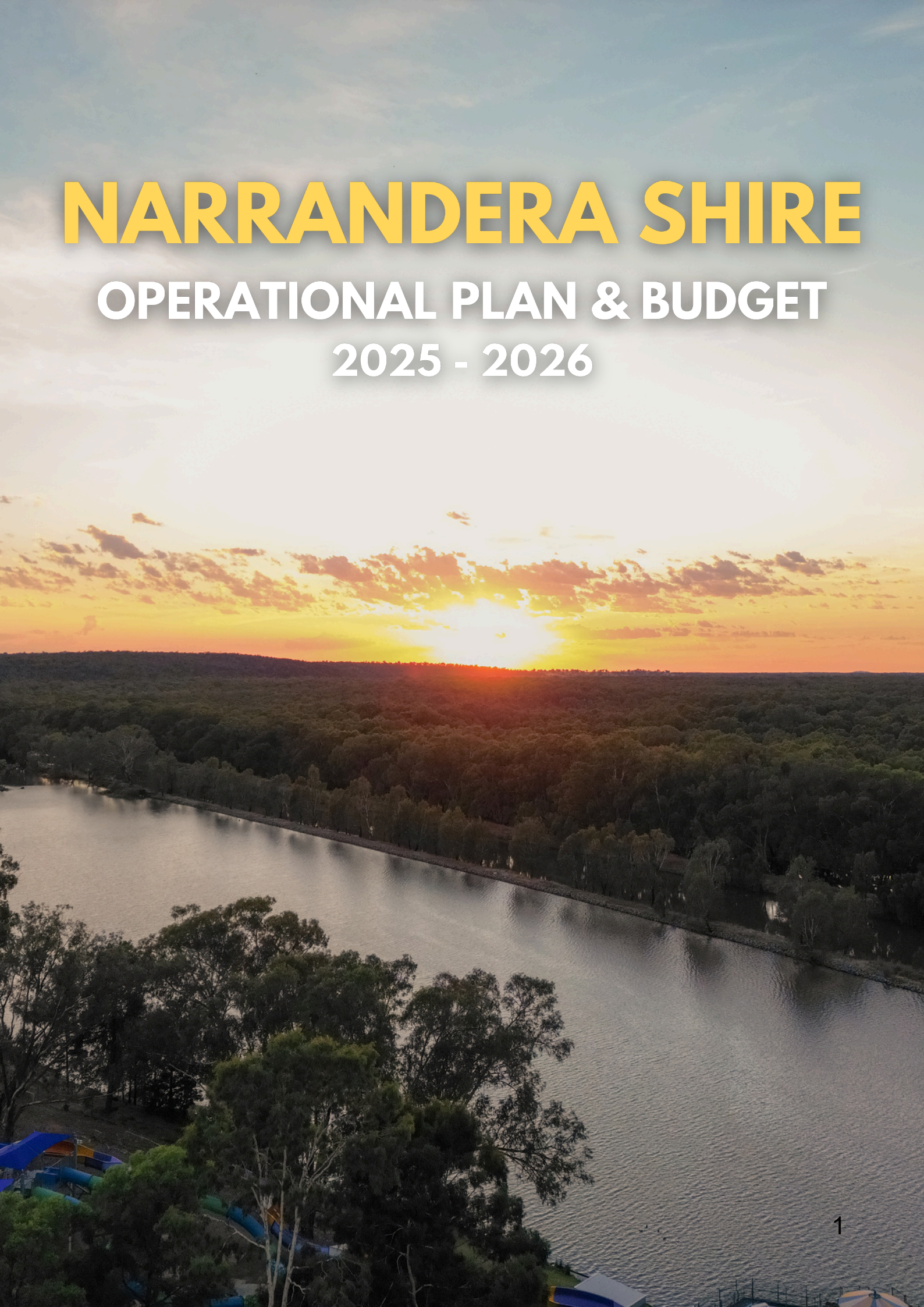


NARRANDERA SHIRE

OPERATIONAL PLAN & BUDGET 2025 - 2026



Welcome

**Ngiyanhi Wiradjuri mayiny gawaymbanha nginyalgir Wiradjuri-gu Ngurabung-gu
We the Narrungdera Wiradjuri people welcome you all to Wiradjuri Country**

Acknowledgement

Narrandera Shire acknowledges Aboriginal and Torres Strait Islanders as the first Australians and recognises that they have a unique relationship with the land and water. Council recognises that we are situated on the traditional lands of the Narrungdera Clan, of the Wiradjuri Nation who have lived here for thousands of years. We offer our respect to their elders past and present and through them, to all Aboriginal and Torres Strait Islander people.





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Message from

The Mayor Cr Neville Kschenka

On behalf of the Councillors of Narrandera Shire Council, I am delighted to introduce our 2025-26 Operational Plan and Budget, marking the first step towards implementing our new Narrandera Shire Community Strategic Plan and accompanying four-year Delivery Program.

This Operational Plan represents the first year of action under the new Delivery Program 2025-2029, outlining specific details of services, projects and programs Council will deliver over the coming 2025-26 year to make the Narrandera Shire an even better to live, work, invest and visit.

Major highlights for 2025-26 include budget commitments of:

- \$7.407 million on improving our local road network,
- \$5.233 million on upgrading public spaces, parks and recreation facilities,
- \$0.940 million on waste and recycling collection and waste management,
- \$0.498 million on providing library and cultural services, and
- \$0.828 million on operating the Narrandera Destination and Discovery Hub and undertaking destination marketing activities.

Key initiatives scheduled for completion in 2025-26 include:

- Red Hill expansion project
- Narrandera urban stormwater upgrade
- Water treatment plant design
- Building renewals
- Roads renewals

We will closely with our General Manager and Executive Leadership Team to ensure the successful delivery and timely reporting of this Operational Plan. We will report back to our community via the Quarterly Budget Review, six-monthly Delivery Program Progress Report and our Annual Report on what we have achieved, and progress made during implementation.

We look forward to delivering this Operational Plan and continuing to play our part in achieving our shared vision of a connected, sustainable and evolving Narrandera Shire.

Councillor Neville Kschenka

Mayor

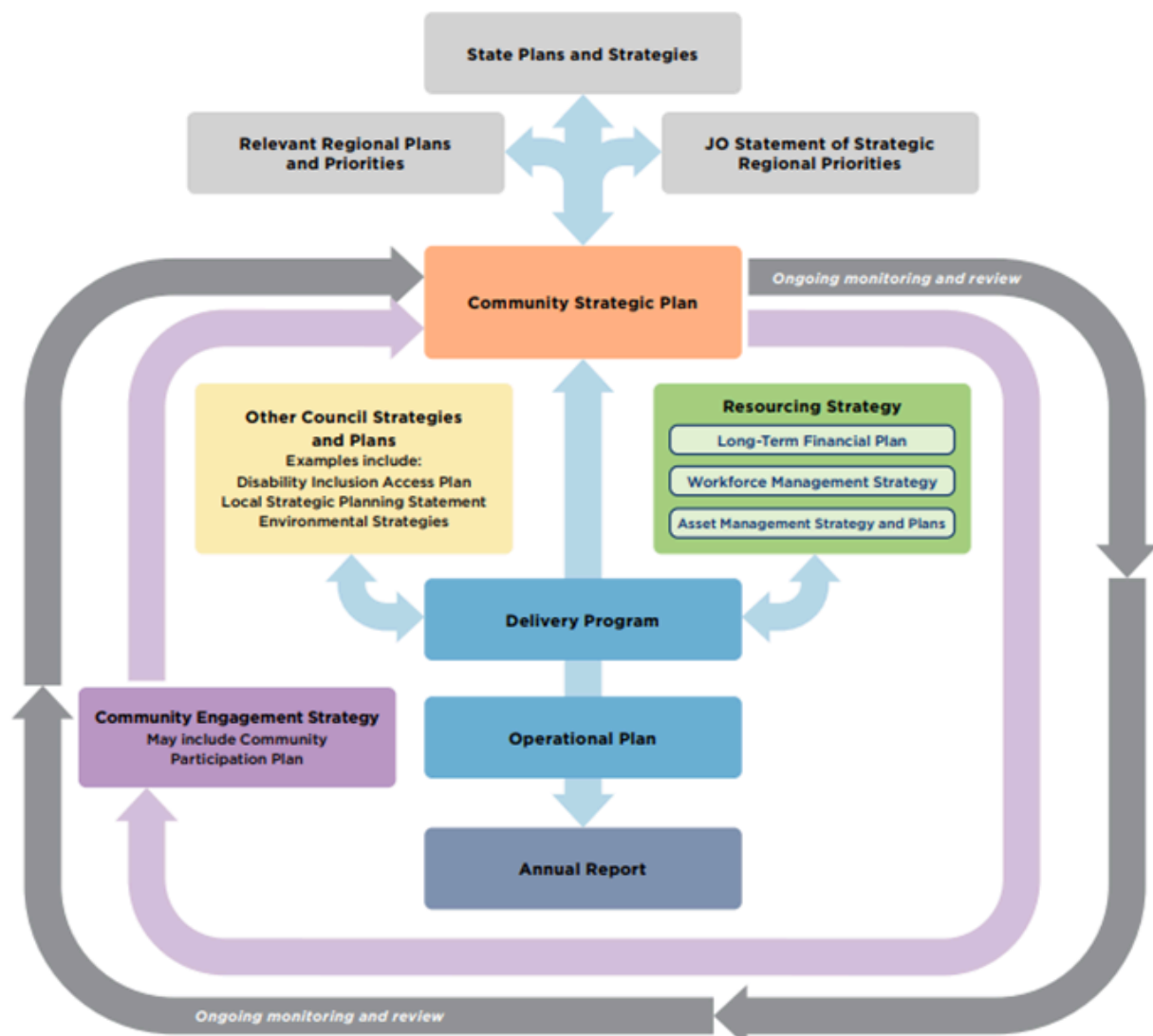
Integrated Planning and Reporting

Under the Local Government Act 1993, Narrandera Shire Council is required to undertake long-term strategic planning, informed by comprehensive community engagement, known as the Integrated Planning and Reporting (IP&R) framework.

This process supports Council in developing a clear vision for our community's future and provides a roadmap for delivering community priorities in a sustainable manner.

The Community Strategic Plan sits at the heart of our IP&R framework and informs all long-term planning for the future of the Narrandera Shire local government area. While Council has a custodial role to play in preparing and reporting on this plan, all members of our community – as well as other stakeholders, such as State and Federal Governments – have a role to play in achieving our vision and strategic priorities.

This Delivery Program identifies the principal activities to be undertaken by Council to perform all its functions – including strategies established by the Community Strategic Plan. All plans, projects, activities, and funding allocations made by Council over the four-year term must be directly linked to this Delivery Program.



Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council prepares through its IP&R framework. The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. All other strategies developed as part of the IP&R framework relate to, and support, the Community Strategic Plan.

Community Engagement Strategy

The Community Engagement Strategy outlines how Council engages with the Narrandera Shire community and other stakeholders to develop the Community Strategic Plan, as well as other plans, policies, programs and key activities undertaken from time-to-time.

Delivery Program

The Delivery Program is prepared by the incoming governing body and identifies the principal activities and functions to be undertaken by Council to perform all its functions - including the strategies established by the Community Strategic Plan - using the resources identified in the Resourcing Strategy. All plans, projects, activities, and funding allocations made by Council over its four-year term must be directly linked to the Delivery Program.

Resourcing Strategy

The Resourcing Strategy demonstrates how the four-year Delivery Program and annual Operational Plans will be resourced from an asset, financial and workforce perspective. The Resourcing Strategy comprises three individual, but related, plans: the Strategic Asset Management Plan, Long-Term Financial Plan, and Strategic Workforce Management Plan.

Operational Plans (this document)

Annual Operational Plans support the four-year Delivery Program. The Operational Plan outlines the individual projects and actions that will be undertaken in a specific financial year to achieve the commitments made in the Delivery Program. The Operational Plan includes Council's Budget for that financial year, and details the rates, fees and charges to be levied by Council during that year.

