

GOVERNANCE FRAMEWORK

2025



Griffith City Council

Governance Framework

2025

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The Governance Framework

Purpose

This Governance Framework has been developed to ensure Griffith City Council complies with all relevant legislation, including the *Local Government Act 1993* (the Act), and demonstrates best practice in local government governance.

What is Governance?

Governance is the act of governing. It encompasses the legislation, regulations, policies, procedures, guidance, systems, rules and processes that guide and support decision-making. Governance defines expectations, delegates authority, establishes accountability and outlines performance standards.

For Griffith City Council, governance is how we ensure that decisions are made and implemented in a manner that upholds the principles of good governance, preserving the trust and confidence of our community.

What is good Governance?

Good governance refers to the processes and behaviours that enable Council to fulfil its purpose ethically, legally and effectively. It ensures that Council:

- Complies with applicable laws, codes and directives
- Meets community expectations for integrity, accountability, and transparency
- Makes well-informed and consultative decisions in the best interests of all stakeholders
- Delivers services that are transparent, accountable, and responsive
- Continuously improves the quality and delivery of services to the community.

Principles of Good Governance

Good governance at Griffith City Council is underpinned by the following principles:

- **Accountability**
Council is accountable to the community. We are obligated to report, explain, and take responsibility for the decisions we make and the outcomes they produce.
- **Transparency**
Our decision-making processes must be open and understandable. The community and stakeholders should be able to clearly see how and why decisions are made, including the evidence, advice, consultation and legal requirements considered.
- **Legislative Compliance**
All decisions must align with relevant legislation, regulations and common law, and must be within Council's legal powers.

- **Responsiveness**
Council must serve the needs of the entire community, balancing competing interests fairly and responding in a timely and appropriate manner.
- **Equity and Inclusiveness**
Community wellbeing is enhanced when people feel their interests have been genuinely considered. All members of the community, especially the most vulnerable, should have opportunities to participate in decision-making processes.
- **Effectiveness, Efficiency and Sustainability**
Council must use resources wisely to deliver high-quality outcomes. Decisions and processes should aim for long-term sustainability and optimal use of staff, time, and resources.
- **Participation**
Those affected by or interested in Council decisions should be given meaningful opportunities to participate—whether through access to information, consultation, or providing feedback and recommendations.

Why Governance Matters

Good governance is essential to Griffith City Council because:

- It underpins community trust and confidence in Council and its services
- It influences the quality, effectiveness and efficiency of our programs, goods, and services
- It ensures that Council meets its legislative responsibilities
- It strengthens Council's accountability to the community
- It promotes a culture of ethical decision-making and continuous improvement.

A robust governance culture, reflected in the attitudes, values and behaviours of Council leaders, is fundamental to the success of this framework. When governance principles are embedded across all levels, from the elected Council to the General Manager, Senior Management Team and staff, the organisation operates with integrity, effectiveness and in alignment with the strategic goals and expectations of the community we serve.

Corporate Values

Our corporate values guide our attitudes and behaviours. All staff are encouraged to keep these values “front of mind” in all dealings with our customers, stakeholders and their fellow workers.



We are respectful, honest, considerate, ethical, inclusive. We support a safe and healthy work environment and treat everyone with fairness and equity.

We are proactive in our roles, look for new ways to improve and add value, adapt to change, take initiative in projects and customer service, support continuous improvement, show initiative for innovation and future growth.

We are sustainable, we make decisions today that will ensure future sustainability. We are resourceful and demonstrate conscientious leadership and governance. We share knowledge, support future growth and environmental protection.

We are communicators, we communicate thoughtfully and effectively by being transparent, open honest. We welcome new ideas, actively listen and value the contribution of others.

We are a team, we work as a team across all departments and support one another to achieve organisational outcomes and goals. We are accountable for our actions, promote positivity and celebrate accomplishments together.

Governance in action

Griffith City Council is a dynamic organisation that delivers a wide range of services to the community across the Griffith Local Government Area (LGA). It is essential that Council's day-to-day operations are guided by the principles of good governance. This means recognising that our activities, policies, procedures and frameworks are all opportunities to demonstrate strong governance, effective leadership and sound decision-making.

Governance is embedded in the processes and procedures that promote transparency, accountability and integrity. It is further reinforced by a culture of good governance, where the attitudes, values and behaviours of leaders set the tone and are consistently reflected in their roles and responsibilities.

Benefits of a Robust Governance Framework

A well-structured Governance Framework offers significant benefits to the organisation, including:

- **Defining roles and responsibilities**
Clearly outlines the functions of the Council, Councillors and the General Manager to ensure responsibilities are appropriately allocated and performance expectations are understood.
- **Supporting effective leadership and decision-making**
Assists Council and the General Manager in applying good governance principles in their leadership and operations.
- **Ensuring legislative compliance**
Provides the foundation for meeting all statutory and regulatory obligations.
- **Establishing clear delegations**
Defines decision-making authority throughout the organisation, supporting effective management and accountability.
- **Strengthening planning and performance**
Influences planning processes at all levels, enabling a structured and consistent approach to organisational objectives.
- **Guiding dispute resolution**
Acts as a reference point to help resolve conflicts or uncertainties about roles, responsibilities, and processes.
- **Supporting induction and onboarding**
Provides a consistent framework for inducting newly elected members and employees into their governance responsibilities.

Ultimately, a robust governance framework empowers Council to lead effectively, act with integrity and deliver on its obligations to the community.

The Governance Lighthouse Framework

Griffith City Council's Governance Framework serves as an overarching policy and strategic vision for how governance is approached within the organisation. It has been informed by the Governance Lighthouse Framework developed by the Audit Office of New South Wales and is structured around eight key principles and seventeen core components that promote strong governance and foster public confidence in local government.



Principle 1: Management and Oversight

Leadership

Griffith City Council is governed by nine Councillors, including the Mayor. The Mayor is popularly elected for a four-year term and performs functions as outlined in Section 226 of the *NSW Local Government Act 1993* (the Act).

The role of Councillors is defined in Section 232 of the Act. Councillors are elected for a four-year term and are responsible for setting the strategic direction of Council, representing the interests of the community and ensuring accountability.

The General Manager's responsibilities are established under Section 335 of the Act. The General Manager oversees the operational implementation of Council's decisions and leads the organisation. Supporting the General Manager is the Senior Management Team, comprising five Directors who are responsible for key functional areas across Council.

Guiding Principles for Councils

Council's operations are guided by Section 8 of the Act, which sets out the principles for councils to promote strong, healthy, and prosperous local communities as follows:

S 8A (1) Exercise of General Functions

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making.
- (b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- (f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- (g) Councils should work with others to secure appropriate services for local community needs.
- (h) Councils should act fairly, ethically and without bias in the interests of the local community.
- (i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

S 8A (2) Decision – making

- (a) Councils should recognise diverse local community needs and interests.
- (b) Councils should consider social justice principles.
- (c) Councils should consider the long term and cumulative effects of actions on future generations.
- (d) Councils should consider the principles of ecologically sustainable development.
- (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

S 8A (3) Community participation

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

226 Role of mayor

- (a) to be the leader of the council and a leader in the local community,
- (b) to advance community cohesion and promote civic awareness,
- (c) to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- (d) to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- (e) to preside at meetings of the council,
- (f) to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,
- (g) to ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- (h) to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- (i) to promote partnerships between the council and key stakeholders,
- (j) to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,
- (k) in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- (l) to carry out the civic and ceremonial functions of the mayoral office,
- (m) to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,

- (n) in consultation with the councillors, to lead performance appraisals of the general manager,
- (o) to exercise any other functions of the council that the council determines.

232 The role of a councillor

- (a) to be an active and contributing member of the governing body,
- (b) to make considered and well informed decisions as a member of the governing body,
- (c) to participate in the development of the integrated planning and reporting framework,
- (d) to represent the collective interests of residents, ratepayers and the local community,
- (e) to facilitate communication between the local community and the governing body,
- (f) to uphold and represent accurately the policies and decisions of the governing body,
- (g) to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

A councillor is accountable to the local community for the performance of the council.

