



Annual Report
2024-2025



CivicRisk
Mutual

Welcome to CivicRisk Mutual's 2024/25 Annual Report

We are delighted to share our 2024/25 annual report, a reflection of our collective dedication and significant achievements throughout the past year. We ended the 2023/24 period on a high note, and this year we've been able to build upon that success for the benefit of our members.

Our Commitment to Commercial Value and Protection

Our ongoing commitment to providing commercial value ensures members receive superior protection. Strategic decisions have helped the Mutual achieve substantial savings, significantly reducing protection costs and contributing to market stability.

Fostering Strong Relationships

Fostering strong relationships remains the foundation of our shared success. The past year saw heightened engagement, including notably high participation at our March Member Forum, which shaped our strategy moving forward.

Industry Ecosystem and Mutuality

Embracing the true spirit of mutuality, we are dedicated to enhancing the industry ecosystem, aspiring to be the preferred provider of risk protection solutions for local government councils. Our collective efforts in risk management and knowledge sharing directly support members in building resilient communities.

Financial Highlights

Our financial performance for 2024/25 has been strong due to low claims experience, robust investment returns and cost savings in protection. This stability enhances our capital muscle, ultimately ensuring high-quality, affordable coverage.

The 2024/25 Annual Report is a testament to CivicRisk Mutual's commitment to excellence, the profound strength of our member relationships and our strategic foresight in financial leadership. It chronicles a year where we have collectively exceeded our goals, creating a more resilient and protected outlook for all. We invite you to explore this journey with us as we continue to set new standards and achieve greater heights together.



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Our Vision

We aspire to be recognised as the preferred provider of risk protection solutions and support for local government councils.

Our purpose revolves around supporting our member councils in effectively managing risks, leading to improved protection and services for their communities. We hold a steadfast commitment to showcasing integrity throughout service delivery and strategic planning by:

- being open, transparent and accountable.
- enabling the true spirit of mutuality to shine.
- fostering opportunities for collaboration and information sharing.
- listening to every member's views.
- supporting member involvement and decision making.
- striving to be better every day.
- delivering value and going the extra mile.
- always looking for a better way.



Our Year in Review

Delivering Commercial Value

- ▶ We achieved a **\$14.5 million** surplus this year, driven by robust investment returns and cost savings in the protection program.
- ▶ CivicRisk Mutual members have collectively saved an estimated total of **\$143 million** since the organisation began.
- ▶ Our wholly owned subsidiary captive insurance company has proved a sound strategic decision, saving members **\$13.8 million** over the last **four years** in protection costs.
- ▶ Property insurance costs were **\$1,922 per \$1 million** of assets.
- ▶ Vehicle insurance costs were **\$961 per vehicle**.
- ▶ Administration and training costs remained efficient, at **less than 5%** of member contributions

Shaping Markets with Superior Protection

- ▶ The Mutual's strong capital position, with an accumulated surplus of nearly **\$113.2 million**, enhances long-term financial stability.
- ▶ Despite significant climate challenges, flood coverage was successfully preserved for all members by modifying our self-insured threshold and securing continued reinsurer support.

Strengthening Collaborative Member Relationships

- ▶ Engagement reached new heights with in-person visits conducted with all **27** member CEOs to exchange information and identify areas for improvement.
- ▶ The March Member Forum saw a remarkable **89%** attendance from member councils, where they collaboratively determined the Mutual's strategic direction.
- ▶ We delivered **41** bespoke onsite training sessions, supporting council staff in managing diverse risks and enhancing their risk maturity.
- ▶ **82%** of members attended risk management committee meetings, fostering collaboration and sharing lessons learned.

Amplifying Industry Ecosystem Value

- ▶ CivicRisk Mutual achieved Mutual Value Measurement (MVM) Re-Accreditation in October 2024.
- ▶ **14** risk managers from our member community attended the RMIA National Conference.

Demonstrating True Mutuality Mindset

- ▶ We provided more than **\$1.5 million** in risk management support to members.
- ▶ **\$520,000** was allocated for member-specific risk initiatives through funding grants, with 21 members applying for funding to enhance risk environments within their councils or communities.
- ▶ All members participated in training or support group sessions, with **424** representatives in attendance.

Chairman's Report

I am pleased to present the 2024/25 annual report of CivicRisk Mutual Limited. After the floods of 2022, we have experienced three years of stable weather patterns, which have allowed us to focus on risk mitigation and rebuilding our capital position. These significant weather events in 2022 led to a spike in claims and increased protection costs, putting a strain on our reserves. In response, our members adopted financial strategies aimed at enhancing resilience while ensuring protection remains affordable.

CivicRisk Mutual has seen strong growth, delivering another solid year. In the past three years, CivicRisk Mutual has saved Councils \$50 million.

I'm delighted to announce that our consistent efforts have culminated in a surplus of \$14.5 million, made possible by robust investment returns and cost savings in the protection program.

This robust financial outcome reduces contribution requirements for the subsequent year, helping mitigate the risks inherent in a volatile protection market, which is currently characterised by diminished coverage and increased costs across various sectors. As a result of this stability, the Mutual is well-positioned to navigate prevailing market dynamics by sustaining capacity and minimising dependence on external markets, thereby ensuring that members retain access to high-quality, affordable coverage.

The organisation uses its financial resources to support members by investing in risk management and mitigation strategies aimed at reducing claims and promoting community safety. Each year, \$520,000 is allocated to member-specific risk initiatives through funding grants as part of the risk management services provided. An additional \$332,000 is dedicated to professional development and training for member risk staff. This ensures our members are constantly focusing on risk mitigation and reducing risk while their performance is monitored through our Continuous Risk Improvement Program (CRIP).

The funds allocated over the last seven years are available to assist Councils in case of breaches. The self-insured Motor Vehicle program offers comprehensive coverage to members at rates below market averages. Flood cover remains available for all members, and the Cyber program provides protection against cyber-attacks and malicious viruses.

