

BUSINESS PAPER

18 November 2025

Ethical Decision Making & Conflict of Interest

A Guiding Checklist for Councillors, Officers & Community Committees

Ethical Decision Making

- Is the decision or conduct legal?
- Is it consistent with Government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of Interest?
- Could your possible conflict of interest lead to private gain or loss at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

Conflict of Interest

A Conflict of Interest is a clash between private interests and public duty. There are two types of conflict: Pecuniary – regulated by the Local Government Act and Department of Local Government and, Non-pecuniary – regulated by Codes of Conduct, ICAC, Ombudsman, Department of Local Government (advice only).

The Test for Conflict of Interest

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of "corruption" – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest.

Identifying Problems

- 1 Do I have private interest affected by a matter in which I am officially involved?
- 2 Is my official role one of influence or perceived influence over the matter?
- 3 Do my private interests conflict with my official role?

Whilst seeking advice is generally useful, the ultimate decision rests with the person concerned.

Agency Advice

Officers of the following agencies are available during office hours to discuss the obligations placed on Councillors, officers and community committee members by various pieces of legislation, regulation and codes.

Contact	Phone	Email
Narrandera Shire Council	02 6959 5510	council@narrandera.nsw.gov.au
Department of Local Government	02 4428 4100	olg@olg.nsw.gov.au
ICAC	02 8281 5999	icac@icac.nsw.gov.au
Toll free	1800 463 909	
NSW Ombudsman	02 8286 1000	nswombo@ombo.nsw.gov.au
Toll Free	1800 451 524	

Community Strategic Plan Themes

1. Our Leadership

- 1.1. Model bold and transparent leadership.
- 1.2. Engage diverse voices to plan for the future.
- 1.3. Demonstrate good governance
- 1.4. Deliver efficient and responsive civic services.

2. Our Community

- 2.1. Champion respect and wellbeing so everyone feels safe.
- 2.2. Promote active and healthy living.
- 2.3. Strengthen social connections, cultural identity and inclusion.
- 2.4. Deliver accessible and quality health and community services.

3. Our Environment

- 3.1. Protect and enhance our natural environment, biodiversity and waterways.
- 3.2. Plan and develop a functional built environment.
- 3.3. Manage water and waste wisely for long-term sustainability.
- 3.4. Build resilience to climate change, natural shocks and disasters.

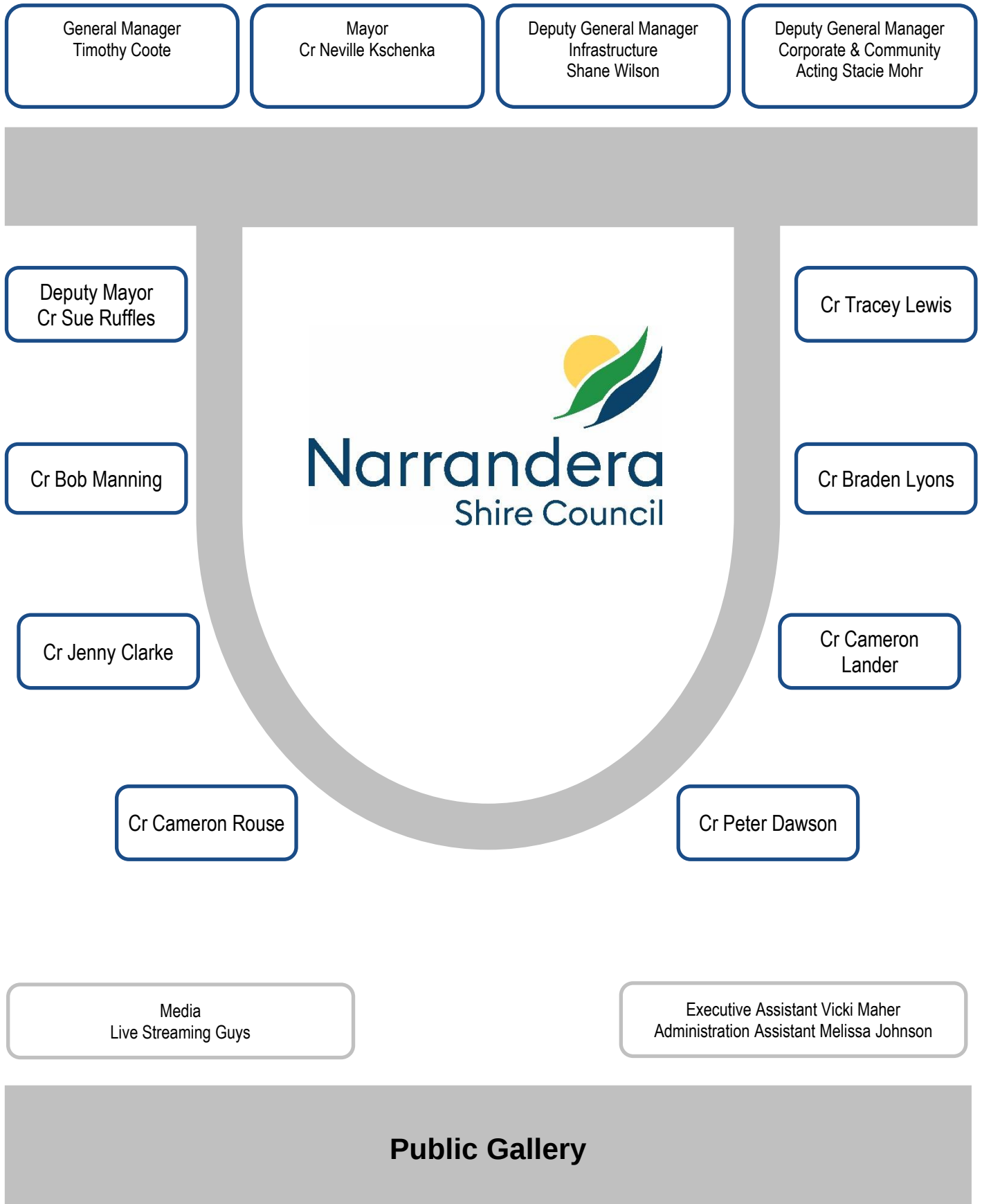
4. Our Economy

- 4.1. Enhance Narrandera Shire's appeal as a great place to live, learn, work and invest.
- 4.2. Grow tourism by showcasing Narrandera Shire's attractions, events and experiences.
- 4.3. Support local businesses and industry to enable innovation and economic expansion.
- 4.4. Attract strategic investment and partnerships to create local jobs and business opportunities.

5. Our Infrastructure

- 5.1. Improve our road network and transport infrastructure to ensure safety and connectivity.
- 5.2. Provide reliable waste, water, sewerage and stormwater infrastructure.
- 5.3. Improve public and community transport options to enhance access to regional centres.
- 5.4. Improve our internet and telecommunications infrastructure. Have a Council that provides leadership through actions and effective communication.

Council Chambers Seating Plan



**Notice is hereby given that the Ordinary Meeting of the Narrandera
Shire Council will be held in the Council Chambers on:
Tuesday 18 November 2025 at 2pm**

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1 OPENING OF MEETING

2 ACKNOWLEDGEMENT OF COUNTRY

3 APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE

Nil

4 APPLICATIONS FOR ATTENDANCE BY AUDIO-VISUAL LINK

5 DISCLOSURES OF INTERESTS

6 CONFIRMATION OF MINUTES

Ordinary Council Meeting - 21 October 2025

MINUTES

Ordinary Council Meeting

21 October 2025

**MINUTES OF THE ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS
ON TUESDAY, 21 OCTOBER 2025 AT 2PM**

1 OPENING OF MEETING

The Mayor declared the meeting opened at **2pm** and welcomed Councillors, Council Officers, media, and those following via livestreaming. Advice was provided of Council's Work, Health and Safety (WHS) Evacuation Plan and locations of amenities.

Present

Mayor Cr Neville Kschenka, Deputy Mayor Cr Sue Ruffles, Cr Bob Manning, Cr Jenny Clarke OAM, Cr Cameron Rouse, Cr Peter Dawson, Cr Cameron Lander, Cr Braden Lyons, Cr Tracey Lewis

Also in Attendance

Acting General Manager Shane Wilson, Acting Deputy General Manager Corporate & Community Edwina Kenna, Executive Assistant Vicki Maher (Minute Taker)

2 ACKNOWLEDGEMENT OF COUNTRY

The Mayor read the following Acknowledgement of Country.

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.

3 APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE

Nil

4 APPLICATIONS FOR ATTENDANCE BY AUDIO-VISUAL LINK

Nil

5 DISCLOSURES OF INTEREST

The Mayor reminded Councillors and Council Officers of their obligation under Council's Code of Conduct to disclose and manage any conflicts of interest they may have in matters being considered at the meeting, and invited Councillors and Council Officers to disclose any such interests:

Nil

6 CONFIRMATION OF MINUTES

RESOLUTION 25/192

Moved: Deputy Mayor Cr Sue Ruffles

Seconded: Cr Jenny Clarke OAM

That the minutes of the Ordinary Council Meeting held on 16 September 2025 be

confirmed.

CARRIED

At this point, and in relation to Item 11.3 of the 16 September 2025 Minutes, Cr Ruffles offered Shane Wilson Congratulations for the opportunity to Act in the General Manager role and Thank You for his dedication and help to Councillors and the Shire over the past weeks in the interim before the new General Manager commences on Monday 27 October 2025.

7 MAYORAL MINUTES

7.1 MAYOR REPORT - SEPTEMBER AND OCTOBER 2025

RESOLUTION 25/193

Moved: Mayor Cr Neville Kschenka

Seconded: Cr Cameron Rouse

That Council:

1. Receives and notes the Mayor Report for September and October 2025

CARRIED

8 NOTICES OF MOTION AND QUESTIONS WITH NOTICE

Nil

9 REPORTS OF COUNCILLORS

9.1 CR CLARKE - 2025 ANNUAL ALWGA CONFERENCE

RESOLUTION 25/194

Moved: Cr Jenny Clarke OAM

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes information provided in the report ALWGA Conference held 4–6 September 2025.

CARRIED

10 REPORTS OF COMMITTEES

10.1 MINUTES - NARRANDERA ARTS AND CULTURE ADVISORY COMMITTEE

RESOLUTION 25/195

Moved: Cr Tracey Lewis

Seconded: Cr Jenny Clarke OAM

That Council:

1. Receives and notes the Minutes of the Arts and Culture Advisory Committee held on 28 August 2025.

CARRIED

10.2 AUDIT, RISK AND IMPROVEMENT COMMITTEE - MINUTES - 26 SEPTEMBER 2025

RESOLUTION 25/196

Moved: Cr Bob Manning

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes the Minutes of the Extraordinary Audit, Risk and Improvement Committee held on Friday 26 September 2025.

CARRIED

11 REPORTS OF THE GENERAL MANAGER

11.1 REGIONAL DROUGHT RESILIENCE PLAN - WESTERN RIVERINA STORMWATER AND WASTEWATER MANAGEMENT STRATEGY

RESOLUTION 25/197

Moved: Cr Bob Manning

Seconded: Cr Tracey Lewis

That Council:

1. Endorses the Western Riverina Stormwater and Wastewater Management Strategy as presented for the purpose of public exhibition seeking community feedback for a period of 28 days.
2. Deems the Western Riverina Stormwater and Wastewater Management Strategy as adopted should no submissions be received from the community at the conclusion of the exhibition period.

CARRIED

11.2 DOCTOR ATTRACTION AND RETENTION - REQUEST FOR ASSISTANCE

RESOLUTION 25/198

Moved: Cr Tracey Lewis

Seconded: Cr Bob Manning

That Council:

1. Endorses the action of the Mayor and Acting General Manager in offering assistance agreements to two doctors in accordance with the Doctor Attraction and Retention Incentives Policy 2025.
2. Allocates \$35,000 to be placed in the 2026-27 financial year budget to fund the second phase of the assistance.

CARRIED

11.3 CROWN LAND PLANS OF MANAGEMENT

RESOLUTION 25/199

Moved: Deputy Mayor Cr Sue Ruffles

Seconded: Cr Cameron Lander

That Council:

1. Adopts the four Plans of Management (as below) for Crown Land under clause 70B of the Crown Land Management Regulation 2018.
 - a. Draft Plan of Management – Lake Talbot and Environs
 - b. Draft Plan of Management – Lake Talbot Tourist Park Narrandera
 - c. Draft Plan of Management – Historical Cemetery Site
 - d. Draft Plan of Management – Recreational Space and Community Use.

CARRIED

11.4 POLICY REVIEW - POL031 ADVERTISING POLICY

RESOLUTION 25/200

Moved: Cr Tracey Lewis

Seconded: Cr Bob Manning

That Council:

1. Endorses the amendments to policy POL031 Advertising as presented for 21 days public exhibition seeking community feedback.
2. Deems the policy as adopted should no submissions be received at the conclusion of the exhibition period.

CARRIED

11.5 REQUEST TO WAIVE SPORTSGROUND FEE - GOLDEN BOOT

RESOLUTION 25/201

Moved: Cr Cameron Lander

Seconded: Cr Braden Lyons

That Council:

1. Approves the request from the NSW Police Force to waive the Narrandera Sportsground hire charge of \$1,250 for the 2025 Police Charity Golden Boot Touch Football Carnival to be funded from the Mayor and General Manager donations funds.

CARRIED

11.6 POLICY REVIEW - POL042 AUSTRALIA DAY POLICY

RESOLUTION 25/202

Moved: Cr Braden Lyons

Seconded: Deputy Mayor Cr Sue Ruffles

That Council:

1. Endorses the revised POL042 Australia Day Policy to incorporate an additional provision as received during the public exhibition.
2. Amend 4.2 point 3 to - Award nominees can be Narrandera Shire residents and not necessarily an Australian citizen.

CARRIED

12 REPORTS OF THE DEPUTY GENERAL MANAGER CORPORATE AND COMMUNITY SERVICES

12.1 2025 MODEL CODE OF MEETING PRACTICE

RESOLUTION 25/203

Moved: Cr Cameron Lander

Seconded: Cr Cameron Rouse

That Council:

1. Resolves to adopt the 2025 Model Code of Meeting Practice as presented for the purpose of public exhibition.

CARRIED

12.2 ANNUAL DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS RETURN 2024-25

RESOLUTION 25/204

Moved: Cr Cameron Lander

Seconded: Cr Bob Manning

That Council:

1. Acknowledges the attached annual Disclosure by Councillors and Designated Persons Returns lodged by both Councillors and designated staff within Narrandera Shire Council for the reporting period 30 June 2024 to 30 June 2025; and
2. Publishes the documents to the community via Council's website.

CARRIED

12.3 MONTHLY STATEMENT OF INVESTMENTS - SEPTEMBER 2025

RESOLUTION 25/205

Moved: Cr Tracey Lewis

Seconded: Cr Peter Dawson

That Council:

1. Receives and notes the Statement of Investments as at 30 September 2025.

CARRIED

12.4 MONTHLY FINANCIAL PERFORMANCE REPORT - SEPTEMBER 2025

RESOLUTION 25/206

Moved: Cr Tracey Lewis

Seconded: Cr Cameron Rouse

That Council:

1. Receives and notes the Monthly Financial Performance Report for the month of September 2025, as detailed in this report.

CARRIED

13 REPORTS OF THE DEPUTY GENERAL MANAGER INFRASTRUCTURE SERVICES

13.1 POLICY REVIEW - POL128 ACCESS TO COMMUNICATION FACILITIES

RESOLUTION 25/207

Moved: Cr Tracey Lewis

Seconded: Deputy Mayor Cr Sue Ruffles

That Council:

1. Endorses and adopts the revised POL128 Access to Communication Facilities policy without exhibition due to only minor changes.

CARRIED

13.2 POLICY REVIEW - POL108 DRONE USAGE POLICY 2025

RESOLUTION 25/208

Moved: Cr Tracey Lewis

Seconded: Deputy Mayor Cr Sue Ruffles

That Council:

1. Endorses the draft POL108 Drone Usage Policy as presented for the purpose of public exhibition seeking community comment for a period of 28 days.
2. Deems POL108 Drone Usage Policy as adopted should no submissions be received from the community at the conclusion of the exhibition period.

CARRIED

13.3 DEVELOPMENT & ENVIRONMENT SERVICES ACTIVITIES - SEPTEMBER 2025

RESOLUTION 25/209

Moved: Cr Cameron Lander

Seconded: Cr Cameron Rouse

That Council:

1. Receives and notes the Development Services Activities Report for September 2025.

CARRIED

14 CONFIDENTIAL MATTERS

RESOLUTION 25/210

Moved: Cr Cameron Lander

Seconded: Cr Braden Lyons

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the *Local Government Act 1993*:

14.2 Narrandera Leeton Airport - Hangar Lease

This matter is considered to be confidential under Section 10A(2) - di of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

CARRIED

14.1 ELECTRICAL CONNECTION - BHULLAR GROUP

RESOLUTION 25/211

Moved: Cr Tracey Lewis

Seconded: Cr Cameron Lander

That Council:

1. Resolves to contribute \$53,990.94 (ex GST) to Bhullar Group towards the construction of the overhead electrical lines along Drover Place in the Red Hill Industrial Estate.
2. Resolves to fund the contribution from the Property Development internal reserve.

CARRIED

14.2 NARRANDERA LEETON AIRPORT - HANGAR LEASE

RESOLUTION 25/212

Moved: Cr Cameron Lander

Seconded: Cr Cameron Rouse

That Council:

1. Enters into a lease agreement with Douglas Aerospace of the unused areas within the aeroplane hangar owned by Narrandera Shire Council at the Narrandera-Leeton Airport detailed within the report, for a period of twelve (12) months plus twelve (12) months option; and
2. Allocates \$104,000 to undertake infrastructure works as required to allow the building to be leased from the Organisational Service Assets and Projects internal reserve.
3. Provides delegated authority for the Mayor and General Manager to execute the lease agreement and place the Seal of Council on the document if required.

CARRIED

14.3 OPEN COUNCIL

RESOLUTION 25/213

Moved: Cr Cameron Lander

Seconded: Cr Tracey Lewis

That Council moves out of Closed Council into Open Council and the Mayor advise of the resolutions endorsed in Closed Session.

CARRIED

15 REPORT OF CONFIDENTIAL RESOLUTIONS

In accordance with clauses 14.22 and 14.23 of Council's Code of Meeting Practice, resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson as soon as practicable. Such resolutions must be recorded in the publicly available minutes of the meeting.

16 CONCLUSION OF MEETING

The Meeting closed at 3.20pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 18 November 2025.

.....
GENERAL MANAGER

.....
CHAIRPERSON

Unconfirmed

7 MAYORAL MINUTES

7.1 MAYOR REPORT - OCTOBER AND NOVEMBER 2025

Document ID: 822422

Author: Mayor

Theme: 5 - Our Leadership

Attachments: Nil

RECOMMENDATION

That Council:

1. Receives and notes the Mayor Report for October and November 2025.
 - 1.

BACKGROUND

Since submitting my last Mayor's Report that was presented to the Ordinary Council meeting of 21 October 2025, I attended the following on behalf of our Council:

Meetings with General Manager: Attended regular Monday, and unscheduled, meetings with the Acting General Manager (AGM) Shane Wilson and new General Manager (GM) Tim Coote, to discuss various matters. The Deputy Mayor, Cr Sue Ruffles, is also invited to attend the Monday prior to Ordinary Council meetings.

Media Interviews: Over the past reporting period I had media interviews with Triple M Wagga, ABC Riverina Radio, covering recent topics of interest, as well as our local Community Radio, 91.1 Spirit FM monthly segment.

OCTOBER 2025

Thursday 16: after accepting an invitation received from Lyn Manton, President of the Murrumbidgee Lachlan Group, Country Women's Association of NSW, I attended the CWA Group Conference in Barellan. Tanya Jolly, CWA of NSW State President, and Barellan Branch members were also in attendance to open and speak at the conference. Isabel Baker, author of 'A to Z of Dementia Care', and Louise Fraser promoting MLHD and MHDA services in the Murrumbidgee region, were also present.



Tanya Jolly, State President for the CWA NSW, with Mayor Kschenka.

Also, on that day and on my behalf, Deputy Mayor Cr Sue Ruffles attended the Probus 40-year celebration and assisted in the presentation of certificates.

Friday 17: Participated in the local production being developed in Narrandera, Bring Back Macka, to showcase the issue of bullying in our community.

Tuesday 21: I chaired the October Ordinary Council meeting, and the unconfirmed minutes of that meeting are submitted for Council's endorsement.

Thursday 23: I joined our regular segment on the local Community Radio, 91.1 Spirit FM, where listeners are updated on outcomes of agenda items from the Council meeting. This informative segment is held at 8:30am on Thursday following the monthly Council meeting.

Wednesday 29: Together with GM Tim Coote, I attended the quarterly RAMJO Mayors and GMs Board meeting via virtual link. A discussion was had about the mandatory introduction of Food Organics and Garden Organics (FOGO).

NOVEMBER 2025

Saturday 1: I attended the Narrandera Business Group Spring Fair, where I had the privilege of officially opening the event. The Spring Fair was very well attended, the performers were of very high standard, and I received many positive reports regarding how well the Spring Fair was run.

Monday 3: Deputy General Manager Infrastructure (DGM) Shane Wilson and I visited the property of a ratepayer to review their concerns about drainage. Cr Manning was also in attendance.

Tuesday 4: Met with a ratepayer to discuss some of their concerns.

Wednesday 5: On my behalf, Deputy Mayor Cr Sue Ruffles, together with GM Tim Coote and Council's Community Liaison Officer, Nyoka Prior, attended the Annual Narrandera Shire Police & Community Safety Precinct Committee meeting held at Narrandera TAFE.

Thursday 6: After accepting an invitation, Deputy Mayor, Cr Sue Ruffles, GM Tim Coote and I attended the Kurrajong special general meeting held at Narrandera Ex-Servicemen's Club. Cr Manning was also in attendance.



Mayor Kschenka opening the Spring Fair

I extend my gratitude and thanks to those Councillors who have attended various meetings throughout the past month, either on my behalf, or as elected committee members.

Until next time, Mayor Kschenka

8 NOTICES OF MOTION AND QUESTIONS WITH NOTICE

Nil

9 REPORTS OF COUNCILLORS

9.1 CR CLARKE - MURRAY DARLING ASSOCIATION CONFERENCE

Document ID: 836137

Author: Councillor

Authoriser: General Manager

Theme: Our Leadership

Attachments: Nil

RECOMMENDATION

That Council:

1. Receives and notes information provided in the report - Murray Darling Association Conference, that was held 29 September to 2 October 2025.

PURPOSE

The purpose of this report is to provide Council information following my attendance at the Murray Darling Association (MDA) 81st National Conference held in Griffith from 29 September to 2 October.

BACKGROUND

The Murray Darling Association (MDA) is the peak body representing Local Government across the Murray Darling Basin, with our membership base divided into 12 separate regions in which councils have common interests.

- Regions 1,2,3 and 4 represent councils in Victoria and New South Wales
- Regions 5,6,7, and 8 represent councils in South Australia.
- Regions 9,10, and 11 represent councils in New South Wales
- Region 12 represents councils in Queensland

REPORT

MDA VISION STATEMENT

Our vision

A healthy Murray Darling Basin supports thriving communities, economic development. and sustainable productivity.

Our purpose

To provide effective representation of local government and communities at state and federal level in the management of Basin resources by providing:

- Information
- Facilitating debate
- Seeking to influence government policy

Our Objectives

To achieve our purpose, we will:

- Advocate on behalf of Basin communities
- Use local knowledge and expertise to fully understand regional issues
- Act as a two-way conduit for information and discussion between our communities and governments
- Encourage and facilitate debate about the things that matter for the Basin's future
- Explore options to achieve sound solutions to regional issues.
- Test information to ensure a sound base for those options
- Be an educational resource for the Basin

A NOTE FROM THE CEO – MARK LAMB after the end of the Conference

Addressing Basin Collaboration in our communities and our environment, the 2025 National Conference brought together attendees and representatives from across the Basin, reflecting interests in irrigation, industry, local government, biosecurity, and the environment.

At its 2025 AGM, Members discussed and reviewed 14 motions ranging from water storage and weir management, meaningful Federal engagement with Basin communities, the long-term impacts of growth on river resources, sustainable water resource planning, as well as broader Basin representation.

Taking advocacy in stride, the MDA has already begun engaging with State and Federal Governments and entities and are exploring further engagement opportunities for the year ahead.

WELCOME RECEPTION: 29 September 2025

The MDA welcomed conference attendees to Griffith at the Griffith ExServiceman's Club.

During the evening, brief welcomes were offered by Griffith City Mayor Councillor Doug Curran, MDA National President, Griffith City Councillor, Cr Shari Blumer, as well as MDA CEO, Mr Mark Lamb.

STUDY TOUR: 30 September 2025

Departing from the heart of Griffith, attendees of the Study Tour explored the Riverina Region, focussing on the local industries, innovative farming, irrigation, as well as the value of water to the Riverina region.

Attendees first met with staff at the Murrumbidgee Irrigation (MI) Griffith headquarters, where MI staff presented on, and showcased their irrigation infrastructure in the region, as well as the technology and surge reservoirs used to manage water during high flow periods.

During this presentation MI indicated that while its network consisted of open channels, with only 200kms consisting of piped networks.

Future planning for the irrigation entity includes the exploration of technology to make their processes more autonomous, and to better integrate on-farm, and off-farm.

Following the meeting with MI, attendees met with researchers from the One Basin CRC Griffith Hub, who provided a brief overview of the Griffith Hub's goals, research, and benefit to the Riverina Region.

The Study Tour's next port of call was the expansive Kooba Station, where station representatives joined the Study Tour as attendees drove through Kooba Station's vast fields of syphon irrigated plantations, with highlights on the farm's irrigation infrastructure, as well as on-site water storage. Station representatives provided context to infrastructure and plantations, and their benefits to local communities.

While serving as the halfway mark, attendees were welcomed by the Whitton Malt House General Manager, Kaitlin Leonard, for a magnificent lunch that showcased local produce, and delved into the history of the Malt House, its location, development, use of local produce and promotion of local industry and community.

Continuing the focus on sustainably sourced local produce, the Study Tour took attendees next to one of the region's Aquina Sustainable Murray Cod fish farms, where Aquina's immense fish farm infrastructure was showcased.

Exploring the fish breeding infrastructure, representatives from Aquina outlined their efforts to ensure minimum water loss, consistent water quality, fish breeding, as well as how (with using a land-based aquaculture model) Aquina's approach provided one of the lowest environmental footprints in the industry.

Concluding the Study Tour attendees were invited to tour the Leeton Rice Mill and explore the efforts of Rice Breeding Australia to future-proof the rice industry in Australia.

Rice Breeding Australia indicated to attendees that they were currently breeding a variety of rice that would be less susceptible to cold weather elements, a potential game changer in water usage in the industry.

Rice Breeding Australia estimated that they could take six to 10 years to breed a variety of rice for commercial sale.

Finally, the Sun Rice Mill tour showcased the process from truck to finish that locally grown rice underwent to be prepared and sold on Australian, and international shelves in stores.

Attendees were provided the rare opportunity to tour the entire Rice Mill, from loading bays, to husking machines and quality controls, as well as sorters and packers, including a newly installed packing machine undergoing testing during the site visit.

NATIONAL CONFERENCE DAY 1: 1 October 2025

Held at the Yoogali Club when the MDA's Conference proper kicked off.

Attendees heard from, and engaged with a great selection of guest speakers, including:

- Matthew Dadswell (DCCEEW, Division Head)
- Janet Anstee (CSIRO Head of Aquawatch Australia)
- Dr David Post (CSIRO, Research Scientist)
- Prof. Mike Stewardson (One Basin, CRC, CEO)
- Hon Rose Jackson MLC (NSW Water Minister)
- Ms Jacqui Hickey (MDBA, A/g CEO)
- Hon Troy Grant (Inspector-General of Water Compliance), and

- Dr Simon Banks (Commonwealth Environmental Water Holder)

Inspector-general of water compliance, Hon Troy Grant, spoke on the progress of regulation across the Basin, as well as resources for the Basin.

Guest speakers addressed the overarching theme of Basin Collaboration in our communities, and our environment via:

- Six presentations focussing on the Basin Plan implementation and the future of the Plan, water quality in the Basin, governance at the State level and the usage and management of environmental water.
- Two recordings from State and Federal Ministers, and
- Two dedicated Panel Sessions addressing Water Quality and Management in the Basin, and the Future of Basin Policy.

The MDA opened its doors on conference day 1 to over 150 attendees, facilitating networking with speakers, representatives and sponsors alike.

2025 ANNUAL GENERAL MEETING: 1 October 2025

14 motions were raised at the MDA's 2025 AGM. These motions ranged from water storage and weir management, meaningful Federal engagement with Basin communities, the long-term impacts of growth on river resources, sustainable water resource planning, as well as broader Basin representation.

Of these 14 motions:

- 9 were passed
- 2 were withdrawn
- 1 received revisions before being passed
- 2 were lost

MDA GALA DINNER: 1 October 2025

The 2025 Gala Dinner was held at the Piccolo Farm. Overlooking the farmlands, plantations and rolling plains surrounding Griffith, attendees were welcomed with canapes, woodfired pizzas, and drinks to celebrate and network following a successful conclusion of the conference's first day proper.

The Gala Dinner Sponsor, Murray-Darling Basin Authority's A/g CEO, Ms Jacqui Hickey, shared a few words with attendees, outlining a collaborative, inclusive, and combined approach to the future of the Basin, drawing focus on the importance of the MDBA and the MDA's partnership and the benefits that have come from, and would come in future, of the collaboration of the Authority and Association on Basin matters, and the representation of Local Government, Communities, and industries across the Basin.

At the Gala Dinner, MDA CEO Mark Lamb acknowledged and thanked past MDA Board members for their hard work and representation of their Basin communities.

NATIONAL CONFERENCE DAY 2: 2 October 2025

Returning to the Yoogali Club for the second day of conference where attendees engaged with another significant line up of guest speakers, including:

- Federal Shadow Water Minister, Sen. Ross Cadell
- Dr Berti Hennecke (Australian Chief Environmental Biosecurity Officer)

- NSW Shadow Water Minister, Steph Cooke MP
- SA Shadow Water Minister, Hon Nicola Centofanti MLC
- Member for Murray, Mrs Helen Dalton MP
- Prof. Mike Stewardson (One Basin CRC, CEO)
- Jeremy Cass (Riverina Winegrape Growers, CEO)
- Elizabeth Stott (Cotton Australia, Chair)
- Nathan Crowley (Rice Growers Association)

Dr Bertie Hennecke, Australia's Chief Biosecurity Officer, presented on Biocontrol in the Basin. He drew on the MDA's recent advocacy regarding the management of the European Carp in the Basin's waterways, focussing their presentation on the Carp Biological Control Program and Biosecurity in Australia's Waterways.

The day's presentations and Panel Sessions focussed on Basin Collaboration and engagement, with Sen. Cadell raising the importance of collaborating with Government to ensure that meaningful progress is made in the Basin.

Presentations, and a combined Panel Session of Shadow Ministers Ms Steph Cooke MP and Hon Nicola Centofanti MLC, as well as Member for Murray Mrs Helen Dalton MP brought focus on the opportunities, and challenges faced in the Basin states and regions in futureproofing communities and the environment.

Prof. Mike Stewardson drew on the importance of collaboration, presenting the One Basin CRC's five ideas for the next phase of the Basin Plan:

- Set clear metrics for success
- Enable local partnerships
- Coordinate government investment
- Widen the system boundaries to broaden the benefits
- Innovate our approaches

Additionally, Prof Stewardson raised the Basin's water challenges, water sharing, the declining trust in institutions across Australia, the outline of the One Basin CRC's partnership and project management as a broader network, sidelining the traditional silo approach, as well as an outline of the CRC's current projects and demonstration sites.

