

CLAUSE	CL05
TITLE	Delivery Program Progress Report December 2025
FROM	Shireen Donaldson, Director Economic & Organisational Development
TRIM REF	26/16318

SUMMARY

Section 404(5) of the Local Government Act 1993 requires that regular progress reports are provided to Council, reporting as to its progress with respect to the principal activities detailed in its Delivery Program and Operational Plan at least every six months.

RECOMMENDATION

Council note the Delivery Program Progress Report as at 31 December 2025.

REPORT

Council's Integrated Planning and Reporting Framework is based on a long-term Community Strategic Plan which sets out the community's vision and the directions that Council needs to pursue to help achieve this vision. Complementing the Community Strategic Plan is the Delivery Program and Operational Plan (Budget).

The Delivery Program is the commitment from Council, over a four-year term, of what is going to be delivered to progress Council and the community towards the directions set out in the Community Strategic Plan. The one-year Operational Plan sets out the actions being undertaken, in a particular year, to progress what the Delivery Program is to deliver.

This report and the attached performance measures (Attachment a) provide a summary of Council's progress in relation to the actions from the Delivery Program 2025-2029 and Operational Plan as at 31 December 2025 advising the extent to which the Operational Plan Actions (Performance Indicators) have been achieved.

A summary of the significant projects completed/underway include:

Project	Progress	Expected Completion/ Comments
Griffith Southern Industrial Link Road Strategy – Thorne Road 4a	Completed	March Qtr. 2025.
Kurrajong Avenue Rehabilitation	Ongoing	June Qtr. 2026.
Tharbogang Waste Management Centre		
○ Quarry Floors Development	Ongoing	Gravel extraction being undertaken. To be completed by June Qtr. 2026
○ Existing Landfill Restoration	Ongoing	Restoration plan developed. Restoration to be undertaken in future years.

Project	Progress	Expected Completion/ Comments
Griffith Reservoir Refurbishment (14 ML)	Ongoing	Works to commence March Qtr. 2026. To be completed September Qtr. 2026.
Hanwood Flood Pump & Levee	Completed	Project completed December Qtr. 2025.
Yoogali Flood Mitigation Levee Stage 2a and 2b	Completed	Completed December Qtr. 2025.
Lake Wyangan and Catchment Rehabilitation Strategy		
○ South Lake Wyangan Water Treatment	Completed	18-week treatment trial completed. Supplementary treatment completed December Qtr. 2025. Results reported to LWCM Committee.
○ Infrastructure Works Northwest Foreshore Recreation Area	Ongoing	Council adopted Master Plan Sep 2023. Total Budget \$2.03M. Stage 1 \$1.03M LRCIP (4) completed June Qtr. 2025. Stage 2 \$1.0M Griffith City Council. Included in 2024/25 budget.
Memorial Garden Upgrade	Completed	Stage 1 Completed December Qtr. 2024. London Plane trees planted in June Qtr. 2025.
New Cemetery Masterplan Development	Ongoing	Updated studies required. Budget bid for 2026/27 required. To be further considered by the New Cemetery Committee.
CCTV Yambil Street Stages 3-4	Ongoing	20 CCTV Cameras to be installed. March Qtr. 2026.
Airport Runway Lighting	Ongoing	Commencing June Qtr. 2026.
Yoogali Shared Pathway - Mackay Ave	Completed	Bridge and pathway completed June Qtr. 2025. Minor works completed September Qtr. 2025.
Water Mains Renewal Program	Ongoing	As per Capital Works Budget.
Renewals of Gravity Sewers	Ongoing	As per Capital Works Budget.
Annual Road Reseals and Maintenance Program 2025/26	Urban reseal – Completed Rural reseal –	Dec Qtr. 2025.

Project	Progress	Expected Completion/ Comments
	Completed Regional reseal Completed	Sep Qtr. 2025. – Mar Qtr. 2026
Tharbogang Park	Completed	Completed June Qtr. 2025. Project supplemented by State Government Local Small Commitment Allocation Program Grants to install shade sails.
Lake Wyangan Master Plan Implementation – Housing enabling infrastructure	Ongoing	Due for completion June Qtr. 2026.
Net Zero Facilities Upgrade Program Griffith Regional Aquatic Leisure Centre, Water Treatment Plant Water Reclamation	Ongoing	Grant application successful. Negotiating with funding body

OPTIONS

OPTION 1

Council note the Delivery Program Progress Report as at 30 December 2025.

POLICY IMPLICATIONS

Not Applicable

FINANCIAL IMPLICATIONS AND RISK

As per budget allocations set out in the 2025/26 Operational Plan.

Moderate Low Risk: Minor financial loss > \$10,000 to \$1 million.

COMPLIANCE / LEGAL / STATUTORY IMPLICATIONS AND RISK

In accordance with the Local Government Act 1993 Section 404.

Moderate Low Risk: Minor policy or regulatory breach resolved through amended practices.

ENVIRONMENTAL IMPLICATIONS AND RISK

While this report has no direct environmental implications, it does summarise Council's activities. Some of the objectives achieved have had a positive impact on environmental issues within the Local Government Area.

Minor Low Risk: Minimal environmental impact handled internally.

REPUTATION / COMMUNITY IMPLICATIONS AND RISK

Council has an obligation to provide progress reports to the Community advising the extent to which Council has achieved its goals as set out in the Delivery Program.

Moderate Low Risk: Minor adverse public/staff reaction and/or negative publicity. Resolved with Manager or Director Comment. No impact on staff morale.

SERVICE DELIVERY IMPLICATIONS AND RISK

Minor Low Risk: Nil impact to service delivery.

WHS / HR IMPLICATIONS AND RISK

Minor Low Risk: No injuries/Nil impact to service delivery.

LINK TO STRATEGIC PLAN

This item links to Council's Strategic Plan item 1.1 Provide clear, accessible, relevant information. 3.1 Undertake Council activities within a clear framework of strategic planning, policies, procedures and service standards.

CONSULTATION

Senior Management Team

ATTACHMENTS

- (a) Quarterly Delivery Program Progress Report - Q2 - 2025/2026 (under separate cover)



Quarterly Progress Report
Delivery Program & Operational Plan Actions
Q2, 2025/2026

Leadership

An engaged and informed community

Provide clear, accessible, relevant information

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Communicate with the community providing information that is relevant and easily accessible.	1.1.1.1	Prepare and distribute newsletters and media releases to inform the community about Council projects, initiatives and decisions in a timely manner.	Communications & Integrated Planning Coordinator	Number of Media Releases. Minimum of 10 Community Catch-ups.	Number of Media Releases - 54. Facebook - 12,4K followers and Instagram - 1.8K followers. Council Catch-Ups - 12. Council Cafes - 2 held.
	1.1.1.2	Deliver timely and engaging information through diverse communication channels, including an active and responsive social media presence.	Communications & Integrated Planning Coordinator	Number of Social Media engagements and followers - Facebook and Instagram. Use of other mediums such as radio, tv, print advertising.	Council continues to keep the community updated through social media and other mediums including the community newsletter, Council Catch-Up, in print and eNewsletter, Media Releases, Monthly Council Cafes and Community Opinion Group (COG) Meetings. Number of Media Releases - 54, Facebook - 12.4K followers and Instagram - 1.8K followers. Council Catch-Ups - 12. Council Cafes - 2 held.
Provide interactive, accessible websites for all Council facilities.	1.1.2.1	Ensure Council facility websites remain interactive, accessible, and regularly updated to enhance user experience and engagement.	Communications & Integrated Planning Coordinator	Analysis of website traffic on Griffith City Council's main website.	Council's refreshed websites continue to receive positive feedback due to functionality and user experience. Connect Griffith is proving an excellent tool for informing the community and collecting feedback. The Staff Intranet, GNet was launched in October 2025.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Inform the community of Council decisions.	1.1.3.1	Council and Committee Agendas and Minutes made publicly available within agreed timeframes.	Governance Manager	Council and Committee Minutes uploaded to Council website. Livestream Council Meetings.	Council Meeting Agendas and Minutes and Committee Agendas and Minutes uploaded to website in timely manner. Five Council Meetings held this quarter. Media Releases prepared and distributed regarding Council resolutions where required. Council Meetings livestreamed and advertised in Council Catch Up/Facebook.

Actively engage with and seek direction from our community and stakeholders

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide opportunities for the community to interact with Council.	1.2.1.1	Facilitate public workshops, forums and community engagement opportunities, including Community Opinion Group (COG) meetings and Council Cafes.	Communications & Integrated Planning Coordinator	COG meetings held quarterly. Number of Council Cafes held. Other public forums/workshops held.	Two Council Cafes were held in Kooyoo Street, with good attendance by residents seeking to provide feedback across a range of issues including footpaths, garbage collection and a suggestion to add Christmas lights to the trees currently in Kooyoo Street.
	1.2.1.2	Engage with the community through Connect Griffith interactive website.	Communications & Integrated Planning Coordinator	Analysis of website traffic Connect Griffith. Number of projects on Connect Griffith.	Council continues to exhibit its policies, plans, strategies and other documents as well as progress on projects on Connect Griffith to gather Community feedback. In Q2, A total of 16 exhibitions and projects, including the Playground Strategy, Disability Inclusion Action Plan and Business Survey were displayed on Connect Griffith with good responses received.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement and improve internal Communications.	1.2.2.1	Provide internal communications to staff including monthly newsletter and up to date information on Council Intranet.	Communications & Integrated Planning Coordinator	Number of Staff Newsletters distributed. Website traffic on Intranet.	Council Capers issued to all staff - 3. New intranet for staff successfully rolled out in October 2025.
Provide a robust Council Committee structure.	1.2.3.1	Provide support for Council Committees in accordance with the adopted Committee Structure and Terms of Reference.	Governance Manager	Number of Committee Meetings held. Induction provided to new Committee members.	Administrative support provided to over 13 Council Committees. Eighteen Committee meetings held this quarter.
Deliver responsive and innovative customer service.	1.2.4.1	Deliver efficient and innovative customer service.	Director - Sustainable Development	80% of telephone calls answered within 20 seconds. Telephone calls resolved by customer service operator.	Customer Service continue to deliver an efficient and reliable one-stop shop to meet community needs. Maintaining a strong 80% service level of calls being answered within 20 seconds, with 80% of calls fully resolved by the Customer Service team without the need to transfer to other departments.

