

1. LOCAL GOVERNMENT REMUNERATION

Introduction

The purpose of this report is to advise Council that the Local Government Remuneration Tribunal has now released its Annual Report and Determination for 2018 (see Attachment No. 1).

Background

Pursuant to section 239 of the Local Government Act 1993 the Tribunal determines the categories of councils and mayoral offices and the allocation of each council and mayoral office into one of those categories.

Narromine Shire Council has been categorised as a Rural Council.

Pursuant to section 241 of the Local Government Act 1993 the Tribunal determines in each category of council, the maximum and minimum amounts of fees to be paid to Mayors and Councillors of councils.

Issues

The Tribunal has reviewed the key economic indicators, including the Consumer Price Index and Wage Price Index, and had regard to budgetary limitations imposed by the Government's policy of rate pegging, and finds that the full increase of 2.5% is warranted. The 2.5% increase will apply to the maximum and minimum of the ranges for all existing categories.

Assessment

(a) Legal and Financial Aspects

Pursuant to section 241 of the Local Government Act 1993, the Tribunal has determined that the annual fees to be paid in Category Rural to Councillors and Mayors is as follows:

Fees for General Purpose Councils				
Category	Councillor/ Member Annual Fee		Mayor/Chairperson Additional Fee*	
Rural	\$8,970	\$11,860	\$9,540	\$25,880

* This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (section 249(2)).

1. LOCAL GOVERNMENT REMUNERATION (Cont'd)

The remuneration adopted by Council in 2017 was \$10,959.12 for Councillors and \$19,076.95 for the Mayor.

Should Council decide to adopt the 2.5% increase as determined by the Tribunal, the fee will be \$11,233.10 for Councillors and \$19,553.87 for the Mayor.

(b) Strategic Implications

This item relates to Item 4.2.8 of the Delivery Program – Implement best practice governance standards, transparent decision making and a strong ethical culture.

Conclusion

Council has the discretion to adopt the remuneration anywhere between the minimum and maximum fees set by the Local Government Remuneration Tribunal. If Council adopts the 2.5% increase determined by the Tribunal, the fee will be \$11,233.10 for Councillors and \$19,553.87 for the Mayor.

RECOMMENDATION

That Council adopt the 2.5% increase determined by the Tribunal for the Mayoral and Councillor fees.

2. DRAFT REVISED INTEGRATED PLANNING AND REPORTING DOCUMENTS

Introduction

Council's Integrated Planning and Reporting suite of documents consists of the ten year Community Strategic Plan; four year Delivery Program; Annual Operational Plan (which includes Revenue Policy and Fees and Charges) and Resourcing Strategy documents which includes a Workforce plan, Asset Management Strategy and Policy, and Council's Long Term Financial Plan.

Background

Council reviewed and endorsed its ten year Community Strategic Plan in 2017. In addition the Resourcing Strategy documents and Delivery Program were reviewed and endorsed, together with the 2017/18 Operational Plan.

The Operational Plan details the activities to be engaged by Council during the year, and includes the annual budget. This must be adopted prior to the beginning of each financial year and exhibited for a period of at least 28 days.

A workshop was held with Councillors during April to consider the 2018/19 Annual Operational Plan and revised Delivery program.

2. DRAFT REVISED INTEGRATED PLANNING AND REPORTING DOCUMENTS (Cont'd)

Issues

Accordingly, the draft 2018/19 Operational Plan and budget (including the Revenue Policy and Fees and Charges) is attached for Council endorsement and will need to be placed on public exhibition in accordance with the Local Government Act (**see Attachment No. 2**).

Council's Resourcing Strategy documents and Delivery Program have also been revised and are attached for endorsement prior to being placed on public exhibition (**see Attachment No. 2**).

At Council's workshop a revised functional organisation structure was presented. This satisfies the requirement of Section 332(1A) of the Local Government Act that the General Manager, must after consulting with Council, determine the positions within the organisational structure of Council.

Assessment

a) Legal Implications including Directives and Guidelines

Local Government Act 1993; OLG Integrated Planning and Reporting Manual for Local Government in NSW

b) Financial Implications/Considerations

The draft Budget has been prepared as a balanced budget whereby proposed income matches proposed expenditure - both operating and capital.

c) Policy Provisions – Council Policy and Practice

Nil

d) Strategic Implications – Implications for Long Term Plans/Targets

This report relates to item 4.3.1 of the Community Strategic Plan – operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies; and item 4.3.1.1 of the Delivery Program – Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.

Discussion/Comments

Changes from the Council workshop has now been incorporated into the documents and these are presented for Council's consideration. Council will need to place the draft documents on public exhibition for 28 days to provide the community with an opportunity to make submissions to Council for consideration prior to the adoption of the final document, which must occur by 30 June 2018.

2. DRAFT REVISED INTEGRATED PLANNING AND REPORTING DOCUMENTS (Cont'd)

RECOMMENDATION

That:

1. The draft revised Integrated Planning and Reporting documents presented to the meeting be adopted and placed on public exhibition for 28 days prior to adoption of the final documents at Ordinary Meeting of Council to be held on 13 June 2018;
2. Council note the organisational structure presented in Council's Delivery Program.

3. EVENTS

Introduction

This report is presented to Council to advise of recent and upcoming Council supported events.

Background

Council supported two (2) community events through the sponsorship of both financial and in-kind including Seniors Week Olympics and Youth Week held in April.

Seniors Week Olympics

The senior's week event was held at Kurrajong Court in Trangie on Thursday 12 April 2018. The event saw over 80 participants from both Narromine and Trangie come together for a day of activities. The event included live music, sporting activities, morning tea, lunch and afternoon tea. Council partnered with Trangie Local Aboriginal Lands Council who facilitated the event.

Council provided the following;

- Donation to Trangie Local Aboriginal Lands Council for prizes for participants
- Catering supplied by Trangie CWA
- Live music by local musician Robbie Riley
- Bus transport from Narromine to Trangie

A number of groups came together to make the event a success including developing the sporting activities and local students assisting throughout the event delivering catering, tending to the participants and assisting where required.

The event has been considered a success and the possibility of incorporating the sporting activities into the Narromine event for 2019 is being considered.

3. EVENTS (Cont'd)



SENIORS

Activities being held include:

- ◆ Team events
- ◆ Netball
- ◆ Bocce Ball
- ◆ Trivia
- ◆ Traditional Indigenous games
- ◆ Thong throwing
- ◆ Quoits

Thursday, 12th April 2018
Kurrajong Court, Mullah Street TRANGIE
9:30am – 2:30pm

This event has been supported by the 2018 NSW Seniors Festival Grant, Narromine Shire Council, Trangie LALC and Trangie Central School

MORNING TEA AND LUNCH PROVIDED

OLYMPICS

We welcome everyone to this FREE event. FREE BUS FROM NARROMINE. Come and enjoy the fun!!!

Council has organised a bus to transport Narromine residents to Trangie. Departing 9.30am from Council Chambers (124 Dandaloo Street, Narromine) Call Council on 6889 9999 for more info

For more information call Terrie Milgate on 0427 887 476



2018 Ignite your Life – Youth Week

The 2018 Youth Week events took place during the first week of school holidays from Monday 16 April – Friday 20 April. The week consisted of a number of events supported by a variety of organisations including;

- Monday 16 April – Fast Four Sports – Narromine Shire Council
- Monday 16 April – Outdoor Cinema – Uniting Church
- Wednesday 18 April – Cultural Yarn Up – Trangie Local Aboriginal Lands Council
- Thursday 19 April – TOTEM Skate workshop, Narromine – Narromine Shire Council
- Thursday 19 April – TOTEM Skate Workshop, Trangie – Narromine Shire Council
- Friday 20 April – Youth Day Out, Narromine – Communities for Children

3. EVENTS (Cont'd)

Council provided the following;

- Booked TOTEM to perform skate boarding workshop
- Provided catering at both Narromine and Trangie workshops
- Printed 500 promotions flyers
- Developed and facilitated program for the sporting day

The event overall was well supported by the community with numbers exceeding expectations at each individual event. Thank you to 'Communities for Children' for driving the event, organising the meetings and pulling together the community groups to bring a great week of activities to Narromine and Trangie for Youth Week 2018.



Event Support

The Economic Development Unit met with two (2) event organisers for upcoming events in both Narromine and Trangie. Meetings included confirmation of Council support (in-kind) and information sharing.

3. EVENTS (Cont'd)

Assessment

a) *Legal Implications including Directives and Guidelines*

Nil

b) *Financial Implications/Considerations*

As provided for in the 2017/18 budget.

c) *Policy Provisions – Council Policy and Practice*

Nil

d) *Strategic Implications – Implications for Long Term Plans/Targets*

This report relates to item 1.2.2. of the Community Strategic Plan – Share and celebrate our cultural and social diversity through local events, programs and projects and item 1.2.8 of the Community Strategic Plan – value our youth's experience; engage them regularly for a range of purposes.

Upcoming Community Events

The Economic Development Unit is currently working on the following events;

- **Reconciliation Day** – To be held in Narromine on Friday 1 June. Council is working with a number of local Aboriginal Groups to develop the concept, running sheet and artwork for the event
- **NAIDOC Day** – To be held in Narromine on Friday 21 September. Council is working with Communities for Children on a sub-committee to assist in developing the event.

Summary

Council supported two community events in April being the Seniors Week Olympics and Ignite your Life – Youth Week. Upcoming events include Reconciliation Day and NAIDOC Day.

RECOMMENDATION:

That the report be noted.

Jane Redden
General Manager

**Local
Government
Remuneration
Tribunal**

Annual Report
and
Determination

*Annual report and determination under sections 239
and 241 of the Local Government Act 1993*

**17 April
2018**

Local Government Remuneration Tribunal

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Local Government Remuneration Tribunal

Executive Summary

The Local Government Remuneration Tribunal (the Tribunal) is required to report to the Minister for Local Government by 1 May each year as to its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

Categories

The Tribunal has reviewed the criteria that apply to the categories of councils and the allocation of councils into those categories. The Tribunal found that there was no strong case to change the criteria or the allocation of councils into categories at this time. The criteria applicable to each of the categories are published in Appendix 1 of the determination and are unchanged from 2017.

Fees

The Tribunal has determined that the minimum and maximum fees applicable to each category will be increased by 2.5 per cent which is consistent with the government's policy on wages.

Local Government Remuneration Tribunal

Section 1 Introduction

1. Section 239 of the *Local Government Act 1994* (the LG Act) provides for the Tribunal to determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories. The categories are to be determined at least once every 3 years.
2. Section 241 of the LG Act provides for the Tribunal to determine, not later than 1 May in each year, for each of the categories determined under section 239, the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils.
3. In determining the maximum and minimum fees payable in each of the categories, the Tribunal is required, pursuant to section 242A (1) of the LG Act, to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission. The current policy on wages is that public sector wages cannot increase by more than 2.5 per cent, and this includes the maximum and minimum fees payable to councillors and mayors and chairpersons and members of county councils.
4. The Tribunal is however able to determine that a council can be placed in another existing or a new category with a higher range of fees without breaching the government's wage policy pursuant to section 242A (3) of the LG Act.
5. The Tribunal's determinations take effect from 1 July in each year.

Local Government Remuneration Tribunal

Section 2 2017 Determination

6. The Tribunal undertook a significant review of the categories and the allocation of councils into each of those categories. The review was prompted by the amalgamation of councils resulting in the creation of 20 new councils and an overall reduction in the number of councils in NSW from 152 to 128.
7. In reviewing the categories the Tribunal examined a range of statistical and demographic data and considered the views of councils and Local Government NSW (the LGNSW). Having regard to that information, the Tribunal determined a categorisation model which differentiates councils primarily on the basis of their geographic location. Other factors which differentiate councils for the purpose of categorisation include population, the sphere of the council's economic influence and the degree of regional servicing.
8. The Tribunal's 2017 Determination was made on 12 April 2017 and determined the categories of general purpose councils as follows:

Metropolitan

- Principal CBD
- Major CBD
- Metropolitan Large
- Metropolitan Medium
- Metropolitan Small

Non-metropolitan

- Regional City
- Regional Strategic Area
- Regional Rural
- Rural

9. The criteria for the categories were also determined and are now contained in Appendix 1. The Tribunal's determination also provided for each of the 128 Councils to be allocated into one of the above categories.
10. The 2017 Determination provided a general increase of 2.5 per cent which was consistent with the Government's policy on wages.

