



TAMWORTH REGIONAL COUNCIL

ANNEXURES for ORDINARY COUNCIL AGENDA

10 FEBRUARY 2026

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Tamworth Regional Council ARIC Workplan 2024-2028

Tamworth Regional
Council

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Tamworth Regional Council Internal Audit Charter

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Tamworth Regional Council ARIC Workplan 2024-2028

1 INTRODUCTION

The Local Government Act 1993 (“the Act”), the Local Government (General) Regulation 2005 (“the Regulation”) and the Guidelines for Risk Management and Internal Audit for Local Government in NSW (“Guidelines”) require each council in NSW to have:

- an Audit, Risk and Improvement Committee (“ARIC” or “Committee”) that continuously reviews and provides independent advice to Council on how it is functioning and managing risk;
- a robust Risk Management Framework that accurately identifies and mitigates the risks facing Council and its operations; and
- an effective Internal Audit Function that provides independent advice as to whether Council is functioning effectively and Council's internal controls to manage risk are working.

The three mandatory governance mechanisms are vital to ensure that Councils are doing the right things the best way they can for their communities and are on track to delivering their community's goals and objectives.

The NSW Office of Local Government established the Guidelines in December 2023, to assist councils to comply with statutory requirements under the Act and the Regulation.

The Committee is an advisory body only. It exercises no administrative functions, has no delegated financial responsibilities, and does not perform any management functions of Council.

The Committee provides independent advice to Council, which is informed by Council's internal audit and risk management activities, as well as information and advice provided by Council staff, relevant external bodies, and other subject matter experts.

The ARIC Workplan outlines the actions and activities that will be the focus of the Committee over the Council term of 2024-2028.

2 COMMITTEE MEMBERSHIP

Membership of the ARIC is currently comprised of the following members:

Independent Members:

- Robert Lagaida (Chair since 1 May 2025)
- Dr Meredith Caelli (since 31 October 2022)
- Glenn Inglis (since 17 September 2024).

Councillor Member:

- Cr Matt Sharpham (since 22 October 2024).

3 INTERNAL AUDIT ARRANGEMENTS

Internal Audit is established by authority of the Tamworth Regional Council, with its responsibilities defined in the Internal Audit Charter (“Charter”) approved by Council on endorsement of the ARIC.

The Charter provides the framework and authority for the performance of internal audit activities at Council.

Chief Audit Executive describes the person in the senior position responsible for managing the Internal Audit Function of an organisation. The Charter and the International Professional Practices Framework (“IPPF”) issued by the Institute of Internal Auditors (“IIA”), consistently refer to the role of Chief Audit Executive, however

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the Guidelines refer to this role as the Internal Audit Coordinator. At Council, the Chief Audit Executive is the Internal Auditor.

4 WORKPLAN

The Workplan (enclosed as Appendix 1) sets out the requirements of the Workplan, and allocates the frequency of review and planned year(s) of review during the Council term.

The review requirements of the initial year are split into each of the anticipated Committee meetings.

It is intended that an update of progress against the annual and Council term Workplan, including a subsequent annual meeting plan, will be provided to Council annually following the Committee's July/August meeting.

5 REVIEW OF THE WORKPLAN

The Workplan will be reviewed annually, with any material/significant changes endorsed by the ARIC and approved by Council.

6 APPROVAL OF THE WORKPLAN

Endorsed:

Audit Risk and Improvement Committee

30 October 2025

Approved:

Council

10 February 2026

Tamworth Regional Council ARIC Workplan 2024-2028

APPENDIX 1 – WORKPLAN

Plan Ref #	Terms of Reference Requirement [per Schedule 1 (s.428A of Act)]	Frequency (minimum)	Source/Supporting Documents and/or Actions Required	Yr 1 Oct	Yr 1 Feb	Yr1 Apr/ May	Yr 1 Jul/ Aug	Yr 2	Yr 3	Yr 4
Internal Audit				<i>Principle: Council has an effective internal audit function and receives maximum value from its internal audit activities.</i>						
1	Provide overall strategic oversight of internal audit ("IA") activities	Annual	IA Projects/Meet with Internal Auditor ("IAr")				x	x	x	x
2	Act as a forum for communication between the governing body, General Manager, senior management, the internal audit function and external audit	Always		x	x	x	x	x	x	x
3	Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions	Annual	IA Plan/External Auditor ("EAR") invited to ARIC		x			x	x	x
4	<i>Review and advise Council:</i>									
4.1	on whether Council is providing the resources necessary to successfully deliver the internal audit function	Annual	Meet with IAr/Assess IA Function				x	x	x	x
4.2	if Council is complying with internal audit requirements, including conformance with the International Professional Practices Framework	5 Yr*	Quality Assurance Improvement Program ("QAIP")/IA Charter/External Assessment			x				
4.3	if Council's internal audit charter is appropriate	Annual	IA Charter	x				x	x	x
4.4	whether the internal audit policies and procedures and audit/risk methodologies used by Council are suitable	4 Yr	Review IA Policies & Procedures							x
4.5	of the strategic four-year work plan and annual work plan of internal audits to be undertaken by Council's internal audit function	Annual	IA Plans		x			x	x	x

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4.6	if Council's internal audit activities are effective, including the performance of the IAr and the internal audit function	Annual	Assess IA Function/Meet with IAr				x	x	x	x
4.7	of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised	Qtr	IA Project Reports	x	x	x	x	x	x	x
4.8	of the implementation by Council of these corrective actions	Qtr	IA Action Plan	x	x	x	x	x	x	x
4.9	on the appointment of the internal auditor IAr	As Required								
4.10	on the appointment of the IA external providers ("IAEP")	As Required								
4.11	if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities	Annual	Meet with IAr/Assess IA Function				x	x	x	x
External Audit <i>Principle: Council receives maximum value from its external audit activities.</i>										
5	Act as a forum for communication between the governing body, General Manager, senior management, the internal audit function and external audit ("EA")	Always		x	x	x	x	x	x	X
6	Coordinate as far as is practicable, the work programs of internal audit and external audit	Annual	Annual Engagement Plan ("SEP")/IAr Invited to ARIC		x			x	x	x
7	<i>Provide input and feedback on the:</i>									
7.1	financial statements	Annual	Final Audited Fin Stmts	x				x	x	x
7.2	performance audit coverage proposed by external audit	Annual	AEP/ In Camera Sessions with the External Auditor		x			x	x	x
7.3	external audit services provided	Annual	Final & Interim Audit Mgmt Letters/AONSW Survey		x	x		x	x	x
8	Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations	Qtr	AEP/Audit Mgmt Letters/EA Action List	x	x	x	x	x	x	x

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9	Provide advice to the governing body and/or General Manager on action taken on significant issues raised in relevant external audit reports and better practice guides	Annual	Final Audit Mgmt Letter/AEP		x			x	x	x
Risk Management			<i>Principle: Council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.</i>							
10	<i>Review and advise Council:</i>									
10.1	if Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard	Annual	Review RMF			x		x	x	x
10.2	whether Council is providing the resources necessary to successfully implement its risk management framework	Annual	Meet with IAr/Assess RMF				x	x	x	x
10.3	whether Council's risk management framework is adequate and effective for identifying and managing the risks Council faces, including those associated with individual projects, programs and other activities	4 Yr	Review of RMF/IA Project Reports						x	
10.4	if risk management is integrated across all levels of Council and across all processes, operations, services, decision-making, functions and reporting	4 Yr	Review of RMF/IA Project Reports						x	
10.5	of the adequacy of risk reports and documentation, for example, Council's risk register and risk profile	Annual	RMF Risk Profile & Risk Appetite/Risk Register(s)/ARIC Meeting Papers		x			x	x	x
10.6	whether a sound approach has been followed in developing risk management plans for major projects or undertakings	Qtr	Major Projects Report	x	x	x	x	x	x	x
10.7	whether appropriate policies and procedures are in place for the management and exercise of delegations	4 Yr	Review of Delegations/IA Projects		x					
10.8	if Council has taken steps to embed a culture which is committed to ethical and lawful behaviour	4 Yr	Council Report to ARIC/Code of Conduct/Fraud and Corruption Policy/Risk Register(s)/IA Project Reports	x						

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10.9	if there is a positive risk culture within Council and strong leadership that supports effective risk management	Annual	IA Project Reports/Risk Register(s)/Risk Maturity Assessment		x			x	x	x
10.10	of the adequacy of staff training and induction in risk management	Annual	Council Report to ARIC/IA Project Reports/Risk Register(s)		x			x	x	x
10.11	how Council’s risk management approach impacts on Council’s insurance arrangements	Annual	Insurance Report(s)/Council Report to ARIC		x			x	x	x
10.12	of the effectiveness of Council’s management of its assets	4 Yr	Council Report to ARIC/IA Project Reports					x		
10.13	of the effectiveness of business continuity arrangements, including business continuity plans (“BCP”), disaster recovery plans and the periodic testing of these plans	Annual	Council Report to ARIC/IA Project Reports/BCP		x			x	x	x
Internal Controls			<i>Principle: Council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.</i>							
11	<i>Review and advise Council:</i>									
11.1	whether Council approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective	Annual	Review of IA Charter	x				x	x	x
11.2	whether Council has in place relevant policies and procedures and that these are periodically reviewed and updated	Annual	Policy Register(s)/IA Project Reports			x		x	x	x
11.3	whether appropriate policies and procedures are in place for the management and exercise of delegations	4 Yr	Review of Delegations/IA Projects		x					
11.4	whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with	4 Yr	Review of Delegations/IA Projects		x					
11.5	if Council’s monitoring and review of controls is sufficient	Qtr	IA & EA Action Lists/IA Project Reports/IA Plan	x	x	x	x	x	x	x
11.6	if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately	Qtr	IA & EA Action Lists	x	x	x	x	x	x	x