335 Functions of general manager

- (a) to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- (b) to implement, without undue delay, lawful decisions of the council,
- (c) to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- (d) to advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council,
- (e) to prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- (f) to ensure that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the council that are delegated by the council to the general manager,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council,
- (i) to direct and dismiss staff,
- (j) to implement the council's workforce management strategy,

- (k) any other functions that are conferred or imposed on the general manager by or under this or any other Act.

343 Functions of the public officer

- may deal with requests from the public concerning the council's affairs
- has the responsibility of assisting people to gain access to public documents of the council
- may receive submissions made to the council
- may accept service of documents on behalf of the council
- may represent the council in any legal or other proceedings
- has such other functions as may be conferred or imposed on the public officer by the general manager or by or under this Act.

The public officer is subject to the direction of the General Manager.

Strategic and business plans

Council's strategic and business plans provide the foundation for delivering services and achieving long-term goals for the Griffith community. These plans include the Community Strategic Plan, Delivery Program and Operational Plan (Budget) and Resourcing Strategy, which together form the Integrated Planning and Reporting (IP&R) Framework. They establish Council's priorities, guide decision-making and ensure that resources are allocated effectively and sustainably. The IP&R Framework also integrates long-term financial, asset and workforce planning to align operations with strategic objectives.

Community engagement plays a vital role in informing the development of these plans, ensuring they reflect the community's needs, values and aspirations while maintaining a coordinated, transparent and accountable approach to service delivery.

Council's key strategic plans include:

- **Community Strategic Plan (CSP):** Council's highest-level plan, developed on behalf of the community
- **Delivery Program and Operational Plan:** Outlines Council's response to the CSP, detailing medium-term strategies and responsibilities, annual actions, budgets and performance measures
- **Resourcing Strategy:** Includes the Long-Term Financial Plan, Asset Management Strategy & Plans and Workforce Management Plan.

Council also develops and implements other supporting plans and strategies, such as:

- Disability Inclusion Action Plan
- Economic Development Strategy

- Reconciliation Action Plan
- Pedestrian and Bicycle Strategy
- Housing Strategy
- Heavy Vehicle Strategy
- Lake Wyangan and Catchment Management Strategy
- Floodplain Management Plans
- Plans of Management
- CBD Strategy
- Playground Strategy
- Planning instruments including Development Control Plans (DCP), Griffith Local Environment Plan 2014, Employment Lands Strategy 2024, Griffith Land Use Strategy as well as a number of Masterplans.

Delegations

Council operates within a complex legislative environment and is entrusted with a broad range of powers and responsibilities. To ensure these are exercised effectively, Council has established a clear framework of accountability through its Delegation policy and processes.

The Delegation policy outlines the principles and processes by which powers and functions are delegated by Council and the General Manager. These delegations are exercised within the context of relevant legislation, policies and procedures to ensure decisions are made lawfully, efficiently and transparently.

In accordance with Section 377 of the Local Government Act 1993, Council delegates certain functions to the Mayor and the General Manager. The General Manager, in turn, may sub-delegate appropriate responsibilities to designated staff positions to carry out operational duties and exercise powers under relevant laws.

The Delegation of Authority is a key governance mechanism that enables staff to act on behalf of Council, supporting timely decision-making and operational efficiency.

Council reviews all delegations within 12 months of each Local Government Election, in line with Section 380 of the Act, to ensure they remain appropriate, current and aligned with Council's strategic and legislative responsibilities.

Delegations are managed using the Pulse Delegations module.

Recruitment and Equal Opportunity

Griffith City Council is committed to a merit-based recruitment process that ensures the selection of candidates whose skills, experience, personal attributes, and knowledge best align with the requirements of the role. Each position description outlines both essential and desirable selection criteria, clearly defining the competencies and qualifications necessary for success in the position.

To uphold the principles of equal employment opportunity (EEO), Council integrates fairness, transparency and inclusivity into all stages of the recruitment process. An independent panel member is included in interview assessments to support objectivity and integrity.

Council fosters an inclusive, respectful, and equitable workplace culture. This is underpinned by the implementation of the Anti-Discrimination and Equal Employment Opportunity Policy, which ensures recruitment, selection, training and career development practices are free from discrimination and provide equal access to opportunities. Through this policy, Council promotes a diverse workforce that reflects the community it serves.

Council has developed a robust induction and onboarding framework designed to assist new employees in transitioning into the organisation. This framework includes comprehensive information on Council's policies, procedures, Code of Conduct and operational guidelines.

Performance Management

Performance management enables Griffith City Council to monitor organisational progress toward its strategic and operational objectives. At the executive level, the General Manager's performance is managed through a formal process in line with the Standard Contract of Employment issued by the Office of Local Government. This includes developing a Performance Agreement within three months of appointment, outlining key result areas and objectives aligned with Council's strategic goals. An annual review, conducted by a panel and informed by self-assessment and feedback, ensures accountability, supports professional development and informs decisions on contract renewal.

Across the organisation, Council is committed to fostering a high-performing, skilled workforce. A structured performance management process supports this by regularly reviewing performance and identifying training and development needs. This process is consistent with the Local Government (State) Award and guided by Council's Employee Skills Assessment Policy.

Ongoing education and professional development opportunities are provided to ensure staff are equipped with the skills and knowledge necessary to perform their roles effectively and deliver high-quality services to the community. Staff performance reviews are facilitated through Council's Pulse Performance Management module.

Principle 2: Structure and Key Governance Committees

Council upholds the principle of structured governance through a range of formal meetings and decision-making forums, including Council Meetings, Committee Meetings and Councillor Workshops.

Council Meetings

Griffith City Council conducts its Council and Committee meetings in accordance with its Code of Meeting Practice, which is based on the Model Code issued by the Office of Local Government (OLG). This Code establishes clear rules and procedures to ensure meetings are conducted in a transparent, orderly and effective manner.

Meetings are guided by a structured agenda, with business papers prepared and distributed in advance to support informed decision-making. The Code of Meeting Practice is reviewed within 12 months following each Council election, placed on public exhibition and formally adopted by Council. The Code applies to all meetings of the Council and to Committees consisting solely of Councillors.

The principles underpinning Council's Code of Meeting Practice are:

- Transparent – decision-making is open and accountable.
- Informed – decisions are based on accurate and relevant information.
- Inclusive – the diverse needs and interests of the community are considered.
- Principled – decisions reflect the principles outlined in Chapter 3 of the Local Government Act 1993.
- Trusted – Councillors and staff are expected to act ethically and in the community's best interests.
- Respectful – all participants treat one another with courtesy and professionalism.
- Effective – meetings are well-organised, efficient and competently chaired.
- Orderly – behaviour during meetings supports respectful discussion and proper conduct.

This structured approach to meetings helps foster public trust and ensures Council operates with integrity, consistency and efficiency in all of its decision-making processes. Council business papers and minutes are publicly available on Council's website and meetings are livestreamed.

Workshops

Between formal Council Meetings, Councillors participate in workshops focused on significant issues and emerging topics. These sessions are designed to enhance Councillors' understanding and support informed, strategic decision-making.

Committees of Council

Council has established a number of Committees, each with clearly defined Terms of Reference to guide their operations. These Committees facilitate focused discussion and informed decision-making on key areas of Council's responsibilities. Council's current Committees include:

- Community Opinion Group
- Audit, Risk and Improvement Committee (ARIC) - Statutory
- Scenic Hill Committee
- Pioneer Park Museum Committee
- Griffith Health Facilities Limited
- Disability Inclusion and Access Committee
- Traffic Committee - Statutory
- Roads, Parks and Pathways Enhancement Committee
- Saleyards Committee
- Airport Committee
- New Cemetery Masterplan Committee
- Lake Wyangan and Catchment Management Committee
- Landfill / FOGO Committee
- Floodplain Management Committee - Statutory
- Local Emergency Management Committee - Statutory

In addition, Councillors participate in a range of external committees, further contributing to community representation and regional collaboration.

Audit, Risk and Improvement Committee (ARIC)

The ARIC plays a critical role in strengthening corporate governance. It provides independent and objective assurance and advice to Council on key matters including compliance, risk management, financial oversight, internal controls, strategic plan implementation, service reviews and fraud prevention.

Established under the OLG's Risk Management and Internal Audit Guidelines, the ARIC is independently chaired and operates under a formal Charter and Terms of Reference. It endorses and monitors the internal audit program and maintains the authority to meet privately with the Internal Audit provider when necessary.