Based on protection and financial strategies, CivicRisk Mutual members have saved an estimated total of \$143 million since the organisation began. In the past 10 years, \$29.8 million has been returned to members. As of 30 June 2025, the Mutual reports an accumulated surplus of nearly \$113.2 million and provided more than \$1 million in risk management support to its members during the 2024/25 fiscal year.

The Mutual has increased its focus on members by expanding the risk and member services team with additional personnel to provide tailored programmes, risk support and training initiatives for members. This includes offering on-site customised training sessions, regular CEO meetings and personalised induction sessions for new member representatives.

CivicRisk Mutual has begun the fourth stage of our CRIP, assessing each member's risk management systems and programs. These reviews highlight risk management strengths and identify areas where members may benefit from additional support to enhance risk maturity.

Each member receives \$20,000 per year from the Mutual for risk initiatives, driver programs and risk management tools. We also support risk staff with financial aid for advanced education in risk management.

This year, we welcomed our second Victorian Council, Hobsons Bay Council, on 1st July 2024 and Hawkesbury River County Council recently joined our Mutual on 1st July 2025. We look forward to supporting them in their risk journey.

WTW, as our broker, and CMA, our claims manager, consistently deliver high-quality service to the Mutual and its members. Their efforts contribute to strong relationships with underwriters and facilitate access to a comprehensive range of products and services. Finity Consulting continues to provide valuable actuarial advice, while our legal panel offers sound legal counsel and diligently defends claims on behalf of our members.

The success of our Mutual is primarily attributable to the dedication and efforts of our members. In this regard, I congratulate all members of the Board, Members Assembly and the Risk Management and Finance Committees for their outstanding commitment during the year.

I also extend my personal gratitude to our executive team: Andrew Armitstead, Lisa Williams, Nicole Mahon, Rebecca Pyne, Bilkish Dossani, Bruce Ferguson, Nicole Messina and Ivita Manglesh. The Mutual's accomplishments stand as a testament to their unwavering dedication and hard work. Their consistent delivery of exceptional service to the Mutual and our members has been instrumental in our achievements.

Well done to all!



Councillor Ross Fowler OAM
Penrith City Council
Board Chair



Message from the CEO

I am pleased to report CivicRisk Mutual has delivered a strong financial year, highlighted by a \$14.5 million surplus driven by solid investment returns and cost savings. We have benefited from improved insurance market conditions. Our solid capital position puts us in a favourable place as the insurance market strengthens.

During the March Forum, members developed a comprehensive three-year Strategic Plan. The group evaluated risk management approaches and identified opportunities within current insurance market conditions. A commitment was made to pursue sustainable growth, enhance member services and strengthen risk support mechanisms. In response, the Board has assessed the corporate structure and allocated additional resources to effectively address these objectives.

CivicRisk Mutual reported fewer property claims over the past two years, with most claims due to storms. The May east coast low affected Port Macquarie, resulting in the Mutual allocating funds for flood recovery and repairs. At CivicRisk Mutual, we encourage our members to rebuild better and build resilience into their recovery, so we reduce future losses and can quickly restore services to their community.

On 1st July 2024, CivicRisk Mutual welcomed Hobsons Bay City Council and, more recently, Hawkesbury River County Council joined on 1st July 2025. We look forward to supporting their risk program, protecting their assets and delivering excellent member services.

Our service team, including WTW brokers and the CMA claims team, provided strong support by securing solid protection in a tough market and assisting members with claims and flood recovery. This year, Shane Redman (WTW), Ian Barker (CMA) and I also delivered onsite training to help improve operational knowledge and Council risk management.

At this year's Member Forum, Gordon Bradbery, retiring Lord Mayor of Wollongong, was added to our Honour Roll after 15 years of dedicated service to CivicRisk Mutual. His expertise and commitment significantly benefited both our Board and the wider community. Congratulations, Gordon!

We extend our congratulations to all Mutual representatives. Your active involvement in the Members Assembly, Committees and best practice support groups has played a substantial role in advancing the Mutual's accomplishments.

Further, I'd like to express my gratitude to our Board. Under the leadership of our Chair, Councillor Ross Fowler OAM, they've been a guiding force throughout the year. The collaboration of all has been instrumental in shaping our journey.

Lastly, a heartfelt thanks to my team at CivicRisk Mutual. Their unwavering dedication and steadfast commitment to ensuring a member-centric approach and top-notch support continue to set a high standard.



Andrew Armitstead
Chief Executive Officer
CivicRisk Mutual Limited



Our Story

Westpool created to provide Public Liability & Professional Indemnity (PL/ PI) protection for Western Sydney Councils: Blacktown City Council, Blue Mountains City Council, Fairfield City Council, Hawkesbury City Council, Liverpool City Council and Penrith City Council

Our six founding members decide to pool their risks to manage the ever-increasing cost of liability claims and a litigious environment that heavily favours plaintiffs at the expense of local government

Joint Pools obtain protection through London market

Civil Liability Act introduced Westpool and Metro Pool sign joint agreement sharing services and management
City of Parramatta Council joins Westpool

Motor Vehicle protection established Global Financial Crisis caused downturn in investments

Wollongong City Council joins Westpool Statutory Liability cover included in CD&O

Kiama Municipal Council joins Metro Pool Community Support, Crime, Marine Transit and Statutory Liability protection established

Camden Council joins Westpool
Mutual Management Services Limited (MMS) established

Council amalgamations UIP renamed CivicRisk Mutual

Westpool renamed CivicRisk West

Metro Pool renamed CivicRisk Metro MMS granted AFS Licence

The Western Sydney Regional Organisation of Councils (WSROC) joins Mutual Management Services Limited

Dubbo Regional Council and Wollondilly Shire Council join CivicRisk West

MMS renamed to CivicRisk Mutual Limited

CivicRisk Mutual Limited establishes Captive

Hobsons Bay City Council joins CivicRisk Mutual, bringing the total membership to 27 councils and one regional organisation

1988 1996 2003 2008 2010 2012 2015 2017 2019 2021 2023-24

1990

Metro Pool created to provide PL/ PI protection for Sydney Metropolitan Councils : Auburn City Council, City of Botany Bay Council, City of Holroyd Council, Hunters Hill Council, Lane Cove Council, Marrickville Council and Rockdale Council

