



# Business Paper

## Ordinary Meeting

Tuesday, 27<sup>th</sup> August 2024  
1.00pm

## Vision

Where our people are resilient, healthy and safe, living together with a strong sense of community in a vibrant and prosperous economy.

## Mission Statement

To be a progressive rural council committed to:

- Caring for the welfare of our communities
- Protecting and enhancing the environment;
- Building a climate that encourages opportunities for all;
- Managing the Council's resources in an open and accountable manner consistent with the principles of value for money and equity.

## Corporate Values

### *Integrity*

We will be honest, fair and ethical in all our dealings, complying with the letter and the spirit of the law. We will make decisions in an unbiased, objective manner devoid of any personal interests or prejudices. We will treat all people with respect.

### *Openness*

We will be readily accessible and will be transparent in all our dealings. We will communicate truthfully and regularly with our community. We will give reasons for our decisions.

### *Responsiveness*

We will consult with our community and other stakeholders and be guided by their wishes. We will deliver on our promises.

### *Quality of Service*

We will strive to provide best-practice services through continuous improvement and embracing new ideas and we will respond promptly to service problems.

## Principles

Council has reviewed its guiding principles in line with the new requirements resulting from the Local Government reform process which are now:-

- actively engage local communities, including through integrated planning and reporting;
- be transparent and accountable;
- recognise diverse needs and interests;
- have regard to social justice principles;
- have regard to the long term and cumulative effects of its actions on future generations;
- foster ecologically sustainable development;
- effectively manage risk;
- have regard to long term sustainability;
- work with others to secure services that are appropriate to meet local needs;
- foster continuous improvement and innovation;
- act fairly, ethically and without bias in the public interest; and
- endeavour to involve and support its staff.



**Hay Shire Council**

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21 August 2024

The Mayor and Councillors  
Hay Shire Council  
PO Box 141  
Hay NSW 2711

Ladies and Gentlemen:

**NOTICE OF MEETING**

I have to inform you that an Ordinary Meeting of the Council will be held in the Council Chambers, Hay on:

**Tuesday, 27<sup>th</sup> August 2024 to be held 1.00pm  
in the Council Chambers.**

The agenda for the meeting is as follows:

1. Council prayer
2. Apologies
3. Confirmation of minutes
4. Matters arising from minutes
5. Declarations of interest
6. Mayor's Report
7. General Manager's Report
8. Committee Reports

This meeting will be audio recorded and available on Council's website within 48 hours on completion of the Ordinary meeting.

Yours sincerely,

David Webb  
**General Manager**

# MINUTES INDEX

- Ordinary Meeting –23 July 2024
- Extraordinary Meeting - 12 August 2024



**MINUTES OF THE ORDINARY MEETING OF THE HAY SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS LACHLAN STREET HAY AT 1.00PM ON TUESDAY 23<sup>rd</sup> July 2024**

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**PRESENT:** Councillors C Oataway (Chair, Mayor), Cr P Handford, Cr J Dwyer, Cr L Garner, Cr P Porter, Cr M Quinn, General Manager David Webb, Executive Manager – Planning & Compliance Jack Terblanche, Executive Manager – People & Governance Kirstyn Thronder.

**By Zoom/Teams:** Cr D Clarke

**Apology:** Cr Geoff Chapman.

**24-67 Resolved** that Council note that Cr Chapman is on a granted leave of absence (resolution 24-029 April 2024 Ordinary Meeting) for the period 16<sup>th</sup> June to 29<sup>th</sup> July 2024.

*(Quinn/Porter)*

***This meeting was audio recorded.***

**Confirmation of Minutes**

**24-68 Resolved** that the minutes tabled at the Ordinary Meeting of Council held 25<sup>th</sup> June 2024 as circulated be confirmed.

*(Quinn/Porter)*

**Declaration of Interest**

Nil

**Supplementary Mayoral Minute**

**S1 Hay LGA Visa Classification**

**24-69 Resolved that** Council write to:

- a. The Hon. Sussan Ley MP - Member for Farrer
- b. The Hon Andrew Giles MP - Minister for Immigration, Citizenship and Multicultural Affairs
- c. The Hon David Littleproud MP - Leader of National Party
- d. The Hon Dan Tehan MP - Shadow Minister for Immigration, Citizenship and Multicultural Affairs
- e. Senator Perin Davey - Senator for NSW
- f. Senator Deborah O'Neill - Senator for NSW

to ask that an urgent review of the list of eligible remote and very remote postcodes for NSW be undertaken with a view to adding 2711 (based on its level of remoteness) onto the list as to allow the work performed to be included in the 88 and 179 day visa requirement. And further investigate rate of taxation on visa holders.

*(Oataway/Handford)*

## **Mayoral Report**

### **M1 Mayoral Report**

That Council receives and notes the report provided.

### **M21 NSW Government Levy on Burials and Cremations**

#### **24-70 Resolved that Council:**

1. Note that the NSW Government has announced a new cost shift onto Council and our community, by imposing a new tax on burials, cremations and ash interments.
2. Write to the NSW Premier and Minister for Lands and Property asking that they urgently reverse their decision to impose a new tax on all burials and cremations.

*(Oataway/Handford)*

## **General Manager's Reports**

### **Action Plan Report**

The report was received and noted.

### **C1 Development Applications – 19<sup>th</sup> June 2024 to 12<sup>th</sup> July 2024**

That Council notes the list of Development Applications 19<sup>th</sup> June 2024 to 12<sup>th</sup> July 2024.

### **C2 Bishops Lodge Subdivision – Removal of Restrictions**

#### **24-71 Resolved that Council:-**

1. Revokes Restrictions (a) to (f) on the Use of the Land (Restriction executed on 21/8/1997) in terms of Section 88D(11) of the Conveyancing Act 1919 for the following lots:
  - (a) Lot 13 DP 747124
  - (b) Lot 14 DP 747124
  - (c) Lot 15 DP 747124
  - (d) Lot 16 DP 747124
  - (e) Lot 17 DP 747124
  - (f) Lot 24 DP 747124
  - (g) Lot 25 DP 747124
  - (h) Lot 26 DP 747124
  - (i) Lot 27 DP 747124
2. Authorises the General Manager to sign all documentation pertaining to removal of this restrictions and authorises the legal team from Cumberland City Council to act on Hay Shire Council's behalf in this matter.

*(Quinn/Porter)*

**C3 Hay Hydrotherapy Pool**

*Councillor Clarke joined the meeting at this point.*

Council notes the progress with the Hay Hydrotherapy Pool facility.

**C4 Aerodrome – Surrender of Lease**

**24-72 Resolved that:-**

1. Council accepts the Deed for Surrender of Lease between Airservices Australia (ABN 59 698 720 886) (formerly Civil Aviation Authority) and Hay Shire Council
2. The Deed of Surrender with Air Services Australia be executed under the Common Seal of Council.
3. The General Manager be authorised to sign all documentation to this effect.

*(Porter/Quinn)*

**C5 NSW Audit Office – Interim Management Letter**

That Council notes the information provided in the report.

**C6 Councillor Conference Attendance**

That Council notes the information provided in the report.

**C7 Cumberland City Council - MOU**

**24-73 Resolved that the Councils:**

- (a) Endorses the Memorandum of Understanding (MOU), as presented, between Cumberland City and Hay Shire Council, to formalise the relationship; and
- (b) Invites Cumberland City Council to visit Hay for the Hay Mardi Gra weekend, being 14-17 November 2024.

*(Dwyer/Quinn)*

**C8 Council meeting dates of December 2024 and January 2025 and Christmas Closedown**

**24-74 Resolved that:-**

- a. The December 2024 Ordinary meeting of Council be held Tuesday 17<sup>th</sup> December 2024;
- b. The January 2025 Ordinary meeting of Council be abandoned; and
- c. The Administration Centre, Library, and Operations close from 4pm Friday 20<sup>th</sup> December 2024 and reopen Thursday 2<sup>nd</sup> January 2025;

*(Quinn/Clarke)*

**C9 Monthly Financial Data**

That Council receives and notes the report provided.

**C10 Circulars & Other Government Correspondence**

That Council receives and notes the report provided.

**C11 Library Report – June 2024**

That Council receives and notes the report provided.

**C12 Tourism & Economic Development Report – May/June 2024**

That Council notes the information provided in the report.

**C13 Tree Removal Request**

**24-75 Resolved that** Council retains the gum tree at 405 Church Street Hay.

*(Garner/Clarke)*

**C14 Monthly Projects Update**

That Council notes the information provided in the report and the actions being undertaken.

**C15 Operations Monthly Update Report**

That Council

a. Notes the information provided in the report; and

b. Authorises the purchase of 220 KVA generator for back up power supply, with budget cost of \$50,000 to be included in the first quarterly budget review

*(Porter/Quinn)*

**In Committee**

**24-76 Resolved** that the meeting be closed during the discussion of the following matters relating to:

***IC.1 General Manager Performance Review***

*Section 10A of the Local Government Act 1993:-*

*(b) of the Local Government Act 1993 relating to personal hardship matters which, if discussed in an open meeting, would be contrary to public interest.*

*(Handford/Garner)*

**IC.1 General Manager's Performance Review**

**24-77 Resolved** that Council note that the Panel has determined a position on the Annual Review as follows:

1. That the record of performance assessment as recorded in the General Manager's Performance Agreement Annual Review be submitted to Council for information.
2. The Panel's Rating for the General Manager was 8.00 and the Panel considered this to be an 'Better than Satisfactory' level of performance.
3. Endorse the 2024/2025 Performance Agreement.

4. The General Manager's Total Remuneration Package be increased by 5% recognising the high level of performance of the General Manager and Award increases for other staff.

(Dwyer/Quinn)

**Open Meeting:**

**24-78**            **Resolved** that the meeting be opened, and the resolutions made public.

(Dwyer/Quinn)

*The Mayor verbally advised the meeting of resolution from the closed session.*

There being no further business the meeting terminated at 2.05pm.

**Confirmed** \_\_\_\_\_  
                  **Cr Carol Oataway**  
                  **Mayor**

**MINUTES OF THE EXTRAORDINARY MEETING OF THE HAY SHIRE COUNCIL HELD  
IN THE COUNCIL CHAMBERS LACHLAN STREET HAY AT 6.00PM ON MONDAY 12<sup>th</sup>  
AUGUST 2024**

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**PRESENT:** Councillors C Oataway (Chair, Mayor), D Clarke, J Dwyer, L Garner, P Handford, P Porter, M Quinn, General Manager David Webb, Deputy General Manager Mark Dowling, Executive Manager – Planning & Compliance Jack Terblanche & Executive Manager – People & Governance Kirstyn Thronder

**By Zoom/Teams:** Cr G Chapman

**Apology** Cr Clarke

**24-79 Resolved** that the apology submitted on behalf of Cr Clarke be noted and a leave of absence be granted.

*(Garner/Handford)*

***This meeting was audio recorded.***

**Declaration of Interest**

NIL

**Notice of Motion**

That Council charges a fee of \$20/night for camping at Sandy Point Reserve.

*(Handford/Porter)*

*Motion was put and lost 3-4*

**General Manager's Reports**

**C1 Sandy Point Primitive Camping Ground**

**24-80 Resolved** that Council approves the extension of consent for a further five years for primitive camping at Sandy Point Reserve under Section 107 Local Government Act 1993.

*(Dwyer/Quinn)*

*Cr Handford requested his vote against the recommendation be recorded*

**C2 - PP-2023-2746 – Planning Proposal 310 Moama St, Hay**

**24-81 Resolved that Council:**

- (a) Notes the submissions received during the public exhibition;
- (b) Endorses the planning proposal;

- (c) Provides this report and other relevant information to the NSW Department of Planning, Housing and Infrastructure or delegate of the Minister for Planning and Public Spaces, in accordance with the Environmental Planning and Assessment Act 1979, to enable finalisation and the making of the amendment to the Hay Local Environmental Plan 2011; and
- (d) Provides instructions for the Parliamentary Counsel's Office (PCO) to draft the LEP. Dwyer/Chapman

(Quinn/Dwyer)

**For**

Cr. Oataway  
Cr G Chapman  
Cr J Dwyer  
Cr L Garner  
Cr M Quinn

**Against**

Cr P Handford  
Cr P Porter

**C3 DA2024-32 – Gated fence and shed with office (internal) – Storage of equipment in association with road building business at 25350 Mid-Western Highway, Hay**

**24-82 Resolved that** DA2024-32 for a 'Gated fence and shed with office (internal) – Storage of equipment in association with road building business' at 25350 Mid Western Highway, Hay be **approved** with the following conditions:

**1. Compliance with Consent:**

The Development being completed in accordance with plans and specifications stamped by Council being Plans A, b, C, D & E for 25350 Mid-Western Hwy, Hay proposal, except where varied by conditions of this consent.

**Reason:** *To confirm the details of the application as submitted by the applicant and as approved by Council.*

**2. Signage:**

Site signage shall apply and must be erected on the site in a prominent, visible position for the duration of the construction.

- Stating that unauthorised entry to the site is not permitted;
- Showing the name of the builder or another person responsible for the site and a telephone number at which the builder or other persons can be contacted outside working hours; and
- The name, address and telephone contact of the Principal Certifying Authority for the work.

Any structures erected to meet the requirements of this condition must be removed when it is no longer required for the purposes for which it was erected.

**Reason:** *To meet the minimum requirements of the Environmental Planning and Assessment Regulation.*

**3. Compliance with Standards:**

Any building and associated works shall comply with the statutory requirements of the Environmental Planning & Assessment Act, Local Government Act and the National Construction Code (NCC).

**Reason:** *The legal obligations of the Council to administer the New South Wales building and planning laws in order to provide satisfactory standards of living and development.*

**4. Critical Stage Inspections:**

A person who is carrying out, or in charge of carrying out the work, must notify Council with 24hours notice when the relevant inspections are required below:

- a) Pier pads prior to pouring concrete;
- b) All footing excavations, with steel in position, before concrete is poured;
- c) All concrete floors and raft slabs, with steel and damp proof membrane in position before concrete is poured;
- d) Sewer drains before being covered;
- e) Bearers and floor joists before flooring is laid;
- f) Wall and roof framing before being lined;
- g) Insulation of walls, roof, floor, ceilings, soffits, service pipes, ducts and chimney flue dampers;
- h) Wet area flashings after internal linings are installed;
- i) Stormwater drains/connections before backfilling;
- j) Fire-rated wall and ceiling framing;
- k) Sound transmission measures;
- l) Final inspection on completion of the works, and BEFORE any occupation.

**Reason:** *The need for Council to ensure that works have been carried out in accordance with the approved plans, specifications and the relevant legislation/standards.*

**5. Siting:**

The applicant is responsible to ensure that the building is sited on the allotment and constructed to the design levels approved by Council as specified on the approved site plan.

**Reason:** *To ensure no encroachments occur onto neighbouring properties and no changes are made to the approved siting of the property.*

**6. Variations:**

No alteration to approved plans and specifications is allowed unless separately approved by Council.

**Reason:** *To ensure the designs meet regulations and standards, and are in line with Council policies.*

**7. Site Encroachment Prohibited:**

All structures shall be erected solely within the property boundaries (including overhang of gutters), with the approved boundary clearance/distance.

**Reason:** *To ensure that no encroachments occur onto neighbouring properties.*

**8. Section 68 application for water and sewer must be applied for and approved for:**

- a. Water – from Murray Street
- b. Sewer – from Murray Street
- c. Stormwater – connect to open drain stormwater system in Murray Street



Standard application fees apply, with the potential of additional fees to cover the costs of any extensions to the main supply that may be required.

**Reason:** *To ensure services are connected and available to all lots*

**9. Storm Water Disposal:**

Storm water drainage of the building will be conveyed in pipe system to Council's open drain in Murray Street such that no erosion occurs on the site or to Council's footpath or roadway.

**Reason:** *To ensure that the development does not detrimentally affect the adjoining properties.*

**10. Sewerage Connection:**

All connections to or alteration to any sewerage lines MUST be carried out by a Licensed Plumber/Drainer. All costs to be borne by the applicant.

**Please ensure a Sewerage Diagram is provided to Council on completion (template attached) and prior to the issue of an Occupation Certificate.**

**Reason:** *To ensure a minimum standard of workmanship in relation to any sewer and drainage activity.*

**11. Vehicular Crossing:** Any vehicular crossing being required must be applied for and approved by Section 138 applications to enable satisfactory access and shall be constructed at full expense of the applicant and to Council's specifications. Multiple accesses require separate applications and the associated fees for each application.

**Reason:** *To ensure suitable driveway access.*

**12. Vehicle Access:** Vehicular access to the site is to be provided at the applicant's expense and to the satisfaction of Council's Engineering Department. This will include the road network leading to the site with appropriate designs submitted to and approved by Council prior to construction.

**13. Concrete Pipe:** A 300mm diameter reinforced concrete pipe culvert together with concrete head walls shall be constructed at the Murray Street entrance to property. Pipe to be 3 pipe and spigot (9.76m) Class 4 RRJ.

**Reason:** *To ensure suitable driveway access.*

**14. Costs of Gravelled Road Access:** The applicant shall be responsible for any costs of providing a gravelled road access and piped entrance to service the property, in accordance with the Council's specifications and details.

**Reason:** *To ensure suitable driveway access.*

**15. Easements:**

The applicant is required to ensure that any easements registered over the title to the land are complied with.

**Reason:** *Compliance with Legal documents.*

- 16. Construction Certificate Required:** A Construction Certificate must be obtained from a Principal Certifying Authority prior to commencement of any work.

*Reason: To ensure that minimum standards relating to structural adequacy, health and amenity are met.*

- 17. Further Details Required:**

The Applicant should submit to Council, as part of their Construction Certificate application, specification and construction plans, along with footing details. No work relating to this detail shall be carried out until the information is supplied and approved by Council.

*Reason: To ensure Council has all relevant information to assess, and to minimise further delays on the project.*

- 18. Occupation Certificate:**

Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and/or Occupation Certificate must be issued by a Principal Certifying Authority. An Occupation Certificate must be applied for via the Planning Portal, select your development and apply for a "Related Certificate".

*Reason: Ensure all conditions of the development are met and the building/development is safe for use.*

- 19. Lapsing of Consent**

This consent is limited to a period of 5 years from the date of the Notice of Determination, unless the works associated with the development have physically commenced.

*Reason: To ensure compliance with the Environmental Planning & Assessment Act 1979.*

- 20. Use of Building – Non-Residential Uses Only**

The building must not be used as a dwelling or domicile without Council's consent.

*Reason: Development consent is for a non-habitable building.*

#### Transport for NSW

- 21.** Direct access to the subject site from Mid Western Highway is denied.

- 22.** The proposed gates at the ingress driveway shall be located at least 20 metres from the edge of the south bound carriageway of Stephen Street. This is to allow for the standing of large vehicles when gates are to be opened.

*Reason: Conditions imposed by Transport for NSW.*

- 23. Chemical Storage:** If chemical storage, it needs to be bunded in accordance of the National Construction Code and any other relevant standards and legislation.

*Reason: To ensure that the storage of chemicals is done in a safe manner.*

- 24. Sewer Line Clearance:** All buildings in the vicinity of sewer infrastructure needs to conform to the Hay Shire Council's "Building over Sewer Mains Policy", which would normally entail having no construction to the horizontal distance of the pipe depth and 450mm (the zone of influence is 1:1 area starting 450mm from the centre of the pipe).

**Reason:** *Compliance with Hay Shire Council's "Building over Sewer Mains Policy".*

**24. Noise Control:**

The emission of noise associated with the use of the premises including the operation of any mechanical plant and equipment must comply with all standards outlined in the Noise Policy for Industry 2017 (NSW EPA) & A Guide to the Noise Policy for Industry (NSW EPA).

In the event the use exceeds permitted levels, the person in control of the premises must arrange for an acoustic investigation to be carried out by an accredited acoustic engineer and implement those measures to reduce noise to acceptable levels. Additional ongoing mitigations will be required to be installed and maintained for the life of the development.

**Reason:** *To protect the amenity of the area and to comply with the Protection of the Environment Operations Act 1997 and Noise Policy for Industry 2017.*

- 26. Underground Services:** The applicant shall obtain advice from any relevant consent authority as to the location of any underground services which may be in the vicinity.

**Reason:** *To ensure the utility services are protected and satisfactory for the proposed development.*

- 27. Land Use:** The development can only be used for uses allowable in the zoning. The current zoning is Zone RU5 village with the following uses permitted and prohibited:

**Permitted without consent:** Environmental protection works; Home-based child care; Home occupations; Roads; Water reticulation systems

**Permitted with consent:** Centre-based child care facilities; Community facilities; Dwelling houses; High technology industries; Home industries; Liquid fuel depots; Neighbourhood shops; Oyster aquaculture; Places of public worship; Recreation areas; Recreation facilities (indoor); Recreation facilities (outdoor); Respite day care centres; Schools; Tank-based aquaculture; Any other development not specified in item 2 or 4

**Prohibited:** Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Cellar door premises; Electricity generating works; Extractive industries; Farm buildings; Farm stay accommodation; Forestry; Heavy industrial storage establishments; Industries; Local distribution premises; Marinas; Mooring pens; Moorings; Open cut mining; Roadside stalls; Rural industries; Rural workers' dwellings; Sex services premises; Waste disposal facilities; Wharf or boating facilities.

**Reason:** *Compliance with Hay LEP 2011.*

**28. Hours of operation**

The hours of operation for the business are:

- a) Mondays to Fridays: 07:00-17:00
- b) Saturdays: 08:00-12:00
- c) Sundays, inclusive of Public Holidays: Nil

**Reason:** *To ensure the development occurs as assessed by Council.*

**29. Landscaping**

A Landscaping Plan must be submitted as part of the Construction Certificate application, and construction of the landscaping must be completed before an Occupation Certificate can be issued. Landscaping must be maintained:

- In accordance with the approved plan, and
- In a healthy state, and
- In perpetuity by the existing or future owners and occupiers of the property.

If any of the vegetation comprising landscaping dies or is removed, it must be replaced with vegetation of the same species and the same maturity, as the vegetation which died or was removed.

**Reason:** *To ensure the site is appropriately landscaped.*

**30. No obstruction of road reserve permitted**

The road reserve must not be obstructed by any materials, vehicles, refuse skips or the like, under any circumstances. All activities including loading/unloading of vehicles associated with this development must be undertaken within the subject site.

**Reason:** *To protect the amenity of the area.*

**31. Minimise dust and noise**

The Applicant must undertake measures to minimise dust and noise and ensure the impact on neighbouring properties is minimise.

**Reason:** *To minimise environmental and amenity impacts of the development.*

### 32. Signage and Lighting

The Business Identification Signage must be maintained in a presentable and satisfactory state of repair. If any deterioration of the development becomes noticeable, the Business Identification signage must be replaced or removed as soon as possible to ensure the visual amenity of the area is maintained.

The level of illumination and/or lighting intensity used to illuminate the sign/s shall comply with AS 1158 and AS 4282.

Lighting Overspill must be minimized.

**Reason: To maintain the visual amenity of the adjoining area.**

### 33. Amenity protection

The approved development must not adversely affect the amenity and environment of the neighbourhood in any way including:

- The appearance of any buildings, works or materials used.
- The parking or movement of motor vehicles.
- The transporting of materials or goods to or from the site.
- Noise, air and water discharges from the site.
- Electrical interference.
- The storage and handling of garbage, fuels, chemicals, pesticides, gasses, waste products or other materials.
- Emissions or discharges into the surrounding environment including, from wastewater, sediment, dust, vibration, odours or other harmful products.

Note: The Applicant must notify, at the earliest opportunity, Hay Shire Council of any incident which has caused, or threatens to cause, material harm to the environment. For any other incident associated with the development, the Applicant must notify Council as soon as practicable after the Applicant becomes aware of the incident. Within 7 days of the date of the incident, the Applicant must provide Council with a detailed report on the incident, and such further reports as may be requested.

**Reason: To protect the amenity of the adjoining area.**

*(Garner/Porter)*

#### **For**

Cr. Oataway  
Cr G Chapman  
Cr J Dwyer  
Cr L Garner  
Cr P Handford  
Cr P Porter  
Cr M Quinn

#### **Against**

**C4 Developer Contributions Plan**

**24-83 Resolved**

(a) That Council proceeds with the drafting of a Section 7.12 Fixed Development Consent Levies Contribution Plan in terms of Section 7.18 of the Environmental Planning and Assessment Act 1979 No 203; and

(b) A draft Contribution Plan be brought back to Council in due course.

(Quinn/Garner)

**C5 Digital Transformation Strategy**

**24-84 Resolved** that Council adopts the Digital Transformation Strategy, Version 3, dated August 2024 as presented.

(Quinn/Garner)

**C6 Tree Removal Requests**

**24-85 Resolved** that Council

(a) Removes the Jacaranda tree at the Visitors Centre, Moppet Street and replaces with 10 roses planted in Ashwill Park as part of the VIC toilet refurbishment project;

(b) Removes the 3 Peppercorn trees at the Duck Pond.

(c) Removes the 3 Claret Ash trees at 465 Cadell St and replaces with Bottlebrush or crepe myrtle trees; and

(d) Retains the Silky Oak tree at 366 Cadell St.

(Porter/Garner)

**In Committee**

**24-86 Resolved** that the meeting be closed during the discussion of the following matters relating to:

*Section 10A of the Local Government Act 1993:-*

**IC.1 Update on Housing Proposal & Childcare in Hay**

(d) commercial information of a confidential nature that would, if disclosed:  
(i) prejudice the commercial position of the person who supplied it, or  
(ii) confer a commercial advantage on a competitor of the council, or  
(iii) reveal a trade secret;

**IC.2 Purchase of Patching Truck**

(d) commercial information of a confidential nature that would, if disclosed:  
(i) prejudice the commercial position of the person who supplied it, or  
(ii) confer a commercial advantage on a competitor of the council, or  
(iii) reveal a trade secret;

(Garner/Handford)

## **IC1 – Update on Housing Proposal & Childcare in Hay**

### **24-87 Resolved** that Council:

- (a) Notes the information in the report and the initiatives undertaken by staff to address the critical childcare and housing shortage in Hay.
- (b) Authorises the General Manager or his delegate to enter into a new Licence Application with Crown Lands for Lot 195 DP 756755 and part Lot 193 DP 756755;
- (c) Sets aside the staff house at 342 Church Street when it becomes vacant for childcare; and
- (d) Authorises the General Manager or his delegate to enter into negotiations with Homes NSW in regards to property for childcare as outlined in the report and execute Contracts of Sale of property, under Council Common Seal as required.

*(Porter/Handford)*

## **IC 2 – Purchase of Patching Truck**

### **24-88 Resolved** that Council:

- (a) Accepts the tender for the supply of one (1) new Isuzu Jetmaster Patching Truck from Ausroad Manufacturing Pty Ltd, including accessories, in an amount of \$635,481 (Incl GST);
- (b) Authorises the General Manager to sign the purchase order; and
- (c) Disposes of Caterpillar 428C Backhoe, Plant No 3111, at auction.

*(Garner/Handford)*

### **Open Meeting:**

### **24-89 Resolved** that the meeting be opened, and the resolutions made public.

*(Handford/Garner)*

*The General Manager verbally advised the meeting of resolution from the closed session.*

There being no further business the meeting terminated at 7.14pm.

Confirmed \_\_\_\_\_  
**Cr Carol Oataway**  
**Mayor**

# Mayoral Minute

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## M1. Mayoral Report

<b>REPORTING OFFICER</b>	Cr Carol Oataway – Mayor
<b>ATTACHMENTS</b>	<ul style="list-style-type: none"> <li>- Country Mayors Association Minutes 9.8.2024</li> <li>- Letter to Senator P Davey – Working Holiday Visa Subclass 417</li> </ul>

July / August has been busy with official engagements, meetings and representation. The following is a summary of my mayoral activities for the period of July / August.

### **Representation / Engagements**

- Citizenship Ceremony – 31<sup>st</sup> July 2024  
I was honoured to conduct a citizenship ceremony for Mina Abdelmalek and Marina Tadros. Mina and Marina have undergone a four year long journey to become a citizen. Mina is currently our local pharmacist and Marina is studying pharmacy.



- VP Day – 15<sup>th</sup> August 2024  
Deputy Mayor, Cr Garner, attended and laid a wreath on behalf of Hay Shire Council for VP Day. Thank you to the Deputy Mayor for his representation in my absence.

### **Meetings**

- Clean Peak Solar Farm Meeting – 16<sup>th</sup> July 2024

The General Manager and I met with proponents of the Clean Peak Solar Farm as a way of introduction. Clean Peak Solar will commence the construction phase of their Solar Farm with the turning of the sod on 27<sup>th</sup> August 2024. Clean Peak Solar are keen to be contributing members of the local community and we discussed ways in which they may be able to contribute.

- LHAC Meeting – 5<sup>th</sup> August 2024

The General Manager and I attended the monthly LHAC meeting. An LHAC Forum is to be held in Corowa on 6<sup>th</sup> September and all LHAC members were invited to attend. The theme is Access and Equity for Regional Communities. The General Manager and I will be in attendance. LHAC will host an Open Day at the hospital on 14<sup>th</sup> October commencing at 10:30am. Speakers will be invited to attend from PHN, MLHD, Health Care Complaints Commission, Ambulance, Marathon Health Care Finder. Catering and coffee will be available.

- Meeting with the Hon Kristy McBain MP – 8<sup>th</sup> August 2024

The General Manager and I attended a round table discussion in Wagga with Minister McBain along with other councils in the REROC / RAMJO footprint. Key points from the meeting included local roads funding will be doubled in an effort to ensure funding is going to councils who have large road networks to maintain. The Minister acknowledged that some smaller rural councils are unable to raise their own revenue therefore a redistribution of funding would be more equitable rather than increasing the pot of money available. In her words, 'More untied funding needs to go to the places where it is needed most.' National standards are being introduced on how to rate assets and present financials. A strong message was acknowledged by the Minister that voluntary water buybacks to recover 70 GL in Tranche 1 of the MDBP will impact our local economies, which will inevitably affect the food production in our area, which will lessen supply and drive up the price of groceries and food. This will not only affect rural and regional communities but also metropolitan communities through raised food prices.

- Country Mayor's Meeting – 9<sup>th</sup> August 2024

The General Manager and I attended the Country Mayor's meeting in Sydney which provided a focus around health. The NSW Police Deputy Commissioner Paul Pisanos addressed the meeting and advised they are working on youth crime, illegal tobacco and vape products, domestic violence and driver behaviour. Police are 1500 under strength and they are rolling out the 'Cop in Your Town' recruitment campaign. It is designed to capture the attention of locals, tradies, farmers or whoever is looking for a change. Linda Scott addressed Country Mayors for the last time with the message that REX airline is very important to regional Australia, so please support the airline where practical. ALGA is staging a Housing Summit to highlight the innovation in Local Government on the housing issue. A panel session with the Rural Doctors' Network revealed that the focus is on recruiting the right doctors for rural communities. Free recruitment is provided to all medical practices, with free CV assessment. No administration fee is charged. Richard Colbran is keen to address our local LHAC committee in the future to talk about the work they do. The Parliamentary Secretary for Regional Health told us that safe working staffing levels are being rolled out, there is an increase in funding for ambulance services to upgrade staffing levels, HECS fee incentives do exist and workforce recruitment of up to 80 generalists has been successful. A Director for NSW Health provided an update of the implementation of recommendations from the Regional Health Inquiry stating that 25 of the 34 recommendations had been implemented. The meeting culminated with the Yellow

Wiggle, Greg Page, advocating for more widespread access to automated external defibrillators (AEDs) and an increase in public awareness of defibrillator locations across Australia. Publicly accessible AEDs improves the survival rate of sudden cardiac arrest.

- Western LHAC Chair Teleconference – 14<sup>th</sup> August 2024

As chair of the local LHAC, I attended the Western LHAC teleconference which included Griffith, Wagga, Lake Cargelligo and Narrandera. These meetings are held every three months to discuss co-ordination of services, access to services and workforce. Shelley Gledhill gave an overview of My Medicare and GP Aged Care Incentive (GP-ACI). This is an innovative program for GPs to provide care to aged care residents. It is a voluntary registration system that links patients with GPs. This is a key component of the Australian Government's aged care reform with the aim to improve access to health care for residents in aged care facilities. PHN will provide support to GPs, Aged Care Facilities and overall support. The aim is for every resident in an aged care facility to be registered. This should be driven by the doctor.

- RAMJO Workshop – Value, Financial Sustainability and Future Directions – 15<sup>th</sup> August 2024

The Executive Manager People and Governance and I attended this workshop to determine RAMJOs current vision, purpose and regional objectives and to work on a financial sustainability model moving forward. After much discussion, a list of priorities were formulated. These include:

1. Formulate a working group to structure financial sustainability;
2. Explore a Best Practice Procurement Aggregated Body;
3. Explore the JO Network vs ROC model and weigh up pros and cons
4. Update Regional Strategic Priorities to ensure they are flexible, less siloed, and current.

It was clear that councils value the collective approach, the collective advocacy and the sharing of knowledge and resources.

- RAMJO Meeting – 15<sup>th</sup> and 16<sup>th</sup> August 2024

The Executive Manager People and Governance and I attended the quarterly RAMJO meeting. The Auditor General was present and made clear that he aims to engage with all councils. He stressed the importance of timeliness, preparing reports on time to ensure a successful audit, he touched on the RFS Assets that sit on Council's books and the public enquiry that is currently taking place and he acknowledged that audit fees had gone up and he wants to ensure councils are getting value for money and there is transparency around those fees. The water sub committee presented an extensive report. There is great concern about the voluntary buybacks however to date our advocacy to state and federal government has not been successful. RAMJO has 10 out of the 11 member councils that will be directly affected by the voluntary buybacks quoting Carrathool Shire as the 3<sup>rd</sup> highest primary producer contributing to our food bowl.

Going forward RAMJO's approach will be:

1. Stall and advocate against buybacks;
2. Seek support from state government to benchmark where our communities are now to prepare for any structural adjustments should our communities suffer negative effects;
3. Provide a counter argument against the advertising campaign used by the Federal Government; and
4. Actively promote support for Helen Dalton's petition against water buybacks in our communities.

In a report provided by the OLG, it was advised that a bill was passed in the lower house that a 'Board Model' be adopted for rural and remote councils where half of the elected body are appointed by the community and half appointed by the government. This bill will go before the upper house in September. This model is currently being used in the Central Darling Shire. Currently there is a Code of Conduct Review and a post election guide for councils. OLG will be running a series of workshops post election.

### **Council Matters**

- Telstra and Optus have announced that they will extend the closure of the 3G network. This will mean all 3G users need to be ready to move 4G and 5G networks from 28 October.
- Council is currently in caretaker mode until the next local government election on 14<sup>th</sup> September 2024. To the current council, thank you for the contributions you have made to our community over the past three years and to Cr Dwyer for over the past twelve years. To the councillors seeking re-election, all the best in the upcoming elections.
- It has been a privilege and an honour to serve as Mayor, and as a councillor over the past three years and I would like to acknowledge the wonderful support I have received from my fellow councillors, in particular Deputy Mayor Lionel Garner, and the Hay Shire Council staff for their commitment to providing the best possible services for our community.

### **Upcoming Engagements**

- Sod Turning Ceremony – Clean Peak Energy Solar Farm – 27<sup>th</sup> August 2024
- Hydrotherapy Pool Meeting – 3<sup>rd</sup> September 2024
- Hay Show 150 Years Gala Event – 6<sup>th</sup> September 2024
- LHAC Forum – Corowa – 6<sup>th</sup> September 2024
- Dunera Day Welcome – 7<sup>th</sup> September 2024

### **RECOMMENDATION**

That Council notes the information provided in the report.



# Country Mayors Association of NEW SOUTH WALES Inc

**Acting Chairman:** Cr Rick Firman OAM

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ABN 92 803 490 533

## MINUTES

### GENERAL MEETING – THEME “HEALTH”

FRIDAY, 9 AUGUST 2024 THEATRETTE, NSW PARLIAMENT, SYDNEY

The meeting opened at 8:20 a.m.

#### ATTENDANCE:

Cr. Gil Kelly	Mayor	Cootamundra-Gundagai Regional Council
Gareth Curtis	GM	Dungog Shire Council
Cr. David McCann	Mayor	Coolamon Shire Council
Tony Donoghue	GM	Coolamon Shire Council
Rob Williams	GM	Narrabri Shire Council
Cr. Mark Johnson	Mayor	Moree Plains Shire Council
Cr. Paul Harmon	Mayor	Inverell Shire Council
Brett McInnes	GM	Inverell Shire Council
Cr. Jarrod Marsden	Mayor	Cobar Shire Council
Peter Vlatko	GM	Cobar Shire Council
Cr. Pam Kensit	Mayor	Upper Lachlan Shire Council
Alex Waldron	CEO	Upper Lachlan Shire Council
Cr. Barry Hollman	Mayor	Bourke Shire Council
Cr. Leonie Brown	GM	Bourke Shire Council
Cr. Neville Kschenka	Mayor	Narrandera Shire Council
Cr. Carol Oataway	Mayor	Hay Shire Council
David Webb	GM	Hay Shire Council
Cr. Rick Firman OAM	Mayor	Temora Shire Council
Melissa Boxall	GM	Temora Shire Council
Cr. Milton Quigley	Mayor	Warren Shire Council
Gary Woodman	GM	Warren Shire Council
Cr. Jamie Chaffey	Mayor	Gunnedah Shire Council
Gary Fry	Secretariat	Country Mayors Association
Viv May PSM	Administrator	Wingecarribee Shire
Cr. Ambrose Doolan	Mayor	Warrumbungle Shire Council

Roger Bailey	GM	Warrumbungle Shire Council
Cr. Bob Callow	Mayor	Junee Shire Council
Cr. Margaret Roles	Mayor	Hilltops Council
Anthony O'Reilly	GM	Hilltops Council
Cr. Amanda Findley	Mayor	Shoalhaven
Cr. Jason Hamling	Mayor	Orange City Council
Cr. Ruth McRae	Mayor	Murrumbidgee Council
John Scarce	GM	Murrumbidgee Council
Cr. Greg Verdon	Mayor	Lockhart Shire Council
Cr. Peter Sharp	Deputy Mayor	Lockhart Shire Council
Eric Groth	GM	Gunnedah Shire Council
Cr. Rob Banham	Mayor	Glen Innes Severn Council
Bernard Smith	GM	Glen Innes Severn Council
Cr. Eric Noakes	Mayor	Walcha Council
Phillip Hood	GM	Walcha Council
Cr. Scott Ferguson	Mayor	Blayney Shire Council
Mark Dicker	GM	Blayney Shire Council
Cr. Doug Hawkins	Mayor	Liverpool Plains Shire Council
Gary Murphy	GM	Liverpool Plains Shire Council
Cr. Kevin Beatty	Mayor	Cabonne Council
Brad Byrnes	GM	Cabonne Council
Heather Nicholls	Deputy GM	Cabonne Council
Cr. Steve Allan	Mayor	Bellingen Shire Council
Mark Griffioen	GM	Bellingen Shire Council
Cr. Sharon Cadwallader	Mayor	Ballina Shire Council
Cr. Frank Crawley	Mayor	Murray River Council
Terry Dodds	GM	Murray River Council
Cr. Bronwyn Petrie	Mayor	Tenterfield Shire Council
Aaron Johansson	CEO	Goulburn Mulwaree Council
Cr. Jim Hickey	Deputy Mayor	Broken Hill City Council
Jay Nankivell	GM	Broken Hill City Council
Cr. Daniel Linklater	Mayor	Wentworth Shire Council
Ken Ross	GM	Wentworth Shire Council
Cr. John Coulton	Mayor	Gwydir Shire Council
Max Eastcott	GM	Gwydir Shire Council
Cr. Neil Westcott	Mayor	Parkes Shire Council
Cr. Ken Keith OAM	Councillor	Parkes Shire Council
Cr. Ruth Fagan	Mayor	Cowra Council
Adrian Butler	GM	Federation Council
Cr. Tony Reneker	Mayor	Leeton Shire Council
Jackie Kruger	GM	Leeton Shire Council
Cr. Tony Quinn	Mayor	Greater Hume Council
Evelyn Arnold	GM	Greater Hume Council
Cr. Brian Monaghan	Mayor	Bland Shire Council
Grant Baker	GM	Bland Shire Council
Jane Stroud	CEO	Kiama Shire Council
Cr. Neil Reilly	Mayor	Kiama Shire Council

Cr. Russell Fitzpatrick	Mayor	Bega Valley Shire Council
Anthony McMahon	CEO	Bega Valley Shire Council
Cr. Sam Coupland	Mayor	Armidale Regional Council
James Roncon	GM	Armidale Regional Council
Cr. Kylie King	Mayor	Albury City Council
Sharne Colefax	Manager, Council Engagement A/Council Engagement Manager – Riverina, Murray and Far South- West	OLG
Cameron Templeton	Mayor	OLG
Cr. Mark Kellam	GM	Oberon Council
Gary Wallace	Mayor	Oberon Council
Cr. Ian Chaffey	GM	Snowy Valleys Council
Mark Arnold	Mayor	Byron Shire Council
Cr. Paul Phillips	GM	Lachlan Shire Council
Greg Tory	Deputy Mayor	Lachlan Shire Council
Cr. John Medcalf OAM	GM	Lachlan Shire Council
Paul Bennett	Mayor	Tamworth Regional Council
Cr. Russell Webb	Administrator	Tamworth Regional Council
Bob Stewart	GM	Central Darling Shire Council
Greg Hill	CEO	Central Darling Shire Council
Robyn Stevens	Mayor	Shoalhaven City Council
Cr. Craig Davies	Mayor	Narromine Shire Council
Cr. Mathew Dickerson	Mayor	Dubbo Regional Council
Cr. Claire Pontin	Mayor	Midcoast Council
Sharon Houlihan		Canberra Region Joint Organisation
Hayley Chapman		Canberra Region Joint Organisation
Jonathan Malota	Policy Advisor – Transport & Data	NRMA
Cr. Glen Neill	Mayor	Bogan Shire Council
Cr. Phyllis Miller OAM	Mayor	Forbes Shire Council

### **Parliamentarians in attendance (in addition to speakers):**

- The Hon. Dougal Saunders, NSW Nationals Leader
- The Hon. Gurmeh Singh, Incoming Shadow Minister for Regional Health
- Brendan Moylan, Member for Northern Tablelands
- Michael Kemp, Member for Oxley
- The Hon. Steph Cooke, Member for Cootamundra, NSW Shadow Minister for Water and NSW Shadow Minister for Crown Lands
- The Hon. Tanya Thompson, Shadow Assistant Minister for Regional Health. Member for Myall Lakes
- The Hon. Aileen MacDonald, Shadow Minister for Youth Justice and Member of the Legislative Council
- The Hon. Bronnie Taylor, Retiring Shadow Minister of Regional Health
- The Hon. Wendy Tuckerman, Member for Goulburn and Shadow Minister for Local Government
- The Hon. Richie Williamson, Member for Clarence  
The Nationals Whip, and Shadow Assistant Minister for Regional NSW
- The Hon. Justin Clancy, Member for Albury  
Shadow Minister for Skills, TAFE and Tertiary Education

## APOLOGIES:

Cr. Doug Curran	Mayor	Griffith City Council
Brett Stonestreet	GM	Griffith City Council
Cr. Nuatali Nelmes	Lord Mayor	Newcastle City Council
Cr. Sue Moore	Mayor	Singleton Council
Cr. Darrell Tiemens	Mayor	Narrabri Shire Council
Cr. Jay Suvaal	Mayor	Cessnock City Council
Cr. Kenrick Winchester	Mayor	Queanbeyan-Palerang Regional Council
Rebecca Ryan	GM	Queanbeyan-Palerang Regional Council
Cr. Ryan Palmer	Mayor	Port Stephens Council
George Cowan	GM	Narrandera Shire Council
Cr. Dallas Tout	Mayor	City of Wagga Wagga
Cr. Mathew Hatcher	Mayor	Eurobodalla Shire Council
Cr. Chris Homer	Mayor	Shellharbour City Council
Cr. Vivian Slack-Smith	Mayor	Brewarrina Shire Council
Cr. David Kirby	GM	Brewarrina Shire Council
Cr. Gordon Bradbery AM	Lord Mayor	Wollongong City Council
Cr. Maree Statham	Mayor	Lithgow City Council
Ross Gurney	GM	Lithgow City Council
Murray Wood	CEO	Dubbo Regional Council
Cr. Peter Walker	Mayor	Goulburn Mulwaree Council
	Deputy Secretary, Local	
Brett Whitworth	Government	OLG
Greg McDonald	GM	Upper Hunter Shire Council
Cr. Maurice Collison	Mayor	Upper Hunter Shire Council
Cr. Peta Betts	Mayor	Edward River Council
Gary Arnold	Interim CEO	Edward River Council
Cr. Craig Bembrick	Mayor	Weddin Shire Council
Noreen Vu	GM	Weddin Shire Council
Cr. Patrick Bourke	Mayor	Federation Council
Cr. Doug Batten	Mayor	Gilgandra Shire Council
Neil Alchin	GM	Gilgandra Shire Council
Paul Devery	GM	Cowra Council
Cr. Steve Krieg	Mayor	Lismore City Council
Jon Gibbons	GM	Lismore City Council
Gary Murphy	GM	Liverpool Plains Shire Council
Cr. Doug Hawkins OAM	Mayor	Liverpool Plains Shire Council
Cr. Michael Lyon	Mayor	Byron Shire Council
Cr. Kylie Webster	Mayor	Kyogle Council



**CMA Chairman Cr Jamie Chaffey Welcomes attendees, opened the meeting and conducted the Acknowledgement to Country**

...We acknowledge the Traditional Custodians of the land and waters, and we show our respect for Elders past and present and emerging. We are committed to providing communities in which Aboriginal and Torres Strait Islander people are included socially, culturally and economically.

**Adoption of Minutes of Previous Meeting:**

RESOLVED that the minutes of the Annual General Meeting held on 22 March 2024 be accepted as a true and accurate record (unanimous).

**Matters Arising from the Minutes – Nil**

**PRESENTATIONS**

**Deputy Commissioner Paul Pisanos, NSW Police Force**

I wanted to come back and raise six issues. We spoke about youth crime (serious and violent). Operation Mongoose has not stopped and the Bail Act has been enacted. We are aware of the impact on communities. Western, Northern and Southern regions have seen hundreds of arrests and 50% were on bail. 22C has been used for those over the age of 14. This is reducing recidivism (repeat offending).

Community work is important to us but other agencies need to come together for optimal outcomes.

Tobacco and vape products are being seized in significant quantities coming across our State borders.

Domestic violence is an ongoing focus. Identifying the serious offenders is a challenge we are working on.

Impaired driving operations are a focus across the State, with 80% of fatalities occurring on regional roads.

Driving behaviour like speeding require constant media and awareness efforts.

Cop in Your Town is our recruitment campaign that has been rolled out across NSW regions, with 12 launches that attracted good media. It is designed to capture the attention of locals, tradies, farmers, whoever might be looking for a change. Retention is also a focus, with better pay possibly on the horizon and real support mechanisms.

Jamie: How are you going with numbers?

Deputy Police Commissioner Pisanos: 1,500 is the shortfall. Paying people to go to the academy is a great step forward and we looking at increasing graduate numbers.

Dougal Saunders: The Regional Crime Inquiry is a real positive and congratulations to the CMA for that. Tobacco issues, can you tell us more about that?

Deputy Police Commissioner Pisanos: It is a complex space and our approaches are evolving.

Organised crime is playing a big part, so NSW Police are focusing on the behaviours of the people involved. The organised crime involvement adds to the potential concerns with tobacco and vape product smuggling.

Parkes Mayor Cr. Neil Westcott: Trundle's Police residence has been condemned....

Deputy Police Commissioner Pisanos: The Officer in Charge never really reported the condition because she stayed at her mother's place. It is going to be fixed up. Most of it (Police properties, including residences) is run through Properties NSW but it is a big challenge. There will be no closing Police Stations and residences.

Kempsey Shire Council Mayor Cr Leo Hauville: What proportion of the 80% of fatalities is speed related?

Deputy Police Commissioner Pisanos: More than half but you cannot always tell for certain. Speed is a contributing factor to most fatalities even if a distraction or impairment occurs.

Deputy Police Commissioner Pisanos: We are the only State that does not use point to point speed monitoring cameras for cars, will there be Government support to change that?

Deputy Police Commissioner Pisanos could not answer the political question but there was consensus in the chuckles that indicated it would be unlikely from either side of politics.

Deputy Police Commissioner Pisanos: Final comment, we are working on Crime Prevention Agreements and Moree is coming along. If your community does not have a Crime Prevention Agreement, I suggest you work with us to establish one.

### **President of ALGA, Cr. Linda Scott**

If Councils are owed money by Rex Airlines, please get that information to ALGA. Normally we would not encourage the use of one service over another but we want to see the airline continue – for the sake of regional Australia and competition, so support it where practical.

Thank you for coming to our ALGA conference and my farewell.

The headline issue right now is housing. So, we are staging a summit to highlight the innovation in Local Government on the issue.

We are working on an MoU with the Federal Government and we are getting involved with more and more advisory bodies in Federal Parliament.

Linda acknowledged the contributions of retiring mayors.

We are so proud of you Jamie Chaffey and we look forward to seeing you take your Local Government experience to Federal Parliament.

### **Shadow Minister for Regional Health, Trade and Seniors, the Hon. Bronnie Taylor MLC**

In her final appearance before retiring, the passionate Shadow Minister reflected on her time in the role and politics, generally.

Great politicians come out of Local Government.

It concerns me that we talk about the issues affecting young people but nowhere are we hearing the voices of young people. We need to engage youth and give them a voice. We need advice from the youth about youth issues. We need the Regional Youth Taskforce reinstated and I ask you as an Association to push for that.

She endorsed the new Shadow Minister for Regional Health, the Hon. Gurmeh Singh.

It is important that you try to meet the Regional Health Minister with your Local Members. It is not OK that you travelled all this way and the Regional Health Minister did not turn up.

**The Minutes of Previous Meeting 10 May 2024 were adopted unanimously, with nil matters arising.**

**Motions:**

**A) General Manager of Murrumbidgee Council John Scarce:**

That the Country Mayors Association calls upon the State Government of NSW to reverse its decision not to provide a budget for interagency emergency management training and exercises.

Further, without this interagency training and exercises, Country Mayors of NSW advocate that they are fearful that our Emergency Operations Centers and response to emergencies will be compromised with a potential for lives to be lost.

B) That the Membership support the Deputy Chairman Rick Firman OAM acting as interim Chairman, with the current Chairman Jamie Chaffey stepping down in the September 2024 Local Government elections.

C) That the Membership endorse the Executive Committee nomination of current Executive Member Russell Webb for the role of Deputy Chairman, in an interim capacity until the AGM.

All were unanimously supported.

**Membership**

The NRMA approached the CMA executive to establish a formal relationship.

It was recommended that the NRMA be accepted as an Associate Member of the CMA.

Parkes Shire Councillor Cr Ken Keith OAM moved the motion and Forbes Shire Mayor Cr Phyllis Miller OAM seconded. The Membership endorsed this recommendation unanimously. The NRMA is the first private sector Associate Member of the Country Mayors Association of NSW.

**Leeton Shire Mayor Cr Tony Reneker spoke about the no-cost Mayoral Alliance for the Pacific.** He encouraged mayors who support the PALM scheme and the much-needed workers it brings to join the Alliance. **[invitation letter attached]**

**Panel session with the Rural Doctors Network's CEO Dr. Richard Colbran, Manager Service Delivery Operations Kath Hetherington, Recruitment Portfolio Lead Jessica Yuen and Program Manager Outreach Services Amanda Massett**

**[presentation attached]**

Dr. Richard Colbran: We are a charity that has been around for 35 years. Continuity is important for our organisation and health. We are in all LGAs outside of Sydney. We are the bridge between rural communities and the city (Government). Most Councils would be aware of our bush bursaries and their support of doctors from our regions.

Doctors for communities has been the focus for years but we are now looking at health access. You may not need a doctor and you certainly need the right doctor.

Kath Hetherington: We understand that open communication is critical. We understand that you are engaged and we want to work with you and your communities. Our Collaborative Care Project includes a focus on retention and broad health care access.

Dr. Richard Colbran: We do not have a solution, we have a method, in our \$3mil. Funded Collaborative Care Project.

Jessica Yuen: Free recruitment is provided to all medical practices, with free CV assessment. We help practices and Doctors to ask the right questions to ensure they are the right fit for the location.

152 new GPs were recruited in the past financial year, 79 positions directly by RDN.

Dr. Richard Colbran: We support locums as a respite service but it has become a business. The trend is not ideal for regional communities and it is very costly.

RDN takes no administration fee. We are allowed to allocate 15% to outreach and we give 50% of that to communities.

We are compiling a report for Councils with data trends for doctor numbers.

Cr. Jamie Chaffey: We care about retaining people in our communities. You are now required to support metropolitan areas now. Is your funding contingent on that?

Dr. Colbran: Money is tight in Governments. We do work in the city, in all the AMS's. The 10,000 GPs in Sydney are our target audience, so we have to work with them. The Government wants the whole system working together.

Tenterfield Mayor Cr Bronwyn Petie: What satisfaction levels do you get from doctors and practices.

Dr. Colbran: We have a 95% satisfaction rate from doctors we support. Practices are small businesses and we need to remember that. Some of them need to be better, to adapt to contemporary work expectations and to make the GP role more appealing.

Cr. Steve Allen, Mayor of Bellingen Shire (and a pharmacist): It is difficult to attract people to GP roles instead of specialising. Are you looking at better utilising the allied professionalism including pharmacies?

Dr. Colbran: Scope of practice is something we are focusing on. Colleges are actually removing rural placements and we need to watch that. Optimising scope of practice to support health outcomes would include pharmacists.

Mayor of Bland Shire Cr. Brian Monaghan: Overseas Doctors can now go to the cities....?

Dr. Colbran: 1500 of our doctors are overseas trained. Those incentives to send people to rural locations have been taken away. Continuity is important to regional communities and we have seen doctors relocate to the city as soon as possible.

Mayor Monaghan: Is an increased rural Medicare rebate possible?

Dr. Colbran: The Doctors Associations do this lobbying. One of the problems is we just move people from practices to hospitals. The health care providers have not increased.

**Parliamentary Secretary for Health and Parliamentary Secretary for Regional Health,  
Dr. Michael Holland**  
[full speech attached]

Dr. Holland talked about how safe working staffing levels are being rolled out. Ratios in nursing have long been a contention in nursing, as they have attracted nurses to other states. For what the NSW Government considers safe working levels in our hospitals, use this link:

<https://www.health.nsw.gov.au/workforce/Pages/safe-staffing-levels.aspx>

Dr. Holland said Ambulance services are important and we have seen increased funding. \$274mil to upgrade staffing at selected locations.

HECS fee incentives do exist, with \$20,000 for the 1<sup>st</sup> year and following years, \$10,000.

New hospital in Eurobodalla and accommodation is a concern. \$200mil. is being invested across NSW for essential worker accommodation.

Workforce recruitment of up to 80 generalists has been successful.

Cowra Council Mayor Cr. Ruth Fagan: I'm concerned about health councils not being supported or retained. Community committees are important.

Dr. Holland: I was not aware that this was a problem and I will report it to the Minister.

Mayor Fagan: Cowra is getting a new hospital. Is there any possibility we could employ a resident doctor with the hospital?

Dr. Holland: The small business model needs to change, as Dr. McGirr said. We do need new approaches.

Q: What about the international doctors who are driving Ubers?

A: We value our international doctors and need to work with our Federal Government to improve the pathways and remove the barriers.

## **LGNSW Update**

Forbes Shire Mayor Cr. Phyllis Miller OAM is on the CMA Executive and is a Director of LGNSW (Regional/Rural). She provided a brief update on behalf of LGNSW and the organisation's President Cr. Darriea Turley AM (a Councillor in Broken Hill).

Mayor Miller emphasized that 20 Oct. is the deadline for LGNSW conference motions. She also reiterated that Cr. Jamie Chaffey and Cr. Scott Ferguson will be missed and applauded their contributions.

**Michelle Maxwell, Director, Strategy, Governance and Delivery, Regional Health Division – NSW Health**

Michelle provided an update of the implementation of recommendations from the Regional Health Inquiry, stating that as at 30 June, 2024 a total of 25 of 34 recommendations had been implemented / followed up on.

Michael also detailed the current Regional Health MPS strategy framework process. She reiterated that consultation is ongoing and they are keen to receive further input from Councils.

**[Presentation attached]**

Coolamon Shire Council Mayor Cr. David McCann voiced his community's appreciation that their MPS is to be upgraded but asked for an update on the work.  
Michelle: We will look into that for you.

**Founder of 'Heart of the Nation' Greg Page (also founding member of The Wiggles)**

Greg Page is best known as the original lead singer and a founding member of the children's band The Wiggles from 1991 to 2006 and then again in 2012. He has also recorded a number of solo albums and published his autobiography.

Since suffering a sudden cardiac arrest in 2020 during a Wiggles reunion concert, Greg has become an advocate for community capacity building for immediate response to a sudden cardiac arrest. He founded the charity "Heart of the Nation", which promotes more widespread access to automated external defibrillators (AEDs) and aims to increase public awareness of defibrillator locations across Australia, as well as encouraging businesses to keep a defibrillator on-site.

Greg gave the examples of Orange and Parkes, where publicly accessible AEDs have been rolled out. He said that the solution to improving the survival rate of sudden cardiac arrest (a shocking 5%) lies with community capacity to respond.

Forbes Shire Mayor Cr. Phyllis Miller OAM: We've got them but need more.

Tenterfield Shire Mayor Cr. Bronwyn Petrie: I'm concerned they could be abused or stolen. Do they have GPS trackers?

Greg: Yes, ours also have a sim card.

Upper Lachlan Shire Mayor Cr. Pam Kensit: Do those sim cards tell you when they need maintenance?

Greg: If a Council purchases them, it is really their responsibility to maintain them.

Greg explained that Heart of the Nation is a charity with a singular cause and he makes no money from it.

**Greg's presentation is attached.** Here is the link to the Heart of the Nation website:

<https://www.heartofthenation.com.au/>

**Acting CMA Chairman and Mayor of Temora Shire Cr. Rick Firman OAM took to the lectern to acknowledge the service of retiring mayors present at the meeting, paying special tribute to outgoing Chairman Cr. Jamie Chaffey of Gunnedah Shire and presenting him with a framed caricature of himself.**

Mayor Chaffey has really lifted the professionalism of the Country Mayors Association of NSW. He has been passionate and dedicated in his role. He admitted to feeling emotional as he addressed the meeting for the final time and held the portrait that will ensure he does not take himself too seriously, as he vowed to hang it in his office when he takes the seat of Parkes.

**There being no further business, the meeting was formally closed at 1:10 pm.**

#### **Postscript Note:**

**The Royal Flying Doctor Service of Australia CEO Greg Sam sent a letter to the CMA expressing his regret for not being able to make it to the meeting.**

"We would appreciate an opportunity to address a future CMA meeting about the recent and ongoing evolution of the services we provide to rural Australians, and we are always receptive to input and perspectives that may help to shape our service delivery models going forward."

Mr. Sam invited the CMA Acting Chairman to tour the RFDS base at Broken Hill.

Cr Rick Firman OAM  
Acting Chairman of the Country Mayor's Association of NSW

**The next meeting (AGM) is scheduled for 15 November 2024 in the Theatrette, NSW Parliament, Sydney. It will have a Skills and Education theme. Please RSVP by 6 November to assist with morning tea catering.**



Hay Shire Council

**Hay Shire Council**

ABN: 84 075 604 155

134 Lachlan Street PO Box 141 HAY NSW 2711

Telephone: 02 6990 1100 Facsimile: 02 6993 1288

Email: [mail@hay.nsw.gov.au](mailto:mail@hay.nsw.gov.au) Website: [www.hay.nsw.gov.au](http://www.hay.nsw.gov.au)

Ref :

30<sup>th</sup> July 2024

Senator Perin Davey  
Senator for NSW

Email: [senator.davey@aph.gov.au](mailto:senator.davey@aph.gov.au)

Dear Senator Davey,

**RE: Working Holiday Visa (subclass 417)**

I write in relation to the list of postcodes that allow holders of a Working Holiday Visa (subclass 417) to work in the tourism and hospitality industry. The postcode of 2711, which includes the towns of Hay, Maude and Booligal, is not included on the Remote or Very Remote Australia eligibility list.

Other locations of similar remoteness are included on the list such as Hillston and Lake Cargelligo which are actually closer to a regional centre than Hay, Booligal and Maude. Regional Australia is experiencing a severe shortage of labour and many hospitality businesses are struggling to find staff. This is impacting the local economies of rural and regional towns across Australia.

The hospitality industry in Hay is struggling to employ workers who live locally. Many businesses are at risk of having to close their doors or reduce operating hours due to severe and chronic shortages in the hospitality industry. These include businesses such as hotels, clubs, takeaway food outlets, restaurants, motels, caravan parks, service stations and guest houses.

Members of the hospitality industry in Hay have told me that they could fill their vacancies if the postcode of 2711 was added to the 'Remote' and 'Very Remote' list for the employment of subclass 417 visa holders. They assure me that adequate worker accommodation exists in Hay in the form of private rentals and backpacker accommodation.

I ask that an urgent review of the list of eligible remote and very remote postcodes for NSW be undertaken with a view to adding 2711 (based on its level of remoteness) onto the list as to allow the work performed to be included in the 88 and 179 day visa requirement.

Thank you for your consideration in this matter. I would be happy to discuss this with you at any time.

Yours faithfully

Carol Oataway  
**Mayor**



# General Manager's Report

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## Actions Required from Council & Committee Meeting

Month: August 2024

Extraordinary Meeting: 12<sup>th</sup> August 2024

Res No.	Officer	Item	Resolution	Complete
24-80	GM	Sandy Point Primitive Camping Ground	<p><b>Resolved</b> that Council approves the extension of consent for a further five years for primitive camping at Sandy Point Reserve under Section 107 Local Government Act 1993.</p> <p><b>Response:</b> Renewal issued.</p>	Yes
24-81	EM P&C	PP-2023-2746 – Planning Proposal 310 Moama St, Hay	<p><b>Resolved that Council:</b></p> <ul style="list-style-type: none"> <li>a) Notes the submissions received during the public exhibition;</li> <li>b) Endorses the planning proposal;</li> <li>c) Provides this report and other relevant information to the NSW Department of Planning, Housing and Infrastructure or delegate of the Minister for Planning and Public Spaces, in accordance with the Environmental Planning and Assessment Act 1979, to enable finalisation and the making of the amendment to the Hay Local Environmental Plan 2011; and</li> <li>d) Provides instructions for the Parliamentary Counsel's Office (PCO) to draft the LEP.</li> </ul> <p><b>Response:</b> In progress.</p>	No
24-82	EM P&C	DA2024-32 – Gated fence and shed with office (internal) – Storage of equipment in association with road building business at 25350 Mid Western Highway, Hay	<p><b>Resolved that</b> DA2024-32 for a 'Gated fence and shed with office (internal) – Storage of equipment in association with road building business' at 25350 Mid Western Highway, Hay be <b>approved</b> with the following conditions:</p> <p><b>1. Compliance with Consent:</b> The Development being completed in accordance with plans and specifications stamped by Council being Plans A, b, C, D &amp; E for 25350 Mid Western Hwy, Hay proposal, except where varied by conditions of this consent.</p> <p><b>Reason:</b> To confirm the details of the application as submitted by the applicant and as approved by Council.</p>	Yes

			<p><b>2. Signage:</b> Site signage shall apply and must be erected on the site in a prominent, visible position for the duration of the construction.</p> <ul style="list-style-type: none"> <li>• Stating that unauthorised entry to the site is not permitted;</li> <li>• Showing the name of the builder or another person responsible for the site and a telephone number at which the builder or other persons can be contacted outside working hours; and</li> <li>• The name, address and telephone contact of the Principal Certifying Authority for the work.</li> </ul> <p>Any structures erected to meet the requirements of this condition must be removed when it is no longer required for the purposes for which it was erected.</p> <p><b>Reason:</b> <i>To meet the minimum requirements of the Environmental Planning and Assessment Regulation.</i></p> <p><b>3. Compliance with Standards:</b> Any building and associated works shall comply with the statutory requirements of the Environmental Planning &amp; Assessment Act, Local Government Act and the National Construction Code (NCC).</p> <p><b>Reason:</b> <i>The legal obligations of the Council to administer the New South Wales building and planning laws in order to provide satisfactory standards of living and development.</i></p> <p><b>4. Critical Stage Inspections:</b> A person who is carrying out, or in charge of carrying out the work, must notify Council with 24hours notice when the relevant inspections are required below:</p> <ol style="list-style-type: none"> <li>a) Pier pads prior to pouring concrete;</li> <li>b) All footing excavations, with steel in position, before concrete is poured;</li> <li>c) All concrete floors and raft slabs, with steel and damp proof membrane in position before concrete is poured;</li> <li>d) Sewer drains before being covered;</li> </ol>	
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			<p>e) Bearers and floor joists before flooring is laid;</p> <p>f) Wall and roof framing before being lined;</p> <p>g) Insulation of walls, roof, floor, ceilings, soffits, service pipes, ducts and chimney flue dampers;</p> <p>h) Wet area flashings after internal linings are installed;</p> <p>i) Stormwater drains/connections before backfilling;</p> <p>j) Fire-rated wall and ceiling framing;</p> <p>k) Sound transmission measures;</p> <p>l) Final inspection on completion of the works, and BEFORE any occupation.</p> <p><b>Reason:</b> <i>The need for Council to ensure that works have been carried out in accordance with the approved plans, specifications and the relevant legislation/standards.</i></p> <p><b>5. Siting:</b> The applicant is responsible to ensure that the building is sited on the allotment and constructed to the design levels approved by Council as specified on the approved site plan.</p> <p><b>Reason:</b> <i>To ensure no encroachments occur onto neighbouring properties and no changes are made to the approved siting of the property.</i></p> <p><b>6. Variations:</b> No alteration to approved plans and specifications is allowed unless separately approved by Council.</p> <p><b>Reason:</b> <i>To ensure the designs meet regulations and standards, and are in line with Council policies.</i></p> <p><b>7. Site Encroachment Prohibited:</b> All structures shall be erected solely within the property boundaries (including overhang of gutters), with the approved boundary clearance/distance.</p> <p><b>Reason:</b> <i>To ensure that no encroachments occur onto neighbouring properties.</i></p> <p><b>8. Section 68 application</b> for water and sewer must be applied for and approved for:</p> <p>a. Water – from Murray Street</p>	
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			<p>b. Sewer – from Murray Street</p> <p>c. Stormwater – connect to open drain stormwater system in Murray Street</p> <p>Standard application fees apply, with the potential of additional fees to cover the costs of any extensions to the main supply that may be required.</p> <p><i><b>Reason:</b> To ensure services are connected and available to all lots</i></p> <p><b>9. Storm Water Disposal:</b> Storm water drainage of the building will be conveyed in pipe system to Council's open drain in Murray Street such that no erosion occurs on the site or to Council's footpath or roadway.</p> <p><i><b>Reason:</b> To ensure that the development does not detrimentally affect the adjoining properties.</i></p> <p><b>10. Sewerage Connection:</b> All connections to or alteration to any sewerage lines MUST be carried out by a Licensed Plumber/Drainer. All costs to be borne by the applicant.</p> <p><b>Please ensure a Sewerage Diagram is provided to Council on completion (template attached) and prior to the issue of an Occupation Certificate.</b></p> <p><i><b>Reason:</b> To ensure a minimum standard of workmanship in relation to any sewer and drainage activity.</i></p> <p><b>11. Vehicular Crossing:</b> Any vehicular crossing being required must be applied for and approved by Section 138 applications to enable satisfactory access and shall be constructed at full expense of the applicant and to Council's specifications. Multiple accesses require separate applications and the associated fees for each application.</p> <p><i><b>Reason:</b> To ensure suitable driveway access.</i></p>	
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			<p><b>12. Vehicle Access:</b> Vehicular access to the site is to be provided at the applicant's expense and to the satisfaction of Council's Engineering Department. This will include the road network leading to the site with appropriate designs submitted to and approved by Council prior to construction.</p> <p><b>13. Concrete Pipe:</b> A 300mm diameter reinforced concrete pipe culvert together with concrete head walls shall be constructed at the Murray Street entrance to property. Pipe to be 3 pipe and spigot (9.76m) Class 4 RRJ.</p> <p><i><b>Reason:</b> To ensure suitable driveway access.</i></p> <p><b>14. Costs of Gravelled Road Access:</b> The applicant shall be responsible for any costs of providing a gravelled road access and piped entrance to service the property, in accordance with the Council's specifications and details.</p> <p><i><b>Reason:</b> To ensure suitable driveway access.</i></p> <p><b>15. Easements:</b> The applicant is required to ensure that any easements registered over the title to the land are complied with.</p> <p><i><b>Reason:</b> Compliance with Legal documents.</i></p> <p><b>16. Construction Certificate Required:</b> A Construction Certificate must be obtained from a Principal Certifying Authority prior to commencement of any work.</p> <p><i><b>Reason:</b> To ensure that minimum standards relating to structural adequacy, health and amenity are met.</i></p> <p><b>17. Further Details Required:</b> The Applicant should submit to Council, as part of their Construction Certificate application, specification and construction plans, along with footing details. No work relating to this detail shall be</p>	
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			<p>carried out until the information is supplied and approved by Council.</p> <p><b>Reason:</b> <i>To ensure Council has all relevant information to assess, and to minimise further delays on the project.</i></p> <p><b>18. Occupation Certificate:</b> Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and/or Occupation Certificate must be issued by a Principal Certifying Authority. An Occupation Certificate must be applied for via the Planning Portal, select your development and apply for a "Related Certificate".</p> <p><b>Reason:</b> <i>Ensure all conditions of the development are met and the building/development is safe for use.</i></p> <p><b>19. Lapsing of Consent</b> This consent is limited to a period of 5 years from the date of the Notice of Determination, unless the works associated with the development have physically commenced.</p> <p><b>Reason:</b> <i>To ensure compliance with the Environmental Planning &amp; Assessment Act 1979.</i></p> <p><b>20. Use of Building – Non-Residential Uses Only</b> The building must not be used as a dwelling or domicile without Council's consent.</p> <p><b>Reason:</b> <i>Development consent is for a non-habitable building.</i></p> <p><u>Transport for NSW</u></p> <p><b>21.</b> Direct access to the subject site from Mid Western Highway is denied.</p> <p><b>22.</b> The proposed gates at the ingress driveway shall be located at least 20 metres from the edge of the south bound carriageway of Stephen Street. This is to allow for the standing of large vehicles when gates are to be opened.</p>	
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			<p><b>Reason:</b> Conditions imposed by Transport for NSW.</p> <p><b>23. Chemical Storage:</b> If chemical storage, it needs to be bunded in accordance of the National Construction Code and any other relevant standards and legislation.</p> <p><b>Reason:</b> To ensure that the storage of chemicals is done in a safe manner.</p> <p><b>24. Sewer Line Clearance:</b> All buildings in the vicinity of sewer infrastructure needs to conform to the Hay Shire Councils "Building over Sewer Mains Policy", which would normally entail having no construction to the horizontal distance of the pipe depth and 450mm (the zone of influence is 1:1 area starting 450mm from the centre of the pipe).</p> <p><b>Reason:</b> Compliance with Hay Shire Council's "Building over Sewer Mains Policy".</p> <p><b>24. Noise Control:</b> The emission of noise associated with the use of the premises including the operation of any mechanical plant and equipment must comply with all standards outlined in the Noise Policy for Industry 2017 (NSW EPA) &amp; A Guide to the Noise Policy for Industry (NSW EPA).</p> <p>In the event the use exceeds permitted levels, the person in control of the premises must arrange for an acoustic investigation to be carried out by an accredited acoustic engineer and implement those measures to reduce noise to</p>	
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			<p>acceptable levels. Additional ongoing mitigations will be required to be installed and maintained for the life of the development.</p> <p><b>Reason:</b> <i>To protect the amenity of the area and to comply with the Protection of the Environment Operations Act 1997 and Noise Policy for Industry 2017.</i></p>	
		26.	<p><b>Underground Services:</b> The applicant shall obtain advice from any relevant consent authority as to the location of any underground services which may be in the vicinity.</p> <p><b>Reason:</b> <i>To ensure the utility services are protected and satisfactory for the proposed development.</i></p>	
		27.	<p><b>Land Use:</b> The development can only be used for uses allowable in the zoning. The current zoning is Zone RU5 village with the following uses permitted and prohibited:</p> <p><b>Permitted without consent:</b> Environmental protection works; Home-based child care; Home occupations; Roads; Water reticulation systems</p> <p><b>Permitted with consent:</b> Centre-based child care facilities; Community facilities; Dwelling houses; High technology industries; Home industries; Liquid fuel depots; Neighbourhood shops; Oyster aquaculture; Places of public worship; Recreation areas; Recreation facilities (indoor); Recreation facilities (outdoor); Respite day care centres; Schools; Tank-based aquaculture; Any other</p>	

			<p>development not specified in item 2 or 4</p> <p><b>Prohibited:</b> Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Cellar door premises; Electricity generating works; Extractive industries; Farm buildings; Farm stay accommodation; Forestry; Heavy industrial storage establishments; Industries; Local distribution premises; Marinas; Mooring pens; Moorings; Open cut mining; Roadside stalls; Rural industries; Rural workers' dwellings; Sex services premises; Waste disposal facilities; Wharf or boating facilities.</p> <p><b>Reason:</b> <i>Compliance with Hay LEP 2011.</i></p>	
			<p>28. <b>Hours of operation</b> The hours of operation for the business are:</p> <p>a) Mondays to Fridays: 07:00-17:00</p> <p>b) Saturdays: 08:00-12:00</p> <p>c) Sundays, inclusive of Public Holidays: Nil</p> <p><b>Reason:</b> <i>To ensure the development occurs as assessed by Council.</i></p>	
			<p>29. <b>Landscaping</b> A Landscaping Plan must be submitted as part of the Construction Certificate application, and construction of the landscaping must be completed before an Occupation Certificate can be issued. Landscaping must be maintained:</p> <ul style="list-style-type: none"> <li>• In accordance with the approved plan, and</li> <li>• In a healthy state, and</li> </ul>	

			<ul style="list-style-type: none"> <li>• In perpetuity by the existing or future owners and occupiers of the property.</li> </ul> <p>If any of the vegetation comprising landscaping dies or is removed, it must be replaced with vegetation of the same species and the same maturity, as the vegetation which died or was removed.</p> <p><b>Reason:</b> <i>To ensure the site is appropriately landscaped.</i></p> <p><b>30. No obstruction of road reserve permitted</b>  The road reserve must not be obstructed by any materials, vehicles, refuse skips or the like, under any circumstances. All activities including loading/unloading of vehicles associated with this development must be undertaken within the subject site.</p> <p><b>Reason:</b> <i>To protect the amenity of the area.</i></p> <p><b>31. Minimise dust and noise</b>  The Applicant must undertake measures to minimise dust and noise and ensure the impact on neighbouring properties is minimise.</p> <p><b>Reason:</b> <i>To minimise environmental and amenity impacts of the development.</i></p> <p><b>32. Signage and Lighting</b>  The Business Identification Signage must be maintained in a presentable and satisfactory state of repair. If any deterioration of the development becomes noticeable, the Business Identification signage must be replaced or removed as soon as possible to ensure the</p>	
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			<p>visual amenity of the area is maintained.</p> <p>The level of illumination and/or lighting intensity used to illuminate the sign/s shall comply with AS 1158 and AS 4282.</p> <p>Lighting Overspill must be minimized.</p> <p><b>Reason: To maintain the visual amenity of the adjoining area.</b></p> <p><b>33. Amenity protection</b> The approved development must not adversely affect the amenity and environment of the neighbourhood in any way including:</p> <ul style="list-style-type: none"> <li>• The appearance of any buildings, works or materials used.</li> <li>• The parking or movement of motor vehicles.</li> <li>• The transporting of materials or goods to or from the site.</li> <li>• Noise, air and water discharges from the site.</li> <li>• Electrical interference.</li> <li>• The storage and handling of garbage, fuels, chemicals, pesticides, gasses, waste products or other materials.</li> <li>• Emissions or discharges into the surrounding environment including, from wastewater, sediment, dust, vibration, odours or other harmful products.</li> </ul> <p>Note: The Applicant must notify, at the earliest opportunity, Hay Shire Council of any incident which has caused, or threatens to cause, material harm to the environment. For any other incident associated with the development, the Applicant must notify Council as soon as practicable after the Applicant becomes aware of the incident. Within 7 days of the date of the incident, the Applicant must provide Council with a detailed</p>	
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			<p>report on the incident, and such further reports as may be requested.</p> <p><b>Response:</b> Development approval issued.</p>	
24-83	EM P&C	Developer Contributions Plan	<p><b>Resolved</b></p> <p>a) That Council proceeds with the drafting of a Section 7.12 Fixed Development Consent Levies Contribution Plan in terms of Section 7.18 of the Environmental Planning and Assessment Act 1979 No 203; and</p> <p>b) A draft Contribution Plan be brought back to Council in due course.</p> <p><b>Response:</b> Not yet commenced.</p>	No
24-84	GM	Digital Transformation Strategy	<p><b>Resolved</b> that Council adopts the Digital Transformation Strategy, Version 3, dated August 2024 as presented.</p> <p><b>Response:</b> Strategy adopted. Actions undertaken as resourcing permits.</p>	Yes
24-85	EM O&P	Tree Removal Requests	<p><b>Resolved</b> that Council</p> <p>a) Removes the Jacaranda tree at the Visitors Centre, Moppet Street and replaces with 10 roses planted in Ashwill Park as part of the VIC toilet refurbishment project</p> <p>b) Removes the 3 Peppercorn trees at the Duck Pond.</p> <p>c) Removes the 3 Claret Ash trees at 465 Cadell St and replaces with Bottlebrush or crepe myrtle trees; and</p> <p>d) Retains the Silky Oak tree at 366 Cadell St.</p> <p><b>Response:</b> In progress.</p>	No
24-87	GM	Update on Housing Proposal & Childcare in Hay	<p><b>Resolved</b> that Council:</p> <p>(a) Notes the information in the report and the initiatives undertaken by staff to address the critical childcare and housing shortage in Hay.</p> <p>(b) Authorises the General Manager or his delegate to enter into a new Licence Application with Crown Lands for Lot 195 DP 756755 and part Lot 193 DP 756755;</p>	No

			<p>(c) Sets aside the staff house at 342 Church Street when it becomes vacant for childcare; and</p> <p>(d) Authorises the General Manager or his delegate to enter into negotiations with Homes NSW in regards to property for childcare as outlined in the report and execute Contracts of Sale of property, under Council Common Seal as required.</p> <p><b>Response:</b> In progress and ongoing.</p>	
24-88	GM	Purchase of Patching Truck	<p><b>Resolved</b> that Council</p> <p>(a) Accepts the tender for the supply of one (1) new Isuzu Jetmaster Patching Truck from Ausroad Manufacturing Pty Ltd, including accessories, in an amount of \$635,481 (Incl GST);</p> <p>(b) Authorises the General Manager to sign the purchase order; and</p> <p>(c) Disposes of Caterpillar 428C Backhoe, Plant No 3111, at auction.</p> <p><b>Response:</b></p> <p>(i) Patching truck ordered.</p> <p>(ii) Backhoe yet to be disposed.</p>	No

**Month: July 2024**

**Ordinary Meeting: 23<sup>rd</sup> July 2024**

Res No.	Officer	Item	Resolution	Complete
24-71	GM	Bishops Lodge Subdivision – Removal of Restrictions	<p><b>Resolved</b> that Council:-</p> <p>1. Revokes Restrictions (a) to (f) on the Use of the Land (Restriction executed on 21/8/1997) in terms of Section 88D(11) of the Conveyancing Act 1919 for the following lots:</p> <p>(a) Lot 13 DP 747124</p> <p>(b) Lot 14 DP 747124</p> <p>(c) Lot 15 DP 747124</p> <p>(d) Lot 16 DP 747124</p> <p>(e) Lot 17 DP 747124</p> <p>(f) Lot 24 DP 747124</p> <p>(g) Lot 25 DP 747124</p> <p>(h) Lot 26 DP 747124</p> <p>(i) Lot 27 DP 747124</p> <p>2. Authorises the General Manager to sign all documentation pertaining to</p>	No

			<p>removal of this restrictions and authorises the legal team from Cumberland City Council to act on Hay Shire Council's behalf in this matter.</p> <p><b>Response:</b> In progress and with Cumberland City Council for assistance.</p>	
24-72	GM	Aerodrome – Surrender of Lease	<p><b>Resolved that:-</b></p> <ol style="list-style-type: none"> <li>1. Council accepts the Deed for Surrender of Lease between Airservices Australia (ABN 59 698 720 886) (formerly Civil Aviation Authority) and Hay Shire Council</li> <li>2. The Deed of Surrender with Air Services Australia be executed under the Common Seal of Council.</li> <li>3. The General Manager be authorised to sign all documentation to this effect.</li> </ol> <p><b>Response:</b> Completed.</p>	Yes
24-73	GM	Cumberland City Council - MOU	<p><b>Resolved</b> that the Councils:</p> <p>(a) Endorses the Memorandum of Understanding (MOU), as presented, between Cumberland City and Hay Shire Council, to formalise the relationship; and</p> <p>(b) Invites Cumberland City Council to visit Hay for the Hay Mardi Gra weekend, being 14-17 November 2024</p> <p><b>Response:</b> Letter written to Cumberland.</p>	No
24-74	GM	Council meeting dates of December 2024 and January 2025 and Christmas Closedown	<p><b>Resolved that:-</b></p> <ol style="list-style-type: none"> <li>a. The December 2024 Ordinary meeting of Council be held Tuesday 17<sup>th</sup> December 2024;</li> <li>b. The January 2025 Ordinary meeting of Council be abandoned; and</li> <li>c. The Administration Centre, Library, and Operations close from 4pm Friday 20<sup>th</sup> December 2024 and reopen Thursday 2<sup>nd</sup> January 2025;</li> </ol> <p><b>Response:</b> No further action required.</p>	Yes
24-75	EM O&P	Tree Removal Request	<p><b>Resolved that</b> Council retains the gum tree at 405 Church Street Hay.</p> <p><b>Response:</b></p>	Yes

			No action required.	
	EM O&P	Operations Monthly Update Report	<b>Resolved that Council</b> <ol style="list-style-type: none"> <li>Notes the information provided in the report; and</li> <li>Authorises the purchase of 220 KVA generator for back up power supply, with budget cost of \$50,000 to be included in the first quarterly budget review</li> </ol> <b>Response:</b> Generator delivered and included in upcoming QBR.	Yes
24-77		General Manager's Performance Review	<b>Resolved that Council note that the Panel</b> has determined a position on the Annual Review as follows: <ol style="list-style-type: none"> <li>That the record of performance assessment as recorded in the General Manager's Performance Agreement Annual Review be submitted to Council for information.</li> <li>The Panel's Rating for the General Manager was 8.00 and the Panel considered this to be an 'Better than Satisfactory' level of performance.</li> <li>Endorse the 2024/2025 Performance Agreement.</li> <li>The General Manager's Total Remuneration Package be increased by 5% recognising the high level of performance of the General Manager and Award increases for other staff.</li> </ol> <b>Response:</b> Letter and performance agreement issued.	Yes

**Month: June 2024**

**Ordinary Meeting: 25<sup>th</sup> June 2024**

Res No.	Officer	Item	Resolution	Complete
24-059	EM- PC	Bishops Lodge Subdivision	<b>Resolved that:-</b> <ol style="list-style-type: none"> <li>Council endorses the transfer of title of Lots 13-17 DP747124 and Lots 24-27 DP747124 being the Bishops Lodge Subdivision to Argyle Housing</li> </ol>	No



			<p>Inc. for the purpose of construction and management Affordable Housing dwellings, with the dwellings layout to be development in consultation with Council and be used strictly in accordance with the NSW Affordable Housing Ministerial Guidelines 2023-24 and subsequent editions as published;</p> <p>(b) Council endorses the transfer of tile of Lot 11 DP868762 being Myers Lane Units to Argyle Housing Inc for the purpose of independent living, low income/social housing dwellings and be used strictly in accordance with the NSW Affordable Housing Ministerial Guidelines 2023-24 and subsequent editions as published;</p> <p>(c) That the land be gifted for the purpose as described in recommendations (a) and (b) and that covenant(s) be placed on the Certificate of Title as necessary to ensure this occurs;</p> <p>(d) That a covenant be placed on the Certificate of Title to ensure that should Argyle Housing Inc. dispose of the land at any time in the future that Council be reimbursed the value of the land at sale subject to the valuation and escalated by Annual CPI. Any changes to covenant(s) on Certificate of Title are subject to approval by Hay Shire Council;</p> <p>(e) That in the event that Argyle Housing Inc is unable to attract funding the develop the subdivision lots within 4-years from date of transfer, the land returns to the full ownership of Hay Shire Council; and</p> <p>(f) Two 4 bedroom dwellings are set aside for Council in the subdivision; and</p> <p>(g) That the Mayor and General Manager be authorised to sign appropriate legal documents under Council seal.</p> <p><b>Response:</b></p> <p>Ongoing. In discussions with Argyle Housing and Homes NSW.</p>	
24-060	GM	Truck Wash Payment System	(a)Installs the Avdata MAC system to operate the large wash bay only;	No