Finally, attendees engaged with the conference's final Panel Session, addressing Food and Fibre in the Basin.

Engaging with Elizabeth Stott, Cotton Australia Chair, CEO Jeremy Cass, Riverina Winegrape Growers, and Nathan Crowley, Rice Growers Association, attendees and presenters discussed the challenges in their respective industries, including market demand, water availability, erratic climate, as well as success stories and opportunities, including technological advancements, practice and policy improvements, resilience through breeding, as well as lessons and practices learnt that could be taught and exported to the world.

The MDA was delighted to announce that the 2026 National Conference, its 82nd annual event will be held in, and hosted by the Greater Shepparton City Council in the Goulburn Valley, targeting a date at the end of August.

STRATEGIC PLAN 2025

During the 2025 National Conference, the MDA unveiled its new Strategic Plan.

The 2025 Strategic Plan builds on the direction of Vision 2025, with targeted, and direct, strategic objectives:

- Advocate for Sustainable Water Management
- Strengthen Community and Stakeholder Engagement
- Promote Indigenous Water Rights and Participation
- Enhance Policy and Research Capacity
- Advocate for Climate-Resilient Water Infrastructure.

To implement and monitor progress of the new Strategic Plan, the MDA will:

- Annually develop detailed Action Plans,
- Measuring of Performance indicators, and
- Measuring and evaluating feedback, strategies, reviews, as well as Basin community impacts.

By focusing on these strategic objectives, the MDA can play a pivotal role in shaping water policy and advocacy in the Murray-Darling Basin. This plan aligns with the MDA's Vision and provides a roadmap for achieving sustainable and equitable water management across the region.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**Theme**

1. Our Leadership

Strategy

- 1.1. Model bold and transparent leadership.

Activity

- 1.1.2. Foster quality partnerships and provide strong representation for Narrandera Shire at the regional, state and federal levels.

10 REPORTS OF COMMITTEES

10.1 AUSTRALIA DAY PLANNING ADVISORY COMMITTEE - MINUTES - 16 OCTOBER 2025

Document ID: 832155

Author: Events & Visitor Services Team Leader

Authoriser: General Manager

Attachments: 1. Australia Day Planning Advisory Committee Minutes - 16 October 2025

RECOMMENDATION

That Council:

1. Receives and notes the Minutes of the Australia Day Planning Advisory Committee held on Thursday 16 October 2025.



MINUTES

Australia Day Planning Committee

16 October 2025

**MINUTES OF NARRANDERA SHIRE COUNCIL
AUSTRALIA DAY PLANNING COMMITTEE
HELD AT THE NDDH
ON THURSDAY, 16 OCTOBER 2025 AT 8:30 AM**

1 PRESENT

Deputy Mayor Cr Sue Ruffles, Cr Braden Lyons, Member Glenn Wright, Mrs Helen McDermott, Ms Narelle Payne,

2 APOLOGIES

COMMITTEE RESOLUTION

Moved: Ms Narelle Payne

Seconded: Mrs Helen McDermott

That apologies from Mrs Beryl Brain, Mrs Gemma Bensch, Mr Glenn Bartley and Mr Graeme Davies be received and accepted.

CARRIED

3 DECLARATIONS OF PECUNIARY INTEREST

NIL

4 BUSINESS ARISING FROM PREVIOUS MINUTES

5 CONFIRMATION OF PREVIOUS MEETING MINUTES

COMMITTEE RESOLUTION

Moved: Mrs Helen McDermott

Seconded: Ms Narelle Payne

That the minutes of the Australia Day Planning Committee held on 7 August 2025 be confirmed.

CARRIED

6 REPORTS

6.1 AUSTRALIA DAY POLICY AND REVISION OF TERMS OF REFERENCE

COMMITTEE RESOLUTION

Moved: Ms Narelle Payne

Seconded: Mrs Helen McDermott

That the Committee:

1. Receives and notes the revised Australia Day Policy and suggested addition to Australia Day Planning Committee Terms of Reference.

CARRIED

6.2 PROGRESS OF AUSTRALIA DAY AWARD NOMINATIONS

COMMITTEE RESOLUTION

Moved: Ms Narelle Payne

Seconded: Member Glenn Wright

That the Committee:

1. Discuss progress and plans to promote Australia Day Award Nomination submissions.

CARRIED

Plans to promote

- Committee members will contact their community group contacts
- Narrandera High School, St Francis and Yanco Agricultural will be contacted to push for youth nominees
- Church groups will be approached
- Sporting Groups will also be approached

6.3 AUSTRALIA DAY CEREMONY AND ACTIVITIES

COMMITTEE RESOLUTION

Moved: Deputy Mayor Cr Sue Ruffles

Seconded: Ms Narelle Payne

That the Committee:

1. Receives an update and discuss arrangements for the Australia Day Award Ceremony and other Australia Day Activities.

CARRIED

AUSTRALIA DAY COUNCIL COMMUNITY GRANT OUTCOME

Narrandera Shire Council was successful in being awarded the Australia Day Council Community event grant for 2026 to the sum of \$15,000. This includes \$10,000 for general community events and activities and a further \$5,000 for First Nations inclusive activities.

AUSTRALIA DAY CEREMONY

Discussion of the following it was recommended:

- Location of the ceremony – Marie Bashir Park
- Content of the ceremony – Invite to participate Yiramarang Dance Group, One Voice Choir, Narrandera High School Captains as MC's
- Australia Day Ambassador as allocated by Australia Day Council submitted
- Local Ambassador selected – finalising invitation

AUSTRALIA ACTIVITIES

Discussion of the planned activities for Australia Day to compliment Australia Day Ceremony.

- Ambassador Welcome Dinner
- Australia Day at Grong Grong
- Australia Day at Barellan
- Survival day Family Fun at Koori's Beach
- Australia Day Concert
- Rocky Waterholes SUP & Kayak Sunset Experience

7 GENERAL BUSINESS

8 NEXT MEETING

Thursday 13 November 8am at Narrandera Destination and Discovery Hub

9 MEETING CLOSE

Meeting Closed at 10am

The minutes of this meeting were approved by the Chairperson (magiQ832151) and will be presented to the next meeting for confirmation.

10.2 ABORIGINAL ELDERS LIAISON - MINUTES - 27 OCTOBER 2025

Document ID: 833953

Author: Council Administration Assistant

Authoriser: General Manager

Theme: Our Leadership

Attachments: 1. MINUTES - AELG - 27 October 2025 [↓](#) 

RECOMMENDATION

That Council:

1. Receives and notes the minutes of the Aboriginal Elders Liaison Group Meeting from 27 October 2025.



MINUTES

Aboriginal Elders Liaison Meeting 27 October 2025

**MINUTES OF NARRANDERA SHIRE COUNCIL
ABORIGINAL ELDERS LIAISON MEETING
HELD AT THE EOC
ON MONDAY, 27 OCTOBER 2025 AT 12PM FOR 12.30PM**

The meeting commenced at 12.29pm

WELCOME TO COUNTRY by Cr Braden Lyons and introduction of Council's new General Manager, Mr Tim Coote.

ACKNOWLEDGEMENT OF COUNTRY by Mayor Kschenka

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.

MINUTE SILENCE

Mayor Kschenka led a Minute Silence in honour of community members who have passed since we last met.

1 PRESENT

Chair Mayor Cr Neville Kschenka, Cr Braden Lyons, Elder Cherry Johnson, Elder Jennifer Johnson, Elder Joy Ingram, Elder Michael Lyons, Elder Owen Lyons

Also in attendance: GM Tim Coote, CSM Stacie Mohr, CLO Nyoka Prior, MLHD Leonie Flack, EA Vicki Maher, CAA (Minute Taker) Mel Johnson

2 APOLOGIES

RECOMMENDATION

That apologies from Elder Colleen Ingram, Elder Dexter Briggs, Elder Hank Lyons, Elder Lee Reavley and Observer Shane Wilson be received and accepted.

3 DECLARATIONS OF PECUNIARY INTEREST

Nil

4 BUSINESS ARISING FROM PREVIOUS MINUTES

Nil

5 CONFIRMATION OF PREVIOUS MEETING MINUTES

COMMITTEE RESOLUTION

Moved: Elder Michael Lyons

Seconded: MLHD Leonie Flack

That the minutes of the Aboriginal Elders Liaison Meeting held on 26 May 2025 be confirmed.

CARRIED

6 REPORTS

Item has been considered at another section.

6.2 KOORI BEACH SIGNAGE

COMMITTEE RESOLUTION

Moved: Elder Cherry Johnson

Seconded: Elder Joy Ingram

That the Aboriginal Elders Liaison Group:

1. Receive and note the information regarding the Koori Beach Signage.
2. Directional sign on the corner of Townsend Street and Gundagai Street.



CARRIED

6.1 12.40PM - GUEST - POLICE ABORIGINAL LIAISON OFFICER

COMMITTEE RESOLUTION

Moved: Elder Cherry Johnson

Seconded: Elder Joy Ingram

That the Aboriginal Elders Liaison Group:

1. Welcome Jenna Weymouth, Aboriginal Liaison Officer, to the meeting.

CARRIED

6.3 PROPOSED CHANGE TO THE STRUCTURE OF THE AELG

COMMITTEE RESOLUTION

Moved: Cr Braden Lyons

Aboriginal Elders Liaison Meeting Minutes

28 July 2025

Seconded: Elder Joy Ingram

That the Aboriginal Elders Liaison Group:

1. Receive and note the proposed changes to the structure of the AELG,
2. Approve the change of name to the Aboriginal Elders and Community Liaison Group,
3. Approve proposed membership changes:
 - a) Any Aboriginal person employed in an identified role in sectors such as education, health, community services, law enforcement, or youth work.
 - b) Invitations on behalf of the AELG be sent to representatives from Aboriginal organisations, such as the Local Aboriginal Land Council (LALC), Gundyarri, and other relevant bodies.
 - c) Community advocates who demonstrate an active role in supporting and representing Aboriginal interests.
4. Approve proposed voting rights:
 - a) All members are welcome to participate in discussions and provide input on agenda items.
 - b) Each organisation or group may nominate one delegate to vote on behalf of their organisation.
 - c) Delegates must be selected and confirmed by their respective organisation prior to each meeting.
 - d) Elders to have a singular vote each and one representative from each organisation to vote.
5. Elders' Engagement:
 - a) Council recognises that Elders are the cultural backbone of our community.
 - b) Their wisdom and guidance will be sought on all key matters.
 - c) Meeting formats will be inclusive and respectful of Elders' needs to support their full participation.

CARRIED

6.4 WIRADJURI HONOUR WALL - NEW NOMINATIONS**COMMITTEE RESOLUTION**

Moved: MLHD Leonie Flack

Seconded: Cr Braden Lyons

That the Aboriginal Elders Liaison Group:

1. Endorse nominations for new names for inclusion on the Wiradjuri Honour Wall for:
Service to the Community.
 - Raylene Williams (updated with more information)

CARRIED**6.5 WIRADJURI WALL - UPDATED NOMINATION FORM****COMMITTEE RESOLUTION**

Moved: MLHD Leonie Flack

Seconded: Elder Joy Ingram

That the Aboriginal Elders Liaison Group:

1. Receive and note the new Wall Nomination Form.
2. Capitals for all major headings.
3. Are they descendants from the sandhills.
4. Remove proof of Aboriginality and replace with "Committee may request proof of Aboriginality.
5. Remove Hill 60 and replace with Sandhills.
6. Addresses of referees to be added.

CARRIED**6.6 UPDATES ON PREVIOUS MATTERS****COMMITTEE RESOLUTION**

Moved: MLHD Leonie Flack

Seconded: Elder Jennifer Johnson

That the Aboriginal Elders Liaison Group:

1. Receive and discuss the Updates on Previous Matters.

CARRIED

7 GENERAL BUSINESS

Elder Owen Lyons:

The article in the Argus about his grandfather, on 17 October 2025, has incorrect information. Do we know who gave the Argus the information?

- Cr Lyons, informed that he had spoken to the Argus and they do not know where the information had come from, however, they could not advise where the information was sourced.
- There was an apology in the following edition of the Argus, however, was not good enough to satisfy the hurt caused to the families.
- Council's CLO, on behalf of the AELG Committee, write to the Argus to enquire on where the incorrect information came from and for the Argus to provide a letter of Apology to the Lyons family.
- Family to possibly meet with the Argus and Western Riverina Arts.

Elder Cherry Johnson: From Item 6.2

Discussion on ownership of Koori Beach. Does the Local Aboriginal Lands Council (LALC) manage/control just the land to the beach, or the land including the beach? Cherry thought it was possible to place/install signs on the trees.

8 NEXT MEETING

Monday 23 February 2026

12pm Light Lunch = 12.30pm Meeting – Venue Gundyarri Building

With members to bring a fellow AELG member along with them.

9 MEETING CLOSE

Meeting Closed at 2.19pm

The minutes of this meeting were approved by the Chairperson (magiQ #...) and will be presented to the next meeting for confirmation.

10.3 LOCAL EMERGENCY MANAGEMENT COMMITTEE - MINUTES - 14 OCTOBER 2025**Document ID:** 833833**Author:** Manager Projects and Assets**Authoriser:** Deputy General Manager Infrastructure**Theme:** Our Community

Attachments:

1. LEMC Minutes - 14 October 2025 [↓](#) 
2. LEMC Agency Reports & Correspondence - 14 October 2025 [↓](#) 

RECOMMENDATION

That Council:

1. Receives and notes the Minutes of the Local Emergency Management Committee held on Tuesday 14 October 2025.

**MINUTES OF NARRANDERA SHIRE COUNCIL
LOCAL EMERGENCY MANAGEMENT COMMITTEE
HELD IN THE BOLTON ROOM, NARRANDERA EX-SERVICEMEN'S CLUB
ON TUESDAY, 14 OCTOBER 2025 AT 9:15 AM**

1 PRESENT

Mayor Cr Neville Kschenka, Mr Shane Wilson, Mr Tyson Bock, Mr Pete Watson, Mr Steve Hompes, Mr Shane Hargrave, Mr Jason Clarke, Mr Chad Kennis, Mr Alastair Macdonald, Mr David Buchtmann, Mr Justin Langley, Mr Luke Tedesco, Mr Paul Smith, Ms Debbie Wicks, Ms Sophie Warran, Mr Dale Gillespie, Mr Simon Parr, Ms Madelyn Haughton.

2 APOLOGIES

Ms Liesa Huggins, Mr Neal Tait, Mr Peter Cook, Mr Steven Evans, Ms Kate Johanson, Mr Brendan Hall, Ms Karen Eurell, Ms Debbie Hobbs, Mr Andrew Long, Ms Sandra Smith, Ms Rebecca Schmetzer, Mr Scott Connor, Ms Fred Hammer, Mr Andrew Long, Mr Tom Wivell, Ms Kate Williams, Issac Lee,

3 DECLARATIONS OF PECUNIARY INTEREST

Nil

4 BUSINESS ARISING FROM PREVIOUS MINUTES

Nil

5 CONFIRMATION OF PREVIOUS MEETING MINUTES

RECOMMENDATION

That the minutes of the Local Emergency Management Committee held on 10 June 2025 be confirmed.

Moved: Mr Pete Watson

Seconded: Mr Luke Tedesco

6 AGENCY REPORTS AND CORRESPONDENCE

6.1 AGENCY REPORTS AND CORRESPONDENCE

RECOMMENDATION

For Council to Note and Accept Agency Reports and Correspondence

6.1.1 – REMO – Please refer to – Remo Agency Report.

6.1.2 – FRNSW - Please refer to – FRNSW Agency Report.

6.1.3 – VRA – Please refer to – VRA Agency Report.

Local Emergency Management Committee Minutes

14 October 2025

6.1.4 – RFS – Leeton had 40 incidents and Narrandera recorded 16 incidents. The bushfire risk management and access fire plans are currently being updated.

6.1.5 – NSW Ambulance – Has been appointed as the state's combat agency for heatwave emergency. The state heatwave sub plan has been updated that now includes heatwave prevention and preparedness measure. Mr Wilson stated that Narrandera Council has adopted a heat wave policy and action plan.

6.1.6 – NSW Reconstruction Authority - Please refer to – NSW Reconstruction Authority Agency Report .

6.1.7 – SES – Mr Hargrave stated that Narrandera unit attended 3 incidents and Leeton responded to 2 incidents.

There is a southern stratospheric event occurring which is making it hard to determine if the upcoming summer conditions.

Leeton is on the lookout for a new unit commander, and Narrandera has been updating their fleet as well as have received a new storm trailer.

A open day is for the SES Hangar is being planned for next year.

6.1.8 – NSW Police Force – No business to report.

6.1.9 – WSFA - Please refer to – WSFA Agency Report.

6.1.10 – AASFA - Please refer to – AASFA Agency Report.

6.1.11 – TfNSW - Please refer to – TfNSW Agency Report.

6.1.12 – Leeton Shire Council – Mr Tedesco advised the committee Leeton stadium works have been completed and is now operational as an evacuation centre, when required.

6.1.13 – Narrandera Shire Council – Mr Wilson stated that Council is in discussions with a commercial business for the lease of the vacant section of the SES hanger and is still on-track to deliver the 1st Stage of the Airport levee options feasibility study.

6.1.14 – Table correspondence – Please refer to – Premiers Department, Exercise Program.

6.2 EMPLAN REVIEW - DRAFT - LEETON - NARRANDERA EMPLAN OCTOBER 2025

RECOMMENDATION

That LEMC:

1. Review and Provide feedback on the draft Leeton - Narrandera EMPLAN October 2025, and table the EMPLAN for endorsement at the February 2026 LEMC.

7 GENERAL BUSINESS

Mayor Cr Neville Kschenka advised the committee that Narrandera continues to lobby for stormwater mitigation and for the canal bridge on the Leeton road to be upgraded.

The committee was advised that Narrandera Shire Council is not in the renewable energy zone so we are not currently at the table for discussions, though Mr Wilson is eager to be a part of zone as the amount of vehicles that will need to pass through Narrandera. Any feedback on this matter by committee members can be provide to Mr Wilson to escalate to the minister.

Mr Wilson stated that safety cameras have been installed at Gillenbah to help lobby for upgrades to the road.

8 NEXT MEETING

10th February 2026 – Leeton – Venue TBA

9 MEETING CLOSE

Meeting Closed at 10:04am

The minutes of this meeting were approved by the Chairperson and will be presented to the next meeting for confirmation.

Agency Reports

6.1.1 – Remo Report



Riverina Murray Emergency Management Region Regional Emergency Management Officer's Report

REMO Report to LEMC's & Functional Areas October 2025

1. Current Combat and Functional area EM Planning updates: SEMC Mtg 138 September 2025
 - a. Review of Local Emergency Management Planning Documents
 - b. Narrandera/Leeton LEMC merger – endorsed
 - c. LALC engagement with LEMC
 - d. SEMC sharing of information with LEMC, REMC and how this can be achieved.
 - e. Status of EM Plans and supporting Plans
 - f. Cool places guidelines seeking feedback – Dec 25 endorsement
 - g. 25/26 Exercise program
 - h. Wildlife response guidelines
2. Emergency Management Training update:
 - a. [NSW Emergency Management Program - Emergency Management Capability Hub](#)
 - 2025/26 dates to be scheduled. Request EOI from LEMC stakeholders
 - State Emergency Risk and Capability assessment 16/9/25 Albury. (Tomado)

Approx. 30 EM stakeholders participated, facilitated by PD. Some good discussion in relation to Riverina Murray EM capability to deal with an EF4 Tomado. PD to report finding from all regional Workshops by end November 2025.
 - Level crossing discussion EX July REMC was well supported good discussion in relation to impacts and what capability would be utilised in such an event in a remote location.
3. LEOCON Update:

No change to current LEOCON's
4. EM Knowledge Hub/EMMAC

Project Control group membership discussion to further deliver the EMOS replacement.
5. Operations:

Nil
6. Next REMC Meeting: 11:00hrs Tuesday 4th November, Deniliquin RFS FCC, Mc Knight Dve, Deniliquin Airport.

Ends.

6.1.2 – FRNSW Report

7. RESCUE UNIT STATUS: (Complete one table for each rescue unit in the LGA.)												
Organisation:		Fire & Rescue NSW										
Location:		Narrandera										
Callout / Activation System:												
System Type:		Activated by:		Date last tested:		Backup System:						
Pagers/Mobile Phone		Newcastle Fire Communications Centre		Daily		Phones						
Unit:		People:										
Accredited Type Y/N		SRB Accredited (Insert number of current SRB accredited operators within the rescue unit)			In Training (Insert number of personnel currently undertaking training to SRB accreditation standards)			Trainers/Instructors (Insert number of personnel currently qualified to provide training to SRB accreditation standards)				
GLR:												
RCR:		Y 10						1				
VR:												
CFR:												
Flood Rescue:		OL OW IW			OL OW IW			OL OW IW				
Flood Rescue Level: OL = On land, OW = On water, IW = In water												
Rescue Vehicles: (capacity)												
Make / Model / Type/				Operational Id number		2WD 4WD		Diesel Petrol		Seating Capacity		
Isuzu Class 2 pumper				P400		2WD		Diesel		6		
Isuzu Hazmat Tanker				T400		4WD		Diesel		6		
Flood Rescue Boat/s:												
Make / Model / Type				Operational Id number		Motor HP		Length		Seating Capacity		



e.g. Rigid Inflatable, V-Nose Punt etc									
Specialist Equipment / Resources available at this unit: (in excess of SRB minimum equipment)									
RCR inventory, Thermal Imaging Camera, Gas detector, First aid, Breathing Apparatus, Bariatric carry sheet, Bleeding control kit, AED									
Audit SRB/Internal: (Audits undertaken for SRB accreditation or internal)									
Date last audited:		Issues / Recommendations / Comments:							
Unit Unavailable / Available Notification Form Summary:									
Date/s		Type	Reason				Temporary relief provided by		
From	To	Unavailable for GLR RCR / VR or Flood	Agency Training	Member Unavailability	Vehicle Maintenance	Equipment Maintenance	Other	Agency	Location
			☐	☐	☐	☐	☐		
			☐	☐	☐	☐	☐		

12. RESCUE INCIDENTS / CALL-OUTS: (Rescue Operations undertaken since date of last meeting)			
Incident Date	Incident Type	Response Agencies	Issues / Comments / Actions
03/08/25	MVA Person trapped	Police, Ambulance, FRNSW	Low speed MVA, 5 occupants, no persons trapped
19/07/25	MVA person trapped	Police, Ambulance, RFS	Report of vehicle having driven off bridge on Newell Hwy – No vehicle found.

12. RESCUE INCIDENTS / CALL-OUTS: (Rescue Operations undertaken since date of last meeting)			
Incident Date	Incident Type	Response Agencies	Issues / Comments / Actions
17/07/25	MVA	Police, Ambulance, RFS	Vehicle on roof, attended for RPAS only.
26/06/25	MVA persons Trapped	Police, Ambulance, FRNSW, RFS, VRA	2 vehicle mva, 1 person trapped by confinement. Door removed, patient transported.

6.1.3 – VRA Report



VRA Rescue NSW

ACN 650 552 177



Local Emergency Management Committee Meeting

Agency Report – NARRANDERA VRA Squad

Agency Name:	NARRANDERA
Meeting Date:	14 th October 2025
Reporting Period:	Last quarter
Squad Activity	- This quarter has remained steady with a few jobs assisting Leeton VRA Squad on a couple of MVA's and a few Ambulance assist jobs. - Narrandera Squad is moving along with the refurbishment to our amenities including gents, ladies and a dedicated disabled toilet and de-contamination area, included is full wash facilities as well as showers and lockers for members. - This has been a long time coming and a welcome boost for the community with the Narrandera Squad shed being ear marked as the main training facility for region South VRA rescue. - This will bring members in from 9 other squads in the region to Narrandera for training opportunities. - Our Membership remains strong, although like many agencies it is becoming harder to find new and fresh faces to join team green currently we have 10-15 members and a couple of trainees.
Key Issues	- Does FRNSW automatically get attached to all ambulance assist jobs? - Is this necessary, and are we doubling up on resources? - Do the ambulance service understand the VRA are in town to assist general rescue however as volunteers it upsetting a few members seeing FRNSW turning up to jobs and getting paid while the volunteers look like the poor cousins? - Our response times are much better than ever before with an average time of rolling to any job being under 8 mins.
VRA Contacts	- Squad Captain – Alastair Macdonald - SNR Deputy Captain – Shannon Rivero - Squad Deputy Captain – Debbie Hobbs - Squad Secretary – Alastair Macdonald - Regional Operations Manager – Paul Marshall Region 5
Notes	Nil

6.1.16 – NSW Reconstruction Authority Report



Local Emergency Management Committee

Agency Report

Agency Name: NSW Reconstruction Authority (RA)
Date of Issue: Regional Delivery, Preparedness and Recovery Group Riverina Murray
 October 2025

NSW Reconstruction Authority Update**NSW RA organisational changes**

RA CEO Mal Lanyon has recently been appointed as the NSW Police Commissioner. Kate Meagher, Deputy Secretary, Premier's Department has been appointed as interim CEO.

Centralisation of the Essential Public Asset Restoration (EPAR), Emergency Works (EW) and Immediate Reconstruction Works (IRW)

RA are working to centralise the administration, oversight and assessment of EPAR, including funding for EW and IRW, within the RA from 1 October 2025.

While Transport for NSW and NSW Public Works will continue to support your teams with their engineering and technical experts, RA will manage EPAR, EW and IRW Claims, assessment and finance. We are working to streamline the process to make it easier for you to get the help your community needs.

These changes will improve governance and oversight of the DRFA while providing proactive and consistent support to Councils. You can find additional information on our website: <https://www.nsw.gov.au/departments-and-agencies/nsw-reconstruction-authority/disaster-recovery-funding-arrangements> or reach out to your RA LGA lead.

Recovery Exercise

RA is hosting a Regional Recovery Exercise at the Albury Regional Emergency Management Centre on **Wednesday, 29 October 2025**.

This exercise is designed to provide a comprehensive understanding of RA's role in recovery, recovery planning processes, agency roles and responsibilities, and provide mock experience with local recovery committee meetings. This will allow us to strengthen stakeholder relationships and improve our local recovery readiness.

Recovery Centre Audits

RA are currently undertaking Recovery Centre Audits throughout the region. These audits are of facilities identified in the Pre-Event Recovery Plan as Recovery Centre locations to ensure they are fit for purpose and to better understand the logistical requirements for each site if they need to be set up.

An important component of the process is to engage with Councils to identify other possible sites that could be used as a Recovery Centre, Recovery Assistance Points or Mobile Recovery Outreach.

2 October 2025

1

Qtr 4



Local Emergency Management Committee Agency Report

Henty Machinery Field Days (HMFD)

The RM team recently attended their third HMFD supporting community preparedness as well as promoting awareness of RA's role when a disaster occurs.

This year we co-located with RFS, FNSW, VRA and SES in an Emergency Management precinct which allowed for numerous conversations with the community about what our role is. We also had our Simulation Table in action which created a lot of interest with our EM partners as well as the community.

Utilising resources from the Get Ready NSW website and the Get Ready Resource Hub, we were able to provide information and advice to a record number of people. A static NSW Get Ready dot survey was popular, supported by the spin and win wheel for a 'get ready' prize.

The Get Ready NSW website provides resources and information to support your work.
<https://www.nsw.gov.au/emergency/get-ready/resource-hub>

We are always willing to collaborate, so if your organisation or community has town meetings or events coming up, please reach out. Alternatively, we can attend and showcase the Simulation Table either within your organisation, or at community meetings.

Riverina Murray Regional Delivery Team

Lachlan Bartsch has recently moved to another role within RA.

Donna Argus: Director
Paul Pfeiffer: Manager
Linda Thomas: On leave
Ryan Williamson: Manager (Acting)
Wendy McPherson: Senior Coordination Officer
Peter Cook: Senior Coordination Officer (Acting)
Lisa Diggins: Coordination Officer
Kylie Lieschke: Executive Support Officer

LGA Leads:

Renee Nicholls - Mob: 0459 850 969 : Coolamon, Junee, Temora, Bland, Cootamundra-Gundagai, Lockhart, Wagga Wagga
Vacant- rm.region@reconstruction.nsw.gov.au: Albury, Berrigan, Edward River, Greater Hume, Federation, Murray River
Sophie Warran - Mob: 0408 425 846 : Griffith, Leeton, Narrandera, Carrathool, Hay, Murrumbidgee

Visit our [website](#), or contact us by email: rm.region@reconstruction.nsw.gov.au.

Kind regards

Donna Argus
Director

2 October 2025

2

Qtr 4

6.1.9 – WSFA Report



Welfare Services Functional Area

Narrandera-Leeton Combined Local Emergency Management Committee Meeting

Agency Name: Welfare Services Functional Area (Disaster Welfare) - Dept of Communities and Justice **AGENCY REPORT**

Meeting Date: 14 October, 2025

Reporting Period: June to September 2025

Operations

- Nil locally, however, Disaster Welfare has been active in Mid North Coast event in May, and in the South Coast in July, as well as a landslide event in Newcastle, and building fires in Sydney.

Planning and Preparation

- Disaster Welfare is trialling a new electronic form within our Evacuation Centres, to better support disaster affected people, as well as provide better access to information once data sharing arrangements have been enacted during an emergency event.
- Disaster Welfare is working to recruit additional staff from Education and TAFE to support Disaster Welfare responses across the state, particularly outside of Sydney, Newcastle and Wollongong.
- Internal training for up-skill of staff to support evacuation centres is on-going.

Multi-Agency training and exercises

- Disaster Welfare continues to undertake Evacuation Centre exercises across the State. (Bundeena – June 2025, Camden – July 2025, Mudgee – August 2025).

Issues

- Internally to DCJ, the Far West WelFAC has resigned from the role. Kylie Barrington will now be WelFAC for Murrumbidgee and Far West DCJ Districts, supported by Dave Buchtmann.

Action

- Evacuation Centre Audits – to be conducted every 3 years in person, with a desktop audit to confirm contact details and no other changes each year.

# Evacuation Centres for LGA	Physical audit completed within past 3 years		Desktop audit completed in past 12 months (where the physical audit over 12 months old)			# Compliant with SEMC Guidelines	
	Yes	No	Yes	Not Rq'd	No	Yes	No
Leeton	2	1	0	0	3	0	3
Narrandera	6	0	0	0	6	0	6



Welfare Services Functional Area

Leeton - Audit to be completed for Roxy Theatre and contact details confirmed for Yanco Sportsground and Leeton Indoor Stadium.

Narrandera - contact details to be updated for all EC Audits.

Dave Buchtmann
Senior Regional Disaster Welfare Officer
Date 22/9/2025

Update to contact list required? Yes ☐ No ☒

If yes, please update details as below:

Contact Name: District Duty Officer
Email Address: welfac.murrumbidgee@dcj.nsw.gov.au
Mobile Number: 0488 279 419

Contact Name: Dave Buchtmann (Senior Regional Disaster Welfare Officer)
Email: david.buchtmann@homes.nsw.gov.au
Mobile Number: 0419 584 658
Address: Level 1, 25-27 Tompson St, Wagga

Contact Name: Kylie Barrington (Murrumbidgee and Far West District WelFAC)
Email: kylie.barrington@homes.nsw.gov.au
Mobile Number: 0436 912 403
Address: 12A Kooyoo St, Griffith

6.1.10 – AASFA Report

Local Land Services



30 June 2025

Agriculture and Animal Services Functional Area (AASFA)

Local Emergency Management Committee (LEMC) Report

LEMC Representative: Debbie Wickes

Purpose: Narrandera/Leeton LEMC Meeting

Recommendation: That the Narrandera & Leeton Shire Councils note the report

Overview

Riverina and Murray Local Land Services emergency management and preparedness activities within AASFA for the previous quarter.

