



Shire of
Narrogin
Love the life

MINUTES
AUDIT, RISK AND IMPROVEMENT
COMMITTEE (ARIC) MEETING

17 December 2025

These minutes were confirmed at the Audit, Risk and Improvement Committee Meeting held on 9 September 2026

Signed:

(Presiding Person at the meeting at which minutes were confirmed)

Acknowledgement of Noongar People

The Shire of Narrogin acknowledges the Noongar people as traditional custodians of this land and their continuing connection to land and community. We pay our respect to them, to their culture and to their Elders past and present.

Naatj ngiyan Birdiya Gnarojin kep unna nidja Noongar Moort ngaala maya nidja boodjera baarlap djoowak karlerl koolark. Ngalak niny ngullang karnan balang Bibolman baalap borong koora wer boorda.

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Please note that meetings may be recorded for minute taking purposes.

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**AUDIT, RISK AND IMPROVEMENT (ARIC)
COMMITTEE MEETING MINUTES
17 DECEMBER 2025**

1. OFFICIAL OPENING/ANNOUNCEMENT OF VISITORS

It was noted that this was the first meeting of the ARIC since the local government election held on 18 October 2025 and the creation of this Committee by the Council at its Meeting of 22 October 2025. At that Meeting the Council determined that the Presiding Person should be the Shire President pending the promulgation of legislation requiring an Independent Chair (President Member).

The Presiding Member Mr Leigh Ballard declared the meeting open at 5:08 pm.

2. RECORD OF ATTENDANCE/APOLOGIES/APPROVED LEAVE OF ABSENCE

Committee Members (Voting)

Mr L Ballard – Shire President (Presiding Member)

Cr G Broad – Deputy Shire President

Cr M Fisher

Cr C Bartron

Cr J Pomykala

Cr T Wiese (attended from 5.13pm)

Cr R McNab

Guests - Office of the Auditor General via Electronic Communication

Jay Teichert – Director Financial Audit

Staff

Mr D Stewart – Chief Executive Officer

Mr I Graham – Executive Manager Corporate & Community Services

Mr A Majid – Executive Manager Planning & Sustainability

Mr J Warburton – Executive Manager Infrastructure Services

Ms B Knight – Manager Corporate Services

Mrs L Webb – Executive Support Coordinator

Apologies

Nil

Absent

Nil

**3. DECLARATION OF INTEREST BY ELECTED MEMBERS AND COUNCIL EMPLOYEES
IN MATTERS INCLUDED IN THE MEETING AGENDA**

Name	Item No	Interest	Nature
Nil			

4. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

4.1 Audit Advisory Committee Meeting

OFFICER'S RECOMMENDATION & COMMITTEE RESOLUTION	
Moved: Cr Bartron	Seconded: Cr Broad
That the minutes of the Audit Advisory Committee Meeting held 19 February 2025 be confirmed as an accurate record of the proceedings.	
CARRIED 6/0	
For:	President Ballard, Cr Broad, Cr Fisher, Cr Bartron, Cr Pomykala, Cr Wiese, Cr McNab
Against:	Nil

5. ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSION

Nil

6. MATTERS WHICH REQUIRE DECISIONS

6.1 ADOPTION OF 2024/25 ANNUAL REPORT

File Reference	12.2.1, 4.2.6
Disclosure of Interest	Neither the Author nor Authorising Officer have any Impartiality, Financial or Proximity Interest that requires disclosure.
Applicant	Nil
Previous Item Numbers	Nil
Date	4 December 2025
Author	Ian Graham – Executive Manager Corporate & Community Services
Authorising Officer	Dale Stewart – Chief Executive Officer
Attachments 1. Shire of Narrogin 2024/2025 Annual Report (containing Annual Financial Report and Independent Audit Report) 2. Auditors Management Letter (Confidential – Under Separate Cover)	

Summary

The Local Government Act 1995 requires that Council accepts the draft Annual Report each financial year, including the Financial and Auditor's Reports, no later than 31 December or within two months of the Auditor's Report becoming available, if that is not received prior to 31 December.

The Auditor's report was received on 14 November 2025. The Audit, Risk & Improvement Committee (ARIC) is scheduled to meet with the Auditor on 17 December 2025 (prior to the scheduled Council Meeting) and officers have recommended to the Audit, Risk & Improvement Committee and the Council to accept the Annual Financial Statements and Independent Audit Report.

Note: A representative from the OAG Mr Jay Teichert (Director – Financial Audit) will be participating in this item via teleconference.

Background

Under Section 5.53 of the Local Government Act 1995, the Shire is required to prepare an Annual Report for each financial year. The report is to contain:

- A report from the Shire President and Chief Executive Officer;
- An overview of the Plan for The Future/Community Strategic Plan;
- The 2024/25 Financial Report;
- The 2024/25 Auditor Report; and
- Any other prescribed information.

The ARIC is also requested to consider determining the date, time and location of the Annual General Meeting and make a recommendation to Council. The meeting must be held within 56 days from the date Council accepts the Annual Report and Financial Statements.

If the Council resolves in favour of the ARIC recommendation to accept the Annual Report at the Ordinary Council meeting on 17 December 2025, the latest possible date for the meeting is Wednesday 11 February 2026.

Consultation

Consultation occurred with the Auditors and:

- Manager Corporate Services;
- Executive Management Team;
- The Shire President, Chief Executive Officer, Executive Manager Corporate & Community Services, Manager Corporate Services at an Audit 'Exit Meeting'; and
- At the scheduled Audit, Risk & Improvement Committee (17 December 2025).

Statutory Environment

The following statutory implications relate:

- Local Government Act 1995 Section 5.27 – Electors' general meetings;
- Local Government Act 1995 Section 5.29 – Convening electors' meetings;
- Local Government Act 1995 Section 5.53 – Annual reports;
- Local Government Act 1995 Section 5.54 – Acceptance of annual reports;
- Local Government Act 1995 Section 5.55 – Notice of annual reports; and
- Local Government Act 1995 Section 5.55A – Publication of annual reports.

It is noted that whilst the Local Government Amendment Bill 2024 has been passed by both houses of Parliament (Legislative Assembly on 27 November 2024), the particular provisions regarding appointment of an independent Chair (President Member) have yet to be proclaimed. A date for this is still unknown.

Policy Implications

There are no known policy implications on this matter.

Sustainability & Climate Change Implications

Environmental - The Annual Report reflects the Shire's commitment to environmental sustainability, as demonstrated by initiatives such as the various energy efficiency upgrades completed at the Narrogin Regional Leisure Centre. The upgrades have improved energy performance, temperature and humidity control and operational reliability, helping to reduce long-term costs and mechanical wear. A fully functional and automated BMS was in place by 30 June 2025, enabling real-time monitoring, safer operation and capacity for future expansion. These actions align with the Shire's strategic goals to conserve and enhance the natural environment.

Economic - The Annual Report outlines key projects that support economic sustainability, such as investments in infrastructure and tourism initiatives, which have long-term benefits for local growth. Projects like the addition of chalets at the Narrogin Caravan Park and upgrades to the road network bolster economic resilience by attracting visitors and improving regional connectivity. These initiatives provide a strong foundation for sustained economic activity in the Shire.

Social - The Annual Report showcases programs and initiatives that foster social sustainability, including the Youth Health and Wellbeing Event and NAIDOC and Seniors Week activities, which promote community cohesion and resilience. Projects like the Narrogin Regional Leisure Centre upgrades and ongoing improvements and activities at the Narrogin Library demonstrate the Shire’s commitment to inclusive community development, contributing to the long-term well-being of residents.

Financial Implications

It is noted that the Audit Report provided no matters of significance for the Council to be appraised of. The Annual Financial Report includes an audited carried forward surplus of \$3.78M which includes approximately \$1.0M of Commonwealth Financial Assistance Grants, paid in advance.

Net debt as at 30 June 2025 sits at \$2.68M, up from \$1.38M due to borrowing for the construction of income related chalets at the Narrogin Carvan Park. Further, the Shire now has Cash Backed Reserves at \$5.07M, up slightly from \$4.89M as at 30 June 2024 and Net Assets under management being \$166.40M.

Strategic Implications

Key accomplishments include enhancing tourism through improved infrastructure, fostering community spirit with inclusive events and facility upgrades, conserving the natural and built environment with sustainable projects, and strengthening organisational efficiency and engagement. These efforts demonstrate the Shire’s commitment to sustainability, community wellbeing, and regional growth, ensuring Narrogin remains a thriving and connected community.

Shire of Narrogin Strategic Community Plan 2017-2027		
Objective	4.	Civic Leadership Objective (Continually enhance the Shire's organisational capacity to service the needs of a growing community)
Outcome:	4.1	An efficient and effective organisation
Strategy:	4.1.1	Continually improve operational efficiencies and provide effective services
Strategy:	4.1.2	Continue to enhance communication and transparency

Comment/Conclusion

It is recommended that the Annual Report be considered by the electors of the Shire at the Annual Electors’ Meeting (AEM) to be held on Wednesday 11 February 2026 commencing at 7:00PM, which is within the 56-day period from the date of Council accepting the 2024/25 Annual Report.

Audit Opinion

The OAG has expressed an unqualified audit opinion for 2024/25 Annual Financial Report.

The opinion stated by the auditor was that the financial report was:

- Based on proper accounts and records;
- Presented fairly, in all material respects, the results of the operations of the Shire for the year ending 30 June 2025 and its financial position at the end of that period; and
- in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Management Letter

It was encouraging to note that the audit identified zero (0) significant findings throughout the audit. A total of three (3) findings were presented in the letter, two (2) of which were rated moderate, and one (1) rated minor.

Voting Requirements

Simple Majority Recommendations 1 & 2.

OFFICERS' RECOMMENDATION 1 OF 2 AND COMMITTEE RESOLUTION

Moved: Cr Pomykala

Seconded: Cr Fisher

That with respect to Annual Financial Report for Financial Year 2024/25 the Audit, Risk & Improvement Committee note the items discussed in the Confidential Management Letter and Independent Audit Report and the Administration's responses thereto.

Cr Wiese entered the meeting at 5:13PM

OFFICERS' RECOMMENDATION 2 OF 2 AND COMMITTEE RESOLUTION

That with respect to Annual Financial Report for Financial Year 2024/25 the Audit, Risk & Improvement Committee recommend to Council:

- 1) The acceptance of the Annual Report including the Annual Financial Report and Audit Report for the 2024/2025 year, noting that it is 'unqualified' and there are no matters of significance raised by the Auditors, subject to referencing support for the Lumen University Study Hub in paragraphs 2.5.1 and 2.5.2;
- 2) Convene the Annual Electors' Meeting on 11 February 2026, in the Council Chambers, commencing at 7:00PM; and
- 3) Publish the Annual Report, Audit Report, Notice of Meeting and give public notice(s) to the above effect, pursuant to the Local Government Act 1995, sections 5.29, 5.55, 5.55A, in the Narrogin Observer, on the Shire's Website, official Notice Boards and Facebook site, within 14 days of this resolution.

CARRIED 7/0

For: President Ballard, Cr Broad, Cr Fisher, Cr Bartron, Cr Pomykala, Cr Wiese, Cr McNab

Against: Nil



Annual Report 2024/2025

SHIRE OF NARROGIN

A leading regional
economic driver and a
socially interactive and
inclusive community.



Acknowledgement of Noongar People

The Shire of Narrogin acknowledges the Noongar people as traditional custodians of this land and their continuing connection to land and community. We pay our respect to them, to their culture and to their Elders past and present.

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Noongar translation by Elder Basil Kickett

Electronic copies of documents are available for download from the Shire of Narrogin website www.narrogin.wa.gov.au.

Alternative formats are also available upon request, including large print, electronic format (disk or emailed), audio or Braille.

Cover Photo of Mural by Jerome Davenport (Artist) and Chante Kickett (Indigenous Design)
<https://jerome-davenport.squarespace.com/>

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About the Shire of Narrogin

The vibrant and evolving rural community of Narrogin is nestled in the Wheatbelt South region of Western Australia, 192 km (approximately two hours) southeast of Perth. Positioned in the Narrogin Valley on the traditional lands of the Noongar people from the Gnaala Karla Booja region, Narrogin celebrates its cultural heritage and connection to the land. Nearby, the historic township of Highbury, 16 km to the south, serves as a community focal point for local residents.

Narrogin is easily accessible thanks to its robust transport infrastructure, which includes rail connections, sealed highways, and a two-strip airport featuring sealed runway. Residents enjoy a modern standard of living supported by well-developed utilities, including high-quality water supplies, consistent electricity services, and high-speed internet access via the NBN and optical cable network.

The Shire offers a wealth of community services. Healthcare is anchored by the highly regarded Narrogin Regional Hospital and complemented by proactive aged care services. Recreation is well-supported by the Narrogin Regional Leisure Centre (NRLC), which features a heated indoor pool, fully equipped gym, sports grounds, and a range of clubs. Educational opportunities abound with three independent primary schools, a senior high school, an agricultural college, a residential college, and a TAFE campus.

Cultural and historical engagement is fostered through the Shire's active library and Heritage Museum, as well as through the efforts of Arts Narrogin and the NEXIS Committee, which provide platforms for creative and cultural expression. The community is further enriched by a wide range of shops, cafes, restaurants, and professional services that cater to everyday needs.

Commerce & Industry

The local economy is driven by agriculture, complemented by industries such as healthcare, education, construction, and light engineering. Narrogin is also home to businesses specialising in brickmaking, automotive and machinery servicing and sales, and cabinet-making. Professional services, including financial, legal, and accountancy firms, play a significant role in supporting the Shire's economy. The Narrogin Chamber of Commerce is an active advocate for local business, fostering growth and collaboration across the region.

Due to various comparative advantages, the Shire is also increasingly being seen as an attractive place for the development of 'future' and renewable industry activities such as wind, solar, and battery storage.

Local Attractions and Events

The Shire of Narrogin offers an array of attractions and events, drawing visitors and new residents alike. Natural highlights include Gnarojin Park, Railway Dam, Dryandra Woodlands National Park, Barna Mia, and Foxes Lair, while heritage sites such as the Old Courthouse Museum provide a window into the region's past. The Narrogin and Dryandra Visitor Centre, managed by the Shire, serves as a central resource for exploring these destinations.

Community events such as the Narrogin Agricultural Show and Revheads Weekend celebrate the region's unique character and foster local pride. Recreation is well-supported at the NRLC, which features state-of-the-art facilities, including an Olympic-grade synthetic hockey turf and a range of fitness classes.

The Shire of Narrogin continues to be a vibrant and welcoming community, offering a rich blend of history, culture, and modern amenities that enhance the lifestyle of residents and visitors.

Shire President's Message

It is with great pride and optimism that I reflect on the achievements of the Shire of Narrogin during the 2024/2025 financial year. This has been a year marked by steady progress, thoughtful planning, and strong community spirit, all of which have helped shape a confident and resilient future for our district.

Over the past year, we have continued to deliver key projects that enhance liveability, improve essential infrastructure, and support the growth of our local economy. By investing in our recreation facilities, revitalising important community spaces, and strengthening our long-term planning frameworks, we have ensured that our efforts contribute meaningfully to the wellbeing of our residents and to the prosperity of our region.



Our volunteers remain at the heart of our community. Their willingness to contribute time, skills, and compassion enriches the lives of others and strengthens the bonds that make Narrogin such a supportive and connected place to live. To each volunteer, thank you for the difference you make each day and for the pride you inspire throughout our community.

I would also like to acknowledge our Chief Executive Officer, the Executive Team, and all Shire employees for their commitment and professionalism. Your efforts continue to drive improvement across our organisation and ensure the consistent delivery of high-quality services. To my fellow Elected Members, thank you for your dedication, thoughtful leadership, and steadfast focus on the needs of our community.

This Annual Report highlights the outcomes of our shared work, whether through upgrades to community facilities, improvements to our transport network, advancements in long-term planning, or the strengthening of key services. Each initiative reflects a commitment to a thriving, sustainable, and inclusive future for Narrogin.