			<p>(b) Sets usage charge at \$0.5454/min;</p> <p>(c) Decommissions the small wash bay and pump;</p> <p>(d) Include the cost to undertake the works in the next quarterly budget review.</p> <p><b>Response:</b></p> <p>Avdata being ordered. Works not due to be undertaken till later in 2024.</p>	
24-061	GM	Sale (Trade) of Water Policy & Resilient Rivers Water Infrastructure Program	<p>(a) Adopts the Sale (Trade) of Water Policy, dated April 2024;</p> <p>(b) Submits a grant application under the Resilient Rivers Water Infrastructure Program for the full roll out of digital meters to all users in the Hay town water supply network.</p> <p><b>Response:</b></p> <p>Grant application in process. Discussions occurring with Water Minister.</p>	No
	GM	Operations Monthly Update	<p>(a) receives and notes the report provided; and</p> <p>(b) introduces a one-off hard waste collection in the Hay township.</p> <p><b>Response:</b></p> <p>Hard waste collection being scheduled.</p>	No
24-066	GM	Sale of Land for Unpaid Rates	<p><b>Resolved that Council:</b></p> <p>(a) Notes the information provided in the report;</p> <p>(b) Proceeds with the sale of land for unpaid rates for eligible properties as outlined in the report;</p> <p>(c) Calls for expressions of interest for services to undertake the process for sale of the listed properties;</p> <p>(d) Delegates authority to the General Manager to take the following actions pertaining to the properties specified in the report:</p> <p>(i) To withdraw from sale of any property that, prior to commencement of the auction, has had all rates and charges payable including overdue rates and charges) paid in full; or a suitable payment arrangement has been agreed to and entered into including a suitable upfront payment being made.</p>	Yes

			<p>(ii) To withdraw any property from sale for technical or legal reasons.</p> <p>(iii) To set the reserve prices for the sale of properties at auction.</p> <p>(iv) To negotiate by private treaty and accept offers for sale of any property that fails to sell at auction.</p> <p>(v) To execute sale and purchase contracts, and property transfer documents, under Council's Common seal.</p> <p>(vi) To write off residual rates outstanding due to shortfall in sale for individual properties.</p> <p>(e) Fix the time for sale thereof by public auction on the 16<sup>th</sup> August 2024 and the place for the public auction as the Council Chambers, 134 Lachlan Street.</p> <p><b>Response:</b> Auction set for 16<sup>th</sup> August 2024.</p> <p>Complete and all properties that went to auction sold.</p>	
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**Month: May 2024**

**Ordinary Meeting: 28<sup>th</sup> May 2024**

<b>Res No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
24-050	GM	Local Roads & Community Infrastructure Program	<p><b>Resolved</b></p> <p>(a) Allocates Local Roads &amp; Community Infrastructure (LRCI) Phase 4 program funding as follows:</p> <p>(i) VIC toilets refurbishment - \$150,000</p> <p>(ii) Swimming Pool Refurbishment &amp; Upgrade - \$358,687</p> <p>(iii) Lachlan Street Shoulder Pavement Upgrade - \$293,422</p> <p>(iv) If Council is unsuccessful with Changing Places funding VIC toilets component is to be re-allocated to the Swimming Pool Refurbishment &amp; Upgrade; and</p> <p>(b) Applies for loan approval with NSW Treasury Corporation (TCorp) for \$4M for the John Houston Memorial Swimming Pool Replacement and investigates other options to allow the project to proceed in full.</p>	No

			<b>Response:</b> <ul style="list-style-type: none"> <li>- Loan application submitted.</li> <li>- LRCI PoW to be submitted and approved.</li> </ul>	
24-051	GM	Hay Hydrotherapy Pool	<b>Resolved</b> Council proceeds to construction for the Hay hydrotherapy Pool in conjunction with the John Houston Memorial Swimming Pool replacement.  <b>Response:</b> <ul style="list-style-type: none"> <li>- In progress. See separate report to Council.</li> </ul>	Yes

**Month: April 2024**

**Ordinary Meeting: 23<sup>rd</sup> April 2024**

<b>Res No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
24-032		Hay Shire Housing Facilitation Project	<b>Resolved</b>  <b>a)</b> That Council proceeds with the Planning Proposal for removal of the minimum lot size in the Hay Urban Area; and  <b>b)</b> That Council proceed with the rezoning of RU1 Primary Production Land to R2 Low Density Residential as outlined in the report.  <b>Response:</b> Gateway submitted to Department. Ongoing.	No
24-042		<b>Potential Land Acquisition</b>	<b>Resolved that Council</b> <b>(a)</b> notes the information in the report and supports the progression of the initiatives undertaken by staff to address the critical childcare and housing shortage in Hay, including potential land acquisitions for future development; and <b>(b)</b> Authorises the General Manager to purchase property within financial limitations as discussed in report.  <b>Response:</b> Ongoing. Further report to be brought to Council in due course. See 24-87.	Yes

**Month: March 2024**

**Ordinary Meeting: 26<sup>th</sup> March 2024**

<b>Res. No</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
24-022	EM-E&O	Tree Removal Requests	<b>Resolved</b> that Council	No

			<p><b>a)</b> Remove the two Claret Ash Trees at 453 Orson Street and replace with Crepe Myrtle Trees.</p> <p><b>b)</b> Remove the three Silky Oak Trees at 420 Murray Street and replace with Crepe Myrtle Trees.</p> <p><b>Response:</b> To be programmed. Trees ordered. Contract awarded and removals to commence within the fortnight.</p>	
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**Month: February 2024**

**Ordinary Meeting: 27<sup>th</sup> February 2024**

Res.No	Officer	Item	Resolution	Complete
24-005	GM	Old Anglican Church	<p><b>Resolved</b> that Council</p> <p><b>(a)</b> Agrees to retain and relocate the Time Capsule to Hay Duck Pond park area; and</p> <p><b>(b)</b> Agrees to retain and relocate the old church bell and steeple to the Bishops Lodge Museum.</p> <p><b>Response:</b> Council working with the developer. Bell and Steeple being relocated. Time capsule to be moved when upgrade works to Duck Pond occur.</p>	No
24-009	EM-EO	Tree Removal Requests	<p>Resolved that Council</p> <p><b>c)</b> Removes two Gum trees in Pal Richards Park and replace with two Ornamental Pear Trees.</p> <p><b>d)</b> Removes the Pine tree at 321 Macauley Street and replace with a crepe Myrtle Tree.</p> <p><b>e)</b> Remove two Claret Ash trees at 471 Cadell Street and replace with two Crepe Myrtle Trees.</p> <p><b>f)</b> Remove 2 x Claret Ash from 322 Church Street and replace with two Ornamental Pear Trees, and</p> <p><b>g)</b> Removes Pepper Corn tree Corner of Cadell and Lachlan and replace with a Manchurian Pear.</p> <p><b>h)</b> Retain the California Ash at 348 Cadell Street.</p> <p><b>i)</b> Removes three Claret Ash Trees in the Swimming Pool Carpark and replace with three Claret Ash Trees (to keep in theme with the existing tree corridor).</p>	No

			<p><b>j)</b> Heavy prune 12 Claret Ash Trees at the John Houston Memorial Pool carpark.</p> <p><b>k)</b> Additional to the replacement trees suggested, Council plant trees within Hay Parks to achieve ten trees planted for every removal.</p> <p><b>Response:</b></p> <p>Works to be programmed. Trees ordered. Contract awarded and removals to commence within the fortnight.</p>	
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**Month: December 2023****Ordinary Meeting: 19<sup>th</sup> December 2023**

Res. No	Officer	Item	Resolution	Complete
23-137	GM	Council's Financial Sustainability	<p>Resolved that Council engages an external specialist to undertake a peer review on the financial sustainability of Hay Shire and provide recommended options for improvement of our financial sustainability for Council's consideration.</p> <p><b>Response:</b> For later in 2024.</p>	No

**Month: November 2023****Ordinary Meeting: 28<sup>th</sup> November 2023**

Res. No	Officer	Item	Resolution	Complete
23-131	EM E&O	Essential Energy Tree Removal Request	<p><b>Resolved that</b></p> <p><b>(a)</b> Council approves Essential Energy's request to remove the trees listed pending favorable consultation with each resident;</p> <p><b>(b)</b> Essential Energy bears the cost of the tree removals;</p> <p><b>(c)</b> That Council grinds the stumps (estimate \$3,000) and work with Essential Energy for the tree replacements, including the 10 trees planted for every single removal, as per Council's policy.</p> <p><b>Response:</b> In progress.</p> <p><b>(a)</b> Trees have been removed</p> <p><b>(b)</b> EE financed the removals</p> <p><b>(c)</b> EE also financed the stump removals. Still working with EE for the tree replacements</p> <p><b>(d)</b> Quotes received for tree replacement and is with EE for approval</p>	No

23-132	EM E&O	Tree Removal Requests	<p><b>Resolved</b> that Council</p> <ul style="list-style-type: none"> <li>a) Removal of Pine tree at 242 Pine Street, remove and replacement with suitable species.</li> <li>b) Removal of Melaleuca at 361 Leonard Street, remove and replacement with suitable species.</li> <li>c) Removal of Gum Tree in 361 Leonard Street, remove and replacement with suitable species.</li> <li>d) Removal of Gum Tree at 236 Pine Street, remove and replacement with suitable species.</li> <li>e) Removal of 3 Oleanders at 236 Pine Street, remove and replacement with suitable species.</li> <li>f) Removal of Gum Tree at 469 Cadell Street, remove and replacement with suitable species.</li> <li>g) Removal of Gum Tree at 469 Cadell Street, remove and replacement with suitable species.</li> <li>h) Retains Jacaranda Tree at 379 Alma Street.</li> <li>i) Removal of Gum Tree 2 Pimperia Street, Maude, remove and replacement with suitable species.</li> </ul> <p><b>Response:</b> Removals completed. New trees have been ordered.</p>	No
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**Month: October 2023**

**Ordinary Meeting: 24<sup>th</sup> October 2023**

Res No.	Officer	Item	Resolution	Complete
23-110	GM	Notice of Motion – Cr Quinn	<p><b>Resolved</b> that Council:</p> <p>a;</p> <p>I - apply to NSW Water for permission to return the beach sand that washed from the beach to the access road and grassed areas during the 2022 flood event back to its former location.</p> <p>II – removal of the blockades at both the eastern and western ends of the access road, relocate the beach sand back to its original location before the 2022 flood event, and recommission the Sandy Point Beach access road to its former state without change.</p> <p>b;</p> <p>I - undertake a review of the Murrumbidgee River Masterplan 2021 - Section 6 - Sandy</p>	No

			<p>Point Reserve, with consideration to public expectation and make any necessary alterations arising from today's determination of council.</p> <p><b>Response:</b> Fisheries permit application submitted and initial approval provided. Works completed. An allocation to review of Masterplan included in Qrtly Budget Review. Staff to arrange when resourcing permits.</p>	
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**Month: September 2023**

**Ordinary Meeting: 26<sup>th</sup> September 2023**

Res No.	Officer	Item	Resolution	Complete
23-100	GM	Grant Programs	<p><b>Resolved</b> that</p> <ul style="list-style-type: none"> <li>a) Phase 2 of the Hay Resource Recovery &amp; Eco Park under the Regional Precinct &amp; Partnership Program – Delivery;</li> <li>b) Hay Aerodrome under the Regional Precinct &amp; Partnership Program – Planning;</li> <li>c) Phase 3 of the Hay Resource Recovery &amp; Eco Park under the Regional Microgrids Program;</li> <li>d) Hay Truck Stop under the Heavy Vehicle Rest Area Program; and</li> <li>e) Boxyards, Alma and Mutherumbung Roads Upgrade under the Remote Roads Upgrade Pilot Program.</li> </ul> <p><b>Response:</b> Grant applications in progress. Items (d) and (e submitted - unsuccessful Hay Truck Stop application successful.</p>	No

**Month: August 2023**

**Ordinary Meeting: 22<sup>nd</sup> August 2023**

Res No.	Officer	Item	Resolution	Complete
23-088	DIP	Tree Removal Requests – Various Streets	<p><b>Resolved</b> that Council:</p> <ul style="list-style-type: none"> <li>(a) Removal of two Ash trees in 430 Murray Street, and replacement with 4 Crepe Myrtle trees.</li> <li>(b) Removal of 3 Ash Trees in Piper Street, and replacement with 6 Crepe Myrtle trees.</li> <li>(c) Removal of the Cedar Tree in Myers Lane.</li> <li>(d) Not to remove the Oak tree at 230 Edward Street and remove the</li> </ul>	No



			<p>Ornamental Plum tree and replace with 1 Manchurian Pear Tree.</p> <p><b>(e)</b> Removal of 2 Ash Trees at 237 Pine Street, and replacement with 3 Bottlebrush trees.</p> <p><b>(f)</b> Removal of 2 Ornamental Plum Trees in 515 Clay Street, and replacement with 4 Crepe Myrtle trees.</p> <p><b>Response:</b> Trees removed and new trees have been ordered</p>	
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**Month: June 2023****Ordinary Meeting: 27<sup>th</sup> June 2023**

<i>Res No.</i>	<i>Officer</i>	<i>Item</i>	<i>Resolution</i>	<i>Complete</i>
23-065	GM	Reconciliation Action Plan	<p><b>Resolved</b> that Council endorses the Draft Hay Shire Council Reconciliation Action Plan (RAP) for public exhibition and consultation.</p> <p><b>Response:</b> RAP out on public exhibition. Public exhibition period complete – two submissions received. RAP to be updated to incorporate comments where possible and sent back to Reconciliation Australia for approval. Plan to be finalised.</p>	No

**Month: April 2023****Ordinary Meeting: 27<sup>th</sup> April 2023**

<i>Res No.</i>	<i>Officer</i>	<i>Item</i>	<i>Resolution</i>	<i>Complete</i>
23-039	DIP	Tree Removal Requests – Various Streets	<p><b>Resolved</b> that Council:</p> <p><b>a)</b> Removal of Box Elder in 301 Macauley Street, and replacement with 2 Bottlebrush trees.</p> <p><b>b)</b> Removal of Red Gum in 338 Leonard Street, and replacement with 2 Crepe Myrtle trees.</p> <p><b>c)</b> Removal of Red Gum at 442 Murray Street, and replacement with 3 Chinese Elm Trees.</p> <p><b>d)</b> Not remove the Oak and Cypress trees at 321 Macauley Street.</p> <p><b>e)</b> Removal of Plum Tree at 303 Church Street, and replacement with 2 Crepe Myrtle Trees.</p> <p><b>f)</b> Removal of Peppercorn Tree in 441 Church Street, with replacement of 6 Chinese Elm Trees on the Church and Hope Street Frontages.</p>	No

			<p><b>g)</b> Removal of 1 Manchurian Pear in 6 Albert Street, and replacement with 1 Manchurian Pear.</p> <p><b>h)</b> Removal of Peppercorn Tree in 438 Moppett Street, and replacement with 1 Manchurian Pear.</p> <p><b>i)</b> Removal of 2 Ornamental Plum Trees in 389 MacGregor Street, and replacement with 2 Manchurian Pears.</p> <p><b>j)</b> Removal of Jacaranda in 377 Alma Street, and replacement with 3 Crepe Myrtle trees</p> <p><b>k)</b> Removal of Peppercorn in 83 Pollard Street, and replacement with 1 Bottlebrush</p> <p><b>l)</b> That the balance of the trees required to be planted as part of the Hay Shire Council Circular Economy Strategy (87 trees), be planted at the Pool Precinct and at the Hay Cemetery.</p> <p><b>Response:</b> Most trees removed, planting of trees in progress. a, c, e, g, &amp; h Completed Contract awarded and remaining removals to commence within the fortnight.</p>	
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**Month: February 2023****Ordinary Meeting: 28<sup>th</sup> February 2023**

<i>Res No</i>	<i>Officer</i>	<i>Item</i>	<i>Resolution</i>	<i>Complete</i>
23-010	GM	Big4 Hay – Lease of Land	<p><b>Resolved</b> that Council</p> <p><b>a)</b> Approves the part closure of Nailor street, Hay South and undertakes the process in accordance with the Roads Act 1993, subject to the applicant meeting all costs associated with the closure and sale; and</p> <p><b>b)</b> Extends the lease of the part road until such time the purchase of the land is complete.</p> <p><b>Response:</b> Process has commenced. New lease rates calculated.</p>	No
23-011	GM	Request to Purchase Council Land	<p><b>Resolved</b> that Council</p> <p><b>(a)</b> Approves the closure of Hay Street, Hay and undertakes the process in accordance with the Roads Act 1993 and subject to the applicant meeting all costs associated with the closure and sale of the land; and</p> <p><b>(b)</b> Once the Street is closed and vested in Council as freehold pending sale, that Council advertises for public</p>	No

			comment the options of a.) rename Back Street and b.) name an current unnamed laneway.  <b>Response:</b> Council has completed its phase of part (a).	
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Month: April 2022

Ordinary Meeting: 26<sup>th</sup> April 2022

<b>Res No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
22-046	DIP	Agritourism Clauses for Hay LEP 2011	<p><b>Resolved</b> that Council recommends</p> <p>(a) Does not adopt the proposed Clause 5.23 Farm Stay Accommodation</p> <p>(b) Adopts Clause 5.24 Farm Gate Premises, with the following text:</p> <p><b>5.24 Farm gate premises</b></p> <p>(1) The objectives of this clause are—</p> <p>(a) to allow for small scale tourism and related commercial uses on land used for primary production without adversely impacting the principal use of the land for primary production, and</p> <p>(b) to balance the impact of tourism and related commercial uses with the use of land for primary production, the environment, scenic values, infrastructure and adjoining land uses.</p> <p>(2) Development consent must not be granted to development for the purposes of farm gate premises on a landholding unless the consent authority is satisfied that—</p> <p>(a) the gross floor area of a building used for farm gate premises will not be more than <b>200</b> square metres, and</p> <p>(b) the maximum number of persons that will be permitted on the landholding at any 1 time for the purposes of the farm gate premises will not be more <b>50</b> persons.</p> <p>(3) Development consent must not be granted to development for the purposes of farm gate premises on land unless the consent authority has considered—</p> <p>(a) whether the development will result in noise or pollution that will have significant adverse impact on the following on or near the land—</p> <p>(i) residential accommodation,</p> <p>(ii) primary production operations,</p>	No

			<p>(iii) other land uses, and</p> <p>(b) whether the development will have significant adverse impact on the following on or near the land—</p> <p>(i) the visual amenity, heritage or scenic values,</p> <p>(ii) native or significant flora or fauna,</p> <p>(iii) water quality,</p> <p>(iv) traffic,</p> <p>(v) the safety of persons, and</p> <p>(c) whether the development is on bush fire prone land or flood prone land, and</p> <p>(d) the suitability of the land for the proposed development, and</p> <p>(e) the compatibility of the development with nearby land uses.</p> <p><b>Response:</b></p> <p>Department notified of Council's resolution. Waiting on finalisation of amended LEP.</p>	
22-054	GM	Refuelling Facility Proposal at Hay Aerodrome	<p><b>Resolved</b> that Council:</p> <p>(a) Supports the Aero Refuellers proposal in principle with the exception that it is not exclusive and negotiate percentage-based agreement.</p> <p>(b) Council authorises the General Manager to negotiate a timeframe, design, and decommissioning provisions for the refuelling facility.</p> <p>(c) Council authorises the General Manager to sign all documentation relating to the lease of the land and Development Application.</p> <p>(d) All costs are to be borne by Aero Refuellers</p> <p><b>Response:</b></p> <p>Discussions with proponent ongoing. Second meeting held and discussions continuing. Contract being drafted. Discussions ongoing. Applicant appears to have withdrawn.</p>	Yes

Month: April 2021

Ordinary Meeting 27<sup>th</sup> April 2021

<i>Res. No.</i>	<i>Officer</i>	<i>Item</i>	<i>Resolution</i>	<i>Complete</i>
21-052	DCCS	Potential Land Acquisition	<p><b>Resolved</b> that Council,</p> <p>(a) Notes the information provided in the report; and</p> <p>(b) Undertakes an independent valuation of Land at a cost of \$2,000</p>	No

			<p><b>(c)</b> Participates in further discussions with Transport for NSW regarding the Railway Land.</p> <p><b>Response:</b></p> <p>(b) Valuation has been undertaken. Land purchased.</p> <p>(c) Discussions with TfNSW/JHR underway General Manager has been in recent discussions with TfNSW. Waiting on response from TfNSW. Discussions still ongoing.</p>	
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**Month: December 2020**

**Ordinary Meeting 15<sup>th</sup> December 2020**

<b>Res. No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
20-170	DCCS	Realignment of the Suburb of One Tree	<p><b>Resolved</b> that Council:</p> <p>i.) Extend the suburb of Booligal south and the suburb of Hay north as in the attached diagram, which places land closest to the population's centres of Hay and Booligal</p> <p>ii.) Council advertises its decision for public comment;</p> <p>iii.) Seek comment from affected landowners; and</p> <p>iv.) Liaise with the NSW Geographical Names Board.</p> <p><b>Response:</b> In progress Ongoing</p> <p>Next stage is to commence owner notification</p>	No

**Month: July 2020**

**Ordinary Meeting 28<sup>th</sup> July 2020**

<b>Res. No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
20-084	DCCS	Classification of Crown Reserve 150036	<p><b>Resolved</b> that Council classify the portion of Lot 222 DP 819305 under its management as operational land and advertises the intention of classification of operational land and allow a period of 28 days for public comment.</p> <p><b>Response:</b> Council is waiting on Crown lands and the Aboriginal land claim determination.</p>	No
20-090	GM	IC 1 – Railways Lands - IN COMMITTEE	<p><b>IC 1 Resolved that Council:</b></p> <p>(a) Commences negotiation to terminate Agreement 206.2523 and enter into a new agreement which includes Lot 4 DP 812034; and</p> <p><b>(b)</b> A further report be brought to Council in due course.</p>	No

<b>Res. No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
			<b>Response:</b> Letter written to JHR. Ongoing. Staff liaising with new railway land managers. Discussions still ongoing.	

**Month: March 2020**

**Ordinary Meeting 24<sup>th</sup> March 2020**

<b>Res. No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
20-038	DCCS	Road Name	<p><b>Resolve that Council:</b></p> <ul style="list-style-type: none"> <li>a. Endorses the name of road as “Kiernan Lane”.</li> <li>b. Continues with naming the unnamed road in accordance with Geographical Names Board requirements; and</li> <li>c. Continues with the formalising of the road corridors for Yankee Crossing Road and unnamed road.</li> </ul> <p><b>Response:</b> Continuing with process of naming and formalising road corridors. Recent discussions with Crown Lands indicate sticking point around Yankee Crossing Road going through a TSR.</p> <p>Still working with Crown Lands.</p> <p>Kiernan Lane is officially named. Still working on Yankee Crossing Road formulisation.</p> <p>Matter been delayed due to ALC on the travelling stock route.</p>	No

**C1 – Development Applications – 15<sup>th</sup> July 2024 to 16<sup>th</sup> August 2024**

<b>REPORTING OFFICER</b>	Administration Officer Planning & Building
<b>ATTACHMENTS</b>	Nil

**INTRODUCTION**

Progress report on the current development applications with Council.

**COMMENTARY**

- DA 2023-41 Sheryl Hathaway – 379 Macauley St, Hay – Carport – In process (additional information requested)
- DA 2024-4 Will Nadin – 151 Lachlan St, Hay – Bottle shop – In process (additional information requested)
- DA 2024-9 International Power (Aust) Pty Ltd (Aref Taleb) – 26698 Sturt Highway, Hay – 3 x Meteorological Masts – Approved
- (DA2024-14 to 2024-26 DA numbering error. Nil application listing).
- DA 2024-27 Ron Harris – Intensification of Cattle Feedlot capacity at Ravensworth 32570 Sturt Highway, Hay – In process (additional information requested)
- DA 2024-32 Riverina Stabilisers – 25350 Mid Western Hwy – Fence, shed with office (internal) - Storage of equipment in association with road building business – Approved
- DA 2024-37 Putil Bros Nominees Pty Ltd – 429-431 Moama St, Hay – Demolish and replace service station – In process
- DA 2024-38 Murat Altun – 393 Macauley St, Hay – Convert existing shed to a dwelling – Approved
- DA 2024-39 Francis Young - 214 George St, Hay – Same Day Granny Flat as Office – In process
- DA 2024-40 LUGSDIN PTY LTD – 435 Macauley St, Hay – Storage Shed – In process
- DA 2024-41 Tyler Smith – 5 Meakes St, Hay – Fence - In process

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<b>D Governance and Organisational Performance</b> <i>D1 Our community is supported by a strong and resilient Council that is responsive to its needs</i> D1.1 Communicate organisational performance to the community D1.2 Council effectively manages its resources D1.3 Council put in place the necessary systems to ensure good governance and to also ensure they are implemented.
<b>FINANCIAL IMPLICATION</b>	N/A
<b>LEGISLATIVE IMPLICATION</b>	Environmental Planning & Assessment Act 1979 Hay Local Environmental Plan 2011
<b>POLICY IMPLICATION</b>	N/A
<b>ASSET IMPLICATION</b>	N/A
<b>RISK IMPLICATION</b>	N/A

**RECOMMENDATION**

That Council notes the list of Development Applications for 15<sup>th</sup> July 2024 to 16<sup>th</sup> August 2024.

## C2 – Barking Dogs Process

<b>REPORTING OFFICER</b>	Executive Manager Planning and Compliance
<b>ATTACHMENTS</b>	Nil

### INTRODUCTION

The author and Ranger attended the recent Ranger conference held in Penrith. Rangers face a multitude of compliance issues every day, with barking dog complaints probably the hardest issue to resolve.

The standard procedure used in Hay Shire Council was for the complainant to fill in a log, the Council Ranger to contact the dog owner, and if the matter continues to be unresolved, issuing an order under Clause 32 A of the Companion Animal Act 1998. The Act states the following:

#### *Nuisance dogs*

*(1) For the purposes of this section, a dog is a nuisance if the dog—*

*(a...*

*(b) makes a noise, by barking or otherwise, that persistently occurs or continues to such a degree or extent that it unreasonably interferes with the peace, comfort or convenience of any person in any other premises, or*

*...*

*(2) If an authorised officer of a council is satisfied that a dog is a nuisance, the officer may, after complying with section 32B, issue an order in the approved form to the owner of the dog requiring the owner to prevent the behaviour that is alleged to constitute the nuisance.*

*(3) The order must specify the behaviour of the dog that is required to be prevented. The order can specify more than one kind of behaviour.*

*(4) An order remains in force for 6 months after it is issued.*

*(5) The owner of a dog must comply with an order issued to the owner under this section and must continue to comply with it while it is in force.*

*....*

*(7) An order under this section is final and is not subject to any appeal or review.*

#### *32B Procedure for issuing nuisance dog order*

*(1) Before an authorised officer of a council issues an order under section 32A, the officer must give notice to the owner of the dog to which the proposed order relates of the officer's intention to issue the order.*

*(2) The notice must set out—*

*(a) the requirements with which the owner will be required to comply if the order is issued, and*

*(b) the owner's right to object to the proposed order in writing to the authorised officer within 7 days after the date the notice is given.*

*(3) The owner has 7 days after the date the notice is given in which to object to the proposed order.*

*(4) If the owner does not object within that time, the authorised officer may proceed to issue the order after the 7 days have passed.*

*(5) If the owner does object within that time, the authorised officer must consider the objection before deciding whether or not to issue the order.*



In Hay Shire, the barking dog issues rarely get to the issuing of orders stage, but the preliminary stages cost Council several thousand dollars in time, with very limited results.

## COMMENTARY

All rural council face the same issues with barking dogs, and the inordinate amount of time spent on it. The sad reality is that most barking dog issues can be resolved through neighbours talking to each other. Blayney Council has had the same issue with resources spent on barking dogs, and created the following process (based loosely on the NSW EPA guidelines for “Dealing with Barking Dogs”:

### **Barking Dogs**

*Barking is a natural behaviour of dogs and is one way that they communicate. However, Council understands that in some cases barking dogs may become a wider community issue particularly when a number of neighbours are complaining about the same barking dog or dogs.*

***If a barking dog is affecting you, Council advises that you should take the following action/s to help resolve the issue.***

- ***Make contact with your neighbour/owner of the dog directly to discuss your concerns.***

*The owner of the barking dog may not realise their dog is bothering you or others in the neighbourhood. The owner may be happy to work with you to resolve the issue. Discussions with the dog's owner in the first instance and advising them of when barking is a problem could help them to find the best way to address the issue.*

- ***Contact the Community Justice Centre (CJC)***

*After having discussed the matter with the dog's owner and bringing the problem to their attention, if the barking persists, then you can contact the Community Justice Centre (CJC). The CJC provides a free mediation service funded by the NSW State Government to help the community resolve issues/disputes without going to court and has a very high success rate.*

*The Community Justice Centre can be contacted on 1800 990 777, or visit their website at: [cjc.justice.nsw.gov.au](http://cjc.justice.nsw.gov.au)*

*If you have no success in the mediation process using the CJC, the CJC will provide you with documentation that can then be used to apply for a Noise Abatement Order or delivered to Council Rangers for Investigation.*

- ***Request a Noise Abatement Order***

*You can apply to the Local Court for a Noise Abatement Order. If the court is satisfied that the dog is causing offensive noise, or that the noise is likely to recur, it may order the owner of the dog to stop the noise within a specified time or prevent a recurrence. A sample of an application for a Noise abatement Order may be found at [https://www.lawaccess.nsw.gov.au/Pages/representing/Noise/Forms/S\\_noise\\_abatement\\_order.aspx](https://www.lawaccess.nsw.gov.au/Pages/representing/Noise/Forms/S_noise_abatement_order.aspx)*

- **Contact Council addressing the matter**

*If all the avenues of dispute resolution have failed, you can contact Council. This includes asking for all documentation from the Community Justice Centre dispute resolution process, details of all parties involved and written statements from more than one neighbour affected by the barking dog. Council will then investigate the matter and inform all parties of the relevant outcome. In determining whether it can take action Council will need to be satisfied on the evidence that the noise from barking persistently occurs or continues to such a degree or extent that it unreasonably interferes with the peace, comfort or convenience of any person. Council may also need to be satisfied that the barking represents a wider public nuisance affecting a number of residents and is not a private dispute between two parties.*

(Source: <https://www.blayney.nsw.gov.au/your-place/pets-and-animals/barking-dogs>)

The above process is line with all legislation, and has worked for Blayney Shire Council, in having complaints drop to a fraction.

Staff propose that Hay Shire Council implements the same process from September 2024.

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<b>D Governance and Organisational Performance</b>  <i>D1 Our community is supported by a strong and resilient Council that is responsive to its needs</i> D1.1 Communicate organisational performance to the community D1.2 Council effectively manages its resources D1.3 Council put in place the necessary systems to ensure good governance and to also ensure they are implemented. D1.4 Council decision making is based on a sound appreciation of community issues and needs, supporting by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will seek to continuously improve D1.7 Obtain a sustainable funding model D1.8 Develop and encourage internal capabilities  <i>D2 Our Community is connected and informed</i> D2.1 Enable all residents and groups to participate in local decision making D2.2 Effectively communicate the range, availability and operation of services and facilities
<b>FINANCIAL IMPLICATION</b>	Saving in time spent on barking dog complaints
<b>LEGISLATIVE IMPLICATION</b>	In line with the Companion Animals Act 1998

<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Nil
<b>RISK IMPLICATION</b>	Nil

**RECOMMENDATION**

That Council notes the information provided in the report and the actions being undertaken.

**C3 – Circulars and other Government Correspondence**

REPORTING OFFICER	General Manager
<b>ATTACHMENTS</b>	<ul style="list-style-type: none"> <li>(i) OLG Circular 24-13 – 23<sup>rd</sup> July 2024 – Annual reporting of labour statistics</li> <li>(ii) OLG Circular 24-14 – 8<sup>th</sup> August 2024 – Local government elections communications toolkit</li> <li>(iii) OLG Circular 24-15 – 15<sup>th</sup> August 2024 – Post-Election Guide launched on the Office of Local Government's website</li> <li>(iv) OLG Letter – 25<sup>th</sup> July 2024 – Complaint Statistics 2021-22 and 2022-23</li> <li>(v) NSW Water Directorate – 7<sup>th</sup> August 2024 – Final report released by NSW productivity Commission on funding models for LWU's in NSW <a href="#">Final report released by the NSW Productivity Commission on funding models for LWU's in NSW - The Water Directorate :: Providing water authorities wit</a></li> <li>(vi) ICAC Letter – 8<sup>th</sup> August 2024 – Integrity issues relating to the 2024 NSW Local Government Elections</li> <li>(vii) NSW Government – 8<sup>th</sup> August 2024 – League Table Publication</li> <li>(viii) NSW Government – 12<sup>th</sup> August 2024 – Boating NOW Round 4</li> <li>(ix) JLT – Public Sector Risk Report – May 2023</li> </ul>

**INTRODUCTION**

Update on various Office of Local Government (OLG) Circulars and other NSW Government advice.

**COMMENTARY**

Various Office of Local Government (OLG) Circulars and other NSW Government advice have been recently provided to Council:

- (i) *OLG Circular 24-13 – 23<sup>rd</sup> July 2024 – Annual reporting of labour statistics*  
The OLG has released the date for the “relevant day” for reporting labour statistics is the 14<sup>th</sup> February 2024.
- (ii) *OLG Circular 24-14 – 8<sup>th</sup> August 2024 – Local government elections communications toolkit*  
The OLG released a toolkit around communication of the upcoming council elections. It should be noted that of the five-pre-candidate information session conducted by staff in the lead up to the nominations, only one prospective new councillor attended.
- (iii) *OLG Circular 24-15 – 15<sup>th</sup> August 2024 – Post-Election Guide launched on the Office of Local Government's website*  
The OLG has released a post-election guide for councils. There is quite a number of formalities that must be undertaken at the first meeting of the new council, as well as inductions. As previously noted, as the result of the election is not likely till the first week in October, the first

induction by staff will be Tuesday 15<sup>th</sup> October 2024, at 1pm in the Council Chambers. The first meeting will be held Tuesday 22<sup>nd</sup> October 2024, 1pm in the Council Chambers. It is proposed that a more formal 2-Day induction of all Councillors will be held on weekend 9-10 November 2024.

*(iv) OLG Letter – 25th July 2024 – Complaint Statistics 2021-22 and 2022-23*

The OLG has released the complaint statistics against councils for 2021-22 and 2022-23 years. Nil complaints were received regarding Hay Shire Council during this period.

*(v) NSW Water Directorate – 7th August 2024 – Final report released by NSW productivity Commission on funding models for LWU's in NSW*

The Productivity Commission has released its report into the funding models for LWU's. A critical assumption for the review was that was to be no forced amalgamations of local councils, and councils were to continue to own their water and sewerage assets. As a high-level summary, the Productivity Commission (the PC) has made the following key recommendations for LWU sector reform:

- Adopt clear funding principles for future NSW government funding for consistency and alignment with government objectives
- Use a strategic planning led approach
- Develop a new LWU Investment Framework
- Utilise Community Service Obligation (CSO) funding
- Improve regulation and standards

Staff see these recommendations as a positive and look forward to seeing how the Government proceeds from here.

*(vi) ICAC Letter – 8th August 2024 – Integrity issues relating to the 2024 NSW Local Government Elections*

The ICAC released a letter reminding councillors of their integrity matters in the lead up to the election.

*(vii) NSW Government – 8th August 2024 – League Table Publication*

The NSW Government has released a "league table" for the processing of DA's. Hay Shire Council is ranked 9<sup>th</sup> in the State for DA processing times, with an average determination time of 45 days.

*(viii) NSW Government – 12th August 2024 – Boating NOW Round 4*

The NSW Government wrote to councils who applied under the Boating NOW Round 4 program that the program has been abandoned. Council's application pertained to upgrade and repair work to Sandy Point boat ramp. Staff will look at reapplying in the next round of funding.

*(ix) JLT – Public Sector Risk Report – May 2023*

JLT, Council's insurer partner, released its annual report on the local government sector risks. The 2023 JLT Public Sector Risk Survey results place a lens on the accumulative effect of key risks that local government encounters, such as assets and infrastructure, climate adaptation, cybersecurity, and human resources. Among these, financial sustainability ranks as the most critical concern.

In 2023, communities faced financial challenges as high interest rates and inflationary pressures contributed to the increase in the cost of living. At the same time, councils

experienced cost pressures due to ongoing disaster recovery efforts and the need to build “resilience.”

The survey findings indicate that the emergence of People & Culture is a broader “community” risk. This recognition underscores the importance of fostering a local workforce that can actively contribute to community enrichment, prosperity and overall well-being. These factors collectively shape a council’s reputation and culture.

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<b>D Governance and Organisational Performance</b> <i>D1 Our community is supported by a strong and resilient Council that is responsive to its needs</i> D1.1 Communicate organisational performance to the community D1.2 Council effectively manages its resources D1.3 Council put in place the necessary systems to ensure good governance and to also ensure they are implemented. D1.4 Council decision making is based on a sound appreciation of community issues and needs, supporting by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will seek to continuously improve D1.7 Obtain a sustainable funding model D1.8 Develop and encourage internal capabilities  <i>D2 Our Community is connected and informed</i> D2.1 Enable all residents and groups to participate in local decision making D2.2 Effectively communicate the range, availability and operation of services and facilities
<b>FINANCIAL IMPLICATION</b>	Major – majority of risk identified Council is unable to have insurance cover.
<b>LEGISLATIVE IMPLICATION</b>	Local Government act 1993 Local Government (General) Regulation 2005 Environmental Planning & Assessment Act 1979
<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Nil
<b>RISK IMPLICATION</b>	Minimal

## RECOMMENDATION

That Council notes the information provided in the report.

## Circular to Councils

Subject/title	Annual Reporting of Labour Statistics
Circular Details	Circular No 24-13/ 23 July 2024/ A907664
Previous Circular	23-08 Annual Reporting of Labour Statistics
Who should read this	Councillors / General Managers / Human Resources
Contact	Council Governance Team / 02 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
Action required	Council to Implement

### What's new or changing?

- Wednesday, 14 February 2024 has been chosen as the "relevant day" for councils to report on their labour statistics in their annual reports under section 217 of the Local Government (General) Regulation 2021 (the Regulation).

### What will this mean for council?

- In their 2023/24 annual reports, councils must publish a statement of the total number of persons who performed paid work for them on **Wednesday, 14 February 2024** including, in separate statements, the total number of the following:
  - the number of persons directly employed by the council:
    - on a permanent full-time basis
    - on a permanent part-time basis
    - on a casual basis
    - under a fixed-term contract
  - the number of persons employed by the council who are "senior staff" for the purposes of the *Local Government Act 1993*
  - the number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person

- the number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee.

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## Key points

- The “relevant day” for the purpose of reporting labour statistics under section 217 of the Regulation is required to be fixed by the Secretary of the Department of Planning, Housing and Infrastructure after the end of each financial year. This date is to be a different day to the one fixed by the Secretary for the previous year.
- This information assists in the compilation of labour force data across the sector, including understanding the numbers of apprentices and trainees.
- The data will also assist in developing programs to deliver on the Government's election commitment of increasing the numbers of apprentices and trainees.

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## Where to go for further information

- For further information please contact the Council Governance Team on 02 4428 4100 or by email at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).

Brett Whitworth  
Deputy Secretary  
Office of Local Government



## Circular to Councils

Subject/title	Local Government elections communication toolkit
Circular Details	Circular No 24-14 / 6 August 2024 / A906377
Previous Circular	24-10 Resources for candidates standing at the local government elections
Who should read this	General Managers / Council governance and communications staff
Contact	Council Governance Team / 02 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
Action required	Council to Implement

### What's new or changing?

- The Office of Local Government (OLG) has issued a communication toolkit for use by councils ahead of the 2024 local government elections.
- The Toolkit can be found under 'Community Resources' on OLG's [Local Government Elections](#) webpage.

### What will this mean for council?

- The Toolkit has been developed to assist councils communicate with their communities about:
  - The importance of diversity in our councils
  - The importance of local government and the roles and responsibilities of a councillor
  - Where to go for more information.
- The Toolkit includes suggested text for newsletter, website and social media content, as well as links to the 'Local Government Elections' webpage, 'Become a councillor' webpage, candidate guides, an online interactive candidate tool, fact sheets (including translations) and animations that can be easily used in information campaigns on council's media channels.

## Key points

- It is important that prospective candidates at the upcoming local government elections understand what will be expected of them should they be elected.
- OLG's Councillor Induction and Professional Development Guidelines encourage councils to conduct information campaigns for prospective candidates within their areas.
- By conducting information campaigns for prospective candidates, councils can ensure that candidates who nominate have given serious consideration to whether they have the personal attributes required to fulfil the responsibilities of civic office and can effectively meet the demands of representing their community on a council.
- Additionally, increasing awareness and educating a more diverse cohort of potential candidates on the role and responsibilities of a councillor will create more favourable conditions for the election of a more representative group of councillors.
- It is important our councils reflect the communities they represent. With more diversity, the policies, strategies, and decisions of councils will better reflect the views and needs of the communities they represent.

## Where to go for further information

- To download a copy of the Toolkit, visit 'Community Resources' on OLG's [Local Government Elections](#) webpage.
- For more information, visit [Councillor Induction and Professional Development Guidelines](#) on OLG's website.
- For further information, contact the Council Governance Team on 4428 4100 or [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).



Brett Whitworth  
Deputy Secretary, Office of Local Government

## Circular to Councils

Subject/title	Post-Election Guide launched on the Office of Local Government's website
Circular Details	Circular No 24-15/ 15 August 2024 / A902689
Previous Circular	24-04 New local government elections webpage launched on the Office of Local Government's website
Who should read this	Councillors / general managers / council governance staff
Contact	Council Governance Team / 02 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
Action required	Council to Implement

### What's new or changing?

- There are several key decisions and activities that need to occur at the first meetings of councils, county councils, and Joint Organisations following the upcoming local government elections and in the 12 months that follow.
- The Office of Local Government (OLG) has prepared a post-election guide for councils, county councils, and Joint Organisations (Post-Election Guide) to assist them to comply with these requirements.
- The Post-Election Guide can be found under 'Information for councils' on OLG's [Local Government Elections](#) webpage.

### What will this mean for council?

- The Post-Election Guide provides guidance to councils, county councils, and Joint Organisations on key tasks that need to be completed at the first 2 meetings of council and in the first 12 months following the local government elections.
- The Post-Election Guide also contains a checklist of tasks. Some of the tasks covered in the Post-Election Guide include:

## Key points

- oaths and affirmations of office
  - mayoral and chairperson elections
  - appointment of a councillor member to the audit, risk and improvement committee
  - induction and refresher training for mayors and councillors
  - lodgement of written returns of interests
  - Integrated Planning and Reporting obligations
  - review and adoption of the code of conduct and code of meeting practice.
- OLG has previously published a pre-election guide for councils (Pre-Election Guide) which provides guidance on the rules, restrictions and other considerations that apply to the decisions councils make and the way they exercise their functions in the lead up to the local government elections.

## Where to go for further information

- For more information, visit the [Local Government Elections](#) webpage on OLG's website.
- Download the [Post Election Guide](#) on OLG's website.
- Download the [Pre-Election Guide](#) on OLG's website.
- For further information, contact the Council Governance Team on 02 4428 4100 or [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).

Brett Whitworth  
Deputy Secretary  
Office of Local Government

## David Webb

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**From:** Hay Shire Council  
**Sent:** Thursday, 25 July 2024 1:49 PM  
**To:** David Webb  
**Subject:** FW: Correspondence from the Office of Local Government (Our Ref: A906597 DD)



**Hay Shire Council**  
134 Lachlan Street  
Hay NSW 2711

**Ph:** 02 6990 1100 **Fax:** 02 6993 1288

**Values -** Integrity • Openness • Responsiveness • Quality of Service

[www.hay.nsw.gov.au](http://www.hay.nsw.gov.au) [www.visithay.com.au](http://www.visithay.com.au)  
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**Sent:** Thursday, July 25, 2024 1:35 PM  
**Subject:** Correspondence from the Office of Local Government (Our Ref: A906597 DD)

Doc ID: A906597

Contact: Parliamentary and Government Services  
Phone: 02 4428 4100

Dear General Manager

Each year the Office of Local Government (OLG) collects data on the number and type of complaints it receives from the community about councils. This data is published on our website.

The complaints statistics for the years 2021-22 and 2022-23 will be made available on the OLG's website at [Complaint Statistics – 2021-22 - Office of Local Government NSW](#) and [Complaint Statistics – 2022-23 - Office of Local Government NSW](#) today, 25 July 2024.

The complaint statistics provide general information about relevant complaints data on individual councils in NSW.

The information that councils can access on the website for each individual council includes:

- total number of complaints
- number of complaints by category

- number of complaints by type of complaint (i.e. pecuniary interest, complaint decline, preliminary enquiry).

OLG is committed to transparently publishing this data so that the public and councils can see the issues affecting their communities.

Councils may use the data to help inform resource planning, identify key risks and mitigation measures, and to improve service delivery.

I trust that the information is of assistance to councils. Should you have any questions, please contact OLG on 02 4428 4100 or via [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)

Your sincerely

**Brett Whitworth**  
**Deputy Secretary Office of Local Government**

**Office of Local Government** | Department of Planning, Housing and Infrastructure  
T 02 4428 4100 | E [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)  
5 O'Keeffe Ave, NOWRA NSW 2541  
[www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)



*The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the traditional custodians of the land and we show our respect for elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.*

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# Final report released by the NSW Productivity Commission on funding models for LWU's in NSW

Posted by: Brendan Guiney on 07/08/2024





In August 2023, our Minister for Water the Hon Rose Jackson MLC requested the NSW Productivity Commission to undertake a Review into the funding arrangements for Local Water Utilities across NSW (<https://www.productivity.nsw.gov.au/local-water-utilities-funding-models-review>). An issues paper was released in February 2024, followed by an extensive consultation and submissions process, available here (<https://www.productivity.nsw.gov.au/local-water-utilities-funding-models-review/issues-paper-and-public-submissions-preview>). The **Final Report** (<https://www.productivity.nsw.gov.au/sites/default/files/2024-07/20240725-review-of-funding-model-for-local-water-utilities-final-report.pdf>) was released in July 2024. A critical assumption for the review was that was to be no forced amalgamations of local councils, and councils were to continue to own their water and sewerage assets. This was subsequently reinforced in the findings and recommendations of a NSW Parliamentary Inquiry into protecting Local Water Utilities from privatisation (<https://www.parliament.nsw.gov.au/ladocs/inquiries/3003/Report%20-%20Protecting%20local%20water%20utilities%20from%20privatisation.pdf>). This blog has been prepared to provide Local Water Utilities (LWU's) with some initial thoughts for discussion within your organisation.

## Key recommendations

As a high level summary, the Productivity Commission (the PC) has made the following key recommendations for LWU sector reform:

- Adopt clear funding principles for future NSW government funding for consistency and alignment with government objectives
- Use a strategic planning led approach
- Develop a new LWU Investment Framework
- Utilise Community Service Obligation (CSO) funding
- Improve regulation and standards

## What does it mean?

The PC's recommendations are intended to ensure that local councils benefit from a more predictable and stable funding environment, enabling better planning and management of water and sewerage services. The introduction of a CSO payment mechanism is intended to provide better targeted long-term support to those communities with the greatest need. I don't think that any council would disagree with any of the recommendations outright. However, two initial thoughts:

- where the PC says that further funding shouldn't be provided until strategies are in place, we hope that that means that recently successful support programs such as the Town Water Risk Reduction Program (<https://water.dpie.nsw.gov.au/our-work/local-water-utilities/funding-and-other-programs/twrrp-phase-1/town-water-risk-reduction-program>), and sub-programs such as the Regional Leakage Management Program (<https://www.dpie.nsw.gov.au/water/our-work/projects-and-programs/water-efficiency/regional-leakage-reduction-program>) and Advanced Operational Support Program (<https://water.dpie.nsw.gov.au/our-work/local-water-utilities/funding-and-other-programs/advanced-operational-support-program>) will continue while sector wide strategic planning takes place.

- Councils will need to avoid the perception that there are 'haves' and 'have nots' with CSO funding. Ultimately all LWU's should aspire to be self-funded with full cost recovery. Some communities will not meet this goal for a long time. Realistically if the recommendations are implemented, there may be a



council 'have nots', with targeted funding for pensioner rebates (for example) benefiting all communities. The Productivity Commission has also supported using the CSO mechanism for state wide support, such as the CSO mechanism for Water Quality and Dam Safety ([https://www.dpie.nsw.gov.au/water/news/\\$10-million-for-water-quality-and-dam-safety](https://www.dpie.nsw.gov.au/water/news/$10-million-for-water-quality-and-dam-safety)) available in partnership with WaterNSW.

For our regulating agencies in NSW, the PC recommended that all three should be involved in a prioritisation process - DCCEE, Health and EPA - to review their regulatory processes and their impacts on the LWU sector.

For remote councils in western NSW, Section 9 is devoted to the **Provision of services in western NSW**. It is important to note the PC's statement that there is no clear and obvious grouping for organising the western councils into a service delivery model, but the principle of **co-design** of a model is a key point. The Minister made the very same point in her address at the LGNSW Water Management Conference in Goulburn in July.

We also acknowledge an upcoming review of the NSW **Safe and Secure Water Program** which will be heavily influenced by the PC's recommendations.

Its early days. We will update this blog as further information comes to hand from our stakeholders. In a future update, we will review each of the 21 recommendations and actions in more detail, summarised below.

**Brendan Guiney**  
**Executive Officer | Water Directorate**

## Discussion - 21 Recommendations and actions

### The role of NSW Government and its funding

**Recommendation 1** Assess the design of any future funding approach against LWU funding principles identified by the Commission.

**Recommendation 2** Use the LWU funding principles to review Safe and Secure Water Program funding that has been earmarked but not formally allocated.

### Using a strategic approach to better allocate funding

**Recommendation 3** Prepare a stocktake of existing strategic planning for LWU sector, including state, regional and local plans, and develop a preliminary Sector Overview outlining future challenges, expenditure, and potential funding shortfalls to support a new funding approach.

**Recommendation 4** Develop a LWU Investment Framework to ensure funding to LWU sector is well targeted and minimises overall cost to NSW Government.

**Recommendation 5** Prepare a draft LWU Funding Policy, with release for sector consultation prior to finalisation.

**Recommendation 6** Work with LWUs and other NSW Government agencies to develop a Sector Priorities Plan

**Recommendation 7** Make strategic planning for water supply and sewerage services an explicit requirement for all councils in regional NSW, with key elements of the Regulatory Assurance Framework to be incorporated into the Integrated Planning and Reporting Framework.

### Establishing CSO payments

**Recommendation 8** Introduce a CSO payment mechanism as a new funding approach for the sector.

**Recommendation 9** Develop a CSO Policy as part of the LWU Funding Policy in consultation with the sector over the next 12 months.

**Recommendation 10** Provide a report to the NSW Productivity & Equality Commissioner on the implementation of the CSO policy after 12 and 24 months.

### Service levels and minimum service standards

**Recommendation 11** Ensure that implementation of minimum standards across the sector is efficient.

**Recommendation 12** Review the role of regulators in planning processes undertaken prior to submission of an application for water treatment and sewage works under section 60 approval processes.

**Recommendation 13** Establish an outcomes-focused standard for water security that outlines NSW-wide expectations while providing LWUs with flexibility to manage given local conditions.

**Recommendation 14** Develop a voluntary customer retail service standard for LWUs.

**Recommendation 15** Develop and adopt a Basic Level of Service description under its LWU Funding Policy in consultation with the LWU sector.



**Recommendation 16** Immediately establish a reform process to identify and implement the most efficient and effective structure for providing water and sewerage services in Western NSW. The reform process should ensure councils and customers retain responsibility for any decision-making pertaining to their council's involvement. The reform process should be conducted on an opt-in basis.

**Recommendation 17** Develop a Strategic Business Case (SBC) for CSO funding to Western NSW LWUs based on the output of the reform process. The Commission considers that a new Western NSW LWU entity could be the first candidate for a CSO agreement.

### Pensioner rebates

**Recommendation 18** Evaluate pensioner rebate on all water services before the 2025-26 Budget.

**Recommendation 19** Fund any targeted concessions/rebates deemed necessary in the LWU sector via a transparent CSO.

**Recommendation 20** Develop a service level agreement with OLG where a CSO is paid to all LWUs to support rebates/concessions to address hardship pressures.

**Recommendation 21** Include the principles and approach to funding a CSO for hardship rebates in the LWU Funding Policy to be developed over the next 12 months.

### Comments on this blog

There are no comments on this blog yet.

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**THE SAM SAMRA AWARD (/THESAMSAMRAAWARD.ASPX)**

**David Webb**

**From:** Water Group - Department of Climate Change, Energy, the Environment and Water  
<info@waterenquiries.dpie.nsw.gov.au>  
**Sent:** Monday, 29 July 2024 5:14 PM  
**To:** David Webb  
**Subject:** Report on Local Water Utilities Funding Models Review

[Click here](#) to view this email in your web browser.



## **Review of alternative funding models for local water utilities**

The NSW Government has welcomed a detailed [review by the NSW Productivity and Equality Commission](#) into the funding arrangements for local water utilities (LWUs) to ensure they're financially equipped to continue providing critical water and sewerage services to regional communities.

Minister for Water Rose Jackson called for the review in November last year to identify sustainable, efficient and equitable approaches to reforming state funding for local water utilities.

The Minister also reaffirmed the NSW Government's position that councils should continue as the owners of their water and sewer assets.

The review considered the vast diversity of local water utilities across NSW and examined setting minimum levels of service, such as requirements for water security and strategic planning.

The review found that many LWUs, particularly those in smaller and remote communities, face significant challenges, including water security risks, financial instability and ageing infrastructure. These issues are further compounded by the costs of evolving regulatory standards, population changes and the impacts of climate change.

The Commission suggests an ongoing role for well-targeted NSW Government funding to the sector. This role should be more clearly defined and focus on improving the capacity of councils to operate efficient water and sewerage businesses, consistent with community expectations and statutory requirements, where they cannot fund this from their own revenue base.

The proposed reforms from the report include:

- developing a LWU Funding Policy, including the establishment of a Community Service Obligation (CSO) funding mechanism to support delivery of basic service levels
- better regulation, including on improved strategic planning, water quality and environmental regulation and reforming the approach to the regulation of water security to support the CSO funding mechanism
- establishing a prioritisation approach and a first sector priorities plan, setting out the NSW Government's priorities for the LWU sector over the short to medium-term (2 to 4 years)
- a review of the water supply and wastewater services in Western NSW.

No decisions will be made on any potential reforms until key stakeholders have had a chance to have their say.

In the coming months, local water utilities, stakeholders and the wider public will have the opportunity to give feedback on the report.

[READ THE REPORT](#)




## Find out more

We oversee the delivery of water and sewerage services by local water utilities, as well as the management of water service risks. Visit the [local water utilities website](#) for more information.



## Contact us

 [1300 081 047](tel:1300081047)  
(business hours)

 [Send us a message](#)

To subscribe to our other water newsletters on the topics that matter to you most, [visit our subscription centre](#).

Department of Climate Change, Energy, the Environment and Water, 4 Parramatta Square, 12 Darcy Street, Parramatta, NSW 2150

We pay respect to the Traditional Custodians and First Peoples of NSW and acknowledge their continued connection to their country and culture.

### Privacy

Your privacy is important to us. Our stakeholder management system is compliant with NSW



Government's information security requirements. The data is stored in NSW for five years and users manage data under the Privacy and Personal Information Protection Act 1998. We will not disclose your personal information to anybody else unless you have given your consent or we are required to do so by law. More information on how the Department complies with privacy requirements can be [found on our website](#).

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8 August 2024

Our Ref: Z22/0095

Dear Councillor

### **Integrity issues relating to the 2024 NSW Local Government Elections**

As the September 2024 Local Government elections fast approach, I am writing to current local government councillors, registered political parties and registered candidates to highlight some important integrity related matters.

#### **“Weaponisation” of the Commission**

In the past, particularly in the context of campaigning, individuals have ‘weaponised’ the Independent Commission Against Corruption (the Commission) by directing allegations of corruption against their political rivals. These allegations may be accompanied by public statements that the matter has been referred to the Commission. Doing so, irrespective of whether there is a reasonable basis for such allegations, may cause political damage, and such allegations should not be used as a weapon to level at a political rival.

The weaponisation of the Commission for political advantage, whether it be via a referral or some other means, is inappropriate. This type of conduct, particularly when undertaken during an election campaign, leaves the Commission with little time to adequately assess and then investigate the allegation. It may also jeopardise the Commission’s investigation opportunities, where evidence may be destroyed. Timely and unpublicised reporting assists the Commission to deal effectively with an allegation.

If any person holds a genuine suspicion of corrupt conduct, it should be [reported](#) to the Commission in the usual manner. Reporting suspected corruption allegations to the Commission, actively contributes to a NSW public sector that is more resistant to corruption.

Although the Commission typically refrains from confirming or denying the existence of any allegation or investigation, if it becomes apparent that the Commission’s functions are being weaponised, the Commission may determine that it is in the public interest to clarify the status of its involvement in a matter.

#### **Ongoing obligations**

Some councillors will not be contesting the local government election, while others may be successful or unsuccessful in their campaign for re-election. For those councillors currently in office, they should be aware of important obligations, including during the caretaker period (16<sup>th</sup> August to 3<sup>rd</sup> September 2024).

- The exercise of certain council functions are restricted during caretaker period. Some of these restrictions include entering or receipting of certain valued contracts or

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undertakings, determining controversial development applications, and the appointment, reappointment, or removal of the general manager. It is important that councillors adhere to these restrictions.

- Councillors may have access to commercial-in-confidence or other confidential information during their time in office. It is imperative that this information not be misused while in or transitioning out of office. Councillors must not seek to personally benefit from such information in any way.
- Transitioning out of office does not negate a councillor's obligation to disclose their pecuniary interests and non-pecuniary conflicts of interests. This also extends to current councillors, including those campaigning for re-election.

Engaging in any of the above conduct could result in a breach the relevant code of conduct, the law, and may amount to corrupt conduct.

## **Other obligations**

### **a. Councillors**

When considering their fundraising activities, candidates for local council should be aware that as a general rule, councillors cannot vote on matters in which their reportable donors have an interest. This requirement, set out in each council's code of conduct, is intended to ensure that councillors cannot be improperly influenced by their donors.

Councillors must not misuse council resources, including council staff, or council facilities to assist their election campaign or that of others. Further, they must not use such resources for private purposes. This requirement is available in each council's code of conduct.

### **b. Candidates**

Once elected, local councillors become public officials and are expected to act in the public interest at all times. While the "public interest" is multi-faceted and can involve a degree of political judgment, it is important for all candidates to understand that public office cannot be used for the purpose of conferring personal benefits on individuals and groups.

In addition, candidates should understand that councillors' accountability requirements entail disclosing details about their income, assets, and other financial interests in regular pecuniary interest returns. Although minor redactions can be made to protect privacy, these returns are public documents and are an important mechanism for managing risks that arise from conflicts of interest.

Registered candidates campaigning to become a local government councillor should be aware of their obligations in the lead up to the election. This includes issues around campaigning, political donations, and payments for electoral-related expenditure. The NSW Electoral Commission provides guidance material on its website ([www.elections.nsw.gov.au](http://www.elections.nsw.gov.au)) to assist election participants to meet their obligations.

It is imperative that all candidates be mindful of their actions both publicly and in a private capacity. Candidates, whether campaigning for office or re-election, should always act with integrity and observe the highest standards of probity. Candidates must not attempt to circumvent electoral funding laws or be involved in improper arrangements surrounding political donations to their campaign, as donations may be used as a mechanism to exert improper influence to secure favourable decisions.

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### Next steps

The Commission takes a proactive approach to the education of elected officials and encourages councils to reach out to the Commission to discuss training opportunities for their councillors. The Commission would be happy to work with NSW local councils to uplift their education programs.

Should you have any questions about the matters raised in this letter, please contact the Commission at [education@icac.nsw.gov.au](mailto:education@icac.nsw.gov.au).

Yours sincerely



The Hon John Hatzistergos AM  
Chief Commissioner

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Department of Planning, Housing and Infrastructure



Our ref: IRF24/1903

Mr David Webb  
General Manager  
Hay Shire Council

Via email: [dwebb@hay.nsw.gov.au](mailto:dwebb@hay.nsw.gov.au)

8 August 2024

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**Subject: League Table Publication**

Dear Mr Webb

Further to the Minister for Planning and Public Spaces letter of 3 July 2024 advising councils of an updated Ministerial Statement of Expectations Order 2024, the NSW Government is today releasing the second iteration of the council league tables. The league tables monitor council performance in the areas of development assessment, planning proposals and strategic planning. This second release is to monitor how councils are performing against the Minister's expectations.

As per the Ministerial Statement of Expectations Order 2024, councils should determine DAs for which it is the consent authority (including DAs determined by a local planning panel), as soon as practical and whichever is the lesser of council's previous financial year average, or within an average of 115 days of lodgement between 1 July 2024 to 30 June 2025.

Data gained from the NSW Planning Portal as at the 2 July 2024 identifies your Council's previous financial year average development application determination time was 45 days. Consequently, your Council's expectation for average determination for the 1 July 2024 to 30 June 2025 period will be 45 days.

Council performance for lodging and determining DAs will be monitored each month and published on the department's website. Councils will be provided with a grace period of 5 working days at the beginning of every month to upload data from the previous month into the NSW Planning Portal.

Department of Planning, Housing and Infrastructure



Should you have any queries in relation to the Statement of Expectations Order or the council league tables please contact Chantelle Chow at [Chantelle.Chow@planning.nsw.gov.au](mailto:Chantelle.Chow@planning.nsw.gov.au) to discuss.

Yours sincerely

A handwritten signature in black ink, appearing to read "Monica Gibson".

**Monica Gibson**  
**Deputy Secretary**  
**Planning, Land Use Strategy, Housing and Infrastructure**  
**Department of Planning, Housing and Infrastructure**

David Webb  
Hay Shire Council  
dwebb@hay.nsw.gov.au

12 August 2024

Re: Boating Now Round 4

Dear **David**,

Thank you for your Boating Now Round 4 Application in 2021, including the effort and time you and your organisation had invested in the process. Unfortunately, Round 4 of the Boating Now Program was discontinued before the announcement of successful applications.

A decision on the future of Round 4 was then placed on hold while a review of the program which was initiated in May 2023 was being progressed. This review was completed in late 2023 by the NSW Government. New measures were recommended to improve consistency with other government-funded grant programs as well as a renewed focus on boating infrastructure maintenance and all-abilities access.

A new grants program was announced on 2 August 2024 by Minister for Transport. Under the NSW Government's new Boating Infrastructure and Dredging Scheme, the \$28 million Boating Infrastructure for Communities Grants Program will provide grant funding to improve maritime infrastructure and facilities across NSW while adopting the recommendations from the review of the Boating Now Program.

The Boating Infrastructure for Communities Grants Program reinvests funds from boating licence, registration and other fees collected by Transport for NSW into boating infrastructure that benefits the recreational and commercial boating communities across NSW.

Transport encourages your organisation to register and apply for funding under the new grants program when applications are called for later this year.

For more information about the new program visit the webpage [Boating Infrastructure and Dredging Scheme | Transport for NSW](#) or contact [mido@transport.nsw.gov.au](mailto:mido@transport.nsw.gov.au).

Information on the Boating Now Review and Transport's response to the Review are available on the webpage: [www.transport.nsw.gov.au/projects/current-projects/nsw-boating-now](http://www.transport.nsw.gov.au/projects/current-projects/nsw-boating-now)

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Hutchings".

Mark Hutchings  
Executive Director NSW Maritime  
Transport for NSW

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# JLT Public Sector Risk Report

JLT Public Sector is your trusted expert in the design and delivery of risk solutions for governments and their communities.

Our solutions are built on knowledge and expertise across advice, protection, claims, risk and insurance service areas and our clients are our number one priority.

Our experience in the sector and in product innovation create risk solutions for stronger local, state and federal governments and more resilient communities for the future.

### **Acknowledgement of Country**

In the spirit of reconciliation, JLT Public Sector acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

A large, bold, black quotation mark icon, consisting of two thick, curved lines forming the opening of a quote.

**The events of the past four years are still front of mind as councils continue to rebuild their communities.**

**GARY OKELY**

Head of Public Sector



# NOTE FROM GARY OKELY



**GARY OKELY**

Head of JLT Public Sector, Pacific

The JLT Public Sector Risk Report highlights that the experiences of the past four years are still at the forefront of CEOs' and GMs' minds. Many councils are still in the process of recovering and rebuilding their communities.

# WELCOME



The 2023 JLT Public Sector Risk Survey results place a lens on the accumulative effect of key risks that local government encounters, such as assets and infrastructure, climate adaptation, cybersecurity, and human resources. Among these, financial sustainability ranks as the most critical concern.

The responses from councils demonstrate their advanced understanding of risks and the underlying factors associated with them.

There is growing recognition of the elevated importance of cyber risk within local government. As reliance on information technology, sophisticated communication platforms and compliance increases, local government face greater challenges in delivering essential services to the community through virtual platforms and/or advanced technology.

In 2023, communities faced financial challenges as high interest rates and inflationary pressures contributed to the increase in the cost of living. At the same time, councils experienced cost pressures due to ongoing disaster recovery efforts and the need to build “resilience.”

The rapidly maturing risk profile of local government has led to a shift in understanding. Instead of addressing individual risks in isolation, councils are adopting a more comprehensive approach. This involves considering systemic risk, risk profiles and the interconnected nature of risks. Additionally, councils are managing the combined attributes of risks, including exposure, vulnerability and impact.

The survey findings indicate that the emergence of People & Culture is a broader “community” risk. This recognition underscores the importance of fostering a local workforce that can actively contribute to community enrichment, prosperity and overall well-being. These factors collectively shape a council’s reputation and culture.

The 2023 survey results reinforce the importance of local government building collaborative partnerships with stakeholders, engaging in public/private arrangements, and fostering strong relationships between all levels of government.

Financial sustainability remains the key risk that defines the risk profile of local government. The report offers crucial data and information that can add to conversations within the sector regarding the challenges and opportunities for increased investment in local government sustainability. This information is an essential piece for supporting resilient communities, a healthy economy and workforce, and effectively managing infrastructure and natural environments.

We extend our gratitude to all the CEOs and General Managers who participated in the JLT Public Sector Risk Survey. Your valuable contributions are essential to the creation of the JLT Public Sector Risk Report.

It is with great pleasure that I present to you the JLT Public Sector Risk Report.



## AUSTRALIAN LOCAL GOVERNMENT

**RISK RANKINGS** FROM THE 2023 JLT RISK SURVEY**FINANCIAL  
SUSTAINABILITY**

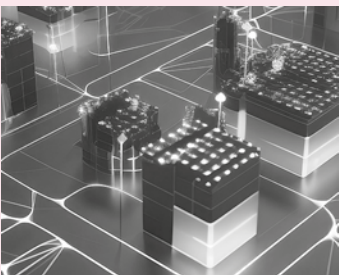
The significant impact of past events, as well as the interconnectedness of risks, collectively contribute to financial pressure for councils. This, in turn, affects their bottom line and financial sustainability, ultimately impacting their ability to effectively serve their communities.

**1****CLIMATE  
CHANGE****4**

Climate change is increasingly causing physical and transitional risks to councils. These risks result in significant impacts on business and function, and the insufficient disaster recovery costs undermine the ability for Councils and their communities to recover quickly. This in turn leads to councils being unable to satisfy the needs of the community and meet their expectations.

**DISASTER &  
CATASTROPHE****5**

The increase and continual impact of disasters such as floods, bushfires and cyclones significantly impact councils. This is being compounded by the effects of climate change. With limited funds provided to Local Government to mitigate the effects of events on their assets & infrastructure, councils remain wary.

**CYBER  
SECURITY****2**

The risk of a cyber incident is pervasive across all sectors, including local government. Recognising the potential impact an ICT outage, cyber-attack or ransomware can have on a council and its constituents showcases a growing emphasis on enhancing the protection of systems and data.

**PEOPLE &  
CULTURE**

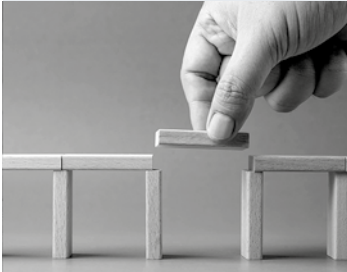
Councils continue to struggle with attracting and maintaining professional staff. This is made more challenging as they compete with market costs that their funding from the State and Federal Governments and rates do not provide for. Unsafe workplaces from bullying and harassment from frustrated community members is a rising concern.

**6****ASSETS &  
INFRASTRUCTURE****3**

The breadth, diversity and scale of the Assets & Infrastructure portfolios managed by local government is immense and varied. The capacity to finance building or maintaining Assets & Infrastructure is a significant issue for councils, along with the cost of upgrading or repairing. Over the past two years, inflation has been a considerable impact to maintain or upgrade/replace assets.



## BUSINESS CONTINUITY



Local governments have been significantly affected by business interruptions caused by a range of events, including the many and too-frequent natural disasters of unprecedented severity, the increasing incidents or threats of Cyber-attacks and the continued ripples of the COVID-19 pandemic. These disruptions have had a significant impact on the operations and finances of local government.

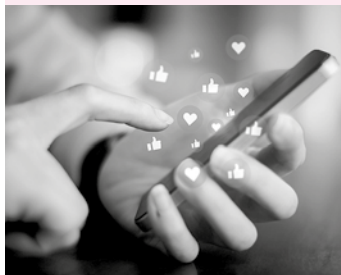
7



## WASTE MANAGEMENT

Increased expectations to reimagine the waste management process creating better practices and sustainability pose substantial challenges for the public sector, encompassing issues of financial capacity, environmental sustainability, resource allocation and public health as well as high-risk activity with challenges around all aspects of risk, from liability, property, workers and environment.

10



## REPUTATION RISKS

Being in touch with community needs and understanding the most effective way to meet these, councils have the challenge of managing community expectations when it comes to the provision of essential services. Further, reputation is closely linked to other key risks which drive community expectations.

11



## INEFFECTIVE GOVERNANCE

Operating in an environment of increasing change, councils are being affected by new vulnerabilities and risks. Supply chain issues, inflationary pressures, election cycles, and workforce challenges have placed significant pressure on local governments' workplace culture, internal control environment, and capacity, which if not held together by a strong governance framework, potentially lead to performance and accountability issues.

8



## LIABILITY CLAIMS



Understanding councils' risk profile and applying the risk management policy and processes underpin the management of liability claims.

12



## STATUTORY/REGULATION

Councils face the challenge of managing the multitude of statutory and regulatory requirements placed upon them by State and Federal legislation. They are also a regulator in their own right via local laws, as well as any State and Territory legislative powers that have been delegated to them.

9



# TOP **FIVE** RISKS BY STATE

## NORTHERN TERRITORY

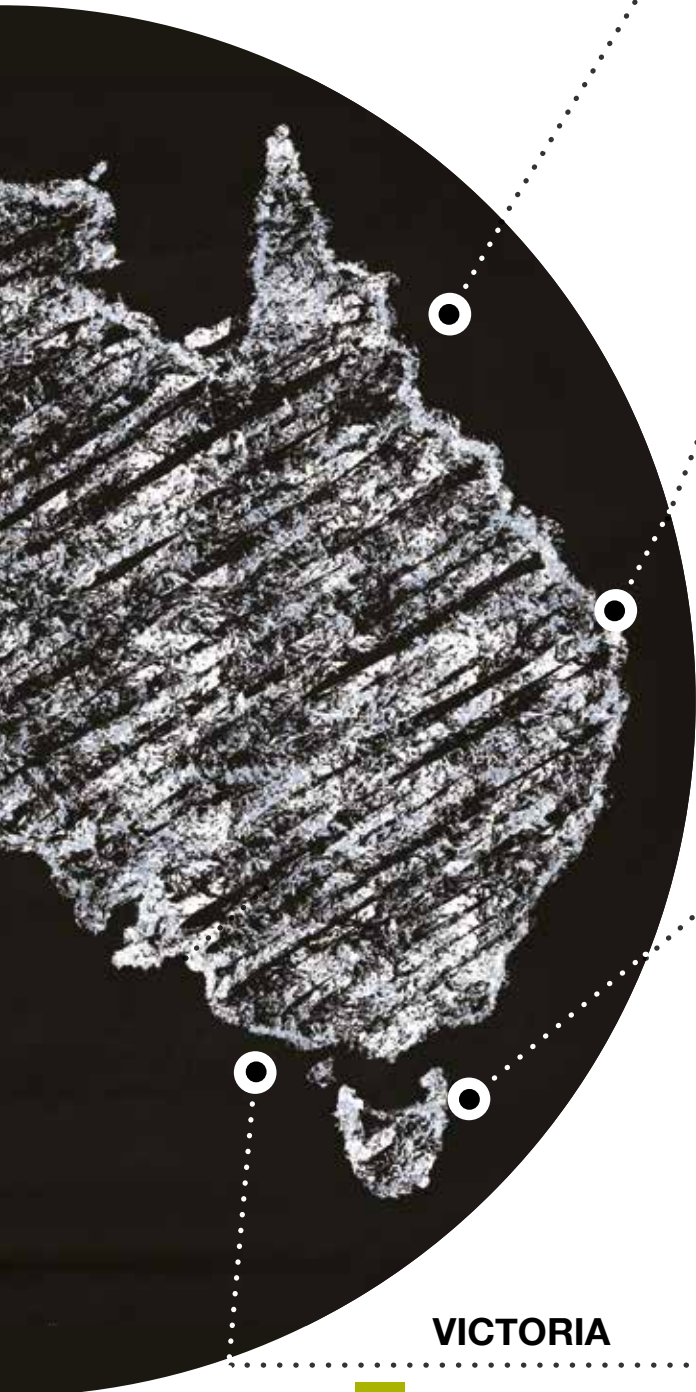
- 1 FINANCIAL SUSTAINABILITY
- 2 BUSINESS CONTINUITY
- 3 INEFFECTIVE GOVERNANCE
- 4 ASSET & INFRASTRUCTURE
- 5 PEOPLE & CULTURE

## WESTERN AUSTRALIA

- 1 ASSET & INFRASTRUCTURE
- 2 CYBER SECURITY
- 3 FINANCIAL SUSTAINABILITY
- 4 CLIMATE CHANGE
- 5 DISASTER OR CATASTROPHIC EVENTS

## SOUTH AUSTRALIA

- 1 FINANCIAL SUSTAINABILITY
- 2 CYBER SECURITY
- 3 ASSET & INFRASTRUCTURE
- 4 PEOPLE & CULTURE
- 5 INEFFECTIVE GOVERNANCE



**QUEENSLAND**

- 1 FINANCIAL SUSTAINABILITY
- 2 CYBER SECURITY
- 3 ASSET & INFRASTRUCTURE
- 4 DISASTER OR CATASTROPHIC EVENTS
- 5 BUSINESS CONTINUITY

**NEW SOUTH WALES**

- 1 FINANCIAL SUSTAINABILITY
- 2 CYBER SECURITY
- 3 ASSET & INFRASTRUCTURE
- 4 DISASTER OR CATASTROPHIC EVENTS
- 5 CLIMATE CHANGE

**TASMANIA**

- 1 CYBER SECURITY
- 2 BUSINESS CONTINUITY PLANNING
- 3 DISASTER OR CATASTROPHIC EVENTS
- 4 CLIMATE CHANGE
- 5 FINANCIAL SUSTAINABILITY

**VICTORIA**

- 1 FINANCIAL SUSTAINABILITY
- 2 CYBER SECURITY
- 3 ASSET & INFRASTRUCTURE
- 4 CLIMATE CHANGE
- 5 DISASTER OR CATASTROPHIC EVENTS

# RISKS BY **REGION**

## CAPITAL CITY



1. Financial Sustainability
2. Cyber Security
3. Climate Change
4. Reputation
5. Ineffective Governance
6. People & Culture
7. Business Continuity Planning
8. Disaster & Catastrophic Events
9. Civil Liability Claims
10. Assets & Infrastructure
11. Statutory & Regulatory Requirements
12. Waste Management

## METROPOLITAN



1. Cyber Security
2. Financial Sustainability
3. Assets & Infrastructure
4. Climate Change
5. Ineffective Governance
6. People & Culture
7. Disaster & Catastrophic Events
8. Business Continuity Planning
9. Waste Management
10. Reputation
11. Statutory & Regulatory Requirements
12. Civil Liability Claims

## REGIONAL CITY



1. Financial Sustainability
2. Climate Change
3. Assets & Infrastructure
4. Cyber Security
5. Business Continuity Planning
6. People & Culture
7. Disaster & Catastrophic Events
8. Statutory & Regulatory Requirements
9. Ineffective Governance
10. Waste Management
11. Civil Liability Claims
12. Reputation

## REGIONAL



1. Financial Sustainability
2. Cyber Security
3. Assets & Infrastructure
4. Disaster & Catastrophic Events
5. People & Culture
6. Business Continuity Planning
7. Climate Change
8. Ineffective Governance
9. Statutory & Regulatory Requirements
10. Waste Management
11. Reputation
12. Civil Liability Claims

## RURAL/REMOTE



1. Financial Sustainability
2. Cyber Security
3. Assets & Infrastructure
4. Disaster & Catastrophic Events
5. People & Culture
6. Business Continuity Planning
7. Climate Change
8. Statutory & Regulatory Requirements
9. Ineffective Governance
10. Waste Management
11. Civil Liability Claims
12. Reputation

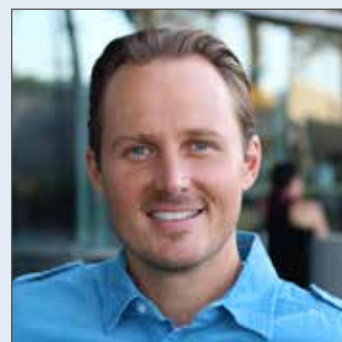


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# EXECUTIVE SUMMARY

Insights from the 2023 JLT Public Sector Risk Survey shed light on the risks that local government face. The survey examined twelve key risks such as Financial Sustainability, the Management of Damaged and Aging Assets and Infrastructure, Climate Change/Adaptation, Cybersecurity and People & Culture. According to the survey results, councils have become increasingly conscious of the collective impact of these risks and the implications for their communities. As a result, Financial Sustainability retains its position as the top-ranked risk, reflecting the heightened awareness of its potential consequences on other risks.

Local governments increasingly rely on information technology and advanced communication platforms to deliver essential services to the community. Due to this, the escalating threat of virtual and social media-related risk remains a significant concern. Recognising the importance of protecting sensitive data and mitigating potential cyber threats reflects the evolving landscape of technology and the need for robust security measures in local government.

The lasting effects of disaster risks and the complicated pathway to recovery continue to shape the risk profile of local government. The domino effect of climate-related risk introduces social/community issues relevant to well-being, health services, chain of supply, cost of living, housing shortage, and financial impost on consumers. These factors collectively influence the financial sustainability of councils, highlighting the complex pathway to recovery and the need for comprehensive risk management strategies.

The growing impact of different risk factors has not only deepened the sector's comprehension of risk but has also prompted a shift in how risk is perceived. Unlike previous years, where the Risk Report primarily focussed on identifying specific risks, this year's results have demonstrated a notable shift towards adopting a more holistic approach to assessing the risk profile. The findings of the survey indicate.

- **Risk versus Impact:** There is an increased focus on managing the combined attributes and domino effect of risk, taking into account exposure, vulnerability and impact, rather than identifying and considering each risk in isolation.
- **Systemic Effects:** there is increased recognition of the impacts of cascading, compounding and concurrent influences or events that create risk. This includes the consequences for funding, resourcing, coordinating and managing these effects.

In order to align with this evolving perspective, the existing strategic, budgetary and operational frameworks used to profile, plan for and manage risks will be adapted. These adjustments are necessary to effectively reflect the evolving risk profile of local government and to foster community trust and resilience.

To better capture the comprehensive nature of this risk, the definition of Human Resources was adjusted to People & Culture. The survey results from 2023 highlight the recognition that People & Culture is an emerging "community" risk emphasising the importance of supporting a local workforce that not only enriches the community but also shapes the culture of the council.

A significant observation regarding this risk is that all states continue to face significant challenges in attracting and retaining skilled staff, a major challenge. With low unemployment rates, the competition with the private sector for key personnel is particularly intense, which is further exacerbated in regional areas. Additionally, as an employer, fostering a strong culture and resilient workforce is essential for a council's operational efficiency and innovation. This approach ensures delivery of functions and services are as per regulatory and statutory requirements.

The survey results also highlight the importance of a council's ability to attract local businesses and employers that align with its social-economic environment. This extends to ensuring job security by attracting individuals who are the right fit for relevant roles.

While 2023 saw a decrease in national disasters compared to the previous years of 2019 to 2022, many areas of Australia continue to face significant challenges due to prolonged recovery efforts and insufficient financial support for rebuilding after floods, bushfires and extreme weather events.

Against the background of local government still managing and/or recovering from COVID-19, the floods that impacted NSW and south-east Queensland in February 2022 provided no reprieve and are noted as the fourth most expensive natural disaster globally that year, with the Insurance Council of Australia recording the floods as the "costliest insured event recorded in Australia".<sup>1</sup>

While Financial Sustainability remains the key risk that defines local government's risk profile, the contribution from Chief Executive Officers/General Managers (CEO/GMs) to the 2023 Risk Survey provides essential and valuable data and information that will contribute to the sectors' conversations regarding the challenges and opportunities for local government sustainability. This information is essential for supporting resilient communities, a healthy economy and workforce, maintaining infrastructure and assets, enhanced investment in mitigating the impact of disaster events and ongoing provision of essential, regulatory and service delivery obligations.

<sup>1</sup> Insurance Council of Australia, Insurance Catastrophe Resilience report 2022-23



The input from Local Government CEOs and GMs is essential for gaining a comprehensive understanding of the risks they face while supporting their communities. The findings of the 2023 JLT Risk Survey were similar to the previous year's results on a national and regional level.

This year's JLT Risk Report explores the rankings of these risks at the national and state/territory levels. Furthermore, the report provides an in-depth analysis of the rankings, providing valuable insights for the various regions including city, metropolitan, regional city, regional and rural/remote areas.

A new addition to the report is the examination of the outcomes of these risks on councils. As risks continue to evolve, it is important to understand the consequences associated with them. This year, the JLT Public Sector Risk Survey introduced questions about these outcomes, shedding light on how councils and communities are affected beyond the risks themselves.

# OVERVIEW

## 2023

### Top two risks - Financial Sustainability & Cyber Security

It is widely acknowledged that the primary reason for Financial Sustainability consistently ranking as the top risk year after year is the significant impact of other risks on the financial stability of councils. This, coupled with the delay in receiving funding support following an event, has a direct impact on the financial sustainability of councils.

Cyber Security and the Breach of Data continue to be a major concern for Local Government. The rapid pace of technological advancement and the ever-evolving tactics of hackers make it challenging for most organisations to keep up. With 83 cyber incidents in the 2022/23 financial year, councils are increasing their knowledge and understanding of this risk to mitigate potential events that could impact them or their community.

### The other ten risks

This report highlights the understanding of councils regarding the interconnected nature of risks as well as the potential domino effect they can have on each other. While certain risks may shift in their ranking this year, councils know that any single risk can have a substantial impact on others during an event. The remaining risks are still recognised as significant concerns for councils. Although they are ranked, all of these risks are relevant and rankings reflect their importance at that specific moment in time.

# THE MOVEMENT OF RISK

## 2019-2023

This diagram illustrates the changes in the top five risks from 2019 to 2023, highlighting the shifting nature of these risks. More importantly, the top five risks have shown minimal movement over the past 12 months. Business Continuity dropped out of the top five, while climate change has entered the top five for the first time. This indicates that although there has been a reprieve in catastrophes and disasters over 2023, many councils are still impacted by prior events, and are still actively engaged in recovery and rebuilding efforts. As a result, these risks and vulnerabilities remain a significant concern for Local Government.

