Shire of Narrogin
Love the life

Annual Report
2025/2026

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.

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.

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.

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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 with one large scale wind facility in construction currently.

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 appreciation that I present the Shire of Narrogin Annual Report for the 2025/2026 financial year.

Over the past twelve months, our community has continued to demonstrate resilience, innovation, and a shared commitment to building a vibrant future for our district. Through collaboration, strategic planning, and responsible stewardship of resources, the Shire has continued to deliver projects, services, and initiatives that support the needs and aspirations of our residents.

This year has seen ongoing investment in community infrastructure, the enhancement of public assets, and continued efforts to strengthen the liveability of our region. These achievements reflect our commitment to creating opportunities for current and future generations while maintaining the lifestyle and sense of belonging that make Narrogin such a special place to call home.

A strong and connected community is one of our greatest strengths, and I would like to extend my sincere thanks to the many volunteers, community groups, sporting clubs, and local organisations that contribute so much to our district. Your dedication, generosity, and community spirit play a vital role in enriching the lives of others and fostering a welcoming and inclusive environment.

I also wish to acknowledge and thank our outgoing Chief Executive Officer, Dale Stewart for his leadership over the past eight years, the Executive Leadership Team, and all Shire staff for their professionalism, expertise, and commitment throughout the year. Their efforts ensure the delivery of essential services and the successful implementation of Council's strategic objectives. To my fellow Elected Members, thank you for your dedication to representing the interests of our community and for your contribution to the informed and effective governance of the Shire.

The achievements highlighted throughout this Annual Report are a testament to what can be accomplished when Council, staff, community organisations, businesses, and residents work together towards common goals. While there are always challenges to navigate, our collective commitment to progress and continual improvement places the Shire in a strong position for the future.

As we look ahead, we remain focused on supporting sustainable growth, enhancing community wellbeing, and ensuring that Narrogin continues to be a thriving regional centre and a wonderful place to live, work, and visit.

Thank you to everyone who has contributed to another successful year for the Shire of Narrogin. Together, we continue to build a strong and prosperous future for our community.

Narrogin, Love the Life!



Leigh Ballard
Shire President

Report from the Chief Executive Officer



Having started on 1 July 2026, it is one of the fascinations of the role of being a new Chief Executive Officer to a Local Government organisation when you are required to report for a period that you were not actually employed by the organisation! Irrespective of that and based on the actual outcomes for the financial year, I would like to extend my thanks to the Shire's Council and employees for their leadership, commitment and hard work in serving and delivering for the community.

The Shire's work in 2025/26 focused on delivering projects that enhance safety, amenity, and functionality across the district. Notable achievements include:

- Road and Transport Infrastructure: Major works on Clayton Road, Narrogin–Harrismith Road, Narrogin Valley Road and many re-sealing, re-sheeting and drainage projects throughout the district.
- Housing Project: The Shire commenced with an ambitious housing project designed to produce 31 fully serviced lots using Commonwealth grant funding and 26 units/dwellings using the Shire's own resources. 18 units were constructed at the Narrogin Caravan Park during the reporting period and significant preliminary work was done to create additional fully serviced lots and the additional 8 dwellings. This project is scheduled for completion before 30 June 2026.
- Community Facilities and Recreation: Progress on upgrades at the Narrogin Regional Leisure Centre, including a significant energy efficient project destined to reduce the energy consumption up to $350,000 per annum. In addition to this, 24/7 gym access was introduced along with other facility improvements to improve user experience.
- Community Safety: The Shire continues to enhance community safety through the installation of additional CCTV cameras strategically placed around Narrogin and directly linked to the police.
- Narrogin Homecare: During the period the Shire transitioned from the Narrogin Homecare service allowing Silverchain to take over the service. Silverchain are in a much better position than the Shire to run a service such as this as it represents core business for their organisation. The transition went smoothly and is a credit to all parties involved and the respective clients.
- 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.
- Renewable Energy Projects: The Shire has committed considerable resources to ensuring approval agencies are contemplating local impacts when determining renewable energy development approvals. The Shire remains committed to maximising local opportunity from these projects where approved.

These accomplishments demonstrate the Shire's commitment to a thriving, resilient, and inclusive community. I look forward to the challenges and opportunities ahead and thank our employees, 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.



Andrew Campbell
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) 2026-2030 that was adopted in June 2026. 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. Major recent investment in local renewable energy presents an opportunity not only for direct economic activity but also to stimulate the development of supporting industries, strengthen local supply chains and enable new value-adding opportunities in agricultural processing and manufacturing.

The Shire's role is to act as a facilitator and strategic partner, connecting businesses, investors, government agencies and education providers, while advocating for the infrastructure, skills and investment conditions necessary for sustainable growth.

The ultimate objective is to ensure that economic opportunities translate into long-term business growth, diversified revenue streams, skilled employment and greater retention of economic value within the local community.

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.

During 2025/26, the Shire coordinated renewable energy engagement across community information, accommodation, business procurement and workforce development. Completed outputs included a November 2025 information session, 18 additional short-term accommodation units opened in April 2026, and a February 2026 careers event attended by approximately 250 students.

The Shire engaged with six renewable energy proponents during 2025/26 to identify local procurement, accommodation and training opportunities. Proposed opportunities are reported separately from confirmed commitments.

The Shire delivered a community information campaign during 2025/26, including an information session in November 2025. The session attracted 63 attendees and involved three proponents.

In April 2026, 18 new short-term accommodation units opened at Narrogin Caravan Park. This increased accommodation capacity available to support regional projects.

In partnership with the Narrogin Chamber of Commerce, the Shire delivered two business engagement sessions during 2025/26, connecting 20-30 local businesses with six renewable energy proponents. Sessions covered procurement requirements and upcoming tenders. Confirmed value of local contracts is not yet available.

The Shire held four meetings with senior TAFE representatives to explore local renewable energy training. The discussions identified renewable energy-related training priorities. Establishment of a regional training hub remained an advocacy objective, rather than a completed facility or service.

In February 2026, the Shire, Wheatbelt Development Commission and Department of Education delivered a renewable energy careers and education event for approximately 250 students from Narrogin Senior High School and the WA College of Agriculture. Contributors included renewable energy companies, Curtin University and its Institute for Energy Transition, Murdoch University, TAFE, Skill Hire and MEGT.

The February 2026 Welcome to Narrogin Expo brought industry, government, education providers and community organisations together. Participation totalled 62 stallholders and approximately 200 attendees.

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.





Narrogin Caravan Park New Retreat Units

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.

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 2025/26	
Local Suppliers ($)	3,969,965
Payroll ($)	6,134,216
Total Local ($)	10,104,181
Total Non-Local ($)	16,333,270

Average % FY 2025/26		
Local Suppliers (%)	15.02	
Payroll (%)	23.20	100.00
Total Local (%)		38.22
Total Non-Local (%)		61.78

1.1.2 Promote Narrogin and the Region
Upgrades at the Narrogin Regional Leisure Centre continued to enhance comfort, energy efficiency and 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-serviced destination.

During 2025/26, the Shire promoted Narrogin and the surrounding region through events, community partnerships and cultural programming. These initiatives showcased local services and attractions, encouraged participation and strengthened Narrogin's role as a regional centre.
In February 2026, the Shire delivered the Welcome to Narrogin Expo with 62 stallholders and approximately 200 attendees. The event showcased local services, organisations and activities to new and existing residents.

The Shire's annual partnership with Arts Narrogin supported cultural programming at NEXIS and Arts Space during 2025/26. Attendance and visitor-origin records are required to quantify the partnership's contribution to tourism.

The Arts Narrogin calendars listed 12 distinct exhibitions operating during July 2025 to June 2026, counting continuing exhibitions once, together with six Drip Drop Play performances, Flickerfest across two days and an eight-week Within Your Wallet singing workshop series. Detailed cultural outputs are reported under arts and culture below.

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

During 2025/26, the Shire progressed the Narrogin MONOPOLY project through sponsorship, fundraising and development of a customised game featuring local places, businesses and organisations. By 30 June 2026, 43 unique sponsors had committed to the project, with the draft design to be completed next financial year. Delivery and sales occurring after 30 June 2026 are subsequent milestones and are not reported as 2025/26 achievements.



Monopoly Auction Night

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-serviced 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.

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 a new swimming pool liner, enhanced comfort and contributed to a positive visitor experience.

During 2025/26, the Shire advanced planning and corridor-access work for two proposed regional trails. Neither project is reported as constructed or operational as at 30 June 2026.

The Shire continued working with the Shire of Williams on the proposed 34-kilometre Narrogin–Williams Rail Trail, following earlier feasibility work, consultation and Council endorsement. Both Shires submitted corridor lease requests to the Public Transport Authority in December 2025; the status as at 30 June 2026 was still in the process.

During 2025/26, the Shire collaborated with Beverley, Brookton, Pingelly and Cuballing on planning the proposed approximately 105-kilometre Beverley–Narrogin Transport Trail. Planning drew on consultation comprising five open houses and 375 survey responses, with 95% of respondents indicating they would use the trail. The corridor was identified as the preferred first stage of a wider Wheatbelt trail network. Council subsequently endorsed the initiative in July 2026, within the 2026/27 financial year.

Outcome 1.3 An effective well maintained transport network

The Shire delivered significant improvements across its transport network, with a strong focus on safety, accessibility, and sustainable asset management. Key road projects, including sealing, stabilisation, and resealing works, improved access and connectivity for residents, businesses, and the agricultural sector. Expanded footpath networks enhanced pedestrian safety and accessibility, while long-term planning and delivery of plant, fleet, and road programs increased the Shire's ability to maintain critical infrastructure. Together, these initiatives support a dependable and efficient transport network that meets community needs and drives regional economic growth.