As we look ahead, I remain confident that by continuing to work together, we will build on this year's achievements and further enhance the place we proudly call home. Thank you for your ongoing support and contributions in shaping Narrogin's bright future

Narrogin, Love the Life!

A handwritten signature in dark ink, appearing to read 'Leigh Ballard'.

Leigh Ballard
Shire President

Report from the Chief Executive Officer

It is with immense pride and gratitude that I present the Shire of Narrogin's achievements for the 2024/2025 financial year. This has been a year of steady progress, strengthened partnerships, and collective effort, reflected in improvements across infrastructure, community services, and organisational capability.

I extend my sincere thanks to the Shire President, Deputy Shire President, and all Elected Members for their leadership and commitment to serving our community.



Our work this year focused on delivering projects that enhance safety, amenity, and functionality across the district. Notable achievements include:

- **Road and Transport Infrastructure:** Major works on Whinbin Rock Road, Narrogin–Wandering Road, and throughout the district, along with the replacement of the Whinbin Rock Road bridge, significantly strengthening our rural transport network.
- **Airport and Emergency Preparedness:** Continued improvements aligned with the Airport Master Plan, including planning for airside safety upgrades and operational enhancements supported by the new 5ML stormwater dam for aerial firefighting.
- **Community Facilities and Recreation:** Progress on upgrades at the Narrogin Regional Leisure Centre, including modernisation of mechanical systems and improvements to user comfort and accessibility. Footpath construction across multiple town streets improved connectivity and safety for pedestrians.
- **Heritage and Culture:** Modernisation of heritage displays, advancement of the Railway Precinct Pathway, and ongoing cultural programming that enriches community identity.
- **Planning for the Future:** Adoption of the Ten-Year Road Program and Ten-Year Plant and Fleet Replacement Program, ensuring long-term sustainability and responsible asset management. Updates to the Corporate Business Plan aligned operational priorities with community expectations and strategic objectives.
- **Community and Social Wellbeing:** Continued support of volunteer-led initiatives, youth programs, and community activities through the Community Chest program. Enhancements to library services and inclusive programs strengthened social connection and learning opportunities across all ages.

These accomplishments demonstrate our commitment to a thriving, resilient, and inclusive community. As we look ahead, I remain confident that through collaboration, innovation, and community focus, we will continue building on this momentum. Thank you to our staff, Elected Members, volunteers, and community partners for your dedication and shared commitment to making the Shire of Narrogin a vibrant and welcoming place to live, work, and invest.

A handwritten signature in black ink, appearing to read 'Dale Stewart'.

Dale Stewart
Chief Executive Officer

Elected Members

The Shire of Narrogin is a corporate body consisting of seven (7) elected members including a publicly elected Shire President. Elected Members have the very important policy-making role for the Shire. They identify community needs, set the objectives to meet those needs, determine the priorities between competing demands and then allocate the resources to meet those objectives.



*President
Leigh Ballard
(Term Expires 2029)*



*Deputy President
Cr Graham Broad
(Term Expires 2027)*



*Cr Clive Bartron
(Term Expires 2029)*



*Cr Murray Fisher
(Term Expires 2029)*



*Cr Roxanne McNab
(Term Expires 2029)*



*Cr Josh Pomykala
(Term Expires 2027)*



*Cr Tim Wiese
(Term Expires 2027)*

Community Strategic Plan / Corporate Business Plan Overview

This report is based on the Strategic Community Plan (SCP) 2017-2027 and the accompanying Corporate Business Plan (CBP) 2025-2029 that was adopted in June 2025. Reporting pursuant to sections 19B(j) and (k) of the Local Government Administration Regulations 1996, the SCP was not amended during the financial year, however an additional year was added to the four-year CBP.

Section 5.53(i) of the Local Government Act 1995 requires the Annual Report to include “an overview of the Plan for the Future of the district made in accordance with section 5.56, including major initiatives that are proposed to commence or continue in the next financial year”.

1. ECONOMIC OBJECTIVE

Support growth and progress, locally and regionally.

Key Performance Measures:

- Population statistics
- No. of development approvals
- Assessed vacancy rates (business and residential)
- No. of building approvals

Outcome 1.1 Growth in revenue opportunities

The Shire of Narrogin continued to support economic growth by encouraging local investment, strengthening community programs, and enhancing facilities that contribute to regional liveability. Improvements at the Narrogin Regional Leisure Centre, combined with updated branding and policy refinement, reinforced Narrogin’s appeal as a well-serviced and attractive place to live, work, and invest.

Through the Community Chest program, the Shire supported a diverse range of community-led initiatives that encouraged participation, strengthened local identity, and enriched the district’s social, cultural, and recreational landscape. These efforts demonstrate the Shire’s commitment to fostering sustainable growth and expanding opportunities across the region.

1.1.1 Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business

The Shire progressed strategic initiatives to increase residential land availability and better position the district for future housing development. By improving the diversity and availability of housing options, the Shire strengthened Narrogin’s ability to attract and retain skilled workers, support business continuity, and boost long-term economic resilience.

Regional collaboration also remained a priority, with shared-service arrangements supporting efficient delivery of specialist functions such as Town Planning, Building, Ranger Services, and Environmental Health. These partnerships improve capacity, reduce duplication, and enhance regional economic stability.

Buy Local

The Shire of Narrogin continued to encourage local economic participation by applying its “Buy Local” principles, which support procurement from businesses within the region wherever practical. In addition to service-sharing arrangements with neighbouring local governments, the Shire’s purchasing approach aims to strengthen the local economy, create employment opportunities, and maintain strong business confidence within the district.

The Shire of Narrogin strengthened regional collaboration by working with neighbouring local governments to provide contracted and resource-sharing services, including Town Planning, Building,

Ranger, and Environmental Health Services. This partnership fosters economic resilience and efficiency. Local businesses were further supported through the “Buy Local” policy, encouraging local procurement to create employment opportunities and stimulate economic growth.

Buy Local Purchasing Policy

The Shire of Narrogin is committed to buying local wherever practical and reaffirmed its Buy Local Policy, titled ‘3.2 Purchasing – Regional Price Preference’. This policy is available in the Council Policy Manual which can be found on our website in the document centre.

<https://www.narrogin.wa.gov.au/documents/532/council-policy-manual>.

The policy is applied pursuant to State Laws (the Local Government (Functions and General) Regulations 1996) that allows the Shire of Narrogin to positively discriminate (give preference) to local suppliers, subject to certain constraints.

The price preference will apply to suppliers who are based in and operate from the preference region i.e. Shires of Narrogin, Cuballing, Wickepin, Williams and Wagin in relation to all purchasing by the Shire of Narrogin for the supply of goods and services and construction (building) services, unless specifically stated otherwise, providing they are competitive in regard to specification, service, delivery and price.

The following levels of preference are applied to the whole of the contract for all purchasing under this provision:

- 10% for Goods or services (maximum reduction of \$30,000); and
- 5% for Construction Services (including building and roadworks etc) – (maximum reduction of \$50,000).

Narrogin & Districts Business Directory

Local businesses are encouraged to register their details with the Narrogin Chamber of Commerce Business Directory. This enables Shire employees, residents, and other businesses to easily identify local suppliers when procurement or service opportunities arise.

Local Purchasing

The Shire remains committed to maximising local purchasing wherever possible. However, some specialised services, such as hot bitumen works, energy utilities, and technical contractors, are not available locally and must be sourced from outside the district. The Shire continues to apply its Regional Price Preference Policy to support local businesses and ensure value for money in accordance with statutory requirements.

Payment Totals FY 2024/25		Average % FY 2024/25	
Local Suppliers (\$)	1,980,206	Local Suppliers (%)	10.36
Payroll (\$)	4,978,918	Payroll (%)	26.03
Total Local (\$)	6,959,124	Total Local (%)	<u>100.00</u>
Total Non-Local (\$)	12,162,873	Total Non-Local (%)	36.39
			63.61

1.1.2 Promote Narrogin and the Region

Upgrades at the Narrogin Regional Leisure Centre continued to enhance comfort, accessibility, and program diversity, strengthening its position as a key regional asset. These improvements support strong community participation and reinforce Narrogin’s reputation as an active, welcoming, and well-served destination.

To Upgrades at the Narrogin Regional Leisure Centre enhanced comfort, accessibility, and program diversity, strengthening its position as a key regional asset. These improvements support strong community participation and reinforce Narrogin’s reputation as an active, welcoming, and well-served destination.

Community Chest funding further supported initiatives that celebrated local culture, promoted regional identity, and delivered a vibrant calendar of recreational, cultural, and social activities.

1.1.3 Promote Narrogin's health and aged services including aged housing

Expanded and inclusive programming at the Narrogin Regional Leisure Centre supported active living for youth, adults, and seniors. These initiatives promoted physical activity, social connection, and community engagement, reinforcing Narrogin's standing as a well-served regional centre for recreation, wellbeing, and healthy ageing.

Outcome 1.2 Increased Tourism

Tourism in Narrogin continued to grow through strategic investment in visitor amenities, heritage enhancement, and long-term planning initiatives. Modernisation of heritage displays, progress toward key infrastructure improvements, and regional sporting event visitation strengthened Narrogin's tourism offering.

Narrogin's nomination as a finalist in the Small Towns Tourism Award highlighted the success of community-wide efforts to enhance visitor experiences and showcase the district's strengths.

Community Chest allocations supported events and activities that attract visitors, promote cultural vibrancy, and reinforce Narrogin's identity as an engaging regional destination.

1.2.1 Promote, develop tourism and maintain local attractions

The Narrogin Regional Leisure Centre continued to support regional visitation, offering high-quality amenities used during major sporting competitions. Recent upgrades, including new foyer air-conditioning units and replacement of pool hall bench seating, enhanced comfort and contributed to a positive visitor experience.

Tourism and heritage outcomes were strengthened through actions including:

- Disposal of deaccessioned items at the Old Courthouse Museum, enabling modernisation of heritage displays.
- Securing funding through the Streets Alive Grant for the Railway Precinct Pathway, improving access and activation of a significant heritage area.
- Finalising the Narrogin–Williams Rail Trail Feasibility Study, supporting future tourism development opportunities.

Outcome 1.3 An effective well maintained transport network

The Shire delivered significant improvements across its transport network, focusing on safety, accessibility, and responsible asset management. Major road upgrades, including new sealed surfaces, stabilisation works, and resealing programs, enhanced connectivity for rural residents, businesses, and agricultural operators. Footpath expansion improved pedestrian safety and mobility, while the adoption of long-term plant, fleet, and road programs strengthened the Shire's capacity to maintain essential infrastructure. These works contribute to a reliable, efficient transport network that supports community needs and underpins regional economic activity.

1.3.1 Maintain and improve road network in line with resource capacity

The Shire delivered substantial improvements across the transport network during 2024/2025, with a focus on safety, connectivity, and responsible asset management.

A major bridge replacement on Whinbin Rock Road was completed in May 2025 through a partnership with Main Roads WA and federal funding. This upgrade improves freight efficiency, enhances safety, and strengthens long-term transport resilience for rural residents and agricultural operators.

Road construction and renewal works continued across the district, including:

- 6.5 km of new sealed pavement on Whinbin Rock Road
- 3 km of stabilisation and widening on Narrogin–Wandering Road
- 14 km of gravel road re-sheeting
- 5.5 km of road resealing

These works improve durability, surface quality, and accessibility for rural communities and industries.

Footpath infrastructure also advanced, with works on Federal Street reaching 80% completion by June. Council further strengthened its commitment to pedestrian connectivity through adoption of the Five-Year Footpath Construction Program, ensuring long-term, strategic investment in safe and accessible paths.

Council also adopted the Ten-Year Plant and Fleet Replacement Program and the Ten-Year Road Program 2024–2034, ensuring a structured, sustainable approach to transport asset management. These programs improve operational efficiency, reduce downtime, and guide future investment based on safety, condition, and community need.

Budget amendments approved in June optimised use of external funding programs, ensuring full utilisation of Roads to Recovery allocations and reinvestment of municipal savings into strategic reserves.

1.3.2 Review and implement the Airport Master Plan

Progress continued on the staged implementation of the Narrogin Airport Master Plan, with a focus on maintaining safety, improving compliance, and supporting the airport's role in emergency response and community service delivery.

During 2024/2025, the Shire:

- Completed planning for priority maintenance and renewal works identified in the Master Plan, including upgrades to airside drainage, runway lighting, and aviation signage to improve operational safety.
- Undertook routine inspections and maintenance in accordance with CASA-favoured guidelines, ensuring the facility remained suitable for emergency services, Royal Flying Doctor Service operations, and aerial firefighting mobilisation.
- Progressed work associated with the new 5ML stormwater dam, enhancing the airport's capacity to support aerial firefighting operations and improve local emergency preparedness.
- Engaged with local aviation users and emergency service agencies to confirm priorities for future stages of implementation, ensuring the Master Plan remains aligned with operational needs and available resources.

These actions support the long-term sustainability of the airport and reinforce its role as an important community asset for emergency response, aviation training, and regional connectivity.

Outcome 1.4 Agriculture opportunities maintained and developed

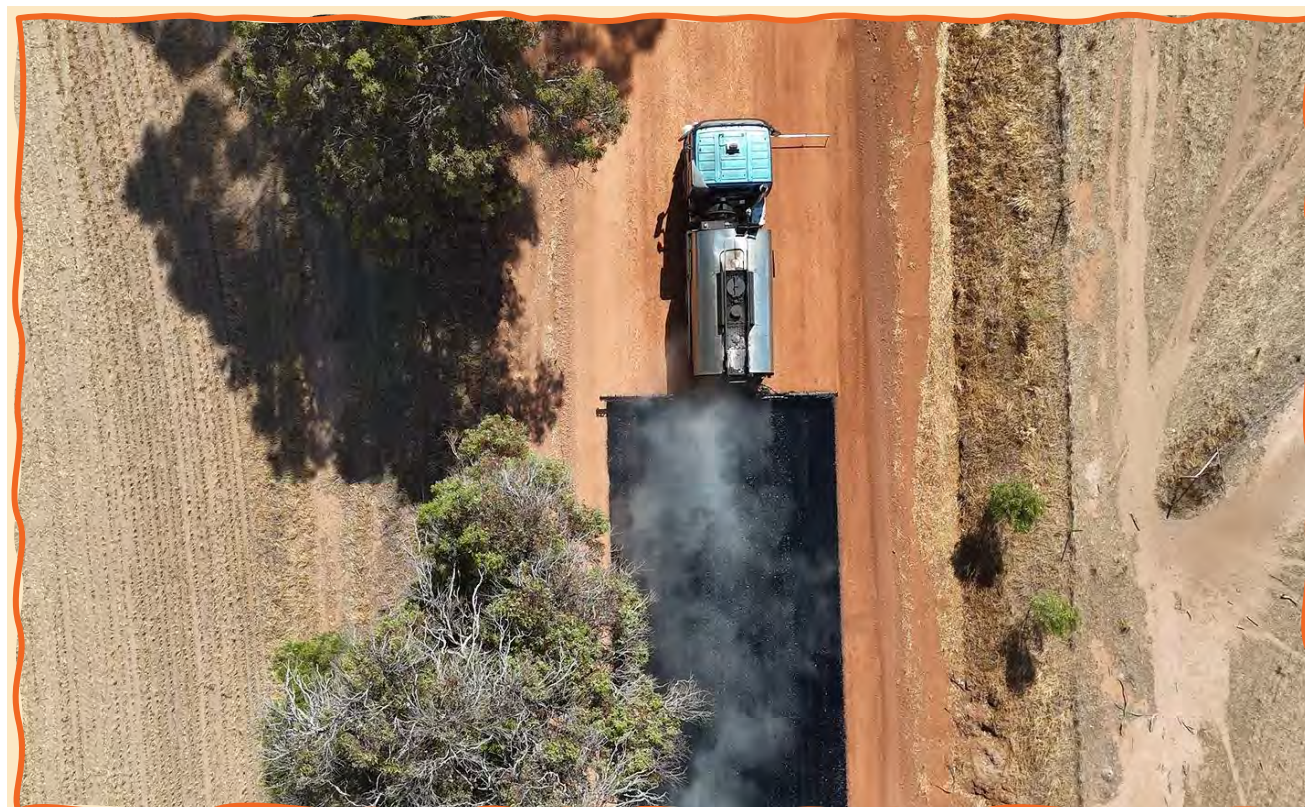
The Shire continued to support the region's agricultural sector through responsible land management, fire-mitigation activities, and modernisation of regulatory frameworks. Approval of cropping rights enabled community-based agricultural use of Shire land, while fire-prevention works enhanced safety and resilience across rural areas. The review of Health Local Laws relating to offensive trades supported contemporary, clear regulation for agricultural and agri-business activities. These initiatives help safeguard productivity, reduce environmental risk, and strengthen the long-term sustainability of the agricultural economy.

