Future Drought Fund's Helping Regional Communities Prepare for Drought Initiative Guidelines: Community Impact Program

Expected Funding Announcements:

Note: Due to the impacts of natural disasters on community capacity, the 35 regions have been divided into four tranches.

Tranche 1 **9 May 2023**	→	Tranche 2 **26 June 2023**	→	Tranche 3 **11 Sept 2023**	→	Tranche 4 **6 Nov 2023**

About the Future Drought Fund

The Australian Government's Future Drought Fund (the Fund) is a secure, continuous investment to help farmers and communities to prepare for drought.

The Fund is investing $29.6 million over the next three years to implement the *Helping Regional Communities Prepare for Drought Initiative*, which extends and integrates the Networks to Build Drought Resilience Program (delivered by the Foundation for Rural & Regional Renewal, or FRRR), and the Drought Resilience Leaders Program (delivered by the Australian Rural Leadership Foundation, or ARLF).

The *Helping Regional Communities Prepare for Drought Initiative* brings together five elements that directly support communities to adapt to and prepare for the impacts of drought, and enhance the public good in agriculture-dependent communities:

Element 1: Community Impact Program: An integrated package of support for community networks in 35 regions across remote, rural and regional Australia to enhance drought preparedness. Based on local engagement, it will deliver a tailored package of support, including:

- **Community Impact Grants**: Working with locally led community organisations to develop and deliver a program of support to strengthen community networks, capabilities and facilities that support drought preparedness (delivered by FRRR, and contained within these guidelines);
- **Community Leadership Activities**: Supporting community members to develop their leadership skills to contribute to drought resilience in their community (delivered by ARLF and contained within these guidelines).

Additionally, other complementary forms of support within the broader *Helping Regional Communities Prepare for Drought Initiative* – but not contained within these guidelines – include:

Element 2: A **National Expertise Pool** where community organisations can access specialist expertise to activate drought resilience initiatives with their grant funds where required (delivered by FRRR).

Element 3: A **National Mentoring Program** (delivered by ARLF) that brings together mentees who want to contribute to their community's drought resilience with experienced mentors.

Element 4: A **National Learning Network** that connects individuals and organisations who are committed to community drought resilience so that they can continue to learn from and support each other (delivered by ARLF).

Element 5: An additional **two rounds of Small Network Grants** to develop and deliver one-off events or initiatives to strengthen community networks and capabilities that build drought preparedness, up to a maximum of $20,000, and extend the participation and geographical reach of the *Helping Regional Communities Prepare for Drought Initiative* (delivered by FRRR during 2024).

About FRRR

FRRR is the only national foundation specifically focused on ensuring the social and economic strength of remote, rural and regional communities.

Our unique model connects common purposes and funding with locally prioritised needs. We believe targeted, well-informed investment in local organisations will stimulate ideas that create vibrant communities.

That is why our programs focus on building resilience and strengthening communities.

Building on foundational year learnings from delivering the Networks to Build Drought Resilience program, FRRR is seeking to work with a geographically targeted range of locally based community organisations across Australia to strengthen the ongoing development of skills, knowledge, attitudes and circumstances of people impacted by drought. Utilising a Granting plus Community Development approach, FRRR will work alongside local people and communities to facilitate increased social connection, strengthen network opportunities and link capacity building opportunities to ensure widespread local benefit so that communities are better prepared for the future.

About ARLF

As Australia's pre-eminent provider of rural leadership development, ARLF has proudly delivered transformational leadership development for 30 years. With 2,000 alumni working across industry, NGOs, corporate, government, community and family farms, these leaders are critical to the success of prosperous agriculture-dependent communities.

ARLF exists for the greater good of remote, rural and regional Australia. Their vision is an Australia where regional communities thrive and strengthen the nation. They build the capacity of individuals and groups to act beyond themselves, to create action and change in their organisation, industry, or sector and, in their community. The ARLF develops and promotes leadership through its experiential leadership programs conducted across Australia and the Indo-Pacific region since 1992.