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 Havelock Street was completed in January 2026 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:

- 2 km of new sealed pavement on Narrogin Valley Road
- 6.3 km of reconstruction and sealing on Clayton Road
- 2 km of stabilisation on the Narrogin Harrismith Road
- 14 km of gravel road re-sheeting
- 7 km of road resealing



2km New Construction on Narrogin Valley Road

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

1.3.2 Review and implement the Airport Master Plan

Implementation of the Narrogin Airport Master Plan progressed throughout the year, with a focus on improving safety, maintaining compliance, and supporting the airport's important function in emergency response and community service delivery.

During 2025/2026, the Shire:

- 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.
- Engaged with local aviation stakeholders and emergency service agencies to identify priorities for future stages of the Master Plan, ensuring planned works remain aligned with operational requirements and available funding. A key outcome of this consultation was the commitment to construct a dedicated parking area for fixed-wing aerial firefighting aircraft based at the airport during the Wheatbelt harvest season. Construction is scheduled for completion in December 2026.
- 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, 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.

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.



Smith Street Public Toilet Block Murals



International Day of Persons with Disability

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.

2.4.1 Develop and implement a youth strategy

During 2025/26, the Shire delivered two youth initiatives addressing career awareness, participation and regional collaboration, engaging approximately 250 students in a careers event and 100 young people in the inaugural Youth Week Festival.

In February 2026, the Shire delivered a renewable energy careers and education event in partnership with the Wheatbelt Development Commission and the Department of Education. Approximately 250 students from Narrogin Senior High School and the WA College of Agriculture participated. Contributors included renewable energy companies, Curtin University and its Institute for Energy Transition, Murdoch University, TAFE, Skill Hire and MEGT. Students accessed information about engineering, energy-related studies, vocational training and apprenticeships, including potential career pathways within the region. Attendance demonstrates the event's reach; changes in career awareness and subsequent education or employment choices require student feedback and follow-up.

The Shire delivered its inaugural Flourish Youth Fest at Alby Park on 10 April 2026 as part of Youth Week, bringing together 100 students from Narrogin and neighbouring Shires. The event featured live performances and music for young people aged 13–17. The Shire also supported the Within Your Wallet Festival in May 2026, led and delivered by Holyoake Narrogin in partnership with YACWA, WA Country Health Service and Binar Futures. Bringing together young people from several local government areas, including Narrogin, Brookton, Boddington and Lake Grace, the festival featured activity stations, sports and basketball activities, and a colour run. Both events provided opportunities for recreation, social connection and community participation.



These initiatives contributed to youth strategy implementation through direct engagement with young people and collaboration with industry, education providers and neighbouring local governments.

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

During 2025/26, the Shire supported the R.W. (Bob) Farr Memorial Library, Narrogin Regional Leisure Centre, Narrogin Old Courthouse Museum, Narrogin and Dryandra Visitor Centre, and Community Assisted Transport Service and Homecare.

The R.W. (Bob) Farr Memorial Library offered weekly Lego Club, coding clubs, Story Time, Rhyme Time and Homecrew activities, plus monthly Lego Spike STEM lessons and High Tea Rhyme Time. The Home Library Service reached 19 residents or facilities through 26 deliveries. These measures demonstrate service reach; individual learning or inclusion outcomes require participant feedback.

The Library and Narrogin Regional Leisure Centre jointly delivered 4 school holiday sessions attended by 250 participants during 2025/26. The Ballroom Program, digital literacy classes, Seniors Week activities, accessible craft and Key Word Sign sessions provided additional participation options.

The Community Assisted Transport Service (C.A.T.S.) processed 190 booking requests, recording 126 completed client journeys and 64 cancelled bookings. The service assisted 80 individual clients from Narrogin and surrounding communities, with 26 completed journeys requiring a support person. Administration transferred to the Shire on 13 April 2026, supporting coordinated bookings, payments and reporting. These measures demonstrate service reach and demand for assistance; improvements in access to healthcare and client wellbeing require client feedback.

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.



Narrogin Home Care Staff



New CATS Vehicle

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.



Community Reception to celebrate local volunteers and Community Members with His Excellency the Honourable Governor Chris Dawson APMC

2.3.1 Develop and activate Sport and Recreation Master Plan

The Shire progressed with improvements at the Narrogin Regional Leisure Centre, including the implementation of 24-hour access, a new swimming pool liner and pool grating replacement, installation of fans above Court 1 and significant progress on the NRLC Energy Efficiency Upgrade project (due for completion late October 2026). 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

During 2025/26, the Shire supported community organisations through partnerships, sponsorship, Community Chest funding and practical assistance.

The Shire supported Holyoake's Within Your Wallet program and a basketball tournament during 2025/26 through in-kind contribution.

The Shire supported a clean-up with Gnarojin Community Garden on 1 March 2026. The activity involved 20 volunteers contributing 3 hours and removed waste from the Gnarojin Creek. The Shire provided sausage sizzle, soft drinks and appliances.

Community Chest funding of $2,000 supported the Quarter Midget project to upgrade front-end pedal assemblies and convert front-end braking systems to hydraulic brakes. Funding of $2,000 supported Narrogin Junior Basketball Association's purchase of iPads and accessories. At 30 June 2026, both projects were completed and acquitted.

During 2025/26, the Shire formally supported the proposed Food Action Group through a letter dated 6 January 2026 endorsing Amity Health's Healthway Grant application. The Shire committed in principle to group membership, advice on project documents, liaison with local organisations and in-kind venue hire. Proposed activities included surplus-produce redistribution, youth cooking and nutrition workshops, and regional food procurement. These commitments supported project development; delivery and participation outcomes were not confirmed in the supporting letter.

The Shire's support for the Equip Program was established in May 2025, before the reporting period. The letter provided in-principle support for delivery in Narrogin and assistance with promotion through the Community Development Team where practicable. Delivered in Western Australia by Curtin University, the program proposed locally tailored workshops during 2026 to strengthen psychological preparedness, resilience and wellbeing in communities exposed to natural disasters. Activity during 2025/26 should be recorded as [confirmed promotional actions, engagement or workshops, with dates and participation figures]. Evaluation findings should be included when available.

In August 2025, the Shire and Arts Narrogin delivered the Our Creative Community mural with artist Jerome Davenport. More than 20 local participants contributed almost 200 hours over three and a half days, completing a permanent artwork on the building's east wall. These figures demonstrate volunteer involvement and delivery of a public artwork.

During 2025/26, the Shire supported establishment of parkrun at the Old Golf Course on Earl Street as a temporary location, with a permanent location to be determined in the near future. The initiative subsequently commenced in September 2026, outside this reporting period.





Reconciliation Week

2.3.3 Facilitate and support community events

During 2025/26, the Shire organised or supported the following events and programs through funding, partnerships and practical assistance.

- Revheads, organised by the Revheads Group;
- Narrogin Agricultural Show, organised by the Narrogin Agricultural Society;
- Jetsprint Boat Race series, organised by the Jetsprint Club;
- Welcome to Narrogin Expo organised by the Shire of Narrogin;
- Australia Day Community Breakfast and Family Fun Day organised by the Shire of Narrogin;
- Early Years Network's Children's Expo organised by the Narrogin Early Years Network;
- Community Christmas Luncheon and Multicultural Food Festival, organised by Divine You;
- Christmas Market, organised by the Narrogin Art Group;
- Carols in the Park, organised by Centrepoint;
- Holyoake's Youth Health and Wellbeing Festival and Within Your Wallet program;
- Arts Narrogin's exhibitions, performances, film screenings and creative workshops, supported through the annual partnership; delivery and participation measures are reported under arts and culture below;
- Youth Week Festival organised by the Shire of Narrogin;
- Seniors Week events organised by the Shire of Narrogin;
- International Day of People with Disability activities organised by the Shire of Narrogin;
- International Volunteer Day celebrations organised by the Shire of Narrogin;
- NAIDOC celebrations and National Reconciliation Week activities organised or supported by the Shire; confirm [NAIDOC event date and year];
- Children's Week, Adult Learners Week, Book Week and Science Week programs organised by the Shire of Narrogin;
- Junior Hockey Festival organised by the Upper Great Southern Hockey Association.

2.3.4 Provide improved community facilities

The Shire completed emergency refurbishment works at Narrogin Old Courthouse Museum, enabling reopening on 12 January 2026. With volunteer staffing support from Narrogin Art Group, public access resumed for 32 hours per week: Monday to Friday, 10 am–4 pm, and Saturday, 10 am–12 pm.

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 additional mobile shelving at accessible heights and an interactive panel, creating a more flexible and inclusive environment.

The Shire progressed with improvements at the Narrogin Regional Leisure Centre, including the implementation of 24-hour access, a new swimming pool liner and pool grating replacement, replacement of changing room bench seats, installation of fans above Court 1 and significant progress on the NRLC Energy Efficiency Upgrade project.

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 completed a dog exercise facility at Gnarojin Park.

2.3.5 Encourage and support continued development of arts and culture

During 2025/26, the Shire worked with Aboriginal community partners on reconciliation events, NAIDOC celebrations and truth-telling activities.

On 27 May 2026, the Shire delivered the All In National Reconciliation Week breakfast at John Higgins Community Centre, with a buffet breakfast, children's activities, community artwork and national livestream viewing. Attendance was 45, supported by five volunteers. The Shire also assisted KEEDAC with Reconciliation Week market stalls, involving 11 stalls.

The Shire supported NAIDOC celebrations at Alby Park, with community activities, workshops and kangaroo and damper tastings.

The Shire organised the Ngaluk Waangkiny multimedia truth-telling exhibition with support from Arts Narrogin and KEEDAC. The exhibition ran from 19 June to 31 July 2025; the portion within 2025/26 was 1–31 July 2025.