Work together to achieve our goals

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Engage with State, Federal, and non-government agencies through strategic liaison and advocacy on relevant matters.	2.1.1.1	Engage with key stakeholders and advocate to State and Federal governments on current community issues.	General Manager	Meetings with State and Federal representatives with Mayor and or GM.	Engagement continues with key stakeholders.
	2.1.1.2	Lobby Australian and NSW Governments to progress equitable Murray Darling Basin water Reform Agenda to ensure long term sustainability of our community. Water Amendment (Restoring our Rivers) Act 2023.	General Manager	Opportunities for resources through "Sustaining Communities Program" are aggressively explored. Water buy backs actively opposed at all forums and advocacy opportunities.	Active part of RAMJO, looking into the MDBA report (due out Feb 6). Supported engaging consultancy support to develop response, and narratives that can be utilised by Councils and business in the region.
Continue membership with Regional and Murray Joint Organisation (RAMJO).	2.1.2.1	Take a proactive role in the strategic direction of the Riverina and Murray Joint Organisation (RAMJO) of Councils.	General Manager	The Riverina Murray RAMJO was established in accordance with State Government framework.	Opportunities to link with State ministers, local stakeholders and groups (MDA, RAMJO) are ongoing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Griffith City Council to participate in working groups to implement strategic priorities for RAMJO.	

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate external funding opportunities to support recreational and activation projects.	2.2.1.1	Apply for external funding for approved Urban Design Projects and strategies.	Urban Strategic Design & Major Projects Manager	Grants applied for and grants awarded.	Council has received funding from the Sustainable Community Fund to upgrade the CBD. This project is commencing with design and public consultation. Completion date end of 2027. Council is consciously looking for funding opportunities to apply for. Currently Council is applying for funding as part of the new Rumble Park development scheduled for 26/27.
Seek appropriate funding to implement the actions and priorities outlined in the Griffith Pedestrian and Bicycle Strategy	2.2.2.1	Apply for relevant funding opportunities to undertake construction of footpaths and cycleways.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	An application to the Get NSW Active FY 26/27 grant programme for Noorla Street pathway. The application Ref is GNA000587.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify funding opportunities for the improvement of the regional and local road networks.	2.2.3.1	Apply for relevant grants and identify projects.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	The Griffith Southern Industrial Link was opened in December 2025. Minor works remaining. Works proposed for Northern Heavy Vehicle Bypass road utilising R2R funds in 2026/27.
Develop and maintain a network of grant sources to identify grant opportunities.	2.2.4.1	Provide reports to Senior Management Team on grants available and applied for.	Finance Manager	Grant action reports provided to Senior Management Team (SMT) operational meetings weekly.	Senior Management Team update the grant action reports regularly.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide support to the Mayor and Councillors to assist in fulfilling their roles and responsibilities effectively.	2.3.1.1	Provide necessary resources to enable the Mayor and Councillors to undertake their statutory role.	Director - Economic and Organisational Development	Number of briefings/training /development opportunities attended by Councillors.	Adopt new Meeting Code of Practice, provide information to Councillors and community prior to Meetings, create community engagement opportunities for Councillors, provide monthly strategic workshop format for Councillors, support Training Calendar for Councillors.
	2.3.1.2	Coordinate professional development plans and training for Councillors.	Governance Manager	Councillor induction and training plans prepared, and	Councillors provided professional development at Council Workshops. ALGWA Conference and MDA Conference both held in Griffith over September and October. The Mayor and two

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				training provided.	Councillors attended the LG NSW Annual Conference in Penrith in November. The Mayor attended Regional Cities Meeting and Country Mayors Association meeting.

Plan and lead with good governance

Undertake Council activities within a clear framework of risk management, strategic planning, policies, procedures, and service standards to enhance accountability, resilience and informed decision-making

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide governance services to Council.	3.1.1.1	Review and maintain Council policies.	Governance Manager	Public policies reviewed at least once during Council term. Internal policies reviewed as required. Local policies and required policies reviewed within 12 months of Council Election.	Artificial Intelligence (AI) Policy adopted 12/11/2025. New Code of Meeting Practice policy adopted 9 December 2025.
	3.1.1.2	Coordinate Council Meetings including preparation of Business Papers, Minutes and Action Reports.	Governance Manager	Council Business Papers and Minutes prepared in accordance with legislation. A minimum of 10	Five Council Meetings held this quarter. Governance staff prepared Business Papers, Minutes, CRMs and Action Reports to follow up Council resolutions.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Council Meetings held per year.	
	3.1.1.3	Coordinate Council's Legal Services Panel.	Governance Manager	Maintain Legal Services Panel.	Council's legal panel available on the Intranet. Contract runs from 1 July 2023 to 30 June 2027.
	3.1.1.4	Undertake statutory requirements including Public Interest Disclosures (PID), PID Annual Report, Code of Conduct Annual Report, Delegations, Conflicts of Interests and Annual Disclosures.	Governance Manager	Statutory reporting requirements undertaken including PID Annual Report, Code of Conduct Annual Report, review of Delegations, Disclosure of Interests Returns, Key Management Personnel Declarations, Conflicts of Interest.	Delegations issued as required. Annual Disclosures for Councillors and Designated Persons presented to 14 October 2025 Council Meeting. Key Management Personnel Related Party Disclosure forms issued for completion by 30 November 2025. Code of Conduct Complaints Statistics presented to Council 11 November 2025 and sent to Office of Local Government.
	3.1.1.5	Oversee Council's requirements under Privacy legislation including Mandatory Data Breach Notification.	Governance Manager	Public register maintained on Council's website. Eligible data breaches reported as required.	A Council Compliance framework document has been drafted and presented to the Audit, Risk and Improvement Committee. One minor data breach was reported this quarter regarding upload of documents to the staff intranet being viewable on the Council website. Public register maintained on Council's website. No 'eligible' data breaches requiring mandatory reporting were reported.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.1.6	Promote the role of Local Government within the local community including Local Government Week and school visit activities.	Governance Manager	Number of events held over Local Government Week. Number of engagements with schools and organisations. School Leaders ceremony held annually.	Participated in Council Cafe, social media promotions, weekly editions of Council Catch-Up, administer Council Committees. Planning commenced for School Leaders event for 2026.
	3.1.1.7	Coordinate Council's requirements for the Local Government Election Sep 2028.	Governance Manager	Requirements undertaken within required timeframes.	No action required.
Coordinate Council's Internal Audit program in accordance with the Risk Management and Internal Audit Guidelines.	3.1.2.1	Coordinate Audit Risk Improvement Committee (ARIC) meetings and internal audit function of Council in accordance with the Risk Management and Internal Audit Guidelines.	Governance Manager	Number of internal audit reviews undertaken. Number of ARIC meetings held. Requirements of Risk Management and Internal Audit Guidelines.	Audit Risk Improvement Committee (ARIC) held 22 October 2025 to review the Annual Financial Statements and 20 November 2025. Internal Audit reports presented for Fleet and Plant Management, Store and Depot Management and WHS Management reviews. Engagement letters signed off for Project Management and Grants Management internal audit reviews.
Facilitate the release of government information in	3.1.3.1	Process Government Information (Public Access) Act (GIPA) applications in accordance with legislative	Governance Manager	Number of GIPA applications processed. Agency	One formal GIPA finalised this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
accordance with legislative requirements.		requirements. Review Information Guide annually. Open access information including public registers is available on Council's website. GIPA Annual Report submitted.		Information Guide reviewed and adopted annually. Council's website updated with required information. GIPA Annual Report submitted.	
Undertake Council's legislative requirements under the Integrated Planning and Reporting (IP&R) framework.	3.1.4.1	Coordinate Council's IP&R requirements including preparation of Delivery Program, Operational Plan, Resourcing Strategy, Quarterly and Six Monthly Progress Reports, Annual Report.	Governance Manager	Delivery Program and Operational Plan adopted by 30 June. Annual Report prepared by 30 Nov annually. Quarterly Reports and Progress Reports provided to Council.	Annual Report prepared and presented to Council 26 November 2025. IP&R documents available on Council website. Q1 Quarterly Review presented to Council 26 November 2025.
	3.1.4.2	Coordinate Council's Service Review program as outlined in the Delivery Program & Operational Plan.	Governance Manager	Progress on implementation of recommendations reported to ARIC.	Progress on Service Reviews are reported to Audit Risk and Improvement Committee meetings.
Provide a Child Safe organisation framework.	3.1.5.1	Coordinate implementation of Child Safe Standards and legislative requirements.	Governance Manager	Staff provided with training and resources. Promote Child Safety to broader	Child Safe Recruitment, Induction and Training Policy adopted (internal policy).