ARLF is the only leadership development organisation with a national footprint and a focus on remote, rural and regional Australia. They are an independent not-for-profit based in Canberra, with staff and associates across the nation. ARLF is supported by government, businesses, and the community in realising its purpose to foster and exercise leadership for positive impact.

Community Impact Program Information

Program Purpose

The Community Impact Program is designed to support community members and not-for-profit organisations in remote, rural and regional Australia to drive local action that helps prepare for drought. It is part of the Australian Government's commitment through the Future Drought Fund to support Australian agricultural communities to build drought resilience.

These Guidelines provide information about the Community Impact Program, which has two parts - the Community Impact Grants, and Community Leadership Activities that are available in locations listed in Appendix 1. Applicants may apply for both a grant and funded leadership activities through a multi-stage application process.

Funds Available

The program will provide 35 grants – one for each region – with a maximum total value of $12.1 million, to be implemented over a two-year period until the end of June 2025.

The grant size for each region will be negotiated as part of the multi-stage application process and may range between $200,000 and $500,000 (see below). Should total demand for funds exceed the grant funding available, grant values will be reduced proportionately.

While one collaborative proposal per region will be accepted, the funds may be disseminated via multiple funding agreements to reduce the risk and administrative burden on the lead applicant and ensure that activities and outcomes have wide engagement and benefits across the region. Any such arrangements would be considered as part of the application process. Funding agreements will only be entered into with not-for-profit organisations.

Types of Projects Supported

The **Community Impact Grants** will fund projects, events, initiatives, training, capability building and small-scale community infrastructure projects that assist local people and communities to prepare for future droughts through improved capability and networks.

The Program is designed to support a wide range of locally relevant initiatives that will result in the following outcomes:

- Communities identify and adopt innovative and transformative ways to build drought resilience;
- A change in awareness of and attitudes to drought preparedness at the community level;
- Communities learn and share innovative ways to build drought resilience;
- An increase in the reach and activities of community leaders, mentors, networks and organisations driving action on drought resilience;
- Improved access to and greater utilisation of community infrastructure;
- Communities build their local leadership, networks and social support; and
- Community leaders, networks and organisations have stronger capability to undertake strategic drought resilience planning.

Program Priorities

Priorities for program investment that will be considered when selecting successful applicants include:

- Demonstrated understanding of drought preparedness as it relates to local needs and the unique geographical, climatic and community context;
- Demonstrated community readiness to support the project at a local level;
- Demonstrated collaboration and reach with a diverse range of community-based organisations at a local and/or regional level;
- Alignment with other Future Drought Fund investments, such as Regional Drought Resilience Planning, Drought Resilience Research and Adoption Program or other community resilience initiatives;
- Motivation and intent for participation in the program that is aligned with supporting long term social connection, capability building and an increased capacity for people and communities to adapt to change over time; and
- Engagement and participation of the local community, specifically young people, and First Nations community members.

Eligible activities must contribute to the outcomes of the Community Impact Program and may include, but are not limited to:

- Community-focused activities that support priorities in a Future Drought Fund Regional Drought Resilience Plan;
- Networking events such as field days, conferences, forums, summits and seminars relating to drought preparedness that build depth of social connection, a shared sense of purpose and longer-term community belonging that can be drawn upon in future drought;
- Initiatives that improve capability, coordination and collaboration between professional, social or community networks, or other community organisations and sectors in local communities that can be drawn upon in future drought;
- Projects, initiatives or events that increase skills, knowledge and understanding of the risks posed by drought and climate change;
- Leadership or other capacity building activities where local people and communities have opportunities to develop the skills and knowledge to face the unique challenges caused by drought in remote, rural and regional Australia;
- Capability development support for local community organisations so that they can better serve the interests of their community;
- Initiatives that support, encourage or extend the participation in current or future Regional Drought Resilience Planning, particularly in remote or very remote locations;
- Minor infrastructure improvements, or equipment upgrades to new and existing meeting places to support community wellbeing, improve connectivity and increase knowledge sharing that specifically relates to drought preparedness. This should constitute no more than 10% of the overall project budget; and
- Staffing, and reasonable program delivery costs to support the coordination and delivery of planned activities.