Council employs an Internal Audit Coordinator (Governance Manager) to support the internal audit function and liaise with the contracted Internal Auditor.

Council's external audits are conducted by the Audit Office of NSW.

The Committee has unrestricted access to information relevant to its oversight role.

Organisational Structure

In accordance with Section 333 of the *Local Government Act 1993*, Council reviews its organisational structure within the first 12 months of each new Council term. This structure is then formally adopted, providing a clear framework of roles, responsibilities, and reporting relationships across the organisation. Refer to Appendix 1.

Under the *Local Government Act 1993 (NSW)*, the General Manager serves as the most senior officer within the Council organisation, holding responsibility for its efficient and effective operation, and for implementing the decisions of the elected Council.

The General Manager is appointed by, and directly accountable to, the elected Council. The Senior Management Team (SMT), comprising of the General Manager and Directors, meets regularly to address operational matters, monitor performance against organisational objectives and provide strategic leadership.

Regular meetings between the SMT and Council Managers promote integrated planning and foster a collaborative, whole-of-organisation approach to service delivery.

Other Council (staff) Committees include the Consultative Committee, Job Evaluation Panel and Work Health and Safety Committee.

Principle 3: Ethics

Council is committed to upholding the highest ethical standards in all decision-making, operations and service delivery. These standards are embedded in a robust governance framework, underpinned by a suite of integrated policies and procedures. The cornerstone of this framework is the Code of Conduct.

Key Policies and Documents

All Council policies are endorsed by Council and placed on public exhibition prior to formal adoption, ensuring transparency, accountability and community input.

Council's policies and procedures aim to be:

- Developed in consultation with stakeholders
- Consistent in format and structure
- Effectively communicated
- Current and accessible at all times
- Reviewed regularly, the minimum being once a Council term
- Made available to the public through Councils website (public policies) or available to staff through the Intranet

Council's ethical framework includes the following core policies and documents:

- Code of Conduct Policy (including Conflicts of Interest)
- Procedures for the Administration of the Model Code of Conduct
- Code of Meeting Practice Policy
- Gifts and Benefits Register
- Fraud and Corruption Policy
- Complaints Management Policy
- Councillor and Staff Interaction Policy
- Public Interest Disclosures Policy
- Child Safe Policy
- Statement of Business Ethics Policy
- Media Policy
- Social Media Policy
- Access to Information Policy
- Privacy Management Policy and Plan
- Data Breach Policy

- Councillor Expenses and Facilities Policy
- Procurement Policy
- Legislative Compliance Policy
- Privacy Management Policy and Plan
- Anti-Discrimination and Equal Employment Opportunity policy
- Workplace Bullying policy
- Risk Management policy
- WHS Policies
- Records and Information Management Policy

Breaches of these policies are managed in accordance with the Code of Conduct, its associated procedures, and relevant awards or internal policy provisions.

Code of Conduct

The Code of Conduct sets the ethical and behavioural standards expected of all Council officials. Its effectiveness depends not only on its content but also on how it is communicated, modelled, and applied in day-to-day operations.

Council has adopted in full the Model Code of Conduct for Local Councils in NSW, as issued by the Office of Local Government (OLG), along with its associated procedures. The Code addresses:

- Ethical decision-making
- Standards of conduct
- Conflicts of interest
- Personal benefits
- Workplace relationships
- Access to information and Council resources
- Maintaining the integrity of the Code

The Code is embedded in core organisational functions such as recruitment, position descriptions, and performance expectations.

All Council officials are required to declare they have read and understood the Code upon commencement and each time the Code is substantively amended. New employees receive Code of Conduct training as part of their induction, with mandatory refresher training provided at least every two years.

The Code is reviewed within 12 months of the start of each new Council term.

Conflicts of Interest

Managing conflicts of interest is essential to preserving public trust and supporting ethical decision-making.

A conflict of interest arises when a Council official's private interests—financial, personal, or professional—could improperly influence, or appear to influence, the performance of their public duties.

Council's approach to managing conflicts includes:

- Mandatory disclosure of interests through Annual Disclosure Returns for Councillors and designated Council Officers which are publicly available on Council's website
- Conflict of Interests declarations process for Councillors, staff, delegates of Council, Committee members as relevant during Council/Committee deliberations
- Ongoing education to help Council officials identify, manage and avoid conflicts
- Transparent documentation in minutes, registers and reports.

Council fosters a culture where conflicts are openly declared and appropriately managed to safeguard the integrity of decisions and the people who make them.

Complaints Handling

Conduct complaints are managed under the Code of Conduct Procedures. The General Manager (or the Mayor, in cases involving the General Manager) is responsible for overseeing complaints, supported by:

- Complaints Coordinator – Director Economic and Organisational Development
- Alternate Complaints Coordinator – Governance Manager
- Staff Code of Conduct complaints - Human Resources

These officers ensure that complaints are properly documented, processes are followed, and complaint statistics are reported to Council annually in accordance with the procedures.

Council's Complaints Management policy covers complaints about Council's processes, procedures, policies or quality of services as distinct from matters such as reporting corruption or misconduct of elected officials.

Fraud and Corruption Control

Council has zero tolerance for fraud and corruption. Council's Fraud and Corruption Policy provides a structured approach to preventing, detecting and responding to misconduct.

Key components of the policy include:

- **Prevention** – internal controls, segregation of duties, staff training and fraud risk assessments
- **Detection** – audit, financial review and reporting channels for suspected wrongdoing
- **Response** – prompt, confidential and impartial investigations of all allegations.

Council encourages staff, Councillors and members of the public to report suspected wrongdoing through secure and confidential mechanisms.

Public Interest Disclosures

Council's Public Interest Disclosure Policy supports staff and Councillors in reporting serious wrongdoing. The policy covers disclosures related to:

- corrupt conduct
- serious maladministration
- government information contravention
- local government pecuniary interest contravention
- a privacy contravention
- a serious and substantial waste of public money.

The policy promotes a safe and supportive reporting culture, where individuals feel confident to raise concerns without fear of reprisal.

While these matters fall under the Public Interest Disclosures Act, other workplace concerns—such as bullying, harassment, unlawful discrimination, or unsafe practices—are addressed under separate internal policies. Regardless of the classification, Council is committed to investigating all concerns appropriately and protecting the staff member involved.

Statement of Business Ethics

Council's Statement of Business Ethics policy sets out the standards expected of external parties conducting business with Council, including contractors, consultants and suppliers.

Key expectations include:

- Acting with honesty and fairness in all dealings with Council
- Avoiding conflicts of interest and undue influence
- Refraining from offering gifts or benefits to Councillors or staff
- Complying with relevant laws and Council policies.

This statement ensures that Council maintains ethical and transparent business relationships and supports a procurement environment based on fairness and merit.

Records Management

Corporate records are to be managed in accordance with Council's Records and Information Management Policy to maintain transparency and accountability, which are elements of good governance. All Councillors, employees and contractors are responsible for maintaining complete, accurate and reliable evidence of all business transactions and ensuring all corporate documents are retained within the Council's official recordkeeping system at the point of creation, in accordance with the:

- State Records Act 1998
- Evidence Act 1995
- Government Information (Public Access) Act 2009
- Local Government Act 1993.

Embedding Ethical Conduct

Ethical standards are embedded throughout Council's operations by:

- Integrating expectations into recruitment, induction and position descriptions
- Requiring formal acknowledgment of the Code of Conduct by all officials
- Delivering regular Code of Conduct training, including biennial refreshers
- Reviewing the Code and related policies within 12 months of each Council term
- New or updated policies are communicated to Councillors and staff by email / staff newsletter
- Current information is available to Councillors on the Hub, Staff on the Intranet and members of the public on Council's website.

Principle 4: Corporate Reporting

Council is committed to transparent and accountable governance through regular performance reporting. These reports are publicly available on Council's website and provide the community with insight into Council's progress and achievements.

Integrated Planning and Reporting

Council's Integrated Planning and Reporting requirements include:

- **Quarterly Reports on the Budget and Operational Plan**, outlining financial performance and delivery of services and projects.
- **Six-Monthly Reports on the Delivery Program**, highlighting progress toward strategic objectives.
- **The Annual Report**, which provides a comprehensive summary of operational outcomes and statutory compliance for each financial year. The Annual Report is prepared in accordance with the requirements outlined in the Office of Local Government (OLG) Annual Report checklist.
- **The State of Our City Report**, presented at the second meeting of each newly elected Council, reviewing outcomes and progress of the Community Strategic Plan.