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 218 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
2026 (to 30 June)	5





2.4.1 Maintain and enhance heritage assets

The Shire continued to support the preservation of local heritage assets through the administration of planning and building processes. Engagement with property owners and the application of appropriate planning and building controls helps ensure that maintenance works and proposed alterations were undertaken in a manner that respects and preserves the heritage value of these buildings.

2.4.2 Support our Narrogin cultural and indigenous community

During 2025/26, the Shire supported Narrogin's Aboriginal community through cultural events, partnerships and activities promoting recognition, understanding and reconciliation.

The Shire organised the National Reconciliation Week breakfast on 27 May 2026 at the John Higgins Community Centre under the theme "All In". The event included a buffet breakfast, children's activities, a collaborative community artwork and a viewing of the national reconciliation livestream. It provided an inclusive opportunity for residents to reflect, connect and participate in reconciliation. The Shire also supported KEEDAC in organising Reconciliation Week market stalls.

The Shire supported local NAIDOC celebrations at Alby Park, featuring community activities, workshops and food tastings, including kangaroo and damper. These activities encouraged participation and learning about Aboriginal histories and cultures while celebrating the contribution of the local Aboriginal community.

The Shire organised the Ngaluk Waangkiny multimedia truth-telling exhibition, with support from Arts Narrogin and KEEDAC. Hosted at Arts Narrogin from 19 June to 31 July 2025, the exhibition continued into the reporting period, providing opportunities for residents and visitors to engage with Aboriginal stories and perspectives and encouraging cultural understanding, reflection and dialogue.

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

During 2025/26, the Shire worked with industry, education and training providers to strengthen local access to learning and employment pathways associated with the region's renewable energy transition.

In February 2026, the Shire delivered a renewable energy careers and education event in collaboration with the Wheatbelt Development Commission and the Department of Education. Approximately 250 students from Narrogin Senior High School and the WA College of Agriculture engaged with renewable energy companies, Curtin University and its Institute for Energy Transition, Murdoch University, TAFE, Skill Hire and MEGT. The event introduced students to university studies, vocational training, apprenticeships and emerging regional careers.

The Shire also held discussions with senior TAFE representatives about expanding energy-related courses and training in Narrogin, with a longer-term aspiration to position the town as a regional renewable energy education and training hub. This work focused on connecting industry demand with local skills development, enabling residents to access opportunities arising from investment in the region.

Skill Hire strengthened its local presence by opening an office in Narrogin and maintaining regular attendance in town. This provided a more visible and accessible local point of contact for apprenticeship, training and employment pathway support.

2.5.1 Advocate for increased education facilities for the region

During 2025/26, the Shire advocated for Narrogin to become a regional hub for renewable energy education and training through key meetings with senior management from TAFE and the Clean Energy Skills National Centre of Excellence. Discussions explored expanding locally delivered energy-related courses, aligning training with emerging industry needs and creating pathways for students and workers to access regional employment. This advocacy sought to translate renewable energy investment into lasting educational opportunities, strengthening Narrogin's role as a regional training centre and enabling residents to develop skills and pursue careers locally.

2.5.2 Advocate for and support increased education services

During 2025/26, the Shire engaged with senior management from TAFE and the Clean Energy Skills National Centre of Excellence to identify opportunities to expand education and training services in Narrogin in response to the region's renewable energy transition.

These discussions identified several potential areas for development, including additional energy-related courses and short training programs delivered locally, pathways connecting secondary education with vocational training and apprenticeships, and opportunities for existing workers to develop skills relevant to the emerging sector. A key focus was aligning future training provision with the workforce requirements of renewable energy proponents, helping local residents prepare for employment associated with regional projects.

The discussions established an initial direction for further collaboration between education providers, industry and the Shire, with the longer-term aim of positioning Narrogin as a regional renewable energy education and training hub. Expanded local provision would improve access for students and workers, reduce the need to travel for training and help retain skills and employment benefits within the region.





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.

3.1.1 Conserve, enhance, promote and rehabilitate the natural environment

The Shire of Narrogin continued to support the conservation and protection of the natural environment through the ongoing administration of environmental health, planning and local law frameworks. By maintaining contemporary regulatory standards and considering environmental impacts in operational and strategic decision-making, the Shire helps to minimise environmental risks and support the long-term sustainability of the district's natural and rural landscapes. This remains an ongoing focus area to ensure environmental values are protected for future generations.

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

During the 2025/26 financial year, the Shire continued to deliver effective waste management services that support community health, environmental outcomes and regulatory compliance. A key achievement was the completion of a tender process for the management of the Waste Management Facility, securing a new three-year contract to ensure the ongoing operation of the facility and the uninterrupted provision of waste services. This arrangement provides a stable foundation for the continued delivery of efficient and sustainable waste management outcomes across the district.

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.

During 2025/26, the NRLC Energy Efficiency Upgrade project progressed significantly. The project includes the electrification of pool and domestic water heating including new heat exchange pumps, an upgraded Building Management System (BMS) to enhance user comfort and energy efficiency, replacement of the Distribution Board 4, a new main power supply cable, supported by the installation of a rooftop mounted 200kW solar PVC system.

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, with significant progress being made on the NRLC Energy Efficiency Project. Gas consumption at the centre will be almost totally eliminated once the project is completed.

The Shire has also completed further upgrades to the Centre’s Building Management System (BMS).

The Shire has continued to refine financial management systems, record keeping and reporting practices, including the introduction of an electronic creditors invoice approvals system and electronic record keeping.

Outcome 3.4 A well maintained built environment

The Shire of Narrogin maintained its commitment to improving the built environment through investment in community facilities, footpath expansion, and strategic infrastructure and streetscape planning. These initiatives enhanced safety, accessibility, and the overall appearance of public spaces while promoting the long-term sustainability of community assets for the benefit of 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 450m of new concrete footpaths along Homer, Grey and Falcon street, at a value of $63,000, enhancing pedestrian access and connectivity.

As part of the Shire's commitment to improving community safety and accessibility, new LED lighting was installed on the pedestrian footbridge crossing Pioneer Drive at a cost of $20,000. The project has significantly enhanced visibility for pedestrians using the bridge during the evening and early morning hours, creating a safer and more accessible connection for residents, students, and visitors.

At the Narrogin Regional Leisure Centre, including the implementation of 24-hour access, a new swimming pool liner and pool grating replacement, replacement of changing room bench seats, installation of fans above Court 1 and significant progress on the NRLC Energy Efficiency Upgrade project. These upgrades have strengthened overall efficiency, reliability and ensured compliance with standards.

At a strategic level, the ongoing delivery of the Ten-Year Road Program and Ten-Year Plant and Fleet Replacement Program strengthened the Shire's ability to maintain and renew critical infrastructure assets. These long-term programs provide a structured approach to road maintenance, rehabilitation, and asset replacement, ensuring investment is prioritised where it delivers the greatest benefit to the community. By supporting proactive planning, minimising equipment downtime, and maintaining a reliable fleet capable of delivering essential works, the programs contribute to a safe, efficient, and sustainable built environment. Together, they reflect the Shire's commitment to responsible asset management and the preservation of high-quality infrastructure for future generations.



Art Competition, 1st, 2nd and 3rd Prize Winners

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

During the year, an enhanced model for monthly financial reporting was introduced, with improved transparency around budget performance, revenue collection, capital expenditure, and debt management, supporting informed decision-making and responsible financial stewardship.

Council adopted the 2025/26 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.

Council adopted an update 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. There were two items that involved community consultation this financial year – the Beverley to Narrogin Transport Trail Community Consultation and the Design for Town Entry Statements.

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

The Shire continues to invest in systems, training and development, and undertakes regular reviews of organisational structure and remuneration levels, in order to support workforce attraction and stability. The Shire has a commitment to merit-based recruitment.

Council also completed the annual performance appraisal of the Chief Executive Officer, supporting strong leadership, organisational stability and a positive workplace culture.

Together, these initiatives demonstrate the Shire's commitment to being an employer of choice and fostering a high-performing, supportive and resilient organisation.

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.

	2023/24 ($)	2024/25 ($)	2025/26 ($)
New assets	132,787	209,681	3,731,157
Renewal and replacement	2,080,579	2,067,533	1,867,259
Total	2,213,366	2,277,214	5,598,416



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 2026 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.

During 2025/2026, the Shire of Narrogin continued to improve accessibility and inclusion across its community services, programs and events, building on initiatives undertaken in 2024/2025.

A key achievement was the introduction of five Sensory Equipment Packs, available for community hire and Shire use, supporting people of all ages and abilities to participate more comfortably in community activities. This represents significant progress from the previous reporting period.

The Shire continued to support inclusive community events, including International Day of People with Disability, Celebrating Abilities Day and Ballroom Fit Dance Classes, promoting disability awareness and participation.

Further achievements included accessible library programs, inclusive arts and crafts workshops, expanded educational resources and continued homebound library services. Inclusive school holiday programs also remained an ongoing priority, providing accessible activities for children of varying abilities.

Overall, the 2025/2026 reporting period demonstrates positive progress, with several previously outstanding actions now completed. Ongoing priorities include improving accessibility at Shire events, strengthening inclusive sporting opportunities and building partnerships with disability service providers.

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

A key achievement was the completion of the accessible footpath improvements at the Narrogin & Dryandra Visitor Centre, improving access and connectivity for residents and visitors.

Further progress included advancing reviews of accessible toilet and changing facilities at the Narrogin Regional Leisure Centre, along with improvements to visual signage and communication aids at Shire facilities. Both initiatives progressed from Not Progressed in 2024/2025 to In Progress in 2025/2026.

Ongoing priorities include improving accessible playground equipment, picnic facilities, footpaths and parking areas throughout Narrogin, with continued consideration of the needs of people with disability.

Overall, the 2025/2026 reporting period demonstrates positive progress in improving physical accessibility, with completed infrastructure improvements and several previously outstanding initiatives now underway

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 maintained its focus on improving accessibility across its website and digital communications, including the use of plain language, accessible formats and alternative communication methods.