Lead Applicant Requirements

Applications are sought from locally based not-for-profit organisations that:
- Agree to undertake community drought preparedness initiatives within the focus regions listed at Appendix 1. Applicants must nominate a singular region, and proposed list of project delivery locations by Local Government Area (LGA), which may be some or all of the LGA's listed in each region, or neighbouring regions;
- Agree to act as the lead applicant and work in collaboration with other local organisations to plan and undertake activities over a multi-year period that contribute to the stated program outcomes;
- Agree to work collaboratively with other delivery partners of the Future Drought Fund where relevant to maximise local investment and ensure a 'joined up effort'; and
- Agree to work collaboratively with both FRRR, ARLF and an Evaluation Partner throughout the delivery of the program.

Applications that include locally based community organisations that have participated in the Future Drought Fund's Regional Drought Resilience Planning, where applicable, will be prioritised. Where Regional Drought Resilience Planning is not yet underway, applicants will not be unduly penalised.

Lead applicants may submit a maximum of one application for a Community Impact Grant.

While proposals should reflect collaboration from multiple organisations, the primary applicant, known as a Community Partner Lead Organisation, must be a single legal not-for-profit entity.

One grant allocation will be provided for each region. If more than one group of local community organisations applies in each region, FRRR may work with applicants to explore the potential to expand the partnership opportunities under the strongest application.

Associated Support

Community Leadership Activities

In addition to the Community Impact Grants, ARLF is offering a selection of optional and complementary Leadership Activities at no cost to the applicant. The Leadership Activities are designed to strengthen the leadership capabilities of communities to build individual and community drought resilience. They are underpinned in their design by the concepts of adaptive leadership, resilience, and network leadership.

During the application process, organisations will be invited to nominate an indication of the community's two preferred Leadership Activities and the timeframe for delivery. Information about ARLF and each Leadership Activity is in the prospectus included in Appendix 2.

ARLF will partner with community organisations to confirm and plan their selected Leadership Activities throughout the application and assessment process.

How to Apply

To reduce administration burden for community organisations, the granting process will be administered via a multi-stage application process as follows:

Step 1: Call for Community Partner Lead Organisations

A nationally advertised call for proposals from Community Partner Lead Organisations will be undertaken in the 35 nominated delivery regions. Community Partner Lead Organisations must lodge an Expression of Interest (EOI) application form via the FRRR website that includes:

- Primary contact and legal details of the Community Partner Lead Organisation;
- Proposed geographic delivery location of activities (by LGA);
- Proposed organisations you will collaborate with;
- Brief overview of current community operating conditions and other initiatives currently underway as they relate to community drought preparedness or climate change;
- Brief local history of drought and its contextual impacts;
- Brief overview of existing linkages to other Future Drought Fund activities, including to Regional Drought Resilience Planning if complete or under development;
- Brief overview of previous collaboration with project delivery partners in the local region, specifically relating to work with young people and First Nations people;
- An indicative interest in the style and timing of Leadership Activity or support required;
- If successful, an in-principle agreement to work with FRRR, ARLF, the Department of Agriculture, Fisheries and Forestry, Evaluation Partner, and other Future Drought Fund delivery partners, in a collaborative manner throughout the delivery of the project;
- An indicative financial request, noting all funds must be fully spent by 30 June 2025.

Following the close of Step 1 EOIs, applicants may be interviewed by FRRR and other Future Drought Fund partners to gather further information.

Step 2: Community Engagement and Local Program Design Workshop

Successful Community Partner Lead Organisations will be invited to participate in Step 2.

In partnership with FRRR, ARLF and the local community, Community Partner Lead Organisations will convene one or a series of locally facilitated program design processes to collaboratively define priorities, scope and timing for the delivery of the project. These processes will welcome direct participation by Regional Drought Resilience Planning representatives where applicable.