	2018	2019	2020	2021	2022	2023
1	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability
2		Cyber Security	Assets & Infrastructure	Cyber Security	Cyber Security	Cyber Security
3			Disaster or Catastrophic	Asset & Infrastructure	Asset & Infrastructure	Asset & Infrastructure
4		Natural Catastrophes	Cyber Security	Disaster or Catastrophe	Business Continuity	Climate Change
5		Climate Change			Disaster or Catastrophe	Disaster or Catastrophe
6	Asset & Infrastructure	Asset & Infrastructure	Business Continuity	Business Continuity	Climate Change	
7	Natural Catastrophes			Climate Change		
8	Cyber Security					
9			Climate Change			

# RISK RANKINGS 2018-2023

	2018	2019	2020	2021	2022	2023
1	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability
2	Theft, fraud and/or crime	Cyber Security	Assets & Infrastructure	Cyber Security	Cyber Security	Cyber Security
3	Reputation	Reputation	Disaster or Catastrophic	Asset & Infrastructure	Asset & Infrastructure	Asset & Infrastructure
4	Statutory & regulatory Requirements	Natural Catastrophes	Cyber Security	Disaster or Catastrophe	Business Continuity	Climate Change/Adaptation
5	Environmental Management	Climate Change/Adaption	Reputation	Reputation	Disaster or Catastrophe	Disaster or Catastrophe
6	Asset & Infrastructure	Asset & Infrastructure	Business Continuity	Business Continuity	Climate Change/Adaptation	People & Culture
7	Natural Catastrophes	Statutory & Regulatory Requirements	Waste Management	Climate Change/Adaptation	Statutory & regulatory Requirements	Business Continuity
8	Cyber Security	Ineffective governance	Statutory & Regulatory Requirements	Impact of Pandemic in 2021 & 2022	HR Management	Ineffective governance
9	Business Continuity	Business Continuity	Climate Change/Adaptation	Statutory & Regulatory Requirements	Waste Management	Statutory & regulatory Requirements
10	Ineffective governance	HR/WHS Management	HR/WHS Management	Ineffective governance	Ineffective governance	Waste Management
11	HR/WHS Management	Environmental Management	Ineffective governance	Waste Management	Reputation	Reputation
12	Errors, omissions or civil liability exposure	Errors, omissions or civil liability exposure	Theft, fraud and crime threats (including social media)	HR/WHS Management	Impact of Pandemic in 2021 & 2022	Civil Liability Claims
13		Theft, fraud and crime	Errors, omissions or civil liability exposure	Civil Liability Claims		
14		Terrorism	Terrorism	Terrorism		



# THE RANKING OF THE 12 RISKS

The main reason for Financial Sustainability consistently being ranked as the top risk for councils is the significant impact of other risks on their financial stability.

Cyber security and the vulnerability of IT infrastructure remain major concerns for Local Government. The rapid advancement of technology and the ever-evolving tactics of hackers make it difficult for organisations to stay ahead.

## Highest ranking by respondents

**64.38%**

Financial Sustainability

**58.90%**

Cyber security/IT infrastructure

**42.47%**

Managing ageing, property, assets and infrastructure

**25.11%**

Climate Change/Adaptation

**24.20%**

Natural Hazard, Disaster/ Catastrophic Events

**21.92%**

People &amp; Culture

**19.63%**

Business Continuity

**14.61%**

Ineffective Governance

**10.96%**

Statutory and/or Regulatory requirements

**8.68%**

Waste Management

**5.94%**

Reputation Risks

The local government risk environment is continually evolving, presenting local government executives with significant challenges in developing operational and financial plans that can deliver on the council's strategic plan.

With much of the organisation's finances allocated to delivering core council services, it can be difficult for CEO/GMs to ensure that their elected body balances short-term needs and longer-term investments in assets and essential infrastructure.

Financial Sustainability is interconnected with most risks – an underlying factor impacting the mitigation of risks across the spectrum.

With councils managing close to 33% of Australia's public sector-owned assets and infrastructure, the cost and resources required to build and maintain puts much pressure on council balance sheets. Many assets were built post-World War II and are seriously affected by disasters and catastrophes. This means councils can face an uphill battle in managing infrastructure.

Since 1999, spending by local government has increased fourfold, with an annual growth rate of 6.7%. In 2018/19 total spending was estimated to be \$38.8 billion compared to \$8.2 billion in 1994/95. Furthermore, there have been significant changes in where local government expenditure has been directed with changes in environmental protection, recreation, culture and religion.

In the 21st century, the role of local governments has undergone significant changes in response to evolving community needs and the occurrence of cost shifting. Local governments are now responsible for delivering more than 150 services, despite minimal increases in funding to support these additional responsibilities.

Due to limited financial resources, local governments are facing challenges in maintaining their infrastructure. The Australian Local Government Association (ALGA) has highlighted that councils have little ability to upgrade their roads "to modern lane widths, safety standards or load-bearing capacities that cater for higher-productivity freight vehicles, higher traffic volumes, and congestion etc."<sup>2</sup>

In addition to infrastructure, community facilities are aging, and some local government areas are struggling to keep them properly maintained which places additional strain on the already limited resources available to councils.

Further, attaining and maintaining skilled professionals is a continual challenge when competing with the open market employees often move to the private sector. This is also affected by resource shortages such as lack of accommodation, and cost of living along with, the increase in bullying and harassment of staff by the public.

Cybersecurity and ensuring local government's IT infrastructure is safeguarded is paramount. The need to protect the organisation and community from sophisticated and malicious cyber-attacks continues to grow as the risks evolve. The reliance on digital and hybrid working models puts additional pressure on councils due to concerns about the impact on online services.

This report unpacks the underlying reasons why Financial Sustainability again ranks as the leading risk for local governments across Australia. This key element cuts across many other risks recognised in the survey and interconnects with risks, in particular Assets & Infrastructure, Reputation, councils' vulnerability to weather-related events and Human Resources.

Since 2018, Financial Sustainability has been the number one concern for council executives. While councils benefit from relatively stable annual council rates, in the current environment, facing scrutiny from the media and state governments, council rates are increasing at a much lower rate than inflation.

Further, councils face challenges in meeting community expectations in the delivery of not only essential services but also maintaining the attractiveness of community spaces. This is exacerbated by the often disproportionate spread of grant funding across states, as well as metropolitan and regional councils.



1

# FINANCIAL SUSTAINABILITY



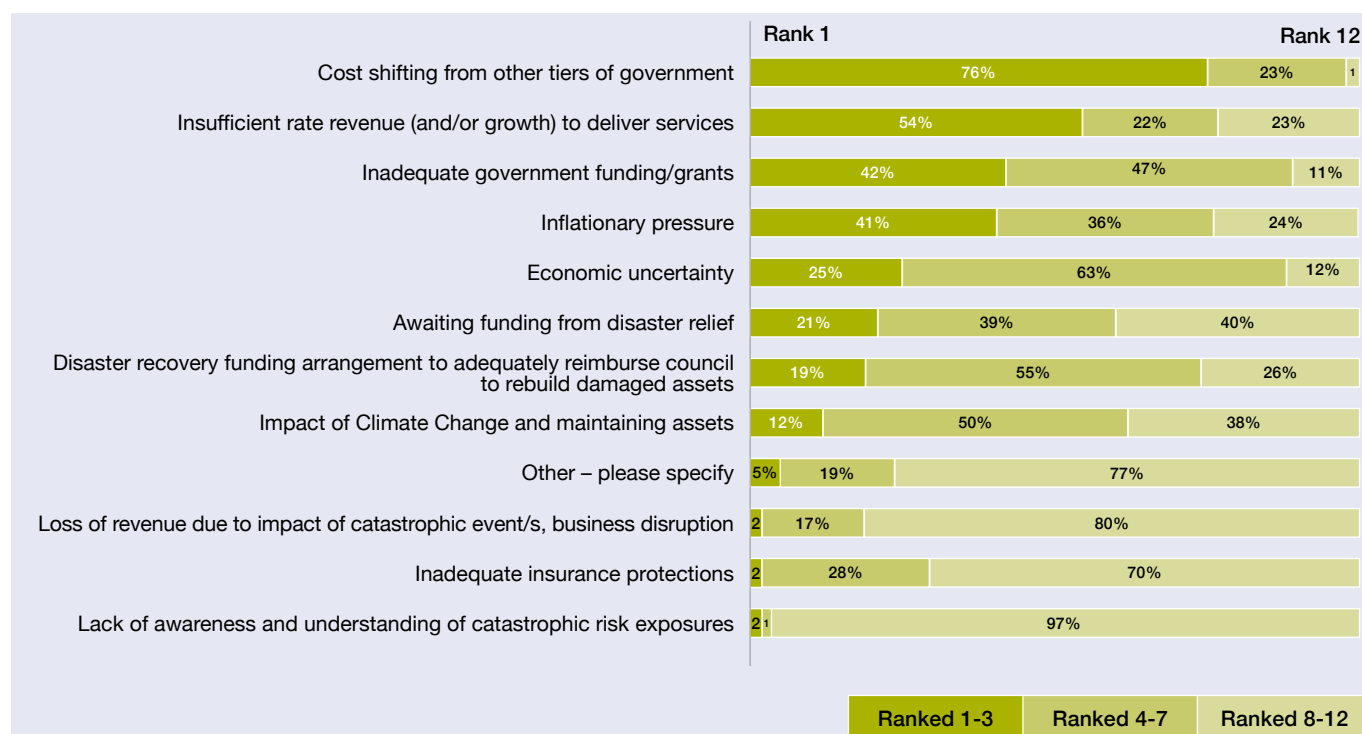


Figure 1: Financial Sustainability, national risk/heat map

64% of councils (nearly one-third of responses) ranked Financial Sustainability as their leading concern. Five of the seven states and territories ranked this risk as their highest risk. Conversely, for metropolitan councils who ranked this as their second highest risk, Cybersecurity was their leading risk at 42% (outweighing Financial Sustainability by 14%).

The management of critical infrastructure passed from state to local governments without adequate funding remains. This has a significant impact on local governments' bottom lines aligning with the leading underlying contributor to this risk. In fact, 75.8% of councils noted cost shifting from other tiers of government impacts their financial sustainability. This issue was ranked number one by metropolitan, regional and remote/rural councils.

Cost shifting from state to local government was again the highest-ranked underlying contributor to Financial Sustainability concerns. Cost shifting comes in many forms. One is the leasing of state-owned assets (like jetties, wharves, and sea walls) to councils that don't have the financial means to maintain or upgrade. The general belief in the community is that it is the council's responsibility to maintain these assets to acceptable levels. When this is not achieved, it creates reputational exposure. In some cases, liability risks arise if an asset fails, causing damage or injury.

Another prominent form of cost or risk shifting from state to local government is regulatory and legislation changes. Often, changes are driven by the state with relatively minor engagement with local government. A legislation change can impact the scope of services that councils might be required to deliver, creating a need for an increase in resources. It can also impact the scope of liability exposure in the event council's breadth of decision-making responsibility is increased without adequate funding.

### Top three underlying factors for Financial Sustainability risk by region

## CITY

1. Cost shifting from other tiers of government
2. Disaster recovery funding arrangements
3. Awaiting funding from disaster relief

## REGIONAL

1. Inflationary Pressure
2. Insufficient rate revenue
3. Economic Uncertainty
4. Cost shifting from other tiers of government

## REMOTE/RURAL

1. Cost shifting from other tiers of government
2. Insufficient rate revenue
3. Inadequate government funding/grans

<sup>2</sup> Australian Local Government Association, Background on Local Government Funding, 2020

Though council rates provide stable revenue, rising operations costs often mean services that need to be addressed are delivered with minimal budgets that cannot cover the actual costs. Over 54% of respondents noted insufficient rate increases as a serious risk. This is the second highest concern underpinning financial sustainability. However, it is the leading concern for 82.82% of regional city councils.

Many councils are still in the process of rebuilding from disasters that occurred between 2019-2023 and continue to wait for Federal Assistance Grants. As a result, many are forced to utilise their operational and investment funds to rebuild and assist their communities.

It is worth noting, prior to 2014, Financial Assistance Grants were indexed annually. However, the Federal Government discontinued this in 2014. ALGA noted this change has impacted communities estimating the cost to be more than \$600 million in services and infrastructure over three years.<sup>3</sup>

There's no doubt that councils are facing significant difficulties contending with the current economic environment. As inflation and interest rates increase, councils are unable to maintain rate increases with inflation. This, coupled with rising construction and material costs and delays due to contractor shortages meant 40% of councils ranked inflationary pressure as the fourth highest risk

Following on from previous years, councils continue to face limitations in how they receive revenue or with delay in funds for recovery. Councils primarily rely on three sources of revenue: taxation, charges/sales of goods and services and grants from federal and state/territory governments. Rural and remote councils will rely heavily on grants as revenue raising is limited.

In the event of a disaster, councils can access Natural Disaster Relief and Recovery arrangements. However, there is often a significant wait period for the funds to come through.

This, along with the significant inflationary issues, continues to place considerable pressure on delivering services and meeting their community's needs.

Many councils across the country have been impacted by fire and floods over the last five years. A common experience they share is the delay in receiving disaster response funding. This, coupled with the inability to progress projects, has an enormous impact on councils and their staff. Community expectations can boil over – and council executives and their elected body may find it difficult to contend with these pressures.

One emerging aspect of Financial Sustainability risk is the economic environment and the current low unemployment rates. Councils find themselves competing with private industry for talent in specialty roles, creating both recruitment and retention challenges. Regional councils find this particularly difficult due to their limited resources and competition with large industrial and mining companies.

The nationwide housing shortage is another emerging concern. Many respondents noted that insufficient accommodation in regional areas posed a major challenge to securing talent.

### Top ranking underlying factors for Financial Sustainability by State/Territory

NSW NT VIC	Insufficient rate revenue (and/or growth) to deliver functions, services
QLD SA WA	Cost shifting from other tiers of government
TAS	Disaster recovery funding arrangement to adequately reimburse council to rebuild damaged assets

## Northern Territory

Financial Sustainability is the leading risk for 66% of senior executives in Northern Territory councils. This is 2% higher than the national response rate

Over the years, several costs have shifted from the Federal Government to local governments in the Northern Territory, yet the funding has not shifted. This has placed significant pressure on the territory, with 100% of all respondents noting this as their biggest issue.

## New South Wales

The major factors driving council Financial Sustainability concerns are cost shifting from other tiers of government, insufficient rate revenue and inadequate government funding grants.

Inflationary pressure has exacerbated these over the last 12 months, which analysts forecast will continue in the first two quarters of 2024.

79% of respondents ranked cost-shifting from state and federal levels of government as the leading underlying concern, which is consistent with all states. This was primarily felt by metropolitan, regional and rural/remote councils. Managing ageing assets and infrastructure that has been passed to Councils to manage, along with many local government areas still recuperating after the 2020-2023 events is putting significant pressure on the purse strings.

<sup>3</sup> Background on Local Government Funding, 2020

All council regions identified insufficient rate revenue as a concern, complicating their ability to deliver functions. Constraints placed on local government's ability to generate revenue through rates make it difficult for councils to run the organisations in a strong position, and little control over grants and funding places further pressure on councils in managing their funding.

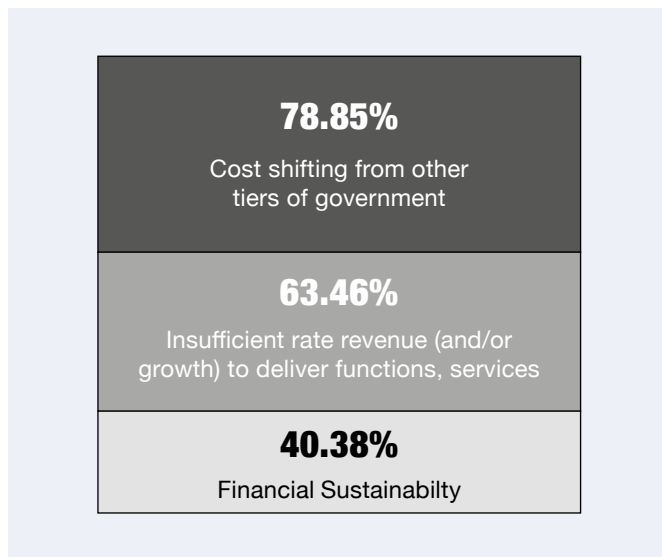


Figure 2: The top three underlying factors for this risk in New South Wales. This shows the percentage of councils that ranked each factor as high by CEO/GMs.

This segues well into the third highest concern for this risk in local government: the inadequate government funding from grants. This was strongly felt by metropolitan councils, where 40% of respondents ranked it in the top three places.

### Top three underlying factors for Financial Sustainability risk by region

#### METROPOLITAN

1. Cost shifting from other tiers of government
2. Insufficient rate revenue Inflationary pressure
3. Inadequate government funding/grants

#### REGIONAL CITY

1. Insufficient rate revenue
2. Cost shifting from other tiers of government
3. Inflationary pressure

#### REGIONAL

1. Cost shifting from other tiers of government
2. Insufficient rate revenue
3. Inadequate government funding/grants

#### REMOTE/RURAL

1. Cost shifting from other tiers of government
2. Insufficient rate revenue
3. Inflationary pressure

## Queensland

CEO/GMs in Queensland's local government share similar concerns about financial sustainability as the national perspective.

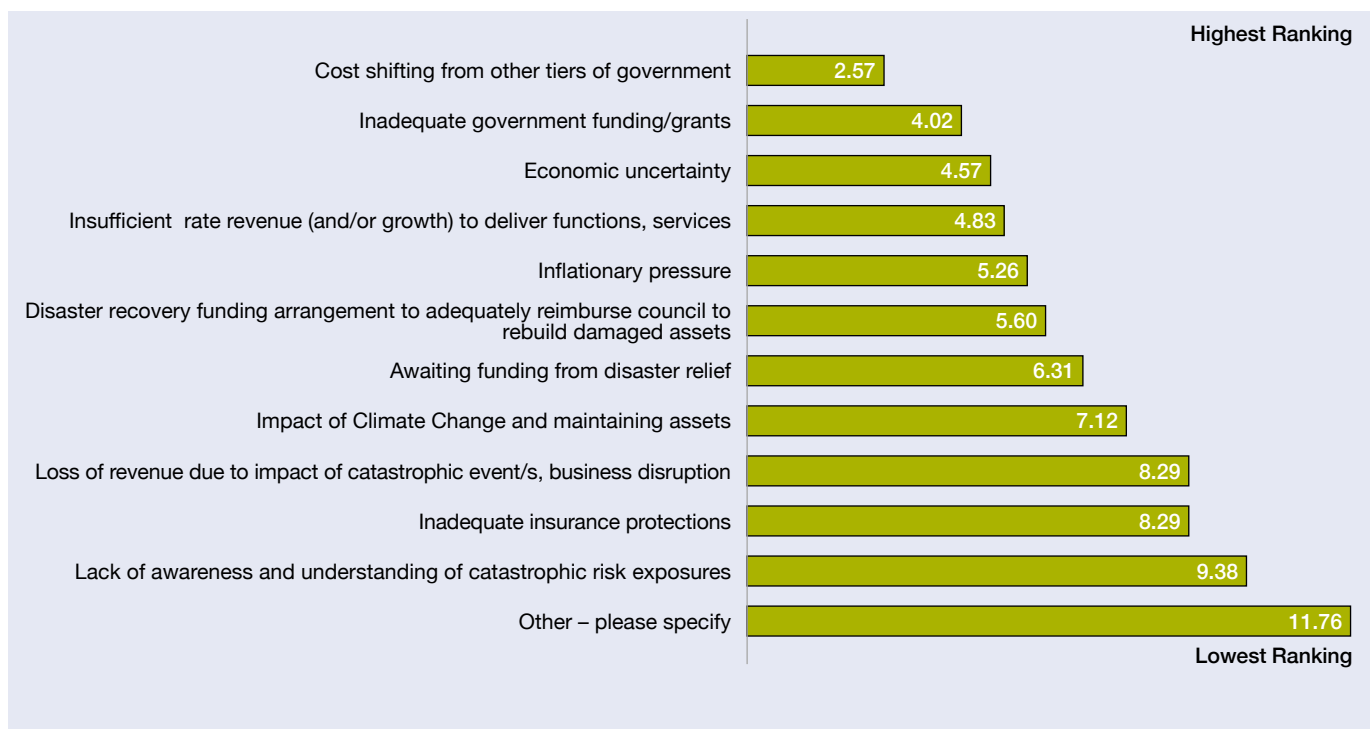


Figure 2: Financial Sustainability Average Queensland Ranking of underlying factors 1-12

Cost shifting from other levels of government clearly ranked highest. Insufficient financial grant assistance was ranked the second highest concern, with 48% of respondents identifying this as high risk. This contrasts to the national view, in which 54% of CEOs identified insufficient rate revenue as high risk.

This disparity could stem from Queensland not having any rate capping arrangements, as well as underscoring the need for access to financial assistance grants for Councils to maintain services across large distances, exposure to the frequency of natural hazards and disasters, and decentralised settlement patterns.

#### Top three underlying factors for Financial Sustainability risk by region

##### **METROPOLITAN**

1. Inflationary pressure
2. Economic uncertainty
3. Insufficient rate revenue

##### **REGIONAL CITY**

1. Cost shifting from other tiers of government
2. Insufficient rate revenue
3. Inadequate government funding/grants government

##### **REGIONAL**

1. Cost shifting from other tiers of government
2. Economic uncertainty
3. Inflationary pressure

##### **REMOTE/RURAL**

1. Cost shifting from other tiers of government
2. Inadequate government funding/grants
3. Insufficient rate revenue

## Tasmania

In Tasmania, Financial Sustainability is not the leading risk for local governments. In fact, it's fifth. Despite this, CEO and GMs were adamant about the underlying issues that affect their financial sustainability.

Out of the seven responding Tasmanian Councils, over 85% ranked cost-shifting from other tiers of government as the leading issue impacting their financial sustainability. Again, this exceeds the national ranking.

In Tasmania, management of building, land and community assets has moved from federal and state governments to local government, and the funding has not matched this shift.

Disaster recovery funding arrangements to be reimbursed for rebuilding/replacement of assets insufficient rate revenue and waiting for disaster relief ranked as equal second among respondents.

#### Top three underlying factors for Financial Sustainability risk by region

##### **CITY**

1. Cost shifting from other tiers of government
2. Disaster recovery funding arrangements
3. Awaiting funding from disaster relief

##### **REGIONAL**

1. Inflationary pressure
2. Insufficient rate revenue
3. Cost shifting from other tiers of government

##### **RURAL/REMOTE**

1. Cost shifting from other tiers of government
2. Insufficient rate revenue
3. Inadequate government funding/grants

#### Top three underlying factors for Financial Sustainability risk by region

##### **METROPOLITAN**

1. Cost shifting from other tiers of government
2. Inflationary pressure
3. Insufficient rate revenue

##### **REGIONAL CITY**

1. Inflationary pressure
2. Cost shifting from other tiers of government
3. Insufficient rate revenue

##### **REGIONAL**

1. Cost shifting from other tiers of government
2. Inflationary pressure
3. Insufficient rate revenue

##### **REMOTE/RURAL**

1. Cost shifting from other tiers of government
2. Disaster recovery funding arrangements
3. Inadequate Government funding/grants

## Western Australia

Western Australian senior executives ranked Financial Sustainability as their third biggest risk overall. While lower than the national view, this is still considerable – especially as it's affected by Assets & Infrastructure and Cybersecurity concerns. Similar to other states and territories, 74% of council executives ranked cost shifting from other tiers of government as their leading concern. Local governments bear the costs and liability associated with assets gifted from the State Government. Some examples in the past include contaminated former landfill sites and asbestos-laden buildings.

Inflationary pressure was the second highest-ranked issue for Western Australia, closely followed by insufficient rate revenue. Increasing costs of essential services, infrastructure and labour is leading to significant pressure on local government's financial stability.

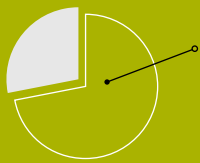
With limited avenues of generating revenue, insufficient rate revenue can lead to budget shortfalls within local governments, which impacts the delivery of other essential services offered to ratepayers. Interestingly, many local government elections are won on the promise of no rate changes.

## Victoria

74% of councils in Victoria view Financial Sustainability as their leading concern. As with most states, Victoria's largest concern underpinning this risk is cost shifting from other tiers of government.

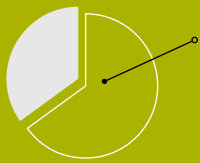
Rate capping in Victoria makes maintaining financial sustainability a constant challenge, especially in a high-inflation environment. Unsurprisingly, Victorian GMs acknowledge the impact on financial sustainability when the ability to increase revenues has a 'handbrake' applied by rate capping.

While not unique to Victoria, the additional demands placed on councils' throughout COVID lockdowns – exacerbated by rate capping and inflation – have resulted in the deterioration of Victorian councils' financial sustainability.



**72%**

Ranked cost shifting from other tiers of government as the leading contributor to this risk



**65%**

Ranked insufficient rate revenue (and/or growth) to deliver functions, services as the second highest contributing factor

### Top three underlying factors for Financial Sustainability risk by region

#### CITY

1. Inflationary pressure
2. Insufficient rate revenue
3. Cost shifting from other tiers of government

#### METROPOLITAN

1. Insufficient rate revenue
2. Insufficient rate revenue
3. Inflationary pressure

#### REGIONAL CITY

1. Insufficient rate revenue
2. Inflationary pressure
3. Cost shifting from other tiers of government

#### REGIONAL

1. Cost shifting from other tiers of government
2. Insufficient rate revenue
3. Inadequate Government funding/grants

#### REMOTE/RURAL

1. Cost shifting from other tiers of government
2. Insufficient rate revenue
3. Inadequate government funding/grants

## South Australia

Financial Sustainability continues to be the principal concern of South Australian CEO/GMs. The underlying factors are important to observe including inadequate rate revenue, insufficient government grants, cost and risk shifting from state to local government. This is consistent across all councils. Interestingly, metro and regional councils offer different perspectives on these concerns. Metropolitan councils were consistent with the national perspective – they view inflationary pressures as the principal influencing factor in driving financial sustainability as a risk. Cost shifting from other tiers of government also ranked very high, while insufficient rate revenue ranked third overall. Conversely, regional councils ranked insufficient rate revenue as number one.

Interestingly, inadequate government funding ranked significantly higher with regional councils than metropolitan councils. This is likely because these councils on Financial Assistance Grants (FAGs) are highly dependent to maintain their road networks. Regional councils have much smaller balance sheets despite maintaining enormous road networks. This presents challenges to meeting community expectations, particularly in regional councils with several satellite towns which have competing priorities.

### Top three underlying factors for Financial Sustainability risk by region

#### CITY

1. Economic uncertainty
2. Impact of climate change and maintaining assets
3. Cost shifting from other tiers of government

#### METROPOLITAN

1. Inflationary pressure
2. Cost shifting from other tiers of government
3. Insufficient rate revenue

#### REGIONAL CITY

1. Insufficient rate revenue
2. Inadequate government funding /grants government
3. Inflationary pressure

#### REGIONAL

1. Cost shifting from other tiers of government
2. Inflationary pressure
3. Inadequate government funding/grants

#### REMOTE/RURAL

1. Cost shifting from other tiers of government
2. Insufficient rate revenue
3. Inadequate government funding/grants

2

CYBER  
SECURITY

Cybersecurity breaches frequently unfold in the public eye, attracting heavy public scrutiny. Over the last two years, Australia has witnessed notable cyber breaches involving major companies like Optus, Medibank and Latitude Financial.

The intense scrutiny from mainstream and social media platforms presents a complex situation for leaders, who find themselves in the spotlight to address issues, often with limited technical knowledge. They're expected to take responsibility, reassure customers and mitigate financial exposure. Given these pressures, it's understandable that cybersecurity is a critical concern for local government CEOs, ranking it second.

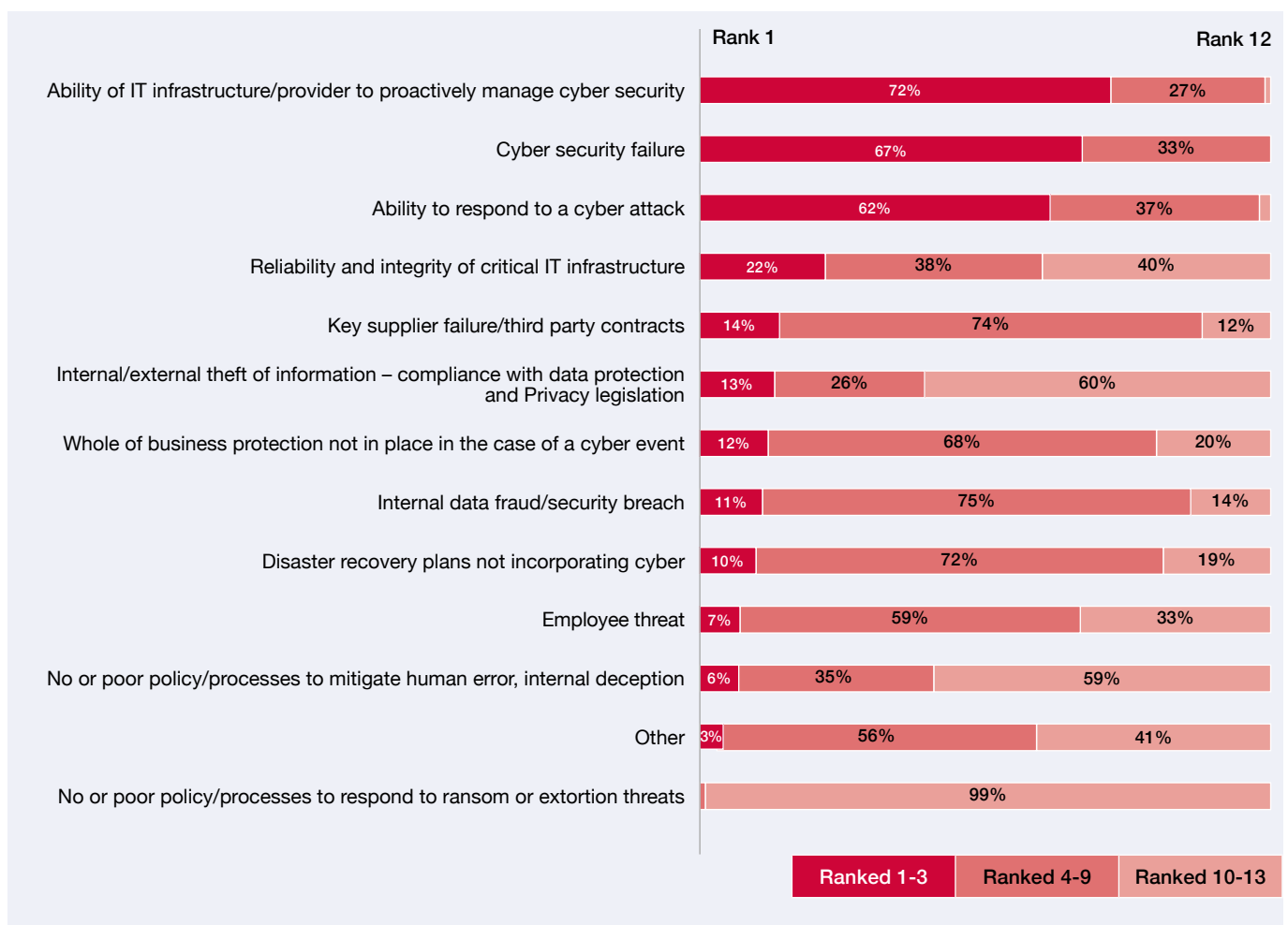


Figure 3: Cyber Security/IT Infrastructure National heat map.



Since 2019, cybersecurity has consistently ranked as the second highest concern for CEO/GMs, with only the unprecedented COVID-19 pandemic temporarily pushing it to fourth place in 2020.

This ranking is partly due to the ever-evolving cyber risk landscape and the difficulty local government CEO/GMs face in proactively mitigating the impact of a major cyber event. There is ongoing concern about potential reputational damage and managing community expectations in the event of a significant cyber incident that may compromise private information.

Fortunately, reportable cyber breaches are not as common or severe as one might assume. Between January and June 2023, the Office of the Australian Information Commissioner received 409 notifications, a 16% decrease from 2022.

Furthermore, 63% of data breaches affected 100 people or fewer. Notably, the public sector does not feature among the top five sectors for cyber breaches, which are:

1. Health service providers
2. Finance (including superannuation)
3. Recruitment agencies
4. Legal, accounting & management services
5. Insurance<sup>4</sup>

Cybersecurity concerns are prominent among local government CEOs/GMs. But the most important question is why? Our findings indicate that:

## 72%

of respondents cited the ability of IT infrastructure/provider to proactively manage cybersecurity as their foremost concern

## 67%

of respondents cited their council's ability to respond to a cyber-attack as high-risk

## 61%

of respondents cited cybersecurity failure as high-risk

This shows that the main concerns for managing cybersecurity are the potential failure of current security systems and the ability to respond to a cyber breach appropriately.

### Top three underlying factors for Cyber Security/ Data breach risk by region

#### CITY

1. Ability to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Key supplier failure/third party contracts

#### METROPOLITAN

1. Cyber security failure
2. Ability to proactively manage cyber security
3. Ability to respond to a cyber attack

#### REGIONAL CITY

1. Ability to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Cyber security failure

#### REGIONAL

1. Ability to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Cyber security failure

#### REMOTE/RURAL

1. Ability to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Cyber security failure

Furthermore, 54% of respondents identify the lack of preparedness and the absence of proactive plans to handle a potential cybersecurity event as their top concern. These concerns include the following areas:

- Ability of IT infrastructure/provider to proactively manage cybersecurity
- Ability to respond to a cyber-attack
- Absence of whole-of-business protection in the case of a cyber event
- Failure to incorporate cybersecurity into disaster recovery plans

<sup>4</sup> Australian Government, Office of the Australian Information Commissioner

Despite the dynamic, global nature of cybersecurity, several strategies can be implemented to mitigate these concerns. For example, including cyber events into the Council's disaster-recovery plans allows for proactive management of potential cyber breaches. With detailed planning and pre-established response mechanisms, key staff members can be engaged from the outset, ensuring a clear strategy to navigate the cyber breach.

Additionally, a well-defined Cyber Incident Response Plan – that includes relevant expert contact details – can greatly improve councils' ability to respond to a cyber event.

Although risk transfer only constitutes a minor aspect of councils' broader cybersecurity concerns, the program includes an Emergency Incident Response line. This enables the council to access services from specialist IT forensic providers, public relations agencies, IT recovery experts, hardware suppliers and legal advisors, all equipped to help the council manage a cyber In 2023, the Federal Government announced further assistance in their 2023 – 2030 Australian Cybersecurity Strategy, backed by a \$587 million funding allocation for various initiatives centred on six key 'cyber shields'.

These initiatives are spread over several 'event horizons' spanning to 2030. The first four shields – and some of the initiatives they cover – are as follows:

- 1. Strong businesses and citizens:** Establish no-fault ransomware reporting to share with the business community, establish a Cyber Incident Review Board and streamline reporting processes.

- 2. Safe technology:** Streamline appropriate data retention requirements.

- 3. World-class threat sharing and blocking:** Establish an Executive Cyber Council.

- 4. Protected critical infrastructure:** Strengthen security obligations for managed service providers.

Cybersecurity remains an ongoing risk, increasingly so with advancements in Artificial Intelligence and other machine learning. Despite the burdens this places on local government CEOs/GMs, proactive risk management and support from the Federal Government will help manage this risk effectively within the sector.

### Top ranking underlying factors for Cyber Security/Data Breach by State/Territory

NSW NT SA TA	Ability of IT infrastructure/provider to proactively manage cyber security
QLD VIC	Ability to respond to a cyber attack
WA	Cyber security failure

## New South Wales

In New South Wales, respondents ranked Cybersecurity as their second-highest risk, consistent with the national consensus. There were only slight differences in the medium and low rankings of this risk. Reflecting national views, NSW CEO/GMs identified the ability of their infrastructure/provider to proactively manage cybersecurity as the primary risk. 76% of councils identified it as the highest risk, surpassing the nationwide result of 72%. This is understandable, given the notable cyberattacks on high-profile organisations like Medibank and Optus. Additionally, ongoing global conflicts increase the risk of politically motivated cyberattacks on all government levels.

Following closely, the ability to respond to a cyberattack and cybersecurity failure were ranked as the next highest risk exposures respectively, consistent with the national perspective. Over 59% of respondents considered these two factors together formed the next significant reason for this cybersecurity being a concern.

As noted above, recent attacks on high-profile organisations and ongoing global conflicts have heightened cybersecurity awareness and its importance. This has led councils to scrutinise the effectiveness of their current cybersecurity protocols in protecting against cyberattacks.

Cybersecurity failure was ranked third, with 57% of respondents considering it a serious factor. Once again, Councils from all regions ranked this in either second or third position.

### Top three underlying factors for Cyber Security/Data breach risk by region

#### METROPOLITAN

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Cyber security failure

#### REGIONAL CITY

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Cyber security failure

#### REGIONAL

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Cyber security failure
3. Ability to respond to a cyber attack

#### REMOTE/RURAL

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Cyber security failure
3. Ability to respond to a cyber attack



## Northern Territory

In the Northern Territory, council CEO/GMs ranked Cybersecurity as their fifth-highest risk – compared to national ranking of second.

83% of respondents identified the ability of IT infrastructure/provider to proactively manage cybersecurity as their primary factor for cybersecurity risk. All councils ranked this in their top three concerns.

Meanwhile, respondents ranked no or poor policy/processes to mitigate human error or internal deception second.

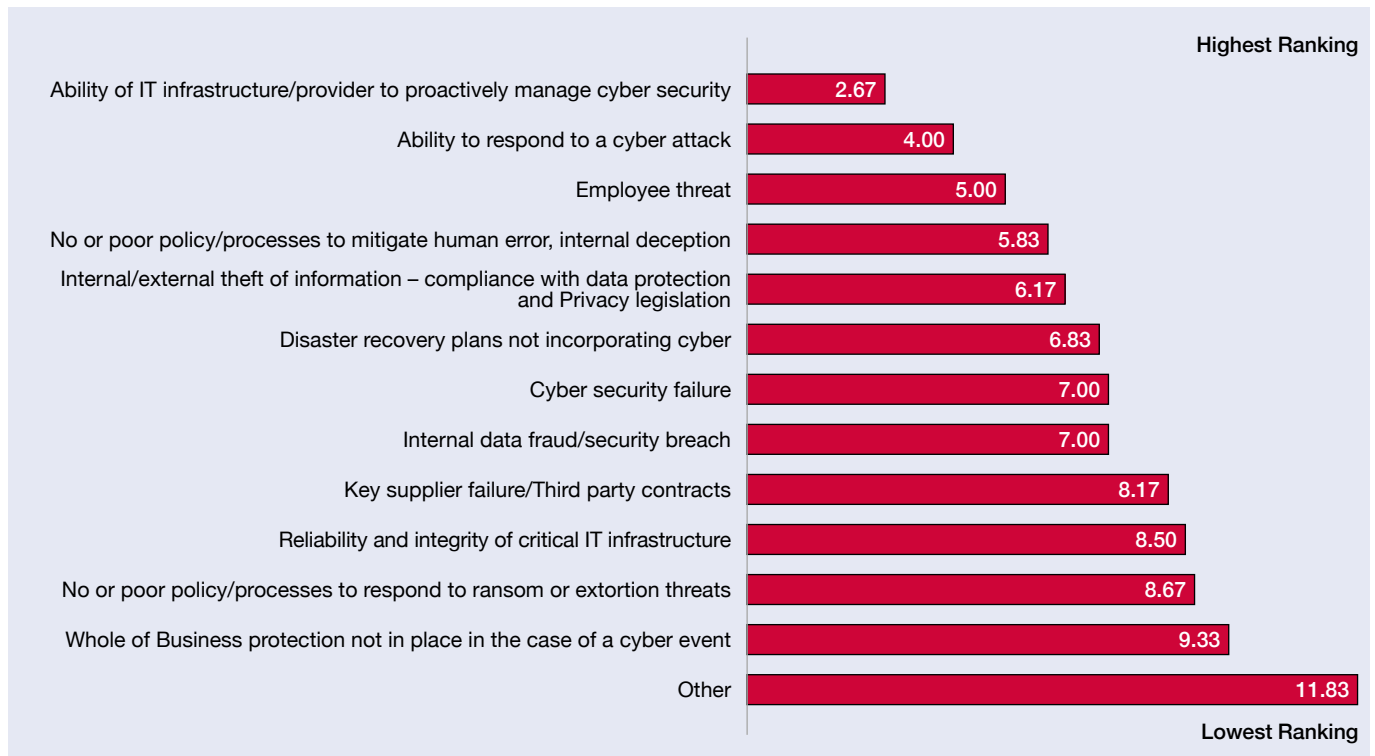


Figure 4: Cyber Security/IT Infrastructure, Northern Territory average ranking of underlying concerns 1-13

## Tasmania

Tasmania, respondents ranked Cybersecurity risk first, above the national ranking. This is likely because of the state's numerous remote communities that heavily rely on connectivity for delivering goods and services and maintaining supply chains. The relative ease with which cyber threat actors can infiltrate systems elevates the perceived risk within the Tasmanian local government sector.

Nearly 86% of respondents ranked the ability of IT infrastructure/provider to proactively manage cybersecurity as their primary contributing factor for this risk. Rural/remote councils ranked this as their top concern, while metropolitan and regional councils ranked this third.

In TAS, there is a range of cyber risk maturity and confidence among management teams in handling a cyber-incident response plan, as highlighted in the JLT Public Sector 12 Key Controls Report. A possible factor is the lack of scenario planning, which may contribute to the perceived inability to manage an attack. Nonetheless, all councils have access to Emergency Incident Response services within their cyber insurance policies, and increased preparedness for attacks may mitigate these concerns.

Cybersecurity failure and the ability to respond to a cyberattack were ranked as equal second underlying concerns by 71% of respondents. All metropolitan councils considered this as their primary issue, while rural/remote councils placed it fourth

### Top three underlying factors for Cyber Security/ Data breach risk by region

#### METROPOLITAN

1. Cyber security failure
2. Ability to respond to a cyber attack
3. Ability of IT infrastructure/provider to proactively manage cyber security

#### REGIONAL CITY

1. Internal/external theft of information & compliance
2. Reliability and integrity of critical IT infrastructure
3. Ability of IT infrastructure/provider to proactively manage cyber security

#### REMOTE/RURAL

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Disaster recovery plans not incorporating cyber
3. Reliability and integrity of critical IT infrastructure

## South Australia

South Australian CEO/GMs share similar concerns with other states regarding the high importance of proactively managing cyber risk, closely followed by the ability to respond effectively.

Recent years have seen SA local governments impacted by cyber events that disrupted services, though data remained uncompromised. Given that council systems store potentially sensitive data, the constant threat of an event impacting councils' reputation looms large.

SA local government entities that are Members of the LGA Asset Mutual Fund benefit from funded Cyber Risk programs, tailored to the organisation's cyber risk maturity. These programs, which have been available for several years, have evolved alongside the maturing cyber environment. Local government's proactive approach to managing cyber risk was recognised in a 2020 Auditor General inquiry into government cyber risk.

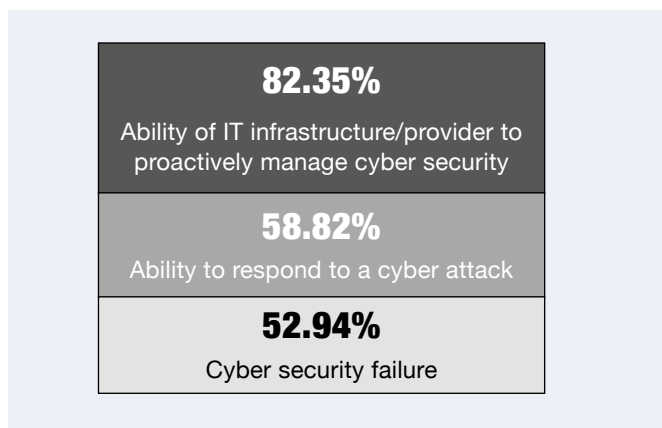


Figure 5: The top three underlying factors for this risk in South Australia. This shows the percentage of councils that ranked each factor as high by CEO/GMs.

### Top three underlying factors for Cyber Security/Data breach risk by region

#### CITY

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Internal data fraud/security breach

#### METROPOLITAN

1. Cyber security failure
2. Ability of IT infrastructure/provider to proactively manage cyber security
3. Key Supplier failure/Third party contracts

#### REGIONAL CITY

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Cyber security failure
3. Ability to respond to a cyber attack

#### REGIONAL

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Cyber security failure

#### REMOTE/RURAL

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Reliability and integrity of critical IT infrastructure
3. Key Supplier failure/Third party contracts

## Queensland

Queensland council CEO align with the national perspective on Cybersecurity risk, identifying the same three risks by a significant margin. However, nuances exist in their focus: Queensland CEOs emphasise their own capability to respond to cyberattacks or cybersecurity failures more than the national trend, which tilts towards risks linked to ICT service providers' failures.

Despite these ranking variations, the uniform concern across CEOs about these risks (in contrast to risks like legislative compliance, data theft or critical infrastructure service failures) indicates Queensland councils will prioritise cybersecurity risk controls similarly to other Australian local governments.

### Top three underlying factors for Cyber Security/Data breach risk by region

#### METROPOLITAN

1. Cyber security failure
2. Ability to respond to a cyber attack
3. Whole of business protection not in place in the case of a cyber event

#### REGIONAL CITY

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Cyber security failure
3. Ability to respond to a cyber attack

#### REGIONAL

1. Ability to respond to a cyber attack
2. Cyber security failure
3. Ability of IT infrastructure/provider to proactively manage cyber security

#### REMOTE/RURAL

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Cyber security failure

## Victoria

In Victoria, Cybersecurity was ranked as the second leading risk by 65% of respondents, consistent with the national perspective.

Despite Victorian councils experiencing few incidents in the past five years, these events have not been adequate to thoroughly test their incident response plans. 65% of respondents placed the ability of IT infrastructure/providers to manage cybersecurity as the second most significant underlying concern is the ability to respond to a cyber-attack, with 72% ranking it first. This stems from the perceived lack of preparedness of councils nationwide.

Developing a cyber emergency incident response plan – while daunting – is the next crucial step for Victorian councils in strengthening their first lines of defence and enhancing their overall cyber resilience.

### Top three underlying factors for Cyber Security/ Data breach risk by region

#### CITY

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Key Supplier failure/Third party contracts
3. Ability to respond to a cyber attack

#### METROPOLITAN

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Cyber security failure
3. Ability to respond to a cyber attack

#### REGIONAL CITY

1. Ability to respond to a cyber attack
2. Cyber security failure
3. Ability of IT infrastructure/provider to proactively manage cyber security

#### REGIONAL

1. Ability to respond to a cyber attack
2. Ability of IT infrastructure/provider to proactively manage cyber security
3. Cyber security failure

#### REMOTE/RURAL

1. Ability to respond to a cyber attack
2. Ability of IT infrastructure/provider to proactively manage cyber security
3. Cyber security failure



## Western Australia

Nearly 43% of Western Australian respondents ranked Cybersecurity as their second highest risk, consistent with the national ranking.

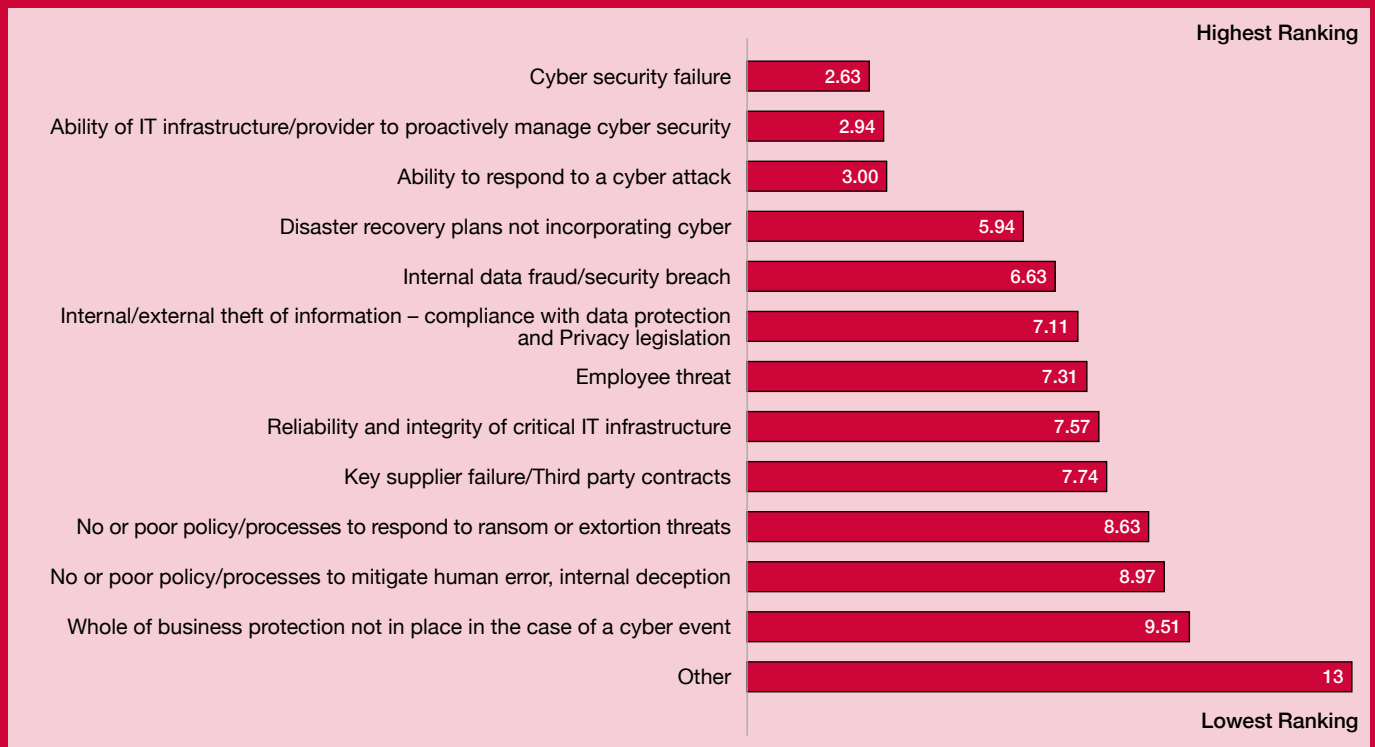


Figure 6: Cyber Security/IT Infrastructure, Western Australia average ranking of underlying factors 1-13

Cybersecurity failure is the leading underlying concern for this risk, with nearly 83% ranking it first. All responding regions ranked this concern in their top two positions.

The prominence of Cybersecurity as a critical risk for WA stems from the escalation of cyber threats, the potential economic impact of cyber-attacks, concerns about data breaches, and the imperative to safeguard critical infrastructure. The increased sophistication of cybercriminals affecting individuals, businesses and local governments alike shows that WA is equally at risk.

74% of respondents cited the ability to respond to cyber-attacks as their second most pressing concern. While most regions placed this issue in their top three concerns, regional city councils ranked it sixth.

The ranking of the ability to respond to a cyber-attack as a leading concern underscores its importance in minimising impact and mitigating further damage. An effective response is crucial for containing and mitigating attacks involving breach identification, system restoration and preventative measures for future incidents.

For local governments in WA, a robust incident response capability with clear procedures, trained personnel, and appropriate technologies to detect, respond, and recover from cyber incidents is vital. The ability to respond effectively demonstrates a proactive approach to cybersecurity and enhances the state's overall resilience.

The lower ranking of the ability to respond to a cyber-attack by regional city councils could stem from several factors, such as limited resources and awareness and education as well as challenges in collaborating and information sharing, particularly during cyber incidents.

The emphasis of Cybersecurity as a significant risk in WA reflects its increasing relevance in today's digital landscape.

### Top three underlying factors for Cyber Security/ Data breach risk by region

#### METROPOLITAN

1. Cyber security failure
2. Ability to respond to a cyber attack
3. Whole of business protection not in place in the case of a cyber event

#### REGIONAL CITY

1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Cyber security failure
3. Ability to respond to a cyber attack

#### REGIONAL

1. Ability to respond to a cyber attack
2. Cyber security failure
3. Ability of IT infrastructure/provider to proactively manage cyber security

#### REMOTE/RURAL


1. Ability of IT infrastructure/provider to proactively manage cyber security
2. Ability to respond to a cyber attack
3. Cyber security failure

Effective response to cyber-attacks is key to mitigating damage and protecting critical infrastructure. The lower priority given by regional councils may be influenced by limited resources and gaps in cybersecurity awareness and education. For WA stakeholders, prioritising cybersecurity and fostering collaboration are essential steps to boost the state's resilience against cyber threats.



3

# ASSETS & INFRASTRUCTURE

A person with long blonde hair, wearing a white long-sleeved shirt with a rainbow stripe and dark pants, is walking away from the camera on a wooden boardwalk. The boardwalk leads down a sandy dune area towards the ocean. The sun is setting over the water, creating a warm, golden glow. The sky is filled with soft, orange and yellow clouds. The ocean waves are visible in the distance.

Local government owns and maintains an enormous network of Assets and Infrastructure, which require significant resources to oversee – with funding often beyond what councils can generate through rates. The challenge of managing critical assets and infrastructure is at the forefront of CEO/ GMs minds, with Assets & Infrastructure placing third again in the Risk Report.

Local governments own and control an immense and diverse range of assets and infrastructure portfolios. The Australian Local Government Association (ALGA) estimates that councils collectively manage \$524 billion of assets and infrastructure<sup>5</sup>. As these estimates are being reviewed, it is anticipated that this value is considerably larger due to several factors. These influences include the significant population growth driven by international, interstate and regional migration, surging inflation and natural disaster repair and replacement programs across large areas of the country following widespread flooding during successive La Nina conditions over recent years.

The national portfolio's increase in size and value can be attributed to various factors. This includes the heightened focus by many Councils on asset identification and management planning due to a focus on data quality by state governments and insurers. These entities require accurate geolocation of assets in high-risk areas to be overlaid with fire and flood mapping. Additionally, state governments will build or provide key assets for councils, who commence contracts with the State agency and become responsible for maintaining the assets. Examples of such assets include jetties, wharves and seawalls.

In numerous instances, the grants provided by the State Government for ongoing maintenance are insufficient.

This is a critical issue in particular for small communities, who may be highly dependent on tourism and the jetty serves as a key feature.

Community expectations are crucial in managing council assets and infrastructure. They can influence the supply of new community facilities and infrastructure, maintaining and managing portfolios in an appropriate and fiscally responsible way, and planning for the renewal or decommission when assets reach the end of life. This issue is exacerbated in regional councils, which may result in multiple smaller council areas merging with smaller communities that expect strong maintenance of community assets. For example, small community hall even where they are infrequently used.

The primary concern for CEO/GMs is maintaining roads and its substantial associated costs. Road maintenance costs constitute a significant portion of councils' overall operational budget. Local government often faces media scrutiny about potentially dangerous roads, which influences community expectations. Councils depend on Commonwealth Government Financial Assistance Grants to fund this maintenance effectively, making it highly contentious between state and local government bodies who are all fighting for their fair share of the grant funding.

The Assets and Infrastructure Risk Heat Map (Figure 7) further illuminates the underlying risk profile for assets and infrastructure risks, highlighting the interconnections between assets and infrastructure risks and other significant risks that are faced by Councils.

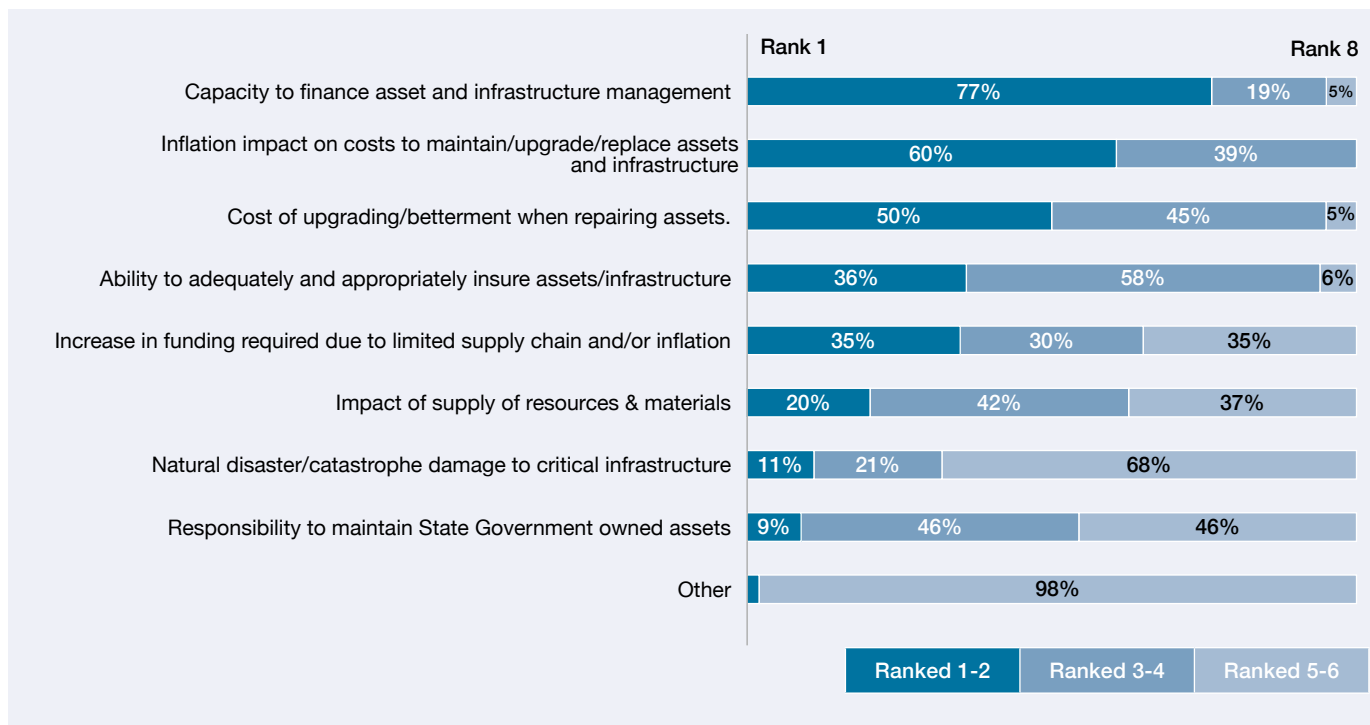


Figure 7: Management of and/or damage of property, Infrastructure and Asset risk national heat map

Perhaps the strongest interrelationship is with Financial Sustainability as over 75% of respondents identify the capacity to finance assets and infrastructure maintenance as a high-risk factor. Over half the respondents identified both funding for betterment and upgrades and the impact of inflation as key factors for this risk. Additionally, supply and supply-chain-related risk were also prominent concerns for most respondents; issues which have implications from a financial sustainability perspective. These responses were generally consistent across states, regions and local government areas.

These concerns likely reflect the shortfall in local government funding to manage existing, renewed or replaced assets and infrastructure that are nearing or at its end of life. This shortfall in funding is a key risk driver and amplifies the existing substantial vertical fiscal imbalance between the three levels of government. Despite local government receiving only 3.5% of revenue, councils retain responsibility for 30 to 40% of the total public asset base. This underlines the importance of enhanced collaboration among all levels of government to prioritise improved funding arrangements that will support asset and infrastructure management.

This is page number 130 of the Hay Shire Council Business Paper for the Ordinary Meeting held on the 27th August 2024.

According to a recent report by The Grattan Institute<sup>5</sup>, requisite funding from the Commonwealth and State Governments has steadily declined. Since 1995, local governments have been left with the impossible task of maintaining and improving the quality of road infrastructure. The Institute's calculations indicate that local governments require an additional \$1 billion annually, consistently, through programs such as Roads to Recovery and Financial Assistance Grants. This funding is necessary to address the fundamental causes of this problem

It is imperative to prioritise access to funding for infrastructure repair and improvements after disaster events. The aim is to reduce vulnerability and enhance resilience in the face of an increasingly significant disaster risk profile and related impacts of climate change. Regardless, community expectations and the principles of good governance would expect assets are fit for purpose into the future and that all tiers of government collaborate to deliver resilient and long-term sustainability in assets and infrastructure management. Local governments possess invaluable experience, local knowledge and critical perspective enabling them to play their part.

Safe, efficient and reliable road infrastructure supports economic activity and fosters prosperity. It's critical that all levels of government work together to improve the quality of road networks as we pursue a strong and resilient national economy.

### Top ranking underlying factors for Cyber Security/Data Breach by State/Territory

NSW QLD SA TAS VIC WA	Capacity to finance asset and infrastructure management	NT	Cost of upgrading/betterment when repairing assets
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### Top three underlying factors for Management of Assets & Infrastructure by region

#### CITY

1. Cost of upgrading/better of assets
2. Capacity to finance Assets & Infrastructure management
3. Impact of supply of resources & materials

#### METROPOLITAN

1. Cyber Inflation impact on costs to maintain/upgrade/replace
2. Capacity to finance Assets & Infrastructure management
3. Cost of upgrading/better of assets

#### REGIONAL CITY

1. Capacity to finance Assets & Infrastructure management

#### 2. Cost of upgrading/better of assets

3. Inflation impact on costs to maintain/upgrade/replace

#### REGIONAL

1. Capacity to finance Assets & Infrastructure management
2. Cost of upgrading/better of assets
3. Inflation impact on costs to maintain/upgrade/replace

#### REMOTE/RURAL

1. Capacity to finance Assets & Infrastructure management
2. Cost of upgrading/better of assets
3. Impact of supply of resources & materials

## Northern Territory

In the Northern Territory, one-third of respondents ranked the management or damage of Assets & Infrastructure as the fourth highest risk, which is only one point below the national ranking.

The cost of upgrading or the betterment when replacing an asset – and the capacity to finance Assets & Infrastructure management – were equally ranked as the primary reason for this risk, with 83% considering this the leading concern. Like other states, factors such as inflation and supply constraints may contribute to these concerns' high rankings. This connects to the impact of resources and materials supply, which was rated as the second underlying concern (50% of respondents regarded it as a significant issue). In the Northern Territory, as Northern Queensland and Western Australia may experience, the distance and, in some cases, the remoteness may exacerbate delays and further compound these challenges.

<sup>5</sup> Grattan Institute Potholes and pitfalls: how to fix local roads 2023

<sup>6</sup> ALGA (2021) National State of the Assets Report



## New South Wales

NSW CEO/GMs ranked the management of ageing assets & infrastructure third – aligning with the national ranking. Nearly 40% of respondents cited it as a high risk.

The leading reason for this risk, as identified by over 86% of respondents, is the capacity to finance Assets & Infrastructure management. Factors such as limited supply, resource constraints and funding challenges, including competing with other states for grants, contribute to this concern. Furthermore, the frequency of events that impact councils, sometimes occurring multiple times, further exacerbates the issue.

In NSW, the risk associated with managing Assets & Infrastructure is particularly pronounced, as it's ranked as the first or second highest concern across all regions. This risk is intensified by the disparity in financial resources available to regional, rural, and remote councils compared to metropolitan counterparts.

Additionally, funds must be allocated to repair the continued road damage in these areas, leaving limited resources for essential upgrades and business-as-usual projects. Furthermore, 67% of respondents ranked the cost of upgrading or betterment when replacing an asset as the second highest reason for this high-risk scenario. Factors such as ageing assets, heritage issues and the lack of support funding from higher levels of government contribute to these significant costs for councils.

In NSW, the cost of upgrades is a top concern for regional city, regional, rural and remote councils, while metropolitan councils ranked it fourth. This difference in ranking can be attributed to the limited funding options available to regional areas compared to their metropolitan counterparts. Furthermore, the extensive damage to roads in these regions leads to a diversion of funds towards repairs, leaving fewer resources for asset upgrades and maintenance.

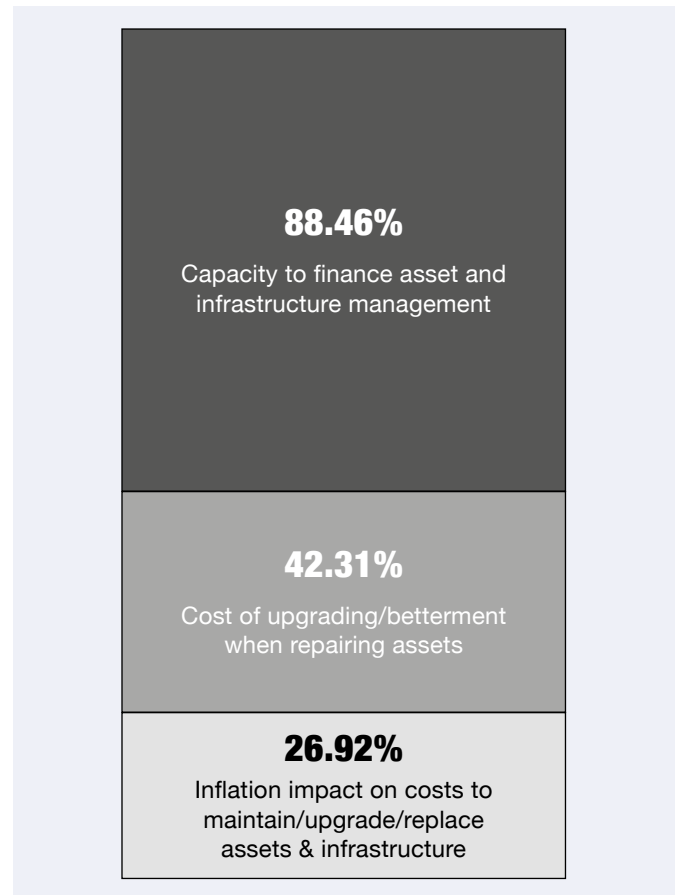


Figure 8: The top three underlying factors for this risk in New South Wales. This shows the percentage of councils that ranked each factor as high by CEO/GMs.

### Top three underlying factors for Management of Assets & Infrastructure by region

#### METROPOLITAN

1. Capacity to finance asset & infrastructure management
2. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
3. Ability to adequately and appropriately insure assets/infrastructure

#### REGIONAL CITY

1. Cost of upgrading/betterment when repairing assets
2. Capacity to finance asset & infrastructure management
3. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure

#### REGIONAL

1. Capacity to finance asset and infrastructure management
2. Cost of upgrading/betterment when repairing assets
3. Impact of supply of resources & materials

#### REMOTE/RURAL

1. Capacity to finance asset and infrastructure management
2. Cost of upgrading/betterment when repairing assets
3. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure





## Queensland

In Queensland, the capacity to finance Assets & Infrastructure management emerged as the most significant factor to the local government portfolio. This was closely followed by the impact of inflation on maintenance, upgrades and replacements. Nationally, the cost of betterment when repairing assets rated as the second highest factor, with 60% of CEOs considering it a high-risk factor for Assets & Infrastructure. In Queensland, however, this was identified as the fourth highest risk, with 45% of CEOs regarding it as a high concern.

### Top three underlying factors for Management of Assets & Infrastructure by region

#### METROPOLITAN

1. Significant increase in funding required due to limited supply chain/ inflation
2. Inflation impact on costs to maintain/upgrade /replace assets & infrastructure
3. Ability to adequately and appropriately insure assets/infrastructure

#### REGIONAL CITY

1. Significant increase in funding required due to limited supply chain/inflation
2. Capacity to finance asset and infrastructure management
3. Inflation impact on costs to maintain/upgrade /replace assets & infrastructure

#### REGIONAL

1. Capacity to finance asset and infrastructure management
2. Cost of upgrading/betterment when repairing assets.
3. Impact of supply of resources & materials

#### REMOTE/RURAL

1. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
2. Impact of supply of resources & materials
3. Cost of upgrading/betterment when repairing assets

## Tasmania

In Tasmania, GMs ranked Assets & Infrastructure sixth, with 14% of respondents ranking this equally to negligence caused by civil liability claims, statutory and/or regulatory requirements and waste management. This ranking differs from the national ranking, where Assets & Infrastructure is ranked third.

### Top three underlying factors for Management of Assets & Infrastructure by region

#### METROPOLITAN

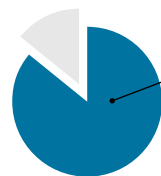
1. Cost of upgrading/betterment when repairing assets. Cyber security failure
2. Inflation impact on costs to maintain/upgrade/ replace assets & infrastructure
3. Capacity to finance asset and infrastructure management

#### REGIONAL

1. Cost of upgrading/betterment when repairing assets. Cyber security failure
2. Significant increase in funding required due to limited supply chain and/or inflation
3. Capacity to finance asset and infrastructure management

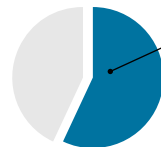
#### REMOTE/RURAL

1. Capacity to finance asset and infrastructure management
2. Natural disaster/catastrophe damage to critical infrastructure
3. Ability to adequately and appropriately insure assets/infrastructure



**86%**

Ranked the capacity to finance asset and infrastructure management as the leading underlying factor



**57%**

Ranked the cost of upgrading/betterment when repairing assets as the leading underlying factor

Nearly 86% of respondents identified the capacity to finance Assets & Infrastructure management as the leading reason for this risk. This concern was particularly prominent among rural/remote councils, while metropolitan and regional councils ranked this as their third highest concern. This indicates the divide in resources between these groups, given the geographic distances and sparse communities existing in regional areas. Nearly 56% of GMs ranked the cost of upgrading or betterment when repairing assets as the second highest reason for this risk. It should be noted that metropolitan and regional councils ranked this as the leading reason while rural and remote councils ranked this factor eighth.

## South Australia

In line with the national ranking, 44% of respondents ranked Assets & Infrastructure as the third highest risk

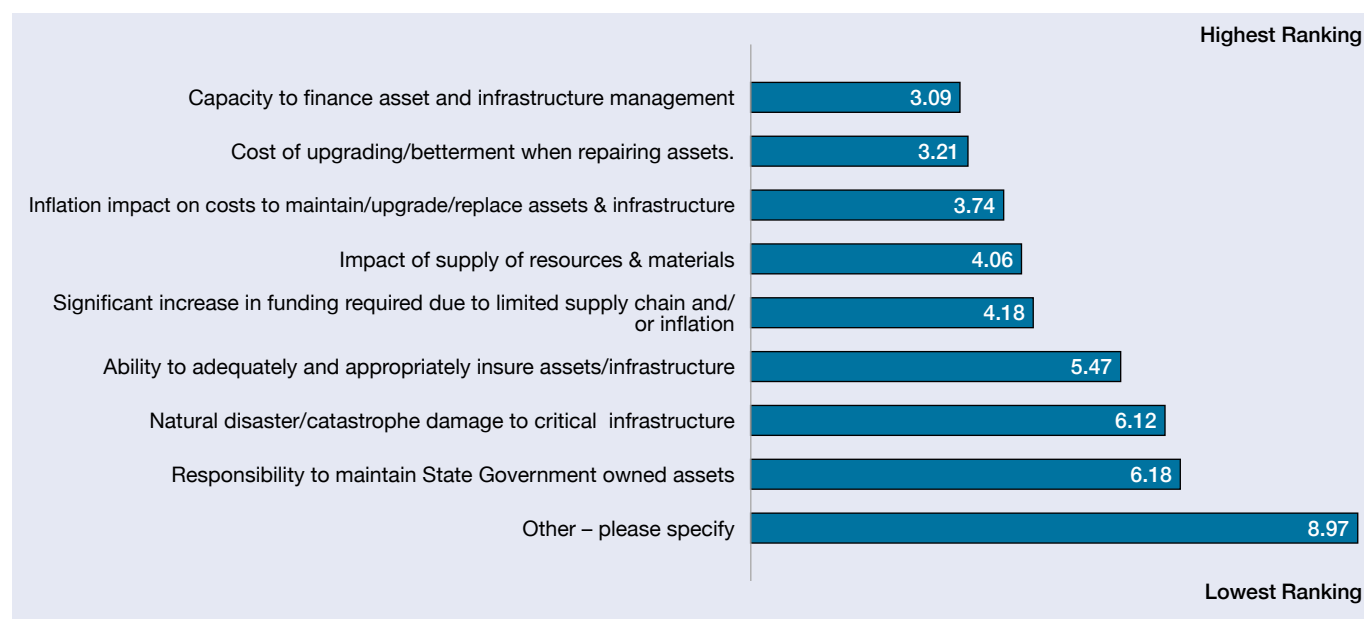


Figure 9: Management of and/or damage to property, infrastructure & assets average ranking in SA of underlying factors

The capacity to finance Assets & Infrastructure management was considered the primary concern underlying this risk, with 67% of respondents ranking it as the leading issue. This result was unsurprising as councils have expressed significant challenges with cost-shifting and applying adequate investment in maintaining and replacing critical infrastructure. While the state constructed many of these assets, they are expected to be maintained by local government. Common examples include jetties, wharves and sea walls. This issue was prominently ranked number one in regional city, regional and rural/remote areas. The concern is worsened for regional councils with lower revenue and capital works budgets, even though in many cases they may have substantial assets in need of upgrades or replacements.

The cost of upgrading or betterment when repairing assets was ranked as the second highest reason for this risk by nearly 56% of CEO/GMs. Unsurprisingly, the cost of repairing assets ranked highly, considering the predominantly fixed income and very limited funding to facilitate major maintenance works. This risk is closely interconnected with the number one overall risk: Financial Sustainability.

### Top three underlying factors for Management of Assets & Infrastructure by region

#### CITY

1. Impact of supply of resources & materials
2. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
3. Cost of upgrading/betterment when repairing assets

#### METROPOLITAN

1. Significant increase in funding required due to limited supply chain and/or inflation
2. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
3. Cost of upgrading/betterment when repairing assets

#### REGIONAL CITY

1. Cost of upgrading/betterment when repairing assets
2. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
3. Capacity to finance asset and infrastructure management

#### REGIONAL

1. Capacity to finance asset and infrastructure management
2. Cost of upgrading/betterment when repairing assets
3. Significant increase in funding required due to limited supply chain and/or inflation

#### REMOTE/RURAL

1. Capacity to finance asset & infrastructure management
2. Impact of supply of resources & materials
3. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure



## Victoria

Aligned with the national ranking, 74% of respondents ranked Assets & Infrastructure as the third leading risk.

Like many other states, the capacity to finance Assets & Infrastructure management was ranked as the leading reason for this risk by 86% of respondents. This concern consistently ranked in the top three across all responding regions, with metropolitan, regional city and regional councils ranking this as their number one concern. Victorian councils have significant asset portfolios that they are either directly responsible for or are required to manage and maintain on behalf of the state government. Many of the assets and infrastructure are ageing and require committed annual funding to restore and maintain them.

The cost of upgrading or betterment when repairing assets was considered the second highest reason for this risk by 67% of CEO and GMs. This concern consistently ranked in the top three places by respondents, which is unsurprising considering the financial sustainability aspect.

### Top ranking underlying factor for Managing Assets & Infrastructure risk by region

#### CITY

1. Cost of upgrading/betterment when repairing assets
2. Significant increase in funding required due to limited supply chain and/or inflation
3. Capacity to finance asset and infrastructure management

#### METROPOLITAN

1. Capacity to finance asset & infrastructure management
2. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
3. Ability to adequately and appropriately insure assets/infrastructure

#### REGIONAL CITY

1. Capacity to finance asset and infrastructure management
2. Cost of upgrading/betterment when repairing assets
3. Ability to adequately and appropriately insure assets/infrastructure.

#### REGIONAL

1. Capacity to finance asset and infrastructure management
2. Cost of upgrading/betterment when repairing assets
3. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure

#### REMOTE/RURAL

1. Cost of upgrading/betterment when repairing assets
2. Capacity to finance asset and infrastructure management
3. Impact of supply of resources & materials

## Western Australia

In Western Australia, 57% of respondents ranked Asset & Infrastructure as their leading risk. This percentage is higher than the national ranking of third.

71% of respondents ranked the capacity to finance Assets & Infrastructure management as the main reason for this risk. The budgetary constraints on local government can have a massive implication on their Assets & Infrastructure. In recent years, cyclones have posed challenges in restoring assets, as there have been difficulties in obtaining resources to complete repairs and claims.

In rural areas, local government is responsible for increasingly diverse infrastructure networks that were previously run by other tiers. Most rural councils will continually discuss the ageing infrastructure predominantly on heritage sites, especially regarding issues on how to maintain such an old property.

Nearly 66% of respondents ranked the impact of inflation on maintenance, upgrade and replacement of Assets & Infrastructure as the second most significant factor contributing to this risk. As WA competes with other states, the mining industry and the export trade, industries have the opportunities to earn higher profits, thereby leaving the local government adversely affected.

### Top three underlying factors for Management of Assets & Infrastructure by region

#### METROPOLITAN

1. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
2. Capacity to finance asset and infrastructure management
3. Significant increase in funding required due to limited supply chain and/or inflation

#### REGIONAL CITY

1. Capacity to finance asset and infrastructure management
2. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
3. Cost of upgrading/betterment when repairing assets

#### REGIONAL

1. Cost of upgrading/betterment when repairing assets
2. Inflation impact on costs to maintain/upgrade/replace assets & infrastructure
3. Significant increase in funding required due to limited supply chain and/or inflation

#### REMOTE/RURAL

1. Capacity to finance asset and infrastructure management
2. Cost of upgrading/betterment when repairing assets.
3. Significant increase in funding required due to limited supply chain and/or inflation



## 4

CLIMATE  
CHANGE

Three-quarters of Australian councils have set or are in the process of developing community emissions reduction targets in alignment with the 2015 Paris Agreement. These councils are committed to achieving net zero emissions, the target limit for mitigating climate change risks.

Councils recognise that investing in local clean energy solutions creates new jobs, delivers more affordable energy, improves housing and increases our climate change resilience. However, despite tangible reductions achieved in Europe and the United States<sup>7</sup>, greenhouse gas emissions in Australia have continued to increase.

Greenhouse gas emissions have already resulted in major changes in our atmosphere. These have amplified extreme weather events and caused significant impacts on ecological systems and processes, urbanisation, planning, chain of supply, health and wellbeing, economy and social structures.<sup>8</sup>

The World Economic Forum, The Global Risks Report 2024 supports this, noting, 'countries are grappling with the impacts of record-breaking extreme weather, as climate-

change adaptation efforts and resources fall short of the type, scale and intensity of climate-related events already taking place.'<sup>9</sup>

The 2023 JLT Risk Survey results indicate that councils share a common stance on climate change. This links with their assessment that predicting climate change impacts on council business and functions is difficult. In fact, 79.45% of councils listed this as their primary underlying concern for climate change risk.

According to a 2021 survey by the Australian Local Government Association (ALGA), the most common barrier for local government in addressing emissions reduction is a lack of funds.

As climate change related extreme weather-related hazard events become more frequent and unpredictable, a council's ability to lead its community to quick recovery is significantly diminished. Current disaster recovery funding arrangements designed to respond rather than mitigate the risk of future climate/extreme weather scenarios demonstrate this.

<sup>7</sup> Friedlingstein, P. et al. (2023). Global Carbon Budget 2023.

<sup>8</sup> Australian Climate Service. (2023). A changing climate.

<sup>9</sup> World Economic Forum, The Global Risks Report 2024,



In the 2023 JLT Public Sector Risk Survey, council CEOs/GMs ranked Climate Change as the fourth highest risk, narrowly surpassing Disaster & Catastrophic events by 0.91%.

This placement is understandable given increasing global focus and effort on decarbonisation and the strong link between climate change, increased natural hazard weather events and disasters.



Moreover, our survey data show that 48.4% of respondents are concerned that disaster recovery funding arrangements are insufficient to build back better and adequately support more resilient communities.

These issues underscore the importance of identifying, understanding and mitigating interrelated risks that influence via the domino effect other critical risks like financial sustainability and assets and infrastructure.

31.51% of councils cited inadequate capacity or capability to develop strategic plans, risk reduction frameworks and financial budgets to mitigate and adapt to the risk of climate change as contributing factors to this risk.

As current emissions continue to increase and cause major changes in our atmosphere and weather patterns, responding to climate change requires serious, measurable and collective action around the globe.

Many Australian councils are adopting and encouraging emission reduction targets and renewable energy goals often making tangible inroads to decarbonise operations.<sup>10</sup> Such actions include investing in energy efficiency and building sustainability, deploying local renewable energy supported by battery storage, investing in public transport, mitigating emissions from landfill and sewage treatment, incorporating emissions considerations in fleet procurement and offsetting residual emissions.

Councils can become leaders in their communities by facilitating local decarbonisation action. Common approaches include setting community-based emission reduction targets, advocating for policy change and amending planning instruments and building codes as well as collaborating with businesses, community groups and other levels of government to leverage and support local action and innovation.

<sup>10</sup> Ironbark Sustainability and ICLEI – Local Governments for Sustainability Oceania, Australian Local Government Climate Review 2021 and Climate Council 2023 Tracking Progress: 2022 Snapshot of Council Action on Climate Change

However, while Councils can play their part in reducing emissions, the consequences of past, current and anticipated future emission scenarios mean that climate change will increasingly impact councils and their communities into the future. Because of this, establishing and undertaking disaster risk profiling that considers vulnerability, hazard and exposure to climate change remains a key priority for councils.

Additionally, councils must account for reviewing and amending planning schemes, planning policies, infrastructure design standards and building codes. They also need to embed climate change considerations into several structures, including strategic and operational asset planning and management; proactive planning for resilience in disaster preparedness; and recovery including parks, reserves, streetscapes and urban forestry.

Climate change mitigation and adaptation is both risky and costly with significant implications for councils and their communities. Many of these risks are highly interconnected with other risks identified in this report, as illustrated in the Risk Heat Map below.

### Top ranking underlying factors for Climate Change by State/Territory

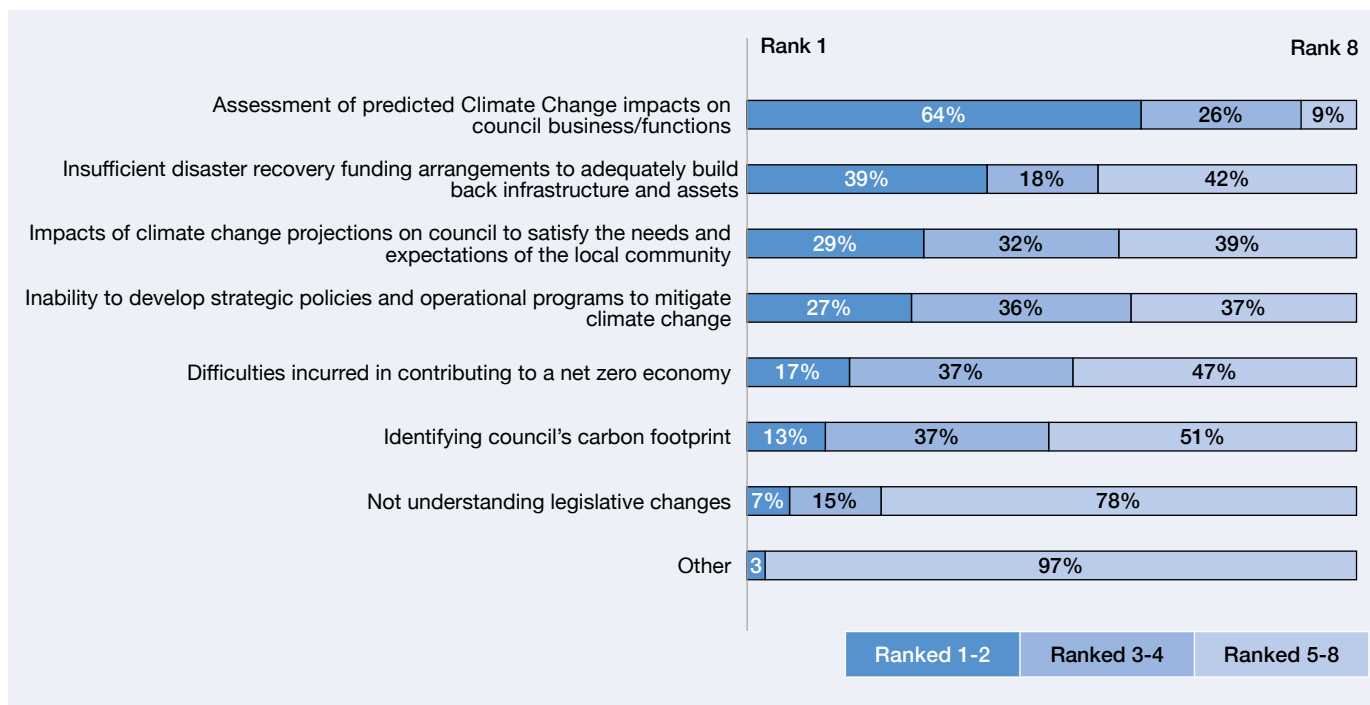
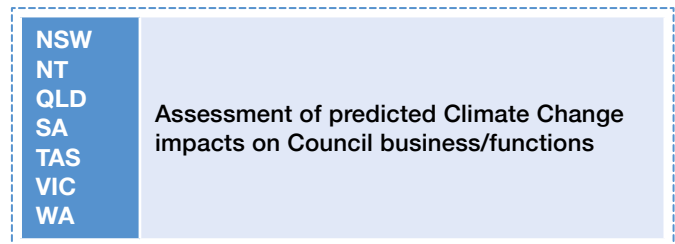


Figure 10: Climate change and/or adaption national heat map

### Top three underlying factors for Climate Change/Adaption by region

#### CITY

1. Assessment of predicted climate change impacts on council
2. Impacts of climate change projections on council & ability to meet community expectations.
3. Difficulties incurred in contributing to a net zero economy

#### METROPOLITAN

1. Assessment of predicted climate change impacts on council
2. Impacts of climate change projections on council/ meet community expectations.
3. Insufficient disaster recovery funding

#### REGIONAL CITY

1. Assessment of predicted climate change impacts on council

2. Insufficient disaster recovery funding

3. Impacts of climate change projections on council/ meet community expectations

#### REGIONAL

1. Assessment of predicted climate change impacts on council
2. Insufficient disaster recovery funding
3. Difficulties incurred in contributing to a net zero economy

#### REGIONAL/RURAL

1. Assessment of predicted climate change impacts on council
2. Insufficient disaster recovery funding
3. Difficulties incurred in contributing to a net zero economy



## Victoria

Victorian CEOs ranked Climate Change in fourth, equalling the national ranking. 60% of CEOs ranked the assessment of predicted climate change impacts on councils' business and functions as the leading concern underpinning this risk. This is likely due to Victoria's diverse topography and climate change's increasing pace.