1999

HIH Insurance collapses
Joint Pools buy 'ground up' cover for 3-year deal

2005

United Independent Pools (UIP) established to provide Corporate Travel, Councillors, Directors & Officers (CDO), Personal Accident and Property protection

2009

Continuous Risk Improvement Program (CRIP) established with funding grants for Risk Enhance projects

2011

Shellharbour City Council joins Westpool

2013

Burwood Council joins Metro Pool Employment Practice Liability protection established and combined with CDO and Statutory Liability as Management Liability

2016

Cyber Liability protection established

2018

Orange City Council joins CivicRisk West

2020

CivicRisk Mutual, CivicRisk West and CivicRisk Metro merge into CivicRisk Mutual Limited
Six new councils join CivicRisk Mutual Limited:
Snowy Monaro Regional Council, Mid-Western Regional Council, Parkes Shire Council, Gunnedah Shire Council, Richmond Valley Council and Willoughby City Council join CivicRisk Mutual Limited

Dedicated member liaison and risk management support established

The Mutual's constitution and member rules are designed to govern CivicRisk Mutual Limited

2022

Moirra Shire Council and Port Macquarie Hastings Shire Council join CivicRisk Mutual Limited

2025

Hawkesbury River County Council joins CivicRisk Mutual as an affiliate member

Our Members

Our Mutual is strong because of the constant hard work and dedication of our leaders and representatives. Their great leadership, experience, and advice have been key to our success and growth. We appreciate all the time and knowledge they give to our organisation.

We deeply value and appreciate the time, effort, and expertise they continuously invest in our organisation.

Board of Directors



Ross Fowler OAM

**Penrith City Council
Chair**

Appointed: October 2024

Councillor, Penrith City Council. Chartered Accountant. Registered Company Auditor and Tax Agent. Bachelor of Commerce. Member Australian Institute of Company Directors (MAICD).

Experience and expertise:

Chairman, CivicRisk Mutual Limited. Chairman, CivicRisk West (from 1994 to 2020). Over 45 years' experience in business management and 30 years' involvement in local government. Director CivicRisk Insurance Limited (Guernsey).



Kerry Robinson OAM

**Blacktown City Council
Deputy Chair**

Appointed: October 2024

Chief Executive Officer, Blacktown City Council. Justice of the Peace. Bachelor of Town Planning (Hons) UNSW. Ass Dip Valuation (Syd. CAE). Fellow Australian Institute of Company Directors.

Experience and expertise:

Deputy Chairman, CivicRisk Mutual Limited. Deputy Chairman, Blacktown Venue Management Limited. Director, CivicRisk Insurance Limited (Guernsey). Director, Link Wentworth Housing Limited. External Expert Advisory Committee Member, University of New South Wales Cities Institute.



Simon Rennie

**Snowy Monaro Regional
Council Director**

Appointed: October 2024

Chief Financial Officer, Snowy Monaro Regional Council. MBA (UniSA), CPA, GAICD, B. Bus (Acc/Comp) Grad Cert (Development Planning, BArts).

Experience and expertise:

Chief Financial Officer, Merri-Bek City Council. Director Corporate Services, Golden Plains Shire Council. General Manager Corporate and Chief Financial Officer, Moira Shire Council. Corporate and Finance Specialist, Horsham Rural City Council.



Stephen Golding

**Lane Cove Council
Director**

Appointed: October 2022

Manager Governance & Risk, Lane Cove Council. Master Business Administration. Advanced Diploma of Integrated Risk Management. Advanced Diploma of Management. Advanced Diploma of Recordkeeping. Advanced Diploma of WHS. Diploma of Project Management. Diploma Information Technology. Diploma of Government (Workplace Inspections).

Experience and expertise:

Over 30 years' experience in local government. Manager Risk & Corporate Safety, Lane Cove Council. Executive Manager Corporate & Community Services, Inverell Shire Council. Chief Information Officer, Inverell Shire Council. Manager Information Services, Inverell Shire Council Network Control Team Leader, Penrith City Council.



Joe Gaudiosi

**Kiama Municipal Council
Director**

Appointed: May 2025

Chief Operating Officer, Kiama Municipal Council. Member of Australian Institute of Company Directors. Member Risk Management Institute of Australasia. Former Member of Chartered Accountants Australia & New Zealand. Bachelor of Commerce Degree (Mgmt & Accy). Regional Development Australia Leadership Illawarra Program – Mentor.

Experience and expertise:

Former Director, Multicultural Aged Care Illawarra. Member CivicRisk Mutual Finance Committee & Member Assembly. Chief Executive Officer, Multicultural Aged Care Illawarra. Chief Executive Officer, Wollongong Conservatorium of Music. Interim Chief Executive. Officer, The Housing Trust.



Todd Hopwood

**Wollongong City Council
Director**

Appointed: October 2024

Senior Manager Customer & Business Integrity, Wollongong City Council. Bachelor of Psychological Sciences (currently undertaking). Graduate Diploma in Local Government Management. Certificate IV in Accounting.

Experience and expertise:

Director, Local Government Professionals NSW. Governance, Risk & Corporate Planning Manager, Willoughby City Council. Manager Governance & Risk, Cumberland Council. Manager Governance & Customer Services, Sutherland Shire Council. Manager Administration & Risk, Sutherland Shire Council.

Our Members

Board of Directors



Flora Lepouras

**Shellharbour City Council
Director**

Appointed: October 2023

Chief Executive Manager Corporate Governance & Risk/Public Officer, Shellharbour City Council Bachelor of Commerce. LG Professionals Australia NSW Member. LG Professionals Australia Governance Network Executive. International Association for Public Participation. Graduate Australian Institute of Company Directors. Resolution Institute – Mediation. Australian Local Government Women's Association – National Secretary and NSW Branch member. Public Officer – Leadership Illawarra.

Experience and expertise: Manager Executive Offices / Executive Assistant to the General Manager, Shellharbour City Council. Manager Corporate Support / Public Officer, Shellharbour City Council. Manager Governance & Administration, Shellharbour City Council. Administration Officer, Shellharbour City Council. Junior Administrative Officer, Shellharbour City Council.



