
NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 12 NOVEMBER 2025
REPORTS TO COUNCIL – GENERAL MANAGER

1. LOCAL GOVERNMENT REMUNERATION TRIBUNAL – 2026 ANNUAL DETERMINATION REVIEW

Author	Director Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 4.1 Provision of an accountable and transparent leadership

Executive Summary

This report is presented to Council to advise that the Local Government Remuneration Tribunal review for the 2026 Annual Determination.

Report

In accordance with section 241 of the Local Government Act 1993 (Act), the Local Government Remuneration Tribunal is required to make an annual determination on the fees payable to Councillors and Mayors. The 2026 Annual Determination is to take effect from 1 July 2026.

The maximum and minimum fee levels for each category will be assessed by the Tribunal as part of the 2026 review process.

Section 239 of the Act requires the tribunal to determine the category of councils and mayoral offices at least once every three years.

The Tribunal has undertaken a review of the categories and the allocation of councils into each of the categories in 2023. The Tribunal will now undertake a review of the categories, as part of the 2026 review.

NSW councils are allocated into one of the 14 categories: -

Metropolitan	Non-metropolitan	County Councils
Principal CBD	Mayor Regional City	Water
Mayor CBD	Mayor Strategic Area	Other
Metropolitan Medium	Regional Strategic Area	
Metropolitan Small	Regional Centre	
	Regional Rural	
	Rural Large	
	Rural	

The criteria for each of the categories is outline in Appendix 1 of the 2025 Annual Determination (**see Attachment No. 1**).

The Tribunal is inviting submissions from individual councils in respect to categorisation, fees and any general matters as part of this review. Submissions are to be endorsed by respective councils and made no later than 18 December 2025.

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1. LOCAL GOVERNMENT REMUNERATION TRIBUNAL – 2026 ANNUAL DETERMINATION REVIEW (Cont'd)

Rural Category

Councils categorised as Rural will typically have a residential population less than 10,000. Narromine Shire Council is categorised as Rural.

There are 37 other councils in the Rural category including: -

Balranald	Carrathool	Forbes	Lachlan
Berrigan	Central Darling	Gilgandra	Liverpool Plains
Bland	Cobar	Glenn Innes Severn	Lockhart
Blayney	Coolamon	Gwydir	Murrumbidgee
Bogan	Coonamble	Hay	Narrandera
Bourke	Dungog	Junee	Oberon
Brewarrina	Edward River	Kyogle	Temora
Tenterfield	Weddin		
Upper Lachlan	Wentworth		
Uralla			
Walcha			
Walgett			
Warren			
Warrumbungle			

Large Rural Category

The next category being Rural Large will have a residential population greater than 10,000 and a councillor to resident ratio of at least 1 to 1200. Other features may include –

- One or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- A limited range of services, facilities and employment opportunities compared to Regional Rural councils
- Local economies based on agricultural/resource industries.

Rural Large categorised councils include: -

Bellingen	Leeton
Cabonne	Moree Plains
Cootamundra-Gundagai	Murray River
Cowra	Narrabri
Federation	Parkes
Greater Hume	Snowy Valleys
Gunnedah	Upper Hunter
Inverell	Yass

1. LOCAL GOVERNMENT REMUNERATION TRIBUNAL – 2026 ANNUAL DETERMINATION REVIEW (Cont'd)

Financial Implications

The 2025 Annual Determination determined a 3% increase to the maximum and minimum fees, effective 1 July 2025.

Council determined not to increase their remuneration fees for 2025; therefore, it would not be in Council's interest to make a submission advocating for an increase in the fees payable for its category.

Legal and Regulatory Compliance

Sections 239 and 241 of the Local Government Act 1993.

Risk Management Issues

Nil

Internal/External Consultation

Nil

Attachments

- Category Criteria (***Attachment No. 1***)

RECOMMENDATION

That the report be noted.

NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 12 NOVEMBER 2025
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2. 2024/2025 ANNUAL REPORT

Author	Director Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 4.2.2.4 Ensure the integration of corporate plans sets the long-term direction for the Local Government Area DP – Develop and implement the Integrated Planning and Reporting Documents CSP – 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance

Executive Summary

This report is presented to Council to endorse the 2024/2025 Annual Report.

Report

Council must prepare an Annual Report within five months of the end of the financial year. The report must outline Council's achievements in implementing its Delivery Program through the 2024/2025 Operational Plan. Council's Annual Report must also contain Council's audited financial statements.

A copy of the report is to be published on Council's website with the notification of publication provided to the Minister.

There is no set format for the Annual Report and Council can develop the format that best suits them and their communities, provided it is presented and structured in a way that supports wide understanding of the contents and complex information such as financial reporting.

The following statutory information is required to be included in Council's Annual Report (as per the Regulations): -

- Details of overseas visits by Councillors and Council Staff
 - Details of Mayoral and Councillor fees, expenses and facilities
 - Contracts of \$150,000 and above awarded by the Council
 - Amounts incurred in relation to legal proceedings
 - Private works and financial assistance
 - Details of external bodies, companies and partnerships
 - Statement of total General Manager's total remuneration
 - Statement of total remuneration of all Senior Staff
 - Statement of total number of employees on Wednesday 14 February 2024
 - Information on stormwater levies and charges
 - A statement of the activities undertaken by the Council to implement its equal employment opportunity management plan
 - A statement of Council's activities to enforce and comply with the Companion Animals Act
 - Include information about induction training and ongoing professional development for Councillors
 - Information on government information public access and public interest disclosure activity
-

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2. 2024/2025 ANNUAL REPORT (Cont'd)

- Private swimming pool inspections
- Information on the implementation of Council's Disability Inclusion Action Plan
- Attestation Statement
- Contain a copy of Council's audited Financial Reports

Key Achievements for the Year include -

Major Capital Works Delivered

- Flood damage road repairs
- Significant road upgrades
- Drainage upgrades
- Significant fleet replacement
- Refurbishment works at the Narromine Library
- New amenities in Dundas Park Narromine
- Replacement of Council Chambers roof
- Installation of water booster pump station to northern side of Narromine
- Installation of potable water reserve at Tomingley
- 7 lot subdivision for residential development construction – Derribong Street, Trangie

Other

- Purchase of 36 Jones Circuit, Narromine for residential development

Successful Grant Funding Secured

- Upgrade of the Tomingley Heavy Vehicle Rest Area - new amenities, installation of kerb and guttering, payment upgrades, resealing, linemarking and beautification of site - \$1,233,600
- Open Streets Program - Dolly Parton Festival \$158,182
- Safe and Secure Water Program - concept design for new water treatment plant - \$496,176
- Narromine Flood Risk Management Study and Plan Review - \$239,160
- Towards Zero Safer Roads Program - McGrane Way, Narromine shoulder widening, roadside barrier and delineation - \$1,932,000
- Disaster Recovery Funding Roads - \$2,757,093
- EPA - Landfill Consolidation Environmental Improvement Program - \$339,055

Delivery Program Targets

- 95.98% of targets in the 2024/2025 Delivery Program achieved.

2. 2024/2025 ANNUAL REPORT (Cont'd)

Challenges

- Severe weather events in January and February 2025 resulting in significant clean up
- Continued vandalism to public amenities, children's play equipment, gardens, fencing and softfall
- Inflationary pressures and limited revenue generating opportunities

Financial Implications

The Audited Financial Statements (**Annexure 1**) reflect and report on the financial performance and position of the Council as at 30 June 2025 and were submitted to the Office of Local Government on 27 October 2025. The Independent Auditor's Report, issued by the Auditor General of NSW, reflects a sound financial position as at 30 June 2025. This report forms part of the Financial Statements and can be found on pages 63 - 68 of the statements.

Section 420 of the Local Government Act stipulates that any person may make submissions to Council with respect to the Council's audited financial reports or with respect to the auditor's reports. A submission must be made in writing and lodged with Council within 7 days after the date on which those reports are presented to the public. Copies of all submissions received are referred to the auditor.

Legal and Regulatory Compliance

Sections 404, 420, 428 and 428A of the Local Government Act 1993
Clause 217 of the Local Government (General) Regulation 2021
Office of Local Government Integrated Planning and Reporting Guidelines
Local Government Code of Accounting Practice and Financial Reporting Guidelines
The Australian Accounting Standards and professional pronouncements of the Australian Standards Board

Risk Management Issues

Council's Annual Report has been prepared in accordance with the Regulations and Integrated Planning and Reporting guidelines. A copy of the Draft Annual Report has been forwarded to Council's external auditors to review consistency with the financial statements.

Internal/External Consultation

Internal consultation with relevant personnel
External auditors

The Annual Report will be made available online via Council's website and notification of the URL link provided to the Minister of the Office of Local Government.

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2. 2024/2025 ANNUAL REPORT (Cont'd)

Attachments

- Annual Report 2024/2025 (**Attachment No. 2**)

RECOMMENDATION

That the Annual Report for 2024/2025 financial year including the Audited Financial Statements be endorsed by Council.

3. CODE OF CONDUCT COMPLAINTS STATISTICS REPORT

Author	Director Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance

Executive Summary

This report provides Council with the statutory annual report on the Code of Conduct complaints received by Council for the period 1 September 2024 to 31 August 2025.

Report

Under the Model Code of Conduct Procedures, the Complaints Coordinator must, within three months of the end of September each year, report on a range of complaints statistics to Council and to the Office of Local Government.

This information provides an important accountability mechanism to local communities and also provides the Office of Local Government the means to evaluate Council's implementation of the Model Code framework and whether the framework is achieving its policy objectives. The Office of Local Government publishes this data.

Part 11 of the Procedures for the Administration of the Model Code of Conduct sets out the statistics that are to be reported.

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3. CODE OF CONDUCT COMPLAINTS STATISTICS REPORT (Cont'd)

Below is Council's Code of Conduct Complaints Report for the above reporting period.

Total number of code of conduct complaints made about Councillors and the General Manager under the code of conduct in the year to September (the reporting period)	12
Number of code of conduct complaints referred to a conduct reviewer during the reporting period	5
Number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints	5 Resolve by alternate means
Number of code of conduct complaints investigated by a conduct reviewer during the reporting period	0
Without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period	N/A
Number of matters reviewed by the OLG during the reporting period and, without identifying particular matters, the outcomes of the reviews	1 Referral back to General Manager
Total cost of dealing with code of conduct complaints made about Councillors and the General Manager during the reporting period, including staff costs	\$25,156 (ex GST)

Information about code of conduct complaints and the management and investigation of code of conduct complaints is to be treated as confidential and is not to be publicly disclosed except as may be otherwise specified or permitted under the Procedures for the Administration of the Model Code of Conduct.

Financial Implications

The total cost of dealing with the Code of Conduct complaints during the reporting period was \$25,156 (excluding GST).

Legal and Regulatory Compliance

Model Code of Conduct
Procedures for the Administration of the Model Code of Conduct

Risk Management Issues

The Model Code of Conduct sets the minimum requirements of conduct for Council Officials in carrying out their functions. Council officials have a statutory duty to act honestly and exercise a reasonable degree of care and diligence; and act in a way that enhances public confidence in the integrity of local government.

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3. CODE OF CONDUCT COMPLAINTS STATISTICS REPORT (Cont'd)

Internal/External Consultation

Code of Conduct complaints statistics are to be reported to the Office of Local Government.

Attachments

Nil

RECOMMENDATION

That the Code of Conduct Complaints Statistics Report for the period 1 September 2024 to 31 August 2025 be noted.

4. DISCLOSURES OF PECUNIARY INTERESTS AND OTHER MATTERS RETURNS

Author	Director Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 4.2.8 Implement best practice governance standards, transparent decision making and a strong ethical culture

Executive Summary

This report is presented to Council in accordance with legislative requirements.

Report

Designated Persons have an obligation to keep the information contained in their Pecuniary Interest and Other Matters returns up to date. When becoming aware of a new interest that must be disclosed in the return, or an interest previously not disclosed, a Designated Person must lodge an updated return within three months of becoming aware of the new or previously undisclosed interest.

A return has been lodged by the Manager Waste and Community Facilities. In accordance with the Code of Conduct, the return is tabled at the first meeting after lodgement.

Financial Implications

Nil

Legal and Regulatory Compliance

Code of Conduct – Clauses 4.21 and 4.27 and Schedule 2
Government Information (Public Access) Act 2009 and Regulations

4. DISCLOSURES OF PECUNIARY INTERESTS AND OTHER MATTERS RETURNS (Cont'd)

Risk Management Issues

Information contained in returns made and lodged is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2018 and any guidelines issued by the Information Commissioner.

Internal/External Consultation

Nil

Attachments

Nil

RECOMMENDATION

That the information be noted.

Jane Redden
General Manager

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region

- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

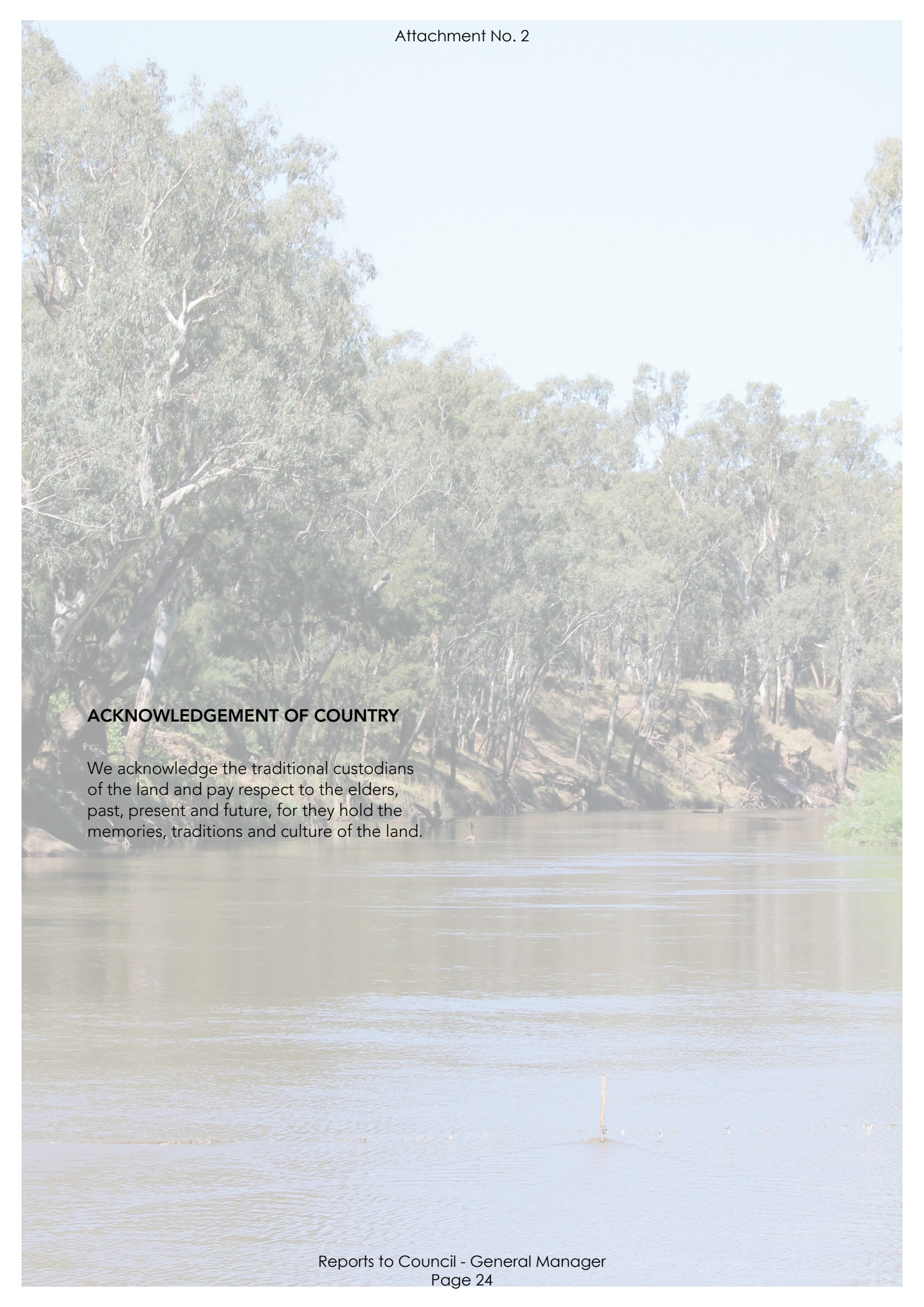
County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015.



ANNUAL REPORT

2024 - 2025





ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional custodians of the land and pay respect to the elders, past, present and future, for they hold the memories, traditions and culture of the land.

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MAYOR'S MESSAGE

As Mayor of Narromine Shire Council, I am pleased to present Council's Annual Report for the 2024-2025 financial year.

This year marks the first in the new Council term, and I warmly welcome our four newly elected Councillors – Stacey Bohm, Judy Smith, Peter Howe, and Brian Leak – who join our returning Councillors Craig Davies, Adine Hoey, Lachlan Roberts and Les Lambert. Together, we are committed to guiding the progress of our Shire over the next four years.

Throughout the year, Council has worked diligently to provide essential services and key projects for our community.

In 2024-2025, Council invested heavily in capital works to strengthen and improve local infrastructure. Major projects delivered included:

- \$3.6 million in flood damage road repairs
- Refurbishment of the Narromine Library
- Installation of new amenities at Dundas Park
- Installation of a potable water reserve at Tomingley
- 90% completion of the Narromine Northern Stormwater Drainage Project

Council also reviewed and endorsed the 2035 Community Strategic Plan, ensuring our priorities and initiatives continue to align with the long-term needs and aspirations of our community.

As a large rural Shire, we continue to advocate strongly for Federal and State Government investment in major road infrastructure. Our advocacy also focuses on promoting economic growth, supporting local businesses, and attracting new investment to strengthen our regional economy.

Looking ahead, our commitment to the 2035 vision will guide further investment in infrastructure and community spaces. Council is proactively planning for a safe and secure water supply, with more than \$36 million in water projects scheduled over the next 10 years - including the construction of a new water treatment plant for Narromine. We are also progressing the development of residential land to help address the growing demand for affordable housing.

I extend my sincere appreciation to our General Manager, Jane Redden, the executive leadership team, and all Council staff for their dedication and service to our community.

It is an honour to serve as your Mayor, and I remain committed to working collaboratively with our community to ensure a sustainable and thriving future for the Narromine Shire.

Cr Ewen Jones
Mayor, Narromine Shire Council



GENERAL MANAGER'S MESSAGE

I am pleased to present Council's 2024- 2025 Annual Report.

Over the past year, Council successfully delivered more than 95% of actions in our Delivery Program and completed \$16.1 million in capital projects - a strong reflection of our commitment to community infrastructure, growth, and service delivery.

Council's major infrastructure achievements included

- Roads Capital Works Program - \$6.8 million including Enmore Rd, Tullamore Rd, Eumungerie Rd and Dandaloo Rd
- Flood Damage Road Repairs - \$3.6 million
- Road Maintenance - 570 kms graded
- Stormwater - 90% completion of the Narromine Northern Stormwater Drainage project
- Facility Upgrades - Replacement of the Council Chambers roof and office upgrade; Narromine Library Upgrade; new amenities constructed at Dundas Park, Narromine
- Water Infrastructure - Northern Zone Water Booster Project; Nymagee Street booster pump station and water main replacements
- Plant and Equipment - \$1.6M invested in new plant and machinery
- Residential Development - completion of a 7-lot residential subdivision on Derribong Street, Trangie

Key strategic and community initiatives included

- Land Use Planning - rezoning of 100 hectares at 397 Craigie Lea Lane, Narromine, for future industrial development
- Development Approvals - 77 Development Applications approved, valued at \$17.5 million
- Grant Success - \$7.2 million in external funding secured, and 8 positions secured through the *NSW Government 'Fresh Start' Program*
- Companion Animals - 83% rehoming rate achieved
- Strategic Planning - review and endorsement of the Community Strategic Plan and associated Integrated Planning and Reporting Documents

- Youth Engagement - establishment of the Narromine Shire Youth Council

Council continued its support for major community events including the Dolly Festival, Trangie Truck and Tractor Show, Venetian Carnival, Australia Day, and NAIDOC Week celebrations.

We maintained a strong focus on risk management and business improvements throughout the year. Four Audit Risk and Improvement Committees meetings were held, supporting robust governance and oversight. Internal audits were conducted across key operational areas, including payroll, customer requests and service, plant and fleet management and cyber security. A service level review of the Narromine and Trangie Aquatic Centres was also completed to ensure continued high-quality service delivery.

Council remains in a stable financial position. For the 2024-25 financial year, the net operating result was \$1.8 million, with total operating expenditure, including depreciation, of \$34.2 million. Council exceeds the majority of financial performance benchmarks set by the Office of Local Government, reflecting sound and responsible financial management.

We will continue to pursue grant funding opportunities to support future priority infrastructure projects, with a key focus on delivering a secure and sustainable drinking water supply for Narromine.

I would like to thank all staff for their hard work and dedication throughout the year. I look forward to another productive year as we work towards delivering the actions outlined in our Operational Plan, ensuring continued progress and positive outcomes for our community.

Jane Redden
**General Manager,
Narromine Shire
Council**



INTRODUCTION

PURPOSE OF THE ANNUAL REPORT

In accordance Section 428 of the Local Government Act 1993 and the Office of Local Government's Integrated Planning and Reporting Guidelines, Council is required to publish its annual report within 5 months of the end of the financial year.

The Annual Report reports back to the community on the work undertaken by Council to deliver on the commitments of the Delivery Program through the 2024/2025 Operational Plan and budget.

The report focuses on our achievements, challenges and plans for the year ahead.

INTEGRATED PLANNING AND REPORTING

Integrated Planning and Reporting (IP&R) comprises of a series of interrelated documents that together provide a consistent approach to community planning across all NSW local councils.

The IP&R framework allows Council to: -

- Integrate community priorities into Council strategies and plans
- Supports community and stakeholders to play an active role in shaping the future of our community
- Articulates the community's vision and priorities
- Assigns resourcing to support delivery of the vision and priorities, while also balancing aspirations with affordability
- Maintain accountability and transparency with regular monitoring and reporting



INTRODUCTION

COMMUNITY STRATEGIC PLAN

This is the highest-level plan prepared by Council through its Integrated Planning and Reporting (IP&R) framework. It identifies the community's key priorities and aspirations for the future and outlines strategies to achieve these goals. All other strategies and plans developed under the IP&R framework are linked to, and support, the Community Strategic Plan.