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				community.	
Provide effective Compliance services.	3.1.6.1	Provide compliance services to monitor restricted parking areas and safeguard school zones.	Planning & Environment Manager	Undertake regular patrols of restricted parking areas and school zones.	Monitoring of restricted parking areas and safeguarding of school zones have continued effectively during this period.
	3.1.6.2	Provide animal management services for the LGA and continuous improvement of Griffith Pound and Rehoming Centre.	Planning & Environment Manager	Improvements to rehoming facility. Rehoming of companion animals. Respond to all animal related enquiries such as stock, barking dogs etc.	Excellent animal management services have been provided for this period including continuous improvements where required.
	3.1.6.3	Provide compliance to ensure a clean, tidy and litter free environment for residents.	Planning & Environment Manager	Respond to litter and dumping complaints in a timely manner.	Compliance complaints regarding overgrown lots and litter have been dealt with promptly in this period.
Provide corporate property services for Council including Crown Land Management.	3.1.7.1	Coordinate the preparation of plans of management for Crown Lands managed by Council and Council owned community land.	Corporate Property Officer & Native Title Coordinator	No. of Plans of Management provided to Department of Crown Lands for evaluation and concurrence.	11 Feb 2026 - Draft Plans of Management for Griffith CBD, South-West Precinct Parks, Griffith/Yenda Cemeteries and Griffith and Yenda Preschools are under review. Once reviewed Plans of Management will then be sent to the Department of Planning for approval and then placed on public exhibition.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review, implement and monitor a compliant Risk Management Framework.	3.1.8.1	Implement Council's Enterprise Risk Management framework, review Council's Risk Register and monitor Risk Management Action Plans.	Senior Work Health and Safety & Risk Coordinator	Risk Register reviewed each quarter. Risk Management Action Plans developed and communicated annually.	Risk Register reviewed in Q2.
Provide a compliant Work Health Management system to meet legislative and organisational requirements.	3.1.9.1	Undertake review of Work Health Safety policies and implement amendments to WHS Act and Legislation changes as required.	Senior Work Health and Safety & Risk Coordinator	A return to work (RTW) Program reviewed annually. WHS policies reviewed. WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions. Number of WHS Committee meetings held.	WHS system developed and implemented. Incident reports presented to Senior Management Team regularly.
Promote employee well-being and uphold high standards of employment.	3.1.10.1	Facilitate opportunities for training and policies to improve staff wellbeing including EAP.	Senior Work Health and Safety & Risk Coordinator	Hold two Health and Wellbeing staff awareness programs. Four Health and Wellbeing Articles distributed	All personnel trained, health and wellbeing articles distributed to staff.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				annually. EAP provided.	
	3.1.10.2	Provide a safe workplace by undertaking Random Alcohol and Other Drug (AOD) testing.	Senior Work Health and Safety & Risk Coordinator	20% of workforce tested for Alcohol and Other Drugs (AOD).	Policy in place for random testing regime.
	3.1.10.3	Provide identified positions with required vaccinations and annual Flu Vaccination Clinics for all Council staff.	Director - Economic and Organisational Development	Ensure identified staff are provided appropriate vaccinations as per Position Description. Provide Annual Flu Vaccination Clinics.	Vaccination provider appointed for 2026 flu season.
Provide a compliant Human Resource Management service to meet legislative and organisational requirements.	3.1.11.1	Undertake review of HR policies. implement Award changes as required.	Director - Economic and Organisational Development	HR policies reviewed as per cycle. Number of Consultative Committee meetings held.	Changes to Commuter Use Policy workshopped with affected staff and reported to Consultative Committee.
	3.1.11.2	Implement actions outlined in Council's Equal Employment Opportunity (EEO) Policy.	Workforce Planning Manager	Report on EEO progress and activities in Council's Annual Report.	Staff are completing online modules in eLearning for training. Training modules have captions and videos to assist with inclusion. Facebook recruitment posts have been updated to include EEO statements.
	3.1.11.3	Provide a relevant training calendar for staff	Workforce Planning Manager	Training Calendar completed and available.	Draft Calendar created. Working on finalising commitments from some providers travel arrangements.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		development and compliance.		WHS training provided within relevant time frames.	
	3.1.11.4	Review recruitment process and staff induction.	Workforce Planning Manager	Review induction.	Staff induction is extended to all staff, finalising an online version for staff that are casual and cannot attend in person.
	3.1.11.5	Identify opportunities within organisation structure for traineeships and offer work experience programs.	Workforce Planning Manager	Number of trainees and apprentices employed.	In the process of appointing a School Based Trainee for Administration. All Fresh Start trainees and apprentices have now commenced (8).
Provide efficient, accurate and compliant record management services to both internal and external customers of Council.	3.1.12.1	Provide records management, Name Address Register (NAR) and Property module training to staff.	Information Manager	Number of face-to-face training attendees. Number of online training modules completed by staff. Monthly records management 'tips' emailed to all staff.	Records Management and Content Manager (CM) induction training was conducted for two staff this quarter.
	3.1.12.2	Digitise paper property files identified as vital records at high risk of loss / damage / destruction in Council's Records Risk Register (IM-FO-210).	Information Manager	Number of files digitised.	A total of 99 property files were digitised this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.12.3	Undertake disposal of paper records in accordance with relevant legislation.	Information Manager	Number of files securely destroyed.	No paper records were disposed this quarter.
	3.1.12.4	Sentence legacy electronic records in accordance with relevant legislation.	Information Manager	Number of records sentenced.	Completed 3 Dec 2025. 4,447 electronic legacy records approved for disposal have been securely disposed according to State Records NSW legislative requirements.
	3.1.12.5	Undertake annual Recordkeeping Maturity Assessment of Griffith City Council in accordance with State Records NSW compliance monitoring requirements.	Information Manager	Date of submission and compliance level achieved.	State Records NSW annual Recordkeeping Monitoring Exercise reporting period is 2 - 27 March 2026.
Provide reliable IT services within Council.	3.1.13.1	Review all software applications and other programs on an annual basis. Replacement of hardware as required.	Information Technology Manager	PCs to maintain a turnover ratio of 5 years minimum. Report on applications as renewed.	Content Manager Upgrade booked in for March 2026. Forms System is progressing with a number of new forms coming online and existing forms converted. Timesheeting and Payroll systems upgraded. Gnet has been integrated with Council core systems. Customer Request Management has completed the installation phase and is progressing to implementation. ERP (Enterprise Resource Planning) Upgrade planning is continuing. Annual PC replacement is approx. 50%.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.13.2	Maintain IT support services to Council departments.	Information Technology Manager	80% CRMs closed as per service standard.	IT support is being provided as per agreed service levels. 84% of CRMs closed within service standard.
	3.1.13.3	Ensure Council's IT systems are adequately protected and training provided to staff and Councillors.	Information Technology Manager	Number of cyber security training sessions offered to staff and Councillors.	Cyber Security Training Sessions booked for Feb/March 2026.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Comply with financial statutory reporting requirements.	3.2.1.1	Meet annual financial reporting requirements (budget preparation, quarterly reviews, Annual Financial Statements and Long Term Financial Plan).	Finance Manager	Adoption of annual financial statements within Office of Local Government (OLG) guidelines by 31 October. Adoption of annual operating budget by Council prior to 30 June. Adoption of quarterly operational review reports. Meet OLG financial sustainability ratios.	Adoption of annual financial statements for 2025 were lodged with the Office of Local Government (OLG) by 31 October. The annual operating budget for 2026 was adopted by Council prior to 30 June. The first quarterly budget review was presented to Council November 2025. Monthly investment reports have been presented to Council.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Preparation of monthly investment report for Council.	
Assist managers with budget preparation and monitoring.	3.2.2.1	Provide monthly report to responsible managers of year to date actual income and expenditure items versus budget.	Finance Manager	Provide monthly financial reporting to responsible managers by the 15th of the following month, or as soon as practicable.	Monthly management reports are provided to responsible managers by the 15th of the following month, or as soon as practicable.

Liveability

Griffith is a great place to live

Make our community healthy and safe

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Improve public safety by provision of appropriate information signage in public areas.	4.1.1.1	Review and maintenance of "Signs as Remote Supervision" in public areas.	Parks & Gardens Manager	Reviews of signs to be undertaken and repairs made for damage or vandalism.	Signage installation and upgrade of old signs is continual. City Park Splash Pad signs are being upgraded in the coming weeks.
Identify and promote road safety projects relevant to Griffith Local Government Area - subject to funding from TfNSW.	4.1.2.1	Investigate strategies to address road safety issues (subject to funding from TfNSW).	Director - Utilities	Develop and implement a 4 year road safety action plan subject to funding from TfNSW.	No funding available for a new action plan at this time.
Undertake Arbovirus Surveillance Program as required by NSW Health.	4.1.3.1	Set and collect Mosquito traps from designated sites and test Sentinel Chickens flock in Griffith during November to April. Liaise with NSW Health and raise awareness as appropriate.	Planning & Environment Manager	Mosquito Traps and Sentinel Flock tested and samples sent for analysis. Issue public information as appropriate.	Arbovirus Surveillance Program always implemented in collaboration with NSW Health for the required period including Set and collect Mosquito traps from designated sites and test Sentinel Chickens flock in Griffith during November to April.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Manage Risk Based Performance of Cooling Water Systems as required under Public Health legislation.	4.1.4.1	Allocate Unique Identification Number (UIN) on Cooling Water Systems, take receipt of Risk Management Certificates and maintain UIN register. Respond to notifications of high Legionella and Heterotrophic Colony Count (HCC) test results. Respond to notifications of high Legionella and Heterotrophic Colony Count (HCC) test results.	Planning & Environment Manager	Maintain register. Respond to notifications within appropriate timeframes.	Unique Identification Number (UIN) register maintained relevant to this quarter.
Undertake Public Swimming Pool inspections as required under Public Health legislation.	4.1.5.1	Undertake pool sampling for: - Public Swimming Pools and Spa Pools - Pool sampling of Hotel, Motel and Accommodation facilities - School Pools (Kalinda & GPSO) - GCC's Splash Park.	Planning & Environment Manager	Inspections undertaken per annual program.	All required pool samplings for Public Swimming Pools and Spa Pools - Pool sampling of Hotel, Motel and Accommodation facilities - School Pools (Kalinda & GPSO) - GCC's Splash Park were conducted for this period where required
Deliver On-site Sewage Management inspections as required under NSW Local Government Act 1993 and POEO Act 1997.	4.1.6.1	Undertake On-site Sewage Management inspections on newly registered Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Planning & Environment Manager	Assess all applications and issue approval to operate.	All inspections related to this field were conducted and approvals issued for this period.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Undertake Beauty and Skin Penetration Inspections as required by NSW Health. (Hairdressers as required)	4.1.7.1	Undertake inspections of Griffith and contracted LGA Hairdressers, Beauty and Skin Penetration premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with annual inspection program.	Inspection program successfully completed relevant to this quarter.
Deliver Mortuary Inspections as required by NSW Health.	4.1.8.1	Undertake inspections of Griffith and contracted LGAs Mortuary premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with inspection program.	Inspection program successfully completed relevant to this quarter.
Deliver Lake Wyangan Water Quality Sampling as required by the Australian Recreational Water Guidelines and Murrumbidgee Regional Algal Coordinating Committee.	4.1.9.1	Undertake regular water samples of Lake Wyangan to determine lake water suitability for Recreational water use.	Planning & Environment Manager	Regular monitoring of water to test quality and to determine condition of water.	All required sampling and testing done in accordance with the sampling roster for this quarter.
Deliver Food Inspections on food premises within the Griffith and surrounding LGAs as required	4.1.10.1	Undertake Food Business Inspections within the Griffith and contracted LGAs as required under the NSW Food Act 2003. Respond to general	Planning & Environment Manager	Deliver food inspections annually and as required.	All inspections required for this period have been done. Note that no contract inspections are done for the moment.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
under the NSW Food Act 2003.		enquiries and complaints from the public.			
Develop On-Site Sewage Management (OSM) Plan.	4.1.11.1	Develop structure for OSM Plan, determine process for capturing OSM information within Authority, HP Records Manager & Intramaps and commence development of OSM Plan.	Planning & Environment Manager	On-Site Sewage Management (OSM) Plan complete.	The Strategy approach has been amended to a more practical policy approach. A draft policy is being finalised to present to Councilors early 2026.
Liaise with local energy provider to maintain and upgrade street lighting.	4.1.12.1	Maintain street lighting.	Director - Infrastructure & Operations	Street lighting issues identified and reported to Essential Energy.	Continued liaising with Essential Energy ongoing. Street light outages are reported to Essential Energy when they are known to Council.