Financial constraints on Victorian councils due to rate capping leave them with few alternatives to manage the rapid environmental change. This reason ranked in the top two positions by all represented regions.

Second were two equally placed concerns: insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets that can withstand future climate scenarios, and the impact of climate change projection on councils' business/functions and ability to satisfy the local community's needs.

Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets that can withstand future climate scenarios was ranked in the top three places in regional city, regional and remote/rural areas.

This shows that limited revenue growth restricts councils' ability to implement proactive strategies for addressing climate change.

### Top three underlying factors for Climate Change/Adaption by region

#### CITY

1. Assessment of predicted Climate Change impacts on council business/function
2. Immature/inability/or not sure how to develop strategic policies and operational programs to mitigate and adapt to climate change
3. Not understanding legislative changes due to predicted climate change impacts

#### METROPOLITAN

1. Assessment of predicted Climate Change impacts on council business/function
2. Impacts of climate change projections on council/ meet community expectations.
3. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets

#### REGIONAL CITY

1. Assessment of predicted Climate Change impacts on council business/functions
2. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets
3. Impacts of climate change projections on council/ meet community expectations

#### REGIONAL

1. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets
2. Impacts of climate change projections on council/ meet community expectations
3. Assessment of predicted Climate Change impacts on council business/function

#### REMOTE/RURAL

1. Assessment of predicted Climate Change impacts on council business/function
2. Immature/inability/or not sure how to develop strategic policies and operational programs
3. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets

## New South Wales

In New South Wales CEO/GMs ranked Climate Change fifth, just one point lower than the national ranking. 63% of respondents noted the unpredictability of climate change and its impact on Council business and functions as the leading contributing factor to this risk.

Severe and unforeseen natural events have impacted several regions over the past few years in which local governments and communities could not be prepared for. The Northern Rivers, for example, has experienced a series of unpredictable and devastating events, including storms, floods and bushfires.

The frequency and severity of these events have made it challenging for the community to anticipate and prepare for the impacts of these events. Residents have faced the difficult task of recovering from one disaster only to be struck by another, leaving them with little time to catch their breath and rebuild. These repeated and unpredictable events have devastated the region.

The 2022 Central NSW floods have had similar effects. The town of Forbes prepared for a one-in-100-year event but was instead impacted by a one-in-500-year event.

Though these floods were expected and planned for, no one predicted their magnitude.

Following this, 44% of respondents cited insufficient disaster recovery funding arrangements as a major concern. Current funding will not adequately build back better, nor will it fund building more resilient, climate-proof infrastructure and assets.

For example, Northern Rivers Councils have only received remediation works in 2024 for floods that occurred in 2021. Despite this, councils have made every effort to manage recovery efforts with their own funds. However, limited cash flow and the difficulty of repairs make true recovery challenging.

Lack of funds, construction resources, supplies, human resources and trades has a profound impact on communities. Without these critical resource efforts, councils face continued difficulties that hamper their ability to respond and support affected communities effectively.

### Top three underlying factors for Climate Change/Adaption by region

#### METROPOLITAN

1. Assessment of predicted Climate Change impacts on council business/function
2. Difficulties incurred in contributing to a net zero economy
3. Impacts of climate change projections on council/ meet community expectations

#### REGIONAL CITY

1. Assessment of predicted Climate Change impacts on council business/functions
2. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets
3. Impacts of climate change projections on council/ meet community expectations

#### REGIONAL

1. Assessment of predicted Climate Change impacts on council business/function
2. Impacts of climate change projections on council/ meet community expectations.
3. Difficulties incurred in contributing to a net zero economy

#### REMOTE/RURAL

1. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets
2. Assessment of predicted Climate Change impacts on council business/function
3. Difficulties incurred in contributing to a net zero economy

## Queensland

Queensland CEOs in line with the national perspective cited the assessment of predicted impacts on council business and functions as their leading underlying concern for climate change by a significant margin. This was followed by insufficient disaster recovery funding to build back better and more resilient infrastructure capable of withstanding future climate scenarios.

The consistency between Queensland CEOs and their counterparts nationally demonstrates the need for prioritisation of support, investment and resilience building by the Commonwealth and states. These efforts must aim address local vulnerabilities and increase local response capacity and capability, with the ultimate goal of ensuring councils can help their local communities adapt to climate change's impact.



## Tasmania

Tasmanian respondents ranked Climate Change fourth, equal to the national ranking.

Over 85% of respondents ranked the assessment of predicted climate change impacts on councils' business and functions as the primary contributing factor for this risk. In seaside councils managing coastal erosion, this concern poses a serious threat. Discussions are taking place at the State level to address this issue and find solutions.

As the young, climate-conscious generation become eligible voters, climate change must be prioritised in policy. This concern was ranked in the top two positions across all regions.

Next was the impact of climate change projection on councils' business/functions and ability to satisfy the needs of the local community. This concern was ranked 57% of CEO/GMs. Metropolitan and rural/remote councils placed this in the top two positions.

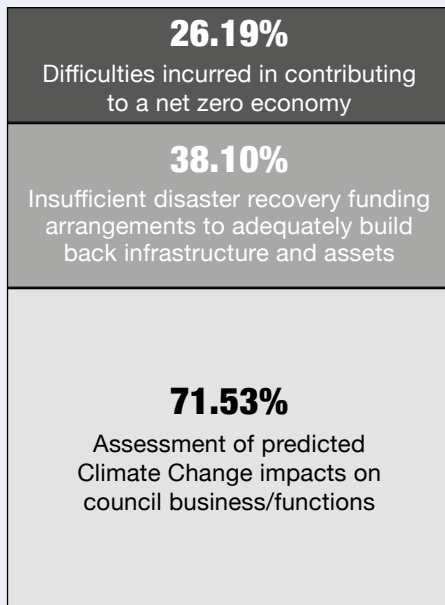


Figure 11: The top three underlying factors for this risk in Queensland. This shows the percentage of councils that ranked each factor as high by CEOs.

### Top three underlying factors for Climate Change/Adaption by region

#### METROPOLITAN

1. Assessment of predicted Climate Change impacts on council business/function
2. Identifying council's carbon footprint to respond to community expectations
3. Impacts of climate change projections on council/ meet community expectations

#### REGIONAL CITY

1. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets
2. Assessment of predicted Climate Change impacts on council business/functions
3. Impacts of climate change projections on council/ meet community expectations

#### REGIONAL

1. Assessment of predicted Climate Change impacts on council business/function
2. Difficulties incurred in contributing to a net zero economy
3. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets

#### REMOTE/RURAL

1. Assessment of predicted Climate Change impacts on council business/function
2. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets
3. Not understanding legislative changes due to predicted climate change impacts

### Top three underlying factors for Climate Change/Adaption by region

#### METROPOLITAN

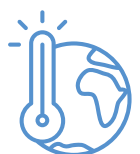
1. Assessment of predicted Climate Change impacts on council business/function
2. Impacts of climate change projections on council/ meet community expectations
3. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets

#### REGIONAL

1. Assessment of predicted Climate Change impacts on council business/function
2. Identifying council's carbon footprint to respond to community expectations
3. Not understanding legislative changes due to predicted climate change impacts (Development and Planning legislation, Emergency Management processes, budget impact on assets/infrastructure)

#### RURAL/REMOTE

1. Impacts of climate change projections on council/ meet community expectations
2. Assessment of predicted Climate Change impacts on council business/function
3. Not understanding legislative changes due to predicted climate change impacts



## Northern Territory

In the Northern Territory, CEOs ranked Climate Change considerably lower at ninth, compared to the national ranking of fourth.

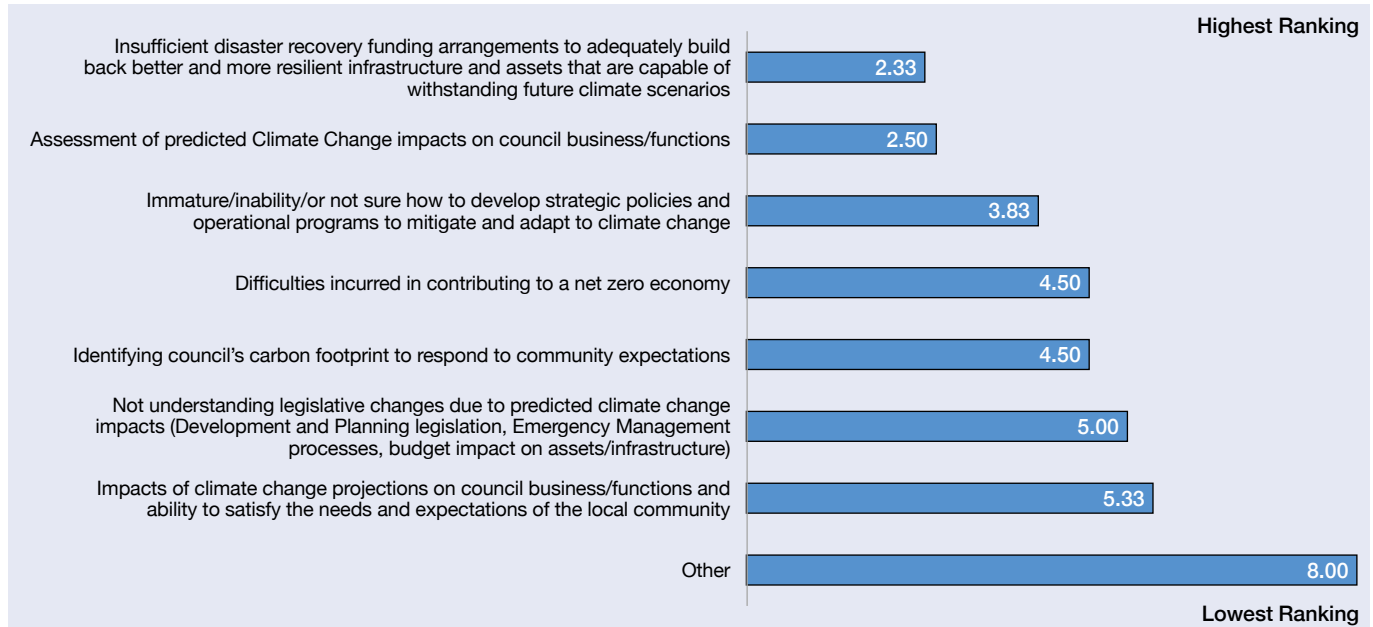


Figure 12: Climate change and/or adaption average ranking of underlying factors 1-8

This difference may be due to their focus on addressing ongoing short-term challenges and/or given the NT's familiarity with extreme weather and catastrophic events that infrastructure and communities are resilient.

When reviewing the underlying reasons for this risk, 66.6% of respondents equally ranked the following two factors as the underlying reasons for this risk. The assessment of predicted climate change impacting on councils' business

and functions was one of the concerns, along with insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets that can withstand future climate scenarios.

The assessment of predicted climate change impacts on councils' business function was within the top two ranking for all councils. However, insufficient disaster recovery funding ranked in the top two for municipal and regional councils.

## Western Australia

Western Australian council CEO/GMs placed the Climate Change risk fourth, in line with the national ranking

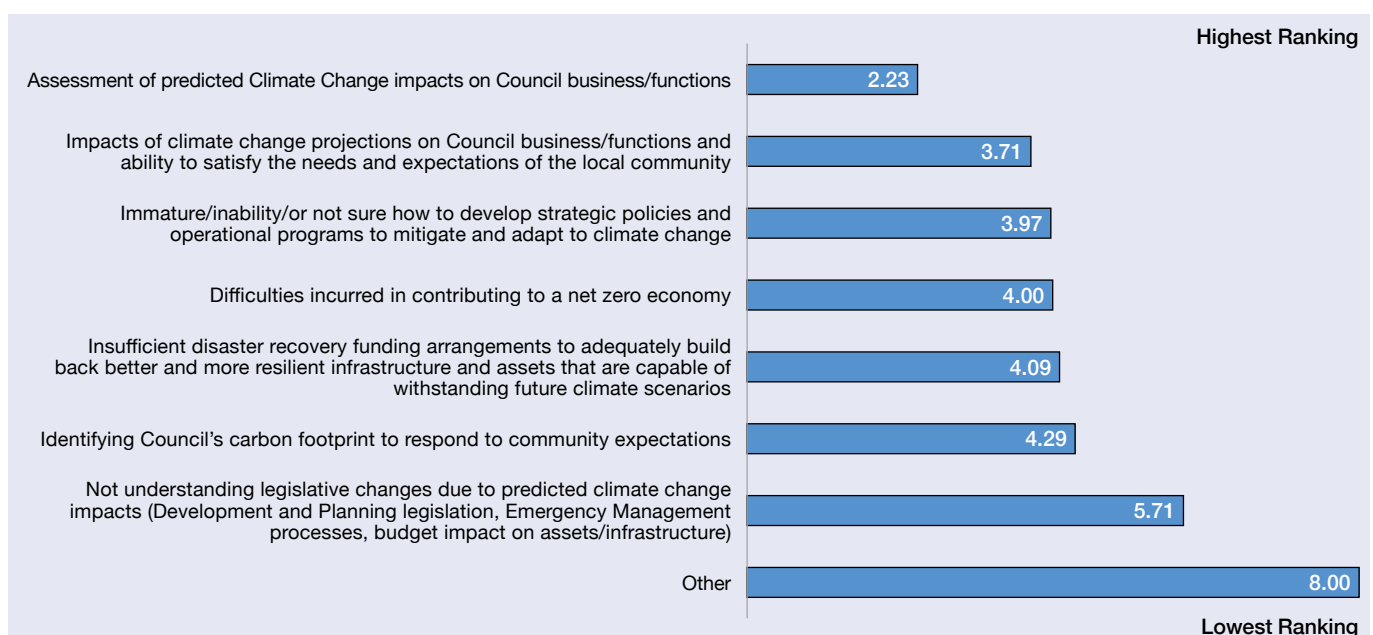


Figure 13: Climate change and/or adaption average ranking of underlying factors 1-8

60% of respondents noted the assessment of predicted climate change impacts on councils' business and functions as the leading concern for this risk. This reason was the highest ranking across all responding regions.

This ranking is critical considering WA's vulnerability to climate change, environmental and ecological risks, and the potential economic and social repercussions. Local government must prioritise strategies to address these risks and ensure their community's resilience and sustainability.

37% of respondents ranked insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets that can withstand future climate scenarios as the second most concern.

The underlying factor of insufficient disaster recovery funding arrangements for building resilient infrastructure and assets was ranked in the top three positions by

metropolitan, regional, and rural/remote councils. This is likely due to WA's vulnerability to climate change-related natural disasters, limited recovery resources and budgets, and Council's understanding that resilient buildings are critical for ensuring their community's long-term sustainability and safety.

Climate change and its impacts on councils' business and functions are significant concerns for WA local governments. Assessing predicted climate change impacts and sufficient funding arrangements for disaster recovery and resilience building are crucial for addressing these risks. It is vital that WA local governments prioritise climate change adaptation and mitigation strategies to protect their communities and ensure their sustainable future.

## South Australia

South Australian CEO/GMs ranked Climate Change as the sixth highest risk. This is relatively close to the national placement of fourth.

The assessment of predicted climate change impacts on councils' business and functions was ranked as the leading concern underpinning climate change, with over 61% of respondents placing it first.

Climate data and projections are key to assessing climate risk impact on councils' business and functions. With accurate data, councils can undertake accurate risk assessments, identify the impacts and develop risk management strategies to reduce exposure to liability risk.

The second most significant concern underpinning climate change was difficulties incurred in contributing to a net zero economy, as ranked by 38% of respondents. This was ranked in the top two positions across all regions.

South Australian councils are working towards a net zero economy, with notable progress in some areas. However, with Financial Sustainability as the top risk in the JLT Risk Report, this objective faces significant challenges.

### Top three underlying factors for Climate Change/Adaption by region

#### CITY

1. Impacts of climate change projections on council/ meet community expectations.
2. Assessment of predicted Climate Change impacts on council business/function
3. Difficulties incurred in contributing to a net zero economy

#### METROPOLITAN

1. Impacts of climate change projections on council/ meet community expectations.
2. Assessment of predicted Climate Change impacts on council business/function
3. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets

#### REGIONAL CITY

1. Assessment of predicted Climate Change impacts on council business/functions
2. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets
3. Inability to develop strategic policies and operational programs to mitigate and adapt to climate change

#### REGIONAL

1. Assessment of predicted Climate Change impacts on council business/function
2. Insufficient disaster recovery funding arrangements to adequately build back better and more resilient infrastructure and assets
3. Difficulties incurred in contributing to a net zero economy

#### REGIONAL/RURAL

1. Assessment of predicted Climate Change impacts on council business/function
2. Identifying Council's carbon footprint to respond to community expectations
3. Difficulties incurred in contributing to a net zero economy



# 5

## DISASTER & CATASTROPHE



Unpredictable weather-related events and their profound impact on communities remain at the forefront of local government executives' agendas. Natural catastrophes/disasters and climate change consistently rank among the top three to five risks faced.

Unpredictable weather-related events and their profound impact on communities remain at the forefront of local government executives' agendas. Natural catastrophes/disasters and climate change consistently rank among the top three to five risks faced.

Australia continues to experience increased weather-related catastrophes, including extreme storm events, bushfires and floods. These are occurring with unprecedented frequency and severity and are exacerbated by unpredictable weather patterns.

82.65% of CEOs/GMs identified these extreme, unpredictable climate-related events as the leading contributing factor to the Disaster & Catastrophe risk.

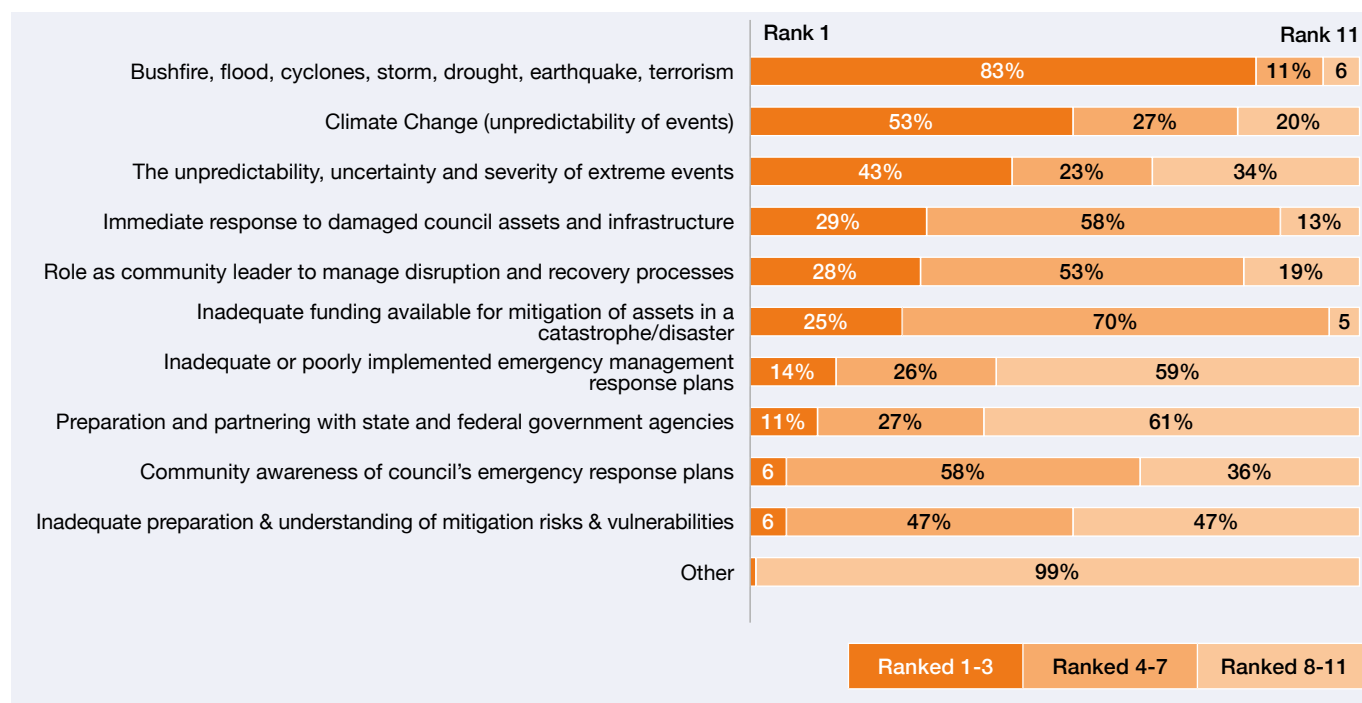


Figure 14: Disaster or Catastrophic Events National Risk Heat Map

This aligns with the 2024 World Economic Forum Global Risk Report findings, where world leaders ranked Extreme Weather events as the second most significant short-term risk (under two years) and the top risk over a longer term (10-year horizon).

In fact, 66% of respondents in this report identified Extreme Weather as the foremost global crisis risk, with El Niño's warming phase projected to intensify and persist into 2024.

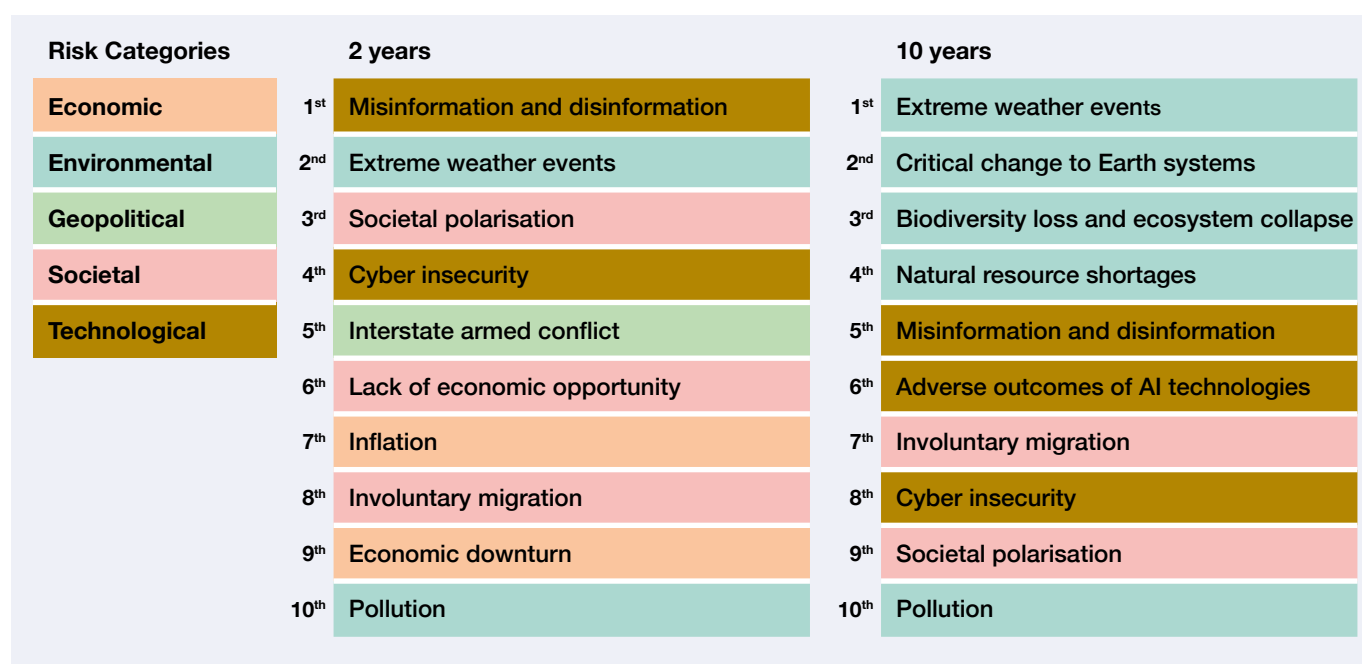


Figure 15: Global risks ranked by severity over the short and long term

Source: World Economic Forum, Global Risks Perception Survey 2023-2024

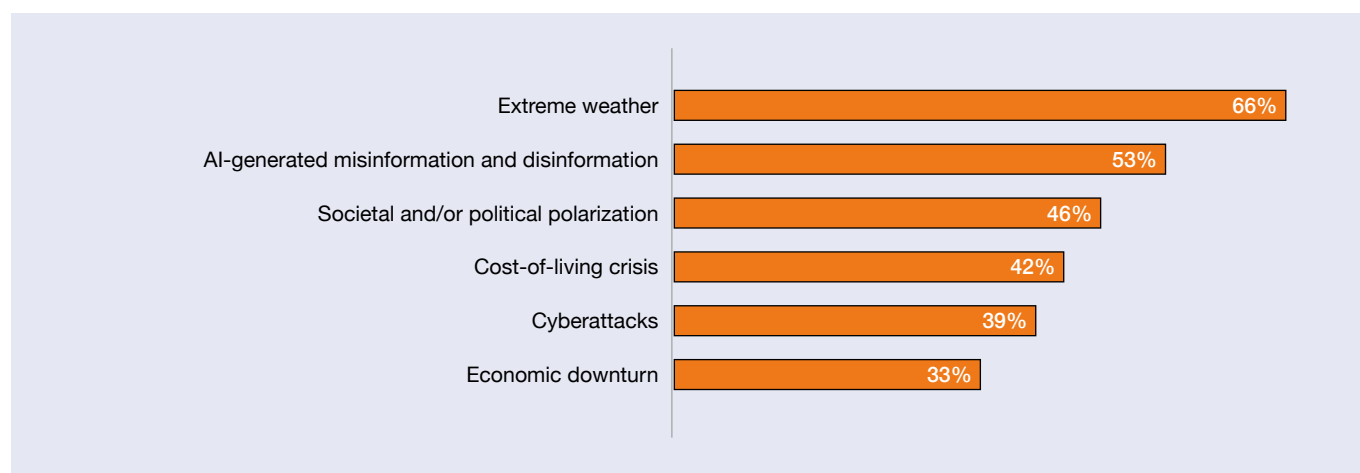


Figure 16: Current risk landscape

Source: World Economic Forum, Global Risks Perception Survey 2023-2024

This finding aligns with the 2023 Allianz Risk Barometer,<sup>13</sup> which identified the major global business risks across 94 countries. Australia was the only country that rated Natural Catastrophes as its leading risk, followed closely by Business Interruption and Climate Change.

The Allianz Risk Barometer Global, Corporate & Specialty listed the top three risks in Australia as:

1. Natural catastrophes ↑
2. Business interruption ↓
3. Climate change ↑

Natural catastrophes are the new top risk, driven by events such as flooding, which resulted in the country's most costly natural catastrophes in 2022.

The findings from the Public Sector Survey aligns with the trend over the past five years, marked by high costs from such events. The Insurance Council of Australia reported the 2022 New South Wales/Southeast Queensland flood as the second largest insured event, with over 240,000 claims totalling \$6 billion. This includes \$3.4 billion in home property, \$710 million in home contents and \$304 million in personal motor claims.

These figures highlight the interconnected nature of the risks outlined in this report, emphasising Financial Sustainability as the leading risk.

When combining the high and medium priority rankings, 94.52% of councils consider the immediate response to damaged council assets and infrastructure as the most pressing underlying concern. This further underscores the link between catastrophic events, assets & infrastructure and the associated management and repair costs.

These findings highlight other concerns like the 'protection gap' – the discrepancy between total and insured losses. Low insurance coverage in communities and high hazard levels ensures disaster risk and business continuity, risks remain key priorities for local government. This protection shortfall presents insurers with an opportunity to bridge the gap, contributing to more resilient communities in vulnerable regions in the future.

The national rankings of the top three factors contributing to this risk show minimal regional differences.

Regions hit by disasters and catastrophes in the past five years may have at least one distinct factor, yet Climate Change consistently ranks second following specific events affecting metropolitan, regional city, regional and remote/rural communities, reflecting the significant impact these areas have faced.

The impact of natural disasters on local government owned or controlled assets is significant. Local governments are crucial in assisting communities post-disaster. Although government funding for roads and infrastructure repairs may be available to councils, accessing and consistently allocating them is challenging. Moreover, securing contractors for timely repairs is difficult in the current environment. This situation complicates meeting and managing community expectations.

To address these challenges, the Australian Government's National Action Plan, supported by the National Disaster Resilience Strategy, advocates for building resilience as the key solution to lessen the impacts of disaster risk.

Although local governments are increasingly overwhelmed by the capacity and capability to respond and recover from unprecedented natural hazards, the urgency to bolster national-level resilience appears to be diminishing. For 537 councils, response strategies under the National Action Plan must vary to align with local needs and state/national priorities, crucially evolving over time as natural hazards occur.

As these events become more frequent, local governments face increasing pressure to prioritise disaster risk investment despite other priorities. Such informed investment decisions aim to mitigate the impact of natural hazards on communities.

It's clear that more effective, efficient investment enhances the ability to measure and monitor Australia's resilience. And when applied with certainty, this approach promotes better governance and informed decision-making – and attracts targeted investment.

<sup>13</sup> Allianz Risk Barometer 2023, Natural catastrophes, business interruption and climate change are top business risks in Australia 2023



Measuring resilience is complex due to the varied challenges natural hazards pose to all stakeholders, including households, communities, organisations, businesses, insurers and local, state and national governments. Plus, resilience levels fluctuate with the changing impact of disasters, the effectiveness of mitigation investment, shifting vulnerabilities, and the varying resources available to respond.

Measuring national resilience against disaster risk reveals the competing interests of communities, local, state, national government, national security and national sustainability. It also offers evidence to question the protection gap, the assumed 'adequacy' of protection, and 'insurance' accessibility and availability. A detailed national understanding of Australia's strengths and vulnerabilities will enable timely and decisive action to prepare for future crises, whatever they may be.

To June 2024, 34 councils have participated in the National Local Government Vulnerability Program which collaborates across all levels of government and is fundamental to the National Action Plan.

Through this program, JLT has collected risk and profile data to develop and apply suitable risk transfer solutions that mitigate disaster impacts on built, natural, community/ social and financial environment in a form that enables better informed decision for disaster risk reduction investments.

Participating councils gain valuable insights into their vulnerability profile with access to national data sorted by council and region acquiring harmonised information that informs and strengthens community resilience.

Responding to the assumptions of adequate levels of protection and the accessibility and availability of insurance for disaster risk, insurance in its traditional form falls short, as cost and limited availability of 'solutions' drive consumers away from the market. This leads to more challenging responses for governments, councils and communities to natural hazards/disaster events.

A Community Catastrophe Mutual (CCM) a financial model where a local government area or region partners with its community, other government levels and the insurance sector could be an alternative solution.

Insurers continue to advocate strongly for mitigation measures that systemically reduce disaster risk, enabling balanced downward pressure on insurance premiums. Reducing disaster risks and costs requires collaboration, effective long-term planning and measured investment to better protect Australians.

A CCM model could be a viable solution, provided it meets local environments, expectations and specific community needs. It must also provide sustainable and financially stable disaster risk protection.

Having insights into each council's vulnerability profile shapes each council's strategic, financial and risk reduction planning. In line with the objectives of the National Action Plan, Strategy and Risk Reduction framework, all levels of government will utilise the NLGVP data for coordinated and better informed decision-making, ensuring investments in disaster risks are made effectively and efficiently.

This will bolster Australia's resilience, fostering a culture where all community members can access safety, assurance and prosperity.

### Top ranking underlying factors for Disaster or Catastrophic Event by State/Territory

NSW NT QLD SA VIC WA	Bushfire, flood, cyclones, storm, drought, earthquake, terrorism
TAS	Climate Change (unpredictability of events)

### Top three underlying factors for Disaster/ Catastrophic Event by region

#### CITY

1. Inadequate funding available for mitigation of assets in a catastrophe/disaster
2. Climate Change (unpredictability)
3. Bushfire, flood, cyclones, storm, drought, earthquake, terrorism

#### METROPOLITAN

1. Bushfire, flood, cyclones, storm, drought, earthquake, terrorism
2. Climate Change (unpredictability)
3. Unpredictability/uncertainty and severity of extreme events

#### REGIONAL CITY

1. Bushfire, flood, cyclones, storm, drought, earthquake, terrorism
2. Climate Change (unpredictability)
3. Immediate response to damaged council assets/ infrastructure

#### REGIONAL

1. Bushfire, flood, cyclones, storm, drought, earthquake, terrorism
2. Climate Change (unpredictability)
3. Unpredictability/uncertainty and severity of extreme events

#### REMOTE/RURAL

1. Bushfire, flood, cyclones, storm, drought, earthquake, terrorism
2. Climate Change (unpredictability)
3. Community awareness of council's emergency response plans



## New South Wales

New South Wales respondents ranked the Disaster & Catastrophe risk fourth, one point higher than the national ranking. This is unsurprising, considering the events the state has faced over the past five years.

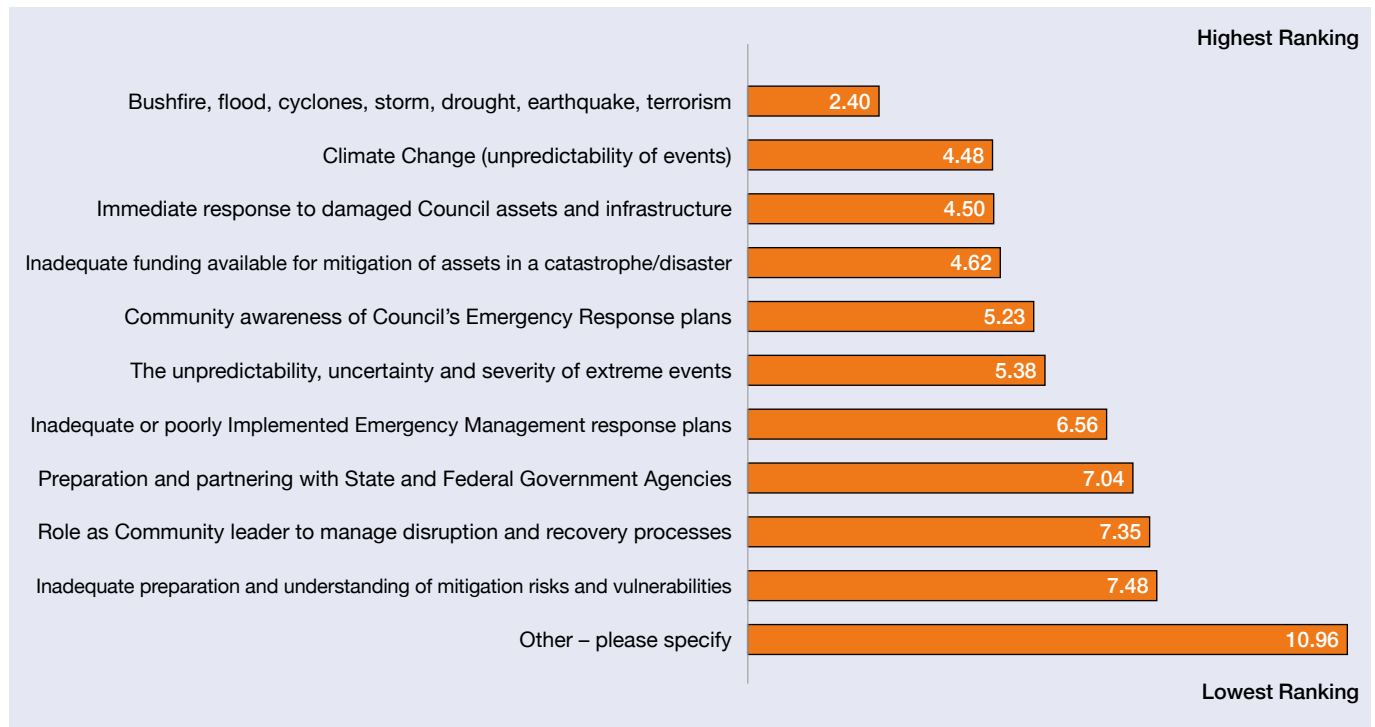


Figure 17: Disaster/Catastrophic Event Average Ranking for New South Wales of underlying factor 1-11

In line with the nationwide view, NSW council executives raised the threat of natural hazards like bushfires, floods, cyclones and storms as their primary concern.

This was especially true for regional councils, where 83% ranked it as a major concern compared to 60% of metropolitan councils. The frequent and severe storm-related flood events in the Northern Rivers and the Central West regions in recent years are likely to blame for this discrepancy.

50% of councils across the state identified climate change as a major concern, in line with the nationwide result. This highlights that many councils view climate change as the driving force behind rising natural catastrophic events. Climate change is viewed as an ongoing threat that could escalate the frequency and severity of these events.

Meanwhile, 40% of respondents raised the unpredictability, uncertainty and severity of extreme events as a major concern. This was slightly higher than the nationwide response of 39%.

Lack of funding poses a constant challenge for NSW councils, closely following this concern. 38% of NSW councils cite potential inadequate funding availability for disaster mitigation as a major threat, surpassing the national average of 32%.

This minor difference may be because some NSW councils received delayed and insufficient funding to assist with mitigating assets after catastrophes.

The rising frequency and severity of natural events in recent years has significantly impacted many NSW councils, heightening concerns about climate change and the potential lack of funds for mitigating assets after future catastrophic events.

### Top three underlying factors for Disaster/ Catastrophic Event by region

#### METROPOLITAN

1. Bushfire, floods, cyclones etc.
2. Unpredictability, uncertainty and severity of extreme events
3. Climate Change

#### REGIONAL CITY

1. Bushfire, floods, cyclones etc.
2. Climate Change
3. Unpredictability, uncertainty and severity of extreme events

#### REGIONAL

1. Bushfire, floods, cyclones etc
2. Inadequate funding available for mitigation of assets
3. Climate Change

#### REMOTE/RURAL

1. Bushfire, floods, cyclones etc
2. Climate Change
3. Inadequate funding available for mitigation of assets



## Northern Territory

This year, the Northern Territory ranked Disaster & Catastrophe tenth.

The ranking of concerns can be influenced by recent events or experiences in the Northern Territory. While some NT communities have been impacted by recent significant events such as floods and cyclones, they have not had catastrophic impacts to NT Councils therefore it's natural for CEOs to have other leading concerns.

It is important to note that risk rankings can fluctuate annually and by regions, influenced by each area's unique context, experience, and priorities. These significantly shape the perception of various risks

## Queensland

Queensland respondents ranked Disaster & Catastrophe as the fourth highest risk, one point higher than the national ranking.

Queensland's Disaster & Catastrophe risk perspective aligns with the national view, prioritising the risk from exposure to natural or man-made hazards, followed by climate change impacts and the predictability of extreme events.

Interestingly, 92% of CEOs identified exposure to natural or manmade hazards as a high risk in Queensland compared with 82% of CEOs nationally, likely reflecting the state's higher frequency and exposure to natural disaster events in recent years.

### Top three underlying factors for Disaster/ Catastrophic Event by region

#### METROPOLITAN

1. Climate Change
2. Bushfire, floods, cyclones etc.
3. Unpredictability/uncertainty and severity of extreme events

#### REGIONAL CITY

1. Bushfire, floods, cyclones etc.
2. Immediate response to damaged council assets & infrastructure
3. Inadequate funding available for mitigation of assets

#### REGIONAL

1. Bushfire, floods, cyclones etc
2. Climate Change
3. Unpredictability/uncertainty and severity of extreme events

#### REMOTE/RURAL

1. Bushfire, floods, cyclones etc
2. Community awareness of council's emergency response plans
3. Unpredictability/uncertainty and severity of extreme events

## South Australia

South Australian CEO/GMs shared similar concerns as their interstate counterparts with the risk of bushfire, flood and the impact of extreme weather events as their principal concern. South Australia experienced significant bushfire events in 2020/21 on Kangaroo Island, Adelaide Hills and the South East region.

The River Murray floods in 2022/23 served as a stark reminder of the significant impact that flooding events can have on communities. These floods highlighted assets and infrastructure vulnerability and Council's exposure to such risks.

Managing community expectations after these bushfire and flooding events proved challenging. CEO/GMs reported that both private property and business owners were deeply affected by these events, particularly on Kangaroo Island and in the towns impacted by the River Murray flooding which rely heavily on tourism adding urgency and pressure to the recovery and restoration of critical assets and infrastructure. As such, meeting the expectations of the community, especially in terms of recovery and reinstatement efforts that became a critical focus for councils in these areas.

Interestingly, SA regional CEO/GMs ranked the ability for councils to respond immediately to address damaged assets and infrastructure equally to council's exposure to extreme weather events. This highlights the dual challenge councils face in securing adequate funding and mobilising resources for the recovery process.

### Top three underlying factors for Disaster/ Catastrophic Event by region

#### CITY

1. Inadequate funding available for mitigation of assets
2. Immediate response to damaged council assets & infrastructure
3. Inadequate or poorly implemented emergency response plans

#### METROPOLITAN

1. Bushfire, floods, cyclones etc.
2. Climate Change (unpredictability)
3. Unpredictability, uncertainty and severity of extreme events

#### REGIONAL CITY

1. Immediate response to damaged council assets and infrastructure
2. Bushfire, floods, cyclones etc
3. Climate change (unpredictability)

#### REGIONAL

1. Bushfire, floods, cyclones etc
2. Inadequate funding available for mitigation of assets
4. Climate change (unpredictability)

#### REMOTE/RURAL

1. Bushfire, floods, cyclones etc
2. Unpredictability, uncertainty and severity of extreme events
3. Climate Change (unpredictability)

## Victoria

28% of Victorian CEO/GMs ranked Disaster & Catastrophe as a leading risk for their councils, placing it fifth, matching the national ranking.

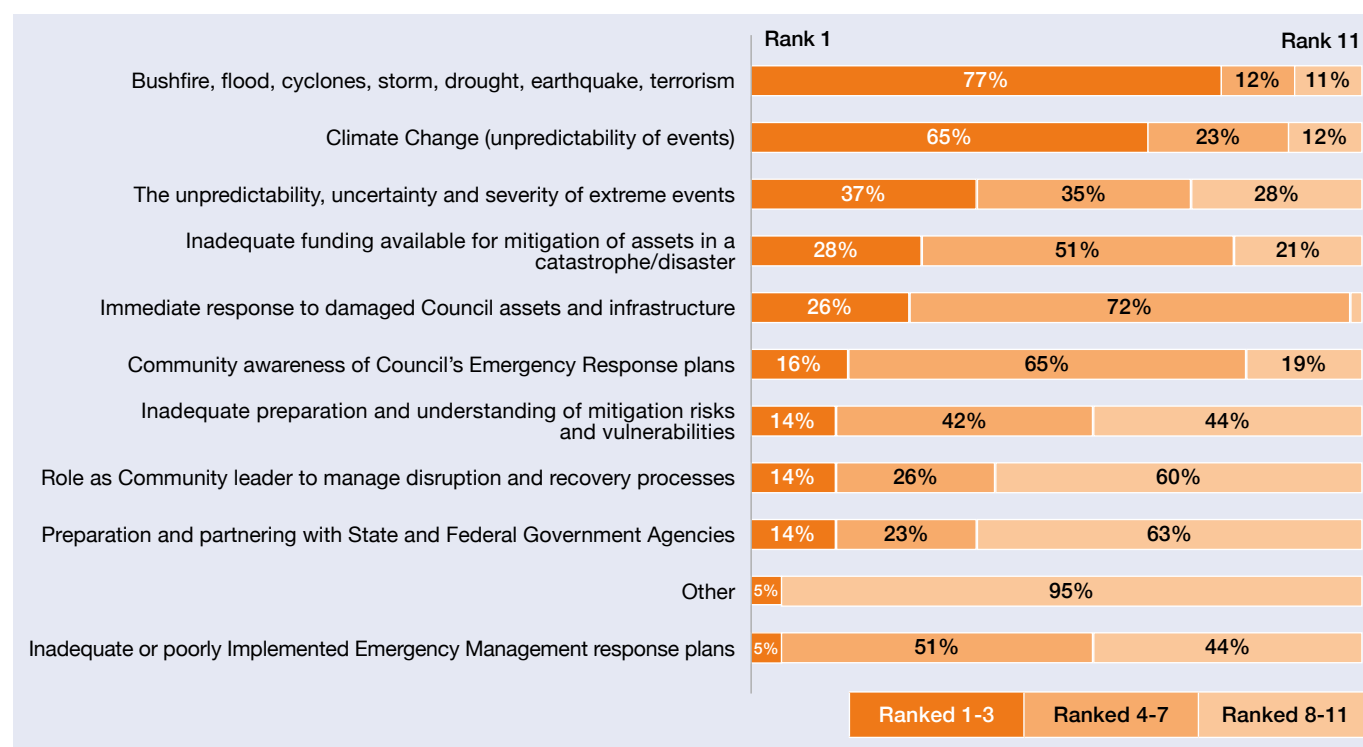


Figure 18: Disaster or Catastrophe Event, Victoria Risk Heat Map

This ranking likely follows the catastrophic flooding event in regional Victoria in 2022 and the extensive bushfire disaster that preceded it. Victoria's natural risk profile is particularly prone to bushfire and flooding events, though concern levels for these risks can vary by location, particularly among metropolitan councils.

Over 76% of respondents ranked bushfires, floods, cyclones as their primary concern for this risk. This ranking is likely linked with the second and third ranked concerns, with 65% of respondents ranking Climate Change as the second most pressing issue, followed by 37% who are concerned about the unpredictability, uncertainty and severity of extreme events.

Nearly 35% of respondents ranked the unpredictability of extreme events as a medium risk, nearly equal to the highest-ranking position. The summer of 2023/24 has proven the unpredictable nature of Victorian weather, with extreme heat, storms, flash-flooding and even a mini tornado affecting the state.

Interestingly, metropolitan councils ranked the unpredictability of natural events and climate change as their leading concern for this risk closely followed by bushfires, floods and cyclones etc. 90%-100% of regional city, regional and remote/rural regions ranked this as their leading concern.

### Top three underlying factors for Disaster/Catastrophic Event by region

#### CITY

1. Inadequate funding available for mitigation of assets
2. Climate Change (unpredictability)
3. Unpredictability/uncertainty and severity of extreme events

#### METROPOLITAN

1. Unpredictability/uncertainty and severity of extreme events
2. Climate Change (unpredictability)
3. Bushfire, floods, cyclones etc

#### REGIONAL CITY

1. Bushfire, floods, cyclones etc
2. Climate Change (unpredictability)
3. Immediate response to damaged council assets and infrastructure

#### REGIONAL

1. Bushfire, floods, cyclones etc
2. Climate Change (unpredictability)
3. Inadequate funding available for mitigation of assets

#### REMOTE/RURAL

1. Bushfire, floods, cyclones etc
2. Climate Change (unpredictability)
3. Unpredictability/uncertainty and severity of extreme events

## Tasmania

Disasters & Catastrophes ranked third among risks, with over 42% of Tasmanian CEO/GMs prioritising it.

In Tasmania, all respondents cited climate change and natural disasters such as bushfires, floods, cyclones as equal leading concerns for this risk, underscoring the acute awareness and vulnerability to weather-related perils. The island's unique natural environment contributes to an extremely high risk of bushfires and flooding in specific areas.

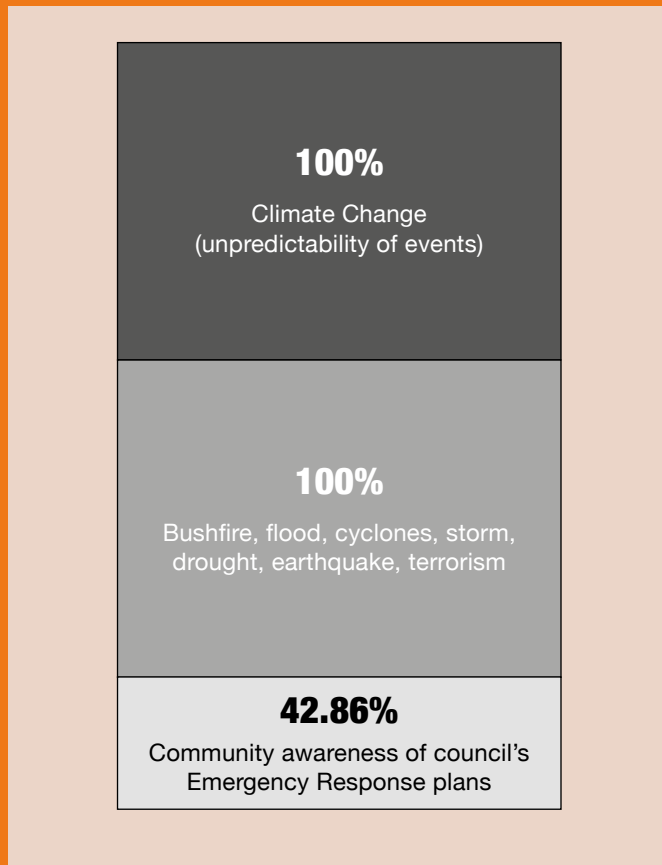


Figure 19: The top three underlying factors for this risk in Tasmania. This shows the percentage of councils that ranked each factor as high.

### Top three underlying factors for Disaster/Catastrophic Event by region

#### METROPOLITAN

1. Climate Change (unpredictability)
2. Bushfire, floods, cyclones etc.
3. Unpredictability/uncertainty and severity of extreme events

#### REGIONAL

1. Unpredictability/uncertainty and severity of extreme events
2. Climate Change (unpredictability)
3. Bushfire, floods, cyclones etc

#### REMOTE/RURAL

1. Climate Change (unpredictability)
2. Bushfire, floods, cyclones etc
3. Community awareness of council's Emergency Response plans

## Western Australia

Western Australia aligned with the national ranking, placing Disaster & Catastrophe in fifth position, with 28% of respondents citing it as their leading risk. Meanwhile, 77% of respondents identified bushfires, floods, cyclones as the leading concern for this risk.

Regional city councils ranked this issue second, and regional and remote/rural councils ranked it as their top concern.

Natural disasters are becoming more frequent, reducing the recovery, planning and preparation time between incidents. This issue affects all WA local governments, but remote/rural councils are particularly susceptible to natural hazards (like bushfires, floods and cyclones) due to their geographical location and closeness to natural environments.

Resource availability also plays a crucial role. While all regional councils face challenges in resource allocation, larger regional centres often have better access to emergency services, funding and support from higher government levels. This improves their ability to manage and respond to disasters, resulting in less concern than rural areas with more limited resources and support.

Beyond the Disasters & Catastrophes concern, 51% of respondents identified climate change as their second highest concern, highlighting a direct link between these risks. Climate change exacerbates the frequency and intensity of natural disasters, a critical issue for WA local governments facing more frequent bushfires and coastal erosion due to rising sea levels.

Almost 49% of respondents identified community awareness of the council's emergency response plans as a leading concern, especially in regional and remote areas, where it was ranked among the top three concerns.

Local governments in these areas face distinct challenges in promoting community awareness of emergency response plans. Factors such as vast geographic distances, dispersed populations, limited resources, and unreliable internet and phone systems complicate effective communication with the community.

### Top three underlying factors for Disaster/Catastrophic Event by region

#### METROPOLITAN

1. Unpredictability/ uncertainty and severity of extreme events
2. Climate Change (unpredictability)
3. Bushfire, floods, cyclones etc.

#### REGIONAL CITY

1. Climate Change (unpredictability)
2. Bushfire, floods, cyclones etc
3. Inadequate funding available for mitigation of assets


#### REMOTE/RURAL

1. Bushfire, floods, cyclones etc
2. Climate Change (unpredictability)
3. Community awareness of council's emergency response plans

#### REMOTE/RURAL

1. Bushfire, floods, cyclones etc
2. Climate Change (unpredictability)
3. Community awareness of council's emergency response plans



A woman with long blonde hair and black-rimmed glasses, wearing a dark blue button-down shirt, is leaning over a table. She is looking at a tablet computer held by another person. In the foreground, the arm and hand of another person wearing a plaid shirt are visible, also looking at the tablet. The background shows a bookshelf filled with books and a potted plant.

The shift from the term 'Human Resources' to 'People and Culture' reflects a broader shift in the mindset of organisations. This change in language signifies a departure from viewing employees solely as resources to recognising them as vital contributors to the identity of local governments.



# PEOPLE & CULTURE



People and Culture represents a commitment to fostering an inclusive and collaborative workplace. It acknowledges that individuals are integral to driving innovation and a positive organisational ethos. This rebranding reflects a modern perspective on work, is aligned with the terminology used in the private sector and emphasises valuing individuals.

Despite ranking fifth, People and Culture has progressed two places. Councils have recognised the connection between their human resources and the culture of the organisation, which intertwines with many other risks.

When a significant event occurs, employees are stretched to their capacity to manage operational requirements while either preparing or recovering from the event. How this is

addressed can impact the reputation and governance for a council and this therefore demonstrates the importance of People and Culture in supporting the workforce. Councils that have a strong culture and resilient workforce unsurprisingly can move past a significant event and resume normal operations sooner.

There were two main underlying issues identified within People and Culture, with their perceived importance varying between metropolitan and regional local governments. Metropolitan councils expressed their primary concern for their limited capacity to attract and retain professional staff. Meanwhile, regional areas noted managing a remote workforce as the number one challenge, with attracting staff followed closely behind.



Figure 20: People & Culture National Risk Heat Map

The limited capacity to attract and retain professional staff, coupled with inadequate employee numbers, can profoundly impact local government. This shortfall can jeopardise operational efficiency, hindering the completion of tasks and projects.

The inability to attract and retain qualified staff can lead to constant turnover, which disrupts institutional knowledge and continuity. This places undue strain on existing employees, potentially resulting in burnout and decreased morale. The consequence of the inability to attract and retain a qualified workforce impedes day-to-day operations and undermines the capacity to adapt, innovate, continuously improve and thrive in local government.

With heightened expectations on working from home, there are unique challenges in managing a remote workforce. Maintaining team cohesion, monitoring productivity and

addressing communication gaps become more complex. Balancing flexibility with accountability is crucial, as is providing adequate support to ensure employee wellbeing and sustained performance in a virtual work landscape. Employers must also accommodate for the services that are not always available in remote communities. As such, transparent processes in managing these risks will contribute to a more resilient workforce and cultivate a positive relationship between leaders and employees.

Interestingly, the underpinning factor of rapidly increasing employment market costs and compliance with employee work, health and wellbeing regulations ranked similarly across all regions. Wage pressure and competing with private sector offerings are a concern, as is the ongoing handling of workers' compensation matters.

Competing with wage variations between local government and the private sector will always be challenging, as salaries are determined differently. Private sector wages are often influenced by market demand and competition, leading to potential fluctuations. However, local government wages can be more stable, as they reflect public sector policies and enterprise agreements, which impact salary scales and overall compensation structures.

Efficiently handling workers' compensation claims in Australia continues to be essential for both employers and employees. It guarantees prompt and equitable assistance for injured workers, supporting their recovery. Sound management minimises financial strain on councils by returning injured workers earlier and improving the sense of belonging. Several studies have shown that prioritising and valuing injured workers has a significant impact in decreasing in return-to-work timeframes.

By viewing these concerns holistically, we can see how ineffective People and Culture is one of the greatest risks moving forward and this is reflected in the higher ranking this year. Appropriate leadership and developing strategies to obtain, maintain and develop individuals into long-serving employees is more critical than ever.

#### Top ranking underlying factors for People & Culture by State/Territory

NSW QLD SA VIC WA	Limited capacity to attract and retain professional staff
NT	Inadequate employee numbers
TAS	Compliance with employee health, safety and wellbeing regulation

#### Top three underlying factors for People & Culture by region

##### CITY

1. Rapidly rising employment market costs
2. Limited capacity to attract and retain professional staff
3. Compliance with employee health, safety & wellbeing regulation

##### METROPOLITAN

1. Rapidly rising employment market costs
2. Compliance with employee health, safety & wellbeing regulation
3. Limited capacity to attract and retain professional staff

##### REGIONAL CITY

1. Inadequate employee numbers
2. Limited capacity to attract and retain professional staff
3. Rapidly rising employment market costs

##### REGIONAL

1. Limited capacity to attract and retain professional staff
2. Inadequate employee numbers
3. Rapidly rising employment market costs

##### REMOTE/RURAL

1. Limited capacity to attract and retain professional staff
2. Inadequate employee numbers
3. Compliance with employee health, safety & wellbeing regulation

## Queensland

Like the rest of Australia, Queensland councils are struggling to attract and retain employees. In comparison to the national view, a larger percentage of CEOs ranked the top two risks to People and Culture as high or medium risk. This suggests that Queensland's employment market may be more challenging than other states.

Indeed, addressing these risks in the context of local government is incredibly complex. Successfully navigating these challenges will require sustained focus, innovation and state government support.

#### Top three underlying factors for People & Culture by region

##### METROPOLITAN

1. Limited capacity to attract & retain professional staff
2. Workplace safety – protection from community & the psychological impact
3. Compliance with employee health, safety and wellbeing regulation

##### REGIONAL CITY

1. Inadequate employee numbers
2. Workplace safety – protection from community and the psychological impact inadequate employee numbers
3. Limited capacity to attract & retain professional staff

##### REGIONAL

1. Limited capacity to attract and retain professional staff
2. Inadequate employee numbers
3. Compliance with employee health, safety and wellbeing regulation

##### REMOTE/RURAL

1. Inadequate employee numbers
2. Limited capacity to attract and retain
3. Managing staff productivity and performance



## Northern Territory

In the Northern Territory, CEOs ranked People and Culture as the fifth risk, which is one point above the national ranking.



Figure 21: People & Culture Average Ranking of underlying factors in Northern Territory 1-10

The leading reasons for this risk were inadequate employee numbers and limited capacity to attract and retain professional staff. In fact, 83% of respondents ranked these as the top concerns.

When comparing the rankings between capital cities and regional councils, inadequate employee numbers were graded first or second by capital cities, while regional cities positioned this sixth.

Capital cities ranked limited capacity to attract and retain employees eighth while regional city and regional councils placed this second.

## Tasmania

In Tasmania, People and Culture was not considered a high risk, ranking eleventh compared to its sixth national ranking.

The reasons behind this risk in Tasmania include compliance with employee health and wellbeing regulations, rapidly rising employment market costs and the challenges of managing a remote workforce with increased expectations of workplace flexibility arrangements. These three factors ranked equally as the top reasons agreed upon by 57% of respondents. It is worth noting that the medium to low rankings for these reasons were the same.

Nearly 43% of respondents ranked inadequate employee numbers as the second highest concern underpinning this risk. This was cited as a leading concern for metropolitan councils equalling the three above concerns. It was also ranked first by regional councils. However, it didn't receive a high ranking by rural and remote councils, indicating a sound medium ranking.

These results underscore the challenges encountered by Tasmanian councils in attracting and retaining quality staff. Tasmania has been a 'confined talent pool' for many years, and considering the cost-of-living crisis, councils have struggled to match the private sector to secure high level talent.

### Top three underlying factors for People & Culture by region

#### METROPOLITAN

1. Inadequate employee numbers
2. Rapidly rising employment market costs
3. Compliance with employee health, safety and wellbeing regulation

#### REGIONAL

1. Rapidly rising employment market costs
2. Limited capacity to attract and retain professional staff
3. Inadequate employee numbers

#### REMOTE/RURAL

1. Compliance with employee health, safety and wellbeing regulation
2. Challenges of managing a remote workforce with increased expectation of WFH arrangements
3. Rapidly rising employment market costs



## New South Wales

Among New South Wales respondents, People and Culture ranked sixth – agreed upon by 21% of respondents and aligned with the national ranking.

Nearly 60% of respondents identified the limited capacity to attract and retain professional staff as the primary reason for this risk. Many councils operate under stringent budgets, which impacts their ability to offer competitive remuneration compared to other tiers of government or the private sector.

In rural areas, the situation is further complicated by the shortage of specialised positions. Rural workers often need to wear multiple hats and adopt various responsibilities, which can be daunting to candidates and deter them from working in regional locations.

Local government's political nature can present challenges for individuals from corporate backgrounds who are unfamiliar with the unique processes and requirements involved. Furthermore, it's not always perceived as exciting or rewarding compared to other sectors. This perception can be influenced by negative portrayals in the media or on social media platforms. It is important to note that these impressions do not always reflect the reality of working in local government.

In metropolitan, regional and rural/remote areas, this issue ranked second, while in regional cities it ranked fifth. Typically, regional city councils are large enough to attract public sector candidates, but not enough corporate talent. They strike the right balance of incorporating a greater job scope and remuneration compared to city, regional and rural councils.

Regional cities can often access quality health and education services and are close to airports and other essential facilities. This allows residents to enjoy the benefits of city life while living in a quieter environment. It also provides great flexibility for professionals to travel to major cities for work or personal reasons.

This issue was closely followed by rapidly rising employment market costs, which nearly 56% of respondents ranked second.

### Top three underlying factors for People & Culture by region

#### METROPOLITAN

1. Rapidly rising employment market costs
2. Limited capacity to attract and retain professional staff
3. Compliance with employee health, safety and wellbeing regulation

#### REGIONAL CITY

1. Rapidly rising employment market costs
2. Compliance with employee health, safety and wellbeing regulation
3. Inadequate employee numbers

#### REGIONAL

1. Limited capacity to attract and retain professional staff
2. Inadequate employee numbers
3. Rapidly rising employment market costs

#### REMOTE/RURAL

1. Limited capacity to attract and retain professional staff
2. Rapidly rising employment market costs
3. Inadequate employee numbers

## Victoria

In Victoria, nearly 14% of CEO/GMs ranked this risk seventh, which is lower than the national ranking of sixth.

58% of respondents identified the limited capacity to attract and retain professional staff as the primary reason for this risk. This reason was ranked the highest by regional and rural/remote councils. Metropolitan and regional city councils ranked this third, while capital city councils placed it ninth. This might reflect the COVID-19 sea or tree change that many Victorians made. Now, several years on, evidence reveals growth is declining in regional areas as many people return to metropolitan hubs.

Nearly 49% of CEO/GMs ranked inadequate employee numbers as the second highest concern. This issue was particularly significant in regional city and regional councils, where they ranked highly. The other regions placed this in the middle.

This further supports the notion that councils' financial stability is hindering their ability to attract and retain staff in a highly inflationary environment. The private sector has been offering higher wages for a while. Yet many councils particularly regional ones do not have the resources to compete for talent.

46% of respondents ranked compliance with employee health, safety and wellbeing regulations, as well as rapidly rising employment market costs as equal third reasons for this risk. All regions ranked these two concerns in the top five. These results indicate the increasing burden of employee mental health related complaints and wellbeing issues since the COVID-19 pandemic. These are major issues in the WorkSafe claims within the sector and we're likely to see increases in these issues by approximately 40% across local government for many years.

## Western Australia

28% of respondents ranked People and Culture in sixth position, aligning with the national ranking.

The survey results revealed that the limited capacity to attract and retain professional staff is a leading concern for local government CEOs in Western Australia, with 65% ranking it as the top issue. This challenge arises from factors such as competition for talent, limited resources, geographic location, workload demands, limited training opportunities and work perceptions. These factors make it difficult for local governments to attract and retain skilled professionals, leading to challenges in delivering effective services and implementing projects.

The concern of inadequate employee numbers is particularly pronounced in regional and rural/remote local governments. This is attributed to factors such as a limited pool of professionals, geographic isolation, lack of infrastructure, limited professional development opportunities and challenges in maintaining work-life balance. To tackle these issues, we need targeted strategies, including offering competitive remuneration, providing professional development opportunities, improving infrastructure and highlighting the unique benefits of working in regional and rural/remote areas.

In summary, the challenges in attracting and retaining professional staff pose a risk to the people and culture of WA local governments. Factors such as limited capacity, competition for talent, limited resources, geographic location, workload demands, and negative perceptions contribute to this risk. Inadequate staffing levels can lead to decreased productivity and service delivery delays. To mitigate this risk, local governments need to offer competitive remuneration, implement targeted recruitment strategies, invest in professional development, address work-life balance and promote the positive aspects of working in the public sector. These measures will help ensure a skilled and engaged workforce to effectively serve the community.

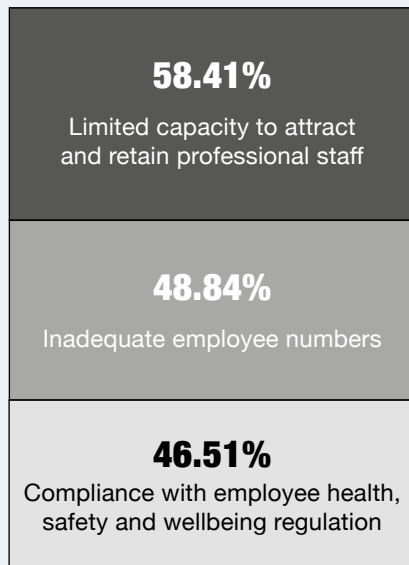


Figure 22: The top three underlying factors for this risk in Victoria. This shows the percentage of councils that ranked the respective factor as high.

### Top three underlying factors for People & Culture by region

#### CITY

1. Rapidly rising employment market costs
2. OHS & PWSH fines & penalties
3. Compliance with employee health, safety and wellbeing regulation

#### METROPOLITAN

1. Workplace safety – protection from community & the psychological impact
2. Compliance with employee health, safety and wellbeing regulation
3. Limited capacity to attract and retain professional staff

#### REGIONAL CITY

1. Inadequate employee numbers
2. Challenges of managing a remote workforce with increased expectation of WFH arrangements
3. Limited capacity to attract and retain professional staff

#### REGIONAL

1. Limited capacity to attract and retain professional staff
2. Inadequate employee numbers
3. Compliance with employee health, safety and wellbeing regulation

#### REMOTE/RURAL

1. Limited capacity to attract and retain professional staff
2. Rapidly rising employment market costs
3. Compliance with employee health, safety and wellbeing regulation

### Top three underlying factors for People & Culture by region

#### METROPOLITAN

1. Workplace safety – protection from community & the psychological impact
2. Rapidly rising employment market costs
3. Compliance with employee health, safety and wellbeing regulation

#### REGIONAL CITY

1. Managing staff productivity & performance
2. Rapidly rising employment market costs
3. Workplace safety – protection from community & the psychological impact

#### REGIONAL

1. Limited capacity to attract and retain professional staff
2. Inadequate employee numbers
3. Managing staff productivity & performance

#### REMOTE/RURAL

1. Limited capacity to attract and retain professional staff
2. Inadequate employee numbers
3. Rapidly rising employment market costs

## South Australia

In South Australia, 34% of CEOs/GMs ranked People and Culture as the fourth highest risk two points above the national ranking. Among the respondents, 62% identified the limited capacity to attract and retain professional staff as the primary reason for this risk. This concern was placed in the top two positions by all regions in South Australia.



Figure 23: People & Culture South Australia risk heat map

Additionally, nearly 59% of CEOs/GMs ranked inadequate employee numbers second. This was the leading reason for rural/remote councils, as other states placed it in the top four positions.

According to the Australian Local Government Association's 2022 report on Workplace Skills & Capability, South Australian executives identified the key drivers of skills shortages as:

- Pandemic border closures and the subsequent impact on skilled workers
- Depth of the labour market and Local Government competing for talent with the private industry
- Budgetary constraints
- Lack of employment opportunities for spouses in regional areas
- Providing fixed-term contracts, with applicants seeking longer-term security
- Challenges of competing against major infrastructure projects for labour.

Rapidly rising employment market costs was cited as the third factor underpinning this risk, as determined by 53% of respondents. South Australian regional councils were heavily impacted by the strong performance of the mining and agriculture sectors, resulting in losing key staff to the private industry. Councils have struggled to compete with salaries in the private sector. It's also been difficult to secure affordable housing to attract candidates to regional areas.



7

# BUSINESS CONTINUITY PLANNING



Over the past year, the world has faced a multitude of challenges, with some disruptions occurring simultaneously, leaving organisations and communities with little time to recover. Local government in Australia also felt the weight of these difficulties.

Spurred by various events, councils experienced substantial business interruptions. These included post-COVID19 events, the succession of severe and frequent natural disasters and escalation in incidents or threats of cyberattacks. Many councils faced these tragic events from 2021 to 2023. The disruptions greatly impacted local government authorities operations and finances.

Seemingly distant global events (e.g. supply chain and geopolitical events) have also impacted Australian businesses and communities, including those in regional areas. These events placed additional pressure on councils, resulting in their inability to deliver services.

The most direct impact on local government has been financial. Every disaster or interruption changes priorities, with resources being redirected towards repairs and recovery efforts. As local government's main source of income is continuously strained due to dealing with disruption shocks the gap between what can be accomplished and what needs to be done widens.

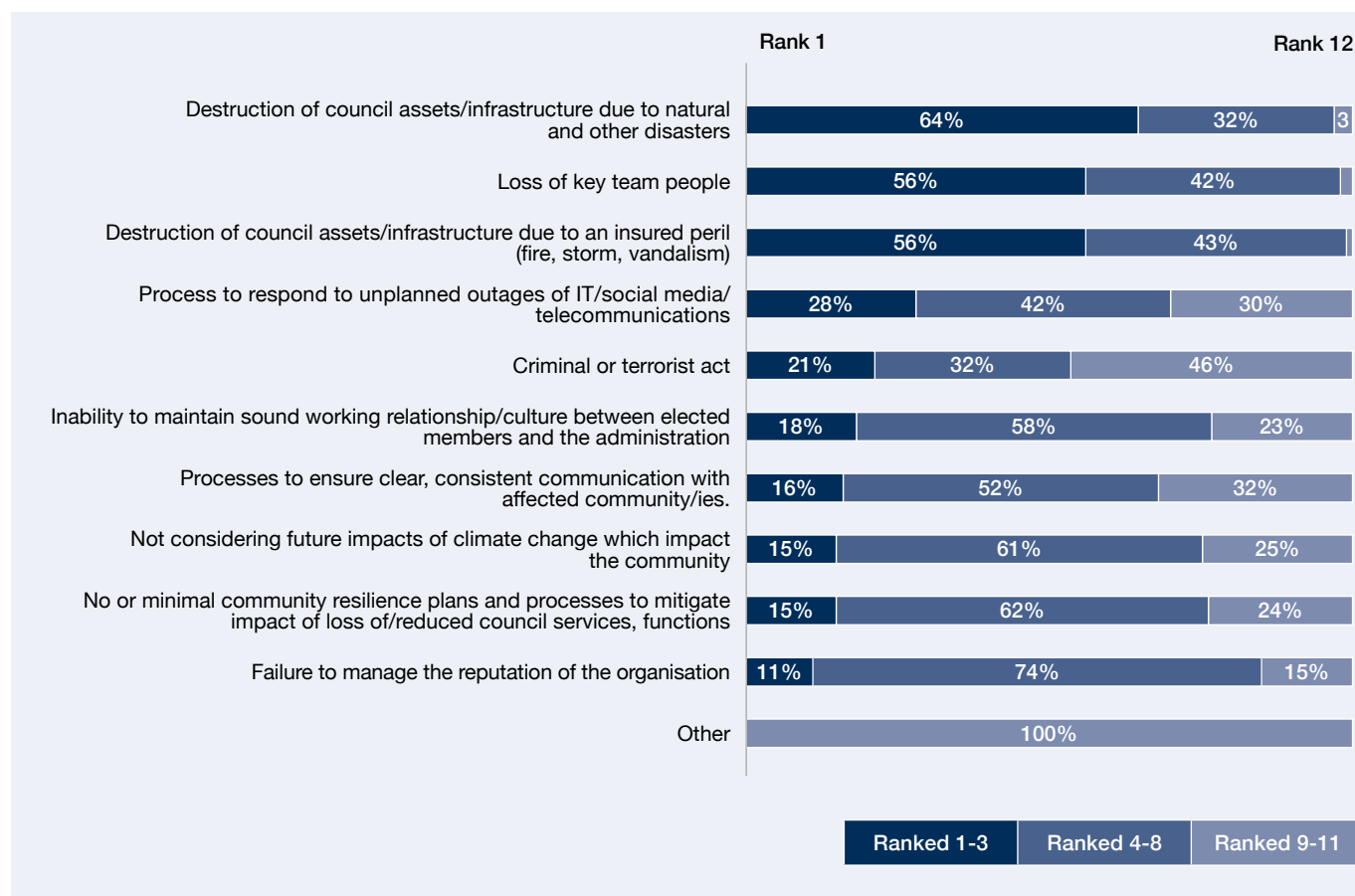


Figure 24: Business Continuity Planning National Risk Heat Map

Since 2018, natural disaster impacts have consistently ranked among the top five concerns. This is attributed to the compounded natural disaster events (e.g. bushfires, severe storms and floods) occurring in the same regions – sometimes within days of each other. In the 2023 Risk Survey, this disruption ranked as the top business continuity planning risk at 26.48%.

The financial cost associated with disaster events amounts to billions of dollars, and the visible remnants of these events can be observed in assets waiting repair or replacement. In addition to the monetary costs, there is also the immeasurable emotional and wellbeing tax on communities, families and individuals, which will have enduring effects for years to come.

The Loss of Key People ranks as the second highest factor for business continuity planning. Although this aspect is experienced by all organisations and businesses, the survey results indicate that regional councils regard it as the leading factor (21%) impacting their business continuity capabilities.

The above concerns directly effect the business continuity capability on various levels. They range from losing key people, which compromises effective decision-making and resourcing, to losing premises to operate from. While organisations have adapted and perfected the working-from-home arrangements, many essential council services rely on specific facilities to deliver what are often critical services such as water, sewer and waste management.

The lessons learned from the impact of COVID-19 have prompted organisations to embrace a more agile approach. As a result, information technology experts have furnished councils with an unprecedented level of workforce flexibility. This advancement has alleviated concerns councils may have regarding certain operations, as many can be swiftly restored through remote working arrangements.

However, technology cannot solve every business continuity impact nor costs of rebuilds or repairs from asset destruction. Understandably, financial sustainability is the leading national concern.



In an uncertain situation like a disaster event, it is essential to have the right individuals with the necessary expertise to plan and strategise a path towards recovery.

It is considered best practice for organisations to proactively plan for such events to minimise the impact. This involves having a documented framework and set of recovery strategies and operational workarounds that are sound, current, reliable and logical. These plans need to provide clear guidance and high-level strategies that are dynamic enough to be effectively implemented in any major circumstance. A well-crafted business continuity plan can provide the right framework for decision-making and instil confidence in people by establishing a structured approach. This can only be achieved if the framework is effective, fit for purpose and involves the active participation and commitment of the organisation's top management.

To address the concern of the potential loss of key people, councils can implement practical measures to create redundancy within the organisation. Strategically, organisations should ensure there are alternate personnel who can step into key decision-making roles in the event of a major disruption. Operationally, councils can create redundancy by ensuring that all critical business services have sufficient personnel who are cross-skilled and qualified to assume other positions. Additionally, documenting clear recovery strategies for these personnel will further enhance preparedness and resilience.

Implementing a well-structured business continuity management framework and ensuring personnel are well-trained and are confident to step into their assigned roles. This will ensure an effective and timely recovery from a major disruption, significantly minimising its impact. When an organisation demonstrates this level of resilience, it not only instils confidence in its people but also the trust of the community it serves.

The level of complexity, frequency and severity of disruptions have become commonplace. Considering this, it is more important than ever for organisations to recalibrate and plan for a new comprehensive approach to managing significant disruptions. This approach should be holistic and consider the new scale of 'worst case' scenarios and provide an efficient and effective method for responding and recovering from major complex disruptions. Additionally, it must prioritise collaboration, which involves working closely with state and federal levels of government, the community, the private sector, and neighbouring councils. This unified effort will help develop broader recovery plans, secure funding and implement measures that will support their communities.

### Top ranking underlying factors for Business Continuity by State/Territory

NSW QLD SA VIC	Destruction of council assets/infrastructure due to natural and other disasters (bushfire, flood, extreme storms, pandemic, drought, earthquake, act of terror etc.)
NT WA	Loss of key team people
TAS	Destruction of council assets/infrastructure due to an insured peril (fire, storm, vandalism)

### Top three underlying factors for Business Continuity Planning by region

#### CITY

1. Destruction of council assets/infrastructure due to disasters
2. Loss of key team people
3. Destruction of council assets/infrastructure due to an insured peril

#### METROPOLITAN

1. Loss of key team people
2. Destruction of council assets/infrastructure due to disasters
3. Destruction of council assets/infrastructure due to an insured peril

#### REGIONAL CITY

1. Destruction of council assets/infrastructure due to disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Loss of key team people

#### REGIONAL

1. Loss of key team people
2. Destruction of council assets/infrastructure due to disasters
3. Destruction of council assets/infrastructure due to an insured peril

#### RURAL/REGIONAL

1. Destruction of council assets/infrastructure due to disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Loss of key team people





## New South Wales

In the rankings, NSW placed Business Continuity Planning in seventh position, which is consistent with the national level ranking. Although only 21% of respondents viewed it as a high risk, it is important to highlight that nearly 54% considered it as a medium risk.

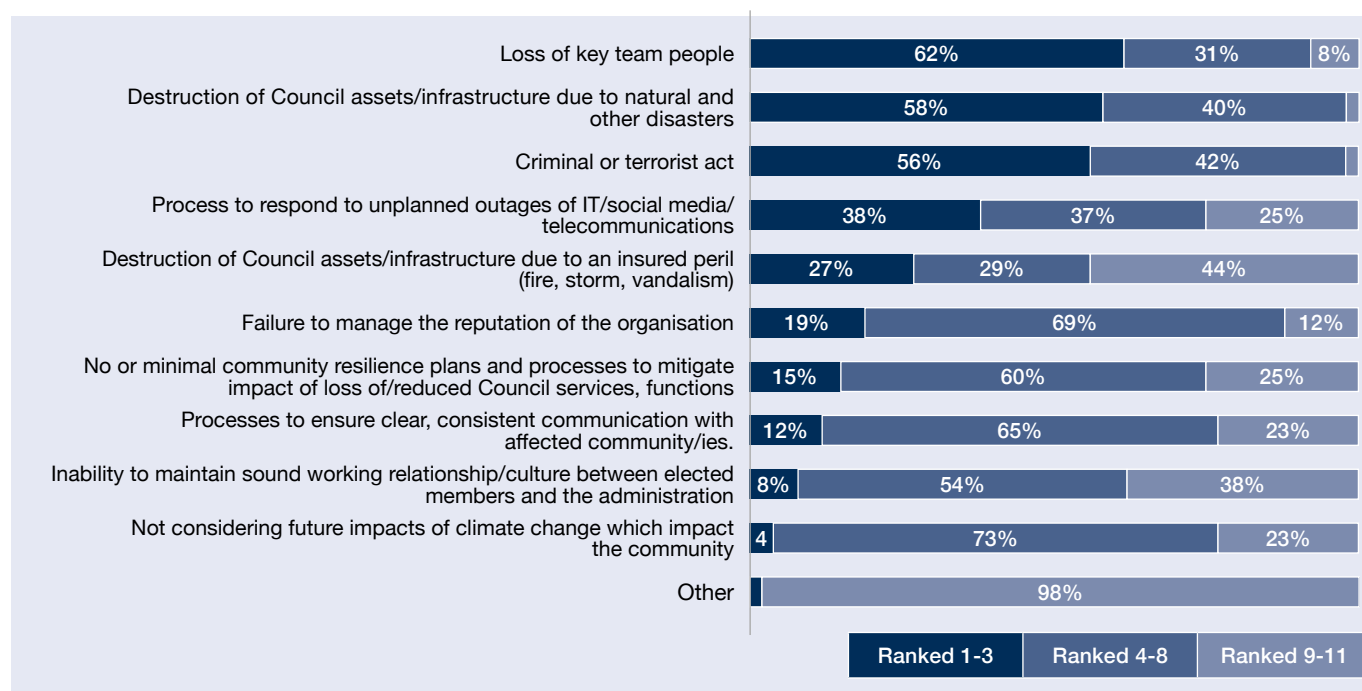


Figure 25: Business Continuity Planning NSW Risk Heat Map

Nearly 62% of respondents identified the destruction of council assets as the primary factor for this risk. This factor was particularly prominent in metropolitan, regional, and remote/rural areas.

The lack of preparedness and the outdated nature of existing assets, which were not designed to withstand the disasters of the 21st century, is a growing concern for councils. It is necessary to futureproof these assets, but this comes with significant costs that need to be allocated appropriately. Retrofitting older assets, particularly those with heritage listing, presents challenges in NSW, as it is difficult to strike a balance between heritage requirements with the needs of business continuity planning.

While councils demonstrate competence in emergency preparation and response, there may be a lack of comprehensive plans in place. It is crucial to focus on prevention and proactive measures. Additionally, it is also important to consider the other risks that contribute to business continuity, as it is not solely about the Business Continuity Plan itself.

Many councils have assets located in flood-prone or bushfire-prone areas, which further complicates the management of council services and land.

58% of respondents identified the loss of key personnel as a significant contributing factor to the management of business continuity. This concern was particularly notable in metropolitan, regional, and remote/rural councils, where it ranked among the top two concerns.

Whilst experiencing a disaster, the loss of key personnel can have a substantial impact. Local Emergency Management Officers (LEMOs) and council staff involved in business continuity planning may also be responsible for managing local emergencies. The unavailability of key staff during an event can impede response efforts. Also, the rotation of staff and the ongoing need to train and maintain their present

additional challenges, as continuity may be disrupted when new personnel join the organisation.

The adoption of communication tools like Zoom has enhanced communication capabilities, and councils are embracing these opportunities to strengthen their business continuity efforts.

### Top three underlying factors for Business Continuity Planning by region

#### METROPOLITAN

1. Destruction of council assets/infrastructure due to an insured peril
2. Loss of key team people
3. Process to respond to unplanned outages of IT/ social media/telecommunications

#### REGIONAL CITY

1. Destruction of council assets/infrastructure due to disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Criminal or terrorist act

#### REGIONAL

1. Loss of key team people
2. Destruction of council assets/infrastructure due to disasters
3. Failure to manage the reputation of the organisation

#### REMOTE/RURAL

1. Destruction of council assets/infrastructure due to disasters
2. Loss of key team people
3. Destruction of council assets/infrastructure due to an insured peril

## Queensland

In Queensland, Business Continuity Planning was ranked fifth, which is two points higher than the national ranking of seventh.

The most significant factor for business continuity in Queensland is the damage to infrastructure or assets from natural hazards or insured perils such as a fire, storm or vandalism event. This is due to the frequency of disasters that have impacted Queensland councils in the past five years, where many councils have struggled to recover before another event occurred.

This factor is followed by the loss of key personnel. This reason was consistent with the national view, emphasising the fundamental similarities between council operations and business interruption risk in an event.

### Top three underlying factors for Business Continuity Planning by region

#### METROPOLITAN

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Process to respond to unplanned outages of IT/social media/telecommunications
3. Loss of key team people

#### REGIONAL CITY

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Process to respond to unplanned outages of IT/social media/telecommunications!

#### REGIONAL

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Loss of key team people

#### REMOTE/RURAL

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Loss of key team people

## Tasmania

Business Continuity Planning was ranked second with 71% of councils considering it as the second leading risk for the state. This significant risk for the state could be attributed to the challenges faced by councils in accessing trades and reinstating services. While planning efforts are robust, the difficulty lies in obtaining the necessary resources to support when an event occurs, and rebuilding becomes necessary.

The above is reinforced by the fact 100% of respondents placed the destruction of council assets or infrastructure due to insured peril as the leading reason for this placement. As mentioned earlier, the lead times for trades and resources can extend beyond three years before rehabilitation works can begin, and this effects business continuity planning for future events. Regardless of the region of the council, all ranked this between first and third.

Furthermore, nearly 86% of respondents noted the destruction of council assets or infrastructure due to a natural or other disaster as an underlying factor for this risk. Once again, councils from different regions ranked this in the top three further reinforcing why they had ranked BCP in second position.

### Top three underlying factors for Business Continuity Planning by region

#### METROPOLITAN

1. Destruction of council assets/infrastructure due to natural and other disasters (bushfire, flood, extreme storms, pandemic, drought, earthquake, act of terror etc.)
2. Destruction of council assets/infrastructure due to an insured peril (fire, storm, vandalism)
3. Loss of key team people

#### REGIONAL

1. Destruction of council assets/infrastructure due to natural and other disasters (bushfire, flood, storms, pandemic, drought, earthquake, act of terror etc.)
2. Processes to ensure clear, consistent communication with affected community/ies. Integrity of current business continuity plan and process
3. Destruction of council assets/infrastructure due to an insured peril (fire, storm, vandalism)

#### REMOTE/RURAL

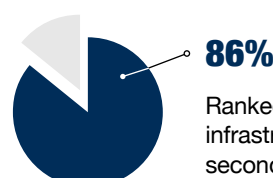
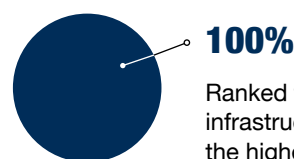
1. Criminal or terrorist act
2. Destruction of council assets/infrastructure due to an insured peril (fire, storm, vandalism)
3. Failure to manage the reputation of the organisation

## Northern Territory

In the Northern Territory, Business Continuity Planning was ranked as the second highest risk by 37% of CEOs. This is five positions higher than the national average. Operating in a lean environment poses a challenge for most NT councils. Despite this, councils remain committed to maintaining business continuity, and take pride in their ongoing response to disruptive events.

The primary factor contributing to this ranking is the loss of key personnel, with 83% of respondents ranking it as their top concern. This result was particularly pronounced among regional councils, where 100% of respondents ranked it as their number one concern.

This is page number 163 of the Hay Shire Council Business Paper for the Ordinary Meeting held on the 27th August 2024.