Prevention and preparedness activities

Activity	No.
Xylella Tracing Exercise with DPIRD – Riverina	16
Xylella Tracing Exercise with DPIRD – Murray	17

The following specific activities are to be delivered in the Riverina and Murray. They will be undertaken for each Local Emergency Management Committee (LEMC):

- Update the Local Emergency Management Plan (LEMP) to specifically consider intensive livestock industries, intensive livestock facilities and any new supporting plans.
- Update a Biosecurity Consequences Management Guide (CMG).
- Update an Animal Transport Accident CMG.
- Update the Agriculture and Animal Support Functional Area (AASFA), South-West Region (Riverina/Murray) Concept of Operations.
- Incorporate the latest AASFA Supporting Plan.
- Incorporate the latest Biosecurity Emergency Sub Plan
- Audit of animal safe places

Activities - Riverina

- EM Coordinator Meetings (4 in this quarter)

NSW Department of Primary Industries
www.dpi.nsw.gov.au/emergencies

NSW Local Land Services
www.ils.nsw.gov.au/help-and-advice
 1

Activities – Murray

- EM Coordinator Meetings (4 in this quarter)

Interactions with each LEMC to deliver on the above has identified that some LEMC are able to respond to administrative issues more promptly than others due to a range of factors. To assist this, we rotated some AASFA representatives and inserted some new representatives. This highlights an opportunity for LEMC to proactively reach out now to express any concerns they have with fulfilling AASFA (or other) administrative requirements in a timely manner. Please raise any concerns with your local AASFA Rep or Manager Biosecurity Riverina (Michael Leane) or Acting Manager Operations Murray (Adrian Knobel).

Response role qualified.

Activity	Staff
IMT – Incident Controller	4
IMT – Operations	5
IMT – Logistics	4
IMT – Planning	5

Emergency response and recovery activities

Activity	LLS Staff	DPI Staff
East Coast Severe Weather Event	7	0
Victorian Avian Influenza Outbreak		
Euroa	3	

East Coast severe weather flood event

The AASFA response demobilised on 13th June with any ongoing requests for assistance managed by Hunter LLS and North Coast LLS.

LLS staff continue to attend Recovery Centres in impacted areas and the AASFA Recovery Committee is actively shaping recovery efforts.

Over 100 LLS staff participated in the response completing 680 requests for assistance from landholders.

Red Imported Fire Ant

On July 2, 2025 fire ants (*Solenopsis invicta*) were found at a property in Tweed Heads, 2.6 km from the Qld border.

The ants were reported by a vigilant pest controller, via the NSW Biosecurity Helpline, following the discovery of a suspect nest. Ants were noted to be aggressive, of different sizes and displaying the distinct dark red colouring of fire ants. Images were identified as suspected fire ants, and further diagnostic tests were requested.

Officers from the NSW Fire Ant Team and National Fire Ant Eradication Program (NFAEP) were on site within 24 hours, working to assess the nest and treat the surrounding area.

The department published Biosecurity (Fire Ant) Emergency Order (No. 9) 2025 on 2 July 2025.

The NSW fire ant infested area now encompasses much of Tweed Heads South, including Banora Point down as far as the Tweed River.

The Queensland fire ant infested area now covers the area north of the border at Rainbow Bay and Greenmount.

There are no changes to the boundaries of the NSW fire ant movement control areas (Murwillumbah and Wardell).

Any additional information of relevance:

•

Contacts

For assistance with animal welfare related issues in an emergency call the Agriculture and Animal Services Hotline on 1800 814 647

Riverina Local Land Services (RLLS)
Michael Leane – Manager Biosecurity & Emergency Services
Mobile: 0427 002 922
Email: michael.lean@lls.nsw.gov.au

Murray Local Land Services (MLLS)
Adrian Knobel – Acting Manager Operations
Mobile: 0427 022 579
Email: Adrian.knobel@lls.nsw.gov.au

NSW Department of Primary Industries
www.dpi.nsw.gov.au/emergencies

NSW Local Land Services
www.lls.nsw.gov.au/help-and-advice

3

Report from NSW DPIRD

PREVENTION AND PREPAREDNESS ACTIVITIES:

Training: Field operations training (natural disaster and biosecurity emergency responses) for DPIRD and LLS staff has been held in Buronga, Goulburn and Orange with training planned for Condobolin in July and Menangle in September. Operations Supervisors training was held in Coffs Harbour.

Five staff from DPIRD attended Public Information support in May and Public Information Manager training in June with Biosecurity QLD.

10 DPIRD staff attended the Multi-Agency Incident Management Team Officer Workshop across all AIMS functions in Coffs Harbour.

20 additional DPIRD staff from Agriculture & Biosecurity, Fisheries & Forestry and LLS attended Managing Wellbeing through Emergency Responses workshop this quarter.

Biosecurity:

HPAI Field Officer Training - available on the NSW Emergency Management Capability Hub and can be accessed [HPAI Field Officer Training - Emergency Management Capability Hub](#). The High Pathogenicity Avian Influenza in Wildlife - Field officer training is designed to prepare and inform those that may be collecting samples from wild birds and the specific processes on sampling, submission, decontamination and disinfection. This training is suitable for both veterinarians and non-veterinarians including **local council staff**. Further training workshops for veterinarians planned from Aug 2025.

Building Tracing Capabilities Workshop held in May focused on developing practical skills, knowledge, and confidence in tracing movements during biosecurity emergency responses. These workshops have been supported by tracing exercises.

Exercises

Animal Biosecurity will hold an on farm dead bird (poultry) composting exercise planned to commence from August. Collaboration between DPIRD, Aus Eggs and a significant poultry producer in NSW. The exercise will simulate a mass mortality event at routine depopulation of a layer shed (approx. 55,000 birds onsite in the Riverina. This will test known methods and have government and industry ready to stand up this method up quickly in response.

Plant Biosecurity will be targetting Oriental Fruit Fly and Huanglongbing (a devastating bacterial infection of citrus) of the next financial years. A Brown marmorated stinkbug (BMSB) exercise is

also being planned for Sydney and South Eastern LLS to ensure seasonal operational readiness for next spring/summer given we have just experienced our busiest BMSB response season ever.

The Plant Biosecurity team recently met with the Department of Agriculture, Fisheries and Forestry (DAFF) counterparts to tour the new Western Sydney Airport precinct and review the changing risk profile for Western Sydney. A joint exercise and a series of workshops to improve response readiness for when we need to respond to new threats on both NSW and Commonwealth jurisdictions is being planned for 2026.

Invasives Spieces - Operation Victa (outcome report attached) was conducted between 15-17 May 2025 by DPIRD Compliance staff, with assistance from NSW Police, Transport for NSW and the National Heavy Vehicle Regulator (NHVR). The operation was enacted to enforce the requirements of the Biosecurity (Fire Ant) Emergency Order declared to prevent the further spread of fire ants into NSW.

Red Imported Fire Ants (RIFA) sentinel surveillance was undertaken from 26 May to 6 June 2025 across 24 locations in the Tweed area. Sites were inspected visually by department staff supported by odour detection dogs, covering 112 ha. No fire ants were detected.

The NSW Fire Ant Team attended PRIMEX Casino on 15-17 May 2025 supported by the NFAEP team who provided the live fire ant display, engaging with 684 people.

The NSW Fire Ant Team gave a prevention and preparedness presentation to the Byron Shire Council Biodiversity Committee.

126 suspect fire ant reports triaged and responded to in the last quarter.

EMERGENCY RESPONSE AND RECOVERY ACTIVITIES:

Agriculture and Animal Services Functional Area - during the last quarter the following **level 2** responses were supported in addition to local level response support to combat agencies:

Western Floods March 2025 - ending in May, 2025 - AASFA supported the western flood campaign through representation at community meetings and maintaining contact with 343 cases resulting in 74 requests for assistance with aerial support including fodder drops to isolated stock, aerial lifting of livestock and aerial surveillance to ensure animal welfare.

East Coast Severe Weather Event May 2025 - AASFA stood up a response in support to evacuation centres and flood impacted communities in the North Coast and Hunter LLS regions resulting in 1,303 requests for assistance as follows:

Aerial Fodder Drops	143
Assessment & Destruction	35
Disposal	273

NSW Department of Primary Industries
www.dpi.nsw.gov.au/emergencies

NSW Local Land Services
www.lls.nsw.gov.au/help-and-advice
5

Emergency Fodder	475
Other	45
Veterinary Treatment	321
Water	11
Total	1303

Primary industries natural disaster damage assessment (PINDDA) survey information available for landholders to assess damage www.dpi.nsw.gov.au/damage. Primary industries natural disaster damage assessment (PINDDA) reports are available [here](#) for emergency management committee reports. DPIRD has provided detailed reporting to the Reconstruction Authority for both events.

Biosecurity:

The **2024-25 BMSB (brown marmorated stinkbug)** response has now concluded. This was our busiest season to date for this hitchhiker pest with bugs intercepted in several Sydney and Wollongong locations associated with international imports. We will continue to work closely with DAFF on this pest and discussions are underway at a national level to review the long-term support options for responding to this exotic pest.

LESSONS LEARNT AND CONTINUOUS IMPROVEMENT ACTIVITIES

DPIRD has completed multiple Level 2 biosecurity after-action reviews (AAR), including TC Alfred March 2025 and East Coast Severe Weather May 2025 as well as an AAR survey for the Western NSW Floods.

6.1.11 – TfNSW Report

Transport for NSW

Leeton-Narrandera
Local Emergency Management Committee Meeting
Meeting Date 14/10/2025


NSW
GOVERNMENT

The Transport Services Functional Area multimodal report consolidates inputs from Transport for NSW (TfNSW) divisions including Maritime and NSW TrainLink.

OPERATIONS	Response Between 01 April 2025 to 30 June 2025 Transport for NSW responded to the below events: • Severe Weather Event 221-2425/Mid North Coast Flooding: ◦ Transport Liaison Officers attended the SES Incident Control Centre in Metro and Metford, the Hunter/Central Coast Regional Emergency Operations Centre and several Local Emergency Operation Centres [Mid-Coast, Port Macquarie, Coffs Harbour, Port Stephens/Maitland/Dungog combined, Central Coast and Newcastle]. ◦ NSW TrainLink Crisis Management Team (CMT) was stood up between 20-25 May 2025, during service disruptions. ◦ There were notable impacts to state road and public transport between 19-29 May 2025. ◦ Transport resources were redeployed from various locations across the state into the Hunter, Mid North Coast and Northern NSW. ◦ 13 emergency bussing trips were arranged. ◦ NSW Maritime Incident Management Team (IMT) and (State Marine Incident Coordination Centre) SMICC activated to provide operational support. • Severe Weather Event NSW 271-2425: ◦ Shoalhaven Local Emergency Operations Centre and SES Incident Control Centre Metro Zone was Operational, with Transport Liaison Officers in attendance. ◦ Transport resources were redeployed from various locations across the state into Sydney and Southern NSW. ◦ There were notable impacts to state road and public transport between 1-3 July 2025.		
PLANNING & PREPARATION	Preventative Maintenance From 01 April 2025 to 30 June 2025 the following preventative maintenance activities have been undertaken by TfNSW: <table><tr><td> • 16 million m2 of vegetation slashing • 13.5 million m2 of weeds sprayed </td><td> • 31,394 trees trimmed and 240,486 trees removed • 163,436 thousand metres of surface drain cleaned </td></tr></table> <i>Note: this data does not include all LGA's and is an approximate figure.</i>	• 16 million m2 of vegetation slashing • 13.5 million m2 of weeds sprayed	• 31,394 trees trimmed and 240,486 trees removed • 163,436 thousand metres of surface drain cleaned
• 16 million m2 of vegetation slashing • 13.5 million m2 of weeds sprayed	• 31,394 trees trimmed and 240,486 trees removed • 163,436 thousand metres of surface drain cleaned		

From 01 April 2025 to 30 June 2025, the following preventative maintenance activities have been undertaken by TINSW in the Leeton- Narrandera LGA:

- 1.2 million m2 of weeds sprayed
- 200 metres of surface drain cleaned
- 3900 trees trimmed and 11 trees removed

Risk Management Strategies/Projects of Significance

NSW Transport Services Functional Area Supporting Plan Update

The NSW Transport Services Functional Area Supporting Plan (TSFA PLAN) was reviewed, updated and endorsed by the State Emergency Management Committee (SEMC) in April 2025. This new version follows the latest state template and structural requirements of the planning guidelines, to ensure consistency across all supporting plans.

CCTV Federation

Access to TINSW federated CCTV cameras is being provided to NSW Ambulance, Fire and Rescue NSW, NSW Rural Fire Service, NSW Police, NSW State Emergency Service, NSW Ports, NSW Port Authority, Placemaking NSW, Venues NSW, Sydney Opera House, Sydney Olympic Park and Sydney Airport. This will significantly improve situational awareness for field staff and Incident Management Teams (IMTs) and will provide operational benefits for both routine activities and during emergency events across the TINSW network. Individual Memorandum of Understanding's (MOU's) are being drafted between TINSW and the respective agencies.

ABC Emergency Broadcast Signage Project:

Installation of signage in the nominated locations is underway and expected to be completed by next quarter.

Onboard Safety Pocket Cards:

Launched on June 18, 2025, these cards provide NSW TrainLink passengers with information on what to do during an emergency. This includes:

- new audio announcements onboard and on platforms
- revised onboard-safety cards
- updated posters, screens and signage at stations
- links to accessibility friendly information
- refreshed ticket design.

For the first time on NSW TrainLink services, the on-board safety cards include accessibility-friendly formats including Braille and Easy Read options to support passengers with a variety of needs.

OFFICIAL

MULTI-AGENCY TRAINING & EXERCISING	Between 01 April 2025 to 30 June 2025 TYN&W attended the following multi agency exercises/workshops: Nil exercises/workshops with Leeton-Narrandera LGAs										
ISSUES	Major Events / Holiday Operations / Planned Closures: <table><tr><th>Event Name</th><th>Dates</th><th>Location</th><th>LGA</th><th>Comments</th></tr><tr><td>Spring School Holidays</td><td>Monday 29 September to Friday 10 October 2025</td><td>Statewide</td><td>Statewide</td><td>implementation of traffic management strategies and deployment of additional resources across the network.</td></tr></table> Major Projects: Nil to report	Event Name	Dates	Location	LGA	Comments	Spring School Holidays	Monday 29 September to Friday 10 October 2025	Statewide	Statewide	implementation of traffic management strategies and deployment of additional resources across the network.
Event Name	Dates	Location	LGA	Comments							
Spring School Holidays	Monday 29 September to Friday 10 October 2025	Statewide	Statewide	implementation of traffic management strategies and deployment of additional resources across the network.							
ACTIONS	Nil to report										

Name: Tom Wivell
Agency: Transport for NSW
Position: Customer and Network Operations Coordinator
Date: 30/09/2025

OFFICIAL

6.1.14 - Correspondence

Good morning LEMO Network

Following on from my previous email in August inviting Local Emergency Management Committees (LEMCs) and Regional Emergency Management Committees (REMCs) to submit expressions of interest for the 2025-26 Emergency Management Exercise Program, I am happy to advise that additional 'off-the-shelf' exercise resources have now been developed for Major Evacuation Centre and Power Outage exercises. These exercise resources will shortly be uploaded to [Off The Shelf Exercises - Emergency Management Capability Hub](#), where you can also find previously developed exercise resources.

As a reminder the Exercise Program is available to fund LEMC and REMC exercises in the 2025-26 Financial Year with an emphasis on disability inclusive emergency management, power outage and Major Evacuation Centres (MECs) which have been identified as exercise priorities of the State Emergency Management Committee (SEMC). Other exercises that test the NSW emergency management arrangements can also be funded under the Program.

Details on the Program and the application process are outlined in the attached Guidelines which is also available to view and download at [Exercise management - Emergency Management Capability Hub](#).

Expression of interest are to be submitted to Exercises@premiersdepartment.nsw.gov.au for exercises to be held prior to the 30 June 2026.

We look forward to receiving your applications.

Regards,

Danielle Meggos
Director Capability Development
Emergency Management
Premier's Department

P (02) 9228 4298 E danielle.meggos@premiersdepartment.nsw.gov.au

52 Martin Place
Sydney NSW 2000



I acknowledge the traditional custodians of the land and pay respects to Elders past and present.
I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

Please consider the environment before printing this email.

10.4 BETTERING BARELLAN ADVISORY COMMITTEE - MINUTES - 29 OCTOBER 2025**Document ID:** 835737**Author:** Community Development Manager**Authoriser:** Acting Deputy General Manager Corporate & Community Services**Attachments:** 1. Bettering Barellan Advisory Committee Minutes - 29 October 2025**RECOMMENDATION**

That Council:

1. Receives and notes the Minutes of the Bettering Barellan Advisory Committee held on Wednesday 29 October 2025.



MINUTES

Bettering Barellan Committee Meeting

29 October 2025

**MINUTES OF NARRANDERA SHIRE COUNCIL
BETTERING BARELLAN COMMITTEE MEETING
HELD AT THE BARELLAN
ON WEDNESDAY, 29 OCTOBER 2025 AT 4:00 PM**

1 PRESENT

Chair Fiona Kibble, Member Nola Trembath, Member Donna Robertson, Cr Cameron Rouse, CDM Sue Killham

2 APOLOGIES

COMMITTEE RECOMMENDATION

Moved: Member Donna Robertson
Seconded: Member Nola Trembath

That apologies from Member Jane Snaith and Member Jane Colwill be received and accepted.

CARRIED

3 DECLARATIONS OF PECUNIARY INTEREST

NIL

4 BUSINESS ARISING FROM PREVIOUS MINUTES

Nil

5 CONFIRMATION OF PREVIOUS MEETING MINUTES

COMMITTEE RECOMMENDATION

Moved: Member Donna Robertson
Seconded: Member Nola Trembath

That the minutes of the Bettering Barellan Committee Meeting held on 28 May 2025 be confirmed.

CARRIED

6 REPORTS

6.1 REVENUE AND EXPENDITURE BUDGET 2025-26

COMMITTEE RECOMMENDATION

Moved: Member Nola Trembath

Seconded: Member Donna Robertson

That Committee:

Acknowledges the 2025-26 Budget Report as of October 2025

CARRIED

6.2 MUSEUM ADVISOR'S REPORT

COMMITTEE RECOMMENDATION

Moved: Member Donna Robertson

Seconded: Member Nola Trembath

The Committee:

1. Receives and notes the Report from Museum Advisor Kim Biggs.

CARRIED

6.3 PROJECT AND ASSETS MANAGER REPORT

COMMITTEE RECOMMENDATION

Moved: Member Nola Trembath

Seconded: Member Donna Robertson

That Committee:

1. Note the building maintenance and improvement works programmed by the Projects and Assets Manager.

CARRIED

7 GENERAL BUSINESS

- Keys

Museum Keys are currently held by:

- Aileen Hulm
- Judy Findlay
- Barellan Friendly Grocer

Hall Key:

- Golden Grain Café

Street Stall Key:

- Barellan Friendly Grocer

8 NEXT MEETING

Date : Wednesday 25 February 2026

Time : 4.00pm

Venue: Barellan Pool

9 MEETING CLOSE

Meeting Closed at 4.45pm

The minutes of this meeting were approved by the Chairperson (magiQ #.834717..) and will be presented to the next meeting for confirmation.

10.5 GRONG GRONG COMMUNITY ADVISORY COMMITTEE - MINUTES - 27 OCTOBER 2025**Document ID: 835738****Author: Community Development Manager****Authoriser: Acting Deputy General Manager Corporate & Community Services****Attachments: 1. Grong Grong Community Advisory Committee Minutes - 27 October 2025****RECOMMENDATION**

That Council:

1. Receives and notes the Minutes of the Grong Grong Community Advisory Committee held on Monday 27 October 2025.



MINUTES

Grong Grong Community Committee Meeting

27 October 2025

**MINUTES OF NARRANDERA SHIRE COUNCIL
GRONG GRONG COMMUNITY COMMITTEE MEETING
HELD AT THE GRONG GRONG COMMEMORATION HALL
ON MONDAY, 27 OCTOBER 2025 AT 6:00 PM**

1 PRESENT

Chair Reiner Meier, Members Kerryn Cassidy, Gemma Purcell, Adam Conway, Alisha Davies, Adam Ferguson, Cr Peter Dawson, CDM Sue Killham.

2 APOLOGIES

COMMITTEE RECOMMENDATION

Moved: Member Adam Ferguson

Seconded: Member Kerryn Cassidy

That apologies from Member Jean Batchelor, Member Brett Wilson and Member Kellie Wilson be received and accepted.

3 DECLARATIONS OF PECUNIARY INTEREST

NIL

4 BUSINESS ARISING FROM PREVIOUS MINUTES

NIL

5 CONFIRMATION OF PREVIOUS MEETING MINUTES

COMMITTEE RECOMMENDATION

Moved: Member Adam Conway

Seconded: Member Adam Ferguson

That the minutes of the Grong Grong Community Committee Meeting held on 28 July 2025 be confirmed.

CARRIED

6 REPORTS

6.1 REVENUE AND EXPENDITURE BUDGET 2025-26

COMMITTEE RECOMMENDATION

Moved: Member Adam Conway

Seconded: Member Kerry Cassidy

That Committee:

Acknowledges the 2025-26 Budget Report as of October 2025

CARRIED

6.2 REVIEW OF THE EXISTING TERMS OF REFERENCE AND FUTURE DIRECTION OF THE COMMITTEE

COMMITTEE RESOLUTION

Moved: Member Kerry Cassidy

Seconded: Member Adam Ferguson

That the Committee:

1. Notes the removal of the Grong Grong Sports Ground from the Terms of Reference due to the new licencing arrangements now in place. and
2. Request, following consideration and disussion, that Council expands the the Terms of Reference for the Grong Grong Community Advisory Committee to support the Committee being able to provide advice on all Council matters relevant to and promoting liveability in Grong Grong.

CARRIED

6.3 MANAGER OF ASSETS AND PROJECTS UPDATE

COMMITTEE RECOMMENDATION

Moved: Member Alisha Davies

Seconded: Member Adam Ferguson

That the Committee:

1. Note the Grong Grong Hall maintenance and improvement works programmed by the Projects and Assets Manager.

7. GENERAL BUSINESS

COMMITTEE RECOMMENDATION

Moved: Member Gemma Meier

Seconded: Member Adam Ferguson

That the Committee:

1. Recommends with consideration of price, size and reliability a Chiq 410L from Beta Electrical Narrandera as a replacement fridge
2. Put together a wish list of future improvements at the Grong Grong Hall to be investigated and considered when funding (grants) become available. These include:
 - Fencing
 - Grounds upgrade
 - An Anzac Memorial Bench for outside the Hall/Memorial
 - History Room upgrade
 - Sound baffling (stage / rear stage curtains)
 - Framing of Hall / Local Plans for display

CARRIED

7 NEXT MEETING

- Date: February 2026
- Time : 6.00pm
- Venue: Grong Grong Hall

8 MEETING CLOSE

Meeting Closed at 8.00pm

The minutes of this meeting were approved by the Chairperson (magiQ #835590...) and will be presented to the next meeting for confirmation.

10.6 PARKSIDE COTTAGE MUSEUM S355 COMMITTEE - MINUTES - 27 OCTOBER 2025**Document ID: 835739****Author: Community Development Manager****Authoriser: Acting Deputy General Manager Corporate & Community Services****Attachments: 1. Parkside Cottage Museum S355 Committee Minutes - 27 October 2025****RECOMMENDATION**

That Council:

1. Receives and notes the Minutes of the Parkside Cottage Museum S355 Committee held on Monday 27 October 2025.



MINUTES

Parkside Cottage Museum Committee

27 October 2025

**MINUTES OF NARRANDERA SHIRE COUNCIL
PARKSIDE COTTAGE MUSEUM COMMITTEE
HELD AT THE PARKSIDE COTTAGE MUSEUM
ON MONDAY, 27 OCTOBER 2025 AT 12:30 PM**

1 PRESENT

Chair Steve Wicker, Member Nerelle Daly, Member Brigitte Stanton, Member Josie Middleton, Cr Peter Dawson, CDM Sue Killham

2 APOLOGIES

COMMITTEE RESOLUTION

Moved: Member Brigitte Stanton

Seconded: Member Nerelle Daly

That apologies from Member Barbara Bryon and Member Kaye Hall be received and accepted.

CARRIED

3 DECLARATIONS OF PECUNIARY INTEREST

NIL

4 BUSINESS ARISING FROM PREVIOUS MINUTES

RECOMMENDATION

Moved: Member Brigitte Stanton

Seconded: Member Josie Middleton

That Business Arising from minutes of the Parkside Cottage Museum Committee held on 4 August 2025 be recorded and noted.

- Awaiting Conservation Assessment report on Macarthur Cloak
- Map Cabinet delivered and installed
- Doorbell Recorder for interactive exhibits still under investigation

CARRIED

5 CONFIRMATION OF PREVIOUS MEETING MINUTES**COMMITTEE RESOLUTION**

Moved: Member Nerelle Daly

Seconded: Member Brigitte Stanton

That the minutes of the Parkside Cottage Museum Committee held on 4 August 2025 be confirmed.

CARRIED

6 REPORTS**6.1 REVENUE AND EXPENDITURE BUDGET 2025-26****COMMITTEE RESOLUTION**

Moved: Member Brigitte Stanton

Seconded: Member Josie Middleton

That Committee:

Acknowledges the 2025-26 Budget Report as of October 2025

CARRIED

6.2 MUSEUM ADVISOR'S REPORT**COMMITTEE RESOLUTION**

Moved: Member Nerelle Daly

Seconded: Member Josie Middleton

The Committee:

1. Receives and notes the Report from Museum Advisor Kim Biggs.

CARRIED

6.3 CHAIRPERSON'S UPDATE**COMMITTEE RESOLUTION**

Moved: Member Brigitte Stanton

Seconded: Member Nerelle Daly

The Committee

1. Receive and note the Chairperson's Update

CARRIED

6.4 MANAGER OF PROJECTS AND ASSETS

COMMITTEE RESOLUTION

Moved: Member Josie Middleton

Seconded: Member Nerelle Daly

That Committee:

1. Note the Parkside Museum maintenance and improvement works programmed by the Projects and Assets Manager.

CARRIED

7 GENERAL BUSINESS

- Working With Children Checks are available free for Volunteers – Library can provide assistance
- Replacement blinds for kitchen delivered
- Panel covering window in workroom replaced and painted

8 NEXT MEETING

- Date: Monday February 2
- Time : 12.30pm
- Venue : Parkside Museum

9 MEETING CLOSE

Meeting Closed at 2.00pm

The minutes of this meeting were approved by the Chairperson (magiQ #.834300..) and will be presented to the next meeting for confirmation.

10.7 AUDIT RISK AND IMPROVEMENT COMMITTEE - MINUTES - 29 OCTOBER 2025**Document ID: 834154****Author: Customer Service Coordinator****Authoriser: Acting Deputy General Manager Corporate & Community Services****Attachments: 1. Audit Risk and Improvement Committee Minutes - 29 October 2025****RECOMMENDATION**

That Council:

1. Receives and notes the Minutes of the Audit Risk and Improvement Committee held on Wednesday 29 October 2025.

**MINUTES OF NARRANDERA SHIRE COUNCIL
AUDIT, RISK AND IMPROVEMENT COMMITTEE
HELD AT THE COUNCIL CHAMBERS
ON WEDNESDAY, 29 OCTOBER 2025 AT 9:30 AM**

1 PRESENT

Chairperson - John Batchelor, Member - Mrs Gayle Murphy, Observers - Cr Cameron Lander, GM - Tim Coote, GEM - Craig Taylor, ADGMCC - Stacie Mohr, CFO - Shana Johnny, ERSO - Amanda Collins, Finance Contractor - Zac Mahon, RSD Audit - Josh Porker (T), RSD Audit - Cranos Moyo (T), NSW Audit Office - Michal Kharzoo (T), National Audits Group - Phil Swaffield (T), Minute Taker - Mel Gilmour

2 APOLOGIES

COMMITTEE RESOLUTION

Moved: Chair John Batchelor

Seconded: Mrs Gayle Murphy

That apologies from Member - Mr Stewart Todd be received and accepted.

CARRIED

3 DECLARATIONS OF PECUNIARY INTEREST

NIL

4 BUSINESS ARISING FROM PREVIOUS MINUTES

NIL

5 CONFIRMATION OF PREVIOUS MEETING MINUTES

It was agreed that the Minutes include key points of reports and discussions to give the reader some background to recommendations made by the Committee

COMMITTEE RESOLUTION

Moved: Chair John Batchelor

Seconded: Mrs Gayle Murphy

That the minutes of the Audit, Risk and Improvement Committee held on 30 July 2025 and the Extraordinary Audit Risk and Improvement Committee Meeting held on 26 September 2025 be confirmed.

CARRIED

6 REPORTS**6.1 PRESENTATION OF 2024-25 FINANCIAL STATEMENTS ENGAGEMENT CLOSING REPORT****COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Chair John Batchelor

That the Audit Risk and Improvement Committee:

1. Receives and reviews the audited 2024-25 Financial Statements and
2. Recognise the provision by the external auditor of an unmodified audit opinion and
3. Recommend that Council proceed with the publication of the 2024-25 Financial Statements and
4. Convey appreciation to the Finance Team of Council also the external auditor in the preparation and finalisation of the 2024-25 Financial Statements

CARRIED

Closing Audit Outcomes

The External Auditor and the NSW Audit Office representative elaborated on matters raised in their 2024-25 Closing Audit Report and advised that the 2024-25 audit resulted in an unmodified audit opinion.

The small number of matters identified in the audit will be listed for follow up with Management such as a report to be received at the first meeting in 2026 on how the Long Term Financial Plan will be managed with grant funding opportunities declining.

Michael Kharzoo, Josh Porker and Crano Moyo left the meeting at 9:53am.

GM Tim Coote left the meeting at 9:58am to join a RAMJO teams meeting.

6.2 INTERNAL AUDIT REPORTS

COMMITTEE RESOLUTION

Moved: Mrs Gayle Murphy

Seconded: Chair John Batchelor

That the Audit, Risk and Improvement Committee:

1. Receive and support the management recommendations within the Internal Audit report titled Fraud and Corruption Control Framework also the verbal comments from National Audits Group on the draft Community Transport internal audit;
2. Resolve to place the agreed actions from the Fraud and Corruption Control Framework report into the Monitoring of Audit Recommendations and Actions report.

CARRIED

Fraud and Corruption Control

The Internal Auditor elaborated on this report and the recommendations following completion of the audit which included a voluntary survey of staff via a questionnaire and interviews with management.

The results were discussed by the Committee particularly in respect to ensuring consistent and regular communication with all staff on the need to act ethically and in accordance with Council's Code of Conduct and policies such as Gifts and Benefits to minimise the potential for fraudulent or corrupt conduct.

The Committee supported the suggestion that Council's annual staff appraisal process include a refresh on ethical behaviours in the workplace, as well as the Code of Conduct and other relevant policies to reinforce expected standards.

Community Transport

The Committee was advised that the completed internal audit was now with Management and will be presented to the next meeting in March 2026

6.3 CHAIRPERSON 2024-25 ANNUAL REPORT

COMMITTEE RESOLUTION

Moved: Mrs Gayle Murphy

Seconded: Chair John Batchelor

That the Audit, Risk and Improvement Committee:

1. Support the 2024-25 Audit, Risk and Improvement Committee, Chairperson Annual Report which will be presented to Council at the 18 November 2025 meeting as part of the Council Annual Report for the 2024-25 reporting year.

CARRIED

ARIC Chairperson Annual Report

The Chairperson expanded on the content of the ARIC Annual Report and the obligations of the Committee under Section 428A of the *Local Government Act, 1993*.