1.4.1 Support development of agricultural services

Approval of cropping rights on Shire land at Lots 8 Clayton Road and 205 Mokine Road enabled community-led agricultural use, supporting productive land management and reinforcing partnerships within the district.

Additionally, the Shire completed targeted fire-mitigation works through the Mitigation Activity Fund Bush Fire Prevention Program, reducing bushfire risk to farmland and improving emergency readiness. The program was finalised and acquitted by June 2025.

Council also commenced a review of the Health Local Laws relating to offensive trades, ensuring regulatory frameworks remain contemporary, supportive of agricultural operations, and aligned with public-health and environmental standards.



WHINBINROCK ROAD SEAL PROJECT

2 SOCIAL OBJECTIVE

To provide community facilities and promote social interaction.

- Key Performance Measures:
- Social media activity
 - Community participation levels in recreation activities and events
 - Recreation Centre usage rates
 - Reduction in anti-social behaviour

Outcome 2.1 Provision of youth services

The Shire of Narrogin continued to support young people through inclusive literacy, learning, and recreation programs that encourage participation, confidence, and connection. A strong focus on accessibility ensured that children and young people of all abilities could engage in activities that support their development and wellbeing. In addition, Community Chest funding assisted local organisations to deliver youth-focused initiatives, further extending opportunities for young residents to participate in

sport, culture, and community life. Collectively, these efforts reinforced the Shire's commitment to creating a community where young people feel supported, engaged, and valued.

2.1.1 Develop and implement a youth strategy

The Shire strengthened youth engagement through a diverse program of activities at the R.W. (Bob) Farr Memorial Library and the Narrogin Regional Leisure Centre. At the Library, programs such as Rhyme-Time, Storytime, Key Word Sign Storytime, Coding Club, LEGO Club, STEM activities, school visits, and home-education sessions provided accessible opportunities for learning, creativity, and social connection. Inclusive initiatives, including LEGO coding workshops with the Narrogin Senior High School Special Education class, ensured that young people of all abilities could participate meaningfully.

Youth wellbeing and creativity were further supported through Table-Top role-playing game sessions and participation in the Narrogin Senior High School Careers and Wellness Expos. At the Narrogin Regional Leisure Centre, expanded programs and activities encouraged active lifestyles and broadened recreational opportunities for young people across the community. Community Chest funding allocations also supported youth-focused programs delivered by local sporting and community organisations, helping to sustain grassroots initiatives that engage young residents. Together, these actions contributed to the ongoing development of a youth-focused approach that nurtures learning, participation, and wellbeing.

Outcome 2.2 Build a healthier and safer community

The Shire of Narrogin continued to promote a healthier and safer community by supporting programs, spaces, and services that foster wellbeing, inclusion, and resilience. Through digital literacy initiatives, social connection activities, and targeted grant support, the Shire helped residents access information, stay safe online, and connect with local support networks. Welcoming public spaces, including the Library and Narrogin Regional Leisure Centre, provided safe, climate-controlled environments for vulnerable community members, offering both practical assistance and informal social support. Community Chest funding further contributed to local projects that promote mental health and social wellbeing, demonstrating the Shire's commitment to fostering a connected, supportive, and resilient community.

2.2.1 Support the provision of community security services and facilities

The Shire supported community safety by delivering digital literacy and cyber safety sessions aimed at equipping residents, particularly young people and seniors, with the knowledge to navigate online environments safely. These initiatives helped reduce vulnerability to scams, misinformation, and online harm, contributing to a safer digital environment for the community.

2.2.2 Advocate for mental health and social support services

Programs at the R.W. (Bob) Farr Memorial Library and other community venues continued to promote mental health and social connection. Crafternoon teas, creative workshops, and inclusive literacy programs provided opportunities for residents to build relationships, reduce isolation, and participate in supportive group activities. The library and other community facilities also offered safe, climate-controlled spaces where vulnerable residents could seek comfort during periods of extreme weather.

Council's support for Community Chest applications further assisted local initiatives aligned with mental health and wellbeing outcomes. These projects strengthened community resilience, expanded access to informal support networks, and reinforced the Shire's commitment to fostering a safe, inclusive, and caring community.

2.2.3 Continue and improve provision of in-home care services

The Shire continued to support residents who are unable to access services in person through outreach-style initiatives. The Home-Library Service delivered Library materials directly to housebound residents and care facilities, ensuring ongoing access to reading, information, and entertainment while also providing a valuable social check-in. Council's broader support for community groups and volunteers helped maintain the network of local organisations that play a crucial role in supporting vulnerable residents and complementing formal care services.

Outcome 2.3 Existing strong community spirit and pride is fostered, promoted and encouraged

The Shire of Narrogin continued to nurture community spirit and pride through investment in recreation, support for community groups and volunteers, and a rich calendar of events and cultural activities. Progress on improvements at the Narrogin Regional Leisure Centre, upgrades to community facilities, and support for arts and cultural initiatives all contributed to a vibrant and inclusive community environment. Through partnerships, grant programs, and direct service delivery, the Shire helped create opportunities for residents to connect, participate, and celebrate local identity.

2.3.1 Develop and activate Sport and Recreation Master Plan

The Shire progressed planning for improvements at the Narrogin Regional Leisure Centre, including the exploration of 24-hour access, installation of new foyer air-conditioning units, and replacement of pool hall bench seating. These upgrades are designed to enhance user comfort, accessibility, and flexibility, ensuring that the centre continues to meet the needs of a growing and diverse community. Expanded recreation programs at the NRLC supported participation across all ages and abilities, reinforcing its role as a central hub for sport, fitness, and community wellbeing.

2.3.2 Engage and support community groups and volunteers

The Shire supported community groups and volunteers through partnerships, placements, and grant funding. Volunteer opportunities and TAFE student placements in community services provided practical experience while strengthening local service capacity. The Shire worked with organisations such as the Narrogin Early Years Network, Paint the Town REaD, local schools, and service groups to deliver programs and events that enriched community life.

Through the Community Chest assessment process, Council provided direct financial support to multiple community organisations, reinforcing volunteer-led initiatives and helping groups deliver programs that benefit the broader community. These efforts highlight the Shire's ongoing commitment to building a vibrant, inclusive, and connected community.

2.3.3 Facilitate and support community events

The Shire facilitated and supported a wide range of events that foster social connection and civic pride. At the R.W. (Bob) Farr Memorial Library, activities such as CBD scavenger hunts, the Wildlife Photography Competition, NAIDOC Week crafts, Seniors Week activities, Children's Week programs, Adult Learners Week displays, and Book Week celebrations provided engaging opportunities for residents of all ages.

The Narrogin Regional Leisure Centre continued to host programs and activities that bring the community together and encourage active lifestyles. Community Chest funding supported additional events delivered by local organisations, contributing to a lively community calendar and showcasing Narrogin's strengths. Council also supported major events such as Revheads Weekend by approving additional funds to ensure the event could operate safely and efficiently and provided key facilities, including the Senior Citizens Centre, for important activities such as ATAR examinations. Collectively, these initiatives highlight the Shire's role in supporting events that promote participation, belonging, and

pride in the community.

2.3.4 Provide improved community facilities

The Shire continued to enhance community facilities to ensure they remain accessible, welcoming, and fit for purpose. At the R.W. (Bob) Farr Memorial Library, upgrades included new young adult furniture, mobile shelving at accessible heights, and expanded assistive technologies, creating a more flexible and inclusive environment. Climate-controlled spaces at the library and other facilities provided comfort for community members who may not have reliable heating or cooling at home.

At the Narrogin Regional Leisure Centre, new foyer air-conditioning units and upgraded pool hall bench seating improved user comfort and experience. The Shire also explored options for 24-hour access to extend availability for residents with varied schedules. Implementation of smart water-meter technology at the NRLC enabled early leak detection and improved water monitoring, supporting more efficient and reliable facility operation.

Boundary fencing works progressed at the Thomas Hogg Reserve, improving reserve security, land management, and amenity. Community Chest funding assisted several groups to upgrade community and recreational facilities, enhancing accessibility, safety, and usability for local residents. Council also approved the procurement of a new mower for public open space, strengthening the Shire's capacity to maintain parks and reserves to a safe and high standard. Ongoing facility assessments informed future planning, ensuring community buildings remain safe, functional, and responsive to community needs.

2.3.5 Encourage and support continued development of arts and culture

The Shire promoted arts and cultural development through programming, public art, and grant support. The R.W. (Bob) Farr Memorial Library hosted author talks, book launches, illustrator workshops, digital art and photography sessions, and creative craft activities, while initiatives such as the Cultural Corner, multilingual resources, and Auslan materials encouraged inclusive engagement with arts and culture.

A new mural at the Narrogin Regional Leisure Centre, created by artist Jerome (J.) Davenport, added vibrancy to the facility and reflected themes of community resilience following the 2022 bushfires. Funded in part through repurposed Lotterywest and CBH contributions, the mural enhanced the precinct's visual appeal and strengthened Narrogin's artistic identity.

Community Chest grants supported arts and cultural organisations to deliver creative projects and public events that enrich local cultural life and celebrate community talent. These actions demonstrate the Shire's ongoing commitment to fostering artistic expression, cultural vibrancy, and a visually engaging public realm.

Outcome 2.4 Cultural and heritage diversity is recognised

The Shire of Narrogin continued to recognise and celebrate its cultural and heritage diversity through programs, collections, public art, and support for community-led initiatives. The R.W. (Bob) Farr Memorial Library played a key role in preserving local history and sharing stories, while events and displays highlighted the richness of Aboriginal culture and the contributions of people from diverse backgrounds. The Shire also continued to welcome new citizens, reflecting a growing and diverse community.

Since 2016, the Shire of Narrogin has conferred 213 Australian citizenships, reflecting the district's role as a welcoming regional centre for new residents.

Year	Number of Citizenships
2016	18
2017	15
2018	8
2019	14
2020	33
2021	39
2022	24
2023	14
2024	37
2025	11

2.4.1 Maintain and enhance heritage assets

The Shire continued to preserve Narrogin's heritage by digitising local history materials, including VHS tapes, cassette recordings, photographs, newsletters, and documents. This work protects fragile historical content and makes it more accessible for current and future generations. Access to the Local History Collection, along with support for heritage walks, displays, and tourism initiatives, helped residents and visitors engage with Narrogin's past and strengthened appreciation for the town's heritage assets.

2.4.2 Support our Narrogin cultural and indigenous community

The Shire supported cultural understanding and inclusion through programs and displays celebrating Aboriginal culture and stories. NAIDOC Week activities and culturally focused Library programs highlighted local Noongar content and provided opportunities for the community to learn and reflect. The library expanded resources in languages other than English and maintained a dedicated Cultural Corner to promote diversity and inclusion.

Public art initiatives, including the mural at the Narrogin Regional Leisure Centre, incorporated themes of community resilience, local identity, and connection to place, resonating with Indigenous and non-Indigenous community members alike. Community Chest funding and other support extended to organisations delivering culturally significant programs, helping to promote Aboriginal culture, strengthen community connections, and support reconciliation outcomes.

Outcome 2.5 A broad range of quality education services and facilities servicing the region

The Shire of Narrogin remained an active supporter of education by providing learning programs, partnering with local schools and training providers, and ensuring access to safe and appropriate facilities. Through Library-based initiatives, collaboration with schools and home-education groups, and support for examination venues, the Shire helped create pathways for lifelong learning and positive educational outcomes.

2.5.1 Advocate for increased education facilities for the region

Advocacy for enhanced education facilities continued through ongoing engagement with local education providers and regional partners. While no major new capital projects were initiated during the reporting period, the Shire maintained its focus on ensuring that community facilities are available and responsive to the needs of education and training providers. This included subsidising rent at 86 Federal Street, Narrogin, to support the operation of the Lumen University Narrogin Study Hub, providing a dedicated local facility for tertiary study and adult learning.

2.5.2 Advocate for and support increased education services

The Shire supported education services through a range of programs and partnerships. Early literacy initiatives at the R.W. (Bob) Farr Memorial Library, including Better Beginnings, kindergarten and school visits, and outreach story sessions, promoted school readiness and a love of reading. Digital literacy programs for all ages, such as one-on-one technology training, cyber safety sessions, Hublet access, and creative STEAM programs, helped residents build practical skills for study, work, and daily life. The Shire also supported access to higher education by subsidising rent at 86 Federal Street to enable the ongoing operation of the Lumen University Study Hub, offering local students flexible study spaces, academic support, and connectivity without the need to relocate.

Close collaboration with local schools, home-education groups, and TAFE strengthened learning pathways and improved access to educational resources. Council approved a request from Narrogin Senior High School to use the Senior Citizens Centre as the examination venue for the 2024 ATAR exams, ensuring students could sit their exams in a suitable, compliant environment. This decision reflects the Shire's ongoing commitment to supporting education providers and contributing to positive outcomes for local students.



MURAL AT THE REGIONAL LEISURE CENTRE BY JEROME DAVENPORT & CHANTE KICKETT, HONOURING VOLUNTEERS OF THE 2022 BUSHFIRES, SUPPORT BY LOTTERYWEST & CBH GROUP

3 ENVIRONMENT OBJECTIVE

Conserve, protect and enhance our natural and built environment.

- Key Performance Measures:
- Statutory asset management ratios
 - Compliance with statutory reviews required by the Local Planning Framework
 - Compliance with statutory requirements for the review of the Municipal Heritage Inventory

Outcome 3.1 A preserved natural environment

The Shire of Narrogin continued to support a healthy natural environment by ensuring that regulatory frameworks and local laws reflect contemporary environmental and public health standards. By

reviewing and updating key provisions, the Shire worked to reduce environmental risk, provide clearer guidance to industry, and uphold the amenity of the district for residents and visitors.

3.1.1 Conserve, enhance, promote and rehabilitate the natural environment

The review of the Health Local Laws relating to offensive trades supported improved environmental health outcomes across the Shire. By aligning requirements with modern best practice, the review helps to ensure that activities with the potential to impact air, land, and water quality are managed appropriately. This work reduces environmental risk, improves regulatory clarity for businesses, and supports the long-term protection of the community's natural and rural surroundings.

Outcome 3.2 Effective waste services

The Shire continued to provide waste management services that comply with statutory requirements and support a clean, healthy environment. Ongoing service delivery and monitoring helped ensure that waste collection and related activities were delivered reliably and efficiently.

3.2.1 Support the provision of waste services

The Shire maintained its commitment to effective waste services by supporting the provision of waste and related environmental health functions across the district. This included continued oversight of service delivery and alignment with relevant regulatory frameworks, ensuring that the community's waste management needs were met in a safe and compliant manner.