Local Government Remuneration Tribunal

Section 3 2018 Review

11. The Tribunal wrote to all mayors in November 2017 advising of the commencement of the 2018 Annual Review. In doing so the Tribunal noted that at the time of making the 2017 determination a number of further merger proposals were on hold as a consequence of legal action taken by councils covered by these proposals. On 27 July 2017 the Premier, the Hon Gladys Berejiklian MP, issued a media release which advised that due to the protracted nature of those legal challenges and the impact on ratepayers, that the following mergers would not proceed:
 - Burwood, City of Canada Bay and Strathfield Municipal councils
 - Hornsby Shire and Ku-ring-gai councils
 - Hunter's Hill, Lane Cove and City of Ryde councils
 - Mosman Municipal , North Sydney and Willoughby councils
 - Randwick City, Waverley and Woollahra Municipal councils.
12. While the Tribunal is only required to review the categorisation every three years, given the changed circumstances, if requested, the Tribunal stated it would review the allocation of the above metropolitan councils into the existing categories.
13. In this respect, any requests for a review would need to be supported by evidence which would indicate that the council is more appropriately allocated into another category based on the criteria.
14. The Tribunal also stated that it does not intend to alter the groups or the criteria which apply unless there is a very strong case to do so.
15. The Tribunal also wrote to the President of LGNSW in similar terms, and subsequently met with the Chief Executive of LGNSW. The Tribunal wishes to place on record its appreciation to the Chief Executive for meeting with the Tribunal.
16. In response to this review the Tribunal received 13 submissions from individual councils and a submission from LGNSW. Those submissions addressed the categorisation model and criteria, the allocation of councils into those categories, and/or the fees. A summary of the matters raised and the Tribunal's consideration of those matters is outlined below.

Local Government Remuneration Tribunal

Categorisation

Categorisation model

17. The majority of submissions supported the categorisation model, suggested additional categories or made no comment. Concerns were largely based on the criteria and in particular the emphasis on population to determine appropriate categorisation.
18. One submission also requested that consideration be given to making the criteria for Principal CBD and Major CBD more general in nature.
19. Apart from requests for new categories, no case has been put to the Tribunal to adjust or change the categorisation model. The Tribunal is required to review the categories every three years. As the current model was introduced in 2017 the Tribunal will next consider the model and the allocation of councils into that model in 2020.
20. The Tribunal has reviewed the criteria which apply to the categories of Principal CBD and Major CBD. The criteria for Principal CBD and Major CBD are specific to the characteristics of councils within those categories. This is different to the other categories which have indicative population thresholds and general criteria which describe common features of councils in these groups.

Allocation of councils into categories

21. The criteria applicable to the categories are outlined in Appendix 1. The categories differentiate councils on the basis of their geographic location with councils grouped as either metropolitan or non-metropolitan. With the exception of Principal CBD and Major CBD, population is the predominant criterion to determine categorisation. Other common features of councils within those categories are also broadly described. These criteria have relevance when population alone does not adequately reflect the status of one council compared to others with similar characteristics. In some instances the additional criteria will be sufficient enough to warrant the categorisation of a council into a group with a higher indicative population range.
22. In respect of the request to reconsider the criteria for Principal CBD and Major CBD, the Tribunal notes that the current criteria are specific to the councils of Sydney City and Parramatta City respectively. Prior to the making of the 2017 determination Sydney City Council was a standalone category. Parramatta City Council was grouped with Newcastle

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City Council and Wollongong City Council. The Tribunal's 2017 review determined that Parramatta City Council would also be a standalone category within the group of metropolitan councils. Newcastle and Wollongong were placed in a separate category, Regional City.

23. The allocation of Sydney City Council and Parramatta City Council into unique categories reflects their status within the metropolitan area. These precincts have been identified by the NSW Government in its metropolitan planning policies¹ as "Metropolitan City Centres" and are the only local government precincts to be given this status. The Tribunal considers that Parramatta City Council is the only council which currently meets the criteria of Major CBD.
24. The Tribunal received ten requests for re-categorisation. Each of those requests was considered having regard to the case put forward and the criteria for each category. A multi variable approach was adopted in assessing each council against all the criteria (not only population) for the requested category and also the relativities within the categories. At the time of making the determination the Tribunal only had available to it population data as of 2016. The Australian Bureau of Statistics (ABS) has advised that more up to date population data will not be published until 24 April 2018 which is too late for consideration as part of this review. The Tribunal found that the current categorisation was appropriate, but noted that some of those councils seeking to be moved are likely to meet the criteria for re-categorisation in future determinations in the medium term. A summary of the Tribunal's findings for each of the applications is outlined in the following paragraphs.

Penrith

25. Penrith sought to be re-categorised to a new category (possibly Metropolitan Large – Growth Centre) to reflect expected population growth and development. The council submitted that the new category could have fees equivalent to Regional City. The submission also drew the Tribunal's attention to the regional servicing role of Penrith to Greater Western Sydney, the Blue Mountains and the Central West of NSW.

¹ Greater Sydney Commission's (GSC) Greater Sydney Regional Plan – *A metropolis of three cities – connecting people – March 2018* (GSR Plan); Transport for NSW's *Future Transport Strategy 2056, March 2018*; NSW Government's *The NSW State Infrastructure Strategy 2018-2038, 18 March 2018*.

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26. The Tribunal examined Penrith's submission in the context of other councils in the Metropolitan Large category. Penrith currently has the smallest population in this group of councils and the degree of population growth is comparable to other fringe metropolitan councils. While the council area is host to a range of regional facilities these are similar to those available in other council areas within this group. On the basis of the information available the Tribunal does not find there is a case to create a new category to accommodate Penrith.

Inner West

27. Inner West has sought to be re-categorised from Metropolitan Medium to Metropolitan Large. The council has a population of 190,500 (2016) which is substantially below the population of other Metropolitan Large councils. In considering this request the Tribunal has reviewed the additional factors which guide categorisation to both Metropolitan Large and Metropolitan Medium, as outlined in Appendix 1 of this determination. The Tribunal notes that while significant residential development is proposed for this council that development is influenced by a number of urban renewal and infrastructure projects which have either not commenced or are in their early stages. The Tribunal finds the council does not demonstrate a sufficient number of additional criteria to warrant re-categorisation as Metropolitan Large at this time. However, with expected population growth it is likely the council may be more comparable with other Metropolitan Large councils in the short to medium term.

Randwick

28. Randwick has sought to be re-categorised from Metropolitan Medium to Metropolitan Large principally on the basis of its regional servicing and facilities. The Tribunal notes that the council's population of 146,250 (2016) is squarely within the indicative range for this category of (100,000 to 200,000). In reviewing this request the Tribunal has also considered the degree of regional servicing and sphere of economic influence. Having regard to those factors the Tribunal does not find that the council can display additional criteria to a degree comparable to other councils in Metropolitan Large or that re-categorisation into this group is appropriate.

Canada Bay

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29. Canada Bay has sought to be re-categorised from Metropolitan Small to Metropolitan Medium. Canada Bay has a population 90,850 (2016) which is the largest of the councils in Metropolitan Small but still well below the indicative range of Metropolitan Medium councils. The council has put a case forward based on its growing regional influence with a large influx of workers, shoppers and visitors each day.
30. The Tribunal has compared the profile of Canada Bay to other councils in Metropolitan Medium and finds that the scale of its operations and degree of regional servicing are not sufficient to warrant re-categorisation. The Tribunal notes however, that similar to Inner West, expected population growth it is likely to make the council more comparable to those in Metropolitan Medium in the medium term.

Willoughby and North Sydney

31. Both Willoughby and North Sydney have sought to be re-categorised from Metropolitan Small to Metropolitan Medium. Under the new categorisation model these councils were allocated into a category with lower fees than those previously available under the former categorisation. The Tribunal finds that while some existing councillors may be receiving lower fees as a result of the revised categorisation, this is not a factor in the categorisation of councils into categories.
32. The categories have been developed to group councils with as many like characteristics as possible. The Tribunal has considered the characteristics of Willoughby and North Sydney in the context of those that apply to both Metropolitan Small and Metropolitan Medium.
33. Willoughby has a population of 77,950 (2016) and North Sydney 72,150 (2016). Willoughby has sought to be re-categorised having regard to additional criteria including its scale of operations and businesses and the regional significance of its centres. North Sydney has sought consideration of its regional services and facilities and high percentage of non-resident visitors and workers.
34. Both councils have sought recognition of the significant number and percentage of non-resident workers, however the available data from the ABS would suggest that many other metropolitan councils across all categories host a significant number of non-resident workers.
35. The Tribunal notes that the current population of both councils is within the indicative population range for Metropolitan Small councils and well below that of Metropolitan Medium. Having regard to the addition criteria that apply to Metropolitan Small and

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Metropolitan Medium, the Tribunal finds that the characteristics of Willoughby and North Sydney are more appropriately aligned with those of other Metropolitan Small councils and finds no case for them to be re-categorised at this time.

Port Macquarie

36. Port Macquarie has sought to be re-categorised from Regional Rural to Regional Strategic Area. Alternatively, it is requested that consideration be given to the creation of a new category for similar councils in the Regional Rural group.
37. Port Macquarie has a population of 79,650 (2016) which is significantly below the indicative population range of Regional Strategic Area councils. The Tribunal finds that Port Macquarie has not demonstrated the additional criteria to warrant inclusion into this group.
38. The Tribunal notes that there is a large population range of those councils included in the Regional Rural category. These councils are grouped together to reflect their like features such as having a major township which provides regional servicing to smaller rural communities and rural councils. The Tribunal does not propose to further differentiate this group at this time.

Maitland

39. Maitland has sought to be re-categorised from Regional Rural to Regional Strategic Area or that a new category be created between Regional Rural and Regional Strategic Area.
40. Maitland has a population of 78,200 (2016) which is significantly below the indicative population range of Regional Strategic Area councils. The Tribunal finds that Maitland has not demonstrated the additional criteria to warrant inclusion into this group. As outlined above the Tribunal does not propose to further differentiate this group at this time.

Hilltops

41. Hilltops Council has sought to be re-categorised from Rural to Regional Rural. The new Hilltops Council is an amalgamation of three former councils in the Rural category (Young, Boorowa and Harden). The submission states that the new council has increased complexity of business and should be recognised as Regional Rural.
42. The Tribunal notes that Hilltops has a population of 19,150 (2016) which is just below the indicative population range of Regional Rural councils. The category of Regional Rural currently includes one council – Broken Hill – which has a population similar to that of Hilltops. Broken Hill warrants categorisation as Regional Rural in recognition of the degree

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of regional servicing it provides to far western NSW. It is not considered that Hilltops provides the same degree of regional services and on that basis re-categorisation is not warranted at this time.

Leeton

43. Leeton has sought reconsideration of the criteria for eligibility to the categorisation of Regional Rural to take into account councils with populations of less than 20,000. Leeton has a population of 11,750 (2016).
44. Leeton has not sufficiently demonstrated that it meets the additional criteria for re-categorisation to Regional Rural level. The Tribunal does not propose to further differentiate this group at this time.

Fees

45. The LGNSW submission requested that the Tribunal increase fees by the allowable maximum of 2.5 per cent. The submission also reiterated its view that the current arrangement for setting fees is inappropriate and does not provide proper compensation for the significant workload and the range of responsibilities of mayors and councillors. Comparative information was presented in respect to board fees, fees paid to mayors and councillors of councils in Queensland and salaries for Members of Parliament. It was also suggested that when determining fees the Tribunal consider other matters, including the new induction and other professional development training requirements and the implementation of the NSW Local Government Capability Framework. The LGNSW submission also sought consideration of the non-payment of superannuation.
46. A number of submissions also sought an increase to the allowable maximum of 2.5 per cent and raised similar issues to LGNSW in respect to the current fees not being adequate compensation for the heavy or “full-time” workload and time commitment required to carry out mayoral and councillor duties.
47. One submission also raised the matter of fees for deputy mayors, submitting that an additional fee of \$200.00 per month be payable when the role of deputy mayor exists in a council.