Vaughan Macdonald

**Richmond Valley Council
Director**

Appointed: October 2021

General Manager, Richmond Valley Council. Graduate Australian Institute of Company Directors. Director, Northern Rivers Regional Development Australia. Graduate Diploma in Sports Management. Bachelor of Economics.

Experience and expertise: Over 30 years' experience in local and state government. Chief Operating Officer, Richmond Valley Council. Manager Development, Office of Local Government. Project Manager, Independent Local Government Review Panel. Leader Development, Department of Premier & Cabinet. A/ Manager Finance Management Branch, Department of Premier & Cabinet. Team Leader Special Projects, Department of Premier & Cabinet. Principal Policy Officer, Department of Local Government.



Richard Sheridan

**Bayside Council
Director**

Appointed: October 2023

Director City Performance, Bayside Council. Graduate Australian Institute of Company Directors. FCPA. Master of Management (MBA Program). Bachelor of Business – Accounting. Associate Diploma – Accounting.

Experience and expertise: Director of Finance and Governance, Waverley Council. Chief Financial Officer, City of Parramatta Council. Director of Finance and Governance, Cumberland City Council. Chief Financial Officer, Cumberland Council. Chief Financial Officer, Auburn Council. Chief Financial Officer and Company Secretary, Exalt Resources Limited and KGL Mining Limited. Chief Financial Officer, Workforce International Group Pty Ltd. Financial Controller and Company Secretary, Scott Corp Limited. Finance Manager, Carrier Transcold. Contract Finance Manager, AHL & Hardware House. Management Accountant, Kerry Ingredients & Foods. Assistant Accountant, CBA & AUSNet. Independent member for NSW Scouts Finance Committee (non-executive). Independent member and Chair for Local Government Professionals Finance Committee (non-executive). Independent member for NSW Public Funds Committee (non-executive).

Daniel Carbone

City of Parramatta Council

Appointed: May 2025

Chief Governance & Risk Officer, City of Parramatta Council. Admission to the Supreme Court of Victoria. Practising Certificate with The Law Society of NSW. Member Australian Institute of Company Directors. Certificated Chief Risk Officer RMIA.

Experience and expertise: Current independent ARIC member, Wollahra Council. Former independent ARIC Chair, Burwood Council. Chief Risk & Legal Officer, NSW Health WSLHD. Enterprise Risk & Internal Audit Manager, Catholic HealthCare Limited. Executive Leader, Legal, Risk & Compliance, Ability Options Limited. Head of Legal, Uniting Church (NSW.ACT). Legal, Risk & Compliance Manager, Uniting Church (NSW.ACT). National Risk Manager, Spotless Services Pty Ltd.



Our Members

Retired Board Members



John Angilley

City of Parramatta Council Director

Retired: January 2025

Executive Director – Finance & Information, City of Parramatta Council, CPA Australia, Master of Business (Finance), Bachelor of Commerce (Accounting),

Experience and expertise: CFO & Head of Corporate Services, Joblink Plus Limited, Strategic Advisory, Private Equity, CFO & Director Corporate Services, IPART, Self-employed Strategic Advisor.



Gordon Bradbery AM

Wollongong City Council Director

Retired: September 2024

Lord Mayor, Wollongong City Council (12 years). Graduate Australian Institute of Company Directors. Post Graduate studies University of Sydney Divinity BD. Undergraduate studies University of Wollongong BA Psychology & Sociology. Awarded AM (2018). Awarded OAM (1996). Justice of the Peace.

Experience and expertise: Former Minister of the Uniting Church in Australia. Board member of Westpool, CivicRisk Mutual and United Independent Pools. Former Minister & Administrator of Wollongong Mission of the Uniting Church in Australia. Chair of Lifeline South Coast. Board member of Unanderra Care Services. Former Youth Worker Uniting Church in Australia.



John Faker

Burwood Council Director

Retired: October 2024

Mayor, Burwood Council. Bachelor of Commerce Management. Graduate Australian Institute of Company Directors.

Experience and expertise: President, Southern Sydney Regional Organisation of Councils. NSW Regional Manager, Suncorp/GIO. Senior Relationship Manager, Westpac. Business Development Manager, Westpac. Financial Advisor, Westpac. Senior Loans Securities Officer, Westpac.



Bruce Ferguson

City of Parramatta Council Director
Retired: October 2024

Risk and Audit Manager, Finance and Information, City of Parramatta Council.

Experience and expertise: Member CivicRisk Risk Mutual Risk Management Committee. Director of Barnwell Park Golf Club. Former National President & Director of the Association of Risk and Insurance Managers of Australasia. Former Director of International Federation of Risk and Insurance Management Associations. Former Director and Company Secretary of Strata Associates and Strata Choice. 40 years' experience working in the risk and insurance industry as a practitioner. Alternate Director, CivicRisk Insurance Limited (Guernsey).



Aaron van Egmond

Hobsons Bay City Council Director
Retired: April 2025

Chief Executive Officer, Hobsons Bay City Council, Bachelor Business (Marketing and International Trade, Certificate IV (Business Excellence),

Experience and expertise: Chief Executive Officer, Hepburn Shire Council, Director of Development Services, Towong Shire Council.