Outcome 3.3 Efficient use of resources

The Shire of Narrogin progressed a range of initiatives aimed at improving resource efficiency, particularly in relation to energy and water use at major community facilities. At the Narrogin Regional Leisure Centre, significant upgrades to mechanical and control systems delivered improved performance, reduced wastage, and strengthened long-term asset resilience. These efforts were complemented by improvements in financial management practices, supporting more accurate monitoring of resources and expenditure.

3.3.1 Increase resource usage efficiency

Resource efficiency at the Narrogin Regional Leisure Centre was improved through a combination of technology and system upgrades. Smart water-meter readers were installed to enable early leak detection and more accurate tracking of water usage, reducing wastage and supporting better planning. Gas consumption at the centre was reduced as a direct result of upgrade works that improved mechanical performance and energy efficiency.

The Shire completed major upgrades to the Centre's Building Management System (BMS) and air-conditioning mechanical systems, replacing outdated, non-functional, and manually operated components with modern, integrated, and remotely controlled technology. Supported by \$90,000 in funding through the Local Roads and Community Infrastructure Program (Phase 3), the upgrades improved energy performance, temperature and humidity control, and operational reliability, helping to reduce long-term costs and mechanical wear. A fully functional and automated BMS was in place by 30 June 2025, enabling real-time monitoring, safer operation, and capacity for future expansion.

More broadly, the Shire continued to refine financial management systems and reporting practices, improving clarity around budget phasing and expenditure timing. These measures supported more accurate forecasting and better monitoring of resource utilisation across operations.

Outcome 3.4 A well maintained built environment

The Shire of Narrogin continued to invest in the built environment through upgrades to community facilities, footpath construction, and strategic planning for streetscapes and infrastructure. Improvements

focused on safety, accessibility, amenity, and long-term asset sustainability, ensuring that public spaces and facilities remain welcoming and functional for residents and visitors.

3.4.1 Improve and maintain built environment

Footpath projects delivered during the year improved safety and walkability across the town. The Shire installed 1.6 kilometres of new concrete footpaths along Butler, Falcon, Homer, Gray, Daglish, and Forrest Streets, at a value of \$237,000, enhancing pedestrian access and connectivity. The Federal Street footpath extension reached 80 per cent completion by June 2025, further strengthening pedestrian links and urban amenity.

At the Narrogin Regional Leisure Centre, critical infrastructure upgrades replaced non-operational building systems with industry-compliant, energy-efficient technology. Improved ventilation, humidity control, and environmental stability within the pool hall extended asset life and enhanced comfort for patrons. These upgrades, together with the new BMS, strengthened overall reliability and ensured compliance with contemporary standards.

Funding secured through the Streets Alive Grant for the Railway Precinct Pathway supported the enhancement of a key public space and improved pedestrian connections within the heritage precinct. Council also endorsed planning for the Earl Street Landscaping Project, enabling future streetscape improvements that will enhance visual appeal, pedestrian experience, and the quality of the town centre.

At a strategic level, adoption of the Ten-Year Road Program and Ten-Year Plant and Fleet Replacement Program reinforced the Shire's commitment to maintaining a safe, high-quality built environment. These programs provide long-term frameworks for road asset preservation and plant renewal, supporting timely maintenance, reducing downtime, and ensuring essential machinery is efficient and capable of delivering major works. Together, these initiatives demonstrate ongoing investment in a well-maintained, attractive, and sustainable built environment.



THE RETURN OF THE PM706 STEAM LOCOMOTIVE TO NARROGIN'S GOODS SHED



2025 COMMUNITY CITIZEN OF THE YEAR AWARD RECIPIENTS

4 CIVIC LEADERSHIP OBJECTIVE

Continually enhance the Shire's organisational capacity to service the needs of a growing community.

Key Performance Measures:

- Statutory financial ratios
- Employee retention rates
- Volunteer levels

Outcome 4.1 An efficient and effective organisation

The Shire of Narrogin continued to strengthen organisational performance through sound financial management, strategic planning, and clear governance frameworks. Regular financial reporting, updates to key planning documents, and annual reviews of delegations supported transparent decision-making and ensured the organisation remained responsive to community needs. Investment in systems and process improvements further enhanced efficiency and service delivery across the organisation.

4.1.1 Continually improve operational efficiencies and provide effective services

Throughout the year, Council reviewed and endorsed monthly financial reports, including those for June, July, August, September, October, and November. This regular oversight provided transparency around budget performance, revenue collection, capital expenditure, and debt management, supporting informed decision-making and responsible financial stewardship.

Council adopted the 2024/25 Annual Budget, ensuring the Shire could continue delivering quality services, maintain infrastructure, and progress key capital projects. The budget provided a balanced financial framework that supports operational efficiency, sound resource allocation, and sustainable long-term planning. As part of this process, several efficiency measures were introduced, including fleet rationalisation, digital system improvements, and enhanced governance and payroll functionality, demonstrating a continued commitment to organisational improvement.

The Shire progressed the Support at Home IT System Upgrade for in-home care services, with grant funding confirmed and preparatory work underway before 30 June 2025. This project will deliver a modernised platform that improves accuracy, compliance, and administrative efficiency in the delivery of support-at-home services.

Council adopted updates to the Corporate Business Plan, aligning future projects and service priorities with long-term strategic objectives and ensuring resources are directed to areas of greatest community benefit. The annual review of the Delegations Register was completed, maintaining clear decision-making pathways and supporting efficient administration. In addition, the review of the Health Local Laws, together with Council's consideration of WALGA's proposed advocacy positions, demonstrated proactive governance and a commitment to contemporary, cost-effective local government processes.

4.1.2 Continue to enhance communication and transparency

The Shire continued to emphasise transparency and community engagement in its decision-making processes. Regular publication of financial reports and Council decisions ensured residents had clear visibility of how public funds were being managed and how key priorities were being progressed.

Community consultation remained a core component of policy development and regulatory review. The review of Health Local Laws required community input, enabling residents to contribute to shaping the regulatory environment. The Shire publicly advertised the Draft Public Art Policy and other draft documents for community comment, strengthening opportunities for stakeholder engagement and demonstrating accountability in policy development.

Administration of the Community Chest Program further showcased the Shire's commitment to transparent processes, with funding decisions clearly documented and communicated. The overall budget process, supported by public notifications, legislative compliance, and open reporting, reinforced Council's commitment to transparent financial management and community accountability. These practices helped build trust and ensured the community remained informed about decisions that shape Narrogin's future.

Outcome 4.2 An employer of choice

The Shire of Narrogin continued to focus on building a capable, supported, and engaged workforce that can meet the needs of a growing community. Through strategic workforce planning, leadership development, and structural changes, the organisation worked to maintain a positive workplace culture and ensure it has the capacity to deliver high-quality services.

4.2.1 Provide a positive, desirable workplace

Council endorsed the appointment of a new Executive Manager Corporate and Community Services, ensuring continuity in senior leadership and strengthening organisational capability. This decision supports workforce stability and reflects the Shire's commitment to merit-based recruitment and a well-supported leadership team. Structural changes adopted through the 2024/25 Budget, including the introduction of a Business Development and Innovation Officer, a Community Emergency Services Manager (subject to grant funding), and adjustments within Corporate Services, further enhanced organisational capacity to respond to emerging priorities.

Council also completed the annual performance appraisal of the Chief Executive Officer, supporting strong leadership, organisational stability, and a positive workplace culture. Workforce planning continued through consideration of future staffing structures within the Corporate Business Plan, ensuring the organisation maintains sufficient capacity and capability to deliver high-quality services. Together, these initiatives demonstrate the Shire's commitment to being an employer of choice and fostering a high-performing, supportive, and resilient organisation.



NELLY THE NUMBAT AT R.W. (BOB) FARR MEMORIAL REGIONAL LIBRARY

Statutory Statements

Information about capital grants, subsidies and contributions

For the purposes of section 5.53(2)(i), the annual report for a financial year must include the amount of all capital grants, subsidies and contributions, for replacing and renewing assets, that were received by the local government during the financial year and the 2 (two) preceding years.

	2022/2023 (\$)	2023/2024 (\$)	2024/2025 (\$)
New assets	53,298	132,787	209,681
Renewal and replacement	1,251,090	2,080,579	2,067,533
Total	1,304,388	2,213,366	2,277,214

Disability Access and Inclusion Plan (DAIP) Report

The Shire of Narrogin is committed to fostering an accessible, inclusive community in which all people, including those with disability, are supported to participate fully in civic, social, and community life. Through the Disability Access and Inclusion Plan 2024–2029 (DAIP), the Shire continues to work towards ensuring equitable access to Shire services, events, information, facilities and employment, and to engage meaningfully with people with disability on matters that influence their lives and wellbeing.

The DAIP is a statutory requirement under the Disability Services Act 1993, and the Shire must annually report on progress made across the seven DAIP Outcome Areas. Achievements for the year ended 30 June 2025 are summarised below.

DAIP Outcome 1: People with disability have the same opportunities as other people to access the services of, and any events organised by, the Shire of Narrogin.

Throughout the year, the Shire strengthened inclusion across its services and community events. Highlights included accessible events such as the International Day of People with Disability, all-ability dance sessions, an all-ability excursion to Mandurah, and Key Word Sign Storytime featuring guest presenters. Library programs continued to grow in accessibility, with additional sensory-friendly sessions and expanded resources in Dyslexia-Friendly fonts, audiobooks, Key Word Sign and Auslan materials.

Access features were incorporated into Shire-run events through designated viewing areas for wheelchair and mobility aid users, supported by staff assistance. The Shire also enhanced communication and digital accessibility through inclusive storytelling initiatives, such as the Key Word Sign National Simultaneous Storytime video, enabling participation by housebound community members.

Community connection programs, including Gadabout trips, the shoppers' bus, weekly day centre activities, inclusive arts workshops, and Home Education Group sessions, were maintained to reduce isolation and support ongoing social inclusion.

DAIP Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of the Shire of Narrogin

Significant progress was made in enhancing physical accessibility across the community. The Shire delivered an expanded all-abilities footpath program, improving connectivity between residential areas, parks, visitor facilities, schools, and the Narrogin Railway Station precinct. Works were supported by Federal LRCIP 4B funding and municipal contributions.

Improvements to public spaces included the installation of accessible picnic settings and planning for additional inclusive play equipment at key parks. Universal access principles continued to inform upgrades in the Central Business District and recreational areas, ensuring smoother, wider, and unobstructed pedestrian routes.

Accessibility planning advanced for major community facilities, including design work for NEXIS Gallery and early planning for improved changeroom and toilet facilities at the Narrogin Regional Leisure Centre. These initiatives support safer, easier navigation for residents and visitors of all abilities.

DAIP Outcome 3: People with disability receive information from the Shire of Narrogin in a format that will enable them to access the information as readily as other people are able to access it.

The Shire continued improving the accessibility of its communication channels. Website updates progressed to enhance readability and compatibility with assistive technologies, with features such as high-contrast display options, simplified layouts, and plain-language content.

Key Shire documents, including the Strategic Community Plan, Corporate Business Plan and DAIP, remained available in accessible formats upon request. The Shire also broadened the use of audio-visual communication, introducing video-based Council Meeting updates and accessible public notices featuring subtitles, voiceovers and visual prompts.

Inclusive representation was strengthened across digital platforms and promotional materials, ensuring people with disability are reflected in the community's public image.

DAIP Outcome 4: People with disability receive the same level and quality of service from Shire officers as other people receive.

The Shire maintained its focus on high-quality, responsive customer service for people with disability. This included ongoing provision of DAIP progress reporting to Elected Members and regular feedback processes with community members and disability service partners to identify improvements.

Customer Service Officers and Homecare staff continued receiving training relevant to their roles, helping ensure personalised, respectful support for seniors, people with disability, and residents with higher care needs. Enhanced coordination with Homecare Services also enabled residents to remain in their homes and community safely and comfortably.

DAIP Outcome 5: People with disability have the same opportunities as other people to make complaints to the Shire of Narrogin.

The Shire continued reviewing its complaints management processes to ensure they remain compliant, transparent, and accessible. Multiple feedback channels were maintained, and staff were supported to respond appropriately to a range of accessibility needs. Work also progressed on developing clearer, more accessible guidance materials to assist community members in lodging feedback or complaints.

DAIP Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation by the Shire of Narrogin.

Inclusive community engagement remained a priority. Public consultations adhered to the Shire's Community Engagement Policy and DAIP requirements, ensuring that physical, digital, and communication accessibility considerations were incorporated into consultation methods.

Disability stakeholders were invited to participate in Shire projects, and ongoing feedback was gathered through online surveys, community networks, and targeted engagement activities. Planning commenced for the establishment of a Disability Access and Inclusion Reference Group to embed lived experience more directly into Shire decision-making.

DAIP Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with the Shire of Narrogin.

The Shire continued to promote inclusive employment practices, ensuring recruitment processes remained accessible and that reasonable adjustments were provided as needed. Partnerships with Forrest Personnel supported increased awareness of employment, volunteer, and traineeship opportunities for people with disability.

Support was also provided to current employees and volunteers requiring additional workplace assistance. These initiatives reinforce the Shire's commitment to being an equal opportunity employer and fostering a diverse, inclusive workforce.

Legislative Review

A review of all locals was last undertaken, in 2021/22 and is not required again until the year 2036. For a list of the new Local Laws please refer to the Shire of Narrogin [website](#) or the Department of Local Government website.

Responsible Officer: Executive Manager Corporate & Community Services.

Public Interest Disclosure Act 2003

In accordance with this legislation, procedures have been implemented to facilitate reporting and action on public interest disclosures. During the 2024/25 reporting period, no public interest disclosures were lodged.

Responsible Officer: Executive Manager Corporate & Community Services.

Freedom of Information Act 1992

In complying with the Freedom of Information Act 1992, the Shire of Narrogin is required to prepare and publish an Information Statement. The Shire of Narrogin's Information Statement is reviewed annually and is available to download from the Shire of Narrogin website:

https://www.narrogin.wa.gov.au/Profiles/narrogin/Assets/ClientData/FOI_Statement_May_24_Approved.pdf

A printed copy can be viewed at the Shire Administration Office. The information statement contains information on the type of documents available to the public and how to access those documents.

During the 2024/25 year, the Shire received zero requests for information under the Freedom of Information Act.

Responsible Officer: Executive Manager Corporate & Community Services.

State Records Act 2000

The State Records Act 2000 requires that the Shire maintains and disposes of all records in the prescribed manner. The State Records Act 2000 also requires all local authorities to produce a Record Keeping Plan to be endorsed by the State Records Commission. This Plan was reviewed in April 2018 and was approved by the Shire in May 2023 and adopted by State Records Commission in September 2023.

Principle 6 – Compliance with the State Records Commission Standard 2. Requires that government organisations ensure their employees comply with the Record Keeping Plan and include within its Annual Report a section that addresses points 1-4 of the principle.

Specifically, the Record Keeping Plan is to provide evidence to cite that:

1. The efficiency and effectiveness of the organisation's record keeping systems is evaluated not less than once in every 5 years. The Shire is reviewing its records keeping methods on a continual basis after implementing new procedures.
2. The organisation conducts a record keeping training program. The Shire has performed this on several occasions for management and staff who deal with records.
3. The efficiency and effectiveness of the record keeping training program is reviewed from time to time. The record keeping procedures are under constant review after new procedures have been implemented.
4. The organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's record keeping plan. The induction program for new elected members and employees includes an overview of the responsibilities regarding records management.

Responsible Officer: Executive Manager Corporate & Community Services.

Our Commitment to the Asbestos National Strategic Plan (ANSP)

As part of our continued commitment to the health and safety of our community, the Shire is proud to align with the principles outlined in the Asbestos National Strategic Plan (ANSP) Phase 3: 2024-2030. This comprehensive strategy is aimed at reducing asbestos-related diseases, preventing future exposures, and ensuring the responsible management of asbestos containing materials (ACMs) in our built environment.