Encourage an inclusive community that celebrates social and cultural diversity

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Hold Citizenship Ceremonies as required.	4.2.1.1	Citizenship Ceremonies held as required.	Community Development Coordinator	Number of ceremonies held.	Preparations commenced for Australia Day Ceremony (90 Citizens). No ceremony held this quarter to enable a larger ceremony for Australia Day.
Hold Australia Day Ceremony/event.	4.2.2.1	Australia Day Ceremony held.	Community Development Coordinator	Number of nominations received.	37 nominations received. 34 Met criteria. Judging finalised, facilities booked. Grant application completed and approved. Amendment required to change from Survival Day Event to Family Fun Day at the Pool. Colouring in Competition prepared, and Citizenship preparation, with 90 new citizens.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Ambassador Program commenced and finalised. Ambassador Alexandra Moore assigned to Griffith LGA.
Provide opportunities for community groups to access grant funding.	4.2.3.1	Deliver Community Grant funding.	Community Development Coordinator	Number of grant applications received and number of grants awarded.	Quick Turn Around Grant for Griffith Italian Museum \$2,500 successful. Quick Turn Around Grant for Riverina Tongan Community \$2,500 successful.
Council welcomes refugees and asylum seekers.	4.2.4.1	Consult with services supporting the multicultural community.	Community Development Coordinator	Meetings attended.	Service Interagency & Multicultural Interagency attended. Booking requirements assistance for Multicultural Festival. Partnership with Meals on Wheels and Murrumbidgee PHN for Seniors Expo on 13 November 2025 with over 30 exhibitors. Attendance at Griffith Local Domestic Violence Meeting. International Day of People with Disability Event 3 December 2025. Disability services- Social Event including Painting and Morning Tea, RU Okay Day and Disability Awareness Workshops completed.
Actively engage with young people and collaborate with local agencies and user groups to	4.2.5.1	Promote and facilitate Griffith Youth Advisory Group.	Community Development Coordinator	Number of youth activities held in partnership with Council.	Fortnightly Youth Advisory Group (YAG) Meetings held. YAG participated in GLOW2680 community event in Memorial Park. GLOW Roller Disco held in October with School Holiday Funding. Youth sector training, Participation of YAG and youth in Enable

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
support their needs and initiatives.					Empower. Councillor presentation from YAG on ideas and concepts.

Provide and promote accessibility to services

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review the Disability Inclusion and Access Plan (DIAP) and complete report requirements.	4.3.1.1	Review Disability Inclusion Access Plan.	Community Development Coordinator	DIAP endorsed, reviewed and updated according to schedule.	Disability Awareness workshops attended. Annual Report sent to DCJ for Disability Inclusion Access (DIAP) reporting. Disability Inclusion Access Committee meetings attended. DIAP out for Public Exhibition to close in February. Survey with two formats (one easy read) distributed throughout networks for the community. International Day of People with Disability Social Event on 3 December in the park (Walk and Morning Tea).
Provide access to community services.	4.3.2.1	Maintain an up to date Community Directory.	Community Development Coordinator	Community Directory reviewed on regular basis.	Community Directory updated or customers assisted where required.
	4.3.2.2	Work with inter-agency networks and other organisations on issues impacting the community.	Community Development Coordinator	Number of activities held and projects and partnerships.	Service Interagency and Multicultural, Suicide Collaborative meetings and Youth Development Network attended. Organisation of Senior's Expo with partners on 13 November. Youth Sector Uplift Training attended in Narrandera. 16 Days of Activism support with flags raised in Griffith during November. Disability Inclusion Action Plan on public exhibition, with surveys.

Provide a range of cultural facilities, programs and events

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Theatre will deliver a diverse and engaging program of events that caters to the needs of the community.	4.4.1.1	Develop and deliver high quality, diverse entrepreneurial season that is inclusive of different age, cultural and interest groups in the community.	Griffith Regional Theatre & Art Gallery Manager	Deliver a minimum of 16 entrepreneurial shows per calendar year including a minimum of 3 seniors shows, 4 educational/family shows and a minimum of 1 show for the Culturally and Linguistically Diverse (CALD) community.	Season shows during this period included the Sydney Symphony Orchestra, 2 x Morning Melodies for seniors, 1 x school show (2 performances), a circus / dance show, and a Shakespeare play.
	4.4.1.2	Deliver biennial community music production.	Griffith Regional Theatre & Art Gallery Manager	Produce and deliver Community Production every 2 years.	This was completed in September.
	4.4.1.3	Deliver annual Theatre Workshops for young people.	Griffith Regional Theatre & Art Gallery Manager	Record number of Workshops held and number of attendees.	The three youth drama groups continued in Term Four, culminating in small performances at the end of the year.
	4.4.1.4	Marketing strategy developed, reviewed and implemented annually.	Griffith Regional Theatre & Art Gallery Manager	Report on the number of memberships subscriptions annually via Media Release and Annual Report.	Marketing strategy is in place for 2026 Season.
	4.4.1.5	Provide a clean functional and well maintained Theatre facility available to the public.	Griffith Regional Theatre & Art Gallery Manager	Zero complaints regarding cleanliness and maintenance received annually.	Grant was unsuccessful for acquiring air conditioner replacement. Have received quote for new Fire Panel (as there were instances of false alarms thought to be a

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					faulty panel) and we are investigating the purchase of cameras for the facility.
Griffith Regional Art Gallery will develop and deliver a diverse and engaging program of cultural activities.	4.4.2.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 8 exhibitions per year including a minimum of 2 touring exhibitions and a minimum of 2 exhibitions by local artists.	During this period, the Gallery hosted a touring exhibition from The Jam Factory, featuring works by Julie Blyfield. There was also an exhibition featuring works by local artists for our annual "Sip & Spend" event.
	4.4.2.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and displays of interest to the local community.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 6 exhibitions per year including minimum of 3 exhibitions by local artists.	A local exhibition to coincide with Spring Fest, called Primavera, was exhibited in Artspace during this period. It had a successful opening and received many visitors.
	4.4.2.3	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 8 public programs delivered annually including a minimum of 2 school holiday programs, minimum of 3 educational programs and a minimum of 2 Master Classes.	The Gallery has delivered a range of public programs including 5 Open Studio sessions, 2 artists talks, 10 x Smartykids workshops, 1 x Mastering the Art of Painting workshop, 4 x workshops delivered by local practicing artists.
	4.4.2.4	Provide a clean functional and well maintained Art Gallery facility available to the public.	Griffith Regional Theatre & Art Gallery Manager	Zero complaints regarding cleanliness and maintenance received annually.	The Art Gallery was closed for three weeks during this period during which time the interior was repainted, including structural repair work to the ceiling.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Library provides services to meet community and industry standards.	4.4.3.1	Maintain a collection of library material in accordance with State Library guidelines.	Library Manager	Circulation per capita at a minimum of 3.5 times average for each resource. Track number of visits to WRL website - 48% stock less than five years old.	Staff continuously refresh collections to ensure they remain updated and meet community need and relevance. 22,933 items were loaned at Griffith Library and 1,708 new items were added Oct - Dec 2025.
	4.4.3.2	Griffith City Library to facilitate digital inclusion in the community.	Library Manager	Hardware assets replaced as required. Number of internet access bookings utilising WiFi and public computers.	Griffith Library staff facilitate digital support and education. 1,550 free public computer sessions were recorded Oct - Dec 2025.
	4.4.3.3	Provide reliable high speed internet and computer equipment.	Library Manager	Maintain ratio of 1 PC per 3,000 residents.	10 public computers equating to 1 PC per 2,716 residents. Computer software updates completed regularly.
	4.4.3.4	Position the Griffith City Library as a community hub for learning, networking and leisure by providing a range of programs to all sectors of the community.	Library Manager	Provide an Annual Report on visitation (minimum 5 visits per capita). Deliver a minimum of 50 programs annually, annual calendar of programs and events reflecting the population demographic.	22,894 visitors to the Library were recorded Oct - Dec 2025. Griffith Library hosted 76 events, with 2,334 attendees.
	4.4.3.5	Provide a clean, functional and well-maintained library facility available to the public	Library Manager	Zero complaints regarding cleanliness	Cleaning of the library facility occurs daily. Zero issues raised.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		to community and industry standards.		and maintenance received annually.	
Griffith Pioneer Park Museum will provide a cultural environment that reflects our community's identity through built heritage, objects and experiences.	4.4.4.1	Develop and manage collections of historic and social significance to the Griffith region.	Griffith Pioneer Park Museum Manager	Management of existing collections, number of new collections in line with accession / de-accession policy.	The audit program continued to progress during the reporting period. Audits for Wumbulgal and Bagtown were completed, with works currently underway for Sharam Hall, the Shearer's Quarters and The Area News building. Exhibition redesigns and refits were undertaken across several sites, including The Area News, Bromfield Soldier Settler Hut, Dumossa Inn and the Hospital. In addition, the development of a new exhibition display for the Baptist Church commenced during the reporting period.
	4.4.4.2	Develop and deliver a diverse range and engaging program of cultural activities.	Griffith Pioneer Park Museum Manager	Program of cultural activities/events provided.	Total visitation for Quarter 2 (October-December) was 4,606 visitors. This figure comprises 946 general Museum visitors and 3,660 participants engaged through Community and Cultural celebrations, events and programmed activities. While reported separately for operational tracking purposes, all figures represent on-site visitation to the Museum during the reporting period.
	4.4.4.3	Conduct an assessment of current state of Pioneer Park Museum buildings to identify conservation needs and develop Asset Maintenance	Griffith Pioneer Park Museum Manager	Develop and Review annual Maintenance and Restoration Plan by 30 June.	Building condition assessments continued throughout the reporting period. Identified maintenance and upgrade works are prioritised annually in accordance with WHS requirements and capital expenditure priorities. Several previously approved

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		and Restoration Plan according to priority.			projects were unable to commence during the period due to ongoing builder availability constraints and the need for specialised carpentry and heritage building expertise.
	4.4.4.4	Plan and deliver Action Day and attract major events to increase visitation.	Griffith Pioneer Park Museum Manager	Year on year increase in revenue and number of visitors to the Park. Prepare annual Action Day implementation Plan prior to event.	Action Day 2026 is still in planning stages. Operational team meetings are being held weekly to plan and organise the event.

Improve access to local health and support services

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Promote available health and support services and programs.	4.5.1.1	Work with Murrumbidgee Local Health District (MLHD) and other health providers to enhance awareness and access to services and programs.	Communications & Integrated Planning Coordinator	Number of services or programs promoted.	Information from Murrumbidgee Local Health District and Primary Health Network and NSW Health is shared as required. This is done through Council Catch-Up, social media and Council Capers (staff newsletter). Among the health messages shared in Q2 were, Mosquito bite awareness and heatwave warnings.

Promote reconciliation and embrace our Wiradjuri heritage and culture

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Reconciliation Action Plan (RAP).	4.6.1.1	Review and implement Reconciliation Action Plan (RAP).	Community Development Coordinator	Report on progress to Reconciliation Australia.	Confirmation of Survival Day Grant Application. Griffith Local Aboriginal Land Council commitment redacted for Survival Day as further funding wasn't able to be secured. Organisation of Welcome to Country for Australia Day Awards and Ceremony. Unable to secure Cultural Performance for Australia Day Awards Ceremony.
	4.6.1.2	Consult, and or partner with the local Aboriginal Community.	Community Development Coordinator	Initiatives / supported meetings.	Survival Day preparations at the pool underway - commitment for the Australia Day Funding from Griffith Local Aboriginal Lands Council (GLALC) and Welcome to Country for Citizenship and Awards Ceremony. In Dec GLALC withdrew partnership for the Survival Day event as additional funding from the GLALC wasn't secured. Council Representation at Aboriginal Medical Service Footy Colours Day. Meetings with On Country Pathways to talk over traineeship opportunities in the community and Council.

