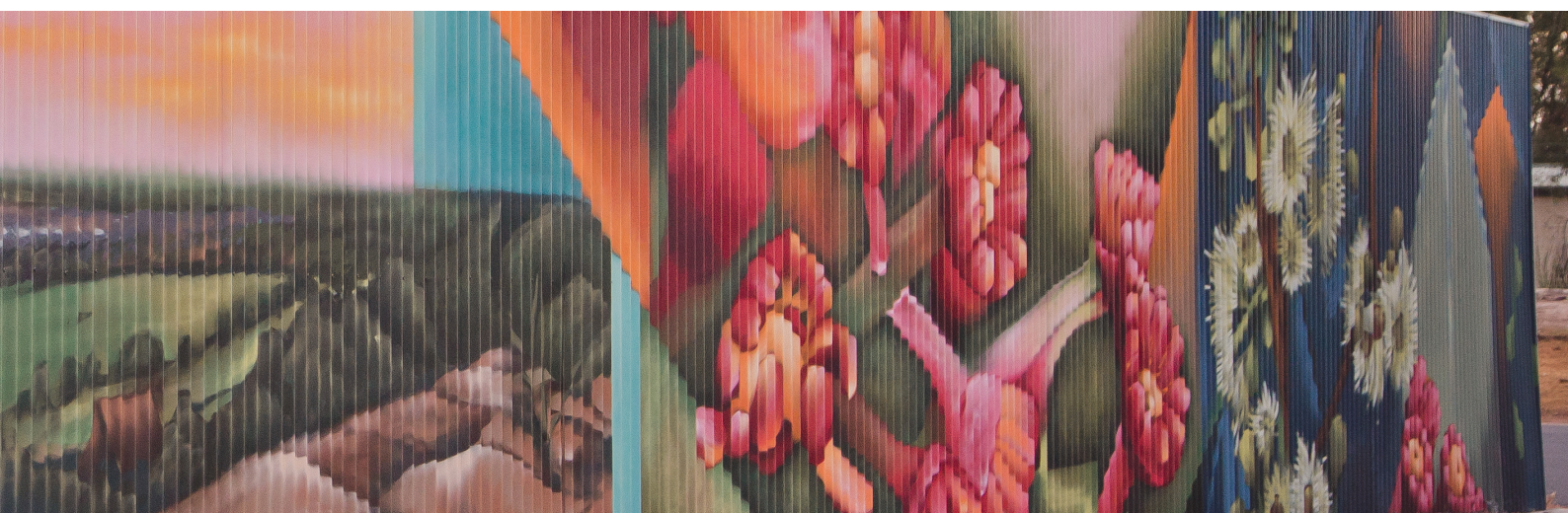
Sustainability

7. Enhance and protect the natural and built environment

- 7.1 Encourage strategic planning, balanced growth and sustainable design
- 7.2 Protect and improve biodiversity, biosecurity and sustainability
- 7.3 Protect our heritage buildings and precincts
- 7.4 Reduce the risk and impacts of natural disasters on our community

8. We are sustainable

- 8.1 Investigate and adopt environmentally sustainable practices
- 8.2 Facilitate and promote effective waste management practices
- 8.3 Promote business and industry participation in clean and renewable energy initiatives



A photograph of two young women with long brown hair, smiling and taking a selfie with a white smartphone. They are standing in front of a grey brick wall with a large, colorful mural of a woman's face. The woman on the left is wearing a light blue and white striped button-down shirt, and the woman on the right is wearing a dark denim jacket over a white shirt. The mural features a woman's face with a large orange section on the right side.

Objectives and
strategies

Leadership

Leadership

Where do we want to be in the future?	How will we get there?	Who can help?
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	<ul style="list-style-type: none"> - Griffith City Council (GCC) - Local, State and Federal Government Agencies - Non-government organisations - Residents - Committees of Council - Local Businesses - Media outlets - Progress and Community Associations

How will we know when we have arrived?

Measure	Source
Number of people following Council's social media platforms	GCC – internal measure
Media releases and newsletters issued	GCC – internal measure
Committee meetings held	GCC – internal measure
Community consultation sessions held	GCC - internal measure
Community feedback forms submitted	GCC - internal measure

Leadership

Where do you want to be in the future?	How will we get there?	Who can help?
2. Work together to achieve our goals	<p>2.1 Develop and maintain partnerships with community, government and nongovernment agencies to benefit our community</p> <p>2.2 Maximise opportunities to secure external funding for partnerships, projects and programs</p> <p>2.3 Mayor and Councillors represent the community, providing strong, proactive leadership</p>	<ul style="list-style-type: none"> - Griffith City Council (GCC) - Council Committees - Local, State and Federal Government Agencies - Non-government agencies - Progress and Community Associations - Health providers - Cultural Organisations and Groups

How will we know when we have arrived?