COMMUNITY ENGAGEMENT STRATEGY

The Community Engagement Strategy outlines how Council consults and engages with the community and relevant stakeholders in the development of the Community Strategic Plan, as well as other plans, policies, programs, and key activities undertaken by Council.

RESOURCING STRATEGY

The Resourcing Strategy explains how Council will deliver its functions, including implementing the strategies in the Community Strategic Plan for which it is responsible.

The Resourcing Strategy comprises three key components:

- Long-Term Financial Plan;
- Workforce Management Strategy and
- Asset Management Planning

The [Long-Term Financial Plan](#) is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the Community Strategy Plan, as well as the commitments of the Delivery Program and Operational Plan, will be resourced and funded.

The [Workforce Management Strategy](#) is a proactive, 4-year plan that shapes the capacity and capability of Council's workforce to achieve Council's strategic goals and objectives.

[Asset Management Planning](#) ensures that Council's assets are managed and maintained efficiently and sustainably, with a focus on service delivery for local communities.

Asset Management Planning comprises:

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans (for each class of asset)

DELIVERY PROGRAM

This document is prepared by the incoming Council and sets out the principal activities to be undertaken over the Council's term. It outlines how Council will perform its functions and deliver on the strategies established in the Community Strategic Plan, using the resources identified in the Resourcing Strategy. All plans, projects, activities and funding allocations undertaken by Council during its term must be directly linked to the Delivery Program.

OPERATIONAL PLAN

The Operational Plan supports the Delivery Program by outlining specific projects and activities for the year, backed by a detailed budget, Statement of Revenue policy, and schedule of fees and charges. ees and charges for the year.

MONITORING AND MEASURING PERFORMANCE

The IP&R framework requires councils to monitor and report on its performance in the following ways: -

- Quarterly Financial Budget Review Statements
- Delivery Program Progress Reports (six monthly)
- Annual Report
- State of our Shire Report

ABOUT OUR SHIRE

The Narromine Shire is located 40 kilometres west of Dubbo, in the Orana region of New South Wales, Australia. Covering 5224 square kilometres, our vast Shire includes the major rural centre of Narromine, as well as Trangie and Tomingley.

Narromine is a community that is proud of the heritage, history and towns in the region which is shared with residents, businesses and visitors to the Shire. Residents choose to live in the Shire because of its location with access to a regional centre, its picturesque setting and close community connections.

The Wiradjuri people are the original inhabitants and traditional owners of the area.

Narromine Shire has a strong indigenous population of 1000 residents representing 20% of the Shire's total population.

The agricultural sector has long been the mainstay, and the region is well known for sheep, cattle, wool and cotton production as well as broad acre cereal crops. Alkane Resources Limited provide important employment opportunities with a significant mining development located at Tomingley.



OUR COMMUNITY PROFILE



POPULATION
6,432
(2024 estimate)



GRP
\$548 Million



**DWELLINGS
IN SHIRE**
2835



MEDIAN AGE
41

DEMOGRAPHICS

GENDER

51% Male
49% Female

DIVERSITY

Indigenous population 20%
Born overseas 18%
Non English-speaking
background 2%

AGE

Aged 0 - 9	14%
Aged 10 -19	13%
Aged 20 - 39	22%
Aged 40 - 59	23%
Aged 60 - 74	18%
Aged 75+	10%

EMPLOYMENT

Managers 22%
Professionals 13%
Technicians and Trades Workers 13%
Labourers 12%
Community & Personal Service 12%
Machinery Operators and Drivers 11%
Administrative 10%
Sales 7%

Unemployment rate 4%
Average Income Per Week \$717
Voluntary Work 20%

LABOUR FORCE

Part Time Workers 737
Full Time Workers 1734

INDUSTRIES BY EMPLOYMENT

Agriculture, Forestry & Fishing 31%
Health Care & Social Assistance 10%
Education and Training 11%
Mining 8%
Retail Trade 6%
Construction 6%
Public Administration and Safety 4%
Accommodation and Food Services 4%

OUR COUNCILLORS



Mayor
Cr Ewen Jones



Deputy Mayor
Cr Stacey Bohm



Cr Craig Davies



Cr Adine Hoey



Cr Peter Howe



Cr Brian Leak



Cr Les Lambert

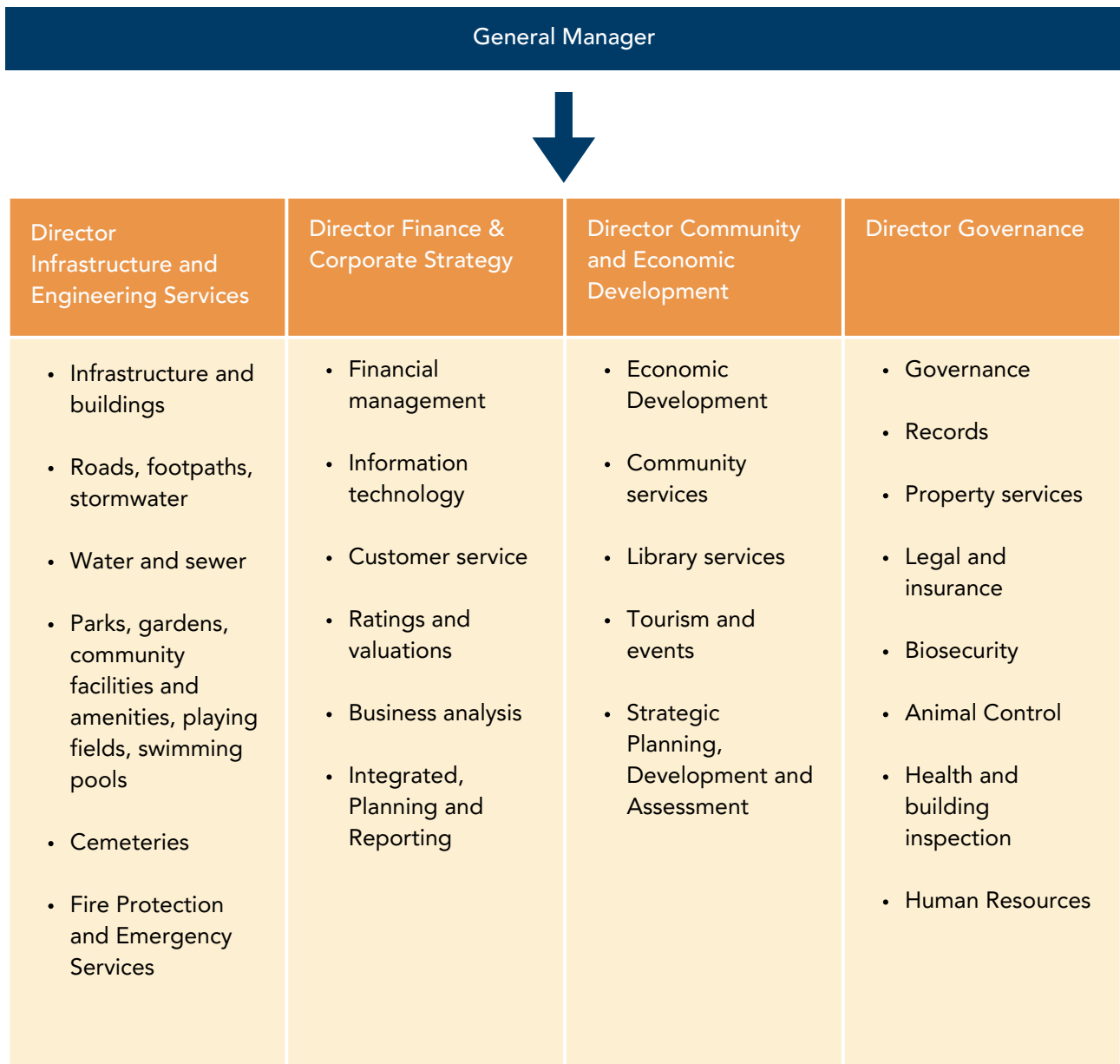


Cr Lachlan Roberts



Cr Judy Smith

ORGANISATION STRUCTURE



OUR VISION

The Narromine Shire is a friendly place to live with a strong sense of community that values our services, facilities and our natural rural environment.

We are a community that values the diversity of people, ideas, perspectives and experiences.

We work together to strive towards a vibrant, safe and engaged community that provides opportunities for all its members.

Our Council is a leader for our community sharing the responsibility for growth, development and provision of services.

OUR GUIDING PRINCIPLES

Vibrant Communities

We want to create a safe, healthy and connected region that encourages participation and creates a strong sense of pride in our community and each other's wellbeing.



Growing our Economy

We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options.



Protecting our Environment

We value our natural and built environment, our resources for the engagement of the community and visitors to our Shire.



Proactive Leadership

We are an open and accountable local government that involves our community in the decision-making process and effectively manages our public resources through sound financial management and well-informed strategic planning for our Shire's future.



FINANCIAL SUMMARY

Financial Performance

Council's financial position continues to remain sound. A summary of our financial result is outlined below:-

Income Statement	2025 (\$'000)	2024 (\$'000)
Total income from continuing operations	35,996	35,935
Total expenses from continuing operations	34,231	32,120
Operating result from continuing operations	1,765	3,815
Net operating result for the year	1,765	3,815
Net operating result before grants and contributions provided for capital purposes	(5,787)	(5,683)
Statement of Financial Position		
Total current assets	32,166	36,042
Total non-current assets	422,355	408,460
Total current liabilities	(9,004)	(11,410)
Total non-current liabilities	(5,120)	(4,610)
Total equity	440,397	428,482
Other Financial Information		
Operating performance ratio %	(18.25%)	(22.56%)
Own source operating revenue ratio %	51.40%	43.57%
Unrestricted current ratio	3.89x	5.42x
Debt service ratio	4.08x	2.74x
Rates and annual charges outstanding ratio %	7.99%	9.36%
Cash expense cover ratio	10.51 months	13.44 months

Cash Position

Council has cash and investment holdings of \$23.6M as at 30 June 2025. A summary of our cashflow for the year ended 30 June 2025 is shown below:

	2025 (\$'000)	2024 (\$'000)
Cashflows from operating activities	9,506	16,245
Cashflows from investing activities	(15,164)	(14,352)
Cash flow from financing activities	130	(1,263)
Net increase (decrease) in cash held	(5,528)	630
Cash at beginning of financial year	9,097	8,467
Cash at end of financial year	3,569	9,097
Plus investments on hand - end of year	20,000	20,000
Total cash, cash equivalents and investments	23,569	29,097

FINANCIAL SUMMARY

Income Statement

Council's operating result \$1.8M including the effect of depreciation expense of \$10.4M is lower than the 2023-24 result.

The net operating result before capital grants and contributions of (\$5.8M) is \$0.1M more than the previous year. This is mainly due to an increase in employee benefits and oncosts, reduced capitalised costs due to the completion of major capital projects, and an increase in depreciation expenses.

Council reported revenue of \$36M, the same as the previous year.

Council received grants and contributions of revenue of \$17.5M, which is \$2.7M less than the previous year. This is mainly due to a decrease in capital and operating grants received during the year. 50% of the financial assistance grants were paid in advance compared with 85% in the previous year.

	2025 (\$M)	2024 (\$M)
Rates and annual charges revenue	11.1	10.4
Grants and contributions provided for operating purposes revenue	9.9	10.6
Grants and contributions provided for capital purposes revenue	7.6	9.5
Operating result for the year	1.8	3.8
Net operating result before capital amounts	(5.8)	(5.7)

Statement of Cash Flows

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year. Council's Cash and Equivalents decreased by \$5.5M for the 2024-25 financial year mainly due to a decrease of \$7.9M in grants and contributions received and an increase in financing activities.

Financial Position

External restrictions include unspent specific purpose grants, contributions and domestic waste charges, and water and sewerage funds. Balances are internally restricted due to Council policy or decisions for forward plans including works program. Unrestricted balances provide liquidity for day to day operations.

Cash and Investments	2025 (\$M)	2024 (\$M)
External restrictions	16.3	16.5
Internal restrictions	5.9	10.5
Unrestricted	1.4	2.1
Cash and Investments	23.6	29.1

FINANCIAL RATIOS

The Office of Local Government has established key financial sustainability benchmarks for councils. The graphs below measure Council's consolidated results.

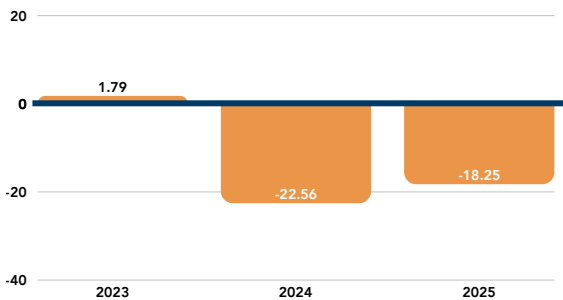
Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Council's operating performance ratio increased/improved with 4% from the previous year.

Council reported an operating deficit ratio of -18.25% due to operating grants for 2024-2025 received 2023-2024, outstanding flood damage claims and increased depreciation expenses

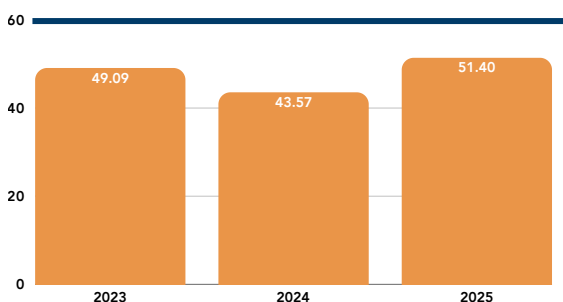
Council's deficit for 2024-2025 is below the benchmark of >0.00% set by the OLG.



Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

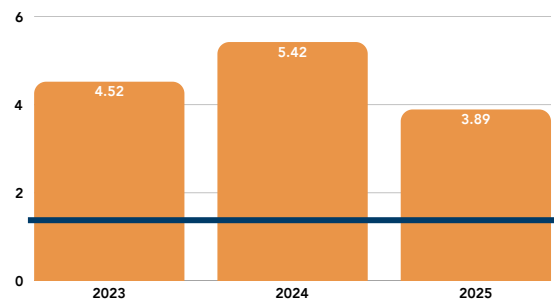
Narromine Shire Council is a rural Council with limited revenue generating opportunities. Council has generated 51.40% of its total revenue from own sources which is lower than the benchmark of >60 % set by the OLG.



Unrestricted Current Ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

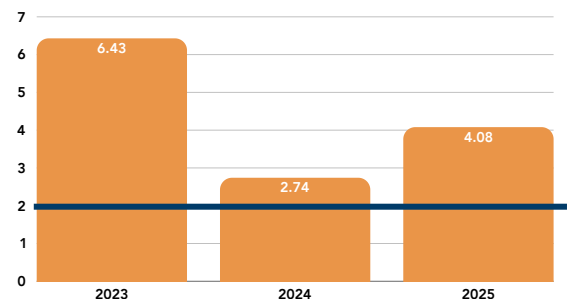
Council's 2024-2025 result of 3.89x is above the benchmark of >1.5x set by the OLG.



Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Council continues to monitor its liquidity levels and the debt service cover ratio. The 2024-2025 result of 4.08x is above the benchmark of >2.0x set by OLG.

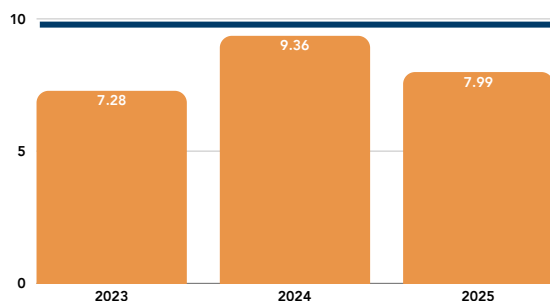


FINANCIAL RATIOS

Rates and Annual Charges Outstanding Percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

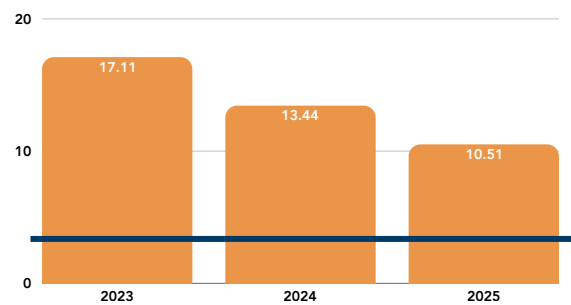
Council's 2024-2025 result is 7.99% which exceeds the OLG benchmark of <10.00% for rural Councils.



Cash Expense Cover Ratio

The liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Council's 2024-2025 result of 10.51 months is well above the benchmark set by OLG which is >3.00 months.



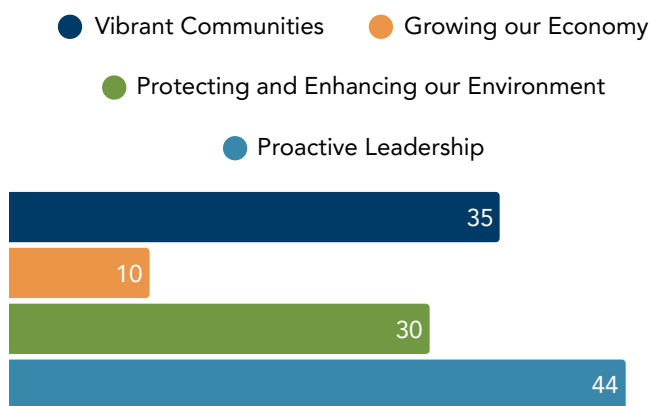
HIGHLIGHTS

Throughout the reporting year, Council achieved a number of important milestones that contributed to our strategic objectives. The following section summarises the key highlights that showcase our performance, innovation and continued focus on service delivery to our community.

The Delivery Program for 2024-contains 129 actions which have been separated into the following themes:

- Vibrant Communities (36 actions)
- Growing our Economy (15 actions)
- Protecting and Enhancing our Environment (30 actions)
- Proactive Leadership (48 actions)

Number of actions completed within each theme -



This represents a 95.98% achievement rate.

Corporate Achievements

- Review of Council's 10-year Community Strategic Plan
- Endorsement of the Pedestrian Access Mobility Plan; Cemetery Master Plan and Water Quality Options Paper
- \$148,178 funding allocated through the Tomingley Gold Operations Community Fund
- Rezoning of land at 397 Craigie Lea Land for the development of a 28-lot industrial precinct
- Official opening of the new Trangie Truck Wash Facility
- \$1.5M plant and fleet replacement
- Fresh Start Apprentices, Trainees and Cadets Program - 8 funded positions
- Establishment of the Narromine Youth Council
- 3600 km roadsides inspected for priority weeds

83%
companion
animal
rehoming rate

\$16.1M
capital works
projects
delivered

92.77
FTE
30.06.25

\$3.6M
flood
damage
road
repairs

\$34.2M
total
expenses

570km of
roads
graded

\$17.9M
DAs
approved

HIGHLIGHTS

Significant Grant Funding Secured

- Upgrade of the Tomingley Heavy Vehicle Rest Area - new amenities, installation of kerb and guttering, payment upgrades, resealing, linemarking and beautification of site - \$1,233,600
- Open Streets Program - Dolly Parton Festival \$158,182
- Safe and Secure Water Program - concept design for new water treatment plant - \$496,176
- Narromine Flood Risk Management Study and Plan Review - \$239,160
- Towards Zero Safer Roads Program - McGrane Way, Narromine shoulder widening, roadside barrier and delineation - \$1,932,000
- Disaster Recovery Funding Roads - \$2,757,093
- EPA - Landfill Consolidation Environmental Improvement Program - \$339,055

Waste Management Initiatives

- Annual NetWaste Clean Up Event - October 2024 - 7,407.5kg of waste collected
- Garage Sale Trail promotion - November 2024 - 47 garage sales and stalls with 4,231 items reused or sold
- Free compost giveaway - November/December 2024 - 118 cubic metres of material distributed
- Waste collection
 - 1,341 tonnes of general waste collected
 - 722.5 tonnes organics collected
 - 282.5 tonnes recycling collected

Staff Achievements

- Doug Moorby, Manager Utilities - recognised in Parliament for his dedication, expertise and passion for water utilities. Prior to this, Doug received the esteemed 'Legends of Water' award for advancing sustainable water management and highlighting the critical role of water.
- Geoff Cape - recognition of 40 years of service with Council.

Service Level Review

A service level review of the operations and management of the Narromine and Aquatic Centres was undertaken in March 2025. The review aimed to ensure: -

- An appropriate level of service is provided to the community
- Council is achieving value for money
- Opportunities for improvement are identified

Following the review, it was determined that the operations and management of the facilities will be contracted for a period of three years, with options to extend subject to performance.

Key areas for improvement identified include: -

- Establishing a shared responsibility model for chemical dosing
- Reducing the entry fee for non-swimmers
- Introducing an unsupervised swim period during early mornings
- Continuing to undertake capital works, subject to budget availability

CHALLENGES

The year was defined by challenges -

- Severe weather events in January and February 2025 resulting in significant clean up
- Continued vandalism to public amenities, children's play equipment, gardens, fencing and softfall
- Inflationary pressures and limited revenue generating opportunities

CAPITAL WORKS

Council delivered \$16.1M in capital works projects, demonstrating a strong commitment to the renewal and upgrade of community assets.