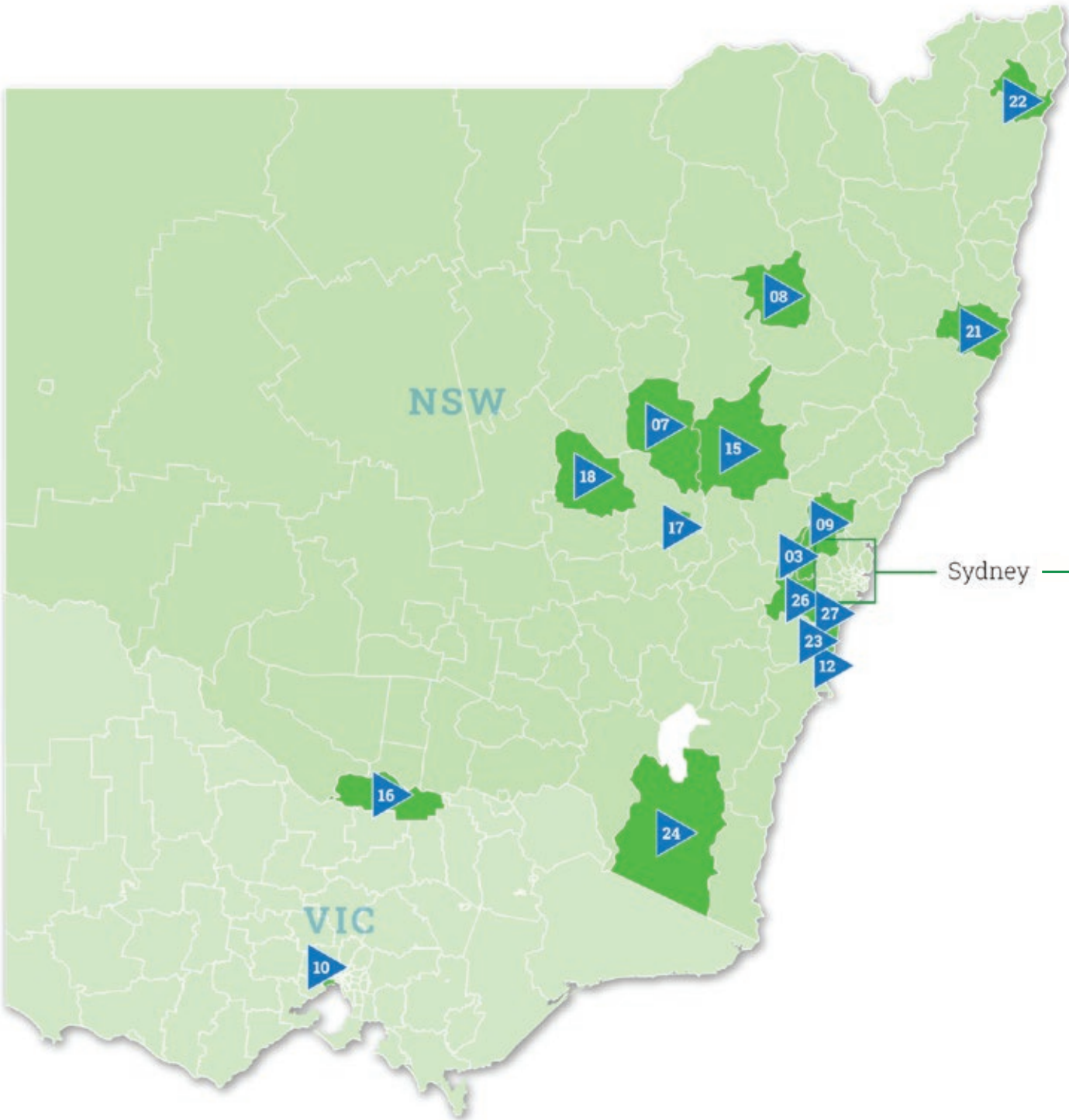
Member Representatives

| Member Council | Members Assembly | Risk Management Committee | Finance Committee |
|-----------------------------|--|--|---|
| Bayside Council | Richard Sheridan Helen Tola | Nicole Bardsley Karen Griffiths (Alternate) Doris Te Awa (Alternate) Helen Tola (Alternate) | Luke Phillips |
| Blacktown City Council | Brad Bunting Kerry Robinson OAM Deputy Chair | Peter Thompson Ralph Esther (Alternate) Krystle Hendy (Alternate) Nicola Parr (Alternate) | Steven Harris Craig Cura |
| Blue Mountains City Council | Rosemary Dillon Rod Chacana (Alternate) | Rod Chacana Rhianna Reid (Alternate) | Neil Derwent |
| Burwood Council | John Faker Fab Zincone (Alternate) Michelle Butler (Alternate) | Melissa Goodwin Michelle Butler | Sarah Seaman |
| Camden Council | Andrew Carfield Samantha Sharkey Malcolm Kains (Alternate) | Rebecca Ashdown Deputy Chair Taylor Crawford (Alternate) | Paul Rofe Richard Mooney (Alternate) |
| Cumberland City Council | Peter Fitzgerald Melissa Attia Charlie Ayoub (Alternate) | Belinda Doig Neil Reddy | Tony Chahine |
| Dubbo Regional Council | Murray Wood Jane Bassingwaighte Skye Stephenson (Alternate) | Skye Stephenson | Stephanie Williamson |
| Gunnedah Shire Council | Alice McLean Kelly Stidworthy (Alternate) | Kelly Stidworthy Erin Grob (Alternate) | Colin Green Kimberley Davis |
| Hawkesbury City Council | Mike Creed Patricia Krzeminski Craig Winn (Alternate) | Craig Winn Lana Cassar (Alternate) | Vanessa Browning |
| Hobsons Bay City Council | Aaron van Egmond Andrew McLeod Likita Krishna Neville Smith (Alternate) | Likita Krishna | Hamish Munro |
| Hunters Hill Council | Ian Harris | Ian Harris | May Vilaythong |
| Kiama Municipal Council | Jane Stroud Joe Gaudiosi Melinda Lawton (Alternate) | Petrece Simpson | Olena Tulubinska |
| Lane Cove Council | Craig Wrightson Stephen Golding | Stephen Golding Chair Melissa Goodwin | KG Bascaran |
| Liverpool City Council | John Hanlon Michelle McIlvenny | Greg Likoudis | Vishwa Nadan |