Informing strategies

Council develops a range of other strategies to inform our IP&R framework and guide the priorities and actions in our four-year Delivery Program and annual Operational Plan. Some strategies, such as our Economic Development Strategy and Destination Management Plan, are externally focused, whereas others, such as our ICT Strategy, are internally focused.



Reporting our progress

Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving this Community Strategic Plan and implementing the Delivery Program, as well as our financial performance against the annual Budget and Long-Term Financial Plan.

- **Quarterly Budget Review (QBR) Statements:** Council prepares a Quarterly Budget Review Statements three times each year (first, second and third quarters) which shows, by reference to the estimate of income and expenditure set out in the statement of Council's Revenue Policy in the Operational Plan for the relevant year; a revised estimate of the income and expenditure for that year.
- **Delivery Program Progress Reports:** Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.
- **Annual Reports:** Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.
- **State of our Shire Report:** Tabled at the first meeting of the newly elected council, the State of our Shire Report provides an update on our progress in implementing the Community Strategic Plan over the Council term, as well as the results and outcomes the implementation of the Community Strategic Plan has had for our community.



Our Narrandera Shire

Situated on the Murrumbidgee River at the heart of the Riverina region of south-west New South Wales, the Narrandera Shire local government area is strategically located between Sydney and Melbourne and offers the best of country living.

Located at the intersection of the Newell and Sturt Highways, Narrandera Shire is well connected to the Riverina's major regional centres of Albury, Griffith, and Wagga Wagga. The Narrandera-Leeton Airport, located on the outskirts of Narrandera, is serviced by Regional Express Airlines with regular return flights to Sydney.

Home to a permanent resident population of approximately 5,700 people, Narrandera Shire covers an area of around 4,118 square kilometres and offers a unique combination of rural, agricultural and natural landscapes. Narrandera Shire includes the township of Narrandera and rural villages of Barellan, Binya and Grong Grong, as well as 15 other rural localities.

Narrandera Shire has a strong Indigenous heritage, with the Wiradjuri people having lived in the region for thousands of years. Today, around 12.7 per cent of residents identify as either Aboriginal or Torres Strait Islander, significantly higher than the New South Wales average of 3.4 per cent.

Narrandera, which serves as the administrative centre and the key commercial and services hub of the Shire, is a key regional hub with a rich historical heritage. European settlement dates from the 1830s, with land along the Murrumbidgee River used mainly for farming. The village of Narrandera was established in the 1860s with significant growth seen in the 1880s due to the arrival of the railway and timber milling. Narrandera and areas along the Murrumbidgee River again saw significant growth when the Murrumbidgee Irrigation Area was developed allowing land to be used for more intensive farming such as rice and citrus fruits.

The Murrumbidgee River affords Narrandera Shire a unique combination of agricultural, rural, and natural landscapes. The area is renowned for its cultural significance, including several heritage-listed buildings that reflect its development over time. Agriculture has always been a cornerstone of the Shire's economy, with fertile soils along the Murrumbidgee River supporting the production of a range of crops, including cotton, rice, cereals, and various horticultural products. Livestock farming, particularly sheep and cattle, also plays an important role in the local economy. In recent years, Narrandera Shire has supported a growing visitor economy, with visitors drawn to the natural beauty of the area, our historical and cultural attractions, and our rich Wiradjuri heritage.



Our Councillors



Cr Neville Kschenka
OAM, Mayor



Cr Sue Ruffles
Deputy Mayor



Cr Jenny Clarke
OAM



Cr Peter Dawson



Cr Cameron Lander



Cr Tracey Lewis



Cr Braden Lyons



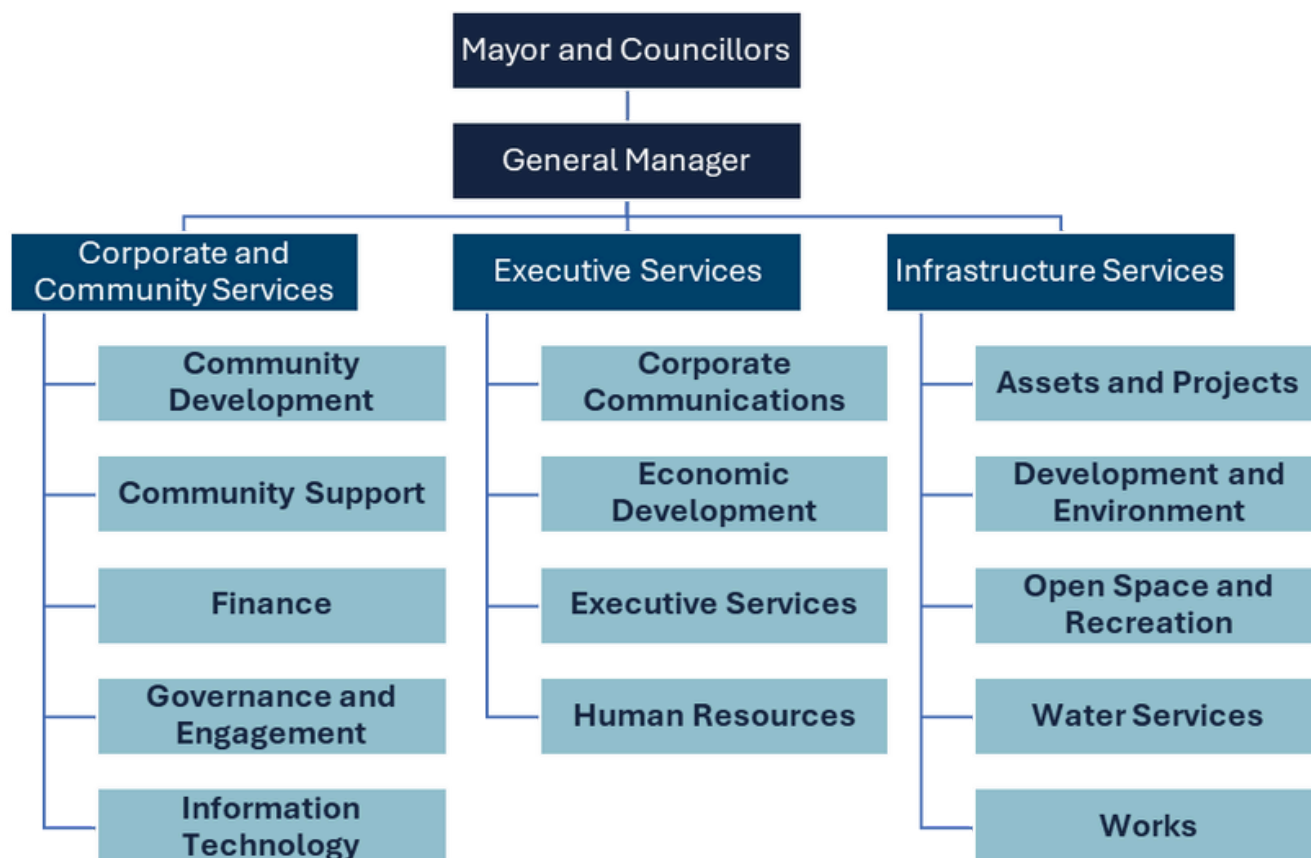
Cr Bob Manning



Cr Cameron Rouse

Our Organisation

Council's General Manager is responsible for the efficient and effective operation of our organisation and ensuring the implementation of Council's decisions, strategies, policies and programs. Council's organisation is currently structured into three Directorates, each of which is responsible for delivering different services to our customers and community.



Our Services

Narrandera Shire Council delivers a wide range of services to our community every day. Service delivery has long since evolved beyond the traditional narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of the Narrandera Shire and our community.

Services delivered by Council can be broadly categorised as either 'mandatory' or 'discretionary'. Services which Council is legally required to deliver to our community are referred to as mandatory (or 'core'), whereas those which Council chooses to deliver are known as discretionary (or 'non-core') services.

Over the four-year life of this Delivery Program, Council will continue to deliver services to our community to assist in achieving the vision of our Community Strategic Plan and the strategies set out in this Delivery Program. In line with our legislative obligations – and reflective of good public administration – we will continually review our services to ensure they are appropriate, effective and efficient.

The below list provides an overview of the service areas provided by Council:

- Arts and Culture
- Biosecurity
- Brand and Communications
- Building Certification
- Business and Industry Development
- Caravan Park
- Cemeteries
- CCTV
- Community Inclusion and Social Justice
- Community Transport
- Corporate Governance
- Corporate Planning and Performance
- Councillor and Executive Support
- Customer Services
- Destination Marketing
- Development Assessment
- Emergency Services Support
- Environmental Health
- Events
- Facilities and Amenities
- Financial Services
- Financial Strategy and Performance
- Fleet
- Human Resources
- IT Hardware
- IT Systems and Applications
- Library Services
- Narrandera-Leeton Airport
- Parks and Gardens
- Procurement
- Property and Buildings
- Public Swimming Pools
- Records Management
- Risk, Assurance and Improvement
- Road Safety
- Sealed Roads
- Sportsgrounds
- Strategic Planning
- Unsealed Roads
- Urban Stormwater
- Visitor Services
- Waste Management
- Water Supply
- Work Health and Safety

Operational Plan

Our Operational Plan has been structured to address the five key objectives of the Narrandera Shire Community Strategic Plan, illustrated below.

Our Leadership

Our Shire has strong, responsible and trusted leadership.

Our Community

Our community is connected, vibrant and healthy.

Our Environment

Our natural and built environments are valued, well-managed and liveable.

Our Economy

Our economy is thriving, diverse and provides opportunities for businesses, workers and visitors.

Our Infrastructure

Our infrastructure is reliable, efficient, and meets our needs.

Each focus area is presented separately, building on the Community Strategic Plan objectives and linking them with Council's principal activities, adopted strategies, and customer satisfaction measures.

The Operational Plan then further describes the annual actions and budget under the principal activities.

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.	
Deliverable	Success Measure/Target	Responsible Service Unit
Facilitate the effective operation of Council's governing body in accordance with legislative requirements.	Meetings held/ 10 per year	Executive Services
Design and deliver a Councillor Professional Development Program in line with legislative requirements.	Councillor Professional Development Program/ delivered	Executive Services

Activity	1.1.2. Foster quality partnerships and provide strong representation for Narrandera Shire at the regional, state and federal levels.	
Deliverable	Success Measure/Target	Responsible Service Unit
Actively participate in and represent local interests via the Riverina and Murray Joint Organisation (RAMJO).	RAMJO membership/ maintained	Executive Services
Actively participate in and represent local interests via Local Government NSW (LGNSW).	LGNSW membership/ maintained	Executive Services
Actively participate in and represent local interests via the NSW Country Mayors Association.	NSW CMA membership/ maintained	Executive Services

Activity	1.1.3. Effectively communicate with our customers and community in a direct, timely and accessible manner.	
Deliverable	Success Measure/Target	Responsible Service Unit
Prepare and distribute a monthly community newsletter to effectively promote Council's decisions, services, programs and projects to customers and community.	Community Newsletter distributed/ Monthly	Executive Services
Manage, maintain and grow Council's social media presence to effectively communicate with customers and community.	Facebook and LinkedIn engagement/ Increasing	Executive Services

Strategy 1.2. Engage diverse voices to plan for the future.

Activity	1.2.1. Provide effective long-term direction for the community via the Integrated Planning and Reporting (IP&R) framework.	
Deliverable	Success Measure/Target	Responsible Service Unit
Review and update the Long-Term Financial Plan in line with legislative requirements.	LTFP adopted/ 30 June	Finance

Strategy 1.3. Demonstrate good governance.