Key achievements included the continued availability of important Shire documents in accessible formats upon request, alongside the use of video communications and subtitles to improve access to public information.

The Shire also continued to promote inclusive representation of people with disability through its communications and promotional materials.

Overall, Outcome 3 maintained its progress from 2024/2025, with no changes to the reported action statuses. Ongoing priorities include improving website accessibility, providing information in alternative formats and ensuring inclusive representation across Shire communications.

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

A key achievement was the completion of disability awareness training for staff, addressing an action that had not progressed in 2024/2025. This training supports employees in better understanding and responding to the needs of people with disability.

Further progress included the development of visual communication aids for front counter staff, moving from Not Progressed to In Progress, and the completion of the annual DAIP progress reporting action to Council.

The Shire also continued seeking feedback from people with disability to identify opportunities for service improvements.

Outcome 4 demonstrates clear improvement compared with 2024/2025, particularly in staff training and the development of more accessible customer service practices.

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

The review of complaints procedures and their compliance requirements remained ongoing. However, the development of an accessible video guide to assist people with disability in understanding how to lodge feedback or complaints has not yet progressed.

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

A key achievement was the establishment of the Inclusion and Accessibility Network (iCAN) Reference Group, providing a dedicated forum for people with disability, carers and community representatives to contribute feedback and recommendations on accessibility and inclusion initiatives.

This represents a significant improvement from 2024/2025, strengthening community involvement and providing a more structured approach to consultation. The Shire continued to encourage inclusive participation in community engagement activities, with ongoing opportunities to improve the accessibility of consultation processes.

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

Ongoing initiatives included identifying suitable employment, volunteering and traineeship opportunities, collaborating with Forrest Personnel and providing additional support to existing employees and volunteers with disability.

The Shire also continued to maintain inclusive recruitment practices and promote opportunities for people with disability. However, initiatives to educate local businesses about inclusive employment practices and recognise businesses employing people with disability remain outstanding.

Legislative Review

A review of all local laws 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.

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 2025/26 reporting period, no public interest disclosures were lodged.

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 2025/26 year, the Shire received zero requests for information under the Freedom of Information Act.

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.

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 are:

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	2024/25	2025/26
$130,001 - $140,000	2	
$140,001 - $150,000	1	
$150,001 - $160,000		2
$160,001 - $170,000		
$170,001 - $180,000		2
$180,001 - $190,000		
$190,001 - $200,000		
$200,001 - $210,000		
$210,001 - $220,000	1	2

Remuneration provided to the CEO

The total remuneration provided to the CEO during financial year 2025/26 pursuant to (regulation 19B(2)(e) *Local Government (Administration) Regulations 1996*, including all eligible reportable benefits, such as superannuation was $329,680.65.

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 2025/26 financial year.



Homer Street Footpath

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 Risk and Improvement 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*	*1*	*0*	*3*	*2*	*2*	*6*
Elected Member							
President Mr L Ballard	11	1		1	2	2	
Deputy President Cr G Broad	10	1		2			
Cr M Fisher	11	1					
Cr C Bartron	12	1					6
Cr J Pomykala	12	1			2		
Cr T Wiese	11	1					
Cr R McNab	12	1			1		6

**Note: Vacant indicates attendance was not required, 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

Annual Financial Report for the Year ended 30 June 2026

SHIRE OF NARROGIN

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2026

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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 2026

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 financial year ended 30 June 2026 and the financial position as at 30 June 2026.

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

Signed on the 11th day of November 2026

CEO

Andrew Campbell
Name of CEO

SHIRE OF NARROGIN
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 Actual	2026 Budget	2025 Actual
		$	$	$
Revenue				
Rates	2(a),24	6,350,374	6,347,225	6,047,928
Grants, subsidies and contributions	2(a)	5,928,314	3,736,570	3,651,993
Fees and charges	2(a)	3,325,777	3,629,340	3,173,817
Interest revenue	2(a)	610,917	645,850	512,091
Other revenue	2(a)	465,470	450,820	292,562
		16,680,852	14,809,805	13,678,391
Expenses				
Employee costs	2(b)	(7,013,622)	(7,455,910)	(6,680,656)
Materials and contracts		(3,601,659)	(4,146,715)	(3,230,338)
Utility charges		(864,836)	(1,309,760)	(1,057,606)
Depreciation		(4,920,596)	(4,632,150)	(4,646,394)
Finance costs	2(b)	(141,103)	(491,380)	(63,299)
Insurance		(383,022)	(382,870)	(388,723)
Other expenditure	2(b)	(173,508)	(439,140)	(232,127)
		(17,098,346)	(18,857,925)	(16,299,143)
		(417,494)	(4,048,120)	(2,620,752)
Capital grants, subsidies and contributions	2(a)	3,933,268	14,412,800	2,277,214
Profit on asset disposals		33,955	100,000	62,552
Loss on asset disposals		(23,831)	(91,400)	(37,757)
Fair value adjustments to financial assets at fair value through profit or loss	4	113,158	0	(5,147)
		4,056,550	14,421,400	2,296,862
Net result for the period		**3,639,056**	**10,373,280**	**(323,890)**
Other comprehensive income for the period				
Items that will not be reclassified subsequently to profit or loss				
Changes in asset revaluation surplus	16	0	0	0
Total other comprehensive income for the period	16	**0**	**0**	**0**
Total comprehensive income for the period		**3,639,056**	**10,373,280**	**(323,890)**

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

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SHIRE OF NARROGIN
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	Note	2026	2025
		$	$
CURRENT ASSETS			
Cash and cash equivalents	3	12,989,754	10,143,989
Trade and other receivables	5	710,585	718,555
Inventories	6	62,795	16,342
Other assets	7	123,631	179,817
TOTAL CURRENT ASSETS		13,886,765	11,058,703
NON-CURRENT ASSETS			
Other financial assets	4	232,767	119,609
Trade and other receivables	5	260,710	228,055
Property, plant and equipment	8	72,948,405	69,865,068
Infrastructure	9	91,494,550	90,588,610
Right-of-use assets	11(a)	77,162	21,421
TOTAL NON-CURRENT ASSETS		165,013,594	160,822,763
TOTAL ASSETS		178,900,359	171,881,466
CURRENT LIABILITIES			
Trade and other payables	12	1,505,869	723,117
Capital grant/contributions liabilities	13	3,122,085	1,047,245
Lease liabilities	11(b)	41,569	22,329
Borrowings	14	321,665	298,990
Employee related provisions	15	828,221	777,072
TOTAL CURRENT LIABILITIES		5,819,409	2,868,753
NON-CURRENT LIABILITIES			
Lease liabilities	11(b)	37,734	11,055
Borrowings	14	2,851,828	2,383,865
Employee related provisions	15	151,061	216,522
TOTAL NON-CURRENT LIABILITIES		3,040,623	2,611,442
TOTAL LIABILITIES		8,860,032	5,480,195
NET ASSETS		170,040,327	166,401,271
EQUITY			
Retained surplus		58,622,808	54,411,036
Reserve accounts	27	4,434,610	5,007,326
Revaluation surplus	16	106,982,909	106,982,909
TOTAL EQUITY		170,040,327	166,401,271

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

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SHIRE OF NARROGIN
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2026

	Note	Retained surplus	Reserve accounts	Revaluation surplus	Total equity
		$	$	$	$
Balance as at 1 July 2024		**54,845,962**	**4,896,290**	**106,982,909**	**166,725,161**
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**
Comprehensive income for the period					
Net result for the period		3,639,056	0	0	3,639,056
Total comprehensive income for the period		3,639,056	0	0	3,639,056
Transfers from reserve accounts	27	1,548,162	(1,548,162)	0	0
Transfers to reserve accounts	27	(975,446)	975,446	0	0
Balance as at 30 June 2026		**58,622,808**	**4,434,610**	**106,982,909**	**170,040,327**

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 2026

	Note	2026 Actual	2025 Actual
		$	$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates		6,284,090	5,949,969
Grants, subsidies and contributions		6,113,813	3,761,539
Fees and charges		3,244,092	3,199,091
Interest revenue		610,917	512,091
Goods and services tax received		1,203,805	1,120,050
Other revenue		436,768	292,562
		17,893,485	14,835,302
Payments			
Employee costs		(6,853,848)	(6,927,211)
Materials and contracts		(3,094,719)	(3,618,804)
Utility charges		(789,624)	(1,057,250)
Finance costs		(130,760)	(63,299)
Insurance paid		(383,022)	(388,723)
Goods and services tax paid		(1,246,588)	(456,881)
Other expenditure		(167,036)	(195,132)
		(12,665,597)	(12,707,300)
Net cash provided by operating activities		5,227,888	2,128,002
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchase of property, plant & equipment	8(a)	(5,901,959)	(2,721,648)
Payments for construction of infrastructure	9(a)	(3,310,502)	(2,802,790)
Proceeds from capital grants, subsidies and contributions		6,008,108	2,230,437
Proceeds from sale of property, plant & equipment		381,375	377,936
Net cash (used in) investing activities		(2,822,978)	(2,916,065)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings	26(a)	(309,362)	(197,589)
Payments for principal portion of lease liabilities		(49,783)	(6,194)
Proceeds from new borrowings	26(a)	800,000	1,500,000
Net cash provided by financing activities		440,855	1,296,217
Net increase in cash held		2,845,765	508,154
Cash at beginning of year		10,143,989	9,635,835
Cash and cash equivalents at the end of the year		12,989,754	10,143,989