They will seek to detail:

- Planned activities, initiatives and projects;
- Community partner collaboration;
- Geographical reach of activities;
- Linkages relating to the Future Drought Fund's Regional Drought Resilience Planning, where applicable;
- Progress to date, and linkages relating to other Future Drought Fund programs, such as the Farm Business Resilience Program, Drought Resilience Adoption and Innovation Hubs / Node activity; other Future Drought Fund grant investment; and previous leadership activity;
- Local history, attitudes and perceptions relating to drought and drought preparedness;
- Involvement of key stakeholder groups including young people and First Nations people;
- Leadership skill development support and activities required; and
- Links to outcomes sought by the Future Drought Fund.

The style, timing and delivery of community level activities, events, initiatives or projects will be agreed at a local level to ensure broad and equitable participation in the process within agreed program parameters.

Facilitation processes may include one or a series of workshops, interviews, meetings or interactive online processes as agreed with, and supported by FRRR.

FRRR agrees to engage and support the capped cost of facilitation for this process. The Community Partner Lead Organisation will ensure appropriate local representation and attendance, venue confirmation and distribution of local promotion.

Once the local program design process has been completed, it is envisaged that a clear plan of activities, events, initiatives and projects will be realised in a documented 'Community Drought Preparedness Roadmap' and form the basis for the final step of the application process. Where Regional Drought Resilience Planning has been completed or is under development for the region, the roadmap will explicitly explore and cross-reference relevant linkages.

Step 3: Formalising the planned project

Following the facilitated program design process, Community Partner Lead Organisations will be invited to submit a Project Plan that defines:

- Project Background and Overview that directly responds to the stated program outcomes and priorities for program investment;
- Overview and timing of key project milestones;
- A completed 'Community Drought Preparedness Roadmap' that details a high-level overview of planned activities, events, initiatives and projects (what, where, when and with whom), as well as linkages with Regional Drought Resilience Plans where appropriate;
- Communication and engagement with key stakeholders;
- Project personnel and their role;
- Delivery partners and their role;
- Project risks and mitigation actions; and
- Budget.

Project plans should be no greater than 10 pages.

The FRRR Program Advisory Committee and the FRRR Board will consider all requests for investment and determine the appropriate allocation of funds across Australia.

Following the announcement, FRRR will liaise with recipients to execute a Grant Agreement and process the payment of funds.

Note: Community Impact Grants recipients and delivery locations will be ineligible for Program Element 5: Small Network Grants under the *Helping Regional Communities Prepare for Drought Initiative*.

Broadly, the process is summarised as follows:

Call for Community Partner Leads in 35 regions → Initial Assessment by FRRR → Shortlisted Community Partner Leads invited to host local co-design process → Community Partner Lead Applicants lodge full proposal → Proposals assessed to ensure a 'joined up' approach and meets local need → Proposals approved by FRRR Board → Activity in region commences

Future Support Available

Two rounds of Small Network Grants are also available under the *Helping Regional Communities Prepare for Drought Initiative*:

This part of the *Helping Regional Communities Prepare for Drought Initiative* will feature small grants up to a maximum of $20,000 for one-off initiatives, with details contained in separate guidelines. Dates will be advised in due course.

Please note:

- Unsuccessful applicants from the Community Impact Grants may apply for a Small Network Grant but not within the delivery location of successful Community Impact Grants.
- Successful applicants (lead or partner organisations) from the Community Impact Grants will not be eligible for Small Network Grants.

Definitions

Drought Resilience: The ability to adapt, reorganise or transform in response to changing temperature, increasing variability and scarcity of rainfall, and changed seasonality of rainfall, for improved economic, environmental and social wellbeing.

Agriculture-Dependent: Agriculture-dependent communities refers to remote, rural and regional communities with a high economic dependency on agriculture and related industries.

Networks: An interconnected and open-ended circle of people linked by a shared interest, occupation, etc.

Not-for-profit: an organisation that does not operate for the profit, personal gain, or other benefit of particular people (for example, its members, the people who run it or their friends or relatives).