A key message to Council in the report relates to how Council should plan future major capital works projects, and the need for long term planning of infrastructure renewal and replacement.

The matter of the need for the Committee to be fully briefed and have access to reports of a confidential nature was also discussed and seen as important to the Committee to allow an assessment of risk to be made as part of its responsibilities under the legislation.

6.4 MONITORING OF AUDIT RECOMMENDATIONS AND ACTIONS

COMMITTEE RESOLUTION

Moved: Mrs Gayle Murphy

Seconded: Chair John Batchelor

That the Audit, Risk and Improvement Committee:

1. Review and support the comments against each line item in the attached Audit Recommendations and Actions document; and
2. Where the line item has been completed, or no further action is required that the line item be removed from viewing within the document but retained within the document dataset for future reference.

CARRIED

The Chairperson paused the meeting at 10:45am for a short break and to allow set up for staff presentations.

Meeting continued at 10:58am.

6.5 PRESENTATION BY THE RISK AND SAFETY COORDINATOR

COMMITTEE RESOLUTION

Moved: Mrs Gayle Murphy

Seconded: Chair John Batchelor

That the Audit, Risk and Improvement Committee:

1. Receive and supports the presentation from the Risk and Safety Coordinator.
2. Receive a Report from RSO twice a year with the top 10 Operational and Strategic risks, with an evaluation to take place annually.

CARRIED

The Risk and Safety Coordinator (RSC) made a presentation on the Risk Management Framework being developed and implemented across Council. The Committee asked a number of questions and requested further information on the top 10 Operational and Strategic risks that Council has identified every 6 months commencing March 2026.

The Committee expressed their appreciation to the RSC for the presentation.

IT Manager Nick Price attended meeting at 11am.

6.6 PRESENTATION BY THE INFORMATION TECHNOLOGY MANAGER

COMMITTEE RESOLUTION

Moved: Mrs Gayle Murphy

Seconded: Chair John Batchelor

That the Audit, Risk and Improvement Committee:

1. Receive and supports the presentation from the Information Technology Manager.

CARRIED

The IT Manager made a presentation on how Council has undertaken to test and improve cyber security across its network. The Committee asked a number of questions in relation to penetration testing, business continuity and disaster recovery, and expressed their appreciation for the presentation.

IT Manager left the meeting at 11:49am.

7 GENERAL BUSINESS

Nil

8 NEXT MEETING

Wednesday 4 March 2026

9 MEETING CLOSE

Meeting Closed at 11:53.

The minutes of this meeting were approved by the Chairperson (magiQ #834991) and will be presented to the next meeting for confirmation.

11 REPORTS OF THE GENERAL MANAGER

Nil

12 REPORTS OF THE DEPUTY GENERAL MANAGER CORPORATE AND COMMUNITY SERVICES**12.1 AUDIT RISK AND IMPROVEMENT COMMITTEE - CHAIRPERSON'S REPORT 2024-25****Document ID:** 832042**Author:** Governance and Engagement Manager**Authoriser:** Acting Deputy General Manager Corporate & Community Services**Theme:** Our Leadership**Attachments:** 1. **Audit, Risk and Improvement Chairperson's 2024-25 Annual Report** [↓](#) **RECOMMENDATION**

That Council:

1. Acknowledges the contents of the Audit, Risk and Improvement Committee Chairperson's 2024-25 Annual Report.

PURPOSE

The purpose of this report is to provide Councillors with a copy of the Audit, Risk and Improvement Committee (ARIC) Chairperson's annual report for the 2024-25 financial year.

At the date of finalising this report, the Chairperson John Batchelor and independent member Gayle Murphy are seeking to present this report to Council in person or remotely using an online platform.

SUMMARY

The *Local Government Act*, 1993 requires each Council to establish an ARIC to continuously review and provide independent advice to the General Manager and Council. One of the ways that ARIC has chosen to engage with Council is through the provision of an Annual Report from the Chairperson on the activities undertaken during the reporting year. Chairperson John Batchelor is committed to strengthening the relationship between Council and the Committee.

BACKGROUND

ARIC was initially formed in 2014 as part of Council's governance structure following the issue of guidelines by the Office Local Government in 2010.

In response to the more recent guidelines, the ARIC has been transitioning its structure and purpose. The revised Terms of Reference and Charter were adopted by Council on 17 June 2025, therefore aligning the Committee with Section 428A of the Local Government Act, 1993 for keeping under review the following aspects of Council's operations:

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of the strategic plan, delivery program and strategies
- Service reviews
- Collection of performance measurement data by the Council, and
- Any other matters prescribed by the regulations.

Attached to this report is the Chairperson annual report for the 2024-25 financial year.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

Theme

1. Our Leadership

Strategy

- 1.3. Demonstrate good governance

Activity

- 1.3.3. Develop and embed a robust risk management and internal audit framework.

ISSUES AND IMPLICATIONS

Policy

- Nil

Financial

- Nil

Legal / Statutory

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- Risk Management and Internal Audit for Local Government in NSW published by the Office of Local Government in November 2023

Community Engagement / Communication

- Achieved by presenting the Chairperson's report in the Ordinary section of the 18 November 2025 Business Paper

RISKS

There are no perceived risks.

OPTIONS

The available option is for Council to acknowledge the Audit, Risk and Improvement Committee Chairperson's 2024-25 Annual Report.

CONCLUSION

It will be recommended that Council acknowledges the Audit, Risk and Improvement Committee Chairperson's 2024-25 annual report.



Audit Risk and Improvement Committee and Internal Audit Annual Report to Council 2024-2025



This annual report documents the operation and activities of the Audit, Risk and Improvement Committee (the Committee) of the Narrandera Shire Council from 1st July 2024 to 30th June 2025.

This is the first annual report following the introduction of the Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023.

The Regulation sets out how the Committee is to operate, the resource support to be provided by Council, and responsibilities of the Committee to meet the requirements as set out under Section 428A(2) of the Local Government Act 1993 as follows-

- *Compliance,*
- *Risk management,*
- *Fraud control,*
- *Financial management,*
- *Governance,*
- *Implementation of the strategic plan, delivery program and strategies,*
- *Service reviews,*
- *Collection of performance measurement data by the Council, and*
- *Any other matters prescribed by the regulations.*

In addition, under Section 428A(3) the Committee is also to provide information to Council for the purpose of improving the Council's performance of its functions.

The role of the Committee is to provide independent assurance to Council by monitoring, reviewing, and providing advice about Council governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

The Committee operates under a formal Charter approved by Council, and meets five (5) times a year. One of these meetings includes the review and endorsement of the annual audited financial reports and external audit opinion.

Additional meetings may be held to consider and/ or review reports or other matters as required

Terms of Reference and Internal Audit Charter

The Committee operates under the Terms of Reference and Charter approved by Council during 2024/25 and these will be reviewed again in 2025/26 to ensure currency and appropriateness.

Membership

The Committee comprised the following membership during the reporting period –

<u>Voting Independent External Members</u>	<u>Meetings Attended</u>
<i>John Batchelor (Chairperson)</i>	5
<i>Gayle Murphy</i>	5
<i>Stuart Todd</i>	5
<u>Non-Voting Council Representative</u>	<u>Meetings Attended</u>
Cr Cameron Lander	3

Non-Voting Attendees

Senior Management of Council
Corporate Support staff

Representatives from the NSW Audit Office and Council's external auditors were invited to the ordinary meetings and attended using digital technology.

Mr Phil Swaffield from the National Audits Group was also invited to the ordinary meetings and attended in person where possible, otherwise attendance was by using digital technology.

Committee Meetings Held During the Period

The Committee met on the following dates –

- 19th August 2024(extraordinary meeting to consider the Draft Financial Statements for 2023-2024)
- 10th October 2024
- 28th November 2024
- 4th March 2025
- 4th June 2025

Internal Audit Program

The National Audits Group continues to provide Internal Audit services and have been engaged to continue in this role until 30th June 2027.

During 2024-2025 the following Internal Audit reports were undertaken:

- Community Transport – Audit work has been completed and the report is awaiting comments by Management
- Fraud and Corruption Control – Audit work commenced in June and the report will be presented to the Committee upon completion

The Committee acknowledges that the implementation of recommendations from these reports requires the commitment of significant resources, particularly at senior officer level.

At its June meeting the Committee discussed a report seeking to place a pause on new internal audit reports to be undertaken from 4th June to 31st December 2025.

The report detailed reasons for seeking the pause including implementation of the new Enterprise Management System (EMS), implementing the Enterprise Risk Management System using PULSE software, development of the IP and R documents for public exhibition, staff performance appraisals, and delivery of actions agreed to as part of the Special Rate Variation Improvement Plan.

As a result of discussions the Committee made the following Recommendation noting emphasis on point two (2) of the Recommendation-

That the Audit, Risk and Improvement Committee:

1. *Place a pause on new internal audits from 4 June 2025 to 31 December 2025 (however the current Fraud and Corruption Control audit will continue)*
2. *Request that the Executive Leadership Team (ELT) monitor the Actions List on a monthly basis during the pause period to confirm progress in reducing the number of outstanding actions.*
3. *Proceed with 1 internal audit and 1 service review from 1 July 2025 to 30 June 2026*
4. *Commence annually with 2 internal audits and 1 service review from 1 July 2026*
5. *Committee members to provide guidance on potential internal audits to develop a revised internal audit schedule for the next 4 years.*

The Committee continues to take an active role in the scoping of internal audit assignments with a view to more precise targeting of assignments to specific areas of risk. It is anticipated that this will reduce the range and number of recommendations that require the attention of senior staff.

The Committee has continued to monitor management actions in relation to issues raised in previous Internal Audit Reports, and also those issues raised by the external auditors in their Management Letters after each audit.

In addition to the above it is also recognised by the Committee that management -

- *Issues reminders to key staff in relation to the importance of identifying risks and then recording options to deal with these risks to ensure that they are within acceptable risk parameters,*
- *Monitors identified risks and reports any significant incidents or near misses to the Committee,*
- *Develops and reviews key strategic documents such as the Strategic Internal Audit Plan in consultation with the Committee and the internal auditor. This annual review allows the Committee or internal auditor to identify emerging risks and the opportunity to assess current controls.*

ARIC Assessments of key responsibilities for 2024/25

Compliance:

Specific areas of compliance are well established including work, health and safety, and financial reporting. Comprehensive council-wide compliance risk framework remains under continuing development.

Risk Management:

Enterprise Risk Management is continuing development with maturity increasing noted by the Committee. There is a commitment by management to a strong risk culture. The Committee is pleased with the progress of a comprehensive audit program for monitoring and managing cyber risks.

Fraud Control:

Control of potential fraud is in continual development and implementation. Council's policy and systems are reviewed on a regular basis to ensure possible risk exposures are identified and mitigated.

Governance:

Governance frameworks are continuing to evolve and compliance with legislative requirements addressed.

The Committee has an approved Annual Work Plan and a Four (4) Year Strategic Work Plan in place.

In addition the Committee has considered and adopted a Risk Management Plan and this has been approved by Council.

At each meeting the Committee receives a report from the General Manager on issues relating to risk management, WHS matters, and compliance / non-compliance issues.

Financial Management:

Council is aware of its tight fiscal constraints with current budget projections included in the Long Term Financial Plan. The Committee continues to provide advice to Council in support of budget control and careful processes of due diligence relating to new expenditure proposals.

The Committee has kept a focus on risks relating to capital works expenditures and the cost of legislative non-compliance in operational areas throughout 2024/25.

Strategic Plan, Delivery Program & Strategies:

Appropriate reporting of outcomes against plan objectives has been received and noted by the Committee, including Delivery Program KPI's.

Service Reviews:

The Committee notes that a program needs to be developed and implemented into 2025/26.

Performance Measurement Data:

Performance measurement such as WHS statistics, trends and other survey data have been reviewed by the Committee. Other data has been reviewed indirectly during other key responsibility areas where information has been presented.

Overall Assessment of the Committee's Key Responsibility Areas:

Council's Committee has been in operation for a number of years now and has been operating within the Office Local Government Guidelines since their inception. This has culminated in a smooth transition to the legislative requirements now in place requiring the Committee to address the above key responsibility areas.

As in past years, the audit recommendations both from internal audit and external audits which are linked to the above key responsibility areas require focus with particular attention to addressing the high risk items.

Improvements Recommended by the Committee:

Agreed recommendations from the various reports have been supported by the Committee where appropriate, for implementing by Council.

In addition to the above one of the Committee's actions has been to bring greater transparency of the Council and its management decision making and reporting. The Committee has emphasised the need to be transparent in the information and reporting of matters to Council and the wider community.

Minutes of meetings held by the Committee, together with the Chairperson's report are included as part of the business paper to ensure that the community can see the issues being raised.

Key Message to Council from the Committee:

- The provision of infrastructure and services across the shire area presents challenges in the allocation of resources. The allocation of these resources, both physical and more particularly financial, creates a testing environment for Council to make decisions. From this perspective Council needs to have a priority based infrastructure asset creation/ renewal / replacement program

over the period covered by its Long Term Financial Plan, and for the program to be circulated throughout the shire area..

- Council should consider the engagement of a specific project manager as part of the management planning phase of any major project works.
- Council should consider addressing its level of internal restrictions which on examination suggests that in the event of a major infrastructure issue Council may not have sufficient funds set aside in its General Fund restrictions. This could result in the need to take out loans.

Conclusion

During 2024/25 the Committee has achieved its objective to provide independent assurance and assistance to the Council on key aspects of its operations by fulfilling all of its responsibilities under the Charter.

On behalf of the Committee I wish to acknowledge the professionalism and support of Council's senior management team, the internal audit coordinator and other Council officers who contribute to the work of the Committee.

Finally I wish to thank the Mayor, the internal auditor, fellow committee members and the Audit Office of NSW for their participation, diligence, professionalism and contributions throughout 2024/25.

John Batchelor
Chairperson
Audit Risk and Improvement Committee
Narrandera Shire Council

12.2 CODE OF CONDUCT COMPLAINT STATISTICS: 1 SEPTEMBER 2024 TO 31 AUGUST 2025**Document ID: 835798****Author: Governance & Engagement Manager****Authoriser: Acting Deputy General Manager Corporate & Community Services****Theme: Our Leadership****Attachments: 1. Code of Conduct Complaint Statistics 2025** [↓](#) **RECOMMENDATION**

That Council:

1. Adopts the Code of Conduct Complaint Statistics for the reporting year 1 September 2024 to 31 August 2025; and
2. Submits the completed document to the NSW Office of Local Government by 31 December 2025.

PURPOSE

The purpose of this report is to comply with Part 11 of the Procedures for the Administration of the Model Code of Conduct.

SUMMARY

The document titled Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW requires the reporting of code of conduct statistical information to both Council and the Office of Local Government on an annual basis.

The information to be submitted to the Office of Local Government by the end of December 2025 is for the reporting year 1 September 2024 to 31 August 2025.

BACKGROUND

Part 11 of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW requires that a statistical return be submitted to both Council and the Office of the Local Government annually by 31 December on Code of Conduct complaints lodged against Councillors or the General Manager for the reporting period 1 September to 31 August.

There was one (1) Code of Conduct complaint made against Councillors or the General Manager during the reporting year which is summarised in the following table:

Information required (1 September 2024 to 31 August 2025)	Statistical information or commentary
Total number of Code of Conduct complaints made about Councillors or the General manager	1 The complaint was finalised at the outset by alternate means by the General Manager
Number of Code of Conduct complaints referred to a conduct reviewer	0
Number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage and the outcome of those complaints	0
Number of Code of Conduct complaints investigated by a Code of Conduct reviewer and the outcomes of investigations completed	0
Number of matters reviewed by the Office and the outcome of the reviews	0
Total cost of dealing with Code of Conduct complaints made about Councillors and the General Manager inclusive of staff costs	\$1,000

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

Theme

1. Our Leadership

Strategy

- 1.3. Demonstrate good governance

Activity

- 1.3.2. Develop and embed a robust governance and integrity framework.

ISSUES AND IMPLICATIONS

Policy

- Code of Conduct 2022

Financial

- The estimated cost to resolve this issue was \$1,000

Legal / Statutory

- *Local Government Act, 1993* - Model Code of Conduct for Local Councils in NSW
- Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.

Community Engagement / Communication

- Code of Conduct complaint statistics presented to the 18 November 2025 meeting of Council; and

- Information supplied to the NSW Office of Local Government

RISKS

There are no perceived risks.

OPTIONS

There are no options as Council must comply with reporting requirements:

1. Acknowledge the statistical report as presented.

CONCLUSION

The statistical report on the number of Code of Conduct complaints made about Councillors or the General Manager is a statutory requirement. The attached report is based on the number of complaints received, how the complaints were managed and the outcome of the preliminary assessment, investigation and resolution.

Office of Local Government

Model Code of Conduct
Complaints Statistics

Reporting Period: 1 September 2024 - 31 August 2025

Date Due: 31 December 2025

Survey return email address: codeofconduct@olg.nsw.gov.au
in Excel format

Council Name:	Narrandera Shire Council
---------------	--------------------------

Contact Name:	Craig Taylor
Contact Phone:	69595510
Contact Position:	Governance and Engagement Manager
Contact Email:	council@narrandera.nsw.gov.au

All responses to be numeric.

Where there is a zero value, please enter 0.

Enquiries: Performance Team
Office of Local Government
Phone: (02) 4428 4100
Enquiry email: olg@olg.nsw.gov.au

Model Code of Conduct Complaints Statistics 2024-25 Narrandera Shire Council

Number of Complaints

- | | | |
|-----|---|---|
| 1 | The total number of complaints received in the reporting period about councillors and the General Manager (GM) under the code of conduct from the following sources: | |
| i | Community | 0 |
| ii | Other Councillors | 0 |
| iii | General Manager | 0 |
| iv | Other Council Staff | 1 |
| 2 | The total number of complaints finalised about councillors and the GM under the code of conduct in the following periods: | |
| i | 3 Months | 1 |
| ii | 6 Months | 0 |
| iii | 9 Months | 0 |
| iv | 12 Months | 0 |
| v | Over 12 months | 0 |

Overview of Complaints and Cost

- | | | |
|-----|--|-----|
| 3 a | The number of complaints finalised at the outset by alternative means by the GM or Mayor | 1 |
| b | The number of complaints referred to the Office of Local Government (OLG) under a special complaints management arrangement | 0 |
| c | The number of code of conduct complaints referred to a conduct reviewer | 0 |
| d | The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer | 0 |
| e | The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer | 0 |
| f | The number of finalised code of conduct complaints investigated by a conduct reviewer | 0 |
| g | Cost of dealing with code of conduct complaints via preliminary assesment | 500 |
| h | Progressed to full investigation by a conduct reviewer | 0 |
| i | The number of finalised complaints investigated where there was found to be no breach | 1 |
| j | The number of finalised complaints investigated where there was found to be a breach | 0 |
| k | The number of complaints referred by the GM or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police | |
| i | ICAC | 0 |
| ii | NSW Ombudsman | 0 |
| iii | OLG | 0 |
| iv | Police | 0 |

v	Other Agency (please specify)	0
l	The number of complaints being investigated that are not yet finalised	0
m	The total cost of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	1,000

Preliminary Assessment Statistics

4	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:	
a	To take no action (clause 6.13(a) of the 2020 Procedures)	0
b	To resolve the complaint by alternative and appropriate strategies (clause 6.13(b) of the 2020 Procedures)	1
c	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies (clause 6.13(c) of the 2020 Procedures)	0
d	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police (clause 6.13(d) of the 2020 Procedures)	0
e	To investigate the matter (clause 6.13(e) of the 2020 Procedures)	0
f	Other action (please specify)	0

Investigation Statistics

5	The number of investigated complaints resulting in a determination that there was no breach , in which the following recommendations were made:	
a	That the council revise its policies or procedures	0
b	That a person or persons undertake training or other education (clause 7.40 of the 2020 Procedures)	1
6	The number of investigated complaints resulting in a determination that there was a breach in which the following recommendations were made:	
a	That the council revise any of its policies or procedures (clause 7.39 of the 2020 Procedures)	0
b	In the case of a breach by the GM, that action be taken under the GM's contract for the breach (clause 7.37(a) of the 2020 Procedures)	0
c	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 (clause 7.37(b) of the 2020 Procedures)	0
d	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 and that the matter be referred to OLG for further action (clause 7.37(c) of the 2020 Procedures)	0
7	Matter referred or resolved after commencement of an investigation (clause 7.20 of the 2020 Procedures)	0

Categories of misconduct

8	The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:	
a	General conduct (Part 3)	1

b	Non-pecuniary conflict of interest (Part 5)	0
c	Personal benefit (Part 6)	0
d	Relationship between council officials (Part 7)	0
e	Access to information and resources (Part 8)	0
Outcome of determinations		
9	The number of investigated complaints resulting in a determination that there was a breach in which the council:	
a	Adopted the independent conduct reviewers recommendation	0
b	Failed to adopt the independent conduct reviewers recommendation	0
10	The number of investigated complaints resulting in a determination where:	
a	The external conduct reviewers decision was overturned by OLG	0
b	Council's response to the external conduct reviewers recommendation was overturned by OLG	0
11	Date Code of Conduct data was presented to council	18-Nov-25

12.3 QUARTERLY BUDGET REVIEW STATEMENT (QBR) - SEPTEMBER 2025 (QUARTER 1)**Document ID:** 835620**Author:** Chief Financial Officer**Authoriser:** Acting Deputy General Manager Corporate & Community Services**Theme:** Our Leadership**Attachments:** 1. QBR Q1 Data Return [↓](#) **RECOMMENDATION**

That Council:

1. Endorses the Quarterly Budget Review Statement (QBR) for the period ending 30 September 2025, prepared in accordance with the NSW Office of Local Government guidelines.
2. Notes the Responsible Accounting Officer's certification that Council's financial position remains satisfactory.
3. Approves the proposed variations to the 2025–26 budget as outlined in the QBR.
4. Authorises submission of the QBR and electronic data return to the Office of Local Government.

PURPOSE

The purpose of this Quarterly Budget Review Statement (QBR) is to provide a transparent, timely, and accurate assessment of Council's financial performance against its adopted budget for the current financial year. It ensures accountability to the community and compliance with the NSW Office of Local Government's updated reporting framework.

This report enables:

- Monitoring of budgetary performance across all funds (General, Water, Sewer)
- Identification of significant variances and emerging financial risks
- Informed decision-making by Councillors and senior management
- Alignment with strategic objectives outlined in the Delivery Program and Operational Plan
- Compliance with statutory obligations, including submission of the electronic data return (QDR) to the OLG.

The QBR supports sound financial governance and reinforces the Council's commitment to fiscal responsibility and service delivery excellence.

SUMMARY

Based on the financial performance for the quarter ended 30 September 2025, the Council's budgetary position remains satisfactory. Income and expenditure are tracking

within expected parameters, and no significant adverse variances have been identified. The Council continues to maintain adequate liquidity and reserves, and progress on capital projects is aligned with planned timelines and funding allocations.

BACKGROUND ON QBRS CHANGES

In August 2025, the NSW Office of Local Government (OLG) released revised Quarterly Budget Review Statement Guidelines for local councils. These changes mark a significant step toward improving financial transparency, consistency, and accountability across the sector.

Key Changes Introduced

- **Mandatory Reporting:** Councils are now required to submit QBRS reports and electronic data returns (QDRs) for each quarter, starting with Q1 of FY 2025–26.
- **Standardised Templates:** Councils must use uniform reporting templates provided by OLG to ensure consistency in financial reporting across all NSW councils.
- **Council Meeting Requirement:** The QBRS report must be tabled at a council meeting before submission to OLG and must include a statement from the Responsible Accounting Officer (RAO).
- **Submission Deadline:** Both the QBRS report and QDR must be submitted electronically to OLG by 30 November 2025 for Q1.

Purpose of the Reform

The updated guidelines aim to:

- Strengthen financial oversight and governance
- Promote transparency and community trust
- Enable early identification of financial risks
- Align financial reporting with strategic planning and service delivery.

BUDGETARY ADJUSTMENTS

Attached to this document is the Quarterly Budget Review Statement (QBRS) Data Return, completed in the standard format prescribed by the NSW Office of Local Government (OLG). In accordance with OLG guidelines, no changes have been made to the structure or content of the official return form.

The following section outlines the key budgetary variations included in the Quarterly Budget Review Statement for the period ending 30 September 2025. These changes are presented with accompanying explanatory notes to support Council's understanding of the financial impacts and to facilitate informed discussion and decision-making, in line with the reporting standards set by the Office of Local Government.

Operating Income

Council has been awarded a Youth Week grant of 19k and there has been an updated adjustment of budget to the Commonwealth Home Support program of 25k, total increase of income of 44k.

Operating Expenditure

192k carried forward for the stormwater flood study at the airport, 77k for the sewer asset condition ratings, emergency plan and trade waste administration, 158k for the water asset condition rating, waste water management and the drinking water management system reviews, 20k increase to the Commonwealth home support program expenditure (with an adjustment between wages and materials) and 19k increase to the youth grant expenses in line with the increase to operating income for the new grant discussed above and other minor adjustments, total increase of expenses of 505k.

Capital Expenditure

5.545m Capital Expenditure has been carried forward from the 2025 budget to complete projects that commenced in previous years including 1.1m from the Regional Emergency Road Repair Fund, 458k from the Office of Government Drought Relief Fund, 297k for roads resheeting and 219k for water main replacements.

RESPONSIBLE ACCOUNTING OFFICER DECLARATION

In accordance with Section 203(2) of the Local Government (General) Regulation 2021, and the Quarterly Budget Review Statement Guidelines for Local Government (August 2025), I declare that:

The financial position of Narrandera Shire Council is satisfactory, having regard to the original estimate of income and expenditure for the year.

Should any material variances or risks arise in future quarters, appropriate remedial actions will be recommended to ensure continued financial sustainability and alignment with Council's strategic objectives.

Shana Johnny
Responsible Accounting Officer

Date:

Office of Local Government

QBRs 25-26 Quarter 1

Return to: qbrs@olg.nsw.gov.au in Excel format

Due Date: 30 November 2025

Council Name:	Narrandera Shire Council
Quarter end:	30/09/2025
Contact Name:	Shana Johnny
Contact Phone:	02 69595510
Contact Email:	Shana.Johnny@narrandera.nsw.gov.au

Comments on Return:

Note: to insert line breaks in comment box, press Alt-Enter.

Only WHITE cells need to be populated

DO NOT ENTER N/A into Cells - leave blank if no data

Questions relating to this return should be directed to:

Office of Local Government

Performance Team

(02) 4428 4100

QBRs FINANCIAL OVERVIEW											
Narrandera Shire Council											
Budget review for the quarter ended 30/09/25											
DESCRIPTION		Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (FY)	VARIANCE	ACTUAL YTD
		Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v FY	
		2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
Net operating result before grants and contributions provided for capital purposes	General Fund	-5,167	1,886	0	0	0	1,886	-226	1,660	-226	4,743
	Water Fund	62	134	0	0	0	134	-158	-24	-158	1,027
	Sewer Fund	456	406	0	0	0	406	-77	329	-77	1,493
	Consolidated	-4,649	2,426	0	0	0	2,426	-461	1,965	-461	7,262
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non-financial assets	Consolidated	8,909	26,071	0	0	0	26,071	-461	25,610	-461	8,963
Borrowings	Total borrowings										
Liquidity	External restrictions	15,468	9,464	0	0	0	9,464	-2,283	7,181	-2,283	17,432
	Internal Allocations	12,723	9,723	0	0	0	9,723	-1,544	8,179	-1,544	8,815
	Unallocated	3,260	2,320	0	0	0	2,320	0	2,320	0	4,293
	Total Cash, Cash Equivalents and Inven	31,451	21,507	0	0	0	21,507	-3,827	17,680	-3,827	30,540
Capital	Capital Funding	15,338	33,116	0	0	0	33,116	5,545	38,661	5,545	1,551
	Capital Expenditure	15,338	33,116	0	0	0	33,116	5,545	38,661	5,545	1,551
	Net Capital	0	0	0	0	0	0	0	0	0	0
		Opening Balance	Total Cash Contributions Received	Total Interest Earned	Total Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings (to)/from			
		As at 1 July 2025	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q			
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's			
Developer Contribution	Total Developer Contributions	894	15	0	0	0	910	0			

Income and Expenses Budget Review Statement										
Narrandera Shire Council										
Budget review for the quarter ended 30/09/2025										
Consolidated Fund										
Description	Previous Year Actual 2024/25 \$000's	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q 1 \$000's	Approved Changes Review Q 2 \$000's	Approved Changes Review Q 3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PTE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PTE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
INCOME										
Rates and Annual Charges	10,576	12,107				12,107		12,107	0	12,008
User Charges and Fees	3,271	3,053				3,053		3,053	0	1,035
Other Revenue	1,120	1,190				1,190		1,190	0	181
Grants and Contributions - Operating	8,004	9,436				9,436	44	9,480	44	772
Grants and Contributions - Capital	6,916	16,842				16,842		16,842	0	
Interest and Investment Income	1,592	947				947		947	0	184
Other Income	241	242				242		242	0	0
Net gain from disposal of assets	0	92				92		92	0	
Total Income from continuing operations	31,720	43,909	0	0	0	43,909	44	43,953	44	14,180
EXPENSES										
Employee benefits and on-costs	9,502	10,035				10,035	-78	9,957	-78	2,697
Materials & Services	10,590	7,162				7,162	583	7,745	583	2,384
Borrowing Costs	155	181				181	0	181	0	31
Other Expenses	437	460				460	0	460	0	105
Net Loss from Disposal of Assets	2,127	0				0	0	0	0	
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	22,811	17,838	0	0	0	17,838	505	18,343	505	5,217
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	8,909	26,071	0	0	0	26,071	-461	25,610	-461	8,963
Depreciation, amortisation and impairment of non financial assets	6,640	6,803				6,803		6,803	0	1,701
Operating result from continuing Operations	2,269	19,268	0	0	0	19,268	-461	18,807	-461	7,262
Net Operating Result before grants and contributions provided for capital purposes	-4,647	2,426	0	0	0	2,426	-461	1,965	-461	7,262
Notes										
Original Budget +/- approved budget changes in previous quarters = REVISED Budget										
Revised Budget +/- recommended changes this quarter = PROJECTED year results										
The quarterly recommended changes to the revised budget are to include:										
1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan										
2) any impacts of year to date expenditure on recommended changes to budget										
Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.										
The narrative is important in understanding why budget changes are necessary.										

Income and Expenses Budget Review Statement										
Narrandera Shire Council										
Budget review for the quarter ended 30/09/2025										
General Fund										
Description	Previous Year Actual 2024/25 \$000's	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q 1 \$000's	Approved Changes Review Q 2 \$000's	Approved Changes Review Q 3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PTE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PTE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
INCOME										
Rates and Annual Charges	7,960	9,261				9,261		9,261	0	9,205
User Charges and Fees	1,414	1,534				1,534		1,534	0	558
Other Revenue	1,089	1,190				1,190		1,190	0	181
Grants and Contributions - Operating	7,726	9,436				9,436	44	9,480	44	772
Grants and Contributions - Capital		16,598				16,598		16,598	0	
Interest and Investment Income	1,176	711				711		711	0	118
Other Income	241	242				242		242	0	
Net gain from disposal of assets		92				92		92	0	
Total Income from continuing operations	19,606	39,064	0	0	0	39,064	44	39,108	44	10,834
EXPENSES										
Employee benefits and on-costs	8,593	9,274				9,274	-78	9,196	-78	2,436
Materials & Services	8,012	5,183				5,183	348	5,531	348	2,150
Borrowing Costs	29	65				65		65	0	1
Other Expenses	437	460				460		460	0	105
Net Loss from Disposal of Assets	2,127					0		0	0	
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	19,198	14,982	0	0	0	14,982	270	15,252	270	4,692
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	408	24,082	0	0	0	24,082	-226	23,856	-226	6,142
Depreciation, amortisation and impairment of non financial assets	5,575	5,598				5,598		5,598	0	1,400
Operating result from continuing Operations	-5,167	18,484	0	0	0	18,484	-226	18,258	-226	4,743
Net Operating Result before grants and contributions provided for capital purposes	-5,167	1,886	0	0	0	1,886	-226	1,660	-226	4,743
Notes										
Original Budget +/- approved budget changes in previous quarters = REVISED Budget										
Revised Budget +/- recommended changes this quarter = PROJECTED year results										
The quarterly recommended changes to the revised budget are to include:										
1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan										
2) any impacts of year to date expenditure on recommended changes to budget										
Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.										
The narrative is important in understanding why budget changes are necessary.										