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 2026

	Note	2026 Actual	2026 Budget	2025 Actual
		$	$	$
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	24	6,334,102	6,335,145	6,038,615
Rates excluding general rates	24	16,272	12,080	9,313
Grants, subsidies and contributions		5,928,314	3,736,570	3,651,993
Fees and charges		3,325,777	3,629,340	3,173,817
Interest revenue		610,917	645,850	512,091
Other revenue		465,470	450,820	292,562
Profit on asset disposals		33,955	100,000	62,552
Fair value adjustments to financial assets at fair value through profit or loss	4	113,158	0	0
		16,827,965	14,909,805	13,740,943
Expenditure from operating activities				
Employee costs		(7,013,622)	(7,455,910)	(6,680,656)
Materials and contracts		(3,601,659)	(4,146,715)	(3,230,338)
Utility charges		(864,836)	(1,309,760)	(1,057,606)
Depreciation		(4,920,596)	(4,632,150)	(4,646,394)
Finance costs		(141,103)	(491,380)	(63,299)
Insurance		(383,022)	(382,870)	(388,723)
Other expenditure		(173,508)	(439,140)	(232,127)
Loss on asset disposals		(23,831)	(91,400)	(37,757)
Fair value adjustments to financial assets at fair value through profit or loss	4	0	0	(5,147)
		(17,122,177)	(18,949,325)	(16,342,047)
Total amounts excluded from operating activities	25(a)	4,716,570	4,623,550	4,651,164
Amount attributable to operating activities		4,422,358	584,030	2,050,060
INVESTING ACTIVITIES				
Inflows from investing activities				
Proceeds from capital grants, subsidies and contributions		3,933,268	14,412,800	2,277,214
Proceeds from disposal of property, plant and equipment		381,375	437,000	377,936
Proceeds from financial assets at amortised cost - self-supporting loans	26(a)	0	3,329,920	0
		4,314,643	18,179,720	2,655,150
Outflows from investing activities				
Right-of-use assets received - non-cash	11(a)	(124,404)	0	0
Acquisition of property, plant and equipment	8(a)	(5,901,959)	(28,124,350)	(2,559,634)
Acquisition of infrastructure	9(a)	(3,310,502)	(4,156,140)	(2,792,485)
Payments for financial assets at amortised cost - self-supporting loans		0	(3,329,920)	0
		(9,336,865)	(35,610,410)	(5,352,119)
Total amounts excluded from investing activities	25(b)	124,404	0	0
Amount attributable to investing activities		(4,897,818)	(17,430,690)	(2,696,969)
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from borrowings	26(a)	800,000	14,123,195	1,500,000
Proceeds from new leases - non-cash	26(d)	109,334	0	0
Transfers from reserve accounts	27	1,548,162	1,819,360	1,877,173
		2,457,496	15,942,555	3,377,173
Outflows from financing activities				
Repayment of borrowings	26(a)	(309,362)	(671,135)	(197,589)
Payments for principal portion of lease liabilities	26(d)	(63,415)	(22,330)	(6,194)
Transfers to reserve accounts	27	(975,446)	(973,750)	(1,988,209)
		(1,348,223)	(1,667,215)	(2,191,992)
Total amounts excluded from financing activities	25(c)	(124,404)	0	0
Amount attributable to financing activities		984,869	14,275,340	1,185,181
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	25(d)	3,907,679	2,571,320	3,249,798
Amount attributable to operating activities		4,422,358	584,030	2,050,060
Amount attributable to investing activities		(4,897,818)	(17,430,690)	(2,696,969)
Amount attributable to financing activities		984,869	14,275,340	1,185,181
Surplus or deficit after imposition of general rates	25(d)	**4,417,088**	**0**	**3,788,070**

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

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SHIRE OF NARROGIN
FOR THE YEAR ENDED 30 JUNE 2026
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SHIRE OF NARROGIN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2026

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 affect 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 10
- 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.

Initial application of accounting standards
During the current year, no new or revised Australian Accounting Standards and Interpretations were applied for the first time.

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 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.
- AASB 18 *(NFP/super) Presentation and Disclosure in Financial Statements - (Appendix D) [for not-for-profit and superannuation entities]*

This standard is expected to have a material impact on the disclosures required to be made in the annual financial report for the year ended 30 June 2029 onwards.

2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers
Recognition of revenue is dependent 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 and contributions	Provision of community events	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
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management	Single point in time	Full payment prior to issue	None	On payment 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
Fees and charges - sale of stock	Aviation fuel, kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

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 2026

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	$	$	$	$	$
Rates	0	0	6,350,374	0	6,350,374
Grants, subsidies and contributions	0	0	0	5,928,314	5,928,314
Fees and charges	3,314,013	0	11,764	0	3,325,777
Interest revenue	0	0	104,073	506,844	610,917
Other revenue	167,560	0	0	297,910	465,470
Capital grants, subsidies and contributions	0	3,933,268	0	0	3,933,268
Total	3,481,573	3,933,268	6,466,211	6,733,068	20,614,120

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

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

	Note	2026 Actual	2025 Actual
		$	$
Interest revenue			
Interest on reserve account		215,446	211,401
Trade and other receivables overdue interest		106,800	66,144
Other interest revenue		288,671	234,546
		610,917	512,091
The 2026 original budget estimate in relation to:			
Trade and other receivables overdue interest was $73,490.			

(b) Expenses

Auditors' remuneration			
- Audit of the Annual Financial Report		93,406	87,500
- Other services – grant acquittals		7,500	11,000
		100,906	98,500
Employee costs			
Employee benefit costs		6,322,508	5,946,857
Other employee costs		691,114	733,799
		7,013,622	6,680,656
Finance costs			
Interest and financial charges paid/payable for lease liabilities and borrowings		141,103	63,299
		141,103	63,299
Other expenditure			
Sundry expenses		173,508	232,127
		173,508	232,127

3. CASH AND CASH EQUIVALENTS

	Note	2026	2025
		$	$
Cash at bank and on hand		10,425,330	5,136,664
Term deposits		2,564,424	5,007,325
Total cash and cash equivalents		12,989,754	10,143,989
Held as			
- Unrestricted cash and cash equivalents		5,433,059	2,589,418
- Restricted cash and cash equivalents	17	7,556,695	7,554,571
		12,989,754	10,143,989

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

	Note	2026	2025
		$	$
Non-current assets			
Financial assets at fair value through profit or loss		232,767	119,609
		232,767	119,609
Financial assets at fair value through profit or loss			
Units in Local Government House Trust - opening balance		119,609	124,756
Movement attributable to fair value increment/(decrement)		113,158	(5,147)
Units in Local Government House Trust - closing balance		232,767	119,609

MATERIAL ACCOUNTING POLICIES

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 financial assets at fair value through profit or loss.

5. TRADE AND OTHER RECEIVABLES

	Note	2026	2025
		$	$
Current			
Rates and statutory receivables		694,428	646,736
Trade receivables		83,952	280,413
Other receivables		2,100	0
GST receivable		42,783	0
Receivables for employee related provisions	15	14,231	0
Allowance for credit losses of rates and statutory receivables		(126,909)	(208,594)
		710,585	718,555
Non-current			
Rates and statutory receivables		242,517	204,493
Receivables for employee related provisions		18,193	23,562
		260,710	228,055

Disclosure of opening and closing balances related to contracts with customers

Information about receivables from contracts with customers.

	Note	30 June 2026 Actual	30 June 2025 Actual	1 July 2024 Actual
		$	$	$
Trade and other receivables from contracts with customers		46,718	280,413	275,457
Total trade and other receivables from contracts with customers		46,718	280,413	275,457

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 the amount 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.

Other receivables
Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers and amounts receivable as grants with sufficiently specific performance obligations or for the construction of recognisable non-financial assets.

Measurement
Trade and other receivables are recognised initially at the amount of the transaction price.

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 more than 12 months 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 cash flows 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, therefore any difference between the face value and fair value is considered immaterial.

6. INVENTORIES

	Note	2026	2025
Current		$	$
Fuel and materials		62,795	16,342
		62,795	16,342
The following movements in inventories occurred during the year:			
Balance at beginning of year		16,342	41,439
Inventories expensed during the year		(80,328)	(275,535)
Additions to inventory		126,781	250,438
Balance at end of year		62,795	16,342

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.

7. OTHER ASSETS

	2026	2025
	$	$
Other assets - current		
Prepayments	123,631	0
Accrued income	0	179,817
	123,631	179,817

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.

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.

		Total property				Plant and equipment					
	Note	Land	Buildings	Work in progress	Total property	Furniture and fittings	Plant and equipment	Library stock	Artwork and sculptures	Works in Progress	Total property, plant and equipment
		$	$	$	$	$	$	$	$	$	$
Balance at 1 July 2024		8,836,600	55,517,839	75,464	64,429,903	441,176	4,624,451	35,539	350,315	120,810	70,002,194
Additions		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	(353,140)	0	0	0	(353,140)
WIP transferred to profit and loss		0	0	(16,190)	(16,190)	0	0	0	0	(18,070)	(34,260)
WIP Transfers		0	59,274	(59,274)	0	0	102,740	0	0	(102,740)	0
Impairment (losses) / reversals		0	0	0	0	0	(36,974)	0	0	0	(36,974)
Depreciation		0	(1,555,175)	0	(1,555,175)	(91,938)	(589,734)	(35,539)	0	0	(2,272,386)
Transfers		0	0	0	0	(53,845)	53,845	0	0	0	0
Balance at 30 June 2025		8,861,646	54,404,666	0	63,266,312	381,702	5,739,140	0	477,914	0	69,865,068
Comprises:											
Gross balance amount at 30 June 2025		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)	(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	0	63,266,312	381,702	5,739,140	0	477,914	0	69,865,068
Additions		368,999	4,061,182	70,252	4,500,433	287,334	1,114,192	0	0	0	5,901,959
Disposals		0	0	0	0	0	(371,251)	0	0	0	(371,251)
Depreciation		0	(1,586,429)	0	(1,586,429)	(108,698)	(752,244)	0	0	0	(2,447,371)
Balance at 30 June 2026		9,230,645	56,879,419	70,252	66,180,316	560,338	5,729,837	0	477,914	0	72,948,405
Comprises:											
Gross balance amount at 30 June 2026		9,230,645	61,545,778	70,252	70,846,675	908,447	8,243,127	177,695	477,914	0	80,653,858
Accumulated depreciation at 30 June 2026		0	(4,666,359)	0	(4,666,359)	(348,109)	(2,513,290)	(177,695)	0	0	(7,705,453)
Balance at 30 June 2026	8(b)	9,230,645	56,879,419	70,252	66,180,316	560,338	5,729,837	0	477,914	0	72,948,405

8. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying amount measurements

Asset class	Note	Carrying amount 2026	Carrying amount 2025	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		9,230,645	8,861,646	2	Market approach using recent observable market data for similar properties	Independent Registered Valuer	June 2023	Price per hectare.
Total land	8(a)	9,230,645	8,861,646					
Buildings - non specialised		1,597,870	780,744	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		55,281,549	53,623,922	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)	56,879,419	54,404,666					

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of land at market value or buildings using either level 2 or level 3 inputs. The valuation techniques applied to property subject to lease were the same as that applied to property not subject to lease.