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Findings

Quantum of Fees

48. The Tribunal has considered the submissions received and notes the comparisons drawn between the fees paid to councillors and mayors in NSW with those in other states, members of Parliament in NSW, and members of boards and committees. The Tribunal is mindful that the roles and responsibilities of councillors and mayors in NSW are outlined in the LG Act and notes that they are not necessarily comparable to the roles and responsibilities of councillors and mayors in other states, members of Parliament or members of boards and committees.
49. The Tribunal also notes that some of the other matters raised by submissions are more appropriately dealt with in the context of the current Local Government reform agenda and are outside the Tribunal's powers.
50. The Tribunal is required to have regard to the Government's wages policy when determining the increase to apply to the maximum and minimum fees that apply to councillors and mayors. The public sector wages policy currently provides for a cap on increases of 2.5 per cent.
51. The Tribunal has reviewed the key economic indicators, including the Consumer Price Index and Wage Price Index, and had regard to budgetary limitations imposed by the Government's policy of rate pegging, and finds that the full increase of 2.5 per cent is warranted. The 2.5 per cent increase will apply to the minimum and the maximum of the ranges for all existing categories.

Other matters

52. The Tribunal notes that the NSW Independent Local Government Review Panel made a number of recommendations in 2013 which addressed the role and remuneration of mayors and deputy mayors. The Tribunal understands that those recommendations have not yet been implemented or were supported by the Government in part only.
53. Should the Government's policies change with respect to remuneration the Tribunal would be willing to participate in any further review or consideration of this matter.
54. The matter of the non-payment of superannuation has been previously raised in submissions to the Tribunal and is not a matter for the Tribunal to determine. Section

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251 of the LG Act confirms that councillors are not employees of the council and the fee paid does not constitute a salary under the Act. The Tribunal notes that the Australian Tax Office has made a definitive ruling (ATO ID 2007/205) that allows councillors to redirect their annual fees into superannuation on a pre-tax basis and is a matter for councils (*Ref: Councillor Handbook, Oct 2017, Office of Local Government p.69*).

55. Councils have raised the matter of separate fees for deputy mayors on previous occasions and the Tribunal notes that it has previously determined that there is no provision in the LG Act to empower the Tribunal to determine a separate fee or fee increase for deputy mayors. The method for determining separate fees, if any, for a deputy mayor is provided in section 249 of the LG Act as follows:

249 Fixing and payment of annual fees for the mayor

- (1) *A council must pay the mayor an annual fee.*
- (2) *The annual fee must be paid in addition to the fee paid to the mayor as a councillor.*
- (3) *A council may fix the annual fee and, if it does so, it must fix the annual fee in accordance with the appropriate determination of the Remuneration Tribunal.*
- (4) *A council that does not fix the annual fee must pay the appropriate minimum fee determined by the Remuneration Tribunal.*
- (5) *A council may pay the deputy mayor (if there is one) a fee determined by the council for such time as the deputy mayor acts in the office of the mayor. The amount of the fee so paid must be deducted from the mayor's annual fee."*

Conclusion

56. The Tribunal's determinations have been made with the assistance of the two Assessors - Mr Ian Reynolds and Mr Tim Hurst. The allocation of councils into each of the categories, pursuant to section 239 of the LG Act, is outlined in Determination No. 1. The maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils, pursuant to section 241 of the LG Act, are outlined in Determination No. 2.

Local Government Remuneration Tribunal

The Local Government Remuneration Tribunal

Signed

Dr Robert Lang

Dated: 17 April 2018

Local Government Remuneration Tribunal

Section 4 Determinations

Determination No. 1- Determination Pursuant to Section 239 of Categories of Councils and County Councils Effective From 1 July 2018

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)	Major CBD (1)
Sydney	Parramatta
Metropolitan Large (8)	Metropolitan Medium (9)
Blacktown	Bayside
Canterbury-Bankstown	Campbelltown
Cumberland	Georges River
Fairfield	Hornsby
Liverpool	Ku-ring-gai
Northern Beaches	Inner West
Penrith	Randwick
Sutherland	Ryde
	The Hills
Metropolitan Small (11)	
Burwood	
Camden	
Canada Bay	
Hunters Hill	
Lane Cove	
Mosman	
North Sydney	
Strathfield	
Waverley	
Willoughby	
Woollahra	

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Table 2: General Purpose Councils – Non-Metropolitan

Regional City (2)	Regional Strategic Area (2)
Newcastle	Central Coast
Wollongong	Lake Macquarie

Regional Rural (37)	Rural (57)
Albury	Balranald
Armidale	Bellingen
Ballina	Berrigan
Bathurst	Bland
Bega	Blayney
Blue Mountains	Bogan
Broken Hill	Bourke
Byron	Brewarrina
Cessnock	Cabonne
Clarence Valley	Carrathool
Coffs Harbour	Central Darling
Dubbo	Cobar
Eurobodalla	Coolamon
Goulburn Mulwaree	Coonamble
Griffith	Cootamundra-Gundagai
Hawkesbury	Cowra
Kempsey	Dungog
Kiama	Edward River
Lismore	Federation
Lithgow	Forbes
Maitland	Gilgandra
Mid-Coast	Glen Innes Severn
Mid-Western	Greater Hume
Orange	Gunnedah
Port Macquarie-Hastings	Gwydir
Port Stephens	Hay
Queanbeyan-Palerang	Hilltops
Richmond Valley	Inverell
Shellharbour	June
Shoalhaven	
Singleton	
Snowy Monaro	
Tamworth	
Tweed	
Wagga Wagga	
Wingecarribee	
Wollondilly	

Local Government Remuneration Tribunal

Table 3: County Councils

Water (4)
Central Tablelands
Goldenfields Water
Riverina Water
Rous

Other (6)
Castlereagh-Macquarie
Central Murray
Hawkesbury River
New England Tablelands
Upper Hunter
Upper Macquarie

Local Government Remuneration Tribunal

Determination No. 2- Determination Pursuant to Section 241 of Fees for Councillors and Mayors

Pursuant to s.241 of the *Local Government Act 1993*, the annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2018 are determined as follows:

Table 4: Fees for General Purpose and County Councils

Category		Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee*	
		Minimum	Maximum	Minimum	Maximum
General Purpose Councils – Metropolitan	Principal CBD	26,970	39,540	164,980	217,080
	Major CBD	17,980	33,310	38,200	107,620
	Metropolitan Large	17,980	29,670	38,200	86,440
	Metropolitan Medium	13,480	25,160	28,640	66,860
	Metropolitan Small	8,970	19,790	19,100	43,150
General Purpose Councils – Non-metropolitan	Regional City	17,980	31,260	38,200	97,370
	Regional Strategic Area	17,980	29,670	38,200	86,440
	Regional Rural	8,970	19,790	19,100	43,170
	Rural	8,970	11,860	9,540	25,880
County Councils	Water	1,780	9,890	3,820	16,250
	Other	1,780	5,910	3,820	10,790

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

The Local Government Remuneration Tribunal

Signed

Dr Robert Lang

Dated: 17 April 2018

Local Government Remuneration Tribunal

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety has been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Local Government Remuneration Tribunal

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum population of 200,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum population of 100,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Local Government Remuneration Tribunal

Regional City

Councils categorised as Regional City will typically have a population above 150,000. These councils are metropolitan in nature with major residential, commercial and industrial areas. These Councils typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development.

These councils provide a full range of higher order services and activities along with arts, culture, recreation and entertainment facilities to service the wider community and broader region. These councils typically also contain ventures which have a broader State and national focus which impact upon the operations of the council.

Newcastle City Council and Wollongong City Councils are categorised as Regional City.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Rural category on the basis of their significant population. Councils categorised as Regional Strategic Area will typically have a population above 200,000. These councils contain a mix of urban and rural settlements. They provide a range of services and activities including business, office and retail uses, along with arts, culture, recreation and entertainment facilities to service the wider community. These councils host tertiary education campuses and health facilities.

While councils categorised as Regional Strategic Area may have populations which exceed those of Regional City, they would not typically provide the same range of regional services or have an equivalent sphere of economic influence.

Central Coast Council and Lake Macquarie Council are categorised as Regional Strategic Area.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum population of 20,000.

Other features which distinguish them from other non-metropolitan councils include:

- a major town or towns with the largest commercial component of any location in the surrounding area
- a significant urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages or may be located on or close to the coast with high levels of population and tourist facilities
- provide a full range of higher-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- regional services to the wider community through principal referral hospitals, tertiary education services and major regional airports
- these councils may also attract large visitor numbers to established tourism ventures.

Local Government Remuneration Tribunal

Rural

Councils categorised as Rural will typically have a population below 20,000.

Other features which distinguish them from other non-metropolitan councils include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Noxious Weeds Act 1993*.



Integrated Planning and Reporting Documents 2018-19

- **Delivery Program**
- **Operational Plan**
- **Revenue Policy**
- **Fees and Charges**
- **Resource Strategy**
 - **Long Term Financial Plans
(Consolidated/General/Water/Sewerage)**
 - **Asset Management Plans**
 - **Workforce Plan**
- **Macquarie Regional Library Operational Plan**



Narromine Shire Council

Revised Delivery Program
2017/18 – 2020/21



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Narromine Shire Vision

The Narromine Shire is a friendly place to live with a strong sense of community that values our services, facilities and our natural rural environment.

We are a community that values the diversity of people, ideas, perspectives and experiences.

We work together to strive towards a vibrant, safe and engaged community that provides opportunities for all its members.

Our Council is a leader for our community, sharing the responsibility for growth, development and provision of services.