Activity	1.3.1. Build strong financial sustainability and prudently manage our expenditure.	
Deliverable	Success Measure/Target	Responsible Service Unit
Monitor Council's financial performance and expenditure via Quarterly Budget Review Reviews.	QBRS completed/ Three per annum	Finance
Prepare and submit audited Financial Statements in line with legislative requirements.	External audit completed/ 30 November	Finance
Ensure adequate and appropriate internal controls are in place for all financial management and purchasing functions.	Internal controls/ reviewed and implemented	Finance
Maintain cash flow and maximise Council's return on investment within the risk parameters provided by the Office of Local Government.	Investment returns/ met	Finance
Collect all rates and annual charges in line with payment requirements and undertake debt recovery action for outstanding accounts.	Percentage of rates and annual charges outstanding/ <5%	Finance

Activity	1.3.2. Develop and embed a robust governance and integrity framework.	
Deliverable	Success Measure/Target	Responsible Service Unit
Develop, maintain and regularly review Council's Delegations Register.	Delegations Register reviewed/ Quarterly	Governance and Engagement
Develop, maintain and regularly review Council's <i>Government Information (Public Access)</i> ("GIPA") framework.	Agency Information Guide reviewed/ 30 June	Governance and Engagement
Develop, maintain and regularly review Council's GIPA Register.	GIPA Register reviewed/ 30 June	Governance and Engagement
Develop, maintain and regularly review Council's Contracts Register.	Contracts Register published to Council's website/ within 20 days of awarding	Finance

Activity	1.3.3. Develop and embed a robust risk management and internal audit framework.	
Deliverable	Success Measure/Target	Responsible Service Unit
Facilitate the effective operation of Council's Audit, Risk and Improvement Committee.	Meetings held/ Five per year	Governance and Engagement
Undertake internal audits in line with Internal Audit Program.	Internal audits/ completed	Governance and Engagement
Develop and implement an effective Risk Management framework to ensure risks are identified and controlled.	Risk Management registers/ updated quarterly	Human Resources
Continually strengthen Council's Risk Management Framework and identify opportunities for improvement.	Statewide Mutual Continuous Improvement Programme/ completed each year	Human Resources
Implement regular Cyber Security Awareness Training for all staff and Councillors.	Cyber Security Awareness Training/ completed each year	Information Technology
Implement and maintain payment protection software to mitigate the risk of payment error, fraud and cybercrime.	Eftsure system/ implemented and maintained	Finance

Activity	1.4.1. Provide professional, timely and consistent customer service and continuously improve our customer experience.	
Deliverable	Success Measure/Target	Responsible Service Unit
Ensure customer requests and enquiries are processed in line with the Customer Service Charter.	Customer Service Charter targets/ met	Governance and Engagement
Regularly review corporate website content to ensure information on Council's services, programs, projects, and events is accurate and accessible.	Website pages reviewed/ 5 per quarter	Executive Services
Digitise all customer forms and publish to corporate website to support improved customer experience.	Customer forms/ digitised	Information Technology

Activity	1.4.2. Strive for continuous improvement and improved efficiency across our organisation, operations and services.	
Deliverable	Success Measure/Target	Responsible Service Unit
Undertake service reviews in line with Council's Service Review Program.	Service reviews delivered/ One per year	Governance and Engagement
Complete implementation of the MagiQ Cloud Enterprise Resource Planning (ERP) system.	ERP implementation/ completed	Information Technology

Activity	1.4.3. Attract, develop and retain a skilled, capable and engaged workforce.	
Deliverable	Success Measure/Target	Responsible Service Unit
Regularly report on the implementation of Strategic Workforce Management Plan.	Reports provided to Executive/ Quarterly	Human Resources
Facilitate bi-annual Employee Engagement Survey to support employee feedback and inform workforce planning.	Employee Engagement Survey/ delivered	Human Resources

Activity	1.4.4. Foster a safe, inclusive and respectful workplace.	
Deliverable	Success Measure/Target	Responsible Service Unit
Facilitate an Employee Health and Wellbeing Program.	Program/ delivered	Human Resources
Provide independent support to employees via the Employee Assistance Program.	EAP/ provided	Human Resources

Our Community

Strategy 2.1. Champion respect and wellbeing so everyone feels safe.

Activity	2.1.1. Promote safety across the Narrandera Shire.	
Deliverable	Success Measure/Target	Responsible Service Unit
Deliver and maintain CCTV coverage to provide safe facilities and public spaces.	CCTV network/ maintained	Information Technology
Promote awareness of family and domestic violence.	DV awareness initiatives/ delivered	Community Support
Implement Transport for NSW road safety programs	Road safety programs/ delivered	Projects and Assets

Strategy 2.2. Promote active and healthy living.

Activity	2.2.1. Provide sport, recreation and play space facilities that promote active and healthy living.	
Deliverable	Success Measure/Target	Responsible Service Unit
Operate and maintain sporting facilities in line with identified community needs.	Sporting facilities/ operated and maintained	Open Space and Recreation
Operate and maintain Barellan Memorial Swimming Pool in accordance with agreed levels of service.	Agreed levels of service/ met	Projects and Assets
Operate and maintain Lake Talbot Water Park in accordance with agreed levels of service.	Agreed levels of service/ met	Projects and Assets
Maintain playgrounds in line with industry standards and community needs.	Industry standards/ met	Open Space and Recreation
Strengthen active transport routes, including cycleways, footpaths and walking tracks.	Grant funding opportunities/ investigated	Projects and Assets

Strategy 2.3. Strengthen social connections, cultural identity and inclusion.

Activity	2.3.1. Celebrate the history, heritage and culture of the Wiradjuri People and provide opportunities for reconciliation, interpretation and understanding.	
Deliverable	Success Measure/Target	Responsible Service Unit
Recognise the contributions and service of local Indigenous Australians via the Wiradjuri Honour Wall.	Wiradjuri Honour Wall nominations processed/ consistent with Council policy	Executive Services
Support and promote NAIDOC Week celebrations in the Narrandera Shire.	NAIDOC Week celebrations/ held	Community Support

Activity	2.3.2. Deliver and support events, festivals and celebrations that foster community pride and a sense of belonging.	
Deliverable	Success Measure/Target	Responsible Service Unit
Deliver annual Australia Day celebrations in the Narrandera Shire.	Australia Day celebrations/ delivered	Executive Services
Hold Citizenship Ceremonies to confer Australian Citizenship on eligible candidates, in line with Department of Home Affairs requirements.	Citizenship ceremonies/ held within six months of application received	Executive Services

Activity	2.3.3. Encourage, support and recognise volunteerism and community participation.	
Deliverable	Success Measure/Target	Responsible Service Unit
Recognise local heroes and volunteers through the Australia Day Awards Scheme also National Volunteer Week	Australia Day Awards Scheme and National Volunteer Day/ administered	Executive Services
Provide financial assistance to community groups, sporting clubs and not-for-profits to support them in delivering services, programs and events across the Narrandera Shire.	Financial Assistance Program/ delivered	Governance and Engagement

Activity	2.3.4. Foster a safe and inclusive community for people with disability.	
Deliverable	Success Measure/Target	Responsible Service Unit
Regularly report on the implementation of the Disability Inclusion Action Plan.	Progress reports provided to Council/ every six months	Community Support

Strategy 2.4. Deliver accessible and quality health and community services.

Activity	2.4.1. Provide accessible and quality community transport and home support programs.	
Deliverable	Success Measure/Target	Responsible Service Unit
Operate and provide Community Transport services to eligible customers.	Community Transport service levels/ maintained	Community Support
Operate and provide Commonwealth Home Support Program (CHSP) services to eligible customers	CHSP service levels/ maintained	Community Support
Manage NSW Government funding agreements and grant acquittals for compliance.	Funding agreements reporting and acquittals/ compliant	Community Support

Activity	2.4.2. Provide accessible and quality library services and programs.		
Deliverable		Success Measure/Target	Responsible Service Unit
Operate the Narrandera Library and mobile library service to meet established service levels.		Narrandera Library service levels/ maintained	Community Development
Actively participate in the Western Riverina Libraries partnership.		Western Riverina Libraries membership/ maintained	Community Development
Maintain membership of the NSW Public Libraries Association.		NSW Public Libraries Association membership/ maintained	Community Development
Actively develop membership of the Narrandera Library		Library membership/ 1% increase per annum	Community Development
Deliver engaging library programs and events that support social interaction and encourage lifelong learning.		Library programs and events/ One per month	Community Development

Activity	2.4.3. Support the delivery of quality health services in Narrandera Shire.		
Deliverable		Success Measure/Target	Responsible Service Unit
Provide financial assistance to medical doctors relocating to the Narrandera Shire.		Doctor Attraction Incentives provided/ consistent with Council policy	Community Support

Our Environment

Activity	3.1.1. Support healthy ecosystems and identify and manage threats to local flora, fauna and ecology		
	Deliverable	Success Measure/Target	Responsible Service Unit
	Manage and control of priority weeds on public and private land, in compliance with the <i>Biosecurity Act 2015</i> .	Inspections private land, public land, government land/ quarterly statistics	Open Space and Recreation
	Manage and control priority weeds as outlined in the Narrandera Shire Council Weed Management Program, ensuring compliance with the <i>Biosecurity Act 2015</i> , and submit BIS reports as required.	Biosecurity Information System reports for weeds data/ 12 monthly reports	Open Space and Recreation
	Ensure landholders receive the necessary biosecurity information regarding weeds as required under relevant regulations.	Resources distributed/ all landowners receive relevant information	Open Space and Recreation
	Support the annual Koala Count to monitor the health and size of Narrandera's Koala colony.	Koala Count/ delivered	Economic Development

Activity	3.1.2. Preserve and maintain areas of high natural value, heritage objects and places of interest.		
	Deliverable	Success Measure/Target	Responsible Service Unit
	Facilitate a Heritage Advisory Service to support the management and preservation of local heritage.	Heritage Advisory Service/ maintained	Development and Environment

Activity	3.1.3. Effectively manage and maintain our cemeteries, public lands and reserves.		
	Deliverable	Success Measure/Target	Responsible Service Unit
	Manage and maintain cemeteries in accordance with the <i>Public Health Act 2010</i> .	Annual maintenance program/ delivered	Open Space and Recreation
	Develop and maintain Plans of Management for all Council-owned land classified as community land.	Plans of Management/ adopted and maintained	Open Space and Recreation
	Develop and maintain Plans of Management for all Council-managed Crown land classified as community land.	Plans of Management/ adopted and maintained	Open Space and Recreation

Strategy 3.2. Plan and develop a functional built environment.

Activity	3.2.1. Deliver efficient and effective development planning services		
	Deliverable	Success Measure/Target	Responsible Service Unit
	Receive and assess Development Applications.	Received and assessed/ legislated timeframes	Development and Environment
	Receive and assess Construction Certificates.	Received and assessed/ 20 days	Development and Environment
	Receive and assess Complying Development Certificates.	Received and assessed/ legislated timeframes	Development and Environment
	Receive and assess Planning Certificates.	Received and assessed/ 10 days	Development and Environment
	Regularly report on Council’s performance in undertaking development planning services.	Reports provided to Council/ Monthly	Development and Environment

Activity	3.2.2. Ensure land is suitably zoned, sized and located to facilitate and variety of housing types and densities.		
Deliverable	Success Measure/Target	Responsible Service Unit	
Optimise land use planning instruments supporting population, employment, business and industry growth.	Local Environmental Plan, Local Strategic Planning Statement and Development Control Plan/ reviewed	Development and Environment	

Activity	3.2.3. Provide and deliver effective regulatory, compliance and enforcement services.		
	Deliverable	Success Measure/Target	Responsible Service Unit
	Carry out food premises inspections to ensure compliance with the <i>Food Act 2003</i> .	Food premises inspection per year/ statistics reported annually	Development and Environment
	Register, licence and inspect onsite sewerage treatment systems.	On-site systems inspected in accordance with risk rating/ statistics reported annually	Development and Environment
	Administer companion animal registrations, respond to companion animal noise complaints, and impound animals and stray stock as required	Community education activities, response to complaints or attacks/ statistics reported to Council per month	Development and Environment
	Review and adopt Council’s Companion Animal Management Plan.	Companion Animal Management Plan/ reviewed	Development and Environment

Strategy 3.3. Manage water and waste wisely for long-term sustainability.

Activity	3.3.1. Provide and deliver regular and efficient waste and recycling services.	
Deliverable	Success Measure/Target	Responsible Service Unit
Provide domestic waste collection and recycling services.	Agreed levels of service/ met	Development and Environment
Provide a commercial waste collection service.	Agreed levels of service/ met	Development and Environment

Activity	3.3.2. Promote sustainable housing design, energy efficiency and water efficiency.	
Deliverable	Success Measure/Target	Responsible Service Unit
Assess development applications and complying development certificates in accordance with BASIX requirements.	Number of assessments/types of sustainability conditions required	Development and Environment

Activity	3.3.3. Promote recycling, reusing and waste reduction	
Deliverable	Success Measure/Target	Responsible Service Unit
Undertake community education and engagement to promote recycling.	Community education program/ delivered	Development and Environment

Strategy 3.4. Build resilience to climate change, natural shocks and disasters.