Council Works Completed During the Year including investment and real estate assets -

Buildings

- Replacement of Council chambers roof, interior repainting and carpet renewal - \$366,274
- Customer Service and Payments Centre roof patio - \$14,925
- Refurbishment works at the Narromine Library, including upgrades to amenities, meeting room, kitchenette and emergency exit - \$254,808
- Air conditioner replacement Narromine Sports and Fitness Centre - \$20,423
- Narromine Works Depot Upgrade - \$94,429
- Cale Oval CCTV installation - \$14,000

Roads

- Heavy patching and resealing works on Eumungerie Rd - \$526,878
- Asphalt and sealing of approaches to Narromine Dandaloo St rail crossing - \$318,881
- Asphalt mill and fill end of Dandaloo St, Trangie - \$148,224
- Widening and rehabilitation of Enmore Rd - \$805,941
- Road upgrades - Frecklingtons Rd, Euromedah Rd, Haberworth Rd, Momo Rd, - \$850,328
- Road upgrades - Newhaven Rd, Gainsborough and Tullamore Rd Intersection, Gainsborough Rd, Bulgandramine Rd, Gundong Rd, Fourth Avenue - \$550,463
- Shire wide road resealing - \$1,177,883
- Truck wash upgrade Trangie - \$15,190
- Bus stop upgrades - \$21,615
- Shire wide gravel resheeting - \$84,267

Stormwater Drainage and Kerb and Gutter

- Remediation of the stormwater outlet at Rotary Park, Narromine - \$126,863
- Narromine kerb and gutter upgrades - A'Beckett St and Fourth Ave - \$190,325, Mingelo St - \$69,055

Fleet Replacement

- Significant fleet replacement - \$1.5M

Water

- Completion and finalisation of the booster pump station to maintain water pressure to the northern side of Narromine \$196,534
- Installation of Tomingley potable water reserve, and generator - \$187,026
- Shire wide network mains replacement - \$181,992
- Water quality monitoring systems - \$28,551

Sewer

- Electrical upgrade of four sewer pump stations in Trangie - \$132,971
- Shire-wide telemetry upgrades and other minor works - \$10,830



CAPITAL WORKS

Parks and Gardens, Recreational Facilities and Aquatic Centres

- Narromine Wetlands enhancements - \$40,883
- Completion of new amenities at Dundas Park - \$70,681
- Furniture and carpark upgrade Rotary Park - \$99,146
- Narromine aquatic centre improvements - installation of new shade structures, replacement of hot water system - \$86,576
- Cale Oval fencing - \$44,587

Information Technology

Optic fibre installation, upgrade of battery backup units for servers, upgrade record management software, upgrade mobile phones, ipads etc. - \$227,126

Waste Facilities

- Narromine Waste Facility firefighting tanks - \$37,553
- Narromine Waste Security upgrade and CCTV - \$17,952



Real Estate Development

- 7 lot subdivision for residential development construction complete - Derribong St, Trangie - \$321,221
- Residential land development - 36 Jones Circuit - \$1,177,342

Cemeteries

- Narromine Cemetery Baby Graves upgrade \$23,145

Capital Works In Progress - projects commenced but not yet completed

- Narromine Northern Zone Water Pressure Booster System - \$395,995
- Narromine cemetery amenities upgrade - \$24,145
- Harris Street, Trangie water mains upgrade and replacement - \$49,348
- Dandaloo Street Trangie, Toilet upgrade - \$28,051
- Trangie Library works - \$243,509
- Tomingley smart meter receiving and internet connection - \$18,533
- Narromine Industrial subdivision works - \$203,308
- Narromine Saleyards redevelopment - \$8,192
- Shirewide road upgrades - \$3,710,217
- Shirewide road reseals - \$194,848
- Footpath construction - \$101,549
- Narromine Northern Catchment Stormwater Drainage - \$2,490,331
- Trangie lined and unlined open channel drainage - \$14,605
- Trangie Transfer Station design and construction - \$36,445

MAINTENANCE WORKS

Planned and reactive maintenance works were undertaken to retain our assets in an appropriate service condition.

Some of the activities undertaken during the financial year included: -

Roads

- Flood damaged road repairs \$3.6M
- Other road maintenance - \$1.4M

Urban streets (including tree purchases) - \$666,525

Recreation Facilities and Buildings

- Parks and Gardens - \$365,684
- Public Amenities - \$155,307
- Ovals - \$289,160
- Narromine Sports and Fitness Centre - \$153,361
- Aerodrome - \$411,022
- Aquatic Centres- \$527,127
- Cemeteries - \$178,322
- Showgrounds (excluding buildings) - \$36,160
- Buildings - \$593,221

Water Supply Network

- \$2,097,000

Sewerage Network

- \$981,000

The Office of Local Government has established key infrastructure asset performance benchmarks for councils. The ratios below measure Council's consolidated results.

Buildings and Infrastructure Renewal Ratio

This ratio compares the rate of renewal against the rate at which assets are depreciating.

Council's 2024-2025 ratio is 57% which is below the benchmark of >100% set by the OLG.

Asset Maintenance Ratio

This ratio compares actual versus required annual asset maintenance.

Council's 2024-2025 ratio is 87% which is below the benchmark of >100% set by the OLG.

Infrastructure Backlog Ratio

This ratio shows the portion of the backlog against the total value of Council's infrastructure.

Council's 2024-2025 ratio is 1.98% which is above the benchmark of < 2% set by the OLG.



EVENTS

Council hosted and supported a wide range of community events during the financial year.

NAIDOC Week

September 2024

- The week began with a march down Dandaloo Street to Tom Perry Park, where attendees gathered for a Baby Welcome to Country ceremony. This meaningful cultural event was enjoyed by local school children and community members alike. A BBQ lunch followed, complemented by a powerful performance from Indigenous dancers. Later in the week, a basketball competition took place with local health services in attendance, and a community lunch was hosted featuring delicious food prepared by Narromine High School students. The week concluded with a lively community day at Dundas Park, bringing everyone together to celebrate and enjoy the festivities.

Narromine Dolly Parton Festival

12 October 2024

- The Narromine Dolly Parton Festival was once again a great success in 2024. The festivities commenced with a lively street party in the Narromine town centre and continued into the evening with the main event at Cale Oval. The events held during the day, and the evening, attracted large crowds of residents and visitors, featuring live music, themed entertainment, and a range of food and market stalls from both local and visiting vendors.



EVENTS

Venetian Carnival

11 December 2024

- The Christmas-style Carnival was once again held at Cale Oval, Narromine, and continued to be a much-anticipated community event. The carnival featured a variety of market stalls, food trucks, and free children's activities, along with the popular Ham and Chicken raffles facilitated by the Rotary and Lions Clubs. A visit from Santa delighted the many children in attendance, adding to the festive atmosphere. The event attracted approximately 500 participants and remains a key highlight on the region's annual events calendar.

Volunteers Day

22 November 2024

- Volunteers Day 2024 was held at the Council Chambers. Many volunteers from various community organisations attended this morning tea to be recognised for the valuable contributions made to the community.

Shop Local Campaign 2024

November/December 2024

- The six-week retail campaign
- is aimed at attracting both local and regional shoppers to the Narromine Region. Council provided promotional material and advertisement on many platforms such as radio, newspaper and social media to promote this campaign. Over thirty businesses participated in the successful promotion again this year, with the popular campaign to continue in 2025.

Australia Day

26 January 2025

- The 2025 Australia Day celebrations commenced in Narromine with a vibrant community event at Dundas Park, featuring an official Citizenship Ceremony, a hearty BBQ breakfast, and a lively watermelon-eating contest. In Trangie, the community gathered for an evening celebration hosted by the Trangie Action Group at the United Services Memorial Club. The Australia Day Ambassador, Mr Gerry Tatrai, attended both the Narromine and Trangie celebrations, sharing his inspiring story and helping to honour the achievements of local residents.

Narromine Awards

- Citizen of the Year: Mrs Viv Halbisch
- Community Event of the Year: Top Gun on the Tarmac - Narromine Aero Club
- Children's Champion Award: Karen Shearwood
- Senior Citizen of the Year: George Peters
- Sportsperson of the Year: Skye Morrissey

Trangie Awards

- Citizen of the Year: Mr Michael Welch
- Senior Sports Award: Rhonda Betts
- Senior Citizen of the Year: Garry Fitzgerald
- Junior Sports Award: Isabelle Dunbar
- Community Event of the Year: Trangie Central School P&C – Open Garden Day



EVENTS

New Residents Night

27 February 2025

- Council welcomed new residents and business owners at a New Residents Night held at Soul Food. The evening provided the opportunity to connect with other newcomers and learn about the community and services.

Senior Citizens Day

4 April 2025

- Senior Citizens Day was celebrated at the Narromine Sports and Fitness Centre, where Mayor Ewen Jones hosted a delightful morning. Attendees enjoyed a delicious morning tea while being entertained by a wonderful showcase of performances from students of various Narromine schools.

National Sorry Day

26 May 2025

- A morning tea was held at the Council Chambers to acknowledge National Sorry Day with Narromine and Trangie Aboriginal Land Councils. The gathering provided an opportunity for Councillors and staff to reflect on the significance of the day, honour the Stolen Generations and their families, and demonstrate Council's ongoing commitment to reconciliation, healing, understanding, and unity for all Australians.

Visit by the Governor of New South Wales

18 June 2025

- Her Excellency the Honourable Margaret Beazley AC KC, Governor of New South Wales, and Mr Dennis Wilson visited the Narromine Shire on 18 June 2025 as part of their regional tour. The visit recognised the vital contribution of regional communities to the State and provided an opportunity to showcase the achievements, priorities, and aspirations of the Narromine Shire. Council was privileged to host Her Excellency and Mr Wilson for a morning tea held at the Narromine Shire Council Chambers, where discussions focused on local initiatives, community resilience, and future opportunities for regional development. The Governor's visit was warmly received by residents and served as a proud occasion for the Narromine community, reflecting the importance of collaboration and recognition at a State level.

Citizenships

- Citizenship Ceremonies were held on 6 August 2024, 22 November 2024, 26 January 2025 and 23 May 2025. Council welcomed 11 new citizens to our Shire during the reporting year.



YOUTH ACTIVITIES

A strong focus was placed on youth activities and engagement opportunities.

Dolly Parton's Kid Fun Fair

- Free entry for children between the ages of 6 to 16 yrs - mini olympics, carnival games, popcorn, BBQ - held at the Narromine Sports and Fitness Centre on 11 October 2024

Free Pool Days

- Free entry every Friday at the Narromine and Trangie Aquatic Centres from 10 January to 31 January 2025.

Splash Fest

- Summer Splash Festival held at the Trangie Aquatic Centre on 23 January 2025 - swimming, DJ, pool inflatables, games
- Summer Splash Festival held at the Narromine Aquatic Centre on 30 January 2025 - swimming, music, pool inflatables, games

Narromine and Trangie Colour Run

- A free Colour Run event was held for young people aged 6 to 18 years, including NDIS participants, ensuring it was inclusive and accessible for all.
- This was a collaborative initiative, delivered in partnership with Creative Community Concepts, Communities for Children, and a range of local services and organisations supporting young people and families within the Narromine Shire.

Narromine Youth Council

- Establishment of the Narromine Youth Council with the inaugural meeting held on 1 May 2025.
- The Youth Council is made up of 20 representatives from 6 schools across the Narromine Shire, ranging in age from 12 to 18 years.
- The Youth Council plays an important role in representing the voices of young people in our community. Participants have been actively providing valuable feedback during meetings, to help shape local initiatives and strengthen youth engagement.



DELIVERY PROGRAM ACTIONS

Vibrant Communities

We want to create a safe, healthy and connected region that encourages participating and creates a strong sense of pride in our community and each other's well-being

Action Code	Action	Performance Measure	Action Progress %	Comments
1.1 A safe, active and healthy community				
1.1.1 Advocate, represent and promote programs that will minimise crime and assist in crime protection for our community				
1.1.1.1	Liaise with Police and other community groups	Liaise every six months with police advocating for crime minimisation	100	Discussions held with NSW Police representatives on local issues as required.
1.1.1.2	Review Alcohol Free Zones within the Shire	Adoption of Alcohol-Free zones by Council every 4 years	100	Alcohol Free Zones reviewed and endorsed by Council for a further 4-year period, including Narromine Wetlands.
1.1.1.3	Undertake activities in the Crime Minimisation Strategy	Activities completed in accordance with Action Plan	100	Additional CCTV installation completed.
1.1.2 Retain and enhance strategies for safety in public places				
1.1.2.1	Coordinate annual inspection of Council streetlights to ensure adequate operation	Audit conducted annually	100	Council completed a drone and drive through audit of streetlights in October 2024. Broken lights were reported to Essential Energy. A streetlight strategy is in progress to determine best locations for additional lighting.
1.1.2.2	Reduce risks of nuisance and harm from companion animals	Continue to provide ranger services in accordance with legislative provisions	100	Council continued to provide ranger services including the seizing of straying animals, microchipping and registration compliance, rehoming of unclaimed animals, and investigating and compliance action in relation to dog attacks.
1.1.3 Promote services and provide facilities that foster healthy lifestyles				
1.1.3.1	Publicise a brochure on the facilities available in the Shire	Review and update services/facilities brochure	100	Council supplied the Visitors Information Centre and travel routes with visitor brochures.
1.1.3.2	Promote recreational opportunities for all ages through website, social media and other available networks	Update information monthly	100	Upcoming programs and activities at the Narromine Sports and Fitness Centre along with Active School Holiday Programs were regularly promoted online, via emails and through social media.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
1.1.3.3	Participate in interagency meetings and provide Council assistance where appropriate	75% attendance	100	Council attended meetings and participated with other agency partners to deliver and promote opportunities. The attendance rate was in excess of 75%.
1.1.4 Recognise the importance and consider resources needed to maintain open spaces, to encourage greater use by the community				
1.1.4.1	Upgrade recreational services booking system and streamline allocation process for all recreational facilities	Promote booking system throughout the community	100	The online booking system for the Narromine Sports and Fitness Centre, together with other recreation booking systems, was promoted regularly.
1.1.4.2	Implementation of the Sports and Recreational Services Masterplan	Seek grant funding to implement actions	100	Council continued to seek grant funding to implement strategies. Works are undertaken as grant funding and budget allows.
1.1.4.3	Promote sporting opportunities for all ages through website, social media and other available networks	Update information monthly as required	100	Regular updates provided through social media, LED Digital Board, Narromine Region Events calendar and Council Column.
1.1.4.4	Implement strategies in the Sports and Recreational Services Masterplan for the provision of cycleway and walkway routes in Narromine and Trangie	Seek grant funding for construction of cycleway and walkway routes	100	Ongoing footpath works undertaken as grant funding and budget allowed.
1.1.5 Retain and enhance existing health services including the Narromine and Trangie Hospitals and the Narromine Shire Family Medical Centre				
1.1.5.1	Maintain health services provided within Council owned Narromine Shire Family Medical Health Centre and Trangie Doctor's Surgery to meet the needs of the users	Continue to provide facilities for the provision of GP and allied health services to assist with continuity of service in Narromine and Trangie	100	Maintenance is undertaken in accordance with the Asset Management Plan and as required.
1.1.5.2	Strengthen relationships with key medical agencies within the Shire	Meet biannually with Western NSW LHD Narromine and Trangie health providers	100	Constructive and proactive partnerships maintained with both Western NSW Local Health District and Narromine Shire Family Health Care Services.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
1.1.6 The Narromine and Trangie swimming pools are accessible, affordable and provide a range of modern facilities for all ages and those with limited mobility				
1.1.6.1	Upgrade club house at Narromine pool	Attract funding to improve the facility	50	Upgrade to shade shelters at the Narromine Aquatic Centre and increased shade at the Trangie Aquatic Centre complete. Funding not yet attained for the club house upgrade.
1.1.6.2	Review operational costs of Narromine and Trangie pools and determine fees and charges annually	Fees and charges reviewed and adopted by 30 June each year	100	Aquatic Centres fees and charges reviewed and adopted 25 June 2025. Service Level Review completed.
1.1.8 Revitalise the Narromine Sports Centre into an accessible, affordable multi-purpose Centre				
1.1.8.3	Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage	Review fees and charges annual by 30 June	100	Narromine Shire Sports and Fitness Centre fees and charges reviewed and adopted 25 June 2025.
1.1.8.4	Investigate the security solutions for the Narromine Sports Centre	Attract funding if necessary to improve security	100	A new security and financial payment system was installed at the facility, allowing members to gain access via a QR code scanner.
1.1.8.5	Undertake audit of gym equipment and replace redundant items of greater functionality	Audit gym equipment and procure suitable replacement equipment by 30 June 2025	100	Audit of the gym equipment undertaken, with replacement and repairs completed. Council continues to monitor for maintenance issues.
1.1.9 Promote connections between sporting user groups				
1.1.9.1	Convene and support bi-annual sports user group workshops in winter and summer	Biannual meetings held with sports user groups	100	Bi-annual sports user group meetings were held as required. Ongoing interaction with all Clubs in regard to bookings and grant opportunities.
1.1.9.2	Prepare leases/licenses or user agreements for all sporting groups using council's sporting fields	Agreements prepared for all user groups	100	Leases and licences are prepared and entered into as required.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
1.1.10 Ensure that quality built and natural shade is provided to public places, open spaces and recreational facilities				
1.1.10.1	Continue to implement actions identified within Council's sport and recreational master plan with regard to the provision of increased shade in public parks and open spaces including footpaths, cycleways and associated facilities	Items action as per Master Plan	100	Trees planted at Belgrove Street subdivision in Trangie. Vandalised trees in Trangie replaced. Trees planted in Manildra Street and Fourth Avenue, Narromine. Increased shade provided at the Narromine and Trangie Aquatic Centres.
1.2 A vibrant and diverse community that has a strong sense of belonging and wellbeing				
1.2.1 Share and celebrate our cultural and social diversity through local events, programs and projects				
1.2.1.1	In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events	Two major events held annually	100	Council partnered with community committees and organisations to assist with the Narromine Dolly Festival, Narromine Venetian Carnival and Christmas events in Trangie and Tomingley.
1.2.2 Encourage volunteering in the Shire and recognise the positive outcomes for both the community and volunteers				
1.2.2.1	Provide grants through the Donations, Sponsorships & Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreational, arts, cultural, leadership and development activities.	Submissions advertised and received by 30 September, and applicants advised by 30 November each year	100	Applications from community and sporting organisations were considered and approved by Council at the November 2024 Ordinary Meeting.
1.2.2.2	Continue to support the Local History Groups in Narromine and Trangie with financial contribution to assist with their work	Donation to both Local History Groups in the annual budget	100	Donation made and support provided to both the Narromine and Trangie Local History Groups.
1.2.2.3	Give public recognition of volunteer service	Hold annual volunteers' recognition morning tea	100	A volunteers recognition morning tea was held in Council Chambers on 22 November 2024.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
1.2.3 Protect and celebrate Aboriginal heritage and culture and provide opportunities for interpretation and understanding				
1.2.3.1	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community	Two meetings co-ordinated per year	100	Meetings were held with the Chairs of the Narromine Local Aboriginal Land Council and Trangie Local Aboriginal Land Council to discuss the revised Aboriginal Engagement Strategy and Memorandum of Understanding review process.
1.2.3.2	Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community	Involvement at these events on an annual basis	100	Council took part in NAIDOC Week celebrations held in September 2024 and attended the NAIDOC Week Ball and Awards Night to present the Community Volunteer of the Year Award. Council also hosted a morning tea in May 2025 to commemorate Sorry Day.
1.2.3.3	Implement targets in the Aboriginal Community Memorandum of Understanding (MOU) Action Plan	Co-ordinate meeting every six (6) months to discuss targets in Action Plan	100	Council engaged with the local Aboriginal Lands Councils in accordance with the MOU. Discussions were also held regarding a revised MOU to be endorsed in 2025-2026.
1.2.5 Advocate for high quality aged care that enables older people to be integrated and active in the community				
1.2.5.1	Continue to advocate for aged care facilities within our Shire	Meet annually with Aged Care providers	100	Council continued to collaborate with Timbregongie House, including discussions with the Committee Executive.
1.3 A community that can access a range of formal and informal education, information and other services and opportunities to enhance their lives				
1.3.1 Advocate for a range of childcare facilities, preschools and after-hours care is affordable and available to all families				
1.3.1.1	Advocate where possible for the increased provision of childcare opportunities within the Shire	Meet every six months with State and Federal Local Members ensuring the provision of childcare services in our Shire	100	Meetings were held with both the State Member for Dubbo and the Federal Member for Parkes Electorate.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
1.3.2 Advocate for support for activities that foster connections between children and older people				
1.3.2.1	Macquarie Regional Library interact with both children and elderly	Activities are held twice a year	100	Council supported various programs including the Winter Reading Challenge, Saturday Cinema and the National Simultaneous Storytime.
1.3.3 Encourage and support education providers to develop niche courses that meet the specific needs of local/regional developments/industries/agencies				
1.3.3.1	Advocate for industry specific training	Meeting with vocational trainers twice a year	100	Meetings were held with Charles Sturt University and Regional Development Australia regarding training opportunities.
1.3.4 Enhance our libraries and community spaces to become connected learning centres for people to share knowledge				
1.3.4.1	Work in conjunction with Macquarie Regional Library to facilitate local training opportunities for the community	At least two local training sessions offered annually	100	Macquarie Regional Library initiatives included Winter reading challenge, Saturday cinema and the National Simultaneous storytime.
1.4 Accessible facilities and services are available for people with limited mobility				
1.4.1 Work in partnership with the Shire's disability groups and other agencies to implement the DIAP				
1.4.1.1	Implement actions from Council's Disability Inclusion Action Plan (DIAP)	100% DIAP targets met	100	Actions included engagement with Interagencies, promotion of partnerships with DIAP and working with business to improve mobility access and footpaths. New amenities constructed in Dundas Park, Narromine.
1.4.2 Work in partnership to ensure our towns including businesses are 'mobility friendly'				
1.4.2.1	Promote mobility friendly access in the Shire	Evidence of improvement for accessibility in our town centres	100	Improvements were made to footpaths in Trangie and Narromine and new amenities constructed in Dundas Park, Narromine.