Annual Financial Statements

Council is required to prepare the Annual Financial Statements, in accordance with Australian Accounting Standards and endorsed by Council's external auditors, which provide a detailed account of Council's financial performance and position.

OLG Statutory Compliance Calendar

Council aligns its reporting obligations with the Office of Local Government's (OLG) Statutory Compliance Calendar, which outlines key reporting requirements and deadlines under the Local Government Act 1993 and related regulations. This calendar supports Council's planning and ensures timely submission of all statutory reports and returns, including financial statements, governance disclosures and integrated planning and reporting documents.

These reports and compliance practices reflect Council's ongoing commitment to accountability, transparency and continuous improvement in achieving the community's long-term goals.

Principle 5: Disclosure

Disclosure of Interests

In accordance with the Local Government Act 1993 and Council's Code of Conduct, all elected members and Council staff are required to comply with statutory obligations regarding the disclosure of interests. This includes:

- Submission of Annual Written Returns (Disclosures by Councillors and Designated Staff)
- Declarations of Gifts and Benefits
- Related Party Disclosures
- Notification of Secondary Employment
- Management and declaration of Conflicts of Interest.

Council Registers

To support transparency and accountability, Council maintains a number of registers including the:

- Contracts Register
- Data and Compliance Breach Register
- Legislative Compliance Register
- Planning Decisions Register
- Conflicts of Interests Register
- Delegations Register
- Council Policy Register
- Gifts and Benefits Register
- Legal documents Register
- Risk Register
- Investments Register
- Register of Current Declarations or Disclosures of Political Donations
- Disclosure Log
- Public Notification of Data Breach Register.

Legislative Compliance

Through its Legislative Compliance policy and procedure, Council aims to:

- Prevent, and where necessary, identify and respond to breaches of laws, regulations, codes or organisational standards occurring in the organisation.
- Promote a culture of compliance within the organisation; and
- Assist the Council in achieving the highest standards of governance.

All Council officials are responsible for ensuring their areas of responsibility comply with relevant statutory requirements, as well as Council's policies. Council updates its Legislative Compliance Register on a regular basis and subscribes to receive a bi-annual review of the legislation that governs Council's delegations. Staff are required to register all data and legislative breaches online for inclusion in Council's Data and Compliance Breach Register.

Principle 6: Remuneration

Council upholds the principle of fair and transparent remuneration for elected representatives, the General Manager and staff in accordance with relevant legislation, awards and policies.

Mayor and Councillors

Councillors, as elected representatives, are remunerated for carrying out their official duties. The remuneration for the Mayor and Councillors is prescribed by the Local Government Remuneration Tribunal, which sets minimum and maximum fee ranges. These are reviewed annually and formally adopted by Council in accordance with statutory requirements.

General Manager

Council implements the Remuneration principle for the General Manager through the General Manager's contract, which is a standard form contract governed by the Local Government Act 1993 and the Office of Local Government (OLG) guidelines. Performance and remuneration reviews are undertaken in accordance with these provisions.

Council Staff

Council staff are remunerated in line with the Local Government (State) Award, together with the Griffith City Council Salary Structure. This structure ensures fairness, equity, and clarity regarding terms and conditions of employment across all levels of the organisation.

Contractors and Consultants

Contractors and consultants are engaged in accordance with Council's Procurement Policy and Procedures, which ensure compliance, value for money and appropriate remuneration in line with contractual terms.

This structured approach to remuneration ensures that all individuals engaged by Council are compensated appropriately and fairly, reinforcing Council's commitment to good governance, equity, and accountability.

Principle 7: Risk Management

Risk Management

Council is committed to managing risk proactively and systematically, in line with the Office of Local Government's (OLG) Risk Management and Internal Audit Guidelines. Council has adopted a comprehensive Risk Management Framework that includes a Risk Management Policy, Risk Management Manual, Procedures, Forms, Risk Register and Risk Assessment. These tools support consistent identification, assessment, and mitigation of risks across all Council operations. Council's risk management approach is further supported by a range of Council policies and procedures.

Each year, Council participates in the Statewide Mutual Continuous Improvement Pathway Program, which benchmarks Council's risk management practices against those of other NSW councils. This program focuses on three selected elements annually, supporting informed improvements in risk processes.

Business Continuity Plan

Griffith City Council's Business Continuity Plan (BCP) supports organisational resilience and the sustainability of Council operations. The BCP ensures that critical business functions can continue or be restored within a two-week timeframe in the event of a significant disruption. It outlines the approach for identifying essential services, assigning roles and responsibilities, and establishing response and recovery processes. The policy empowers Council officers to act swiftly in response to incidents that exceed normal operational capacity. The BCP provides a structured and integrated approach to minimise disruption, safeguard community services, and ensure Council meets its strategic, operational and legal obligations.

Audit function

Under the Under the Risk Management and Internal Audit for Local Councils in NSW Guidelines, councils are required to establish and maintain an effective internal audit function to provide independent assurance on the effectiveness of governance, risk management and internal control processes.

The internal audit function must operate under a risk-based Internal Audit Plan approved by the Audit, Risk and Improvement Committee and be consistent with the council's strategic objectives and risk profile.

Internal audits must be conducted by appropriately qualified professionals and findings must be reported to the ARIC and used to inform continuous improvement across the council's operations.

This framework helps ensure transparency, accountability and sound decision-making in line with legislative and community expectations.

Council's Internal Audit and External Audit Programs also assess key risk areas to ensure compliance and continuous improvement. Significant risks are reported to the Audit, Risk and Improvement Committee, ensuring appropriate oversight and accountability.

The General Manager provides an annual Attestation Statement, included in Council's Annual Report, confirming whether Council has complied with the core requirements of the OLG's Risk Management and Internal Audit Guidelines.

This integrated and systematic approach ensures that Council identifies and mitigates risks effectively, supports informed decision-making, protects public resources, and maintains community confidence in Council's operations.

Principle 8: Key Stakeholder Rights

Council is committed to genuine and inclusive community engagement, recognising that meaningful participation is essential to informed decision-making and maintaining public trust.

Griffith City Council understands the importance of community engagement as a key driver in our decision-making process. Council fosters inclusive, transparent and participatory governance through a variety of engagement tools, policies and platforms designed to ensure that community members can contribute meaningfully to Council decision-making and access the information they need.

Council implements the Key Stakeholder Rights principle through:

- The Community Engagement Strategy
- The Community Participation Plan
- Public exhibition procedures
- A comprehensive Committee framework
- The Community Opinion Group (COG)
- Council Café drop-in sessions
- Connect Griffith online engagement platform
- Council's main and project-specific websites

Community Engagement Strategy

The Community Engagement Strategy plays a pivotal role in shaping the Integrated Planning and Reporting (IP&R) Framework. It outlines how Council will consult and collaborate with the community to understand their needs, aspirations and priorities.

Council's Community Engagement Strategy is underpinned by the social justice principles of equity, access, participation, and rights, supporting a more inclusive, democratic, and just society. The Strategy aims to:

- Enhance transparency
- Foster inclusivity
- Build trust and promote collaboration
- Empower residents
- Facilitate informed decision-making
- Improve accountability
- Support community development.

Council's engagement approach is structured around five core principles:

- Inform
- Consult
- Involve
- Collaborate
- Empower.

Community Participation plan

Griffith City Council's Community Participation Plan (CPP) outlines the framework for engaging the community in planning-related functions, ensuring transparency and inclusivity in decision-making processes. Mandated under the Environmental Planning and Assessment Act 1979, the CPP specifies when and how the community will be consulted on matters such as development applications, strategic land use plans and environmental planning instruments. The plan emphasises timely and accessible communication, aiming to involve residents meaningfully in shaping the future of the Griffith Local Government Area.

Public Participation and Access

Griffith City Council is committed to fostering active community participation to support informed, transparent and inclusive decision-making. Community members are encouraged to engage with Council through multiple channels, including:

- Contacting elected representatives,
- Attending or viewing livestreamed Ordinary Council Meetings
- Addressing Council on agenda items.