Activity	3.4.1. Plan for and respond to climate change and disasters.	
Deliverable	Success Measure/Target	Responsible Service Unit
Collaborate with service providers to be emergency response ready.	Number of mitigation measures or training/ a prepared workforce	Projects and Assets

Activity	3.4.2. Identify and implement improvements to our services, facilities and operations to reduce emissions.	
Deliverable	Success Measure/Target	Responsible Service Unit
Regularly report on the implementation of the Climate Action Strategy.	Progress reports provided to Council/ Every six months	Projects and Assets
Establish and maintain a Revolving Energy Fund.	Revolving Energy Fund/ established and maintained	Projects and Assets

Activity	3.4.3. Support the delivery of emergency services.		
Deliverable	Success Measure/Target	Responsible Service Unit	
Provide financial support for Emergency Services in line with legislative requirements.	Emergency Services Levy/ provided	Finance	
Participate in the Narrandera Local Emergency Management Committee (LEMC).	LEMC meetings/ attended	Projects and Assets	

Our Economy

Strategy 4.1. Enhance Narrandera Shire's appeal as a great place to live, learn, work and invest.

Activity	4.1.1. Activate and beautify our town centres and public spaces.		
	Deliverable	Success Measure/Target	Responsible Service Unit
	Identify and consider improvement and activation ideas for town centres to drive business and economic development.	Presentation of ideas to Council and community/projects that eventuate	Economic Development
	Public spaces are well maintained and enhanced.	Asset condition maintained or improved/community satisfaction	Open Space and Recreation

Activity	4.1.2. Facilitate and incentivise residential development and housing growth.		
	Deliverable	Success Measure/Target	Responsible Service Unit
	Regularly report on the implementation of the Narrandera Local Housing & Employment Zone Land Strategy.	Progress reports provided to Council/ Every six months	Development and Environment
	Ensure adequate land supply for promoting economic growth and employment.	Continued development of Red Hill Industrial Estate/ allotments available for sale	Development and Environment
	Make application for the resolution of Aboriginal Land Claims for land required for future use as detailed in the Narrandera Local Housing & Employment Zone Land Strategy.	Lodgement of application/ progress on application	Infrastructure Services

Strategy 4.2. Grow tourism by showcasing Narrandera Shire's attractions, events and experiences.

Activity	4.2.1. Provide welcoming and engaging visitor information services.		
	Deliverable	Success Measure/Target	Responsible Service Unit
	Operate the Narrandera Destination and Discovery Hub & Visitor Information Centre to meet established service levels.	Visitor Information Centre accreditation/ maintained	Economic Development
	Promote Narrandera Shire through interactive and insightful displays at the Discovery Hub & Visitor Information Centre.	Visitor Information Centre patronage/approximately 18,000 visitors per annum	Economic Development

Activity	4.2.2. Develop a strong destination brand and effectively promote local visitor experiences, attributes and offerings.	
Deliverable	Success Measure/Target	Responsible Service Unit
Develop and maintain the <i>Visit Narrandera</i> destination website.	Website/ developed	Economic Development
Partner with neighbouring councils to deliver the <i>Murrumbidgee Trails</i> destination marketing campaign.	Campaign/ delivered	Economic Development
Promote the Narrandera Arts & Community Centre as an arts event venue.	Exhibitions held/ Four per annum	Economic Development
Create, coordinate and expand tourism events and festivals.	Events Calendar/ developed and delivered	Economic Development

Activity	4.2.3. Ensure appropriate wayfinding and consistent signage throughout Narrandera Shire.	
Deliverable	Success Measure/Target	Responsible Service Unit
Maintain, renew and expand wayfinding and precinct signage throughout Narrandera Shire.	Signage/ installed	Economic Development

Strategy 4.3. Support local businesses and industry to enable innovation and economic expansion.

Activity	4.3.1. foster an environment that is conducive to public and private investment.	
Deliverable	Success Measure/Target	Responsible Service Unit
Develop a Major Infrastructure Advocacy Plan and Prospectus.	Plan and Prospectus/ developed	Economic Development
Develop and activate the Red Hill Industrial Estate for job-creating enterprises.	Land sales/ completed	Economic Development

Strategy 4.4. Attract strategic investment and partnerships to create local jobs and business opportunities.

Activity	4.4.1 t economic growth and employment diversification through new and existing businesses.	
Deliverable	Success Measure/Target	Responsible Service Unit
Develop and maintain a Business Directory on Council's website.	Business Directory/ developed and maintained	Economic Development
Partner with the Narrandera Business Group to grow and develop the local business community.	Networking and training events delivered/ Two per annum	Economic Development

Our Infrastructure

Strategy 5.1. Improve our road network and transport infrastructure to ensure safety and connectivity.

Activity	5.1.1. Construct, maintain and deliver a road transport network that meets current and future needs.		
Deliverable		Success Measure/Target	Responsible Service Unit
Develop and deliver three-year Transport Maintenance and Improvement Program based on Asset Management Plan and community needs.		Capital Works Program/ delivered	Works
Finalise the road hierarchy service review.		Road hierarchy reviewed/competed service review.	Works
Initiate and implement road safety programs.		NSW road safety programs/ delivered	Projects and Assets

Activity	5.1.2. Ensure effective operation and maintenance of Narrandera-Leeton Airport.		
Deliverable		Success Measure/Target	Responsible Service Unit
Comply with Civil Aviation Safety Authority (CASA) surveillance activities.		Reportable incidents/ Nil	Works
Maintain Narrandera-Leeton Airport certification		Certification/ maintained	Works

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.		
Deliverable		Success Measure/Target	Responsible Service Unit
Maintain and improve water and sewerage infrastructure assets in accordance with Council’s Integrated Water Cycle Management Plan.		Service levels/met	Water and Sewer
Ensure statutory reporting for licencing is completed and submitted by the due date with operations compliant.		Reporting and licencing requirements/ compliant	Water and Sewer
Barellan and Narrandera landfill sites operate in accordance with legislative and regulatory requirements.		Landfill sites/ compliant	Development and Environment
Manage waste efficiently via diversion of recyclable materials from landfill.		Landfill diversion/ increasing	Development and Environment

Seek funding from State and Federal Governments to deliver a new potable water treatment plant for Narrandera.	Funding/sought	Water and Sewer
Seek funding from State and Federal Governments to extend the Narrandera sewer infrastructure to the west Narrandera locality.	Funding/sought	Water and Sewer
Seek funding from State and Federal Governments to duplicate stormwater infrastructure within the Narrandera CBD.	Funding/sought	Infrastructure Services

Strategy 5.3. Improve public and community transport options to enhance access to regional centres.

Activity	5.3.1. Advocate for continued secured funding for the community transport service also advocate for improved regional public transport	
Deliverable	Success Measure/Target	Responsible Service Unit
Continue to provide Community Transport services for both Narrandera Shire and Leeton Shire communities.	Community Transport services/maintained	Community Support
Recruit volunteer drivers to deliver Community Transport services.	Volunteer Program/maintained	Community Support

Strategy 5.4. Improve our internet and telecommunications infrastructure.

Activity	5.4.1. Advocate for improved internet and telecommunications infrastructure and services.	
Deliverable	Success Measure/Target	Responsible Service Unit
Report Black Spot locations via the Federal Government's Black Spot Program.	Black Spot Program nomination submitted/ One per year	Economic Development
Lobby for State or Federal funding to expand and enhance telecommunications infrastructure.	Lobbying when opportunities available/better telecommunication connectivity	Executive Services

Capital Works Program

New Road Seals

Table 1 Capital Works Program 2025-26 – New Road Seals

Road/ Street	Description	Treatment	Length (m)	Width (m)
Euratha Road	From Chainage 5.79 through the bends to Sandersons Road.	Gravel resheet and bitumen seal.	7,230	7
Gillenbah Creek Road	From Chainage 0 to fire shed.	Gravel resheet and bitumen seal.	600	7
Lismoyle Road	From Chainage 6.93 through the bends to Mejum Road.	Gravel resheet and bitumen seal.	5,350	7
Humby Street	Seal urban access road to prevent dust.	Gravel resheet and bitumen seal.	350	7
Berrembed Street	Seal urban access road to prevent dust.	Gravel resheet and bitumen seal.	430	7
Willandra Street	Seal urban access road to prevent dust. From Berrembed Street to Brookong Street.	Gravel resheet and bitumen seal.	280	7
Bunganbil Street	Seal urban access road to prevent dust. Willandra Street to Lachlan Street.	Gravel resheet and bitumen seal.	230	7
Racecourse Road	Rehabilitation and shoulder from Kiesling Drive to Pony Club.	Rehabilitation and bitumen seal	620	7
Total			15,090	

Rural re-seal program

Table 2 Capital Works Program 2025-26 – Rural Re-seals Program

Road/ Street	Length (m)	Width (m)
Kolkilbertoo Road	1,090	8
Kywong Boree Creek Road	3,150	5
Colinroobie Road	3,000	8
Total	7,240	48,470m²

Urban re-seal program

Table 3 Capital Works Program 2025-26 – Urban Re-seals Program

Road/ Street	Length (m)	Width (m)
Melbourne Street	460	8
Melbourne Street	560	13.5
Dundas Street	430	11.5
Racecourse Road	250	11
Willans Street	290	12
Douglas Street	325	22
Total	2,315	29,925m²

Gravel re-sheet program

Table 4 Capital Works Program 2025-26 – Gravel Re-sheeting Program

Road/ Street	Chainage	Length (m)	Width (m)
Inglis Road	10.13	950	6
Donaldsons Road	0	2,350	6
Donaldsons Road	2	4,620	6
Mundarra Road	0	2,200	6
Quilters Road	0	4,850	6
The Gap Road	13.83	1,670	6
Caringa Road	0	2,780	6
Druces Road	1	1,850	6
Mumbledool Station Road	2.82	10,860	6
Holloway Road 1	12.5	870	6
Holloway Road 2	4.5	3,000	6
Total		36,000	

Maintenance grading

Table 5 Capital Works Program 2025-26 – Maintenance Grading

Road/ Street	Zone	Class	Length (km)
Barrats Road	Central	6	0.7
Booka Road	Central	7	0.62
Butlers Road	Central	7	2.66
Pinehope Road	Central	8	2.8
Caringa Road	Central	7	4.37
Charles Road	Central	7	1.6
Donaldsons Road	Central	7	4.2
Federal Park Road	Central	7	3.1
Glen Moor Road	Central	7	7.31
Grong Grong River Road	Central	7	4.13
Landervale Road	Central	5	10
Manderlay Road	Central	6	10.62
McKenzies Road	Central	6	5.66
Mejum Swamp Road	Central	6	5.9
Moorlands Road	Central	7	3.96
Oaklands Road	Central	7	4.6
Orchard Road	Central	7	0.53
Pattens Road	Central	7	1.2
Square Knob Road	Central	7	4
Waterview Road	Central	7	2.6
Weerona Road	Central	7	3.75
Durnans Road	Central	8	2.5
Williams Road	Central	7	3.02

Special Variation (SV) Works Program

Open Space and Recreation

Project	Budget
Narrandera Sportsground Grandstand Renewal Works	\$35,000
Marie Bashir Park Shade Sail Renewal Works	\$20,000
Barellan Hall Playground Replacement	\$45,000
Evonne Goolagong Park - BBQ Shelter Renewal	\$16,000
Henry Mathieson Dog Park - Irrigation Renewal Works	\$29,000
Noel Reid Playground Renewal	\$20,000
Various Small Playground Renewals – Joe Babbs and Grong Grong	\$35,000
Total – Open Space and Recreation	\$200,000

Local Roads

Project	Budget
Footpath Renewals – Various locations	\$100,000
Faithfull Rd (Boree Creek) CH0.0-5.8 (5800m) Gravel Re-sheeting	\$130,524
Bandy's Rd 2 (Binya) CH0.11-2.64 (2530m) Gravel Re-sheeting	\$73,000
Weerona Rd (Grong Grong) CH0.0-2.95 (2950m) Gravel Re-sheeting	\$77,000
Total – Local Roads	\$380,524

Buildings

Project	Budget
Council Chambers – Minor Renewal Works	\$132,800
Barellan Community Hall – Accessible Toilet Facility Renewal	\$25,000
Narrandera Museum - Renewal and Internal Painting	\$30,000
Lake Talbot Water Park – House and Kiosk Minor Renewal Works	\$5,900
Lake Talbot Water Park - Grounds Retaining Wall Renewals	\$51,500
Barellan Pool – Expansion Joints & Pool Blankets Renewal	\$36,160
Narrandera Sports Stadium – Renew Kiosk Cupboards Renewal	\$8,000
Renew Whiteway lighting to LED	\$50,000
Council Buildings Minor Renewals	\$27,400
Unplanned Renewals (AC units etc.)	\$33,240
Total – Buildings	\$400,000

Stormwater

Project	Budget
Stormwater (loan interest)	\$300,000
Total – Stormwater	\$300,000

Corporate Systems

Project	Budget
Maintain current service levels – salary system upgrade	\$585,393
Technology - Enterprise Management Systems	\$240,000
Additional Compliance - resources	\$152,406
Total – Corporate Systems	\$977,799

Budget

The long-term financial plan models a range of scenarios—optimistic, recommended, and pessimistic—across the General, Water, and Sewer Funds to assess sustainability under varying conditions.