Strategic Drought Resilience: Drought resilience that is achieved through a considered and collaborative process (with involved parties / stakeholders), which includes a plan to achieve a particular outcome[1].

Innovative Activities: Generating, diffusing and applying knowledge to do new things or do existing things in new ways[2].

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[1] Derived from https://www.macquariedictionary.com.au/features/word/search/?search_word_type=Dictionary&word=strategy, retrieved 2022
[2] Department of Agriculture, Water & Environment (2022) National Agricultural Innovation Agenda: Digital foundations for agriculture strategy (awe.gov.au). p.37

What Can't be Funded

There are a range of areas that we **cannot fund** through this program, including:

- Projects that are not located in remote, rural and regional Australia;
- Projects that support core business and areas of responsibility of Federal, State and Local Governments;
- Applications from sporting organisations need to clearly demonstrate charitable outcomes and benefit to the wider community that are above and beyond the sporting activities of the club, and clear linkage to drought resilience. This is because the encouragement or advancement of sport, recreation and social activities are not considered charitable activities under Australian law;
- Prizes, gifts, trophies or awards;
- Projects solely focused on animal welfare;
- Activities that do not directly support agriculture-dependent communities;
- Activities that do not directly strengthen community networking, wellbeing, drought preparedness, or reduce the risk of social isolation associated with drought;
- Activities that duplicate existing projects or services in a particular community;
- Activities where costs have already been incurred because the activity has already been undertaken or will have been undertaken prior to the start of the activity;
- Activities outside of Australia or involving overseas travel;
- Activities that provide private and/or commercial benefit rather than not-for-profit or social enterprises activities that enhance the public good in agricultural-dependent communities;
- Business activities where the primary purpose is for profit;
- Activities already funded through another Australian, state, territory or local government program;
- Provision of funding to any person or organisation who have outstanding final reports from a prior Australian Government grant of financial assistance;
- Any costs that are not directly related to carrying out the activity such as:
  - preparation of grant application materials;
  - protecting or patenting intellectual property;
  - activities of a distinctly commercial or proprietary nature that are aimed at selling or attracting investment;
  - developing, building or producing commercial prototypes to commercialise a research project outcome;
  - creation of new institutions;
  - establishing new commercial ventures;
  - core business expenses not directly related to carrying out the activity, including administrative, overhead (and infrastructure not specified in a project budget) costs, staff salaries (unless directly engaged in delivering the Funding Program) and relocation costs, travel and living allowances;
  - financial support for feasibility studies;
  - hospitality or catering beyond reasonable costs for providing refreshments at activity-related events such as workshops or field days;
  - purchasing of infrastructure not specified in a project budget;
  - the conduct of activities that could be considered part of normal business or ongoing operations, unless integral to the delivery of the activity;
  - purchase or acquisition of land or buildings;
  - capital expenditure;
  - activities involving political advocacy;
  - production of clothing, equipment or merchandise for distribution;
  - subsidy of general ongoing administration of an organisation such as electricity, phone and rent; and
  - major construction or large capital works.

Please contact us to discuss your eligibility prior to lodging an application if you are unsure.

Eligibility

To apply, you must meet the following criteria:

- Applicant organisation must be a not-for-profit organisation **with an ABN or Incorporation Certificate.** Organisations with or without DGR-1 endorsement are eligible. The proposed project must be for charitable purposes and offer clear public benefit.
- Organisations can submit one application per grant round.
- Projects must benefit communities in remote, rural or regional Australia that are agriculture-dependent.

Please note, you will be considered ineligible if the:

- Application is submitted by individuals, sole traders, private or commercial businesses (as per the submitted ABN);
- Application is submitted by an organisation that is not a legal entity (i.e. a registered not-for-profit), without the written consent of the governing / partnering body who holds the ABN / Incorporation Certificate;
- Application is submitted without required financial documentation (see below);
- Final report/s from any FRRR grants awarded in the previous seven years have not been acquitted (delivery organisations should check with legal organisation to see if there are any outstanding final reports);
- Application is for a project or activity that has already occurred / is occurring prior to the announcement of funding; or
- Application is incomplete. NOTE: Due to the volume of applications received, applications are assessed based on the documentation received at the time of application. FRRR is unlikely to follow up missing documentation after applications have been submitted.