Measure	Source
Grants received	GCC – internal measure
Major projects delivered	GCC – internal measure
Community grants and sponsorships provided by Council	GCC – internal measure
Decisions made in Council Meetings	GCC - internal measure
Meetings with State and Federal Government	GCC - internal measure

Leadership

Where do you want to be in the future?	How will we get there?	Who can help?
3. Plan and lead with good governance	<p>3.1 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</p> <p>3.2 Ensure Council's financial sustainability through effective financial management that is transparent and accountable</p>	<p>- Griffith City Council (GCC)</p> <p>- Committees of Council</p> <p>- Local, State and Federal Government and Agencies</p>

How will we know when we have arrived?

Measure	Source
Comply with statutory reporting requirements within designated timeframes	GCC – internal measure
Maintain a strong financial position and able to deliver services and facilities – Operating Performance Ratio, Own Source Revenue, Debt Service Ratio, Net Operating Result	Time-Series-Data-2022-2023-1.xlsx – Council's Financial Performance OLG Comparative Data
Council policies reviewed once within Council term	GCC – internal measure
Number of finalised complaints investigated where there was found to be a breach	Your Council Report - Office of Local Government NSW

Leadership

What can our Community do?

- Attend Council's Community Opinion Group (COG) meetings held quarterly
- Subscribe to the weekly Council Catch-up newsletter (online or print) and other Council e-newsletters
- Subscribe to newsletters of other government and non-government agencies
- Follow the various Council social media platforms and Council facility social media channels
- Read Council's Annual Report
- Discuss your ideas and suggestions for the future with a Councillor
- Chat to Councillors and staff at Council Café
- Become a member of a Council Committee and or Agency participation on Committees
- Visit and use a Council facility
- Participate in community forums and conversations
- Provide feedback to Council and other agencies
- Make submissions to items on Public Exhibition
- Get to know Council and how it supports the community by attending or watching a Council meeting or online presentation
- Get involved with a community group
- Volunteer in the community
- Regularly visit the Council website
- Participate in surveys
- Participate in, or attend community events



Objectives and
strategies

Liveability

Liveability

Where do we want to be in the future?	How will we get there?	Who can help?
4. Griffith is a great place to live	4.1 Make our community healthy and safe	- Griffith City Council (GCC)
	4.2 Encourage an inclusive community that celebrates social and cultural diversity	- Local, State and Federal Government and Agencies
	4.3 Provide and promote accessibility to services	- Murrumbidgee Local Health District providers
	4.4 Provide a range of cultural facilities, programs and events	- Local Sporting Organisations, Groups and Clubs
	4.5 Improve access to local health and support services	- Creative Industries and Groups
	4.6 Promote reconciliation and embrace our Wiradjuri heritage and culture	- Education and Training Providers
	4.7 Provide a range of sporting and recreational facilities and events	- Religious groups
	4.8 Improve the aesthetic of the City and villages, by developing quality places and an enhanced public realm that supports active, healthy and inclusive communities	- Cultural Organisations and Groups
		- Community Organisations and Groups
		- Council Committees

How will we know when we have arrived?

Measure	Source
Crime statistics –including break and enter dwellings, break and enter non-dwelling, domestic violence related assaults, non-domestic violence related assaults, motor vehicle theft, malicious damage to property	NSW Bureau of Crime Statistics & Research (BOCSAR)
Range of programs delivered by Griffith City Library	GCC – internal measure
Range of programs offered by Griffith Regional Theatre and Art Gallery	GCC – internal measure
Range of activities offered by Griffith Regional Aquatic Leisure Centre	GCC – internal measure
Range of activities offered by Griffith Regional Sports Centre	GCC – internal measure
Community Development events	GCC – internal measure
Regional Theatre offers a range of performances for a diverse audience	GCC – internal measure
Regional Art Gallery offers a range of touring and local exhibitions	GCC – internal measure
Community development events held	GCC – internal measure
Review and implementation of Disability Inclusion Access Plan	GCC – internal measure
Collaboration with local Aboriginal community. Cultural awareness training undertaken.	GCC – internal measure
City and village improvement projects including park upgrades	GCC – internal measure
SEIFA Index of Disadvantage	SEIFA by Local Government Area Griffith City Community profile
Self-reported health conditions	2021 Griffith, Census Community Profiles Australian Bureau of Statistics (General Community Profile)
Life expectancy at birth / at 65 years	Life expectancy - HealthStats NSW
% Residents who volunteer with an organisation or group	2021 Griffith, Census Community Profiles Australian Bureau of Statistics
Number of vehicle crashes in the LGA	Road users by local government area of crash Transport for NSW

Liveability

What can our Community do?