For the **General Fund**, the optimistic scenario includes the second year of the Special Variation (SV) and a 3.5% increase in Financial Assistance Grants (FAGs). The recommended scenario also incorporates the second year of the SV in both revenue and expenditure projections, alongside a more conservative 2% FAG increase. The pessimistic scenario assumes only the first year of the SV is realised, with FAG growth also limited to 2%. Operational income remained relatively stable to 24/25 except for the inclusion of the second year SV compared to the 24/25. Operational costs increased for electricity, technology and compliance costs. Key capital highlights include the Narrandera Stormwater upgrade, Red Hill expansion project, roads and buildings renewal programs.

In the **Water Fund**, the optimistic scenario includes a \$32 million Water Treatment Plant (WTP) funded through a 75% grant and 25% loan. The recommended model proposes the same WTP cost, with partial funding via a \$1 million General Fund contribution from the sale of a water reserve. Access and user charges are proposed to increase by 4% in 2025-26 and 5% annually from 2026/27 onward, enabling the Water Fund to support the WTP project and limit the long-term burden on ratepayers. The pessimistic scenario anticipates a higher WTP cost of \$37 million, funded equally through grants and loans, with access and user charge increases tapering from 4% in year one to 2.5% from year three onwards. Key Capital highlights include the continuation of water main replacements, replacement of the Dalgetty low level reservoir, design and construction of the Water treatment plant.

The **Sewer Fund**, the optimistic scenario includes annual 4% increases in year one and 5% from year two to ten. The recommended path starts with a 4% increase in year one, reducing to 3.5% in year two and 2.5% from year three onwards. The pessimistic scenario models the position of the fund should an additional \$100,000 in operating expenses occur due to increased costs associated with the Barellan sewer system. Operating income and costs remained stable compared to the 2024-25 financial budget. Key capital highlights include continuing sewer main relines replacement, Narrandera west sewer expansion project and sewer augmentation projects 1A and 1B



Statement of Revenue Policy

Objective

Section 405 of the Local Government Act 1993 (the Act) requires Narrandera Shire Council to adopt a Statement of Revenue Policy each year as part of its Integrated Planning and Reporting (IP&R) framework. This Statement of Revenue Policy forms part of the Operational Plan and provides information regarding the levying of Council's rates, its fees and charges, and other major income sources.

Summary

Council's Statement of Revenue Policy is adopted on an annual basis and details how Council will levy ordinary land rates, charges and fees, as well as the anticipated revenue that will be derived from each separate rate, charge and fee.

Consistent with clause 4.21 of the Integrated Planning and Reporting Guidelines prescribed under section 23A of the Act, this Statement of Revenue Policy comprises:

1. Statement of estimated income and expenditure,
2. Statement of ordinary rates,
3. Statement of charges,
4. Statement of fees,
5. Statement of Council's pricing methodology for determining the prices of approved fees, and
6. Statement of proposed borrowings.

Statement of Income and Expenditure 2025-26

Consistent with section 491 of the Act, Council may obtain income from rates, charges, fees, grants, borrowings, and investments.

Rates and charges provide Council with a major source of revenue, which is used to meet the costs of providing services to residents and businesses of the Narrandera Shire local government area.

The Operational Plan is structured around five key outcome areas. Table 1, below, lists Council's estimated income and expenditure for the 2025-26 financial year according to each outcome area.

Table 6 Consolidated Income Statement by Function 2025-26

Outcome Area	Income	Expenditure	Operating Result
Civic Leadership	\$16,414,382	\$4,492,142	\$11,922,240
Community	\$4,198,310	\$6,667,404	-\$2,469,095
Economy	\$5,640,836	\$2,011,488	\$3,629,348
Environment	\$1,505,498	\$2,003,932	-\$498,434
Infrastructure	\$16,785,158	\$5,357,822	\$11,427,336
TOTAL	\$44,544,184	\$20,532,789	\$24,011,395

Ordinary Rates

Section 494 of the Act requires Council to make and levy ordinary rates on all rateable lands, based on independent valuations provided by Property NSW on behalf of the NSW Valuer General.

Each year, the NSW Independent Pricing and Regulatory Tribunal (IPART) determines the allowance annual increase in general income for councils, known as the rate peg. The rate for Narrandera Shire for 2025-26 year is 4.0 per cent.

In 2024, IPART approved the special variation application, allowing Narrandera Shire Council to increase the rates beyond the usual rate peg to address specific financial pressures, ensuring the sustainability of vital services and infrastructure for communities.

The proposed cumulative increase of 48.1% (including the respective rate peg) will be a permanent increase retained within the rate base.

Rating Category

In accordance with section 493 and 514 of the Act, all parcels of rateable land within Council's local government area have been declared to be within one of the following categories:

- Farmland,
- Residential,
- Business, and
- Mining.

Before making an ordinary rate, a council may determine a sub-category or sub-categories for one or more categories of rateable land in its area. A sub-category may be determined for the category:

- "Farmland" according to the intensity of the land use, the irrigability of the land, or economic factors affecting the land,
- "Residential" according to whether the land is rural residential land or is within a centre of population,
- "Mining" according to the kind of mining involved, or
- "Business" according to a centre of activity.

Rating Structure

Section 497(b) of the Act provides the method of structure for Council's Ordinary Rates.

Council in its Ordinary Rate has a base amount to which an ad valorem rate, calculated using property valuations provided by Property NSW on behalf of the NSW Valuer General, is added. This is known as the "base and ad valorem" rating method.

The Valuation of Land Act 1916 requires Council to levy rates using the most recent land valuations. All properties in the Narrandera Shire local government area were revalued in 2022-23 with a base date of 1 July 2022 and those valuations have been used to calculate and levy the 2025-26 Ordinary Rate. The NSW Valuer General conducts a 3 year valuation cycle with the next one set to happen in December 2025. This revaluation will affect the 2026-27 rating year.

As detailed in Table 4, Council's rating structure includes three of the four categories specified above, and 2 sub-categories.

Table 7 Rating category and sub-category definitions

Category/Sub-category	Definition
Farmland	Valued as one assessment and it's dominant use is for farming
Residential Ordinary	Properties categorised as residential outside of the Residential Narrandera sub-category.
Residential Narrandera	Properties categorised as residential that are within the area defined as the Residential Narrandera sub-category.
Business Ordinary	Properties categorised as business outside of the Business Narrandera sub-category
Business Narrandera	Properties categorised as business that are within the area defined as the Business Narrandera sub-category.

Rating Revenue

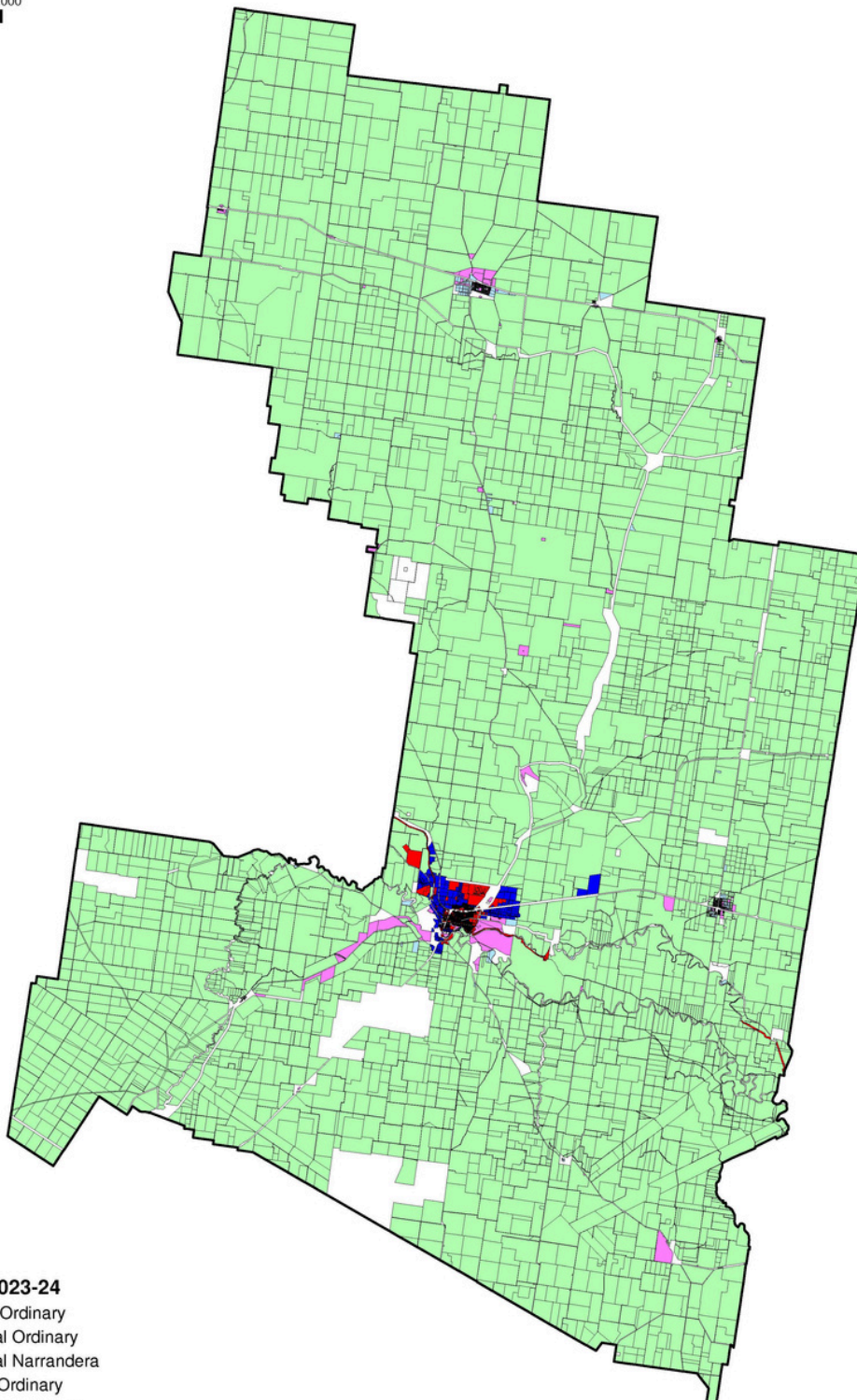
Council at the November 2023 meeting, resolved to make an application to IPART for a Special Variation of a permanent cumulative 48.1% increase in general rate income under Section 508A of the Local Government Act, 1993 - being a proposed increase of 25.5% for 2024-25 (including the rate peg of 4.5%) and 18.0% for 2025-26 (including the applicable rate peg). The application was approved and these increases are permanent increases and will be retained within the rate base.