Income and Expenses Budget Review Statement										
Narrandera Shire Council										
Budget review for the quarter ended 30/09/2025										
Water Fund										
Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
INCOME										
Access Charges	984	984				984		984	0	977
User Charges	1,695	1,328				1,328		1,328	0	458
Fees	31	0				0		0	0	0
Grants & Contributions - Operating						0		0	0	0
Interest and Investment Income	350	211				211		211	0	58
Other Income						0		0	0	0
Net gain from disposal of assets						0		0	0	0
Total Income from continuing operations	3,024	2,523	0	0	0	2,523	0	2,523	0	1,493
EXPENSES										
Employee benefits and on-costs	525	396				396		396	0	152
Materials & Services	1,749	1,275				1,275	158	1,433	158	135
Borrowing Costs						0		0	0	0
Water purchase charges						0		0	0	0
Calculated taxation equivalents						0		0	0	0
Debt guarantee fee						0		0	0	0
Other Expenses						0		0	0	0
Net Loss from Disposal of Assets						0		0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	2,274	1,671	0	0	0	1,671	158	1,829	158	287
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	750	852	0	0	0	852	-158	694	-158	1,206
Depreciation, amortisation and impairment of non financial assets	688	718				718		718	0	160
Surplus / (Deficit) from continuing operations before capital amounts	62	134	0	0	0	134	-158	-24	-158	1,027
Grants and Contributions - Capital						0		0	0	0
Surplus / (Deficit) from continuing operations after capital amounts	62	134	0	0	0	134	-158	-24	-158	1,027
Notes										
Original Budget +/- approved budget changes in previous quarters = REVISED Budget										
Revised Budget +/- recommended changes this quarter = PROJECTED year results										
The quarterly recommended changes to the revised budget are to include:										
1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan										
2) any impacts of year to date expenditure on recommended changes to budget										
Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.										
The narrative is important in understanding why budget changes are necessary.										

Income and Expenses Budget Review Statement										
Narrandera Shire Council										
Budget review for the quarter ended 30/09/2025										
Sewer Fund										
Description	Previous Year Actual 2024/25 \$000's	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q 1 \$000's	Approved Changes Review Q 2 \$000's	Approved Changes Review Q 3 \$000's	Revised Budget \$000's	Recommended changes for council resolution \$000's	Projected Year End (PYE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PYE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
INCOME										
Access charges	1,668	1,862				1,862		1,862	0	1,826
User charges	162	191				191		191	0	19
Liquid trade-waste charges						0		0	0	
Fees	278					0		0	0	
Grants and contributions - Operating						0		0	0	
Interest and Investment Income	66	25				25		25	0	8
Other Income						0		0	0	
Net gain from disposal of assets						0		0	0	
Total Income from continuing operations	2,174	2,078	0	0	0	2,078	0	2,078	0	1,853
EXPENSES										
Employee benefits and on-costs	384	365				365		365	0	109
Materials & Services	829	704				704	77	781	77	99
Borrowing Costs	126	116				116		116	0	30
Calculated taxation equivalents						0		0	0	
Debt Guarantee fee						0		0	0	
Other Expenses						0		0	0	
Net Loss from Disposal of Assets						0		0	0	
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	1,339	1,185	0	0	0	1,185	77	1,262	77	238
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	835	893	0	0	0	893	-77	816	-77	1,615
Depreciation, amortisation and impairment of non financial assets	377	487				487		487	0	122
Surplus / (Deficit) from continuing operations before capital amounts	458	406	0	0	0	406	-77	329	-77	1,493
Grants and Contributions - Capital						0		0	0	
Surplus / (Deficit) from continuing operations after capital amounts	458	406	0	0	0	406	-77	329	-77	1,493
Notes										
Original Budget +/- approved budget changes in previous quarters = REVISED Budget										
Revised Budget +/- recommended changes this quarter = PROJECTED year results										
The quarterly recommended changes to the revised budget are to include:										
1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan										
2) any impacts of year to date expenditure on recommended changes to budget										
Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.										
The narrative is important in understanding why budget changes are necessary.										

Capital Budget Review Statement Narrandera Shire Council Budget review for the quarter ended 30/09/2025										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Budget	Changes	Changes	Changes	Budget	changes	Year End		YTD
	2024/25 \$000's	2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	Budget \$000's	for council resolution \$000's	Result 2025/26 \$000's	ORIGINAL budget v FYE 2025/26 \$000's	2025/26 \$000's
CAPITAL FUNDING										
Rates & other untied funding		4,689				4,689	1,132	5,821	1,132	
Capital Grants & Contributions	6,916	16,696				16,696	1,846	18,542	1,846	1,195
Reserves - External Restrictions	7,205	4,910				4,910	2,154	7,064	2,154	290
Reserves - Internally Allocated	1,093	1,026				1,026	413	1,439	413	
New Loans	0	5,430				5,430		5,430	0	
Proceeds from sale of assets	124	365				365		365	0	66
Other						0		0	0	
Total Capital Funding	15,338	33,116	0	0	0	33,116	5,545	38,661	5,545	1,551
CAPITAL EXPENDITURE										
WIP	7,973					0		0	0	
New Assets	1,534	24,990				24,990	2,112	27,102	2,112	1,182
Asset Renewal	5,831	7,810				7,810	3,433	11,243	3,433	369
Other		316				316		316	0	
Total Capital Expenditure	15,338	33,116	0	0	0	33,116	5,545	38,661	5,545	1,551
Net Capital Funding - Surplus /(Deficit)	0	0	0	0	0	0	0	0	0	0
Notes Original Budget +/- approved budget changes in previous quarters = REVISED Budget Revised Budget +/- recommended changes this quarter = PROJECTED year results Where the Total Capital Funding and the Total Capital Expenditure values do not match an explanation is to be provided. Carry over funding from previous year should be identified and any proposed carry forwards into next financial year are to be explained. The quarterly recommended changes to the revised budget are to include: 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan 3) any impacts of year to date expenditure on recommended changes to budget Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information. The narrative is important in understanding why budget changes are necessary.										

Cash and Investments Budget Review Statement										
Narrandera Shire Council										
Budget review for the quarter ended 30/09/2025										
Description	Previous Year Actual 2024/25 \$000's	Current Year Original Budget 2025/26 \$000's	Approved Changes Review Q 1 \$000's	Approved Changes Review Q 2 \$000's	Approved Changes Review Q 3 \$000's	Revised Budget \$000's	Recommended changes for council resolution Q1 \$000's	Projected Year End (PYE) Result 2025/26 \$000's	VARIANCE ORIGINAL budget v PYE 2025/26 \$000's	ACTUAL YTD 2025/26 \$000's
Total Cash, Cash Equivalents & Investments	31,451	21,507				21,507	-3,827	17,680	-3,827	30,540
EXTERNALLY RESTRICTED										
Water Fund	5,868	4,502				4,502		4,502	0	6,446
Sewer Fund	806	230				230		230	0	1,886
Developer contributions - General	528	634				634		634	0	537
Developer contributions - Water	260	256				256		256	0	267
Developer contributions - Sewer	106	115				115		115	0	106
Transport for NSW Contributions	103					0	0	0	0	103
Domestic waste management	1,795	1,201				1,201		1,201	0	2,387
Stormwater management	101	43				43		43	0	89
Other	5,901	2,483				2,483	-2,283	200	-2,283	5,611
Total Externally Restricted	15,468	9,464	0	0	0	9,464	-2,283	7,181	-2,283	17,432
Cash, cash equivalents & investments not subject to external restrictions	15,983	12,043	0	0	0	12,043	-1,544	10,499	-1,544	13,108
INTERNAL ALLOCATIONS										
Employee entitlements	1,301	1,301				1,301		1,301	0	1,301
Plant & Vehicle Replacement	2,138	1,838				1,838		1,838	0	1,904
Carry Over Works Revenue Funded	1,131	0				0	-1,131	-1,131	-1,131	1,077
Organisational Strategy & Governance	1,446	1,446				1,446		1,446	0	1,409
Organisational Service Assets & Projects	980	3,044				3,044		3,044	0	969
Financial Assistance Grant Paid in Advance	3,441	0				0		0	0	0
Other	2,286	2,094				2,094	-413	1,681	-413	2,155
Total Internally Allocated	12,723	9,723	0	0	0	9,723	-1,544	8,179	-1,544	8,815
Unallocated	3,260	2,320	0	0	0	2,320	0	2,320	0	4,293

restricts their use.
discretion of council.

Developer Contributions Summary																						
Narrandera Shire Council																						
Budget review for the quarter ended 30/09/2025																						
Purpose	Opening Balance	Developer Contributions Received										Interest Earned	Interest Earned	Interest Earned	Amounts Expended	Amounts Expended	Amounts Expended	Internal Borrowings (to)/from	Internal Borrowings (to)/from	Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative Balance of Internal borrowings (to)/from
		Cash	Cash	Cash	Non-Cash Land	Non-Cash Land	Non-Cash Land	Non-Cash Other	Non-Cash Other	Non-Cash Other												
		As at 1 July 2025	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3											
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	
Fireworks																					0	
Roads	60																				60	
Travelling Facilities																					0	
Parking																					0	
Open space																					0	
Community Facilities																					0	
Other																					0	
Total ST 31 Under plan	60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	
ST 11 Not under plan																					0	
ST 12 Services	236																				236	
ST 4 Planning agreements	263																				263	
ST 6 Centre shut zone	335	16																			351	
Other																					0	
Total Developer Contribution	894	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	910	0	
Notes																						
All developer contributions received are to be disclosed, and distinguished as cash or non cash. Recognition occurs when Council gains control over the Asset (cash or non cash).																						
Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4,s7.11 and s7.12 of the Environmental Planning and Assessment Act 1979.																						
Developer contributions may only be expended for the purpose for which the contributions were required, however Council may apply contributions according to the priorities established in work schedules for the contribution plan.																						
Amounts Expended only includes monetary expenditure. The result should be a positive and not negative result.																						

12.4 MONTHLY STATEMENT OF INVESTMENTS - OCTOBER 2025**Document ID:** 833370**Author:** Financial Services Coordinator**Authoriser:** Acting Deputy General Manager Corporate & Community Services**Theme:** Statutory and Compulsory Reporting – Financial / Audit**Attachments:** 1. Narrandera Monthly Report - October 2025 Arlo Advisory  **RECOMMENDATION**

That Council:

1. Receives and notes the Statement of Investments as at 31 October 2025.

PURPOSE

The purpose of this report is to provide details to Council of its investment portfolio as at 31 October 2025, and confirm that Council's Responsible Accounting Officer has certified that the investments listed have been made in accordance with the *Local Government Act 1993* ("the Act"), the *Local Government (General) Regulation 2021* ("the Regulation") and Council's Investment Policy.

SUMMARY

In accordance with clause 212 of the Regulation, the Responsible Accounting Officer must provide Council with a monthly written report setting out details of Council's investments under section 625 of the Act. The report must also include certification that Council's investments have been made in accordance with the Act, the Regulation, and Council's adopted Investment Policy.

Table 1 summarises the value of Council's investments. As illustrated, Council's investments (Excluding Trust Funds) totalled \$29.79M as at 31 October 2025. Actual interest income to 31 October 2025 is \$69,046.47 which compares favourably with the cumulative budgeted amount.

Table 1 Summary of Council's investments as at 31 October 2025

Fund	Balance
General	23,291,559.45
Water	5,795,730.00
Sewerage	704,150.00
Trust	58,755.19
Total	29,850,194.64

Background

Council's Chief Financial Officer monitors the organisation's cash flow daily, with surplus funds being invested in accordance with Council's Investments Policy, as well the statutory requirements outlined in the Act and the Regulation.

Subject to those constraints, Council's objective when investing funds is to obtain the most favourable rate of interest, whilst taking into consideration the risks and security associated with the investment, as well as ensuring that Council's liquidity requirements are also being met.

Council seeks independent advice for investments and consults with its investment advisor (Arlo Advisory Pty Ltd) in managing the portfolio to ensure that returns are maximised, considering diversification and risk. A complete analysis of the performance is addressed in the Monthly Investment Review Report, appended at *Attachment 1*, prepared by the investment advisor.

Included in this report are the following items that highlight Council's investment portfolio performance for the month and an update on the investment environment:

- Council's Investment Portfolio for the month
- Application of Investment Funds
- Investment Portfolio Performance
- Investment Commentary
- Responsible Officer Certification

Council Term Deposits					
Borrower	Value	%	Yield	Rating	Maturity
National Australia Bank (On call)	1,032,684.26	3.47%	0.50%	A-1+	31 Oct 2025
National Australia Bank	1,000,000.00	3.36%	5.00%	A-1+	19 Nov 2025
National Australia Bank	1,000,000.00	3.36%	5.10%	A-1+	26 Nov 2025
National Australia Bank	1,000,000.00	3.36%	5.05%	A-1+	4 Dec 2025
National Australia Bank	1,000,000.00	3.36%	5.00%	A-1+	19 Dec 2025
Suncorp	1,000,000.00	3.36%	4.96%	A-1+	20 Jan 2026
Suncorp	500,000.00	1.68%	4.70%	A-1+	29 Dec 2025
Bendigo Bank	1,000,000.00	3.36%	4.09%	A-2	16 Mar 2026
Bendigo Bank	1,000,000.00	3.36%	4.09%	A-2	2 Apr 2026
IMB	1,000,000.00	3.36%	4.75%	A-2	22 Jul 2025
Australian Unity	1,000,000.00	3.36%	4.25%	A-2	5 Jun 2026
Australian Unity	1,000,000.00	3.36%	4.25%	A-2	15 Jun 2026
Bank of Us	1,000,000.00	3.36%	4.10%	A-2	26 Jun 2026
Bank of Vic	1,000,000.00	3.36%	4.35%	A-2	14 Apr 2026
Bank of Vic	1,000,000.00	3.36%	4.40%	BBB+	14 Apr 2027
Bank of Vic	1,000,000.00	3.36%	4.10%	BBB+	3 May 2027
Bank of Queensland	1,000,000.00	3.36%	4.19%	A-2	9 Feb 2026
National Australia Bank	1,000,000.00	3.36%	4.10%	A-1+	27 Jul 2026
Westpac Bank	1,000,000.00	3.36%	4.14%	A-1+	7 Sep 2026
Westpac Bank	1,000,000.00	3.36%	5.10%	A-1+	25 Nov 2025
Westpac Bank	1,000,000.00	3.36%	4.89%	A-1+	9 Jan 2026
Westpac Bank	1,000,000.00	3.36%	4.70%	A-1+	27 Feb 2026
Westpac Bank	1,000,000.00	3.36%	4.63%	A-1+	3 Mar 2026
Westpac Bank	1,000,000.00	3.36%	4.38%	A-1+	19 May 2026
Westpac Bank	1,000,000.00	3.36%	4.15%	A-1+	12 Jun 2026
Westpac Bank	200,000.00	0.67%	4.05%	AA-	1 Jul 2026
National Australia Bank	1,000,000.00	3.36%	4.05%	A-1+	28 Aug 2026
National Australia Bank	1,000,000.00	3.36%	4.07%	A-1+	28 Aug 2026
Westpac Bank	1,000,000.00	3.36%	4.12%	A-1+	24 Feb 2026
Westpac Bank	1,000,000.00	3.36%	4.11%	A-1+	5 May 2026
Commonwealth Bank	1,000,000.00	3.36%	4.17%	A-1+	12 Oct 2026
Total Council Funds	29,732,684.26	100%			
Trust Term Deposits					
Borrower	Value	%	Yield	Rating	Maturity
Westpac bank	58,755.19	100.00%	4.19%	AA-	4 Aug 2026
Total Trust Funds	58,755.19	100%			

Investment Portfolio Performance

Actual interest received for the month totalled \$69,046.47 which compares favourably with the budget for the period of \$53,333 – outperforming budget for the month by \$15,713.47.

Council's outperformance to budget for October is due to better than budgeted returns of Council investment portfolio as well as a higher than anticipated investment portfolio balance.

Council's Cash and At-Call accounts are utilised for daily cash flow management and need to be available to meet operating and contractual payments as they fall due.

For the month of October, the portfolio (excluding cash) provided a solid return of +0.38% (actual) or +4.58% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.30% (actual) or +3.55% p.a. (annualised).

As at the end of October 2025, Council's **deposit** portfolio was yielding 4.42% p.a. (down 4bp from the previous month), with a weighted average duration of around 190 days (~6½ months). We recommend Council incrementally increases this duration up to a minimum nine months this calendar year, to optimise returns in the long run.

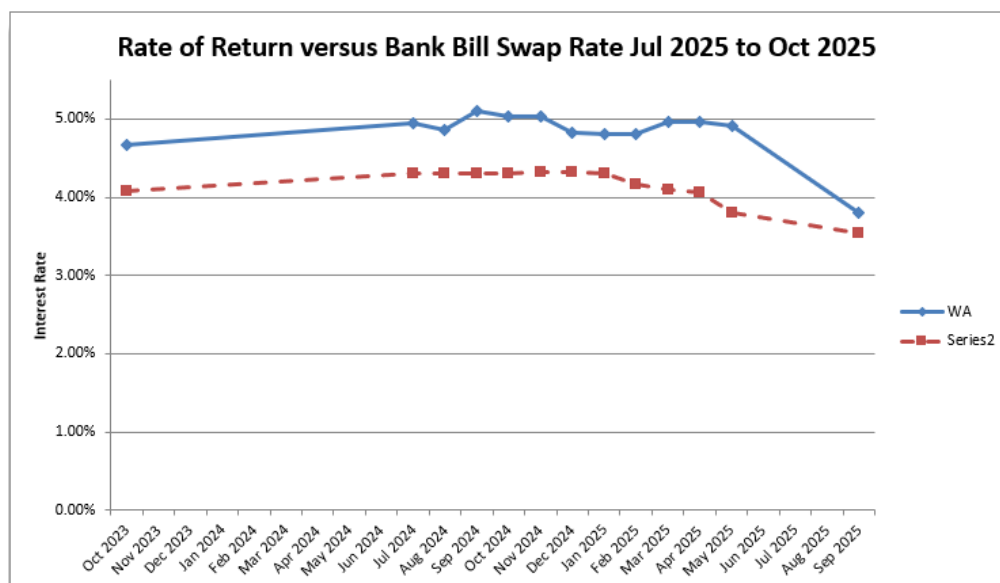
Council's performance (excluding cash) for the month ending October 2025 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Cash Rate Index	0.30%	0.90%	1.86%	1.22%	3.97%
AusBond Bank Bill Index	0.30%	0.91%	1.89%	1.22%	4.11%
Council's Portfolio[^]	0.38%	1.13%	2.32%	1.52%	4.84%
Outperformance	0.09%	0.22%	0.44%	0.30%	0.73%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Cash Rate Index	3.60%	3.60%	3.72%	3.66%	3.97%
AusBond Bank Bill Index	3.55%	3.67%	3.78%	3.65%	4.11%
Council's Portfolio[^]	4.58%	4.55%	4.66%	4.57%	4.84%
Outperformance	1.04%	0.88%	0.88%	0.92%	0.73%

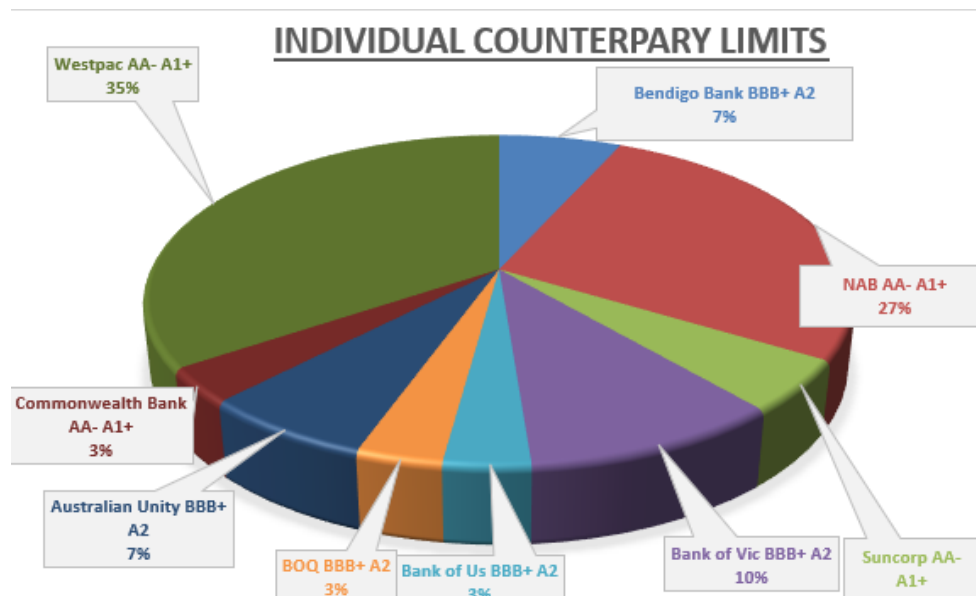
[^]Total portfolio performance excludes Council's cash account holdings.



2. Investment Commentary

Council's investment portfolio is well diversified in complying assets across the entire credit spectrum. It is also well diversified from a rating perspective. Credit quality is diversified and is invested amongst the investment grade Authorised Deposit-taking Institutions (ADI's) (being BBB+ or higher).

All investments are within the defined Policy limits, as outlined in the Rating Allocation chart below:



Investment Portfolio Balance

Council's investment portfolio balance decreased over the past month by \$0.75M from \$30.54M to \$29.79M. A term deposit was not reinvested due to cash flow and needing the funds to pay our suppliers and employees which has resulted in a decrease in our portfolio

RESPONSIBLE ACCOUNTING OFFICER (RAO) CERTIFICATION

- a. I hereby certify that the investments listed above have been made in accordance with section 625 of the *Local Government Act 1993*, clause 212 of the *Local Government (General) Regulation 2021* and Council's Investment Policy.

Shana Johnny
Responsible Accounting Officer



Monthly Investment Review



October 2025

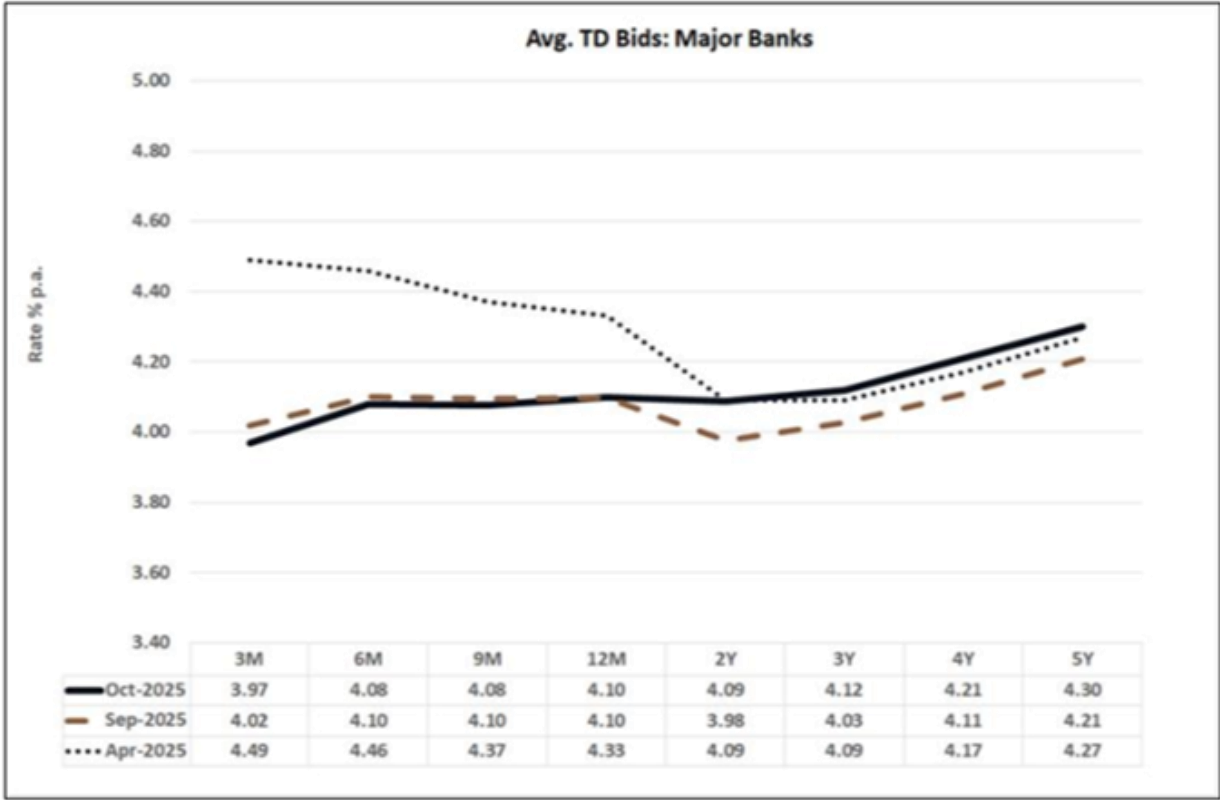
Arlo Advisory Pty Ltd
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Level 3, Suite 304, 80 Elizabeth Street, Sydney NSW 2000



Market Update Summary

US and China trade headlines swung risk markets over the past month. Risk sentiment improved as the month progressed amid renewed optimism that US-China trade tensions may ease, whilst also being buoyed by another US rate cut.

In the deposit market, over October, at the short-end of the curve (under 12 months), the average deposit rates offered by the domestic major banks remained relatively flat compared to where they were the previous month (September), after the market pushed back on the timing (and potentially the last rate cut to be delivered) by the RBA to mid-2026. At the longer-end of the curve (2-5 years), the average rates were around -10bp higher compared to where they were the previous month following the higher than expected quarterly inflation figure.



Source: Imperium Markets



Narrandera Shire Council's Portfolio & Compliance

Asset Allocation

As at the end of October 2025, the portfolio was entirely directed to fixed term deposits (~94%) and cash (~6%).

Senior FRNs are currently considered 'expensive' on a historical basis but new issuances should continue to be considered on a case by case scenario. In the interim, staggering a mix of fixed deposits between 12 months to 5 years remains a more optimal strategy to maximise returns over a longer-term cycle.

With global central banks remaining on an easing bias and further rate cuts priced in over the next 12 months, investors can choose to allocate a small proportion of medium to longer-term funds and undertake an insurance policy by investing across 1-5 year fixed deposits or fixed bonds, locking in and targeting yields above 4% p.a. Should inflation be within the RBA's target band of 2-3% over the longer-term, returns around 4% p.a. or higher should outperform benchmark.



Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy.

Where there is capacity to invest in attractive medium-longer term investments, we recommend this be allocated to any remaining attractive 1-5 year fixed term deposit or primary FRNs for 3-5 year terms (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 365 days	\$28,455,782	93.43%	30%	100%	\$2,000,945
✓	1 - 5 years	\$2,000,000	6.57%	0%	50%	\$13,226,946
✓	5 - 10 years	\$0	0.00%	0%	30%	\$9,136,734
		\$30,455,782	100.00%			



Counterparty

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max Limit (%)	Available (\$)
✓	ANZ	A-1+	\$1,500,000	4.93%	35%	\$9,159,524
✓	CBA	A-1+	\$1,000,000	3.28%	35%	\$9,659,524
✓	NAB	A-1+	\$8,897,026	29.21%	35%	\$1,762,497
✓	Westpac	A-1+	\$10,058,755	33.03%	35%	\$600,768
✓	Australian Unity Bank	A-2	\$2,000,000	6.57%	10%	\$1,045,578
✓	Bank of Us	A-2	\$1,000,000	3.28%	10%	\$2,045,578
✓	Bendigo and Adelaide	A-2	\$2,000,000	6.57%	10%	\$1,045,578
✓	BOQ	A-2	\$1,000,000	3.28%	10%	\$2,045,578
✓	BankVic	A-2	\$1,000,000	3.28%	10%	\$2,045,578
✓	BankVic (Long-Term)	BBB+	\$2,000,000	6.57%	10%	\$1,045,578
			\$30,455,782	100.00%		

As at the end of October 2025, all individual counterparties were within policy limits. Overall, the portfolio is lightly diversified across 9 ADIs. We recommend a more diversified portfolio to reduce concentration risk but in all likelihood, this would increase overall returns in the long-run.

Credit Quality

The portfolio is lightly diversified from a credit ratings perspective. The portfolio is mainly directed to the major banks (rated A-1+). All ratings categories are within policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max Limit (%)	Available (\$)
✓	A-1+ Category	\$21,455,782	70.45%	100%	\$9,000,000
✓	A-1 Category	\$0	0.00%	100%	\$30,455,782
✓	A-2 Category	\$7,000,000	22.98%	30%	\$2,136,734
✓	A-3 Category	\$0	0.00%	0%	\$0
✓	BBB+ to BBB Category	\$2,000,000	6.57%	30%	\$7,136,734
		\$30,455,782	100.00%		



Performance

Council's performance (excluding cash) for the month ending October 2025 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Cash Rate Index	0.30%	0.90%	1.86%	1.22%	3.97%
AusBond Bank Bill Index	0.30%	0.91%	1.89%	1.22%	4.11%
Council's Portfolio[^]	0.38%	1.13%	2.32%	1.52%	4.84%
Outperformance	0.09%	0.22%	0.44%	0.30%	0.73%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Cash Rate Index	3.60%	3.60%	3.72%	3.66%	3.97%
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Council's Portfolio[^]	4.58%	4.55%	4.66%	4.57%	4.84%
Outperformance	1.04%	0.88%	0.88%	0.92%	0.73%

[^]Total portfolio performance excludes Council's cash account holdings.

For the month of October, the portfolio (excluding cash) provided a solid return of +0.38% (actual) or +4.58% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.30% (actual) or +3.55% p.a. (annualised).

The outperformance over longer timeframes continues to be anchored by those longer-dated deposits, with original tenors placed for 12 months. We recommend a more diversified duration position going forward, with a small consideration of deposits to be placed up to 2 years (particularly as another rate cut is still price into the market).



Recommendations for Council

Term Deposits

Going forward, Council's ongoing strategy in placing across 12–24 months terms is likely to earn up to ¼–½% p.a. higher compared to shorter tenors in a normal market environment. There is ongoing belief that at least one more rate cut will be delivered and so locking in rates close to or above 4¼% p.a. across 1–3 year tenors may provide some income protection against a lower rate environment.

As at the end of October 2025, Council's **deposit** portfolio was yielding 4.42% p.a. (down 4bp from the previous month), with a weighted average duration of around 190 days (~6½ months). We recommend Council incrementally increases this duration up to a minimum 9 months this calendar year, to optimise returns in the long-run.

Please refer to the section below for further details on the Term Deposit market.

Securities

Primary (new) **FRNs** (with maturities between 3–5 years) are expensive on a historical basis but remains an option (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario. **Fixed Bonds** may also provide attractive opportunities from new (primary) issuances.

Please refer to the sections below for further details on each market.