Public input is also sought through the exhibition of draft policies, strategies and plans available on the Connect Griffith webpage, Griffith City Library and Council Administration Building.

Feedback can be provided online through Connect Griffith, via surveys, by visiting or telephoning Customer Service, or in person at monthly Council Cafés. Residents can further contribute by joining Council Committees or attending the Community Opinion Group (COG), which meets regularly across Griffith and surrounding villages.

These initiatives ensure that a wide range of community voices inform Council's decisions, helping shape a sustainable and inclusive future for the region.

Customer Engagement

Council maintains a suite of policies to guide interactions with the community and ensure customer service excellence, including:

- Customer Service Policy and Customer Service Charter
- Complaints Management Policy

The Customer Service Policy commits staff and Councillors to:

- Treat all customers with respect and courtesy
- Listen to what customers have to say
- Respond to enquiries promptly and efficiently
- Act with integrity and honesty
- Consult customers about service needs
- Ensure customer enquiries and requests are clearly understood.

The Complaints Management policy outlines Council's approach to managing complaints specifically related to its processes, procedures, policies and quality of services. Complaints are viewed as valuable opportunities to enhance accountability, gather performance insights, demonstrate a commitment to customer service, identify service delivery gaps and drive continuous improvement across Council operations.

Information Access and Transparency

Access to Information

Members of the public can access government information from Council in a number of ways. Council's Agency Information Guide assists members of the public in understanding and accessing the information held by Council, as required under the *Government Information (Public Access) Act 2009* (GIPA Act).

Key purposes of the Agency Information Guide:

- Promote transparency and open government
- Facilitate public access to information
- Support public participation
- Meet statutory obligations
- Describe Council functions and decision-making
- Detail information held and available for release.

Council discloses information classified as open access information under the *Government Information (Public Access) Act 2009* (GIPA Act). This information is made available to the

public through Council's website and further detailed in Council's Agency Information Guide, ensuring that the community can easily access a wide range of Council-held information.

1. Mandatory Release (Open Access Information)

This refers to information that must be made publicly available, free of charge (or at the lowest reasonable cost). Councils are legally required to publish and make this information easily accessible, typically on their website.

2. Proactive Release

Councils are encouraged to proactively publish additional information that may be of interest to the public, even if not required by law. This supports good governance and helps reduce the need for formal applications.

3. Informal Release

Informal release allows individuals to request information without needing a formal application. Councils may provide access to information informally unless there is a specific reason not to (e.g., privacy or legal concerns). Informal access is flexible and quicker, but it is not legally enforceable, and councils can impose conditions or refuse the request.

4. Formal Application (Access Application)

A formal access application is used as a last resort when the information:

- Is not available via open access, proactive release, or informal release
- Involves complex public interest considerations
- Contains personal or confidential information
- May require third-party consultation

Formal applications must be in writing and include a \$30 application fee. Applications are processed within a statutory timeframe (usually 20 working days). Applicants have legal rights of review if access is refused or restricted.

Privacy

Griffith City Council's Privacy Management Policy and Plan outline how the Council manages personal and health information in accordance with the Privacy and Personal Information Protection Act 1998 (PPIPA) and the Health Records and Information Privacy Act 2002 (HRIPA).

The policy and plan ensure that Council collects, stores, uses and discloses personal information responsibly and transparently. It sets out Council's commitment to protecting individual privacy, details the rights of individuals to access and amend their information,

and provides procedures for handling privacy breaches or complaints. Overall, the policy and plan guide staff in ensuring that privacy is upheld in all Council operations and interactions with the community.

Review

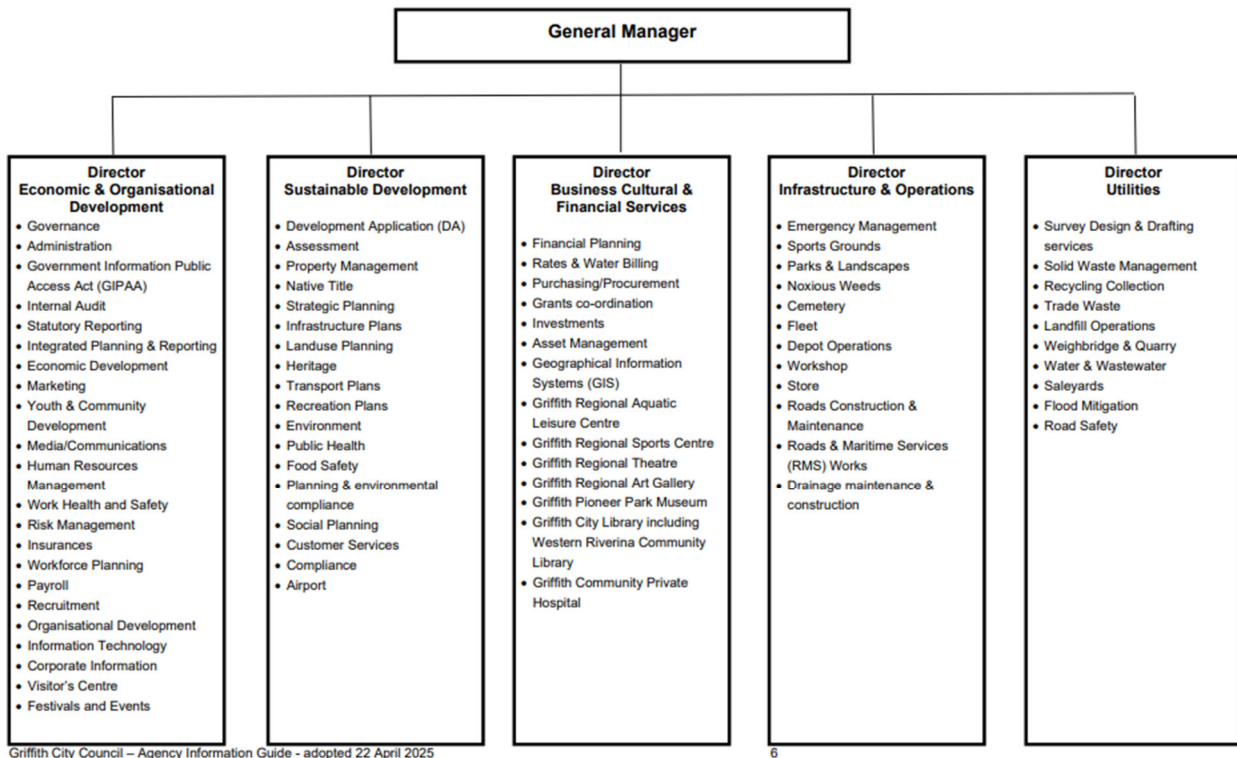
The Governance Framework policy document will be reviewed every four years, or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council.

The term of the Policy does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.

Appendix I

Organisational Chart

Griffith City Council Organisational Structure



Griffith City Council – Agency Information Guide - adopted 22 April 2025

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Appendix II

Griffith City Council Statutory Reporting Framework

Task	Reference	Functional Area	Date due	Compliance Y/N
Prepare a monthly report for Council on money invested under LGA s 625 (Investments Report)	LG Act	Finance	Monthly	
Quarterly review of Operational Plan / Budget and report to Council	LG Act	Finance / Governance	September, February, May, August	
Arrange half yearly inspection of accounting records by Auditor for audit of financial reports and submission to OLG and ABS	LG Act	Finance		
Maintain a record of rates and charges of all land	LG Act	Finance		
Maintain a register of related entities (not a public register)	LG Act	Finance		
Maintain public register of Investments	LG Act	Finance		
Notify OLG of new, and further advances on existing, loan contract borrowings	LG Reg	Finance		
Notify OLG throughout the year when loans are drawn down (LG Reg cl 230)	LG Reg	Finance		
Submit GST Certificate to OLG	LG Act and GST Act	Finance	July 31	
Financial statements to be audited within four months of end of financial year	LG Act	Finance	October 30	
Grants - Local Government Recovery Grants – AGRN 1012, 1025,1030/34 & \$2M, HIC Companion Animals Grants (\$375K) – YTD reporting due		Finance	July	