- Participate in community safety programs
- Learn about different cultures in our community
- Report vandalism and crime
- Be a responsible pet owner
- Enjoy a local park or sportsground
- Embrace a healthy lifestyle
- Participate in, or attend community celebrations and events
- Join a Council Committee
- Volunteer in our community
- Be a positive role model for youth
- Join a sporting club
- Visit Council facilities such as Theatre, Art Gallery, Library, Pioneer Park Museum, Aquatic Centre, Sports Centre and Stadium
- Participate in surveys
- Dispose of rubbish thoughtfully
- Follow the various Council social media platforms
- Read the weekly Council Catch-up Newsletter
- Provide feedback to Council
- Advocate for improved health services



A photograph of a modern two-story house. The ground floor is constructed of red brick, while the upper floor has white horizontal siding. Large, dark-framed windows are prominent on both levels. A dark front door and a wooden garage door are visible on the brick level. The house is set against a clear blue sky.

Objectives and
strategies

Growth

Growth

Where do we want to be in the future?	How will we get there?	Who can help?
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	- Griffith City Council (GCC) - Local, State and Federal Governments and Agencies - Education and Training Providers - Committees of Council - Industry Groups - Chambers of Commerce and Business Community - Destination Riverina Murray

How will we know when we have arrived?

Measure	Source
Estimated Residential Population	Estimated Resident Population Griffith economy.id
Gross Regional Product	Gross Regional Product Griffith economy.id
Value added by industry	Value added by industry Griffith economy.id
Top 3 industries by employees	Industry composition Griffith economy.id
Increase in export value	Exports by industry Griffith economy.id
Local Businesses (GST registered)	Business trends

How will we know when we have arrived?

Measure	Source
Local jobs	Local employment Griffith economy.id
Workforce participation (total labour force participation rate)	Employment status Griffith City community profile
Employment status – employed & unemployment rate	Employment status Griffith City community profile
Median sale price houses	Griffith region summary data by region Australian Bureau of Statistics
Households renting	Housing tenure Griffith City community profile
No. of homeless persons	Estimating homelessness: Census, 2021 Australian Bureau of Statistics
No. of Building Approvals	Value of building approvals Griffith economy.id
Residential vacancy rates	SQM Research - property -residential vacancy rates - 2680
Number enrolments CUC Western Riverina	Country Universities Centre WR
University attendance	Education institution attending Griffith City community profile
TAFE / vocational attendance	Education institution attending Griffith City community profile
Adults completed Yr 12 / equivalent	Griffith region summary Data by region Australian Bureau of Statistics
Domestic visitor nights Griffith	Tourism visitor summary Griffith economy.id
Total tourism sales Griffith	Tourism & hospitality value Griffith economy.id
Economic development initiatives	GCC Internal measure
Commercial development applications approved	GCC Internal measure
Affordable housing projects	GCC Internal measure
Air services maintained	GCC Internal measure
Heavy vehicle strategy completed	GCC Internal measure

Where do we want to be in the future?	How will we get there?	Who can help?
6. Provide and manage assets and services	<p>6.1 Provide, renew and maintain a range of quality infrastructure, assets, services and facilities</p> <p>6.2 Maintain and develop an effective transport network (airport, public roads, pathways, pedestrian access and transport corridors) for Griffith and villages</p>	<p>- Griffith City Council (GCC)</p> <p>- Local, State and Federal Governments and Agencies</p> <p>- Committees of Council</p> <p>- Residents</p>

How will we know when we have arrived?

Measure	Source
New roads constructed	GCC – internal measure
Length of sealed roads	Your Council Report - Office of Local Government NSW
New pathways constructed	GCC – internal measure
Potable water supply meets Australian Drinking Water Guidelines	GCC – internal measure
Airport operating under CASA requirements	GCC – internal measure
Landfill meeting needs of the population	GCC – internal measure
Griffith Sewerage Treatment Plant maintained to meet the needs of the population	GCC – internal measure
New assets constructed	GCC – internal measure
Asset Maintenance Expenditure	Your Council Report - Office of Local Government NSW
Asset Maintenance Ratio	Your Council Report - Office of Local Government NSW

Growth

What can our Community do?