| Member Council | Members Assembly | Risk Management Committee | Finance Committee |
|--|---|--|--|
| Mid-Western Regional Council | Richard Cushway Ashleigh Marshall (Alternate) Rachel Gill (Alternate) | Veronika Barry Alison Shumack (Alternate) | Leonie Van Oosterum Neil Bungate (Alternate) |
| Moira Shire Council | Fiona Shanks Matthew Morgan | Amanda Finn Nancy Mustica (Alternate) Kelly Findlay (Alternate) | Beau Mittner |
| Orange City Council | David Waddell Jen Sharp | Shirley Hyde Jacqueline Hugill (Alternate) | John Thompson |
| Parkes Shire Council | Anthony McGrath Nikki Bevan | Nikki Bevan Veronica Shaw (Alternate) | Jaco Barnard Luke Nash (Alternate) |
| City of Parramatta Council | Bruce Ferguson Anthony Ellard Daniel Carbone | Geoff Plumridge Soobhana Biswas | Amit Sharma |
| Penrith City Council | Ross Fowler OAM Chair Andrew Moore | Anthony Robinson Sharon Hall (Alternate) | Neil Farquharson Chair Tim Power |
| Port Macquarie Hastings Council | Clare Allen Michael Ferguson | Michael Ferguson Ruth King (Alternate) | Rod Archer |
| Richmond Valley Council | Vaughan Macdonald Ryan Gaiter Jenna Hazelwood (Alternate) | Jenna Hazelwood | Ryan Gaiter Hayley Martin (Alternate) |
| Shellharbour City Council | Chris Homer Flora Lepouras | Melinda Fitzgerald Donna Baxter (Alternate) | Jacinta Hepperlin Michelle Dill (Alternate) |
| Snowy Monaro Regional Council | Simon Rennie | Luke O'Sullivan | Simon Rennie |
| Willoughby City Council | Hugh Phemister Sona Iqbal | Dominique Andrews Sona Iqbal (Alternate) | Stephen Naven |
| Wollondilly Shire Council | Melissa Sutton Caroline Argent | Toni Spence Caroline Argent (Alternate) William Turner (Alternate) Melissa Sutton (Alternate) | Rob Seidel |
| Wollongong City Council | Gordon Bradbery Todd Hopwood Michelle Martin | Michelle Martin Todd Hopwood (Alternate) | Daniel Pretzler Deputy Chair Brian Jenkins (Alternate) |
| Affiliate Member | | Members Assembly | Risk Management Committee |
| The Western Sydney Regional Organisation of Councils Limited (WSROC) | | Siobhan Andrei | Siobhan Andrei |

Membership Map

Our membership comprises 27 Members: 25 situated in New South Wales and two in Victoria. Additionally, we have two Affiliate Members. Collectively, these members represent 32% of all New South Wales Local Government Councils, along with the metropolitan and regional Victorian Local Government.



Members

- | | |
|--------------------------------|------------------------------------|
| 01 Bayside Council | 15 Mid-Western Regional Council |
| 02 Blacktown City Council | 16 Moira Shire Council |
| 03 Blue Mountains City Council | 17 Orange City Council |
| 04 Burwood Council | 18 Parkes Shire Council |
| 05 Camden Council | 19 City of Parramatta Council |
| 06 Cumberland City Council | 20 Penrith City Council |
| 07 Dubbo Regional Council | 21 Port Macquarie Hastings Council |
| 08 Gunnedah Shire Council | 22 Richmond Valley Council |
| 09 Hawkesbury City Council | 23 Shellharbour City Council |
| 10 Hobsons Bay City Council | 24 Snowy Monaro Regional Council |
| 11 Hunters Hill Council | 25 Willoughby City Council |
| 12 Kiama Municipal Council | 26 Wollondilly Shire Council |
| 13 Lane Cove Council | 27 Wollongong City Council |
| 14 Liverpool City Council | |



Affiliate Members

The Western Sydney Regional Organisation of Councils Limited (WSROC)
Hawkesbury River County Council.

Our Performance

Over the past year, our Mutual has flourished. We've witnessed strong financial growth, bolstered by innovation-led savings. Our return to in-person events, amplified by new training initiatives and an updated communication strategy, epitomises our commitment to progress. While we celebrate positive survey feedback and industry support, we have also addressed the challenges of maintaining cover and current property repair concerns.

Highlights

Strong Financial Performance Continues

CivicRisk Mutual continues to perform well with good claims management, strong investment returns and appropriate actions to mitigate the impact of the hard market. The Mutual's financial performance continues to outperform budget expectations, which in turn ensures we maintain a strong capital adequacy to protect us through hard market periods.

Sound Structure Retains Cover

In an era fraught with climate challenges, our Mutual successfully preserved flood coverage for all members by modifying our self-insured threshold, ensuring continued support from our reinsurers.

This is bolstered by our strategic approaches to loss prevention and streamlined claims handling, leading to cost reductions. Our dedication is evident as we're ready to share the risk and vouch for our performance. Ultimately, when claims are handled efficiently, both our members and insurers reap the financial benefits.

Captive Innovation Drives Financial Savings

Our wholly owned subsidiary insurance company was established in September 2021 to reduce our property costs and enable access to additional reinsurance markets. The captive has reduced our protection costs by \$13.8 million over the last four years. This year, the claims have again been contained within our Mutual self-insured layer, resulting in no claims incurred by the captive and savings to the members. This has also generated increased interest in our business, maintaining stable insurance costs.

Abundance of Grants for Member Initiatives

This year, \$520,000 was allocated for our members' initiatives, including management of risks, cyber health checks, property security, training and fraud prevention, which are all aimed at fostering safer communities.

Enhancing Services for Members

This year, additional resources were allocated to the team in response to increasing member needs. These resources focus on member training and risk management, including supporting the implementation of CRIP recommendations, providing risk management assistance, facilitating knowledge sharing, developing best practice guides and organising training sessions for members.

March Member Forum: A Successful Event

This year's March Member Forum had a remarkable turnout of 89% of our member councils. The forum offered a range of engaging presentations that drew in our audience, enabled attendees to reconnect with familiar peers and welcomed the chance to meet new ones. It was a collaborative effort that helped determine the strategic direction of the Mutual, demonstrating our dedication to building a solid, united community among our members.

Advancing our Training Sessions

This year, all our members participated in training or support group sessions, with 424 representatives from our member councils in attendance. We focused on delivering 41 bespoke onsite training sessions

that support council staff in managing potential risks on roads, footpaths, tree canopies, contractor management, procurement and climate change. These sessions facilitated knowledge sharing, advocated for best practices, enhanced members' risk maturity and offered a platform for collaboration and networking.