During the reporting period, the Shire advanced several initiatives that contribute to the safe management of asbestos in accordance with national expectations. Key achievements included:

- Reviewing and updating asbestos registers for Shire-owned buildings as part of ongoing asset and facility inspections.
- Improving internal procedures for identifying, reporting, and managing suspected asbestos materials, including updates to contractor induction requirements and staff guidance.
- Ensuring safe handling practices through WHS compliance checks, particularly during maintenance, refurbishment, or demolition works across community facilities.
- Strengthening record-keeping and documentation, ensuring asbestos-related information is accurately captured in the Shire's asset and risk management systems.
- Sharing public information through website updates and community enquiries, assisting residents to access safe-disposal advice and relevant State Government resources.
- Preparing for future compliance, including reviewing Shire policies to align with ANSP objectives and supporting officers to undertake asbestos-awareness training.

These actions demonstrate the Shire's ongoing commitment to proactive risk reduction, informed decision-making, and improved safety in public facilities and workplaces. Our Commitment to the Six Principles of the ANSP

1. Best Practice

We will adopt evidence-based practices to ensure sustained improvement in the safe management and removal of ACMs. Our focus will be on the areas of highest risk, including vulnerable populations who may be more exposed to asbestos.

2. Efficiency

By collaborating with government bodies, non-government organisations, and local stakeholders, we aim to eliminate duplication in efforts and maximise the impact of our collective actions. We will streamline processes to ensure resources are used efficiently in the removal and management of asbestos.

3. Transparency

We will ensure that roles and responsibilities are clearly defined, with all actions and outcomes shared with the public. This commitment to transparency will include regular updates on the progress of asbestos management and removal efforts within the Shire.

4. Partnerships

Effective action requires close cooperation across all levels of government, as well as with non-government organisations and the broader community. We will work hand-in-hand with these groups to amplify the reach and effectiveness of our initiatives, ensuring that every resident is part of the solution.

5. Coordination

We will ensure that all actions are coordinated across different government tiers to maintain consistency and ensure that efforts are targeted and effective. This includes integrating national targets with local strategies to reduce the asbestos-related risks in our community.

6. International Leadership

The Shire is committed to supporting Australia's role in advocating for a global ban on asbestos. While continuing to manage the risks posed by legacy asbestos in our own community, we will also support international efforts to reduce asbestos consumption and promote safe, sustainable practices globally.

By committing to these principles, we will not only improve the safety of our community but also contribute to the broader national and global efforts to eliminate asbestos-related diseases. Together, we can ensure a safer future for all, protect our environment, and support those affected by asbestos-related health issues.

We encourage all residents and businesses to stay informed, engage with local programs, and contribute to our shared goal of a safer, asbestos-free environment.

Employees Remuneration

Set out below, in bands of \$10,000, is the number of employees of the Shire entitled to an annual salary of \$130,000 or more (regulation 19B(2)(a) &(b) Local Government (Administration) Regulations 1996).

Salary Range	2023/24	2024/25
\$130,001 - \$140,000	1	2
\$140,001 - \$150,000	1	1
\$150,001 - \$160,000		
\$160,001 - \$170,000		
\$170,001 - \$180,000		
\$180,001 - \$190,000		
\$190,001 - \$200,000		
\$200,001 - \$210,000	1	
\$210,001 - \$220,000		1

Remuneration provided to the CEO

The total remuneration provided to the CEO during financial year 2024/25 pursuant to (regulation 19B(2)(e) Local Government (Administration) Regulations 1996, including all eligible reportable benefits, such as superannuation was \$266,890.

Responsible Officer: Executive Manager Corporate & Community Services.

Register of Complaints – Conduct of Council Members

There were no complaints that resulted in action against Elected Members under section 5.121 of the Local Government Act 1995 for the 2024/25 financial year.

Responsible Officer: Executive Manager Corporate & Community Services.

Elected Member Demographics

Elected member demographics of those elected in 2025 are detailed below (regulation 19B(2)(h) Local Government (Administration) Regulations 1996).

Demographic	Total
Gender	6 Male, 1 Female
Linguistic background	7 English
Country of Birth	6 Australia, 1 England
Identifying as Aboriginal or Torres Strait Islander	Nil
Ages	
between 18 years and 24 years: and	Nil
between 25 years and 34 years: and	1
between 35 years and 44 years; and	
between 45 years and 54 years; and	2
between 55 years and 64 years; and	3
over the age of 64 years	1

Attendance at Council and Committee meetings

The Council of the Shire of Narrogin meets monthly for information sessions and workshops on a variety of topics. In the fourth week of the month, Council convenes an Ordinary Council Meeting, where decisions are made on all report items in the best interest of the community (Regulation 19B(2)(f) Local Government (Administration) Regulations 1996).

Below is a table outlining individual Elected Members' attendance, for the financial year, on various Council Committees as a member in their capacity as an Elected Member.

	Council	Audit Advisory Committee	Airport Advisory Committee	Local Emergency Management Committee	Australia Day and Honours Advisory Committee	Bush Fire Advisory Committee	Townscape Advisory Committee
Number of meetings held	12	2	1	3	4	2	7
Elected Member							
President Mr L Ballard	12	2	1	2	3	2	
Deputy President Cr G Broad	11	2		3	1		
Cr M Fisher	11	1	1				
Cr C Bartron	10	1					4
Cr J Pomykala	10	1			3		
Cr T Wiese	10	2					
Cr R McNab	12	2	1		3		7

**Notewell: Vacant indicates attendance was not required, 0 denotes non-attendance, N/A signifies the activity did not occur during their term.*

Acronyms Used Within This Document

ACROD	Australian Council for Rehabilitation of Disabled
AGRN	Australian Government Registration Number
ANSP	Asbestos National Strategic Plan
ACM	Asbestos Containing Materials
ATAR	Australian Tertiary Admission Rank
CBD	Central Business District
CBP	Corporate Business Plan
CEO	Chief Executive Officer
CHSP	Commonwealth Home Support Programme
CHCP	Community Home Care Packages
CSRFF	Community Sporting and Recreation Facilities Fund
DAIP	Disability Access and Inclusion Plan
DSR	Department of Sport and Recreation
EMCCS	Executive Manager Corporate & Community Services
EMIS	Executive Manager Infrastructure Services
EMPS	Executive Manager Planning & Sustainability
FAG	Financial Assistance Grants
HACC	Home And Community Care
KEEDAC	Kaata-Koorliny Employment and Enterprise Development Aboriginal Network
KM	Kilometre
MRS	Manager Recreation Services
MCYS	Manager Community Services
MOU	Memorandum of Understanding
MO	Manager Operations
NAIDOC	National Aborigines and Islanders Day Observance Committee
NBN	National Broadband Network
NRLC	Narrogin Regional Leisure Centre
OEM	Office of Emergency Management
OSH	Occupational Safety and Health
RAP	Reconciliation Action Plan
RFQ	Request for Quote
STEM	Science, Technology, Engineering, and Mathematics
TAFE	Tertiary and Further Education
WDC	Wheatbelt Development Commission



SHIRE OF NARROGIN

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2025

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The Shire of Narrogin conducts the operations of a local government with the following community vision:

"A leading regional economic driver and a socially interactive and inclusive community"

Principal place of business:
89 Earl Street
NARROGIN WA 6390

**SHIRE OF NARROGIN
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

*Local Government Act 1995
Local Government (Financial Management) Regulations 1996*

Statement by CEO

The accompanying financial report of the Shire of Narrogin has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 14th day of November 2025



Chief Executive Officer

Dale Stewart

Name of Chief Executive Officer

SHIRE OF NARROGIN
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
Revenue				
Rates	2(a),24	6,047,928	6,058,549	5,766,018
Grants, subsidies and contributions	2(a)	3,651,993	1,977,666	3,470,269
Fees and charges	2(a)	3,173,817	3,019,686	3,637,950
Interest revenue	2(a)	512,091	524,000	560,451
Other revenue	2(a)	292,562	324,984	403,846
		13,678,391	11,904,885	13,838,534
Expenses				
Employee costs	2(b)	(6,680,656)	(7,378,981)	(6,093,069)
Materials and contracts		(3,230,338)	(3,843,571)	(3,168,914)
Utility charges		(1,057,606)	(1,048,742)	(986,664)
Depreciation		(4,646,394)	(3,358,620)	(3,597,319)
Finance costs	2(b)	(63,299)	(73,468)	(63,026)
Insurance		(388,723)	(367,990)	(339,925)
Other expenditure	2(b)	(232,127)	(361,761)	(982,087)
		(16,299,143)	(16,433,133)	(15,231,004)
		(2,620,752)	(4,528,248)	(1,392,470)
Capital grants, subsidies and contributions	2(a)	2,277,214	9,531,876	2,213,366
Profit on asset disposals		62,552	48,262	64,360
Loss on asset disposals		(37,757)	(31,343)	(127,329)
Fair value adjustments to financial assets at fair value through profit or loss	4(a)	(5,147)	0	2,522
		2,296,862	9,548,795	2,152,919
Net result for the period		(323,890)	5,020,547	760,449
Total other comprehensive income for the period		0	0	0
Total comprehensive income for the period		(323,890)	5,020,547	760,449

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF NARROGIN
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	2025 \$	2024 \$
CURRENT ASSETS			
Cash and cash equivalents	3	10,143,989	9,635,835
Trade and other receivables	5	718,555	904,962
Inventories	6	16,342	41,439
Other assets	7	179,817	88,394
TOTAL CURRENT ASSETS		11,058,703	10,670,630
NON-CURRENT ASSETS			
Trade and other receivables	5	228,055	237,493
Other financial assets	4(a)	119,609	124,756
Property, plant and equipment	8	69,865,068	70,002,193
Infrastructure	9	90,588,610	90,143,863
Right-of-use assets	11(a)	21,421	47,692
TOTAL NON-CURRENT ASSETS		160,822,763	160,555,997
TOTAL ASSETS		171,881,466	171,226,627
CURRENT LIABILITIES			
Trade and other payables	12	723,117	1,113,952
Contract liabilities	13	0	38,000
Capital grant/contributions liabilities	13	1,047,245	941,522
Lease liabilities	11(b)	22,329	28,523
Borrowings	14	298,990	189,113
Employee related provisions	15	777,072	814,747
TOTAL CURRENT LIABILITIES		2,868,753	3,125,857
NON-CURRENT LIABILITIES			
Lease liabilities	11(b)	11,055	11,055
Borrowings	14	2,383,865	1,191,331
Employee related provisions	15	216,522	173,221
TOTAL NON-CURRENT LIABILITIES		2,611,442	1,375,607
TOTAL LIABILITIES		5,480,195	4,501,464
NET ASSETS		166,401,271	166,725,163
EQUITY			
Retained surplus		54,411,036	54,845,967
Reserve accounts	27	5,007,326	4,896,288
Revaluation surplus	16	106,982,909	106,982,908
TOTAL EQUITY		166,401,271	166,725,163

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF NARROGIN
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2025

	Note	Retained surplus	Reserve accounts	Revaluation surplus	Total equity
		\$	\$	\$	\$
Balance as at 1 July 2023		53,651,645	5,330,163	106,982,909	165,964,717
Comprehensive income for the period					
Net result for the period		760,449	0	0	760,449
Total comprehensive income for the period		760,449	0	0	760,449
Transfers from reserve accounts	27	1,268,490	(1,268,490)	0	0
Transfers to reserve accounts	27	(834,617)	834,617	0	0
Balance as at 30 June 2024		54,845,965	4,896,290	106,982,909	166,725,164
Comprehensive income for the period					
Net result for the period		(323,890)	0	0	(323,890)
Total comprehensive income for the period		(323,890)	0	0	(323,890)
Transfers from reserve accounts	27	1,877,173	(1,877,173)	0	0
Transfers to reserve accounts	27	(1,988,209)	1,988,209	0	0
Balance as at 30 June 2025		54,411,036	5,007,326	106,982,909	166,401,271

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF NARROGIN
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Actual \$	2024 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates		5,949,969	5,712,487
Grants, subsidies and contributions		3,761,539	3,502,506
Fees and charges		3,199,091	3,687,950
Interest revenue		512,091	560,451
Goods and services tax received		1,120,050	701,938
Other revenue		292,562	403,846
		14,835,302	14,569,178
Payments			
Employee costs		(6,927,211)	(6,071,131)
Materials and contracts		(3,618,804)	(2,706,952)
Utility charges		(1,057,250)	(986,664)
Finance costs		(63,299)	(40,954)
Insurance paid		(388,723)	(339,925)
Goods and services tax paid		(456,881)	(776,054)
Other expenditure		(195,132)	(982,086)
		(12,707,300)	(11,903,766)
Net cash provided by operating activities		2,128,002	2,665,412
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchase of property, plant & equipment	8(a)	(2,721,648)	(2,093,918)
Payments for construction of infrastructure	9(a)	(2,802,790)	(3,369,783)
Proceeds from capital grants, subsidies and contributions		2,230,437	2,367,421
Proceeds for financial assets at amortised cost		5,147	(2,522)
Proceeds from financial assets at fair values through profit and loss		(5,147)	2,522
Proceeds from sale of property, plant & equipment		377,936	580,131
Net cash (used in) investing activities		(2,916,065)	(2,516,149)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings	26(a)	(197,589)	(138,875)
Payments for principal portion of lease liabilities	26(d)	(6,194)	(33,618)
Proceeds from new borrowings	26(a)	1,500,000	0
Net cash provided by (used in) financing activities		1,296,217	(172,493)
Net increase (decrease) in cash held		508,154	(23,230)
Cash at beginning of year		9,635,835	9,659,065
Cash and cash equivalents at the end of the year		10,143,989	9,635,835

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF NARROGIN
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	24	6,038,615	6,046,876	5,753,519
Rates excluding general rates	24	9,313	11,673	12,499
Grants, subsidies and contributions		3,651,993	1,977,666	3,470,269
Fees and charges		3,173,817	3,019,686	3,637,950
Interest revenue		512,091	524,000	560,451
Other revenue		292,562	324,984	403,846
Profit on asset disposals		62,552	48,262	64,360
Fair value adjustments to financial assets at fair value through profit or loss	4(a)	0	0	2,522
		13,740,943	11,953,147	13,905,416
Expenditure from operating activities				
Employee costs		(6,680,656)	(7,378,981)	(6,093,068)
Materials and contracts		(3,230,338)	(3,843,571)	(3,168,914)
Utility charges		(1,057,606)	(1,048,742)	(986,665)
Depreciation		(4,646,394)	(3,358,620)	(3,597,319)
Finance costs		(63,299)	(73,468)	(63,026)
Insurance		(388,723)	(367,990)	(339,925)
Other expenditure		(232,127)	(361,761)	(982,087)
Loss on asset disposals		(37,757)	(31,343)	(127,329)
Fair value adjustments to financial assets at fair value through profit or loss		(5,147)	0	0
		(16,342,047)	(16,464,476)	(15,358,333)
Non-cash amounts excluded from operating activities	25(a)	4,651,164	3,363,397	3,679,301
Amount attributable to operating activities		2,050,060	(1,147,932)	2,226,384
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		2,277,214	9,531,876	2,213,366
Proceeds from disposal of assets		377,936	407,000	580,131
		2,655,150	9,938,876	2,793,497
Outflows from investing activities				
Right of use assets received - non cash	11(a)	0	0	(5,285)
Acquisition of property, plant and equipment	8(a)	(2,559,634)	(12,283,640)	(2,093,918)
Acquisition of infrastructure	9(a)	(2,792,485)	(4,505,696)	(3,369,783)
		(5,352,119)	(16,789,336)	(5,468,986)
Non-cash amounts excluded from investing activities	25(b)	0	0	(5,285)
Amount attributable to investing activities		(2,696,969)	(6,850,460)	(2,680,774)
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from borrowings	26(a)	1,500,000	4,346,000	0
Proceeds from new leases - non cash	26(d)	0	0	5,285
Transfers from reserve accounts	27	1,877,173	2,386,449	1,268,490
		3,377,173	6,732,449	1,273,775
Outflows from financing activities				
Repayment of borrowings	26(a)	(197,589)	(189,113)	(138,875)
Payments for principal portion of lease liabilities	26(d)	(6,194)	(23,585)	(33,618)
Transfers to reserve accounts	27	(1,988,209)	(1,398,208)	(834,617)
		(2,191,992)	(1,610,906)	(1,007,110)
Non-cash amounts excluded from financing activities	25(c)	0	0	5,285
Amount attributable to financing activities		1,185,181	5,121,543	271,950
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	25(d)	3,249,798	2,876,849	3,432,240
Amount attributable to operating activities		2,050,060	(1,147,932)	2,226,384
Amount attributable to investing activities		(2,696,969)	(6,850,460)	(2,680,774)
Amount attributable to financing activities		1,185,181	5,121,543	271,950
Surplus or deficit after imposition of general rates	25(d)	3,788,070	0	3,249,800

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF NARROGIN
FOR THE YEAR ENDED 30 JUNE 2025
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SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

1. BASIS OF PREPARATION

The financial report of the Shire of Narrogin which is a Class 3 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the *Local Government Act 1995*, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied except for disclosure requirements of:

- AASB 7 Financial Instruments Disclosures
- AASB 16 Leases paragraph 58
- AASB 101 Presentation of Financial Statements paragraph 61
- AASB 107 Statement of Cash Flows paragraphs 43 and 45
- AASB 116 Property, Plant and Equipment paragraph 79
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets paragraph 85
- AASB 140 Investment Property paragraph 75(f)
- AASB 1052 Disaggregated Disclosures paragraph 11
- AASB 1054 Australian Additional Disclosures paragraph 16

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 *Leases* which would have required the Shire to measure any vested improvements at zero cost.