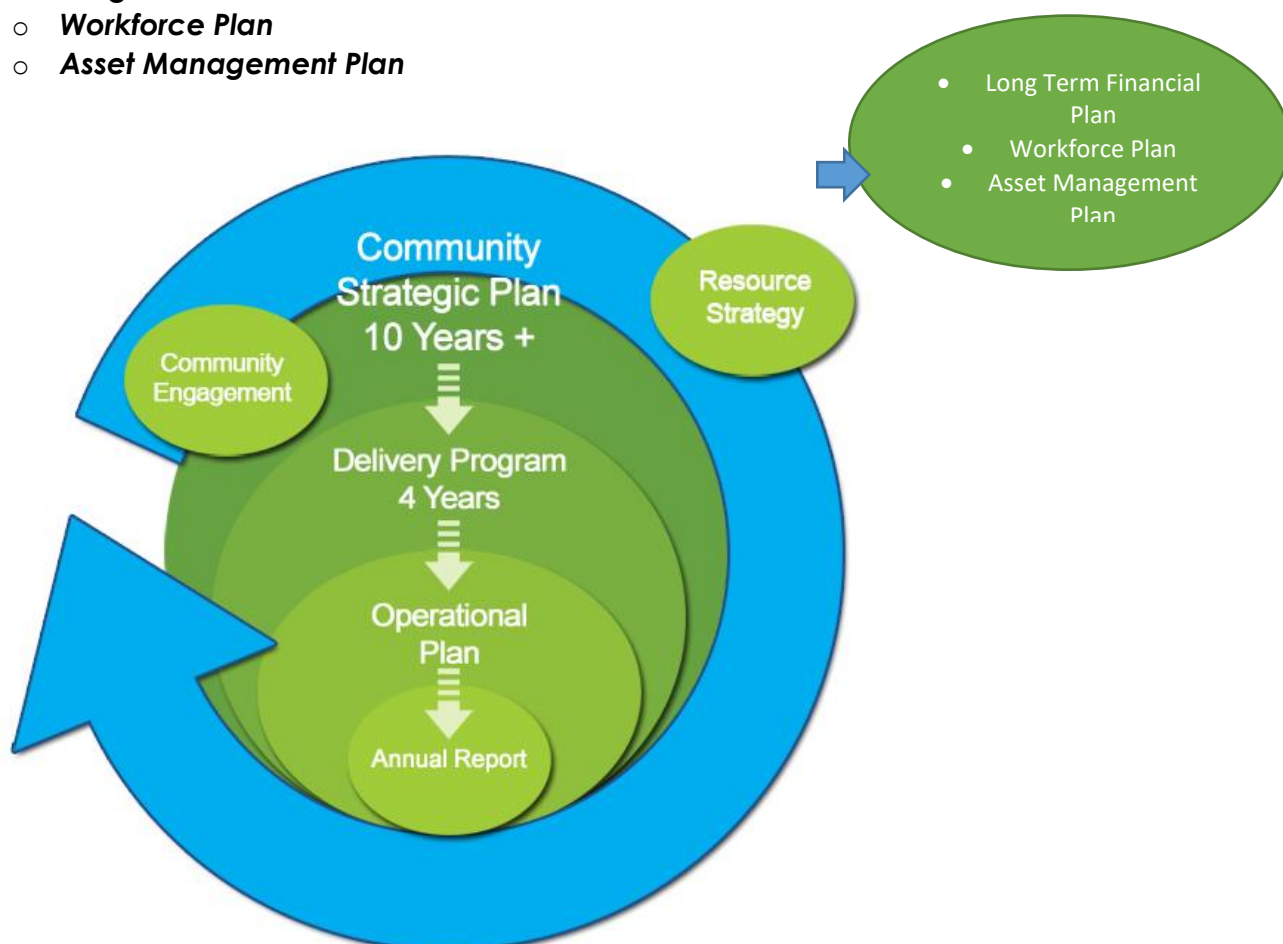


Integrated Planning and Reporting

Integrated Planning and Reporting is a framework for planning and reporting which was introduced by Local Government across New South Wales. It aims to ensure that councils become better at reflecting community aspirations within their activity base. In order to ensure that this occurs, a new approach has been taken on how councils develop their budgets and programs on an annual basis.

The principal components of integrated planning and reporting are:

- **Narromine Shire Council Community Strategic Plan 2027** is the highest level plan Council will prepare. The purpose of this plan is to identify the core strategic objectives of the Narromine Shire community for the future.
- **Delivery Program 2017-2018 / 2020-2021** sets out the principal activities to be undertaken by Council over a Council term, to implement the objectives identified in the Community Strategic Plan.
- **Operational Plan** is the annual plan detailing Council's activities and budget for the immediate next year under the Delivery Program.
- **Resourcing Strategy** – The Community Strategic Plan expresses long term community aspirations; however these will not be achieved without sufficient resources – time, money, assets and people to actually carry them out. The Resourcing Strategy comprises:
 - **Long Term Financial Plan**
 - **Workforce Plan**
 - **Asset Management Plan**



Report on Progress

Council will report periodically on the progress of the activities undertaken in achieving the strategic objectives.

Key accountability reporting points are:

- Six monthly reports by the General Manager to Council on progress in achieving the actions in the Delivery Program and Operational Plan;
- Annual Report by Council which is prepared after the end of the financial year, reporting achievements for each year, against the Delivery Program and Operational Plan;
- Every four years, tied to the Council election cycle, the Delivery Program must be reported upon by the outgoing Council, End of Term Report, as to the outcomes achieved during the previous four years; and
- The incoming Council must undertake a review of the Community Strategic Plan and develop its own Delivery Program for the ensuing four years.

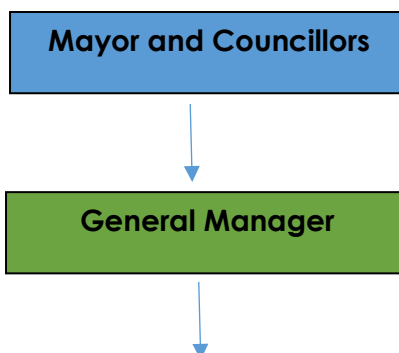
Delivery Program

This is the plan where the community's strategic goals are translated into actions. These are the principal activities to be undertaken by Council to implement the objectives established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected Council. It is designed as the single point of reference for all principle activities undertaken by Council during its term. All plans, projects, activities and funding allocations must be directly linked to this Program.

As Local Government is a division of State Government, it is appropriate that Council's goals are linked to the 32 goals developed by the State Government in their 2021 plan. These are referenced as '*SP number*' for each Delivery Program goal.

Areas of Responsibility



General Manager's Department	Infrastructure & Engineering Services	Finance & Corporate Strategy	Community & Economic Development
<ul style="list-style-type: none"> Mayor & Council Secretariat Governance, Records Management, Property Services, Executive Services, Legal & Insurance Industrial Relations, WHS & Risk Management, Human Resources, Payroll, Workforce Planning, Workers' Compensation Biosecurity Weeds, Environment, Health, Administration & Inspection, Animal Control, Waste – Licensing / Compliance Strategic Planning, Development Assessment & Compliance, 	<ul style="list-style-type: none"> Public Cemeteries Infrastructure & Buildings Fire Protection & Emergency Services Public Order & Safety Construction & Maintenance (including roads) Stormwater Management Aerodrome Water & Sewerage Services Recreational Buildings & Infrastructure, Parks, Playing Fields & Reserves, Swimming Pools Saleyards Public Conveniences Community Halls Asset Management Operational Support – Depot & Plant Waste Management – Domestic & Commercial 	<ul style="list-style-type: none"> Financial Management Business Analysis Information Technology Integrated Planning & Reporting Long Term Financial Plans Customer Service Cemetery Records Rating & Valuations Water & Sewerage Charges Creditors Debtors Investments Debt Recovery 	<ul style="list-style-type: none"> Community Services Library Services Cultural Development Showground Management Tourism / Events Program Management Economic Development, Major Events, Business Attraction & Retention

Legend Key:

GM General Manager
 IES Infrastructure & Engineering Services
 FCS Finance & Corporate Services
 CED Community & Economic Development

P Partner
 L Leader

Vibrant Communities

Our Goal:

We want to create a safe, healthy and connected region that encourages participating and creates a strong sense of pride in our community and each other's well-being.

Financial Snapshot	2017/18	2018/19	2019/20	2020/21
Community & Cultural Services	\$450,900	477,568	487,092	484,200
Recreational Facilities	\$1,693,824	1,816,262	1,737,136	1,782,328



Vibrant Communities

1.1 A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos. 16, 23, 27

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
1.1.1 Advocate, represent and promote programs that will minimise crime and assist in crime protection for our community							
1.1.1.1 Liaise with Police and other community groups.	GM	P	Meet Quarterly with police	X	X	X	X
1.1.1.2 Review Alcohol Free Zones within the Shire.	GM	L	Adoption of alcohol free zones by Council every three years	X			X
1.1.1.3 Develop a Crime Minimisation Strategy.	GM	L	Strategy complete by 31 December 2018		X		
1.1.2 Review design and planning approval strategies for safety in public places including the provision of CCTV cameras throughout the Shire where appropriate							
1.1.2.1 Investigate installing CCTV cameras in CBD and appropriate avenues of grant funding.	GM	L L	Submit application for funding of CCTV by 31 March 2018 Installation of CCTV cameras in CBD by 30 September 2018, subject to successful grant funding.	X	X		
1.1.2.2 Coordinate annual inspection of Council streetlights to ensure adequate operation.	IES	P	Audit conducted annually.	X	X	X	X
1.1.3 Implement, support and promote developmental crime prevention programs that focus on positive parenting and aim to minimise risk factors for children and young people							
1.1.3.1 Participate in Interagency Meetings and provide Council assistance where appropriate	CED	P	90% attendance at interagency meetings	X	X	X	X
1.1.4 Promote services and provide facilities that foster healthy lifestyles							
1.1.4.1 Develop and publicise a brochure on the facilities available in the Shire.	CED	L	Brochure developed and published by 30 June 2018. Update Brochure annually.	X			
1.1.4.2 Promote recreational opportunities for all ages through website, social media and other available networks.	IES	L	Update information on a monthly basis.	X	X	X	X
1.1.4.3 Installation of signage in parks, reserves and relevant facilities.	IES	L L	Prepare program and design signage by 28 February 2018. Install signage by 30 June 2019.	X	X		
1.1.4.4 Develop a plan for provision of cycleway routes.	IES	L	Plan finalised by 30 June 2018.	X			

1.1 A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos. 16, 23, 27							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
1.1.5 Recognise the importance and consider resources needed to maintain open spaces, to encourage greater use by the community							
1.1.5.1 Upgrade recreational services booking system and streamline allocation process for all recreational facilities.	IES	L	Upgrade booking system by 31 December 2017. Streamline process of booking recreational facilities by 30 June 2018.	X			
1.1.5.2 Install automatic irrigation at Payten Oval Outer.	IES	L	Install automatic irrigation by 30 June 2018.	X			
1.1.5.3 Install Bollards on Payten Oval Outer.	IES	L	Install Bollards by 30 June 2018.	X			
1.1.5.4 Create a Sports and Recreational Services Master Plan to promote efficient use of Council's facilities.	IES	L	Finalise Master Plan by 30 June 2018.	X			
1.1.5.5 Oversee implementation of the Master Plan.	IES	L	Implement key deliverables as per the Master Plan		X	X	X
1.1.6 Advocate for appropriate and accessible health services							
1.1.6.1 Collaborate with government and other health service providers to ensure high quality health care facilities and services are available to Shire residents.	GM	P	Meet quarterly with State and Federal Local members ensuring the provision of shire health facilities a key agenda item.	X	X	X	X
1.1.7 Retain and enhance existing health services including the Narromine and Trangie Hospitals, Trangie Surgery and the Narromine Shire Family Medical Centre							
1.1.7.1 Maintain services provided by the Council owned Medical Centre and Trangie Doctor's Surgery to meet the needs of the users.	IES	P	Extend Narromine Medical Centre by 30 June 2018.	X			
1.1.7.2 Strengthen relationships with key medical agencies within the Shire.	GM	P	Meet six monthly with Western NSW LHD Narromine and Trangie health care providers.	X	X	X	X
1.1.8 The Narromine and Trangie swimming pools are accessible, affordable and provide a range of modern facilities for all ages and those with limited mobility							
1.1.8.1 Install mobility chair at Narromine Pool.	IES	L	Installation complete by 30 September, 2017.	X			
1.1.8.2 Install mobility chair at Trangie Pool.	IES	L	Installation complete by 30 September, 2018.		X		
1.1.8.3 Review operational costs of Narromine and Trangie Pools and determine fees and charges annually.	IES	L	Fees and charges reviewed and adopted by 30 June annually.	X	X	X	X
1.1.8.4 Construct a water park at Narromine Pool.	IES	L	Preliminary planning complete by 30 June 2018. Seek grant funding to construct by 30 June 2020.	X		X	
1.1.8.5 Upgrade entrances to Council pools.	IES	L	Upgrade of Narromine Pool entrance by 30 June 2020.			X	