## Victoria

In Victoria, CEOs ranked Business Continuity Planning in eighth position, one point lower than the national ranking. 63% of respondents identified the destruction of council assets and infrastructure caused by natural and other disasters as the leading underlying reason for this risk. This concern was ranked as the first or second reason by all councils except for city councils. The specific reasons for city councils not ranking this as high could vary and may be influenced by factors such as different risk profiles or a greater focus on other aspects of business continuity.

While destruction of council assets & infrastructure from natural and other disasters was the leading factor, 53% of CEOs/GMs identified the destruction caused by insured perils as the second-highest contributing factor. This reason consistently ranked between first and third by all councils except for city councils. Again, the specific reasons for city councils ranking this differently could vary and may be influenced by factors such as different risk profiles or a greater emphasis on other aspects of business continuity.

The loss of key team members was identified as a contributing factor to this risk. It ranked third across the state, with all councils placing it between first and fourth. The positioning of this factor may be influenced by the relative importance placed on other risks or the perception that other factors have a more significant impact on business continuity.

It is important to note that the rankings and reasons presented are derived from the responses of the CEOs/GMs in the survey and may vary depending on the specific circumstances and priorities of each council.

### Top three underlying factors for Business Continuity Planning by region

#### CAPITAL

1. Not considering future impacts of climate change which impact the community
2. Process to respond to unplanned outages of IT/social media/telecommunications
3. Loss of key team people

#### METROPOLITAN

1. Destruction of council assets/infrastructure due to an insured peril
2. Destruction of council assets/infrastructure due to natural and other disasters
3. Loss of key team people

#### REGIONAL CITY

1. Loss of key team people
2. Destruction of council assets/infrastructure due to natural and other disasters
3. Destruction of council assets/infrastructure due to an insured peril

#### REGIONAL

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Not considering future impacts of climate change which impact the community
3. Destruction of council assets/infrastructure due to an insured peril

#### REMOTE/RURAL

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Not considering future impacts of climate change which impact the community

## South Australia

Among South Australian CEO/GMs, Business Continuity was ranked seventh by 14% of respondents, with nearly 65% ranking it as medium risk.

The primary factor contributing to this ranking is the destruction of council assets or infrastructure caused by natural and other events, as identified by nearly 59% of respondents. This concern was consistently ranked as either first or second across all regions represented in the survey. These rankings can be attributed to the significant impact of flooding and storm-related events that occurred in South Australia during the 2022/23 period.

The Loss of Key People was ranked equally with the Destruction of Council Assets or Infrastructure as significant contributing factors to the risk of business continuity. This concern was ranked as either first or second by all council regions.

The destruction of Council Assets or Infrastructure due to an Insured Peril was ranked second, with 41% of councils listing this as a primary concern for this risk. This ranking was primarily supported by capital city and regional city councils. However, when considering the combined high and medium risks, this concern becomes more prominent across all regions.

## Top three underlying factors for Business Continuity Planning by region

### CAPITAL

1. Failure to manage the reputation of the organisation
2. Destruction of council assets/infrastructure due to an insured peril
3. Loss of key team people

### METROPOLITAN

1. Loss of key team people
2. Destruction of council assets/infrastructure due to natural and other disasters
3. Not considering future impacts of climate change which impact the community

### REGIONAL CITY

1. Loss of key team people
2. Destruction of council assets/infrastructure due to natural and other disasters
3. Destruction of council assets/infrastructure due to an insured peril

### REGIONAL

1. Loss of key team people
2. Destruction of council assets/infrastructure due to natural and other disasters
3. Inability to maintain sound working relationship/culture between elected members and the administration

### REMOTE/RURAL

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Loss of key team people
3. No/minimal community resilience plans and processes to mitigate impact of loss of/reduced council services, functions

## Western Australia

In Western Australia, Business Continuity was ranked ninth among other risks by CEO. The leading factor driving this ranking was loss of key people with 70% contributing to this ranking.

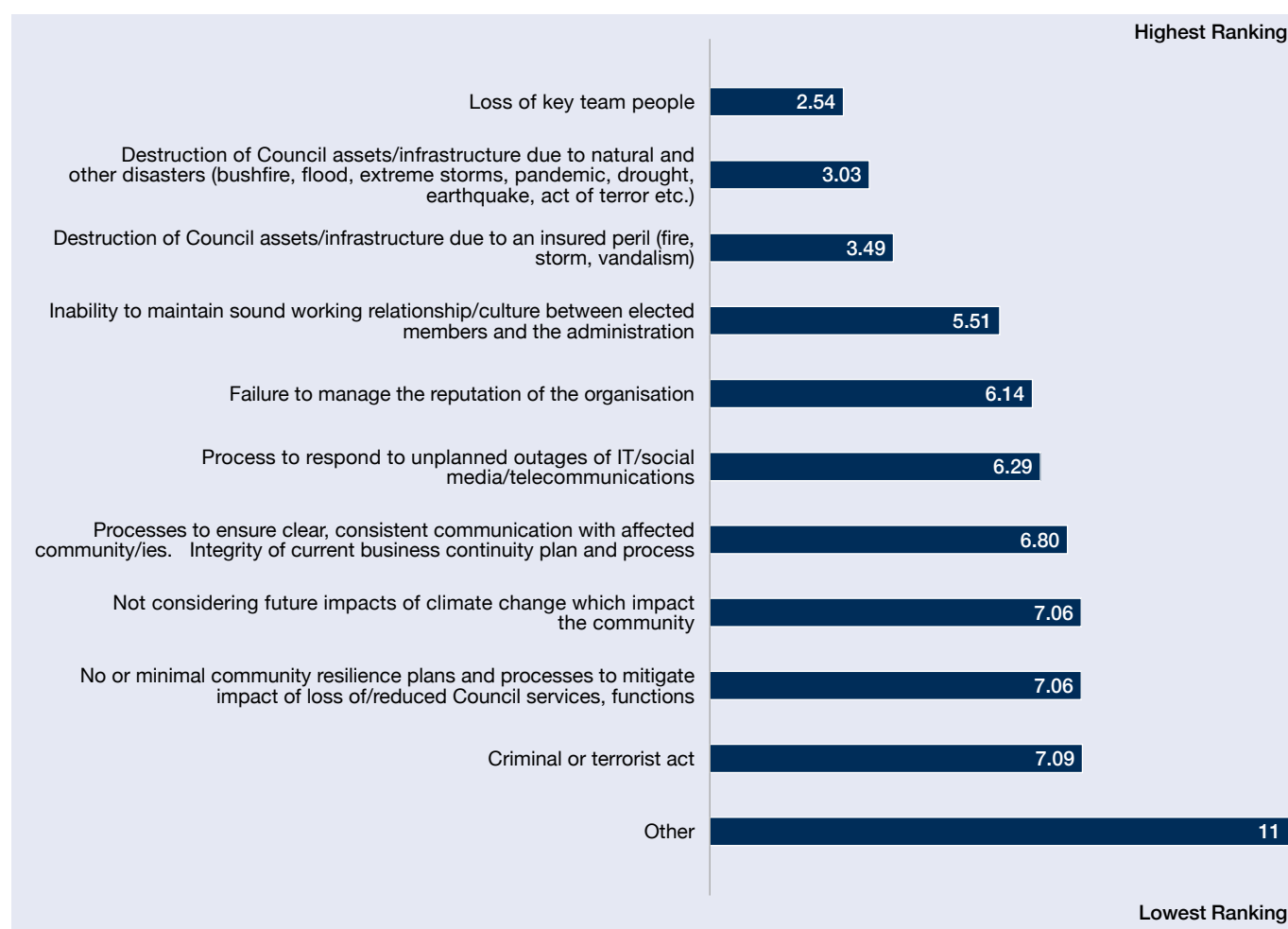


Figure 26: Business Continuity Planning WA Risk Heat Map

The loss of key people within local governments in WA during a disruption can impede continuity, decision-making, relationships, and expertise. It is crucial for councils to have succession planning strategies in place to mitigate the impact and ensure the continuity of essential services.

The findings also revealed that the destruction of council assets and infrastructure due to disasters and the destruction of council assets and infrastructure due to an insured peril are closely aligned risks for WA local governments. These risks share the potential to impact service delivery, financial stability, public safety, and community well-being. In both scenarios, there is a loss or damage of critical assets and infrastructure, which can result in service disruptions, economic consequences, compromised public safety, and reduced community resilience. While disasters may encompass a broader range of perils, including uninsured events, the risks associated with the destruction of assets and infrastructure in both cases require similar mitigation strategies. These strategies include disaster preparedness, risk assessment, contingency planning, and investment in infrastructure resilience.

Business Continuity Planning is a key risk for local governments in WA, as it can lead to disruptions in essential services, financial stability, public safety, and community wellbeing. This risk can occur from various events, such as disasters, the loss of key people, and the destruction of assets and infrastructure. To mitigate these risks local government need to prioritise business continuity planning, including risk assessment, emergency response strategies, succession planning, infrastructure resilience, and resource allocation, to ensure the continuity of essential services and minimise the impact of potential risks.

### Top three underlying factors for Business Continuity Planning by region

#### METROPOLITAN

1. Loss of key team people
2. Process to respond to unplanned outages of IT/social media/telecommunications
3. Destruction of council assets/infrastructure due to natural and other disasters

#### REGIONAL CITY

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Inability to maintain sound working relationship/ culture between elected members and the administration

#### REGIONAL

1. Loss of key team people
2. Destruction of council assets/infrastructure due to natural and other disasters
3. Destruction of council assets/infrastructure due to an insured peril

#### REMOTE/RURAL

1. Destruction of council assets/infrastructure due to natural and other disasters
2. Destruction of council assets/infrastructure due to an insured peril
3. Loss of key team people



8

# INEFFECTIVE GOVERNANCE





Governance encompasses the system by which an organisation is controlled and operated, and the mechanisms put in place to ensure accountability of the organisation and its people.<sup>14</sup>

Good governance embraces strong ethics, practical and robust risk management, a compliance culture, good decision-making and transparency. Australian communities expect local governments to adhere to these standards.

Australian local governments, like all organisations, are operating in an increasingly interconnected and rapidly advancing technological environment. While this brings many opportunities, it also brings new vulnerabilities and risks.<sup>15</sup>

Nationwide supply chain issues, inflationary pressures, election cycles and workforce challenges further compound the challenges local governments face. Without strong governance frameworks, this can place significant pressure on local governments' workplace culture, internal control environment and capacity, potentially leading to performance and accountability issues.

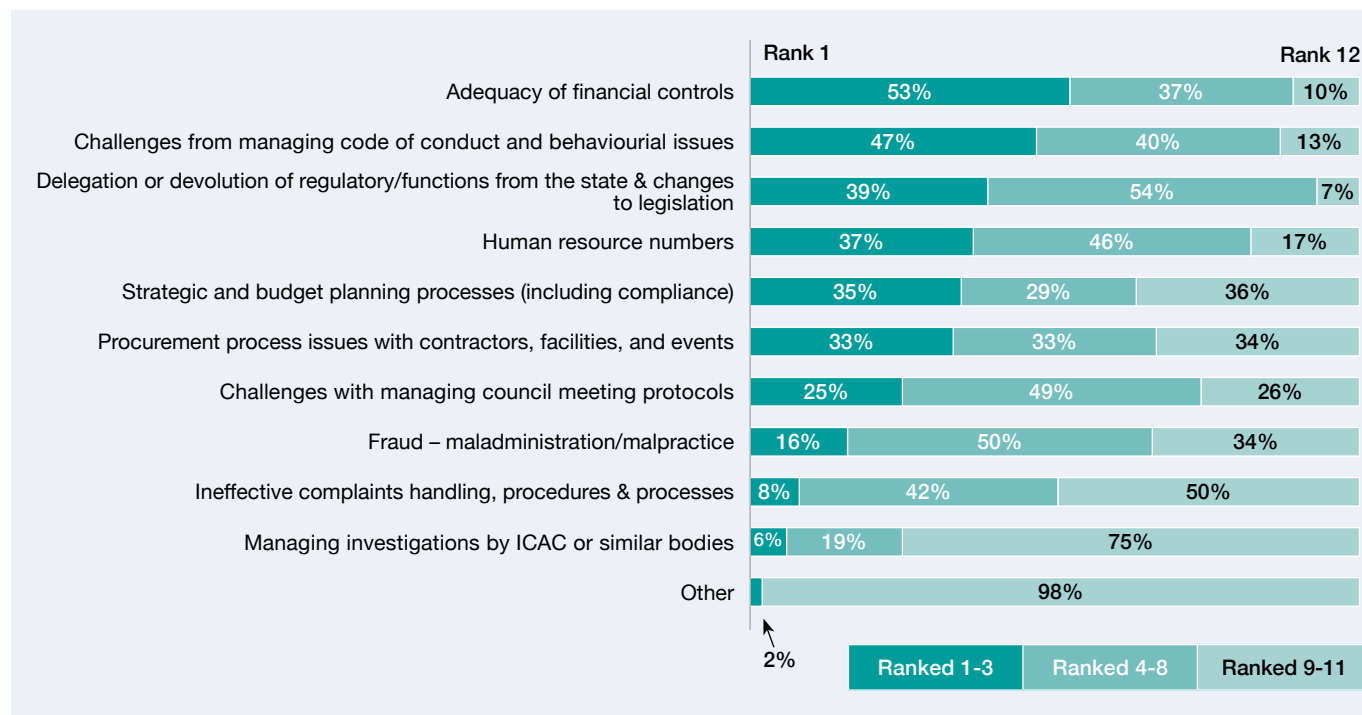


Figure 27: Ineffective Governance National risk heat map

In 2023, local government CEOs/GMs provided valuable insights into ineffective governance. The Risk Heat Map above highlights these national results.

Over 50% of respondents considered the adequacy of financial controls as their primary underlying concern for Ineffective Governance. This sheds some light on the driving forces behind the foremost risk overall, Financial Sustainability.

In order to effectively manage this critical risk due to financial controls, elected members and leaders of local government need to take a strategic approach to their organisation's financial sustainability framework. This involves ensuring all strategic planning, budgeting and corporate planning activities are considered within the context of long-term financial sustainability.

Over 46% of respondents considered challenges from managing elected members and/or employee behaviour/misconduct as a high risk. This aligns with the continued increase in claims in areas like public and professional liability, councillors and officers, and fidelity/crime covers.

These findings highlight the ongoing need for these risk coverage solutions in these areas and emphasise the importance and ongoing need for strong and practical councillor and employee induction programs and ongoing code of conduct training. Additionally, the elected member position's political nature and ongoing reform by all state governments have an impact on on integrity-related matters.

The 2024 Edelman Trust Barometer results show an increase in public trust in the Australian Government (without distinguishing each level of government). An increase that brings it to a neutral position of 50%.<sup>16</sup>

Other factors contributing to Ineffective Governance are the delegation/devolution of regulatory or other functions from the state (noted by 38% of respondents) and changes to legislation and human resource numbers (noted by 35% of respondents).

These two risks play a key role in accelerating governance risk for local governments. These concerns place additional pressures on local government's lean operating environment – many of which are already operating beyond capacity due to labour market challenges.

<sup>14</sup> Governance Institute of Australia: What is governance? (governanceinstitute.com.au).

<sup>15</sup> International Risk Governance Council: What do we mean by 'Risk Governance'? - IRGC

<sup>16</sup> Edelman Trust Barometer, Australia Report. 2023

The fifth contributing factor to Ineffective Governance is the strategic and budget planning processes (including compliance), noted by 34% of respondents. These legislative processes have been implemented to better support local government's ability to mitigate key risks associated with financial sustainability and improve governance. This is crucial, as many local governments operate in such a lean operating environment with human resource constraints, making compliance with these processes a risk in itself.

The concern of procurement process issues with contractors, facilities and events, was classified as an impacting factor by 32% of respondents, while an additional 32% considered it a medium concern. These results highlight the continued importance of ensuring these fundamental processes are right, ensuring all sourcing and delivery of services are carried out transparently and effectively. This is paramount in the current environment and will contribute to improving and maintaining trust in government.

Failing to adhere to legislation and community expectations and neglecting the necessary due diligence in sourcing and delivering services, can expose local governments to various risks. These can include liability claims, financial losses, and significant damage to their reputation.

### Top three underlying factors for Ineffective Governance risk by region

#### CITY

1. Adequacy of financial controls
2. Challenges from managing code of conduct/behavioural issues
3. Challenges with managing council meeting protocols

#### METROPOLITAN

1. Adequacy of financial controls
2. Challenges from managing code of conduct/behavioural issues
3. Procurement process issues with contractors/facilities/events

#### REGIONAL CITY

1. Adequacy of financial controls
2. Strategic and budget planning processes
3. Challenges with managing council meeting protocols

#### REGIONAL

1. Adequacy of financial controls
2. Challenges from managing code of conduct/behavioural issues
3. Human resource numbers

#### RURAL/REGIONAL

1. Adequacy of financial controls
2. Challenges from managing code of conduct/behavioural issues
3. Human resource numbers

Across the country, many respondents identified the above six underlying concerns of Ineffective Governance as substantial issues. This indicates that, despite the differences in state legislation and regulatory bodies across the country, the principles of good governance apply nationally and should be a strategic priority for all local governments.

An effective elected member group and executive leadership team that establishes a positive tone at the top can greatly contribute to addressing this risk. By investing in governance-related training, process mapping, and internal audit, these leaders can provide valuable support to the organisation. This approach will help effectively manage and combat the overall impact of this risk.

### Top ranking underlying factors for Ineffective Governance by State/Territory

NSW NT QLD TAS VIC WA	Adequacy of financial controls
SA	Challenges from managing code of conduct and behavioural issues

## Tasmania

Ineffective Governance was placed tenth in Tasmania, two points lower than the national ranking. Respondents ranked it only in the medium to low level.

Nearly 72% of respondents noted the adequacy of financial controls as the leading contributor to Ineffective Governance. This was especially true in metropolitan and rural areas. Concern around employee numbers was ranked second by 52% of respondents.

### Top three underlying factors for Ineffective Governance risk by region

#### METROPOLITAN

1. Adequacy of financial controls
2. Challenges with managing council meeting protocols
3. Human resource numbers

#### REGIONAL

1. Strategic and budget planning processes (including compliance)
2. Delegation or devolution of regulatory or other functions from the state and changes to legislation
3. Human resource numbers

#### REMOTE/RURAL

1. Adequacy of financial controls
2. Human resource numbers
3. Strategic and budget planning processes (including compliance)

## South Australia

South Australian council CEO/GMs ranked Ineffective Governance fifth which was a slight move upward on the 2021 survey. 53% of respondents cited challenges associated with managing elected member code of conduct and behavioural issues as a leading contributing factor to Ineffective Governance. Regional and rural areas ranked this contributing factor the highest at 71% and 88%, respectively.

A significant contributing factor negatively impacting councils' ability to meet legislative requirements was the inability to resource key roles, particularly for regional councils.

Interestingly, managing code of conduct and behavioural issues was equally ranked with adequate staff resourcing. This suggests that these contributing factors are seen as equally important to effective governance. Councils have indicated that along with staff resourcing, attracting and retaining talent is a major challenge, with private sector competition and escalating wages a key factor.

Adequate financial controls follow closely behind these concerns. This aligns with the importance of ensuring proper financial management within organisations to maintain effective governance and mitigate risks.

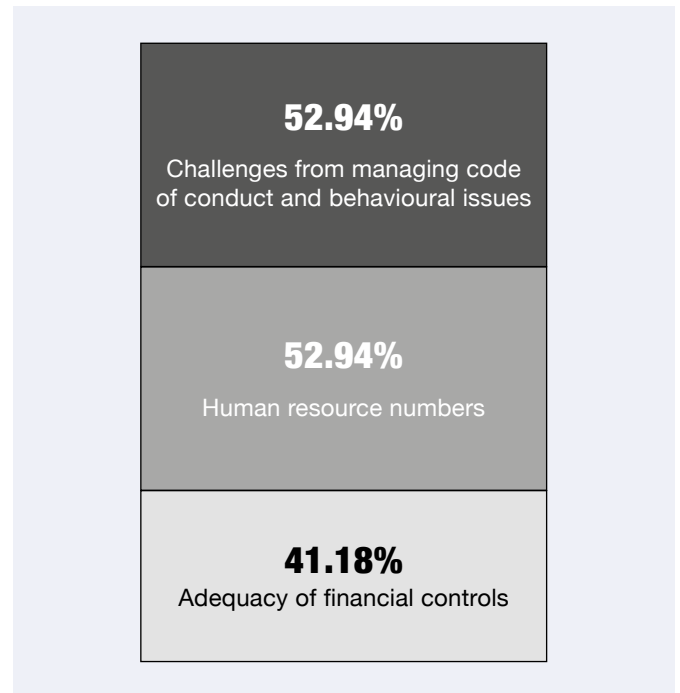


Figure 28: The top three underlying factors for this risk in South Australia. This shows the percentage of councils that ranked the respective factor as high.

### Top three underlying factors for Ineffective Governance risk by region

#### CAPITAL

1. Challenges from managing code of conduct and behavioural issues
2. Ineffective complaints handling, procedures & processes
3. Delegation or devolution of regulatory or other functions from the state and changes to legislation

#### METROPOLITAN

1. Procurement process issues with contractors, facilities, and events
2. Challenges from managing code of conduct and behavioural issues
3. Delegation or devolution of regulatory or other functions from the State and changes to legislation

#### REGIONAL CITY

1. Strategic and budget planning processes (including compliance)
2. Challenges with managing council meeting protocols
3. Procurement process issues with contractors, facilities, and events

#### REGIONAL

1. Challenges from managing code of conduct and behavioural issues
2. Adequacy of financial controls
3. Challenges with managing council meeting protocols

#### RURAL/REGIONAL

1. Human resource numbers
2. Strategic and budget planning processes (including compliance)
3. Delegation or devolution of regulatory or other functions from the state and changes to legislation



## Northern Territory

Northern Territory council CEOs placed Ineffective Governance in third position which is higher than the national average of eighth (noting only six NT councils participated in the survey).

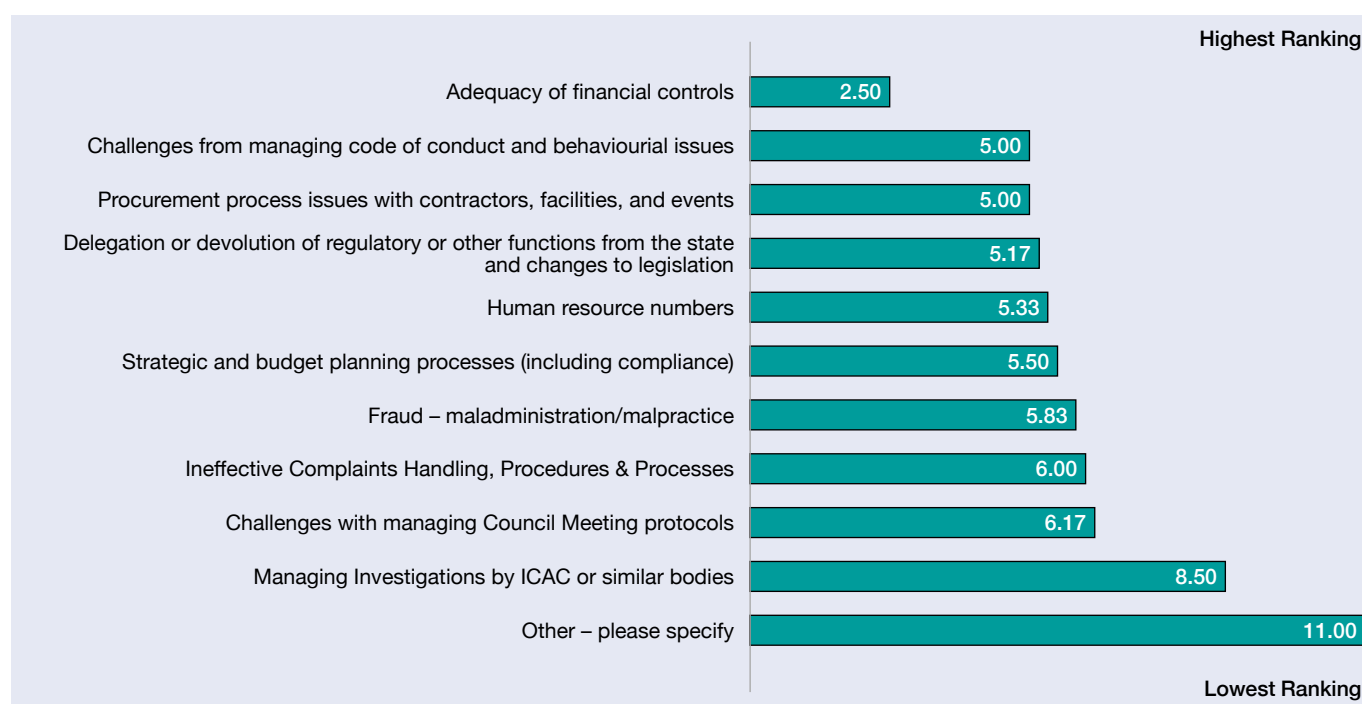


Figure 29: Business Continuity Average Ranking of Northern Territory underlying factors

This placement may be attributed to the NT's limited human resources along with NT councils also managing increasing governance requirements and associated governance costs.

66% of respondents cited the adequacy of financial controls as their leading contributing factor to Ineffective Governance, likely due to complex management controls.

Interestingly, the NT and QLD ranked issues procuring contractors, facilities and events higher than all other states.

## New South Wales

While Ineffective Governance is not identified as a leading risk for councils in New South Wales, the underlying issues are well recognised.

The JLT Public Sector Risk Survey found 57% of NSW respondents highlighted the adequacy of financial controls as their leading contributing factor to Ineffective

Governance. 50% of respondents noted challenges in managing the code of conduct and behavioural issues with employees and councillors as a major concern.

Metropolitan and regional city councils identified challenges of managing a code of conduct as their primary concern, while regional and rural councils expressed greater concern with the adequacy of financial controls.

### Top three underlying factors for Ineffective Governance risk by region

#### METROPOLITAN

1. Challenges from managing code of conduct and behavioural issues
2. Adequacy of financial controls
3. Challenges with managing council Meeting protocols

#### REGIONAL CITY

1. Challenges from managing code of conduct and behavioural issues
2. Challenges with managing Council Meeting protocols
3. Adequacy of financial controls

#### REGIONAL

1. Adequacy of financial controls
2. Challenges from managing code of conduct and behavioural issues
3. Procurement process issues with contractors, facilities, and events

#### REMOTE/RURAL

1. Adequacy of financial controls
2. Delegation or devolution of regulatory or other functions from the state and changes to legislation
3. Challenges from managing code of conduct and behavioural issues

## Victoria

In Victoria, CEO/GMs are more concerned about Ineffective Governance than the national ranking, 23% of Victorian respondents ranked it sixth, compared to the national ranking of eighth.

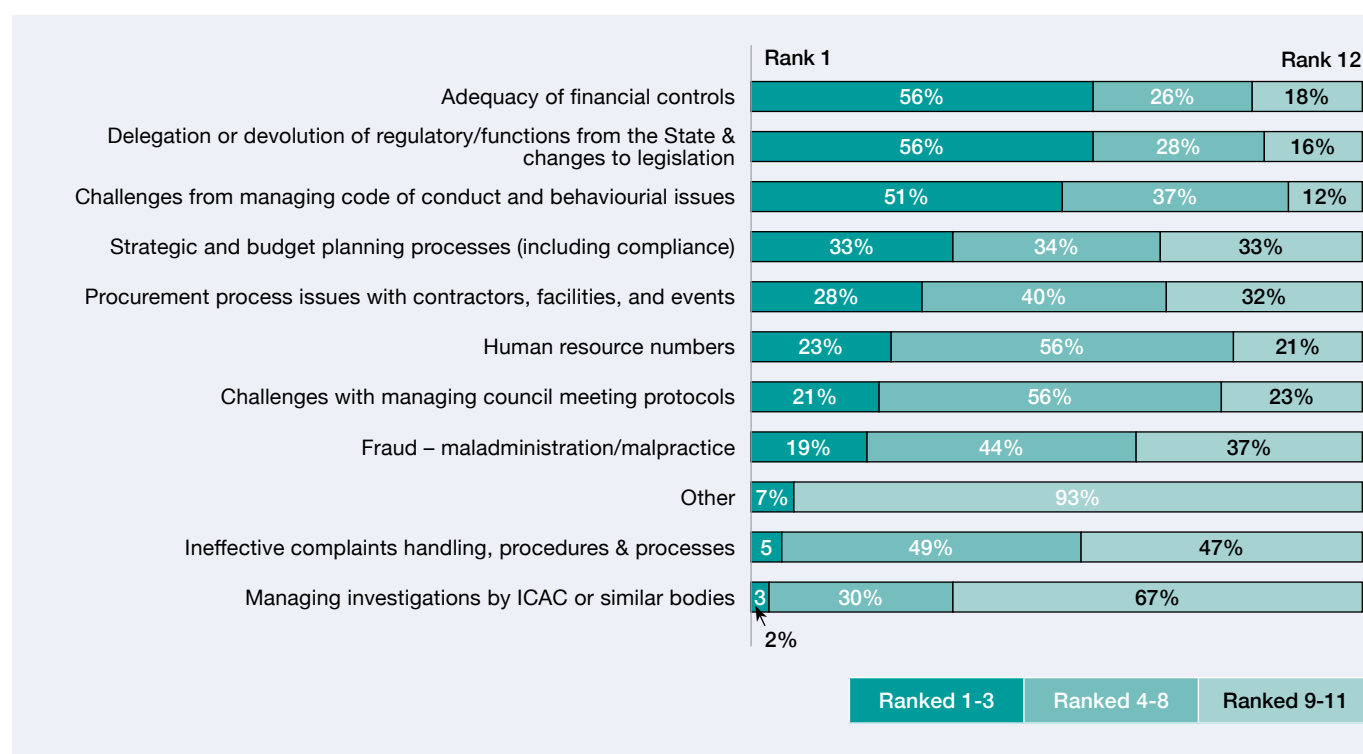


Figure 30: Ineffective Governance Victoria Risk Heat Map

Like other states and territories, 56% of respondents cited the adequacy of financial control as their leading contributing factor, tied for first place with devolution of regulatory and other functions due to state and changes to legislation. This factor is ranked as the highest by 75% of metropolitan councils and 63% of regional councils, indicating that these regions are more impacted by this issue.

51% of respondents ranked challenges in managing code of conduct and behavioural issues as their second highest contributing factor to Ineffective Governance. This concern was ranked higher in regional city, regional and rural councils.

### Top ranking underlying concern for Ineffective Governance risk by region

#### CAPITAL

1. Strategic and budget planning processes
2. Adequacy of financial controls
3. Managing investigations by ICAC or similar bodies

#### METROPOLITAN

1. Delegation or devolution of regulatory or other functions from the state and changes to legislation
2. Adequacy of financial controls
3. Procurement process issues with contractors, facilities, and events

#### REGIONAL CITY

1. Challenges from managing code of conduct and behavioural issues
2. Human resource numbers
3. Challenges with managing council meeting protocols

#### REGIONAL

1. Delegation or devolution of regulatory or other functions from the state and changes to legislation
2. Challenges from managing code of conduct and behavioural issues
3. Fraud – maladministration/malpractice

#### REMOTE/RURAL

1. Adequacy of financial controls
2. Challenges from managing code of conduct and behavioural issues
3. Delegation or devolution of regulatory or other functions from the state and changes to legislation

## Queensland

In Queensland, CEOs identified issues procuring contractors, facilities and events as their leading contributing factor to ineffective governance. This differs from the national view, which identifies the adequacy of financial controls first.

Nationally, only 33% of respondents identified procurement issues as high-risk to governance – far below code of conduct issues, delegation or devolution from the state, human resources and strategic and budget planning processes.

### Top three underlying factors for Ineffective Governance risk by region

#### METROPOLITAN

1. Human resource numbers
2. Procurement process issues with contractors, facilities, and events
3. Delegation or devolution of regulatory or other functions from the state and changes to legislation

#### REGIONAL CITY

1. Strategic and budget planning processes (including compliance)
2. Delegation or devolution of regulatory or other functions from the state and changes to legislation
3. Procurement process issues with contractors, facilities, and events

#### REGIONAL

1. Delegation or devolution of regulatory or other functions from the state and changes to legislation
2. Strategic and budget planning processes (including compliance)
3. Procurement process issues with contractors, facilities, and events

#### REMOTE/RURAL

1. Adequacy of financial controls
2. Challenges from managing code of conduct and behavioural issues
3. Procurement process issues with contractors, facilities, and event

## Western Australia

Western Australian council CEO/GMs ranked Ineffective Governance tenth, two points lower than the national ranking. Effective governance is a strong focus for WA governments; however, the number and demographic of survey responders have led to a lower ranking.

Again, as with most states and territories, WA respondents' primary concern is the adequacy of financial control, with 54% placing this first. Metropolitan (72%) and rural/remote councils (60%) ranked this as the first concern. Rural/regional and metropolitan were the primary responders to this question.

48% of CEO/GMs ranked challenges in managing code of conduct and behavioural issues as their second highest concern. This was particularly noted by metropolitan (54%) and regional councils (66%), indicating a significant concern across these areas.

In WA, the booming resource sector in regional areas poses a challenge to local governments. In some areas, the fierce competition for a limited talent pool leads to inflated wages, making attracting and retaining employees challenging. Accommodation shortages compound this issue.

### Top three underlying factors for Ineffective Governance risk by region

#### METROPOLITAN

1. Adequacy of financial controls
2. Challenges from managing code of conduct and behavioural issues
3. Procurement process issues with contractors, facilities, and events

#### REGIONAL CITY

1. Strategic and budget planning processes (including compliance)
2. Delegation or devolution of regulatory or other functions from the state and changes to legislation
3. Adequacy of financial controls

#### REGIONAL

1. Human resource numbers
2. Challenges from managing code of conduct and behavioural issues
3. Challenges with managing council Meeting protocols

#### RURAL/REGIONAL

1. Adequacy of financial controls
2. Human resource numbers
3. Delegation or devolution of regulatory or other functions from the state and changes to legislation





9



# STATUTORY/REGULATORY REQUIREMENT

Australian local governments face the complex and dynamic task of managing numerous statutory and regulatory requirements mandated by State and Federal legislation. They must also act as regulators themselves through local laws and exercise delegated powers from state/territory government agencies in areas like waste management and environmental management.

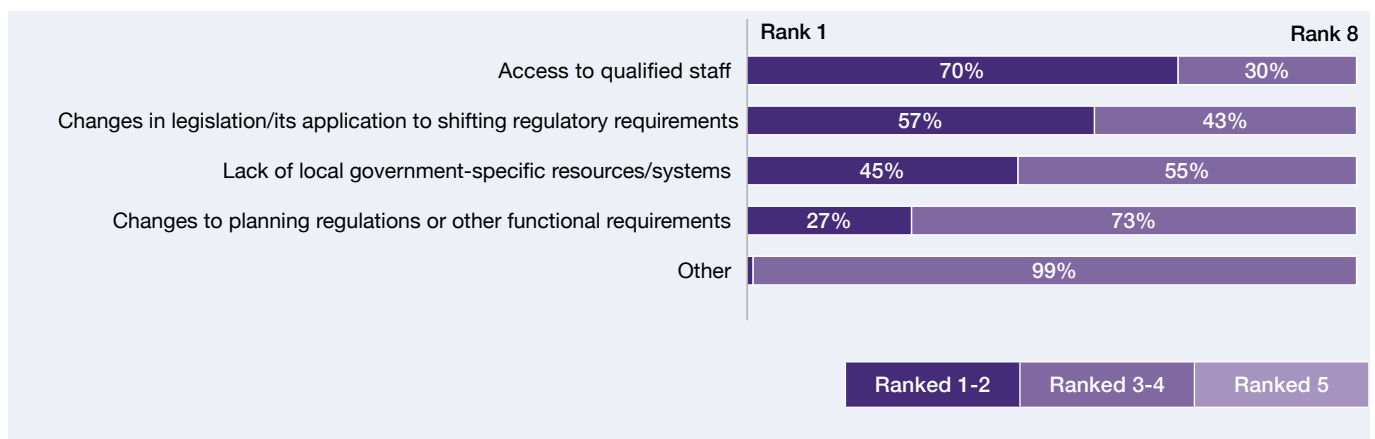


Figure 31: Inability for council to meet increased statutory and/or regulatory requirements National Risk Heat Map

This delegation of power has risen in recent years due to cost-shifting policy priorities from higher levels of government. Consequently, local governments often have to accomplish more with limited resources.

Australian communities rightfully expect their local governments to operate in compliance with legislative obligations and to regulate in a consistent, fair and transparent manner. However, in the current environment, this has become increasingly complex and costly for local governments. As the range of services provided by local governments continues to expand, so does the risk of non-compliance.

Organisations urgently require robust and accurate compliance functions.<sup>17</sup> Although the need for these functions is clear and appropriate, the capability to meet them in the current climate poses a challenge for many organisations.

<sup>17</sup> Thomas Reuters Regulatory Intelligence, 2023 Cost of Compliance Report.

According to the JLT Public Sector Risk Survey, more than 70% of respondents identified access to qualified staff as a significant issue for this category. This is unsurprising as local governments across the country face fierce competition for talent from the private industry. Regional areas that compete with large mining and agricultural firms and lack secure accommodation for prospects find accessing quality staff more challenging. Over 57% of respondents considered changes in legislation or its application to shifting regulatory requirements to be a concern. Additionally, more than 44% considered the lack of local government-specific resources/systems to meet regulatory requirements a high risk.

### Top three underlying factors for Statutory/regulatory requirement risk by region

#### CITY

1. Changes in legislation or its application to shifting regulatory requirements.
2. Access to qualified staff
3. Changes to planning regulations/other functional requirements

#### METROPOLITAN

1. Changes in legislation or its application to shifting regulatory requirements.
2. Access to qualified staff
3. Changes to planning regulations/other functional requirements

#### REGIONAL CITY

1. Changes in legislation or its application to shifting regulatory requirements.
2. Access to qualified staff
3. Lack of local government specific recourses/systems to meet requirements

#### REGIONAL

1. Access to qualified staff
2. Changes in legislation or its application to shifting regulatory requirements.
3. Lack of local government specific recourses/systems to meet requirements

#### RURAL/REGIONAL

1. Access to qualified staff
2. Changes in legislation or its application to shifting regulatory requirements.
3. Lack of local government specific recourses/systems to meet requirements

These results highlight the ongoing challenges faced by local governments in Australia. The competition for qualified staff, coupled with the need to adapt to evolving regulatory landscapes, poses significant hurdles.

The lack of dedicated resources and systems tailored to local government further compounds the risk. Addressing these issues will ensure effective governance and compliance within local government organisations. This aligns with the sixth-ranked risk of People & Culture, which specifically addresses the challenges of attracting and retaining professional staff. These risks are clearly depicted in the accompanying heat map.

For regional and remote local governments, accessing qualified staff to manage these risks was considered an even higher risk by many respondents. This underscores the significant challenge smaller and more remote communities face in addressing their staffing needs.

Failure to comply with statutory requirements and to appropriately regulate local government obligations can have significant consequences, including:

- **Risk of harm to the workplace and community:** Non-compliance can lead to unsafe working conditions and potential harm to employees and the community at large.
- **Reputational damage:** Failure to meet regulatory obligations can tarnish the council's reputation, eroding public trust and confidence.
- **Environmental harm:** Inadequate regulation and non-compliance can result in environmental damage, such as pollution or improper waste management, impacting ecosystems and natural resources.
- **Financial loss via litigation, fines and penalties for non-compliance:** Non-compliance can lead to legal action, resulting in costly litigation, fines and penalties imposed by regulatory authorities.

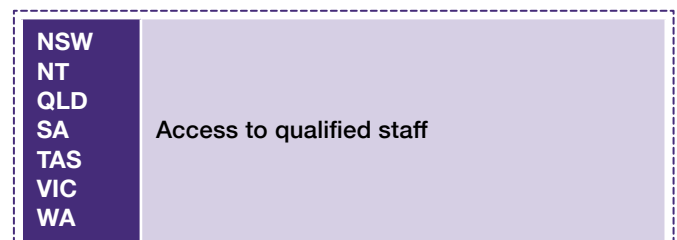
Amid ongoing nationwide legislative reform and labour market challenges, this risk will continue to accelerate this year and into the next. In response, local governments must adopt a risk-based approach. This means seeking support where necessary from external experts, leveraging internal audit planning to focus on key high-risk areas, and investing in staff professional development and technology systems to support and improve the council's compliance management framework.

The rise in statutory and regulatory compliance risk corresponds with the increase of claims in the Public and Professional Liability, Council and Officers, and Fidelity/ Crime covers highlighting the importance of this risk transfer mechanism to local governments.

Local governments can position themselves to effectively manage the increasing risk of statutory and regulatory requirements this year and beyond. But it's a long game of strategic investment in things like:

- Investment in development and or review of Compliance Management Framework aligned to ISO 37301
- Organisational development programs
- Management commitment and accountability
- Relevant systems
- Ongoing professional development
- Robust internal audit functions
- Practical enterprise risk management

### Top ranking underlying factors for Statutory/regulatory requirements by State/Territory



## Victoria

Only 4% of Victorian respondents ranked the inability of councils to meet increased statutory and/or regulating requirements as a high risk, placing it ninth, consistent with the national ranking.

65% of CEO/GMs ranked access to qualified staff as the leading contributing factor for this risk. Staff turnover in Victorian councils is significant and, unfortunately, is gathering momentum as councils compete with the private sector's higher salaries.

This competition has changed the profile of candidates attracted to the sector, especially in regional areas where it's a top concern for all, except capital city councils, which placed it second to last.

53% of respondents identified changes in legislation or its application to shifting regulatory requirements as the second leading reason for this risk, with significant regional variations. Capital city, regional city and regional councils ranked it among the top two concerns, whereas metropolitan and rural/remote councils ranked it as their second to last concern.

### Top three reasons underpinning statutory and regulating requirements by region

#### METROPOLITAN

1. Changes in legislation/shifting regulatory requirements.
2. Changes to planning regulation/function requirements
3. Lack of LG-specific resources/systems

#### REGIONAL

1. Lack of LG-specific resources/systems
2. Access to qualified staff
3. Changes in legislation/shifting regulatory requirements

#### REMOTE/RURAL

1. Lack of LG-specific resources/systems
2. Access to qualified staff
3. Changes to planning regulation/function requirements

## Western Australia

19% of Western Australian respondents viewed council's inability to meet increased state and/or regulatory requirements as high risk, placing it seventh, two points below the national ranking.

65% of CEO/GMs identified access to qualified staff as the number one contributing factor for this risk. This is unsurprising, given Western Australia's extremely tight labour market.

As of December 2023, Western Australia's unemployment rate was 3.8%. Meanwhile, the underemployment rate sits at 5.9% - slightly lower than the national average of 6.6%. This, coupled with the strongest participation rate of any of the states at 69.3%, indicates an incredibly tight employment market.

Regional councils in particular struggle to find appropriately qualified staff, ranking this concern second. In contrast, metropolitan organisations rank it as their second last concern. The disparity is unsurprising given the skills needed and labour market data.

Regional and rural WA experience even tighter labour markets, with the employment rate ranging from 81.7% to 79.6%, and the unemployment rate between 2.7% and 3.2%. To attract talent, regional councils are innovating, offering competitive packages that may include housing, fly-in/fly-out options, health and wellbeing benefits and generous leave policies.

Nearly 64% of respondents expressed concern over legislation changes or its application to shifting regulation requirements. WA local governments have experienced considerable legislative change in the past year, with significant further changes anticipated.

These adjustments introduce new or modified requirements, where non-compliance can lead to penalties or legal consequences. Regional councils feel the pressure acutely, struggling to allocate resources like time, staff and funding to meet new standards. This can strain their operational efficiency, budget planning and increase the risk of compliance issues.

### Top three underlying factors for Statutory/Regulatory Requirement risk by region

#### METROPOLITAN

1. Access to qualified staff
2. Changes in legislation/shifting regulatory requirements
3. Changes to planning regulation/function requirements

#### REGIONAL CITY

1. Changes in legislation/shifting regulatory requirements
2. Access to qualified staff
3. Changes to planning regulation/function requirements

#### REGIONAL

1. Changes in legislation/shifting regulatory requirements
2. Access to qualified staff
3. Lack of LG-specific resources/systems

#### REMOTE/RURAL

1. Access to qualified staff
2. Lack of LG-specific resources/systems
3. Changes in legislation/shifting regulatory requirements

## New South Wales

All metropolitan and regional councils in New South Wales ranked most contributing factors influencing their ability to meet increased statutory and/or regulating requirements as medium to high.

50% of metropolitan councils and 30.77% of regional councils ranked access to qualified staff as their leading concern contributing to statutory and regulatory compliance risk. Staff turnover and the ability to attract and retain qualified staff continue to impact councils across New South Wales.

38.46% of regional councils ranked lack of local government-specific resources/systems to meet regulatory requirements as a contributing factor to this risk, compared to 10% of metropolitan councils. This discrepancy highlights the differing challenges regional and metropolitan councils face.

Councils across NSW face challenges arising from changes in legislation or its application to shifting regulatory requirements. This is a concern for 23.08% of regional councils and 20% of metropolitan councils, indicating its significance as an underlying issue.

Furthermore, 20% of metropolitan councils compared with 7.69% for regional councils identified changes to planning regulation or other functional requirements as a contributing factor.

These findings demonstrate the shared compliance and regulatory challenges NSW councils face, while also pinpointing some variations between metropolitan and regional councils. Addressing these issues requires a comprehensive approach that includes attracting and retaining qualified staff, allocating resources for local government-specific needs and adapting to evolving legislative and regulatory landscapes.

### Top three underlying factors for Statutory/Regulatory Requirement risk by region

#### METROPOLITAN

1. Access to qualified staff
2. Changes in legislation/shifting regulatory requirements
3. Lack of LG-specific resources/systems

#### REGIONAL CITY

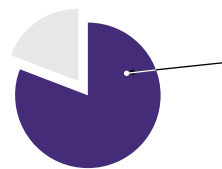
1. Access to qualified staff
2. Changes in legislation/shifting regulatory requirements
3. Lack of LG-specific resources/systems

#### REGIONAL

1. Access to qualified staff
2. Lack of LG-specific resources/systems
3. Changes in legislation/shifting regulatory requirements

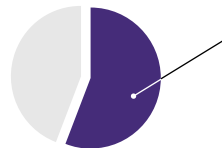
#### REMOTE/RURAL

1. Access to qualified staff
2. Changes in legislation/shifting regulatory requirements
3. Lack of LG-specific resources/systems



**81%**

Ranked the leading factor in NSW as access to qualified staff



**56%**

ranked changes in legislation/its application to shifting regulatory requirements as the second highest contribute to this risk

## Northern Territory

The inability of councils to meet increased statutory and regulatory requirements was not ranked highly by Northern Territory CEOs. In fact, they placed this risk 11th, two points lower than the national ranking.

That said, 100% of respondents ranked access to qualified staff as the leading factor for this risk. This may be because of several factors specific to the region. For example, the NT faces challenges in attracting and retaining qualified staff due to its remote location, small local talent pool, and competition from other levels of government and industries. This has a negative impact on NT councils' ability to effectively manage compliance and regulatory requirements.

The lack of local government-specific resources and systems to meet regulatory requirements was ranked as the second reason for this risk, with 66% of respondents identifying it as a concern. This suggests NT councils struggle with securing the necessary resources and systems to meet the specific regulatory requirements for local government operations. Challenges might stem from limited funding, increasing obligations, or a lack of specialised expertise in the region. This shortfall in resources and systems can hinder NT councils' ability to manage compliance and regulatory obligations effectively, thereby exacerbating the overall risk.

## Queensland

In Queensland, 71% of CEO considered legislation changes as the highest risk to meeting their statutory and regulatory requirements.

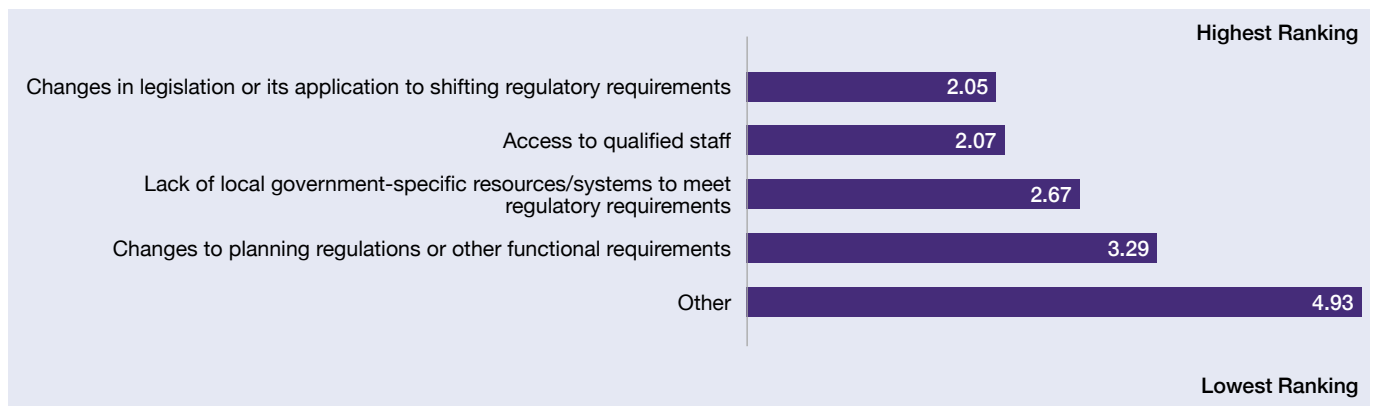


Figure 32: Inability for council to meet increased statutory and/or regulatory requirements Average Ranking of Queensland underlying factors

This concern significantly surpasses issues related to access to qualified staff, ranked by 60%, and the availability of local government-specific resources and systems, ranked by 50%.

This contrasts with the national view where 70% of CEO/GMs noted access to qualified staff as the biggest contributing factor for risk, with legislation changes following at 57%. This difference underlines the need for legislators to be aware of and support ongoing investment in governance by councils.

### Top three underlying factors for Statutory/Regulatory Requirement risk by region

#### METROPOLITAN

1. Changes in legislation/shifting regulatory requirements.
2. Lack of LG-specific resources/systems
3. Changes in planning regulation/functional requirements

#### REGIONAL CITY

1. Changes in legislation/shifting regulatory requirements.
2. Lack of LG-specific resources/systems
3. Access to qualified Staff

#### REGIONAL

1. Changes in legislation/shifting regulatory requirements.
2. Lack of LG-specific resources/systems
3. Access to qualified staff

#### REMOTE/RURAL

1. Access to qualified staff
2. Changes in legislation/shifting regulatory requirements.
3. Lack of LG-specific resources/systems

## Tasmania

In Tasmania, 14% of respondents ranked the inability of councils to meet increased statutory and/or regulatory requirements placing it in eighth. This was one point higher the national ranking.

57% of respondents identified the lack of local government-specific resources/systems to meet regulatory requirements as the primary contributor to this risk.

Regional and rural/remote councils expressed greater concern for this reason, while metropolitan councils ranked it third. This underscores the challenges councils face particularly in regional and rural areas in securing the right resources and systems for effective compliance with local government regulation. This lack of resources and systems can hinder their ability to fulfil obligations and manage complex regulations.

A 2023 local government review recommended merging 12 state councils into seven to improve per capita resourcing.

Approximately 43% of respondents equally ranked access to qualified staff, changes in legislation or its application to shifting regulatory requirements and changes to planning regulations or other functional requirements as the second highest contributing factors.

Regional data analysis revealed that metropolitan councils are primarily concerned about legislation changes or shifting regulation requirements, while regional and rural/remote councils were more concerned about accessing qualified staff.



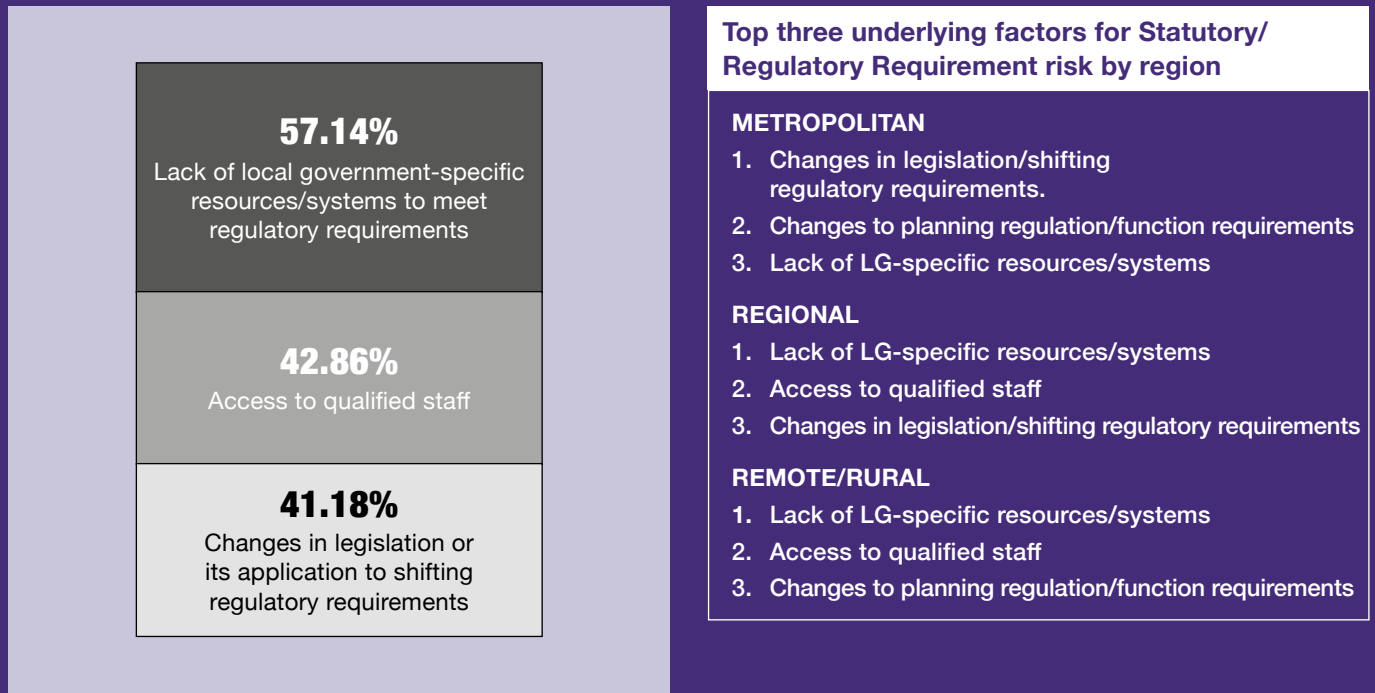


Figure 33: The top three underlying factors for this risk in Victoria. This shows the percentage of councils that ranked the respective factor as high.

## South Australia

In South Australia (SA), executives identified access to qualified staff as the primary contributing factor to statutory and regulatory risk. A significant 76% of participants considered this to be a high-risk factor. 47% of respondents considered both changes in legislation/risk shifting and lack of local government-specific resources/systems as high-risk factors. These challenges are widely recognised by local governments and have been exacerbated post-pandemic.

Councils require experienced risk and governance staff to effectively navigate the local government regulatory environment. And yet, attracting and retaining specialist staff is a key challenge for SA local governments. Councils often compete with private industry for talent, making it difficult to secure the necessary expertise.

The 2022 Local Government Workforce Skills and Capability Survey, commissioned by the LGASA, revealed that 84% of SA Councils had some critical skills shortages. This was a 45% increase on the 2018 report.

The survey identified several key specialist roles that were particularly affected, including IT, engineering, urban and town planning and human resources. 47% of SA respondents were investigating or engaging in shared services for governance, compliance and environmental and planning roles.

Top three underlying factors for Statutory/Regulatory requirements risk by region	
<b>CAPITAL</b> <ol style="list-style-type: none"> <li>1. Changes in legislation/shifting regulatory requirements</li> <li>2. Access to qualified staff</li> <li>3. Lack of LG-specific resources/systems</li> </ol>	<b>REGIONAL</b> <ol style="list-style-type: none"> <li>1. Access to qualified staff</li> <li>2. Changes in legislation/shifting regulatory requirements</li> <li>3. Lack of LG-specific resources/systems</li> </ol>
<b>METROPOLITAN</b> <ol style="list-style-type: none"> <li>1. Access to qualified staff</li> <li>2. Lack of LG-specific resources/systems</li> <li>3. Changes to planning regulation/function requirements</li> </ol>	<b>RURAL/REGIONAL</b> <ol style="list-style-type: none"> <li>1. Access to qualified staff</li> <li>2. Lack of LG-specific resources/systems</li> <li>3. Changes in legislation/shifting regulatory requirements</li> </ol>
<b>REGIONAL CITY</b> <ol style="list-style-type: none"> <li>1. Changes in legislation/shifting regulatory requirements</li> <li>2. Access to qualified staff</li> <li>3. Lack of LG-specific resources/systems</li> </ol>	



## 10

WASTE  
MANAGEMENT

The increased expectations to reimagine the waste management process to create better practices and sustainability continue to pose substantial challenges for the sector. These challenges encompass issues of financial capacity, environmental sustainability, resource allocation and public health. In some local government areas, Councils are exposed to these changes across its functions as a waste authority, recycler and a producer of waste. Waste management is a high-risk activity with challenges around all aspects of risk, from liability, property, workers, and the environment.

The Federal Government is committed to improving waste management across the country. To do this, it has introduced three initiatives:

1. A national target to reduce landfill waste by 80% by 2030
2. A ban on waste plastic, paper, glass and tyre exports
3. A strategy to significantly enhance Australia's ability to produce and sell high-value recycled commodities

Infrastructure development to support these initiatives is progressing, though slower than expected. This may raise the risk of stockpiling and redirection to landfill.

Australia's population is experiencing continuous growth, leading to evolving waste streams. Additionally, the rapid pace of technology enhancements has introduced new types of waste such as electronic and hazardous materials.

In 2023, local governments' risk sentiment towards Waste Management remained mostly unchanged. 96% of respondents cited financial capacity, mitigation and waste disposal methods, and evolving community expectations as the most significant risks to sustainable waste management.

Lower national risk averages are noted against compliance and regulation suggesting local governments continue to have challenges in managing evolving regulatory

environments and exposure to long-tail risks from historic waste management practices.

Interestingly, whilst cost pressure and financial sustainability dominates as the primary national risk, state-level trends vary.

Councils in NSW and Victoria place the circular economy in its top three concerns. Meanwhile, Western Australia and Victoria stand out as the only states where assessing and monitoring environmental risk does not rank within the top three exposures.

Queensland largely mirrors national trends but places greater emphasis on the macro environment. And the Northern Territory considers monitoring environmental pollution and improper disposal as its most significant exposure concerns.

#### Top ranking underlying concerns by state

NSW NT SA	Balancing community expectations for managing recycling/reuse operations in accordance with regulations
QLD VIC WA	Cost and ability to effectively manage waste
TAS	Environmental land/air/water management and compliance

The move towards a circular economy puts short-term pressure on financial resources and councils' ability to adapt. After all, this shift necessitates infrastructure and customer offering updates.

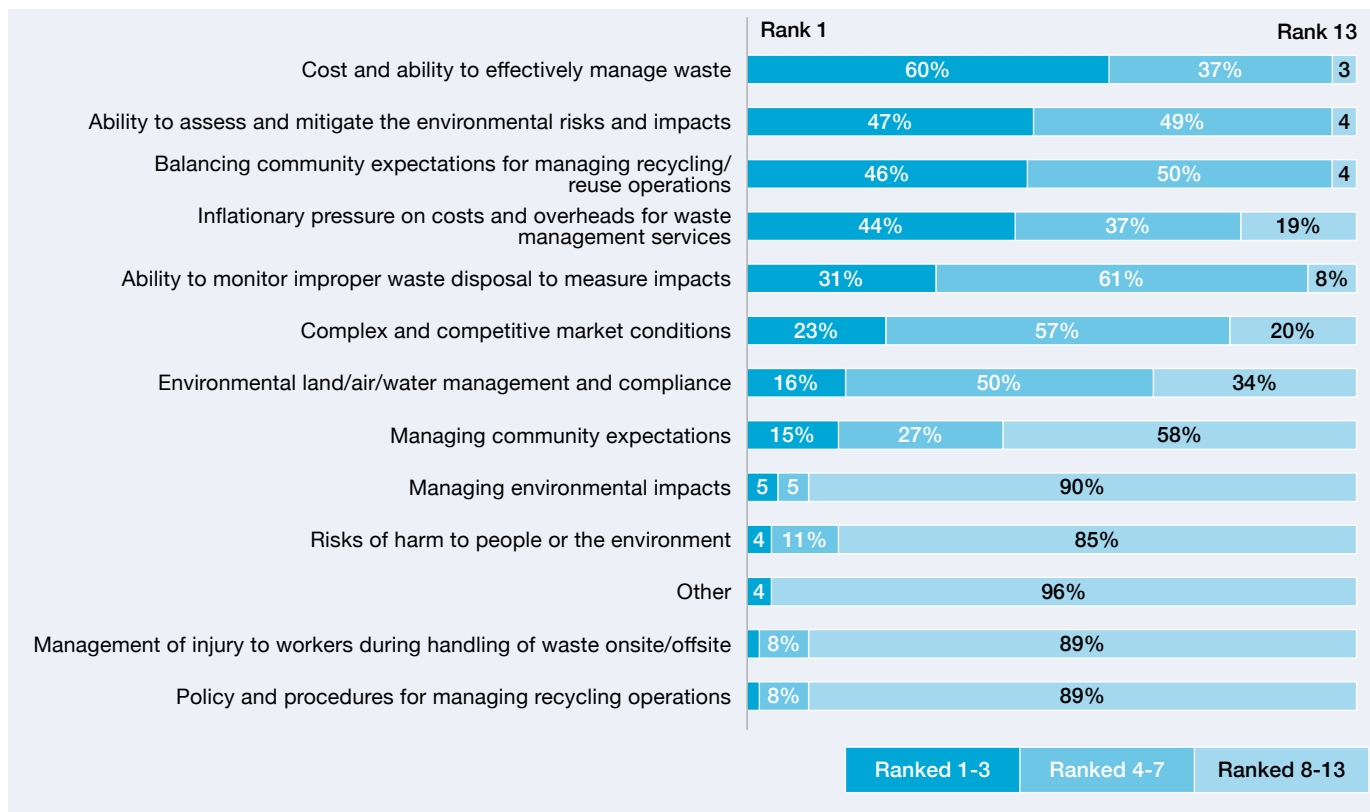


Figure 34: Waste Management National Risk Heat Map

## Shifting Waste Management trends in Australia and globally

**1. Alternative to landfill disposal:** Stricter regulations and higher handling fees are driving national and international demand for waste managers to find alternatives to landfill disposal.

At the same time, there's competing pressure to invest in improved landfill practices. Local government entities are exploring Waste-to-Energy (WTE), recovery and reuse options to control operational costs and generate revenue.

This shift is supported by the Federal Government's commitment to boost renewal energy, as announced at the COP28 summit. Therefore, careful balancing of landfill improvements and transition efforts is critical.



**2. Innovation:** Technological advancements like smart waste bins, recycling robots and e-waste kiosks show the potential to revolutionise waste management practices.

Investment in smart infrastructure is increasing across the sector, with the growing use of artificial intelligence, analytics and cameras to analyse waste items. Transitioning to electric fleets and enhancing material extraction from electronics is also on the rise.

New technology also brings new risks, particularly in data management, cybersecurity, system security and increased e-waste.

**3. Transportation:** Legacy collection fleets pose serious sustainability challenges, particularly in reaching carbon targets.

Transitioning to suitable fuels and vehicles is crucial. However, implementing such changes involves capital risk, operational risks and uncertainties.

**4. Shifting towards electrical or biofuel:** Electric or biofuel waste fleets introduce different characteristics and requirements than traditional fuel systems. This shift may result in increased maintenance, repair and supply costs. Careful consideration and planning are necessary to mitigate these risks and ensure a smooth transition to more sustainable waste management practices.

**5. Transition waste:** Transition waste, such as WTE residual waste, could also pose a challenge for transportation and supply chain routes. Careful assessment of supply chain dependencies, pollution and emergency response is required.

**6. Greenwashing:** Greenwashing is when entities make sustainability declarations without basis. Recently, we've seen increased litigation and regulatory action against greenwashing. While local governments don't fall within the bounds of the Corporation Act, liability may arise from Australian consumer Law, which states that when a local government involves itself in trade or commerce, it is prohibited from engaging in misleading or deceptive conduct. Misstatements in publications of de-carbonisation plans or climate change initiatives linked to funding may fall within this exposure area.

**7. Changes in climate:** Changing climate conditions in Australia continue to pose risks to waste management activities across production local governments must address risks from bushfires, flood, land use planning and buffer zones, and increased demand and dependency risks posed by natural disasters. The National Waste Report 2022 reported that 2020-21's major weather events produced 181,000 tonnes of disaster waste. Managing such disaster waste must also contend with increased asbestos contamination (for example, Tweed Shire Council collected 1,440 tonnes of ACM following the flood in early 2022). Enhanced regulatory management could improve tracking from source to disposal but may lead to higher costs and the risk of illegal disposal.

## Waste Management risk drivers

Local governments have strong incentives to adopt and evolve to ensure efficient management of waste to accommodate changing waste streams and meet community expectations. This will require careful consideration across the following key areas of change:

- **Exposure:** Business interruption and supply chain exposure, along with challenges accessing capital and social governance, the costs of managing non-revenue-generating legacy landfills, and an increased dependency on one or two private sector operators, are significant concerns.

- **Partnerships:** Private and Public Partnerships (PPP) are expected to grow and evolve, changing the dynamic and potentially leading regional amalgamation of waste management due to increased operating costs.
- **Operations:** As new technology and automation gain popularity, worker safety, liability, and property exposures will change, as well as staff retention and training.
- **Digitisation:** IT dependency, cyber and data security, and WTE operations being classified under critical infrastructure provisions represent significant issues.

Continued investigation and investment in WTE solutions, recycling hubs and regional waste facilities is crucial to ensure a resilient transition to the Federal Government's waste management objectives.

## Top ranking underlying factors for Waste Management by state/territory

NSW NT SA	Balancing community expectations for managing recycling/reuse operations in accord with regulations
QLD VIC WA	Cost and ability to effectively manage waste
TAS	Environmental land/air/water management and compliance

## Top three underlying factors for Waste Management risk by region

### CITY

1. Ability to monitor improper waste disposal
2. Balancing community expectations for managing recycling/reuse operations
3. Complex/competitive market conditions for waste collection

### METROPOLITAN

1. Cost & ability to effectively manage waste
2. Inflationary pressure on costs/overheads for waste management
3. Balancing community expectations for managing operations

### REGIONAL CITY

1. Ability to assess and mitigate the environmental risks/impacts
2. Cost & ability to effectively manage waste
3. Inflationary pressure on costs/overheads for waste management

### REGIONAL

1. Cost & ability to effectively manage waste
2. Balancing community expectations for managing recycling/reuse operations
3. Ability to assess and mitigate the environmental risks/impacts

### RURAL/REGIONAL

1. Cost & ability to effectively manage waste
2. Ability to assess and mitigate the environmental risks/impacts
3. Balancing community expectations for managing recycling/reuse operations

## Victoria

Victorian senior council executives placed Waste Management in twelfth position two points lower than the national ranking.

Nearly 70% of respondents identified the cost and ability to effectively manage waste relevant to Council areas as the leading contributing factor to this risk. This was the highest-ranked reason for all regions except for capital city councils, who ranked this 12th out of 13.

Complex and competitive market conditions for waste collection, disposal, recycling and reuse procurement processes was ranked as the second concern by 46% of respondents. Unlike regional city councils, capital, metropolitan and regional councils ranked this issue in their top three concerns.

This discrepancy is mainly because regional areas often manage waste internally, whereas most metropolitan councils seek external assistance to collect and process waste, facilitated by their higher population density

### Top three underlying factors for Waste Management risk by region

#### CITY

1. Complex and competitive conditions for collection, disposal, recycling and reuse
2. Managing community expectations for councils to manage environmental responsibilities
3. Ability to monitor improper waste disposal

#### METROPOLITAN

1. Cost and ability to effectively manage waste
2. Complex and competitive market conditions for waste collection
3. Inflationary pressure on costs and overheads for waste management services

#### REGIONAL CITY

1. Cost and ability to effectively manage waste
2. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods
3. Environmental land/air/water management and compliance

#### REGIONAL

1. Cost and ability to effectively manage waste
2. Complex and competitive conditions for collection, disposal, recycling and reuse
3. Inflationary pressure on costs and overheads for waste

#### RURAL/REGIONAL

1. Cost and ability to effectively manage waste
2. Inflationary pressure on costs and overheads for waste
3. Balancing and mitigating the environmental risks and impacts of waste disposal methods

## New South Wales

20% of metropolitan councils in New South Wales identified inflationary pressure as high risk, compared to 15% of regional councils. Both areas ranked the impact of inflation on waste management operations as medium risk, with very few regional councils identifying inflation as low risk.

40% of metropolitan councils rated waste management as high risk due to complex and competitive market conditions for waste collection, disposal, recycling and reuse procurement processes relevant to all aspects of contractual arrangements.

Regional councils shared similar concerns, with 30.77% of respondents identifying the same challenges facing local government.

30% of metropolitan councils and 30.77% of regional councils ranked the ability to assess and mitigate the environmental risks and impacts of waste disposal as a leading concern.

Both metropolitan and regional councils showed similar levels of risk maturity in managing work health and safety (WH&S) concerns. 70% of metropolitan councils considering this low risk, and 53.85% of regional councils agreed. However, 7.59% of regional councils identified WH&S exposure as medium risk.

For 10% of metropolitan councils, the cost and effectiveness of waste management are major concerns, compared to 30% of regional councils. Climate change poses ongoing operational challenges for waste management, with fires and flood increasing operational costs for councils.

### Top three underlying factors for Waste Management risk by region

#### METROPOLITAN

1. Balancing community expectations for managing recycling/reuse operations
2. Complex and competitive market conditions for waste collection, disposal, recycling and reuse
3. Inflationary pressure on costs and overheads for waste management services

#### REGIONAL CITY

1. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods
2. Inflationary pressure on costs and overheads for waste management services
3. Cost and ability to effectively manage waste

#### REGIONAL

1. Balancing community expectations for managing recycling/reuse operations in accord with regulations
2. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods
3. Cost and ability to effectively manage waste

#### RURAL/REGIONAL

1. Cost and ability to effectively manage waste
2. Balancing community expectations for managing recycling/reuse operations in accord with regulations
3. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods

## Northern Territory

Respondents ranked the cost and ability to effectively manage waste relevant to council area as the second highest contributing factor. In fact, 66% of respondents ranked this as a high risk.

Interestingly, only regional city councils and regional councils ranked this in their top two positions. Metropolitan councils ranked this as medium. Assessing and mitigating the environmental risks and impacts of waste disposal methods was ranked equal second.

This concern was the primary contributing factor in capital city and regional city councils, and it was ranked third by regional councils.



Figure 35: Waste Management Average Ranking of Northern Territory underlying factors

## Tasmania

14% of Tasmanian council senior executives ranked Waste Management as high risk, placing it ninth, one spot higher than the national ranking.

57% of respondents ranked environmental land/air/water management, compliance and ability to assess and mitigate the environmental risks, and impact of waste disposal methods, as their leading contributing factors.

Nearly 43% of respondents ranked the costs and ability to effectively manage waste relevant to council areas. The wide geographic spread of councils and small population bases across many municipalities increase waste management costs.



### Top three underlying factors for Waste Management risk by region

#### CAPITAL

1. Complex and competitive conditions for collection, disposal, recycling and reuse
2. Managing community expectations for councils to manage environmental responsibilities
3. Ability to monitor improper waste disposal

#### METROPOLITAN

1. Cost and ability to effectively manage waste
2. Complex and competitive market conditions for waste collection
3. Inflationary pressure on costs and overheads for waste management services

#### REGIONAL CITY

1. Cost and ability to effectively manage waste
2. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods

3. Environmental land/air/water management & compliance

#### REGIONAL

1. Cost and ability to effectively manage waste
2. Complex and competitive conditions for collection, disposal, recycling and reuse
3. Inflationary pressure on costs and overheads for waste

#### REMOTE/RURAL

1. Cost and ability to effectively manage waste
2. Inflationary pressure on costs and overheads for waste
3. Balancing and mitigating the environmental risks and impacts of waste disposal methods

## Western Australia

20% of Western Australian respondents ranked Waste Management as a considerable risk, placing it eighth, two points higher than the national ranking



Figure 36: Waste Management Average Ranking of Western Australia underlying factors



In Western Australia, 57% of council senior executives ranked the cost and ability to effectively manage waste relevant to Council areas as the leading underlying concern. Metropolitan and regional councils ranked this as their leading reason, whereas regional city and rural/remote councils considered it a lower concern.

Recent significant population growth, particularly in urban areas, has led to increased waste production and the demand for waste management services across the state. This places stress on existing infrastructure and resources.

Metropolitan councils face the challenge of finding suitable sites for new landfills, prompting the sector to adopt alternative waste management strategies. This transition requires substantial investment and introduces greater risk, as waste managers store and process greater volumes of complex waste, like mineral-rich batteries.

For 51% of respondents, the ability to assess and mitigate the environmental risks and the impact of waste disposal

methods was the second highest contributing factor. This is understandable, as waste management carries higher risks than many other industries and local government services.

Recent major incidents in Western Australia have increased awareness of these risks and their potential long-term negative impacts on local communities, environments and industries.

Moreover, as WA waste managers transition to new processes particularly those involving mineral-rich waste and energy generation they face a steep learning curve to understand new risk exposures and implement suitable controls.

These concerns are more pronounced for regional city, regional and rural/remote councils, as their challenges are compounded by geographic size, limited resource availability and the difficulty of securing skilled workers.

### Top three underlying factors for Waste Management risk by region

#### METROPOLITAN

1. Cost and ability to effectively manage waste
2. Inflationary pressure on costs and overheads for waste management services
3. Balancing community expectations for managing recycling/reuse operations in accord with regulations

#### REGIONAL CITY

1. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods
2. Environmental land/air/water management & compliance
3. Management of injury to workers during handling of waste onsite/offsite

#### REGIONAL

1. Cost and ability to effectively manage waste
2. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods
3. Balancing community expectations for managing recycling/reuse operations in accord with regulations

#### REMOTE/RURAL

1. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods
2. Balancing community expectations for managing recycling/reuse operations in accord with regulations
3. Ability to monitor improper waste disposal to measure contamination etc

## Queensland

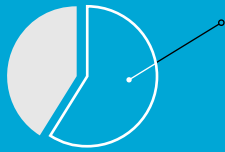
In Queensland, financial challenges were identified as the most pressing risks for effective waste management, with 76% of council senior executives citing costs as a high concern, followed by inflationary pressures, which were rated as high by 52%.

Nationally, cost was still the highest risk but cited by only 60% of council senior executives. The impacts of inflation fell to fourth, with 44% identifying this as a high risk.

Queensland councils are likely to prioritise financial considerations in evaluating their waste management programs and risk controls. It is unclear whether this is due to decentralised settlement patterns, demographic changes or underlying system and regulatory framework.

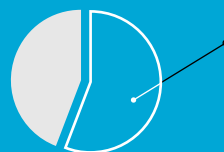
## South Australia

8% of senior council executives in South Australia ranked Waste Management as high risk, placing it in eleventh position, one spot lower than its national ranking.



**59%**

Noted balancing community expectations for managing recycling/reuse operations as the leading issue for this risk



**53%**

Noted cost and ability to effectively manage waste as the second leading reason for this risk

Nearly 59% of council senior executives ranked balancing community expectations with regulation compliance in managing recycling/reuse operations as the primary contributing factor to this risk. This remains consistent with national responses.

Capital city, metropolitan and regional councils ranked this as a leading contributing factor. Regional city and rural/remote councils ranked this as the fourth contributing factor.

Council senior executives ranked cost and ability to effectively manage waste relevant to council area, along with inflationary pressure on costs and overheads for waste management services, as the joint second highest contributing factor for this risk.

Inflationary pressure was a major concern for metropolitan, regional city and rural/remote councils, ranking third highest. City and regional councils ranked this issue in fourth and fifth position.

City, regional city, regional and rural/remote councils ranked the cost and ability to effectively manage waste relevant to council's area within the top three positions as a high concern. In contrast, metropolitan ranked this in fifth position.

Policy and procedures for managing recycling operations ranked the lowest on the South Australia heat map. This indicates that councils have appropriate controls in place to address liability exposures.

Legacy landfill sites and new developments pose risks for South Australian councils.

### Top three underlying factors for Waste Management risk by region

#### CITY

1. Balancing community expectations for managing recycling/reuse operations
2. Managing community expectations on Councils ability to manage its environmental responsibilities
3. Monitoring the diverse environmental waste mediums

#### METROPOLITAN

1. Balancing community expectations for managing recycling/reuse operations
2. Inflationary pressure on costs and overheads for waste management services
3. Complex and competitive conditions for collection, disposal, recycling and reuse

#### REGIONAL CITY

1. Inflationary pressure on costs and overheads for waste management services
2. Cost and ability to effectively manage waste
3. Environmental land/air/water management & compliance

#### REGIONAL

1. Balancing community expectations for managing recycling/reuse operations
2. Ability to assess and mitigate the environmental risks and impacts of waste disposal method
3. Cost and ability to effectively manage waste

#### REMOTE/RURAL

1. Cost and ability to effectively manage waste
2. Ability to assess and mitigate the environmental risks and impacts of waste disposal methods
3. Inflationary pressure on costs and overheads for waste management services

11

# REPUTATION RISK

Reputation remains a prominent risk for local government CEO/GMs. As the government level closest to communities, councils are in touch with community needs and often know the best way to meet those needs. Nonetheless, this comes with the challenge of managing community expectations around providing essential services.

CEOs and GMs often encounter a significant challenge when it comes to the breadth of services that councils deliver, especially considering the finite financial and human resources available when managing an extremely broad portfolio. This challenge becomes even more pronounced for smaller regional councils. Merged councils that have limited funds to allocate across multiple towns face an even greater challenge, often having to navigate the prospect of capped rates.

Like last year's results, executives identified their ability to administer governance effectively as their most significant contributor to Reputation risk. This is closely followed by a loss of community trust in council executives and elected bodies. Prominent issues that contribute to this risk include governance failures in procurement, discharging duties, and elected member behaviour.

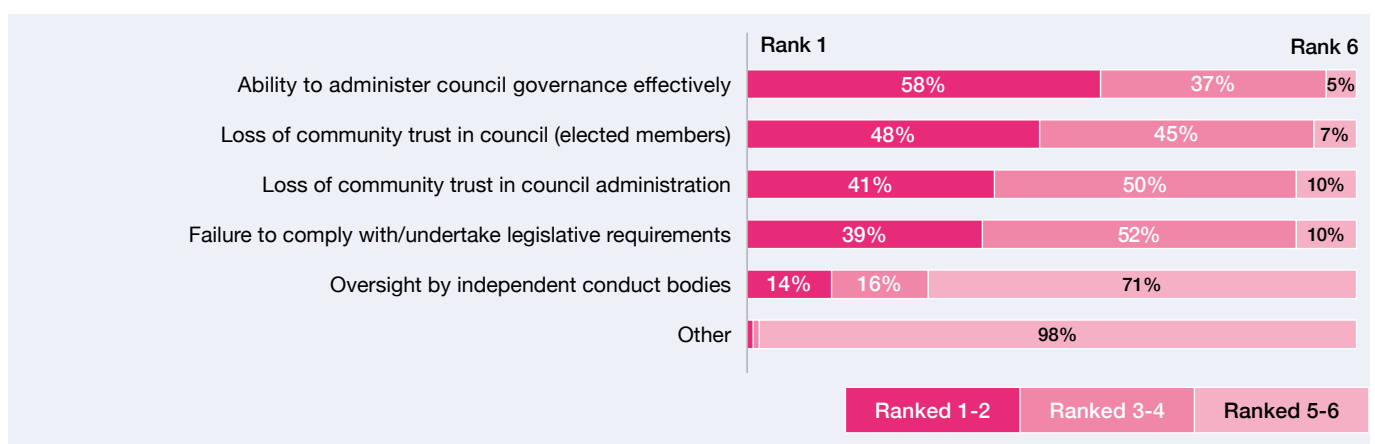
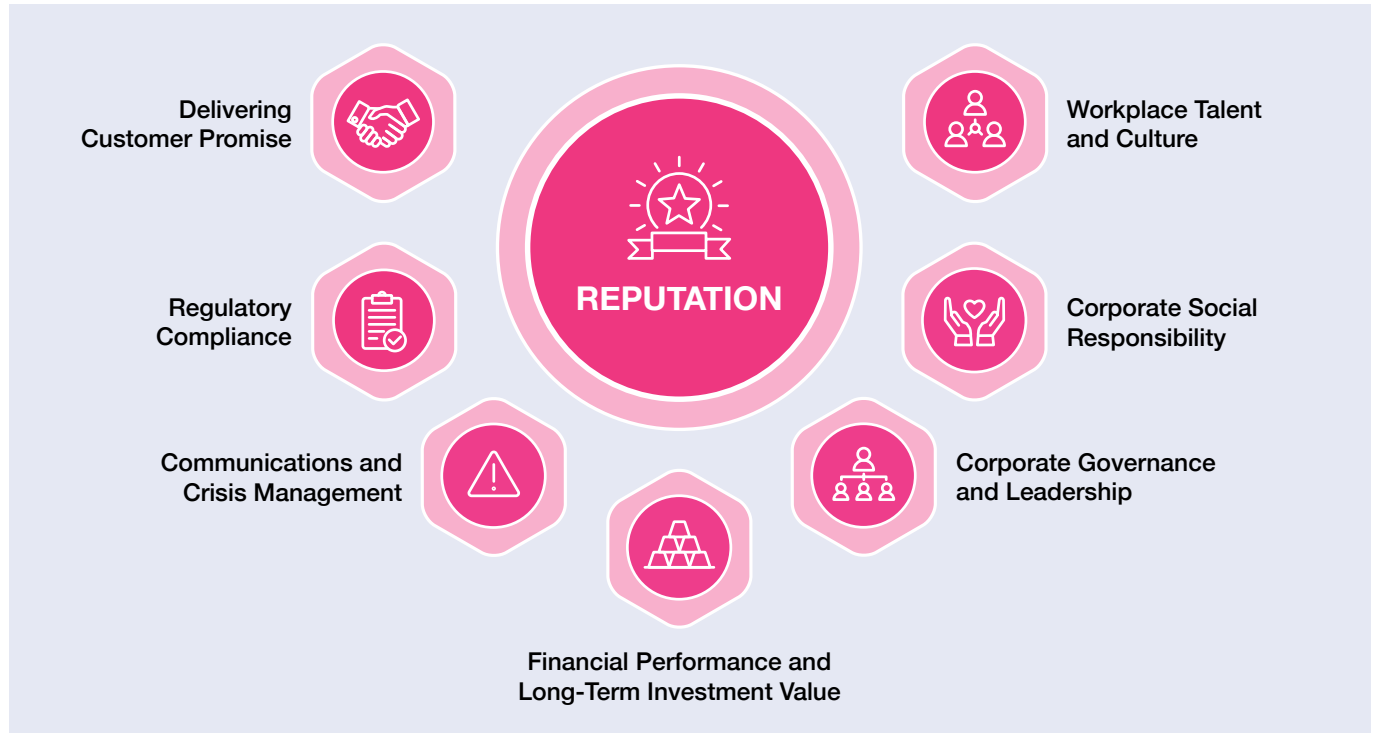


Figure 37: Reputation as Local Government National Risk Heat Map

Like many risks, reputation is closely interconnected with other key risks for the sector. One such risk that local government faces is ineffective governance, which ranked number 11 this year. High-profile issues that attract media attention, such as disputes among elected member, electoral procedure errors and controversial planning decisions, all have the potential to adversely affect the reputation of the council.

Another risk closely connected to this is assets & infrastructure, ranking third this year. As previously mentioned, it can be challenging to meet community expectations regarding the management and maintenance of critical infrastructure and community recreation spaces. In many instances, Councils are responsible for maintaining key assets that are owned by the state government such as jetties, wharves and sea walls. Due to limited funds, council's reputation is often impacted when such infrastructure fails.

The graphic below highlights several reputation risk drivers for organisations.



Reputation plays a critical role in building public trust, attracting investment, retaining talent and fostering community engagement.

The biggest drivers of reputational risks have been perceived to be related to governance practices, ethics and integrity of local government. In fact, 57% of respondents ranked their ability to administer council governance effectively as the most significant issue underpinning their reputation.

Interestingly, larger metropolitan councils ranked this contributing factor lower than smaller regional and remote councils (albeit slightly). This suggests that resource constraints and difficulties in attracting and retaining talent may be potential contributors to the perception of its significance within councils.

The governance implications that arise from the involvement of councils in such a wide range of activities are significant. It is important to note governance is a response that is influenced by the organisation's operating environment. This places even greater strain on already limited resources and capacity.

Furthermore, councils are often the central institution in their communities. This high degree of visibility and expectation can increase their reputation risk.

Changing community and other stakeholder expectations introduces an additional dimension to the consideration of these issues. In recent years, there has been a growing awareness and an increase in social activism around

Environmental, Social and Governance ESG issues. As the closest level of government to the community and subject to established statutory governance regimes, councils already were and are at the forefront of many of these issues.