The *Local Government (Financial Management) Regulations 1996* provide that:

- land and buildings classified as property, plant and equipment; or
 - infrastructure; or
 - vested improvements that the local government controls;
- and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 *Property, Plant and Equipment*, which would have required the Shire to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment - note 8
 - Infrastructure - note 9
- Impairment losses of non-financial assets - Note 8
- Measurement of employee benefits - note 15

Fair value hierarchy information can be found in note 23

The local government reporting entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 28 of the financial report.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-1 *Amendments to Australian Accounting Standards*
 - *Classification of Liabilities as Current or Non-current*
- AASB 2022-5 *Amendments to Australian Accounting Standards*
 - *Lease Liability in a Sale and Leaseback*
- AASB 2022-6 *Amendments to Australian Accounting Standards*
 - *Non-current Liabilities with Covenants*
- AASB 2023-3 *Amendments to Australian Accounting Standards*
 - *Disclosure of Non-current Liabilities with Covenants: Tier 2*
- AASB 2024-1 *Amendments to Australian Accounting Standards*
 - *Supplier Finance Arrangements: Tier 2 Disclosures*
- AASB 2023-1 *Amendments to Australian Accounting Standards*
 - *Supplier Finance Arrangements*

These amendments are not expected to have any material impact on the financial report on initial application.

- AASB 2022-10 *Amendments to Australian Accounting Standards*
 - *Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

These amendment may result in changes to the fair value of certain non-financial assets on revaluation. The impact has not been quantified as it is not considered practicable to determine the amount of the difference in fair value attributable to the change in the standard.

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 *Amendments to Australian Accounting Standards*
 - *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- AASB 2024-4b *Amendments to Australian Accounting Standards*
 - *Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*
- AASB 2022-9 *Amendments to Australian Accounting Standards*
 - *Insurance Contracts in the Public Sector*
- AASB 2023-5 *Amendments to Australian Accounting Standards*
 - *Lack of Exchangeability*
- AASB 18 (FP) *Presentation and Disclosure in Financial Statements*
 - *(Appendix D) [for for-profit entities]*
- AASB 18 (NFP/super) *Presentation and Disclosure in Financial Statements*
 - *(Appendix D) [for not-for-profit and superannuation entities]*
- AASB 2024-2 *Amendments to Australian Accounting Standards*
 - *Classification and Measurement of Financial Instruments*
- AASB 2024-3 *Amendments to Australian Accounting Standards*
 - *Annual Improvements Volume 11*

These amendments are not expected to have any material impact on the financial report on initial application.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/refunds/warranties	Timing of revenue recognition
Grants, subsidies or contributions with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions with no contractual commitments	General appropriations and contributions with no reciprocal commitment	No obligations	Not applicable	Not applicable	When assets are controlled
Fees and Charges Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	On payment and issue of the licence, registration or approval
Fees and Charges-Waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and Charges-Airport landing charges	Permission to use facilities and runway	Single point in time	Monthly in arrears	None	On landing/departure event
Other revenue- Private Works	Cemetery services, library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Output method based on provision of service or completion of works
Fees and Charges-Sale of stock	Kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Output method based on goods

Consideration from contracts with customers is included in the transaction price.

Revenue recognition

Rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

For the year ended 30 June 2025

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	6,047,928	0	6,047,928
Grants, subsidies and contributions	0	0	0	3,651,993	3,651,993
Fees and charges	3,166,697	0	7,120	0	3,173,817
Interest revenue	0	0	79,117	432,974	512,091
Other revenue	172,473	0	0	120,089	292,562
Capital grants, subsidies and contributions	0	2,277,214	0	0	2,277,214
Total	3,339,170	2,277,214	6,134,165	4,205,056	15,955,605

For the year ended 30 June 2024

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	5,753,519	12,499	5,766,018
Grants, subsidies and contributions	916,422	0	0	2,553,847	3,470,269
Fees and charges	3,564,747	0	73,203	0	3,637,950
Interest revenue	0	0	98,223	462,228	560,451
Other revenue	148,857	0	0	254,989	403,846
Capital grants, subsidies and contributions	0	2,213,366	0	0	2,213,366
Total	4,630,026	2,213,366	5,924,945	3,283,563	16,051,900

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

Note	2025 Actual \$	2024 Actual \$
Interest revenue		
Interest on reserve account	211,401	169,975
Trade and other receivables overdue interest	66,144	98,644
Other interest revenue	234,546	291,832
	512,091	560,451
The 2025 original budget estimate in relation to: Trade and other receivables overdue interest was \$73,500		
Fees and charges relating to rates receivable		
Charges on instalment plan	38,005	37,054
The 2025 original budget estimate in relation to: Charges on instalment plan was \$38,536		
(b) Expenses		
Auditors remuneration		
- Audit of the Annual Financial Report	87,500	79,680
- Other services – grant acquittals	11,000	13,150
	98,500	92,830
Employee Costs		
Employee benefit costs	5,946,857	5,161,895
Other employee costs	733,799	931,174
	6,680,656	6,093,069
Finance costs		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	63,299	63,026
	63,299	63,026
Other expenditure		
Impairment losses on rates and statutory receivables	0	50,000
Sundry expenses	232,127	932,087
	232,127	982,087

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

3. CASH AND CASH EQUIVALENTS

Cash at bank and on hand
Term deposits - Reserve Funds
Bonds and deposits held in Trust
Total cash and cash equivalents

Held as
- Unrestricted cash and cash equivalents
- Restricted cash and cash equivalents

Note	2025	2024
	\$	\$
	5,136,664	4,723,418
	5,007,325	4,896,287
	0	16,130
	10,143,989	9,635,835
	2,589,418	3,743,895
17	7,554,571	5,891,940
	10,143,989	9,635,835

MATERIAL ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

4. OTHER FINANCIAL ASSETS

(a) Non-current assets

Financial assets at amortised cost
Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss

Units in Local Government House Trust - opening balance
Movement attributable to fair value increment
Units in Local Government House Trust - closing balance

Note	2025	2024
	\$	\$
	124,756	124,756
	(5,147)	0
	119,609	124,756
	124,756	122,234
	(5,147)	2,522
	119,609	124,756

MATERIAL ACCOUNTING POLICIES

Other financial assets at amortised cost

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows; and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 23 (i)) due to the observable market rates.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit or loss

The Shire classifies the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has elected to recognise as fair value gains and losses through profit or loss.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

5. TRADE AND OTHER RECEIVABLES

	Note	2025	2024
		\$	\$
Current			
Rates and statutory receivables		646,736	513,250
Trade receivables		280,413	242,457
GST receivable		0	335,525
Receivables for employee related provisions	15	0	13,730
Allowance for credit losses of rates and statutory receivables		(208,594)	(200,000)
		718,555	904,962
Non-current			
Rates and statutory receivables		204,493	204,493
Trade receivables		0	33,000
Receivables for employee related provisions		23,562	0
		228,055	237,493

Disclosure of opening and closing balances related to contracts with customers

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non-financial assets is:

Note	30 June 2025 Actual	30 June 2024 Actual	1 July 2023 Actual
	\$	\$	\$
Trade and other receivables from contracts with customers	280,413	275,457	256,901
Total trade and other receivables from contracts with customers	280,413	275,457	256,901

MATERIAL ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations or for the construction of recognisable non financial assets as part of the ordinary course of business.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

6. INVENTORIES

Note	2025	2024
Current	\$	\$
Other inventories - fuel and materials	16,342	41,439
	16,342	41,439
The following movements in inventories occurred during the year:		
Balance at beginning of year	41,439	19,832
Inventories expensed during the year	(275,535)	(217,621)
Additions to inventory	250,438	239,228
Balance at end of year	16,342	41,439

MATERIAL ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

7. OTHER ASSETS

Other assets - current

Accrued income

2025	2024
\$	\$
179,817	88,394
179,817	88,394

MATERIAL ACCOUNTING POLICIES

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

8. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Assets not subject to operating lease		Total property				Plant and equipment					Total property, plant and equipment	
	Note	Land	Buildings	Land	Buildings	Work in progress	Total property	Furniture and fittings	Plant and equipment	Library stock	Artwork and sculptures		Works in Progress
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2023		8,836,600	55,607,461	8,836,600	55,607,461	1,008,850	65,452,911	446,617	4,393,032	71,078	350,315	16,337	70,730,291
Additions		0	464,993	0	464,993	37,576	502,569	18,200	1,452,340	0	0	120,809	2,093,918
Disposals		0	0	0	0	0	0	0	(643,100)	0	0	0	(643,100)
Impairment (losses) / reversals		0	8,050	0	8,050	0	8,050	2,713	(10,763)	0	0	0	0
Depreciation		0	(1,524,756)	0	(1,524,756)	0	(1,524,756)	(50,477)	(555,836)	(35,539)	0	0	(2,166,608)
Transfers		0	962,090	0	962,090	(970,962)	(8,872)	24,123	(11,223)	0	0	(16,336)	(12,308)
Balance at 30 June 2024		8,836,600	55,517,838	8,836,600	55,517,838	75,464	64,429,902	441,176	4,624,451	35,539	350,315	120,810	70,002,193
Comprises:													
Gross balance amount at 30 June 2024		8,836,600	57,042,594	8,836,600	57,042,594	75,464	65,954,658	640,029	6,122,000	177,695	350,315	120,810	73,365,507
Accumulated depreciation at 30 June 2024		0	(1,524,756)	0	(1,524,756)	0	(1,524,756)	(198,853)	(1,497,549)	(142,156)	0	0	(3,363,314)
Balance at 30 June 2024	8(b)	8,836,600	55,517,838	8,836,600	55,517,838	75,464	64,429,902	441,176	4,624,451	35,539	350,315	120,810	70,002,193
Additions		25,046	382,728	25,046	382,728	0	407,774	86,309	1,937,952	0	127,599	0	2,559,634
Disposals		0	0	0	0	0	0	0	(353,140)	0	0	0	(353,140)
WIP transferred to profit and loss		0	0	0	0	(16,190)	(16,190)	0	0	0	0	(18,070)	(34,260)
WIP Transfers		0	59,274	0	59,274	(59,274)	0	0	102,740	0	0	(102,740)	0
Impairment (losses) / reversals** (22/23)		0	0	0	0	0	0	0	(36,974)	0	0	0	(36,974)
Depreciation		0	(1,555,175)	0	(1,555,175)	0	(1,555,175)	(91,938)	(589,734)	(35,539)	0	0	(2,272,386)
Transfers		0		0	0	0	0	(53,845)	53,845	0	0	0	0
Balance at 30 June 2025		8,861,646	54,404,665	8,861,646	54,404,665	0	63,266,311	381,702	5,739,140	0	477,914	0	69,865,067
Comprises:													
Gross balance amount at 30 June 2025		8,861,646	57,484,596	8,861,646	57,484,596	0	66,346,242	621,113	7,635,389	177,695	477,914	0	75,258,353
Accumulated depreciation at 30 June 2025		0	(3,079,930)	0	(3,079,930)	0	(3,079,930)	(239,411)	(1,896,249)	(177,695)	0	0	(5,393,285)
Balance at 30 June 2025	8(b)	8,861,646	54,404,666	8,861,646	54,404,666	0	63,266,312	381,702	5,739,140	0	477,914	0	69,865,068

** Relates to the disposal of a prior year asset.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

8. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying amount measurements

Asset class	Note	Carrying amount 2025 \$	Carrying amount 2024 \$	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair value - as determined at the last valuation date								
Land and buildings								
Land - market value		8,861,646	8,836,600	2	Market approach using recent observable market for similar properties	Independent Registered Valuer	June 2023	Price per hectare.
Total land	8(a)	8,861,646	8,836,600					
Buildings - non specialised		780,744	1,723,745	2	Market approach using recent observable market data for similar properties	Independent Registered Valuer	June 2023	Price per square metre / market borrowing rate, adjusted for restrictions in use.
Buildings - specialised		53,623,922	53,794,094	2 & 3	Cost approach using current replacement cost	Independent Registered Valuer	June 2023	Construction costs and current condition (level 2), residual values and remaining useful life assessments (level 3) inputs.
Total buildings	8(a)	54,404,666	55,517,839					
(ii) Cost								
Furniture and fittings		381,702	441,176		Cost	Cost	N/A	Cost
Plant and equipment		5,739,140	4,659,990		Cost	Cost	N/A	Cost
Artwork and sculptures		477,914	359,021		Cost	Cost	N/A	Cost
Works in Progress		0	196,274		Cost	Cost	N/A	Cost

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

9. INFRASTRUCTURE

(a) Movements in balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - roads	Other infrastructure- footpaths	Other infrastructure- drainage	Other infrastructure- parks, ovals and other	Other infrastructure- bridges	Other infrastructure - Works in progress	Total infrastructure
	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2023	63,870,797	2,378,083	10,565,528	8,238,305	2,775,000	350,692	88,169,698
Additions	2,659,162	100,880	0	325,272	278,709	5,760	3,369,783
Depreciation	(209,455)	(129,766)	(442,705)	(487,347)	(129,503)	0	(1,398,776)
Transfers	0	0	0	373,850	(24,545)	(346,147)	3,158
Balance at 30 June 2024	66,320,504	2,349,196	10,122,823	8,441,374	2,899,661	10,305	90,143,863
Comprises:							
Gross balance at 30 June 2024	87,766,199	5,165,691	18,412,060	15,304,921	9,887,164	10,305	136,546,340
Accumulated depreciation at 30 June 2024	(21,445,695)	(2,816,495)	(8,289,237)	(6,863,547)	(6,987,503)	0	(46,402,477)
Balance at 30 June 2024	66,320,504	2,349,196	10,122,823	8,441,374	2,899,661	10,305	90,143,863
Additions	2,344,790	247,580	0	200,115	0	0	2,792,485
WIP Transfers	0	0	0	10,305	0	(10,305)	0
Depreciation	(1,024,097)	(132,350)	(442,705)	(502,342)	(246,243)	0	(2,347,737)
Balance at 30 June 2025	67,641,197	2,464,426	9,680,118	8,149,452	2,653,418	0	90,588,611
Comprises:							
Gross balance at 30 June 2025	90,110,989	5,413,270	18,412,060	15,515,341	9,887,165	0	139,338,825
Accumulated depreciation at 30 June 2025	(22,469,792)	(2,948,845)	(8,731,942)	(7,365,889)	(7,233,747)	0	(48,750,215)
Balance at 30 June 2025	67,641,197	2,464,425	9,680,118	8,149,452	2,653,418	0	90,588,610

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

9. INFRASTRUCTURE (Continued)

(b) Carrying amount measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair value - as determined at the last valuation date					
Infrastructure - roads	3	Cost approach using current replacement cost	Independent Registered Valuer	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Other infrastructure-footpaths	3	Cost approach using current replacement cost	Independent Registered Valuer	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Other infrastructure-drainage	3	Cost approach using current replacement cost	Independent Registered Valuer	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Other infrastructure-parks, ovals and ot	3	Cost approach using current replacement cost	Independent Registered Valuer	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Other infrastructure-other	3	Cost approach using current replacement cost	Independent Registered Valuer	June 2023	Construction costs and current condition (Level 2), residual values and remaining useful life assessments (Level 3) inputs
Other infrastructure-bridges	3	Cost approach using current replacement cost	Independent Registered Valuer	June 2023	Construction costs and current condition, residual values and remaining useful life assessments

SHIRE OF NARROGIN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2025

10. FIXED ASSETS

(a) Depreciation

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset class	Useful life
Buildings	5 to 100 years
Furniture and equipment	5 to 10 years
Plant and equipment	5 to 20 years
Sealed roads and streets	
formation	not depreciated
pavement	50 years
seal	
- bituminous seals	20 years
- asphalt surfaces	25 years
Gravel roads	
formation	not depreciated
pavement	50 years
Formed roads (unsealed)	
formation	not depreciated
pavement	50 years
Footpaths - slab	50 years
Sewerage piping	40 years
Water supply piping and drainage systems	50 to 75 years
Bridges	75 to 100 years
Other Infrastructure	8 to 20 years
Right of use	Based on the remaining lease
Library books	5 years
Parks and ovals	10 to 25 years

Revision of useful lives of plant and equipment

During the year, the estimated total useful lives of all infrastructure assets were revised following the revaluation of infrastructure in previous year.