1.1 A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos. 16, 23, 27							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
1.1.9 Provide active and passive recreation facilities and services							
1.1.9.1 Provide Outdoor Fitness Equipment in appropriate parks and open spaces.	IES	L	Installation of Outdoor Fitness Equipment in Narromine by 30 June 2018.	X			
1.1.9.2 Upgrade to Trangie Sporting Fields (subject to successful grant application).	IES	L	Works completed by 31 December 2019.			X	
1.1.10 Support the provision of active recreational facilities and activities for the aged in the community							
1.1.10.1 Support programs for the aged in the community with a healthy lifestyle focus.	IES	P	Consult with Health Services and advertise programs monthly through Council's website and Facebook page.	X	X	X	X
1.1.10.3 Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	IES	L	Advertise reduced Seniors' gym membership monthly.	X	X	X	X
1.1.11 Revitalise the Narromine Sports Centre into an accessible, affordable multi-purpose Centre							
1.1.11.1 Upgrade Men's amenities at Narromine Sports Centre.	IES	L	Upgrade completed by 30 June 2019.		X		
1.1.11.2 Upgrade Women's amenities at Narromine Sports Complex.	IES	L	Upgrade completed by 30 June 2018.	X			
1.1.11.3 Paint exterior and interior of Narromine Sports Centre.	IES	L	Painting completed by 30 June 2018.	X			
1.1.11.4 Rejuvenate floor of main auditorium.	IES	L	Upgrade completed by 30 June 2018.	X			
1.1.11.5 Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	IES	L	Review fees and charges annually by 30 June.	X	X	X	X
1.1.11.6 Upgrade existing disabled toilet to meet Australian Standards.	IES	L	Upgrade completed by 30 June 2018.	X			
1.1.11.7 Install awning over front entrance.	IES	L	Installation completed by 30 June 2018.	X			
1.1.11.8 Install awning over exterior toilets.	IES	L	Installation completed by 30 June 2018.	X			
1.1.11.9 Undertake audit of gym equipment and replace redundant items with items of greater functionality.	IES	L	Audit gym equipment and procure suitable replacement equipment by 30 June 2018.	X			
1.1.12 Ensure connection between sporting user groups							
1.1.12.1 Convene and support bi-annual sports user group workshops in winter and summer	IES	P	100% meetings held with sports user groups.	X	X	X	X
1.1.12.2 Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	GM	L	Agreements prepared for all user groups.	X	X	X	X

1.2 A VIBRANT AND DIVERSE COMMUNITY THAT HAS A STRONG SENSE OF BELONGING AND WELLBEING – SP Nos. 13, 14, 24, 26, 27							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
1.2.1 Macquarie Regional Libraries (MRL), swimming pools and community centres act as a resource to meet local needs and enliven activity, supporting all age groups							
1.2.1.1 Ensure facilities meet accessibility standards.	IES	L	Review facilities annually to determine and address compliance issues.	X	X	X	X
1.2.1.2 Continue to provide a Library Service in Narromine and Trangie which meets the needs of all age groups by providing resources and inclusion policies.	CED	P	Audit of Council library equipment and facilities by December 2017.	X			
1.2.1.3 Negotiate ongoing performance agreement with Macquarie Regional Library.	CED	P	Agreement signed by 31 December 2017, increase to reflect rate cap.	X			
1.2.2 Share and celebrate our cultural and social diversity through local events, programs and projects							
1.2.2.1 In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, eg Ausfly, Oz-Kosh	CED	P	Two major events annually.	X	X	X	X
1.2.2.2 Prepare Inclusion and Access Guidelines for cultural and community events.	CED	P	Inclusion and Access Guidelines prepared by December 2018.		X		
1.2.3 Encourage volunteering in the Shire and recognise the positive outcomes for both the community and volunteers							
1.2.3.1 Provide grants through the Donations, Sponsorships & Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	FCS	L	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	X	X	X	X
1.2.3.2 Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.	CED	L	Donation to both Local History Groups in the Annual Budget.	X	X	X	X
1.2.3.3 Undertake an annual volunteer audit of the number of volunteers available to Council activities and the number of hours volunteered.	CRS	P	Audit to be complete by 31 December each year.	X			
1.2.3.4 Give public recognition of volunteer service.	CED	L	Hold annual volunteers recognition morning tea.	X	X	X	X

1.2 A VIBRANT AND DIVERSE COMMUNITY THAT HAS A STRONG SENSE OF BELONGING AND WELLBEING – SP Nos. 13, 14, 24, 26, 27							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
1.2.4 Welcome and assist newcomers, including people with English as a second language (ESL), to integrate into our community							
1.2.4.1 Distribute information to all new residents and provide information on Council's website.	CED	L	Review information six monthly.	X	X	X	X
1.2.4.2 Host welcome functions for new residents, community group representatives, business owners and local agency representatives to enable new residents to establish contact with others in the community.	CED	L	Advertise and promote welcome function to the broader community annually in March.	X	X	X	X
1.2.4.3 Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	CED	P	Citizenship ceremonies held.	X	X	X	X
1.2.5 Protect and celebrate Aboriginal heritage and culture and provide opportunities for interpretation and understanding							
1.2.5.1 Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	CED	P	Two meetings per year.	X	X	X	X
1.2.5.2 Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	CED	P	Involvement at these events on an annual basis.	X	X	X	X
1.2.5.3 Develop a Memorandum of Understanding with Aboriginal community. 1.2.5.4 Implement Targets in the MOU Action Plan	CED	P	MOU signed by Council and Aboriginal community representatives by 30 June 2018. Meet twice annually to discuss targets in Action Plan	X		X	X
1.2.6 Develop strategies to create a "boutique feel" and enhance community lifestyle to be more attractive for visitors							
1.2.6.1 Develop an urban branding strategy for the towns and villages within the shire.	CED	P	Urban branding strategy complete by 30 June 2019.		X		
1.2.6.2 Implement deliverables identified in the urban branding strategy	CED	L	Full implementation as per the plan.			X	X
1.2.7 Plan for high quality aged care that enables older people to be integrated and active in the community							
1.2.7.1 All new applicable applications for development comply with the National Construction Code.	GM	P	100 % compliance with National Construction Code.	X	X	X	X
1.2.7.2 Review the Council's Development Control Plan (DCP) in respect to Disability Inclusion Action Plan (adopted).	GM	L	Biennially December.	X		X	
1.2.7.3 Conduct a survey of older people to seek ratings and comments on the quality and range of aged services and facilities in the Shire.	CED	P	Survey of aged services and facilities available within the Shire.	X		X	
1.2.7.4 Develop Prospectus for Aged Care Facilities within our Shire.	CED	P	Prospectus developed by 30 June 2018.	X			
1.2.8 Value our youth's experience; engage them regularly for a range of purposes							
1.2.8.1 Support youth activities within the Shire.	CED	P	Partner with other agencies to deliver annual youth week activities.	X	X	X	X

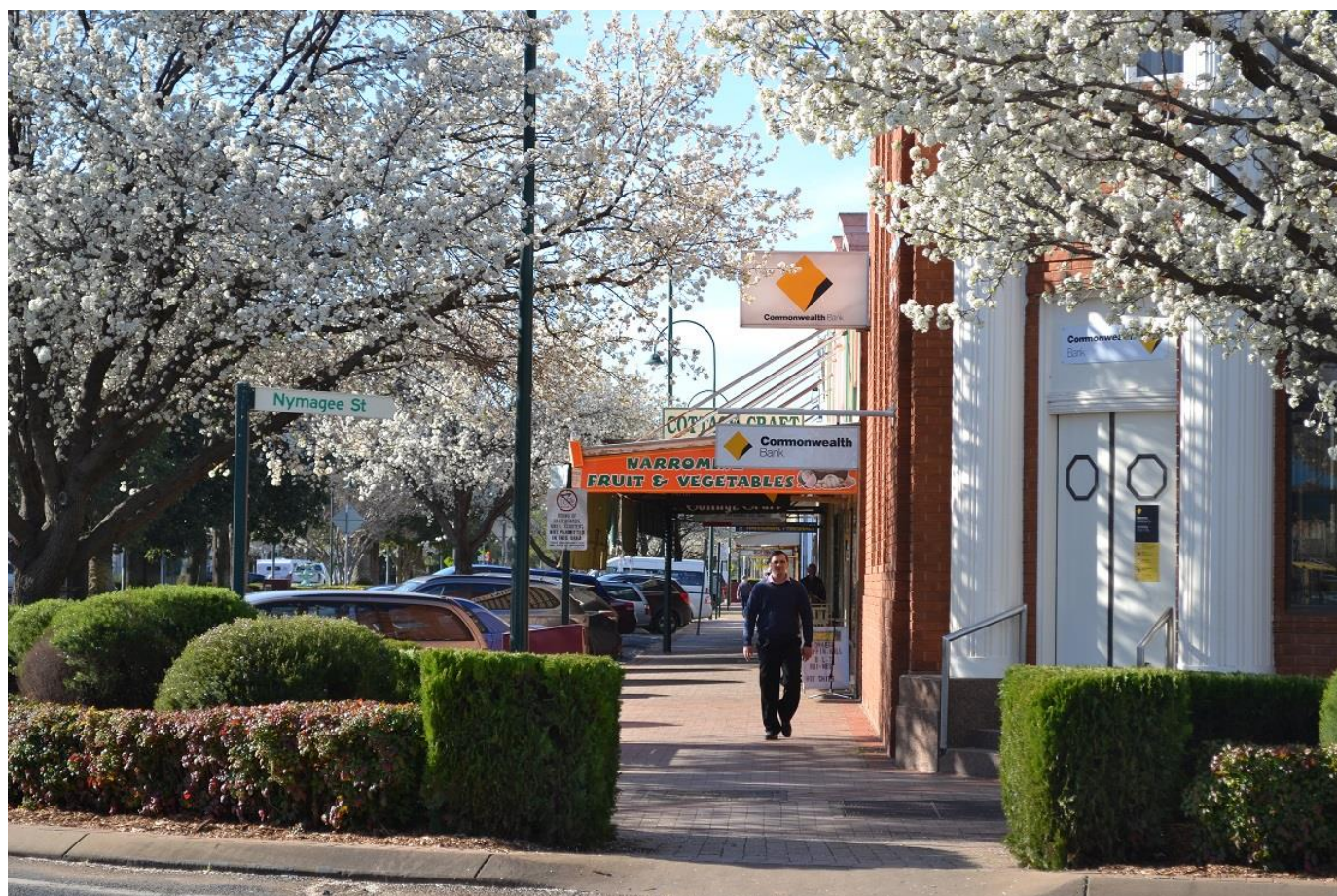
1.3 A COMMUNITY THAT CAN ACCESS A RANGE OF FORMAL AND INFORMAL EDUCATION, INFORMATION AND OTHER SERVICES AND OPPORTUNITIES TO ENHANCE THEIR LIVES – SP No. 15							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
1.3.1 Ensure a range of educational options for our youth							
1.3.1.1 Advocate where possible for the increased provision of educational opportunities for our youth within the shire.	GM	P	Meet quarterly with State and Federal Local members ensuring the provision of educational opportunities for youth in our shire a key agenda item	X	X	X	X
1.3.2 Through Family Day Care services continue to provide high quality day care which are cost-neutral to Council							
1.3.2.1 Continue to meet licence and audit standards as set by State and Federal governments.	GM	L	Full compliance with standards.	X			
1.3.2.2 Monitor educators at least monthly to ensure they are providing a high quality service.	GM	L	Monthly visits to educators.	X			
1.3.2.3 Actively pursue the recruitment of additional educators in the Macquarie Valley Family Day Care Scheme.	GM	L	250 children Family Day Care child care places in MVFDC Scheme by December 2017.	X			
1.3.2.4 Implement the Quality Improvement Plan for MVFDC to ensure targets are being met.	GM	L	All targets are met.	X			
1.3.3 A range of childcare facilities, preschools and after hours care is affordable and available to all families							
1.3.3.1 Lobby the government to continue to fund child care services in Narromine Shire.	GM	P	Affordable provision of child care services within the Shire.	X	X	X	X
1.3.4 Advocate for support for activities that foster connections between children and older people							
1.3.4.1 Narromine Library conducts Story Time 0-5 year olds with the elderly at Timbrebongie House and Kurrajong Court.	CED	P	Story time held three times a year.	X	X	X	X
1.3.4.2 MVFDC take children to Timbrebongie House and Kurrajong Court for an annual excursion to interact with the seniors and entertain them with songs.	CED	P	Annual excursion with educators and children.	X	X	X	X
1.3.4.3 Arrange an annual visit of the children to Narromine Day Care Centre to entertain and interact with the older people.	CED	P	Annually by December.	X	X	X	X
1.3.5 Advocate for the ongoing service delivery and regional presence of TAFE							
1.3.5.1 Continue to lobby Federal and State Local members and relevant Ministers for service delivery and presence of TAFE within our Shire.	GM	P	Meet quarterly with State and Federal Local members ensuring the delivery of TAFE services within the Shire.	X	X	X	X
1.3.6 Encourage and support education providers to develop niche courses that meet the specific needs of local/regional developments/industries/agencies							
1.3.6.1 Assist in providing industry specific reports to vocational sector.	GM	P	Make representations to vocational sector.	X	X	X	X