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Compliance			<i>Principle: Council has an effective compliance framework that ensures it is complying with its legal obligations and other governance and contractual requirements when undertaking its functions.</i>							
12	<i>Review and advise Council:</i>									
12.1	of the adequacy and effectiveness of Council’s compliance framework	4 Yr	Review of Compliance Framework/IA Project Reports					x		
12.2	on whether Council has appropriately considered legal and compliance risks as part of its risk management framework	Annual	Review of RMF/IA Project Reports		x			x	x	x
12.3	on whether Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements	4 Yr	Review of Compliance Framework/Council Report to ARIC/IA Project Reports					x		
12.4	on whether appropriate processes are in place to assess compliance	4 Yr	Review of Compliance Framework/Council Report to ARIC/IA Project Reports					x		
Fraud and Corruption			<i>Principle: Council has an effective fraud and corruption control framework in place that minimises the incidence of fraud and corruption.</i>							
13	<i>Review and advise Council:</i>									
13.1	of the adequacy and effectiveness of Council’s fraud and corruption prevention framework and activities	4 Yr	Review of Fraud and Corruption Prevention Framework/IA Project Reports						x	
13.2	whether Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information	Annual	Fraud Policy/Fraud Control Plans/Self Assessment Tool/Council Report to ARIC/IA Project Reports	x				x	x	x

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Financial Management			<i>Principle: Council has an effective financial management framework, sustainable financial position and positive financial performance.</i>							
14	<i>Review and advise Council:</i>									
14.1	if Council is complying with accounting standards and external accountability requirements	Annual	Audit Mgmt Letters/ Audited Fin Stmts		x			x	x	x
14.2	of the appropriateness of Council's accounting policies and disclosures	Annual	Audit Mgmt Letters/ Audited Fin Stmts		x			x	x	x
14.3	of the implications for Council of the findings of external audits and performance audits and Council's responses and implementation of recommendations	Annual	Audit Mgmt Letters/ Audited Fin Stmts /EA Action List		x		x	x	x	x
14.4	whether Council's financial statement preparation procedures and timelines are sound	Annual	AEP/Council Report to ARIC/Audit Mgmt Letters/EA Action List		x			x	x	x
14.5	the accuracy of Council's annual financial statements prior to external audit, including: <ul style="list-style-type: none"> management compliance/representations significant accounting and reporting issues the methods used by Council to account for significant or unusual transactions and areas of significant estimates or judgements appropriate management signoff on the statements 	Annual	Council Report to ARIC/Audit Mgmt Letters/EA Action List/Budget and Long Term Financial Plan/QBRS every quarter				x	x	x	x
14.6	if effective processes are in place to ensure financial information included in Council's annual report is consistent with signed financial statements	Annual	Draft Council Annual Report/Audited Fin Stmts	x				x	x	x
14.7	if Council's financial management processes are adequate	Annual	IA & EA Action List/IA Project Reports/Audit Mgmt Letters		x			x	x	x
14.8	the adequacy of cash management policies and procedures	Annual	IA Projects/Audit Mgmt Letters		x			x	x	x
14.9	if there are adequate controls over financial processes, for example: appropriate authorisation and approval of payments and transactions <ul style="list-style-type: none"> adequate segregation of duties 	Annual	Audit Mgmt Letters/IA Projects/IA & EA Action		x			x	x	x

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	<ul style="list-style-type: none"> timely reconciliation of accounts and balances review of unusual and high value purchases 		List/Council Report to ARIC							
14.10	if policies and procedures for management review and consideration of the financial position and performance of Council are adequate	4 Yr	IP&R Review/IA Projects/Audit Mgmt Letters/Council Report to ARIC		x					
14.11	if Council's grants and tied funding policies and procedures are sound	4 yr	Grant Funding Policy & Procedure Review/IA Projects/Audit Mgmt Letters/Council Report to ARIC							x
Governance			<i>Principle: Council has an effective governance framework to ensure it is appropriately directing and controlling the management of Council.</i>							
15	Review and advise Council regarding its governance framework, including its:									
15.1	decision-making processes	Annual	Policy Register/IA Project Reports			x		x	x	x
15.2	implementation of governance policies and procedures	Annual	Policy Register/IA Project Reports			x		x	x	x
15.3	reporting lines and accountability	4 Yr	Organisation Structure/Delegations Register/Council Report to ARIC		x					
15.4	assignment of key roles and responsibilities	4 Yr	Organisation Structure/Delegations Register/Council Report to ARIC		x					
15.5	Tamworth Regional Council Committee structure	4 Yr	Council Report to ARIC		x					

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15.6	management oversight responsibilities	Annual	Organisation Structure/Delegations Register/Policy Register/ IA Project Reports		x			x	x	x
15.7	human resources and performance management activities	Annual	Council Report to ARIC/ IA Project Reports				x	x	x	x
15.8	reporting and communication activities	As Required	IA Project Reports							
15.9	information and communications technology ("ICT") governance	Annual	IA Project Reports/Audit Mtmt Letters	x				x	x	x
15.10	records management and governance of the use of data, information and knowledge	As Required	IA Project Reports							
Strategic Planning			<i>Principle: Council has an effective framework that ensures it achieves its strategic plans and objectives under the integrated planning and reporting (IP&R) framework.</i>							
16	<i>Review and advise Council:</i>									
16.1	of the adequacy and effectiveness of Council's integrated planning and reporting (IP&R") processes	Annual	IP&R Review/Council Annual Report/Council Report to ARIC		x			x	x	x
16.2	if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives	Annual	IP&R Documents/ Council Annual Report/ Council Report to ARIC/Delivery Program every 6 months		x			x	x	x
16.3	whether Council is successfully implementing and achieving its IP&R objectives and strategies	Annual	IP&R Documents/ Council Annual Report/Council Report to ARIC		x			x	x	x

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Service Reviews and Business Improvement			<i>Principle: Council has an effective framework to ensure it is delivering services and conducting its business and functions to an expected standard.</i>							
17	Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW Government agencies, Commonwealth Government agencies, insurance bodies)	Always		x	x	x	x	x	x	x
18	<i>Review and advise Council:</i>									
18.1	if Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance	4 Yr	Review of Service Management Framework/Council Annual Report/IA Project Reports/ Council Report to ARIC							x
18.2	if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance	Annual	Council Annual Report/IA Project Reports/ Council Report to ARIC				x	x	x	x
18.3	how Council can improve its service delivery and Council's performance of its business and functions generally	Always		x	x	x	x	x	x	x
Performance Data Measurement			<i>Principle: Council's performance management framework ensures Council can measure its performance and if it is achieving its strategic goals.</i>							
19	<i>Review and advise Council:</i>									
19.1	if Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives	Annual	Council Report to ARIC/ IA Project Reports		x			x	x	x
19.2	if the performance indicators Council uses are effective	Annual	Summary of IP&R Documents/Council Annual Report		x			x	x	x
19.3	of the adequacy of performance data collection and reporting	Annual	Council Report to ARIC/ IA Project Reports		x			x	x	x

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Additional Tasks Not Included On Schedule 1										
20	Review/update annual and strategic work plan	Annual	Annual & Four Year Work Plan				x	x	x	x
21	Review ARIC Terms of Reference	Biennial	Terms of Reference					x		x
22	ARIC Annual Report to Council	Annual	ARIC Annual Report		x			x	x	x
23	Agree ARIC meeting schedule for the next fiscal year, including any 'Special Meeting' dates for reviewing draft and/or final audited financial statements	Annual	AEP		x			x	x	x
24	The committee will provide a comprehensive assessment every Council term of the matters listed in Schedule 1 to the Governing body and the General Manager... Guidelines p87	4 Yr					x			x
25	Annual Attestation by the General Manager	Annual	Annual Attestation	x				x	x	x

**Stronger Together:
Resilient. Productive. United**

**2026
National
General
Assembly
Discussion Paper**
National Convention Centre Canberra



ALGA
Australian Local
Government Association

The Australian Local Government Association (ALGA) is pleased to convene the 32nd National General Assembly of Local Government (NGA), to be held in Canberra in June 2026.

As convenor of the NGA, the ALGA Board warmly invites all councils to send representatives to this important national event. The final date for the NGA will be confirmed once the 2026 Federal Government Parliamentary sitting calendar is released.

The NGA is the premier national gathering of local governments. It gives councils a chance to come together, share ideas, debate motions, and strengthen the relationship between local government and the Australian Government.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2026 National General Assembly of Local Government (NGA).

It is recommended that all councils and delegates intending to attend the 2026 NGA familiarise themselves with the guidelines for motions contained in this paper.

KEY DATES

27 October 2025 | Opening of Call for Motions

27 February 2026 | Acceptance of Motions closes

TO SUBMIT YOUR MOTION

VISIT: [ALGA.COM.AU](https://alga.com.au)

ALGA AND THE NGA – WORKING FOR YOU

Established 1947, ALGA is a federation of member state and territory associations. Its mission is to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and our communities.

Since 1994, the NGA has raised the profile of local government on the national stage, showcasing the value of councils and demonstrating – particularly to the Australian Government – the strength and value of working with local government to deliver on national priorities.

Debate on motions was introduced to the NGA as a vehicle for councils from across the nation to canvas ideas. Outcomes of these debates (NGA Resolutions) can be used by councils to inform their own policies and priorities, as well as their advocacy when dealing with federal politicians.

At the same time, they help ALGA and its member state and territory associations gain valuable insight into council priorities, emerging national issues, and the level of need and support for new policy and program initiatives.

Given ALGA's structure, Constitution, and resources, the NGA resolutions do not bind ALGA. However, NGA resolutions are carefully considered by the Board to determine ALGA's policies, priorities and strategies to advance local governments within the national agenda.

This is your NGA, and ALGA is pleased to act as the convenor. ALGA's policies and priorities will continue to be determined by the ALGA Board in the interests of all councils.

We encourage councils to consider the topics and guidance in this paper as you develop your motions.

The ALGA Board thanks all councils for attending the NGA 2026 and those who submit motions for debate.

SUBMITTING MOTIONS

The National General Assembly of Local Government (NGA) gives you and your council an important opportunity to influence the national policy agenda.

