

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.

An aerial photograph of a wide river flowing through a dense forest. A concrete bridge with multiple piers crosses the river. The surrounding landscape is a mix of green fields, trees, and some buildings in the distance. The lighting suggests it might be late afternoon or early morning, with long shadows.

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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. Fees 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

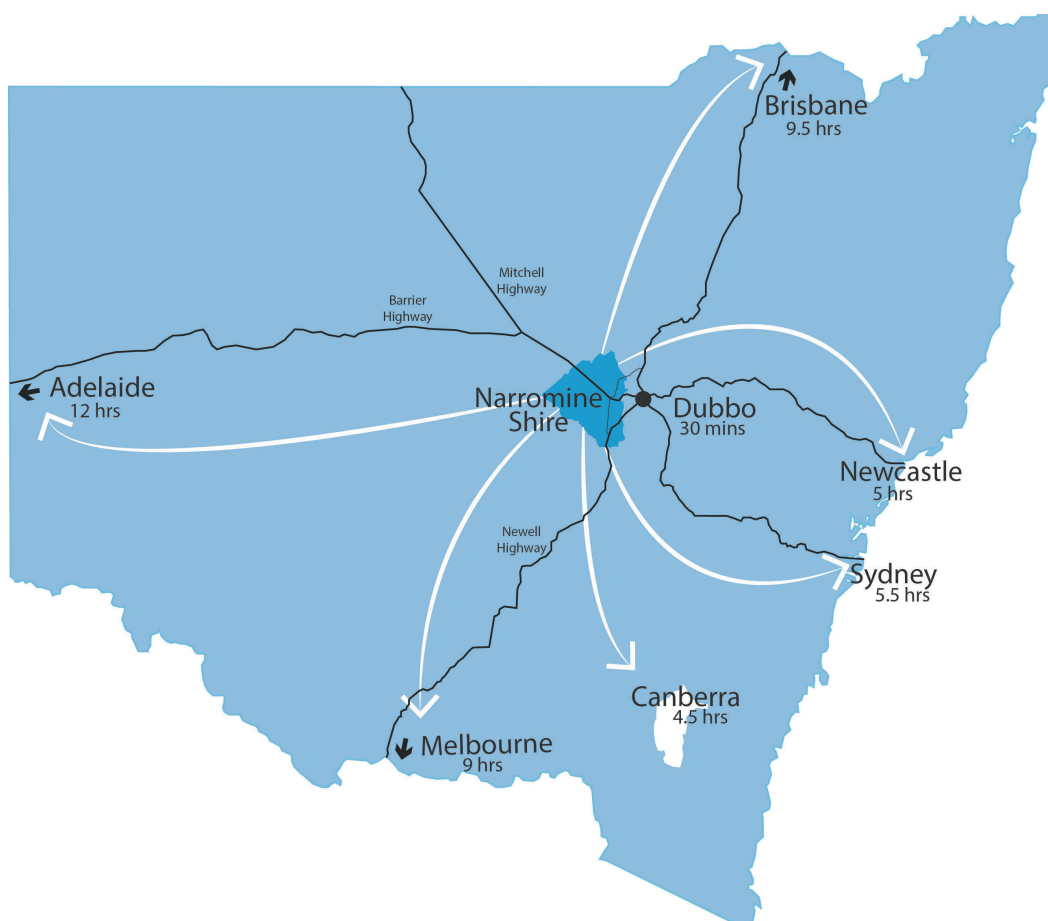
The Narromine Shire is located 40 kilometres west of Dubbo, in the Orana region of New South Wales, Australia. Covering 5224 square kilometres, our vast Shire includes the major rural centre of Narromine, as well as Trangie and Tomingley.

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

General Manager



Director Infrastructure and Engineering Services	Director Finance & Corporate Strategy	Director Community and Economic Development	Director Governance
<ul style="list-style-type: none"> • Infrastructure and buildings • Roads, footpaths, stormwater • Water and sewer • Parks, gardens, community facilities and amenities, playing fields, swimming pools • Cemeteries • Fire Protection and Emergency Services 	<ul style="list-style-type: none"> • Financial management • Information technology • Customer service • Ratings and valuations • Business analysis • Integrated, Planning and Reporting 	<ul style="list-style-type: none"> • Economic Development • Community services • Library services • Tourism and events • Strategic Planning, Development and Assessment 	<ul style="list-style-type: none"> • Governance • Records • Property services • Legal and insurance • Biosecurity • Animal Control • Health and building inspection • Human Resources

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.