- Support local businesses by shopping locally
- Use local and regional service providers
- Participate in local tourism and economic development events
- Spread the word about local events to family and friends
- Enjoy local entertainment options
- Host an event
- Pursue and promote learning opportunities
- Walk or ride your bike on the footpath network
- Create opportunities for apprentices, trainees and work experience
- Undertake education and vocational training
- Report damaged property
- Use Council facilities
- Dispose of waste thoughtfully
- Know what to do in an emergency
- Make submissions on new developments
- Invest in our local area
- Start your own business
- Join a Council Committee





Sustainability

Objectives and
strategies

Sustainability

Where do we want to be in the future?	How will we get there?	Who can help?
7. Enhance and protect the natural and built environment	<p>7.1 Encourage Strategic planning, balanced growth and sustainable design</p> <p>7.2 Protect and improve biodiversity, biosecurity and sustainability</p> <p>7.3 Protect our heritage buildings and precincts</p> <p>7.4 Reduce the risk and impacts of natural disasters on our community</p>	<ul style="list-style-type: none"> - Griffith City Council - Committees of Council - Local, State and Federal Government and agencies - Community organisations and groups - Education and training providers - Research organisations

How will we know when we have arrived?

Measure	Source
Number of residential development applications assessed	GCC – internal measure
Number of environmental and educational programs	GCC – internal measure
Number of biodiversity promotions	GCC – internal measure
Number of noxious weed control programs	GCC – internal measure
Implementation of Council's environmental planning instruments	GCC – internal measure
Amount of public space managed by Council	www.olg.nsw.gov.au/public/about-councils/comparative-council-information/your-council-report/
Water quality at Lake Wyangan	GCC - internal measure
Number of disaster mitigation projects completed	GCC - internal measure

Sustainability

Where do we want to be in the future?	How will we get there?	Who can help?
8. We are sustainable	<p>8.1 Investigate and adopt environmentally sustainable practices</p> <p>8.2 Facilitate and promote effective waste management practices</p> <p>8.3 Promote business and industry participation in clean and renewable energy initiatives</p>	<ul style="list-style-type: none"> - Griffith City Council - Committees of Council - Local, State and Federal Government and Agencies - Cultural Organisations and Groups - Education and Training Providers - Research Organisations

How will we know when we have arrived?

Measure	Source
Recycling rate	www.epa.nsw.gov.au/your-environment/waste/local-council-operations/local-council-waste-and-resource-recovery
Waste generated per capita (kgs per week)	www.epa.nsw.gov.au/your-environment/waste/local-council-operations/local-council-waste-and-resource-recovery
Greenhouse gas emissions	snapshotclimate.com.au/explore/
Initiatives to promote clean renewable energy	GCC - Internal measure
Number of environmentally sustainable practices implemented	GCC - Internal measure

Sustainability

What can our Community do?

- Choose energy efficient building materials, appliances and vehicles
- Install insulation, energy and water saving options in your home
- Be responsible in the disposal of waste
- Recycle or dispose of garden waste carefully
- Get involved in activities that assist to protect the environment
- Report illegal dumping
- Plant trees for summer shade
- Plant locally native or water wise gardens to provide habitat and reduce water use
- Make submissions on new developments
- Reduce, reuse and recycle
- Use our resources thoughtfully



Measuring success

It is important to track how we are progressing in delivering our Community Strategic Plan over the next 10 years. Council will report back to the community at regular intervals on what has been achieved and how we are progressing on the desired outcome.

All reports will be made available to the community at Council meetings and online on Council's website. These reports include:

- Council will undertake a review process every 4 years to assess how effective the CSP is in achieving its objectives in line with the local government election cycle. As part of this review, Council will develop a State of our City Report, a report on the implementation and the effectiveness of the Community Strategic Plan.
- The State of our City Report will include an analysis of the performance measures outlined for the objectives. The performance measures identify a data source (such as the community survey, Australian Bureau of Statistics, or other reliable statistics) that can be used to quantify progress towards the long-term objectives of the Community Strategic Plan.

Additionally, Council regularly provides reports to the community, including:

- Quarterly Operational Plan Review: Every three months, Council updates the community on the progress made in implementing the identified actions in the Operational Plan.
- Biannual Delivery Program Review: Every six months, Council reports on the progress in implementing the Community Strategic Plan's strategies outlined in the Delivery Program.
- Annual Report: Annually, Council delivers a report to the community detailing the progress made in implementing both the Delivery Program and Operational Plan actions.



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Your feedback matters

For more information about the Griffith Community Strategic Plan - 2025 - 2035, please visit griffith.nsw.gov.au

Appendix

What Our Community Said 2023-2024 - Engagement Summary

How to provide feedback

Griffith City Council

Address	1 Benerembah Street, Griffith NSW 2680
Phone	1300 176 077
Mail	PO Box 485, Griffith NSW 2680
Email	admin@griffith.nsw.gov.au
Web	www.griffith.nsw.gov.au and www.connect.griffith.nsw.gov.au