(ii) Cost								
Furniture and equipment		560,338	381,702		Cost	Cost	N/A	Cost
Plant and equipment		5,729,837	5,739,140		Cost	Cost	N/A	Cost
Artwork and sculptures		477,914	477,914		Cost	Cost	N/A	Cost

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 - work in progress	Total infrastructure
	$	$	$	$	$	$	$
Balance at 1 July 2024	66,320,504	2,349,195	10,122,823	8,441,374	2,899,661	10,305	90,143,862
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	2,464,425	9,680,118	8,149,452	2,653,418	0	90,588,610
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
Additions	2,646,431	107,990	5,643	92,438	458,000	0	3,310,502
Depreciation	(1,070,993)	(137,301)	(442,705)	(507,319)	(246,244)	0	(2,404,562)
Balance at 30 June 2026	69,216,635	2,435,114	9,243,056	7,734,571	2,865,174	0	91,494,550
Comprises:							
Gross balance at 30 June 2026	92,757,420	5,521,260	18,417,703	15,607,779	10,345,165	0	142,649,327
Accumulated depreciation at 30 June 2026	(23,540,785)	(3,086,146)	(9,174,647)	(7,873,208)	(7,479,991)	0	(51,154,777)
Balance at 30 June 2026	69,216,635	2,435,114	9,243,056	7,734,571	2,865,174	0	91,494,550

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 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 (Level 2), residual values and remaining useful life assessments (Level 3) inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

10. FIXED ASSETS

(a) Depreciation

Depreciation rates
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
Other infrastructure	75 to 100 years
Right-of-use	Based on the remaining lease
Library books	5 years
Parks and ovals	10 to 25 years

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.

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 is the reportable value.

Reportable value 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, is 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 and the accumulated depreciation is the balancing figure; 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) Regulation 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.

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 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
Additions *		124,404	124,404
Depreciation		(68,663)	(68,663)
Balance at 30 June 2026		77,162	77,162
Gross balance amount at 30 June 2026		124,404	124,404
Accumulated depreciation at 30 June 2026		(47,242)	(47,242)
Balance at 30 June 2026		77,162	77,162

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the Shire is the lessee:		2026 Actual	2025 Actual
		$	$
Depreciation on right-of-use assets		(68,663)	(26,271)
Finance charge on lease liabilities	26(d)	(4,816)	(276)
Total amount recognised in the statement of comprehensive income		(73,479)	(26,547)
Total cash outflow from leases		(68,231)	(6,470)

(b) Lease liabilities

Current		41,569	22,329
Non-current		37,734	11,055
	26(d)	79,303	33,384

*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.

Secured liabilities and assets pledged as security
Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

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 asset 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.

11. LEASES (Continued)

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

	2026 Actual	2025 Actual
	$	$
The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.		
Less than 1 year	189,581	52,050
1 to 2 years	103,448	24,190
2 to 3 years	81,966	3,343
3 to 4 years	41,368	3,343
4 to 5 years	7,430	3,343
> 5 years	34,921	19,935
	458,714	106,204
Amounts recognised in profit or loss for property, plant and equipment subject to lease		
Rental income	172,345	151,488

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 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.

All leases are classified as operating leases as they do not transfer substantially all the risks and rewards of ownership to the lessee. 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 (e.g. legal cost, cost to set up) 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.

12. TRADE AND OTHER PAYABLES

	2026	2025
	$	$
Current		
Trade payables	576,614	389,969
Prepaid rates	234,626	215,194
Accrued payroll liabilities	130,911	30,379
Statutory liabilities	73,888	1,483
Bonds and deposits held	157,698	82,798
Accrued loan interest	3,845	3,294
Accrued expenses	328,287	0
	1,505,869	723,117

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.

13. OTHER LIABILITIES

	2026	2025
	$	$
Current		
Capital grant/contributions liabilities	3,122,085	1,047,245
	3,122,085	1,047,245
Reconciliation of changes in contract liabilities		
Opening balance	0	38,000
Revenue from contracts with customers included as a contract liability at the start of the period	0	(38,000)
	0	0
Reconciliation of changes in capital grant/contribution liabilities		
Opening balance	1,047,245	941,522
Additions	3,122,085	114,500
Revenue from capital grant/contributions held as a liability at the start of the period	(1,047,245)	(8,777)
	3,122,085	1,047,245
Expected satisfaction of capital grant/contribution liabilities		
Less than 1 year	3,122,085	1,047,245
	3,122,085	1,047,245

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

MATERIAL ACCOUNTING POLICIES

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.

14. BORROWINGS

		2026			2025		
	Note	Current	Non-current	Total	Current	Non-current	Total
Secured		$	$	$	$	$	$
Bank loans		321,665	2,851,828	3,173,493	298,990	2,383,865	2,682,855
Total secured borrowings	26(a)	321,665	2,851,828	3,173,493	298,990	2,383,865	2,682,855

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.

The Shire of Narrogin has complied with the financial covenants of its borrowing facilities during the 2025 and 2026 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 hierarchy (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).

15. EMPLOYEE RELATED PROVISIONS

Employee related provisions

	2026	2025
Current provisions	$	$
Employee benefit provisions		
Annual leave	380,630	358,807
Long service leave	329,710	302,160
	710,340	660,967
Employee related other provisions		
Employment on-costs	117,881	116,105
	117,881	116,105
Total current employee related provisions	828,221	777,072
Non-current provisions		
Employee benefit provisions		
Long service leave	136,201	193,423
	136,201	193,423
Employee related other provisions		
Employment on-costs	14,860	23,099
	14,860	23,099
Total non-current employee related provisions	151,061	216,522
Total employee related provisions	979,282	993,594

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 assumptions such as 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.

16. REVALUATION SURPLUS

	2026 Opening balance	2026 Closing balance	2025 Opening balance	2025 Closing balance
	$	$	$	$
Revaluation surplus - Land and buildings	55,776,062	55,776,062	55,776,062	55,776,062
Revaluation surplus - Furniture and fittings	24,330	24,330	24,330	24,330
Revaluation surplus - Plant and equipment	762,474	762,474	762,474	762,474
Revaluation surplus - Artwork and sculptures	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 - Other infrastructure - footpaths	1,475,991	1,475,991	1,475,991	1,475,991
Revaluation surplus - Other infrastructure - drainage	10,668,568	10,668,568	10,668,568	10,668,568
Revaluation surplus - Other 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

17. RESTRICTIONS OVER FINANCIAL ASSETS

	Note	2026 Actual	2025 Actual
		$	$
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	3	7,556,695	7,554,571
		7,556,695	7,554,571
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	27	4,434,610	5,007,326
Capital grant liabilities	13	3,122,085	1,047,245
Unspent loans	26(c)	0	1,500,000
Total restricted financial assets		7,556,695	7,554,571

18. UNDRAWN BORROWING FACILITIES AND CREDIT STANDBY ARRANGEMENTS

Bank overdraft limit		400,000	400,000
Bank overdraft at balance date		0	0
Credit card limit		37,500	27,500
Credit card balance at balance date		(6,623)	(4,042)
Total amount of credit unused		430,877	423,458
Loan facilities			
Loan facilities - current		321,665	298,990
Loan facilities - non-current		2,851,828	2,383,865
Total facilities in use at balance date		3,173,493	2,682,855
Unused loan facilities at balance date		NIL	1,500,000

19. CONTINGENT LIABILITIES

The Department of Water and Environmental Regulation (DWER) issued Category 61, 62 and 64 licences 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 licence conditions. This plan will only be prepared closer to landfill closure date as assessed and confirmed by DWER.

20. CAPITAL COMMITMENTS

	2026	2025
	$	$
Contracted for:		
- capital expenditure projects	2,979,154	1,429,446
	2,979,154	1,429,446
Payable:		
- not later than one year	2,979,154	1,429,446

The capital commitments as at 30 June 2026 represent contractual obligations entered into by the Shire of Narrogin for the Energy Efficiency Project, Housing Project, Tip Shop Project and property acquisition, for which expenditure had not yet been incurred at the reporting date.