The Australian Local Government Association (ALGA) Secretariat has prepared this short discussion paper to help you identify motions that address the NGA 2026 theme of “Stronger Together: Resilient. Productive. United.” This theme encourages debate on how councils across Australia can become more resilient, contribute to the nation’s productivity agenda, and present a united voice to the federal government on key issues in the national sphere.

We encourage you to read all the sections of the paper. We have included guiding questions to assist in developing your motion, but you do not have to respond to every question. You can address one or more of the issues identified in the discussion paper with your motion.

Your NGA motion should focus on how local governments can work in partnership with the Australian Government to address the challenges our communities face or seize the opportunities that are national priorities.

Each year the Secretariat receives a high volume of motions. Councils are encouraged to submit only their highest-priority motions and ensure it meets the criteria below. Multiple motions on a similar topic may be re-written into a single strategic motion, and councils will be invited by the Secretariat to put their council name to the proposal.

HOW TO SUBMIT

- Each motion requires a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council.
- You can lodge motions electronically using the online portal available at www.alga.asn.au
- **Motions should be received no later than 11:59 pm AEST on Friday 27 February 2026.**

WHO CAN SUBMIT A MOTION

- Any council that is a financial member of their state or territory local government association can submit a motion.
- We will not accept motions submitted on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and debate it on the floor of the NGA, you must meet the following criteria:

- > Submit a new motion that has not been debated at an NGA in the preceding two years as found in previous business papers on the ALGA website.
- > Ensure your motion is relevant to the work of local government across the nation, not focused on a specific location or region, unless the project has national implications.
- > Align your motion with the policy objectives of your state and territory local government association.
- > Propose a clear action and outcome on a single issue, calling on the Australian Government to take action. Motions covering more than one issue will not be accepted.
- > Ensure the motion does not seek to advantage one or a few councils at the expense of others.
- > Avoid being prescriptive in directing how the matter should be pursued.

WRITING TIPS

Motions should seek the NGA's support for a particular action or policy change at the federal level which will assist local governments to meet local community needs.

- > Start with: "This National General Assembly calls on the Australian Government to...".
Be concise, clearly worded, and unambiguous.
- > Use the background section of the form to help delegates understand your issue.
- > Keep your motion to 100 words, the national objective to 100 words, and the key arguments to 150 words.

PROCESS OF SELECTION

The ALGA Secretariat will review motions for quality control and consistency with the criteria.

- > With the agreement of the relevant council, we may edit motions to ensure consistency.
- > If we have any questions about the substance or intent of a motion, we will raise these with the nominated contact officer.
- > Where there are multiple motions on a similar issue, the Secretariat may combine them into a single overarching strategic motion and invite the council to attach their name to the strategic motion.
- > Motions that reflect existing ALGA policy will be noted in the Business papers—but will not be included for debate, as they have already been covered in existing ALGA advocacy and policy positions.

The ALGA Board provides final decision on which motions are included in the Business paper.

- > The ALGA Board and state and territory local government associations will review all submitted motions to determine their eligibility.
- > The ALGA Board will consider the importance and relevance of the issue to local government and whether the motions meet all the criteria.
- > The ALGA Board will refer any motion primarily concerned with local or state issues to the relevant state or territory local government association and it will not include it in the NGA Business Papers.

WHO WILL SPEAK TO THE MOTION AT NGA?

We expect any council that submits a motion to be present at the National General Assembly to move and speak to the motion. The decision on the speaker is at the discretion of the council.

AFTER THE NGA

The resolutions of the NGA will be referred to the relevant federal Minister as an outcome of the NGA. Resolutions passed at the NGA do not become binding policy on ALGA, with policy positions to remain at the discretion of the ALGA Board.

All NGA resolutions will be published on www.alga.com.au.

As the host of the NGA, ALGA will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on the ALGA website.

OTHER THINGS TO CONSIDER

- > It is important to complete the background section of the submission form. Do not assume NGA delegates will know the background of the proposal. This section helps all delegates to understand your motion and informs decision making. Please note, motions should not be prescriptive in directing how the matter should be pursued.
- > Keep motions practical, focussed and can be implemented. This ensures that relevant Australian Government Ministers can respond thoughtfully and promptly. Avoid complex motions with multiple points that require cross-portfolio implementation.
- > If there are any questions about a motion, ALGA will contact the nominated officer. With the council's agreement, these motions may be edited before being included in the NGA Business Papers.
- > Debate will follow the rules published in the Business Papers and will focus on the strategic motions.

SETTING THE SCENE

In the face of evolving challenges and opportunities, local governments around Australia stand at the forefront of driving resilience and productivity. Local governments know we are stronger together and the importance of unity across all levels of government. The theme for this year's NGA, **Stronger Together: Resilient. Productive. United**, underscores the pivotal role councils play in shaping the nation's future and delivering national priorities.

As the backbone of local communities, councils are uniquely positioned to implement place-based solutions that address both local needs and national priorities. This year's NGA encourages debate on how councils can enhance their resilience, contribute meaningfully to the nation's productivity agenda, and present a cohesive voice to the federal government on critical issues.

By fostering collaboration and innovation, local governments can lead the way in creating sustainable and thriving communities.

The 2026 NGA provides you - the elected representatives of Australia's local councils and communities - with the opportunity to engage with the Federal Government and key Ministers, ensuring that the voices of local communities are heard at the national level.

In this context, this year's call for motion focusses on ten priority areas:

- Financial sustainability
- Emergency management
- Housing and planning
- Roads and infrastructure
- Closing the Gap
- Jobs and skills
- Environment
- Cyber security
- Climate change
- Intergovernmental relations.

1. FINANCIAL SUSTAINABILITY

Financial sustainability is the biggest challenge facing Australia's local governments which is why it remains one of ALGA's top priorities. Sustainably funded, councils can play a key role delivering local solutions to national priorities.

The 2025 Parliamentary inquiry interim report into local government sustainability confirmed that the role of councils has evolved and expanded over time, putting significant pressure on local government budgets. It is critical the Federal Government reinstates and finalises the Parliamentary inquiry into local government sustainability.

For almost one in four councils, federal Financial Assistance Grants make up at least 20 per cent of their annual operating revenue. This funding is untied, meaning it can be used to address local priorities.

Over the past 30 years, the value of Financial Assistance Grants as a percentage of Commonwealth taxation revenue has dropped from 1% in 1996 to just 0.5% today. To address this, ALGA is advocating for a **return to 1% of Commonwealth taxation revenue for local government over the next three years.**

ALGA also proposes five new, untied funding streams to be distributed to all councils on a formula basis, including:

- \$1.1 billion per year for enabling infrastructure to unlock housing supply,
- \$500 million per year for community infrastructure,
- \$600 million per year for safer local roads,
- \$900 million per year for increased local government emergency management capability and capacity, and
- \$400 million per year for climate adaptation.

Additionally ALGA advocates for permanent, full membership of National Cabinet, the Council on Federal Financial Relations and the Local Government Ministers' Forum to ensure local perspectives are considered in national decision making.

What are the opportunities to address financial sustainability across councils, and support their capacity to deliver local solutions to national priorities?

Are there improvements to be made to existing federal funding programs and arrangements that would support improved local government financial sustainability?

2. EMERGENCY MANAGEMENT

The frequency, duration, and severity of natural disasters in Australia are a major concern for local governments.

Between 2019 and 2023, 434 of Australia's 537 councils faced natural disasters. Since 2020, 346 councils have dealt with at least two or more natural disasters. These numbers highlight that Australia will likely face more frequent and severe climate-driven disasters in the future, as noted by the 2025 Australian National Climate Risk Assessment (NCRA). Regional communities, which have the least capacity to plan and respond to natural disasters, are often hit the hardest. However, the NCRA also warns that even areas that have never experienced disasters will face one at some point as the climate continues to warm.

More frequent disasters will further strain emergency services and disaster response and recovery efforts at all levels of government. Natural disasters currently cost Australia \$38 billion per year in direct physical damage, economic disruption, and social impacts, affecting millions of people. This figure is forecast to rise to approximately \$73 billion by 2060.

Councils are crucial in supporting their communities during and after disasters, but do not have enough funding to carry out these functions. They are already stretched thin, with many councils facing financial instability, and the increasing frequency of disasters has a cumulative financial impact.

Investing more in disaster prevention and resilience, as well as boosting local government emergency management response funding, will save money in the long run and better protect lives, homes, and businesses. Every dollar spent on reducing the impact of climate-related disasters saves the government up to \$8 in the long term.

ALGA is asking for \$900 million per year to help councils improve their disaster response and resilience. They also want the Commonwealth to fully implement the recommendations from the Royal Commission into National Natural Disaster Arrangements and other major reviews, including the Independent Review of National Natural Disaster Governance Arrangements (the Glasser Review) and the Independent Review of Commonwealth Disaster Funding (the Colvin Review)

The Independent Reviews by Colvin and Glasser support a strategic shift towards disaster risk reduction and resilience. The Colvin Review recommended a major capacity uplift for local government and an enhanced national training and exercise regime which tests and builds local government capability. However, while ALGA notes the need to invest in risk-reduction and resilience-building initiatives, embedding recovery at all points along the emergency management continuum, should always be at the front of mind for all levels of government. ALGA's response to these Reviews reiterated the need for a sustainable funding model for disasters through a non-competitive pathway, and dedicated funding for local government.

Councils are encouraged to draw on their practical experience of the improvements that could be made to better support them in preparing, responding to, and recovering from, natural disasters.

Please note that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Australian Government could assist.

What new programs, or improvements to existing programs, could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?

How can the Government best support Australian councils to prepare for, respond to and recover from natural disasters?



3. HOUSING AND PLANNING

Australia is experiencing an affordable housing crisis, with a lack of housing supply impacting on homeowners and renters.

The crisis is leading to more people experiencing homelessness and struggling with housing insecurity and affordability.

In many jurisdictions, local government performs a key role in zoning and approving housing and delivering enabling infrastructure. However, councils are often unfairly blamed for delays in housing approvals when most applications that meet the requirements are processed quickly and efficiently.

One of the biggest barriers to building more homes is a lack of funding for enabling infrastructure, including the roads, power and water connections necessary for new developments.