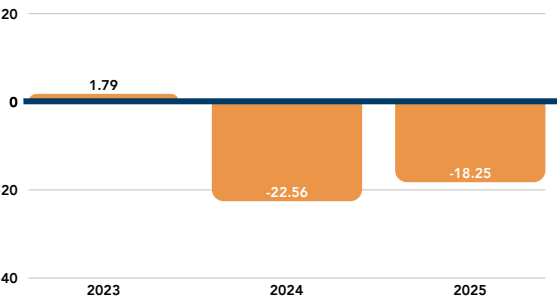
Operating Performance Ratio

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

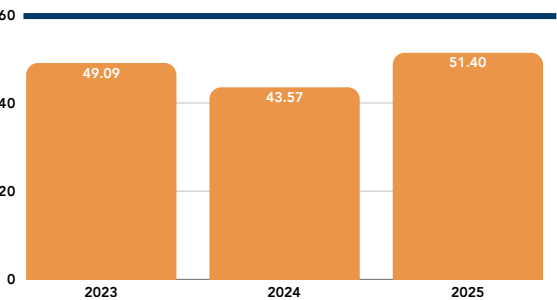
Council's deficit for 2024-2025 is below the benchmark of >0.00% set by the OLG.



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.

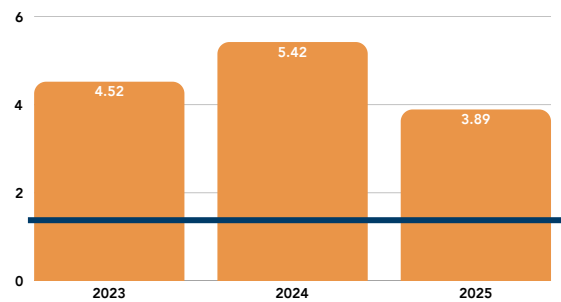
Narromine Shire Council is a rural Council with limited revenue generating opportunities. Council has generated 51.40% of its total revenue from own sources which is lower than the benchmark of >60 % set by the OLG.



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.

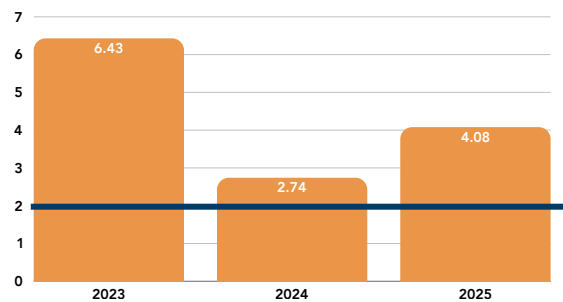
Council's 2024-2025 result of 3.89x is above the benchmark of >1.5x set by the OLG.



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.

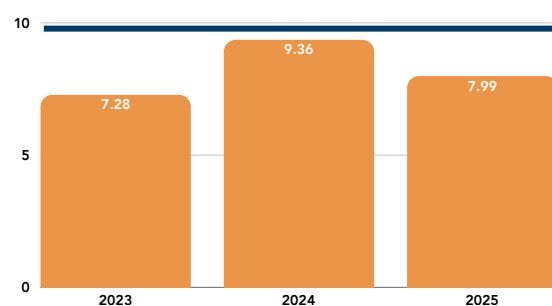


FINANCIAL RATIOS

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.

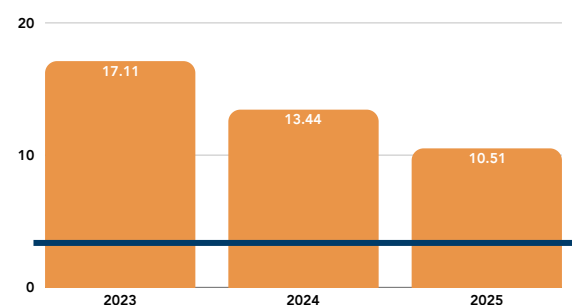
Council's 2024-2025 result is 7.99% which exceeds the OLG benchmark of <10.00% for rural Councils.



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.



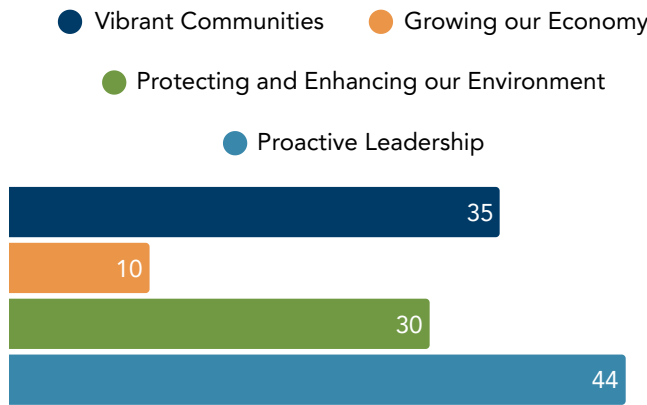
HIGHLIGHTS

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 Narramine 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.
4.3.3 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.

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.

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.

Environmental Upgrade Agreement

Local Government Act 1993, Section 54P(1)

No environmental upgrade agreements were entered into by Council.

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 caused by the loss of grant funds.

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

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.

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

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)

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.

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.

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

An aerial photograph of a residential area. In the foreground, there is a large, green, rectangular field. To the left of the field, a road runs horizontally. Above the road, there are several houses and a parking lot. In the background, there is a large, curved road and a green field. The overall scene is a mix of residential and open land.

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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