Provide a range of sporting and recreational facilities and events

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and renew playgrounds in accordance with the Playground Strategy.	4.7.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	Parks & Gardens Manager	Playground safety inspections carried out as per the schedule.	Council officers are currently working on an update to the Playground Strategy including delivery of equipment, install and future maintenance requirements.
	4.7.1.2	Manage and maintain parks and reserves to a high level of service.	Parks & Gardens Manager	Parks and reserves maintained within allocated budget.	Council continues to provide a high level of service associated with safe and secure environment. Booking of facilities are completed in a timely manner.
Manage and maintain Council's sporting ovals.	4.7.2.1	Manage and maintain Council's sporting ovals to an acceptable level of service.	Parks & Gardens Manager	Sporting ovals maintained within allocated budget.	Council continues to maintain a high level of standard to meet the expectations of the community. A recent regional touch football carnival at Ted Scobie Oval attracted over 4,000 people to the facility.
Griffith Regional Sports Centre to provide a range of services for the improved health, well-being and lifestyle of the community.	4.7.3.1	Provide a clean, functional facility, available to the community.	Griffith Regional Sports Centre Manager	Zero complaints relating to cleanliness and maintenance received annually.	No complaints received this quarter, cleaning schedule followed. Facility continuing to be maintained to a clean and safe standard.
	4.7.3.2	Attract major sporting events.	Griffith Regional Sports Centre Manager	Two major events held annually with 1000+ spectators or players at each.	On track to deliver scheduled major events occurring this quarter.
	4.7.3.3	Attract additional sporting groups/associations to utilise the facility for competitions.	Griffith Regional Sports Centre Manager	One new group using the facility per year.	Additional activity has been seen in the sports of pickleball, volleyball and badminton. Many reoccurring bookings and social competitions scheduled.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Aquatic Leisure Centre (GRALC) to provide a range of services to the community for the improved health, well-being and lifestyle of the community.	4.7.4.1	Provide a clean, functional and well-maintained aquatic and gym facility available to the public.	Griffith Regional Aquatic Centre Manager	Zero community complaints received relating to the cleanliness and maintenance of GRALC. Repair floors in the indoor pool area by June 2026.	New gym equipment installed Dec 2025 and has provided a better experience for patrons. Pool tests have all been within parameters and there have been no major contamination events. No complaints about the cleanliness of the Centre or surrounds received.
	4.7.4.2	Implement approved recommendations and actions detailed in the GRALC Service Review.	Director - Business, Cultural & Financial Services	Establish a working group to address recommendations. Updated action report detailing each completed recommendation by 30 June 2026.	Assistant GRALC manager appointed. New roster system in place. New gym equipment installed. Actions essentially complete.
	4.7.4.3	Attract additional Zone Level (or higher) Events and additional user groups to utilise the facility.	Griffith Regional Aquatic Centre Manager	Minimum one (1) new user group or event per year.	Kyle Chalmers Academy held 2 swimming development sessions during December for approx. 40 swimmers. This was in addition to the Swimming NSW Coaching session in November.
Lake Wyangan Restoration Project.	4.7.5.1	Design and construct amenities, western foreshore of Lake Wyangan.	Urban Strategic Design & Major Projects Manager	Consultation completed, amenities designed, construction commenced.	The new toilet block and playground have been completed. Redesign of new pump station and irrigation system completed. Council has received 4 tenders which were rejected due to high prices. Council is currently negotiating with the tenderers to achieve cost effective options.

Improve the aesthetic of the City and villages, by developing quality places and improved public realm that supports active, healthy and inclusive communities

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Initiate place activation projects in Griffith and villages.	4.8.1.1	Implement a place activation.	Urban Strategic Design & Major Projects Manager	Number of place activations.	Central Business District activation and placemaking are important aspects of the Urban Design Unit function. Council applied for funding for the activation of Neville Place but was unsuccessful. Urban Design is continuously looking at areas to active in the CBD.
Deliver Urban Design Projects.	4.8.2.1	Scope, design and plan projects of city significance based on available funding.	Urban Strategic Design & Major Projects Manager	Number of projects delivered.	Urban Design is continuously looking at projects that can enhance the public domain and benefit the wider community. Public consultation is a high priority, as is applying for grant funding for identified projects.
	4.8.2.2	Provide input to the Griffith Entrance Strategy being developed.	Urban Strategic Design & Major Projects Manager	Input into Griffith Entrance Strategy.	The entrance strategy to be revisited in conjunction with Griffith City Council's Works Department and the Roads, Parks & Pathways Enhancement Committee. This will form part of the new CBD funding received.
Work with Council and Stakeholders to implement Place Creation Strategies.	4.8.3.1	Consult with community members and stakeholders regarding place creation strategies.	Urban Strategic Design & Major Projects Manager	Attend and present at workshops and committee meetings. Consultation undertaken.	To improve the aesthetic of the city and villages, by developing quality places and improved public realm is Urban Design Unit's primary function. Liaising with Councilors and Stakeholders is an ongoing process to improve outcomes and get maximum community input. Ongoing Process.

Growth

Grow our economy

Be a location of choice for innovative agriculture and manufacturing

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Design and implement media and marketing strategies to enhance the appeal of Griffith as a destination to invest, live and work in, focused on Griffith's regional city lifestyle underpinned by local employment opportunities and options for education and training, health and housing.	5.1.1.1	Produce and promote a regularly updated Invest Griffith Prospectus. Maintain Griffith Economic Development website with relevant and current information.	Economic Development Coordinator	Number of Prospectus's printed and distributed.	Ordered another print run of prospectus. Working on Council wide Marketing Guidelines with departments.
Provide secretariat support to Region 9 of the Murray Darling Association.	5.1.2.1	Support Region 9 of Murray Darling Association via provision of Agendas and Minutes.	Economic Development Coordinator	Invitation and attendance by connected water agencies and	Agendas and Minutes Provided. Promoted Griffith City Council Water Prospectus to commissioner.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Participation on this board promotes opportunities for Council to have input into the region's water discussions.				associations Motions resolved.	

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support efforts to match skilled labour with local business and industry needs.	5.2.1.1	Deliver Griffith Now Hiring marketing program.	Economic Development Coordinator	Newsletters produced.	Griffith Now Hiring 2026 Marketing Plan completed, socials and newsletters done.
Collaborate with RDA Riverina and neighbouring Councils to explore opportunities to address local skills gaps and build workforce capacity.	5.2.2.1	Support the following programs: Grow Our Own, Griffith Welcome Experience, partner with Regional Development Australia (RDA) Riverina and Country Change.	Economic Development Coordinator	Number of Regional Development Australia (RDA) initiatives supported.	Promoted RDA programs and help Country Change Expo in Griffith alongside partners. Working closely with RDA Riverina for 2026 Marketing Plan & Programs
Support and promote the Country Universities Centre Western Riverina	5.2.3.1	Include Country Universities Centre Western Riverina in regular promotional material and newsletters.	Economic Development Coordinator	Number of articles promoted.	Continuously celebrating and promoting CUC's achievements.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
in delivering distance tertiary education opportunities to students in Griffith and the surrounding region.					

Promote opportunities for business to establish and grow

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Work with the Federal and State Governments to promote and deliver small business support programs applicable to newly-established and emerging business operators in the Griffith area.	5.3.1.1	Promote services offered by Service NSW and Business Enterprise Centre to assist local businesses to establish and grow. Work with AusIndustry, Austrade and the Department of Regional NSW to promote investment opportunities and business growth.	Economic Development Coordinator	Number of meetings held.	Worked with Griffith Business Chamber (GBC) to combine a Business Collective and apply for Nighttime Economy Grant. Attended GBC and Griffith Women in Business meetings.
Produce monthly business newsletters to promote news, events, training, grants, assistance and incentives.	5.3.2.1	Produce monthly Evolve Business Newsletter.	Economic Development Coordinator	Number of newsletters sent.	Three Evolve business newsletters mailed out.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Partner, sponsor and promote professional development for local businesses to establish and grow.	5.3.3.1	Undertake biennial business survey to determine business training requirements. Facilitate and promote training events and programs to build business resilience.	Economic Development Coordinator	Number of events promoted.	Business Survey received 85 respondents, closing end of Jan. Working on training plan and workshop budget for 2026.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare and implement Strategic Planning Framework.	5.4.1.1	Commence preparations for Local Environmental Plan (LEP) Amendment.	Planning & Environment Manager	Preparations commenced for review of LEP.	The review of the LEP has been completed.
	5.4.1.2	Preparation of Development Servicing Plans.	Director - Utilities	Development Servicing Plan adopted by Council.	Water & Sewer Development Servicing Plans have been completed. In accordance with State Government guidelines these plans need to be independently audited. Council has engaged a Resources Economist who is currently undertaking this review.
	5.4.1.3	Commence preparations for Employment Lands Development Control Plan.	Director - Sustainable Development	Public consultation undertaken. Council Approve DCP.	Draft DCP to be reviewed.
Monitor land availability (Residential, Commercial,	5.4.2.1	Compare actual land take up with projections in the Land Use Strategy during a five year review period.	Director - Sustainable Development	At any period of time the amount of correctly zoned land available for development should	Griffith Housing Strategy 2025 completed and adopted by Council in Dec 2025. Strategy details actual land take up with projections within the Land Use Strategy.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Industrial, Recreational).				out-perform the demand for such land.	
Prepare Master Plans.	5.4.3.1	Implement Master Plan for Lake Wyangan village.	Director - Sustainable Development	Implement Masterplan.	Lake Wyangan Master Plan and 7.11 Contribution Plan completed and adopted by Council. Development Applications are now being received for development within the masterplan area. Council is currently constructing trunk drainage and road infrastructure as part of the masterplan as part of Round 1 Sustainable Communities Grant Funding.
	5.4.3.2	Prepare Hospital Precinct Master Plan.	Director - Sustainable Development	Implement Masterplan.	Griffith Health Precinct Master Plan completed in July 2023 which is available on Council's website.
	5.4.3.3	Prepare Hanwood Growth Area Master Plan.	Director - Sustainable Development	Council approve Master Plan.	Hanwood Growth Area Master Plan has been completed and is being reported to Council meeting 27 January 2026.
	5.4.3.4	Prepare Master Plan of New Employment Lands along Southern Link Road.	Director - Sustainable Development	Commence preparations.	Updated Council Development Servicing Plans are currently being finalised, including the servicing of the future Employment Lands masterplan area. Review of the servicing strategy will be undertaken once completed.
	5.4.3.5	Master Plan former Sun Rice Lands and MI Depot Lands along Banna Avenue at Crossing Street.	Director - Sustainable Development	Commence preparations.	Yambil Street extension concept options have been completed. No budget available to continue masterplanning and is low priority. Future grant funding will be sought to complete masterplan.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	5.4.4.4	Prepare Yenda Growth Area Master Plan.	Director - Sustainable Development	Master Plan preparation adopted.	Yenda Growth Area Master Plan was adopted by Council on 12 August 2025.