The National Housing Accord – which ALGA is a signatory to on behalf of local government – sets an ambitious national target of 1.2 million new, well-located homes over the next five years. According to ALGA's research, it will cost at least \$5.7 billion to build the infrastructure needed to meet the national housing target. This is in addition to the existing funding gaps for local government infrastructure, which is estimated to be between \$50-\$55 billion for replacing infrastructure in poor condition (2024 National State of the Assets Report).

The 2024 Addressing the Housing Crisis: Unlocking Local Government's Contribution Report by Equity Economics found that 40% of surveyed local governments have reduced new infrastructure developments due to insufficient funding for enabling infrastructure required to support new housing, further exacerbating the housing crisis.

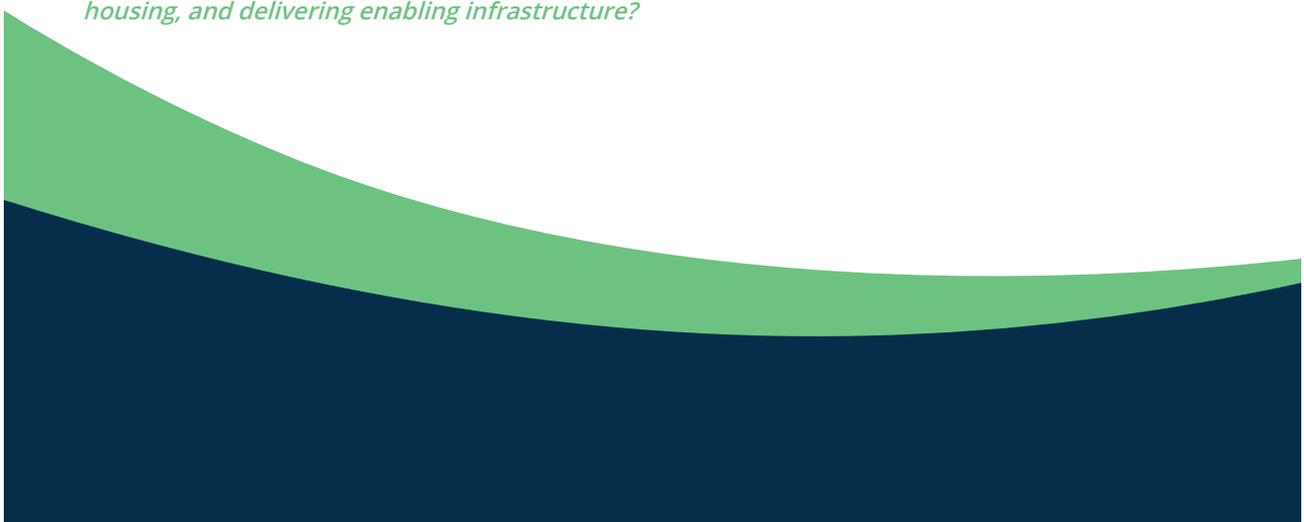
ALGA is calling for a new five-year, \$1.1 billion annual fund that would be provided to all councils to get the foundations right for increasing Australia's housing supply.

We are advocating for local governments to be provided with \$500 million per year for critical and community infrastructure and assets that will help create more liveable communities.

ALGA is also seeking a seat at the table for national discussions on housing policy, including full membership of National Cabinet and the Housing and Homelessness Ministerial Council.

What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?

How can local governments be better supported in their role in planning and approving housing, and delivering enabling infrastructure?



4. ROADS AND INFRASTRUCTURE

Local governments are responsible for about one-third of Australia's public infrastructure, including local roads, buildings, facilities, airports, water and land.

According to ALGA's 2024 National State of the Assets report, Australia's councils manage over \$600 billion worth of assets and infrastructure, which is about ten times their annual revenue.

This makes local governments the most asset-intensive level of government. Councils manage local roads, which make up around 75% of the national road network, totalling more than 650,000 km. These roads serve every Australian and business daily, and are key to Australia's productivity.

Safer roads

The unacceptable number of deaths and serious injuries on Australian roads has continued to rise every year since 2020.

Tragically, around half of all fatal road crashes occur on local roads in regional areas. During the 12 months ending August 2025 there were 1,353 road deaths, 4.3% higher than the same time in the previous year, according to national road safety data.

Effectively funding the maintenance and necessary safety upgrades of Australia's local road network is a big challenge, and despite recent increases in the federal Roads to Recovery funding, there is still a \$500 million per year shortfall, according to the 2023 Grattan Institute's Potholes and Pitfalls report.

ALGA is calling for \$600 million per year safer roads fund – with \$500 million for infrastructure improvements and \$100 million for road safety programs – to support all councils to play a more effective role reducing deaths on Australian roads.

Community infrastructure

Local government libraries, playgrounds, bike paths and community centres are vital to the wellbeing and liveability of communities. However, many of these facilities need significant attention and upgrades.

According to ALGA's 2024 National State of the Assets report, around \$8.3 billion of local government buildings and facilities and \$2.9 billion of parks and recreation assets are in poor condition.

On a positive note, since 2021, the amount of local government buildings and facilities in poor condition has fallen from 10 per cent to eight per cent. This is the result of increased federal investment through the Local Roads and Community Infrastructure program, from both the Coalition and Labor governments since 2020.

Unfortunately, this program has ceased and there is an urgent need for ongoing and significant community infrastructure. ALGA is proposing a \$500 million per year community infrastructure fund – to be provided to all councils – to build, (and importantly), maintain and upgrade the local facilities that make communities great.

Are there new programs or initiatives that the Australian Government could adopt to improve the long-term sustainability of local government roads and community infrastructure?

Are there programs or initiatives that the Australian Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?

Are there opportunities for the Australian Government to support councils to invest in local infrastructure that will help address national priorities?

5. CLOSING THE GAP

Local governments play a crucial role in closing the gap between Indigenous and non-Indigenous Australians. ALGA is a signatory to the National Agreement on Closing the Gap Partnership, which focuses on four priority reform targets and 19 socio-economic targets in areas like education, employment, health, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

Local governments are uniquely positioned to support partnerships that address long-term service gaps and ensure their delivery. However, the Productivity Commission Review of the National Agreement on Closing the Gap found that Federal and state governments are not adequately supporting or involving local governments in these reforms.

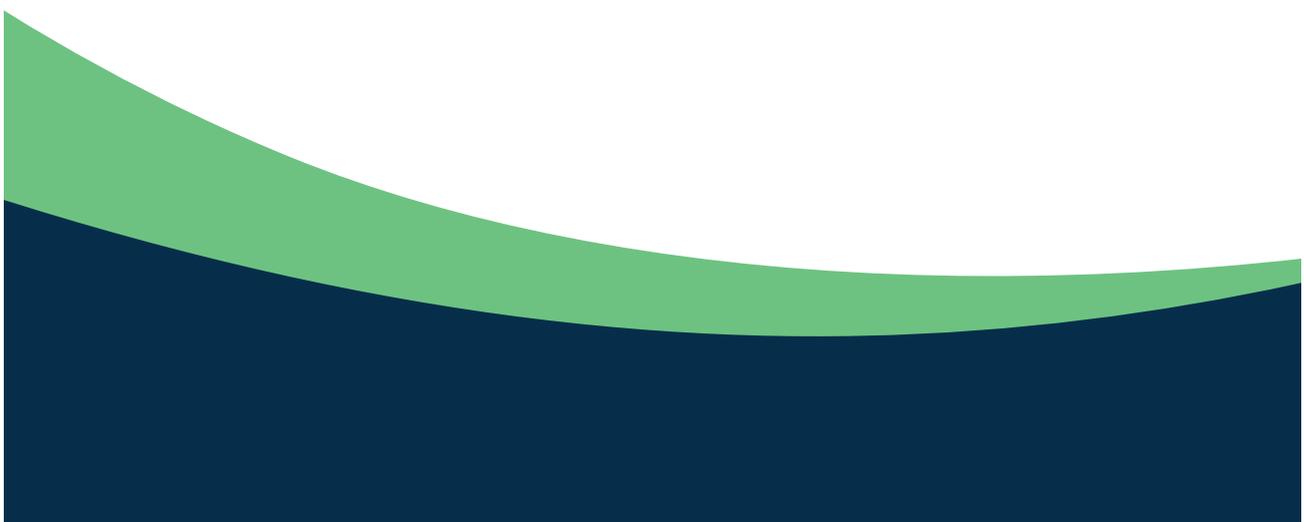
ALGA is calling for more resourcing and funding for local government, to support place-based initiatives or broader programs to enable councils to better facilitate and meet Closing the Gap objectives in their communities.

ALGA is also advocating for the Commonwealth to:

- Establish a national framework/set of protocols outlining which Federal Government departments/agencies should engage with local government in place-based initiatives, and planning for community-level projects or expenditure.
- Seek greater local government input in programs that impact on Closing the Gap targets to better shape programs with local knowledge and the needs of specific communities.
- Develop programs, with state and territory governments, to include funded support positions for local government coordination and partnership efforts (including member associations).
- Recognise councils with majority or all Aboriginal-elected members as key service delivery bodies in policy and program development.

Are there programs or initiatives that the Australian Government could adopt to assist local government to advance reconciliation and close the gap?

Are there practical programs or initiatives that local government and the Australian Government could introduce to maintain, build and strengthen the level of trust between Aboriginal and Torres Strait Islanders and governments?



6. JOBS AND SKILLS

Australia's jobs and skills crisis is significantly impacting local governments, which employ around 213,000 people nationwide. ALGA's 2022 Local Government Workforce Skills and Capability Survey found that nine out of ten Australian councils face jobs and skills shortages, hindering project and service delivery.

Town planners, building surveyors, and engineers are the most in-demand professions. These roles are crucial for supporting and enabling communities to become more resilient and to help boost local economic growth and national productivity. National priorities, such as increasing housing supply, cannot be achieved without local government support and the right professionals to undertake this work.