21. RELATED PARTY TRANSACTIONS

(a) Council member remuneration

Fees, expenses and allowances to be paid or reimbursed to council members.	Note	2026 Actual	2026 Budget	2025 Actual
		$	$	$
President's annual allowance		26,979	26,980	26,067
President's meeting attendance fees		22,949	22,950	22,173
President's superannuation		5,991	4,230	0
President's annual allowance for ICT expenses		1,847	1,846	1,785
		57,766	56,006	50,025
Deputy President's annual allowance		6,745	6,745	6,517
Deputy President's meeting attendance fees		10,355	10,355	10,005
Deputy President's superannuation		2,052	1,545	0
Deputy President's annual allowance for ICT expenses		583	583	563
Deputy President's travel and accommodation expenses		346	0	0
		20,081	19,228	17,085
All other council members' meeting attendance fees		51,775	51,775	50,625
All other council members' superannuation		6,213	6,225	0
All other council members' annual allowance for ICT expenses		3,619	3,621	3,495
		61,607	61,621	54,120
	21(b)	139,454	136,855	121,230

(b) Key management personnel (KMP) compensation

The total of compensation paid to KMP of the Shire during the year is as follows:				
Short-term employee benefits		843,536		701,074
Post-employment benefits		103,156		92,236
Employee - other long-term benefits		17,704		15,802
Employee - termination benefits		98,870		9,894
Council member costs	21(a)	139,454		121,230
		1,202,720		940,236

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.

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

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:	2026 Actual $	2025 Actual $
Purchase of goods and services	441,552	465,625
Amounts payable to related parties:		
Trade and other payables	0	127,977

(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 2023/24 financial 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 to 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 $274,130 in the current year. and $344,467 in the prior 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.

Payments relating to wireless communications supplied by an entity controlled by a related party amounted to $58,561 during the financial year. (

Payments relating to CCTVs supplied by an entity controlled by a related party amounted to $63,251 during the financial year.

Two properties are currently leased from a related party which amounted to a cost of $45,610 during the financial year.

iii. Entities subject to significant influence by the Shire

Nil

22. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

The Shire did not have any events occurring after the reporting date that have a significant effect on the financial statements.

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 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 resale 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 statements 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 and council members. 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.

To the extent possible, market information is extracted from either the principal market for the asset or liability or, in the absence of such a market, the most advantageous market available to the Shire at the end of the reporting period.

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. The Shire only considers whether the highest and best use differs from its current use where it is highly probable a non-financial asset will be used for an alternative purpose or the asset is held for the purpose of generating net cash inflows.

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.

j) 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.

k) 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.

24. RATING INFORMATION

(a) General rates

RATE TYPE Rate description	Basis of valuation	Rate in $	Number of properties	2025/26 Actual rateable value*	2025/26 Actual rate revenue	2025/26 Actual interim rates	2025/26 Actual total revenue	2025/26 Budget rate revenue	2025/26 Budget interim rates	2025/26 Budget total revenue	2024/25 Actual total revenue
				$	$	$	$	$	$	$	$
GRV - Urban	Gross rental valuation	0.122275	1,765	32,199,720	3,937,221	0	3,937,221	3,937,475	0	3,937,475	3,784,813
GRV - Rural	Gross rental valuation	0.108330	50	1,031,000	111,688	0	111,688	111,688	0	111,688	100,692
GRV - Rural Highbury	Gross rental valuation	0.108330	31	446,208	48,338	0	48,338	48,338	0	48,338	43,579
UV - Rural	Unimproved valuation	0.003389	249	413,070,032	1,399,894	0	1,399,894	1,399,894	0	1,399,894	1,306,727
Total general rates			2,095	446,746,960	5,497,141	0	5,497,141	5,497,395	0	5,497,395	5,235,811
Minimum payment		**Minimum payment $**									
GRV - Urban	Gross rental valuation	1,340	382	2,890,675	511,880	551	512,431	513,220	0	513,220	501,414
GRV - Rural	Gross rental valuation	1,265	16	90,570	20,240	0	20,240	20,240	0	20,240	18,448
GRV - Rural Highbury	Gross rental valuation	980	3	14,740	2,940	0	2,940	2,940	0	2,940	2,763
UV - Rural	Unimproved valuation	1,230	245	49,872,268	301,350	0	301,350	301,350	0	301,350	280,179
Total minimum payments			646	52,868,253	836,410	551	836,961	837,750	0	837,750	802,804
Total general rates and minimum payments			2,741	499,615,213	6,333,551	551	6,334,102	6,335,145	0	6,335,145	6,038,615
Ex-gratia rates											
CBH					16,272		16,272	12,080	0	12,080	9,313
Total amount raised from rates (excluding general rates)			0	0	16,272	0	16,272	12,080	0	12,080	9,313
Total rates							6,350,374			6,347,225	6,047,928

(b) Rates related information

Rates instalment interest							15,620			14,490	15,774
Rates instalment plan charges							35,708			39,880	38,005
Rates overdue interest							88,453			59,000	63,343
Rates written off							(1,668)			0	(1,643)

*Rateable Value at time of raising of rate.

25. DETERMINATION OF SURPLUS OR DEFICIT

The following amounts have been excluded from the determination of the budgeted deficiency in accordance with *Financial Management Regulation 32.* Reconciling items relate to movements within current assets and liabilities reflected on the statement of financial activity and required to reconcile the Net current assets to the surplus or deficit after imposition of general rates.

	Note	2025/26 (30 June 2026 carried forward)	2025/26 Budget (30 June 2026 carried forward)	2025/26 (1 July 2025 brought forward)	2024/25 (30 June 2025 carried forward)
		$	$	$	$
(a) Amounts excluded from operating activities					
Less: Profit on asset disposals		(33,955)	(100,000)	(62,552)	(62,552)
Add/Less: Movement in liabilities associated with restricted cash		17,372	0	(18,883)	(18,883)
Less: Fair value adjustments to financial assets at fair value through profit or loss		(113,158)	0	5,147	5,147
Add: Loss on disposal of assets		23,831	91,400	37,757	37,757
Add: Depreciation		4,920,596	4,632,150	4,646,394	4,646,394
Non-cash movements in non-current assets and liabilities:					
- Pensioner deferred rates		(38,024)	0	0	0
- Receivables for employee related provisions		5,369	0	0	0
- Employee benefit provisions		(65,461)	0	43,301	43,301
Total amounts excluded from operating activities		4,716,570	4,623,550	4,651,164	4,651,164
(b) Amounts excluded from investing activities					
Add: Right-of-use assets received - non-cash	11(a)	124,404	0	0	0
Total amounts excluded from investing activities		124,404	0	0	0
(c) Amounts excluded from financing activities					
Non-cash proceeds from new leases	26(d)	(124,404)	0	0	0
Total amounts excluded from financing activities		(124,404)	0	0	0
(d) Adjustments to net current assets					
Less: Reserve accounts	27	(4,434,610)	(4,161,716)	(5,007,326)	(5,007,326)
Less: Current assets not expected to be received at end of year					
- LG House Equity *		0	0	0	(119,609)
Add: Current liabilities not expected to be cleared at end of year					
- Current portion of borrowings	14	321,665	671,135	298,990	298,990
- Current portion of lease liabilities	11(b)	41,569	0	22,329	22,329
Add: Current liabilities covered by funds held in reserve account					
- Current portion of employee benefit provisions		421,108	0	403,736	403,736
Total adjustments to net current assets		(3,650,268)	(3,490,581)	(4,282,271)	(4,401,880)
Net current assets used in the statement of financial activity					
Total current assets		13,886,765	6,548,873	11,058,703	11,058,703
Less: Total current liabilities		(5,819,409)	(3,058,292)	(2,868,753)	(2,868,753)
Less: Total adjustments to net current assets		(3,650,268)	(3,490,581)	(4,282,271)	(4,401,880)
Surplus or deficit after imposition of general rates		4,417,088	0	3,907,679	3,788,070

* During the preparation of the annual budget for the year ending 30 June 2027, the Shire found an adjustment excluded from the determination of the budgeted deficiency was not an allowable exclusion in accordance with *Financial Management Regulation 32.*
The surplus at 1 July 2025 has been redetermined in line with *Financial Management Regulation 32* by removing the $119,609 exclusion.
This amount relates to units held in the Local Government House Trust. These units are a non-current financial asset so they do not form part of the net current assets and nothing needed to be excluded for them.

26. BORROWING AND LEASE LIABILITIES

(a) Borrowings

		Actual							Budget			
Purpose	Note	Principal at 1 July 2024	New loans during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	New loans during 2025-26	Principal repayments during 2025-26	Principal at 30 June 2026	Principal at 1 July 2025	New loans during 2025-26	Principal repayments during 2025-26	Principal at 30 June 2026
		$	$	$	$	$	$	$	$	$	$	$
127 - Industrial Land		59,288	0	(13,852)	45,436	0	(14,479)	30,957	45,437	0	(14,480)	30,957
128 - Administration Building		99,867	0	(49,266)	50,601	0	(50,601)	0	50,601	0	(50,600)	1
129 - Accommodation Units NCP		183,830	0	(35,297)	148,533	0	(36,016)	112,517	148,534	0	(36,015)	112,519
130 - TWIS Distribution Pipes		128,740	0	(17,593)	111,147	0	(17,853)	93,294	111,147	0	(17,850)	93,297
132 - Staff Housing		476,766	0	(24,957)	451,809	0	(17,658)	434,151	451,809	0	(17,660)	434,149
133 - Accommodation Units NCP		431,953	0	(56,624)	375,329	0	(39,914)	335,415	375,328	0	(39,915)	335,413
134 - Accommodation Units NCP		0	1,500,000	0	1,500,000	0	(122,468)	1,377,532	1,500,000	0	(122,465)	1,377,535
136 - NRLC Energy Efficiency		0	0	0	0	535,000	0	535,000	0	1,937,860	0	1,937,860
Housing Project		0	0	0	0	0	0	0	0	7,500,000	(105,235)	7,394,765
Hawks Football Pavilion		0	0	0	0	0	0	0	0	1,333,335	0	1,333,335
135 - 27 Egerton Street purchase		0	0	0	0	265,000	(10,373)	254,627	0	265,000	(24,000)	241,000
Total		1,380,444	1,500,000	(197,589)	2,682,855	800,000	(309,362)	3,173,493	2,682,856	11,036,195	(428,220)	13,290,831
Self-supporting loans												
SES & BFB Facilities		0	0	0	0	0	0	0	0	3,087,000	(242,915)	2,844,085
Total self-supporting loans		0	0	0	0	0	0	0	0	3,087,000	(242,915)	2,844,085
Total borrowings	14	1,380,444	1,500,000	(197,589)	2,682,855	800,000	(309,362)	3,173,493	2,682,856	14,123,195	(671,135)	16,134,916

Self-supporting loans are financed by payments from third parties. These would be shown in Note 4 as other financial assets at amortised cost.
All other loan repayments were financed by general purpose revenue.