10. FIXED ASSETS (Continued)

MATERIAL ACCOUNTING POLICIES

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the Shire.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the Shire is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

11. LEASES

(a) Right-of-use assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.

	Note	Right-of-use assets - land and buildings	Total right-of-use assets
		\$	\$
Balance at 1 July 2023		74,342	74,342
Additions		5,285	5,285
Depreciation		(31,935)	(31,935)
Balance at 30 June 2024		47,692	47,692
Gross balance amount at 30 June 2024		140,064	140,064
Accumulated depreciation at 30 June 2024		(92,372)	(92,372)
Balance at 30 June 2024		47,692	47,692
Depreciation		(26,271)	(26,271)
Balance at 30 June 2025		21,421	21,421
Gross balance amount at 30 June 2025		140,064	140,064
Accumulated depreciation at 30 June 2025		(118,643)	(118,643)
Balance at 30 June 2025		21,421	21,421

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the Shire is the lessee:

		2025 Actual	2024 Actual
		\$	\$
Depreciation on right-of-use assets		(26,271)	(31,935)
Finance charge on lease liabilities	26(d)	(276)	(702)
Total amount recognised in the statement of comprehensive income		(26,547)	(32,637)
Total cash outflow from leases		(6,470)	(34,320)

(b) Lease liabilities

Current		22,329	28,523
Non-current		11,055	11,055
	26(d)	33,384	39,578

The measurement of lease liabilities does not include any future cash outflows associated with leases not yet commenced to which the Shire is committed. The Shire has two leases relating to residential properties with lease terms of 3 years and 5 years.

MATERIAL ACCOUNTING POLICIES

Leases

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Details of individual lease liabilities required by regulations are provided at Note 26(d).

Right-of-use assets - measurement

Right-of-use assets are measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not recognised in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 under revaluation for details on the material accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the Shire anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

11. LEASES (Continued)

(c) Lessor - property, plant and equipment subject to lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

Less than 1 year
1 to 2 years
2 to 3 years
3 to 4 years
4 to 5 years
> 5 years

2025 Actual	2024 Actual
\$	\$
52,050	87,951
24,190	52,050
3,343	24,190
3,343	3,343
3,343	3,343
19,935	23,278
106,204	194,155
151,488	97,115

Amounts recognised in profit or loss for property, plant and equipment subject to lease

Rental income

The Shire also has peppercorn leases with 25 various not-for-profit entities.

The Shire leases properties to staff and other tenants with rentals payable monthly. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets.

These properties are not considered investment property as they are leased for use in the supply of services to the community.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Although the Shire is exposed to changes in the residual value at the end of the current leases, the Shire group typically enters into new operating leases and, therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the properties.

MATERIAL ACCOUNTING POLICIES

The Shire as lessor

Upon entering into each contract as a lessor, the Shire assesses if the lease is a finance or operating lease.

The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (eg legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

When a contract is determined to include lease and non-lease components, the Shire applies AASB 15 *Revenue from Contracts with Customers* to allocate the consideration under the contract to each component.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

12. TRADE AND OTHER PAYABLES

Current

Sundry creditors
 Prepaid rates
 Accrued payroll liabilities
 GST payable
 Bonds and deposits held
 Other creditors
 Accrued loan interest
 Accrued expenses

2025	2024
\$	\$
389,969	421,881
215,194	179,667
30,379	210,359
1,483	0
82,798	15,433
0	5,720
3,294	22,072
0	258,820
723,117	1,113,952

MATERIAL ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Statutory liabilities

Statutory liabilities, are amounts owed to regulatory authorities due to statutory obligations such as FBT and PAYG. GST payable is offset against GST receivable and any net GST payable is included as a statutory liability.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises income for the prepaid rates that have not been refunded.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

13. OTHER LIABILITIES

Current

Contract liabilities	0	38,000
Capital grant/contributions liabilities	1,047,245	941,522
	1,047,245	979,522

Reconciliation of changes in contract liabilities

Opening balance	38,000	
Additions	0	38,000
Revenue from contracts with customers included as a contract liability at the start of the period	(38,000)	0
	0	38,000

Reconciliation of changes in contract liabilities

Opening balance	941,522	787,467
Additions/(Reductions)	114,500	507,437
Revenue from capital grant/contributions held as a liability at the start of the period	(8,777)	(353,382)
	1,047,245	941,522

Expected satisfaction of capital grant/contribution liabilities

Less than 1 year	1,047,245	941,522
	1,047,245	941,522

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

MATERIAL ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

SHIRE OF NARROGIN
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
 FOR THE YEAR ENDED 30 JUNE 2025

14. BORROWINGS

	Note	2025			2024		
		Current	Non-current	Total	Current	Non-current	Total
Secured		\$	\$	\$	\$	\$	\$
Bank loans		298,990	2,383,865	2,682,855	189,113	1,191,331	1,380,444
Total secured borrowings	26(a)	298,990	2,383,865	2,682,855	189,113	1,191,331	1,380,444

Secured liabilities and assets pledged as security
 Debentures, bank overdrafts and bank loans are secured by a floating charge over the assets of the Shire of Narrogin.
 Other loans relate to transferred receivables. Refer to Note 5.

The Shire of Narrogin has complied with the financial covenants of its borrowing facilities during the 2024 and 2025 years.

MATERIAL ACCOUNTING POLICIES

Borrowing costs

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.
 Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierachy (see Note 23(i)) due to the unobservable inputs, including own credit risk.

Risk

Details of individual borrowings required by regulations are provided at Note 26(a).

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

15. EMPLOYEE RELATED PROVISIONS

Employee related provisions

Current provisions

Employee benefit provisions

Annual leave

Long service leave

Employee related other provisions

Employment on-costs

Total current employee related provisions

Non-current provisions

Employee benefit provisions

Long service leave

Employee related other provisions

Employment on-costs

Total non-current employee related provisions

Total employee related provisions

	2025	2024
	\$	\$
	358,807	407,955
	302,160	310,240
	660,967	718,195
	116,105	96,552
	116,105	96,552
	777,072	814,747
	193,423	157,730
	193,423	157,730
	23,099	15,491
	23,099	15,491
	216,522	173,221
	993,594	987,968

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

MATERIAL ACCOUNTING POLICIES

Employee benefits

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

16. REVALUATION SURPLUS

	2025	2025	2024	2024
	Opening	Closing	Opening	Closing
	balance	balance	balance	balance
	\$	\$	\$	\$
Revaluation surplus - Land and buildings	55,776,062	55,776,062	55,776,062	55,776,062
Revaluation surplus - Furniture and equipment	24,330	24,330	24,330	24,330
Revaluation surplus - Plant and equipment	762,474	762,474	762,474	762,474
Revaluation surplus - Artwork	350,315	350,315	350,315	350,315
Revaluation surplus - Infrastructure - roads	29,955,237	29,955,237	29,955,237	29,955,237
Revaluation surplus - Infrastructure - footpaths	1,475,991	1,475,991	1,475,991	1,475,991
Revaluation surplus - Infrastructure - drainage	10,668,568	10,668,568	10,668,568	10,668,568
Revaluation surplus - Infrastructure - parks, ovals and other	6,698,877	6,698,877	6,698,877	6,698,877
Revaluation surplus - Other infrastructure - bridges	1,271,055	1,271,055	1,271,055	1,271,055
	106,982,909	106,982,909	106,982,909	106,982,909

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

17. RESTRICTIONS OVER FINANCIAL ASSETS

The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

- Cash and cash equivalents

Note	2025 Actual \$	2024 Actual \$
3	7,554,571	5,891,940
	7,554,571	5,891,940
27	5,007,326	4,896,288
13	0	38,000
13	1,047,245	941,522
	0	16,130
26(c)	1,500,000	0
Total restricted financial assets	7,554,571	5,891,940

The restricted financial assets are a result of the following specific purposes to which the assets may be used:

Restricted reserve accounts

Contract liabilities

Capital grant liabilities

Bonds and deposits held in Trust

Unspent loans

Total restricted financial assets

**18. UNDRAWN BORROWING FACILITIES AND CREDIT
STANDBY ARRANGEMENTS**

Credit standby arrangements

Bank overdraft limit

Bank overdraft at balance date

Credit card limit

Credit card balance at balance date

Total amount of credit unused

Loan facilities

Loan facilities - current

Loan facilities - non-current

Total facilities in use at balance date

Unused loan facilities at balance date

400,000	400,000
0	0
27,500	27,500
(4,042)	(2,881)
423,458	424,619
298,990	189,114
2,383,866	1,191,331
2,682,856	1,380,445
1,500,000	0

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

19. CONTINGENT LIABILITIES

The Department of Water and Environmental Regulation (DWER) issued Category 61, 62 and 64 licenses for the Shire of Narrogin Waste Management Facility for a term of 20 years from 30 June 2011 to 29 June 2031.

Independent experts, engaged by the Shire, determined on 16 December 2019 that the site is anticipated to have an operating life of at least 68 years and that an active post closure period of approximately 5 years will be sufficient to determine the effectiveness of the post closure measures implemented.

A Landfill Closure Management Plan is required to be prepared as part of the license conditions. This plan will only be prepared closer to landfill closure date as assessed and confirmed by DWER.

The Shire is not aware of any contingent assets as at 30 June 2025.

20. CAPITAL COMMITMENTS

	2025	2024
	\$	\$
Contracted for:		
- capital expenditure projects	1,429,446	371,427
	1,429,446	371,427

The capital expenditure projects outstanding at the end of the current reporting period and previous represent outstanding orders issued for capital projects prior to 30/06/2025 and 30/06/2024, respectively.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

21. RELATED PARTY TRANSACTIONS

(a) Council member remuneration

Fees, expenses and allowances to be paid or reimbursed to council members.

Note	2025 Actual \$	2025 Budget \$	2024 Actual \$
President's annual allowance	26,067	26,067	25,064
President's meeting attendance fees	22,173	22,173	21,320
President's annual allowance for ICT expenses	1,785	1,785	1,716
	50,025	50,025	48,100
Deputy President's annual allowance	6,517	6,517	6,266
Deputy President's meeting attendance fees	10,005	10,005	9,620
Deputy President's annual allowance for ICT expenses	563	563	541
	17,085	17,085	16,427
All other council member's meeting attendance fees	50,625	50,025	53,855
All other council member's annual allowance for ICT expenses	3,495	3,495	3,524
	54,120	53,520	57,379
21(b)	121,230	120,630	121,906

(b) Key management personnel (KMP) compensation

The total of compensation paid to KMP of the Shire during the year are as follows:

Short-term employee benefits	701,074	1,259,564
Post-employment benefits	92,236	163,390
Employee - other long-term benefits	15,802	108,607
Employee - termination benefits	9,894	0
Council member costs	121,230	121,906
21(a)	940,236	1,653,467

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

Post-employment benefits

These amounts are the current-year's cost of the Shire's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP (Note: may or may not be applicable in any given year).

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

21. RELATED PARTY TRANSACTIONS (Continued)

(c) Transactions with related parties

Transactions between related parties and the Shire are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2025 Actual	2024 Actual
	\$	\$
Purchase of goods and services	465,625	48,240
Amounts outstanding from related parties:		
Trade and other receivables	0	393
Amounts payable to related parties:		
Trade and other payables	127,977	31,689

(d) Related parties

The Shire's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the Shire, directly or indirectly, including any council member, are considered key management personnel.

ii. Other Related Parties

During the previous year, a company controlled by a related party of a council member, was awarded two contracts under the selective tender process on terms and conditions equivalent for those that prevail in arm's length transactions under the Shire's procurement process.

The contracts involved footpath construction & fire mitigation works in the Shire, and amounted to \$344,467 in the current year. Outside of normal citizen type transactions with the Shire, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the Shire

There were no such entities requiring disclosure during the current or previous year.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

22. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

The Shire does not have any subsequent events after balance sheet date.