The approved application also included under section 548 of the Local Government Act, 1993 for the minimum ordinary rate for Farmland Ordinary, Residential Ordinary and Business Ordinary categories to be set at \$640.00 for 2024-25 and \$755.00 for 2025-26, the minimum ordinary rate for the Business Narrandera sub-category was set at \$715.00 for 2024-25 and \$845.00 for 2025-26. The Residential Narrandera sub-category will have a 40% base amount for 2024-25 and 2025-26.

Rate Category	Minimum/ Base Amount	Ad Valorem-Cents in \$	Yield	Percentage of Yield
Residential Ordinary	\$755.00	\$0.011200	\$343,429	4%
Residential Narrandera	\$466.45	\$0.010870	\$2,375,817	29%
Business Ordinary	\$755.00	\$0.017400	\$146,157	2%
Business Narrandera	\$844.00	\$0.026000	\$588,666	7%
Farmland Ordinary	\$755.00	\$0.002670	\$4,743,716	58%
Total			\$8,197,785	

Rating Maps

0 10,000
metres
Scale 1:330,000



Rate Groups 2023-24

- 1 Farmland Ordinary
- 2 Residential Ordinary
- 3 Residential Narrandera
- 6 Business Ordinary
- 7 Business Narrandera



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RATE CATEGORIES 2023-24 NARRANDERA LGA

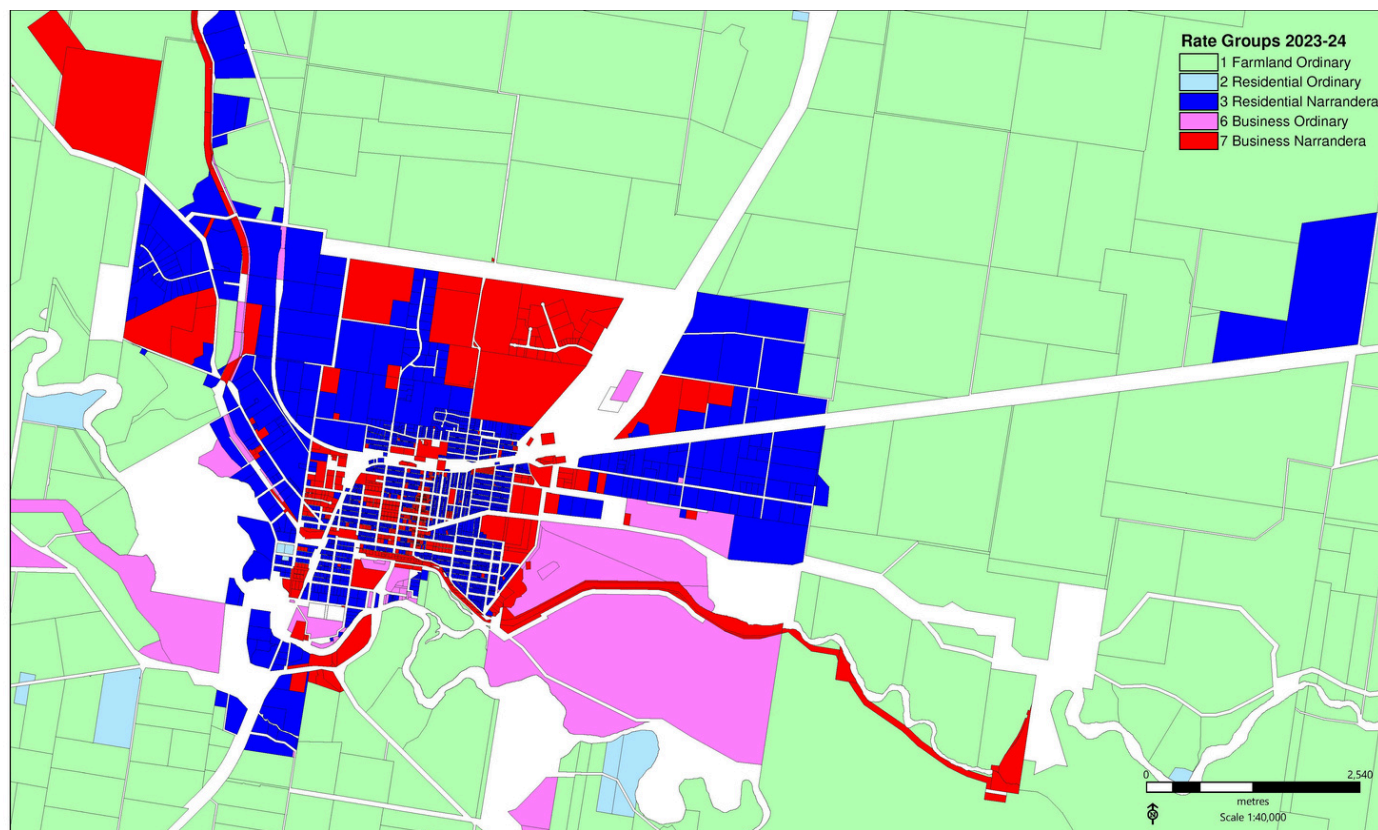
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Date: 3/04/2023

Compiled by:
GIS Narrandera

Co-ordinate System:
MGA 94 Zone 55

Ref: 2023-013



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RATE CATEGORIES 2023-24 NARRANDERA

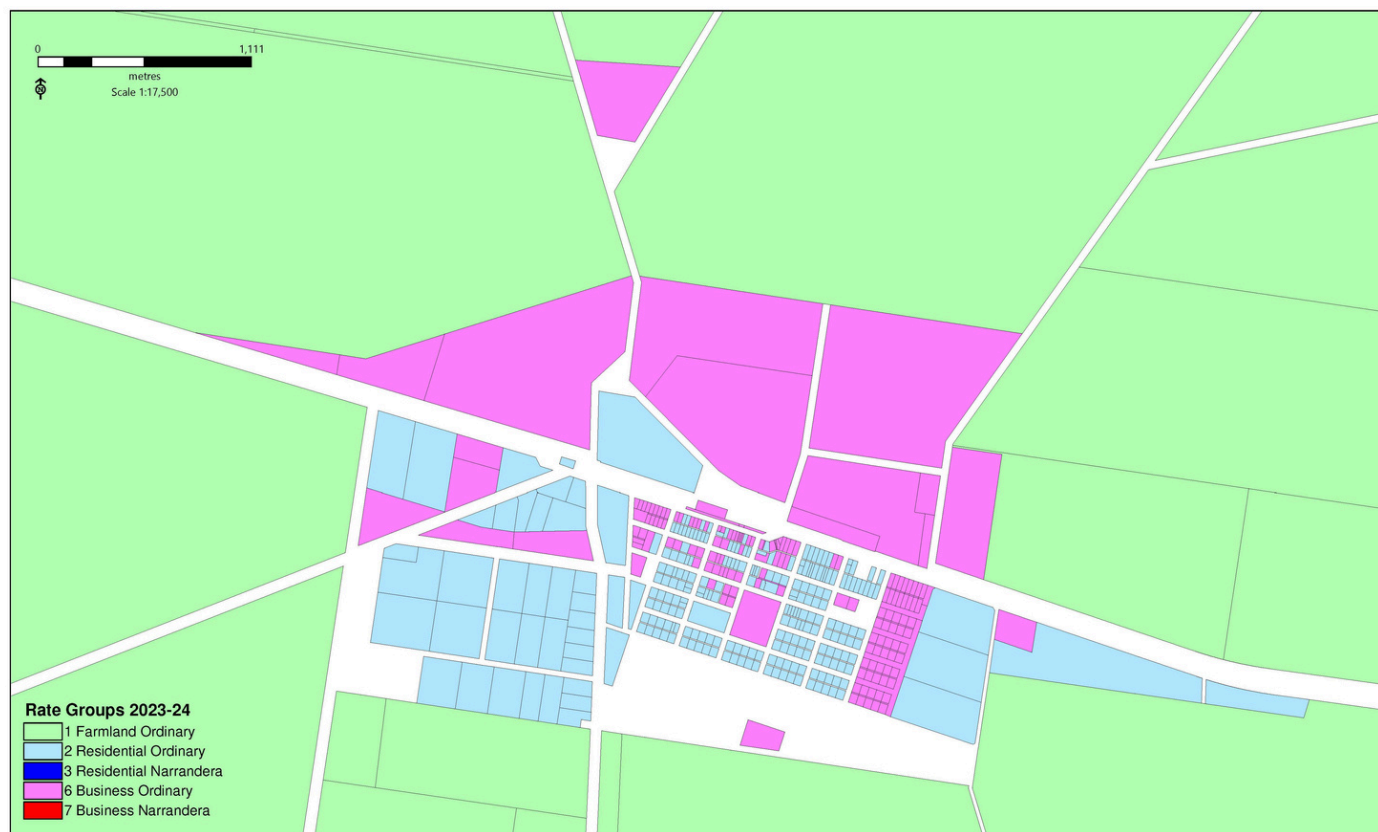
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Date: 7/07/2023

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Co-ordinate System:
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Ref: 2023-013



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RATE CATEGORIES 2023-24 BARELLAN

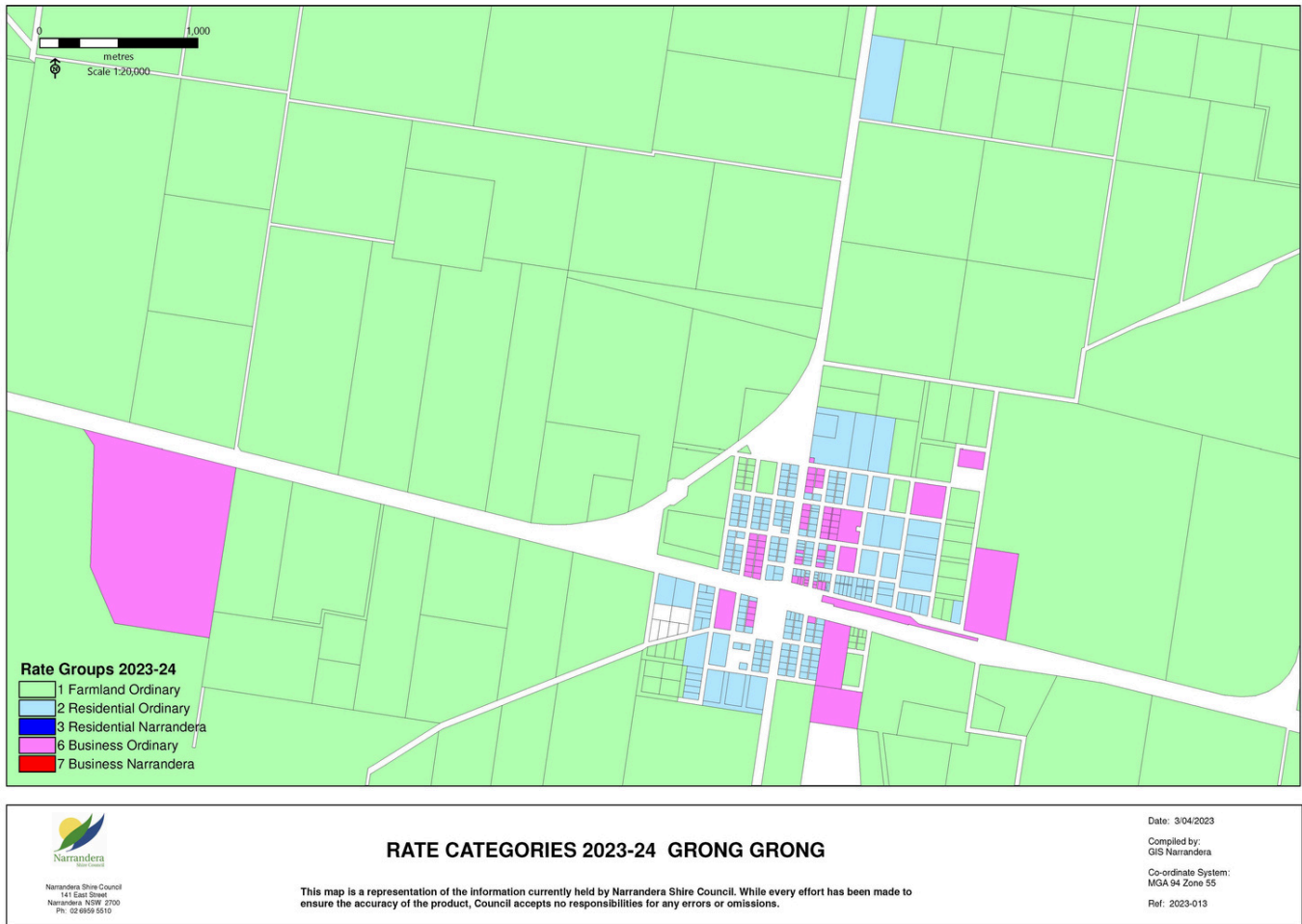
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Date: 3/04/2023

Compiled by:
GIS Narrandera

Co-ordinate System:
MGA 94 Zone 55

Ref: 2023-013



Rate Instalment Dates

Under section 562 of the Act, annual rates and charges may be paid in a single instalment or by quarterly instalments payable on 31 August, 30 November, 28 February and 31 May.