Several factors drive these skill shortages, including difficulty attracting young people to local government jobs, lack of available training courses, wage competition, and insufficient resources to upskill the current workforce. This includes access to training facilities for rural and remote councils, workplace supervisors, subject matter experts, and contextualized training resources.

Councils urgently need more federal funding to invest in workforce development and training programs, attract workers to regional areas, and address broader skills shortages in the national economy. ALGA is calling for the Federal Government's National Skills Plan to acknowledge the vital role of local governments as employers in training and skills development. ALGA also seeks funding opportunities for council employees to access training for identified skills shortage areas, especially in regional and remote communities.

Additionally, it is important for the Commonwealth to undertake a national audit of institutions offering urban and land use planning, building surveyors, and engineering qualifications, and to identify more readily available pathways for regional and remote study.

Are there programs or initiatives that the Australian Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?

Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?

Are there other initiatives that the Australian Government could provide to improve the sector's ability to plan and develop skills fit for the future?

7. ENVIRONMENT

Local governments play a crucial role in protecting our local environment including places, flora and fauna.

Councils spend more money on environmental protection than any other level of government. According to SGS Economics and Planning, councils spent \$6.75 billion in 2021-22 on biodiversity, biosecurity, water management, and waste management. By comparison, states and territories spent \$6.62 billion, and the Commonwealth allocated \$6.7 billion over the same period.

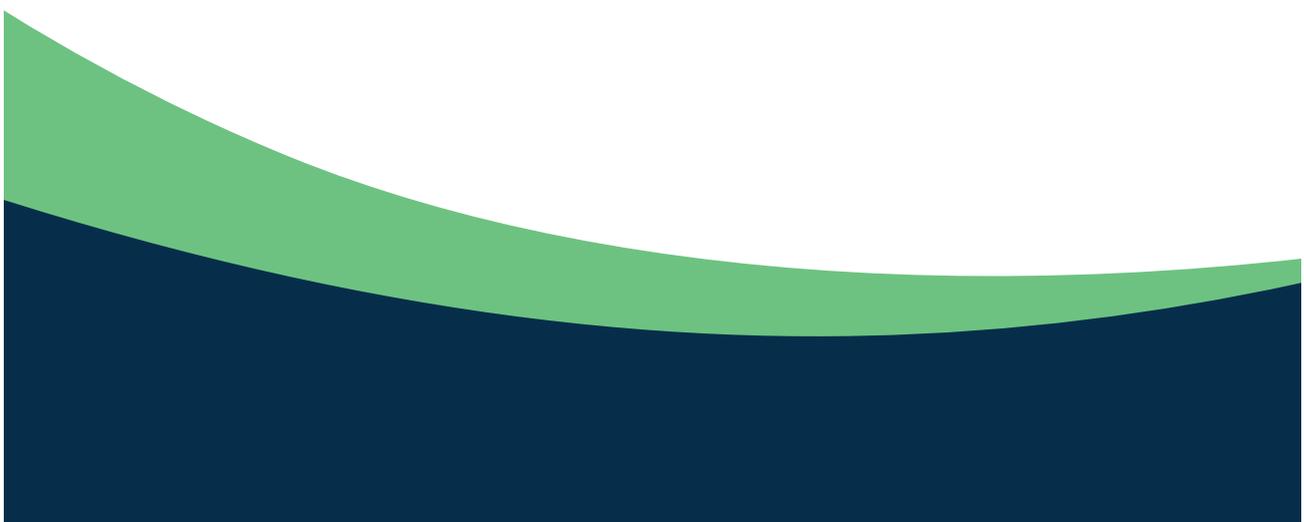
Local government is also key in improving waste management and resource recovery to reduce pollution, maintain communities and keep people healthy. However, as the Australian Government recently reported, we are running out of viable landfill space and circular economy solutions are required.

Local governments are ideal partners for on-the-ground action to deliver environmental priorities and outcomes, but they need better funding and support.

Councils bring a local, community-based and integrated approach to managing environmental issues, including weed and pest management, monitoring and protecting threatened species, contributing to water security and enhancing biodiversity.

ALGA is calling on the Federal Government to:

- Fund councils to support the delivery of national environmental outcomes. This includes outcomes stipulated in international conventions, threatened species action plans, matters of national, state, and local environmental significance, and any new obligations/expectations under reforms to the Environmental Protection and Biodiversity Conservation (EPBC) Act.
- Fund local governments to manage environmental threats, including pests, weeds, and biosecurity threats.
- Ensure local government is appropriately recognised and engaged through environmental law reform processes.
- Seek agreement, under the National Water Initiative, on the overarching social, cultural, economic and environmental outcomes and goals for water on a national and holistic basis, and action planning and funding and achieve these outcomes and goals.



Waste management and resource recovery

Collecting, treating, and disposing of waste costs local governments an estimated \$3.5 billion annually.

The 2022 National Waste report revealed waste generation has increased 20 per cent over the last 15 years (8.3 per cent coming from municipal waste). Although, recycling and recovery of Australia's core waste has increased by 57 per cent since 2006-07, Australia still has one of the lowest rates of recycling among OCED countries.

The responsibility and cost for waste reduction in Australia should be borne by industry, and not local governments.

Implementing mandatory product stewardship, including payments to local governments for any residual resource recovery services, would ensure producer responsibility is operationalised and reduce the cost and risk burden on councils.

ALGA is advocating for the Federal Government to:

- Establish a mandatory product stewardship approach for waste materials and ensure product stewardship schemes include, and are effective, in regional and remote areas.
- Ban the importation and manufacturing of products containing identified contaminants.
- Prioritise national policy attention to waste streams with the highest potential to improve environmental outcomes, reduce costs to local government, and create economic opportunity.
- Introduce a 'local government impact assessment' into national waste policy and reform processes to ensure council interests are systematically incorporated into policy design.

How could the Australian Government partner with local government to strengthen Australia's environmental services and infrastructure?

What new programs could the Australian Government partner with local government in to progress local regional and national objectives?

What actions and investments should the Australian Government prioritise to improve resource recovery rates?

What initiatives and approaches should the Australian Government take to improve waste, recycling and resource recovery in regional, rural and remote LGAs?

What are the most significant opportunities in the circular economy and how can the Australian Government engage with local governments to leverage these opportunities?



8. CYBER SECURITY

Cyber security is a growing risk for all Australian governments and businesses, and councils are not immune. However many local governments are under-resourced and struggle to deal with increasingly sophisticated cyber threats and attacks.

Local governments manage large amounts of sensitive data about communities and community members, including private information from the aged care, health, and social services they deliver. Furthermore, most councils are responsible for managing critical infrastructure, including water, waste, power networks, and transport systems.

Councils need greater support to strengthen their cyber security preparedness and response capability, and protect valuable data.

ALGA is calling for greater funding and support from the federal government to improve cyber security capability and capacity across the local government sector.

Drawing upon your council's experience, and your knowledge of other councils within your state or territory, are there programs and initiatives that the Australian Government could implement to help local government develop its digital technology services and infrastructure?

Are there actions the Australian Government could take to improve cyber security within the local government sector?

9. CLIMATE CHANGE

The impacts of climate change – including from more frequent and severe natural disasters, coastal erosion and rising temperatures – are being felt right across every community.

Councils, being the closest government to communities, are crucial in creating a sustainable future and helping the Federal Government achieve net zero emissions by 2050. However, they need support to manage these impacts.

Climate adaptation

Local governments are on the frontline of climate adaptation. They build public swimming pools to keep people cool, plant trees for shade, and upgrade stormwater systems to handle heavy rains. With their local knowledge and leadership, they play a vital role in addressing climate risks and seizing new opportunities from new industries and achieving national climate adaptation objectives.

Councils are already investing significantly in climate adaptation, but they need more support to match the scale of the challenges. ALGA's modelling shows that councils deliver \$0.8 to \$3.1 in benefits for every \$1 invested. A \$2 billion investment by 2030 could benefit local communities by \$2.2 to \$4.7 billion.

ALGA is calling for a new \$400 million per year climate adaptation fund, to be distributed across all councils to provide local, place-based solutions to Australia's changing climate.

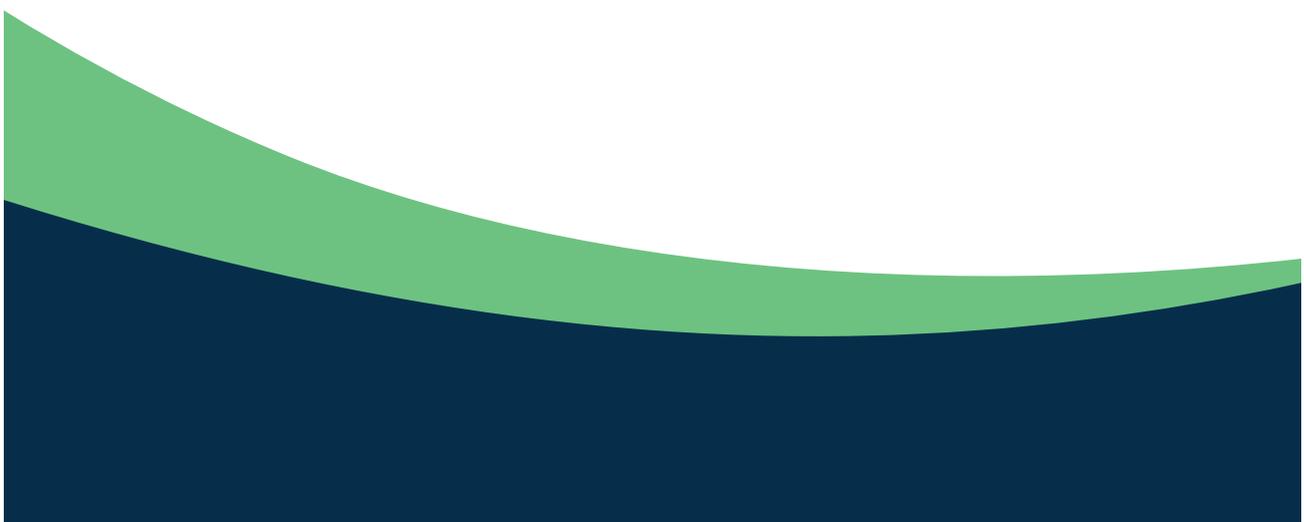
We are also asking the Federal Government to:

- Streamline and make it easier for local governments to undertake climate risk management. This should involve implementing a voluntary climate risk framework for local government which supports consistent climate risk assessment, reporting, decision making and expenditure.
- Develop, operate and maintain an information and data suite designed specifically for local government adaptation use (on an opt-in basis).