Support diversity in housing options

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Housing Strategy reviewed and implemented.	5.5.1.1	Implementation of Griffith Housing Strategy recommendations.	Director - Sustainable Development	Number of initiatives implemented.	Housing Strategy was adopted by Council on 26 November 2025.
	5.5.1.2	Facilitate review of Griffith Housing Strategy 2025 and promote recommendations.	Economic Development Coordinator	Review of Griffith Housing Strategy adopted.	Housing Strategy adopted.
Increase supply of Affordable Housing in Griffith.	5.5.2.1	Explore opportunities in partnership with State and Federal Government, not for profit community housing providers and private sector to increase supply of affordable housing in Griffith.	General Manager	Griffith Worker and Housing Shortage Taskforce is active in advocating for resources from other levels of government. Opportunities are explored within budget limitations as adopted by Council.	Discussions held with NFP on expanding network and options for housing in the area, as well as responded to Housing Minister enquiry, identifying opportunities. Liaising with GLALC to ensure consistency.

Promote Griffith as a desirable visitor destination

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Attract, develop and maintain events that are sustainable and increase visitation to Griffith.	5.6.1.1	Deliver and grow Griffith's key tourism event campaigns.	Events Coordinator	Number of events held throughout key tourism campaigns. Evidence of growth of tourism events.	Griffith Spring Fest 2025 successfully delivered. Economic Injection - In excess of \$76 Million. Overall Attendees recorded - 109,647 (47% visitors, 53% locals) Average night stay increased from 3 to 3.5 nights. 12,000 programs distributed nationally 21 coach groups visited over the 2-week period.
	5.6.1.2	Support the development of events that bring visitation to Griffith.	Events Coordinator	Number of events sponsored by Griffith City Council.	A total of 107 events supported by Visit Griffith, 1 event was provided with monetary sponsorship from Visit Griffith. Communications ongoing to help with planning of upcoming major events. Encouragement of regional event organisers to hold events over the three-marketing campaigns during 2025 and 2026.
Attract regional conference and business event market.	5.6.2.1	Communicate with business event stakeholders.	Events Coordinator	Number of business event guides distributed.	Business Events and Conferencing page: Active. Promotional Video Clip: 422 current views. Venue Guide: Up to date. Engagement: Ongoing conversations with the team at BENSW.
Establish Griffith as a destination of choice.	5.6.3.1	Increase Griffith's digital presence.	Marketing & Education Officer	Engagement and reach of digital platforms.	In Q2, Visit Griffith (VG) recorded a combined 1,252,000 views across its digital platforms. Website traffic continued to grow across VG, Griffith Spring Fest, A Taste of Italy Griffith and Griffith Easter Party, with VG alone attracting 13,000 new users. This growth was

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					driven by engaging content delivered via Facebook and Instagram (VG and Griffith Spring Fest pages), supported by Google, e-newsletters and a consistent call-to-action directing audiences to our websites.
	5.6.3.2	Produce consistent marketing material.	Marketing & Education Officer	Number of printed promotional collateral developed and distributed.	Visit Griffith held their flagship annual event in Q2, Griffith Spring Fest with 48 street flags on display in Banna Avenue. There were Save-the-date event DL postcards (1000) and posters (50) printed with 2026 dates on them.
	5.6.3.3	Seek funding opportunities to assist in the development of tourism in Griffith.	Tourism Manager	Number of funding opportunities shared with stakeholders. Number of funding opportunities supported by Griffith Tourism.	9+ grant funding opportunities shared this quarter via DRM "The Goods" Oct, Nov & Dec. Project Development, Museum Exhibitions, Contemporary Music Grants, Touring & Travel Fund, Venue Upgrade Grants, Multicultural Festivals - All NSW Govt initiatives. Creative Futures Fund - Creative Aust, Festivals Australia Funding, Wine Tourism & Cellar Door Grants - Wine Australia.
	5.6.3.4	Develop and maintain partnerships with leading regional, state and national tourism bodies.	Tourism Manager	Number of collaborative projects involved in.	Visit Riverina (VR) AGM + General Meeting hosted by Griffith Tourism VR feature/ collab - Pandaemonium Paper Extensive marketing initiatives delivered for Spring Fest (SF) & shared throughout various tourism bodies: DNSW, DRM, VR, Kidman Way, Australian Regional Tourism, Tourism Australia Meetings held: DNSW Business Events Team, Pre-SF/ SF stakeholders, Sports Marketing - Freestyle Kings event. DNSW

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					launched Rick Stein's Oz series in the UK. Air date in Oz TBC (Griffith features Ep.5)
	5.6.3.5	Capitalise on new marketing opportunities.	Marketing & Education Officer	Number of new marketing opportunities sourced.	Editorial and audio exposure included Galah Magazine, Pandaemonium Paper, Grey Nomads newsletter, ABC podcasts and regional radio, Hit FM and Triple M. Digital coverage from Sydney Weekender, Gardening Australia & Organic Gardener. Influencer and media famils (Celebrate by Dimi, DNSW famil with freelance journalists), paid social, Google and YouTube ads, EDMs, websites, competitions (photo and guessing oranges) and video content.
	5.6.3.6	Provide a functional and well maintained Tourism facility available to the public.	Tourism Manager	No complaints received.	The Griffith Tourism Hub continues to be a highly function and well-maintained facility for both staff and patrons. After recent upgrades to the internal fit out, the upkeep of the facility is more easily maintained, resulting in a highly presentable and clean public facility.
Facilitate the development of visitor experiences that add value to the core attractive features of Griffith.	5.6.4.1	Work with tourism industry stakeholders to grow product offering through relationship building.	Visitor Information Centre Coordinator	Number of operator visits. Number of group itineraries created and distributed	*No. of operator/ambassador visits = 0. *No. of local famils attended by Tourism Team = 0. *Number of group itineraries created and distributed = 9.
	5.6.4.2	Communicate visitor experiences to potential visitors and new markets.	Visitor Information Centre Coordinator	Number of visitor guides distributed. Number of information packs distributed.	Visitor guides distributed Aust-wide = 3190. Distribution as follows: 165 - sent to Visitor Information Centres around Australia 770 - supplied to local operators 935 - handed out at the Tourism Hub.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					No of information packs distributed = 64 Including: * 30 x group delegate bags, prepared for visiting groups * 32 x New Resident Kits handed out at the Tourism Hub * 1 x Seasonal Workers Kits handed out at the Tourism Hub * 1 x Tour Group Operator Folder.
	5.6.4.3	Create and facilitate opportunities for tourism stakeholder engagement and education.	Tourism Manager	Number of capacity building opportunities shared with stakeholders.	5+ capacity building opps shared via DRM 'The Goods' Oct, Nov, Dec editions and ongoing education & engagement provided to local operators through the Griffith Tourism Team. Online webinars, articles and platforms covering: Destination Inspiration Events & Mentoring Program (DRM), Digital marketing opportunities, Event Leadership Program, Optimising Sustainability messaging, Are you Summer Ready, PAYG payment integration, Agritourism

Support transport connectivity

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Contribute to the rail freight interchange improvement project plan,	5.7.1.1	Contribute to the completion of the WR Connect (Western Riverina regional freight intermodal) Business Case.	Economic Development Coordinator	WR Connect Business Case Progress.	Transport NSW have made progress on WR Connect rail spurs, due for completion this financial year. Media Release completed with Leeton Shire.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
collaborating with project partners to provide support for the full business case.					
Lobby State and Federal Governments to advocate for reliable and cost-effective means of road and rail transport that is accessible to all industries in Griffith.	5.7.2.1	Contribute to freight and transport initiatives.	Economic Development Coordinator	Progress of Southern Industrial Link.	Southern Industrial Link complete.
Engage with the State, Federal Governments and Airlines to advocate for reliable and cost-effective means of Air transport through Griffith Airport for both business and leisure passengers.	5.7.3.1	Maintain communication with Airlines and provide support towards an expansion of air services.	Director - Sustainable Development	Number of flight services.	Meeting held with Qantas reps in Nov 2025 to discuss new agreement. Positive discussions, draft agreement has been communicated. Awaiting final sign off from Qantas expected Feb 2026.