DELIVERY PROGRAM ACTIONS

Growing our Economy

We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options

Action Code	Action	Performance Measure	Action Progress %	Comments
2.1 To sustain and grow our local population				
2.1.1 Develop and implement an economic development strategic framework that supports the growth of the local population base				
2.1.1.1	Review Council's Economic Development Strategy	Economic Development Strategy Reviewed by 30 June 2024	0	The Strategy will be reviewed in the 2025-2026 financial year as part of the revised Integrated Planning and Reporting Framework Documents
2.1.1.2	Implement identified actions within the Economic Development Strategy	Continue to Implement action plan deliverables	100	Actions included support for new business, grant funding applications and project development, including Inland Rail.
2.1.2 Form partnerships and alliances to market the Shire to new residents and businesses				
2.1.2.1	Continue to promote the Narromine Region to attract new residents	Update information regularly. Monitor website visits and performance of the Narromine Region Website.	100	Information provided on the Narromine Region website, events calendar, and Council website.
2.1.2.2	Continue to host the annual 'new residents' night	Host 'new residents' night annually	100	A 'new residents' night was hosted by Council in February 2025.
2.1.2.3	Continue to work with local retailers to help promote the Narromine Region	Support retailers with two promotions annually	100	The Narromine Region Shop Local Campaign was undertaken in December 2024 along with the Venetian Carnival. Council assisted with the Narromine Dolly Festival campaign.
2.1.3 Resolve issues surrounding the flood levee and impacts on residential developments				
2.1.3.2	Seek grant funding and determine loan funding requirements for the flood levee construction project	Obtain grant funding by 30 June 2025	0	Council previously resolved not to proceed any further.
2.1.4 New plans and strategies are developed in line with the community's needs and encourages economic growth				
2.1.4.1	Review Land Use Strategies in line with results of Economic Development Strategy to ensure planned land released to stimulate economy	Review Council's Land Use Strategies following review of the Economic Development Strategy	0	Council's Land Use Strategies will be reviewed following the review of the Economic Development Strategy.
2.1.4.2	Review Employment Lands Strategy	Review of Strategy completed by 30 June 2024	0	The Employment Lands Strategy will be reviewed with the Economic Development Strategy.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
2.2 The ongoing development, diversification and sustainability of the local business and industry base				
2.2.1 To foster our agricultural sector through the identification and support of value adding opportunities				
2.2.1.1	Support industry event specifically targeting agricultural value add opportunities	Industry event held biennially	100	A drought resilience workshop was held in August 2025. Drones in Agriculture workshop was conducted by Tocal College and the NSW Government.
2.2.3 Protect high value land resources and maximising opportunities for sustainable growth of existing industries				
2.2.3.1	Identify appropriate sites, in accordance with Land Use Strategy, for value added agricultural related industries	Work with Department of Planning and Environment to implement actions from Local Strategic Planning Statement	100	Strategies implemented included maintenance of open spaces and implementation of recommendations in the Large Lot Residential Strategy.
2.2.4 Create and support a strong tourism industry that maximise benefits from visitors to the Shire				
2.2.4.1	Promote services to highlight tourism events and points of interest in the Shire	Increased online engagement by 10%	100	Promotions included the Visitors Guide, Visitors Information Centre and Growing the Narromine Region website.
2.2.4.2	In conjunction with other Orana Region councils undertake joint regional promotions and/or activities	Annual promotion	100	Council continued to promote the Great Western Plains.
2.2.5 Planning mechanisms that support the provision of suitable and serviceable land that will support infrastructure that allows for localised employment opportunities				
2.2.5.1	Carry out water and sewerage strategic planning	Obtain and expend funding in provision of concept and detailed designs for Narromine water Complete 30 year Total Asset Management Plan and 30 Year Long Term Financial Plan Complete 5-year Drought Contingency and Emergency Response Plan Complete State funded Options Study for Narromine Water Quality and Water Security Risks to obtain State funding to address identified risks	95	Work continued on the Integrated Water Cycle Management Plan. Two workshops were held with Councillors to provide background and context for required works. Council progressed with the concept and detailed design for the new Narromine Water Treatment Plant.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
2.2.6 Promote business networks that encourage a supporting business culture and an attitude of entrepreneurship				
2.2.6.1	Encourage businesses to work with Council to support a business culture within our Shire	One business forum per year held by Council	100	Business Connect meetings were attended and engagement undertaken with local businesses. Council received an invitation to participate in a drought planning forum. A marketing campaign in the lead up to Christmas 2024 was completed.
2.3 To encourage industry development				
2.3.1 Support the growth and development of new and existing businesses and industry				
2.3.1.1	Promote the Narromine region to attract further economic development and growth	Meet every six months with RDA Orana and relevant State agencies and partners	100	Regular meetings were held with the RDA Orana and Regional NSW. Local information updated and new opportunities identified.



DELIVERY PROGRAM ACTIONS

Protecting and Enhancing our Environment

We value our natural and built environment, our resources for the enjoyment of the community and visitors to our Shire

Action Code	Action	Performance Measure	Action Progress %	Comments
3.1 Manage our natural environments for current and future generations				
3.1.1 Identify and protect areas of high natural value				
3.1.1.2	Facilitate the growth and sustainability of the community through planning policy	Ensure relevant revisions of Council's strategic planning documentation to support the aims of the Local Environmental Plan	100	Development Applications assessed in accordance with the Narromine Local Environmental Plan. New planning proposals also considered growth and sustainability.
3.1.2 Enhance, protect and celebrate our river systems and wetlands				
3.1.2.1	Maintain involvement with the Central West Councils Environment and Waterways Alliance and Macquarie Valley Weeds Committee and LLS Weeds Group	Representation and 90% attendance at meetings	100	Council continued to be an active member of the Macquarie Valley Weeds Committee and LLS Weeds Group helping drive policy change. Attendance at meeting was in excess of 90%.
3.1.2.2	Continue the annual fingerling release into the waterways in conjunction with Macquarie Cotton Growers Association	Apply for appropriate funding to allow fingerling releases annually	100	Grant funding was received and over 10,000 native fingerlings were released in January 2025.
3.1.3 Ensure preservation and maintenance of the Shire's heritage buildings, objects and places of interest				
3.1.3.1	Encourage owners of heritage items to maintain their buildings and sites	Facilitate the opportunities to promote heritage funding to the community	100	Heritage considered as part of new development, with queries from building owners.



DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
3.1.4 Ensure the Shire's rural land is managed appropriately through holistic planning				
3.1.4.1	Continue to provide biosecurity in line with Weeds Action Plan	Determined by continuation from LLS to support biosecurity measures throughout the shire	100	Council's biosecurity officers inspected and controlled invasive weed species in accordance with commitments of the Weeds Action Plan.
3.1.4.2	Maintain involvement with Macquarie Valley Weeds Committee	Maintained involvement with Committee	100	Council maintained its membership and involvement with the Macquarie Valley Weeds Committee.
3.1.5 Reduce waste to landfill through effective and efficient domestic waste and recycling services to the community				
3.1.5.1	Implement actions from Narromine Shire Waste Management Strategy	Ensure actions are completed in line with Strategy	100	Recommendations from the Waste Management Strategy continued to be implemented. Grant funding has been secured for the consolidation of the Trangie Waste Facility into a transfer station.
3.1.5.2	Continue the provision of kerbside recycling services to the community	Renew tender for recycling prior to 30 June 2028.	100	The kerbside recycling collection service was provided consistently during the financial year.
3.1.5.3	Continue to be a member council of NetWaste and attend regional forums to address waste management issues at a regional level	90% attendance at NetWaste meetings	100	Council liaised with NetWaste and attended meetings and conferences in excess of 90%.
3.2 We are a sustainable, environmental community with a great appreciation of our natural assets				
3.2.1 Encourage appreciation of natural areas through the development and promotion of environmental education				
3.2.1.1	Continue to promote community education campaigns through NetWaste and FOGO presenting the benefits of recycling and educating the community regarding which items can be recycled	At least one community education program conducted annually	100	Council participated in all NetWaste community programs including a maintaining a FOGO information stand at the Narromine Show and a representative attending schools to promote the Get Grubby Program.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
3.2.2 Support the work of local environmental groups that improves the natural diversity of our environmentally sensitive areas				
3.2.2.1	Partner with Local Land Services to support environmental programs within the Shire	Participation in relevant grant funded programs	100	Relevant programs are supported in accordance with available resources and funding opportunities.
3.2.3 Support, promote and encourage environmentally sustainable practices throughout our businesses				
3.2.3.1	Encourage environmentally sustainable, safe and more economical utilisation of Council's fleet	Install GPS tracking on larger plant	100	New GPS management tool installed on larger plant to allow for better tracking and vehicle maintenance.
3.2.3.2	Promote and encourage environmentally sustainable practices to local business	Annual promotion material to local business	100	Information was made available on Council's website.
3.3 A community that values the efficient use of utilities, natural resources and energy				
3.3.1 Implement water and energy efficiency programs and identify activities and initiatives for alternative water and energy sources				
3.3.1.1	Promote efficiency programs	Publicise two efficiency programs and activities per year	100	A sign-up program to the Aqalus NSC Mi Water smart metering app and leakage program was implemented with notification delivered with the first quarter water accounts. Numerous social media posts about this program were published during the financial year.
3.3.2 Ensure development needs align to utilities infrastructure				
3.3.2.1	Ensure all development approvals consider existing utilities infrastructure in their determination	100% of approvals have had adequacy of existing utilities determined	100	Adequacy of existing utilities considered when discussing and assessing Development Applications.
3.3.2.2	Utilities performance audited annually through Triple Bottom Line (TBL) reporting	Report submitted annually	100	Report submitted in September 2024.
3.3.3 Advocate for Shire-wide access to reliable and affordable internet and communications technology				
3.3.3.1	Advocate for a Shire-wide connectivity and affordable access to internet and communications technology	Reduce the areas of mobile/communication black spots within the Shire	100	Council worked actively with telcos and industry in the sector to obtain increased mobile coverage.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
3.4 Ensure a range of housing options for the community				
3.4.1 Ensure older people have appropriate accommodation to meet their needs				
3.4.1.1	Identify aged care accommodation needs within the Shire with relevant providers	Advocate for the provision of aged care accommodation services	100	Council held discussions with Timbregongie House and others to advocate for these services.
3.4.2 Ensure appropriately zoned land that meets residential needs throughout the Shire's communities				
3.4.2.1	Monitor take-up of all land use zones vacant land and identify shortfalls	Review supply of vacant land six monthly	100	Rezoning plans and planning proposals considered. 36 Jones Circuit Narromine purchased to facilitate future residential development. Council's Residential Lands Strategy was also updated.
3.5 Our community is well connected through our cycleways, footpaths and public transport systems				
3.5.1 Provide advocacy and support on transport issues that best meet the needs of our residents				
3.5.1.1	Advocate to ensure that transport issues of our residents are adequately addressed	Meet with State and Regional Local members six monthly	100	Meetings were held with the State Member for Dubbo and Federal Member for the Parkes Electorate.
3.5.2 Maintain aerodrome infrastructure to increase the viability and sustainability of aerodrome operations				
3.5.2.1	Implement Aerodrome Strategic and Masterplan	Implement actions in the Master Plan	100	Council secured a grant in late 2024-25 to undertake upgrades for the 2025-2026 year.
3.5.2.2	Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	Complete Obstacle Limitation Surface (OLS) Survey annually by 30 November	100	The OLS Survey was completed. Maintenance was undertaken as required to meet CASA regulations.
3.5.2.3	Undertake inspections on operational areas	Minimum 52 inspections per year	100	Inspections were undertaken as per CASA guidelines.
3.5.2.4	Maintenance of glider grassed runways	Slashing undertaken minimum 26 times per year	100	Slashing was undertaken as necessary to meet CASA requirements.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
3.5.3 Plan and provide accessible and well-connected footpaths, cycleways and associated facilities within the Shire				
3.5.3.1	Ensure priority measures implemented from the PAMP	Annual inspections of footpaths and cycleways prior to finalising works program Annual works program identified by inspections and PAMP priorities, adopted annually	100	Inspections of footpaths and cycleways completed. Council endorsed the revised Pedestrian Access Mobility Plan in August 2024. Works were completed in accordance with budgetary provisions.
3.6 Our road network is safe, well maintained and appropriately funded				
3.6.1 Ensure local and regional road network best meets the needs of road users and industry				
3.6.1.1	Review and implement Council's ten-year roads Capital Works Program	Ten-year capital works program updated annually and adopted by 30 June Works program completed within +/- 5%	100	The ten-year capital works program was endorsed by Council on 25 June 2025. Construction and maintenance works were completed in accordance with Council's adopted budget.
3.6.1.2	Continue to maintain roadside slashing when grass impedes visibility	Undertake slashing program annually	100	Maintenance slashing was completed across the Shire.
3.6.1.3	Apply for hazard reduction funding through Rural Fire Fighting Fund	Funding application submitted prior to 31 March annually	100	Hazard reduction funding application lodged via the online portal.
3.6.2 Advocate for continued and increased funding for the road network				
3.6.2.1	Meet with State and Federal Members and the Roads Minister on rural road funding issues	Meet every six months with State and Federal members, and annually with NSW Minister for Roads	100	Quarterly meetings were held with State members and six-monthly meetings held with Federal member to discuss road funding issues.
3.6.3 Ensure local and regional roads are safe, well-constructed and maintained				
3.6.3.1	Meet with State and Federal Members and the Roads Minister on rural road funding issues and safety	Meet every six months with State and Federal members, and annually with NSW Minister for Roads	100	Council met with the Minister for Regional Transport and Roads and Transport for NSW representatives to advocate for increased road funding.

DELIVERY PROGRAM ACTIONS

Proactive Leadership

We are an open and accountable local government that involves our community in the decision-making process and effectively manages our public resources through sound financial management and well informed strategic planning for our Shire's future.

Action Code	Action	Performance Measure	Action Progress %	Comments
4.1 Provision of an accountable and transparent leadership				
4.1.1 Enhance open and interactive communication between Council and the community guided by a Community Engagement Strategy which is monitored and reviewed				
4.1.1.1	Continue to gather feedback regarding community engagement strategies	Annual review of Community Engagement Strategy to Council by 30 November	100	Council's Engagement Strategy was reviewed and endorsed at the Ordinary Council Meeting held on 10 December 2024.
4.1.1.2	Promote the positive aspects of Narromine Shire Council. Provide important information to the community.	Provide updates at least monthly to the community on Council activities through all means available within the communications strategy	100	Numerous promotion and communication activities were undertaken through Council's weekly column, press releases, and social media publications.
4.1.2 The council elected members are representative of the community and provide strong and visionary leadership				
4.1.2.1	Councillors maintain strategic community focus through strong and visionary leadership	Positive media around Council's strategic approach	100	Councillors worked to satisfy the targets and initiatives in Council's Community Strategic Plan. Regular Mayoral Columns were published in the Narromine Star along with various media releases.
4.1.3 Provide opportunities for community members to participate in Council's decision-making processes				
4.1.3.2	Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings	Advise the public of the availability of the public forum	100	Public Forum was made available prior to each Ordinary Council Meeting. The availability of Public Forum was published on Council's website and notification was also made through Council's social media page.
4.1.3.3	Continue to facilitate s355 Advisory Committees	Annual review of s355 Committee Charters and annual appointment of delegates (September)	100	Council reviewed its Section 355 Committee Charters and appointed its Councillor delegates at an Extraordinary Council Meeting held on 23 October 2024.
4.1.4 Facilitate a positive and professional image for the Narromine Shire community and Council				
4.1.4.1	Present a positive image of Council to the community	Provide weekly communications via various means per the communications strategy	100	Positive communications were published via the weekly Council Column, newspaper print and social media publications.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
4.2. Effective Council organisational capability and capacity				
4.2.1 Strive for business excellence through continuous improvement and creativity				
4.2.1.1	Encourage and reward innovative practices within Council's workforce	One innovation introduced per directorate each year	100	Employee performance was recognised and rewarded at the Council function held in December 2024. Council encouraged innovative practices in all directorates.
4.2.1.2	Foster a culture of continuous improvement through Council's Employee Reward and Recognition Program	Nominations received and awards presented	100	Council presented employee long service awards as well as employee recognition awards at its function held in December 2024.
4.2.1.3	Effective use of Audit risk and Improvement Committee	85% of identified recommendations actioned	100	Council's Audit Risk and Improvement Committee is an advisory committee that provides independent assurance and assistance to Council, focusing on risk management, internal control, financial management, governance and service improvement. Four Committee Meetings were held during the financial year. Implementation of corrective actions is monitored by the Committee.
4.2.2 Ensure ongoing skills development of Council staff and professional development for Councillors				
4.2.2.1	Completion of annual training plans and delivery of identified development requirements	Annual training program (aligned to skills steps and performance reviews) established by 31 May	100	Staff training plans were developed early in the financial year. Skills development was provided in accordance with budget provision and availability of providers.
4.2.2.3	Provide policies, programs and initiatives that support work/life balance	Initiatives communicated to employees and employee leave balances kept within acceptable limits	100	Applicable policies were reviewed as required; and initiatives were considered and communicated to employees. Leave balances were maintained within acceptable levels.
4.2.2.4	Implement coaching and mentoring programs across the organisation to support leadership growth	Leadership and management tools identified and made available	100	Council continued to foster leadership development by promoting its core values and strategic direction, implementing organisation wide coaching and mentoring programs, and delivering tailored leadership training for outdoor and emerging leaders between May and August 2024.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
4.2.2.5	Implementation of Councillor Training and Professional Development Program	95% attendance by Councillors at scheduled training events	70	Induction training for newly elected and returning Councillors was delivered by LGNSW on 28 October 2024. Councillors were also encouraged to register and participate in the Office of Local Government 'hit the ground running' online training. Cyber Awareness was delivered on 12 November 2024 and tailored professional development was provided on 14 May 2025. See the Statutory Report for attendance information.
4.2.3 Ensure the integration of corporate plans set the long-term direction for the Local Government Area and Council				
4.2.3.1	Integrated Planning and Reporting documents reflect best practice	All plans adopted by 30 June	100	The Integrated Planning and Reporting documents were reviewed and adopted by Council on 25 June 2025.
4.2.4 Provide responsive high-level customer service				
4.2.4.2	Customer services standards	Annual satisfaction survey	100	Council used the Customer Service Feedback kiosk located in the Customer Service and Payments Centre to measure customer satisfaction.
4.2.4.3	Customer requests responded to within time frames agreed in Customer Service Policy	85% compliance with Customer Service Policy	100	Council monitored and reviewed customer requests to ensure responses were provided in accordance with the requirements of the Policy. A high level of standard and quality customer service was delivered.
4.2.5 Attract and retain a quality workforce that meets the needs of the community and future strategic directions				
4.2.5.1	Promote future workforce development with options such as traineeships, apprenticeships, and cadetships within each department	Applicable positions assessed and filled	100	Operational staff continued to grow through mature age apprenticeships and targeted training initiatives. Two traineeships in place, and eight positions created through the Local Government Fresh Start Program.
4.2.5.3	Continue to implement best practice recruitment and selection practices, including strategies to fill gaps	Vacancies filled within 90 business days	100	Recruitment was implemented efficiently, with most vacancies filled within 90 days. Targeted training and development strategies have addressed skill gaps and supported employee retention.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
4.2.6 Foster a positive and responsive 'can do' approach by all Council staff and elected members				
4.2.6.1	Councillors and staff to act positively at all times	Number of complaints received	50	Council's Code of Conduct sets the minimum ethical and behavioural standards all Council officials are required to comply with. 12 Code of Conduct complaints were received during the financial year.
4.2.6.2	Councillors and staff act ethically and make informed, transparent and inclusive decisions in the interest of the whole community	Number of complaints received	50	Council received 12 Code of Conduct complaints for the financial year.
4.3 A financially sound Council that is responsible and sustainable				
4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies				
4.3.1.1	Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis	Plans and Budget Documentation endorsed by Council by 30 June each year	100	The Integrated Planning and Reporting documents including the Delivery Program, Operational Plan, Budget and Asset Management Plans were adopted by Council on 25 June 2025.
4.3.1.2	Continue to prepare financially sustainable budgets for consideration by Council	Council prepares annual balanced budget for adoption by Council	100	Quarterly budget reviews for the financial year were presented to Council as required. The 2024-2025 annual budget was adopted by Council on 25 June 2025.
4.3.1.3	Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future	Sustainable Statement of Revenue Policy endorsed by Council by 30 June each year	100	Council's Statement of Revenue Policy was reviewed and endorsed by Council on 25 June 2025.
4.3.1.4	Levy and collect rates and charges in accordance with statutory requirements and Council policies	No known breaches of policy	100	Rates, user fees and charges and supplementary levies were completed in accordance with statutory requirements.
4.3.1.5	Provide monthly cash balances and detailed quarterly financial reports to Council	Reports prepared and accepted by Councillors and management	100	Monthly reports were presented to Council. In addition, reports were provided to the Audit Risk and Improvement Committee for review and comment.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
4.3.1.6	Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations	Unmodified audit report issued by 31 October each year	100	The 2023-2024 audited Financial Statements were completed and lodged with the Office of Local Government on 31 October 2024.
4.3.1.7	Ensure Council has adequate cash flow to meet their needs	Maintain level of outstanding rates and charges at below 10% at year end.	100	Cash flow was monitored throughout the financial year to ensure sufficient cash was available to meet Council's requirements.
4.3.1.8	Ensure Council's long-term financial viability	Maintain a debt service ratio below 10%	100	Expenditure was monitored regularly to ensure expenses were within budget. Quarterly Budget Review Statements were presented to Council.
4.3.1.9	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements	Positive audit findings. Reduction in issues raised in management letter of medium consequence or higher	100	All financial returns were completed and submitted. Council received a positive 2023-2024 audit finding.
4.3.2 Ensure sufficient resources to meet current and future needs of the community				
4.3.2.1	Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects	At least two successful grants received each year for projects within Council priority areas	100	Successful grants received included the Design and Upgrade of the Tomingley Heavy Vehicle Rest Area and the Open Streets Program for the Narromine Dolly Festival.
4.3.2.2	Identify projects suitable for grant applications	At least five identified projects per year in the operational plan subject to grant funds	100	Council liaised with all levels of Government and within Council departments to identify grant opportunities.
4.3.3 Ensure Council's assets are monitored and well managed				
4.3.3.1	Review and update Asset Management Strategy	Strategy adopted by Council by 30 June every four years	100	Asset Management Strategy was adopted by Council 25 June 2025.
4.3.3.2	Review and update Asset Management Policy	Policy adopted by Council by 30 June every four years	100	Asset Management Policy was adopted by Council 25 June 2025.
4.3.3.3	Review Asset Management Plans annually	Asset management Plans updated annually by 30 June	100	The Asset Management Plans were revised and endorsed by Council on 25 June 2025.
4.3.3.4	Undertake monthly inspections of Regional Roads	12 inspections of each Regional Road per year	100	Regional road inspections were undertaken monthly during the financial year.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
4.3.3.5	Undertake annual inspections of local roads	100% local roads inspected minimum of once per year	100	All roads were inspected in July 2024, and Council continued to perform routine inspections using AI enabled camera technology.
4.3.3.6	Review and implement plant and fleet replacement strategy	Strategy reviewed and implemented	100	Council undertook a substantial replacement program, including the purchase of 8 new ride-on mowers, tractors, a grader and multiple light fleet vehicles.
4.3.3.7	Council's property strategy reviewed and actions implemented	85% of actions implemented	100	Actions included the Narromine Northern Catchment stormwater project, 7 lot residential subdivision in Derribong Street, Trangie and investigation of a new water treatment plant in Narromine. Council progressed the Industrial Hub and Freight Exchange development and the Narromine Saleyards development.
4.3.3.8	Review IT strategic plan	Implement actions	100	Actions identified within the Strategic Plan are implemented in accordance with available resources.
4.4. Sound partnerships are encouraged and fostered				
4.4.1 provide sound input into State, Regional and Non-Governmental Organisation Plans and Strategies				
4.4.1.1	Active membership and representation on government, regional and other bodies	Maintain membership of relevant government, regional and area bodies	100	Memberships included Country Mayors Association and the Alliance of Western Councils.
4.4.1.2	Prepare submissions as required	One submission prepared per year	100	Submission made regarding support for residential development as a result of the Renewable Energy Zone.
4.4.1.3	Continue to participate in shared opportunities through Alliances	Attendance and participation in all Alliances meetings and activities	100	Council participated in the HR and Payroll user groups, the Orana Water Utilities Alliance, and the Alliance of Western Councils, with representatives attending all scheduled meetings.
4.4.2 Lobby and advocate for major infrastructure and issues for the Shire that are backed by sound research				
4.4.2.1	Represent the community's interests and lobbying on topics of significant impact to the Shire	One submission per quarter	100	Update provided to the Hon. Tara Moriarty, MLC regarding the Industrial Subdivision. Representation also made to the Hon. Penny Sharpe, MLC regarding support for housing within the Renewable Energy Zone.