How to Apply

Before beginning your application, please read the information on the following pages. It sets out critical, additional information that we require and explains why it is important.

FRRR accepts applications via its online application portal, Grants Gateway.

Click here to apply.

IMPORTANT NOTES: APPLICATION REQUIREMENTS

Please read the information below to support the planning and preparation of your project. It also sets out what you MUST include for your project to be considered. Contact FRRR if you have any questions about this information or any aspect of the application form.

Eligible legal entities

Every application needs to include an organisation that holds either an **ABN or Incorporation Certificate**. If your organisation doesn't have that, FRRR may still fund the project but you need another organisation's support, which we refer to as the **'legal organisation'** (with your organisation being the **delivery organisation**). This situation often occurs often when the organisation **delivering** the activity or project is a branch of an overarching organisation - such as a local CWA or YMCA branch. In this case, the CWA or YMCA would be the legal organisation.

Even though your organisation may complete the application (and will be doing the work), **it is the 'legal organisation's' legal and financial information that needs to be provided**. They also need to provide a letter of support, confirming they are willing to play this role.

Why is this important?

The Future Drought Fund's *Helping Regional Communities Prepare for Drought Initiative* will only distribute funds to not-for-profit organisations with an ABN or Incorporation Certificate, and FRRR needs to know that the organisation with that ABN / Incorporation Certificate understands and agrees to carry out their responsibilities in relation to your project, if successful.

Financial information

Applications received without the requested financial information are ineligible. Providing incorrect financial information is currently the most common reason why applications are not able to be considered. You must attach the following:

- For organisations that have **audited financial reports:** Attach the most recent annual audited statements;
- For organisations that **do not have an annual financial audit:** Attach the most recent 12 months Income and Expenditure Statement. If you have a Balance Sheet, please also submit this.
- For organisations **less than one year old:** Provide Bank Statements for the period you have been operating.

Please note:

- If financial documents are more than 18 months old, please provide an explanation as to why the organisation does not have more recent documents.
- Bank Statements are **only** acceptable as financial documentation if your organisation has been operating for less than one year.
- Please explain any deficits and steps to sustain the organisation financially.
- Provide a brief explanation of any large financial surplus or current assets and reasons why FRRR funds are still required.
- Income and Expenditure statements must cover a full 12-month period.

FRRR conducts a broad range of due diligence queries when reviewing applications, such as: reviewing current and past incorporation, DGR and ACNC status. If your organisation has happened to have their incorporation status, DGR status or ACNC status changed or ACNC registration revoked or voluntarily withdrawn, please let us know the reasons for this.

Please contact us if you cannot provide required financials or are unsure about what to provide.

Why is this important?

FRRR uses this information to understand your organisation's financial viability and ability to manage grant funds.

Project Budget

You must include a project budget that clearly shows the items that FRRR grant funding would be used for and that also shows all income and expenses related to your project.

Budgets should be realistic and must add up – i.e. total expenditure must match total income.

Applicant contributions in cash or in-kind are highly regarded. Quotes or detailed rationale for items over $1,000 are required, where possible. Note: FRRR suggests costing unskilled volunteer labour at $41.00 per hour.

For more info on costing volunteer labour, visit: https://www.fundingcentre.com.au/help/valuing-volunteer-labour.

This information should be contained within the Project Plan, Community Drought Preparedness Roadmap and Budget proposal in Step 3 of the application process.

Why is this important?

A clear budget helps FRRR to understand the size of your project, exactly how FRRR funds will be spent and helps demonstrate community support for your project through in-kind contributions either from your organisation or partners / community members.

Supporting Materials

FRRR strongly recommends that you provide supporting materials such as letters of support, community plans, survey results, photographs, media clips and research reports that can show broad community support and partnerships involved in the project.