Provide and manage assets and services

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Plan and provide water and sewerage services that meet growth demands.	6.1.1.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure plans in place for future demand.	Director - Utilities	Completion of Developer Service Plans (DSP) for water and sewerage by 2025.	Water & Sewer Development Servicing Plans have been completed. In accordance with State Government guidelines these plans need to be independently audited. Council has engaged a Resources Economist who is currently undertaking this review.
Maintain water infrastructure including reservoirs, mains and treatment plants.	6.1.2.1	Manage and maintain water infrastructure as per budget.	Water & Wastewater Manager	Works completed as per budget allocation.	Water infrastructure, including reservoirs, water mains, and treatment plants, is being maintained and managed in accordance with the approved budget. Recent works include the installation of a 200 mm PRV on the 450 mm water main at Lenehan Road, replacement of the scour valve at the 14 ML reservoir, and replacement of saturator air pipework, baffles, and flocculation drives and refurbishment of a raw water pump at the Griffith Water Treatment Plant.
Design and construct water mains in accordance with allocated budget.	6.1.3.1	Design and construct water mains in accordance with allocated budget.	Water & Wastewater Manager	Complete designs and construction as required.	Design and construction of water mains are being delivered in accordance with the allocated budget. Recent works include the replacement of 350 m of 600 mm DICL water main at Rose Road and a water main extension at Murphy Road.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water pressure zones and metered districts infrastructure.	6.1.4.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Water & Wastewater Manager	Compliance with minimum flow rate and pressure standards as per Supply Levels of Service policy.	Flows and pressures are being modelled and monitored for variations, anomalies, and changes in flow patterns to ensure compliance with Council's Levels of Service e.g. installation of a 200 mm PRV on the 450 mm water main at Lenehan Road and replacement of the scour valve at the 14 ML reservoir.
Maintain water meter replacement program.	6.1.5.1	Manage and maintain Griffith and villages water meter annual replacement program to ensure meter age less than 10 years.	Water & Wastewater Manager	Number of water meter replacements.	The annual water meter replacement program continues to be maintained to ensure all meters remain under the 10-year age threshold. Approximately 600 water meters have been maintained or replaced as part of this year's program.
	6.1.5.2	Investigate implementation of Smart Metering and funding options.	Water & Wastewater Manager	Workshop and Report to Council on implementation and funding options.	Water meter replacement program is being maintained. Funding opportunities will be applied for when available and a strategy to self-fund Smart Meters will be developed in the near future in the absence of external grants and funding.
Maintain an annual water mains replacement program.	6.1.6.1	Manage and maintain Griffith and villages water mains replacement program in accordance with allocated budget.	Water & Wastewater Manager	Capital works for water mains completed.	The Griffith and villages water mains replacement program is being maintained and managed in accordance with the allocated budget. Recent works include the replacement of 350 m of 600 mm DICL water main at Rose Road, a water main extension at Murphy Road, water main renewal along the Thorne Road bypass, and hydrant replacements at Toad Road, Heath Crescent etc.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain Risk Based Drinking Water Management System in accordance with State Government requirements.	6.1.7.1	Review and update if required Risk Based Drinking Water Management System.	Water & Wastewater Manager	Risk Based Drinking Water Management System prepared in accordance with legislative requirements. Compliance with Australian Drinking Water Guidelines and results published monthly on Council's website.	The Drinking Water Management System has been reviewed in accordance with State Government requirements and is continuously updated as required by NSW Health. Monthly water quality meetings are held to monitor performance and compliance, and an annual water quality incident workshop is conducted, with the most recent workshop completed in November 2025.
Maintain sewer infrastructure including pump stations, rising mains and treatment plants.	6.1.8.1	Manage and maintain sewer infrastructure as per budget.	Water & Wastewater Manager	Works completed as per budget allocation.	Sewer infrastructure, including pump stations, rising mains and treatment plants, is being maintained and managed in accordance with the approved budget. Recent works include sewer pump-well cleaning at G4 and GWRP, replacement of the fine-bubble diffused aeration system and blower at GWRP, and pump replacements at the G9, G10, G11, and H2 pumping stations.
Ongoing review and assessment of Asset Management Plans for all asset classes.	6.1.9.1	Review and update Asset Management Plans for Council infrastructure.	Asset Management Coordinator	Complete annual update of asset management plans to reflect current value and condition of assets by 30 November.	Asset management plans will be utilising 2025/26 asset valuations which are currently underway.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.1.9.2	Complete cyclical Valuation Reviews on each Asset class as required under statutory guidelines.	Asset Management Coordinator	Review of each Asset Class by 31 March annually. Complete scheduled revaluation of each Asset Class according to revaluation schedule by 31 May annually.	The 2025-2026 valuation includes a comprehensive review of Water and Sewer assets, with desktop valuations for other asset classes (e.g., Transport, Buildings). Physical inspections of Water and Sewer infrastructure are complete and data updates for valuers are underway.
Provide gravel from the Tharbogang Quarry to meet the demands of Council's road building projects.	6.1.10.1	Gravel extraction to be carried out as per licence and development application requirements.	Waste Operations Manager	Gravel meets the demand required for Council roadworks whilst maintaining extraction limits.	There has been minimal extraction of Gravel removed from Tharbogang Quarry due to other quarries having a better quality product. The Tharbogang quarry is currently being prepared for the new Landfill development with gravel extraction and stock piling being planned to meet the new footprint of the proposed landfill cells.
Maintain and upgrade the existing waste management centres to provide waste handling to accommodate the current and future needs of the community.	6.1.11.1	Continue utilisation and upgrading of existing landfilling facilities.	Waste Operations Manager	Statutory reports submitted in accordance with licencing requirements.	The existing weighbridge is to be replaced in the 25/26 financial year. Council is waiting for State Government approval to commence the construction of a Landfill Gas Capture Plan. In the 26/27 financial year Council will tender for the upgrading of the Leachate Management Systems.
Maintain and develop infrastructure and	6.1.12.1	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets.	Director - Utilities	Griffith Livestock Marketing Centre maintained to facilitate	A proposal to construct a roof over the sheep selling yards, in stages, for the Griffith Livestock Marketing Centre has been

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
services to bring together willing buyers and sellers of livestock in the Western Riverina region.				and maximise the buying and selling sheep with the ability to sell cattle when required.	presented to the Saleyards Committee at a Council workshop. Support has been given to apply for funding opportunities for the roof and upgrades to the amenities block for more showers and toilets.
	6.1.12.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Director - Utilities	Capital works to be maintained in the allocated budget each financial year.	Concreting of the sheep yards has been completed as per the capital budget. Planning of Strategic capital works for the improvement of the Griffith Livestock Marketing Centre has been presented and discussed at the Saleyards Committee. 25 new watering troughs for the saleyards pens have been ordered and will be installed when delivered. Additional water troughs and landscaping is proposed for the holding paddocks.
Provide engineering design and referral services to internal departments within Council.	6.1.13.1	Engineering design and referrals provided to Council departments.	Director - Utilities	Design progression and referrals reported quarterly.	Engineering design and referrals are being completed to internal departments. This includes engineering designs being completed to Council's Infrastructure & Operations Directorate, Council's Utilities Directorate, and Urban Design Department for capital works programs and successful funding projects. Engineering referrals are being provided to Council's Planning Department for developments.
Investigate the delivery of a new cemetery and crematorium.	6.1.14.1	Explore options for the new cemetery and crematorium.	Director - Infrastructure & Operations	Location for the new cemetery and crematorium finalised.	Griffith Regional Funerals completed the installation of their cremator in October 2025. These works were completed with no financial input from Council.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide cemetery facilities to meet the needs of the community.	6.1.15.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Parks & Gardens Manager	Cemeteries managed efficiently and to agreed service standards.	Council cemeteries continue to meet the high standard of service expected by the community. A recent upgrade of the Yenda Cemetery irrigation system of the lawns and gardens has been carried out and now completed. Tree surgery at the Griffith cemetery has ensured a safe environment for the general public with identified trees and limbs maintained to meet required standards.
Provide GIS services to the organisation.	6.1.16.1	Provide timely, responsive GIS services for Council.	Asset Management Coordinator	Respond to GIS work requests within 48 hours.	GIS Services are effectively managed through Council's CRM system with all requests responded to within agreed timeframes.
Ongoing review and assessment of asset valuations.	6.1.17.1	Conduct annual comparison of asset valuations for financial purposes to insurance valuations for forms or buildings and infrastructure.	Asset Management Coordinator	Comparison review by 31 March annually.	Waiting on Statewide to provide the 2026 schedule for review.
Efficiently manage and maintain Council's fleet services.	6.1.18.1	Maintain a suitable and efficient fleet to meet the requirements of Council's services and facilities.	Fleet & Depot Manager	Monitor utilisation (target 80%) of major plant items, inspect and maintain annually. Renew and replace plant as per the program.	Plant and equipment is maintained well. There is no plant replacement for the remainder of this financial year in the General Fund, due to funding issues.
Construction of Lake Wyangan	6.1.19.1	Oversee project to construct stormwater drainage, install	General Manager	Project milestones completed within	The Lake Wyangan housing project continues to develop. As at Jan 30, the

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Residential Housing Enabling Infrastructure.		new stormwater outfall pump, realign of Mallinson and Abattoir Roads and construct 2 new T-Intersections at Boorga Road and Mallinson Road in accordance with the Housing Support Program grant funding agreement.		agreed timeframes and within budget.	project remains on track, and on budget. A report to update Council has been prepared, aimed at keeping Councillors informed of development, risks and status.
Develop and implement a Strategic Asset Management Plan for Griffith Pioneer Park Museum.	6.1.20.1	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and Restoration Plan.	Griffith Pioneer Park Museum Manager	Report progress annually to Pioneer Park Museum Committee.	The second pest control inspection for the reporting period was completed in November 2025. During this inspection, an additional 13 buildings were treated, along with follow-up monitoring of previously treated buildings. Works included the refilling of bait stations and the replacement of white ant monitoring combs where required.
Manage waste collection services for the Griffith LGA.	6.1.21.1	Provide commercial, street and park bin collections.	Waste Operations Manager	Ensure daily collection service is provided.	The department has a number of major projects ready for construction and in planning stage. These projects will ensure the compliance and viability of the Waste Facility into the future.
	6.1.21.2	Replace and repair domestic and commercial bins when required.	Waste Operations Manager	Ensure replacement/repair meet CRM time frames.	Bin Repair and Replacement CRMs are responded to as a priority and a weekly program of repair and replacement is carried out as needed. If a Bin Repair and Replacement CRM become urgent it is dealt with straightaway.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.1.21.3	Liaise with collection contractor to ensure that both domestic and recycling bins are serviced.	Waste Operations Manager	Ensure that contractor is servicing the domestic and recycling bin network as per contract.	This is a constant working relationship with the collection contractor. Any customer complaints are immediately forwarded onto the contractor to be dealt with promptly.
Effectively manage and maintain Council properties and buildings to ensure sustainability, functionality, and compliance.	6.1.22.1	Manage and maintain Council properties and buildings.	Corporate Property Officer & Native Title Coordinator	Council buildings and properties are managed and maintained to expected standards.	11 Feb 2026 - All inspections for the financial year have been completed, rent reviews completed, building maintenance has been carried out.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain regional and local road infrastructure network as per adopted service standards.	6.2.1.1	Maintain regional and local roads infrastructure network to adopted service standards.	Works Manager - Maintenance	Works carried out within allocated budget.	Heavy patching on Willandra Avenue has been completed. Routine maintenance is continuing within the approved budget. Planning for the Heavy Patching Program across regional roads is currently underway.
	6.2.1.2	Develop and implement annual gravel re-sheeting program.	Works Manager - Construction	Works carried out within allocated budget.	Annual gravel re-sheeting program preparation in progress. Planned to be done in conjunction with Flood Repair Program.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.2.1.3	Sealed roads rehabilitation program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within allocated budget.	Roads damaged during the 2022 floods are currently being repaired with funding received from the State Government. Heavy patching works on state roads has been completed. Works at the Twigg Road and Irrigation Way railway crossing has been completed.
	6.2.1.4	Sealed roads reseals program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within allocated budget.	Works at the Twigg Road and Irrigation Way railway crossings are complete. Heavy patching on Willandra Avenue has also been finished. Planning for the Heavy Patching Program across regional roads is currently underway.
Develop and improve the road transport network through rehabilitation and capital works.	6.2.2.1	Construct roads in accordance with Capital Works Program.	Works Manager - Construction	Works carried out within allocated budget.	<ul style="list-style-type: none"> i) Rehabilitation and Upgrade of Kurrajong Ave <ul style="list-style-type: none"> - Approximately 95% completed except the relocation of power poles. Kurrajong opened to traffic before Christmas 2025. ii) Lake Wyangan Housing Support Program <ul style="list-style-type: none"> - Realignment of Mallinson Rd Abattoir Rd and Boorga Road Intersection Work to commence in Jan 2026 - Drainage Works to commence in Jan 2026.
Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).	6.2.3.1	Rehabilitate Kurrajong Avenue.	Works Manager - Construction	Works carried out within allocated budget.	<ul style="list-style-type: none"> - Sealing and line marking of Kurrajong Avenue completed and opened to Traffic before Christmas 2025. - Relocation of Power Poles remain due to the need of easement creation.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review Heavy Vehicle Strategy subject to budget allocation.	6.2.4.1	Consult with the community, industry and stakeholders to identify heavy vehicle priorities.	Development and Traffic Coordinator	Report on progress of the current and reviewed Heavy Vehicle Strategy.	Transport corridors are constantly being assessed. Engagement with stakeholders and heavy vehicle representatives is similarly ongoing. Infrastructure treatment and/or route assessments in reaction to industry needs are then implemented - specifically addressing the increased requirement of access by higher productivity heavy vehicle combinations on Council's road network. The updating of Council's Heavy Vehicle Strategy is reliant on resources and funding.
Maintain Griffith Airport infrastructure including terminal buildings, runways and carparks.	6.2.5.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Director - Sustainable Development	Completion of annual CASA audit and implementation of audit findings.	Safety findings and observations recorded as part of CASA Surveillance held in May 2025 are being rectified by Council staff subject to budget allocations with regular communication with CASA. Ongoing daily operations of Airport are being conducted in accordance with CASA standards. Recruitment for new Airport Coordinator has been completed for next 12 months.
	6.2.5.2	Develop car parking plan for Griffith Airport.	Director - Sustainable Development	Car parking plan approved and placed on public consultation undertaken.	Installation of new carparking signage completed. Paid Parking System installation is continuing with equipment arriving at the facility and waiting to be installed subject to civil contractor availability. Paid Parking system to be operational by July 2026. Council report for paid parking fees to go to Council meeting 27 January 2026.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.2.5.3	Investigation and implementation of Airport Security measures.	Director - Sustainable Development	Reports provided to Airport Committee.	No further progress on this matter as no further communications from the Dept. of Home Affairs to Council regarding security measures. Request for quotations for the development of the Griffith Airport Master Plan to go out February 2026 with scope including planning for facility upgrades and costings to implement future Airport Security categorisation increases.