Emissions reduction

The Australian Local Government Climate Review 2024 found that 86% of councils (out of 120 respondents) had an emissions inventory. However, they face barriers in reducing corporate emissions, such as internal resourcing (69%), funding (64%), and staff capability (40%).

While councils are committed to reducing emissions locally, they need more funding to avoid burdening ratepayers and to allow communities to benefit from low-emissions technologies sooner.



ALGA is asking the Federal Government to:

- Collaborate with local governments as part of a multi-level governance approach (per the Australian Government's pledge to the Coalition for High Ambition Multilevel Partnerships) to undertake strategic planning and prioritisation of net zero projects, infrastructure and service needs on a regional level.
- Fund emissions reduction plans with local governments across states and territories to facilitate a place-based approach to achieving net zero communities.
- Expand, and make more accessible, existing funding programs which enable local governments to reduce emissions and support community emissions reduction.
- Provide councils with accessible and nationally harmonised tools to maintain pace with trends in emissions measurement and reporting.
- Ensure local governments are compensated where emissions reduction processes place additional pressure on services and infrastructure (e.g, heavier EV truck impact on maintenance/standards of roads/bridges).

Renewable energy transition

Local governments are crucial partners in the transition to net zero. They engage with project proponents, negotiate community benefits, provide trusted information to residents, and manage the impacts of large projects on roads, housing, and local skills.

Councils strive to create a positive long-term legacy while balancing the immediate risks and impacts of the transition.

ALGA is asking the Federal Government to:

- Create a program of work dedicated to understanding local government experiences with renewable energy transition in their local area and region and develop specific supports for local governments.
- Establish a national approach and mechanism for cost recovery to local governments for the role of brokering benefits between project proponents and their communities, benefitting all Australians.
- Develop and maintain regional plans and a national map demonstrating zoning for prospective and proposed renewable energy projects and transmission corridors.

Noting the Australian Government's approach to reducing emissions, are there partnerships, programs, and initiatives that local government and the Australian Government can form to achieve Australia's 2050 net zero emissions target?

What are the opportunities to support councils to increase community resilience to the impacts of climate change?

What support do councils need to ensure that renewable energy projects deliver lasting benefits to the communities that house them?

What are the most significant climate risks being faced by local governments and what approach should the Australian Government take to supporting councils?

What roles and responsibilities for emissions reduction and climate risk management is your council shouldering that should be primarily managed by other levels of government? How should this responsibility be shared or rebalanced?

What are the most significant emissions reduction opportunities for your council and what could the Commonwealth provide to enable you to implement these opportunities?

10. INTERGOVERNMENTAL RELATIONS

ALGA has unique access and insight into government decision-making in Australia.

We represent local government at Ministerial Councils and forums on a range of key issues including transport, emergency management, energy, climate, environment, planning, culture and Closing the Gap.

At these meetings, ALGA's leaders provide a powerful and strong voice for councils and communities, and ensure local perspectives are considered in national policy development.

However, ALGA does not have a permanent voice on National Cabinet – the main forum linking all governments across the nation.

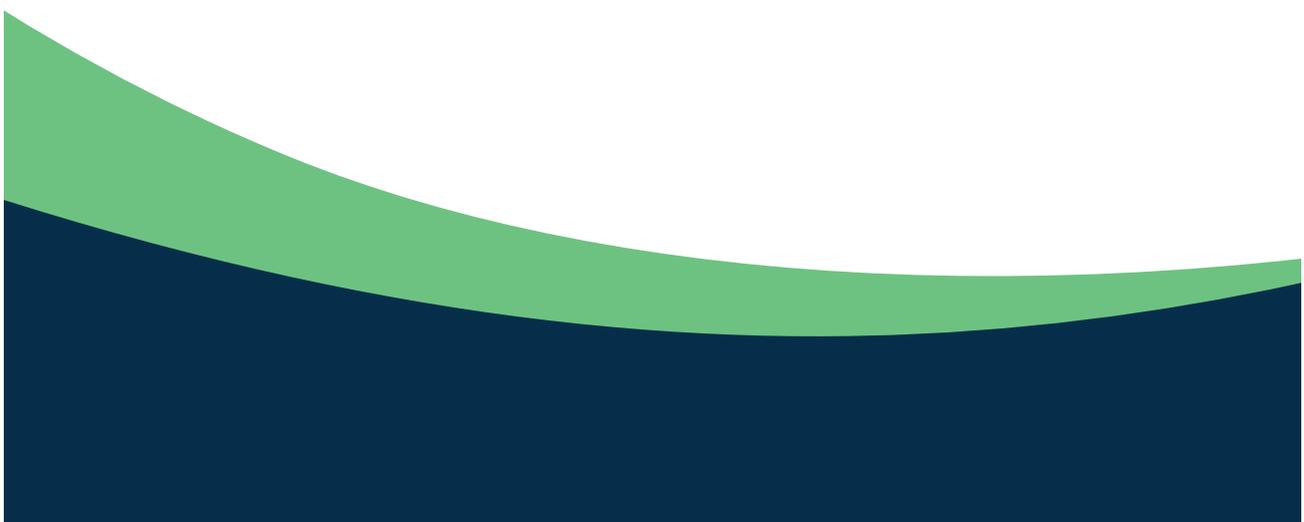
For almost 30 years, ALGA was a valued member and contributor to the Council of Australian Governments (COAG). However, ALGA's membership did not carry over when COAG transitioned to National Cabinet in 2020, and ALGA now only attends one meeting each year as an observer. ALGA is also invited to attend one meeting per year of the Council on Federal Financial Relations.

ALGA is calling on the Federal Government to return ALGA as a full member of National Cabinet with ongoing membership and voting rights. This will enable local government leaders to provide local perspectives on national decision making and ensure the views of Australian communities are understood and considered.

We are also seeking full membership of the Local Government Ministers' Forum, which ALGA currently attends in an ex-officio capacity.

Given the important role councils play delivering local solutions to national priorities, how can intergovernmental arrangements be further improved in Australia?

Are there new initiatives and programs that could be adopted to improve the level of cooperation and collaboration between the Australian Government and local government?



CONCLUSION

Thank you for taking the time to read this discussion paper and your support for the 2026 National General Assembly of Local Government.

A final reminder:

- Motions should be lodged electronically at www.alga.com.au and received no later than **11.59pm AEST on 27 February 2026**.
- Motions must meet the criteria published in this paper.
- Motions should commence with the following wording: *This National General Assembly calls on the Australian Government to...*
- Motions should not be prescriptive in directing how the matter should be pursued.
- Motions should be practical, focussed and relatively simple.
- It is important to complete the background section on the form.
- Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- When your council submits a motion there is an expectation that a council representative will be present at the 2026 National General Assembly to move and speak to that motion if required.
- Resolutions of the National General Assembly do not automatically become ALGA's national policy positions. The resolutions are used by the ALGA Board to inform policies, priorities and strategies to advance local governments within the national agenda.

We look forward to hearing from you and seeing you at the 2026 National General Assembly in Canberra.



Conference Program

2026 ALGWA Conference NSW

26 – 28 MARCH

The phoenix effect
Resilience and transformation



In partnership with





Message from the Mayor

It is my pleasure to welcome you to Blacktown City for the 2026 Australian Local Government Women's Association Conference NSW.

My fellow Councillors and I are delighted our region can host this opportunity for local government professionals to learn from each other and develop their skills.

Thank you to ALGWA NSW President Cr Penny Pedersen and her team for giving us the honour of the occasion.

I want to acknowledge an outstanding woman known to many of you, ALGWA NSW Secretary and Blacktown City Councillor Julie Griffiths AM, for her contribution in securing hosting rights and overseeing the program.

I also want to thank you, the conference delegates, for your dedication to serving your communities.

I hope the things you learn and people you meet over the next few days help you better guide your communities and encourage greater female participation in local government.

Our communities benefit so much more when the people at councils reflect the communities they serve.

I wish you a pleasant stay in Blacktown City. I look forward to your feedback from the visit to Blacktown Exercise Sports and Technology Hub and perhaps there might be some adoption inquiries after the visit to Blacktown Animal Rehoming Centre?

Please enjoy what I am sure will be an informative and fulfilling conference.

Cr Brad Bunting
Mayor of Blacktown City



Message from ALGWA President

On behalf of the Australian Local Government Women's Association NSW, it is a real pleasure to welcome you to the 2026 ALGWA conference.

My sincere thanks go to Blacktown City Council, Mayor Brad Bunting, Councillors and in particular, Councillor Julie Griffiths AM for stepping up to host and organise our conference. A special thank you to General Manager Kerry Robinson OAM and his amazing staff for putting together an outstanding program. With a full calendar of events and an impressive lineup of speakers, this conference is a wonderful opportunity to learn, share ideas and connect with colleagues from across the sector.

It is fantastic to see delegates here from right across New South Wales. Whether you've travelled from other areas of Sydney or across the state, your presence speaks to the strength, diversity and commitment of women working in local government and serving their communities every day.

ALGWA NSW is proud to represent women in local government - mayors, councillors, council staff and community leaders - who believe in the value of equity, inclusion, and strong, diverse leadership. When we come together, at our ALGWA events we create space to support one another, share our experiences and build the confidence and networks that help women thrive in local government.

Thank you for taking the time to be here. I hope our conference leaves you feeling connected, inspired, and ready to make the most of the rest of your term at council. I wish you a rewarding and successful conference.