Where a due date falls on a weekend, it is Council's practice to extend the payment date to the first working day after the due date.

Interest on Rates and Charges

In accordance with section 566 of the Act, Council charges interest on all rates and charges that remain unpaid after they become due and payable. Rates and charges become payable one month after the date of service of the rates notice, unless a person elects to pay the rates and charges by instalments. Where a person elects to pay by instalments, rates and charges become payable on the due date of the instalment.

For the 2025-26 financial year, Council proposes to levy the maximum penalty interest rate of 10.5% as advised by the Office of Local Government (Circular 25-06 / 10 March 2025 / A950795).

Pensioner Concession Rebate

In accordance with Section 575 of the Local Government Act, 1993 eligible pensioners are provided a reduction on their ordinary rate, domestic waste management, water and sewerage service charges. The cost to provide these concessions is shared between the NSW State Government (55%) and Narrandera Shire Council (45%).

Eligible ratepayers who meet the essential criteria are entitled to receive a maximum reduction amount of:

- \$250.00 for combined ordinary rate and charges for domestic waste management services
- \$87.50 for annual water access charge
- \$87.50 for annual sewerage access charge.

Holders of the below listed concession cards are eligible for the concession:

- Holders of a Pensioner Concession Card (PCC)
- Holders of a gold card embossed with "TPI" (Totally Permanently Incapacitated)
- Holders of a gold card embossed with "EDA" (Extreme Disablement Adjustment)
- War widow of widower or wholly dependent partner entitled to the DVA (Department of Veterans' Affairs) income support supplement.

In accordance with Section 575(2) of the Local Government Act, 1993 the amount by which a rate or charge is required to be reduced is:

- if the person making the application is, on the date on which the rate or charge is levied, an eligible pensioner who is solely liable or jointly liable with one or more jointly eligible occupiers but with no other person for the rate or charge; or
- if the person making the application is, on the date on which the rate or charge is levied, an eligible pensioner who is jointly liable with one other person who is not a jointly eligible occupier, or with two or more other persons, any of whom is not a jointly eligible occupier for the rate or charge – an amount that bears to one-half of the rate or charge, the same proportion as the part of that rate or charge for which, as between all persons liable to pay the rate or charge, the applicant and any jointly eligible occupier are liable bears to the whole of that rate or charge.



Payment of Rates and Charges

Payment arrangements

The due dates for the payment of rates and annual charges are contained within Section 562 of the Local Government Act, 1993. Annual rates and charges may be paid in a single annual payment or by quarterly instalments. If a payment is to be made by a single annual payment, the payment is due by 31 August. If payment is to be made by quarterly instalments the instalment due dates are 31 August, 30 November, 28 February and 31 May.

On or before 31 October, 31 January and 30 April, Council will send reminder notices (called an Instalment Notice) separately from the Annual Rates Notice to each property owner /paying by quarterly instalments as required by Section 562 of the Local Government Act, 1993. Payment of rates and charges can be made direct to Council by cash, EFTPOS, cheque, credit card and money order or by using the available DEFT Payment System managed by Macquarie Bank. Payment direct to Council's bank account is not available. Council provides a direct debit facility for the payment of rates and charges at the on 31 August, 30 November, 28 February and 31 May. If a scheduled direct debit is dishonoured, a \$35.00 fee in addition to any applicable charges will be added onto the rates and charges balance owing. There is no discount available for early payment of rates and charges.

Debt recovery

Council has a responsibility to recover monies owing to it in a timely, efficient and effective manner. Debt recovery action is essential to finance expenditure and to ensure effective cash flow management.

Council aims to ensure effective control over debts owed which includes overdue annual rates and annual charges, fees and charges, interest charges. Council realises that every situation is unique, however debt recovery procedures are in place for the collection of receivables and the management of outstanding debts – management includes the making of alternative payment arrangements in accordance with Council's Debt Recovery Policy also relevant Ministerial advice and legislation.

Hardship assistance

Council recognises that there are cases of genuine financial hardship requiring respect and compassion in special circumstances.

Council's Rates & Charges Financial Hardship Policy, also relevant Ministerial advice and related legislation have established guidelines for the assessment of hardship applications applying the principals of fairness, integrity, confidentiality, and compliance.

Copies of notices

The fee to reproduce and supply a copy of a previously issued annual Rate Notice or Instalment Notice or Water Consumption Account or combined Water Consumption/Sewer Usage Account or Debtor Account is \$10.50 per notice and payable in advance. A copy of a previously issued notice or account shall only be supplied to the registered owner of the property (or their nominated and correctly authorised agent) for the period of which the notice is requested – that is a current property owner is not able to ask for copies of a notice or account for the period where they were not the registered property owner.

Property owners are encouraged to register for the digital issue of accounts using Council's e-notices module, where property owners can reprint notices free of charge.

Schedule of Fees and Charges

PRICING POLICY

Where permissible, Narrandera Shire Council intends to charge an amount for the provision of all goods and services that it provides or makes available or is used by the property owner and other persons.

In setting the charges for its goods and services, Council is endeavouring to adopt a "user pay" principle, but at the same time being mindful of the capacity of the property owner and other persons to pay the fees and charges being set. In recognition of this, in some instances the fee or charge set by Council will not recover the full cost of providing the goods and services.

The pricing policy of Narrandera Shire Council, applying to the various fees and charges is as follows:

Code	Name	Description
A	Regulatory charges fixed by legislation	These items are priced at the figures stipulated by legislation as applicable to this activity
B	Regulatory charges not fixed by legislation	These items are priced at the maximum recommended by the Office of Local Government
C	Full Cost recovery charges plus commercial mark up	These items are priced to return a total cost recovery for the activities provided plus normal commercial mark-ups
D	Full cost recovery charges	These items are priced to return a total cost recovery for the activities provided
E	Zero or partial cost recovery charges	These items are priced at below the cost of providing this activity as Council considers that full cost recovery would deprive the members of the community of the ability to participate/enjoy these activities.

Council will pursue cost effective opportunities to maximise revenue and proposes to raise revenue from the following sources:

- Ordinary rates
- Annual water access and consumption charges
- Annual sewer access charges and sewer usage charges where applicable
- Annual domestic waste management charges
- Annual non-domestic waste management charges
- Annual liquid trade waste charges
- Stormwater management charges
- Plant hire
- Borrowings
- Miscellaneous charges
- Interest on overdue balances of rates and charges
- Charges for non-Council works
- Grants
- Investments
- All sporting field users and other recreational venues

NOTE: A Goods and Services Tax (GST) applies to some Council goods and services. Prices of goods and services subject to GST have been identified in the Schedule of Fees & Charges as GST inclusive as required by taxation legislation. Some goods and services supplied by Council are “GST Free” or are exempt from GST under Division 81 of the A New Tax System (Goods and Services Tax) Act, 1999 legislation.

Attachment 2 provides the proposed 2025-2026 Fees and Charges

Water Charges

NATIONAL COMPETITION POLICY

Council acknowledges the principles of National Competition Policy and their application to Council’s operations. Regarding the principle of Competitive Neutrality, Council has identified its Water Supply Operation and Sewerage Operations as Category 2 Businesses (Category 2 are for businesses of less than \$2M sales/turnover). Regarding these businesses, Council will comply with the requirements of the National Competition Policy guidelines, in respect of Strategic and Business Planning, Accountability, Complaints Handling Systems and applying Competitive Neutrality Pricing requirements.

In 2003 the NSW Department of Local Government advised councils by circular numbered 03/11 that “as prudent managers of community resources, it is incumbent on councils to adopt ‘best-practice’ management and charging policies for services such as water supply and sewerage”.

To comply with the directive of the Department and with the 'best-practice' pricing guidelines issued by the Department of Water & Energy and in accordance with Section 501 of the Local Government Act, it is intended that for all lands supplied with water from a water pipe of the Council and for lands situated within 225 metres of a water pipe of the Council that the following water access charges be levied based upon the size of each water connection to a single assessment.

For the 2025-26 financial year, Council proposes to levy the following water charges:

Water Access Charges – Potable Charges

Water Access Charges				
Water Connection Size	Meter Size	Charge	No. Levied	Estimated Income
Water Access Charge	20mm	\$ 347.40	1946	\$ 676,040.00
Water Access Charge	25mm	\$ 521.00	251	\$ 130,771.00
Water Access Charge	32mm	\$ 887.10	25	\$ 22,177.00
Water Access Charge	40mm	\$ 1,383.20	10	\$ 13,832.00
Water Access Charge	50mm	\$ 2,170.50	23	\$ 49,921.00
Water Access Charge	80mm	\$ 5,551.50	3	\$ 16,654.00
Water Access Charge	100mm	\$ 8,673.60	2	\$ 17,347.00
Water Access Charge	Unmetered	\$ 347.40	135	\$ 46,899.00
Water Access Charge	Strata	\$ 347.40	25	\$ 8,685.00

Water Access Charges – Non - Potable Charges

Re-use Water Access Charges				
Water Connection Size	Meter Size	Charge	No. Levied	Estimated Income
Water Access Charge	20mm	\$ 154.80	0	\$ 0
Water Access Charge	25mm	\$ 232.50	0	\$ 0
Water Access Charge	32mm	\$ 396.10	0	\$ 0
Water Access Charge	40mm	\$ 618.50	0	\$ 0
Water Access Charge	50mm	\$ 967.40	0	\$ 0
Water Access Charge	80mm	\$ 1,392.60	3	\$ 4,178.00
Water Access Charge	100mm	\$ 1,698.30	11	\$ 18,681.00

Standard water consumption charge – potable supply

General consumption

Water usage has previously been invoiced 3 times per year, the first account being in November of the new financial year and then again in January and then April.

Council proposes to move to quarterly water billing to improve when payment obligations fall due for ratepayers. The new periods now being:

- Quarter 1 – June – Aug payable October
- Quarter 2 – Sept – Nov payable January
- Quarter 3 – Dec – Feb payable April
- Quarter 4 – Mar – May payable July



Standard water consumption charge – non–potable supply

Not for profit organisations levied per kilolitre	\$0.33
Commercial users levied per kilolitre	\$0.70

Estimated water consumption accounts

Water meters may not accurately record water consumption or may cease to record water consumption for several reasons such as construction material deterioration, the build-up of sediment within the water meter, weather conditions such as extreme frost or physical damage by either intentional or non-intentional means.

Where a water meter has been determined to not be recording correctly or has ceased to record water consumption during a routine reading cycle, an estimated water consumption account shall be prepared and issued to the property owner based on the property water consumption data for the same routine reading and billing cycle 12 months prior to the current routine reading and billing cycle. An increased or decreased adjustment shall be made at the time of preparing the account based on the overall water consumption statistical data for all consumers between the two relevant billing periods. The estimated account shall be charged at the applicable water consumption charge for the relevant reading and billing cycle.

Water consumption allowance for identified medical conditions

Council shall assess the needs of the individual on a case-by-case basis upon application to Council by an individual for a water consumption allowance due to a specified medical condition. An example of a specified medical condition is renal haemodialysis performed at home using a dialysis machine. Issues to be addressed with a renal haemodialysis patient would be the frequency of dialysation and the volume of water used during each occasion.