1.3 A COMMUNITY THAT CAN ACCESS A RANGE OF FORMAL AND INFORMAL EDUCATION, INFORMATION AND OTHER SERVICES AND OPPORTUNITIES TO ENHANCE THEIR LIVES – SP No. 15							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
1.3.7 Enhance our libraries and community spaces to become connected learning centres for people to share knowledge							
1.3.7.1 Provision of E resources, IT training workshops and advisory services to Libraries.	CED	P	Public computers provided. Free Wi-Fi and microfiche printer facility available for researching. IT training workshops held.	X	X	X	X
1.4 ACCESSIBLE FACILITIES AND SERVICES ARE AVAILABLE FOR PEOPLE WITH LIMITED MOBILITY - SP No. 14							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
1.4.1 Work in partnership with the Shire's disability groups and other agencies to implement strategies and activities that increase access and improve the lives of those with a disability							
1.4.1.1 Implement actions identified in Council's Disability Inclusion Action Plan (DIAP).	IES	L	100% DIAP targets met.	X	X	X	X
1.4.1.2 Implement actions identified in Council's Disability Inclusion Action Plan (DIAP) in relation to community services.	CED	P	100% DIAP targets met.	X	X	X	X
1.4.2 Work in partnership to ensure our towns including businesses are "mobility friendly"							
1.4.2.1 Identify buildings in the CBD that are not 'mobility friendly' for access in Narromine and Trangie.	GM	L	Identify buildings to provide access and report to owners for their consideration by December 2018.		X		
1.4.2.2 Undertake accessibility audit on all community / Council facilities.	IES	L	Review facilities annually by 31 March 2018 to determine compliance issues.	X	X	X	X
1.4.3 Ensure a range of efficient and effective community transport options are available for access in the Shire and to Dubbo							
1.4.3.1 Work with Government agencies to lobby for community transport access within the Shire and to Dubbo on a regular basis.	GM	P	Access to community transport locally and to Dubbo is maintained.	X	X	X	X
1.4.4 Support an aged care and disability specific inter-agency group that can share knowledge and experiences and plan in partnership							
1.4.4.1 Liaise with Interagency Group to include delegates representing people with disability to join the group.	GM	P	Interagency Group is extended to include delegate(s) representing disability by December 2017.	X			

Growing Our Economy

Our Goal: We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options.

Financial Snapshot	2017/18	2018/19	2019/20	2020/21
Planning & Development	\$89,960	89,386	91,618	93,912
Economic Development	\$410,549	393,954	401,559	409,346



Growing Our Economy

2.1 TO SUSTAIN AND GROW OUR LOCAL POPULATION – SP No. 3

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
2.1.1 Develop and implement an economic development strategic framework that supports the growth of the local population base							
2.1.1.1 Prepare and implement an Economic Development Strategy.	CED	L	Economic Development Strategy completed by 31 July 2017.	X			
		L	Implementation of Action Plan deliverables.		X	X	X
2.1.2 Form partnerships and alliances to market the Shire to new residents and businesses							
2.1.2.1 Establishment of a retailers' network.	CED	P	Network established and meeting quarterly by July 2018,		X		
2.1.2.2 Continue association with 'Love the Life we Live' website and marketing campaign through the Economic Development network.	CED	P	Monitor hits to Narromine component of 'Love the Life we Live' website and referrals.	X	X	X	X
2.1.3 Establish an effective integrated branding and marketing strategy to promote the Shire to external markets							
2.1.3.1 Develop a Shire wide Marketing Strategy.	CED	L	Strategy developed by 30 June 2018	X			
		L	Implement the actions from the Strategy.		X	X	X
2.1.3.2 Continue participation with Greater Western Plains Promotions Group.	CED	P	Number of campaigns undertaken annually.	X	X	X	X
2.1.4 Resolve issues surrounding the flood levee and impacts on residential development							
2.1.4.1 Finalise the peer review for the flood levee investigation and flood studies as per recommendations of the Narromine Floodplain Risk Management Study and Plan 2009 and feasibility study.	IES	L	Peer review recommendations finalised by 30 June 2018.	X			
2.1.4.2 Seek grant funding and determine loan funding requirements for the flood levee construction project.	IES	L	Obtain grant funding by 30 June 2019.		X		
2.1.4.3 Finalise funding proposal, project plan and tender documents developed.	IES	L	Finalise tender by 30 June 2020.			X	
2.1.4.4. Construct flood levee.	IES	L	Commence construction by 30 December 2020.				X
2.1.5 New plans and strategies are developed in line with the community's needs and encourages economic growth							
2.1.5.1 Review Land Use Strategies in line with results of Economic Development Strategy to ensure planned new land releases to stimulate economy.	GM	L	Review of Land Use Strategies following adoption of the Economic Development Strategy.		X		
2.1.5.2 Develop Employment Lands Strategy	GM	L	Strategy completed by 30 June 2018.	X			

2.1 TO SUSTAIN AND GROW OUR LOCAL POPULATION – SP No. 3							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
2.1.6 Monitor population projections and statistical data relating to the Shire to assist in making informed decisions							
2.1.6.1 Compare actual and projections as part of demographic analysis to prove projections.	CED	L	Following release of census data	X			
2.1.6.2 Assist community with applications for grant funding by providing statistical data.	CED	P	Update available information and promote as per communications strategy.	X	X	X	X
2.2 THE ONGOING DEVELOPMENT, DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE – SP No. 4							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
2.2.1 To foster our agricultural sector through the identification and support of value adding opportunities							
2.2.1.1 Hold a biennial industry event specifically targeting agricultural value add opportunities.	CED	P	Industry event held		X		X
2.2.2 Actively encourage and support the growth and expansion of the existing aviation industry and the region's capacity to attract and establish new aviation business							
2.2.2.1 Freehold appropriate land at the Aerodrome to encourage further investment.	GM	L	Freehold status attained by 30 June 2018.	X			
2.2.2.2 Establish interest of current owners of hangars/buildings at the Aerodrome to ascertain their interest in purchasing the site of their buildings.	CED	L	Owner interest documented by 30 June 2019.		X		
2.2.3 Grow the Narromine Shire Aerodrome as a key aviation industrial hub supported by a detailed Master Plan							
2.2.3.1 Implement strategies contained in Aerodrome Strategic Master Plan.	IES	L	Targets are met.	X	X	X	X
2.2.3.2 Update / Review Aerodrome Strategic Master Plan.	IES	L	Review of Plan completed and adopted by Council 30 June 2019.		X		
2.2.3.3 Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	IES	L	First stage available for sale by 30 June 2018.	X			
2.2.4 Protect high value land resources and maximising opportunities for sustainable growth of existing industries							
2.2.4.1 Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.	GM	P	Provide input to new State Legislation within advertised time frames for consultation.	X	X	X	X
2.2.4.2 Identify appropriate sites, in accordance with Land Use Strategy, for value added agricultural related industries.	GM	L	Work with Department of Planning and Environment to produce a broad scale value added sites plan by June 2018.	X			

2.2 THE ONGOING DEVELOPMENT, DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE – SP No. 4							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
2.2.5 Create and support a strong tourism industry that maximises benefits from visitors to the Shire							
2.2.5.1 Provide improved information services to highlight tourism events and points of interest in the Shire.	CED	L	Increased online engagement by 10%.	X	X	X	X
2.2.5.2 In conjunction with other OROC councils undertake joint regional promotions such as through the 'Love the Life we Live' brand.	CED	P	Annual promotion.	X	X	X	X
2.2.6 Planning mechanisms that support the provision of suitable and serviceable land that will support infrastructure that allows for localised employment opportunities							
2.2.6.1 Develop action plan for expenditure of water and sewer headworks charges and Section 94A levies.	GM	L	Minimum 10% funds expended each financial year in accordance with growth area priorities. Investigate feasibility of Narromine Water Treatment Plant by 30 June 2018; Seek grant funding for Narromine Water Treatment Plant by 30 June 2019; Commence design / construction of Narromine Water Treatment Plant by 30 June 2020.	X	X	X	X
2.2.7 Facilitate and encourage investment in the provision of new or upgraded tourism facilities and increase overall accommodation capacity							
2.2.7.1 Work with existing tourist operators and community groups to promote Narromine Shire.	CED	L	Undertake annual promotions.	X	X	X	X
2.2.8 Promote business networks that encourage a supportive business culture and an attitude of entrepreneurship							
2.2.8.1 Encourage businesses to work with Council to support a business culture within our shire.	CED	P	One business forum per year held by Council.	X	X	X	X

2.3 TO ENCOURAGE EMPLOYMENT AND SKILLS DEVELOPMENT TO ADDRESS INDUSTRY NEEDS AND GROW THE REGION'S KNOWLEDGE BASE – SP No. 6							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
2.3.1. Ensure a range of educational opportunities and skills based training programs are available for workers within the Shire							
2.3.1.1 Advocate for the maintenance or increase of educational opportunities and training programs within the shire.	GM	P	Meet quarterly with State and Federal Local members ensuring the provision of educational opportunities and training opportunities in our shire a key agenda item	X	X	X	X
2.3.2 Support the growth and development of new and existing businesses and industry							
2.3.2.1 Develop a policy on industry incentives for existing and new businesses	CED	L	Policy complete by 30 June 2019.		X		
2.3.3 Investigate opportunities to build on the Shire's central location and capture value from truck and freight movements							
2.3.3.1 Upgrade truck wash facilities in Narromine and Trangie.	IES	L	Upgrade of Narromine Truck Wash completed by 30 June 2019. Upgrade of Trangie Truck Wash completed by 30 June 2020.		X		X
2.3.3.2 Identify potential value-added sites with good inter-modal transport links.	GM	L	Liaison with all site owners by 30 June 2018.	X			

Protecting & Enhancing our Environment

Our Goal: We value our natural and built environment, our resources for the enjoyment of the community and visitors to our Shire.

Financial Snapshot	2017/18	2018/19	2019/20	2020/21
Public Order & Safety	\$299,509	306,994	314,667	322,533
Environment & Health	\$358,318	349,362	358,490	367,876



Protecting & Enhancing our Environment

3.1 MANAGE OUR NATURAL ENVIRONMENTS FOR CURRENT AND FUTURE GENERATIONS – SP No. 22

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
3.1.1 Identify and protect areas of high natural value							
3.1.1.1 Finalise plans for the redevelopment of the Narromine wetlands into a natural ecosystem	IES	L	Plans finalised by 31 December 2017	X			
3.1.1.2 Seek grant funding for the Wetlands redevelopment	IES	L	Grant funding finalised by 30 June 2019		X		
3.1.1.3 Construct Narromine wetlands redevelopment	IES	L	Construction complete by 30 June 2020			X	
3.1.2 Enhance, protect and celebrate our river systems and wetlands							
3.1.2.1 Maintain involvement with the Macquarie and LLS Weeds Group.	GM	P	Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.	X	X	X	X
3.1.2.2 Continue the annual fingerling release into the Macquarie River and into Goan Waterhole in conjunction with Macquarie Cotton Growers.	GM	P	Funding application lodged each year and fingerlings released into River and Goan Waterhole – January annually.	X	X	X	X
3.1.3 Review Council facilities and activities to minimise environmental impact							
3.1.3.1 Install solar panels on suitable Council buildings.	IES	L	Installation of solar panels by 30 June 2019.		X		
3.1.4 Ensure preservation and maintenance of the Shire's heritage buildings, objects and places of interest							
3.1.4.1 Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government.	GM	L	Quarterly articles in Council's newsletter.	X	X	X	X
3.1.4.2 Contact owners of sites where building is not maintained and negotiate action plan of maintenance.	GM	L	Annual review undertaken and action plan complete	X	X	X	X
3.1.4.3 Manage heritage-related enquiries at Council.	GM	L	Record number of enquiries taken and advice given.	X	X	X	X
3.1.5 Ensure the Shire's rural land is managed appropriately through holistic planning							
3.1.5.1 Undertake commitments within the WAP1520 Weeds Action Plan.	GM	L	Ensure that 90% of private property inspections are undertaken in accordance with commitments within WAP1520.	X	X	X	X