26. BORROWING AND LEASE LIABILITIES (Continued)

Borrowing finance cost payments

Purpose	Loan number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2026	Budget for year ending 30 June 2026	Actual for year ending 30 June 2025
					$	$	$
127 - Industrial Land	127	WATC	4.48%	26/06/2028	(2,218)	(2,285)	(2,930)
128 - Administration Building	128	WATC	2.69%	31/05/2026	(1,146)	(1,525)	(2,832)
129 - Accommodation Units NCP	129	WATC	5.51%	28/05/2029	(3,720)	(3,965)	(4,690)
130 - TWIS Distribution Pipes	130	WATC	1.47%	25/06/2031	(2,310)	(2,400)	(2,693)
132 - Staff Housing	132	WATC	4.83%	30/06/2042	(24,733)	(24,805)	(25,675)
133 - Accommodation Units NCP	133	WATC	4.52%	29/06/2033	(19,062)	(19,255)	(21,077)
134 - Accommodation Units NCP	134	WATC	4.38%	16/06/2035	(74,432)	(74,060)	(3,125)
136 - NRLC Energy Efficiency	136	WATC	5.21%	25/06/2036	(518)	0	0
Housing Project	NEW	WATC	4.90%		0	(206,250)	0
Hawks Football Pavilion	NEW	WATC	4.90%		0	0	0
135 - 27 Egerton Street purchase	135	WATC	5.00%	16/12/2035	(8,148)	(5,300)	0
Total					(136,287)	(339,845)	(63,022)
Self-supporting loans finance cost payments							
SES & BFB Facilities	SSL				0	(151,265)	0
Total self-supporting loans finance cost payments					0	(151,265)	0
Total finance cost payments					(136,287)	(491,110)	(63,022)

* WA Treasury Corporation

26. BORROWING AND LEASE LIABILITIES (Continued)

(b) New borrowings for the year

Particulars/purpose	Institution	Loan type	Term years	Interest rate	Amount borrowed 2026 Actual	Amount borrowed 2026 Budget	Amount (used) 2026 Actual	Amount (used) 2026 Budget	Total interest and charges	Actual balance unspent
				%	$	$	$	$	$	$
Housing Project	WATC	Debenture	20	4.90%	0	7,500,000	0	(7,500,000)	0	0
136 - NRLC Energy Efficiency	WATC	Debenture	10	5.21%	535,000	1,937,860	(535,000)	(1,937,860)	158,321	0
SES & BFB Facilities	WATC	SSL	10	4.90%	0	3,087,000	0	(3,087,000)	0	0
Hawks Football Pavilion	WATC	Debenture	10	4.90%	0	1,333,335	0	(1,333,335)	0	0
135 - 27 Egerton Street purchase	WATC	Debenture	10	5.00%	265,000	265,000	(265,000)	(265,000)	75,010	0
					800,000	14,123,195	(800,000)	(14,123,195)	233,331	0

* WA Treasury Corporation

(c) Unspent borrowings

Particulars	Institution	Date Borrowed	Unspent balance 1 July 2025	Borrowed during 2025-26	Expended during 2025-26	Unspent balance 30 June 2026
			$	$	$	$
134 - Accommodation Units NCP	WATC	16/06/2025	1,500,000	0	(1,500,000)	0
			1,500,000	0	(1,500,000)	0

* WA Treasury Corporation

(d) Lease liabilities

		Actual							Budget			
Purpose	Note	Principal at 1 July 2024	New leases during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	New leases during 2025-26	Principal repayments during 2025-26	Principal at 30 June 2026	Principal at 1 July 2025	New leases during 2025-26	Principal repayments during 2025-26	Principal at 30 June 2026
		$	$	$	$	$	$	$	$	$	$	$
8 Parry Court Narrogin		12,120	0	(3,420)	8,700	40,205	(17,771)	31,134	3,765	0	(3,765)	0
66 Williams Road Narrogin		27,458	0	(2,774)	24,684	0	(24,684)	0	29,617	0	(18,565)	11,052
14 McCormick Way		0	0	0	0	69,129	(20,960)	48,169	0	0	0	0
Total lease liabilities	11(b)	39,578	0	(6,194)	33,384	109,334	(63,415)	79,303	33,382	0	(22,330)	11,052

Lease finance cost payments

Purpose	Lease number	Institution	Interest rate	Date final payment is due	Actual for year ending 30 June 2026	Budget for year ending 30 June 2026	Actual for year ending 30 June 2025	Lease term
					$	$	$	
8 Parry Court Narrogin	2	Elders	5.00%	18/02/2028	(1,989)	(20)	(40)	36 months
66 Williams Road Narrogin	3	Private	1.30%	1/02/2026	(37)	(250)	(236)	60 months
14 McCormick Way	4	Zefari Limited	5.00%	20/07/2028	(2,790)	0	0	36 months
Total finance cost payments					(4,816)	(270)	(276)	

27. RESERVE ACCOUNTS

	2026 Actual opening balance	2026 Actual transfer to	2026 Actual transfer (from)	2026 Actual closing balance	2026 Budget opening balance	2026 Budget transfer to	2026 Budget transfer (from)	2026 Budget closing balance	2025 Actual opening balance	2025 Actual transfer to	2025 Actual transfer (from)	2025 Actual closing balance
	$	$	$	$	$	$	$	$	$	$	$	$
Restricted by council												
(a) Refuse Reserve	951,455	85,937	(85,000)	952,392	951,455	94,165	(85,000)	960,620	861,363	110,092	(20,000)	951,455
(b) Community Assisted Transport (CAT) Vehicle Reserve	15,258	5,656	(15,000)	5,914	15,258	5,790	(15,000)	6,048	14,492	766	0	15,258
(c) Building Reserve	167,636	7,213	0	174,849	167,636	8,665	0	176,301	159,315	8,321	0	167,636
(d) Regional Recreational Leisure Centre Reserve	596,596	75,669	(400,000)	272,265	596,596	80,830	(150,000)	527,426	375,998	220,598	0	596,596
(e) Employee Entitlement Reserve	403,736	17,372	0	421,108	403,736	20,870	0	424,606	383,679	20,057	0	403,736
(f) Plant, Vehicle & Equipment Reserve	181,280	527,800	(319,408)	389,672	181,280	529,370	(445,500)	265,150	423,281	650,958	(892,959)	181,280
(g) Unspent Grants and Contribution Reserve	0	0	0	0	0	0	0	0	140	0	(140)	0
(h) Economic Development Reserve	833,597	35,867	(455,000)	414,464	833,597	43,075	(565,000)	311,672	82,218	751,379	0	833,597
(i) IT & Office Equipment Reserve	29,558	1,271	(14,000)	16,829	29,558	1,525	0	31,083	28,094	1,464	0	29,558
(j) Tourism & Area Promotion Reserve	88,061	3,789	0	91,850	88,061	4,550	0	92,611	83,549	4,512	0	88,061
(k) HACC Reserve	0	0	0	0	0	0	0	0	475,068	22,635	(497,703)	0
(l) CHCP Reserve	723,623	31,135	0	754,758	723,623	37,390	(300,130)	460,883	800,416	41,316	(118,109)	723,623
(m) Road Works Reserve	375,098	16,139	0	391,237	375,098	19,380	0	394,478	356,468	18,630	0	375,098
(n) Asset Valuation Reserve	35,651	1,534	0	37,185	35,651	1,840	0	37,491	33,883	1,768	0	35,651
(o) CHSP Reserve	215,904	9,290	(225,194)	0	215,904	11,155	(227,030)	29	479,965	23,948	(288,009)	215,904
(p) Landcare Reserve	92,541	3,982	(7,560)	88,963	92,541	4,780	0	97,321	92,969	4,837	(5,265)	92,541
(q) Narrogin Airport Reserve	153,602	31,609	0	185,211	153,602	32,935	0	186,537	122,115	31,487	0	153,602
(r) Bridges Reserve	95,980	44,129	(27,000)	113,109	95,980	44,960	(31,700)	109,240	63,519	51,451	(18,990)	95,980
(s) Water Reuse Scheme Reserve	32,750	61,409	0	94,159	32,750	16,690	0	49,440	59,758	8,990	(35,998)	32,750
(t) Disaster Recovery Reserve	15,000	15,645	0	30,645	15,000	15,780	0	30,780	0	15,000	0	15,000
	5,007,326	975,446	(1,548,162)	4,434,610	5,007,326	973,750	(1,819,360)	4,161,716	4,896,290	1,988,209	(1,877,173)	5,007,326

27. RESERVE ACCOUNTS (Continued)

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.
In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside 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 associated with the Shire's tip site as well as the purchase and development of a regional waste facility.
(b)	Community Assisted Transport (CAT) Vehicle Reserve	To fund the replacement/change over of the CAT 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 employees' 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 either the State of WA or interstate through the City of Perth's Lord Mayor's Distress Relief.

Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

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 2026, 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 2026 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 Shire's annual report for the year ended 30 June 2026, 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.

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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 Chief Executive Officer (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 for the year ended 30 June 2026 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
17 November 2026

SHIRE OF NARROGIN

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

Shire of Narrogin
Love the life

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