Task	Reference	Functional Area	Date due	Compliance Y/N
Grants - Low-cost loan initiative reimbursement claim period opens – initial report or progress report due		Finance	July	
Proposed borrowing return to be submitted to TCorp		Finance	July 3	
Report to Council to Make and Issue Rates	LG Act	Finance	July 31	
Last day for Rates to be levied by service of rates notice	LG Act	Finance	August 1	
First Quarter Rates or single instalment due	LG Act	Finance	August 31	
Grants - Grants Commission roads, bridges & general return due		Finance	October	
Application for Payment of Pensioner subsidy due		Finance	October 3	
Request for extension to lodge financial statements due in writing to OLG	LG Act	Finance	October 16	
Grants - Local Government Recovery Grants – AGRN 1012, 1025,1030/34 – YTD reporting due		Finance	October	
Financial Statements to be audited and lodged to OLG with Financial Data Return (FDR)	LG Act	Finance	October 31	
Second quarter rates instalment notices to be sent	LG Act	Finance	October 31	
Grants - Submit Local Road Data Return to Grants Commission	Grants Commission	Finance	November 30	
Last day for RAO to submit quarterly budget review statement to council Councils to send a copy of the QBRs to finance@olg.nsw.gov.au	LG Act	Finance	November 30	

Task	Reference	Functional Area	Date due	Compliance Y/N
Second quarter rates instalment due	LG Act	Finance	November 30	
Issue forms and maintain a register of related party transactions (not a public register)	LG Act s413	Finance / Governance	November 30	
Last day for financial statements to be presented to the public	LG Act	Finance	December 5	
Third quarter rates instalment notices to be sent	LG Act	Finance	January 30	
Last day for council's ledgers to be balanced and a list of balances to be prepared for six-monthly inspections by council's auditor	LG Reg	Finance	January 31	
Grants - Local Government Recovery Grants – AGRN 1012, 1025, 1030/34 and HIC \$2M, HIC Companion Animals Grants (\$375K) - YTD Reporting due		Finance	February	
First day for requests to Valuer General for estimates of changes in the value of land for which supplementary valuations are required to be furnished	LG Act	Finance	February 1	
Last day for RAO to submit quarterly budget review statement to council. Councils to send a copy of the QBRs to finance@olg.nsw.gov.au	LG Reg	Finance	February 28	
Third quarter rates instalment due	LG Act	Finance	February 28	
Valuer General to provide estimates of changes in the value of land for which supplementary valuations are required within one month of date of request	LG Act	Finance	March 1	

Task	Reference	Functional Area	Date due	Compliance Y/N
Grants - Local Government Recovery Grants – AGRN 1012, 1025, 1030/34 - YTD Reporting due		Finance	April	
Fourth quarter rates instalment notices to be sent	LG Act	Finance	April 30	
Income Adjustments for Newly Rateable Crown Land due		Finance	April 30	
Public bodies to provide Council with a list of parcels of land to which rate rebate applies	LG Act	Finance	April 30	
Grants - Low-cost Loan Initiative Interim Progress Report due		Finance	May 1	
Grants - Local Infrastructure Renewals Scheme (LIRS) portal opens for claims for the month		Finance	May 4	
Fourth quarterly rates instalment due	LG Act	Finance	May 31	
Last day for RAO to submit quarterly budget review statement to council. Councils to send a copy of the QBRs to finance@olg.nsw.gov.au	LG Reg	Finance	May 31	
Last day for requests to Valuer General for estimates of changes in the value of land for which supplementary valuations are required to be furnished	LG Act	Finance	May 31	
Objections to the inclusion of land to be vested in public bodies must be served within two months after the list is furnished	LG Act	Finance	June 1	
Valuer General to provide estimates of changes in the value of land for which supplementary valuations are required within one month of date of request	LG Act	Finance	June 30	

Task	Reference	Functional Area	Date due	Compliance Y/N
Issue forms and maintain a register of related party transactions (not a public register)	LG Act s413	Finance	June 30	
Adopt Delivery Program, Operational Plan (Budget) and Long Term Financial Plan	LG Act	Finance	June 30	
Investigate reported breaches of the Code of Conduct, implement investigation action and actions arising from completed investigations	LG Act & Code of Conduct	General Manager		
Advise Council of details of fines, penalties and costs orders made against Council by any Court or Tribunal	LG Reg	General Manager		
Appoint staff in accordance with organisation structure	LG Act	General Manager		
Assist and comply with directions of the Planning Assessment Commission, Joint Regional Planning Panel and Independent Hearing and Assessment Panels	EP&A Act	General Manager		
Ensure Council's commercial operations comply with consumer protection law	Trade Practices Act & Fair Trading Act	General Manager		
Ensure Council's financial obligations, operations and keeping of accounts are lawful, effectively controlled, accurate and properly authorised and that lines of authority are clearly defined	LG Reg	General Manager		
Ensure Council's procurement procedures comply with the Local Government Act 1993 and associated Regulations, including	LG Act	General Manager		

Task	Reference	Functional Area	Date due	Compliance Y/N
Tendering Guidelines and Modern Slavery requirements.				
Ensure review of General Manager's performance by Council	LG Act	General Manager		
Ensure services are provided without discrimination	DDA (Cth) ADA (NSW)	General Manager		
Ensure the implementation, without undue delay, of decisions of the Council	LG Act Model Code of Meeting Practice	General Manager		
Implement EEO Management Plan	LG Act	General Manager		
Notify the Environment Protection Authority of any pollution incident, causing or threatening material harm, occurring in the course of Council's activities.	POEO Act	General Manager		
Provide a safe and harassment-free workplace	WH&S Act	General Manager		
Review of General Manager's and other Senior Staff performance; undertake contract renewal process subject to the terms of the relevant contract/s		General Manager		
Take all reasonable steps, and put systems and processes in place to review areas of non-compliance, to prevent environmental harm occurring in the course of Council's activities	POEO Act	General Manager		
Report suspected indictable criminal offences to NSW Police	Crimes Act	General Manager		
Provide a Child Safe Organisation by implementing the Child Safe Standards	Children's Guardian Act	General Manager		
Report suspected corrupt conduct to ICAC	ICAC Act	General Manager		

Task	Reference	Functional Area	Date due	Compliance Y/N
Report suspected maladministration to NSW Ombudsman	Ombudsman Act	General Manager		
Report suspected serious and substantial waste of public money to OLG	OLG & Code of Conduct	General Manager		
Adopt Councillors' Expenses and Facilities policy within first 12 months of each term of Council	LG Act s252	Governance	First 12 months election year	
Compliance with the Integrated Planning and Reporting requirements	LG Act OLG Guidelines	Governance		
Ensure compliance with the GIPA Act	GIPA Act	Governance		
Ensure compliance with the PIPP and HRIP Acts including requirements of the Mandatory Notification of Data Breach Scheme and Privacy Management Plan	PIPP Act HRIP Act	Governance		
Investigate Public Interest Disclosures, ensure confidentiality of persons who have made a public interest disclosure, protect such persons from reprisal action in the workplace and implement actions arising from completed investigations	Public Interest Disclosures Act & Internal Reporting Policy	Governance		
Maintain a link on Council's website to the website of the Election Funding Authority in relation to political donation declarations.	LG Act	Governance		
Maintain public register of Council Policies	LG Act	Governance		
Maintain public register of Council's Disclosure Log (GIPA Applications)	GIPA Act	Governance		

Task	Reference	Functional Area	Date due	Compliance Y/N
Maintain public register of Graffiti Removal Work	Graffiti Control Act	Governance		
Maintain public register of Primary and Annual Pecuniary Interest Returns	LG Act	Governance		
Maintain public register of Sub-Delegations to Staff Positions	LG Act	Governance		
Maintain public register of Voting at Council Meetings	LG Act	Governance		
Maintain register of Declarations of Conflict of Interests (not a public register)	Code of Conduct	Governance		
Maintain register of Public Interest Disclosures (not a public register)	PID Act	Governance		
Provide Councillor Induction and Professional Development in accordance with OLG Guidelines	OLG Guidelines	Governance		
Review Agency Information (Publication) Guide in relation to the Government Information (Public Access) Act 2009	GIPA Act	Governance	Annually	
Public Interest Disclosure Annual Report sent to NSW Ombudsman	PID Act (s.6CA)	Governance	Annually	
Delivery Program Progress reports provided to council at least every six (6) months		Governance	Aug	
Written returns of interest due for councillors and designated persons who held office at 30 June to be lodged. GM to table returns at next Council meeting	Code of Conduct	Governance	Due 30 Sep Reported to Council October	
GIPA Annual Report to Minister (via OLG) and Information Commissioner	GIPA Act (s.125)	Governance	October 30	