DELIVERY PROGRAM ACTIONS

Action Code	Action	Performance Measure	Action Progress %	Comments
4.4.2.2	Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility	Meet every six months with State and Federal Local Members and relevant agencies	100	Quarterly meetings were held with the State Member. Meeting also held with Federal Member for Parkes.
4.4.3 Develop and build partnerships with state and federal governments, industry and community organisations to foster development and delivery of community services and emerging business sectors				
4.4.3.1	Build strong relationships with state and federal members and state government agency representatives and regional development organisations	Meet every six months with State and Federal Local Members and relevant agencies to ensure the development and delivery of community service and emerging business sectors	100	Quarterly meetings were held with the State Member. Meeting also held with Federal Member for Parkes.
4.4.3.2	Review Council's Social Plan	Implement actions in the Social Plan	100	Capital works upgrades completed at the Narromine Library. Capital works in progress for the Trangie Library.
4.4.4 Assist in facilitating partnerships and collaboration at a local level between communities, groups, businesses and community organisations				
4.4.4.1	Work collaborative with community groups through representation at the Interagency Group	Attendance at Interagency Meetings, minimum 2 meetings per year	100	Council attended meetings as required and liaised with relevant agencies throughout the year.
4.4.4.2	Work collaboratively with the community through representation at Trangie Action Group and Tomingley Advancement Association	90% attendance by Councillor Representative	75	Council maintained positive communications with the Trangie Action Group and held six monthly meetings with the Tomingley Advancement Association. Councillor representation of meetings was less than 90%.

STATUTORY REPORTING

Audited Financial Reports

Local Government Act 1993, Section 428(4)(a)

A copy of Council's audited financial reports, prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting are attached in Appendix A.

There were no significant differences between the proposed program and the program of expenditure that was actually funded by the special variation. For the 2024-2025 financial year, Council reported an operating loss of \$5.8M which was due to advance grant payments as well as outstanding grant funded flood damage works.

Modern Slavery

Local Government Act 1993, Section 428(4)(c)

There were no issues raised by the Anti-Slavery Commissioner during the year concerning the operations of Council and identified by the Commissioner as being a significant issue.

Council's net operating results before grants and contributions for capital purposes and actual expenditure funded by the special rate variation were as follows: -

Local Government Act 1993, Section 428(4)(d)

Council is committed to ensuring that our employees and suppliers have a full understanding of the modern slavery risks and continue to refine our policies and processes to ensure that we recognise, prevent, mitigate and address (if necessary) instances of modern slavery to the best of our ability.

Year	Operating Income ('000)	Operating Expenditure ('000)	Net Operating Result ('000)
2015/16	19,577	17,211	2,366
2016/17	23,313	18,860	4,453
2017/18	20,735	20,721	14
2018/19	21,104	20,839	265
2019/20	20,634	20,199	435
2020/21	23,428	22,293	1,135
2021/22	23,279	25,789	(2,510)
2022/23	26,453	25,720	733
2023/24	26,437	32,120	(5,683)
2024/25	28,444	34,231	(5,787)

Environmental Upgrade Agreement

Local Government Act 1993, Section 54P(1)

No environmental upgrade agreements were entered into by Council.

The operating loss of \$2.5M for the 2021-2022 financial year was mainly due to negative returns on investments which resulted in a loss in interest and investment revenue for the year.

Special Rate Variation

Special Rate Variation Guidelines 7.1

Report on activities funded via a special rate variation of general income

Under section 508A(1) of the Local Government Act 1993, Council was successful with an application for a Special Rate Variation of 3.5% for the 2015-2016 and 2016-2017 rating years to address ongoing operating deficits cause by the loss of grant funds.

The operating loss of \$5.7M for the 2023-2024 financial year was mainly due to grant funded flood damage works carried out on infrastructure assets.

Council minimised the impact to ratepayers by limiting the time period and percentage increase while ensuring financial sustainability.

STATUTORY REPORTING

The operating loss of \$5.8M for the 2024-2025 financial year was predominantly due to outstanding grant funded flood damage works and advance payments of Financial Assistance Grants for 2023-2024 and 2024-2025.

Councillor Professional Development

Local Government (General) Regulation 2021, Section 186

Induction training presented by LGNSW
Attendees - Crs Jones, Bohm, Leak, Cr Smith (part attendance)

Online Cyber Security Awareness
Attendees - Crs Jones, Leak, Bohm, Howe, Smith

Mayoral Mentoring by Sinc Solutions
Attendee - Cr Jones

Code of Conduct and Code of Meeting Practice presented by Sinc Solutions
Attendees - Crs Jones, Bohm, Davies, Hoey, Howe, Leak, Lambert, Roberts, Smith

Water and sewer introduction session - presented by Executive Officer of NSW Water Directorate
Attendees - Crs Jones, Bohm, Davies, Hoey, Howe, Leak, Lambert, Roberts, Smith

Overseas Visits

Local Government (General) Regulation 2021, Section 217(1)(a)

There were no overseas visits during the year by any Councillors, Council staff or other personal while representing Council.

Written Off

Local Government (General) Regulation 2021, Section 132

Nil

STATUTORY REPORTING

Councillor Expenses and Provision of Facilities Local Government (General) Regulation 2021, Section 217(1)(a1),(ii),(iiia),(iv),(vii),(viii)

Expense	2024/25
Mayoral Allowance	\$29,500
Councillor Fees	\$113,794
Provision of dedicated office equipment allocated to Councillors	
Telephone calls made by Councillors	\$2,305
Attendance of Councillors at Conferences and seminars	\$9,720
Provision of induction training and professional development for Mayor and other Councillors	\$12,459
Other training of Councillors and provision of skill development	
Interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	
Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	
Expenses of any spouse, partner or other person who accompanied a Councillor, in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities or the Mayor and Councillors	
Expenses involved in the provision of care for a child or an immediate family member of a Councillors	
Other Councillor expenses (catering, stationery etc.)	\$17,480
Total	\$185,258

Contracts Awarded - over \$150,000 Local Government (General) Regulation 2021, Section 217(1)(a2),(i),(ii)

Name of Contractor	Nature of Goods/Services Supplied	Total Amount Payable (incl GST)
Regional Quarries	Quarry Works and Services	Schedule of Rates
Paradise Bush Rocks (Bexton Investments Pty Ltd)	Quarry Works and Services	Schedule of Rates
Anilan Contracting Pty Ltd	Stormwater Pipe Installation	\$2,279,280
Precinct Commercial Pty Ltd	Trangie Library Upgrade	\$226,050
Precinct Commercial Pty Ltd	Narromine Library Upgrade	\$208,450
Bejjco Building Pty Ltd	Council Chambers Roof Replacement	\$226,944
Stabilcorp Pty Ltd	Flood Damage Repairs	Schedule of Rates
Macquarie Valley Rocks and Sand Pty Ltd	Supply and Delivery of Aggregate	Schedule of Rates
Lynch Contractors Pty Ltd	Mobile Crushing	Schedule of Rates
Boral Resources (Country) Pty Ltd	Supply and Delivery of Aggregate	Schedule of Rates
Consenth Solutions Pty Ltd	Kookaburra Creek Crossing Rehabilitation	\$219,101
Consenth Solutions Pty Ltd	Momo Road Creek Crossing Upgrade	\$466,898
Stabilcorp Pty Ltd	Heavy Patching	\$203,143

STATUTORY REPORTING

Legal Proceedings

Local Government (General) Regulation 2021, Section 217(1)(a3)

The total cost for legal proceedings taken by or against Council, including out of court settlements, for the period under review was \$4,217. There are no outstanding proceedings.

Private Works

Local Government (General) Regulation 2021, Section 217(1)(a4)
Local Government Act 1993, Section 67, 67(2)(b), 67 (3)

There were no resolutions made concerning work carried out on private land.

Contributions

Local Government (General) Regulation 2021, Section 217(1)(a5)
Local Government Act 1993, Section 356

The total amount contributed or otherwise granted to financially assist others during the reporting period is \$48,000.

External Bodies

Local Government (General) Regulation 2021, Section 217(1)(a6)

There were no external bodies that exercised functions delegated by Council.

Controlling Interests

Local Government (General) Regulation 2021, Section 217(1)(a7)

Council did not hold a controlling interest in any corporations, partnerships, trusts, joint ventures, syndicates or other bodies.

Council Participation

Local Government (General) Regulation 2021, Section 217(1)(a8)

Council was a party to the following joint venture during the year

- Macquarie Regional Library

Equal Employment Opportunity

Local Government (General) Regulation 2021, Section 217(1)(a9)

Council's EEO Committee is held in conjunction with Council's Consultative Committee Meetings.

Activities included: -

- 4 meetings in the 2024-2025 year
- The promotion of EEO, anti-discrimination/harassment
- Ensuring all opportunities to act in higher positions have been based on merit
- All staff offered interviews on exit to ensure resignations are not due to EEO or harassment issues.

Remuneration of General Manager

Local Government (General) Regulation 2021, Section 217(1)(b)(i),(ii),(iii),(iv),(v)

Total Remuneration Package	\$
General Manager	\$316,680

Remuneration of Senior Staff

Local Government (General) Regulation 2021, Section 217(1)(c)(i),(ii),(iii),(iv),(v)

Total Remuneration Package	\$
Director	\$238,520

STATUTORY REPORTING

Employment Statistics

Local Government (General) Regulation 2021,
Section 217(1)(d)(i),(ii),(iii),(iv)

As at Wednesday 4 December 2024

Persons directly employed by Council	
• On a permanent full-time basis	86
• On a permanent part-time basis	5
• On a casual basis	20
• Under fixed-term contract	0
Persons employed by Council as Senior Staff Members	2
Persons engaged by Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	1
Persons supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	0

Stormwater Management Services

Local Government (General) Regulation 2021,
Section 217(1)(e)

Stormwater Management Services charged by Council in 2024/2025 are as follows: -

- \$25.00 for all residential lots with an area below 1,200m²
- \$50.00 for all lots with an area greater than or equal to 1,200m² and below 5,000m²
- \$100.00 for lots with an area greater than or equal to 5,000m² and below 10,000m²
- \$375.00 for lots with an area greater than 10,000m²

Stormwater capital works (\$2.9M) undertaken in 2024-2025 included

- Remediation of the stormwater outlet at Rotary Park Narromine
- 90% completion of the Narromine Northern Catchment Stormwater project
- Drainage upgrades to Mingelo St and A'Beckett St, Narromine
- Lined and unlined open channel drainage works in Trangie

Coastal Protection Services

Local Government (General) Regulation 2021,
Section 217(1)(e1)

No charges were levied for coastal protection services.

Companion Animals

Local Government (General) Regulation 2021,
Section 217(1)(f)

All pound data collection and reports relating to dog attacks are submitted to the Office of Local Government as required.

During 2024-2025, Council spent a total of \$166,582 on companion animal management, care and activities.

Council continues to have strong working relationship with various pet rescue organisations to ensure that as many companion animals are re-homed as possible. The re-homing rate for 2024-2025 was 83%, 87% being re-homed and 13% being returned to their owners.

17% were euthanised due to illness, unsuitable for rehoming and/or dangerous.

Council has continued to promote responsible dog ownership through Council's website and social media.

A dedicated off leash area, including a fenced area is provided in Rotary Park, Narromine.

Capital Expenditure

OLG Capital Expenditure Guidelines

Nil

Carers Recognition

Carers Recognition Act 2010, Section 8(2)

Council is not a Human Service Agency under the Act; however, Council has formulated a policy on our obligations under the NSW Carers Recognition Act 2010. We value the diversity of our employees and promote inclusive human resource practices. Council also recognises the importance of flexible work arrangements. All employees have the same rights, choices and opportunities. Allowance is also made to refund Councillors expenses involved in the provision of care for an immediate family member to allow the Councillor to undertake their civic duty.

STATUTORY REPORTING

Disability Inclusion Action Plan

Disability Inclusion Act 2014, Section 13(1)

Council continues to maintain a Disability Inclusion Action Plan with the purpose of enabling greater access to Council information, services and facilities. In the past year ongoing work to footpath improvements include -

- Construction of footpath and upgrade to two pedestrian crossings on Dandaloo Street, Narromine
- Installation of solar lights alongside Derribong Street, Narromine footpath
- Bus stop improvements within Narromine including new seating, tactile marking and concrete access points.
- Installation of new handrails at Trangie Aquatic Centre
- New public amenities constructed at Dundas Park, Narromine
- Upgraded amenities at the Narromine Works Depot
- Endorsement of Council's Pedestrian Access and Mobility Plan

Planning Agreements

Environmental Planning and Assessment Act 1979, Section 7.5(5)

Planning Agreements remain in place with Alkane Resources Ltd (Tomingley gold Operations) and with AH Investment Pty Ltd (Waterford Circuit).

The Planning Agreement with Tomingley Gold Operations outlines voluntary contributions made by the mine towards a community fund and contributions towards infrastructure owned by Council.

The Planning agreement with the AH Investment Pty Ltd outlines the contribution towards the drainage in the development area and for the land surrounding the drainage to be gifted to the community on completion of works.

Development Contributions and Levies

Environmental Planning and Assessment Regulation 2021, Clause 218A(1)

In accordance with EPA Reg 217 Council keeps a contributions register relevant for the adopted plans:

- Narromine Shire Council Section 7.12 Contributions Plan 2019
- Narromine Shire Council Section 7.11 Contributions Plan 2020 - Heavy Vehicles

Development Contributions and Levies Projects

Environmental Planning and Assessment Regulation 2021, Clause 218A(2)(a),(c),(d), (e), (f), (g)

The project identification number and description	N/A
The kind of public amenity or public service to which the project relates	N/A
The percentage of the cost of the project funded by contributions or levies	0%
The amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan	\$0
The value of the land and material public benefit other than money or land	N/A
Project status	N/A

Value of Contributions and Levies

Environmental Planning and Assessment Regulation 2021, Clause 218A(3)(a),(b)

Total value of all contributions and levies received during the year - \$284,000

Total value of all contributions and levies expended during the year - \$0

STATUTORY REPORTING

Recovery and Threat Abatement Plans

Fisheries Management Act 1994, Section 220ZT(2)

Council has not been identified in a recovery and threat abatement plan under the Act.

Swimming Pool Inspections

*Swimming Pools Act 1993 (SP Act), Section 22F(2)
& Swimming Pools Regulation 2018, clause 23*

Details of inspections of private swimming pools include: -

Inspection Category	No.
Tourist and visitor accommodation	2
Premises with more than 2 dwellings	0
Resulted in issuing of a certificate of compliance under section 22D of the Swimming Pool Act	9
Resulted in the issuing of a certificate of non-compliance under Clause 21 of the Swimming Pool Regulations	2

STATUTORY REPORTING

Government Information Public Access

Government Information (Public Access) Act 2009, Section 125(1)

Government Information (Public Access) Regulation 2018, Clause 8, Schedule 2

Council's program for the proactive release of information involved providing as much information as possible on Council's website. During the reporting period Council received 28 formal access applications, details of which are as follows: -

Table A - Number of Applications by type of applicant and outcome:

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application Withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	17	0	0	2	0	0	0	0
Members of the public (other)	7	1	0	1	0	0	0	0

Table B - Number of Applications by type of application and outcome:

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application Withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	24	1	0	3	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

STATUTORY REPORTING

Table C - Invalid Applications

Reason for Invalidity	No. of Applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently become valid applications	0

Table D - Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	No of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council Information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table E - Other public interest considerations against disclosure: matters listed in table to Section 14 of the Act

	No of times consideration used
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

STATUTORY REPORTING

Table F - Timeliness

	No. of Applications
Decided within the statutory time frame (20 days plus any extensions)	28
Decided after 35 days (by agreement with applicant)	0
No decided within the time (deemed refusal)	0

Table G - Number of applications reviewed under Part 5 of the Act

	Decision Varied	Decision Upheld
Internal Review	0	0
Review by Information Commissioner	0	0
Internal review following recommendation under section 93 of Act	0	0
Review by ADT	0	0

Table H - Applications for review under Part 5 of the Act

	No of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I - Applications transferred to other agencies

	No of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

Internal audit and risk management attestation statement for the 2024 -2025 financial year for Narromine Shire Council

I am of the opinion that Narromine Shire Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit Risk and Improvement Committee

Requirement		Compliance
1	Narromine Shire Council (Council) has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>)	Compliant
2	The chairperson and all members of Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>)	Compliant
3	Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>)	Compliant
4	Council provides the audit, risk and improvement committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>)	Compliant
5	Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>)	Compliant

Requirement		Compliance
6	Council's audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the Local Government Act 1993 reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>)	Compliant - 2023-2024 annual assessment presented to Council in February 2025. Strategic Assessment Report not due to 2028.
7	The governing body of Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>)	Compliant - not due to 2028

Membership

The chairperson and member of the audit, risk and improvement committee are:

Chairperson	Grahame Marchant	14.03.22	13.03.26
Independent Member	Ross Earl	13.09.23	12.09.27
Independent Member	Liz Jeremy	14.02.24	13.02.28
Councillor Member	Stacey Bohm	09.10.24	08.10.28

Risk Management

Requirement		Compliance
8	Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>)	Compliant
9	Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>Local Government (General) Regulation 2021</i>)	Compliant

Internal Audit

Requirement		Compliance
10	Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>)	Compliant
11	Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>)	Compliant
12	Council's internal audit function is independent and internal audit activities are not subject to direction by the Council (section 216P of the <i>Local Government (General) Regulation 2021</i>)	Compliant
13	Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>Local Government (General) Regulation 2021</i>)	Compliant
14	Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>Local Government (General) Regulation 2021</i>)	Compliant
15	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16	Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>)	Compliant
17	Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual workplan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>)	Compliant
18	Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body of each council term (section 216R of the <i>Local Government (General) Regulation 2021</i>)	Compliant - not due to 2028

Jane Redden, General Manager - 5 November 2025

The Year Ahead

Major projects for the 2025-2026 year include: -

- Narromine Water Treatment Plant - concept and detailed design
- Trangie Drinking Water Reservoir Rehabilitation - design and preliminary improvement works
- Commencement of the Heavy Vehicle Truck Stop Upgrade at Tomingley
- Narromine Industrial Subdivision works - Craigie Lea
- Shire wide road resheeting, reseals and upgrades
- Trangie Argonaut Park improvements
- Dundas Oval Narromine fence replacement
- Plant and equipment replacements



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www.narromine.nsw.gov.au





Narromine

SHIRE COUNCIL

FINANCIAL STATEMENTS

2024 - 2025

ANNEXURE A



MACQUARIE
REGIONAL LIBRARY

NARROMINE BRANCH

LIBRARY



Narromine Shire Council

ANNUAL FINANCIAL STATEMENTS for the year ended 30 June 2025

*To enhance our Shire's image, lifestyle and environment
through effective leadership, community involvement and
commitment to service.*



Narromine Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2025

*To enhance our Shire's image, lifestyle and environment
through effective leadership, community involvement and
commitment to service.*



Narromine Shire Council

General Purpose Financial Statements

for the year ended 30 June 2025

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Overview

Narromine Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

124 Dandaloo Street
Narromine NSW 2821

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.narromine.nsw.gov.au.

Narromine Shire Council

General Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

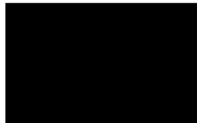
- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

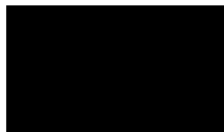
- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 10 September 2025.



Cr Ewen Jones
Mayor
10 September 2025



Cr Stacey Bohm
Councillor
10 September 2025



Jane Redden
General Manager
10 September 2025



Barry Bonthuys
Responsible Accounting Officer
10 September 2025

Narromine Shire Council

Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
	Income from continuing operations			
10,902	Rates and annual charges	B2-1	11,071	10,415
5,045	User charges and fees	B2-2	5,269	3,040
639	Other revenues		577	473
7,593	Grants and contributions provided for operating purposes	B2-3	9,905	10,639
9,475	Grants and contributions provided for capital purposes	B2-3	7,552	9,498
897	Interest and investment income	B2-4	1,278	1,392
337	Other income		344	313
656	Net gain from the disposal of assets		–	165
35,544	Total income from continuing operations		35,996	35,935
	Expenses from continuing operations			
8,625	Employee benefits and on-costs	B3-1	9,077	8,256
6,579	Materials and services	B3-2	12,987	13,097
200	Borrowing costs		147	152
980	Other expenses		965	980
–	Net loss from the disposal of assets		654	–
16,384	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		23,830	22,485
19,160	Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		12,166	13,450
9,210	Depreciation, amortisation and impairment of non-financial assets	B3-3	10,401	9,635
9,950	Operating result from continuing operations		1,765	3,815
9,950	Net operating result for the year attributable to Council		1,765	3,815
475	Net operating result for the year before grants and contributions provided for capital purposes		(5,787)	(5,683)

The above Income Statement should be read in conjunction with the accompanying notes.