Large documents should be referenced and explained in the application.

This information should be contained within the Project Plan, Community Drought Preparedness Roadmap and Budget proposal in Step 3 of the application process.

Why is this important?

FRRR seeks to fund projects that are well-supported by the broader local community, are locally-led and delivered, show good partnerships, and benefit multiple parts of the community. As FRRR is not always familiar with your community, our staff consider support material as evidence toward understanding level of community need, benefit, and support.

Clear Project Information

A clear description is required of exactly **what** the grant funds will be used for, **when** and **where** the project will happen, **who** will benefit and **who** will be involved in delivering the project, **why** the project and grant funds are needed, **how** funds will be spent and **how** the activities and success of the project will be recorded, evaluated, and shared.

This information should be contained within the Project Plan, Community Drought Preparedness Roadmap and Budget proposal in Step 3 of the application process.

Why is this important?

FRRR needs to clearly understand your project to assess its merits. Applicants should focus on addressing what, when, where, who, why and how of the project, as this is the best way to clearly communicate the details of the project.

A ready community is best placed to achieve the aims of your project, so during assessment, our staff look for information that tells us that good leadership, skills and awareness exist in your community to support the project now and in the future.

Appendix 1: Eligible Regions and Local Government Areas

State	New South Wales				
Number	Region 1	Region 2	Region 3	Region 4	Region 5
Region Name	Far West	Murray	Central West	North-West	Northern Tablelands
Local Government Area	Balranald	Albury	Bogan	Gunnedah	Armidale
	Bourke	Berrigan	Cobar	Liverpool Plains	Glen Innes Severn
	Brewarrina	Edward River	Coonamble	Narrabri	Gwydir
	Broken Hill	Federation	Cowra	Tamworth	Inverell
	Central Darling	Greater Hume Shire	Dubbo	Walcha	Tenterfield
	Walgett	Hay	Forbes	Moree Plains	Uralla
	Wentworth	Murray River	Gilgandra		
	Unincorporated NSW	Murrumbidgee	Hilltops		
			Lachlan		
			Mid-Western		
			Narromine		
			Parkes		
			Upper Lachlan		
			Warren		
			Warrumbungle		
			Weddin		

State	Queensland							
Number	Region 6	Region 7	Region 8	Region 9	Region 10	Region 11	Region 12	Region 13
Region Name	Central West	South–West	Darling Downs and Burnett	Fitzroy Capricornia	North–West	Hinterland to Gulf	Northern Qld Dry Tropics	Cape York – Torres Strait
Local Government Area	Barcaldine	Balonne	Bundaberg	Banana	Burke	Croydon	Burdekin	Aurukun
	Barcoo	Bulloo	Cherbourg	Central Highlands	Carpentaria	Etheridge	Charters Towers	Cook
	Blackall-Tambo	Maranoa	Goondiwindi	Gladstone	Cloncurry	Mareeba	Isaac	Hope Vale
	Boulia	Murweh	North Burnett	Livingstone	Doomadgee		Mackay	Kowanyama
	Diamantina	Paroo	South Burnett	Rockhampton	Flinders		Palm Island	Lockhart River
	Longreach	Quilpie	Southern Downs	Woorabinda	McKinlay		Townsville	Mapoon
	Winton		Toowoomba		Mount Isa		Whitsunday	Mornington
			Western Downs		Richmond			Napranum
								Northern Peninsula Area
								Pormpuraaw
								Torres
								Torres Strait Island
								Weipa
								Wujal Wujal

State	Northern Territory	
Number	Region 14	Region 15
Region Name	Arid Lands	Tablelands
Local Government Area	Alice Springs	Coomalie
	Central Desert	Katherine
	MacDonnell	Litchfield
		Roper Gulf
		Unincorporated NT
		Victoria Daly
		West Daly