Task	Reference	Functional Area	Date due	Compliance Y/N
Annual report is to be placed on Council's website and notify the Minister (electronically to OLG with web link) [LGA s428]	LG Act OLG Guidelines	Governance	November 30	
Code of Conduct Complaints Statistics Report reported to Council and OLG	OLG Model Code Procedures	Governance	December 30	
Community Strategic Plan Report draft Strategic Plan to Council for endorsement of public exhibition Report public comments on draft Strategic Plan to Council for adoption of Plan	LG Act OLG Guidelines	Governance	December - Year of election	
Delivery Program Progress reports provided to council at least every six (6) months		Governance	February, August	
Adopt Delivery Program, Operational Plan and Long Term Financial Plan	LG Act	Governance	June 30	
Issue Annual Written Returns of Interest	Code of Conduct	Governance	June 30	
Community Engagement Plan	LG Act OLG Guidelines	Governance	Within 3 months of Council election	
Ensure Council complies with the Risk Management and Internal Audit Guidelines issued by the OLG	OLG Guidelines	Governance / Human Resources		
Ensure Council has a Business Continuity Plan in place		Human Resources		
Notify reportable child-related allegations or convictions against employees to NSW Ombudsman	Ombudsman Act	Human Resources		

Task	Reference	Functional Area	Date due	Compliance Y/N
Report notifiable workplace injuries and incidents to WorkCover	WH&S Act	Human Resources		
Maintain public register of Government Contracts (\$150,000 or more)	GIPA Act	Information Management		
Maintain register of Gifts and Benefits (not a public register)		Information Management		
Maintain public register of Public roads for which Council is the roads authority	Roads Act	Infrastructure & Operations		
Maintain the register of library borrowers	Library Regulation	Library Services		
Maintain public register of Building Certificates	EP&A Act	Sustainable Development		
Maintain public register of Development Applications and associated documents	EP&A Act	Sustainable Development		
Maintain public register of Development contributions (s 94) plans and statements	EP&A Reg	Sustainable Development		
Maintain public register of Disclosure of Political Donations & Gifts – DA's	EP&A Act	Sustainable Development		
Maintain public register of Land Register (land owned by Council)	LG Act	Sustainable Development		
Maintain public register of Planning Agreements	EP&A Reg	Sustainable Development		
Maintain public register of POEO Act – various matters under Section 308	POEO Act	Sustainable Development		
Rehoming Organisations Annual reports due		Sustainable Development	July 31	

Task	Reference	Functional Area	Date due	Compliance Y/N
Compulsorily Land Acquisition return due		Sustainable Development	Aug 11	
Survey of seizures of cats and dogs due		Sustainable Development	August 31	
Ensure employment screening for appointments to child-related employment positions	Child Protection Act	Workforce Planning		
Training plan required under Local Government (State) Award following consultation with the Consultative Committee		Workforce Planning		
Workforce Management Plan	LG Act	Workforce Planning	June 30 year after election	
Asset Management Plan	LG Act	Assets	June 30 year after election	

Appendix III

- OLG Compliance and Reporting Calendar

Month	Due Date	Category	Task	Legislation	Notes
Jul-2026	30-Oct-2026	Finance	Financial statements to be audited within four months of end of financial year	Local Government Act 1993 - section 416 (4)	
Jul-2026	09-Jul-2026	Finance	Proposed borrowing return to be submitted to TCorp		Return available via OLG Council Portal / TCorp - here
Jul-2026	31-Jul-2026	Finance	GST Certificate to be submitted to OLG		Please email to - finance@olg.nsw.gov.au
Jul-2026		Grants	Local Government Recovery Grants – Australian Government Reference Number (AGRN) 1012, 1015, 1030/34 & 12M Highly Impacted Councils (HIC) Companion Animals Grants (1375K) – YTD reporting due		
Aug-2026		Grants	New Council Implementation Fund (NCF) progress report due		
Aug-2026		Grants	Stronger Communities Fund (SCF) progress report due		
Aug-2026		Other	Expected first instalment of Financial Assistance Grants		
Jul-2026	30-Jul-2026	Governance	Public Interest Disclosures Report due to NSW Ombudsman	Public Interest Disclosures Act 2022 (NSW) - section 78	Reporting to the Ombudsman
Aug-2026	31-Aug-2026	Companion Animals	Animal seizures – Pound data report due	Companion Animals Act 1996 - Section 67A	Councils to submit pound data via the Companion Animals Register.
Jul-2026	31-Jul-2026	Apprenticeships and Trainees program	All Fresh Start Recipient organisations must provide OLG a detailed report-End of financial year reporting End of Financial Year Organisations will need to report: FTE workforce at 30 June 2024 (baseline) FTE workforce at 30 June each year up to 30 June 2030, and the number of recruits employed under the Program each year up to 30 June 2030		Please email report to - freshstart@olg.nsw.gov.au
Aug-2026	01-Aug-2026	Finance	Last day for rates to be levied by service of rates notice	Local Government Act 1993 - section 562 (4)	
Aug-2026	31-Aug-2026	Finance	First quarter rates or single instalment due	Local Government Act 1993 - section 562 (3)	
Jul-2026	31-Jul-2026	Finance	Last day for making rates	Local Government Act 1993 - section 233	
Jul-2026		Governance	Reminder: written returns of interest due 30 Sept for councillors and designated persons who held office at 30 June	Model code of Conduct 04.21(a)	
Sep-2026	30-Sep-2026	Governance	Written returns of interest due for councillors and designated persons who held office at 30 June GM to table returns at next Council meeting	Model code of Conduct 04.21(a) Model Code of Conduct 04.22	
Sep-2026		Education	Cyber Security Councils Forum		Registration via community@cyber.nsw.gov.au
Sep-2026	2-4 September 2026	Education	LG Professionals – Integrated Planners Conference		
Jul-2026	31-Jul-2026	Apprenticeships and Trainees program	Fresh Start Recipient organisation claim due for the period of 1 July to 31 December - The Recipient may only submit (and the Department will only accept) a claim for Funding for each Funded Employee once in the following periods during the nominal term: 1 July to 31 December – for claim period ending 31 December To receive the Funding, the Recipient must provide to the Department, by the dates below, an acquittal of the amount of Funding received in the specified periods:		Please email report to - freshstart@olg.nsw.gov.au
Sep-2026	30-Sep-2026	Governance	Audit Risk Improvement Committee (ARIC) to have met this quarter	Local Government (General) Regulation 2021 - 216L	