3.1 MANAGE OUR NATURAL ENVIRONMENTS FOR CURRENT AND FUTURE GENERATIONS – SP No. 22							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
3.1.6 Encourage developers to consider energy efficiency and sustainable building design options in new developments							
3.1.6.1 Ensure compliance with relevant building codes and regulations.	GM	L	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.	X	X	X	X
3.1.7 Reduce waste to landfill through effective and efficient domestic waste and recycling services to the community							
3.1.7.1 Review Narromine Shire Waste Management Strategy.	IES	L	Update Narromine Shire Waste Management Strategy by 30 June 2018.	X			
3.1.7.2 Continue the provision of kerbside recycling services to the community.	IES	L	Renew Tender for Recycling prior to 30 June 2020.			X	
3.1.7.3 Investigate and introduce a cost effective approach to organics management to minimise impact on landfill locally and regionally.	IES	L	Introduce organics management before 30 June 2018.	X			
3.1.7.4 Investigate alternative management options for the Narromine Waste Depot.	IES	L	Determine suitable management options prior to 30 June 2018.	X			
3.1.7.5 Continue to be a member council of Net Waste, attend regional forums to address waste management issues at a regional level.	IES	P	90% attendance at NetWaste meetings.	X	X	X	X

3.2 WE ARE A SUSTAINABLE, ENVIRONMENTAL COMMUNITY WITH A GREAT APPRECIATION OF OUR NATURAL ASSETS – SP No. 22							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
3.2.1 Encourage appreciation of natural areas through the development and promotion of environmental education							
3.2.1.1 Support natural resource initiative of Local Land Services (LLS).	GM	P	80% attendance Local Government Reference Group meetings.	X	X	X	X
3.2.1.2 Engage with schools and local community groups to utilise the Narromine Wetlands as a learning resource.	IES	L	Liaise with schools on a quarterly basis with regards to Narromine Wetlands	X	X	X	X
3.2.1.3 Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled.	GM	P	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	X			
3.2.1.4 Continue involvement in the Waste Education Plan.	GM	P	Education by Envirocon at schools annually in accordance with the Waste Education Plan.	X	X	X	X
3.2.1.5 Promote environmental awareness.	GM	L	Quarterly newsletter article.	X	X	X	X
3.2.2 Ensure regulatory compliance with environmental legislation							
3.2.2.1 Conduct public education campaigns aimed at reducing littering, stray dogs/cats, and promoting the desexing of domestic animals, dog and cat registration, and micro-chipping.	GM	L	Annual promotion in newsletter.	X	X	X	X
3.2.2.2 Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair.	GM	L	90% of complaints to have investigations commenced within 2 working days.	X	X	X	X
3.2.3 Support the work of local environmental groups that improves the natural diversity of our environmentally sensitive areas							
3.2.3.1 Identify local environmental groups within the Narromine Shire	GM	L	Contact local environmental groups by June 2018.	X	X	X	X
3.2.3.2 Develop and maintain a register of local environmental groups.	GM	L	Prepared by June 2018.	X			
3.2.3.3 Develop a working relationship with identified local environmental groups.	GM	L	Arrange to meet six monthly.	X	X	X	X
3.2.3.4 Identify any funding sources that can assist both the local environmental groups and/or Council.	GM	P	Promote relevant grant funding sources throughout the year.	X	X	X	X
3.2.4 Support, promote and encourage environmentally sustainable practices throughout our businesses							
3.2.4.1 Encourage environmentally sustainable, safe and more economical utilisation of Council's fleet.	IES	L	Install GPS tracking on larger plant by 30 June 2019.		X		
3.2.4.2 Promote and encourage environmental sustainable practices to local business.	GM	P	Annual promotional material to local businesses.	X	X	X	X

3.2 WE ARE A SUSTAINABLE, ENVIRONMENTAL COMMUNITY WITH A GREAT APPRECIATION OF OUR NATURAL ASSETS – SP No. 22							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
3.2.5 Raise awareness of environmentally friendly practices such as recycling and water conservation							
3.2.5.1 Promote initiatives using Smart WaterMark	IES	P	Promotion materials sent out with rates notice. Participate in summer time television campaign through Smart WaterMark annually.	X	X	X	X
3.2.5.2 Maintain membership of Smart WaterMark through the LMWUA.	IES	P	Renew membership annually.	X	X	X	X
3.2.5.3 Promote benefits of recycling using NetWaste resources.	GM	L	Include statistics for recycling in Council's newsletter.	X	X	X	X
3.2.5.4 Promote the benefits of recycling and water conservation.	GM	L	Publish recycling statistics at least monthly.	X	X	X	X

3.3 A COMMUNITY THAT VALUES THE EFFICIENT USE OF UTILITIES, NATURAL RESOURCES AND ENERGY – SP. No. 33							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
3.3.1 Implement water and energy efficiency programs and identify activities and initiatives for alternative water and energy sources							
3.3.1.1 Install rain sensors in parks and sporting fields.	IES	L	Develop strategy for installation of rain sensors by 30 June 2018 Implement actions from the Strategy by 30 June 2019	X	X		
3.3.2 Ensure development needs align to utilities infrastructure							
3.3.2.1 Ensure all development approvals consider existing utilities infrastructure in their determination.	GM	L	100% of approvals have had adequacy of existing utilities determined.	X	X	X	X
3.3.2.2 Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	IES	L	Report submitted by 15 September.	X	X	X	X
		L	Achieve 100% compliance with TBL reporting.	X	X	X	X
3.3.3 Ensure the Shire has access to reliable and affordable internet and communications technology							
3.3.3.1 Advocate for reliable and affordable access to internet and communications technology	GM	P	Continue to lobby for the Increase in the coverage area for mobile technology throughout the shire	X	X	X	X
				X	X	X	X

3.4 ENSURE A RANGE OF HOUSING OPTIONS FOR THE COMMUNITY – SP No. 20							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
3.4.1 Ensure older people have appropriate accommodation to meet their needs							
3.4.1.1 Work with relevant parties to identify aged care accommodation needs.	GM	P	Attendance at relevant meetings in an advisory role.	X	X	X	X
3.4.2 Ensure appropriately zoned land that meets residential needs throughout the Shire's communities							
3.4.2.1 Monitor take-up of all land use zones vacant land. Identify short falls.	GM	L	Review supply of vacant land six monthly.	X	X	X	X
3.4.3 Develop appropriate development controls that promote excellence in design and sustainability outcomes.							
3.4.3.1 Review DCP in accordance with legislative changes.	GM	L	Review /update biennially.	X		X	
3.4.4 Work with local estate agents to monitor rental demand							
3.4.4.1 Liaise with local real estate agents to ascertain changes in rental demand.	GM	P	Discuss changes to local demand and supply with local real estate agents.	X	X	X	X

3.5 OUR COMMUNITY IS WELL CONNECTED THROUGH OUR CYCLEWAYS, FOOTPATHS AND PUBLIC TRANSPORT SYSTEMS – SP No. 9							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
3.5.1 Audit existing transport options available throughout the Shire and to Dubbo and identify gaps and duplication between service providers							
3.5.1.1 Liaise with transport providers to ensure that full suite of transport options are available	GM	P	Discuss with providers and at local interagency forums.	X	X	X	X
3.5.2 Support the ongoing development of Dubbo Regional Airport							
3.5.2.1 Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport	GM	P	100% commitment to support Dubbo Regional Council	X	X	X	X
3.5.3 Continue to support rail service provision for those travelling to and from the Region							
3.5.3.1 Liaise with rail service providers to ensure rail service is maintained	GM	P	Discuss potential expansion and service contraction with local providers and stakeholders.	X	X	X	X
3.5.4 Provide advocacy and support on transport issues that best meet the needs of our residents							
3.5.4.1 Survey community biennially to ensure that transport issues of our residents are adequately addressed	CED	P	Survey question as part of residential survey.		X		X
3.5.5 Maintain aerodrome infrastructure to increase the viability and sustainability of aerodrome operations							
3.5.5.1 Upgrade lighting on main runway (subject to CASA advice).	IES	L	Seek grant funding to upgrade lighting prior to 30 June 2019.		X		
3.5.5.2 Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	IES	L	Complete Obstacle Limitation Surface (OLS) annually by 30 November.	X	X	X	X
3.5.5.3 Undertake inspections on operational areas.	IES	L	Minimum 52 inspections per year.	X	X	X	X
3.5.5.4 Maintenance of glider grassed runways.	IES	L	Slashing undertaken minimum 26 times per year.	X	X	X	X
3.5.6 Plan and provide accessible and well connected footpaths, cycleways and associated facilities within the Shire							
3.5.6.1 Ensure priority measures implemented from the PAMP.	IES	L	Annual inspections of footpaths and cycleways prior to finalising works program. Annual works program identified by inspections and PAMP priorities, and adopted annually.	X	X	X	X

3.6 OUR ROAD NETWORK IS SAFE, WELL MAINTAINED AND APPROPRIATELY FUNDED – SP No. 10							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
3.6.1 Ensure local and regional roads are safe and well-constructed and maintained							
3.6.1.1 Review and implement Council's ten year roads Capital Works Program.	IES	L	Ten Year Capital Works Program updated annually and adopted by 30 June. Works program completed within + / - 5%.	X	X	X	X
3.6.1.2 Continue to maintain roadside slashing when grass impedes visibility.	IES	L	Undertake slashing program annually	X	X	X	X
3.6.1.3 Apply for hazard reduction funding through Rural Fire Fighting Fund.	IES	P	Apply for funding prior to 31 March annually.	X	X	X	X
3.6.2 Support and work with regional and state partners on the delivery of road safety programs and initiatives							
3.6.2.1 Convene Local Traffic Committee meetings.	IES	P	Convene 6 meetings per year of the Local Traffic Committee.	X	X	X	X
3.6.3 Advocate for continued and increased funding for the rural road network							
3.6.3.1 Meet with State and Federal Members and the Roads Minister on rural road funding issues	GM	P	Quarterly meeting with state and federal members, and annually with roads minister	X	X	X	X
3.6.3.2 Proactively engage with the Local Government Grants Commission	GM	P	Invite Local Government Grants Commission to present to council biennially	X		X	

Proactive Leadership

Our Goal: We are an open and accountable local government that involves our community in the decision making process, effectively manages our public resources through sound financial management and well informed strategic planning for our Shire's future.