Sewer Charges

In 2003 the NSW Department of Local Government advised councils by circular numbered 03/11 that “as prudent managers of community resources, it is incumbent on councils to adopt ‘best-practice’ management and charging policies for services such as water supply and sewerage”.

To comply with the directive of the Department of Local Government and with the 'best-practice' pricing guidelines issued by the Department of Water & Energy, Council intends to levy the following sewerage charges to all properties, regardless of current rateability status, that are connected or are able to be connected to the Narrandera sewer system.

For the 2025-26 financial year, Council proposes to levy the following sewer charges: -

Sewer access charge – residential

Connection Size	Charge	No. Levied	Estimated Income
Standard residential charge	\$ 868.40	1,876	\$ 1,631,302
Residential Multiple Occupancies	\$ as calculated		

Sewer access charge - non-residential

Sewer access charge is levied per water meter connected to the property capable of discharging wastewater to the sewerage system (charge levied is the applicable sewer access charge MULTIPLIED by the applicable sewer discharge factor (SDF)). The following charges are the base charges and are derived by using an industry standard formula.

Connection Size	Charge	No.	Estimated Income
Barellan	\$ 868.40	45	\$ 36,894.00
Narrandera unmetered premises	\$ 868.40	36	\$ 31,262.40
Narrandera 20mm Water Meter	\$ 629.20	123	\$ 77,328.70
Narrandera 25mm Water Meter	\$ 983.80	30	\$ 29,514.00
Narrandera 32mm Water Meter	\$ 1,612.00	10	\$ 16,120.00
Narrandera 40mm Water Meter	\$ 2,518.90	6	\$ 15,113.40
Narrandera 50mm Water Meter	\$ 3,936.40	12	\$ 47,236.80
Narrandera 80mm Water Meter	\$10,076.60	1	\$ 10,076.60
Narrandera 100mm Water Meter	\$15,749.80	0	\$ 0
Non-Residential Multiple Occupancies	\$ as calculated		

Sewer usage charge – non-residential

Levied per kilolitre of estimated sewage discharged to the sewer

\$1.63 per kilolitre

Sewer combined access and usage charge MINIMUM – non-residential

A non-residential property must be levied per annum an amount equal to or greater than the standard residential sewer access charge. For 2025-26 the minimum residential sewer access charge is \$868.40. Therefore, if a non-residential property has an annual sewer access charge and a combined sewer usage charge of less than \$868.40, then in the last 2025-26 billing cycle

for water consumption and sewer usage an additional amount shall be levied to ensure that the total annual sewer charges for the property equals \$868.40.

Estimated sewer usage accounts

Water meters may not accurately record water consumption or may cease to record water consumption for several reasons such as construction material deterioration, the build-up of sediment within the water meter, weather conditions such as extreme frost or physical damage by either intentional or non-intentional means. This also applies to dedicated sewer flow meters where sewer usage is billed to non-residential properties connected to the sewer reticulation system of Council.

Where a water meter or a sewer flow meter has been determined to not be recording correctly or has ceased to record water consumption or sewer flow during a routine reading cycle, an estimated sewer usage account shall be prepared and issued to the property owner based on the property water consumption data for the same routine reading and billing cycle 12 months prior to the current routine reading and billing cycle. An increased or decreased adjustment shall be made at the time of preparing the account based on the overall water consumption statistical data for all consumers between the two relevant billing periods. The estimated account shall be charged at the applicable water consumption charge for the relevant reading and billing cycle.

Sewer discharge factors

The following sewer discharge factors shall apply to those non-residential assessments connected to Council's sewerage network.

(NOTE: The below mentioned non-residential activity list is not exhaustive and where a non-residential activity is being carried out on a property which is not listed above, an individual assessment shall be made to determine the most appropriate band for charging purposes)

Band	% Discharge	Description
A	0 %	(0% of water consumed discharged to the sewerage system) Carpark with no amenities, vacant land
B	20 %	(20% of water consumed discharged to the sewerage system) Education facility where water meter includes large area of sporting surface, caravan park where water meter includes large area of peripheral grounds, childcare facility where water meter includes large area of recreational surface, showground where water meter includes large area of peripheral grounds, sporting club or facility where water meter includes large area of sporting surface, concrete batching plant, plant nursery
C	40 %	(40% of water consumed discharged to the sewerage system) Education facility where water meter excludes large area of sporting surface, caravan park where water meter excludes large area of peripheral grounds, childcare facility where water meter excludes large area of recreational surface, showground where water meter excludes large area of peripheral grounds
D	70 %	(70% of water consumed discharged to the sewerage system) Aged care accommodation, assisted living accommodation, backpacker accommodation, bed & breakfast accommodation, emergency service property, guest house accommodation, health care facility, mixed commercial & residential property, motel, religious property
E	90 %	(90% of water consumed discharged to the sewerage system) Abattoir, accountant, antique store, agricultural product retail centre, agricultural product processing and/or storage facility, amusement centre, animal or animal bi-product dealer and/or processing and/or storage facility, art gallery, automotive electrical workshop, automotive sales dealer, automotive spare parts retailer, bakery, bank, barber, beauty salon, bituminous product storage and/or works depot, building supply depot, bus depot, butcher, cabinet maker, café, carwash, car detailing, cattery, charity outlet, chiropractor, coffee shop, commercial kitchen, community hall, craft store, delicatessen, dental surgery, dental technician, department store, drapery, dry cleaner, chemist, clothing store, community group meeting hall, community services centre, computer retailer and/or repairer, court house, dry cleaner, eatery, electrical goods retailer, electrical contractor, engineering workshop, fish shop, fish and chip shop, florist, fruit shop, funeral parlour, furniture store, general retail premises, general retail depot, general storage depot, general works premises, general workshop premises, gift store, grain depot, hairdresser, gunsmith, gym and/or sporting centre, hardware store, hotel, internet café, ironing service, jewellery store, juice bar, kennel, laboratory, landscape supplies, laundromat, legal practice, library, licensed club, lawn mower retailer and/or workshop, mechanical workshop, medical centre, group meeting hall, mortuary, motorcycle sales dealer and/or repairer, museum, music store, newsagent, nightclub, office, office and adjoining workshop, optometrist, panel beater, pathology centre, pawnbroker, pet store, petroleum storage facility, photographic processing, photographic studio, picture framing, pizzeria, police station, post office, printer, publisher, radiator repairer, restaurant, second-hand goods retailer, service station, scout or girl guide hall, sporting club or facility where water meter excludes large area of sporting surface, spray painter, supermarket, take-away food premises, tavern, telephone exchange, transport depot, travel agent, tyre retailer, veterinary surgery, video/DVD store, warehouse.

Liquid Trade Waste Charges

Liquid trade waste is wastewater containing chemicals or other impurities from any business, trade, or manufacturing premises other than domestic sewage, stormwater or unpolluted water.

All properties have been assessed, and those liable for charges have been previously advised.

Annual Trade Waste

Standard charge for 2025-2026 \$195.10

Annual Inspection Charge

Standard inspection charge \$113.20

Trade Waste Charge

Levied per kilolitre of estimated trade waste \$1.54 per kilolitre

Trade Waste – New Service

Levied per tenement for new developments where sewer service is supplied or proposed to be supplied
\$1,338.10

Trade Waste – Existing Service

Levied per equivalent tenement for connecting to the sewer reticulation network where there has not been a previous connection.
\$1,338.10

Waste Management

The *Local Government Act, 1993* provides that waste management services of the Council are to be financed by a specific annual charge made and levied for that purpose.

For the 2025-2026 financial year, Council proposes to levy the following waste management charges noting that waste collection is a weekly service whilst the collection of recycling materials is a fortnightly service: -

Domestic Waste Management (Section 496) and Non-Domestic Waste Management (Section 501) of the Local Government Act, 1993.

Waste Service	Charge	No. Levied	Estimated Income
Waste Collection (per 240L bin unit collected)	\$ 252.60 pa	2,666	\$ 673,431.60
Recycling Collection (per 240L bin unit collected)	\$ 95.84 pa	2,514	\$ 240,941.76
Availability Charge (per assessment within collection area)	\$ 59.60 pa	2,517	\$ 150,013.2
Waste Collection 2 x Weekly, Narrandera only (per 240L bin unit collected)	\$ 505.20 pa		

Stormwater Management

In recognition of Council's key role in storm water management and the need for ongoing funding for storm water management, the NSW Government amended the Local Government Act, 1993 in October 2005 to allow councils the option of levying a storm water management service charge.

Rather than fund storm water management services from ordinary rate yield, the income derived from this charge is to cover some or all the costs of providing new/additional storm water management services within a catchment area.

The guidelines state that the upper charge limit is set at \$25.00 for residential land and \$25 per 350m² or part thereof for non-residential land.

For residential and non-residential strata assessments the property may only be charged 50% of the adopted charge as applied to standard properties.

Exempt properties from the charge are: Crown land, Council owned land, land held under lease for private purposes under the Housing Act, 2001 (Department of Housing) or the Aboriginal Housing Act, 1998 (Aboriginal Housing Office), vacant land as in containing no buildings and no other impervious surfaces, land belonging to charities and public benevolent institutions.

For the 2025-26 financial year, Council proposes to levy the following stormwater management charges: -

Assessment Type	Charge	No. Levied	Estimated Income
Residential assessments – non strata (per assessment)	\$ 25.00 pa	1,746	\$ 43,650.00
Residential assessments – strata (per assessment)	\$ 12.50 pa	30	\$ 375.00
Non-Residential assessments - non strata (per 350m ² or part thereof of total assessment area)	\$ 25.00 pa / 350m ² (capped at \$425.00)	217	\$ 34,875.00
Non-Residential assessments - strata (per 350m ² or part thereof of total assessment area)	\$ 12.50 pa / 350m ² (capped at \$212.50)		



Private Works

Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land in accordance with Section 67 of the Local Government Act, 1993.

When available resources permit, Council carries out work for external parties on private land. In performing this work, Council is generating additional income and/or acting in a community service role. Income from these works will cover all incremental direct costs and overheads and where appropriate add a profit element. The profit element of pricing varies with the relevant organisations considering the service to the community and general market competitiveness. Where Council does carry out such work it is the policy of Council to charge a rate for such work, which is sufficient to ensure full cost recovery of such work, plus a normal commercial mark-up of 30% to provide for a profit and to cover administration and overhead costs. In this respect, the Council does not wish to actively compete with local contractors but will endeavour to meet the demands for the provision of plant and machinery to residents of the area, whenever convenient, without unduly interrupting other works programs.

Private works include:

- Kerb and gutter construction
- Road and associated works contribution
- Drainage construction
- Water supply related works, and
- Sewerage and drainage connection.

Due to the unpredictable nature of costs relating to the supply of materials for Private Works undertakings, it is not possible to develop an accurate schedule of fees and charges that would apply for the coming twelve-month period and any works will be estimated individually.

A quotation/estimate must be obtained from Council prior to ordering Private Work undertakings.



Borrowings Proposed

General Fund

\$3.5M borrowings are planned for 2025-26 to complete works for the Narrandera Urban Stormwater Upgrade (reliant on IPART approval of Special Variation submitted by Council)

\$1.93M is proposed to be borrowed for the Red Hill Industrial Expansion Project.

Water Fund

No proposed borrowings are planned for 2025-26.

Sewer Fund

No proposed borrowings are planned for 2025-26.

Future Trends

It is likely that Council will take up future loans for long-term projects including to finance future improvements of infrastructure such as:

- 2028-29 \$14 Million for construction of Narrandera Water Treatment Plant

NOTE: Strategic business plans for Council's Water and Sewerage operations provide for take up of loans for further capital works.



Development Contributions

Development Contributions or Local Infrastructure Contributions are monetary contributions made from a development application or complying development certificate where following consent the development will or is likely to require the provision of or increase the demand for public amenities and public services within the area. These contributions enable Council to provide additional or upgrade public facilities, infrastructure and services required because of new development to accommodate the impact of growth.

These contributions have recently been revised and are available on Council's website.

A full list of applicable Development Contribution charges for 2025-26 are outlined in the Schedule of General Fees & Charges.





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