23. OTHER MATERIAL ACCOUNTING POLICIES

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 *Fair Value Measurement* requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116 *Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

24. RATING INFORMATION

(a) General rates

RATE TYPE				2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	2023/24
Rate description	Basis of valuation	Rate in \$	Number of properties	Actual rateable value*	Actual rate revenue	Actual interim rates	Actual total revenue	Budget rate revenue	Budget interim rate	Budget total revenue	Actual total revenue
				\$	\$	\$	\$	\$	\$	\$	\$
Urban	Gross rental valuation	0.117572	1,762	32,167,310	3,781,975	2,838	3,784,813	3,779,020	1,500	3,780,520	3,464,204
Rural GRV	Gross rental valuation	0.097665	50	1,030,994	100,692	0	100,692	100,693	0	100,693	90,031
Rural GRV - Highbury	Gross rental valuation	0.097665	31	446,208	43,579	0	43,579	43,579	0	43,579	39,170
UV General	Unimproved valuation	0.003816	251	343,737,169	1,311,701	(4,974)	1,306,727	1,314,123	1,260	1,315,383	1,223,381
Non-Rateable		0	814	1,732,111	0	0	0	0	0	0	0
Total general rates			2,908	379,113,792	5,237,947	(2,136)	5,235,811	5,237,415	2,760	5,240,175	4,816,786
Minimum payment											
		\$									
Urban	Gross rental valuation	1,299	386	2,957,762	501,414	0	501,414	505,311	0	505,311	658,223
Rural GRV	Gross rental valuation	1,153	16	17,800	18,448	0	18,448	18,448	0	18,448	14,959
Rural GRV - Highbury	Gross rental valuation	921	3	43,020	2,763	0	2,763	2,763	0	2,763	3,460
UV General	Unimproved valuation	1,153	243	41,116,200	280,179	0	280,179	280,179	0	280,179	260,091
Total minimum payments			648	44,134,782	802,804	0	802,804	806,701	0	806,701	936,733
Total general rates and minimum payments			3,556	423,248,574	6,040,751	(2,136)	6,038,615	6,044,116	2,760	6,046,876	5,753,519
Ex-gratia rates											
CBH			1	0	9,313	0	9,313	11,673	0	11,673	12,499
Total amount raised from rates (excluding general rates)			1	0	9,313	0	9,313	11,673	0	11,673	12,499
Total rates							6,047,928			6,058,549	5,766,018
(b) Rates related information											
Rates instalment interest							15,774			14,000	14,409
Rates instalment plan charges							38,005			38,536	37,054
Rates overdue interest							63,343			50,000	74,900
Rates written off							(1,643)			(500)	(36,471)

*Rateable Value at time of raising of rate.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

25. DETERMINATION OF SURPLUS OR DEFICIT

		2024/25 Budget (30 June 2025 carried forward)	2023/24 (30 June 2024 carried forward)
Note	2024/25 (30 June 2025 carried forward)		
	\$	\$	\$
(a) Non-cash amounts excluded from operating activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
Adjustments to operating activities			
Less: Profit on asset disposals	(62,552)	(48,262)	(64,360)
Less: Movement associated with cash (23/24)	(18,883)	21,696	11,969
Less: Fair value adjustments to financial assets at fair value through profit or loss	5,147	0	(2,522)
Add: Loss on disposal of assets	37,757	31,343	127,329
Add: Depreciation	4,646,394	3,358,620	3,597,319
Non-cash movements in non-current assets and liabilities:			
Financial assets at amortised cost	0		9,139
Pensioner deferred rates	0	0	1,076
Employee benefit provisions	43,301	0	(10,302)
Other provision	0	0	9,653
Non-cash amounts excluded from operating activities	4,651,164	3,363,397	3,679,301
(b) Non-cash amounts excluded from investing activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
Adjustments to investing activities			
Right of use assets received - non cash	0	0	(5,285)
Non-cash amounts excluded from investing activities	0	0	(5,285)
(c) Non-cash amounts excluded from financing activities			
The following non-cash revenue or expenditure has been excluded from amounts attributable to financing activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .			
Adjustments to financing activities			
Non cash proceeds from new leases	0	0	5,285
Non-cash amounts excluded from financing activities	0	0	5,285
(d) Surplus or deficit after imposition of general rates			
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.			
Adjustments to net current assets			
Less: Reserve accounts	(5,007,326)	(3,908,047)	(4,896,290)
Less: Financial assets at amortised cost			
Less: Current assets not expected to be received at end of year			
- LG House Equity	(119,609)	0	0
Add: Current liabilities not expected to be cleared at end of year			
- Current portion of borrowings	298,990	275,002	189,114
- Current portion of lease liabilities	22,329	0	28,523
- Employee benefit provisions	403,736	568,326	383,679
Total adjustments to net current assets	(4,401,880)	(3,064,719)	(4,294,974)
Net current assets used in the Statement of financial activity			
Total current assets	11,058,703	9,519,269	10,670,630
Less: Total current liabilities	(2,868,753)	(6,454,550)	(3,125,858)
Less: Total adjustments to net current assets	(4,401,880)	(3,064,719)	(4,294,974)
Surplus or deficit after imposition of general rates	3,788,070	0	3,249,798

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

26. BORROWING AND LEASE LIABILITIES

(a) Borrowings

		Actual						Budget				
		Principal at	New loans	Principal	Principal at 30	New loans	Principal	Principal at	Principal at 1	New loans	Principal	Principal at
Purpose	Note	1 July 2023	during 2023-24	repayments	June 2024	during 2024-25	repayments	30 June 2025	July 2024	during 2024-25	repayments	30 June 2025
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
127 - Industrial Land		72,540	0	(13,252)	59,288	0	(13,852)	45,436	59,289	0	(13,852)	45,437
128 - Administration Building		147,834	0	(47,967)	99,867	0	(49,266)	50,601	99,867	0	(49,266)	50,601
129 - Accommodation Units NCP		218,420	0	(34,590)	183,830	0	(35,296)	148,534	183,830	0	(35,296)	148,534
130 - TWIS Distribution Pipes		145,828	0	(17,088)	128,740	0	(17,593)	111,147	128,740	0	(17,723)	111,017
132 - Staff Housing		484,697	0	(7,931)	476,766	0	(24,957)	451,809	476,766	0	(16,352)	460,414
133 - Accommodation Units NCP		450,000	0	(18,047)	431,953	0	(56,625)	375,328	431,953	0	(56,624)	375,329
134 - Accommodation Units NCP		0	0	0	0	1,500,000	0	1,500,000	0	1,500,000	0	1,500,000
New - NRLC Energy Efficiency		0	0	0	0	0	0	0	0	2,846,000	0	2,846,000
Total		1,519,319	0	(138,875)	1,380,444	1,500,000	(197,589)	2,682,855	1,380,445	4,346,000	(189,113)	5,537,332
Borrowing finance cost payments												
Purpose		Loan number	Institution	Interest rate	Date final payment is due		Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024			
127 - Industrial Land		127	WATC	4.48%	26/06/2028		\$ (2,930)	\$ (2,938)	\$ (3,410)			
128 - Administration Building		128	WATC	2.69%	31/05/2026		(2,832)	(2,944)	(4,302)			
129 - Accommodation Units NCP		129	WATC	5.51%	28/05/2029		(4,690)	(4,756)	(5,295)			
130 - TWIS Distribution Pipes		130	WATC	1.47%	25/06/2031		(2,693)	(2,568)	(2,844)			
132 - Staff Housing		132	WATC	4.83%	30/06/2042		(25,675)	(29,161)	(24,936)			
133 - Accommodation Units NCP		133	WATC	4.52%	29/06/2033		(21,077)	(30,846)	(21,537)			
134 - Accommodation Units NCP		134	WATC	4.38%	16/06/2035		(3,125)	0	0			
Total							(63,022)	(73,213)	(62,324)			
Total finance cost payments							(63,022)	(73,213)	(62,324)			

* WA Treasury Corporation

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

26. BORROWING AND LEASE LIABILITIES (Continued)

(b) New borrowings - 2024/25

Particulars/purpose	Institution	Loan type	Term years	Interest rate	Amount borrowed		Amount (used)		Total interest and charges	Actual balance unspent
					2025 Actual	2025 Budget	2025 Actual	2025 Budget		
134 - Accommodation Units NCP	WATC	Debenture	10	4.38%	\$ 1,500,000	\$ 1,500,000	\$ 0	\$ (1,500,000)	\$ 432	\$ 1,500,000
					1,500,000	1,500,000	0	(1,500,000)	432	1,500,000

* WA Treasury Corporation

(c) Unspent borrowings

Particulars	Institution	Date Borrowed	Unspent balance 1 July 2024	Borrowed during 2024-25	Expended during 2024-25	Unspent balance 30 June 2025
			\$	\$	\$	\$
134 - Accommodation Units NCP	WATC	16/06/2025	0	1,500,000	0	1,500,000
			0	1,500,000	0	1,500,000

* WA Treasury Corporation

(d) Lease liabilities

Purpose	Note	Actual				Budget			
		Principal at 1 July 2023	New leases during 2023-24	Principal repayments during 2023-24	Principal at 30 June 2024	New leases during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 30 June 2025
		\$	\$	\$	\$	\$	\$	\$	\$
8 Parry Court Narrogin		24,261	5,285	(17,426)	12,120	0	(3,420)	8,700	7,182
66 Williams Road Narrogin		43,650	0	(16,192)	27,458	0	(2,774)	24,684	0
Total lease liabilities	11(b)	67,911	5,285	(33,618)	39,578	0	(6,194)	33,384	(16,403)
									11,055

Lease finance cost payments

Purpose	Lease number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2025	Budget for year ending 30 June 2025	Actual for year ending 30 June 2024	Lease term
					\$	\$	\$	
8 Parry Court Narrogin	2	Elders	1.30%	18/02/2025	(40)	0	(254)	36 months
66 Williams Road Narrogin	3	Private	1.30%	1/02/2026	(236)	0	(448)	60 months
Total finance cost payments					(276)	0	(702)	

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

27. RESERVE ACCOUNTS

	2025 Actual opening balance	2025 Actual transfer to	2025 Actual transfer (from)	2025 Actual closing balance	2025 Budget opening balance	2025 Budget transfer to	2025 Budget transfer (from)	2025 Budget closing balance	2024 Actual opening balance	2024 Actual transfer to	2024 Actual transfer (from)	2024 Actual closing balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by council												
(a) Refuse Reserve	861,363	110,092	(20,000)	951,455	861,363	93,708	(85,000)	870,071	815,724	71,264	(25,625)	861,363
(b) Community Assisted Transport (CAT) Vehicle Reserve	14,492	766	0	15,258	14,492	819	0	15,311	14,040	452	0	14,492
(c) Building Reserve	159,315	8,321	0	167,636	159,315	9,009	(50,000)	118,324	154,345	4,970	0	159,315
(d) Regional Recreational Leisure Centre Reserve	375,998	220,598	0	596,596	375,998	121,262	0	497,260	267,389	108,609	0	375,998
(e) Employee Entitlement Reserve	383,679	20,057	0	403,736	383,679	21,696	0	405,375	371,710	11,969	0	383,679
(f) Plant, Vehicle & Equipment Reserve	423,281	650,958	(892,959)	181,280	423,280	468,935	(890,000)	2,215	667,442	471,489	(715,650)	423,281
(g) Unspent Grants and Contribution Reserve	140	0	(140)	0	140	0	(140)	0	136	4	0	140
(h) Economic Development Reserve	82,218	751,379	0	833,597	82,218	479,717	(199,168)	362,767	79,654	2,564	0	82,218
(i) IT & Office Equipment Reserve	28,094	1,464	0	29,558	28,094	1,589	0	29,683	27,218	876	0	28,094
(j) Tourism & Area Promotion Reserve	83,549	4,512	0	88,061	83,548	4,865	(50,000)	38,413	80,943	2,606	0	83,549
(k) HACC Reserve	475,068	22,635	(497,703)	0	475,068	0	(475,068)	0	460,249	14,819	0	475,068
(l) CHCP Reserve	800,416	41,316	(118,109)	723,623	800,416	45,261	(344,852)	500,825	836,968	26,948	(63,500)	800,416
(m) Road Works Reserve	356,468	18,630	0	375,098	356,468	20,157	0	376,625	345,348	11,120	0	356,468
(n) Asset Valuation Reserve	33,883	1,768	0	35,651	33,883	1,916	0	35,799	32,826	1,057	0	33,883
(o) CHSP Reserve	479,965	23,948	(288,009)	215,904	479,965	27,141	(210,989)	296,117	875,903	28,202	(424,140)	479,965
(p) Landcare Reserve	92,969	4,837	(5,265)	92,541	92,969	5,257	(5,000)	93,226	91,813	2,956	(1,800)	92,969
(q) Narrogin Airport Reserve	122,115	31,487	0	153,602	122,115	31,905	0	154,020	71,803	50,312	0	122,115
(r) Bridges Reserve	63,519	51,451	(18,990)	95,980	63,519	51,592	(36,232)	78,879	98,134	3,160	(37,775)	63,519
(s) Water Reuse Scheme Reserve	59,758	8,990	(35,998)	32,750	59,758	13,379	(40,000)	33,137	38,518	21,240	0	59,758
(t) Disaster Recovery Reserve	0	15,000	0	15,000	0	0	0	0	0	0	0	0
	4,896,290	1,988,209	(1,877,173)	5,007,326	4,896,288	1,398,208	(2,386,449)	3,908,047	5,330,163	834,617	(1,268,490)	4,896,290

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025
27. RESERVE ACCOUNTS CONT'D

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of reserve account	Purpose of the reserve account
Restricted by council	
(a) Refuse Reserve	To fund infrastructure development and rehabilitation costs associates with the Shire's tip site as well the purchase and development a regional waste facility.
(b) Community Assisted Transport (CAT) Vehicle Reserve	To fund the replacement/change over of the CATS vehicle.
(c) Building Reserve	To support the acquisition, upgrade or enhancements of buildings within the district.
(d) Regional Recreational Leisure Centre Reserve	To fund RRLC (NRLC) additional maintenance works as well as acquisitions, upgrades and enhancement of the building, major plant & equipment items.
(e) Employee Entitlement Reserve	To fund current and past employee's leave entitlements and redundancy payouts.
(f) Plant, Vehicle & Equipment Reserve	To support the purchase/replacement of motor vehicles, and heavy plant and equipment.
(g) Unspent Grants and Contribution Reserve	To store unspent grants and contributions. Funds can only be expended on items that have been approved by the relevant grant agreement/funding body.
(h) Economic Development Reserve	To fund economic development projects that will benefit the district.
(i) IT & Office Equipment Reserve	To fund the purchase and upgrade of computer equipment, software and office equipment.
(j) Tourism & Area Promotion Reserve	For the purpose of tourism & district promotion activities, significant events and festivals which includes banner poles, entry statements and outdoor digital screens.
(k) HACC Reserve	To store unspent H.A.C.C grant funds that can fund the purchase of assets, payout of Homecare employee entitlements and other projects that have been approved by the Funding Body.
(l) CHCP Reserve	To store unspent C.H.C.P grant funds that can fund the purchase of assets, payout of Homecare employee entitlements and other projects that have been approved by the Funding Body.
(m) Road Works Reserve	For the purpose of supporting and funding infrastructure development, maintenance, acquisition, upgrade or enhancements and grant funding for roads within the Shire.
(n) Asset Valuation Reserve	To fund asset valuations.
(o) CHSP Reserve	To store unspent C.H.S.P grant funds that can fund the purchase of assets, payout of Homecare employee entitlements and other projects that have been approved by the Funding Body.
(p) Landcare Reserve	To fund future natural resource management activities aligned with the principles established in the former NLCDC letter dated 6/6/17 (ICR1712270).
(q) Narrogin Airport Reserve	For the purpose of supporting and funding infrastructure development, maintenance, acquisition, upgrade or enhancements and grant funding to the Narrogin Airport.
(r) Bridges Reserve	For the purpose of supporting and funding infrastructure development, maintenance, acquisition, upgrade or enhancements and grant funding for bridges within the Shire.
(s) Water Reuse Scheme Reserve	For the purpose of supporting and funding infrastructure development, maintenance, acquisition, upgrade or enhancements and grant funding for infrastructure enabling the re-use of water resources.
(t) Disaster Recovery Reserve	For the purpose of considering declared natural disaster relief efforts affecting communities within the State of WA or Interstate either through the City of Perth's Lord Mayor Distress Relief Fund or other recognised charitable relief funds, as authorised by resolution of Council and Council Policy No 5.7.

SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025

28. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2024	Amounts received	Amounts paid	30 June 2025
	\$	\$	\$	\$
Building Services Levy	8,758	0	(8,758)	0
Building Construction Industry Training Fund	10,908	0	(10,908)	0
	19,666	0	(19,666)	0



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

Shire of Narrogin

To the Council of the Shire of Narrogin

Opinion

I have audited the financial report of the Shire of Narrogin (Shire) which comprises:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report :

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

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

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

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

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The CEO of the Shire is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the Shire's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the Shire.

The Council is responsible for overseeing the Shire's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Narrogin for the year ended 30 June 2025 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.

Carly Meagher
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
14 November 2025

SHIRE OF NARROGIN

A leading regional economic driver
and a socially interactive and inclusive community.



89 Earl Street, Narrogin

Correspondence to:

PO Box 1145, Narrogin WA 6312

T (08) 9890 0900

E enquiries@narrogin.wa.gov.au

W www.narrogin.wa.gov.au

7. CLOSURE OF MEETING

There being no further business to discuss, the Presiding Member declared the meeting closed at 5:25 pm.



89 Earl Street, Narrogin
Correspondence to:
PO Box 1145, Narrogin WA 6312
T (08) 9890 0900
E enquiries@narrogin.wa.gov.au
W www.narrogin.wa.gov.au