Narromine Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Net operating result for the year – from Income Statement		1,765	3,815
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain / (loss) on revaluation of IPP&E	C1-7	10,150	(2,209)
Total items which will not be reclassified subsequent to operating result		10,150	(2,209)
Total other comprehensive income for the year		10,150	(2,209)
Total comprehensive income for the year attributable to Council		11,915	1,606

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Narromine Shire Council

Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	3,569	9,097
Investments	C1-2	20,000	20,000
Receivables	C1-4	3,524	2,716
Inventories	C1-5	3,190	2,643
Contract assets	C1-6	1,876	1,524
Other		7	62
Total current assets		32,166	36,042
Non-current assets			
Inventories	C1-5	6,392	5,797
Infrastructure, property, plant and equipment (IPPE)	C1-7	415,523	402,257
Investments accounted for using the equity method		440	406
Total non-current assets		422,355	408,460
Total assets		454,521	444,502
LIABILITIES			
Current liabilities			
Payables	C2-1	2,231	2,594
Contract liabilities	C2-2	3,939	6,080
Borrowings	C2-3	927	1,120
Employee benefit provisions	C2-4	1,907	1,616
Total current liabilities		9,004	11,410
Non-current liabilities			
Borrowings	C2-3	2,893	2,570
Employee benefit provisions	C2-4	62	54
Provisions	C2-5	2,165	1,986
Total non-current liabilities		5,120	4,610
Total liabilities		14,124	16,020
Net assets		440,397	428,482
EQUITY			
Accumulated surplus		172,212	170,447
IPPE revaluation surplus	C3-1	268,185	258,035
Total equity		440,397	428,482

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Narromine Shire Council

Statement of Changes in Equity

for the year ended 30 June 2025

		2025			2024		
		Accumulated surplus	IPPE revaluation surplus	Total equity	Accumulated surplus	IPPE revaluation surplus	Total equity
\$ '000	Notes						
Opening balance at 1 July		170,447	258,035	428,482	166,632	260,244	426,876
Net operating result for the year		1,765	–	1,765	3,815	–	3,815
Other comprehensive income							
– Gain / (loss) on revaluation of IPP&E	C1-7	–	10,150	10,150	–	(2,209)	(2,209)
Total comprehensive income		1,765	10,150	11,915	3,815	(2,209)	1,606
Closing balance at 30 June		172,212	268,185	440,397	170,447	258,035	428,482

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Narromine Shire Council

Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
Cash flows from operating activities				
Receipts:				
12,731	Rates and annual charges		11,209	10,213
1,277	User charges and fees		4,936	3,609
897	Interest received		1,336	1,269
11,361	Grants and contributions		14,959	22,862
2,067	Other		2,795	3,002
Payments:				
(8,452)	Payments to employees		(8,778)	(8,043)
(6,449)	Payments for materials and services		(15,978)	(15,325)
(149)	Borrowing costs		(145)	(153)
(960)	Other		(828)	(1,189)
12,323	Net cash flows from operating activities	G1-1	9,506	16,245
Cash flows from investing activities				
Receipts:				
969	Sale of real estate assets		218	—
1,626	Proceeds from sale of IPPE		322	165
Payments:				
(19,212)	Payments for IPPE		(14,365)	(12,953)
(1,300)	Purchase of real estate assets		(1,307)	(1,524)
—	Purchase of intangible assets		(32)	(40)
(17,917)	Net cash flows from investing activities		(15,164)	(14,352)
Cash flows from financing activities				
Receipts:				
1,300	Proceeds from borrowings		1,300	—
Payments:				
(1,327)	Repayment of borrowings		(1,170)	(1,263)
(27)	Net cash flows from financing activities		130	(1,263)
(5,621)	Net change in cash and cash equivalents		(5,528)	630
26,137	Cash and cash equivalents at beginning of year		9,097	8,467
20,516	Cash and cash equivalents at end of year	C1-1	3,569	9,097
—	plus: Investments on hand at end of year		20,000	20,000
20,516	Total cash, cash equivalents and investments	C1-2	23,569	29,097

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Narromine Shire Council

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Narromine Shire Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 10 September 2025. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2021* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) fair values of infrastructure, property, plant and equipment – refer Note C1-7.
- (ii) employee benefit provisions - refer Note C2-4.
- (iii) tip remediation provisions – refer Note C2-5.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993 (NSW)*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

Cash and other assets of the following activities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service

A1-1 Basis of preparation (continued)

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period.

Council's assessment is that these new standards and interpretations, when implemented, will not materially impact its financial statements.

Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2024.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2025.

The accounting policies applied in 2024-25 are consistent with those of the previous financial year. The new standards and interpretations applied for the first time in 2024-25 did not materially impact Council's financial statements.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Functions or activities										
Governance	130	1	2,503	1,743	(2,373)	(1,742)	–	–	2,846	2,766
Administration	11,314	11,345	4,825	3,867	6,489	7,478	4,089	3,661	35,259	34,264
Public Order & Safety	129	124	828	624	(699)	(500)	123	120	26,377	25,634
Environment & Health	538	168	973	846	(435)	(678)	52	–	1,317	1,280
Community & Cultural Services	1,255	1,551	3,177	2,327	(1,922)	(776)	366	448	6,161	6,145
Planning & Development	–	–	339	335	(339)	(335)	–	126	96	93
Waste Management	2,286	2,286	2,154	1,136	132	1,150	68	–	1,856	1,804
Infrastructure	13,192	13,498	11,031	11,596	2,161	1,902	11,528	13,012	286,794	281,345
Recreational Facilities	381	418	4,010	3,066	(3,629)	(2,648)	293	1,111	19,969	19,406
Economic Development	564	2,151	619	2,523	(55)	(372)	350	693	4,856	4,719
Water Supplies	4,027	2,780	2,380	2,653	1,647	127	588	966	30,941	30,069
Sewerage Services	2,180	1,613	1,392	1,404	788	209	–	–	38,049	36,977
Total functions and activities	35,996	35,935	34,231	32,120	1,765	3,815	17,457	20,137	454,521	444,502

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Governance

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policy-making committees, public disclosure (e.g. GIPA), and legislative compliance.

Administration

- Executive services - provision of effective and efficient support to councillors, Council and the community
- Legal advice and services for Council, its delegates and officers, procure adequate and appropriate insurance coverage at a minimum cost, manage claims against Council and manage litigation by and against Council
- Provision of management accounting, financial reporting, rates, payroll, creditors, accounts receivable, cashiering, financial grants and income, debt recovery and investments
- Information Technology, computing and support services to Council
- Management and improvement of the quality, performance, opportunities & safety conditions of Council's staff
- Civic administration building.

Public Order & Safety

- Co-operation and liaison with the Rural Fire Service and other Emergency Service organisations.

Environment & Health

- Protection of the environment, its enhancement and the promotion of environmental sustainability
- Maintenance of the health standards and safety of premises that are accessible to and impact upon the community
- Development of an innovative best practice policy to control the incidence of noxious plants
- Companion animal management and issues in relation to straying livestock.

Community & Cultural Services

- Provision of community, cultural and educational services and facilities to enhance the community's way of life
- Provision of programs and services for young people between 12-24 years of age
- Active participation in and co-operation with community organisations in the delivery of Aged & Disability Services
- Provision for the development and management of a range of community facilities
- Provision of effective public library lending, information and referral services
- Provision of quality cemetery services and memorial facilities
- Advocate for a strong cultural role in community revitalisation and identity by the encouragement & promotion of local historical, cultural and art organisations and activities.

Planning & Development

- Creation of a quality environment for the community in which land use and development is planned and assessed and the social, environmental, economic, agricultural, heritage and physical wellbeing of the community is enhanced and protected
- Planning the Shire's future whilst embracing the principles of Ecologically Sustainable Development
- Assessment and determination of development applications
- Regulatory inspections.

Waste Management

- Effective management of waste collection, minimise waste whilst encouraging commercial and residential recycling
- Collection & recycling
- Disposal.

Infrastructure

- Provision of well constructed, maintained and functional roads, drains, public buildings and associated engineering structures; including operational support, construction and maintenance, design, stormwater management and aerodromes.

Recreational Facilities

- Provision of equitable access to social, cultural, sporting and recreational services and facilities
- Parks, playing fields and reserves
- Recreational buildings and infrastructure

B1-2 Components of functions or activities (continued)

- Swimming Pools.

Economic Development

- Development and assistance in the implementation of strategies, programs and policies that will provide employment and a positive environment for the local economy
- Tourism & area promotion
- Real estate development
- Saleyards and markets
- External partnerships
- Camping areas.

Water Supplies

- Provision of a cost effective, environmentally sensitive and ecologically sustainable water supply service, including business plan, service delivery, customer service, demand management, infrastructure management.

Sewerage Services

- Provision of a cost effective, environmentally sensitive & ecologically sustainable sewerage service, including business plan, service delivery, customer service, demand management, infrastructure management.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2025	2024
Ordinary rates		
Residential	1,988	1,897
Farmland	3,773	3,622
Mining	402	319
Business	720	666
Other	(6)	(1)
Less: pensioner rebates (mandatory)	(115)	(116)
Rates levied to ratepayers	6,762	6,387
Pensioner rate subsidies received	38	37
Total ordinary rates	6,800	6,424
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	1,555	1,469
Stormwater management services	53	53
Water supply services	1,003	868
Sewerage services	1,380	1,314
Waste management services (non-domestic)	286	295
Less: pensioner rebates (mandatory)	(71)	(70)
Annual charges levied	4,206	3,929
Pensioner annual charges subsidies received:		
– Water	20	19
– Sewerage	19	18
– Domestic waste management	26	25
Total annual charges	4,271	3,991
Total rates and annual charges	11,071	10,415

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	2025	2024
User charges		
Water supply services	2,375	1,617
Sewerage services	533	323
Waste management services (non-domestic)	98	77
Total user charges	3,006	2,017
Fees		
Building services – other	2	(1)
Planning and building regulation	206	179
Private works – section 67	143	85
Cemeteries	111	103
Gravel pits	1,256	16
Lease rentals	74	10
Recycling income (non-domestic)	170	382
Other	301	249
Total fees	2,263	1,023
Total user charges and fees	5,269	3,040
Timing of revenue recognition for user charges and fees		
User charges and fees recognised over time (1)	2,908	1,940
User charges and fees recognised at a point in time (2)	2,361	1,100
Total user charges and fees	5,269	3,040

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

B2-3 Grants and contributions

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
General purpose grants and non-developer contributions (untied)				
General purpose (untied)				
Current year allocation				
Financial assistance – general component	648	201	–	–
Financial assistance – local roads component	294	75	–	–
Payment in advance - future year allocation				
Financial assistance – general component	2,147	3,460	–	–
Financial assistance – local roads component	1,000	1,610	–	–
Other				
Other grants	192	–	1,035	1,217
Amount recognised as income during current year	4,281	5,346	1,035	1,217
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
– Domestic waste management	–	–	68	–
Water supplies	199	111	362	608
Bushfire and emergency services	123	120	–	–
Community care and centres	5	19	408	100
Community centres	–	–	33	–
Economic development	67	134	60	559
Library	82	82	–	–
LIRS subsidy	–	–	3	15
Noxious weeds	52	50	–	–
Recreation and culture	240	25	36	861
Community infrastructure grant	167	391	624	3,916
Transport (roads to recovery)	–	–	1,174	1,267
Transport (other roads and bridges funding)	4,109	3,873	3,736	845
Other specific grants	210	76	13	50
Other contributions	223	187	–	60
Total special purpose grants and non-developer contributions – cash	5,477	5,068	6,517	8,281
Total special purpose grants and non-developer contributions (tied)	5,477	5,068	6,517	8,281
Total grants and non-developer contributions	9,758	10,414	7,552	9,498
Comprising:				
– Commonwealth funding	4,466	5,371	2,182	2,319
– State funding	5,069	4,405	5,370	7,179
– Other funding	223	638	–	–
	9,758	10,414	7,552	9,498

B2-3 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Developer contributions:					
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.12 – fixed development consent levies	G4	140	225	–	–
S 64 – sewerage service contributions		7	–	–	–
Total developer contributions – cash		147	225	–	–
Total developer contributions		147	225	–	–
Total contributions		147	225	–	–
Total grants and contributions		9,905	10,639	7,552	9,498
Timing of revenue recognition					
Grants and contributions recognised over time		–	–	7,552	9,498
Grants and contributions recognised at a point in time		9,905	10,639	–	–
Total grants and contributions		9,905	10,639	7,552	9,498

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Unspent grants and contributions				
Unspent funds as at 1 July	5,754	1,935	6,127	752
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	3,329	5,241	845	8,274
Less: Funds received in prior year but revenue recognised and funds spent in current year	–	–	–	(2,899)
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(5,334)	(1,422)	(2,965)	–
Unspent funds at 30 June	3,749	5,754	4,007	6,127

B2-3 Grants and contributions (continued)

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include milestones such as executing the agreement to acquire or construct roads, stormwater drainage and airport runway. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-4 Interest and investment income

\$ '000	2025	2024
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	146	120
– Cash and investments	1,132	1,272
Total interest and investment income (losses)	1,278	1,392

Material accounting policy information

Interest income is recognised using the effective interest rate at the date that interest is earned.

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2025	2024
Salaries and wages	7,261	7,046
Employee leave entitlements (ELE)	1,175	1,087
Superannuation	931	812
Other	371	426
Total employee costs	9,738	9,371
Less: capitalised costs	(661)	(1,115)
Total employee costs expensed	9,077	8,256

Material accounting policy information

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under Active Super, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2025	2024
Raw materials and consumables		6,910	5,717
Contractor costs		3,303	4,475
Audit Fees	F2-1	111	82
Councillor and Mayoral fees and associated expenses	F1-2	183	160
Advertising		76	77
Computer software charges		320	388
Election expenses		56	–
Electricity and heating		371	372
Insurance		703	694
Office expenses (including computer expenses)		122	97
Postage		29	18
Street lighting		125	136
Subscriptions and publications		115	126
Telephone and communications		68	62
Cost of sales		–	352
Travel expenses		10	11
Training costs (other than salaries and wages)		5	8
Expenses from leases of low value assets		–	20
Legal expenses: debt recovery		43	41
Legal expenses: other		34	41
Other		403	220
Total materials and services		12,987	13,097

B3-3 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2025	2024
Depreciation and amortisation			
Plant and equipment		1,140	1,096
Office equipment		37	68
Furniture and fittings		2	2
Infrastructure:	C1-7		
– Buildings – non-specialised		284	286
– Buildings – specialised		1,459	1,583
– Other structures		329	306
– Roads		5,230	4,270
– Bridges		302	226
– Footpaths		161	115
– Stormwater drainage		138	267
– Water supply network		211	286
– Sewerage network		313	301
– Swimming pools		120	133
– Other open space/recreational assets		278	348
Other assets:			
– Aerodrome		317	265
Intangible assets	C1-7	80	83
Total depreciation and amortisation costs		10,401	9,635
Total depreciation, amortisation and impairment for non-financial assets		10,401	9,635

Material accounting policy information

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-4 Other expenses

\$ '000	2025	2024
Grants and contributions	5	17
Other	29	4
Fair value decrement on investment properties	–	1
Donations, contributions and assistance to other organisations (Section 356)	48	73
Emergency services levy (includes FRNSW, SES, and RFS levies)	23	30
Macquarie regional library	427	416
NSW fire brigade levy	49	49
NSW rural fire service levy	384	390
Total other expenses	965	980

B4 Performance against budget

B4-1 Material budget variations

Council's original budget was adopted by the Council on 26 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Revenues				
Operating grants and contributions	7,593	9,905	2,312	30% F
Grant funding received in excess of original budget due to additional funding received for the maintenance of roads network.				
Capital grants and contributions	9,475	7,552	(1,923)	(20)% U
Grant funding received less than expected due to major capital works not completed during the year and deferred to future years.				
Interest and investment revenue	897	1,278	381	42% F
Interest on investments higher than expected due higher interest rates and surplus funds invested for longer periods during the year.				
Net gains from disposal of assets	656	–	(656)	(100)% U
Net gains on disposal of assets less than budgeted due to expected number of properties (inventory assets) not sold during the year and plant and equipments assets sold for less than expected.				

Expenses

Materials and services	6,579	12,987	(6,408)	(97)% U
Expenditure in excess of original budget due to increase in flood damage works, contractor costs and road maintenance.				
Borrowing costs	200	147	53	27% F
Interest on loans paid less than expected during the year.				

B4-1 Material budget variations (continued)

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Depreciation, amortisation and impairment of non-financial assets	9,210	10,401	(1,191)	(13)% U
Depreciation expenses higher than original budget due to depreciation of new and additional assets and the impact of indexation of assets.				
Net losses from disposal of assets	—	654	(654)	∞ U
Net loss due to the replacement of plant and equipment.				

Statement of cash flows

Cash flows from operating activities	12,323	9,506	(2,817)	(23)% U
Cash flows from operating activities decreased due to lesser capital grants received and increased maintenance cost of road assets.				
Cash flows from investing activities	(17,917)	(15,164)	2,753	(15)% F
Cash flows from investing activities increased due to lesser capital expenditure during the year.				

C Financial position**C1 Assets we manage****C1-1 Cash and cash equivalents**

\$ '000	2025	2024
Cash assets		
Cash on hand and at bank	3,569	9,097
Total cash and cash equivalents	3,569	9,097

C1-2 Financial investments

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Debt securities at amortised cost				
Term deposits	20,000	–	20,000	–
Total	20,000	–	20,000	–
Total financial investments	20,000	–	20,000	–
Total cash assets, cash equivalents and investments	23,569	–	29,097	–

C1-2 Financial investments (continued)

Material accounting policy information

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

At balance date, Council does not hold any financial assets at fair value through profit or loss.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2025	2024
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	23,569	29,097
Less: Externally restricted cash, cash equivalents and investments	(16,253)	(16,486)
Cash, cash equivalents and investments not subject to external restrictions	7,316	12,611

External restrictions

External restrictions – included in liabilities

External restrictions included in cash, cash equivalents and investments above comprise:

Specific purpose unexpended grants – general fund	3,789	6,593
External restrictions – included in liabilities	3,789	6,593

External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	593	308
Developer contributions – water fund	215	215
Developer contributions – sewer fund	372	366
Specific purpose unexpended grants (recognised as revenue) – general fund	693	199
Water fund	1,715	304
Sewer fund	7,932	7,556
Board of control - NSRAC and TSRAC	165	151
Domestic waste management	779	794
External restrictions – other	12,464	9,893
Total external restrictions	16,253	16,486

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2025	2024
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Internal allocations

At 30 June, Council has internally allocated funds to the following:

Alkane community contributions	20	123
Alkane infrastructure contributions	276	44
Carry over works	1,630	2,198
Election expenses	45	45
Employees leave entitlement	591	501
FAGS advance grant	3,147	5,070
Other	185	2,488
Total internal allocations	5,894	10,469

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

C1-4 Receivables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	704	–	788	–
Interest and extra charges	347	–	304	–
User charges and fees	1,340	–	918	–
Accrued revenues				
– Interest on investments	330	–	395	–
Net GST receivable	221	–	392	–
Other debtors	707	–	1	–
Total	3,649	–	2,798	–
Less: provision for impairment				
Interest and extra charges	(70)	–	(34)	–
User charges and fees	(55)	–	(48)	–
Total provision for impairment – receivables	(125)	–	(82)	–
Total net receivables	3,524	–	2,716	–

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council considers that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over 5 years past due, whichever occurs first.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

C1-5 Inventories

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Inventories at cost				
Real estate for resale ⁱ	2,067	6,392	1,669	5,797
Stores and materials	1,123	–	974	–
Total inventories at cost	3,190	6,392	2,643	5,797
Total inventories	3,190	6,392	2,643	5,797

(i) Real estate assets for resale

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Details for real estate development				
Residential	1,037	1,933	746	609
Industrial/commercial	1,030	4,459	923	5,188
Total real estate for resale	2,067	6,392	1,669	5,797
Represented by:				
Acquisition costs	1,030	1,649	–	2,171
Development costs	1,037	4,743	1,669	3,626
Total costs	2,067	6,392	1,669	5,797
Total real estate for resale	2,067	6,392	1,669	5,797
Movements:				
Real estate assets at beginning of the year	1,669	5,797	1,748	4,194
– Purchases and other costs	398	595	(79)	1,603
Total real estate for resale	2,067	6,392	1,669	5,797

Material accounting policy information

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Real estate for resale

Real estate for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

C1-6 Contract assets and Contract cost assets

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Contract assets	1,876	—	1,524	—
Total contract assets and contract cost assets	1,876	—	1,524	—

Contract assets

Work relating to the upgrade and construction of roads.

	1,876	—	1,524	—
Total contract assets	1,876	—	1,524	—

Significant changes in contract assets

Funding for various projects are provided to Council under contract arrangements with the Federal and State Governments. These projects include major roads construction and upgrades and stormwater upgrades.

Construction works for these projects were completed before funding was received by Council.