Term Deposit Market Review

Current Term Deposits Rates

As at the end of October, we see value in the following:

ADI	LT Credit Rating	Term	Rate % p.a.
ING	A	5 years	4.58%
Westpac	AA-	5 years	4.43%
NAB	AA-	5 years	4.35%
BoQ	A-	5 years	4.34%
ING	A	4 years	4.43%
Westpac	AA-	4 years	4.35%
NAB	AA-	4 years	4.30%
BoQ	A-	4 years	4.24%
ING	A	3 years	4.30%
Westpac	AA-	3 years	4.28%
NAB	AA-	3 years	4.25%
BoQ	A-	3 years	4.19%
ING	A	2 years	4.23%
Westpac	AA-	2 years	4.20%
Aus. Military Bank	BBB+	2 years	4.17%
NAB	AA-	2 years	4.15%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (*we stress that rates are indicative, dependent on daily funding requirements and different for industry segments*):



ADI	LT Credit Rating	Term	Rate % p.a.
Westpac	AA-	12 months	4.32%
NAB	AA-	12 months	4.25%
ING Bank	A	12 months	4.22%
ICBC	A	12 months	4.21%
CBA	AA-	12 months	4.19%
Westpac	AA-	9 months	4.23%
Suncorp	AA-	9 months	4.21%
NAB	AA-	9 months	4.20%
BoQ	A-	9 months	4.19%
ING	A	9 months	4.17%
BoQ	A-	6 months	4.24%
Bendigo-Adelaide	A-	6 months	4.24%
Westpac	AA-	6 months	4.21%
Suncorp	AA-	6 months	4.21%
NAB	AA-	6 months	4.20%
NAB	AA-	3 months	4.10%
Heritage	BBB+	3 months	4.10%
Westpac	AA-	3 months	4.08%
Bendigo-Adelaide	A-	3 months	4.04%
Hume	BBB+	3 months	4.00%

For those investors that do not require high levels of liquidity and can stagger their investments longer term, they will be rewarded over a longer-term cycle if they roll for an average min. term of 12 months, with a spread of investments out to 5 years (this is where we see current value). In a normal market environment (upward sloping yield curve), investors could earn over a cycle, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits.

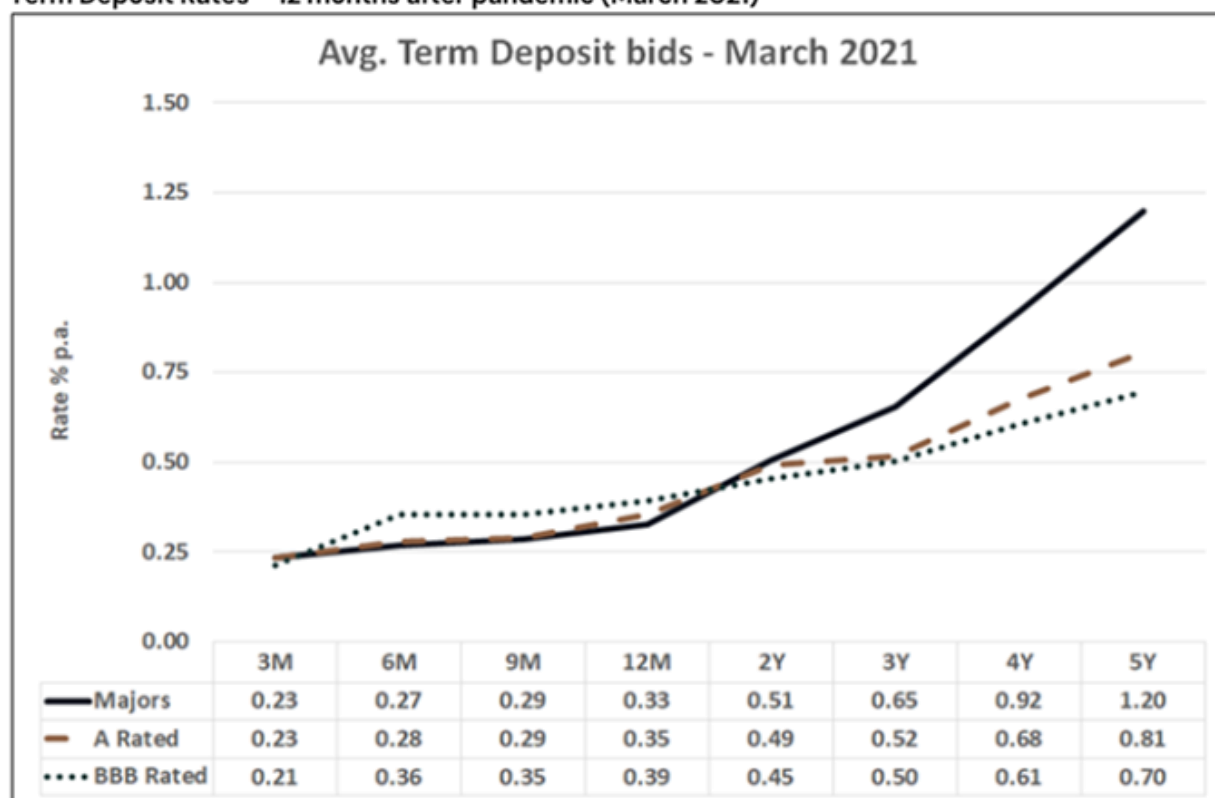
With the possibility for at least one more rate over the next 6-12 months domestically, investors should consider allocating some longer-term surplus funds and undertake an insurance policy by investing across 1-5 year fixed deposits and locking in rates above 4¼% p.a. This will provide some income protection if the RBA decides to continue cutting rates.



Term Deposits Analysis

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

Term Deposit Rates – 12 months after pandemic (March 2021)



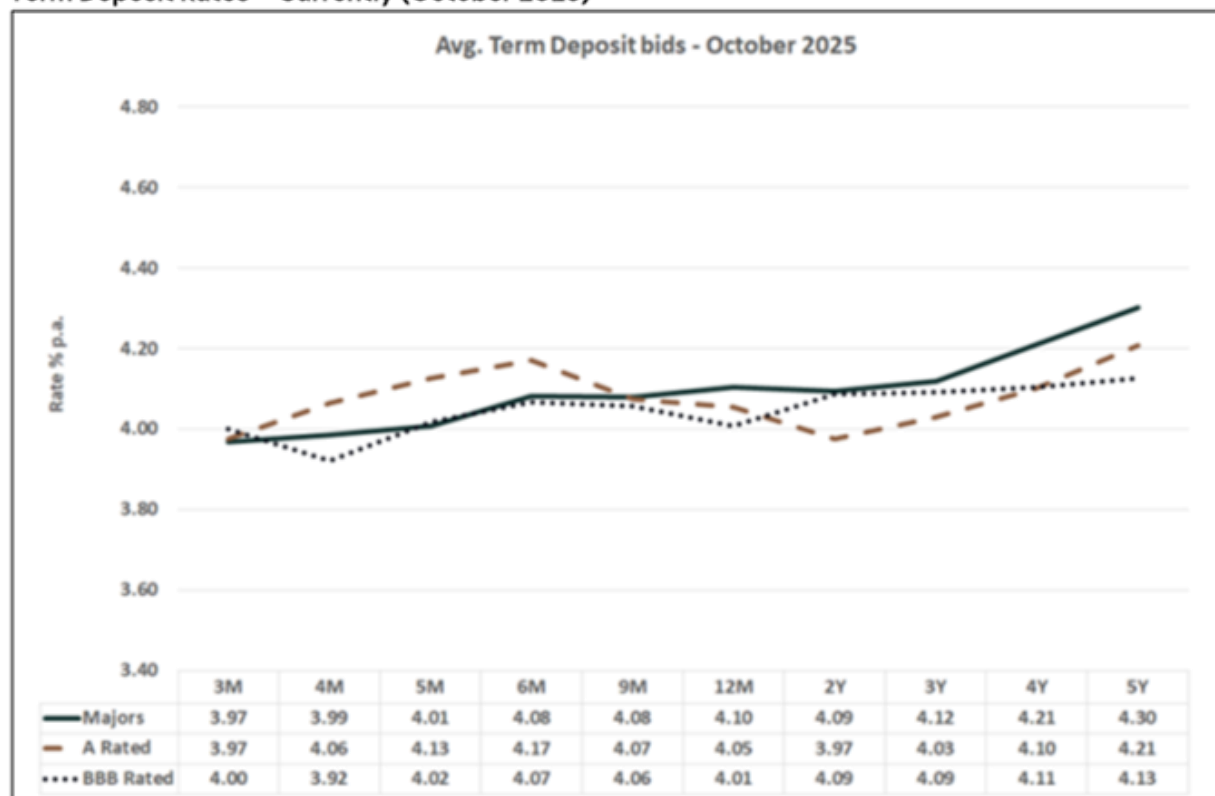
Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases, partially driven by the RBA's term funding facility coming to an end. In recent months, we have started to periodically see some of the lower rated ADIs ("A" and "BBB" rated) offering slightly higher rates compared to the domestic major banks ("AA" rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.



Going forward, investors should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry or considered 'ethical'. We are slowly seeing this trend emerge, although the major banks always seem to react more quickly than the rest of the market during periods of volatility:

Term Deposit Rates – Currently (October 2025)



Source: Imperium Markets

Financial Stability of the Banking (ADI) Sector

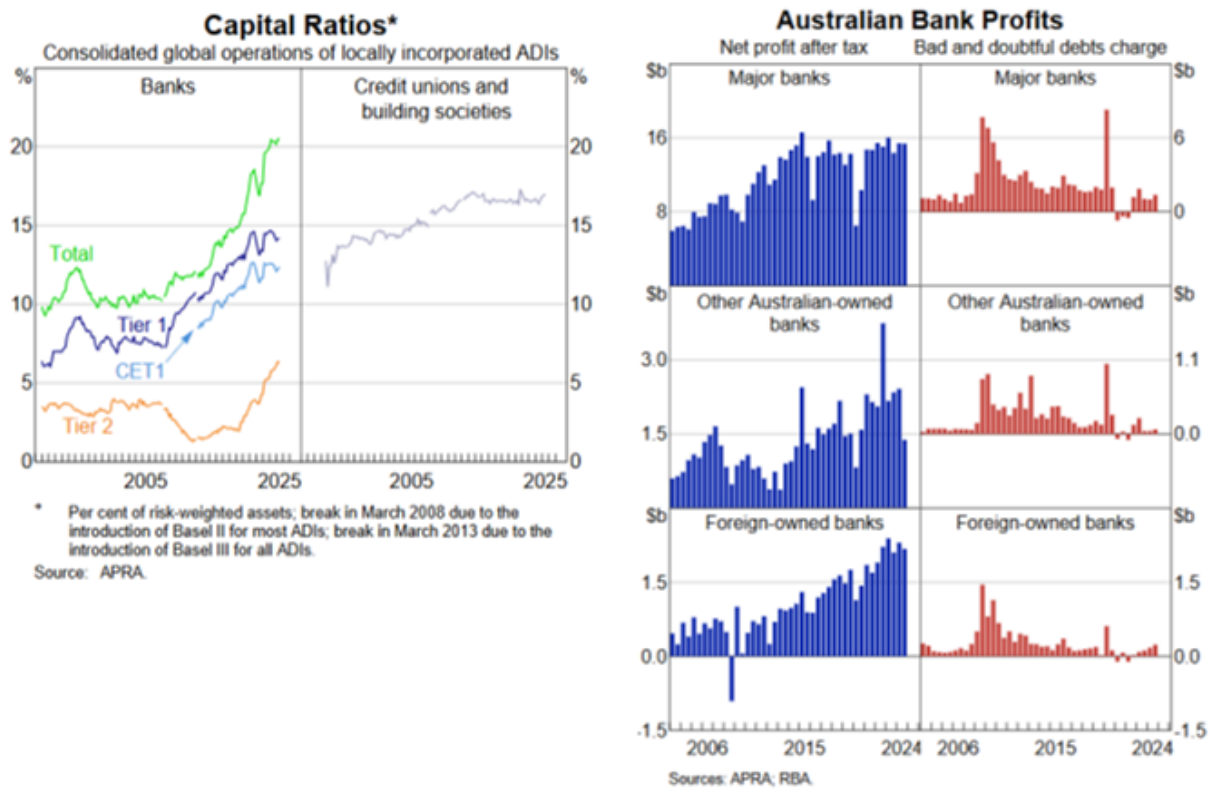
The RBA's Financial Stability reaffirms the strong balance sheet across the ADI sector. They noted that the risk of widespread financial stress remains limited due to the generally strong financial positions of most (individual) borrowers. Very few mortgage borrowers are in negative equity, limiting the impact on lenders (ADIs) in the event of default and supporting their ability to continue providing credit to the economy. Most businesses that have entered insolvency are small and have little debt, limiting the broader impact on the labour market and thus household incomes, and on the capital position of lenders (ADIs).

Australian banks (collectively the APRA regulated ADIs) have maintained prudent lending standards and are well positioned to continue supplying credit to the economy. A deterioration in economic conditions or temporary disruption to funding markets is unlikely to halt lending activity. Banks have anticipated an



increase in loan arrears and have capital and liquidity buffers well above regulatory requirements (see *Capita Ratios* chart below). APRA’s mandate is to “protect depositors” and provide “financial stability”.

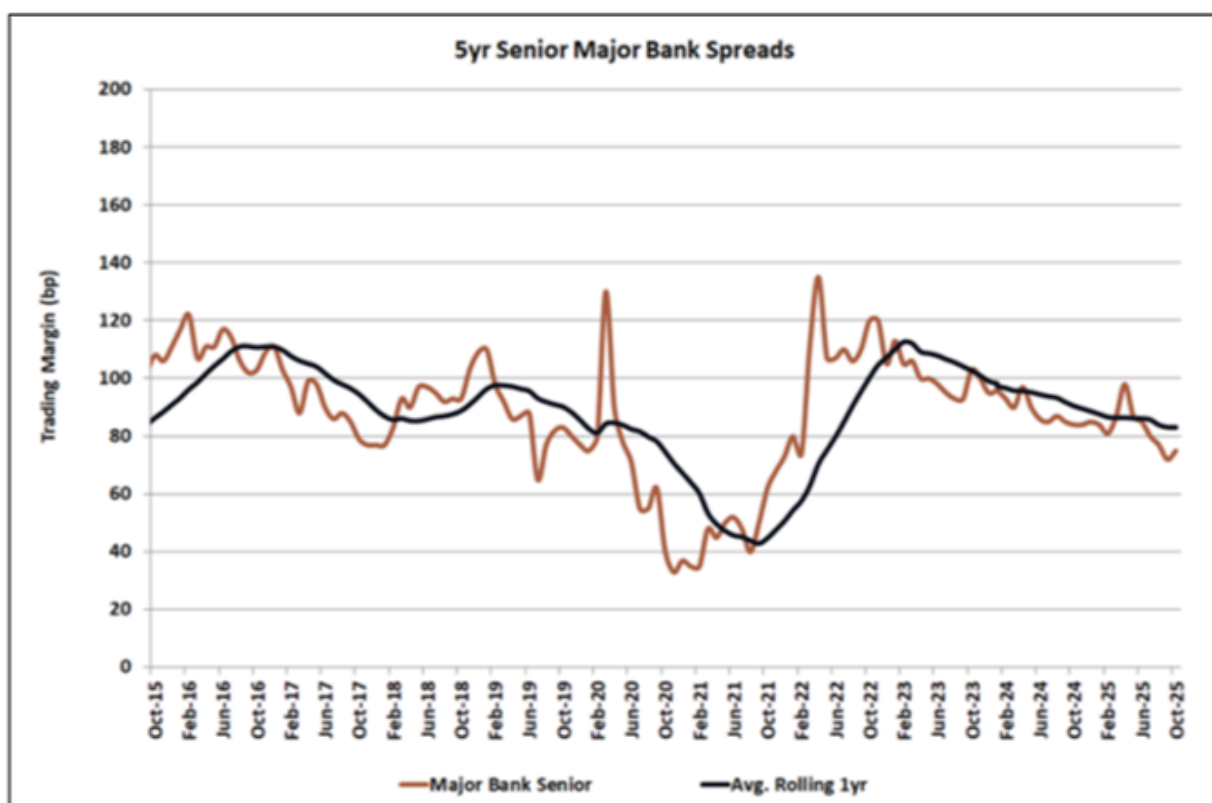
Over the past two decades, both domestic and international banks continue to operate and demonstrate high levels of profitability (see *Australian Bank Profits* chart below), which also covers two stress-test environments being the GFC (September 2008) and the COVID pandemic period (March 2020):





Senior FRNs Market Review

Over October, amongst the senior major bank FRNs, physical credit securities widened up to 3bp at the long-end of the curve. During the month, NAB (AA-) issued a new 3 year senior deal at +60bp. Long-term major bank senior securities are looking 'expensive' on a historical basis, noting the 5yr margin has averaged around the +90bp level over a cycle (currently around +75bp).



Source: IBS Capital

During the month, there was a handful of new issuances from the mutual banking sector:

- Great Southern Bank (BBB+): 3 year senior FRN at +93bp
- Police Bank (BBB+): 3 year senior FRN at +105bp
- Heritage & People's Choice (BBB+): 4 year senior FRN at +105bp

Amongst the "A" rated sector, the securities remained relatively flat across the 3-5 year part of the curve. Within the "BBB" rated sector, margins tightened up to 7bp at the 3 year part of the curve, partly driven by the new primary issuances.



Overall, credit securities are slightly expensive on a historical basis but remain a good option for diversification purposes. FRNs will continue to play a role in investors' portfolios mainly based on their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment), whilst also providing some diversification to those investors skewed towards fixed assets.

Senior FRNs (ADIs)	31/10/2025	30/09/2025
"AA" rated – 5yrs	+75bp	+72bp
"AA" rated – 3yrs	+60bp	+60bp
"A" rated – 5yrs	+80bp	+80bp
"A" rated – 3yrs	+67bp	+70bp
"BBB" rated – 3yrs	+93bp	+100bp

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before mid-2028 for the "AA" rated ADIs (domestic major banks);
- On or before 2026 for the "A" rated ADIs; and
- Within 6–9 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.



Senior Fixed Bonds – ADIs (Secondary Market)

With global central banks remaining on an easing bias, investors may look at some opportunities in the secondary market. We currently see value in the following fixed bond lines (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0314763	Bendigo	A-	Senior	24/10/2028	2.98	4.79%	4.41%
AU3CB0308955	BoQ	A-	Senior	30/04/2029	3.49	5.30%	4.54%
AU3CB0319879	Nova Sco.	A-	Senior	21/03/2030	4.38	5.23%	4.89%



Economic Commentary

International Market

US and China trade headlines swung risk markets over the past month. Risk sentiment improved as the month progressed amid renewed optimism that US-China trade tensions may ease, whilst also being buoyed by another US rate cut.

Across equity markets, the US S&P 500 Index rose +2.27%, whilst the NASDAQ surged +4.70%. Europe's main indices also provided solid returns, with gains in UK's FTSE (+3.92%), France's CAC (+2.85%) and Germany's DAX (+0.32%).

The US September headline CPI headline at +0.3% m/m and core gained +0.2%, both a tick below consensus. The annual rate on both headline and core came in at +3.0% y/y.

The US FOMC agreed to cut the Fed Funds rate target by 25bp to 3.75%–4.00%, as widely expected. The Fed agreed to end its Quantitative Tightening (QT) from December 1 but will continue to run down its Agency securities portfolio (by US\$35bn a month) instead reinvesting maturing proceeds into Treasuries.

The Bank of Canada cut by 25bp to 2.25% as expected and signalled that rates are now at "about the right level". Canada's unemployment rate came in steady at 7.1% against expectations for a lift to 7.2%.

UK headline CPI rose +3.8% y/y, below consensus for a +4.0% increase. Core and services inflation also came in below expectations.

The ECB held rates at 2.15% as expected in October. President Lagarde in the press conference repeated that policy was in "a good place", and that there was absolute unanimity on the ECB decision and that downside risks to growth have eased.

The RBNZ cut their official cash rate by an aggressive 50bp to 2.50%, its lowest level in three years, whilst signalling more cuts to come.

China's Q3 GDP beat expectations at +4.8% y/y, driven by strong exports and industrial production, but domestic demand remains soft, with retail sales and investment lagging.

The MSCI World ex-Aus Index rose +2.07% for the month of October:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+2.27%	+7.90%	+19.89%	+20.89%	+15.91%	+12.65%
MSCI World ex-AUS	+2.07%	+8.22%	+22.78%	+22.42%	+16.21%	+12.44%
S&P ASX 200 Accum. Index	+0.39%	+2.70%	+12.46%	+13.08%	+12.64%	+9.68%

Source: S&P, MSCI



Domestic Market

The consumer price index (CPI) rose +1.3% in the September 2025 quarter and +3.2% annually. The trimmed mean annual inflation figure surged up to +3.0% to the September quarter, up from +2.7% in the June quarter. The market has pushed back the timing of the next interest rate cut to around mid-2026, with some economists now forecasting no more rate cuts this cycle.

The seasonally adjusted unemployment rate rose to 4.5% in September, up from a revised 4.3% in August, the highest level since November 2021. The underemployment rate rose by 0.2% to 5.9% in September.

The latest RBA Minutes reaffirmed that future decisions will be *"cautious and data dependent"*. They consider policy to be *"probably still a little restrictive but acknowledged the extent of restriction was difficult to determine"*.

Dwelling prices rose +0.8% m/m in September, the strongest since October 2023, to be +4.8% higher over the year.

The monthly trade balance was lower than expected with a surplus of \$1.8bn for August, the lowest it has been since June 2018. The decline was driven by a sharp drop in non-monetary gold exports as well as a broad-based increase in goods imports. Exports fell -7.8% m/m, down by \$3.5bn.

Household spending rose +0.1% m/m in August and +5.0% over the year.

The Australian dollar fell around -0.77%, finishing the month at US65.51 cents (from US66.02 cents the previous month).

Credit Market

The global credit indices remained relatively flat this month. They remain near the levels seen in early-mid 2022 (prior to the rate hike cycle from most central banks):

Index	October 2025	September 2025
CDX North American 5yr CDS	52bp	52bp
iTraxx Europe 5yr CDS	54bp	56bp
iTraxx Australia 5yr CDS	66bp	66bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	October 2025	September 2025
Bloomberg AusBond Bank Bill Index (0+YR)	+0.30%	+0.29%
Bloomberg AusBond Composite Bond Index (0+YR)	+0.36%	+0.15%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.33%	+0.43%
Bloomberg AusBond Credit Index (0+YR)	+0.27%	+0.06%
Bloomberg AusBond Treasury Index (0+YR)	+0.34%	+0.09%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+0.44%	+0.91%

Source: Bloomberg

Other Key Rates

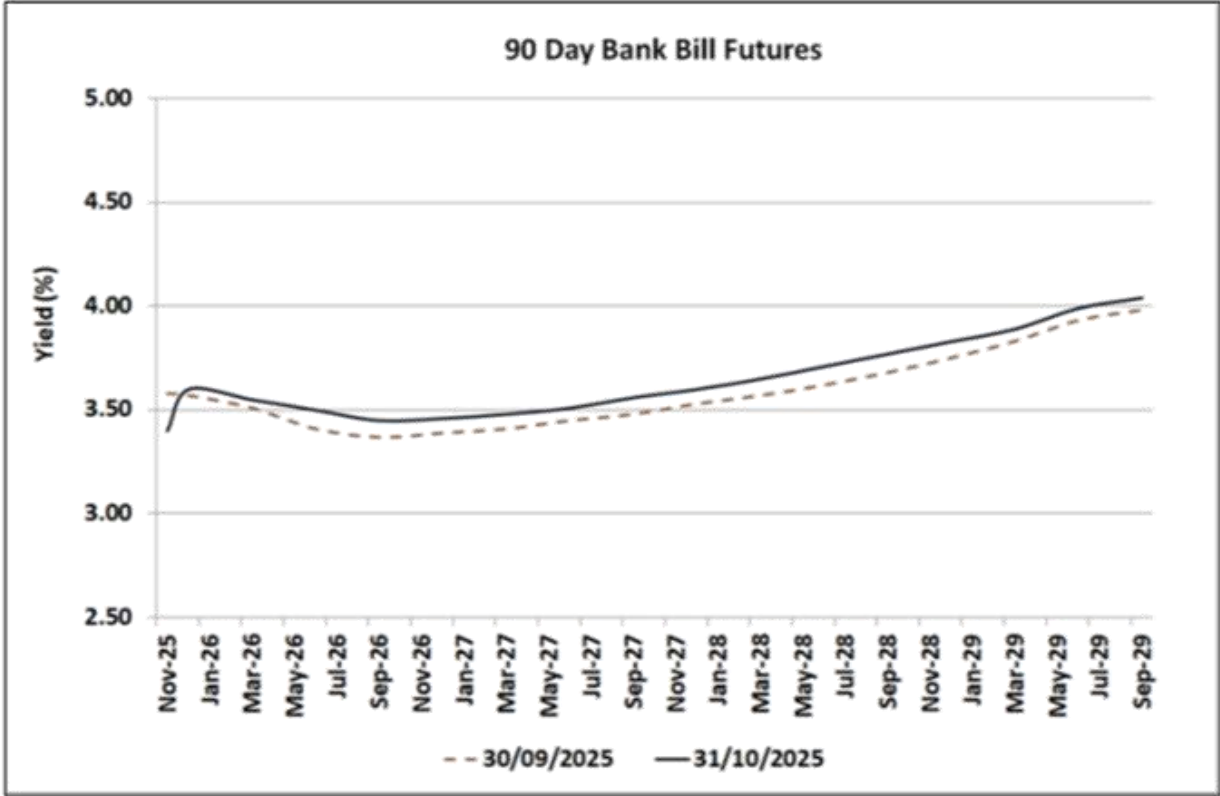
Index	October 2025	September 2025
RBA Official Cash Rate	3.60%	3.60%
90 Day (3 month) BBSW Rate	3.64%	3.58%
3yr Australian Government Bonds	3.58%	3.54%
10yr Australian Government Bonds	4.28%	4.31%
US Fed Funds Rate	3.75%-4.00%	4.00%-4.25%
2yr US Treasury Bonds	3.60%	3.60%
10yr US Treasury Bonds	4.11%	4.16%

Source: RBA, ASX, US Department of Treasury



90 Day Bill Futures

Bill futures rose across the board this month following the unexpected spike in inflation. The market has pushed back expectations of the next (potentially last) RBA rate cut at least until mid-2026:



Source: ASX

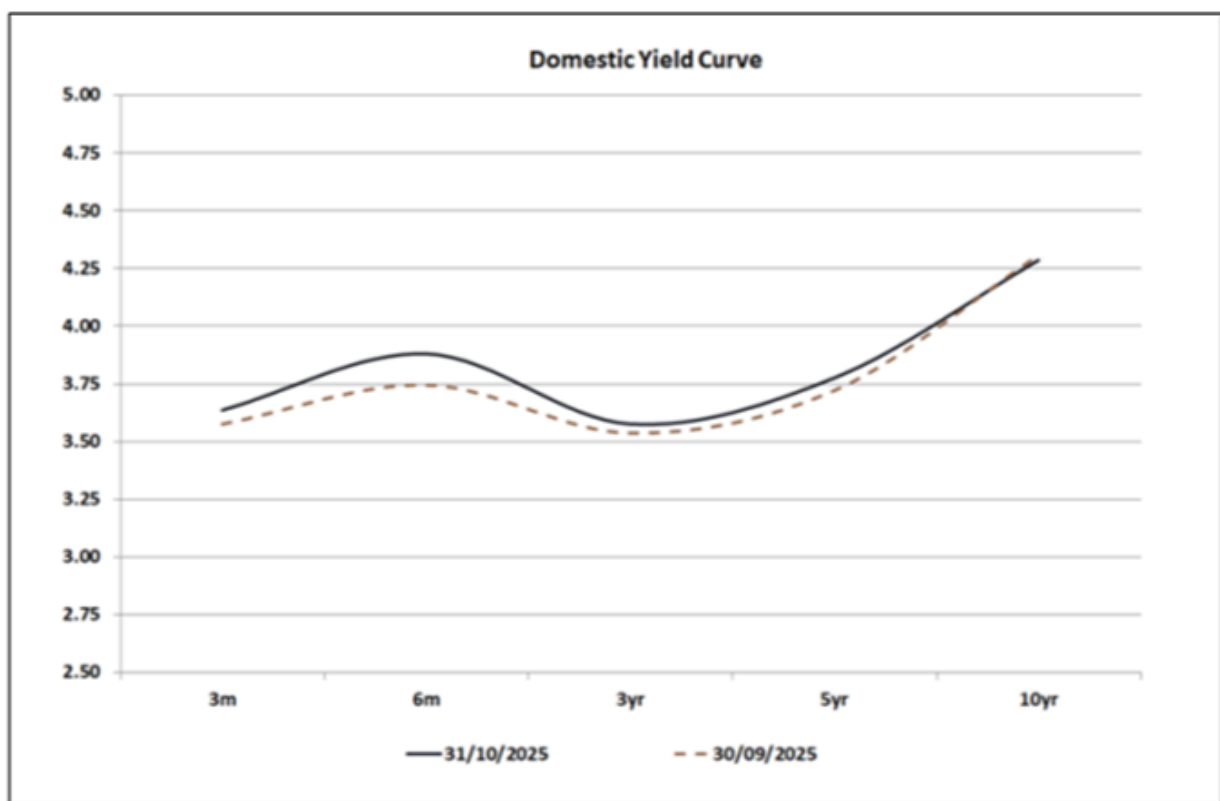


Fixed Interest Outlook

US Federal Reserve Chair Jerome Powell said that a rate cut in December is “*far from*” a foregone conclusion and that there were some strongly differing views amongst the members. Powell said he believes that the ex-tariff inflation is close to the Fed’s 2% target, commenting that they are seeing a continual “*very gradual*” cooling in the labour market. The clear inference is that labour market deterioration is at a somewhat faster pace that has been observed recently, and it will be a key indicator of how monetary policy evolves from here. Pricing for the December 10 meeting has come in to show around a 69% chance of a 25bp cut.

Domestically, the latest RBA Minutes reaffirmed that future decisions would be “*cautious and data dependent*”. Stronger than expected Q3 inflation is likely to leave the RBA on an extended pause as they rebuild confidence in the inflation outlook. With inflation printing higher than the previously forecasted, the RBA may well be on hold until at least late Q2 2026, although they admit ongoing monetary policy decisions will be data driven.