Members Embrace the Risk Industry Conference

14 risk managers from our member community converged on the Gold Coast to learn and share at the Risk Management Institute of Australasia (RMIA) National Conference. Attendees were treated to practical and relevant sessions on topics such as artificial intelligence, cybersecurity, risk culture and strategic decision making, among others.

Honouring a Legacy: Gordon Bradbery's Induction to the Honour Roll

At this year's Member Forum, we proudly recognised Gordon Bradbery, the retiring Lord Mayor of Wollongong, by including him on the CivicRisk Mutual Honour Roll. His exceptional contributions and steadfast commitment have been instrumental in propelling our organisation forward.

Member Engagement

This year, in-person visits were conducted with all 27 member CEOs. These meetings enabled the exchange of information regarding Mutual benefits and performance, with particular attention given to claim performance, identifying areas for improvement and encouraging utilisation of available member benefits.

Hobsons Bay City Council Joins CivicRisk Mutual

Located west of Melbourne, Hobsons Bay City Council joined CivicRisk Mutual on 1 July 2024. This council brings a mix of industrial and coastal areas to the Mutual. The addition of Hobsons Bay City Council strengthens our presence in Victoria and continues our commitment to delivering outstanding value to our members.

Hawkesbury River County Council Joins CivicRisk Mutual

The County Council is responsible for weed control in the Hawkesbury/Nepean River. Four Councils in the catchment area are members, and we are pleased to provide support and risk protection as our newest member from 1 July 2025.

Maintaining Flood Cover

Amidst the forefront of previous catastrophic flood events, the negotiations for flood protection posed considerable challenges. Nevertheless, the Mutual persevered and successfully maintained flood coverage for all its members.

Upholding Cyber Security Cover

Due to the increase in cyber-attacks and global instability, the Mutual began examining alternative approaches for cyber protection. The organisation collaborated with a new provider to help members address vulnerabilities. Coverage was expanded, and the Mutual is currently working with its members to enhance preparedness and consider additional protection strategies to strengthen resilience.

Addressing Property Repairs in Today's Landscape

Claims inflation — driven by high interest rates and ongoing supply chain disruptions — has significantly affected the building industry, compounded by a shortage of repairers and assessors. Our Mutual relies on dedicated service providers to maintain stability during these challenges. To help prevent similar issues in the future, we are exploring alternative asset protection measures, such as drop-down barriers on weirs, relocating buildings, elevating electrical components and partnering with councils for resilient design solutions.

In October 2024, we proudly received the certificate of Mutual Value Measurement (MVM) Re-Accreditation at the BCCM Leaders' Summit in Perth. As one of the first Mutuals to undergo re-accreditation, we're thrilled to continue delivering meaningful and sustainable value to members and the broader community.

Member Risk Initiatives

Member Risk Enhancement Projects

At CivicRisk Mutual, we actively support our members in enhancing their risk management practices through various risk enhancement projects. These initiatives are designed to tackle specific risks or challenges faced by our members, such as BCP, risk appetite statements, development of training tools relating to risk management and risk warning signage. At-fault driver training and risk reviews of playground equipment.

The benefits of these projects extend beyond the participating members, offering valuable insights and learnings for the entire Mutual membership. This year, 21 members applied for funding to enhance or mitigate the risk environment within their councils or communities. In total, \$503,000 was approved and granted to members for the financial year.

A number of our members focused on reviewing and updating their Enterprise Risk Management Frameworks. This comprehensive effort involved:

Updated Risk Appetite Statement

Reviewing existing documentation and updating the appetite statements across a variety of relevant measures to ensure that Councils are operating in their desired risk exposure levels

Updated ERM Plan and Policy

Ensuring that ERM is embedded into Council's culture and supports risk-based decision making.

Refreshed Strategic and Operational Risk Registers

Improving reporting and ensuring that risks were linked to the delivery of key IP&R objectives.

A number of our members concentrated on their Business Continuity Frameworks to strengthen organisational resilience. This comprehensive effort involved:

Review of Business Continuity Frameworks

Members meticulously examined their existing Business Continuity Plans (BCPs) to identify gaps and areas for improvement.

Streamlined Documentation

The documentation was refined to ensure it is straightforward, practical and easy to understand.

Enhanced Activation of BCPs

The updated documentation facilitates the activation of BCPs in a streamlined and realistic manner, ensuring swift and efficient responses during disruptions. These initiatives are crucial for maintaining operational continuity and minimising downtime during unforeseen events, thereby safeguarding organisational assets and stakeholder interests.

Excellence in Risk Management Awards

Every year, we recognise and celebrate our members' outstanding achievements in managing and mitigating risks through the Risk Awards. These awards highlight best practices, innovations and successes across various categories such as:

- Risk leadership.
- Risk culture.
- Risk resilience.
- Risk communication.

In 2024, we received five nominations from across the Mutual, reflecting the diversity and excellence of our members.

Congratulations to all winners and nominees for their commitment and contributions to the enhanced collaboration and improved Mutual outcomes.

We have an unwavering commitment to our members, celebrating their exceptional achievements and contributions to the Mutual with the Excellence in Risk Management Awards every year. In addition, we're proud to spotlight individual council wins throughout the year in our blog.

You can learn about them on our website:
www.civicriskmutual.com.au

Award Winners

Port Macquarie Hastings Council

Port Macquarie Hastings Council excelled with their Rawdon Island Bridge Emergency Risk Mitigation. Proactively and quickly addressing catastrophic 2021 flood damage through closures and live monitoring, they restored vital connectivity to the community. This exemplifies proactive crisis management, demonstrating practices that protect the region and reduce collective risk for the Mutual.

Bayside Council

Bayside Council is commended for the Barton Park Recreational Precinct Upgrade. Transforming a former landfill with "Safety by Design" and eco-friendly materials demonstrates their commitment to environmental responsibility. This project highlights proactive risk management and community focus, providing renewed shared facilities for the region.