Oct-2026		Grants	Local Government Recovery Grants – AGRN 1012, 1025, 1030/34 – YTD reporting due		
Oct-2026		Other	Grants Commission roads, bridges & general return due		Please email return to - gen@olg.nsw.gov.au
Oct-2026	03-Oct-2026	Finance	Application for Payment of Pensioner subsidy due		
Oct-2026	16-Oct-2026	Finance	Request for extension to lodge financial statements due in writing to OLG	Local Government Act 1993 section 416(2) - https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#sec.416 Local Government Code of Accounting Practice and Financial Reporting - https://www.olg.nsw.gov.au/sites/default/files/2026-02/local-government-code-of-accounting-practice-and-financial-reporting-section-1-general-purpose-financial-statements.pdf	Please email to - olg@olg.nsw.gov.au
Oct-2026	30-Oct-2026	Governance	Annual Report of obligations under GIPA due to the Minister and the Information Commissioner	Government Information (Public Access) Act 2009 - section 115	Information and privacy Commission GIPA Tool
Oct-2026	31-Oct-2026	Finance	Council annual Permissible Income workpapers to be lodged	OLG permissible income workpaper process	Please lodge to - permissibleincome@olg.nsw.gov.au
Oct-2026	31-Oct-2026	Finance	Financial Statements to be audited and lodged to OLG with Financial Data Return (FDR) within four months of end of financial year	Local Government Act 1993 - section 416(1) - https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#sec.416 Local Government Act 1993 - section 417(5) - https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#sec.417 Local Government Code of Accounting Practice and Financial Reporting - https://www.olg.nsw.gov.au/sites/default/files/2026-02/local-government-code-of-accounting-practice-and-financial-reporting-section-1-general-purpose-financial-statements.pdf	Please lodge financial statements to - finance@olg.nsw.gov.au
					Please lodge FDRs to - fdr@olg.nsw.gov.au
Oct-2026	31-Oct-2026	Finance	Second quarter rates installment notices to be sent	Local Government Act 1993 -section 562(3)	
Nov-2026	30-Nov-2026	Finance	Last day for Responsible Accounting Officer (RAO) to submit quarterly budget review statement to council and OLG	Local Government (General) Regulation 2021- 203(1) - https://legislation.nsw.gov.au/view/whole/html/inforce/current/2021-0460#sec.203 Quarterly Budget Review Statement Guidelines - https://www.olg.nsw.gov.au/sites/default/files/2026-02/quarterly-budget-review-statement-guidelines-for-local-government.pdf	Please email a copy of the QBRs report to - finance@olg.nsw.gov.au
					Please email the QBRs data return to - qbrs@olg.nsw.gov.au The QBRs Data Return is available via the Council Portal
Nov-2026	30-Nov-2026	Finance	Second quarter rates instalment due	Local Government Act 1993-section 562(3)(a)	
Nov-2026	30-Nov-2026	Governance	Annual report is to be placed on council website and the Minister notified electronically to OLG with web link	Local Government Act 1993-section 428	Annual Report Checklist is available here
Nov-2026	30-Nov-2026	Other	Australian Local Government Association (ALGA) Return of National Local Road Data return due		Please email return to - nlrds@olg.nsw.gov.au
Nov-2026	22-24 November 2026	Education	LG NSW Annual Conference		
Dec-2026	05-Dec-2026	Finance	Last day for financial statements to be presented to the public	Local Government Act 1993 section 418(2)	

Nov-2026	01-Dec-2026	Other	Expected second installment of Financial Assistance Grants		
Dec-2026	30-Dec-2026	Governance	Model Code of Conduct Complaints Statistics to be reported to Council; collection form due to OLG	Procedures for the Administration of The Model Code of Conduct for Local Councils in NSW - 11.1 - 11.2	Collection form due to OLG and available here
Dec-2026	31-Dec-2026	Governance	Audit Risk Improvement Committee (ARIC) to have met this quarter	Local Government (General) Regulation 2021 - 216	Guidelines for risk management here
Dec-2026	31-Dec-2026	Governance	Delivery Program progress report to be presented to council	Integrated Planning & Reporting Guidelines - Essential Element 4.9	Link to guidelines here
Jan-2027	31-Jan-2027	Apprenticeships and Trainees program	Fresh Start Recipient organisation claim due for period 1 January to 30 June The Recipient may only submit (and the Department will only accept) a claim for Funding for each Funded Employee once in the following periods during the nominal term: 1 January to 30 June – for claim period ending 30 June. To receive the Funding, the Recipient must provide to the Department, by the dates below, an acquittal of the amount of Funding received in the specified periods:		Please email report to - freshstart@olg.nsw.gov.au
Dec-2026		Education	Cyber Security Councils Forum		Registration via community@cyber.nsw.gov.au
Dec-2026	2-4 December 2026	Education	LG Professionals – Finance Professionals Conference		
Jan-2027	30-Jan-2027	Finance	Third quarter rates instalment notices to be sent	Local Government Act 1993 - section 562(1)	
Jan-2027	31-Jan-2027	Finance	Last day for council ledgers to be balanced and a list of balances prepared for six-monthly inspection by council auditor	Local Government (General) Regulation 2021 - 228	
Feb-2027	01-Feb-2027	Finance	First day for requests to Valuer General for estimates of changes in land values where supplementary valuations are required	Local Government Act 1993 - section 513	
Feb-2027		Grants	Local Government Recovery Grants – AGRN 1012, 1025, 1030/34 and HIC \$2M HIC Companion Animals Grants (\$375K) – YTD reporting due		
Feb-2027		Grants	New Council Implementation Fund (NCIF) progress report due		
Feb-2027		Grants	Stronger Communities Fund (SCF) progress report due		
Feb-2027		Other	Expected third installment of Financial Assistance Grants		
Feb-2027	28-Feb-2027	Finance	Last day for Responsible Accounting Officer (RAO) to submit quarterly budget review statement to council and OLG	Local Government (General) Regulation 2021- 203(1) - https://legislation.nsw.gov.au/view/whole/html/inforce/current/s1-2021-0460#sec.203 Quarterly Budget Review Statement Guidelines - https://www.olg.nsw.gov.au/sites/default/files/2026-02/quarterly-budget-review-statement-guidelines-for-local-government.pdf	Please email a copy of the QBRs report to - finance@olg.nsw.gov.au Please email the QBRs data return to - qbrs@olg.nsw.gov.au The QBRs Data Return is available via the Council Portal
Feb-2027	28-Feb-2027	Finance	Third quarter rates instalment due	Local Government Act 1993 - section 562(3)(a)	
Mar-2027	30-Mar-2027	Finance	Councils are reminded of the need to engage infrastructure asset valuers in a timely manner to ensure compliance with the financial reporting legislation.		

Mar-2027	01-Mar-2027	Finance	Valuer General to provide estimates of changes in the value of land for which supplementary valuations are required within one (1) month of date of request.	Local Government Act 1993 - section 513(2)	
Mar-2027	31-Mar-2027	Governance	Audit Risk Improvement Committee (ARIC) to have met this quarter	Local Government (General) Regulation 2021 - 216i	Guidelines for risk management here
Mar-2027		Education	Revenue Professionals Conference		
Mar-2027	10-12 March 2027	Education	LG Professionals – Governance Conference		
Apr-2027		Grants	Local Government Recovery Grants – AGRN 1012, 1025, 1030/34 – YTD reporting due		
Apr-2027	30-Apr-2027	Finance	Fourth quarter rates instalment notices to be sent	Local Government Act 1993 - section 562(3)	
Apr-2027	30-Apr-2027	Finance	Income Adjustments for Newly Rateable Crown Land due		
Apr-2027	30-Apr-2027	Finance	Public bodies to provide council with a list of parcels of land to which rate rebate applies	Local Government Act 1993 - section 600(5)	
May-2027	31-May-2027	Finance	Fourth quarterly rates instalment due	Local Government Act 1993 - section 562(3)(b)	
May-2027	31-May-2027	Finance	Last day for Responsible Accounting Officer (RAO) to submit quarterly budget review statement to council and OLG	Local Government (General) Regulation 2021- 203(1) - https://legislation.nsw.gov.au/view/whole/html/inforce/current/s1-2021-0460sec.203 Quarterly Budget Review Statement Guidelines - https://www.olg.nsw.gov.au/sites/default/files/2026-02/quarterly-budget-review-statement-guidelines-for-local-government.pdf	Please email a copy of the QBRs report to - finance@olg.nsw.gov.au Please email the QBRs data return to - qbrs@olg.nsw.gov.au . The QBRs Data Return is available via the Council Portal
May-2027	31-May-2027	Finance	Last day for requests to Valuer General for estimates of changes in the value of land for which supplementary valuations are required to be furnished	Local Government Act 1993 - section 513	
Jun-2027	01-Jun-2027	Finance	Objections to the inclusion of land to be vested in public bodies must be served within two months after the list is furnished	Local Government Act 1993 - section 600(6)	
May-2027		Other	Expected fourth instalment of Financial Assistance Grants		
Jun-2027	30-Jun-2027	Finance	Valuer General to provide estimates of changes in the value of land for which supplementary valuations are required within one (1) month of date of request	Local Government Act 1993 - section 513(2)	
Jun-2027	30-Jun-2027	Governance	Audit Risk Improvement Committee (ARIC) to have met this quarter	Local Government (General) Regulation 2021 - 216i	Guidelines for risk management here
Jun-2027	30-Jun-2027	Governance	Delivery Program progress reports provided to council at least every six months	Integrated Planning and Reporting Guidelines (IP&R)	Link to guidelines here
Jun-2027	30-Jun-2027	Governance	Last day for adopting operational plan 2027-28 and updating long term financial plan	Local Government Act 1993 section 403 - https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030sec.403 Integrated Planning and Reporting Guidelines (IP&R)	Link to guidelines here