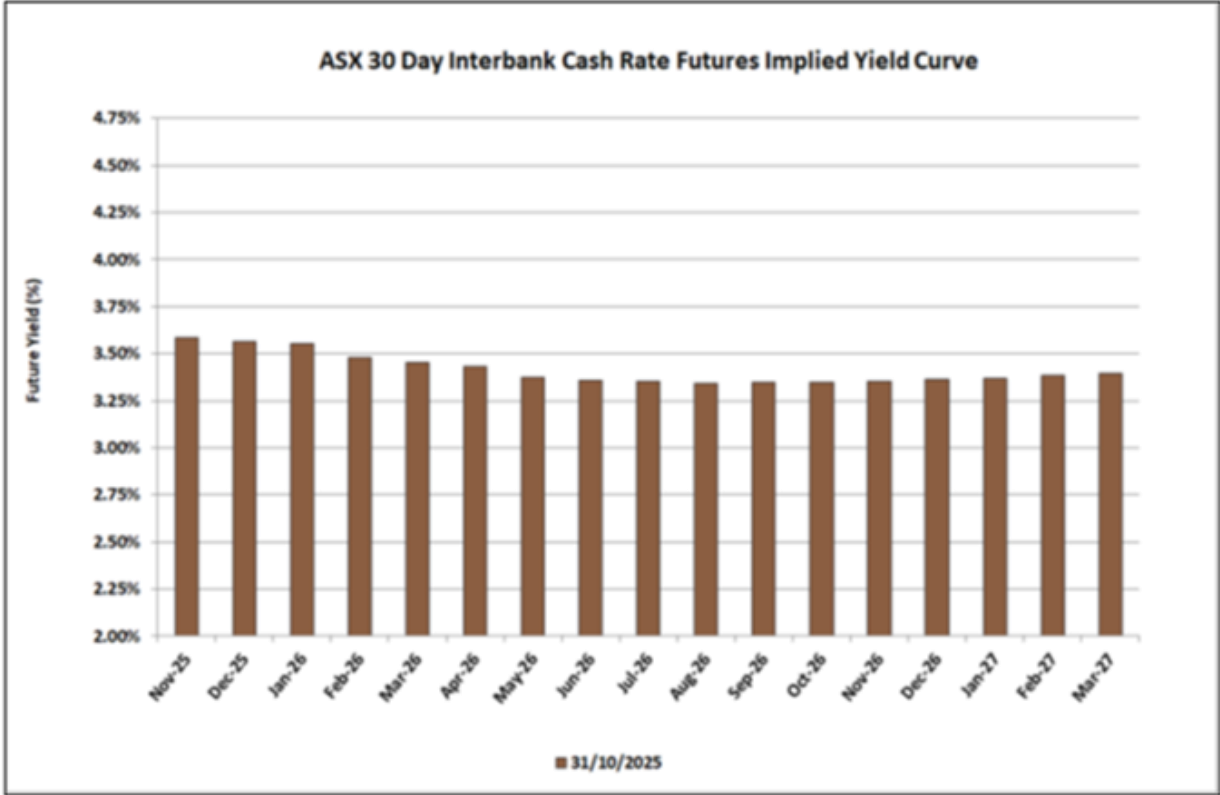
Yields rose up to 5bp at the longer-end of the curve this month:



Source: ASX, RBA



Financial markets are now only factoring one additional rate cut by mid-2026, potentially taking the official cash rate down to 3.35%:



Source: ASX

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12.5 MONTHLY FINANCIAL PERFORMANCE REPORT - OCTOBER 2025**Document ID: 835918****Author: Chief Financial Officer****Authoriser: Acting Deputy General Manager Corporate & Community Services****Theme: Statutory and Compulsory Reporting – Financial / Audit****Attachments: Nil****RECOMMENDATION**

That Council:

1. Receives and notes the Monthly Financial Performance Report for the month of October 2025, as detailed in this report.

PURPOSE

The purpose of this report is to provide Council with an overview of the organisation's financial position and performance for the month of October 2025.

SUMMARY**Consolidated Income Statement**

All figures shown in the below table are shown as they appear in Council's management accounting system. Income is shown as negative (-), and expenses are shown as positive (+) numbers. Any amendments to Council's budget that may be required in response to significant variances are done so via the Quarterly Budget Review ("QBR") process.

Table 1 Consolidated Income Statement – October 2025

Consolidated Income Statement October	Original Budget \$'000	Actual YTD \$'000	Variance YTD \$'000	Actual vs Budget %
Income from continuing operations				
Rates and annual charges	12,107	12,006	(12,006)	99%
User charges and fees	3,054	1,172	(1,172)	38%
Other revenues	1,190	460	(460)	39%
Grants and contributions - operating	9,436	2,351	(2,351)	25%
Grants and contributions - capital	16,842	553	(553)	3%
Interest and investment revenue	948	(96)	96	-10%
Other income	242	95	(95)	39%
Net gain from the disposal of assets	92	-	-	0%
Total income from continuing operations	43,910	16,541	(16,541)	
Expenses from continuing operations				
Employee benefits and on-costs	10,035	3,204	6,831	32%
Materials and services	7,162	3,304	3,858	46%
Borrowing costs	181	32	149	18%
Depreciation and amortisation	6,803	2,268	4,535	33%
Impairment of receivables	7	-	7	0%
Other expenses	454	108	347	24%
Total expenses from continuing operations	24,642	8,915	15,726	
Operating result from continuing operations	19,268	7,626	11,642	
Operating result before capital grants & cont.	2,426	7,073	(4,647)	

Financial Performance by Fund

The following tables summarise Council's financial performance for the reporting period by Fund.

Table 2 General Fund Income Statement – October 2025

General Fund Income Statement October	Original Budget \$'000	Actual YTD \$'000	Variance YTD \$'000	Actual vs Budget %
Income from continuing operations				
Rates and annual charges	9,261	9,205	56	99%
User charges and fees	1,534	686	848	45%
Other revenues	1,190	460	730	39%
Grants and contributions - operating	9,436	2,351	7,084	25%
Grants and contributions - capital	16,598	45	16,553	0%
Interest and investment revenue	711	(85)	797	-12%
Other income	242	95	147	39%
Net gain from the disposal of assets	92	-	92	0%
Total income from continuing operations	39,064	12,757	26,308	
Expenses from continuing operations				
Employee benefits and on-costs	9,274	2,850	6,424	31%
Materials and services	5,183	2,955	2,228	57%
Borrowing costs	65	2	63	3%
Depreciation and amortisation	5,598	1,866	3,732	33%
Impairment of receivables	7	-	7	0%
Other expenses	454	108	347	24%
Total expenses from continuing operations	20,581	7,780	12,801	
Operating result from continuing operations	18,483	4,976	13,506	
Operating result before capital grants & cont.	1,885	4,932	(3,047)	

Table 3 Water Fund Income Statement – October 2025

Water Fund Income Statement October	Original Budget \$'000	Actual YTD \$'000	Variance YTD \$'000	Actual vs Budget %
Income from continuing operations				
Rates and annual charges	984	975	9	99%
User charges and fees	1,328	461	867	35%
Other revenues	-	-	-	0%
Grants and contributions - operating	-	-	-	0%
Grants and contributions - capital	236	20	216	8%
Interest and investment revenue	211	(26)	238	-12%
Other income	-	-	-	0%
Net gain from the disposal of assets	-	-	-	0%
Total income from continuing operations	2,759	1,429	1,330	
Expenses from continuing operations				
Employee benefits and on-costs	396	203	192	51%
Materials and services	1,275	200	1,075	16%
Borrowing costs	-	-	-	0%
Depreciation and amortisation	718	239	479	33%
Impairment of receivables	-	-	-	0%
Other expenses	-	0	(0)	0%
Total expenses from continuing operations	2,389	643	1,746	
Operating result from continuing operations	371	787	(416)	
Operating result before capital grants & cont.	135	767	(632)	

Table 4 Sewer Fund Income Statement – October 2025

Sewer Fund Income Statement October	Original Budget \$'000	Actual YTD \$'000	Variance YTD \$'000	Actual vs Budget %
Income from continuing operations				
Rates and annual charges	1,862	1,826	36	98%
User charges and fees	191	26	165	13%
Other revenues	-	-	-	0%
Grants and contributions - operating	-	-	-	0%
Grants and contributions - capital	8	488	(480)	6100%
Interest and investment revenue	25	16	9	62%
Other income	-	-	-	0%
Net gain from the disposal of assets	-	-	-	0%
Total income from continuing operations	2,086	2,356	(269)	
Expenses from continuing operations				
Employee benefits and on-costs	365	151	214	41%
Materials and services	704	149	554	21%
Borrowing costs	116	30	86	26%
Depreciation and amortisation	487	162	325	33%
Impairment of receivables	-	-	-	0%
Other expenses	-	-	-	0%
Total expenses from continuing operations	1,672	492	1,179	
Operating result from continuing operations	414	1,863	(1,449)	
Operating result before capital grants & cont.	406	1,375	(969)	

Statement of Financial Position

Statement of Financial Position	GENERAL FUND	WATER FUND	SEWER FUND	TOTAL
Current assets				
Cash and Cash Equivalents	317	99	59	475
Investments	23,360	5,796	704	29,860
Receivables - Current	8,038	2,011	2,314	12,362
Inventories - Current	673	-	-	673
Contract Assets	1,499	-	487	1,986
Total current assets	33,887	7,905	3,564	45,356
Non-Current assets				
Inventories - Non- Current	285	-	-	285
Infrastructure, Property, Plant & equipment	228,939	24,603	26,771	280,313
ROU	98	-	-	98
Total non-current assets	229,322	24,603	26,771	280,696
Total assets	263,209	32,508	30,335	326,052
Liabilities				
Current Liabilities				
Payables	594	105	-	700
Contract Liabilities	120	-	-	120
Lease Liabilities - Current	44	-	-	44
Borrowings - Current	128	87	186	227
Employee Provisions - Current	2,323	-	-	2,323
Total current liabilities	3,209	19	186	3,414
Non-Current Liabilities				
Lease Liabilities - Non-Current	64	-	-	64
Borrowings - Non-Current	258	-	2,708	2,965
Employee Provisions - Non-Current	83	-	-	83
Other Provisions - Non Current	411	-	-	411
Total Non-current liabilities	816	-	2,708	3,523
Total liabilities	4,025	19	2,893	6,937
Net assets	259,185	32,490	27,441	319,116
Accumulated Surplus	162,617	18,311	20,279	201,207
IPPE Revaluation Reserve	96,568	14,178	7,163	117,909
	259,185	32,490	27,441	319,116

Investments and Borrowings

Clause 212 of the *Local Government (General) Regulation 2021* requires the Responsible Accounting Officer (Chief Financial Officer) to provide Council with a monthly written report setting out details of Council's investments under section 625 of the *Local Government Act 1993* ("the Local Government Act"). Accordingly, details of Council's investments and borrowings as at 31 October 2025 are set out in a separate report included in this Business Paper.

Capital Works

As at 31 October 2025, capital expenditure is \$2.44m with commitments of \$582k against Current Adopted Budget of \$32.4m. The Quarterly Budget Review Statement – September 2025 is set out in a separate report included in this Business Paper and includes carryover

works awaiting adoption by Council. The Budget will be revised subject to Council's approval of these carryovers works.

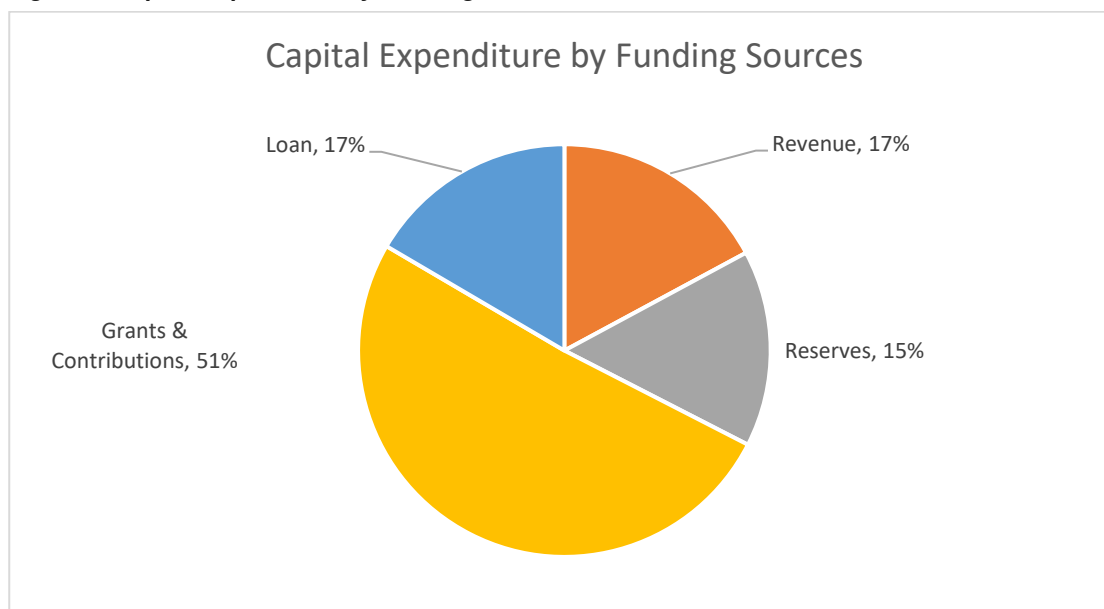
Current expenditure against budget indicates that delivery of works is trending behind the anticipated timing, noting that delivery of works typically accelerates in the second half of the financial year. Delivery of works can be impacted by several factors, including weather conditions, availability of suppliers, and any required procurement and approval processes. The Adopted Budget of \$32.4m also includes capital works dependent on successful grant funding.

Table 5 Capital Expenditure - October 2025

Department	Original Budget in 000's	YTD Actuals in 000's	Committed in 000's	Balance in 000's
Administration	1,029	429	62	538
Environment	14,435	32	31	14,373
Recreation and Culture	2,955	87	50	2,819
Transport	6,442	1,672	408	4,362
Economic Affairs	5,468	6	-	5,462
Public order and safety	15	-	-	15
Water Supply Network	1,432	181	32	1,219
Sewerage Network	625	36	-	589
	32,401	2,442	582	29,376

Council's capital expenditure is funded via a combination of grants, contributions, restricted funds and general revenue. *Figure 1* illustrates capital expenditure for the reporting period by funding source.

Figure 1 Capital Expenditure by Funding Source



Bank Balances

The table below sets out the funds held in Council's operating account as at 31 October 2025.

Table 6 Bank Balances – October 2025

Bank Balances	
Opening Cashbook Balance	644,728
Reconciled unrepresented	2,102
Plus Receipt	2,556,519
Less Payments	2,798,434
Current Cashbook Balance	404,913
Statement Summary	
Opening Statement Balance	644,728
Plus Receipts	4,129,780
Less Payments	4,371,697
Current Statement Balance	402,811
Plus Unrepresented Receipts	- 2,102
Reconciliation Balance	402,811
GL BALANCE	404,913
Overdraft limit arranged with Bank 01/01/1989	350,000

BACKGROUND

The monthly Financial Performance Report has been prepared by Council's Responsible Accounting Officer (Chief Financial Officer) in accordance with the requirements of the:

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

Theme

1. Our Leadership

Strategy

- 1.1. Model bold and transparent leadership.

Activity

- 1.1.1. Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.

ISSUES AND IMPLICATIONS**Policy**

- There are no policy implications for Council associated with this report.

Financial

- This report illustrates Council's financial position as at the end of the reporting month.

Legal / Statutory

- Section 8B of the Local Government Act mandates the principles of sound financial management that apply to local councils. Specifically, section 8B(c) provides that councils should have effective processes for performance management and reporting in place to support effective financial decision-making

Community Engagement / Communication

- There are no community engagement or communication requirements for Council associated with this report.

RISKS

As noted above, Council is required to implement appropriate processes for performance management and reporting to support informed financial decision-making. Provision of this monthly report enables Councillors to better understand the organisation's financial position and overall performance, thereby supporting informed decision-making.

CONCLUSION

Council's financial position remains sound. It is recommended that Council resolves to receive and note the Financial Performance Report for the month of October 2025.

12.6 DRAFT 2024-25 ANNUAL REPORT**Document ID:** 836831**Author:** Governance & Engagement Manager**Authoriser:** Acting Deputy General Manager Corporate & Community Services**Theme:** Our Leadership**Attachments:** 1. DRAFT 2024-25 Annual Report (under separate cover) **RECOMMENDATION**

That Council:

1. Adopts the Annual Report 2024-25 as presented, appended at *Attachment 1*, pursuant to section 428 of the *Local Government Act 1993*.
2. Notes that the Annual Report 2024-25 will be published to Council's website with the URL provided to the Minister for Local Government by 30 November 2025, pursuant to section 428(5) of the *Local Government Act, 1993*.

PURPOSE

The purpose of this report is for Council to review and adopt the 2024-25 Annual Report and attachments as presented before publication to Council's website by 30 November 2025.

SUMMARY

The Integrated Planning and Reporting (IP&R) provisions of the *Local Government Act, 1993* require the Annual Report be prepared within five months of the end of each financial year, reporting on Council's achievements in implementing its Delivery Program and the effectiveness of the principal activities undertaken. The Annual Report must include required information, including a copy of Council's audited financial reports. Once adopted, a copy of the Annual Report must be published on Council's website with the URL provided to the Minister for Local Government.

The 2024-25 Annual Report is the final report relating to the previous IP&R program adopted in June 2022.

BACKGROUND

Reporting is a key component of the IP&R framework for local councils in New South Wales. The process requires reporting back to the community about progress made on implementation of the Delivery Program and progress to achieving the strategies within the Community Strategic Plan.

The Annual Report provides a wide cross-section of information from not only the statutory reporting requirements, but the achievements in implementing the 2022-26 Delivery

Program. It highlights those projects, services, programs and events that are perhaps not widely celebrated, but have a positive impact for both individuals and the community.

Highlights from the 2024-25 Annual Report:

- The audited financial statements show that Council mostly exceeds the benchmarks established by NSW Treasury Corporation. The complete financial statements are attached to the annual report as Appendix F.
- Capital expenditure for the reporting year was \$15.538 Million.
- Council continues to maintain the road network through grant funding opportunities and general revenue. The latter part of the annual report contains images of some of the works undertaken on roadways across the Shire.
- The Special Variation allowed Council to significantly progress or complete a number of actions as part of the improvement plan which is included in the annual report as Appendix G
- Debt recovery for the reporting year was not as actively pursued as in previous years, largely because of the migration to the new enterprise management system. However, the audit documents show that Council is only 0.20% outside the 10% benchmark with greater emphasis to be actioned in 2025-26.
- Narrandera Shire youth have enjoyed many successful events with Council receiving two finalist nominations for Best Local Youth Week Program in 2025 and Best Small Council with the Most Outstanding Youth Week Program in 2025.
- The Community Liaison Officer worked closely with the Aboriginal Elders Liaison Group to deliver the very successful 2025 NAIDOC Community Opening. This included recognition to newly endorsed community recipients who were honoured with plaques added to the Wiradjuri Honour Wall, along with other events.
- Confirmation that the Narrandera Shire Library holds a deep connection with the Shire community, with 26,258 visits to either the library building or the mobile library and over 23,446 items loaned.
- A staggering 15,171 trips were provided to both Narrandera Shire and Leeton Shire communities during the reporting year, while kilometres travelled exceeded 222,000. A big thank you goes to the 22 amazing volunteer drivers.
- Financial assistance of almost \$17,000 was provided to schools, community groups, and support for rural doctors through the reporting year. Council also supported the Narrandera Medical Centre by entering into a residential lease agreement for doctor accommodation at a reduced rental.
- Council recognises the importance of its people and spent \$331,000 on training. This ensures compliance with workplace health and safety, and within the legislative framework of the many acts, regulations and guidelines under which Council operates. The attainment of qualifications by staff promotes a culture of pride and allows for succession planning within the Council workforce. At the present time, 20 employees, trainees and apprentices are working toward qualifications

- The Discovery Zone Project enhances the completed Destination and Discovery Hub by highlighting the distinctiveness of Narrandera Shire through its cultural heritage, connection to the Murrumbidgee River, historical significance and diverse tourism offerings. The zone includes artefacts, interpretive storytelling of the local Wiradjuri culture in addition to a theatrette presenting a film on the attractions of the Shire.
- Marketing and tourism of the Shire is very strong, particularly through the 'Visit Riverina' campaign, the 'Country Change Program' and the 'Murrumbidgee Trails' collective of councils.
- Council engagement through social media platforms continues to grow. The Narrandera Tourism Facebook page experienced impressive growth of 334.67% in reach statistics when compared to the same period 12 months prior.
- Events within the Shire are a source of enormous economic benefit and the annual report provides a breakdown of the preferred accommodation options.
- Infrastructure projects are almost always the most visible projects of Council and the 2024-25 reporting year did not disappoint. The annual report contains narrative and images of the many projects undertaken during the year, from a new shelter at Brewery Flats to the new toddler pool at Barellan War Memorial Swimming Pool, and essential maintenance works at Council-owned buildings.
- Residents of Barellan now have access to an augmented sewer scheme. Images in the report show the excavation and activation of the ponds.
- Tree plantings are a feature of the Shire, and particularly Narrandera township. Council continues to enhance our streetscapes with 133 new trees, the most prominent being new plantings at the intersection of East and Bolton Streets, Narrandera.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

Theme

1. Our Leadership

Strategy

1.3. Demonstrate good governance

Activity

1.3.2. Develop and embed a robust governance and integrity framework.

ISSUES AND IMPLICATIONS

Policy

- Nil

Financial

- There are no perceived financial implications for Council associated with the 2024-25 Annual Report.

- The Annual Report presents a summary of Council's performance over the 2024-25 financial year and, as required, the document contains a copy of the organisation's audited financial reports for the 2024-25 year.

Legal / Statutory

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- Integrated Planning and Reporting Guidelines published September 2021

Community Engagement / Communication

- Publication of the 2024-25 Annual Report meets the statutory reporting requirements of Council and details the activities, financial information and steps taken to deliver the actions contained with the adopted Delivery Program and key supporting documents.

RISKS

There are no perceived risks associated with the adoption and publication of the 2024-25 Annual Report and attachments.

OPTIONS

The options available to Council include:

1. Adopt the 2024-25 Annual Report and attachments as presented and publish the document to the community using Council's, with the URL provided to the NSW Office of Local Government; or
2. Require identified amendments to be made to the 2024-25 Annual Report and attachments before publishing the document to the community using Council's website, with the URL provided to the NSW Office of Local Government.

CONCLUSION

The 2024-25 Annual Report and attachments are the culmination of the efforts of not only Council and staff over the past 12 months, but the community as a whole. It will be recommended that Council endorses the 2024-25 Annual Report as presented and publishes the document to the community.

12.7 2025 FINANCIAL STATEMENTS - REPORT ON THE CONDUCT OF THE AUDIT**Document ID: 836987****Author: Chief Financial Officer****Authoriser: Acting Deputy General Manager Corporate & Community Services****Theme: Our Leadership****Attachments: Nil****RECOMMENDATION**

That Council:

1. Receive and note the Report on the Conduct of the Audit for the year ended 30 June 2025.
2. Note that the report was placed on public exhibition in accordance with Section 418 of the Local Government Act 1993 and no public submissions were received; and
3. Note that the auditors will present the report at this meeting.

PURPOSE

The purpose of this report is to report on the Conduct of the Audit as required by the auditor under section 417 of the NSW Local Government Act 1993. Its core is to:

- Guide auditors in the following legislative and regulatory requirements – specifically, Section 417 of the LG Act, Division 2 of Chapter 13, Clause 227 of the Local Government (General) Regulation 2021, and the Code of Accounting Practice and Financial Reporting.

1.

- Communicate important matters about the audit to the Council in a way that is “useful, concise and easily understood,” without undermining the auditor’s opinion
- Summarise the conduct of the audit, including compliance with statutory obligations, access to information, any deficiencies encountered, and relevant observations or recommendations.

In essence, the report ensures transparency, assurance of compliance, and provides targeted insights that support good governance and continuous improvement in Council practices.

Please note that the full Financial Statements are enclosed in the Annual Report in the Agenda of this meeting.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**Theme**

1. Our Leadership

Strategy

1.3. Demonstrate good governance

Activity

1.3.1. Build strong financial sustainability and prudently manage our expenditure.

CONCLUSION

The Report on the Conduct of the Audit for the year ended 30 June 2025 has been completed in accordance with the Local Government Act 1993. The Report was publicly exhibited, and no submissions were received. The Auditors will present the report at this meeting, providing transparency and assurance regarding Council's financial governance.

13 REPORTS OF THE DEPUTY GENERAL MANAGER INFRASTRUCTURE SERVICES**13.1 NARRANDERA INFRASTRUCTURE AND MURRUMBIDGEE IRRIGATION LIMITED CANAL - LAND TRANSFER****Document ID:** 835462**Author:** Deputy General Manager Infrastructure**Authoriser:** Deputy General Manager Infrastructure**Theme:** Our Infrastructure**Attachments:** 1. Plans showing lots to be transferred between MI and NSC [↓](#) **RECOMMENDATION**

That Council:

1. Accepts the transfer to and from Murrumbidgee Irrigation Limited of Lot 10 DP 1168228, Lots 1 & 5 Sec 15 DP 758757, Lots 2 & 4 DP 1168228 to allow construction of the future stormwater infrastructure.
2. Authorises placement of the Common Seal on the contract of sale and any further associated documents.
3. Classifies the land transferred to Council as operational upon transfer.

PURPOSE

The purpose of this report is to seek Council's approval to acquire and dispose real property by transfer of land from Murrumbidgee Irrigation Limited (MI) that is the site of the proposed stormwater improvements, and to resolve to affix the Council seal to all required contract documents.

BACKGROUND

Council has been in negotiations with MI for the past three years to sort land ownership issues between Larmer Street and the canal. At the August 2025 ordinary meeting it was resolved to acquire the stormwater basin being Lot 34 DP914038 with another five lots requiring attention to allow the future drainage scheme to be retained on Council-owned land.

MI has now advised that it is willing to transfer its lots subject to Council doing the same. Attached are the plans which detail the current and proposed situations.

It is proposed that the following be undertaken:

- Boundary adjustments to allow separation of the MI canal at base of the bank and the residual on Lot 10 DP 1168228, Lots 1 & 5 Sec 15 DP 758757, Lots 2 & 4 DP 1168228.
- This will create two new lots that will be transferred to Council, with the residual lots to be transferred to MI.



Image 1: View east from basin to land be transferred to Council



Image 2: View west from sewer pump station to land be transferred to Council

As can be seen from the photos, that land is currently being utilised by Council with the sewer rising main and other services running through the land. The transfer is timely given this land will be required for the future drainage scheme and will secure tenure into the future.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**Theme**

5. Our Infrastructure

Strategy

5.2. Provide reliable waste, water, sewerage and stormwater infrastructure.

Activity

5.2.1. Construct, maintain and deliver essential infrastructure and services that meet current and future needs.

ISSUES AND IMPLICATIONS**Policy**

- POL059 Use of Council Seal Policy

Financial

- The purchase and associated costs of this transfer will result in Council being required to cover the survey and its own legal costs that are estimated at around \$20k. These would be funded from existing operational budgets.

Legal / Statutory

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*

RISKS

There are no perceived risks with the land identified by this proposal should the recommendation be supported.

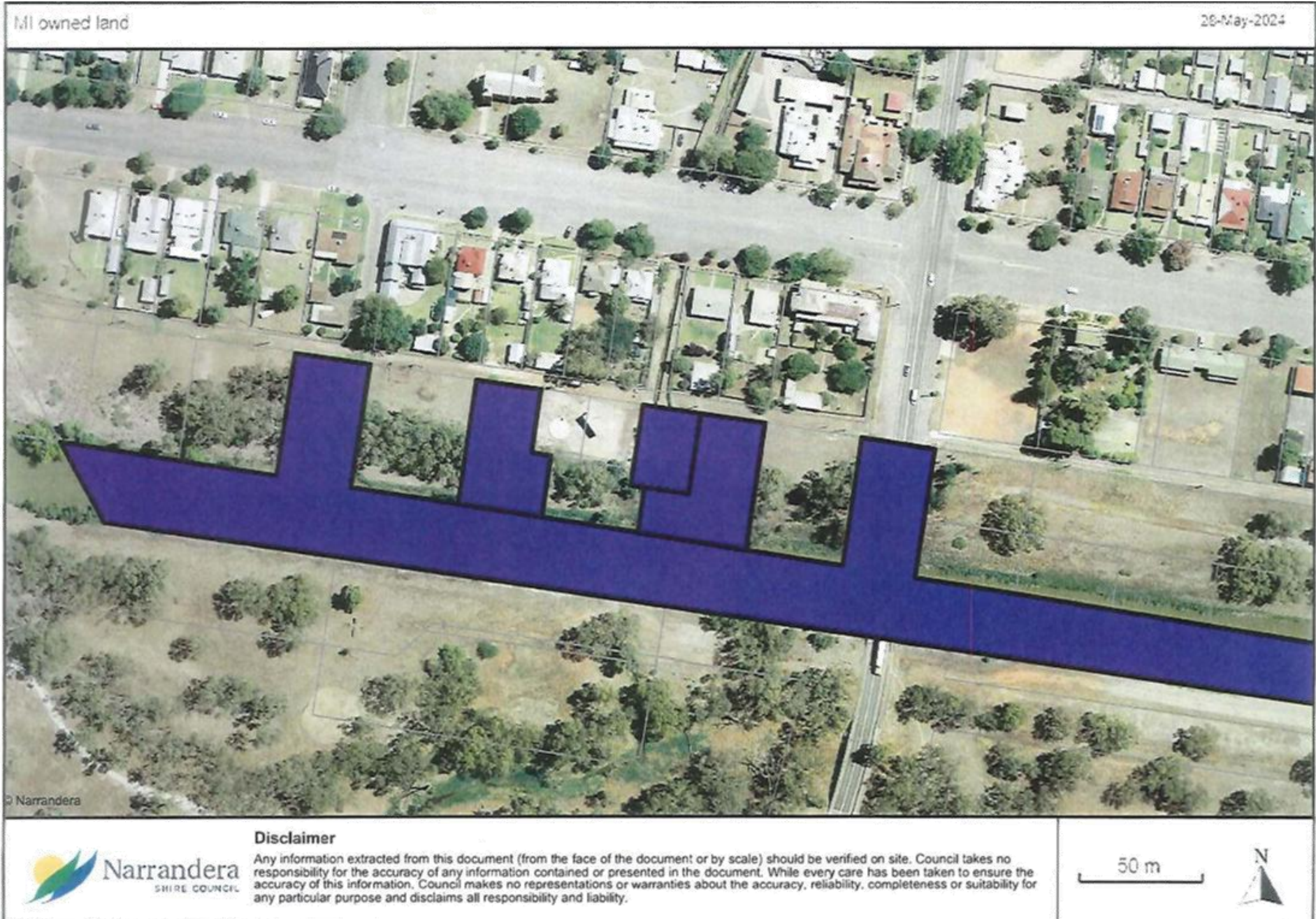
In the event that this was not the case, the transfer would not be able to proceed. As a result, the proposed future stormwater improvements would be impacted, with the need for redesign. The security of stormwater disposal would remain unresolved.