Material accounting policy information

Contract assets

Contract assets represent Council's right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period						At 30 June 2025		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000												
Capital work in progress	6,815	–	6,815	3,330	2,883	–	–	(5,155)	–	7,873	–	7,873
Plant and equipment	21,151	(12,496)	8,655	–	1,578	(422)	(1,140)	(31)	–	19,479	(10,839)	8,640
Office equipment	1,348	(1,142)	206	–	155	(149)	(37)	63	–	1,038	(800)	238
Furniture and fittings	329	(295)	34	–	–	–	(2)	–	–	329	(297)	32
Land:												
– Operational land	5,843	–	5,843	–	2	–	–	810	–	6,656	–	6,656
– Community land	3,393	–	3,393	–	–	–	–	–	–	3,393	–	3,393
Infrastructure:												
– Buildings – non-specialised	8,090	(5,000)	3,090	248	15	(184)	(284)	2	117	8,274	(5,271)	3,003
– Buildings – specialised	59,492	(29,522)	29,970	350	35	(281)	(1,459)	232	1,240	62,257	(32,169)	30,088
– Other structures	8,923	(2,876)	6,047	51	292	–	(329)	317	242	9,946	(3,327)	6,619
– Roads	310,795	(82,405)	228,390	4,242	20	–	(5,230)	3,469	5,923	326,745	(89,931)	236,814
– Bridges	25,133	(10,584)	14,549	–	–	–	(302)	–	373	25,791	(11,172)	14,619
– Footpaths	5,106	(2,112)	2,994	–	–	–	(161)	–	74	5,239	(2,333)	2,906
– Stormwater drainage	11,958	(4,052)	7,906	–	563	–	(138)	160	151	12,912	(4,270)	8,642
– Water supply network	37,384	(8,235)	29,149	182	216	–	(211)	182	631	38,884	(8,733)	30,151
– Sewerage network	38,112	(8,685)	29,427	–	144	–	(313)	130	731	39,342	(9,223)	30,119
– Swimming pools	6,717	(2,162)	4,555	–	17	–	(120)	3	75	6,851	(2,320)	4,531
– Other open space/recreational assets	9,288	(3,499)	5,789	–	–	–	(278)	–	245	9,700	(3,944)	5,756
– Other infrastructure	–	–	–	–	–	–	–	–	–	–	–	–
Other assets:												
– Aerodrome	21,636	(8,039)	13,597	–	–	–	(317)	–	348	22,203	(8,575)	13,628
– Intangibles	1,086	(860)	226	–	32	(1)	(80)	17	–	1,050	(857)	193
– Remediation Assets	1,792	(170)	1,622	–	–	–	–	–	–	1,792	(170)	1,622
Total infrastructure, property, plant and equipment	584,391	(182,134)	402,257	8,403	5,952	(1,037)	(10,401)	199	10,150	609,754	(194,231)	415,523

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period				At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions	Carrying value of disposals	Depreciation expense	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000										
Capital work in progress	16,135	–	16,135	(9,320)	–	–	–	6,815	–	6,815
Plant and equipment	18,058	(10,496)	7,562	2,819	(630)	(1,096)	–	21,151	(12,496)	8,655
Office equipment	1,315	(1,074)	241	33	–	(68)	–	1,348	(1,142)	206
Furniture and fittings	329	(293)	36	–	–	(2)	–	329	(295)	34
Land:										
– Operational land	5,843	–	5,843	–	–	–	–	5,843	–	5,843
– Community land	3,429	–	3,429	(2)	(34)	–	–	3,393	–	3,393
Infrastructure:										
– Buildings – non-specialised	7,497	(4,454)	3,043	173	–	(286)	160	8,090	(5,000)	3,090
– Buildings – specialised	53,752	(26,440)	27,312	2,743	–	(1,583)	1,498	59,492	(29,522)	29,970
– Other structures	6,711	(2,445)	4,266	1,882	–	(306)	205	8,923	(2,876)	6,047
– Roads	282,626	(53,098)	229,528	10,380	–	(4,270)	(7,248)	310,795	(82,405)	228,390
– Bridges	24,050	(9,175)	14,875	1	–	(226)	(105)	25,133	(10,584)	14,549
– Footpaths	4,590	(2,423)	2,167	384	–	(115)	558	5,106	(2,112)	2,994
– Stormwater drainage	27,385	(10,324)	17,061	385	–	(267)	(9,273)	11,958	(4,052)	7,906
– Water supply network	33,620	(7,598)	26,022	1,956	–	(286)	1,532	37,384	(8,235)	29,149
– Sewerage network	35,744	(7,958)	27,786	452	–	(301)	1,490	38,112	(8,685)	29,427
– Swimming pools	6,369	(1,916)	4,453	(1)	–	(133)	236	6,717	(2,162)	4,555
– Other open space/recreational assets	7,243	(2,971)	4,272	1,631	–	(348)	234	9,288	(3,499)	5,789
Other assets:										
– Aerodrome	20,606	(15,467)	5,139	219	–	(265)	8,504	21,636	(8,039)	13,597
– Intangibles	1,046	(777)	269	40	–	(83)	–	1,086	(860)	226
– Remediation Assets	1,792	(170)	1,622	–	–	–	–	1,792	(170)	1,622
Total infrastructure, property, plant and equipment	558,140	(157,079)	401,061	13,775	(664)	(9,635)	(2,209)	584,391	(182,134)	402,257

C1-7 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their carrying amount, net of their residual values, over their estimated remaining useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment and other assets	5 to 50
Office furniture	5 to 20	Benches, seats etc.	10 to 30
Computer equipment	5 to 10		
Vehicles	5 to 20	Buildings	
Heavy plant/road making equipment	5 to 20	Buildings: masonry	50 to 100
Other plant and equipment	5 to 75	Buildings: other	15 to 50
Water and sewer assets		Stormwater assets	
Dams and reservoirs	80 to 100	Drains	80 to 100
Bores	20 to 80	Culverts	50 to 100
Reticulation pipes: PVC	70 to 100	Flood control structures	80 to 100
Reticulation pipes: other	25 to 110		
Pumps and telemetry	15 to 75		
Transportation assets		Other infrastructure assets	
Sealed roads: surface	15 to 40	Bulk earthworks	infinite
Sealed roads: structure	20 to 100	Swimming pools	50 to 70
Unsealed roads	10 to 30	Other open space/recreational assets	10 to 100
Bridge: concrete	80 to 300	Other infrastructure	50 to 100
Bridge: other	50 to 80		
Road pavements	60 to 120		
Kerb, gutter and footpaths	40 to 100		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Climate Change, Energy, the Environment and Water (DCCEEW).

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE Revaluation Surplus to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

C1-7 Infrastructure, property, plant and equipment (continued)

Council has elected not to recognise land under roads acquired before 1 July 2008. Council has not acquired land under roads after 1 July 2008.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Intangible assets

Software development costs include only those costs directly attributable to the development phase (including external direct costs of materials and services, direct payroll, and payroll-related costs of employees' time spent on the project) and are only recognised following completion of technical feasibility, and where the Council has an intention and ability to use the asset.

Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.

C2 Liabilities of Council

C2-1 Payables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Goods and services – operating expenditure	1,653	–	2,120	–
Accrued expenses:				
– Borrowings	3	–	1	–
Other	132	–	84	–
Prepaid rates	443	–	389	–
Total payables	2,231	–	2,594	–

Material accounting policy information

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C2-2 Contract Liabilities

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:				
Unexpended capital grants (to construct Council controlled assets)	3,939	–	6,080	–
Total grants received in advance	3,939	–	6,080	–
Total contract liabilities	3,939	–	6,080	–

Notes

(i) Council has received funding to construct and upgrade assets including roads and a new water treatment plant. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2025	2024
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	2,918	6,371
Total revenue recognised that was included in the contract liability balance at the beginning of the period	2,918	6,371

C2-3 Borrowings

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Loans – secured ¹	927	2,893	1,120	2,570
Total borrowings	927	2,893	1,120	2,570

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in E1-1.

(a) Changes in liabilities arising from financing activities

\$ '000	2024 Opening Balance	Cash flows	2025 Closing balance
Loans – secured	3,690	130	3,820
Total liabilities from financing activities	3,690	130	3,820

\$ '000	2023 Opening Balance	Cash flows	2024 Closing balance
Loans – secured	4,953	(1,263)	3,690
Total liabilities from financing activities	4,953	(1,263)	3,690

C2-3 Borrowings (continued)

(b) Financing arrangements

\$ '000	2025	2024
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Credit cards/purchase cards	100	100
Total financing arrangements	100	100
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Credit cards/purchase cards	100	100
Total undrawn financing arrangements	100	100

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

C2-4 Employee benefit provisions

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	624	–	565	–
Long service leave	1,108	62	1,014	54
Other leave	31	–	32	–
Employee Leave Entitlement on-costs	144	–	5	–
Total employee benefit provisions	1,907	62	1,616	54

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	1,197	1,123
	1,197	1,123

Material accounting policy information

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

C2-5 Provisions

\$ '000	2025 Current	2025 Non-Current	2024 Current	2024 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	2,165	–	1,986
Sub-total – asset remediation/restoration	–	2,165	–	1,986
Total provisions	–	2,165	–	1,986

Description of and movements in provisions

\$ '000	Asset remediation	Total
2025		
At beginning of year	1,986	1,986
Unwinding of discount	179	179
Total other provisions at end of year	2,165	2,165
2024		
At beginning of year	2,018	2,018
Changes to provision:		
– Revised costs	(113)	(113)
Unwinding of discount	81	81
Total other provisions at end of year	1,986	1,986

C2-5 Provisions (continued)

Nature and purpose of provisions

Landfill and tip assets.

Asset remediation

The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the tip and quarry as a result of past operations.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

C3 Surplus

C3-1 Nature and purpose of reserves

IPPE Revaluation Surplus

The infrastructure, property, plant and equipment (IPPE) revaluation surplus is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General 2025	Water 2025	Sewer 2025
Income from continuing operations			
Rates and annual charges	8,696	994	1,381
User charges and fees	2,336	2,409	524
Interest and investment revenue	1,047	65	166
Other revenues	505	71	1
Grants and contributions provided for operating purposes	9,382	523	—
Grants and contributions provided for capital purposes	7,514	38	—
Other income	344	—	—
Total income from continuing operations	29,824	4,100	2,072
Expenses from continuing operations			
Employee benefits and on-costs	8,271	539	267
Materials and services	10,600	1,616	771
Borrowing costs	147	—	—
Other expenses	914	11	40
Net losses from the disposal of assets	654	—	—
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	20,586	2,166	1,078
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	9,238	1,934	994
Depreciation, amortisation and impairment of non-financial assets	9,877	211	313
Operating result from continuing operations	(639)	1,723	681
Net operating result for the year	(639)	1,723	681
Net operating result attributable to each council fund	(639)	1,723	681
Net operating result for the year before grants and contributions provided for capital purposes	(8,153)	1,685	681

D1-2 Statement of Financial Position by fund

ASSETS

Current assets

Cash and cash equivalents	2,835	430	304
Investments	10,500	1,500	8,000
Receivables	2,293	746	485
Inventories	3,190	—	—
Contract assets and contract cost assets	1,746	130	—
Other	7	—	—
Total current assets	20,571	2,806	8,789

Non-current assets

D1-2 Statement of Financial Position by fund (continued)

\$ '000	General 2025	Water 2025	Sewer 2025
Inventories	6,392	–	–
Infrastructure, property, plant and equipment	355,255	30,149	30,119
Investments accounted for using the equity method	440	–	–
Total non-current assets	362,087	30,149	30,119
Total assets	382,658	32,955	38,908
LIABILITIES			
Current liabilities			
Payables	2,128	74	29
Contract liabilities	3,789	150	–
Borrowings	927	–	–
Employee benefit provision	1,736	114	57
Total current liabilities	8,580	338	86
Non-current liabilities			
Borrowings	2,893	–	–
Employee benefit provision	53	4	5
Provisions	2,165	–	–
Total non-current liabilities	5,111	4	5
Total liabilities	13,691	342	91
Net assets	368,967	32,613	38,817
EQUITY			
Accumulated surplus	147,725	12,240	12,247
IPPE revaluation surplus	221,242	20,373	26,570
Council equity interest	368,967	32,613	38,817
Total equity	368,967	32,613	38,817

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

The risks associated with the investments held are:

- Market risk - interest rate risk – the risk that movements in interest rates could affect returns and income.
- Credit risk – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.
- Liquidity risk – the risk that the Council will not be able to pay its debts as and when they fall due.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from independent advisers before placing any cash and investments.

(a) Market risk – interest rate risk

\$ '000	2025	2024
The impact on the result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 0.75% movement in interest rates		
– Equity / Income Statement	155	582
Impact of a 10% movement in price of investments		
– Equity / Income Statement	–	–

(b) Credit risk

Council's major receivables comprise rates, annual charges, user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of Council activities.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance. The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

E1-1 Risks relating to financial instruments held (continued)

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges		Total
		< 5 years	≥ 5 years	
2025				
Gross carrying amount	443	212	49	704
2024				
Gross carrying amount	373	372	43	788

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days	Overdue debts			Total
			31 - 60 days	61 - 90 days	> 91 days	
2025						
Gross carrying amount	3,264	787	15	141	614	4,821
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	2.70%	0.34%
ECL provision	–	–	–	–	17	17
2024						
Gross carrying amount	2,676	30	173	11	644	3,534
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	2.70%	0.49%
ECL provision	–	–	–	–	17	17

E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2025							
Payables	0.00%	–	2,231	–	–	2,231	2,231
Borrowings	3.24%	–	927	1,964	929	3,820	3,820
Total financial liabilities		–	3,158	1,964	929	6,051	6,051
2024							
Payables	0.00%	–	2,594	–	–	2,594	2,594
Borrowings	3.10%	–	1,120	1,646	924	3,690	3,690
Total financial liabilities		–	3,714	1,646	924	6,284	6,284

Loan agreement breaches

There have been no breaches to loan agreements during the reporting year.

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

Fair value hierarchy

All assets and liabilities measured at fair value are assigned to a level in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by Council:

E2-1 Fair value measurement (continued)

Recurring fair value measurements

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2025	2024	2025	2024	2025	2024
Infrastructure, property, plant and equipment	C1-7						
Operational land		6,656	5,843	—	—	6,656	5,843
Community land		—	—	3,393	3,393	3,393	3,393
Buildings – non-specialised		3,003	3,090	—	—	3,003	3,090
Buildings – specialised		—	—	30,088	29,970	30,088	29,970
Other structures		—	—	6,619	6,047	6,619	6,047
Roads		—	—	236,814	228,390	236,814	228,390
Bridges		—	—	14,619	14,549	14,619	14,549
Footpaths		—	—	2,906	2,994	2,906	2,994
Stormwater drainage		—	—	8,642	7,906	8,642	7,906
Water supply network		—	—	30,151	29,149	30,151	29,149
Sewerage network		—	—	30,119	29,427	30,119	29,427
Swimming pools		—	—	4,531	4,555	4,531	4,555
Other open space/recreational assets		—	—	5,756	5,789	5,756	5,789
Other infrastructure		—	—	—	—	—	—
Aerodrome		—	—	13,628	13,597	13,628	13,597
Total infrastructure, property, plant and equipment		9,659	8,933	387,266	375,766	396,925	384,699

E2-1 Fair value measurement (continued)

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Fair Value - Valuation techniques

Class	Valuation Technique(s)	Unobservable Inputs
Plant, equipment, furniture, fittings and office equipment	Cost approach	Current replacement cost of modern equivalent asset, asset condition, useful life and residual value
Operational Land	Market approach	Price per square metre
Community Land	Market approach Land values obtain from NSW Valuer-General	Land value, land area, level of restriction
Buildings	Cost approach	Current replacement cost of modern equivalent asset using componentisation, asset condition, remaining lives, residual value, rates per m2
Roads, Bridges & Footpaths	Cost approach	Asset condition, remaining lives using componentisation, unit rates per m2 or length
Stormwater Drainage	Cost approach	Asset condition, remaining lives, unit rates per m2 or length
Water Supply Network	Cost approach	Asset condition, remaining lives using componentisation, unit rates per m2 or length
Sewerage Network	Cost approach	Asset condition, remaining lives using componentisation, unit rates per m2 or length
Swimming Pools, Other Open Space/Recreational Assets	Cost approach	Current replacement cost of modern equivalent asset using componentisation, asset condition, remaining lives, residual value, rates per m2
Other Infrastructure	Cost approach	Asset condition and remaining lives using componentisation
Aerodrome	Cost approach	Asset condition, remaining lives using componentisation

E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy by class of assets is provided below:

\$ '000	IPPE	
	2025	2024
Opening balance	375,766	366,310
Total gains or losses for the period		
Other movements		
Purchases (GBV)	10,605	20,030
Disposals (WDV)	(281)	(34)
Depreciation and impairment	(8,858)	(8,100)
Revaluation	10,034	(2,440)
Closing balance	387,266	375,766

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

Defined benefit plan

Council is party to an Industry Defined Benefit Plan under Vision Super - Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB 119 *Employee Benefits* for the following reasons:

- a) Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- b) The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- c) Benefits for employees of all sponsoring employers are determined according to the same formula and without regard to the sponsoring employer.
- d) The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay standard service employer contributions and additional lump sum contributions to the fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% of salary
Division D	1.64 times member contributions

The past service contribution for each pooled employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2025 was \$31,553.01. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA (AFS License #411770) as at 30 June 2024.

Council's expected contribution to the plan for the next annual reporting period is \$1,901.28.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to the Council is 0.07%.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in

E3-1 Contingencies (continued)

Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the pooled employers group.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2025	2024
Compensation:		
Short-term benefits	1,232	1,208
Total	1,232	1,208

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2025	2024
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	30	28
Councillors' fees	114	99
Other Councillors' expenses (including Mayor)	39	33
Total	183	160

F1-3 Other related parties

\$ '000	Ref	Transactions during the year	Outstanding balances including commitments	Terms and conditions
2025				
Library Services	1	488	—	30 days
2024				
Library Services	1	383	—	30 days
1	Council has joined with Dubbo Regional Council and Warrumbungle Shire Council to form a Joint Venture arrangement called Macquarie Regional Library. Council contributes a proportion of the costs of the entity and receives a share of profits and net assets.			

F2 Other relationships

F2-1 Audit fees

\$ '000	2025	2024
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During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

Audit and review of financial statements	85	82
Total Auditor-General remuneration	85	82

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of Operating Result

\$ '000	2025	2024
Net operating result from Income Statement	1,765	3,815
Add / (less) non-cash items:		
Depreciation and amortisation	10,401	9,635
(Gain) / loss on disposal of assets	654	(165)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	–	1
Share of net (profits)/losses of associates/joint ventures using the equity method	(34)	(32)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(851)	(87)
Increase / (decrease) in provision for impairment of receivables	43	–
(Increase) / decrease of inventories	(149)	(340)
(Increase) / decrease of other current assets	55	(21)
(Increase) / decrease of contract asset	(352)	4,026
Increase / (decrease) in payables	(467)	530
Increase / (decrease) in accrued interest payable	2	(1)
Increase / (decrease) in other accrued expenses payable	–	(2)
Increase / (decrease) in other liabilities	102	10
Increase / (decrease) in contract liabilities	(2,141)	(1,305)
Increase / (decrease) in employee benefit provision	299	213
Increase / (decrease) in other provisions	179	(32)
Net cash flows from operating activities	9,506	16,245

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2025	2024
---------	------	------

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Sewerage and water infrastructure	2	40
Road infrastructure	298	572
Other	1,144	58
Total commitments	1,444	670

These expenditures are payable as follows:

Within the next year	1,444	670
Total payable	1,444	670

G3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

G4 Statement of developer contributions

G4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
S7.12 levies – under a plan	308	284	–	–	–	–	–	592	–
Total S7.11 and S7.12 revenue under plans	308	284	–	–	–	–	–	592	–
S64 contributions	581	7	–	–	–	–	–	588	–
Total contributions	889	291	–	–	–	–	–	1,180	–

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

S7.12 Levies – under a plan

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
S7.12 LEVIES – UNDER A PLAN									
Drainage	13	–	–	–	–	–	–	13	–
Roads	31	144	–	–	–	–	–	175	–
Open space	26	–	–	–	–	–	–	26	–
Community facilities	238	140	–	–	–	–	–	378	–
Total	308	284	–	–	–	–	–	592	–

End of the audited financial statements



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Narromine Shire Council

To the Councillors of Narromine Shire Council

Opinion

I have audited the accompanying financial statements of Narromine Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of the Division
 - are, in all material respects, consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

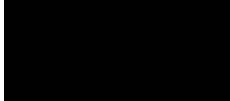
Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B4-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



David Daniels
Delegate of the Auditor-General for New South Wales

27 October 2025
SYDNEY



Cr Ewen Jones
Mayor
Narromine Shire Council
PO Box 115
NARROMINE NSW 2821

Contact: David Daniels
Phone no: 02 9275 7103
Our ref: R008-1981756498-5832

27 October 2025

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2025
Narromine Shire Council**

I have audited the general purpose financial statements (GPFS) of the Narromine Shire Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	11.1	10.4	↑ 6.7
Grants and contributions provided for operating purposes revenue	9.9	10.6	↓ 6.6
Grants and contributions provided for capital purposes revenue	7.6	9.5	↓ 20.0
Operating result from continuing operations	1.8	3.8	↓ 52.6
Net Operating result for the year before grants and contributions provided for capital purposes	(5.8)	(5.7)	↓ 1.8

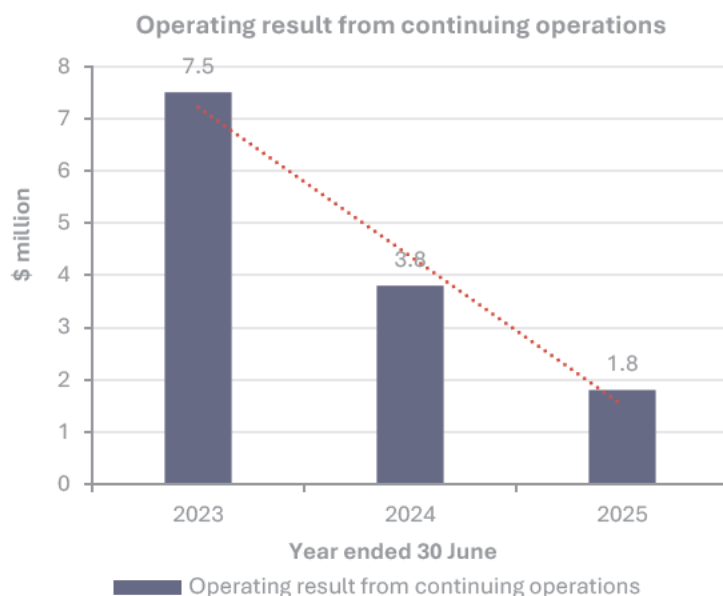
Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$2.0 million lower than the 2023–24 result. This was mainly due to:

- employee benefits and on-costs increased by \$0.8 million (9.9 per cent) due to increases in pay rates effective from 1 July 2024, and reduced capitalised costs due to the completion of major capital projects during the year.
- depreciation, amortisation and impairment of non-financial assets expense increased by \$0.8 million (8.0 per cent) due to the impact of new assets capitalised during the year, and the flow-on effect of higher asset values arising from previous valuations, which increase the depreciable base for existing assets.

The net operating result for the year before grants and contributions



provided for capital purposes was a \$5.8 million (loss). Refer to 'Grants and contributions revenue' below for details.