The evolution of public values in ESG matters undoubtedly pose challenges to existing council governance mechanisms and add additional pressure on already limited council resources. Councils are faced with the task of meeting the changing demands and expectations of their constituents to adapt to these public values.

This once again highlights the interconnectedness among various significant risks councils encounter, with ongoing financial sustainability challenges being one of the most notable. These challenges have the potential to result in complex, compounding and cascading consequences.

In addition to their ability to effectively administer governance, respondents identified a loss of community trust in the council (and elected members) as the next most significant risk to reputation.

Trust serves as the foundation on which thriving communities and effective local governments are built. It is the social contract between elected representatives and their communities and is crucial for developing public policy and delivering community services.

According to a recent Edelman survey, Australian government is less trusted than businesses.

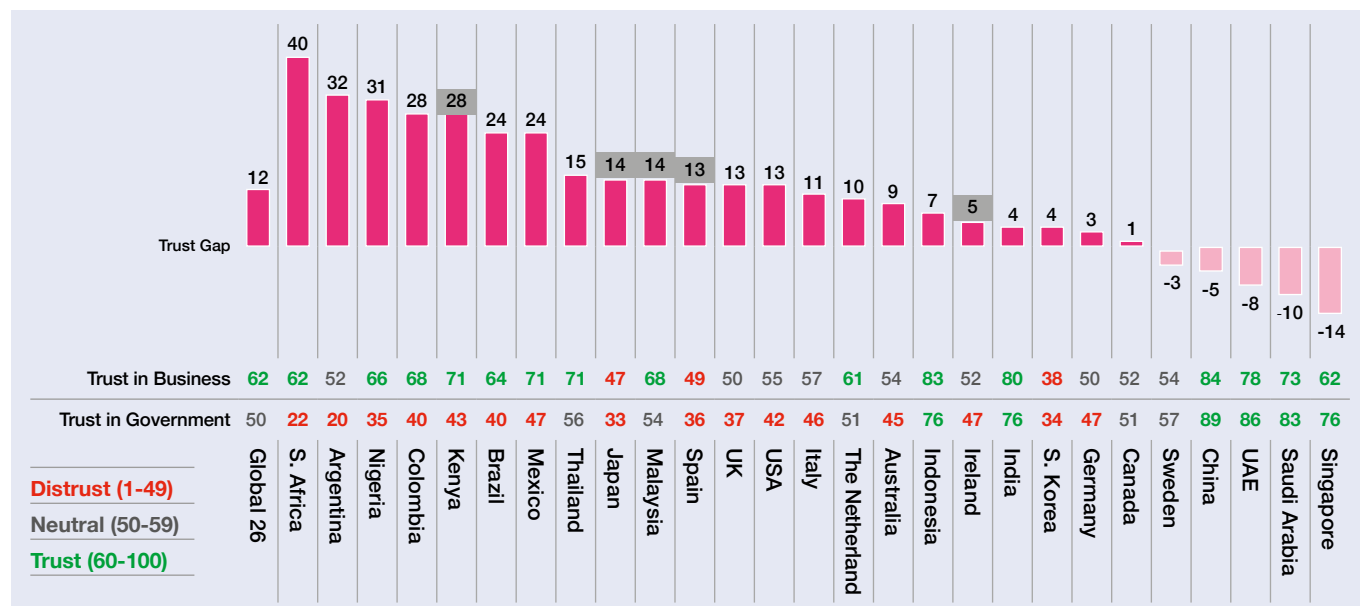


Figure 38: Government Less Trusted than Business

This trust gap has obvious implications for government reputations – and reinforces respondents' view on this risk. Despite these results, local government is generally perceived as more trustworthy than the State and Federal Governments.

The following elements can help secure public trust:

- **Demonstrating competence:** The organisation's ability to demonstrate competence and deliver on promises.
- **Demonstrating empathy:** The organisation's empathy demonstrated toward the community showcasing that the council does more than serve its own agenda.
- **Demonstrating integrity:** The organisation shows integrity by representing the community's interests and acts in alignment with its stated values and commitments, even when no one is watching.

While councils have been actively advocating for and addressing the needs of their communities, there have also been notable instances in the past 12 months where councils have been placed into administration or had elected representatives dismissed. These occurrences serve as a confirmation that the risk of losing trust and the subsequent impact on reputation is not unfounded or unrealistic.

As councils strive to meet their community's evolving needs and expectations, they must continue to ask: 'Do our actions enhance or erode trust?'

Prioritising actions and implementing structures and mechanisms that enhance trust ensures that councils can effectively serve their communities, make informed decisions and build a strong reputation. This creates a growth and prosperity environment.

#### Top ranking underlying factors for Reputation by State/Territory

NSW NT QLD TAS VIC WA	Ability to administer council governance effectively
SA	Loss of community trust in council (elected members)

#### Top three underlying factors for Reputation risk by region

##### CITY

1. Loss of community trust in council administration
2. Loss of community trust in council (elected members)
3. Ability to administer council governance effectively

##### METROPOLITAN

1. Loss of community trust in council (elected members)
2. Ability to administer council governance effectively
3. Loss of community trust in council administration

##### REGIONAL CITY

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements

3. Loss of community trust in council (elected members)

##### REGIONAL

1. Ability to administer council governance effectively
2. Loss of community trust in council (elected members)
3. Loss of community trust in council administration

##### REMOTE/RURAL

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements
3. Loss of community trust in council (elected members)

## New South Wales

Social media has increased public awareness, making it easier for the public to scrutinise their local government. Communities are eager to judge poor decision-making or conduct that falls short of their expectations.

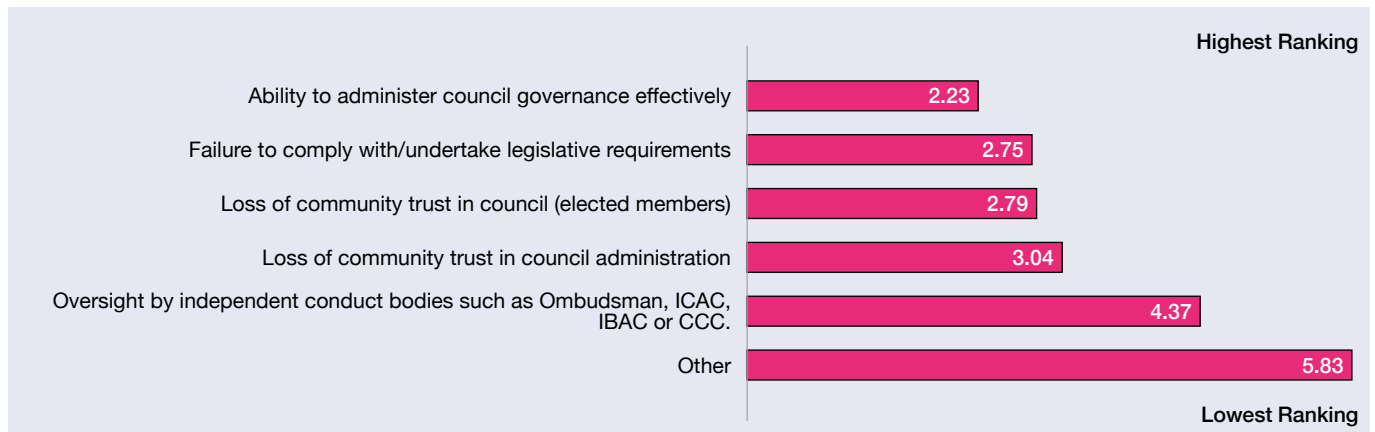


Figure 39: Reputation as Local Government Average Ranking of New South Wales underlying factors

Unfortunately, loss of community confidence can lead to lasting voter backlash, making forgiveness challenging. Such a loss of trust often leads elected officials and executives to potentially act ultra-conservatively, wary of their future tenure. A council that lacks respect also tends to discourage community-minded individuals from running for election, as they fear facing distasteful sentiments even before making a decision to run.

Over 30% of all CEO/GMs have been displaced in NSW following the local government elections after COVID-19. This resourcing 're-correction' endured for nearly 18 months, and management continuity versus effective government suffered considerably during this time.

### Top three underlying factors for Reputation risk by region

#### METROPOLITAN

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements
3. Loss of community trust in council (elected members)

#### REGIONAL CITY

1. Loss of community trust in council (elected members)
2. Ability to administer council governance effectively
3. Failure to comply with/undertake legislative requirements

#### REGIONAL

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements
3. Loss of community trust in council administration

#### REMOTE/RURAL

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements
3. Loss of community trust in council (elected members)

## Queensland

In Queensland, the view on reputational risk was consistent with the national perspective. However, there is more concern about the ability to administer council governance effectively.

Over 40% of CEO/GMs ranked this as their leading underlying factor to local government's reputation. The national ranking is 30%.

Contrastingly, loss of trust in elected members was ranked higher nationally (29%) than in Queensland (26%).

It is anticipated that there will continue to be a strong focus on supporting and improving governance in Queensland as a means to manage reputational risk



### Top three underlying factors for Reputation risk by region

#### METROPOLITAN

1. Loss of community trust in council administration
2. Loss of community trust in council (elected members)
3. Ability to administer council governance effectively

#### REGIONAL CITY

1. Ability to administer council governance effectively
2. Loss of community trust in council (elected members)
3. Loss of community trust in council administration

#### REGIONAL

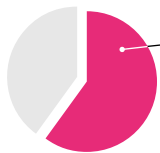
1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements
3. Loss of community trust in council (elected members)

#### RURAL/REGIONAL

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements
3. Loss of community trust in council administration

## Victoria

Reputation was ranked tenth in Victoria, one point higher than the national ranking. This suggests that it remains a considerable risk for councils.



**60%**

Attribute the ability to administer council governance effectively for this risk



**53%**

Attribute the loss of community trust in council (elected members) for this risk

Consistent with other states and territories, the survey results indicate that 60% of respondents ranked the ability to administer council governance effectively as the primary reason for this risk. This factor was ranked first by all council regions, except for capital city councils, where it was ranked fifth.

53% of respondents cited loss of community trust in council elected members as their second-most concern. All regions ranked this in the top two places, except for regional city councils, which ranked it fourth.

This may stem from the potential loss of community trust in the council administration and elected members, which may lead to communication breakdowns, diminished confidence in decision-making, and a negative perception of the council's ability to serve effectively.

### Top three underlying factors for Reputation risk by region

#### CITY

1. Loss of community trust in council administration
2. Loss of community trust in council (elected members)
3. Oversight by independent conduct bodies

#### METROPOLITAN

1. Loss of community trust in council (elected members)
2. Loss of community trust in council administration
3. Ability to administer council governance effectively

#### REGIONAL CITY

1. Loss of community trust in council administration
2. Ability to administer council governance effectively
3. Failure to comply with/undertake legislative requirement

#### REGIONAL

1. Loss of community trust in council (elected members)
2. Loss of community trust in council administration
3. Ability to administer council governance effectively

#### RURAL/REGIONAL

1. Ability to administer council governance effectively
2. Loss of community trust in council (elected members)
3. Failure to comply with/undertake legislative requirements

## Northern Territory

In the Northern Territory respondents ranked Reputation twelfth, one point lower than the national average.

66% of respondents ranked the ability to administer council governance effectively as their leading contributing factor. This was closely followed by the loss of community trust in council administration and the loss of community trust in elected members (50%).

These rankings could be attributed to the Northern Territory's current lower human resource capacity. Councils in the Northern Territory are also managing the increasing governance requirements and the associated costs.

This is page number 192 of the Hay Shire Council Business Paper for the Ordinary Meeting held on the 27th August 2024.

## Western Australia

The ability to administer council governance effectively is a reputational risk for Western Australian local governments, affecting public trust, compliance with regulations, ethical conduct, stakeholder relationships, and the media and public perception.

The results indicated that while all regions ranked administering council governance effectively as the leading reason, regional councils ranked this slightly lower. In Western Australia, both metropolitan and regional councils face this factor, however, the higher public visibility, complex decision-making, greater financial resources, and higher expectations placed on metropolitan local governments may contribute to higher reputational risk compared to regional local governments.

The loss of community trust in council administration and elected members poses a critical challenge, undermining local government's legitimacy, accountability, and transparency, reducing public participation and engagement. It also damages its reputation and impacts effective governance and service delivery. Restoring and maintaining this trust is essential for effective governance and service.

Despite ranking eleventh, reputational risk remains a considerable concern. Local governments need to mitigate this risk through implementing strategies that safeguard their reputation through clear communication, ethical conduct, stakeholder engagement, and transparency. Through proactive reputation management, local governments in Western Australia can ensure their ongoing effectiveness in serving the community and cultivating public trust.

### Top three underlying factors for Reputation risk by region

#### METROPOLITAN

1. Loss of community trust in council administration
2. Ability to administer council governance effectively
3. Loss of community trust in council (elected members)

#### REGIONAL CITY

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirement
3. Loss of community trust in council administration

#### REGIONAL

1. Loss of community trust in council administration
2. Loss of community trust in council (elected members)
3. Failure to comply with/undertake legislative requirement

#### RURAL/REGIONAL

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements
3. Loss of community trust in council (elected members)

## South Australia

South Australian CEO/GMs ranked reputation ninth, higher than the national ranking of eleventh.

61% of CEO/GMs cited the Loss of Community Trust in Council Elected Members as their leading concern. This is closely followed (53%) by the Loss of Trust in Council Administration.

All participating councils ranked these two contributing factors in their top three positions. Metropolitan councils ranked oversight by independent conduct bodies such as the ombudsman, ICAC, etc. as their second-most reason, however, other councils did not cite this as a major concern.

### Top three underlying factors for Reputation risk by region

#### CITY

1. Loss of community trust in council administration
2. Loss of community trust in council (elected members)
3. Oversight by independent conduct bodies.

#### METROPOLITAN

1. Loss of community trust in council (elected members)
2. Oversight by independent conduct bodies
3. Loss of community trust in council administration

#### REGIONAL CITY

1. Loss of community trust in council administration
2. Ability to administer council governance effectively
3. Loss of community trust in council (elected members)

#### REGIONAL

1. Loss of community trust in council (elected members)
2. Loss of community trust in council administration
3. Ability to administer council governance effectively

#### REMOTE/RURAL

1. Ability to administer council governance effectively
2. Failure to comply with/undertake legislative requirements
3. Oversight by independent conduct bodies

## Tasmania

Tasmanian respondents ranked Reputation last, consistent with the national ranking.

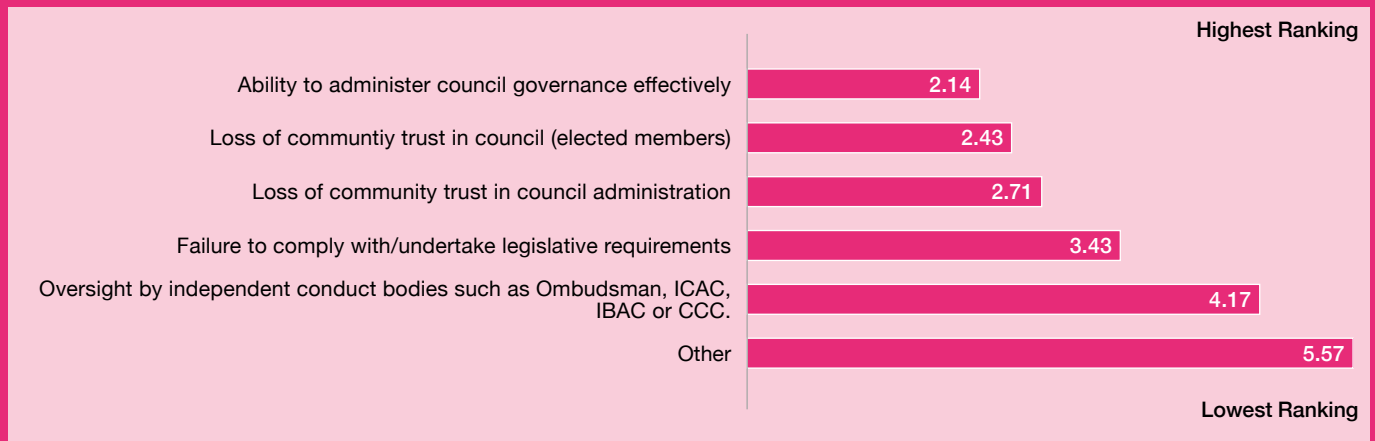


Figure 40: Reputation as Local Government Average Ranking of Tasmania underlying factors

83% of respondents cited the ability to administer council governance effectively as the leading reason for this risk. All represented regions placed this first.

Additionally, 50% of respondents ranked the loss of community trust in council administration and the loss of community trust in council elected members as their second-most reason for this risk. This may stem from the risk of the community losing trust in the administration and elected members, which can lead to communication breakdowns, diminished confidence in decision-making and a negative perception of the council's ability to serve effectively.

### Top three underlying factors for Reputation risk by region

#### METROPOLITAN

1. Ability to administer council governance effectively
2. Loss of community trust in council administration
3. Failure to comply with/undertake legislative requirements

#### REGIONAL

1. Ability to administer council governance effectively
2. Loss of community trust in council (elected members)
3. Oversight by independent conduct bodies

#### REMOTE/RURAL

1. Ability to administer council governance effectively
2. Oversight by independent conduct bodies
3. Loss of community trust in council administration



12

# LIABILITY CLAIMS

## NEGLIGENCE GIVING RISE TO CIVIL LIABILITY CLAIMS AGAINST COUNCIL

Gone are the days of 50c per litre fuel or 30c ice cream. The cost of living has significantly increased over the past decade, rising by 23.4%. This upward trend has continued in the past year with a notable increase of 5.1%. The rise of living costs has impacted various sectors – and claims costs have been no exception.

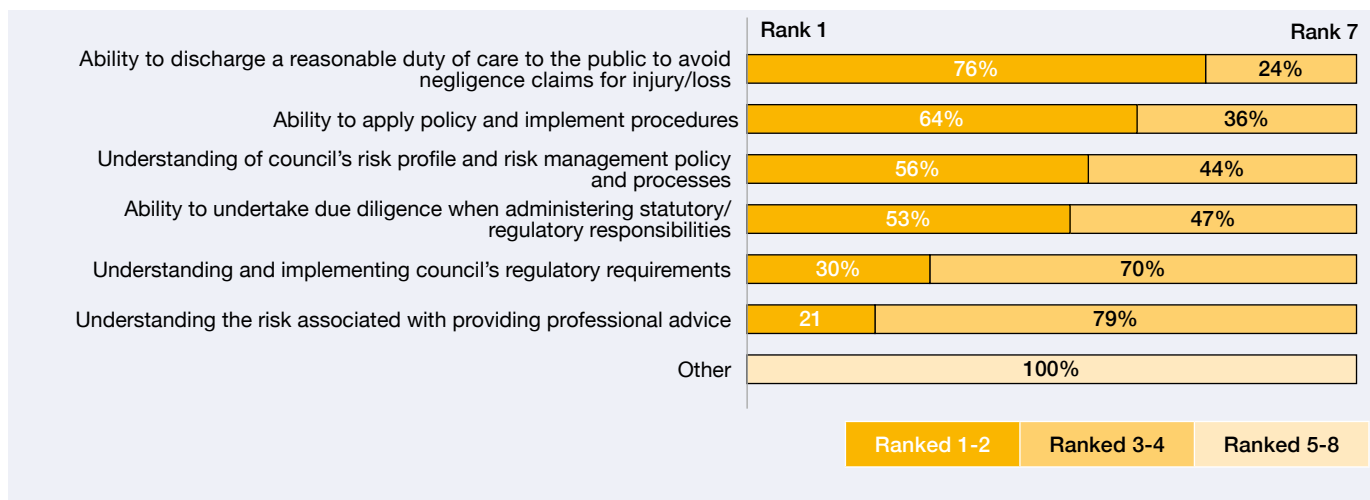


Figure 41: Negligence giving rise to civil liability claims against council National Risk Heat Map

According to the Australian Prudential Regulation Authority claims cost increases in the liability sector 'have been higher than general inflation'.<sup>18</sup> Several factors contribute to the significant increase in claim costs, including but not limited to 'higher claimant demands and media scrutiny, as well as legal and litigation expenses and rising medical bills'.<sup>19</sup>

<sup>18, 19</sup> Pugh, Insurance News, The pain and perils of public liability



On top of the cost of liability claims increasing, the frequency of claims has also risen. Australia has become one of the most litigious countries globally when it comes to personal injury and damages claims.<sup>20</sup> In fact, New South Wales ranks as the second most litigious region behind California in the USA.<sup>21</sup>

We can only speculate as to why Australia has become more litigious. For example, individuals struggling in the cost-of-living crisis may be seeking compensation through legal means. Plaintiff law firms may also contribute to the rise of litigation as they become more active.

Liability claims against councils have ranked as the eleventh highest risk to local government in Australia. This placement support the overall trend of increased litigation and highlights the importance of effectively managing this risk for councils. It is interesting to note that 29.68% of Australian councils identified 'understanding of council's risk profile and application of the risk management policy and processes' as the highest issue concerning liability claims.

Consequently, data analysis and AI technology may escalate in severity and frequency, as these tools can instantaneously review claims-related data points and analyse them to indicate a claim. Looking forward, this proactive approach will be essential to understanding claims risk across Australia.<sup>22</sup> To effectively understand their risk profiles and subsequently apply their risk management policies effectively, it is critical for councils to accurately record all claims data. When councils access accurate data, it can be determined where their major risks lie and subsequently, which areas the council should focus on to apply their risk management policies. For example, with accurate data, we may find a significant influx of tree limb claims from a particular area within a council municipality. This data can help council identify the high-risk area and move it to the risk management action for tree management. Risks for each council will be unique and we suspect the risk profile of metropolitan councils will differ from regional councils. Emerging AI technologies will help councils manage and analyse their risk profiles and take steps to minimise liability exposure.

The top concern underlying liability claims subcategories across Australia is being able to deter liability claims and the 'ability to discharge a reasonable duty of care resulting in fewer injuries.' Another factor is 'the ability to apply policy and procedures in accordance with the strategic plan.'

For instance, in one state, most liability claims arose from trip and fall incidents. For councils to effectively discharge a reasonable duty of care and apply policy and procedure effectively, it is essential councils adhere to statutory and common law obligations in their respective state. If councils adhere to the required inspections, repairs, intervention levels or other state-determining factors, this will prevent claims incidents from occurring and/or provide better protection as it improves the prospects of successfully defending any claim.

Nationally, understanding the risk associated with providing professional advice' ranked as a low concern, with only 3.2% of councils considering it their greatest risk. Councils should monitor and review this factor further. The pandemic's aftermath poses an increased risk for professional indemnity claims due to inflationary pressures with rising legal defence costs and higher settlements.

Independently, liability claims present a high-level risk. It is also important to consider their intersection with other major risks. Through examining the top risks such as Cybersecurity/IT Infrastructure, Natural Hazard, Disaster/Catastrophic events and Managing Ageing, Assets and Infrastructure, it is clear that these risks can result in claims when inadequately managed.

While claims are inevitable, some are also preventable. With councils involved in various activities, it is unrealistic to wholly eliminate the risk of losses or damages. However, by implementing a robust risk management regime, many claims can be avoided.

### Top ranking underlying factors for Negligence giving rise to civil liability claims

<b>NSW WA</b>	Ability to apply policy and implement procedures in accordance with the strategic plan
<b>NT</b>	Ability to undertake due diligence when administering statutory/regulatory responsibilities including administration of code of conduct
<b>QLD TAS VIC</b>	Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
<b>SA</b>	Understanding of council's risk profile and application of the risk management policy and processes

<sup>20</sup> So, J, Australasian Lawyer, Highlight: Australia among the most litigious countries for personal injury

<sup>21</sup> AHK Australien, Did you know? Australia is the world's second most litigious country, 2021

<sup>22</sup> AHK Australien, Did you know? Australia is the world's second most litigious country, 2021

<sup>23</sup> Allianz, Global Claims Review, 2022

### Top three underlying factors for Liability Claims risk by region

#### CAPITAL

1. Understanding of council's risk profile and application of the risk management policy and processes
2. Understanding the risk associated with providing professional advice
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### METROPOLITAN

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### REGIONAL CITY

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures in accordance with the strategic plan

3. Understanding of council's risk profile and application of the risk management

#### REGIONAL

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### REMOTE/RURAL

1. Ability to discharge a reasonable duty of care to the public resulting in injury/loss claims of negligence
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Understanding of council's risk profile and application of the risk management

## New South Wales

CEO/GMs ranked negligence giving rise to civil liability claims against councils as their lowest risk. Nearly 79% of respondents cited the ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss.

Factors that contribute to this concern include:

- **Volume of people:** In metropolitan areas, the higher population density increases the potential for incidents and claims.
- **Funding pitfalls:** Councils struggle to address all risks due to limited resources. This raises the need for councils to prioritise risks.

The ability to apply policy and implement procedures in accordance with council's strategic plan ranked closely as a contributing factor to this risk. It was the second highest concern, as determined by 75% of respondents. This reason was ranked second in all regions except metropolitan councils who regarded it as their leading concern. For councils, this demonstrates their competing issues – especially in cases where there are larger populations and workplaces.

### Top three underlying factors for Liability Claims risk by region

#### METROPOLITAN

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. discharge a reasonable duty of care to the public resulting in injury/loss claims of negligence
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### REGIONAL CITY

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### REGIONAL

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### REMOTE/RURAL

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Understanding of council's risk profile and application of the risk management



## Northern Territory

Northern Territory CEO ranked the risk of negligence giving rise to civil liability claims against councils eighth, which is 4 points higher than the national ranking of twelfth.

83% of respondents noted the leading reason for this risk as the ability to discharge a reasonably duty of care to the public to avoid negligence claims for injury/loss. This could be attributed to the remote, challenging environment and resourcing issues that councils face in the Northern Territory. Furthermore, there can be multiple stakeholders in the delivery of infrastructure, facilities and services to the community.

The above contributes to the next factor leading to this risk. The ability to undertake due diligence when administering statutory/regulatory responsibilities, including the administration of the code of conduct, ranked as the second reason by 66% of respondents.

### Top three underlying factors for Liability Claims risk by region

#### CAPITAL CITY

1. Understanding of council's risk profile and application of the risk management policy and processes
2. Understanding and implementing council's regulatory requirements
3. Understanding the risk associated with providing professional advice

#### METROPOLITAN

1. Understanding of council's risk profile and application of the risk management
2. Ability to undertake due diligence when administering statutory/regulatory responsibilities
3. Ability to apply policy and implement procedures in accordance with the strategic plan

#### REGIONAL CITY

1. Understanding of council's risk profile and application of the risk management
2. Understanding the risk associated with providing professional advice
3. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss

#### REGIONAL

1. Ability to discharge a reasonable duty of care to the public resulting in injury/loss claims of negligence
2. Understanding of council's risk profile and application of the risk management policy and processes
3. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss

#### REMOTE/RURAL

1. Understanding of council's risk profile and application of the risk management
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss

## South Australia

South Australian respondents ranked the risk of negligence giving rise to civil liability claims as their lowest risk, supporting the national ranking.

79% of respondents cited the leading reason for this risk as understanding the council's risk profile and application of the risk management policy and processes. There is 100% council membership in South Australia's liability and workers' compensation schemes. The workers' compensation scheme operates in accordance with stringent licencing requirements and conditions. However, lines can blur on the difference between compliance and liability, leading to a higher awareness of this issue.

61% of respondents ranked the ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss as this risk's second concern. Regional councils brought this ranking to second, with regional city and rural/remote councils placing this third. It was ranked fourth by city and regional councils. This situation could impact the claims experience of the Council. If Council respondents do not submit a significant number of claims, it is possible that claims may no longer be considered a high priority risk. In SA, all councils benefit from three statutory immunities:

1. **Section 42 of the Civil Liability Act:**  
For example, council isn't liable because of failing to repair/renew roads, footpaths and associated infrastructure.
2. **Section 245 of the Local Government Act:**  
Council isn't liable for the loss or damage caused by street trees.
3. **Section 244 of the Local Government Act:**  
Council, as the occupier of community land (e.g. parks and reserves), is only liable by consequence of a wrongful act.

These three immunities will impact councils liability claims.



## Tasmania

14% of Tasmanian respondents ranked the risk of negligence giving rise to liability claims seventh. This placement is five positions above the national ranking. This risk also ranked equally with Managing Ageing, Property Assets and Infrastructure. These two risks are connected in Tasmania as councils have a statutory defence under sub-section (4) of Section 21 of the Local Government (Highways) Act 1982. Council is not liable for any loss or damage unless they had conducted works and caused the damage.

With ongoing ageing assets and infrastructure, it becomes necessary to conduct required works. If these works are not carried out, it can expose council to liability.

All CEO/GMs ranked the ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss as the leading factor for this risk.

When determining whether council has breached this duty, council can usually rely on section 28 of the Civil Liability Act 2002 (Tas). This places a reasonable constraint on the financial resources available to councils. Given the current economic climate and increasing inflation, it would be more challenging for councils to allocate and manage their resources effectively. 71% of respondents ranked understanding the council's risk profile and application of the risk management policy and processes as the second highest reason for this risk.

### Top three underlying factors for Liability Claims risk by region

#### METROPOLITAN

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Understanding of council's risk profile and application of the risk management policy and processes
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### REGIONAL

1. Understanding of council's risk profile and application of the risk management
2. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
3. Ability to apply policy and implement procedures in accordance with the strategic plan

#### REMOTE/RURAL

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Understanding of council's risk profile and application of the risk management policy and processes
3. Understanding the risk associated with providing professional advices

## Victoria

Victorian respondents ranked the risk of negligence giving rise to civil liability claims eleventh. This position is one spot higher than the national ranking of twelfth.

74% of CEO/GMs ranked the ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss as the leading reason for this risk. In Victoria, councils must inspect, repair and maintain their footpaths and roadways under section 40 of the Road Management Act 2004. This requirement has made councils be proactive in their inspection and intervention regimes. If councils choose not to adhere to requirements, this can increase the risk of claims due to negligence.

Regional city, regional and rural/remote councils ranked the above as their highest contributing factor to this risk. This risk is likely higher in regional councils as they have less resources and often, more rural trees or infrastructure which makes inspection regimes more onerous. Capital city and metropolitan cities placed this reason third and fourth. This is likely due to having more resources. It is easier to address issues such as tree management and inspections as they have fewer in these areas. Metropolitan councils have a higher foot traffic which creates greater risk for trip and fall claims. However, with a higher population and smaller area, there are less areas to 'inspect' and more people to notify councils of a potential risk.

The second highest reason for this risk was the equal importance placed on the ability to apply policy and implement procedures in alignment with the council's strategic plan, as well as the diligent administration of statutory/regulatory responsibilities, including the enforcement of the Code of Conduct. In Victoria, councils have 'Road Management Plans' under the Road Management Act 2004. Applying these policies and procedures is essential for defending negligence claims.

Regional city, regional and remote/rural councils ranked the ability to apply policy and implement procedures in accordance with council's strategic plan in the top three places. However, this ranked lower for city and metropolitan councils, which is likely due to more resources and a bigger municipality, making inspection and intervention targets easier to achieve than in regional locations.

City and metropolitan council ranked undertaking due diligence when administering statutory/regulatory responsibilities including administering the code of conduct highly, while other regions ranked this lower.

## Top three underlying factors for Liability Claims risk by region

### CAPITAL

1. Ability to undertake due diligence when administering statutory/regulatory responsibilities including administration of code of conduct
2. Understanding the risk associated with providing professionals advice
3. Understanding of council's risk profile and application of the risk management policy and processes

### METROPOLITAN

1. Ability to undertake due diligence when administering statutory/regulatory responsibilities including administration of code of conduct
2. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
3. Understanding of council's risk profile and application of the risk management policy and process

### REGIONAL CITY

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss

2. Ability to apply policy and implement procedures accordance with the strategic plan
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities including administration of code of conduct

### REGIONAL

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures accordance with the strategic plan
3. Understanding of council's risk profile and application of the risk management policy and process

### REMOTE/RURAL

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to undertake due diligence when administering statutory/regulatory responsibilities including administration of code of conduct
3. Ability to apply policy and implement procedures accordance with the strategic plan

## Western Australia

Respondents ranked the risk of negligence giving rise to civil liability claims twelfth, equalling the national placement.

77% of respondents attributed the ability to apply policy and implement procedures in accordance with the strategic plan as the leading reason for this risk. Their liability risk management maturity has grown in recent years, increasing awareness of the potential risks and controls. This response reflects the sector's deep understanding of knowledge, resources and process implementation gaps to ensure they meet the strategic plan's requirements. This concern ranked highest in metropolitan, regional and rural/remote regions. However, it ranked much lower in regional cities, with the response linked to the level of exposure. Offering a range of services, metropolitan councils have dense populations with high demands and expectations. This mix can lead to increased liability exposures. Rural/remote councils share a similar problem, and often, they fill a community need when it is unaddressed by the state government or commercial market. They venture into non-traditional areas such as housing, medical services and even supermarkets. An unfamiliarity with these services coupled with the difficulty of having insufficient resources and being remote all provides challenges to implementing liability risk controls.

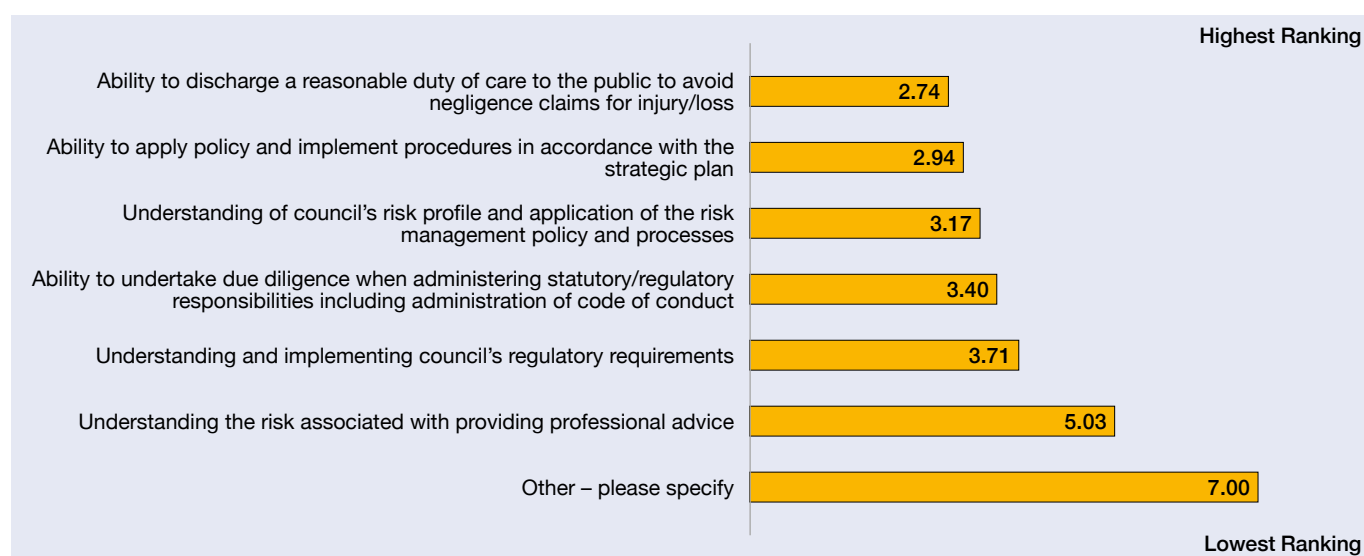


Figure 42: Negligence giving rise to civil liability claims Western Australia underlying factors Western Australia underlying factors

These contributors, particularly the tension between community expectations and limited resources, also account for respondents' concern about their ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss. 65% of respondents ranked this factor as the second highest reason behind this risk.

This is page number 200 of the Hay Shire Council Business Paper for the Ordinary Meeting held on the 27th August 2024.

### Top three underlying factors for Liability Claims risk by region

#### METROPOLITAN

1. Ability to apply policy and implement procedures in accordance with the strategic plan
2. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
3. Understanding of council's risk profile and application of the risk management policy and process

#### REGIONAL CITY

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Understanding of council's risk profile and application of the risk management policy and process
3. Understanding and implementing council's regulatory requirements

#### REGIONAL

1. Ability to apply policy and implement procedures in accordance with the strategic plan
2. Ability to undertake due diligence when administering statutory/regulatory responsibilities including administration of code of conduct
3. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss

#### REMOTE/RURAL

1. Ability to apply policy and implement procedures in accordance with the strategic plan
2. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities including administration of code of conduct

## Queensland

In Queensland, respondents ranked the risk of negligence giving rise to liability claims eleventh, one point above than the national ranking of last (eleventh).



88% of respondents identified the leading factor underlying this risk as the Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss. This reason placed in the top two by all regions.

66% of CEO/GMs ranked the ability to apply policy and implement procedures in accordance with council's strategic plan as the second highest reason for this risk. Regional and remote/rural councils placed this reason second while metropolitan and regional cities ranked it fourth.

### Top three underlying factors for Liability Claims risk by region

#### METROPOLITAN

1. Ability to undertake due diligence when administering statutory/regulatory responsibilities
2. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
3. Understanding and implementing council's regulatory requirements

#### REGIONAL CITY

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Understanding of council's risk profile and application of the risk management
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### REGIONAL

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

#### REMOTE/RURAL

1. Ability to discharge a reasonable duty of care to the public to avoid negligence claims for injury/loss
2. Ability to apply policy and implement procedures in accordance with the strategic plan
3. Ability to undertake due diligence when administering statutory/regulatory responsibilities

# OUTCOMES OF THE RISKS

This year, for the first time since the inception of the JLT Public Sector Risk Report and JLT Risk Survey, we surveyed CEOs and General Managers to gain insight into their concerns regarding the outcomes of the identified risks. After the general survey on the 12 risks, we asked participants to rank their top choices for specific outcomes.



Figure 43: Concern for Potential Outcomes from the Risks National Heat Map



# THE KEY RISK INDICATOR REPORT **METHODOLOGY**

The 2023 JLT Risk Survey was conducted between September and October of 2023. A total of 219 CEOs and GMs from rural/remote, regional, metropolitan, and city councils participated in the questionnaire.

## Survey Approach

The survey offers insights from CEOs and General Managers of local government regarding their perception of 12 key risks. It provides respondents with the opportunity to rank their risks in a more specific manner. Initially, each risk was ranked based on the level of concern.

Respondents are specific in their ranking of their risks. The first question asks respondents to rank each risk in order of concern.

CEOs/GMs then ranked the underlying factors in order of concern from highest to lowest.

The following explanation illustrates this approach using example rankings.

## Risk Category:

Reputation

	HIGH	MEDIUM	LOW
	Ranked 1-2	Ranked 3-4	Ranked 5-6
Ability to administer council governance effectively	58%	37%	5%
Loss of community trust in council (elected members)	48%	45%	7%
Loss of community trust in council administration	41%	50%	10%
Failure to comply with/undertake legislative requirements	39%	52%	10%
Oversight by independent conduct bodies	14%	16%	71%
Other	1%	1%	98%

If we take the reputation risk category as an example, the highlighted row above sums to 100% and shows a breakup of all the risks ranked high.

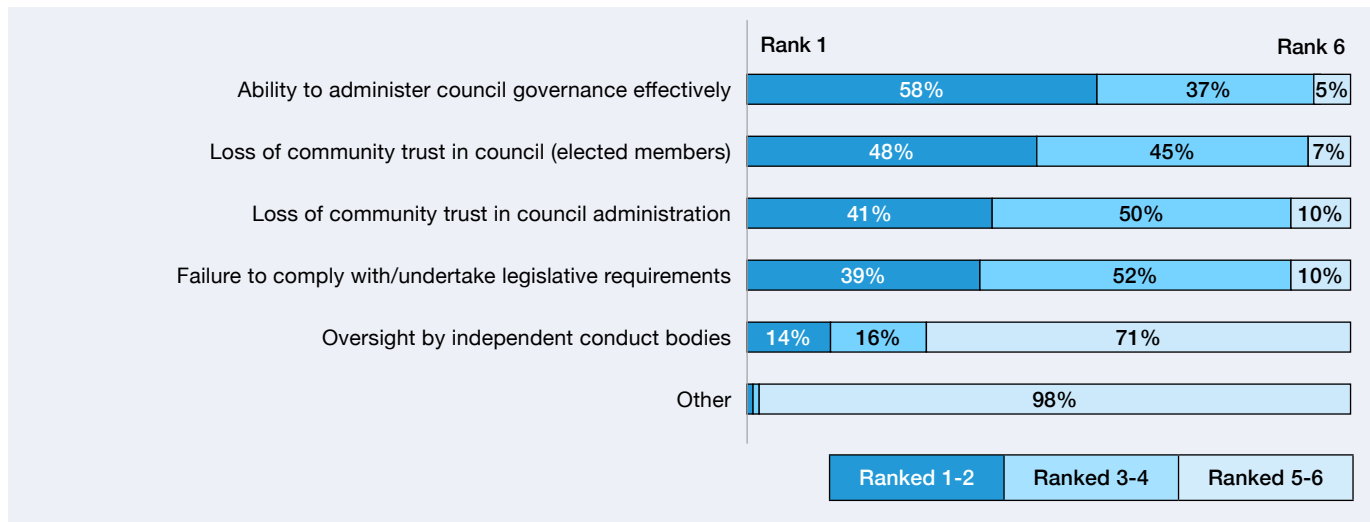
To ascertain the highest rank risk, the rankings are divided into high, medium and low.

Sample: Reputation

HIGH	MEDIUM	LOW
Ranked 1-2	Ranked 3-4	Ranked 5-6



The following example looks at Reputation and shows the underlying factors and how they are ranked. You can see in this example that 58% of respondents ranked ability to administer council governance effectively and 5% ranked this factor as low.



Whilst the above showcased the ranking of high, medium and below, the following table demonstrates the underlying factors average ranking. In the following table, you note that the 'Ability to administer council governance effectively' is ranked highest with an average ranking is 2.37.

When we look at the third and fourth rankings, Loss of community trust in council administration and Failure to comply with/undertake legislative requirements, we can see the rankings are 2.88 and 2.91. This means when we average out all the rankings the responders placed these two underlying factors for Reputation and they averaged out to be fairly close.

## Survey Respondents

The 2023 JLT Public Sector Risk Survey saw the participation of 219 local government CEOs and General Managers. Representatives came from all states and the Northern Territory, representing metropolitan, city, regional, regional city and rural/remote communities.

Participants were asked to rank 12 risks from highest to lowest, providing further insight into the factors behind each risk.

## State representation nationally

The 2023 Risk Survey had 219 respondents representing 40.73% of council CEO/GMs. Of this representation of State responses is in Figure 42

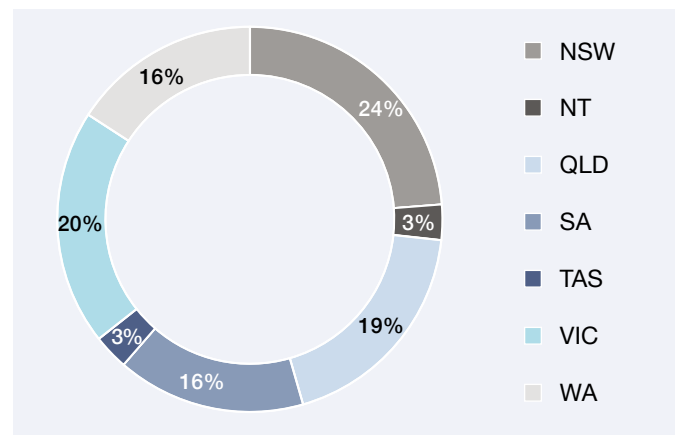
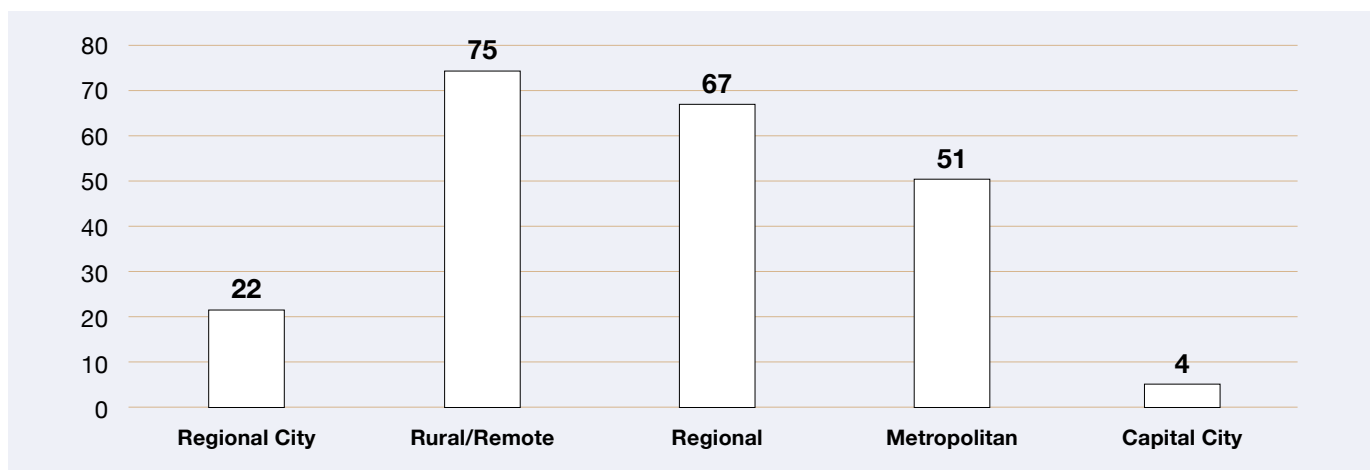


Figure 42: State Representation in JLT Public Sector Risk Survey

## Regions

The representation within these charts consider small populations in remote Australia through to densely populated cities. Remoteness is based on the level of access to services. The following provides the breakdown of councils by region.



No. of Councils by Region Type

2018-2023

## MOVEMENT OF RISKS OVER THE PAST SIX YEARS

	2018	2019	2020	2021	2022	2023
1	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability	Financial Sustainability
2		Cyber Security	Assets & Infrastructure	Cyber Security	Cyber Security	Cyber Security
3			Disaster or Catastrophic	Asset & Infrastructure	Asset & Infrastructure	Asset & Infrastructure
4		Natural Catastrophes	Cyber Security	Disaster or Catastrophe	Business Continuity	Climate Change
5					Disaster or Catastrophe	Disaster or Catastrophe
6	Asset & Infrastructure	Asset & Infrastructure	Business Continuity	Business Continuity		
7	Natural Catastrophes					
8	Cyber Security					
9	Business Continuity	Business Continuity				

## GLOSSARY

Business Continuity		Business continuity planning and community disruption
Climate Change/Adaption		Climate Change and/or Adaptation
Cyber		Cyber security/IT infrastructure
Financial Sustainability		Financial Sustainability
Ineffective Governance		Ineffective governance
Assets & Infrastructure		Managing aging, property, assets, and infrastructure
Disaster & Catastrophic		Natural Hazard, Disaster/Catastrophic Events
Liability Claims		Negligence giving rise to civil liability claims
People & Culture		People & Culture
Reputation		Reputation as a local government and with the community
Statutory and/or Regulatory requirements		Statutory and/or Regulatory requirements
Waste Management		Waste Management

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**C4 - Monthly Financial Report – July 2024**

<b>REPORTING OFFICER</b>	General Manager
<b>ATTACHMENTS</b>	Nil

**INTRODUCTION**

This report provides Council with relevant monthly financial data.

**COMMENTARY****1. STATEMENT OF BANK RECONCILIATION**

I hereby certify that the various funds of Council have been reconciled with the respective Bank Statements as at 31<sup>st</sup> July 2024 and the Reconciliation Statement has been entered in the Cash Book.

**2. STATEMENT OF CASH BOOK BALANCES**

Listed hereunder is the Statement of Cash Book Balances for all funds and accounts for the period ending 31<sup>st</sup> July 2024.

Westpac Bank - <i>General Fund</i>	\$3,006,320.92
Westpac Bank - <i>Water Fund</i>	\$2,682,663.24
Westpac Bank - <i>Sewer Fund</i>	\$1,710,196.57
Bendigo Bank – <i>Hydrotherapy</i>	\$320,410.25
Bendigo Bank – <i>Dunera Funds</i>	<u>\$51,313.39</u>
<b>Total</b>	<b>\$7,770,904.37</b>

**3 RATE COLLECTIONS**

Rate levied on 31/7/2024	\$4,541,540.48
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#### 4 **RESERVES**

Council's Reserve funds are listed below: -

	<b>31/07/2024</b>
<b>GENERAL FUND</b>	
Computer Replacement Reserve	31,919.75
Leave Reserve	670,474.44
Aerodrome Reserve	32,274.20
HACC	279,659.66
Financial Assistance Grant	4,132,632.00
Swimming Pool	6,000.00
Carry over Works	310,000.00
Capital Works	738,439.58
Land Development Reserve	61,168.49
Waste Services	70,000.00
Youth Services	3,014.29
Levee Bank Reserve	324,931.85
Library reserve	13,927.28
LEP reserve	3,677.22
Plant Reserve	634,147.07
Duval Scholarship	20,266.20
<b>Total General Fund</b>	<b>7,332,532.03</b>
<b>WATER FUND</b>	
Renewals Reserve	769,621.88
<b>Total Water Fund</b>	<b>769,621.88</b>
<b>SEWER FUND</b>	
Renewals Reserve	202,428.95
Future Requirements Reserve	1,289,283.62
<b>Total Sewer Fund</b>	<b>1,491,712.57</b>
<b>TOTAL RESERVES</b>	<b>9,593,866.48</b>
<b><i>Funds Invested other than Reserves</i></b>	
<i>General Working Funds</i>	3,859,078.14
<b>TOTAL FUNDS INVESTED</b>	<b>13,452,944.62</b>

## 5. RECORD OF INVESTMENTS

Council's Current Investments are listed below:-

Financial Institution	Date Invested	Date Due	Interest Rate per Annum	No. of Days	Amount of Interest \$	Amount Invested \$
CBA	03-07-2024	03-10-2024	4.78	92	20,501.98	1,701,660.41
CBA	27-05-2024	26-08-2024	4.68	91	30,889.55	2,647,385.95
NAB - 164525911	07-06-2024	05-09-2024	4.90	90	9,894.93	818,967.00
NAB - 171325926	07-06-2024	05-09-2024	4.90	90	3,885.18	321,561.80
NAB - 762338411	23-05-2024	21-08-2024	4.90	90	25,788.18	2,134,394.91
NAB - 808501318	09-06-2024	09-09-2024	4.90	92	30,361.09	2,458,250.36
I.M.B. - 48169	08-07-2024	09-10-2024	4.90	93	9,291.51	744,217.96
Bendigo - 2619308	13-06-2024	11-09-2024	4.70	90	4,142.49	357,448.55
Westpac - 146449	13-06-2024	13-09-2024	4.85	92	9,639.62	788,538.71
A.N.Z - 11373	22-07-2024	22-10-2024	4.73	92	17,651.03	1,480,518.97
CBA	03-07-2024	03-10-2024	4.78	92	20,501.98	1,701,660.41
<b>Total Investments</b>						<b>13,452,944.62</b>

### CERTIFICATION

*I hereby certify that all investments as of 31<sup>st</sup> July 2024 have been made in accordance with the Local Government Act 1993, the Local Government Regulations and Council's Investment Policy.*

David Webb

**General Manager**

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<b>D Governance and Organisational Performance</b> <i>D.1 Our community is supported by a strong and resilient Council that is responsive to its needs</i> D1.1 Communicate organisational performance to the community D1.2 Council effectively manages its resources D1.3 Council put in place the necessary systems to ensure good governance and to also ensure they are implemented.
<b>FINANCIAL IMPLICATION</b>	High Importance
<b>LEGISLATIVE IMPLICATION</b>	Local Government General Regulation 2005 Local Government Act 1993
<b>POLICY IMPLICATION</b>	Investment Policy
<b>ASSET IMPLICATION</b>	The level of cash reserves needs to be considered in Councils asset management activities
<b>RISK IMPLICATION</b>	The risk is insignificant in relation to reporting of Cash and Investments

**RECOMMENDATION**

That Council receives and notes the report provided.

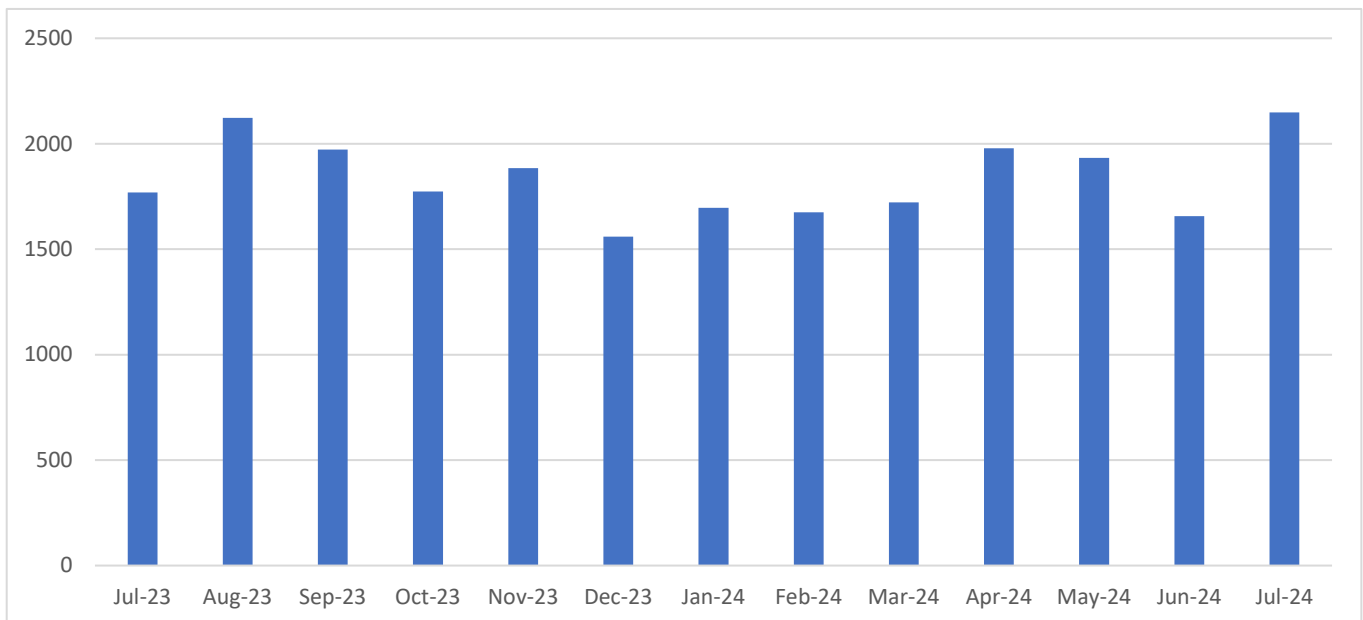
**C5 – Library Report – July 2024**

<b>REPORTING OFFICER</b>	Librarian
<b>ATTACHMENTS</b>	Nil

**INTRODUCTION****UPDATE ON LIBRARY NEWS****COMMENTARY****USER STATISTICS**

Library Members and Visitors for the month of July - 2148

Internet and Computers Users for the month of July - 179



School holiday events at the Hay Sire Library included 2 movies, craft, Lego and virtual reality sessions. We had a total of 129 attendees for the July School holidays.

This month the library held 19 events with 379 participants, these events included our regular storytimes, monthly movie and chat, school holiday events, knitting and scrabble. Pictured are some of the attendees at our purple themed storytime and school holiday activities.













<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<p><b>B. Liveable and vibrant community</b></p> <p><i>B1 Maintain and beautify the town centres</i>  B1.1 Enhance the atmosphere of the main street and public areas  B1.2 Support and promote public art initiatives</p> <p><i>B2 Our Community has available housing options</i>  B2.1 Improve access to diverse range of housing opportunities</p> <p><i>B3 Our community has access to a range of employment opportunities</i>  B3.1 Develop skilled labour force to meet community needs  B3.2 Promote inclusion of all ability's workers in the business community  B3.3 Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education</p> <p><i>B4 All cultures are strong, well supported and flourishing</i>  B4.1 Ensure services are accessible to all groups in our community  B4.2 Support cultural programs and initiatives, including First Nations  B4.3 Promote inclusion in the community</p> <p><i>B5 Our community has access to a range of community</i>  B5.1 Advocate for greater capacity for local based childcare services  B5.2 Support local childcare services  B5.3 Support local health initiatives and programs  B5.4 Advocate for and support local health providers and stakeholders</p>
<b>FINANCIAL IMPLICATION</b>	Nil
<b>LEGISLATIVE IMPLICATION</b>	Nil
<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Nil
<b>RISK IMPLICATION</b>	Nil

## RECOMMENDATION

That Council notes the information in the report.

**C6 - Tourism & Economic Development****July August 2024**

<b>REPORTING OFFICER</b>	Executive Manager Economic Development and Tourism
<b>ATTACHMENTS</b>	- Empowering Hay's Youth - Mid-Term Evaluation Report

**INTRODUCTION**

Monthly update on the activities of Economic Development and Tourism

**COMMENTARY****Visitor Information Centre (VIC)**

The Visitor Information Centre assisted 1184 visitors during July 2024.

Statistics below reflect the percentage of Hay VIC visitors who attended Hay attractions:

- Shear Outback attracted 949 visitors in July
- 22% visited Dunera Museum with 263 visitors.
- 41% visited Hay Gaol with 487 visitors
- 15% visited Bishop's Lodge with 183 visitors including 59 on tour
- 47% of visitors were from NSW
- 28% of visitors from Victoria

62% of visitors used the Tap and Go facility at museums.

The Cycle Hay experience attracted 10 bike hires for the month of July.

**LOVE Hay Program**

The LOVE Hay program continues to be well supported by the community - returning much needed money to the local businesses.

Update on Love Hay cards for July 2024.

- Number of cards sold in July: 183
- Total loaded on cards in July: \$10 765
- Total amount committed on cards to date: \$551 942

There were 189 cards used in July in local businesses with a redemption of \$7560.

**Dunera Day**

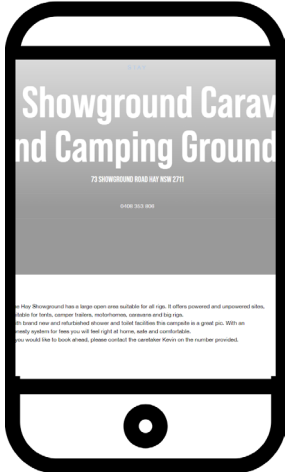
TED team has been working with the Dunera Association to organise their annual Dunera Day celebrations to be held at the Hay Railway station on Saturday 7 September. As part of the celebrations this year, staff have been supporting Ms Nicole Forsyth who is working with the community to present ***The Dunera Mass. The performance is*** a dramatized concert, telling the story of the *HMT Dunera* refugees using the recently re-discovered original music manuscripts of *Dunera* composer, Max-Peter Meyer, with projections of art works created by fellow *Dunera* Boys Klaus Friedeberger and Robert Hoffman, on the voyage and in the camp, to illuminate the story. The performance will be held at the Hay War Memorial Hall from 12.30 to 1.45pm.

These events will kick off a large weekend for Hay and the community, including the Hay AFL Lions Netball and Football Club hosting the Golden Rivers Football League Final and the 150<sup>th</sup> annual Hay Show. Staff have been working with all event holders to support the events.

**TED Team providing assistance/or delivery to the following events:**

**Upcoming Events**

9 August Art Exhibition – Saltbush Stretch  
 7 September Annual Hay Show -150 years  
 Dunera Day in Hay  
 AFL Lions hosting Golden Rivers Grand Final  
 13 September Murray Darling Basin Photography Exhibition Opening Night  
 14 September Bollywood  
 5 October Booligal Sheep Races  
 Festival of the Blades  
 12 October HayGlow  
 Mick Huntly Memorial Masters

Digital Channel	Reach	Top Content
Website	2400 new users (of a total of 2500 users ) 6900 page views	<p>Hay Showground and Caravan Campground up 60.4%</p> 

Digital Channel	Reach	Top Content
Facebook	Increase engagement of 148%	Facebook - Sunset image( 4500 reach) 
Instagram	1500 Followers	Tesla Charger open (398) 

### Destination Management Plan

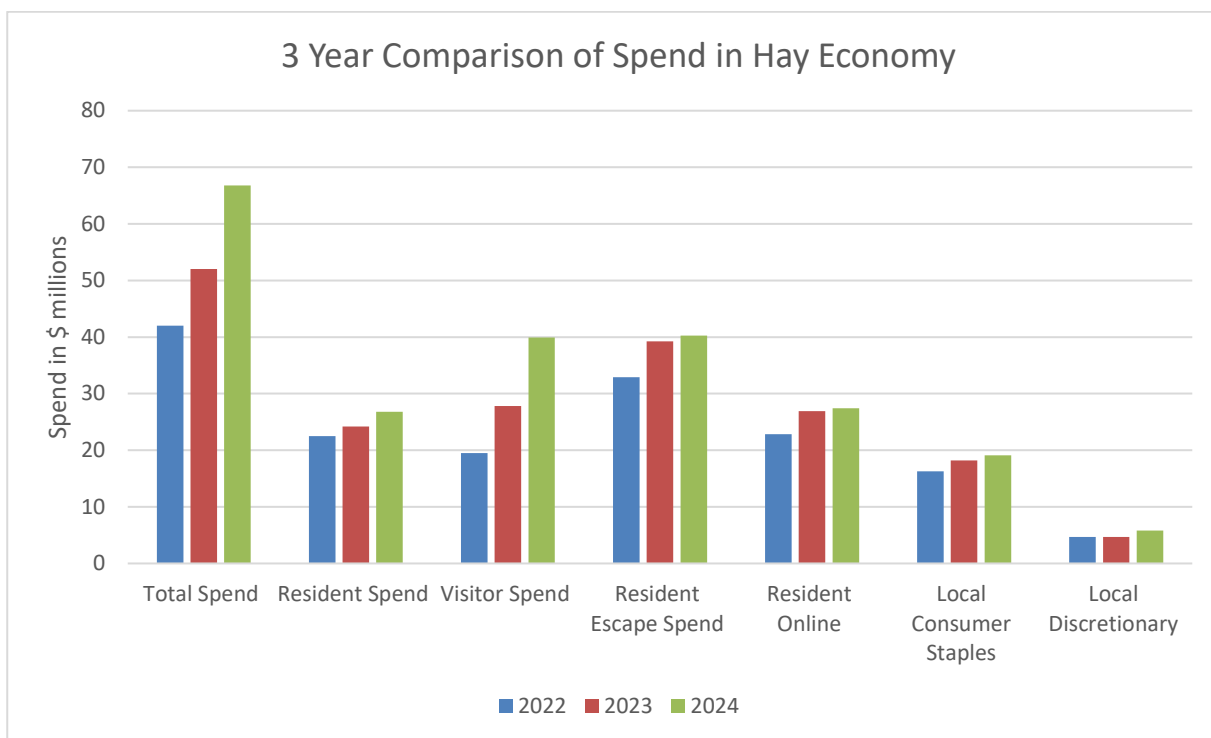
The Destination Management Plan was endorsed by the Council in 2021. The TED team have started to work on the Prioritised Action Plan including:

Item Number	Outcome/Indicator	Action this month
Action 4.3	Continue to implement and promote existing events program and consider new events to expand visitor economy	Hay Glow continues to evolve with the event featuring an on the day workshop and fire sculpture.  Hay Goal remote entry installed. The final of the three council managed museums to have remote entry. Reducing impact on volunteers and extending operating hours.

Action 6.2	Strengthen collaboration across LGA boundaries as well as with the important stakeholders such as DNRM, DNSW and other Regional Tourism organisations	DRM hosting their AGM in Hay. Staff are supporting the 2-day visit with tours, experiences and presentations 27 <sup>th</sup> – 30 <sup>th</sup> August 2024.
Action 6.4	Allocate resources to measure and interpret visitor data on an annual basis, including on numbers of visitors, spend and market segments	Visitor Spend up 59.7 % from June 2023 including a 25% increase in visitor spend in Clubs, Pubs and Restaurants.

### Economic Analysis - Three year comparison

Data provided by Spendmap. The data takes all debit and credit transactions for one major Australian Bank Group (including transactions via phone, in person EFTPOS and via internet). The data is then adjusted for all banks and weighted to account for cash and non card payments including BPay and cheque. The result is a summary of all transactions within the Hay LGA each month. Below is a three year comparison for the local economy. This is similar to the data that is used by the Reserve Bank of Australia to measure economic activity at a national level.



The graph indicates the economy has grown over the past three years, indicative of positive climatic conditions for Primary Production and the impact of increased construction activity from Project Energy Connect, SW REZ and a strong visitor economy. The visitor economy reflects both traditional tourism and the emerging business tourism sector.

National economic trends have seen a contraction in discretionary spend as monetary policy has tightened. This trend has not been experienced in Hay with discretionary spend (key indicator of economic health) continuing to grow and not contract as has been seen across other regions.

### **South West Renewable Energy Zone**

Council continues to work with Developers to support the Access Bids which are currently underway. Staff are working with developers to investigate housing and accommodation, education and workforce development plans.

Staff have convened a meeting with EnergyCo and the other six councils in the South West Renewable Energy Zone (Carrathool, Balranald, Edward River, Murray River, Murrumbidgee, Wentworth). This will be the first face to face meeting held with EnergyCo in the region.

The work of the Hay Shire Council, through the development of *The Fundamental Principles for Successful Renewable Development in Hay* has attracted national coverage as an exemplar of community capacity building. At the recent Regional Australia Institute, Regions Rising Summit held in Canberra, the Federal Minister for Regional Australia, Kristy McBain noted the work of the council in her key note address. Exec Manager of Economic Development and Tourism presented at the conference on the work that the Council has delivered through *The Principles* and the ongoing development of the Roadmap.

Further, as discussed at the recent Extra Ordinary Council Meeting, staff have been working on housing initiatives, particularly around utilising the construction phase of the energy developments for post construction use, with the intention to leave permanent structures for a legacy housing project, such as an independently run assisted living facility.

The next step in the process is to undertake a detailed gap analysis of the Hay housing market. This step connects the complex housing/accommodation issues, the community and industry to strategies that link current demand and need with future housing opportunities, community legacy and outcomes for Hay.

The analysis will provide evidence and information to develop a brief to be presented to Homes NSW, seeking assistance to facilitate discussions with relevant NSW State Government Departments - Department of Planning, Housing and Infrastructure and NSW Health, and EnergyCo, to understand pathways to delivery of improved housing outcomes for Hay.

Staff recommend undertaking this analysis as a priority to allow formulation of brief to the agencies noted above to take the opportunity of timing around the renewable's developments. Passive Place is a specialist organisation in housing data research, as well as connected with the relevant stakeholders, and is available to undertake the work. The cost of the research is anticipated to be approx. \$35,000 which staff are hoping to be funded from the unspent monies of the Regional Housing Strategic Planning Fund or from anticipated savings at the next quarterly budget review.

### **Update on EIS process**

Baldon Wind Farm is currently on exhibition.

### **Mid Scale Solar Development**

Staff have been working with CleanPeak Energy who are developing a solar farm located to the East of the Hay township. Staff have connected local business with the opportunity and are working with the developer to realise community benefits. It should be noted that CleanPeak are not part of the SW REZ process and therefore not obliged to deliver community benefits as have been discussed with the large-scale developers. *The Principles* document has been a useful tool in progressing discussions.

### **Regional Drought Resilience Plan (10 Year Economic Resilience Roadmap)**

The next round of community consultation, will be held in September. The consultation will invite community to review themes and actions identified through the consultations held over the past three months to ground truth to the information collected.



## **Regional University Study Hub**

The next round of the Regional University Study Hub grants (Federal) has opened, closing on the 18<sup>th</sup> October 2024. As previously discussed in workshops, staff, in partnership with the Country University Centre (CUC), will resubmit an application for a Study Hub in Hay.

## **Presentations**

The General Manager and Exec Manager presented to The NSW Hydrogen and Renewable Fuels team to discuss the opportunities for the Renewable Fuels within Hay. Work will continue to identify opportunities.

## **Youth Development**

A mid-term evaluation report for the *Empowering Hay's Youth* project funded under the NSW Government's Regional Youth Investment Program has been prepared by the Youth Officer (**Attached**). The report aims to assess if the project is progressing as planned and is on-track to achieving its objectives. The emphasis is on short-term outcomes, identifying any key success factors or barriers to successful implementation, and determining whether adjustments to the program are required.

Based on the data and feedback provided, Empowering Hay's Youth has clearly delivered significant opportunities and benefits to the young people of Hay in the areas of:

- Information on career options and pathways
- Life skills and leadership development
- Improved availability and awareness of mental health and wellbeing services for young people
- Support to obtain a driver licence, including improved skills and safety
- Connecting with, and feeling included in, the community
- Access to more and a greater variety of social and recreational activities
- Voicing their views and influencing decision making.

This has been achieved through a sustained, holistic and interconnected approach, supported by strong community partnerships, and enhanced through high visibility of youth activities in the community.

The project was initially due to conclude on 31 January 2025, however an extension to 31 May 2025 has been approved. While most activities are running to schedule and to or under budget, and the project is largely on track to achieve its objectives, the following minor modifications are recommended:

1. Trial of different communication mechanisms to improve project reach
2. Prioritisation of delivery of life skills workshops
3. A focus on employment opportunities in the Renewable Energy Sector for the second careers expo
4. Use of key issues identified in youth leadership workshops to focus Food for Thought topics, and
5. Activities are designed (timing, venue, set-up) to optimise youth participation and community engagement.

## **Community**

### Community Participation

Youth Taskforce members assisted Hay Little Athletics volunteers to run their recent come try days.

## Recreational and Social Activities

32 young people enjoyed a free trip to Wagga in the July school holidays, accompanied by four adult supervisors/drivers. The trip was fully subscribed with activities including paintball, smash room, ten pin bowling and lunch at the Wagga RSL Club. Local NSW Police Constable Sterchow assisted with supervision on the trip, fostering positive connections between youth and law enforcement officers. The trip was funded under the NSW Government's Winter Holiday Break Program.



### RELEVANCE TO STRATEGIC COMMUNITY PLAN

#### B. Liveable and vibrant community

*B3 Our community has access to a range of employment opportunities*

- B3.1 Develop skilled labour force to meet community needs
- B3.2 Promote inclusion of all abilities workers in the business community
- B3.3 Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education

*B4 All cultures are strong, well supported and flourishing*

- B4.1 Ensure services are accessible to all groups in our community
- B4.2 Support cultural programs and initiatives, including First Nations
- B4.3 Promote inclusion in the community

#### C Economic prosperity and sustainability

*C1 Our community welcomes new and innovative industry to support our future*

- C1.1 Create a better business environment
- C1.2 Boost demand for products and services from Hay
- C1.3 Facilitate growth industries
- C1.4 Nurture and support the development and expansion of local industries

*C2 Our community values its history and tourism*

	<p>C2.1 Actively identify promote and enhance tourism initiatives</p> <p>C2.2 Promote accommodation and camping facilities</p> <p>C2.3 Showcase our open space, recreation and cultural facilities</p> <p><i>C3 We have the capacity to hold numerous events and activities</i></p> <p>C3.1 Promote events and activities</p> <p>C3.2 Promote our capacity to stage events</p> <p><i>C4 Our Community is innovative and adaptive</i></p> <p>C4.1 Identify opportunities to grow the agriculture sector</p> <p>C4.2 Improve connectivity in the community</p> <p>C4.3 Continue to seek investment in our community from State and Federal Government</p> <p>C4.4 Support education and training initiatives</p>
<b>FINANCIAL IMPLICATION</b>	Minimal
<b>LEGISLATIVE IMPLICATION</b>	N/A
<b>POLICY IMPLICATION</b>	N/A
<b>ASSET IMPLICATION</b>	N/A
<b>RISK IMPLICATION</b>	Low

**RECOMMENDATION**

That Council:

- (a) Notes the information provided in the report and the actions being undertaken; and
- (b) Authorises the commencement of a detailed gap analysis of the Hay housing market as outlined in the report

# Empowering Hay's Youth

## Mid-term Evaluation Progress Report

July 2024



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## Executive Summary

Empowering Hay's Youth is an integrated program of activities and support to address the unique local needs and circumstances of Hay's young people.

Funded under the Regional Youth Investment Program, and aligned to the Regional Youth Investment Framework pillars of Work Ready, Wellbeing, Connectivity and Community, the program includes a range of initiatives such as mental health support outdoor camps; the codesign phase of establishing a youth and community centre; establishment and coordination of a local youth council and youth strategy; careers expo and life skills training activities; leadership activities; social and recreational events for young people, and capacity building within the community to better support youth aspirations and wellbeing.

The project is driven by the Hay Youth Taskforce, a group of young people aged 12-21 years that meets weekly to design and plan activities, delivers youth events, provides a voice for young people in the community and volunteers their time to support other community events and organisations. The Youth Taskforce has emerged as a respected and valuable asset of the Hay community.

Based on the data and feedback provided, Empowering Hay's Youth has clearly delivered significant opportunities and benefits to the young people of Hay in the areas of:

- Information on career options and pathways
- Life skills and leadership development
- Improved availability and awareness of mental health and wellbeing services for young people
- Support to obtain a driver licence, including improved skills and safety
- Connecting with, and feeling included in, the community
- Access to more and a greater variety of social and recreational activities
- Voicing their views and influencing decision making.

This has been achieved through a sustained, holistic and interconnected approach, supported by strong community partnerships, and enhanced through high visibility of youth activities in the community.

The project was initially due to conclude on 31 January 2025, however an extension to 31 May 2025 has been approved. While most activities are running to schedule and to or under budget, and the project is largely on track to achieve its objectives, the following minor modifications are recommended:

1. Trial of different communication mechanisms to improve project reach
2. Prioritisation of delivery of life skills workshops
3. A focus on employment opportunities in the Renewable Energy Sector for the second careers expo
4. Use of key issues identified in YLAA workshops to focus Food for Thought topics, and
5. Activities are designed (timing, venue, set-up) to optimise youth participation and community engagement.



## Background and Context

Geographic isolation, socio-economic and socio-educational disadvantage, generational experiences and a lack of access to adequate and youth-centred health, social and recreational services have combined as key drivers of poor health, educational, and social outcomes for Hay's young people<sup>1</sup>:

### *Geographic isolation*

- Hay is situated in the middle of the Hay Plains in south-western NSW, world-renowned as the flattest place in the Southern Hemisphere and in the top three flattest places on earth. Located over 100 kilometres from the nearest town, we have a rich history, unique environment, resilient community and positive outlook for the future.
- Hay LGA is classified as Remote Australia, and Hay town as Outer Regional Australia.

### *Socio-economic disadvantage*

- Compared with the NSW average, Hay has:
  - a significantly lower socio-economic index
  - lower median weekly family incomes and lower median rents
  - a higher proportion of dwellings without internet access
  - a higher proportion of people who identify as Aboriginal and/or Torres Strait Islander
  - a higher proportion of people whose country of birth was Australia.

### *Socio-educational disadvantage*

- Hay War Memorial High School (HWMHS) is Hay's only secondary school. 62% of HWMHS students are in the lowest quartile for socio-educational advantage.
- Compared with the NSW average, Hay has:
  - a higher proportion of people whose highest educational attainment was Year 10 and Year 9
  - a lower proportion of people attending university or other higher education
  - a lower proportion of people who have achieved Bachelor Degree level and above
  - a higher proportion of people working 45 hours or more per week
  - a higher proportion of people working as labourers and a lower proportion of people with professional occupations.

### *Health and Wellbeing*

- Compared with the NSW average, Hay has:
  - a higher rate of premature death among females and males aged zero to 74 years. Causes of premature death include deaths from circulatory system diseases, cancer and external causes.
  - a higher number of potential years of lives lost from road traffic accidents
  - a higher proportion of zero to 14 year olds who reported they had a mental health condition, such as depression or anxiety
  - a higher proportion of adults who report that they have fair or poor self-assessed health
  - a higher rate of smoking during pregnancy.

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<sup>1</sup> Based on Australian Bureau of Statistics Census 2021 data, Australian Curriculum and Reporting Assessment Authority 2023 Myschool profiles, Murrumbidgee Primary Health Network 2022 LGA profiles and databooks, and ICSEA indexes.

- Prevalent risk factors in Hay LGA include a higher percentage of:
  - boys and girls two to 17 years who are overweight
  - male and female adults who are obese
  - the number of adults reporting low, very low, or no exercise
  - male and females who currently smoke
  - males and females who report risky alcohol consumption.

The NSW Government's Regional Youth Investment Program recognises that regional youth can face greater challenges in work, wellbeing, connectivity, and community than youth in urban areas as evidenced by indicators highlighting disparities in outcomes for regional youth.

The Regional Youth Investment Program's aim is for all regional youth to have opportunities for meaningful work, accessible health care and education; and to feel part of vibrant and inclusive communities.

Empowering Hay's Youth is an integrated program of activities and support to address the unique local needs and circumstances of Hay's young people, developed by the youth, for the youth.

Funded under the Regional Youth Investment Program, and aligned to the Regional Youth Investment Framework pillars of Work Ready, Wellbeing, Connectivity and Community, the program includes a range of initiatives such as mental health support outdoor camps; the codesign phase of establishing a youth and community centre; establishment and coordination of a local youth council and youth strategy; careers expo and life skills training activities; leadership activities; social and recreational events for young people, and capacity building within the community to better support youth aspirations and wellbeing.

Empowering Hay's Youth is supported and delivered by Hay Shire Council, in line with its vision that our people are resilient, healthy, and safe, living together with a strong sense of community in a vibrant and prosperous economy.

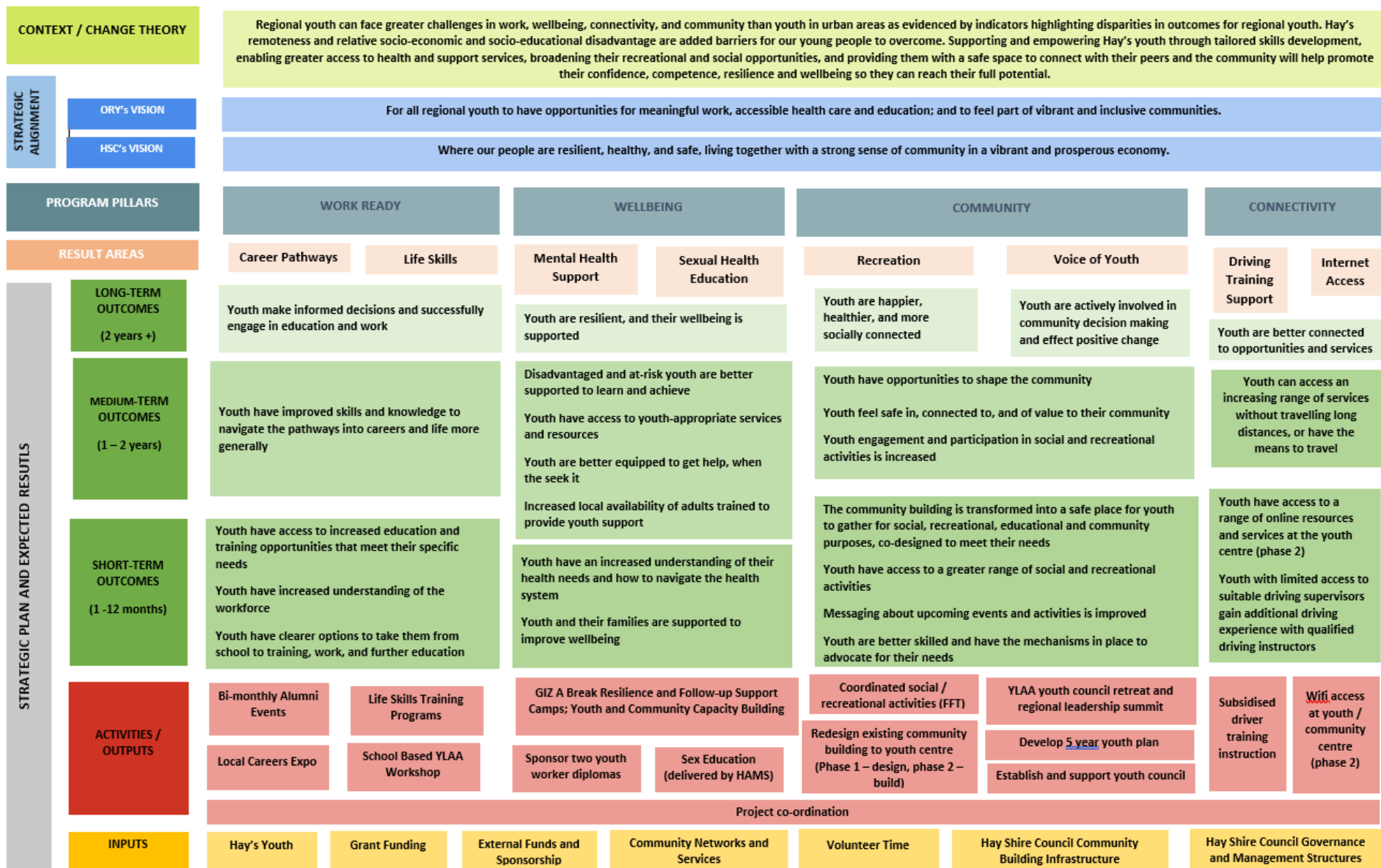
## Evaluation Methodology

This mid-term evaluation aims to assess if the project is progressing as planned and is on-track to achieving its objectives. The emphasis will be on short-term outcomes, identifying any key success factors or barriers to successful implementation, and determining whether adjustments to the program are required.

The project's original planned long, medium and short-term outcomes with their supporting outputs, activities and inputs are shown in the program logic diagram overleaf.

This report has been compiled by the project coordinator drawing on quantitative feedback data, qualitative comments and discussions, informal feedback from the Youth Taskforce and community members, and direct observation. The primary sources of data and information are various feedback forms (electronic and hard copy) completed by participating youth at the conclusion of an activity. However, it should be noted that the nature of some activities is not conducive to qualitative feedback forms. In these instances, Youth Taskforce feedback and discussion during weekly meetings is relied upon to make adjustments as necessary to continuously improve future activities.

# Program Logic



## Key Findings

### Work Ready

#### *Career Convos (Alumni Dinners)*

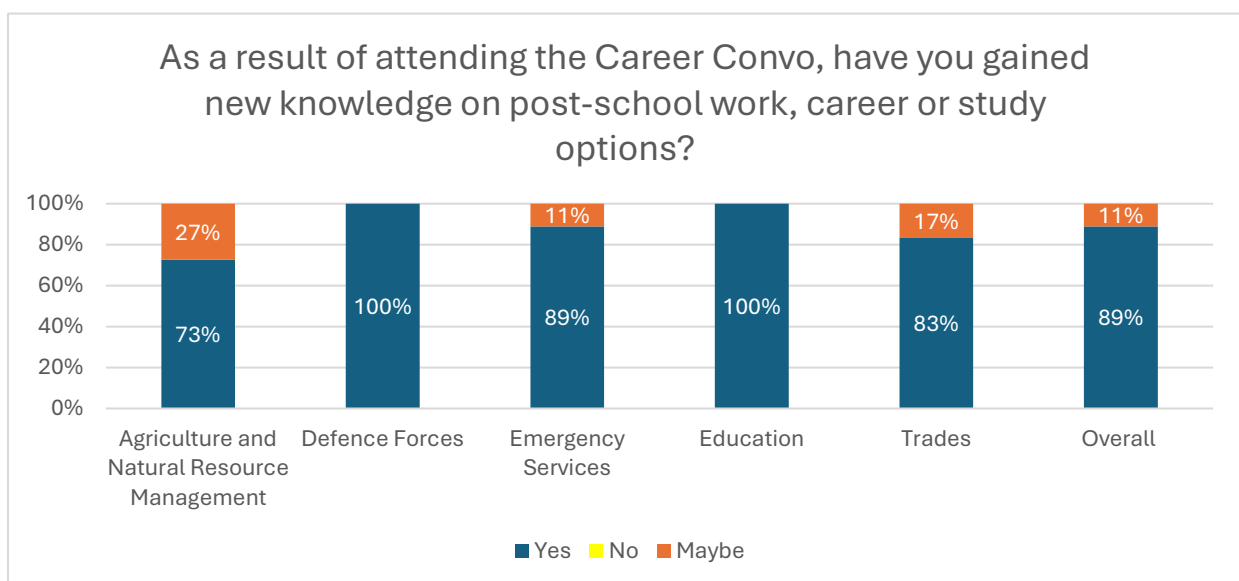
Career Convos are informal gatherings over dinner of around twenty young people with invited local and/or ex-student guest speakers around a career theme. Guests share their career journeys, experiences, challenges and highlights. The events aim to broaden the horizons of Hay's young people and inspire and better equip them to pursue their own dream careers.

Each Career Convo is emceed by a member of the Hay Youth Taskforce, with the aim of developing their public speaking skills and confidence. A question and answer session follows each guest speaker's presentation, and guests rotate among the tables throughout the evening to engage in casual conversation with the young people.

Five Career Convos have been held between June 2023 and May 2024 as below. Three speakers across the Defence Forces and Trades Career Convos were under 25 years of age, enabling youth to hear the experiences of people at different stages of their careers.