State	Western Australia					
Number	Region 16	Region 17	Region 18	Region 19	Region 20	Region 21
Region Name	Gascoyne	Wheatbelt Central East	Wheatbelt South	Great Southern	Mid-West	South-West
Local Government Area	Carnarvon	Bruce Rock	Brookton	Albany	Carnamah	Augusta-Margaret River
	Exmouth	Kellerberrin	Corrigin	Broomehill-Tambellup	Chapman Valley	Boyup Brook
	Shark Bay	Koorda	Cuballing	Cranbrook	Coorow	Bridgetown-Greenbushes
	Upper Gascoyne	Merredin	Dumbleyung	Denmark	Cue	Bunbury
		Mt Marshall	Kondinin	Gnowangerup	Greater Geraldton	Busselton
		Mukinbudin	Kulin	Jerramungup	Irwin	Capel
		Narembeen	Lake Grace	Katanning	Meekatharra	Dardanup
		Nungarin	Narrogin	Kent	Mingenew	Donnybrook-Balingup
		Trayning	Pingelly	Kojonup	Morawa	Harvey
		Westonia	Wagin	Plantagenet	Mount Magnet	Manjimup
		Yilgarn	West Arthur	Woodanilling	Murchison	Nannup
			Wickepin		Northampton	
			Williams		Perenjori	
					Sandstone	
					Three Springs	
					Wiluna	
					Yalgoo	

State	South Australia				
Number	Region 22	Region 23	Region 24	Region 25	Region 26
Region Name	Arid Lands	Eyre Peninsula	Northern and Yorke	Murraylands and Riverland	Limestone Coast
Local Government Area	Coober Pedy	Ceduna	Adelaide Plains	Berri and Barmera	Grant
	Flinders Ranges (north)	Cleve	Barossa	Coorong	Kingston
	Port Augusta	Elliston	Barunga West	Karoonda East Murray	Mount Gambier
	Roxby Downs	Franklin Harbour	Clare and Gilbert Valley	Loxton Waikerie	Naracoorte Lucindale
	Unincorporated SA	Kimba	Copper Coast	Mid Murray	Robe
		Lower Eyre Peninsula	Flinders Ranges (south)	Murray Bridge	Tatiara
		Port Lincoln	Goyder	Renmark Paringa	Wattle Range
		Streaky Bay	Light	Southern Mallee	
		Tumby Bay	Mount Remarkable		
		Whyalla	Northern Areas		
		Wudinna	Orroroo Carrieton		
			Peterborough		
			Port Pirie City		
			Wakefield		
			Yorke Peninsula		

State	Victoria						
Number	Region 27	Region 28	Region 29	Region 30	Region 31	Region 32	Region 33
Region Name	Mallee	Loddon Campaspe	Wimmera Southern Mallee	East Gippsland	Goulburn	West Gippsland	Ovens Murray
Local Government Area	Buloke	Campaspe	Hindmarsh	East Gippsland	Greater Shepparton	Bass Coast	Alpine
	Gannawarra	Central Goldfields	Horsham		Mitchell	Baw Baw	Benalla
	Mildura	Greater Bendigo	Northern Grampians		Moira	Latrobe	Indigo
	Swan Hill	Loddon	West Wimmera		Murrindindi	South Gippsland	Mansfield
		Macedon Ranges	Yarriambiack		Strathbogie	Wellington	Towong
		Mount Alexander					Wangaratta
							Wodonga

State	Tasmania	
Number	**Region 34**	**Region 35**
Region Name	**North and North-West**	**South**
Local Government Area	Break O'Day	Brighton
	Burnie	Central Highlands
	Central Coast	Clarence
	Circular Head	Derwent Valley
	Devonport	Glamorgan/Spring Bay
	Dorset	Glenorchy
	Flinders	Hobart
	George Town	Huon Valley
	Kentish	Kingborough
	King Island	Sorell
	Latrobe	Southern Midlands
	Launceston	Tasman
	Meander Valley	
	Northern Midlands	
	Waratah/Wynyard	
	West Coast	
	West Tamar	

Appendix 2: Community Leadership Activities Guide

Click here to access the ARLF Community Leadership Activities Guide.