Cr Penny Pedersen
ALGWA President

Registrations

Early bird - Payment before January 31, 2026

Ticket type	Inclusions	Price
Full ALGWA conference	<ul style="list-style-type: none"> Welcome reception Conference sessions Gala dinner All meals 	\$1,100
2 day conference (Friday and Saturday)	<ul style="list-style-type: none"> Friday and Saturday conference sessions All meals for these days 	\$900
Friday conference only	<ul style="list-style-type: none"> Friday conference only Meals for this day 	\$450
Saturday conference only	<ul style="list-style-type: none"> Saturday conference only Meals for this day 	\$450

Normal registration - Payment after January 31, 2026

Ticket type	Inclusions	Price
Full ALGWA conference	<ul style="list-style-type: none"> Welcome reception Conference sessions Gala dinner All meals 	\$1,300
2 day conference (Friday and Saturday)	<ul style="list-style-type: none"> Friday and Saturday conference sessions All meals for these days 	\$1,100
Friday conference only	<ul style="list-style-type: none"> Friday conference only Meals for this day 	\$550
Saturday conference only	<ul style="list-style-type: none"> Saturday conference only Meals for this day 	\$550
Gala dinner only	<ul style="list-style-type: none"> Gala dinner only All meals for this night 	\$200



Register by scanning the QR code | Registrations close **March 13, 2026**

Accommodation

Atura Hotel Blacktown

Atura Blacktown provides guests with a unique and quirky base from which to explore an incredibly rich region. Mere minutes from the M7 and just off the M4 motorway, Atura Blacktown lies directly between Sydney's only double Drive Inn and heritage listed Cricketers Arms, as well as a short distance from Raging Waters Sydney, Sydney Motorsport Park and Blacktown International Sportspark. Featuring the award-winning Roadhouse Bar & Grill, right in the heart of the hotel lobby, a pool deck and guest parking.

- ALGWA Conference rate available when booking via corporate code. Please contact council events team at events.team@blacktown.nsw.gov.au
- 15 minutes from The Colebee (Conference location)

aturahotels.com/accommodation/sydney-nsw/blacktown

Novotel Sydney, West HQ

A 12-minute walk from Rooty Hill train station, this bright hotel in Sydney's western suburbs is also 3.1 km from Blacktown International Sportspark and 6 km from Featherdale Wildlife Park Zoo. Contemporary rooms with mood-lit headboards provide Wi-Fi and flat-screen TVs, as well as tea and coffee making facilities. Upgraded rooms add kitchenettes and sitting areas with sofas. Room service is available. Parking is available. A vibrant restaurant serves regional fare and features a terrace and a trendy bar. There is also a heated indoor pool and a fitness room.

- ALGWA Conference rate available when booking via exclusive link idem.events/r/blacktown-city-council-festival-2026-f72086a7
- 12 minutes from The Colebee (Conference location)

novotelwesthq.com.au

Mercure Sydney Blacktown

Mercure Sydney Blacktown is centrally located in the heart of the up-and-coming Greater Western Sydney region. The hotel is a short drive to Sydney Zoo, Eastern Creek Raceway, Featherdale Wildlife Park, Blacktown International Sportspark and Raging Waters theme park. When staying at Mercure Sydney Blacktown you will never be too far from action and adventure. Throughout your stay, benefit from the exceptional amenities and convenience of Blacktown Workers Sports Club located right next door.

- 15 minutes from The Colebee (Conference location)

all.accor.com/hotel/B978/index.en.shtml

The Lodge Blacktown

The Lodge is a stylish, modern hotel, conveniently located within the Park. It is ideal for athletes, bootcamps, wellness retreats, corporate team building, or anyone visiting Western Sydney. All our guests can enjoy our bespoke catering options, customised training regimes, as well as the fitness and aquatics centres. Every room comes with free Foxtel, WIFI and parking, to make your stay that much better.

- 12 minutes from The Colebee (Conference location)

thelodgeblacktown.com.au

Speakers



Sandra Sully | News Anchor, Journalist, MC and Host

One of Australia's most respected journalists, Sandra Sully has been a trusted face in news broadcasting for over three decades. As anchor of 10 News First Sydney, she is known for her warmth, integrity, and calm authority. Appointed a Member of the Order of Australia (2024), Sandra has made history and shaped Australian journalism, including being the first to deliver live coverage of the September 11 attacks. A passionate advocate for women, equality, and community causes, she supports the National Breast Cancer Foundation, Adopt Change, and WWF Australia. An accomplished moderator and MC, Sandra brings professionalism, authenticity, and credibility to every event.



Lucy Bingle | LinkedIn Expert

Lucy Bingle is a LinkedIn Strategist and Founder of Australia's leading LinkedIn marketing agency. With more than 25 years in marketing, she has built her career helping professionals and organisations use LinkedIn to elevate their voice, share their expertise, and build genuine trust with the communities they serve.

Lucy is passionate about democratising thought leadership - giving people at every level the tools, confidence, and platform to tell their story with clarity and credibility. She believes LinkedIn is one of the most powerful channels for strengthening public trust, showcasing professional capability, and shining a spotlight on the incredible work happening across local communities and government. In this session, Lucy will share practical insights on how to build a compelling presence on LinkedIn - focusing on Visibility, Value, and Voice - so you can authentically demonstrate your expertise, grow influence, and create meaningful opportunities for your organisation and the communities you represent.



Amy Stewart | Emotional Intelligence and Critical Thinking Expert

Amy Stewart brings over two decades of experience designing and delivering high-impact learning across finance, government, technology, and not-for-profit sectors. An accredited Emotional Intelligence Practitioner and resilience specialist, she helps leaders at all levels work with greater clarity, confidence, and emotional intelligence.

Known for her dynamic facilitation—both in-person and virtual—Amy excels at engaging groups of all sizes and strengthening communication across individuals, teams, and organisations. Her focus is simple: build capability, spark real conversations, and create workplaces where people can thrive. In our ALGWA session, Amy will guide participants through key emotional intelligence skills—self-awareness, empathy, and adaptability—to navigate challenges, deepen connections, and make meaningful impact. Expect to talk, think, and do things a little differently.



Elfa Moraitakis | Chief Executive Officer SydWest

Elfa Moraitakis is the Chief Executive Officer of SydWest, a leading organisation addressing cultural diversity and community needs across Western Sydney and parts of the Inner West and City of Sydney. With more than 30 years of experience in the community and aged care sectors, Elfa has an extensive background in developing services for culturally and linguistically diverse communities, with a strong focus on strategic direction, innovation, and advocacy.

Beyond her leadership at SydWest, Elfa serves as a Director of the NSW State Multicultural Advisory Board and a member of the Multicultural Communities sub-committee of the NSW Domestic, Family and Sexual Violence Council, where she champions policies that promote access, equity, and social cohesion in one of the most culturally diverse states in the world.

Elfa's contributions have been recognised in many ways. She was named Blacktown Woman of the Year (2017) for empowering women from CALD backgrounds to establish their own businesses. She has been a finalist in numerous awards measuring impact and leadership and more recently a finalist in the Leadership category of the Western Sydney Women Awards (2025). In 2023, Elfa was also inducted into the Western Sydney Zest Hall of Fame, and in 2025, she was featured in Women of Blacktown as one of the region's 25 most inspirational women.



Dee Brooks | The Jeder Institute

Through her down-to-earth style, Dee brings people together in dynamic ways to realise and engage the full potential of their networks and communities. Over 20 years, her work has inspired people at hundreds of events and workshops worldwide where she offers community engagement and development training and provides professional co-design, facilitation and keynote addresses for conferences, forums and events.

Dee is an Intentional Nomad who has travelled and worked in over 20 countries. Based on two decades of grassroots work, Dee's background is in youth work, community-based research and community-university outreach and she is a firm believer in the power of tapping into the collective wisdom of a community to strengthen and build on what's already there.



Fiona Miller | The Jeder Institute

Fiona is creative and innovative and if there is a box, you won't find her in it! Maybe decorating it or even embellishing it, but never in it. With a passion for seeing people and communities explore and collaborate on all things local, getting people to the same table and share skills and knowledge is a priority. Conversations matter and by connecting conversations amazing things happen. Asset Based Community Development underpins all that she does and believes in and it's all done with a smile. Graphic Harvesting, facilitating, community consultation and contributing to designing community projects with communities and their partners are amongst her favorite things.

Having worked across early years and adult education, community sector, rural and inner city spaces and all that fits in between, she loves nothing more than watching people and projects grow. Supporting 8-12 year-olds and those who support them, has become a project, instilling in them that they do have skills and assets and can contribute and be heard in communities.

After spending most of her life in Victoria she is now based in the north of Tasmania and loving life. Fiona loves her family and friends, alpacas and chooks and volunteers more than she works and can make a mean batch of scones!

Other speakers

Cr Kylie Spears | National ALGWA President

Mayor Phyllis Miller OAM | Past LGNSW President

Cr Darriea Turley AM | Past LGNSW President

Cr Julie Griffiths AM | Councillor Blacktown City Council

The Hon. Ron Hoenig MP | Minister for Local Government

The Hon. Jodie Elizabeth Harrison MP | Minister for Women

Mayor Darcy Byrne | President LGNSW



Daily Program

Day 1 - Welcome Function

Location: Sydney Zoo, 700 Great Western Hwy, Eastern Creek NSW 2766

Thursday 26 March		Welcome Function	
6.00 pm		Welcome Function to commence	Private Reptile Encounter experience open from 6 pm – 8 pm
6.00 pm		MC welcome	Tanya Bigeni, Senior Coordinator Events and Protocol
6.00 pm – 6.15 pm		Welcome to Country and Corroborree	Garabara Dance Company
6.15 pm – 6.20 pm		Mayoral welcome	Mayor Blacktown City, Cr Brad Bunting
6.20 pm – 6.30 pm		ALGWA President welcome	Cr Penny Pedersen, ALGWA NSW President
8.00 pm		Welcome event to conclude	Buses available to transport guests back to hotels
Dress Code – Casual attire			

Disclaimer: Times and speakers are subject to change. Please refer to our website blacktown.nsw.gov.au/algwaconference for updated information.