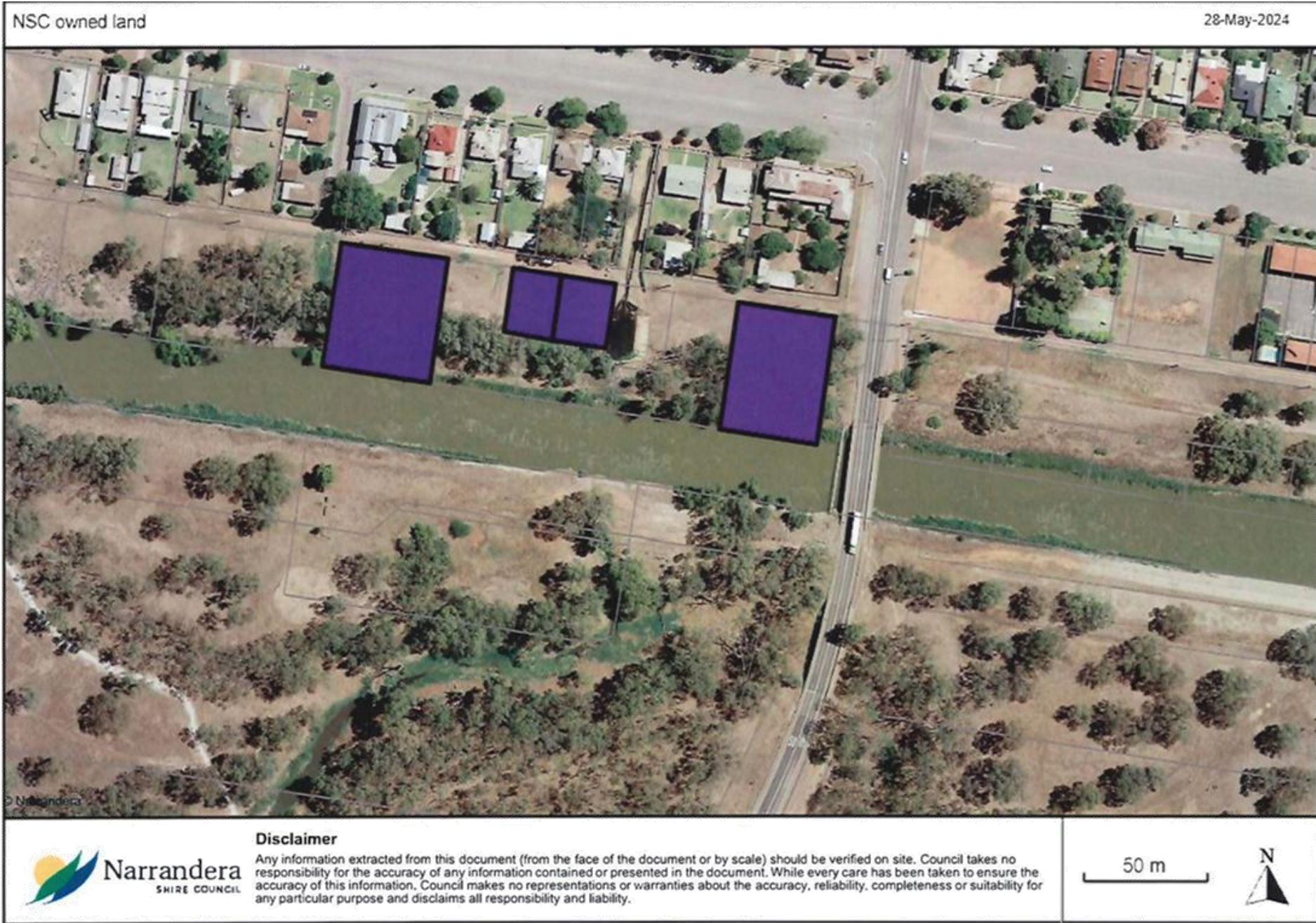
OPTIONS

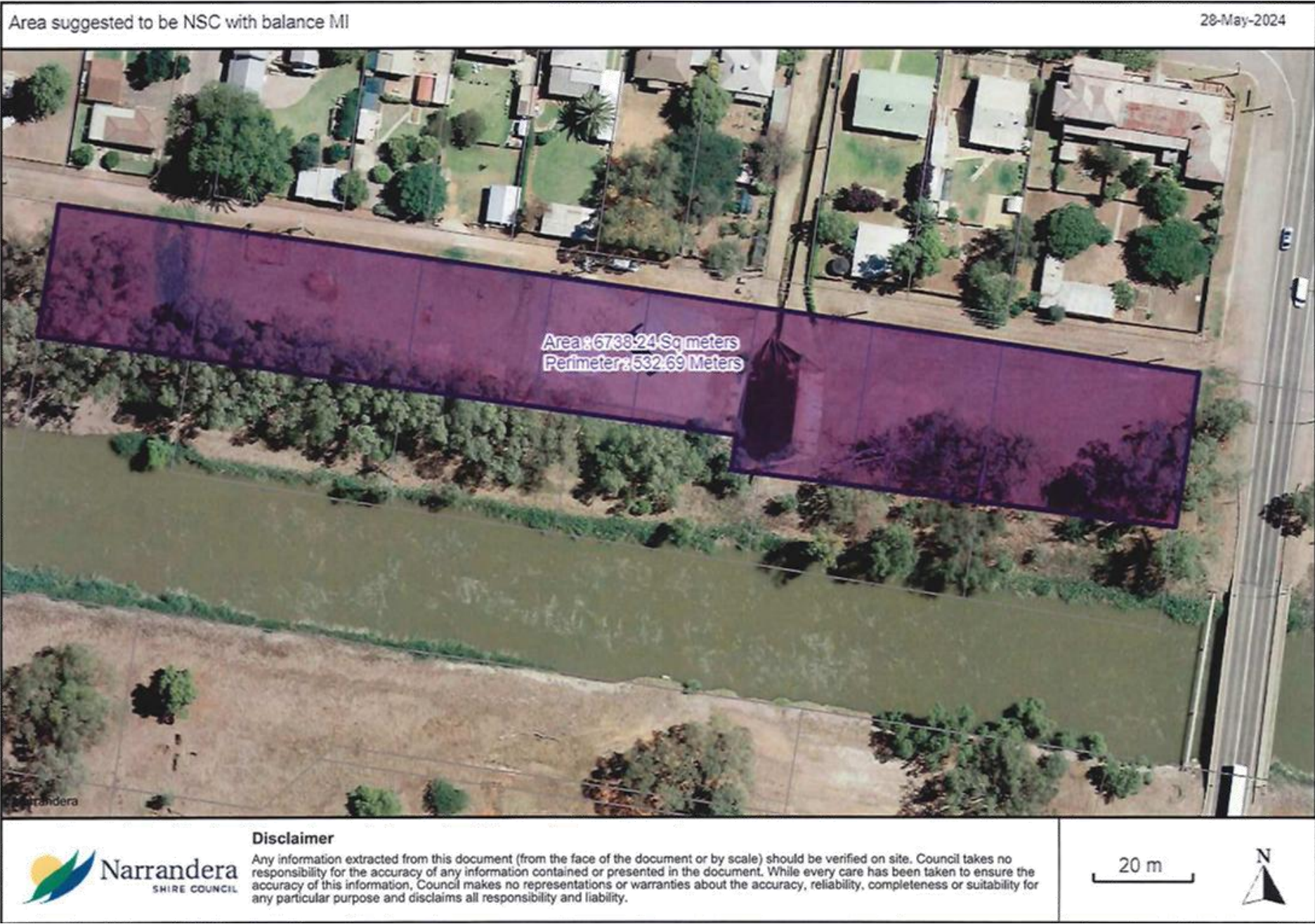
1. Endorse the recommendations as presented to allow the seal to be affixed to the documents; or
2. Not endorse and acknowledge the potential financial impact on the future stormwater drainage project, including the associated risks.

CONCLUSION

The proposed transfer and ownership of this land, along with the financial contribution from MI, will allow Council to continue to undertake the drainage improvement for Narrandera which will have significant benefit to the local community.







13.2 PLANNING PROPOSAL - LOT 1 IN DP1011106, 42 MANDERLAY ROAD, NARRANDERA (RED HILL INDUSTRIAL ESTATE)**Document ID:** 834019**Author:** Deputy General Manager Infrastructure**Authoriser:** Deputy General Manager Infrastructure**Theme:** Our Environment

Attachments:

1. Map - Diuris sightings and constraint area [↓](#)
2. Amended Concept Lot Layout Red Hill Industrial Estate Extension [↓](#)
3. Biodiversity Constraints and Opportunities Assessment (under separate cover) [⇒](#)

RECOMMENDATION

That Council:

1. Acknowledges the significant biodiversity constraints on the subject land and the need to protect this habitat where feasible.
2. Amends the current planning proposal and reduces the area of the rezoning to around 18 hectares being the southern part of the site, as per the concept plan.

PURPOSE

The purpose of this report is to provide Council with an update of the planning proposal to rezone Lot 1 in DP1011106, 42 Manderlay Road, Narrandera for the expansion of the Red Hill Industrial Estate.

SUMMARY

In February 2024, Narrandera Shire Council proposed rezoning Lot 1 in DP1011106 at 42 Manderlay Road to expand the Red Hill Industrial Estate. Since then, the Council and consultants have collaborated with the Department of Planning to address environmental and strategic issues, focusing on biodiversity impacts, especially related to removing the C2 - Environmental Conservation zone.

To reduce environmental effects, areas with higher biodiversity were excluded, shrinking the site from 38.5 to 28.06 hectares. A survey found only one threatened species, the Pine Donkey Orchid, likely introduced by grazing. Associated offset costs are over \$593,000, and total ecosystem clearing costs about \$1.05 million.

The Council can pay for offsets and proceed, stage development, or scale back rezoning to protect more natural areas. The most practical approach seems to be reducing the rezoning to about 18 hectares to minimize ecological impact and support community biodiversity goals.

BACKGROUND

At the February 2024 Ordinary Council meeting it was resolved to submit a planning proposal to rezone Lot 1 in DP1011106, 42 Manderlay Road, Narrandera for the

expansion of the Red Hill Industrial Estate.

Since that time, the Council and its planning consultants have been working to address the requirements of Department of Planning, Housing and Infrastructure. The information was around the strategic merit of the timing for the rezoning and the biodiversity assessment for the removal of the C2 - Environmental Conservation zone.

To minimise the environmental impacts found in the initial assessment, areas of higher biodiversity value were omitted from the original lot of 38.5 hectares and reduced to 28.06 hectares and the concept design revised. The site is adjacent to existing stands of vegetation associated with Narrandera Golf Club to the west and a Travelling Stock Reserve (TSR) to the north.

As part of the biodiversity assessment undertaken by OzArk Environmental & Heritage, a biodiversity constraints and opportunities assessment and targeted survey was conducted and able to eliminate all species except for one, the Pine Donkey Orchid (*Diuris tricolor*). In theory, this species is not considered to be associated with the vegetation community within the site and is likely to have been transported to the site by stock previously permitted to graze the pastoral lease. The plan below shows the locations of the sightings within the site, overlaid on inspection transects. There was a total of 44 plants within the footprint of the proposed site.

OzArk undertook offsetting calculations and found this would generate an obligation to retire 142 species credits for the Pine Donkey Orchid. These credits are currently valued at around \$4,180.00 each if paying into the Biodiversity Charge Fund (BCF), being \$593,560.00 (not including administrative costs).

This cost would be in addition to the ecosystem credit cost for clearing of native vegetation, which would be around \$1,046,600.00 based on recent BCF quotes (not including administrative costs).

Options for moving forward with the Planning Proposal

1. Pay for the offsets and clear the lot, estimated minimum of \$1.5 million in offsets. This will obviously have a large upfront cost that would be borne by Council and could be recovered at the sale of the lots. This will result in an increased cost of the land and could result in the potential purchasers either looking elsewhere or requesting a reduction from Council.
2. Council could look to stage the development – moving from south (lower ecological value) to north (higher ecological value) and the sale of the land can fund development of subsequent stages. This would result in increased subdivision infrastructure costs as they would need to be staged.
3. Scale back the development to the southern portion of the site. The sightings of the threatened species fall into the northern catchment area of the site. This would reduce the area of developable land to about 18 hectares. This could allow for the creation of 14 lots with an average size of around one hectare (1 ha), as per the concept plan attached.

Considering the options, the most time and cost effective is option 3, reducing the size of the rezoning. This will also align with the community strategic plan by protecting the natural environment and biodiversity of this area. There is also potential to use the area as an offset site for other development that could impact the Pine Donkey Orchid.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

Theme

3. Our Environment

Strategy

3.1. Protect and enhance our natural environment, biodiversity and waterways.

Activity

3.1.1. Support healthy ecosystems and identify and manage threats to local flora, fauna and ecology.

ISSUES AND IMPLICATIONS

Financial

- The financial impacts for this report are based around the potential payment of \$1.5m to retire the species and ecosystem credits to allow the clearing of the site.
- There would then be actual construction costs for the subdivision and associated services.

Legal / Statutory

- *Environmental Planning & Assessment Act 1979*
- *Biodiversity Conservation Act 2015*
- *Environmental Protection and Biodiversity Conservation Act 1999*

RISKS

The primary risks with this matter are the potential environmental and biodiversity impacts, significant financial outlays for offsets and ecosystem credits, potential delays from regulatory bodies, community opposition or expectations, and increased development costs. Careful planning, staged development, or reducing the rezoning area are strategies to mitigate some of these risks while aligning with community and environmental objectives.

OPTIONS

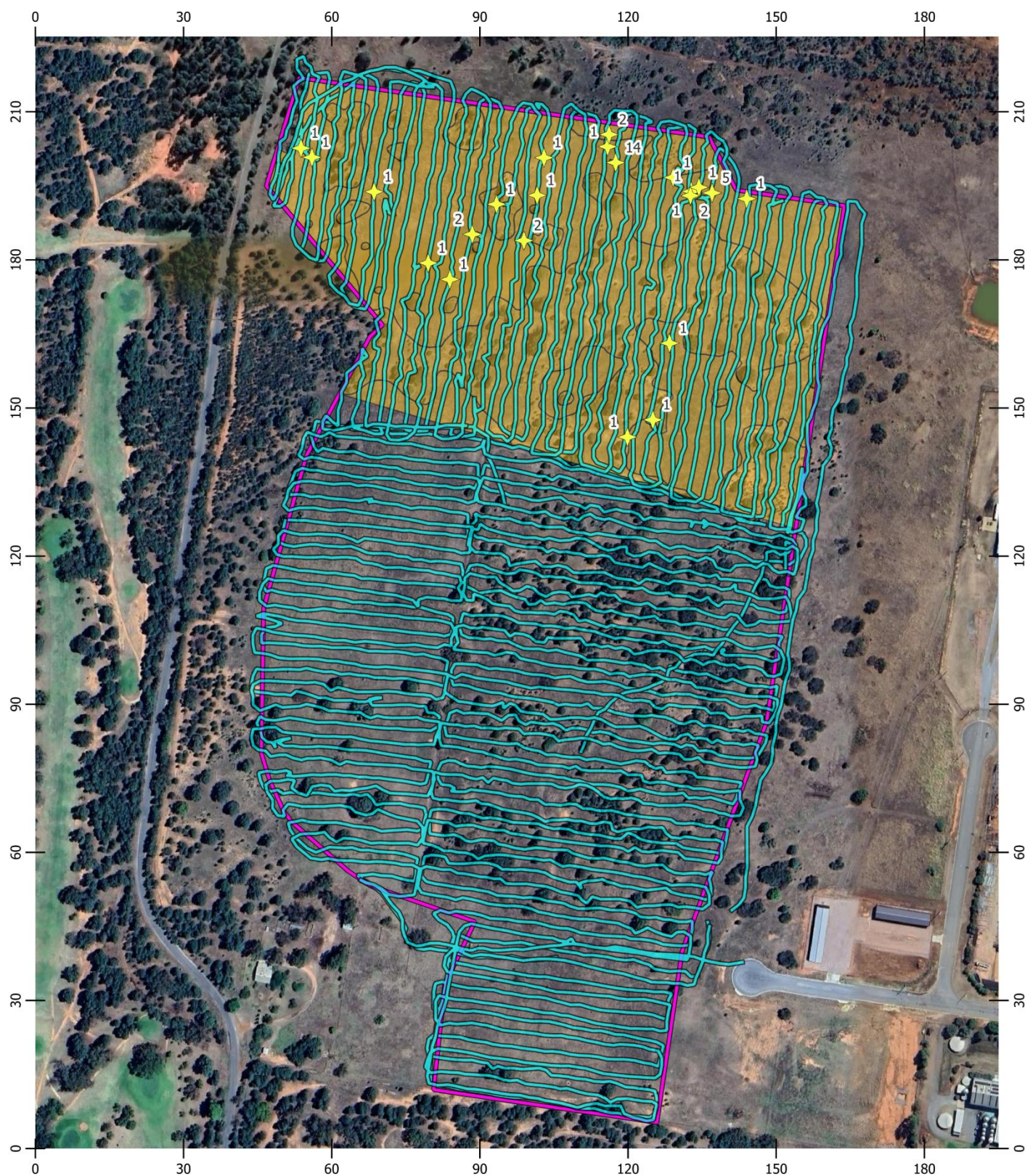
1. Pay at least \$1.5 million in offsets to clear the lot. This upfront cost will be borne by Council and may be recovered through lot sales, increasing land costs and possibly prompt buyers to seek discounts or look elsewhere.
2. Stage development from south to north, with sale proceeds funding later stages. This would raise subdivision infrastructure costs due to phased implementation.
3. Scale back development to the southern part of the site, as threatened species sightings are in the northern catchment. This reduces developable land to about 18 ha, potentially creating 14 lots of around 1Ha size, per the concept plan.

CONCLUSION

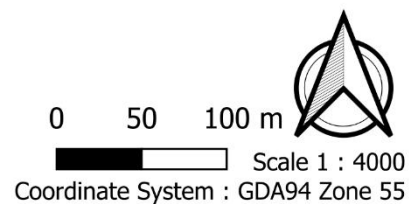
In conclusion, the proposed rezoning of Lot 1 in DP1011106 at 42 Manderlay Road offers a valuable opportunity to expand the Red Hill Industrial Estate while balancing environmental considerations.

The comprehensive assessments indicate that reducing the development footprint to approximately 18 ha is the most practical and environmentally responsible option, minimising ecological impacts and aligning with community biodiversity goals. While financial and regulatory challenges remain, adopting the option to scale back the rezoning will help manage risks and ensure the project supports both economic growth and environmental sustainability.

The Council's decision to proceed with a cautious and reduced rezoning area reflects a commitment to responsible planning and the preservation of our natural environment.



- Subject Land
- ★ *Diuris tricolor*
- Flora Transects (35.9 km) Oct 2025
- Potential species polygon for *Diuris tricolor*





Legend

-  BC Act and EPBC Act
-  BC Act
-  Developable Area

Indicative Areas

Road Reserve	2.36 ha
Developable Lots	15.29 ha
Reserved for Conservation	20.48 ha
Total Site area	38.13 ha

Concept Lot Layout
Red Hill Industrial Estate
Extension
42 Manderlay Road
Narrandera



REV A | AM | NOV 25



Legend		Indicative Areas	
	BC Act and EPBC Act	Road Reserve	2.36 ha
	BC Act	Developable Lots	15.29 ha
	Developable Area	Reserved for Conservation	20.48 ha
		Total Site area	38.13 ha

Concept Lot Layout
Red Hill Industrial Estate
Extension
42 Manderlay Road
Narrandera



REV A | AM | NOV 25

13.3 DEVELOPMENT APPLICATION 045-2024-2025 MULTI DWELLING HOUSING & 37 LOT COMMUNITY TITLE SUBDIVISION - 68 ELWIN STREET NARRANDERA**Document ID:** 834083**Author:** Development & Environment Coordinator**Authoriser:** Deputy General Manager Infrastructure**Theme:** Development Application

Attachments:

1. 4.15 assessment & proposed conditions of consent (under separate cover) 
2. Statement of Environmental Effects (under separate cover) 
3. Proposed site plan – elevations – floor plans (under separate cover) 
4. Landscape design (under separate cover) 
5. Staged construction schedule (under separate cover) 
6. Traffic statement (under separate cover) 
7. Stormwater layout (under separate cover) 
8. Earthworks layout (under separate cover) 
9. Prescribed Ecological Actions Report (PEAR) (under separate cover) 

RECOMMENDATION

That Council:

1. Approves DA-045-2024-2025, the multi dwelling housing and the 1-into-37 lot community title subdivision at Lot 2 Section – DP1112287 being 68 Elwin Street, Narrandera including all variations to the Narrandera Development Control Plan (NDCP) as contained within the report, subject to the Conditions of Consent in accordance with section 4.16 of the Environmental Planning and Assessment Act 1979 for the following reasons:
 - a. The development satisfies the provisions of the Narrandera LEP 2013, Narrandera DCP (as varied) and the Environmental Planning and Assessment Act 1979.
 - b. Potential impacts have been mitigated by the inclusion of appropriate conditions.
2. Conducts a Division to record the voting of Councillors.

PURPOSE

The purpose of this report is for Council to consider and determine the above development application as Council is the landowner POL161 - Council Development Application - Conflict of Interest Policy, requires that the assessment is conducted by an independent consultant and determination is made by Council and variations to the Narrandera Development Control Plan (NDCP) are required.

SUMMARY

This report outlines that the Narrandera Shire Council is considering a development application for 36 residential lots and a community association lot at 68 Elwin Street, Narrandera. The proposed development involves some variations to the local planning controls, specifically regarding lot sizes and setbacks, which are justified due to environmental constraints and minimal impact on neighbouring properties. The assessment, including independent review, indicates that these variations are appropriate and align with council objectives. The development was publicly notified, with no submissions received. The recommendation is for conditional approval, recognising the importance of smaller housing options in the community's planning strategy.

BACKGROUND

Council received and assessed a development application for 36 residential lots (community title) and one community association lot and 36 dwellings at Lot 2 Section – DP1112287, being 68 Elwin Street Narrandera, which is considered a multi dwelling housing development. This was reduced from the original application due to environmental constraints that resulted in the reduction of one residential lot.

Development Application

This application was fully assessed by Twenty / 20 Town Planning and Development Services as shown in the attached Section 4.15 assessment report. The assessment identified that the development required variation of the Narrandera Development Control Plan 2013 (NDCP), as detailed below:

- Clause 7.3 of the NDCP applying to multi dwelling house developments set the minimum average lot size at an average of 300m² per dwelling; this application seeks lot sizes of 200m². This clause allows Council to consider a lesser overall lot size if the objectives and development controls of section 7.4 can be reasonably met and there is no impact on adjoining properties.
- 2. In reviewing the nature of the development and amount of community land the reduction and subsequent variation is considered suitable.
- Clause 7.4.3 of the NDCP sets the minimum secondary street setback to a multi dwelling development at 3m and sets the minimum rear building setback at 5m. The development does not comply with the 5 m setback requirement from a rear boundary and provides setbacks between 1.3 and 1.6 metres. A variation of this control is thus required.
- 3. The objective of this section is: *The objective of the side and rear building setback controls is to maintain the amenity of adjoining properties when new buildings are proposed.*
- 4. A variation is considered justified in this instance as the eastern dwellings have no proposed lots or future dwellings as it is school land, and the southern dwellings only contain a bedroom is located on the boundary and will have limited amenity impacts resulting from approving this variation.

As detailed above, a variation of the NDCP is required for Clauses 7.3 and 7.4.3. The proposed variations are considered to remain consistent with the objectives of each

section and have no adverse impacts on the adjoining properties or surrounding neighbourhood.

Given the modest size of the buildings, community open space and limited impacts, the reduced lot size below 300m² is considered suitable and the variation to all the above clauses is recommended.

The development was notified in accordance with the Narrandera Community Participation Plan with no submissions being received at the end of the exhibition period.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

Theme

Development Application

ISSUES AND IMPLICATIONS

Policy

- POL161 - Council Development Application - Conflict of Interest Policy

Legal / Statutory

- The application has been assessed in accordance with the statutory provisions of the Environmental Planning & Assessment Act 1979 and considered the Narrandera Local Environmental Plan, Development Control Plan and Community Participation Plan.

Community Engagement / Communication

- The development was notified for a period of 22 days in accordance with the Community Participation Plan, adjoining neighbours were notified, an advert placed on the Narrandera Shire Council website and in the local newspaper.
- No submissions were received at the close of the notification period.

RISKS

The risk for this report as it relates to a planning decision is the potential for:

- The applicant to commence a Class 1 Development Appeal of the determination in the Land & Environment Court if they are dissatisfied, or
- Class 4 Judicial Review should any party believe that the development application process has not been properly applied.

OPTIONS

1. Council may grant unconditional consent to this development. This is not recommended as it will fail to ensure the relevant environmental protections.
2. Council may grant conditional consent to this development, in accordance with the recommendation detailed within the report.
3. Council may refuse this development. In the event that Council chooses this option, it

will need to provide planning grounds within the resolution detailing the reasoning for the determination for refusal.

CONCLUSION

An assessment of the environmental planning requirements has been undertaken by an independent consultant as detailed within this report and the associated 4.15 assessment. The proposed development has provided justification for the variations to the NDCP and, on balance of all the impacts and benefits, is considered suitable for conditional approval as there are no substantive planning grounds as to why consent should not be conditionally granted.

The need for smaller, diversified housing developments has been highlighted within the Council's planning strategies and there should be consideration in future development control reviews to ensure that these types of developments are not disadvantaged or unnecessarily delayed.

13.4 DEVELOPMENT & ENVIRONMENT SERVICES ACTIVITIES - OCTOBER 2025**Document ID: 834837****Author: Administration Assistant****Authoriser: Deputy General Manager Infrastructure****Theme: Our Environment****Attachments: Nil****RECOMMENDATION**

That Council:

1. Receives and notes the Development Services Activities Report for October 2025.

PURPOSE

The purpose of this report is to inform Council of Development Applications and other development services provided during October 2025.

BACKGROUND**Development & Complying Development Applications**

A summary of Development and Complying Development Applications processed during the reporting month/s detailed in the following table:

Stage Reached	October
Lodged	5
Stop-the-Clock / Under Referral / Awaiting Information	5
Determined	2

The value of Development and Complying Development Applications approved by Council during the reporting month is detailed in the following tables:

Development Type	2025-26			
	OCTOBER		Year to Date	
	Number	Value \$	Number	Value \$
Residential	2	\$ 480,000	10	\$ 2,663,400
Industrial	-	\$ -	0	\$ -
Commercial	-	\$ -	0	\$ -
Rural Residential	-	\$ -	0	\$ -
Subdivisions	-	\$ -	2	\$ 50,000
Other	-	\$ -	0	\$ -
TOTAL	2	\$ 480,000	12	\$ 2,713,400

Under the provisions of section 4.59 of the Environmental Planning and Assessment Act Narrandera Shire Council determined the following development applications, applications for modification of development consents and complying development certificate applications during the reporting month.

No	Type	Address	Development Type	Determination	STC / RFI Days	ACTIVE Business Days
DA-007 2025-2026	L	569 Irrigation Way NARRANDERA	Secondary Dwelling	Conditionally Approved	-	11
DA-008 2025-2026	L	252 Pine Hill Rd NARRANDERA	Shed (residential)	Conditionally Approved	-	11

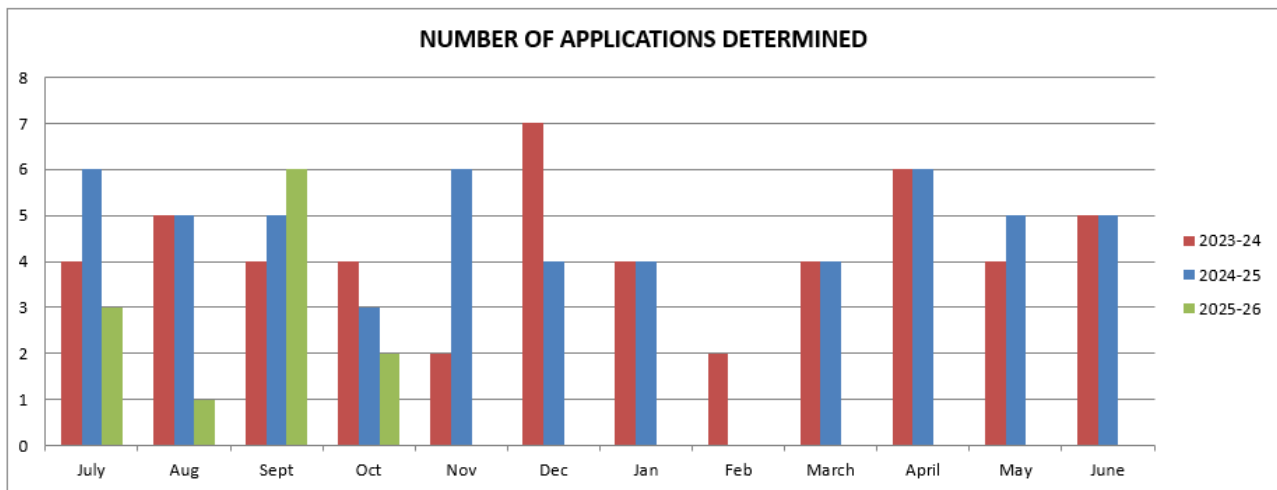
Type explanation

Complying (CDC)	Fast track approval process without the need for a full development application if specific criteria are met.
Local (L) Delegated authority	Merit based assessment where development consent is required. Target determination time of 40 business days.
Council (L/C)	Local development determined by Council at an ordinary meeting.
Integrated (I)	Merit based assessment where approval from other authorities, such as TfNSW, RFS, DPI, is required in addition to development consent. The referral process extends the target determination time to 60 business days.
Modification (M)	Revision of previously approved application. No target determination time.
Stop the Clock (STC)	Calculation of active days stops while additional information required to complete the assessment is obtained from the applicant.
Request for further information (RFI)	Request for further information.

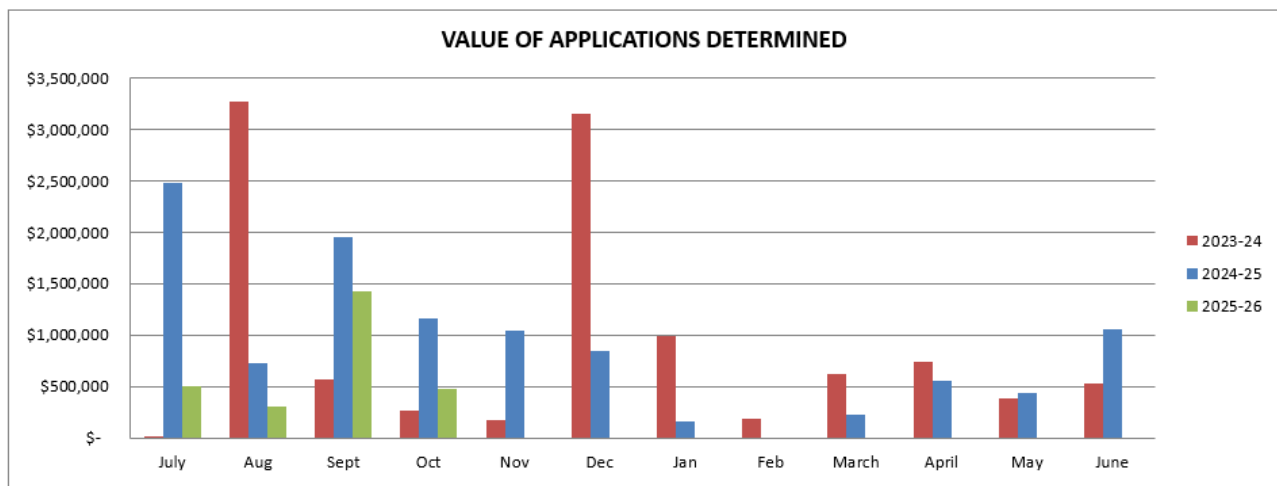
Comparison determination times

2020-21	Narrandera Shire Council average	30 days
2021-22	Narrandera Shire Council average	25 days
2022-23	Narrandera Shire Council average	18.6 days
2023-24	Narrandera Shire Council average	12.9 days
2024-25	Narrandera Shire Council average	11.8 days
2025-26	Narrandera Shire Council average YTD	7.5 days

This graph details the comparative number of Development and Complying Development Applications determined by month over the past three years.



This graph details the comparative value of Development and Complying Development Applications determined by month over the past three years.



Certificates Issued

A summary of other development services activities undertaken during the reporting month is detailed in the following table:

Certificate Type	
Construction Certificates	2
Building Certificates	1
Subdivision Certificates	1
Occupation Certificates	2
Section 10.7 Certificates	25
Swimming Pool Compliance Certificates	-
S68 Approvals	-

Construction Activities

A summary of Critical Stage building inspections undertaken during the reporting month is detailed in the following tables:

Building Surveyor Inspections	
Critical Stage Inspections	5

Compliance Activities

A summary of compliance services activities undertaken during the reporting month is detailed in the following tables:

Companion Animal Activity – Dogs	
Impounded	10
Returned	-
Rehomed	7

Companion Animal Activity – Cats	
Impounded	11
Returned	5
Rehomed	8

Compliance Activity	
Call outs	15
Infringement warnings/fines issued	3
Menacing/Dangerous dog incidents	-

14 CONFIDENTIAL MATTERS**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the *Local Government Act 1993*:

14.1 Endacom Pty Ltd - Sewer Connection

This matter is considered to be confidential under Section 10A(2) - di, dii and diii of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it, information that would, if disclosed, confer a commercial advantage on a competitor of the council and information that would, if disclosed, reveal a trade secret.

15 REPORT OF CONFIDENTIAL RESOLUTIONS

16 CONCLUSION OF MEETING