Sustainability

Enhance and protect the natural and built environment

Encourage respectful planning, balanced growth and sustainable design

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide guidance on potential development, construction and planning issues.	7.1.1.1	Hold regular forums with developers, consultants and stakeholders.	Director - Sustainable Development	Annual forums held. Number of stakeholder circulars issued.	Planning for Developer Forum scheduled for March 2026. Continuation of stakeholder circulars issued by Council when industry updates are required.
Maintain a compliant built environment.	7.1.2.1	Investigate and regulate unauthorised building works and land use.	Planning & Environment Manager	Promptly undertake unauthorised building compliance action.	All compliance work related to this field have been recorded in the compliance register for this quarter and appropriate actions were taken and recorded.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	7.1.2.2	Regulate swimming pool compliance including provision of private swimming pool inspections program, assessment of applications for swimming pool certificates of compliance and investigation of swimming pool barrier non-compliance.	Planning & Environment Manager	All pools within the Local Government Area to be inspected once every 3 years. Certificate of compliance / Notice to be issued within 7 days. Non-compliance followed up within 2 days.	Swimming pool compliance including provision of private swimming pool inspections program, assessment of applications for swimming pool certificates of compliance and investigation of swimming pool barrier non-compliance was regulated successfully for this quarter.
Provide efficient building and survey services.	7.1.3.1	Issue construction certificates, occupation certificates and complying development certificates as per legislation.	Planning & Environment Manager	Average turnaround time for all applications.	Construction certificates, occupation certificates and complying development certificates were issued in this quarter as per legislation.
Manage and maintain efficient Development Application and planning compliance processes as per legislative requirements.	7.1.4.1	Provide quality and timely development assessment.	Planning & Environment Manager	Determine all development type applications and planning compliance matters in a timely manner.	Griffith City Council well within required timeframe as determined by NSW Planning Department Leagues Table.
Fire Safety of Buildings.	7.1.5.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	Planning & Environment Manager	All Annual Fire Safety Statements to be entered in register.	The Annual Fire Safety Statements register for commercial premises was maintained and updated where required for this period.

Protect and improve biodiversity, biosecurity and sustainability

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Weeds of National Significance eradication and control program.	7.2.1.1	Manage and maintain Council's obligations under the Biosecurity Act.	Parks & Gardens Manager	Complete inspections and spraying programs within allocated budget.	Council's weed officers continue to meet all aspects of the Weed Action Plan (WAP). Council has received funding for the next four years of the WAP schedule of tasks and goals that are required to be met.
	7.2.1.2	Apply for relevant grants and identify projects to eradicate and control weeds in the LGA.	Parks & Gardens Manager	Number of grants.	Council's Biosecurity Weeds Officer has been successful in acquiring funding for weed control on crown reserves. This funding over previous years has helped immensely in control and eradication of weeds of significance.

Protect our heritage buildings and precincts

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Protect our heritage buildings and precincts as identified in the Griffith Heritage Study.	7.3.1.1	Ensure heritage buildings and precincts are preserved.	Planning & Environment Manager	Seek gateway approval to list identified heritage sites in the Griffith Local Environment Plan.	All planning assessments related to heritage precincts or listed items were considered within the appropriate legislative framework.

Reduce the risk and impacts of natural disasters on our community

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide emergency response and implement mitigation measures as required.	7.4.1.1	Facilitate Local Emergency Management Committee meetings quarterly.	Director - Infrastructure & Operations	Meetings held and recommendations implemented.	Local Emergency Management Committee Meeting held 14 Oct 2025. Council continues to provide administration support with the LEMO chairing these meetings. Evacuation Centre Audits were completed in Dec 2025.
	7.4.1.2	Complete investigations, prepare claim and implement road restoration associated with natural disasters.	Works Manager - Maintenance	Number of grant applications submitted and implemented in accordance with funding body requirements.	The cost of the storm damage cannot be claimed from the State Government because it is below the required threshold. Roads damaged during the 2022 floods are currently being repaired using State Government funding.
	7.4.1.3	Retain formal relationships through the Floodplain Management Committee and appropriate government agencies for planning, funding and response to flooding.	Water & Wastewater Manager	Report to Floodplain Management Committee and DCCEEW on progression of funded works.	Council continues to maintain a strong relationship with the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) and regularly engages with them to discuss available funding opportunities for planning and flood mitigation measures. Progress on funded projects—such as the 'Review of Lake Wyangan Flood Study and Floodplain Risk Management Study and Plan'—is reported quarterly to both the Floodplain Management Committee and DCCEEW.

We are sustainable

Investigate and adopt environmentally sustainable practices

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Undertake Energy Audits on Griffith City Council facilities.	8.1.1.1	Complete Energy Audit on GCC's buildings on a needs basis.	Asset Management Coordinator	Number of audits undertaken.	Review of recommendations in previous audits including the "100 Percent Renewables Energy Audits and Energy Action Plan" is underway.
Monitor Underground Petroleum Storage Systems (UPSS) as required under the Protection of the Environment Operations UPSS Regulation 2019	8.1.2.1	Underground Petroleum Storage Systems (UPSS) monitoring program.	Planning & Environment Manager	Implement an annual UPSS monitoring program.	Council has established the required register system as per legislative requirements.
Implement Council's Street Tree and Tree Preservation Policy	8.1.3.1	Administer Council's Tree Policy and Tree Preservation Order Policy requirements.	Parks & Gardens Manager	Tree Policy and Tree Preservation Order Policy adhered to.	Council continues to meet the Policy requirements. Tree assessments are carried out in a timely manner to ensure a safe environment for the general public.
Increase resilience to climate change (IRCC) through implementation of actions to address identified climate change risks and	8.1.4.1	Conversion of gas boilers at GRALC to electricity to be offset by solar generation.	Asset Management Coordinator	Apply for grant funding for the conversion by Q1 2025/26.	Council's application for the CEUF Grant was successful. Currently in negotiation with DCCEEW regarding final details and formalisation of the grant agreement.
	8.1.4.2	Submit application for solar panel installation at GRALC to reduce reliance on fossil fuels.	Asset Management Coordinator	Grant application successful.	Council's application for the CEUF Grant was successful. Currently in negotiation with

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
vulnerabilities within the Griffith LGA					DCCEEW regarding final details and formalisation of the grant agreement.
Offer rebates for water efficient devices.	8.1.5.1	Rebate program for water efficient devices provided.	Water & Wastewater Manager	Number of rebates provided.	The rebate program for water-efficient devices has continued for 2025/26; however, no claims have been received to date.
Maintain street sweeping program to improve quality of stormwater runoff.	8.1.6.1	Manage and maintain street sweeping program to improve quality of storm water runoff.	Works Manager - Maintenance	Street sweeping undertaken as per program.	The street sweeping program is being carried out within the approved budget and is on schedule.
Consider impact of Council's fleet and depot operations on the environment.	8.1.7.1	Investigate environmentally efficient fleet plant and vehicles for Council use.	Fleet & Depot Manager	Initiatives implemented.	Currently investigating a Battery Electric Motor bike for water meter reading.

Facilitate and promote effective waste management practices

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide and promote resource recovery and kerbside recycling.	8.2.1.1	Provide and promote resource recovery and recycling initiatives.	Waste Operations Manager	Provide relevant information to the community in relation to resource recovery services.	FOGO grant application has been submitted via the EPA FOGO portal. Waiting for a response from the EPA regarding the success of the grant application. Council has made the decision to introduce FOGO by 1 July 2027.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate the community's intentions and acceptance for Food Organics Garden Organics (FOGO) collection service for Griffith.	8.2.2.1	Assess feasibility for Garden Organics (G)) only or Food Organics and Garden Organics (FOGO) waste collection (kerbbside, public place and business) organics diversion service.	Director - Utilities	Report on feasibility to Council. Mandated by State Government to be implemented by 2030.	The Food Organics and Garden Organics (FOGO) has been presented to the Landfill/FOGO committee with the committee proposing to introduce FOGO from 1 July 2027.

Promote business and industry participation in clean and renewable energy initiatives

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Facilitate business engagement and support to promote participation in renewable energy initiatives.	8.3.1.1	Partner with industry bodies and State / Federal agencies to promote information and funding opportunities for renewable energy programs.	Economic Development Coordinator	Information provided / meetings held.	Attended renewable energy training sessions, workshops and meetings and promoted opportunities on social media and newsletter. Renewable energy projects secured for the region.