<b>Table 1: Career Convo Attendance</b>		<i>(Source: Career Convo registration forms)</i>	
<b>Career Theme</b>	<b>Registered Attendees</b>	<b>Actual Attendees</b>	
		<b>Youth (12-24)</b>	<b>Guest Speakers/ Supervisors</b>
<b>Agriculture / Natural Resource Management</b>	27	22	5
<b>Defence Forces</b>	25	20	4
<b>Emergency Services</b>	25	21	4
<b>Education</b>	26	17	4
<b>Trades</b>	22	16	3

Feedback from the Career Convos is overwhelmingly positive, with 89% of attendees indicating they have gained new knowledge on post-school work, career or study options, and the remaining 11% indicating "maybe".



**Figure 1: Knowledge on post-school options gained from Career Convos**

Source: Career Convo participant feedback surveys

When reflecting on what they found most interesting, enjoyable or valuable about the evening, responses indicated a range of learnings and outcomes including better understanding specific career requirements, employment pathways, life skills and gaining inspiration:

- *Learning about the places and experiences that their careers have taken them to*
- *How all of the speakers took a different path and all ended up in similar spots at the end*
- *The chance to talk after and ask more questions*
- *How people ended up in the place they're at now*
- *It has helped me as I am still not sure what I want to do when I leave school. It made me not feel as pressured to decide what I want to do*
- *That not all jobs are easy but some can still suit you*
- *Hearing about how the speakers overcame challenges along the way*
- *I found it interesting how many jobs there were within the defence force*
- *Insight into the different requirements for different ages of childhood education*
- *I enjoyed everything they said and Mick was very motivating.*

Attendees are asked if they have any other feedback or suggestions for future Career Convos. Responses have primarily been around timing and venue set-up, with the round table set-up preferred by young people to give them the best opportunity to engage with speakers throughout the night. Speakers have indicated they enjoyed the small group format for more in-depth discussion.



**Image 1: Various Career Convo photos depicting youth emcees with guest speakers, question and answer sessions, and different venues and room configurations.**



## *Hay Education and Employment Expo (Careers Expo)*

The Youth Taskforce hosted the Hay Education and Employment Expo (HE3) in partnership with Hay Shire Council and TAFE NSW on 9 November 2023. Building on youth feedback from other careers expos in the region, HE3 aimed to provide information on different career paths to those normally promoted at careers expos, as well as highlighting education and employment pathways that were available locally. Hands-on activities were considered vital to engaging the youth.

Over 100 high school students and accompanying staff attended the afternoon session where they rotated through four pre-selected 30 minute workshops designed to give them practical experience of careers including radio and creative arts, shearing and woolclassing, butchery and chef, barista, electrical and welding, working at heights, and nursing, aged care and childcare.

Online feedback surveys were distributed via the school, however only 14 students and nine staff provided responses.

Student responses to their favourite session tended to reflect their practical engagement with the sessions or a pre-existing interest, for example:

- *I liked the practicals because they give a deeper insight on the potential outcomes that can be encountered in a career*
- *I liked the heights since I got to get lifted with the machine*
- *Barista and butchery -the butcher was a very nice person with lots of information and great food for us*
- *I liked the childcare because I want to work with children when I'm older*

Student responses to the most valuable thing learned at the expo included:

- *CPR as this can be a life saving event if known how to perform correctly*
- *To give everything a chance*
- *If you love your job you will never work a day in your life*
- *That there are a lot of job options*
- *CPR procedure and finding jobs*

Staff responses to what aspects of the expo worked well were:

- *Well set up, great venue. Night session was awesome*
- *All presenters were engaging and well versed in their respective areas. Practical aspects of each session were a great insight into that field.*
- *It was all amazing. Well done!*
- *The rotations were long enough for each. I think that a different variety would be good this year as some would not like to do the same things as last year.*
- *Session times were a good length of time - long enough to impart important information but not too long that focus was stretched for students. Different sessions were clearly located and spaced.*
- *Presentation was great.*
- *Student choice of sessions, interactive/hands on sessions, small group sizes.*
- *All sessions were informative and well presented.*
- *I thought all sessions were structured well and the kids enjoyed them. I found kids enjoyed the virtual welding and working at heights the most.*

Staff suggestions for improving the event in future included:

- *The butcher side of it could have had more practical butchering*
- *More career fields that would appeal to young women*
- *Same structure, maybe a different variety of careers.*

In the late afternoon/evening, youth and community members were invited to casually browse various employment stands, while enjoying live music and a light dinner.

This included approximately 60 people attending a presentation by Geoff Brailey from McCrindle research on the future of work, promoting a better understanding of the context, needs and preferences of the younger generation as they enter the workforce.

33% of staff and 35% of student survey respondents indicated they returned for the later session. Informal feedback on this session was very positive.

Community attendance at the evening session was less than hoped, which may have in part been caused by some sporting and other events being held on the same night.



**Image 2: Students and community members experiencing hands-on activities and a presentation on the future of work at the Hay Education and Employment Expo.**

## *Life Skills Workshops*

While job-specific education and training is important, the Regional Youth Investment Program recognised the value of activities to develop broader skills, knowledge and networks that will help prepare young people for success in adulthood, further education, employment and independent living.

### *1. Job Ready Workshop*

Job ready workshops were delivered to over 100 high school students in conjunction with the Hay Education and Employment expo. These workshops were designed to give practical tips about:

- finding and applying for jobs
- interviews – including preparation, dressing for success and questions to ask
- checking your digital footprint and email address appropriateness
- qualities employers are looking for.

While no feedback information was collected specific to the workshop, the observation of the project coordinator was that the young people were broadly engaged and actively asking questions. However, the session length of 30 minutes needed to be longer to more effectively achieve the objectives, by allowing more practical exercises in dressing for interviews and role-playing interview scenarios.

### *2. Safer Driver Course*

A Safer Driver Course was held on 3-4 February 2023 for 10 learner drivers. The workshop was delivered by National Driver Education. Refer to page 38 for further information.

### *3. Kyup! Self-Defence Workshops*

While Hay is a relatively safe community for young people, we recognise that different personal safety risks arise as youth progress through their teenage years and transition into adulthood, gain greater independence and often move away to larger centres for further education or employment. It's therefore important that our young people and their guardians are equipped with the necessary knowledge and skills to avoid or safely respond to potentially dangerous situations, whether that be in the home, social settings or out in public.

On 17 February 2024, self-defence workshops were delivered to 23 youth and four accompanying guardians.

KYUP! Project is a violence prevention and empowerment program. Kyup! workshops are fun and hands-on, and focus on practical advice, empowered decision making and effective physical self-protection techniques. Examples of real-life scenarios such as public transport, public places and parties are used to help participants relate to the situations and learn to make smart choices.

The first workshop was open to young people aged 10 – 17 years and an accompanying guardian, and the second workshop was open to young people aged 12 – 24 years. This was to enable young people to attend with people they feel most comfortable with, while also providing the opportunity to simultaneously educate parents and guardians.



Post-workshop feedback forms asked participants to circle if they felt more confident, empowered, strong or brave following the workshop:

- 56% felt more confident
- 41% felt more empowered
- 48% felt stronger
- 52% felt braver.

Participants indicated the things they enjoyed most were breaking the boards, learning and practicing new techniques, and connecting with friends.



**Image 3: Life skills activities – clockwise from top left: 1. Job ready workshops; 2. Safer Driver Course; 3. Kyup! workshop two participants; 4. Kyup! participant breaking the board**

## School Leadership Workshop

Youth Leadership Academy Australia (YLAA) facilitated a leadership workshop at Hay War Memorial High School (HWMHS), the town's only secondary high school, on 30 March 2023. Approximately 60 students took part in the day, with a range of activities focussed on self-leadership, self-confidence, ownership and responsibility, adapting to change, and setting and achieving goals. The event was facilitated by YLAA founder and young social entrepreneur Wil Massara, to help demonstrate to the youth that young people from rural Australia can achieve anything they set their mind to.

Participants were provided hard copy feedback forms that were collated into a summary report by YLAA:

- 84% felt more adequately prepared to lead themselves, their school and their community
- 84% felt the concepts explored were relevant to their life
- 75% felt more connected with their peers
- 78% felt able to create change within their school and community
- 94% would recommend the program to others.

Responses to what was great about the program included:

- *Everything, involving learning and games to create a fun environment.*
- *Very interactive. Feel comfortable and encouraged to have a go. Music was A-class.*
- *I liked how I was able to express my own opinions without being judged.*
- *Engaging, relevant, presented by a young person - relatable.*

Favourite things learned included:

- *Where focus goes, energy flows*
- *Good communication/ qualities of leaders*
- *Leaders are learners.*

Additional comments or program improvements included:

- *Thank you for giving us this experience. It was amazing to have you here with us today!*
- *I don't exactly have a comment, but I have a quote - "Boats are safer when they docked, but it is not what they are meant for".*
- *Thanks for a great day, I would definitely do it again. I have fun. Thank you, Wil!*

Follow-up support was provided to the school student representative council to deliver a school Mental Health Wellbeing Day in partnership with the Youth Taskforce (refer page 32).



**Image 4: HWMHS students participating in a trust exercise led by Wil Massara at the YLAA School leadership workshop**

## Wellbeing

When the Youth Taskforce originally identified the needs of Hay's youth for this project, more Giz A Break camps and Giz A Break camps for a wider range of young people were identified as the highest priority. This came both from youth that had experienced camps previously, as well as those that hadn't had the opportunity to participate.

Giz A Break (GAB) is a registered health promotion charity that aims to improve community health and wellbeing with a particular focus on mental health. GAB uses off-road adventures as the vehicle to connect with young people through a detailed intake process, four-day adventure, and tailored follow-up. This includes young people that:

- are at risk of mental health problems
- have experienced trauma
- are neurodiverse (e.g. autism, ADHD, Oppositional Defiant Disorder, FASD)
- are at risk of (or with) justice and/or child protection involvement.

Multi-day camp group size is limited to nine participants, spread across two to three four-wheel drive vehicles, driven by experienced and qualified operators who also have experience and/or qualifications in working with young people. The group size enables facilitators to work with small groups to first regulate emotions, then create relationships, and finally reason.

The program is semi-structured, allowing participants to engage in decision-making. Supported by theories validated in young people with trauma, facilitators assist participants to develop social and cognitive capacities that strengthen their resilience.

Destinations include the Victorian High Country, the Otways, the Grampians and the Victorian Deserts. Semi-remote natural settings are chosen because they free the young person from their usual, often stressor-laden contexts, create a level playing-field between participants (all are in an environment new to them), and foster an attitude of openness to new impressions, ways of perceiving, and ways of doing. Some young Hay people have experienced snow or waterfalls for the first time on GAB camps.

Depending on season, destination, and weather, adventures include hikes, fishing, and four-wheel driving, which enables access to peaceful and unique locations. Participants sleep in swags and/or tents - and are involved in camp set-up, pack-down, and the pleasures and chores associated with camping: meal preparation, campfires, etc.

Everything is provided, from swags and food to hiking boots, fishing rods and jackets - all participants need to bring are basic clothes and a pillow. This makes it truly accessible for anyone.

GAB first provided drought resilience adventure trips to young people from Hay in 2019, and provided eight resilience-building initiatives for 14-17 year olds between 2019-2022, funded on an ad hoc basis through opportunistic small grants. Over this period, the GAB team has developed a good understanding of the young people and community of Hay, built important links with community service providers and most importantly, established trust and rapport with Hay's young people

This project is the first time that GAB trips have been able to be implemented with certainty and in an integrated way over a two-year period.



## *Giz A Break Resilience Adventure and Follow-up Support Camps (14 – 17 year olds)*

Resilience adventures for 14-17 year olds are the cornerstone of the GAB offering. Forty-four registrations were received for the first four GAB camps, with 36 young people attending the following camps:

- 14-17 March 2023 (female)
- 16-19 May 2023 (male)
- 14-17 November 2023 (female)
- 28 November – 1 December 2023 (male).

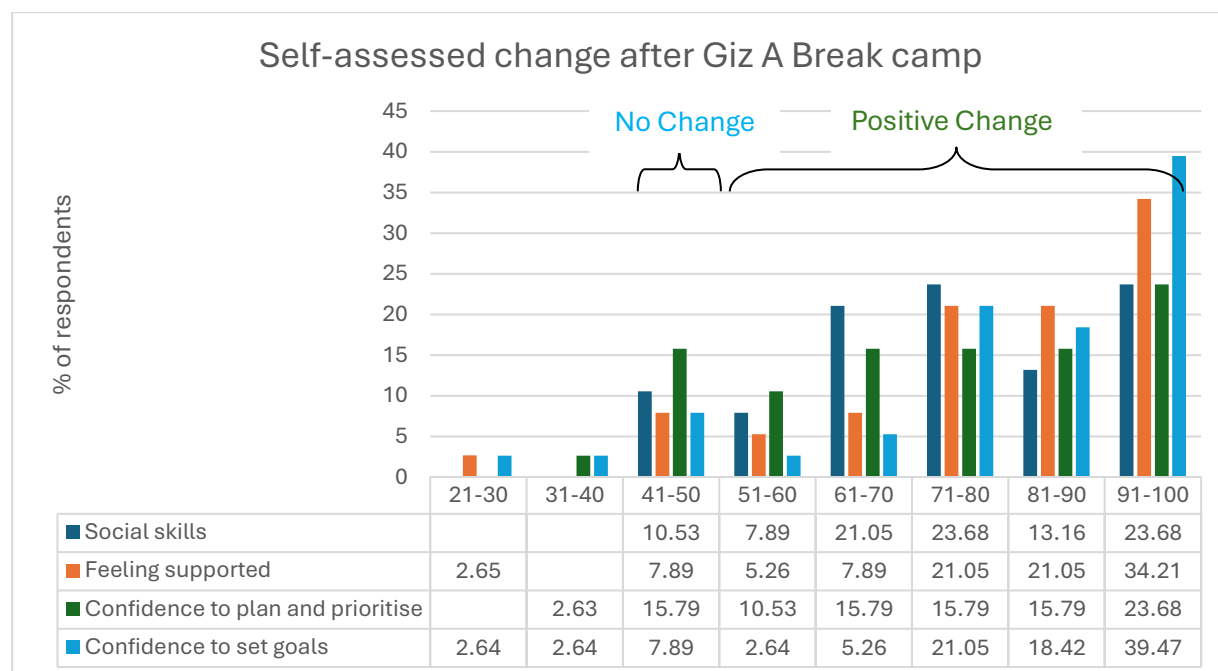
Based on registration information, the median age of registrants was 15. Less than half did not live with a medical condition. The most common medical conditions were depression/anxiety (16), asthma (9), hay fever (7), and ADHD (6). Roughly a quarter (16) of registrants were taking regular oral medication, most commonly for ADHD, mental health, asthma, and hay fever symptom management. At least six participants met criteria for complex trauma. Participants with significant unmet needs (including those with complex trauma) were encouraged to participate in future camps, and were provided with small group follow up opportunities.

GAB post-camp survey responses across the 14-17 year old and 18-24 year old camps reflect the positive experience of youth participants.

<b>Table 2: Giz A Break Participant Feedback (38/47 responses received)</b>		
<b>How was the quality of communication with Giz A Break during the camp?</b>	6.6 / 7 (95%)	<i>The Giz A Break staff offered their own experiences broadening the perspective of how I see and approach the world</i>
<b>Was our camping and 4x4 equipment up to the task?</b>	6.7 / 7 (96%)	<i>Yes even after enduring some decent storm/rain we all remained dry and organised</i>
<b>How was the quality of the food?</b>	6.1 / 7 (87%)	<i>Way better than I expected I never went hungry and I don't think we even got into all the snacks</i>
<b>Were you warm enough at night?</b>	6.3 / 7 (90%)	
<b>How approachable were Giz A Break staff?</b>	6.7 / 7 (96%)	<i>Very approachable and I had lots of lovely conversation with them and got lots of advice from all</i>
<b>How caring were Giz A Break staff?</b>	6.84 / 7 (98%)	<i>Whenever you shared something difficult or personal you were given empathy without it being so much that you became uncomfortable in situation</i>
<b>How safe did you feel?</b>	6.76 / 7 (97%)	<i>It was an approachable, comfortable space that felt safe from judgement if you chose to share</i>
<b>Would you recommend Giz A Break to others?</b>	6.87 / 7 (98%)	<i>It was an incredible experience, and despite how good the physical experience was, the mental and emotional aspects far outweighed it. It felt the perfect setting.</i>

Source: Giz A Break Report to Hay Shire 2023 – March 2024

Participants were asked to compare how they felt now compared with before camp in relation to four skills/support areas. They were asked to move a slider from the centre (50=no change, so neutral position is assigned to the 41-50 category). If they moved the slider above 50, this means they feel those skills/supports have improved while on camp. If they moved it below 50, this means they feel those skills have worsened.



**Figure 2: Self-assessed change after Giz A Break camp**

Source: Giz A Break Report to Hay Shire 2023 – March 2024

Based on these results, participants indicated:

- 89% positive and 11% neutral change in social skills
- 89% positive and 8% neutral change in feeling supported by others around them
- 82% positive and 16% neutral change in ability to plan and prioritise tasks
- 87% positive and 8% neutral change in feeling confident to set and achieve goals.

### Follow-up support

Follow-up support by the GAB team for those identified in the resilience camps as needing additional support was a new element introduced under this project. The initial plan had been to deliver this support as single day visits to Hay, with staff staying the night before or after to allow for travel during safe hours. The first two days were delivered as two back-to-back days for two different groups of participants. This was then adjusted for the next set of follow-ups to maximise time spent with participants, camping the night locally with a small group of participants. This highlighted the need to avoid the immediate environment around Hay since participants friends and families would come for a visit or simply use the same recreational space without coordination, and this was difficult to navigate. As a result, follow-up days were transformed into shorter camps for a selected group of up to six young people, delivered by two staff over two nights, with the destination being within 100-300km from Hay. This format has worked very well.

The equivalent of 13 follow-up days have been delivered. Due to the small group size, no further information is provided to protect the privacy of the young people receiving additional support.

### *Giz A Break Adult Resilience Adventure Camp (18 – 24 year olds)*

Fourteen young adults registered for the two camps (9 females; 5 males), with 10 young adults attending and one Hay volunteer leader.

Almost half of those registered had a chronic medical condition. The most common medical conditions were hay fever (3), asthma (2) and autism spectrum disorder (2). While mental health conditions were not notified on the registration form, they were later discussed with staff. This suggests that young adults are less likely to discuss mental health concerns than the 14-17 year old cohort, where depression and anxiety were talked about much more openly.

All female camp registered participants and attendees were employed by one of two local organisations, making it difficult for all those interested to attend due to staffing requirements.

Due to the positive feedback received by four employees, one local organisation with a significant number of youth employees is considering direct engagement of Giz A Break for further staff development. Feedback included:

- *The experience has prompted me to reevaluate my preconceptions of what I am capable of, and opened my mind more to new experiences and challenges*
- *[I gained] self-confidence, pushing my limits, boundaries and things I never thought I could do. I feel more confident in myself, and myself within a team environment, and being able to do more things that scare me. I feel like I am a new person with how I think and take on challenges.*
- *I have a better understanding of our team dynamic. I was given opportunities to do things I wouldn't normally, and the support to do them.*
- *[I experienced] mental, physical and emotional challenge, and pushed myself to a limit I never thought I would. I feel I can challenge myself more and not be scared of the unknown.*
- *We are extraordinarily grateful for having been provided the opportunity to participate in Giz A Break, both as individuals and as a team...We learnt an incredible amount in such a short time, much of which we have been inspired to bring back with us - both in regard to staff meetings and our practices on the floor. This experience was an incredible morale boost for us all, and we are looking forward to sharing this with our team...*



**Image 5: Various Giz A Break trips**

### *Giz A Break Adult Capacity Building Camp*

Seven Hay adults that regularly interact with young people in the community registered to undertake a four-day capacity building camp. One was unable to attend due to COVID-19.

Adults from the neighbouring Carrathool Shire were also invited to attend, however no registrations were received.

Prior to attendance at the four-day training camp, participants were required to complete an online induction and training covering child safety, cultural safety, mandatory reporting, trauma and neurological/brain development conditions, code of conduct, privacy and confidentiality, first aid, risk management and food safety.

The training camp was delivered in the same format as the youth adventure camps – four wheel driving and camping in the alpine national parks. Training was delivered by two staff and a young person who shared their story of living with autism, ADHD and complex trauma and assisted participants to better understand how to engage with neuro-divergent young people.

Participant feedback resulted in an overall satisfaction rating of 97%, including the domains of communication, food, equipment, safety, approachability of staff.

While participants shared a keenness to make a difference for young people in Hay, most indicated difficulties in making time in their busy work and family lives to assist in the delivery of scheduled 4-day GAB camps.

One trained adult has volunteered on a subsequent GAB camp, and another has indicated a desire to volunteer on a future camp subject to work commitments.

Three of the remaining adults have volunteered to assist with supervision at Food for Thought and/or Youth Day events, four of the registered adults took part in the face-to-face youth strategy community consultations, and two have spoken at Career Convo events. This has provided increased opportunities for young people to connect with trained adult volunteers in our community.

*You could see how passionate & committed [the Giz A Break staff] were to young people & supporting them in their journey. Also supportive of us on our journey to learning more about how to be supportive volunteers on activities.*

Three registered participants have volunteer or employment linkages with Hay Children's Services, the primary employer in Hay of young people aged 16-25 years. The experience of these volunteers on the training camp led to Hay Children's Services supporting staff attendance on the 18-24 year old camp for professional and personal development.

### *Sponsored Diplomas in Youth Work*

Two subsidies of up to \$6,000 were available to local people to subsidise the cost of undertaking a Diploma of Youth Work, with the aim of increasing the local availability of adults skilled and qualified in supporting young people.

Unfortunately, after an extended application period, no applications were received. The available funding was subsequently approved for transfer to support a third round of Learner driving lessons in 2025 (refer page 35).



## Community

### Hay Youth Taskforce

The Hay Youth Taskforce is the youth consultative, planning and delivery group for activities under the Regional Youth Investment Program and broader youth initiatives in the Hay shire.



With 17 members at the end of 2023, the group received a boost of new members in 2024. It currently has 23 members aged between 12 and 21 years and includes First Nations and new resident members, members with disabilities and members that identify as LGBTQIA+.

The Taskforce generally meets weekly during school terms, in a variety of locations, formats and settings. It has met 39 times throughout this project until 31 July 2024, and participated in additional consultation and community meetings. Most meetings focus on gathering youth ideas and planning youth events, with others targeted to specific topics of interest, skill development or social events. Meetings

may include invited guests, such as the local police officer to discuss youth crime, local journalist to discuss opportunities for youth reporting in the newspaper, and community group representatives or youth service providers to co-design youth activities at local events.

Members themselves chose to meet weekly, and prefer an informal meeting format. Three formal meetings were held in the Council Chambers in 2023. While these exposed young people to meeting procedures, the formal setting and format had the impact of reducing youth engagement in discussions.

#### Images 6 & 7: Examples of different weekly meeting formats



The Taskforce hosts Facebook and Instagram pages to promote its activities, and the group actively volunteers at a range of community events to promote youth engagement and participation in our community. This has included:

- assisting the CWA with the set-up and pack-down of their 2023 flower show and 2024 casserole lunches
- working alongside community members to build community lanterns for the Hay Glow festival
- running various activities at the 2023 St Mary's primary school Christmas fete
- assisting at the 2023 Hay Carols by Candlelight and Love Hay community Christmas celebrations
- preparing and serving the 2024 Australia Day breakfast
- timekeeping at the Hay Amateur Swimming Club swimming carnival
- running youth activities and/or face painting at the 2024 Hayland Gathering, 2024 Hay Rodeo and 2023 NAIDOC celebrations
- assisting the Hay Quilters with the set-up and pack-down of their 2024 quilt show
- assisting with the BBQ and canteen at the 2024 junior tennis tournament
- helping second-hand bookshop volunteers to build shelves, re-shelve books and re-organise the shop
- assisting at the gate for the 2024 Hay Merino Sheep Show, and
- managing guest entry for the NSW Governor's community reception.

The Taskforce marched in the 2023 Rainbow on the Plains parade and the 2024 ANZAC Day march.

Taskforce members have also participated in community strategic planning consultations, and regional leadership and networking opportunities facilitated by the Office for Regional Youth Community Coordinators. Youth participants taking up these opportunities are encouraged to share their experiences and learnings with the broader group, to add further value and benefit from such investments (refer to Image 6 for an example).



**Image 8: Youth Taskforce members participating in a targeted consultation session to provide input into the Hay and Carrathool Shires' Resilient Economy Roadmap from a youth perspective. The young people contributed their thoughts on what they value about our community and what they hope it looks like in the future.**



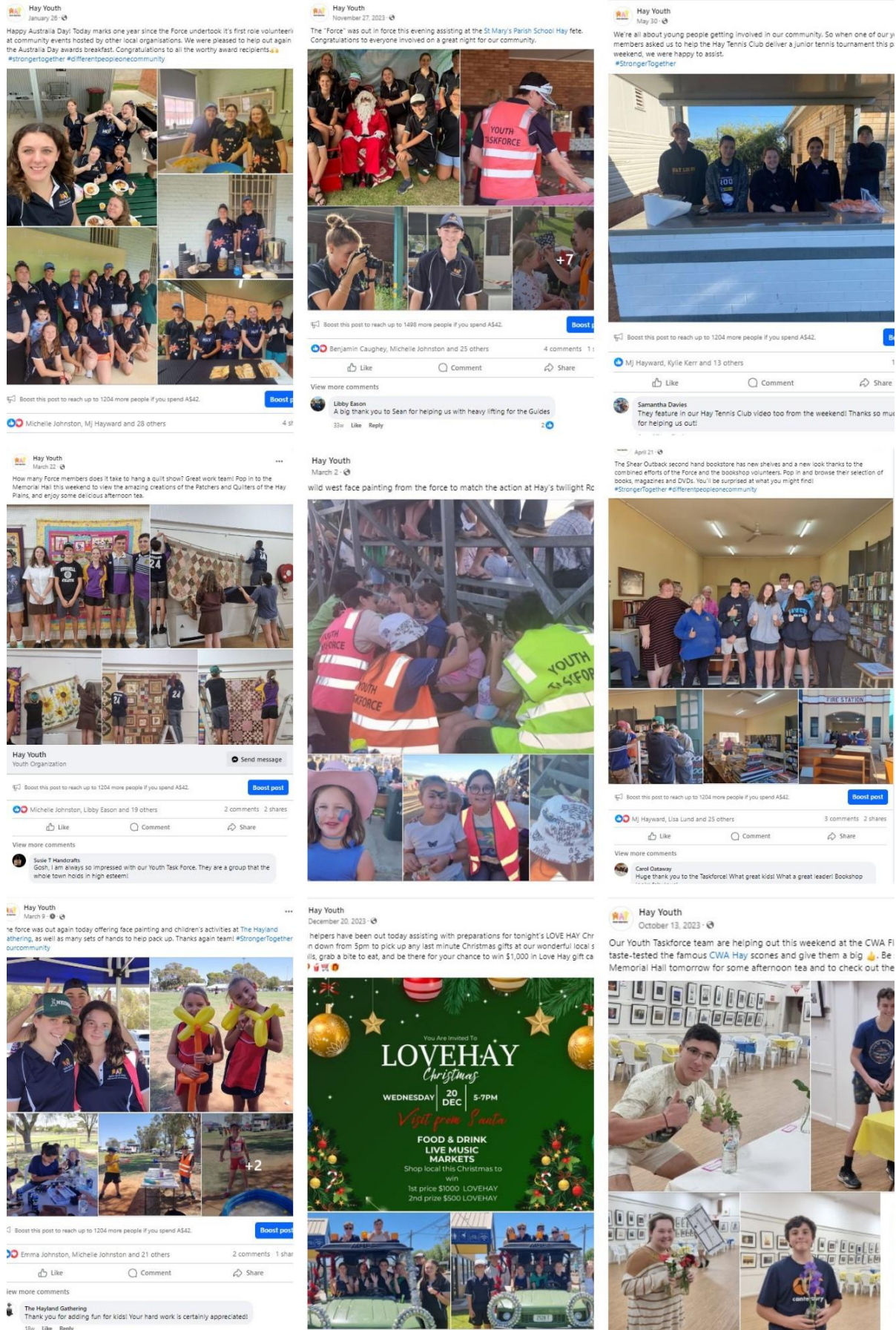
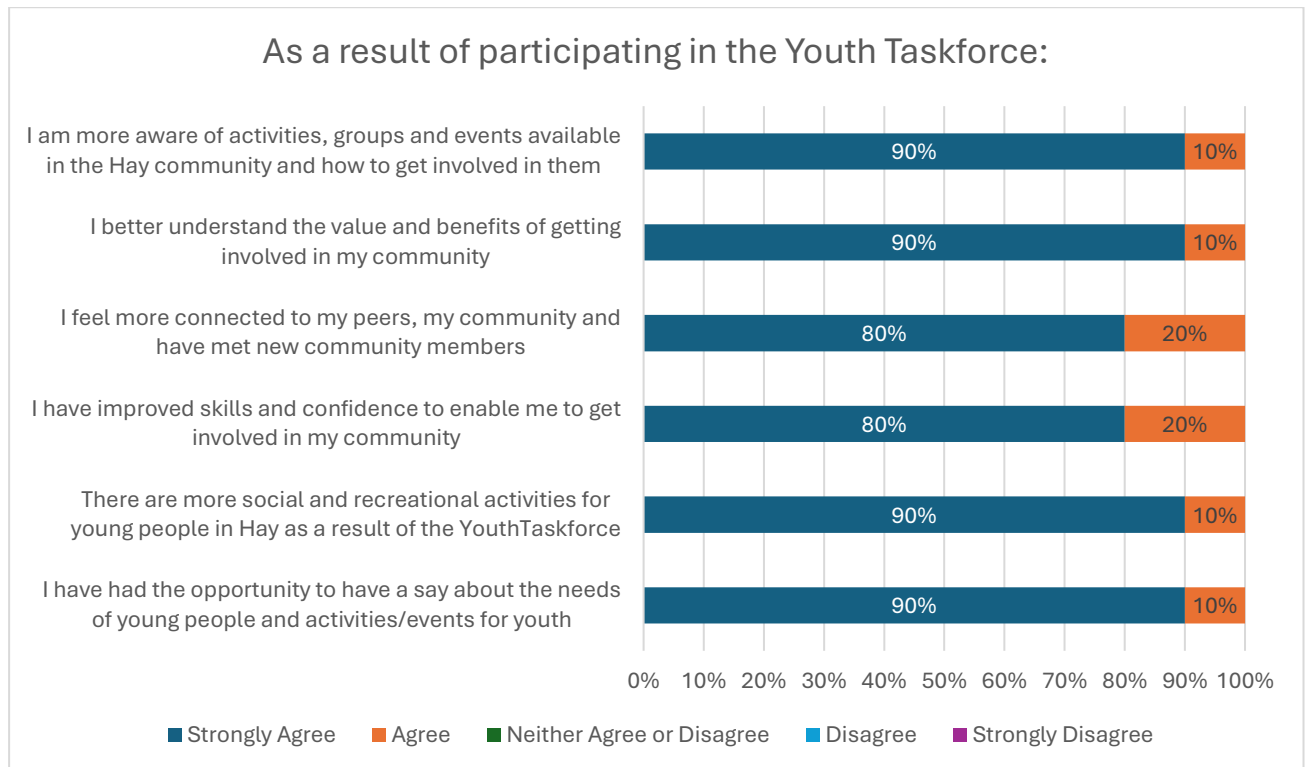


Image 9: Youth Taskforce members volunteering in the community

100% of Taskforce members that completed a feedback survey at the end of 2023 reflecting on their experience with the Youth Taskforce strongly agreed or agreed that, as a result of their involvement in the Taskforce, they:

- are more aware of community activities, groups and events and how to get involved
- understand the benefits of community involvement
- feel more connected to their peers and community
- have had the opportunity to have a say about the needs of young people
- consider there are more social and recreational activities available for youth in Hay.



**Figure 3: Youth Taskforce members self-assessed outcomes**

Source: 2023 Youth Taskforce member survey (n=10)

Youth Taskforce members were asked what they enjoyed, learned or gained from the volunteering experience:

*I enjoyed how our team worked together to create such an awesome experience. I learned communication is everything.*

- *I loved helping at the Australia day breaky it was so much fun*
- *I've gained leadership and communication by leading the new/ young YTF members on showing them what I do and then step back and let them lead and listen on what they have planned*

*Gaining the confidence to walk up to some[one] and introduce myself and start a conversation*

- *Helping out with events like that are personally good as they assist in becoming closer to my community*
- *I enjoyed helping bring joy into Hay's community and seeing many happy faces*



The Youth Taskforce's contribution to the community has been recognised via numerous Star of the Week nominations in the local newspaper, thank you cards and letters, social media comments and nominations for local awards for outstanding community contribution.

Members were asked what achievements of the Youth Taskforce they were most proud of:

*Be[ing] acknowledged in the community and the people who know who we really are*

- *Getting out of my comfort zones and helping the community as this is a big part of growing up in a small town and giving back to others*
- *Gaining more members and creating a more open environment*
- *Being there and helping no matter where, when or why*
- *We achieved a trustworthy team*

*I am proud of all the events we held for the young people of Hay*



**Image 10:**  
Recognition  
of the value  
of the Youth  
Taskforce's  
contribution  
to the Hay  
community

## *Hay Youth Strategy*

While the Hay Youth Taskforce is a recognised stakeholder of Hay Shire Council, Council previously did not have a Youth Strategy specifically targeted at meeting the needs of young people in a planned and holistic way. Hay Shire Council endorsed its first 5 year Youth Strategy on 28 May 2024.

The Hay Youth Strategy aims to:

- identify the challenges, needs and aspirations of Hay's young people
- inform, prioritise and connect future Hay Shire Council activities and resourcing to support and advance Hay's youth, and
- foster a sense of joint community ownership and shared responsibility for supporting, developing and empowering Hay's young people.

It provides a contextual baseline, and outlines a vision and objectives for young people in Hay. Our young people want to be happy and healthy, equipped for life, involved in and connected to their communities, and supported to develop and achieve.

The framework for the Youth Strategy is focused on the four pillars below, underpinned by a fifth foundational element of sustainable resourcing, in partnership with the community:

1. Life Ready (Equipped)
  - 1.1. Life Skills
  - 1.2. Career and employment pathways
  - 1.3. Connected schools
2. Wellbeing (Healthy & Happy)
  - 2.1. Mental Health Support
  - 2.2. Healthcare and social support services
3. Community (Involved)
  - 3.1. Youth voice
  - 3.2. Community participation
  - 3.3. Recreational and social activities
4. Connectivity (Connected)
  - 4.1. Community connection
  - 4.2. Regional and wider connection
  - 4.3. Inclusivity

The development of the Hay Youth Strategy was informed by a range of information sources, including:

- Youth (26), parent/guardian (37) and community member surveys (49)
- Two rounds of targeted face-to-face stakeholder consultations with Hay Youth Taskforce and Hay War Memorial High School Student Representative Council members, service providers and community representatives engaging with youth, and Hay Shire Council
- A review of relevant literature and statistics by the Youth Officer
- Ongoing informal discussions with the Youth Taskforce, including issues raised at the Taskforce's leadership retreat in November 2023.





**Image 11: Youth indicating their individual commitment to implementing the Youth Strategy following the second round of face-to-face consultations**

While the number of youth survey respondents was less than desired, the outcomes of the survey largely reinforced key themes emerging from state and national youth surveys, face-to-face consultations, and ongoing discussions with local young people and community stakeholders.

Youth engagement specialist Kane Sparks from KD Solutions was engaged to independently facilitate consultation activities and advise on the development of the Youth Strategy.

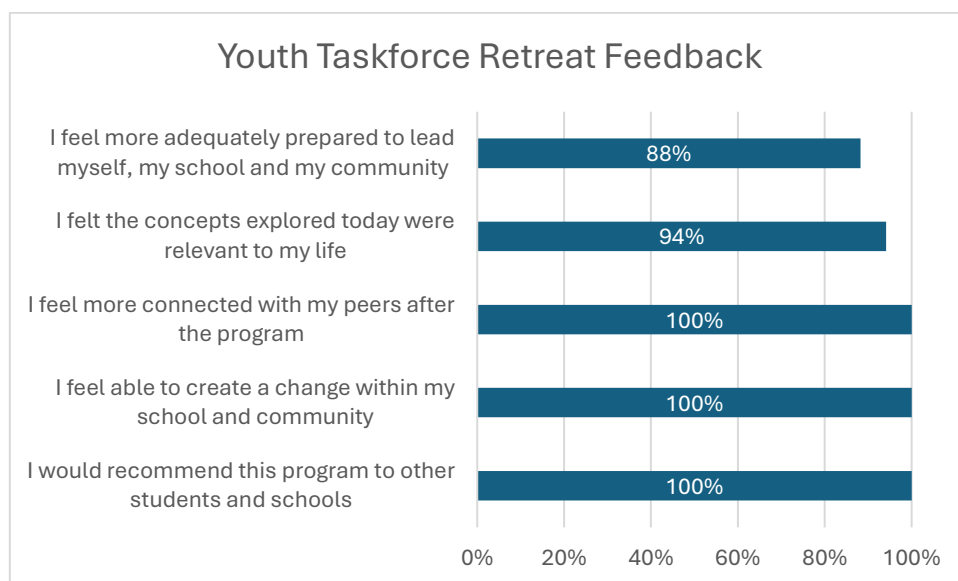
There was broad support for the draft Hay Youth Strategy during the second round of consultations. The draft strategy was placed on display for public comment, with one comment received as follows:

*This strategy is well thought out, broad enough to encompass current and future needs, and relevant to the youth of Hay. As a community member working with various groups of youth ranging from 6 weeks to 15 years, I fully support the implementation of this strategy, and look forward to seeing and being involved in the action planning process where appropriate.*

### Youth Taskforce Retreat

A two-day leadership retreat hosted by Youth Leadership Academy Australia was delivered from 10-12 November 2023. The weekend was attended by 16 of the 17 Youth Taskforce members at the time, with a focus on developing a collaborative team environment, as well as communication, public speaking and leadership skills. Social and recreational activities such as horse riding and archery were included as part of the weekend to encourage the young people to step outside their comfort zones. The youth were also given budgets to decide on and purchase food for various meals in small groups, to further develop their collaboration and planning skills.

Two past members of the NSW Regional Youth Taskforce from Hay and Balranald Shires joined the Hay Youth Taskforce for the weekend, to help share insights and build connections with activities happening at the state level and in neighbouring rural shires.



**Figure 4: Youth Taskforce Retreat Feedback**

Source: YLAA Youth Taskforce Retreat Feedback Report (n=17)



Participants were given a hard copy feedback survey to complete at the conclusion of the weekend, with the results summarised by YLAA. 100% of participants felt more connected to their peers and able to create change within their school and community after the weekend.

Participant responses to what was great about the program included:

- *The activities and the laughs. It definitely healed me in a way. "Laughing is the best medicine."*

*Everyone interacting with each other. Everyone supporting each other.*

- *Team building exercises, how the hosts made us realise something like not putting someone down does us a world of better.*

Participant responses to favourite thing learned included:

*How to give great feedback and make our friends feel supported while doing so*

- *That there's always going to be someone that won't meet you in the middle*

*Knowing I can do public speaking and feeling like people have my back*

Suggested program improvements or additional comments included:

- *Host stay and have downtime and get to know on a personal level*

*Nothing, the program was perfect and I learnt a lot*

- *More days of learning and more activities.*

In the 2023 Youth Taskforce survey, respondents were also asked to reflect on what they gained or learnt most from the retreat weekend:

- *being involved in all the little group activities we did even though they were very challenging at times e.g. the tarp flipping thingy*

*I enjoyed the challenging events that made you really have to think and work as a team*

- *how to work better as a team*
- *trust*
- *the ability to help and work within a group*
- *how to lead and well as communicate with them*

*COMMUNICATION that's what. I learnt communication is so important in any team*

- *I gained better collaboration skills.*

## Region Youth Summit

Seventy young people across seven rural and regional shires in the Riverina Murray came together for a Region Youth Summit in Hay on 26 June 2024. Young people from local government youth councils or school leadership teams from Albury, Balranald, Bland, Edward River, Federation, Griffith and Hay shires joined forces to develop their skills, broaden their networks and share ideas.

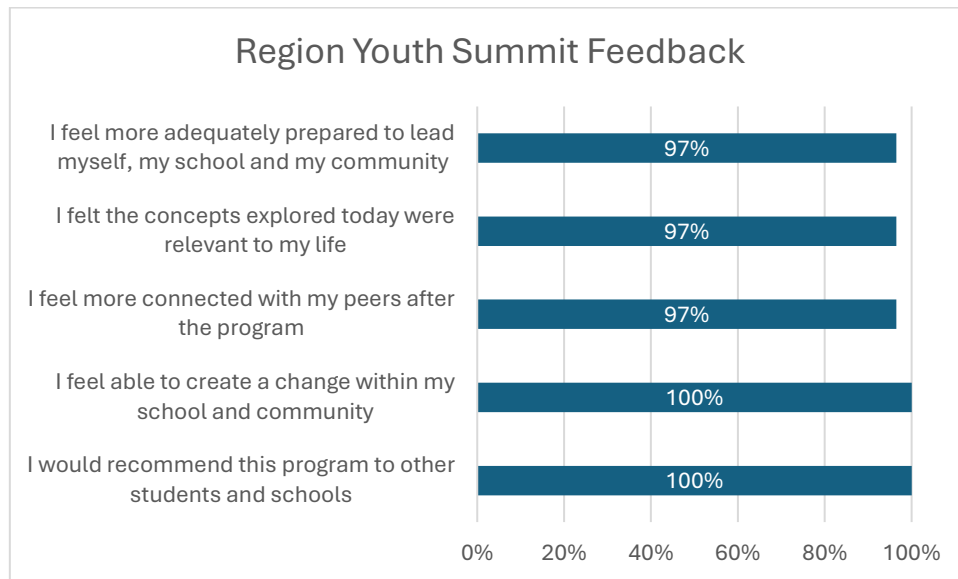


**Image 11: Photos from the Youth Taskforce Leadership Retreat and Region Youth Summit**

Guided by facilitators from Youth Leadership Academy Australia (YLAA), the program was designed to equip youth with the skills and courage to create change within their lives, schools and community. This included immersive activities to enhance self-confidence, leadership, communication and teamwork skills, while also encouraging participants to push themselves outside their comfort zone and be responsible and accountable.

The event culminated with the pitching of ideas developed by cross-community teams to address a range of challenges including youth crime, domestic violence, youth mental health, bullying and the impacts of social media.

62 young people returned the hard copy feedback survey which was collated into a summary report by YLAA. 96.5% of participants felt the concepts explored were relevant to their lives, more connected to their peers, and more adequately prepared to lead.



**Figure 5: Region Youth Summit Feedback**

Source: YLAA Region Youth Summit Feedback Report (n=62)

Participant responses to what was great about the program included:

- *An opportunity to meet like-minded youth and practice team-building skills*
- *Allowing everyone to get out of their comfort zone or trust others and gain insight into being a leader*

*Lots of new people as well as the chance to interact with them and listen to their inputs on the different struggles*

Participant responses to their favourite thing learned included:

*How to effectively have confrontational conversations with others and coming to a resolution*

- *Teamwork, learn more about new things like about mental health and other issues*
- *The line of choices, and the A&A (Approach and Apology)*

Suggested program improvements included:

- *More interactive things – more games, etc. Didn't feel group bonded too much!*
- *More time to communicate, being able to stay with some friends*

Participant responses to one takeaway they will take forward from the program included:

*As an aboriginal student, I will take my learnings to help set up new leadership committed in my local town*

- *The people I've met and the conversations I've had with new people*
- *To not just think about yourself, think of other people and groups too.*

It should be noted that all Riverina Murray shires were invited to attend. While distance was a barrier to attendance by those in the northeast of the region, most shires without an active youth council found it challenging to identify and coordinate youth participation in the event. This reinforced the value of having established, engaged and active local youth groups.

## Co-design of a Youth and Community Hub

The Youth Taskforce identified the need for a safe place for youth to gather and socialise, and these sentiments were echoed in the findings of the 2022 Community Social Cohesion Survey where improving youth infrastructure, services and non-sporting activities were identified as areas that would make Hay a better place to live.

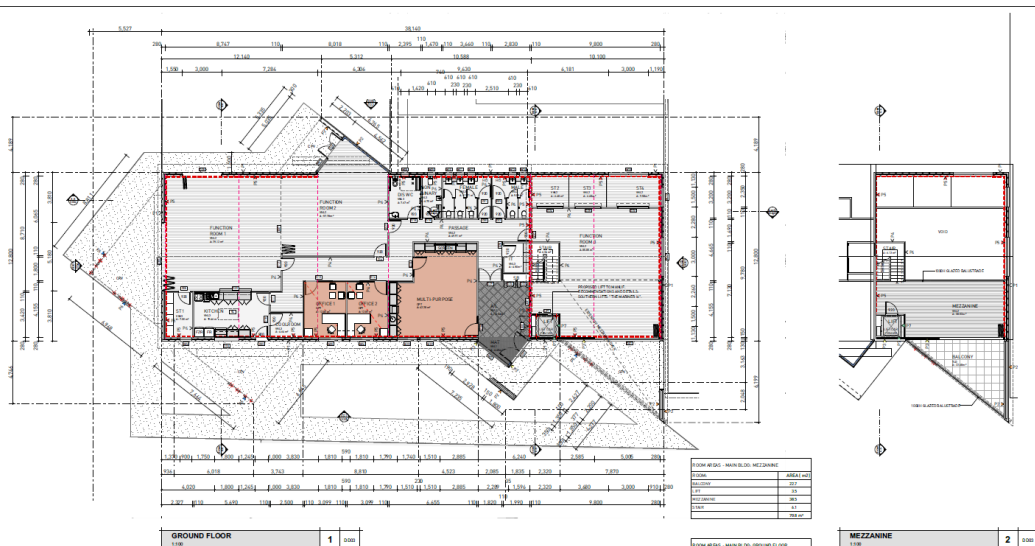
The existing community building, centrally located at Hay Park and close to all three schools, was identified as underutilised community infrastructure that could be redeveloped into a modern youth and community indoor/outdoor space.

Design plans and costing for the redesign of the Hay community building into a modern youth and community space are complete. The design allows for building use for a range of social, recreational, educational and community purposes. The Youth Taskforce was actively involved at all stages of the design input and consultation, along with building user groups, all of whom were supportive. The concept plans were displayed for public consultation prior to design finalisation and endorsement by Hay Shire Council.

Funding for the build stage of the project has not yet been sourced.



Image 12 (above): 3D visualisation and Image 13 (below): Architectural plans





## Food for Thought

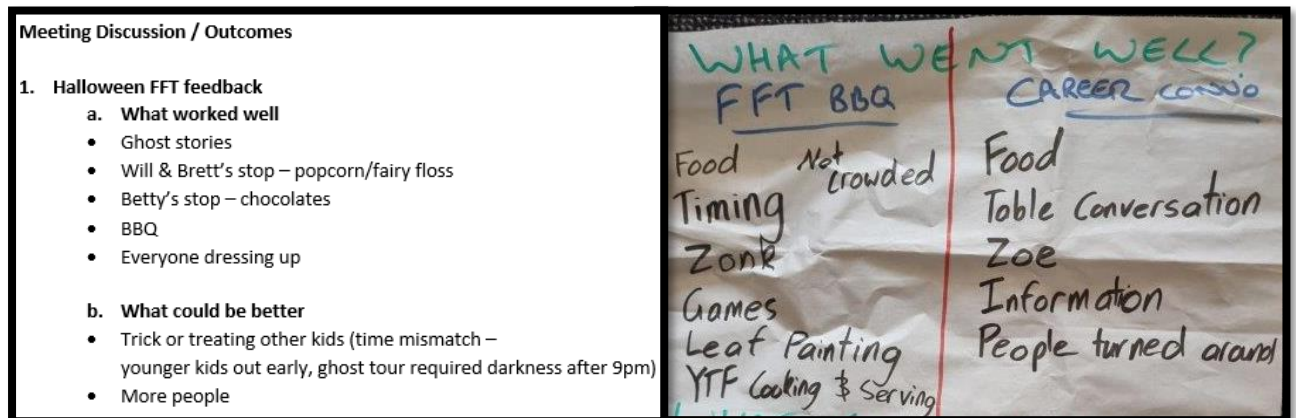
Food for Thought events are social and recreational activities designed to promote discussion or collect youth input on a range of issues, with free food provided to encourage attendance and input.

Seven Food for Thought social gatherings have been planned and delivered by the Youth Taskforce as follows:

1. April 2023 – Roller discos (What youth activities would you like to see in Hay?) – 77 attendees
2. June 2023 – HWMHS wellbeing day donuts (What’s your jam? What leaves a hole in your life?) – 100 attendees
3. October 2023 – Halloween bus trip (What scares you?) – 15 attendees
4. December 2023 – School culture disco (What can make school better?) – 70 attendees
5. December 2023 – Live music on the deck (What’s good and bad about Christmas holidays?) – 26 attendees
6. March 2024 – Disco (What are your favourite things about and future wishes for Hay?) – 40 attendees
7. May 2024 – BBQ and games (How can we make youth activities more inclusive and accessible?) – 30 attendees

As the focus of these events is around gathering youth input, which is often given via responding to questions on a food voucher, further qualitative feedback information specifically relating to these events has not been collected.

However, the Youth Taskforce conducts informal reviews of events at its weekly meetings, usually around “what went well?” and “what could be better?”. Two examples are below.



**Image 14: Examples of informal Youth Taskforce reviews of Food for Thought activities**

Source: Youth Taskforce Meeting Summaries





**Image 15: Photos from each of the seven Food For Thought social activities**



## Youth Day

Youth Day aims to celebrate Hay’s young people with a range of activities specifically designed for young people.

The first annual youth day was designed by the Youth Taskforce and delivered on 18 November 2023 in conjunction with the Hay Rainbow on the Plains Festival to celebrate youth diversity and potential, promote kindness and inclusion, and maximise youth participation.

The Youth Taskforce participated in the festival parade under the banner of “YOUth can change the world” with 12 members marching. Based on a play on words of “Rainbow on the Planes”, the parade entry featured the plane lantern the group constructed for the Hay Glow festival, which they painted with rainbows during weekly meetings. Taskforce members dressed as brightly coloured air traffic controllers. The high-vis vests that formed part of their youth day costume have since become a standard part of the group’s uniform when volunteering in the community.

In conjunction with Fair Day, youth day included live music, youth dance lessons, water slide, laser tag, a youth chill area with bean bags, affirmation bracelet making and face painting. While it is difficult to quantify youth participant numbers due to open nature of event, festival organisers estimate 1100 attendees. Based on this estimate, ABS age distribution statistics and the youth-focused activities , it is estimated that there were around 300 attendees aged 10-24 years.



**Image 16:**  
**Youth Day photos**

In the evening, the Youth Taskforce hosted and DJed two free glow discos with free food for 89 youth. The strengthened team bonds formed during the Youth Taskforce retreat the previous weekend were evident during the Taskforce’s delivery of youth day activities.

## Connectivity

### Learner Driving Lessons

The Youth Taskforce identified the need for professional driving lessons for young people without, or with limited access to, driving supervisors. This was considered important to ensure young people were provided with the opportunity to obtain their driver licence to support greater independence, mobility, and the pursuit of future study and career prospects, particularly given Hay's geographic isolation and lack of public transport options.

In addition, residents of Hay are at increased risk of injury and death from road incidents. Hay's rate of 9.0 per 1,000 of potential years of lives lost to road traffic injuries is significantly higher than the averages for NSW (1.4) and the Murrumbidgee Primary Health Network (3.6). This further highlights the need for improved driver safety, skills and confidence.



**Figure 6: Potential years of lives lost – road traffic injuries**

Source: 2022 Hay LGA Profile, Murrumbidgee Primary Health Network Health Needs Assessment 2022-2025

Ten hours of free lessons with a licensed driving instructor can earn the Learner driver participant up to an additional 20 bonus logbook hours. With no qualified driving instructors available in Hay, the cost of accessing lessons with a driving instructor can be prohibitive.

In round one of the Learner driver program, eleven young people applied to access a total of 70 hours of available qualified driving instruction between June and October 2023. These lessons were delivered by Deni Driver Training, with the instructor travelling 120 kilometres each way between Deniliquin and Hay. Five one-hour lessons were delivered each Thursday over a period of 14 weeks between the hours of 9am and 5pm.

The total cost of delivery (including travel) for a one hour driving lesson delivered locally in Hay is approximately double the advertised price of a standard one-hour lesson delivered in the closest regional cities of Griffith and Wagga, highlighting the barriers to accessing driving instruction for young people in low-socioeconomic and geographically isolated rural communities such as Hay.

All eleven applicants were deemed eligible by a selection panel comprising members of the Youth Taskforce and Hay Shire Council, with hours allocated to each individual based on the barriers faced to obtaining supervised driving experience.

**Table 3: Round 1 driving lesson distribution**

No. of driving lesson hours received per learner driver	No. of learner drivers	Total driving lesson hours	Total driving and bonus hours added to logbooks
1	2	2	6
2	1	2	6
6	3	18	54
8	1	8	24
10	4	40	120
<b>TOTAL</b>	<b>11</b>	<b>70</b>	<b>210</b>

Six months after completion of the round one driving lessons, six of the eleven participants had obtained their p-plates, two were not yet 17 years of age, one was residing overseas (licence status unknown) and two were continuing to obtain supervised driving experience.

Eight of the 11 participants completed a post-program feedback survey. The combined total of driving hours for these eight respondents prior to program commencement was reported as 253. This had grown to 481 hours of supervised experience at the conclusion of the lessons, an increase of 228 hours over 14 weeks.

As a result of completing the lessons with a qualified driving instructor, all respondents strongly agreed or agreed that:

- they felt more confident to drive (62.5%; 37.5%)
- their driving skills had improved (62.5%; 37.5%)
- they were a safer driver (62.5%; 37.5%)
- they have a better understanding of the road rules (50%; 50%).

In addition, 87.5% felt more motivated to drive in between lessons (37.5%; 50%), with only one respondent neither agreeing nor disagreeing that they were more motivated.

The best things respondents learned from the lessons included:

- how to correctly and confidently park, including in the main street
- confidence
- hours and experience
- experience driving with different people, resulting in greater calmness and preparation for the P plate test.

Participants were very satisfied with the quality of driving instruction, with all respondents strongly agreeing or agreeing that the driving instructor:

- was knowledgeable and gave clear instruction (62.5%; 37.5%)
- delivered lessons to suit my individual skills and abilities (75%; 25%).



Respondents were asked how learning to drive with the instructor differed from learning with a parent/guardian. The responses below highlight the benefits of access to an independent, objective and qualified driving instructor:

- *He understood better*
- *He was calmer and more knowledgeable*
- *He was up to date with his knowledge and focussed on the lesson*
- *A slightly more relaxed driving lesson*
- *I was nervous at first, but after I got to know him it was easier and less personal*
- *Gave me more confidence in myself*
- *I was more nervous but it was helpful to learn to drive with new people to become a more confident driver*

Of the seven respondents that did not have their P Plates at the time of the survey, all except one felt confident they could pass the P-plate test in the future.

The one respondent that had obtained their P-plate felt that the lessons helped them pass their P-plate test. This respondent was also asked how having their P-Plates had impacted them:

*Having my P plates has immensely changed my day-to-day life. I have been able to access towns outside of Hay and been able to get in town work.*



**Image 17: Learner drivers that received driving instruction under round one**



## *Life Skills – Safer Drivers Course*

The one-on-one qualified driving lesson program was supplemented by the delivery of a Safer Drivers Course under the Life Skills element of the project (refer to page 12). This half-day course includes a face-to-face theory session, and a small-group in-vehicle session with a qualified driving instructor. The program teaches Learner drivers how to reduce road risks, and assists them to transition from being a supervised Learner driver to being a safer unsupervised driver when they get their P plates. Learners who complete the Safer Drivers Course receive 20 hours of logbook credits.

Two of the round one driving lesson participants attended the Safer Driver Course along with eight other Learner drivers. The course requires 50 hours of actual logbook experience to attend.

Seven of the ten participants completed the post-program feedback survey. All except one participant strongly agreed or agreed that:

- The course instructor was knowledgeable and gave clear instruction and safety tips (71%; 14%)
- I have a better understanding of issues impacting my safety on the road (57%; 29%)
- I feel more confident that I know what I need to do to drive safely (71%; 14%)

100% of participants agreed that completing the course had helped them to complete their logbook hours and achieve their P Plates.

Participants were asked about the most valuable thing they learned/gained from the course, with responses generally highlighting the safety aspects of driving:

- *Head checks*
- *Slowing down even when you have right away to avoid a crash*
- *Data on all the crash types and fatality rates*
- *How they informed us about our responsibilities and safety as provisional drivers and how we can reduce possible risks and hazards when driving*
- *Stay behind enough that you can see what's happening; head checking*
- *How true different weight of the car can affect how you drive*

## *Helping Learner Drivers Become Safer Drivers*

Acknowledging the importance of supervisors of Learner drivers being up to date with current road rules and practices, Hay Shire Council partnered with Transport for NSW (outside of the RYIP program) to bring a *Helping Learner Drivers Become Safer Drivers* session to Hay to complement the RYIP driver education and safety initiatives. This was held two weeks after the Safer Driver Course and was attended by eight parents/guardians and three soon-to-be Learner drivers. Learner drivers from three attending families applied for driving lessons under round two of the professional driving lessons. Taking a systems approach, and educating both Learner drivers and supervisors, aims to add value to the RYIP initiatives and improve the driving skill and safety outcomes for Hay youth.

## Project Implementation

### *Project Coordination and Management*

A project coordinator has been contracted to implement the project and its activities on the basis of an average of 22.5 hours per week. Weekly hours vary greatly according to project needs, with hours often undertaken outside normal business hours to ensure that youth activities can be delivered at the time it best suits young people to attend and ensure connection with community events (e.g. weekends and evenings).

While activities are primarily designed and delivered by young people, significant coordination effort is required to support and upskill young people, plan and deliver weekly meetings, make community connections to ensure the best value from activities, research new activities and options, supervise youth events and activities, undertake project budgeting and procurement activities for large numbers of small transactions, and meet project reporting requirements.

When asked what was stopping them from participating more in youth activities, community groups, clubs or events, 61% of young people indicated they did not have enough time (2023 Hay Youth Strategy Survey). With school, work and sporting commitments, as well as some young people having family caring responsibilities, it is important to support young people in project delivery so that their participation is achievable, rewarding and not overwhelming or impractical.

The project was initially due to conclude on 31 January 2025. However, due to project deed execution and commencement occurring later than anticipated, and delays in implementation of some initiatives due to scheduling clashes or time limitations, an extension to 31 May 2025 was sought and approved. As part of this extension, approval was also given for funds assigned to the Diploma of Youth Work to be redistributed to delivering a third, smaller round of subsidised driving lessons in 2025, and for use of the associated contingency funds to cover project coordination costs for the extended period.

While most activities are running to schedule and to or under budget, there is a need to prioritise the delivery of life skills workshops over the remaining project term. Life skills were identified as the highest priority youth activities by parents/guardians and community members, and second highest by youth in the 2023 Hay Youth Strategy surveys.

### *Project Partnerships*

Partnerships are vital to successful delivery of any event or activity in a small town, and especially important for the long-term sustainability of youth initiatives post RYIP funding.

A positive and mutually beneficial partnership with Hay War Memorial High School (HWMHS) and its staff has been integral for project success. As the only local high school, HWMHS captures the majority of young people in Hay in the target age group. Running initiatives in partnership with the school (e.g. careers expo, life skills, leadership workshops, Food for Thought discos) has enabled the Youth Taskforce to reach a larger portion of the youth population, particularly those who traditionally engage less in community activities or lack parental support to do so. The Youth Taskforce has also invited the Student Representative Council on multiple occasions to join them in consultative activities to broaden youth representation and voice.

Productive partnerships have been fostered with youth service providers including Intereach, Hay Aboriginal Medical Service, visiting Vinnies case workers and NSW Police officers. These partnerships have included joint delivery of activities, free use of venues and transport, provision of supervisors for youth initiatives, guest speakers at youth meetings, youth input into activity design and invitations to upskill. In addition, Giz A Break staff have been introduced to school staff and youth service providers to ensure joined up and informed support for young people.

Finally, and most significantly, connections have been made and partnerships developed with a wide range of community organisations. This is reflected in the Hay Youth Strategy, with community partnerships seen as an important element underpinning the delivery of the strategy.

These partnerships have taken many forms including joint planning and delivery of initiatives (e.g. Rainbow on the Plains), engaging organisations to support youth event delivery (e.g. venue hire or catering at youth events), or the Youth Taskforce volunteering at community events (e.g. CWA, Hay Rodeo, Hayland Gathering).

Community willingness to support youth initiatives was also evident during community stakeholder consultations for the Hay Youth Strategy. The independent youth engagement facilitator observed that:

*In Hay, the community's proactive spirit shines as its members come together with goodwill to support the town's youth. Collaborating creatively, they share resources, fostering an environment where young people can thrive and achieve their aspirations.*

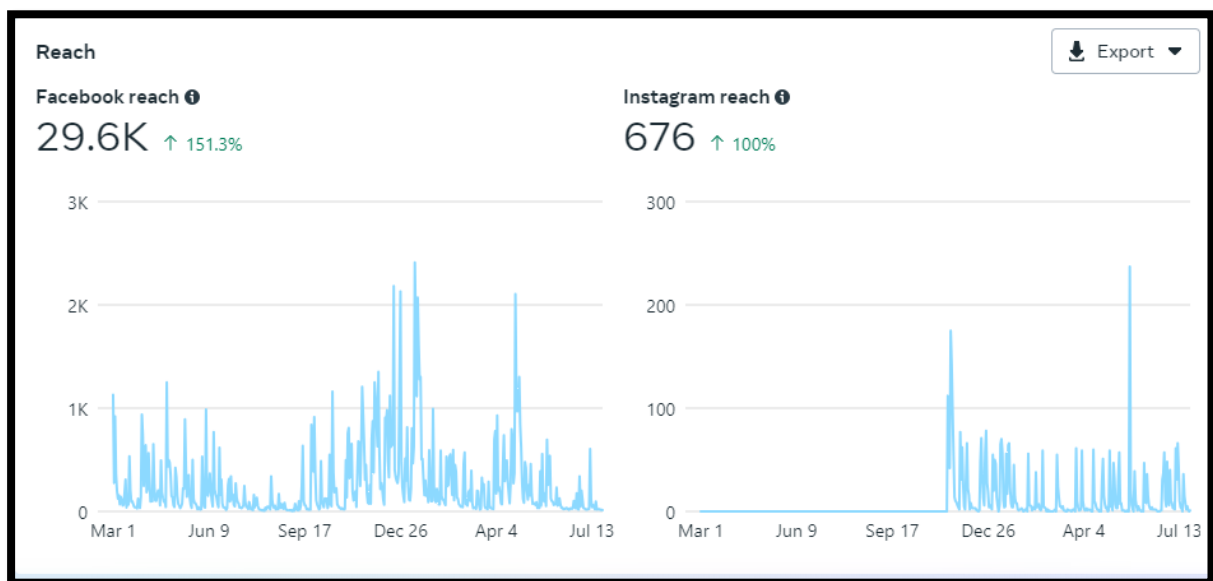
## Marketing and Communication

Marketing and communication activities include both digital and hard copy materials, as well as free and paid advertising channels.

The primary form of marketing specific activities for young people is free social media posts, via the Hay Youth Facebook and Instagram pages. These pages are used to:

- Promote project events
- Raise awareness of Youth Taskforce activities
- Promote other activities for young people in Hay
- Share information on community events and opportunities
- Draw attention to opportunities for young people to have a say in or access regional, state and national surveys and initiatives
- Highlight and celebrate youth achievements.

The Facebook page currently has 323 followers, and the more recently established Instagram page has 124 followers. From the period 1 March 2023 – 24 July 2024, the Hay Youth Facebook page had a reach on 29,600, and the Instagram 676. The top seven Facebook posts had reach of between 1,900 and 2,900, and included posts about Youth Day, Career Convo, and driving lessons, as well as other youth activities such as ice skating offered under the NSW Government's Holiday Break program and advertisements of the local radio playing youth podcasts made under the NSW Government's Regional Youth Radio program.



**Figure 7: Hay Youth Facebook and Instagram reach**

Source: Facebook Meta Business Suite insights

This advertising is supplemented by paid local newspaper advertising, community radio announcements, school newsletter advertising and physical posters placed at multiple community venues or local businesses with relatively high foot traffic. Paid social media advertising has not yet been used, but there is potential to use this avenue in the future.

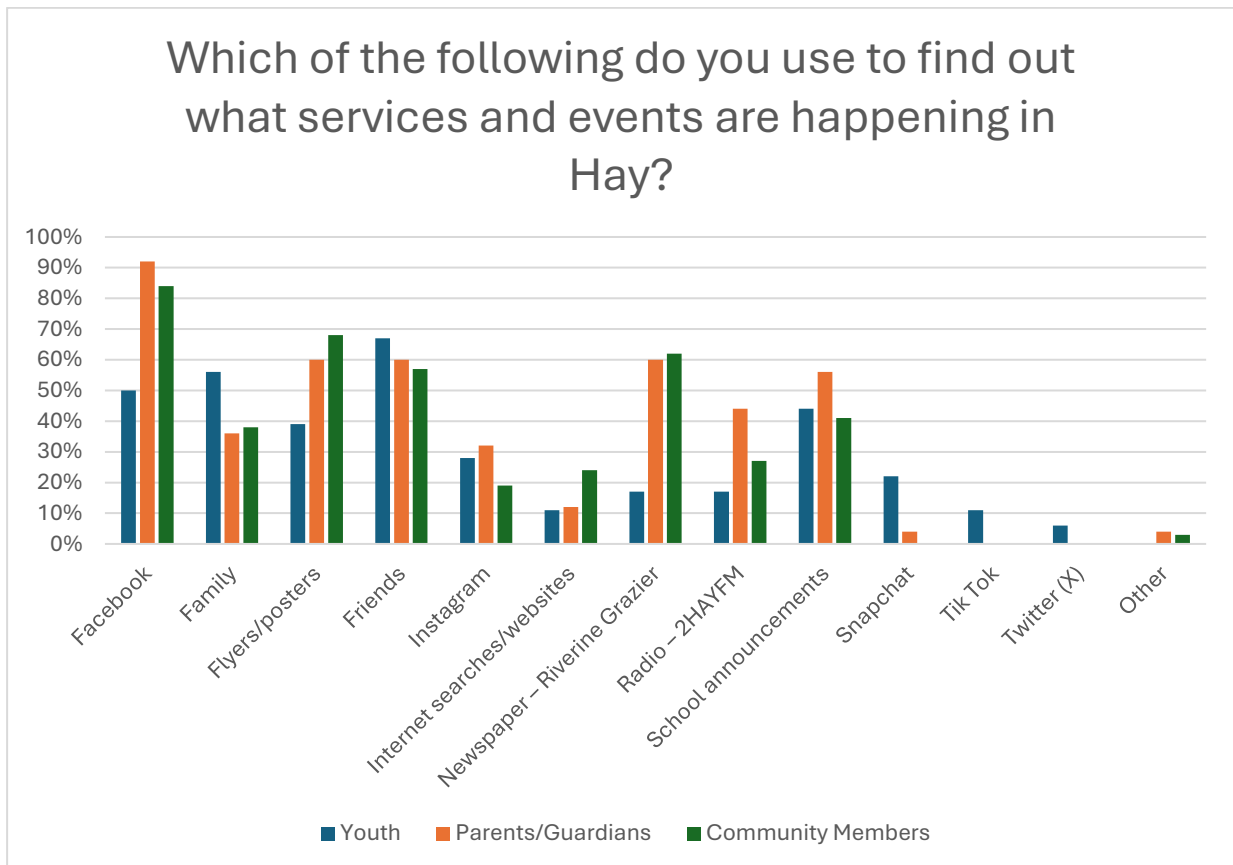




Image 18: Examples of project advertising materials



Retaining a mix of advertising mediums is considered important and appropriate given the various channels young people and their parents/guardians rely on to find out what is happening in Hay. While young people are more likely to rely on social media (other than Facebook) compared with the older generations, they still rely most heavily on word of mouth from family and friends. Parents/guardians and community members whom they may be relying on for information, are more likely to turn to Facebook, physical posters, friends and traditional media forms of newspaper and radio. This is consistent with the findings of the 2022 Hay Community Social Cohesion Survey, where word of mouth, Facebook, newspaper and flyers/posters were the top four sources of information for events and services in Hay.



**Figure 8: Information sources for Hay residents**

Source: Hay Youth Strategy youth, parent/guardian and community member surveys 2023

Based on informal feedback and observation, it is likely that the most effective and influential form of marketing and promotion to raise awareness of the Youth Taskforce and youth activities in Hay has been public visibility in the community, particularly at community events.

The Youth Taskforce logo (designed by youth), their blue shirts, high-vis vests and now the branded shade shelter makes it easy for people of all ages to identify youth activities in the community, make enquiries and see the contribution of young people.

This was reflected in the parent/guardian and community surveys for the youth strategy, where people were given the opportunity prior to completing the survey to leave any other comment. The overwhelming majority of responses acknowledged the activities and achievements of youth:

*Hay Youth Task Force has made an enormous difference to the things happening in town for the young people. They have such great initiatives and are quality role models for our kids.*

- *Hay Youth are doing amazing things and is an outstanding positive and proactive initiative that I hope continues to be supported by our Shire*
- *I think those involved in the Hay Youth Taskforce are doing an amazing job of motivating our young ones to thrive in our community. Their guidance and mentoring is very much valued and what is needed to make this taskforce a success for all*
- *Hay Youth is the brilliant first step in addressing these areas. It think it's a fantastic group who deserves backing from the whole community*

*Youth task force has provided many opportunities for my child to participate and feel a sense of connection to our community which is important since she attends an online school, not the local high school.*

- *The Hay Youth Taskforce is a fantastic initiative and should be continued and built upon*
- *I am just happy and proud of all that is happening in the youth space! Well done all!*
- *I think the taskforce is a great setup for our youth and Kylie is doing an incredible job for our youth. I also think things could be broadened.*
- *I think the youth task force is doing a wonderful good. Keep up the good work and I can't wait to see what you come up with next*
- *Thank you for the amazing opportunities you offer the young people of Hay! We are so lucky!*
- *Hay Youth has done a wonderful job to support our youth and build their leadership skills, well done!*

*Kylie and the Youth Taskforce are doing a wonderful job. My answers to the survey would have been very different two years ago. They have [made] a positive difference to youth outcomes in such a short time. You need the right people to lead these programs and it is happening!*

## *Key Success Factors*

Based on project data, direct observation and informal feedback, key success factors for the project to date include:

- High visibility of youth activities and achievements in the community
- Proactive building of connections with local schools, community organisations and local and visiting youth service providers
- Immediate and public feedback and recognition for youth contributions and achievement
- Hay Shire Council leadership and support of youth initiatives
- Youth feeling their opinions are heard, valued and seeing them acted upon
- Provision of opportunities for young people to meet and connect with new members of the community in a safe and supported environment, alongside other peers
- Upskilling, resourcing and supporting young people to have the confidence to try new things, while ensuring they understand that they can still succeed even if they make mistakes
- Giving young people the chance to take something from an idea, through delivery, to review
- Fostering a sense of team within the Youth Taskforce, built on the foundation of being different people, but one community
- Being flexible – in timing, in delivery, in relation to individual abilities and preferences
- Connectivity and a holistic approach to youth initiatives via the Youth Taskforce, irrespective of funding source
- Capitalising and building upon existing community events and initiatives to build youth connection to the community
- Offering youth initiatives that are unique and different
- A longer project timeframe (2+ years) has allowed for real development, demonstrated success, and belief in a youth program
- A supportive community that cares about its young people.

## *Implementation Barriers*

The primary implementation barriers experienced to date include:

- Finding appropriate times for youth events to maximise participation around school holidays, excursions and sporting activities
- Managing potential burn-out of Youth Taskforce members, particularly the older members with HSC and work commitments
- Availability of service providers to visit Hay
- Alignment of availability of guest speakers and venues (e.g. Career Convos)
- Short-term funding cycles and delivery deadlines that may not be optimal for youth attendance and outcomes.

## Conclusion and Recommendations

As designers and leaders of the Empowering Hay's Youth project, the Hay Youth Taskforce has been effective in meeting weekly to design and plan activities, delivering youth events, providing a voice for young people in the community and volunteering their time to support other community events and organisations. The Youth Taskforce has emerged as a respected and valuable asset of the Hay community.

Based on the data and feedback provided, the Empowering Hay's Youth project has clearly delivered significant opportunities and benefits to the young people of Hay in the areas of:

- Information on career options and pathways
- Life skills and leadership development
- Improved availability and awareness of mental health and wellbeing services for young people
- Support to obtain a driver licence, including improved skills and safety
- Connecting with, and feeling included in, the community
- Access to more and a greater variety of social and recreational activities
- Voicing their views and influencing decision making.

This has been achieved through a sustained, holistic and interconnected approach, supported by strong community partnerships, and enhanced through high visibility of youth activities in the community.

The project is largely on track to achieve its objectives. Based on report findings and feedback, the following minor adjustments are recommended for the implementation of the remainder of the project:

1. Consideration be given to different communication mechanisms to improve project reach. This may include paid social media advertising, or more innovative youth-to-youth invitations and communications.
2. Life skills workshops are prioritised for delivery.
3. The second careers expo is targeted at building awareness of new employment opportunities available to young people in the emerging Renewable Energy Sector. This will help ensure the delivery of an event that is different to those otherwise available, includes a different set of careers to 2023, reflects needs informally expressed by HWMHS staff, and highlights local opportunities.
4. Food for Thought events are informed by key issues identified in YLAA workshops for focus topics, and new and different social events to underpin the discussion and collection of youth input.
5. Youth activities are designed (timing, venue, set-up) where practical and appropriate to optimise youth participation and community engagement (e.g. to coincide with community events; round table or similar configurations for Career Convos to maximise youth engagement with guest speakers).

**C7 - Major Projects Update**

<b>REPORTING OFFICER</b>	General Manager
<b>ATTACHMENTS</b>	- Growing Regions Program – Round 2 – Program Guidelines

**INTRODUCTION**

Council has been successful in attracting a variety of funding over the last several years.

**COMMENTARY**

Find below a summary of the projects, and actions currently being undertaken.

**STRONGER COUNTRY COMMUNITY – ROUND 2 PROJECTS**

<b>Project</b>	<b>Progress</b>
<b>Hay Park Female &amp; Officials Amenities</b>	• Complete.
<b>Lachlan Street Civic Space Project (Witcombe Place)</b>	• Complete.
<b>Booligal Community Project –</b> New toilet block and installation of Public Art	• Complete.
<b>Maude Community Projects -</b> New toilet block, Re-stumping and re-roofing of hall and installation of Public Art	• Complete.
<b>Upgrade and extension to the Hay Park number 1 oval canteen</b>	• Complete.

**STRONGER COUNTRY COMMUNITY – ROUND 3 PROJECTS – COMPLETION BY END OF 2022**

<b>Water Play</b>	• Complete.
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**DROUGHT PROJECTS ROUND 1 – ALL PROJECTS EXTENDED TO JULY 2021**

<b>Dunera Museum</b>	• Complete.
<b>Hay Gaol</b>	• Complete.
<b>Recalibrate Hay</b>	• Complete.
<b>Water Tower Art</b>	• Complete.
<b>War Memorial Hall Upgrades</b>	• Complete.



**DROUGHT PROJECTS ROUND 2 –ALL PROJECTS EXTENDED TILL JULY 2021**

<b>Pocock Park</b>	• Complete.
<b>No 3 and 4 Oval Toilets</b>	• Complete.
<b>VIC Expansion</b>	• Complete.
<b>Bike Paths</b>	• Complete.
<b>Gaol Toilets Refurbishment</b>	• Complete.
<b>Shire Entrance Signs</b>	• Complete.
<b>Recalibrate Hay Phase 2</b>	• Complete
<b>Adverse Event Plan</b>	• Complete.
<b>Showgrounds</b>	• Complete.