Mid-Western Regional Council

Mid-Western Regional Council developed the Risk Management Framework 2.1. Their systematic approach to remove guesswork with measurable assessments creates a replicable model to reinforce council-wide resilience. Sharing this industry standard elevates risk awareness across the sector, allowing all CivicRisk Mutual members to benefit from enhanced risk management practices.

Congratulations to all our winners for their exceptional work in risk management. Your achievements are an encouragement to all our members.



Our Concise Financials

At CivicRisk Mutual, our commitment to exceptional member service and unmatched market protection goes hand in hand with a dedication to financial transparency and accountability.

Every dollar we manage reflects a purposeful strategy, prudent operations and the deep trust our stakeholders place in us. This section distills our financial narrative into highlights, providing a clear and accessible view of our fiscal progress and achievements over the past year.

CivicRisk Mutual Limited

Financial Highlights

Our summarised financial statements outline the financial performance of CivicRisk Mutual Limited for 2024/25, which have been prepared in accordance with relevant accounting standards.

The 2024/25 financial year has been another highly successful year marked by strong investment earnings and lower protection costs, resulting in a solid surplus for members. The commitment of members to establish a wholly owned subsidiary to purchase reinsurance has continued to prove a sound strategic decision, saving members \$13.8 million over the last four years. Through our members working together and carefully considering the budgets, contributions, coverage and capital, they have ensured the Mutual rebounds from a challenging year of claims in 2021/22.

The financial statements include the consolidation of the wholly owned subsidiary captive insurance company, CivicRisk Insurance Limited, and the full general purpose financial statements are available to members.

It is with the valued assistance of the Finance Committee; actuary, David Minty and the team of Finity Consulting; the investment advisor, Andrew Vallner of CPG Research and Advisory; and the auditor, Peter Hersh of Loggica Assurance that the Mutual has maintained a sound financial platform. The Mutual has enhanced its long-term financial stability for members by continuing to build a surplus, which helps smooth out member contributions and enables the return of funds to members.



- ▶ **\$113.2m**
Mutual's accumulated surplus
- ▶ **\$14m**
Surplus generated for members in 2025
- ▶ **25%**
of contributions returned in surplus reducing member insurance costs
- ▶ **\$22.9m**
Members' surplus returned in last 10 years
- ▶ **\$23.7m**
Total claims provisions
- ▶ **8%**
Annualised return on investments in 2024
- ▶ **85%**
Combined ratio (claims/protection program of contribution)
- ▶ **\$128.3m**
Assets under investment at 30 June 2024
- ▶ **220%**
Capital target over industry benchmark
- ▶ **5.8**
Times assets to cover claims provisions

CivicRisk Mutual Limited Financial Statements

As at 30 June 2025

ABN: 48 605 323 948

| STATEMENT OF FINANCIAL POSITION | 2025 | 2024 | 2023 |
|---|----------------|----------------|----------------|
| ASSETS | | | |
| CURRENT ASSETS | | | |
| Cash and cash equivalents | \$8,575,482 | \$10,489,029 | \$17,524,731 |
| Receiveables | \$2,419,192 | \$2,673,989 | \$2,947,420 |
| Prepayments | \$9,161,165 | \$8,837,140 | \$8,470,390 |
| Other Current Assets | \$53,702,242 | \$34,536,941 | \$6,533,795 |
| TOTAL CURRENT ASSETS | \$73,858,081 | \$56,537,099 | \$35,476,336 |
| NON-CURRENT ASSETS | | | |
| Property, Plant and Equipment | \$7,222,836 | \$6,874,189 | \$6,678,151 |
| Other financial assets | \$59,167,713 | \$53,165,683 | \$62,980,417 |
| TOTAL NON-CURRENT ASSETS | \$66,390,548 | \$60,039,872 | \$69,658,568 |
| TOTAL ASSETS | \$140,248,630 | \$116,576,971 | \$105,134,904 |
| LIABILITIES | | | |
| CURRENT LIABILITIES | | | |
| Claims Provisions | \$14,726,862 | \$9,020,640 | \$10,439,337 |
| Employee Entitlement Provisions | \$821,590 | \$742,597 | \$650,777 |
| Other Current Liabilities | \$2,479,324 | \$1,665,532 | \$5,583,414 |
| TOTAL CURRENT LIABILITIES | \$18,027,775 | \$11,428,769 | \$16,673,528 |
| NON-CURRENT LIABILITIES | | | |
| Claims Provisions | \$8,946,847 | \$6,262,958 | \$8,046,000 |
| Employee Entitlement Provisions | \$13,282 | \$6,508 | \$11,107 |
| TOTAL NON-CURRENT LIABILITIES | \$8,960,129 | \$6,269,466 | \$8,057,107 |
| TOTAL LIABILITIES | \$26,987,904 | \$17,698,235 | \$24,730,635 |
| NET ASSETS | \$113,260,726 | \$98,878,736 | \$80,404,269 |
| MEMBERS FUNDS | | | |
| Accumulated Surplus - Beginning of Year | \$98,878,736 | \$80,404,269 | \$64,759,730 |
| Adjustment to prior period | \$140,030 | \$0 | \$0 |
| Operating Surplus (Deficit) | \$14,522,020 | \$18,474,467 | \$15,644,539 |
| Less Return of Members Funds | \$0 | \$0 | \$0 |
| TOTAL MEMBERS FUNDS | \$113,260,726 | \$98,878,736 | \$80,404,269 |
| STATEMENT OF FINANCIAL PERFORMANCE | | | |
| Revenue From Continuing Operations | \$67,374,733 | \$58,762,704 | \$52,554,329 |
| Underwriting & Claims Costs | (\$49,645,892) | (\$37,265,988) | (\$34,438,839) |
| Administration Costs | (\$3,206,821) | (\$3,022,249) | (\$2,470,951) |
| OPERATING SURPLUS (DEFICIT) | \$14,522,020 | \$18,474,467 | \$15,644,539 |

The financial statements are consolidated audited general purpose reports prepared for the members in accordance with the accounting policies and standards listed in the notes to the financial statements. A full copy of the financial statements are available upon request.





CivicRisk
Mutual

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