Day 2 - Conference

Location: The Colebee, Nurragingy Reserve, Knox Rd, Doonside NSW 2767

Friday 27 March	Conference
9.00 am – 9.05 am	MC welcome Sandra Sully, News Anchor, Journalist, MC and Host
9.00 am – 10.00 am	Open for front bench nominations ALGWA Executive Board
9.05 am – 9.15 am	ALGWA welcome Cr Penny Pedersen, ALGWA NSW President
9.15 am – 9.25 am	Blacktown Council representative welcome Cr Julie Griffiths, AM
9.25 am – 9.30 am	Mana at Heart performance Mana at Heart
9.30 am – 9.40 am	National ALGWA President address Cr Kylie Spears, National ALGWA President
9.40 am – 10.00 am	Minister for Local Government address The Hon. Ron Hoenig MP, Minister for Local Government
10.00 am – 11.00 am	LinkedIn masterclass Lucy Bingle, LinkedIn Expert
11.00am – 11.30 am	Morning tea Art project, Dalmarri
11.30 am – 1.00 pm	'The Phoenix Effect: Harnessing Emotional Intelligence to Rise and Thrive' workshop Amy Stewart, Emotional Intelligence and Critical Thinking Expert



Day 2 - Conference Continued

Friday 27 March	Conference
1.00 pm – 1.45pm	Lunch Art project, Dalmarri
1.45 pm – 2.45 pm	Transforming Blacktown - Blacktown City Council panel
2.45 pm – 3.00 pm	Afternoon tea Art project, Dalmarri
3.00 pm – 3.15 pm	Bidding councils for 2028 Randwick Council and other Councils
3.15 pm – 3.45 pm	LGNSW code of conduct session
3.45 pm – 4.00 pm	ALGWA Conference 2027 update Central Coast Council
4.00 pm	Conference day 2 close Delegates to board buses for tour of BARC facility before returning to hotels
6.00 pm – 8.00 pm	Optional Easter Market evening activity Buses will be running to depart to Blacktown Showground for our Easter Market Pick up from Easter Market to depart back to hotels
Dress code – Smart casual	

Disclaimer: Times and speakers are subject to change. Please refer to our website blacktown.nsw.gov.au/algwaconference for updated information.



Flavours of Blacktown



Blacktown Animal Holding Facility

Day 3 - Conference

Location: The Colebee, Nurragingy Reserve, Knox Rd, Doonside NSW 2767

Saturday 28 March		Conference
9.00 am	MC welcome	Sandra Sully, News Anchor, Journalist, MC and Host
9.00 am – 10.00 am	Open for front bench nominations	ALGWA Executive Board
9.05 am – 9.25am	Local Government NSW Minister for Women	The Hon. Jodie Elizabeth Harrison, NSW Minister for Women
9.25 am – 9.45 am	Legislation workshop with Blacktown City Council - Workers compensation, code of meeting practice and code of conduct	Mary Macken, Executive Corporate Counsel Blacktown City Council
9.45 am – 10.20 am	CEO Sydneywest Multicultural Services keynote	Elfa Moraitakis, CEO Sydneywest Multicultural Services
10.20 am – 10.30 am	ALGWA nominee announcements	ALGWA Board Returning Officer
10.20 am – 11.00 am	Open for voting	ALGWA Executive Board
10.30 am – 11.00 am	Morning tea	
11.00 am – 12.45 pm	'The Phoenix Within: Rising Together' workshop	The Jeder Institute



Blacktown Exercise Sports and Technology Hub

Day 3 - Conference Continued

Saturday 28 March	Conference
12.45 pm – 1.30 pm	Lunch Stretch and Smile activity
1.30 pm – 1.35 pm	Vision Super sponsor address
1.35 pm – 2.05 pm	Panel discussion: Vision for Women in Local Government Mayor Phyllis Miller OAM, Past LGNSW President Cr Darriea Turley AM, Past LGNSW President Mayor Darcy Byrne, President LGNSW
2.05 pm – 2.15 pm	Returning officer to report on executive elections ALGWA Returning Officer
2.15 pm – 3.00 pm	ALGWA hotspots ALGWA President
3.00 pm – 4.00 pm	ALGWA executive general meeting
3.00 pm – 4.00 pm	Optional 30-minute guided walking tour of Nurragingy
4.00 pm	Conference day 3 close Delegates to board buses for tour of BEST facility before returning to hotels
Dress code – Smart casual	

Disclaimer: Times and speakers are subject to change. Please refer to our website blacktown.nsw.gov.au/algwaconference for updated information.



Nurragingy Reserve

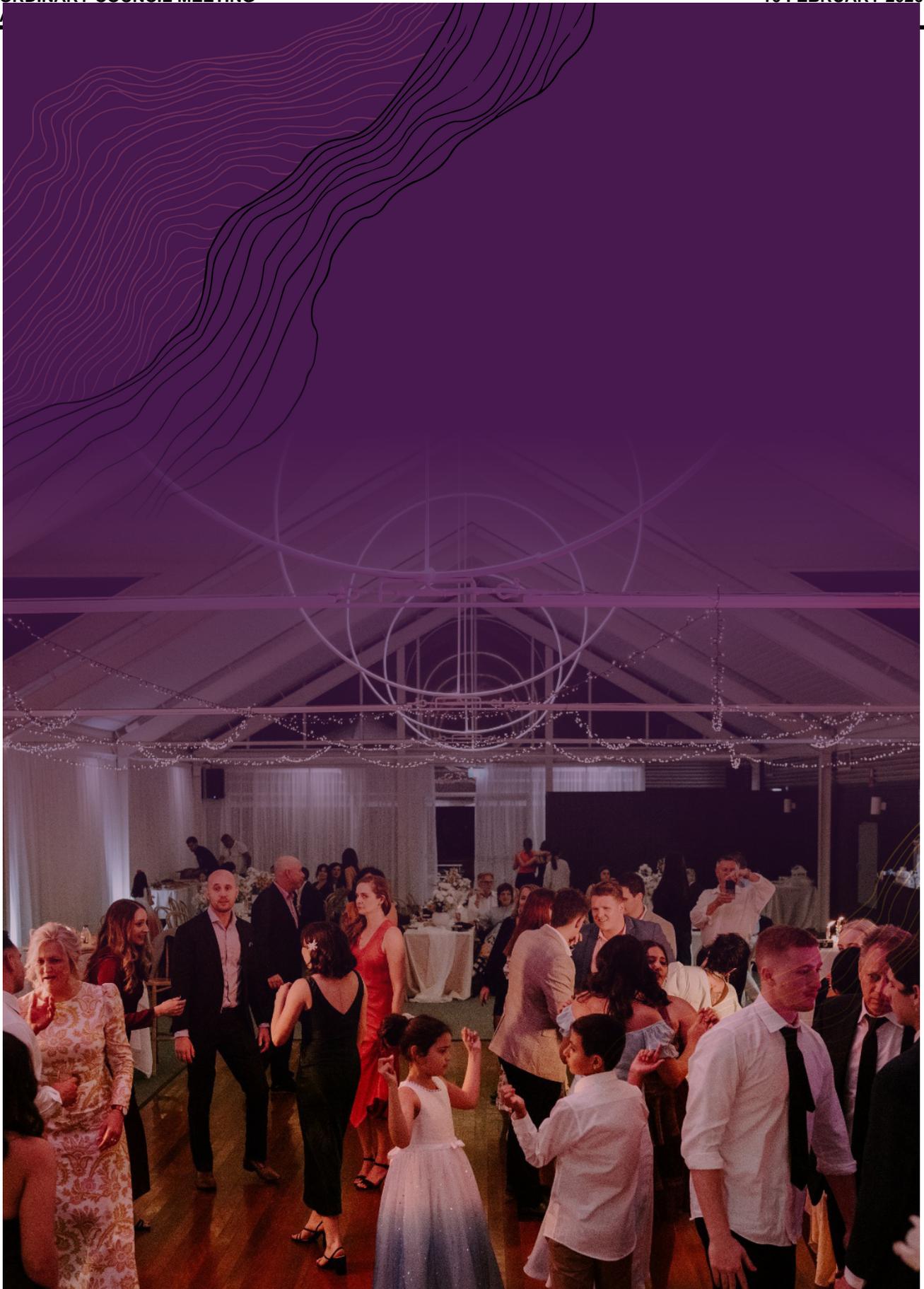
Day 3 - Gala Dinner

Location: Bowman Hall, 35 Campbell St, Blacktown NSW 2148

Saturday 28 March		Gala Dinner
7.00 pm	Doors open	
7.30 pm	MC welcome Tanya Bigeni, Senior Coordinator Events and Protocol Jiyaa Sahdev, BCC Youth Ambassador Caiden Bond, BCC Youth Ambassador	
7.35 pm	Mayoral welcome Mayor Blacktown City, Cr Brad Bunting	
7.40 pm	ALGWA President welcome and announcements	
7.50 pm – 10.30 pm	Dinner served Performance by The Frocks	
10.30 pm	Gala dinner to conclude Buses available to transport guests back to hotels	
		Dress code – Cocktail attire

Disclaimer: Times and speakers are subject to change. Please refer to our website blacktown.nsw.gov.au/algwaconference for updated information.





Conference Enquiries

events.team@blacktown.nsw.gov.au

Accommodation Enquiries

Atura Hotel Blacktown

32 Cricketers Arms Road, Prospect NSW 2148
(02) 9421 0000
reservations_aturablacktown@evt.com

Novotel Sydney, West HQ

33 Railway Street, Rooty Hill NSW 2766
(02) 9832 3888
reservations@novotelwesthq.com.au

Mecure Sydney Blacktown

170 Reservoir Road, Arndell Park NSW 2148
(02) 8609 7900
HB978@accor.com

The Lodge Blacktown

Blacktown Olympic Avenue, 81 Eastern Road
Rooty Hill NSW 2766
(02) 9183 4600
Lodge.reservations@delawarenorth.com



Blacktown
City Council



Annexure 1



Tamworth Regional Council
Proposed Road Name - 'Yarraaman' Close

Scale @ A4: 1:5,604

Printed:

By: Development

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