**SHOWGROUNDS STIMULUS FUNDING ROUNDS 1 AND 2 – AND CROWN LANDS GRANT**

<b>Phase 1</b>	• Complete.
<b>Phase 2c</b>	• Complete
<b>Phase 3</b>	• Complete

**STATUS OF OTHER PROJECTS**

<b>Federal Government's 'Local Roads &amp; Community Infrastructure Funding' Phase 1</b>	• Complete
<b>Federal Government's 'Local Roads &amp; Community Infrastructure Funding' Phase 2</b>	• Complete
<b>COAG19(2) Funding</b>	• Complete.
<b>Regional Aerodrome funding (Round 1)</b>	• Complete
<b>NSW Boating Now Round 3</b>	• Complete.
<b>Heavy Vehicle Access Program</b>	• Complete.
<b>Maude Bridge</b>	• Complete.
<b>Community Resilience Grant</b>	• Complete.
<b>Integrated Water Cycle Management Plan (IWCM)</b>	• Complete.
<b>Developer Servicing Plan (DSP)</b>	• Complete.
<b>Scoping Study – Water Treatment Plant</b>	• Complete.
<b>RFS Shed - Booligal</b>	• Complete.
<b>Streetlighting Upgrade</b>	• Complete.
<b>Flood Risk Management Grant</b>	<ul style="list-style-type: none"> <li>• \$220k total project – Council to contribute \$31k</li> <li>• Incorporates Maude with Hay in the study</li> </ul>

	<ul style="list-style-type: none"> <li>• Project timeline has been extended until early 2025.</li> <li>• Flood Study adopted Council. Consultant is proceeding with Part 2 of the plan</li> <li>• The FRMC meeting was held 13<sup>th</sup> February 2024 with levee design options discussed. It is proposed to bring back preferred option in more detail on the 26<sup>th</sup> September 2024 and the public exhibition of the draft report in October 2024.</li> </ul>
<b>Lachlan Street Civic Space Project (Witcombe Place) – Phase 2</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Fixing Country Roads &amp; Fixing Local Roads</b>	<ul style="list-style-type: none"> <li>• FLR R1 – complete.</li> <li>• FLR R2 - complete.</li> <li>• FLR R3 – complete.</li> </ul>
<b>Bridge Renewal Program (Round 5)</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>Fixing Country Bridges Program</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>NSW Heritage Grants 2021-23</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>NSW Heritage Grants 2023-25</b>	<ul style="list-style-type: none"> <li>• Council successful for funding of Heritage Advisor for the next two years.</li> <li>• Next visit by heritage Advisor to occur in August.</li> </ul>
<b>Murray Darling Basin Economic Development Program – Round 3</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>NSW Regional Sports Facility Fund (Round 1)</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Regional Airports Program (Round 2)</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Stronger Country Communities Fund - Round 4</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>2021-22 Crown Reserves Improvement Fund</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Local Roads and Community Infrastructure – Phase 3</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>NSW EPA – FOGO Infrastructure and Collection Grants</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>NSW EPA – Remanufacture NSW Grant Round 2</b>	<ul style="list-style-type: none"> <li>• Council resolution to submit a grant under this round for funding to continue with the establishment of Hay Materials Recovery Facility.</li> <li>• Grant application successful for \$909,800. Funding agreement now fully executed.</li> <li>• Installation and commissioning progressing well, minor components still to be installed. Conveyor had to be redesigned and due for installation mid-September.</li> </ul>
<b>Open Spaces Program – Places to Play</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>

<p><b>Recreational Fishing and Camping Program</b></p>	<ul style="list-style-type: none"> <li>• NSW Government has released a program targeting new or renewal of recreational fishing and camping areas.</li> <li>• Staff identified improvements to Soapworks Bend, as outlined in the River Masterplan, as suitable project given the timelines and grant guidelines.</li> <li>• No co-contribution is required. Staff estimate for project is \$261,000 with a Council in-kind contribution of \$35,000.</li> <li>• Grant application successful for \$226,000 and funding agreement signed.</li> <li>• Project re-scoped due to price increases and this has been approved by the funding body. Further discussion occurring with funding body due to restrictions around Soapworks Bend.</li> <li>• Funding body has approved moving project to Madmans Bend to further enhance this area. Staff currently preparing a REF for the works. Complete.</li> <li>• Council working with Crown Lands to acquire the small parcel of land next to Madmans Bend as part of this project. Crown Land approval has been granted and works have commenced on site and progressing well.</li> <li>• Project has commenced on the ground with procurement and delivery of furniture completed.</li> <li>• Expected to be completed in the next 6-8 weeks.</li> </ul>
<p><b>Murray Street Entrance Park</b></p>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<p><b>Swimming Pool Refurbishment</b></p>	<ul style="list-style-type: none"> <li>• The final masterplan adopted by Council.</li> <li>• The estimated cost to construct the pool and surrounds (excluding the new amenities) is \$6M. New estimate for the project is \$7.25M.</li> <li>• The NSW Government has released a new program “Multi-Sport Community Facility Fund” in which the swimming pool replacement fits nicely. Staff to make application for \$3M under this program, with application submitted. Grant application successful. Storage shed to be moved with this funding to “commence” the project in accordance with funding agreement. Works have commenced in moving the storage shed. Discussing with funding body regarding carrying funds to 2023/24 year. Funds not able to be moved beyond 23/24 year.</li> <li>• Council was unsuccessful with its “Growing Regions Program” application. Council is now preparing to submit a loan application for \$4M to TCORP to undertake the project in full. Loan application submitted. Anticipate answer on loan application in the next few weeks.</li> </ul>
<p><b>Bridges Renewal Program (Round 6)</b></p>	<ul style="list-style-type: none"> <li>• The Federal Government has released the next round of the Bridges Renewal Program, with no apparent closing date.</li> <li>• Staff recommend making application for widening of Budgee Creek Bridge as it restricts HPV access on MR319 north of Maude. Project cost estimate is \$875,000, with proposed funding to be 80% (\$700,000)</li> </ul>

	<p>Bridges Renewal Program and 20% (\$175,000) from Council Regional Road budget.</p> <ul style="list-style-type: none"> <li>• Staff have also re-submitted MR319 Bridges Replacement Package - \$3.6M with 80% (\$2.88M) funding from Bridges Renewal Program and 20% (\$0.72M) from Council.</li> <li>• The mix of funding able to be 80% BRP and 20% Council.</li> <li>• Applications successful.</li> <li>• Budgee Creek Bridge. Revised Contract negotiated with tenderer, Contract Awarded. Design works complete and casting works nearing completion. Expect works to commence on site in October. EOT requested with the funding body.</li> <li>• Nimmie Creek Bridge. Contract awarded. Design works complete, precast works complete. Contractor works complete and Council undertaking road works. Project completed except for remove of temporary bidge which has commenced.</li> <li>• Major culverts ordered for the 10 systems to be ungraded on MR319 to Sturt Highway.</li> </ul>
<b>Fixing Local Roads Potholes Program – Rounds 1 and 2.</b>	<ul style="list-style-type: none"> <li>• The NSW Government released a \$50M &amp; \$500M programs for funding to repair potholes in each LGA.</li> <li>• Round 1 application successful - \$323,242.97– Complete.</li> <li>• Round 2 application successful - \$1.716M. Heavy – Complete.</li> <li>• Council received a further \$2.4M under the Regional Roads emergency Relief Program. This one has been held over until 24-25 year and Council has three years to spend the monies. Works programmed for 24/25 year.</li> </ul>
<b>Strategic Business Case Fund</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Fixing Local Roads – R4</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Stronger Country Communities Fund – R5</b>	<ul style="list-style-type: none"> <li>• Allocation to Hay Shire Council is \$863,550 <ul style="list-style-type: none"> <li>• A Medical Centre - Stage 2 \$180,000</li> <li>• Gaol - Stage 3 Refurbishment \$175,000</li> <li>• Bishops Lodge - Stage 3 Refurbishment \$175,000</li> <li>• Pal Richards Park \$150,000</li> <li>• Hay Park Duck Pond - Stage 1 \$183,550</li> </ul> </li> <li>• Medical Centre - complete</li> <li>• Bishops Lodge Museum – 95% completed.</li> <li>• Pal Richards Park – complete.</li> <li>• Hay Duck Pond – 95% completed.</li> <li>• Gaol Museum– 95% completed.</li> </ul>
<b>Regional Housing Strategic Planning Fund</b>	<ul style="list-style-type: none"> <li>• The NSW Government has released funding programs to address the housing shortage in NSW. Part of this package of funding us the Regional Housing Strategic Planning Fund.</li> <li>• Staff recommend an application to fund LEP amendments Stages 1 &amp; 2 identified in the Structure</li> </ul>

	<p>Plan, plus some specialist reports to assist with rezoning of land. Estimated project cost is \$120,000.</p> <ul style="list-style-type: none"> <li>• Applications successful. Feeding deed and project planned provided to funding body. Startup meeting held.</li> <li>• Consultant appointed to undertake first stage of works, with works progressing well.</li> <li>• There have been some changes in the project with discussions with landowners and the Department. As reported to Council at April meeting, now progressing to Gateway Determination.</li> <li>• A request has been submitted to the Department to see if can use some of the unused funds for housing needs analysis. We are waiting response of the request.</li> </ul>
<b>Fixing Country Roads Program</b>	<ul style="list-style-type: none"> <li>• The NSW Government has finally released another round of Fixing Country Roads, which allows for monies to be spent on both local and regional roads. Council regional roads require significant major drainage structure renewal.</li> <li>• Latest structure requiring replacement/upgrade to open up the regional road network is Pimpimra Creek culverts, on MR514 heading towards Oxley. Project estimate is \$320,000.</li> <li>• Application successful. Funding deed fully executed. Works to be undertaken in 2024/25 year.</li> <li>• Culverts ordered and have been delivered.</li> </ul>
<b>Saluting Their Service Commemorative Grants Program</b>	<ul style="list-style-type: none"> <li>• Federal Government 'Saluting Their Service Commemorative Grants Program'.</li> <li>• Staff worked with the Heritage Advisor on an application for the Plaques and Memorabilia along Pine Street. Under the guidelines preference is given to Vietnam conflict as well as major commemorative projects. The 100-year anniversary of the Hay War Memorial High School in 2023 is a suitable project.</li> <li>• Council has been advised it is successful with funding of \$10,000 (see attached letter). Application was for \$58,584, and total project cost of \$79,539. As the funding granted is significantly less than that required.</li> <li>• As resolved at the May 2023 meeting, Council is to proceed with a scaled version of the project.</li> <li>• Eight (8) stories have been compiled. Meeting with focus group held. Mock up of plaque and set out complete. Project to continue to construction, with trail planned to be installed in Dal Wright Park.</li> <li>• Final details of the design being finalised to meet budget. Works now practically completed on site with one more plaque to be installed. Sussan Ley inspected the project when she recently visited Hay.</li> </ul>
<b>Integrated Water Cycle Management Plan (IWCM)</b>	<ul style="list-style-type: none"> <li>• Council has been successful in receiving funding to undertake feasibility assessment for a secondary source supply for the Hay town supply.</li> <li>• Project cost is \$55,000, with Council receiving funding of \$50,000.</li> </ul>



	<ul style="list-style-type: none"> <li>• Purchase order raised to Public Works and project has commenced and progressing well.</li> <li>• Draft report provided to the Department for review.</li> <li>• Report due to be completed by late 2024.</li> </ul>
<b>Heavy Vehicle Safety &amp; Productivity Program</b>	<ul style="list-style-type: none"> <li>• Cobb Highway intersection into aerodrome - \$1.4M, with 80% (\$1.120M) from HVSP and 20% (\$0.28M) from Council. Application successful.</li> <li>• Start up meeting held with the funding body.</li> <li>• Fully executed funding agreement received and start up meeting held.</li> <li>• Project in the design stage.</li> </ul>
<b>Local Government Recovery Grant</b>	<ul style="list-style-type: none"> <li>• Council Program of Works (PoW) has finally been approved for the Local Government Recovery Grant following the 2022 floods.</li> <li>• Part of the \$1M received is being allocated to refurbishment of the VIC toilets, namely in female toilets and upgrade of the disabled toilets: Project Budget - \$260,000 + \$100,000 from Changing Places Program (to be confirmed) + \$150,000 from LRCI Phase 4.</li> <li>• \$250,000 allocated to stormwater/flood gate improvements as well as a secondary water line to WTP. Works ordered for secondary water supply line.</li> <li>• Council successful with grant from Changing Places Program for \$103,000.</li> <li>• VIC toilets refurbishment commenced.</li> </ul>
<b>Heavy Vehicle Safety &amp; Productivity Program</b>	<ul style="list-style-type: none"> <li>• The mix of funding able to be 80% BRP and 20% Council, as there is no planned next round of Fixing Country Roads at this stage.</li> <li>• HVRA application for truck stop in Hay - \$3.389M, with grant funding request of \$2.711M.</li> <li>• Grant successful and funding agreement signed.</li> <li>• Project in the design phase, as well as dealing with transfer of Crown Management to Council and ALC.</li> </ul>
<b>Local Roads Community Infrastructure (LRCI) – Phase 4</b>	<ul style="list-style-type: none"> <li>• Federal Government program.</li> <li>• Council has been allocated \$802,109 in Phase 4. Funding deed executed. \$293,000 must be spent on roads.</li> <li>• Projects allocated at the June 2023 meeting. As resolved Council to hold off on any projects until see the outcome of the Growing Regions Fund application for the swimming pool replacement. Council resolved at the May 2024 meeting to: <ul style="list-style-type: none"> <li>(i) VIC toilets refurbishment - \$150,000 – works commenced</li> <li>(ii) Swimming Pool Refurbishment &amp; Upgrade - \$358,687</li> </ul> </li> </ul>

	<p>(iii) Lachlan Street Shoulder Pavement Upgrade - \$293,422</p> <p>(iv) If Council is unsuccessful with Changing Places funding VIC toilets component is to be re-allocated to the Swimming Pool Refurbishment &amp; Upgrade</p> <p>POW has been approved by the funding body.</p>
<b>Crown Reserves Improvement Fund (CRIF) 23-24</b>	<ul style="list-style-type: none"> <li>Applications closed 17<sup>th</sup> November and Council submitted two applications: <ul style="list-style-type: none"> <li>Swimming Pool Replacement early works package - \$152,128</li> <li>Maude Hall – Stage 3 refurbishment - \$153,800</li> </ul> </li> <li>No co-contribution was required by Council.</li> <li>Council has been successful with both applications and funding agreements signed.</li> <li>Projects in planning phase and due to be undertaken in 2025.</li> </ul>

#### OTHER FUNDING APPLIED FOR AND PENDING

<b>Regional Precinct &amp; Partnerships Program</b>	<ul style="list-style-type: none"> <li>Significant grant funding for major regional precinct projects. There is no closing date for applications.</li> <li>Projects can be 100% funded.</li> <li>Staff working on applications: <ul style="list-style-type: none"> <li>Stream 1: Hay Aerodrome – Planning</li> <li>Stream 2: Hay RREP – Stage 2</li> </ul> </li> </ul>
<b>Regional Microgrids Program (ARENA)</b>	<ul style="list-style-type: none"> <li>Significant funding for developing a renewable energy microgrid in Hay. There is no closing date for applications.</li> <li>Projects are 50/50 funded, there a financial partner is required.</li> <li>Staff working on developing a partnership of a project at the Hay RREP.</li> </ul>
<b>Community Energy Upgrades Fund Program (CEUF)</b>	<ul style="list-style-type: none"> <li>The Federal Government has opened a new funding program which is 50/50 funding for (see attached program guidelines): <p>A targeted, competitive grant program that provides co-funding for energy upgrades at existing local government facilities.</p> <p>Grants between \$25,000 and \$2.5 million will be awarded on a merit basis. The program aims to help local governments to:</p> <ul style="list-style-type: none"> <li>make their facilities more energy efficient</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- lower their greenhouse emissions and energy bills.</li> </ul> <p>Staff working on an application be submitted for water and sewer sites, as these are Council's largest energy users and the respective funds are able to provide the required 50% co-contribution.</p> <p>Application submitted for Water &amp; Sewer facilities – project value - \$381,630.</p>
<b>National Water Grid Fund</b>	<ul style="list-style-type: none"> <li>• An EOI submitted under the National Water Grid Fund for a detailed business case for a Hay Recycled Water Scheme at the Hay Sewage Treatment Plant, saving 220ML of water per annum.</li> <li>• Application submitted – project value \$119,438</li> <li>• Council unsuccessful with its application.</li> </ul>
<b>Resilient Rivers Water Infrastructure Program</b>	<ul style="list-style-type: none"> <li>• As reported to the April 2024 council meeting, staff are progressing an application under the RRWIP for the full roll out of digital meters to the town water supply network.</li> <li>• Estimated cost is \$1M and would involve the returning of an amount of town high security supply to the Government.</li> <li>• Initial application underway and in discussions with the funding body. Staff working on application, however waiting on response from Minister of the permanent trade of town water to fund the project.</li> </ul>
<b>Growing Regions Program – Round 2</b>	<ul style="list-style-type: none"> <li>• Round 2 of the Growing Regions Program has been released and due to open 5<sup>th</sup> September and close 10 October 2024.</li> <li>• The program will enhance our regions by supporting liveable and connected communities. It will provide investment in community-focused infrastructure which creates and enhances amenity, liveability and social cohesion throughout Australia's regions. The program is intended to support projects that fill an unmet need, respond to local priorities, are well developed with mature planning and development in place, and provide benefits to a broad cross section of people within communities.</li> <li>• Given the timing staff recommend making an application again for the swimming pool replacement - \$4.153M. Staff received feedback from the last application, and it is felt can make a stronger application.</li> </ul>

**Other projects** that are in the project formulation phase or that staff are looking for funding include:

<b>Project</b>	<b>Shovel Ready</b>	<b>Estimated Cost</b>	<b>Comment</b>
Stage 2 – John Houston Memorial Swimming Pool – All-inclusive playground	Yes	\$948,849	Been unsuccessful with grant applications to-date.
Ashwill Park redesign	Yes	\$195,000	<ul style="list-style-type: none"> <li>• The project formed part of the Lachlan Street Master Plan consultation.</li> </ul>

			<ul style="list-style-type: none"> <li>The Park will be integrated with the VIC, and the theme will be the Cobb &amp; Co history of Hay.</li> <li>The plan is bound to change, as there is a possibility of moving the Cobb &amp; Co coach to the site to make it accessible to the public at the VIC, removing the pedestrian bottleneck it creates on the Moppett/Lachlan intersection, and the demolition and rebuilding of the female toilets at the VIC.</li> <li>Unsuccessful for funding under the Streets of Shared Spaces Round 2.</li> </ul>
Lions Park upgrade	Yes	\$750,000	Create interactive and high visitor experience, tying into Hay's history
Halse Park upgrade	No	\$50,000	Low priority
Dal Wright Park	Yes	\$100,000	<ul style="list-style-type: none"> <li>The concept of redevelopment of the park was a result of the Murrumbidgee River Master Plan, where the redevelopment of the park was included as a "Arboretum / botanical garden which showcases local vegetation communities and associations. Includes plant identification and interpretive signage, public art and installations, gathering spaces and connections to existing path networks."</li> <li>The proposed park reflects the natural areas in the LGA, with suitable artworks, seating and viewing platforms.</li> </ul>
Gaol frontage and surrounds – landscaping and heritage walking trail	Yes	\$252,000	Includes gravel footpaths, landscaping, irrigation, signage, disabled access, another exhibition shed.
Refurbishment of Hay Grandstand	Yes	\$80,000	Received Heritage Advice, will need to go on quote to get estimate
Refurbishment of Hay Park Water Tower	No		Received Heritage Advice, will need to go on quote to get estimate
War memorials refurbishments	Yes		Received Heritage Advice, will need to go on quote to get estimate
Pine Street Heritage Corridor (Council's Heritage Advisor report received)	Yes	TBC	Cost of Heritage Info boards approximately \$128,000 - TBC; cost of a military vehicle or artillery piece unknown.
Water Treatment Plant – secondary water supply source and plant processing upgrade	No	Unknown – most likely \$4M	Long process and most likely could attract State Gov funding.

Administration Building – Council Chambers and EOC refurbishment	Yes	\$350,000 (excluding IT)	High priority and could attract EOC funding for the IT component
Lachlan Street Upgrade	Yes	\$3M	Upgrade of Lachlan Streetscape as determined in the Lachlan Street Masterplan.
Marking of un-marked graves at Hay Cemetery.	No	\$450,000	The Marking of the un-marked graves, including Servicemen at the Hay Cemetery.
Community Building	No	\$1M	The community building is in need of a facelift. As part of the Youth Funding, the building upgrade is currently being designed and consulted.
Museums	Yes	Unlimited	The museums will need continued expenditure to keep up with required maintenance and renewal.
Hay War Memorial Hall	Yes	\$200,000 (phase 3&4) \$150,000 (phase 5)	Phases 3&4 of the refurbishment of the Hall including supper room, storage areas and stage area. Phase 5 – stage area including sound, lighting & curtains.

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<p><b>A - Environmental Sustainability</b></p> <p><i>A1 Celebrate and promote our unique local environment</i></p> <p>1.1 Support local community groups, First Nations groups, and other agencies working with the environment.</p> <p>1.2 Foster environment of investment for environmental sustainability.</p> <p>1.3 Implement sustainable and eco friendly tourism initiatives.</p> <p>1.4 People of all abilities have access to built environments, cycleways and passive areas</p> <p><i>A4 Our community is inclusive and sustainable</i></p> <p>4.1 Facilitate access to public spaces for cultural and community events.</p> <p>4.2 Support Aboriginal organisations to hold events and programs</p> <p>4.3 Support cultural environmental initiatives</p> <p><b>B. Liveable and vibrant community</b></p> <p><i>B1 Maintain and beautify the town centres</i></p> <p>B1.1 Enhance the atmosphere of the main street and public areas</p> <p>B1.2 Support and promote public art initiatives</p> <p><i>B4 All cultures are strong, well supported and flourishing</i></p> <p>B4.1 Ensure services are accessible to all groups in our community</p> <p>B4.2 Support cultural programs and initiatives, including First Nations</p> <p>B4.3 Promote inclusion in the community</p> <p><b>C Economic prosperity and sustainability</b></p> <p><i>C1 Our community welcomes new and innovative industry to support our future</i></p> <p>C1.1 Create a better business environment</p>
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	<p>C1.2 Boost demand for products and services from Hay</p> <p>C1.3 Facilitate growth industries</p> <p>C1.4 Nurture and support the development and expansion of local industries</p> <p><i>C2 Our community values its history and tourism</i></p> <p>C2.1 Actively identify promote and enhance tourism initiatives</p> <p>C2.2 Promote accommodation and camping facilities</p> <p>C2.3 Showcase our open space, recreation and cultural facilities</p> <p><i>C3 We have the capacity to hold numerous events and activities</i></p> <p>C3.1 Promote events and activities</p> <p>C3.2 Promote our capacity to stage events</p> <p><i>C4 Our Community is innovative and adaptive</i></p> <p>C4.1 Identify opportunities to grow the agriculture sector</p> <p>C4.2 Improve connectivity in the community</p> <p>C4.3 Continue to seek investment in our community from State and Federal Government</p> <p>C4.4 Support education and training initiatives</p> <p><b>E Our Infrastructure</b></p> <p><i>E1 Our community can rely on well-maintained infrastructure that is responsive to our service needs</i></p> <p>E1.1 Deliver infrastructure and assets that are responsive to community need</p> <p>E1.2 Ensure Council efficiently manages its infrastructure and assets within available resources.</p> <p>E1.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitable/betterment and funding levels</p>
<b>FINANCIAL IMPLICATION</b>	Minimal. Some grant programs require co-contribution, which would be funded through current budget or other grant funded programs.
<b>LEGISLATIVE IMPLICATION</b>	Nil
<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Any new assets must be operated and maintained by Council into the future.
<b>RISK IMPLICATION</b>	Minimal.

## RECOMMENDATION

That Council:

- a) Notes the information provided in the report and the actions being undertaken; and
- b) Makes an application under the Growing Regions Program Round 2 for the John Houston Memorial Swimming Pool Replacement Project.



**Australian Government**

**Department of Industry, Science and Resources**

**Department of Infrastructure, Transport,  
Regional Development, Communications and the Arts**

# Growing Regions Program Round 2 – Program Guidelines

<b>Opening date:</b>	<b>5 September 2024 (application)</b>
<b>Closing date and time:</b>	<b>05:00pm Australian Eastern Standard Time on 10 October 2024 (application)</b>  Please take account of time zone differences when submitting your application.
<b>Commonwealth policy entity:</b>	Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)
<b>Administering entity:</b>	Department of Industry, Science and Resources (DISR)
<b>Funding Administration entity:</b>	Funding Delivery Entity
<b>Enquiries:</b>	Department of Industry, Science and Resources (DISR) and Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)
<b>Date guidelines released:</b>	<b>16 August 2024</b>
<b>Type of funding opportunity:</b>	Open competitive

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## 1. Growing Regions Program processes

### **The Growing Regions Program is designed to achieve Australian Government objectives**

This funding opportunity is part of the above funding program which contributes to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts' (DITRDCA) Outcome 3: *Strengthening the sustainability, capacity and diversity of Australia's regions, including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing funding and financial assistance.*



### **Program Opens**

The Minister for Infrastructure, Transport, Regional Development and Local Government announces the program open and Program Guidelines are published on the DITRDCA website.



### **You complete and submit an application**

You complete an application addressing all the eligibility and assessment criteria in order for your application to be considered.



### **All funding applications are assessed**

Your application is assessed against eligibility criteria by the Department of Industry, Science and Resources (DISR). Eligible applications are assessed by DITRDCA and the multi-party Parliamentary panel against the assessment criteria, including an overall consideration of value for money and compared to other eligible applications.



### **Funding recommendations**

DITRDCA provides the decision maker all eligible projects in order of merit and will make recommendations with regard to program funding available.



### **Funding decisions are made**

The decision maker decides which applications are successful.



### **You are notified of the outcome**

You are advised of the outcome of your application. Unsuccessful project proponents may not be advised until funding agreements have been executed with successful project proponents.



### **You enter into a funding agreement**

As a successful project proponent, you will enter into a funding agreement. The funding agreement will be proportional to the risks involved.



### **Delivery of funding**

You complete the funding activity as set out in your funding agreement.



### **Evaluation of the Growing Regions Program**

DITRDCA will evaluate the specific funding activity and Growing Regions Program as a whole. The evaluation will be informed by information you provide from other various sources.



## Introduction

These Program Guidelines (the guidelines) contain information for the Growing Regions Program. The Australian Government has announced a total of \$600 million over 4 years from 2023-24 to drive regional economic prosperity by providing access to funding for capital works for infrastructure across Australia's regional, rural and remote areas. Funding will be provided through two rounds. Successful projects under Round 1 were announced on 16 May 2024.

This document sets out:

- the purpose of the funding program
- the eligibility and assessment criteria
- how funding applications are considered and assessed
- how project proponents are notified of the outcome of their project applications
- the steps for successful applicants to enter into funding agreements with the relevant state or territory government agency
- how successful project performance is monitored and evaluated
- the responsibilities and expectations in relation to the funding opportunity.

This funding opportunity will be administered by three separate entities:

- DISR will support program delivery limited to the eligibility process and the notification process
- DITRDCA will assess all eligible applications, together with the multi-party Parliamentary panel (the panel), and recommend projects for funding to the decision maker
- the Australian Government intends for approved applications to be delivered through state and territory governments.

We have defined key terms used in these guidelines in the glossary at section 16.

You should read this document carefully before you fill out an application.

## 2. About the funding program

The Growing Regions Program (the program) will run over 4 years from 2023-24 to 2026-27. The program was announced as part of the October 2022 Budget.

The program aligns with the Australian Government's [Regional Investment Framework](#), specifically through investing in community infrastructure in places across regional Australia – delivering projects that improve liveability and respond to community needs and priorities.

The program will enhance our regions by supporting liveable and connected communities. It will provide investment in community-focused infrastructure which creates and enhances amenity, liveability and social cohesion throughout Australia's regions. The program is intended to support projects that fill an unmet need, respond to local priorities, are well developed with mature planning and development in place, and provide benefits to a broad cross section of people within communities.

The objectives of the program are:

- constructing or upgrading community infrastructure that fills an identified and immediate gap or unmet need for community infrastructure, particularly for communities that have experienced substantial growth
- contributing to achieving social outcomes and increased community cohesion, liveability and accessibility

- delivering increased amenity, liveability and community connectedness in line with the Investing in Places priority focus area of the Australian Government's [Regional Investment Framework](#) to deliver targeted and place-based investment.

The intended outcomes of the program are:

- to enhance liveability and amenity in regional communities
- provision of multi-use infrastructure which benefits a broad cross section of the community by improving access, equity and social inclusion
- to contribute to the achievement of Government priorities supporting the resilience, adaptability, accessibility, sustainability and liveability of communities including in First Nations communities
- delivery of diverse project types and a balance of large and small projects
- supporting and encouraging projects from lesser-resourced project proponents and low rate-based councils (see Appendix E).

### 3. Funding available

The Australian Government has announced a total of \$600 million over 4 years for the program. For Round 2, \$393 million is available over 3 years.

- The minimum project funding amount is \$500,000.
- The maximum project funding amount is \$15 million.

You are required to contribute towards the project. Co-funding requirements are:

Co-funding group	Project circumstance	Total Commonwealth Government funding towards eligible project costs
Group 1	Projects run by First Nations Community Controlled Organisations (as defined in Section 16 Glossary) or Projects located in 'very remote' locations per the Australian Bureau of Statistics' Remoteness Structure as detailed in the <a href="#">mapping tool</a>	Up to 90 per cent of eligible project costs
Group 2	Projects located in 'remote' locations per the Australian Bureau of Statistics' Remoteness Structure as detailed in the <a href="#">mapping tool</a> or Projects run by 'low rate-based' councils, determined using the ratio of Financial Assistance Grant to Net Rate Income listed in Appendix E.	Up to 70 per cent of eligible project costs

Group 3	All remaining projects.	Up to 50 per cent of eligible project costs
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If you apply under co-funding Group 1 or 2 and you are found not eligible for the selected group, your application will be considered for eligibility under Group 3.

You are responsible for the remaining eligible and ineligible project costs.

Contributions to your project must be cash. In-kind contributions are not allowable as eligible expenditure and will not be considered towards the total of the co-funding contribution.

Other funding can come from any source including state, territory and local government funds.

You cannot use funding from other Commonwealth funds to fund the balance of project expenditure not covered by funding under the Growing Regions Program.

## 4. Eligibility criteria

We cannot consider your application if you do not satisfy all eligibility criteria.

### 4.1. Who is eligible to apply for funding?

To be eligible you must:

- be an incorporated not-for-profit organisation

A not-for-profit organisation must demonstrate not-for-profit status through one of the following:

- current Australian Charities and Not-for-profits Commission (ACNC) registration; or
- state or territory incorporated association status; or Constitutional documents and/or Articles of Association that demonstrate the not-for-profit character of the organisation.

or

- be a local government agency<sup>1</sup> or body

and

- have an Australian Business Number (ABN) or ORIC registration
- deliver the project in an eligible location
- declare the project will be shovel ready at the time of signing a funding agreement
- own the land/infrastructure being upgraded or built upon, or have the landowner's permission to use the land/infrastructure.

For the purposes of the program, we also consider the following organisations to be local government bodies:

Organisation legal name	ABN
Anangu Pitjantjatjara Yankunytjatjara	77 261 612 162
Maralinga Tjarutja	90 178 229 972
Gerard Community Council Aboriginal Corporation	99 725 510 595
Nipapanha Community Aboriginal Corporation	97 841 764 643

<sup>1</sup> See Glossary for definition.

Organisation legal name	ABN
Yalata Community Council Incorporated	93 356 134 967
Cocos (Keeling) Islands Shire Council	12 325 522 841
Lord Howe Island Board	33 280 968 043
Norfolk Island Regional Council	60 103 855 713
Outback Communities Authority	46 594 368 490
Shire of Christmas Island	94 494 925 146
Silverton Village Committee Incorporated	94 820 037 891
Alpine Resorts Victoria	33 432 219 067
Tibooburra Village Committee Incorporated	58 160 430 241

If you are applying as a Trustee on behalf of a Trust<sup>2</sup>, the Trustee must have an eligible entity type as listed above.

Joint applications are acceptable, provided you have a lead organisation who is the main driver of the project and is eligible to apply. For further information on joint applications, refer to section 7.2.

## 4.2. Additional eligibility requirements

We can only accept applications where you provide:

- evidence of both incorporation and not-for-profit status
- evidence to demonstrate eligibility of your entity type
- evidence to support eligibility for Group 1 co-funding where the Commonwealth is funding up to 90 per cent.

If applying as a very remote location, the project site address must be listed as 'very remote' on the mapping tool. If applying as a First Nations Community Controlled Organisation you must provide: an Indigenous Corporation Number (ICN) or evidence of ORIC registration, or a declaration that you are a Traditional Owner or that the organisation is at least 51 per cent owned or controlled by Indigenous persons or the Indigenous Enterprise has 50 per cent Indigenous ownership (using the template on [business.gov.au](https://business.gov.au))

- evidence of a cash contribution from another source (for example state government). The source must provide you with formal documentation confirming the cash contribution so you can attach it to your application (see section 7.1)
- evidence that you either own the land/infrastructure being built/upgraded upon, or that you have the landowner's permission to use the land/infrastructure using the letter template on [business.gov.au](https://business.gov.au).

We cannot waive the eligibility criteria under any circumstances.

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<sup>2</sup> Trusts are not legal entities in their own right – to be eligible, only the Trustee for the Trust can apply by providing the signed Trust Deed and any subsequent variations with the application form. Trustees must be an eligible entity type as stated in section 4.1. Both the Trust's and Trustee's details will be collected in the application form.

Evidence to support your eligibility must be attached with your application otherwise it cannot be accepted.

### 4.3. Who is not eligible to apply for funding?

You are not eligible to apply if you are:

- an organisation, or your project partner is an organisation, included on the [National Redress Scheme's website](#) on the list of 'Institutions that have not joined or signified their intent to join the Scheme'
- an employer of 100 or more employees that has not complied with the Workplace Gender Equality Act (2012)
- an individual
- a partnership
- a Regional Development Australia Committee
- an unincorporated association
- any organisation not included in section 4.1
- a trust (however, an incorporated trustee may apply on behalf of a trust)
- a Commonwealth, state or territory government body
- a non-corporate Commonwealth entity
- a non-corporate state or territory entity
- a non-corporate state or territory statutory authority
- an international entity
- sole trader
- a for-profit organisation
- university, technical college, school, hospital or aged care
- in an ineligible location as detailed in section 5.3.

## 5. What the funding can be used for

### 5.1. Eligible funding activities

To be eligible your project must:

- construct new community infrastructure or expand or upgrade existing infrastructure for wider community benefit
- not be standard capital works of other Commonwealth, state, territory or local government bodies including, but not limited to, roads, housing and essential service provision
- not have commenced construction
- not have received Commonwealth funding to undertake the same funding activities
- have a minimum eligible expenditure of at least \$555,556 (group 1), \$714,286 (group 2) or \$1,000,000 (group 3) depending on co-funding requirements as outlined in section 3.

Eligible activities must directly relate to the project and must include at least one of the following:

- constructing new community infrastructure.
- expanding or upgrading existing infrastructure for wider community benefit



The types of projects that would deliver on the objectives and intended outcomes of the program include:

- multi-purpose community hubs, youth centres, community sheds and gardens
- libraries and cultural facilities such as creative centres
- sports and recreational facilities
- town centre revitalisation, bike or walking paths, play spaces and green spaces
- multi-use centres that a large part of the community can use to access a number of different activities or services such as a centre that provides childcare, a pharmacy, library and a shared meeting space.

All activities must be strategically aligned to regional priorities and benefit a broad section of the community. This will need to be addressed through the assessment criteria.

We may also approve other activities.

A list of eligible funding activities can be found at Appendix A.

## 5.2. Projects that are out of scope

The program is not intended to fund infrastructure projects that are not widely accessible to the broader local community, or are primarily designed to:

- deliver single-function services to the community that generally fall under the remit of state or territory government, local government or other Commonwealth departments such as standalone health care, aged care, disability, housing, and primary, secondary and tertiary education.
- for solely commercial purposes
- solely for commercial development

Examples of the types of projects that are out of scope include:

- new or upgraded infrastructure for a hospital or medical centre, an aged care centre, rehabilitation or disability services centre, universities and schools
- infrastructure for housing or accommodation, building of new roads or transport links
- infrastructure related to waste, sewage, water, environmental and energy facilities, or telecommunications.

A list of eligible and ineligible funding activities can be found at Appendix A and B, respectively.

Project proponents can submit no more than two applications per ABN. Only the first two applications per ABN submitted in order of time and date will be accepted.

## 5.3. Eligible locations

Your project must be delivered in an eligible location. All eligible locations must be outside of the Greater Capital City Statistical Areas (GCCSAs) as defined by the Australian Bureau of Statistics.

The department recommends entering the exact project location into the [mapping tool](#) to determine project eligibility..

### 5.3.1 Ineligible locations

The following are ineligible locations:

- Greater Capital City Statistical Area - Greater Sydney

- Greater Capital City Statistical Area - Greater Melbourne
- Greater Capital City Statistical Area - Greater Perth
- Greater Capital City Statistical Area - Greater Adelaide
- Greater Capital City Statistical Area - Greater Brisbane
- Greater Capital City Statistical Area - Greater Darwin
- Greater Capital City Statistical Area - Greater Hobart
- All of ACT.

#### 5.4. Eligible expenditure

You can only spend the funds on eligible expenditure you have incurred on an agreed project as defined in your funding agreement.

- For guidance on eligible expenditure, refer to Appendix C
- For guidance on ineligible expenditure, refer to Appendix D.

The guidance on eligible and ineligible expenditure may be updated from time to time. If your application is successful, the version in place when you submitted your application applies to your project.

Not all expenditure on your project may be eligible for funding. The Program Delegate (who is a manager within DITRDCA with responsibility for administering the program) makes the final decision on what is eligible expenditure and may give additional guidance on eligible expenditure if required.

To be eligible, expenditure must:

- be a direct cost of the project
- be incurred by you for required project audit activities.

You must incur the project expenditure between the execution of your funding agreement and the end date for it to be eligible, unless stated otherwise.

You must not commence your project until you have an executed funding agreement with the relevant state and territory government in which your project is located.

## 6. The assessment criteria

DITRDCA will initially assess and score eligible projects against the three merit criteria detailed at 6.1 to 6.3. DITRDCA will then provide their initial assessment, scores and a total overall score resulting in a rating of highly suitable, suitable or unsuitable, and a summary of all eligible applications to the multi-party Parliamentary panel (the panel). The panel will consider the information provided by DITRDCA and also assess eligible projects against the three merit criteria.

The application form asks questions that relate to the assessment criteria below. The amount of detail and supporting evidence in your application should be relative to the project size, complexity and funding amount requested. You should provide evidence to support your answers. The application form displays character limits for each response.

Only applications that score at least 60 per cent against each assessment criteria will be considered for funding.

## 6.1. Assessment criterion 1

### **Contribution to social and community inclusion (40 points)**

Social and community inclusion may cover improving community connections and providing opportunities for learning and knowledge creation.

You should demonstrate this through identifying:

- a. the extent to which your project meets the needs of the community
- b. the benefits that your project will deliver for the community and/or region during and beyond the term of funding in relation to liveability and enhanced amenity
- c. the social benefits that your project will deliver for the community and/or region during and beyond the term of funding.

Examples of how your project could deliver social and community benefits may include but is not limited to:

- increasing access to community services and infrastructure
- supporting or protecting local heritage and culture
- increasing community volunteering
- increasing the number or value of jobs, new businesses or the production of goods and services in the region (this includes direct and indirect opportunities created through the project)
- delivering infrastructure where and when it is needed.

## 6.2. Assessment criterion 2

### **Alignment with Government and regional strategic priorities (20 points).**

You should demonstrate this through identifying:

- a. the extent to which your proposal aligns with social, economic and environmental priorities in your region, including alignment with any local, regional or federal plans or policies
- b. the extent to which your proposal increases the availability of multi-use infrastructure which benefits a broad section of the community by improving access, equity and social inclusion
- c. the extent to which your proposal contributes to, or helps manage, the growth of local economies and enhances amenity and liveability
- d. the extent to which your proposal aligns with the Australian Government's [Regional Investment Framework](#), specifically the 'Investing in Places' focus area and any interconnected focus areas including: meeting the needs of, and providing opportunities for, First Nations people, supporting the transformation to a net zero economy and decarbonisation, and achieving gender equality.
- e. how your proposal has considered environmental impacts and the potential role of environmentally sustainable design, including nature-based solutions and circular economy principles
- f. the extent of community support for the project, including outcomes from any consultation undertaken with the local community, such as First Nations groups and diverse socio-economic and cultural groups.

The evidence you provide to support this may include, but is not limited to:

- alignment with your Regional Development Australia (RDA) regional plan, if applicable, your local government plan, or Regional Australia Institute research
- modelling of environmental impacts and/or mitigation.

### 6.3. Assessment criterion 3

#### **Capacity, capability and resources to deliver and sustain the project. (40 points).**

You should demonstrate this through identifying:

- a. your track record managing similar projects and access to personnel and/or partners with the right skills and experience
- b. sound project planning to manage and monitor the project, which addresses scope, implementation methodology, timeframes, budget, community consultation, and risk management
- c. how you will operate and maintain the infrastructure and benefits of the project into the future
- d. your readiness to commence the project, including access, noting the project needs to be 'shovel ready' at the time of entering into a funding agreement. You should describe the steps you have taken to get your project investment ready including:
  - the status of required regulatory and/or development approvals
  - project designs and costings
  - authority from the land or infrastructure owner to undertake the project at the nominated site(s)
  - funding contributions from all sources.

The evidence you provide to support this must include, but is not limited to:

- a clear business case for the proposal, including project plans, budget and relevant approvals, timelines and procurement processes
- a cost benefit analysis commensurate with the size and scale of the project
- a risk management plan, which identifies risks and mitigations
- copies of all relevant approvals

## 7. How to apply

Before applying you should read and understand these guidelines, and the sample application form found on the [DITRDCA](#) and the [business.gov.au](#) websites.

Project proponents should read all eligibility and assessment criteria closely and attach detailed evidence that supports the assessment criteria.

You will need to set up an account to access our online [portal](#).

Only two applications per ABN are allowed. Only the first two applications per ABN submitted in order of time and date will be accepted.

It is therefore recommended you focus on submitting applications only for those projects most strongly aligned with the program objectives and able to meet the eligibility criteria.

When submitting an application you must:

- provide all the information requested
- address all eligibility and assessment criteria

- include all necessary attachments and information requested.

You are responsible for making sure your application is complete and accurate. Giving false or misleading information is a serious offence under the [Criminal Code Act 1995](#). Your application may not progress if you are considered to have provided false or misleading information. After submission, we will not contact you for clarification on any aspect of your application, including any suspected errors, missing information, or lack of evidence that supports your eligibility/merit.

## 7.1. Attachments to the application

You must provide the following documents with your application:

- evidence of both incorporation and not-for-profit status
- evidence to demonstrate eligibility of your entity type
- evidence to support eligibility for Group 1 co-funding where the Commonwealth is funding up to 90 per cent as detailed in section 4.2 (if applicable)
- formal documentation providing confirmation of a cash contribution from another source (for example state government)
- evidence that you either own the land/infrastructure being built/upgraded upon, or that you have the landowner's permission to use the land/infrastructure using the letter template on [business.gov.au](https://business.gov.au)
- a business case which must include a detailed project budget that shows income sources, and eligible expenditure items, a project plan, project risk assessment plans and a cost benefit analysis
- evidence the project is ready to commence including approved development applications, project designs and timelines, noting the project needs to be 'shovel ready' at the time of entering into a funding agreement
- attach detailed evidence that supports assessment criteria responses as detailed in section 6 (where applicable)
- recent costings/quotes for major costs as part of your application
- accountant declaration (published online)
- evidence of funding strategy e.g. financial statements, loan agreements, cash flow documents
- a letter of support from each project partner.

You must attach supporting documentation to the application form in line with the instructions provided within the form. You should only attach requested documents. Individual file sizes cannot be greater than 2MB, while the total of all attachments cannot exceed 20MB. We will not consider information in attachments that we do not request.

We will not accept links to supporting documents held in cloud storage applications such as Dropbox or WeTransfer or on applicant private servers. We are not responsible if links to documents on public websites have been provided incorrectly, are broken or do not open. We will not contact you if documents supplied in these ways cannot be accessed during the assessment.

## 7.2. Joint (consortia) applications

We recognise that some organisations may want to join together as a group to deliver a project. In these circumstances, you must appoint a lead organisation. Only the lead organisation can submit the application form and enter into the funding agreement with the Commonwealth. The application must identify all other members of the proposed group and include a letter of support from each of the project partners. Each letter of support should include:



- details of the project partner
- an overview of how the project partner will work with the lead organisation and any other project partners in the group to successfully complete the project
- an outline of the relevant experience and/or expertise the project partner will bring to the group
- the roles/responsibilities the project partner will undertake, and the resources it will contribute (if any)
- details of a nominated management level contact officer.

You must have a formal arrangement in place with all parties prior to execution of the funding agreement.

### 7.3. Timing of funding opportunity processes

You can only submit an application between the published opening and closing dates.

If you are successful, you must commence your project as soon as a funding agreement is executed.

## 8. The funding selection process

### 8.1. Assessment of funding applications

DISR first review your application against the eligibility criteria.

If your application meets eligibility criteria, your application will be assessed against the assessment criteria. Any ineligible proposals will not proceed and are excluded from funding consideration.

DITRDCA will undertake further review of eligible funding activities and eligible expenditure at merit assessment and funding stages. The Program Delegate may exclude ineligible applications at any stage of the assessment and funding process.

You will need to submit the documentation outlined in section 7.1 to support your eligibility responses. Noting that if you are subsequently assessed as ineligible during the application process, your application will not be further assessed, and you will be advised of your ineligibility.

You will be notified of the outcome of the eligibility process.

The application form asks questions that relate to the assessment criteria. The amount of detail and supporting evidence you provide in your application should be relative to the project size, complexity and funding amount requested. You should provide evidence to support your answers. The application form displays character limits for each response.

Projects will be initially assessed against all three criteria by DITRDCA who will summarise all eligible applications for assessment by the panel. The panel will consider the information provided by DITRDCA and also assess eligible projects against the three merit criteria. The panel will undertake a fair and transparent assessment of all eligible applications and apply their expertise in representing the interests of regional and rural communities to assess and recommend projects that meet the merit criteria, and are strongly aligned with and can deliver on the objectives, intended outcomes and broader Government and regional strategic priorities identified in these guidelines and as defined in the glossary.

DITRDCA will initially assess and score eligible projects against the three merit criteria detailed at 6.1 to 6.3. DITRDCA will then provide their initial assessment, scores and a total overall score resulting in a rating of highly suitable, suitable or unsuitable, and a summary of all eligible

applications to the multi-party Parliamentary panel (the panel). The panel will consider the information provided by DITRDCA and also assess eligible projects against the three merit criteria.

An external probity advisor will be appointed by DITRDCA to provide probity advice, briefings and support to the panel.

The panel will consist of six members, including the Chair of the panel, who will be responsible for chairing panel meetings, leading the moderation of assessments, ensuring the operation of the panel and supporting the established standards of probity, including declarations of conflicts of interest. Panel members will participate in probity briefings and be required to declare any conflicts of interests.

Prior to the briefings and where applicable, DITRDCA will provide the panel with a background reading pack, probity plans and documents and an assessment pack, including the assessment framework and scoring sheet.

All panel members must sign and return the DITRDCA Conflict of Interest declaration forms provided by the external probity advisor at the initial probity briefing, and read all relevant pre-reading prior to the assessment of the full applications.

Panel members will not be provided applications for proposed projects within their own electorates. The panel Chair will have a casting vote on any matters where the panel members are equally divided. Following review of applications, panel members will convene and deliberate their recommendations to reach consensus before providing their recommendations to DITRDCA.

The panel will assess applications against all merit criteria and score applications against the below criteria.

Your application will be considered on its merits, based on:

- how well it meets the criteria
- how it compares to other applications
- whether it provides value with relevant money

When assessing the extent to which the application represents value with relevant money, the following will be considered:

- the overall objectives of the funding program
- the evidence provided to demonstrate how your project contributes to meeting those objectives
- the relative value of the funding sought
- the extent to which the evidence in the application demonstrates that it will contribute to meeting the outcomes/objectives of the Growing Regions Program
- risks, financial, fraud and other, that the project proponent or project poses for DITRDCA
- risks that the project proponent or project poses for the Commonwealth.

As part of the briefing to accompany the assessment pack provided to the decision-maker, DITRDCA will provide the projects in order of merit and make recommendations with regard to the total program funding available.

## 8.2. Who will approve funding?

The Minister for Infrastructure, Transport, Regional Development and Local Government (the decision maker) decides which projects to approve, taking into account the application merit assessment, DITRDCA's recommendations, and the availability of funds.

The Minister's decision is final in all matters, including:

- the funding approval
- the funding to be awarded
- any conditions attached to the offer of funding.

The Minister will not approve funding if there is insufficient program funds available across relevant financial years for the program.

## **9. Notification of application outcomes**

You will be advised of the outcome of your application in writing. If you are successful, we advise you of any specific conditions attached to the funding.

### **9.1. Feedback on your application**

If you are unsuccessful, you will have the opportunity to discuss the outcome of your application with DITRDCA.

## **10. Successful funding applications**

### **10.1 The funding agreement**

It is intended that applicants will enter into a legally binding funding agreement with the relevant state or territory government agency responsible for administering the program funding in your area. The Australian Government and the relevant state or territory government agency are not responsible for any expenditure you incur, and cannot make any payments, until a funding agreement is executed. The approval of your funding may have specific conditions determined by the assessment process or other considerations made by the Program Delegate or Minister. We will identify these in our communication to you. If you do not enter into the funding agreement within two months of relevant correspondence, the Australian Government may withdraw its support for your project. Under certain circumstances, we may extend this period. The funding agreement will set out the relevant project milestones, compliance requirements and reporting responsibilities, as well as relevant contact information for the period of the funding agreement.

If you enter into an agreement under the Growing Regions Program, you cannot receive other funding for the same activities from other Commonwealth funding programs.

### **10.2 Specific legislation, policies and industry standards**

It is a condition of the funding that you comply with all relevant laws, regulations and Australian Government sanctions in undertaking your project. You must also comply with the specific legislation/policies/industry standards in your state or territory for the expenditure of public money and the procurement of good and services. It is anticipated that compliance will be managed through a funding agreement with your relevant state and territory government agency. In particular, you will be required to comply with State/Territory legislation in relation to working with children.

## **11. How we pay the funding**

The funding agreement will set out the funding arrangements and the maximum amount payable for your project. The Australian Government will not exceed the maximum funding amount. If you incur extra costs, you must meet them yourself. You will be asked to report on:

- the proportion of eligible expenditure covered by the funding agreement (funding percentage)

- any financial contribution provided by you or a third party.

Payment will be subject to satisfactory progress on the project, based on the achievement of set milestones as detailed in the funding agreement. Conditional to your funding, you will be asked to provide a satisfactory end of project report demonstrating you have completed outstanding obligations for the project.

### 11.1 Funding Payments and GST

If you are registered for the Goods and Services Tax (GST), where applicable GST will be added to your funding payment. GST does not apply to funding payments to government related entities<sup>3</sup>. Funding is assessable income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek assistance from the Australian Taxation Office. We do not provide advice on tax.

## 12. Announcement of funding

Information about our funding commitment to your project may be provided through public media events. This information may include:

- name of your organisation
- title of the project and its aims
- amount of funding awarded
- your Australian Business Number
- your business location
- your organisation's industry sector.

## 13. Reporting requirements

Reporting requirements will be detailed in your funding agreement.

## 14. Acknowledgement

If you make a public statement about a project funded under the program, including in a brochure or publication, you must acknowledge the funding by using the following:

'This project received funding from the Australian Government.'

If you erect signage in relation to the project, the signage must contain an acknowledgement of the funding and adhere to the [Australian Government's Building Australia Signage Guidelines](#).

The Australian Government's Building Australia Signage Guidelines will apply to all projects funded via the Schedules. States should ensure that funding agreements with proponents include a clause that confirms that the Signage Guidelines will apply to the funded project.

## 15. Probity

DITRDCA will make sure that the funding program process is fair, according to the published Program Guidelines, and incorporates appropriate safeguards against fraud, unlawful activities and other inappropriate conduct.

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<sup>3</sup> See Australian Taxation Office ruling GSTR 2012/2 available at [ato.gov.au](http://ato.gov.au)

An external probity advisor will be appointed by DITRDCA to provide probity advice, briefings and support to the panel. Panel members will participate in probity briefings and be required to declare any conflicts of interest. The panel will be provided with a background reading pack including probity plans and any required templates.

All panel members must sign and return the DITRDCA Conflict of Interest Declaration form, provided by the external probity advisor at the initial probity briefing, and read all relevant pre-reading prior to the review of DITRDCA's merit assessment.

These Program Guidelines may be changed from time-to-time. When this happens, the revised Program Guidelines will be published online.

### 15.1. Enquiries and feedback

For further information or clarification on the application process, you can contact DISR on 13 28 46 or by [web chat](#) or through our [online enquiry form](#) on business.gov.au.

DISR's [Customer Service Charter](#) is available at business.gov.au. We use customer satisfaction surveys to improve our business operations and service.

For further information and clarification on application assessments, application outcomes and timing, contact DITRDCA via the Growing Regions Program inbox at [GrowingRegions@infrastructure.gov.au](mailto:GrowingRegions@infrastructure.gov.au).

DITRDCA may publish answers to your questions on our website as Frequently Asked Questions.

If you have a complaint, contact DITRDCA at [GrowingRegions@infrastructure.gov.au](mailto:GrowingRegions@infrastructure.gov.au). We will refer your complaint to the appropriate manager.

If you are not satisfied with the way we handle your complaint, you can contact:

Assistant Secretary

Regional Programs Branch

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

GPO Box 594

CANBERRA ACT 2601

You can also contact the [Commonwealth Ombudsman](#) with your complaint (call 1300 362 072). There is no fee for making a complaint, and the Ombudsman may conduct an independent investigation.

### 15.2. Conflicts of interest

Any conflicts of interest could affect the performance of the program. There may be a conflict of interest, or perceived conflict of interest, if our staff, any member of a Panel or advisor and/or you or any of your personnel:

- has a professional, commercial or personal relationship with a party who is able to influence the application selection process, such as an Australian Government officer or member of an external panel
- has a relationship with or interest in, an organisation, which is likely to interfere with or restrict the project proponents from carrying out the proposed activities fairly and independently or
- has a relationship with, or interest in, an organisation from which they will receive personal gain because the organisation receives funding under the funding program/funding opportunity.

As part of your application, we will ask you to declare any perceived or existing conflicts of interests or confirm that, to the best of your knowledge, there is no conflict of interest.



If you later identify an actual, apparent, or perceived conflict of interest, you must inform us in writing immediately.

Conflicts of interest for Australian Government staff are handled as set out in the Australian [Public Service Code of Conduct \(Section 13\(7\)\)](#) of the [Public Service Act 1999](#). Conflicts of interest for state and territory government staff are set out in relevant jurisdictional policies. Committee members and other officials including the decision maker must also declare any conflicts of interest.

Information regarding conflicts of interest for DISR is found through the [conflict of interest policy](#)<sup>4</sup> on DISR's website. The Commonwealth policy entity also publishes a conflict of interest policy on its website.

### 15.3. Privacy

Unless the information you provide is:

- confidential information as per below, or
- personal information as per below.

The information may be shared with other government agencies, including state and territory government agencies, for a relevant Commonwealth purpose such as:

- to administer funding through the relevant jurisdiction in which your approved project is situated
- to improve the effective administration, monitoring and evaluation of Australian Government programs
- for research
- to announce the awarding of funding.

Your personal information is handled in accordance with the Australian Privacy Principles (APPs) and the *Privacy Act 1988* (Cth). This includes letting you know:

- what personal information we collect
- why we collect your personal information
- to whom we give your personal information.

Collected personal information from you may be given to employees and contractors of the panel, Commonwealth and state and territory jurisdictional employees and contractors, so we can:

- manage the program, including administer funding to you
- research, assess, monitor and analyse our programs and activities.

The Minister, may:

- announce the names of successful projects to the public
- publish personal information on the DITRDCA and state and territory government websites.

You may read the DISR [Privacy Policy](#)<sup>5</sup> for more information on:

- what is personal information
- how we collect, use, disclose and store your personal information

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<sup>4</sup> [https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/conflict-of-interest-and-insider-trading-policy.pdf?acsf\\_files\\_redirect](https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/conflict-of-interest-and-insider-trading-policy.pdf?acsf_files_redirect)

<sup>5</sup> <https://www.industry.gov.au/data-and-publications/privacy-policy>

- how you can access and correct your personal information.

#### 15.4. Confidential information

Other than information available in the public domain, you agree not to disclose to any person, other than DITRDCA, DISR or your funding delivery entity, any confidential information relating to the funding application and/or agreement, without our prior written approval. The obligation will not be breached where you are required by law, Parliament or a stock exchange to disclose the relevant information or where the relevant information is publicly available (other than through breach of a confidentiality or non-disclosure obligation).

At any time, require you to arrange for you; or your employees, agents or subcontractors to give a written undertaking relating to nondisclosure of our confidential information in a form we consider acceptable.

We will treat the information you give us as sensitive and therefore confidential if it meets all of the following conditions:

- you clearly identify the information as confidential and explain why we should treat it as confidential
- the information is commercially sensitive
- disclosing the information would cause unreasonable harm to you or someone else
- you provide the information with an understanding that it will stay confidential.

Confidential information may be disclosed:

- to the Panel and our Commonwealth and state and territory employees and contractors, to help us manage the program effectively
- to the Auditor-General, Ombudsman or Privacy Commissioner
- to the responsible Minister or Assistant Minister
- to a House or a Committee of the Australian Parliament.

We may also disclose confidential information if:

- we are required or authorised by law to disclose it
- you agree to the information being disclosed, or
- someone other than us has made the confidential information public.

#### 15.5. Freedom of information

All documents in the possession of the Australian Government, including those about the program, are subject to the *Freedom of Information Act 1982* (Cth) (FOI Act).

The purpose of the FOI Act is to give members of the public rights of access to information held by the Australian Government and its entities. Under the FOI Act, members of the public can seek access to documents held by the Australian Government. This right of access is limited only by the exceptions and exemptions necessary to protect essential public interests and private business affairs of persons in respect of whom the information relates.

If someone requests a document under the FOI Act, we will release it (though we may need to consult with you and/or other parties first) unless it meets one of the exemptions set out in the FOI Act

## 16. Glossary

Term	Definition
application form	The document issued by the Program Delegate that project proponents use to apply for funding under the program.
Australian local government body or agency	A local governing body as defined under the Local Government (Financial Assistance) Act 1995 (Cth) as a local governing body established by or under a law of a State.
assessment criteria	The specified principles or standards, against which applications will be judged. These criteria are also used to assess the merits of proposals and, in the case of a competitive funding opportunity, to determine application ranking.
completion date	The expected date that the funding activity must be completed and the funding spent by.
date of effect	Can be the date on which a funding agreement is signed or a specified starting date. Where there is no funding agreement, entities must publish information on individual funding as soon as practicable.
decision maker	Minister for Infrastructure, Transport, Regional Development and Local Government.
DITRDCA	The Department of Infrastructure, Transport, Regional Development, Communications and the Arts, also known as the Commonwealth policy entity for this funding program.
eligible activities	The activities undertaken by a project proponent in relation to a project that are eligible for funding support as set out in section 5.1.
eligible application	An application or proposal for funding under the program that the Program Delegate has determined is eligible for assessment in accordance with these Program Guidelines.
eligibility criteria	Refers to the mandatory criteria which must be met to qualify for a funding. Assessment criteria may apply in addition to eligibility criteria.
eligible expenditure	The expenditure incurred by a project proponent on a project and which is eligible for funding support as set out in Appendix C.

Term	Definition
First Nations community-controlled organisations	These organisations are an Indigenous Australians Organisation or enterprise and have an Indigenous Corporation Number (ICN) or can declare that they are a Traditional Owner or that their organisation is at least 51 per cent owned or controlled by Indigenous persons or the Indigenous Enterprise has 50 per cent Indigenous ownership.
funding activity/activities	Refers to the project/tasks/services that the project proponent is required to undertake.
funding agreement	A legally binding contract that sets out the relationship between the funding agency and a project proponent for the project funding and specifies the details of the funding.
funding delivery entity	The entity with which successful project proponents enter into a funding agreement and from which funding is received by successful project proponents.
funding opportunity	Refers to the specific funding round or process where Commonwealth funding is made available to potential project proponents. Funding opportunities may be open or targeted and will reflect the relevant funding selection process.
funding program	A 'program' carries its natural meaning and is intended to cover a potentially wide range of related activities aimed at achieving government policy outcomes. A funding program is a group of one or more funding opportunities under a single DITRDCA Portfolio Budget Statement Program.
ineligible activities	Ineligible activities are project activities which are not consistent with the program objectives as set out in 5.2
Minister	Minister for Infrastructure, Transport, Regional Development and Local Government.
multi-party Parliamentary panel (the panel)	The multi-party Parliamentary panel established to review the outcome of the DITRDCA merit assessment . The panel will provide a final recommendation of meritorious applications to DITRDCA.
Program Delegate	The Assistant Secretary within DITRDCA with delegated policy responsibility for the program.
Program Guidelines	Guidelines that the Minister releases to provide the framework for the administration of the program, as in force from time to time.
project proponent	An entity making an application for funding through the program, whether they be successful or unsuccessful in securing funding.

Term	Definition
personal information	<p>Has the same meaning as in the <i>Privacy Act 1988</i> (Cth) which is:</p> <p>Information or an opinion about an identified individual, or an individual who is reasonably identifiable:</p> <ol style="list-style-type: none"> <li>whether the information or opinion is true or not; and</li> <li>whether the information or opinion is recorded in a material form or not.</li> </ol>
program funding or program funds	The funding made available by the Commonwealth for the program.
project	A project described in an application for funding under the program.
Regional Investment Framework	<p>The Regional Investment Framework outlines the Australian Government's approach to regional investment, incorporating coordinated investment in regional people, places, services, and industries and local economies. The Regional Investment Framework is available at the following website:</p> <p><a href="https://www.infrastructure.gov.au/territories-regions-cities/regional-australia/regional-investment-framework">https://www.infrastructure.gov.au/territories-regions-cities/regional-australia/regional-investment-framework</a></p>
regional priorities	These are priorities identified in local or regional plans such as RDA plans, council plans and state plans.
selection criteria	Comprises the eligibility criteria and assessment criteria.
shovel ready	Where project planning is advanced enough that – with sufficient funding – construction can begin within a very short timeframe on execution of a funding agreement.
value with money	<p>Value with money in this document refers to 'value with relevant money' which is a judgement based on the funding proposal representing an efficient, effective, economical and ethical use of public resources and determined from a variety of considerations.</p> <p>When administering a funding opportunity, an official should consider the relevant financial and non-financial costs and benefits of each proposal including, but not limited to:</p> <ul style="list-style-type: none"> <li>the quality of the project proposal and activities;</li> <li>fitness for purpose of the proposal in contributing to government objectives;</li> <li>that the absence of funding is likely to prevent the project proponent's and government's outcomes being achieved; and</li> <li>the potential project proponent's relevant experience and performance history.</li> </ul>



## Appendix A. Eligible Project Activities

The following is a list of examples of eligible activities that align to place-based priorities and support community liveability.

The Program Delegate may impose limitations or exclude eligible project activities, and/or eligible expenditure, or further include some eligible project activities listed in these guidelines, in a funding agreement, or otherwise by notice to you.

- Arts and cultural services and facilities (including museums, collections and displays)
- Animal services
- Streetscapes, parks and area beautification
- Libraries
- Multi-purpose community facilities and services, such as community hubs, youth centres, community sheds and gardens
- Multi-use sports and recreation facilities and services
- Pools
- Foreshore/Beach infrastructure
- Town centre revitalisation, such as bike or walking paths, play spaces and green spaces
- Local government airport facilities.

## Appendix B. Ineligible Project Activities

The following is a list of examples of ineligible activities that do not align to the intended outcomes of the program.

This list is not exhaustive and applies only to the expenditure of the funds. Other costs may be ineligible where the Program Delegate determines they do not directly support the achievement of the planned outcomes for the project, or that they are contrary to the objectives of the program.

- Aged care facilities
- Disability services
- Housing or accommodation
- Infrastructure related to waste, sewage, water, environmental and energy facilities and telecommunications
- New or upgraded infrastructure for health services such as hospitals or medical centres
- Rehabilitation services
- Roads or transport
- Schools
- Universities
- Vehicle services
- Facilities that are primarily for a commercial purpose (would not preclude a café, shop or other small business being within the facility, but this should not be the main purpose).

## Appendix C. Guidance on Eligible expenditure

This section provides guidance on the eligibility of expenditure. This guidance may be updated from time to time; check online that you are referring to the most current version before preparing your application.

The Program Delegate makes the final decision on what is eligible expenditure and may give additional guidance on eligible expenditure if required.

To be eligible, expenditure must:

- be incurred by you within the project period
- be a direct cost of the project
- be incurred by you to undertake required project audit activities (where applicable)
- meet the eligible expenditure guidelines.

### Verifying eligible expenditure

If your application is successful, you may be asked to verify the project budget that you provided in your application when you negotiate your funding agreement with your relevant funding agreement agency. You may need to provide evidence such as current quotes for major costs.

The funding agreement will include details of the evidence you may need to provide when you achieve certain milestones in your project. This may include evidence related to eligible expenditure.

If requested, you will need to provide the agreed evidence along with your progress reports.

You must keep payment records of all eligible expenditure and be able to explain how the costs relate to the agreed project activities. At any time, you may be asked to provide records of the expenditure you have paid. If you do not provide these records when requested, the expense may not qualify as eligible expenditure.

At the end of the project, you will be required to provide an independent financial audit of all eligible expenditure from the project.

### Materials for construction

Costs of acquiring materials for the construction of infrastructure are considered eligible expenditure. Where possible and suitable for your project, you should use locally procured and sustainable, recycled or repurposed building materials. For example applications of sustainable, recycled or repurposed building materials and to find potential suppliers see the [sustainable and recycled products](#) page on the Department of Climate Change, Energy, the Environment and Water website.

You must list material costs as a separate item within your project budget in the application form and in the expenditure table in your progress reports.

Any payments to you for any expenditure you have incurred will not be paid prior to the execution of your funding agreement.

Examples of eligible material costs can include:

- building materials
- ICT cabling
- fit out of the infrastructure, such as window dressings

- fixed furniture (e.g., kitchen fit outs as part of the construction of a building)
- landscaping.

You may show expenditure on materials by providing evidence of:

- purchase price
- payments (e.g., tax invoices and receipts from suppliers confirming payment)
- commitment to pay for the materials (e.g., supplier contract, purchase order or executed lease agreement)
- receipt of materials (e.g., supplier or freight documents)
- associated costs such as freight and installation (e.g., supplier documents)
- photographs of the infrastructure on your premises.

If you claim expenditure for materials, we limit this to:

- the costs of materials
- freight costs.

### Hired/leased plant

You may lease plant and equipment to support your project, and where possible, you should use local suppliers.

You must calculate eligible expenditure for hired, rented, or leased plant by the number of payment periods where you use the plant for the project multiplied by the period hiring fee. If you purchase plant under a hire purchase agreement, or you use a lease to finance the purchase of the plant, the cost of the item of plant, excluding interest, is capitalised, and then depreciated.

Running costs for hired or leased plant are eligible expenditure but you must be able to verify them. They may include items such as rent, light and power, and repairs and maintenance.

### Contract expenditure

Eligible contract expenditure is the cost of work undertaken on any agreed eligible project activities that you contract others to do. This can include contracting:

- another organisation
- an individual who is not an employee, but engaged under a separate contract.

This does not include existing employees that you pay a salary or a wage.

Where possible, you should engage local contractors/operators. All contractors must have a written contract prior to starting any project work—for example, a formal agreement, letter or purchase order which specifies:

- the nature of the work they perform
- the applicable fees, charges and other costs payable.

Invoices from contractors must contain:

- a detailed description of the nature of the work
- the hours and hourly rates involved
- any specific plant expenses paid.

Invoices must directly relate to the agreed project, and the work must qualify as an eligible expense. The costs must also be reasonable and appropriate for the activities performed.

Evidence will be required regarding contractor expenditure that may include:

- an exchange of letters (including email) setting out the terms and conditions of the proposed contract work
- purchase orders
- supply agreements
- invoices and payment documents.

You must ensure all project contractors keep a record of the costs of their work on the project. You may be required to provide a contractor's records of their costs of doing project work. If you cannot provide these records, the relevant contract expense may not qualify as eligible expenditure.

### External labour hire and external consulting expenditure

Eligible external labour and external consulting expenditure for the funding covers the cost of contracting others on the core elements of the project related to construction. Where possible, you should engage local labour and services.

Eligible external labour hire and external consulting expenditure may include:

- Architect services
- Design services
- Project management
- Quantity surveying
- Building services.

Costs for pre-construction activities including architect services, design, surveying, planning, environmental or other regulatory approvals (A.5 and A.6), are limited to 20 per cent of the total amount of eligible project expenditure claimed. These costs are only eligible if the activities occur during the project period as defined in your funding agreement.

### Other eligible expenditure

Other eligible expenditure for the project may include:

- financial auditing of project expenditure
- costs you incur in order to obtain planning, environmental or other regulatory approvals during the project period. However, associated fees paid to the Commonwealth, state, territory and local governments are not eligible.

Other specific expenditures may be eligible as determined by the Program Delegate in accordance with Government practice.

Evidence you need to supply can include but is not limited to supplier contracts, purchase orders, invoices and supplier confirmation of payment.



## Appendix D. Guidance on Ineligible expenditure

This section provides guidance on what we consider ineligible expenditure. We may update this guidance from time to time; check online that you are referring to the most current version before preparing your application.

The Program Delegate may impose limitations or exclude expenditure, or further include some ineligible expenditure listed in these guidelines in a funding agreement or otherwise by notice to you.

Examples of ineligible expenditure include:

- purchase of land or existing infrastructure and essential services, including the costs associated with sub-division of land
- repair or replacement of existing infrastructure where there is no demonstrated significant increase in benefit
- costs associated with existing staff of your organisation including wages or employee on-costs such as superannuation, holiday loading and overheads
- consumables such as paper, printer cartridges, office supplies, brochures and other marketing materials, kitchen supplies or food and beverages or catering, unless an exemption is sought and approved in the case of very remote locations
- retrospective costs
- temporary relocation costs
- ongoing upgrades, updates and maintenance of existing ICT systems, the cost of ongoing subscription-based software, and IT support memberships and warranties for purchases
- domestic or overseas travel
- funding to develop or deliver ongoing training or educational courses
- funding to undertake studies, including feasibility studies or investigations
- funding for the development of private or commercial ventures
- funding to purchase items that will not remain the property of the organisation including items to be given away
- projects primarily designed to deliver single-function services to the community that generally fall under the remit of state or territory government, local government or other Commonwealth departments such as standalone health care, aged care, disability, housing and primary, secondary and tertiary education.
- projects that are primarily for commercial purposes
- purchase and installation of manufacturing equipment
- subsidy of general ongoing administration of an organisation such as electricity, phone and rent
- payment of salaries for the project proponent's employees
- project overhead items including office equipment, vehicles or mobile capital equipment. Examples include trucks and earthmoving equipment and the project proponent's internal plant operating costs
- costs incurred in the preparation of a funding application or related documentation for example business case development and feasibility studies
- costs related to registered training organisation training activities

- routine operational expenses, including communications, accommodation, printing and stationery, postage, legal and accounting fees and bank charges
- making donations, gifts and sponsorships
- pre-construction activities, including but not limited to, architect services, design, surveying, planning, environmental or other regulatory approvals (A.5 and A.6), that exceed 20 per cent of the total eligible project expenditure
- costs incurred prior to the execution of a funding agreement
- fees paid to the Commonwealth, state, territory and local governments to obtain planning, environmental or other regulatory approvals

Additional examples of ineligible expenditure specific to investment ready projects include:

- purchase of unfixed furniture, such as desks and fridges
- ICT equipment, including software or hardware that is not an integral part of the funded infrastructure project
- office computing facilities.

This list is not exhaustive and applies only to the expenditure of the funds. Other costs may be ineligible where the Program Delegate determines they do not directly support the achievement of the planned outcomes for the project or, that they are contrary to the objectives of the program.

You must ensure you have adequate funds to meet the costs of any ineligible expenditure associated with the project.

## Appendix E. Low rate-based councils

Low rate-based councils	
State	Council
New South Wales	Hay Shire Council
	Coolamon Shire Council
	Lockhart Shire Council
	Balranald Shire Council
	Weddin Shire Council
	Walcha Council
	Uralla Shire Council
	Temora Shire Council
	Junee Shire Council
	Oberon Council
	Murrumbidgee Council
	Tenterfield Shire Council
	Narrandera Shire Council
	Gilgandra Council
	Berrigan Shire Council
	Wentworth Shire Council
	Narromine Shire Council
	Bland Shire Council
	Cowra Shire Council
	Edward River Council
	Cootamundra-Gundagai Regional Council
	Forbes Shire Council
	Lachlan Council
	Warrumbungle Shire Council
	Federation Council
	Murray River Council
Queensland	Yarrabah Aboriginal Shire Council
	Cherbourg Aboriginal Shire Council
South Australia	District Council of Orroroo Carrieton
	District Council of Peterborough
	District Council of Karoonda East Murray
	The Flinders Ranges Council
Tasmania	Central Highlands Council
	Southern Midlands Council
Victoria	West Wimmera Shire Council
	Loddon Shire Council
Western Australia	Shire of Woodanilling
	Shire of Tammin
	Shire of Cuballing
	Shire of Wyalkatchem
	Shire of Wickpin

	Shire of Dowerin
	Shire of Nannup
	Shire of Cunderdin
	Shire of Kellerberrin
	Shire of Quairading
	Shire of Wongan-Ballidu

## C8 - Operations Monthly Update Report

<b>REPORTING OFFICER</b>	Executive Manager - Engineering & Operations
<b>ATTACHMENTS</b>	Nil

### INTRODUCTION

This report is an operations progress update.

### COMMENTARY

This report outlines the operational activities of the Engineering and Operations sector over the last reporting period.

### Roads

- Assisting with the final stage of the new three bin rollout which includes business houses, irrigation area and open spaces.
- Nimmie Creek Bridge guard rail installed and temporary bridge to be removed.
- Monthly road hazard inspections.
- Flood restoration works on Wongalea Road
- Flood restoration works on Daisy Plains and Mutherumbung Road
- Finalised all Fixing Local Roads Projects for Round 4.







Nimmie Creek Bridge, Maude



Mutherumbung Road







Pimperai Street





North Street Booligal



Hay Street Booligal



Wongalea Road



### **Upcoming roadworks**

- Flood restoration on Mutherumbung Road
- Flood restoration on Wongalea Road

### **Plant Purchases**

- Nil

### **Plant Disposal**

- Nil

### **Major Plant repairs/breakdowns**

- Nil



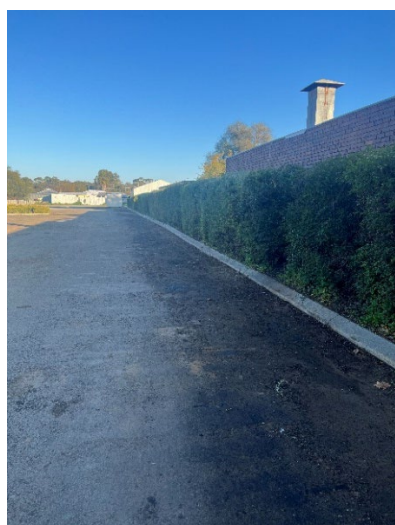
## Aerodrome

- Weekly inspections.
- Grounds maintenance.

## Parks and Gardens

As the warmer weather approaches, we are preparing for increased growth and community events:

- Regular hand mowing, zero turn and whipper snipping at all park areas.
- Garden maintenance and hedging at the Hay Library, Lachlan Street and Cal Carpark.
- Levee bank along Lang Street mowed and sprayed.
- Clean out of garden islands in front of Apex Park.
- Preparing to extend rose garden bed at the Hay Visitor Tourist Centre.
- Removal of trees at the filtration plant in preparation of a new shed.
- Mow and whipper snip Bishops Lodge subdivision.
- Nature strip tree removal and planting replacements.
- Fix fences at Pocock park and the main Hay Park.
- Irrigation maintenance at oval number 2.
- Fertilise oval number 2 in preparation for AFL Grand Final.









## Pool

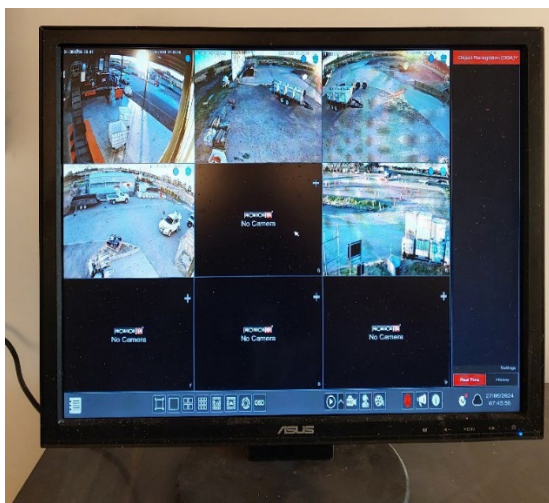
- Ground maintenance.
- Completion of building defects.
- Geotech investigations for new pool and hydrotherapy pool.

## Cemetery

- Maintenance of the Lawn and traditional cemeteries.
- Grave digging lawn and general cemetery.

## Waste

- Normal operating duties at Hay Waster Transfer Station.
- Monitor usage of Booligal and Maude waste trailer's and empty as required.
- Transfer of waste from Waste Transfer Station site to tip site.
- Pressing cardboard.
- Irrigation area three bin request deliveries.
- FOGO processing has commenced with the starting of collections as of 1 July.
- Camera surveillance system installed.
- New generator delivered.



## New Generator

### Town Construction

- Assisting with new three bins rollout.
- Town Streets pothole maintenance.
- Assisting the Water and Sewer Department.
- Tip maintenance.
- Grave digging.
- Installation of plaques in the Hay Lawn Cemetery.



Town streets line marking



## Water and Sewer



Repairs after Telstra contractors hit house services







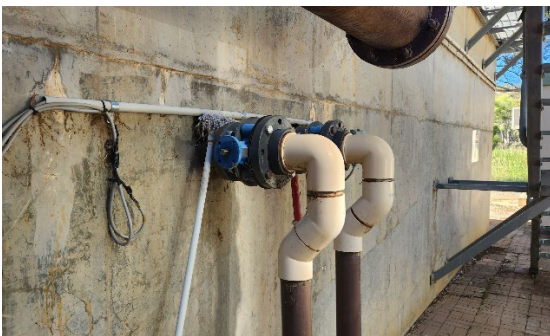
Blocked sewer main repairs



Water Treatment Plant now connected to Starlink



Before and after 2 new turbidity sensors installed





## Before and after faulty dislodge valves replaced



Hanging high range turbidity sensor



New turbidity sensors transmitter

## Biosecurity

- 4 Private Property Inspections completed.
- Cactus found on riverbank on local property.
- Roadside inspections and spraying cattle grids on rural roads progressing.
- Hay Goal surrounds sprayed.
- Racetrack sprayed.
- Treatment works all buildings and surrounding paths, gutters sprayed.
- Airport runways and lights/gables sprayed.
- Roadside boxthorn spraying continues.





### **Compliance Officer**

This report informs Council of the monthly activities undertaken by the Ranger over the reporting period.

### **Commentary**

- Attended annual Ranger Conference in Penrith with Executive Manager, found it very beneficial this year.
- River bend patrol increases have not found any illegal dumping to-date..
- Property Inspections.
- Abandoned Cars.
- Overgrown property inspections.
- Increase in abandoned/Surrendered animals.

### **Pound activities**

- 8 dog/s have been placed in the pound having been picked up by the Ranger, surrendered by their owners or dumped at the pound.
- 0 Dog/s returned to their owners, after fees paid.
- 5 dogs in pound released into the re-homing program.
- 0 Dog seized for attacking people or animals.

**Callouts attended for:** Stray animals, Illegal Camping, Stock, Barking Dogs

**Abandoned Vehicles: 2**

**Issued Orders:**

Order 18: 0

Nuisance dog order/s: 0

Dangerous dog order/s: 0

Menacing dog order/s: 0

Non-Compliance Orders: 0

Fines: 0

Caution Letters: 0

**Others:**

0 dog injured dog euthanised.

0 dogs destroyed over the month as dangerous.

0 cats destroyed deemed to be feral animals.

0 cats currently impounded due to be destroyed no owner identified unable to rehome.

0 cat picked up.

2 cats Surrendered.

2 cats rehomed.

0 cats dumped in cage.

0 Sick/injured cat euthanised.

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<p><b>E Our Infrastructure</b></p> <p><i>E.1 Our community can rely on well-maintained infrastructure that is responsive to our service needs</i></p> <p>E1.1 Deliver infrastructure and assets that are responsive to community need</p> <p>E2.1 Within available resources ensure all assets and infrastructure are effectively maintained to industry and community standards</p> <p>E3.1 Ensure Council effectively manages its infrastructure and assets</p>
<b>FINANCIAL IMPLICATION</b>	Nil. Works undertaken in accordance with adopted Operational Plan.
<b>LEGISLATIVE IMPLICATION</b>	Nil
<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Assets maintain and replaced as they fall due.
<b>RISK IMPLICATION</b>	Minimal

**RECOMMENDATION**

That Council notes the information provided in the report.



## MINUTES INDEX

- Hay Shire Audit Risk and Improvement Committee 26<sup>th</sup> June 2024
- Hay Showground Management Committee 15<sup>th</sup> July 2024
- Hay Showground Management Committee 19<sup>th</sup> August 2024

## Minutes of the meeting of the Hay Shire Audit Risk and Improvement Committee Meeting held 26<sup>th</sup> June 2024 at 10.00am.

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**Present at Hay:** Rick Warren (Chair), David Webb (HSC General Manager), Kirstyn Thronder (HSC Exec. Mgr. - People & Governance),

**Present by Zoom:** Leanne Austin, Jasen Crighton, Kate Stephens (HSC – Acting CFO), Lawrissa Chan (NSW Audit Office); Josh Porker (RSD Audit), Tyson Holt (RSD Audit)

**Apology:** Derek Francis, Cr Peter Handford (non-voting member), Keith Coates (Internal Auditor), Mark Dowling (HSC Deputy General Manager)

### 1. Confirmation of Minutes

**Resolved** that the minutes of the Audit Risk and Improvement Committee held 24<sup>th</sup> April 2024 as circulated be confirmed.

Leanne/Rick

### 2 Interim Management Letter – NSW Audit Office

- Josh Porker from RSD Audit addressed the meeting on the Interim Audit and subsequent Interim Management Letter. The only issue is the Disaster Recovery Plan and that is identified as moderate. Advised the two issues from the prior years audit have been cleared. Josh advised the Audit will commence 23<sup>rd</sup> September 2024.
- Lawrissa Chan from the NSW Audit Office addressed the meeting and advised that only having one issue identified in the Interim Management Letter is a good reflection on Council.

**Resolved** the Interim Management Letter be noted.

Jasen/Leanne

### 10. Other Business

Nil.

**11. Next Meeting:** 16<sup>th</sup> October 2024 at 10am

Meeting Closed 10.20am

# HAY SHOWGROUND MANAGEMENT COMMITTEE

## General Meeting Minutes

Chairman  
Lionel Garner  
willshearhay@bigpond.com

Secretary  
Serena Wall  
0437 391 808  
jlwall@bigpond.net.au

**Meeting Date and Time:** 15<sup>th</sup> July 2024

**Meeting Opened:** 6.01pm

**Meeting Location:** Council Chambers

**Meeting Chair:** Lionel Garner

**Attendance:**

<b>Secretary/BNS/Gun Club</b>	Serena Wall
<b>Treasurer/CanAssist</b>	Jane Griffiths
<b>Hay Gun Club</b>	Jason Wall
<b>Hay Jockey Club</b>	Mike Cannon
<b>Hay Rodeo</b>	
<b>Hay Show Society</b>	
<b>Hay Sheep Show</b>	
<b>Ground Supervisor</b>	
<b>Council</b>	
<b>Caretaker</b>	
<b>Visitor</b>	

	Agenda Items	Proposed Motions
1	<b>INTRODUCTION / WELCOME</b> 1.1 Attendance & Apologies	1.1 Attendance noted & apologies accepted  <b>Apologies:</b> David Webb, Stacey Lugsdin, Kim Gibbs
2	<b>CONSENT AGENDA – FOR DECISION</b> 2.1 Approval of Previous Minutes 2.2 Business Arising previous minutes 2.3 Financial Report	<b>2.1 Motion: That the minutes from the meeting held 20<sup>th</sup> May 2024, are a true and correct record of that meeting.</b> <b>Moved J Wall Second M Cannon</b>  <b>2.2 Business Arising</b>  Bain maire was used by the CWA. Has now been returned. Very appreciative that they were able to borrow.  <b>2.3 Financial Report</b> Prepared by Jane Griffith  <b>Approval for accounts to be paid.</b> <b>Moved J Griffiths Second M Cannon</b>  <b>Treasurers report accepted</b> <b>Moved J Griffiths Second J Wall</b>
3	<b>MATTERS FOR NOTING</b> 3.1 Correspondence	<b>Correspondence</b>  Email – Hay Jockey Club re sheep agistment Hay Shire Council - Water Invoice

# HAY SHOWGROUND MANAGEMENT COMMITTEE

## General Meeting Minutes

Chairman  
Lionel Garner  
willshearhay@bigpond.com

Secretary  
Serena Wall  
0437 391 808  
jlwall@bigpond.net.au

		<b><i>Motion That the water account from the Hay shire council to be paid. Moved J Griffith Second S Wall</i></b>	
4	4.1 Prairie Lodge Stables 4.2 Removal of Tack room 4.3 Jobs from Wish List 4.4 Kevin jobs 4.5 Sheep Agistment	<b>4.1</b> Demolition to be completed by the end of September, if removed by Andrew Curtis – will be removed by Showground Trust after that date. Letter to Andrew Curtis. Serena to complete and Council Officer will hand deliver  <b>4.2</b> Remove old tack room, near leased stables. Will ask Rob Anderson to check, Lionel happy to meet with Rob for inspection. Jane to follow up.  <b>4.3</b> Water drain pit near racetrack mounting yard. Will request if Rob Anderson can inspect.  Discussed removable bollards for the footpath between the pavilion and grandstand.  Quote for rodeo club canteen awning – See quote David Kenton  Eunice Congdon kiosk awning on the south side to be completed when David Kenton has time.  Possibly a gravel floor in the bar area of the rodeo area. Will need to discuss with rodeo club if that's something they want to do.  Check with painting schedule for the pavilion  <b>4.4</b> Could we get holes along the road near the Pony Club area filled. Jane will check with David.  <b>4.5</b> Discussed the Sheep Agistment Policy. Hay Jockey Club requested via email to not have sheep on the showgrounds from the 1 <sup>st</sup> August to the 30 <sup>th</sup> November each year. carried. Update the policy.	
5	<b>OTHER GENERAL BUSINESS</b> 5.1 Secretary 5.2 Hay Show 5.3 Rodeo Club 5.4 Hay Jockey Club 5.5 BNS 5.6 Ground Supervisor 5.7 CanAssist 5.8 Sheep Show	<b>5.1</b> Nil  <b>5.2</b> Preparations are coming along. Nothing to report at this stage  <b>5.3</b> Nil  <b>5.4</b> Nil  <b>5.5</b> Nil	

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	5.9 Hay Gun Club	5.6 Nil
	5.10 Council	5.7 AGM is scheduled for two weeks' time.
	5.11 Caretaker	5.8 Nil
		5.9 New shed is completed. As soon as the invoice arrives will send to jane for payment of 10k as per approval. Having mower troubles. Would like to ask Kevin to mow it in the interim. Committee has no objections - will contact Kevin
		5.10 Nil
		5.11 Nil
6	<b>MEETING FINALISATION</b> 6.1 Next meeting:	6.1 19 <sup>th</sup> August 2024, 6pm at Council Chambers

**Meeting Closed: 7.10pm**



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**Meeting Date and Time:** 19<sup>th</sup> August 2024  
**Meeting Location:** Council Chambers

**Meeting Opened:** 6.00pm  
**Meeting Chair:** Lionel Garner

### Attendance:

<b>Secretary/BNS/Gun Club</b>	Serena Wall
<b>Treasurer/CanAssist</b>	Jane Griffiths
<b>Hay Gun Club</b>	
<b>Hay Jockey Club</b>	Mike Cannon
<b>Hay Rodeo</b>	A Curtis/Pickles Curtis
<b>Hay Show Society</b>	Kim Gibbs
<b>Hay Sheep Show</b>	Stacey Lugsdin
<b>Ground Supervisor</b>	Barry Nisbet
<b>Council</b>	David Webb
<b>Caretaker</b>	
<b>Visitor</b>	

	Agenda Items	Proposed Motions
1	<b>INTRODUCTION / WELCOME</b> 1.1 Attendance & Apologies	1.1 Attendance noted & apologies accepted  <b>Apologies:</b> Jason Wall
2	<b>CONSENT AGENDA – FOR DECISION</b> 2.1 Approval of Previous Minutes 2.2 Business Arising previous minutes 2.3 Financial Report	<b>2.1 Motion: That the minutes from the meeting held 15<sup>th</sup> July 2024, are a true and correct record of that meeting.</b> <b>Moved S Wall Second M Cannon</b>  <b>2.2 Business Arising</b>  Sheep Agistment Policy Correction to HJC letter - Council has, as Crown Land Manager and in the approved Plan of Management (POM), expressly authorisation to issue a leases and/or licences for the crown land it manages, including the "Showground and Racecourse". In addition, Council can issue a licence or take a booking for short-term "agistment of stock" and charge a fee for the causal booking, which I believe would be the case for any grazing of stock at the Showground. Therefore, the statement "It is a condition of grazing on Crown land that a grazing license be obtained. It is very doubtful that any application for a grazing license has occurred or ever been granted." -is not applicable nor correct in our situation.  Amendment to Sheep Agistment Policy – Showground remains closed from 1 <sup>st</sup> August to 30 <sup>th</sup> November each year, except for this year. Sheep have been booked in for the 17 <sup>th</sup> – 20 <sup>th</sup> September prior to the sheep sale.

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		<p>As of 2025 the amendment will be closed to sheep agistment from 1<sup>st</sup> August – 30<sup>th</sup> November, all other events prior to 4 weeks at the discretion of the other user groups.</p> <p><b>Moved A Curtis Second M Cannon</b></p> <p>Rodeo Club awning – if we want to go ahead, we will need to get a quote sorted. Serena believed Rob Anderson has arranged this. <b>Will need to follow up.</b></p> <p>Letter to Andrew Curtis delivered today. 6 weeks to remove.</p> <p>Tack room has been removed and another shed has been put up. Boards rotten on the floor and Barry Nisbet approved the removal.</p> <p>Pit near the jockey rooms will be repaired shortly. A cover will be installed.</p> <p><b>2.3 Financial Report</b> Prepared by Jane Griffith</p> <p>DG Harrisons - \$30.80 Origin Energy - \$10,819.77 HSC – Rates - \$866.08</p> <p><b>Jane &amp; David to speak in regard to the electricity provider at the grounds.</b></p> <p><b>Approval for accounts to be paid.</b> <b>Moved J Griffiths Second B Nisbet</b></p> <p><b>Treasurers report accepted</b> <b>Moved J Griffiths Second B Nisbet</b></p> <p>Wheelie Bins – David suggested that we have bare minimum of bins and add extra at during events. Can include bins on the event application form.</p> <p><b>Serena will do a count of bins/types currently at the show grounds.</b> Will report and then bins stocks can be adjusted.</p>
3	<p><b>MATTERS FOR NOTING</b> 3.1 Correspondence</p>	<p><b>Correspondence</b></p> <p>Email – Hay Jockey Club re sheep agistment Origin Energy - \$10,819.77</p>

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		<b>Outgoing</b> Letter to Andrew Curtis re stables
4	4.1 Kevin Phone 4.2 Races Marquees	<p><b>4.1</b> Discussed Kevins phone. Won't hold a charge. Resolved to purchase a new phone for Kevin <b><i>Motion; That the SGMC purchase a like for like phone for Kevin Orchard – caretaker.</i></b> <b><i>Moved J Griffiths Second A Curtis</i></b></p> <p><b>4.2</b> Request to close camping during the races set up of marquees. From Friday week before the races. 8 days before the races. All agreed that this will be fine, campers will be moved to the western end of the grounds until the Races and grounds closed.</p>
5	<b>OTHER GENERAL BUSINESS</b> 5.1 Secretary 5.2 Hay Show 5.3 Rodeo Club 5.4 Hay Jockey Club 5.5 BNS 5.6 Ground Supervisor 5.7 CanAssist 5.8 Sheep Show 5.9 Hay Gun Club 5.10 Council 5.11 Caretaker	<p><b>5.1</b> <b>Serena to follow up on bins at the showground</b></p> <p><b>5.2</b> A week before the show we would like to set up in the pavilion. Lots of stall holders. Expecting an awesome show. Side show alley starts Friday and continues through Saturday.</p> <p><b>5.3</b> Nil</p> <p><b>5.4</b> Nil</p> <p><b>5.5</b> Nil</p> <p><b>5.6</b> Nil</p> <p><b>5.7</b> Had AGM, Jane Griffiths re-elected as President</p> <p><b>5.8</b> Sheep show went well, same number of sheep. Cleaning didn't happen until a week until after the show. Committee very busy. Jill Chapman (Hay Show Society) called as she was extremely impressed with how clean the pavilion was.</p> <p><b>5.9</b> The Hay Gun Club wishes to express ours thanks to the Management committee for the contribution to the Gun Club shed. The shed is up and looking great.</p> <p><b>5.10</b> Nil</p> <p><b>5.11</b> Nil</p>
6	<b>MEETING FINALISATION</b> 6.1 Next meeting:	<b>6.1</b> 16 <sup>th</sup> September 2024, 6pm at Council Chambers

**Meeting Closed: 6.53pm**