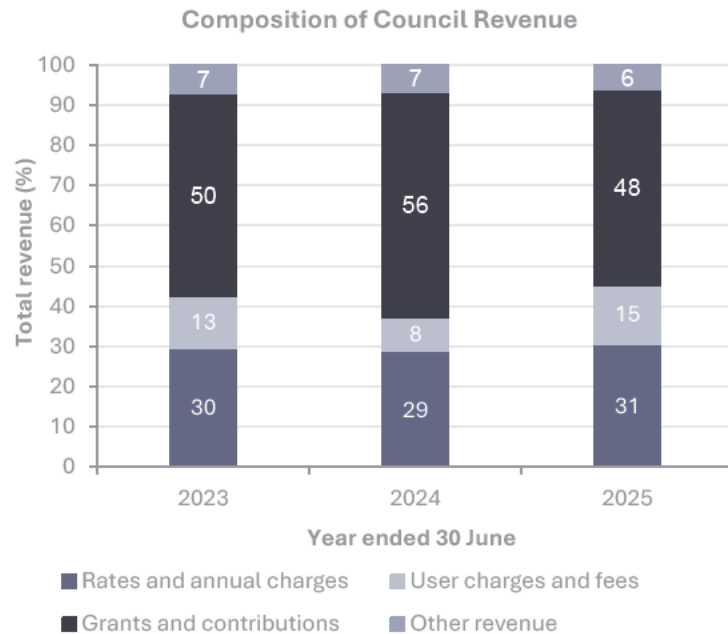
Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council revenue (\$36.0 million) increased by \$0.1 million (0.2 per cent) in 2024–25 mainly due to:

- rates and annual charges (\$11.1 million) which increased by \$0.7 million (6.3 per cent) primarily driven by the application of the 4.5 per cent rate peg
- user charges and fees (\$5.3 million) which increased by \$2.2 million (73.3 per cent) because of an increase in the water consumption charge and more rateable properties
- grants and contributions revenue (\$17.5 million) which decreased by \$2.7 million (13.3 per cent) – see additional details below.



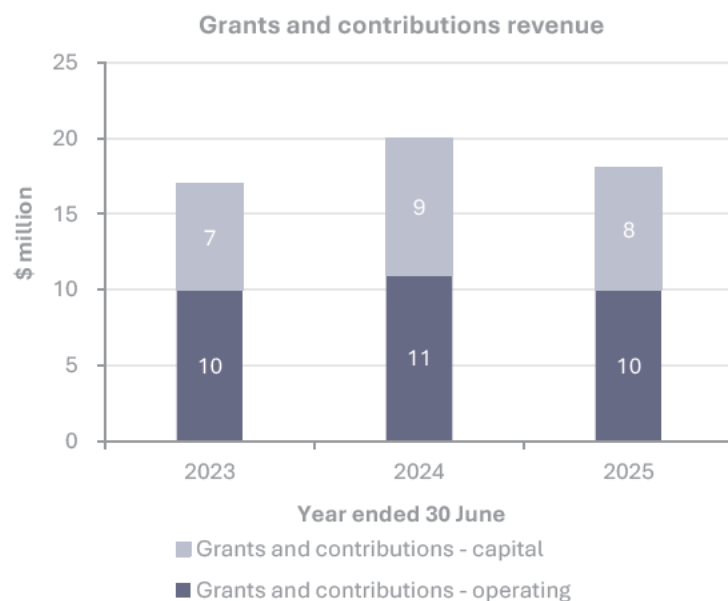
Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$17.5 million) decreased by \$2.7 million (13.3 per cent) in 2024–25 mainly due to:

- capital grants (\$7.6 million) decreased by \$1.9 million due to lower community infrastructure grants, partly offset by higher transport grants
- operating grants (\$9.9 million) which decreased by \$0.7 million due to 50 per cent of the financial assistance grants being paid in advance in 2024-25 compared to 85 per cent in 2023-24.

Grants and contributions revenue typically fluctuate year on year.



CASH FLOWS

Statement of cash flows

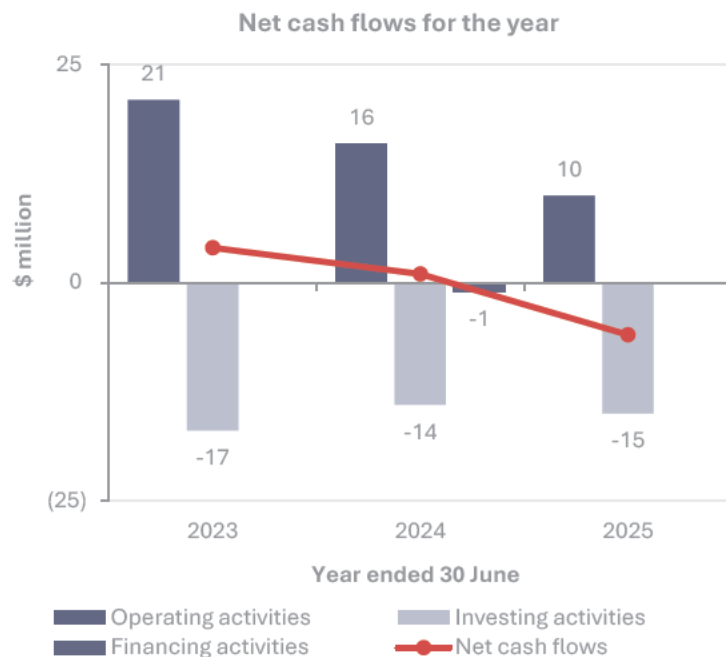
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were negative \$5.5 million (positive \$0.6 million in 2023-24).

In 2024-25 the net cashflows:

- from operating activities decreased by \$6.7 million, mainly due to a decrease of \$7.9 million in grants and contributions received
- used in investing activities increased by \$0.8 million due to asset purchases
- from financing activities increased by \$1.4 million, primarily due to a new \$1.3 million loan to purchase land.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	23.6	29.1		Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party

Restricted and allocated cash, cash equivalents and investments:

• External restrictions	16.3	16.5	69.1
• Internal allocations	5.9	10.5	25.0

contract. A breakdown of the sources of externally restricted balances is included in the graph below.

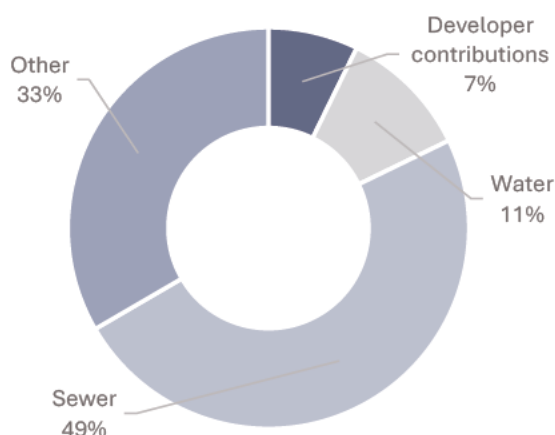
Internal allocations are determined by council policies or decisions, which are subject to change.

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024-25 the Council's main sources of externally restricted cash, cash equivalents and investments include:

- sewer funds of \$7.9 million which increased by \$0.4 million
- water funds of \$1.7 million which increased by \$1.4 million, mainly due to funds being set aside for the planned construction of a new water treatment plant
- developer contributions of \$1.2 million which increased by \$0.3 million
- other externally restricted cash, cash equivalents and investments mainly comprises specific purpose unexpended grants and domestic waste management funds.

Source of externally restricted cash, cash equivalents and investments



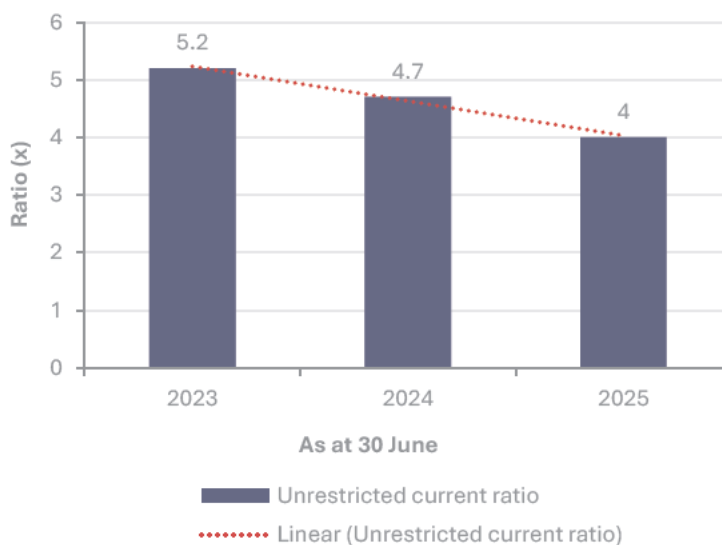
Council liquidity

This graph shows the Council's unrestricted current ratio for the current and prior two financial years.

The unrestricted current ratio is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The ratio measures the ratio of unrestricted current assets to specific purpose liabilities.

In 2023-24, the average unrestricted current ratio was an average of 5.6x for rural councils.

Unrestricted current ratio

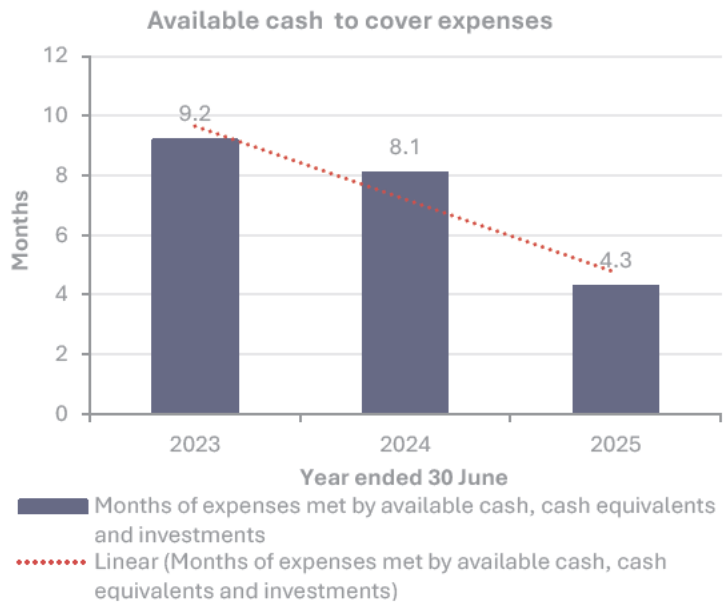


This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

In 2023–24, the available cash to cover expenses was an average of 8 months for rural councils.

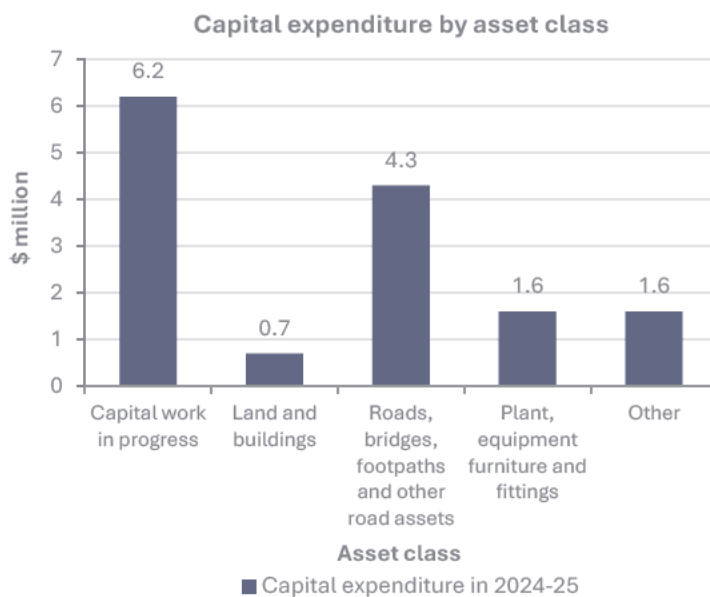
The Council has fallen below average demonstrating increased pressure on meeting obligations as they fall due, compared to the prior year.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024-25.

Council renewed \$8.4 million of infrastructure, property, plant and equipment during the 2024-25 financial year. This was mainly spent on roads. A further \$6.0 million was spent on new assets, mainly plant and equipment, and capital work in progress.



David Daniels
Director, Financial Audit

Delegate of the Auditor-General

Narromine Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2025

*To enhance our Shire's image, lifestyle and environment
through effective leadership, community involvement and
commitment to service.*



Narromine Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2025

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Income Statement of sewerage business activity	5
Statement of Financial Position of water supply business activity	6
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Narromine Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

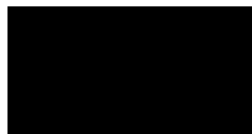
Signed in accordance with a resolution of Council made on 10 September 2025.



Cr Ewen Jones

Mayor

10 September 2025



Cr Stacey Bohm

Councillor

10 September 2025



Jane Redden

General Manager

10 September 2025



Barry Bonthuys

Responsible Accounting Officer

10 September 2025

Narromine Shire Council

Income Statement of water supply business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	994	860
User charges	2,384	1,630
Fees	25	21
Interest and investment income	65	22
Grants and contributions provided for operating purposes	523	112
Other income	71	1
Total income from continuing operations	4,062	2,646
Expenses from continuing operations		
Employee benefits and on-costs	539	495
Materials and services	1,616	2,109
Depreciation, amortisation and impairment	211	286
Other expenses	11	–
Total expenses from continuing operations	2,377	2,890
Surplus (deficit) from continuing operations before capital amounts	1,685	(244)
Grants and contributions provided for capital purposes	38	608
Surplus (deficit) from continuing operations after capital amounts	1,723	364
Surplus (deficit) from all operations before tax	1,723	364
Less: corporate taxation equivalent (25%) [based on result before capital]	(421)	–
Surplus (deficit) after tax	1,302	364
Plus accumulated surplus	10,517	10,153
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	421	–
Closing accumulated surplus	12,240	10,517
Return on capital %	5.6%	(0.8)%
Calculation of dividend payable:		
Surplus (deficit) after tax	1,302	364
Less: capital grants and contributions (excluding developer contributions)	(38)	(608)
Surplus for dividend calculation purposes	1,264	–
Dividend calculated from surplus (50%)	632	–

Narromine Shire Council

Income Statement of sewerage business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	1,381	1,314
User charges	491	298
Liquid trade waste charges	33	15
Interest and investment income	166	137
Other income	1	1
Total income from continuing operations	2,072	1,765
Expenses from continuing operations		
Employee benefits and on-costs	267	226
Materials and services	771	842
Depreciation, amortisation and impairment	313	301
Other expenses	40	—
Total expenses from continuing operations	1,391	1,369
Surplus (deficit) from continuing operations before capital amounts	681	396
Surplus (deficit) from continuing operations after capital amounts	681	396
Surplus (deficit) from all operations before tax	681	396
Less: corporate taxation equivalent (25%) [based on result before capital]	(170)	(99)
Surplus (deficit) after tax	511	297
Plus accumulated surplus	11,566	11,170
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	170	99
Closing accumulated surplus	12,247	11,566
Return on capital %	2.3%	1.3%
Calculation of dividend payable:		
Surplus (deficit) after tax	511	297
Surplus for dividend calculation purposes	511	297
Dividend calculated from surplus (50%)	255	149

Narromine Shire Council

Statement of Financial Position of water supply business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Contract assets and contract cost assets	130	—
Cash and cash equivalents	430	519
Investments	1,500	—
Receivables	746	771
Total current assets	2,806	1,290
Non-current assets		
Infrastructure, property, plant and equipment	30,149	29,149
Total non-current assets	30,149	29,149
Total assets	32,955	30,439
LIABILITIES		
Current liabilities		
Contract liabilities	150	—
Payables	74	80
Employee benefit provisions	114	80
Total current liabilities	338	160
Non-current liabilities		
Employee benefit provisions	4	20
Total non-current liabilities	4	20
Total liabilities	342	180
Net assets	32,613	30,259
EQUITY		
Accumulated surplus	12,240	10,517
IPPE revaluation surplus	20,373	19,742
Total equity	32,613	30,259

Narromine Shire Council

Statement of Financial Position of sewerage business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Cash and cash equivalents	304	922
Investments	8,000	7,000
Receivables	485	163
Total current assets	8,789	8,085
Non-current assets		
Infrastructure, property, plant and equipment	30,119	29,427
Total non-current assets	30,119	29,427
Total assets	38,908	37,512
LIABILITIES		
Current liabilities		
Payables	29	61
Employee benefit provisions	57	37
Total current liabilities	86	98
Non-current liabilities		
Employee benefit provisions	5	9
Total non-current liabilities	5	9
Total liabilities	91	107
Net assets	38,817	37,405
EQUITY		
Accumulated surplus	12,247	11,566
IPPE revaluation surplus	26,570	25,839
Total equity	38,817	37,405

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Narromine Shire Council Water Supply

Comprising the whole of the operations and net assets of the water supply activities of Council servicing the towns of Narromine, Trangie, and Tomingley.

Category 2

(where gross operating turnover is less than \$2 million)

Narromine Shire Council Sewerage Service

Comprising the whole of the operations and net assets of the sewerage reticulation and treatment activities of Council servicing the towns of Narromine and Trangie.

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 25% (2024/25)

Note – Material accounting policy information (continued)

Land tax – the first \$1,075,000 of combined land values attracts 0%. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is \$100 + 1.6%. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of 2.0% applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with DCCEEW's regulatory and assurance framework, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities. The payment of taxation equivalent charges, referred to in the regulatory and assurance framework as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the Act. Achievement of substantial compliance to DCCEEW's regulatory and assurance framework is not a prerequisite for the payment of the tax equivalent charges; however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate.

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

A local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with DCCEEW's regulatory and assurance framework and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2025 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with DCCEEW's regulatory and assurance framework, statement of compliance and statement of dividend payment, dividend payment form and unqualified independent financial audit report are submitted to DCCEEW.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Narromine Shire Council

To the Councillors of Narromine Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Narromine Shire Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of each Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

The Declared Business Activities of the Council are:

- Water supply business activity
- Sewerage business activity.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2025, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024-25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



David Daniels
Delegate of the Auditor-General for New South Wales

27 October 2025
SYDNEY

Narromine Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2025

*To enhance our Shire's image, lifestyle and environment
through effective leadership, community involvement and
commitment to service.*



Narromine Shire Council

Special Schedules

for the year ended 30 June 2025

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Narromine Shire Council

Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
Notional general income calculation ¹			
Last year notional general income yield	a	6,498	6,826
Plus or minus adjustments ²	b	39	117
Notional general income	c = a + b	6,537	6,943
Permissible income calculation			
Percentage increase	d	4.50%	4.20%
Plus percentage increase amount ³	f = d x (c + e)	294	292
Sub-total	g = (c + e + f)	6,831	7,235
Plus (or minus) last year's carry forward total	h	(4)	1
Sub-total	j = (h + i)	(4)	1
Total permissible income	k = g + j	6,827	7,236
Less notional general income yield	l	6,826	7,182
Catch-up or (excess) result	m = k - l	1	54
Carry forward to next year ⁶	p = m + n + o	1	54

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates Narromine Shire Council

To the Councillors of Narromine Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Narromine Shire Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprises the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



David Daniels
Delegate of the Auditor-General for New South Wales

27 October 2025
SYDNEY

Narromine Shire Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Buildings	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	1,411	1,411	1,532	—	33,091	70,531	19.0%	61.0%	18.0%	2.0%	0.0%
	Sub-total	1,411	1,411	1,532	—	33,091	70,531	19.0%	61.0%	18.0%	2.0%	0.0%
Other structures	Other structures	186	186	111	185	6,619	9,309	55.0%	27.0%	15.0%	3.0%	0.0%
	Sub-total	186	186	111	185	6,619	9,309	55.0%	27.0%	15.0%	3.0%	0.0%
Roads	Roads	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sealed roads	2,782	2,782	1,805	1,533	—	278,163	23.0%	13.0%	62.0%	2.0%	0.0%
	Unsealed roads	939	939	4,509	3,061	—	46,955	42.0%	45.0%	11.0%	2.0%	0.0%
	Bridges	517	517	331	277	—	25,860	49.0%	35.0%	14.0%	2.0%	0.0%
	Footpaths	104	104	101	179	—	5,215	14.0%	39.0%	45.0%	2.0%	0.0%
	Other road assets	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	10	10	1,550	1,278	254,339	956	39.0%	29.0%	30.0%	2.0%	0.0%
	Other road assets (incl. bulk earth works)	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	4,352	4,352	8,296	6,328	254,339	357,149	27.3%	19.2%	51.5%	2.0%	0.0%
Water supply network	Water supply network	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	389	389	2,313	2,097	30,151	38,884	45.0%	43.0%	11.0%	1.0%	0.0%
	Sub-total	389	389	2,313	2,097	30,151	38,884	45.0%	43.0%	11.0%	1.0%	0.0%
Sewerage network	Sewerage network	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	393	393	998	981	30,119	39,342	73.0%	10.0%	16.0%	1.0%	0.0%
	Sub-total	393	393	998	981	30,119	39,342	73.0%	10.0%	16.0%	1.0%	0.0%
Stormwater drainage	Stormwater drainage	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	258	258	2,854	2,513	8,642	12,912	29.0%	34.0%	34.0%	3.0%	0.0%
	Sub-total	258	258	2,854	2,513	8,642	12,912	29.0%	34.0%	34.0%	3.0%	0.0%
Open space / recreational assets	Swimming pools	—	—	415	527	10,287	6,882	15.0%	81.0%	4.0%	0.0%	0.0%
	Other Open Space Recreational	305	305	1,435	2,255	—	10,166	12.0%	51.0%	33.0%	4.0%	0.0%
	Sub-total	305	305	1,850	2,782	10,287	17,048	13.2%	63.1%	21.3%	2.4%	0.0%

Narromine Shire Council

Report on infrastructure assets as at 30 June 2025 (continued)

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Other infrastructure assets	Other	238	238	1,727	2,205	—	23,759	13.0%	17.0%	68.0%	2.0%	0.0%
	Sub-total	238	238	1,727	2,205	—	23,759	13.0%	17.0%	68.0%	2.0%	0.0%
	Total – all assets	7,532	7,532	19,681	17,091	373,248	568,934	30.1%	27.1%	40.9%	1.9%	0.0%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Narromine Shire Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024 2023		Benchmark
Buildings and infrastructure renewals ratio ¹					
Asset renewals ¹	5,073	57.48%	65.77%	104.69%	> 100.00%
Depreciation, amortisation and impairment	8,825				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	7,532	1.98%	2.03%	1.98%	< 2.00%
Net carrying amount of infrastructure assets	381,121				
Asset maintenance ratio					
Actual asset maintenance	17,091	86.84%	101.61%	84.72%	> 100.00%
Required asset maintenance	19,681				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	7,532	1.32%	1.56%	1.56%	
Gross replacement cost	568,934				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Excludes WIP

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.