Financial Snapshot	2017/18	2018/19	2019/20	2020/21
Organisational Services	\$-9,919,855	-10,026,497	-10,169,787	-10,267,216
Infrastructure	\$6,228,951	6,168,836	6,387,281	6,379,324
Loans/Financing	\$387,844	404,135	1,156,001	1,141,796



Proactive Leadership

4.1 PROVISION OF AN ACCOUNTABLE AND TRANSPARENT LEADERSHIP – SP Nos. 30, 31, 32							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
4.1.1 Enhance open and interactive communication between Council and the community guided by a Community Engagement Strategy which is monitored and reviewed							
4.1.1.1 Continue to gather feedback regarding community engagement strategies	CED	L	Annual review of community engagement strategy to Council by 30 November each year	X	X	X	X
4.1.1.2 Promote the positive aspects of Narromine Shire Council. Provide important information to the community.	CED	L	Provide updates to the community on Council activities through all means available within the communications strategy.	X	X	X	X
4.1.1.3 Prepare council columns and media releases for local media.	CED	L	Weekly column provided to print media. A minimum of 12 media releases per annum.	X	X	X	X
4.1.1.4 Information available on Council's website.	CED	L	Website updated as required.	X	X	X	X
4.1.1.5 Prepare a Communications Strategy.	CED	L	Strategy prepared by June 2018.	X			
4.1.2 The Council elected members are representative of the community and provide strong and visionary leadership							
4.1.2.1 Councillors maintain strategic community focus.	GM	L	Positive media around Council's strategic approach.	X	X	X	X
4.1.3 Provide opportunities for community members to participate in Council's decision-making processes							
4.1.3.1 Review Council's Code of Meeting Practice.	GM	L	Review complete by 31 December 2018.		X		
4.1.3.2 Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	GM	L	Advise the public of the availability of the public forum in the column and newsletter at least quarterly.	X	X	X	X
4.1.3.3 Continue to facilitate S355 Advisory Committees.	GM	L	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	X	X	X	X
4.1.4 Respond to requests for public information by complying with the Government Information (Public Access) Act 2009 and other relevant Acts and regulations							
4.1.4.1 Respond to requests for access to public information as per legislative requirements.	GM	L	100% compliance with GIPA Act 2009.	X	X	X	X
		L	Annual review of Council's Information Guide.	X	X	X	X
4.1.5 Facilitate a positive and professional image for the Narromine Shire community and Council							
4.1.5.1 Present a positive image of Council to the community.	GM	L	Provide weekly communications via various means per the communications strategy.	X	X	X	X
4.1.5.2 Mayor to undertake media training.	GM	L	Training program complete	X		X	

4.2 EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY – SP No. 30							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
4.2.1 Strive for business excellence through continuous improvement and creativity							
4.2.1.1 Encourage and reward innovative practices within Councils workforce.	GM	L	One innovation introduced per directorate each year.	X	X	X	X
4.2.1.2 Foster a culture of continuous improvement.	GM	L	Cultural change program progressively implemented across the organisation. Organisational values and behaviours developed and implemented.	X	X	X	X
4.2.1.3 Develop Employee Reward & Recognition Program.	GM	L	Program developed by 30 June 2018.	X			
4.2.2 Ensure ongoing skills development of Council staff and professional development for Councillors							
4.2.2.1 Provide policies, programs and initiatives that support employee work/life balance.	GM	L	Create, update and implement policies for a flexible workplace on an ongoing basis.	X	X	X	X
4.2.2.2 Provide access to innovative leadership training programs.	GM	L	Research and identify appropriate leadership training for Managers annually.	X	X	X	X
4.2.2.3 Promote and maintain coaching and mentoring programs across the organisation to support leadership growth.	GM	L	Programs used to assist staff with leadership growth.	X	X	X	X
4.2.2.4 Update and implement succession planning to support a high level workforce to meet the ongoing delivery program needs.	GM	L	Complete succession planning framework by December 2017. Implement succession planning system by December 2018.	X	X		
4.2.2.5 Implementation of Councillor Training and Professional Development Program.	GM	L	95% attendance by Councillors at scheduled training events.	X	X	X	X
4.2.3 Ensure the integration of corporate plans set the long term direction for the Local Government Area and Council							
4.2.3.1 Integrated Planning and Reporting documents reflect best practice.	FCS	L	Positive feedback from Office of Local government.	X	X	X	X
4.2.4 Provide responsive high level customer service							
4.2.4.1 Monitor and review Councils Customer Service Policy.	FCS	L	Review complete every 4 years.			X	
4.2.4.2 Customer services standards.	FCS	L	Annual satisfaction survey.	X	X	X	X
4.2.4.3 Customer Requests responded to within time frames agreed in Customer Service Policy.	FCS	L	100% compliance with Customer Service Policy.	X	X	X	X
4.2.5 Attract and retain a quality workforce that meets the needs of the community and future strategic directions							
4.2.5.1 Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	GM	L	Increase the number of apprenticeships over the next 4 years.	X	X	X	X
4.2.5.2 Develop and implement initiatives to support/promote workforce diversity.	GM	L	Ensure the Disability Inclusion Action Plan is considered in all workforce activity. Create and implement an Aboriginal Employment Strategy by December 2019.	X	X	X	X

4.2 EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY – SP No. 30							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
4.2.5.3 Create and implement a tailored health and wellbeing program to assist in staff retention.	GM	L	Health and wellbeing program created and implemented by December 2017.	X			
4.2.5.4 Update HR policies and procedures to ensure they are competitive in the market to support the recruitment and retention of a quality workforce.	GM	L	Policies updated every four years.				X
4.2.6 Foster a positive and responsive 'can do' approach by all Council staff and elected members							
4.2.6.1 Councillors to act positively at all times in the public eye	GM	L	No negative feedback received.	X	X	X	X
4.2.7 Continuously improve organisational performance, efficiency of services and project delivery							
4.2.7.1 Continue to implement and improve the employee performance assessment system.	GM	L	All Departments' performance assessments completed by 1 September annually.	X	X	X	X
4.2.7.2 Review and implement the Work Health Safety Management System.	GM	L	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	X	X	X	X
4.2.7.3 Promote and support continuous improvement activities across council.	GM	L	Review and document one area of Council operations each year per directorate.	X	X	X	X
4.2.7.4 Develop and implement an Enterprise Risk Management Framework.	GM	L	Policy, Plan and Strategic Register to be developed by 31 December, 2018.		X		
4.2.7.5 Establish an Internal Audit and Risk management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model.	GM	L	Establish Audit & Risk Committee by 30 June 2018.	X			
4.2.7.6 Maintain a database of legislative compliance obligations.	GM	L	Committee to meet six monthly and provide report to Council.	X	X	X	X
4.2.7.6 Maintain a database of legislative compliance obligations.	GM	L	Distributed monthly to Manex for 100% compliance with statutory obligations.	X	X	X	X
4.2.8 Implement best practice governance standards, transparent decision making and a strong ethical culture							
4.2.8.1 Prepare Agenda, Business Papers and Minutes of Council Meetings.	GM	L	Agenda and Business Papers to be distributed to Councillors 5 days prior to meeting.	X	X	X	X
4.2.8.1 Prepare Agenda, Business Papers and Minutes of Council Meetings.	GM	L	Minutes to be distributed to Councillors 7 days after meeting.				
4.2.8.2 Maintain a framework of relevant policies and procedures.	GM	L	Policies and procedures updated at least every four years.	X			
4.2.8.3 Ensure Staff and Councillors are made aware of Council's Code of Conduct and Procedures.	GM	L	Training organised every two years	X		X	
4.2.8.4 Manage Council's Records System.	GM	L	No breaches of State Records Act.	X	X	X	X

4.3 A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE – SP No. 30							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies							
4.3.1.1 Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.	FCS	L	Plans and Budget Documentation endorsed by council by 30 June each year.	X	X	X	X
4.3.1.2 Continue to prepare financially sustainable budgets for consideration by Council.	FCS	L	Council prepares annual balanced budget for adoption by council.	X	X	X	X
4.3.1.3 Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future.	FCS	L	Sustainable Statement of Revenue policy endorsed by council by 30 June each year.	X	X	X	X
4.3.1.4 Levy and collect rates and charges in accordance with statutory requirements and Council policies.	FCS	L	No known breaches of policy.	X	X	X	X
4.3.1.5 Provide monthly cash balances and detailed quarterly financial reports to Council.	FCS	L	Reports prepared and accepted by Councillors and management	X	X	X	X
4.3.1.6 Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.	FCS	L	Unmodified audit report issued by 31 October each year	X	X	X	X
4.3.1.7 Ensure Council has adequate cash flow to meet their needs.	FCS	L	Maintain level of outstanding rates and charges at below 10% at year end.	X	X	X	X
4.3.1.8 Ensure Council's ongoing financial viability.	FCS	L	Maintain a debt service ratio below 10%.				
4.3.1.9 Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	FCS	L	Positive audit findings. Reduction in issues raised in management letter of medium consequence or higher.	X	X	X	X
4.3.2 Actively share and encourage participation by the community in Council's annual plan and budget process							
4.3.2.1 Ensure Councils Operational Plan is well publicised with ample opportunity for community input.	FCS	L	Operational Plan on public exhibition for a period of 28 days. Comment invited on a variety of media platforms.	X	X	X	X
4.3.3 Ensure sufficient resources to meet current and future needs of the community							
4.3.3.1 Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	CED	L	At least two successful grants received each year for projects within Council priority areas.	X	X	X	X
4.3.3.2 Identify projects suitable for grant applications.	CED	L	At least five identified projects per year in the operational plan, subject to grant funds.	X	X	X	X

4.3 A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE – SP No. 30							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
4.3.4 Ensure Council's property assets are monitored and well managed							
4.3.4.1 Review and update Asset Management Strategy.	IES	L	Strategy adopted by Council by 30 June every four years.	X			
4.3.4.2 Review and update Asset Management Policy.	IES	L	Policy adopted by Council by 30 June every four years.	X			
4.3.4.3 Review Asset Management Plans annually.	IES	L	Asset Management Plans updated annually by 30 June.	X	X	X	X
4.3.4.4 Update Long Term Financial Plans annually.	IES	L	100% Long Term Financial Plans updated and adopted by 30 June annually.	X	X	X	X
4.3.4.5 Undertake monthly inspections of Regional Roads.	IES	L	12 inspections of each Regional Road per year.	X	X	X	X
4.3.4.6 Undertake annual inspections of Local Roads.	IES	L	100% Local Roads inspected minimum of once per year.	X	X	X	X
4.3.4.7 Develop and implement plant and fleet strategy.	IES	L	Strategy developed by 30 June 2019 and implemented thereafter.		X		
4.3.4.8 Develop a Council Property Strategy aligning Council's property portfolio with Delivery Program objectives.	GM	L	Strategy developed by December 2019.			X	
4.3.4.9 Develop IT Strategic Plan.	FCS	L	Plan developed by 30 June 2018.	X			
4.3.5 Ensure Council meets the requirements of local government reforms and proactively engages in any processes.							
4.3.5.1 Maintain sustainability ratios as per Fit for the Future Improvement Proposal.	GM	L	Sustainability ratios calculated and reported to Council six monthly.	X	X	X	X

4.4 SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED – SP No. 32							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
4.4.1 Provide sound input into State, Regional and Non-Government Organisation Plans and Strategies							
4.4.1.1 Active membership and representation on government, regional and other bodies.	GM	P	Maintain membership of relevant government, regional and area bodies.	X	X	X	X
4.4.1.2 Prepare submissions as required.	GM	L	One submission prepared per year.	X	X	X	X
4.4.1.3 Continue to participate in shared opportunities through OROC.	GM	P	Utilise internal audit and procurement shared services.	X	X	X	X
			Utilise panel tenders for fuels, reseals and bitumen emulsion.	X	X	X	X
			Participate in user groups for finance, HR, payroll, risk management and WHS.	X	X	X	X
4.4.2 Lobby and advocate for major infrastructure and issues for the Shire that are backed by sound research							
4.4.2.1 Represent the community's interests and lobbying on topics of significant impact to the Shire.	GM	L	One submission per quarter.	X	X	X	X
4.4.2.2 Prepare submissions and lobby for community interests as required, e.g. funding for rural roads, infrastructure and services.	GM	L	One submission per quarter.	X	X	X	X
4.4.2.3. Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility	GM	P	Meet with State and Regional Local Members, six monthly.	X	X	X	X
4.4.3 Work regionally to advocate on issues that affects us and our neighbouring Shires							
4.4.3.1 Nurture relationships with key external organisations and individuals.	GM	P	90% attendance at OROC and GMAC meetings	X	X	X	X
4.4.3.2. Maintain partnerships with like-minded councils and other organisations to create stronger and more effective lobby groups.	GM	P	Maintain active membership and representation on LMWUA, Local Government Procurement, Water Directorate, NetWaste, IPWEA.	X	X	X	X

4.4 SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED – SP No. 32							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				17/18	18/19	19/20	20/21
4.4.4 Develop and build partnerships with state and federal governments, industry and community organisations to foster development and delivery of community services and emerging business sectors							
4.4.4.1 Build stronger relationships with state and federal members, NSW police, Interagency Group, Regional Development Australia.	GM	P	Meet quarterly with state and federal members, NSW Police and Regional Development Australia.	X	X	X	X
			Attend monthly interagency group meeting.	X	X	X	X
4.4.4.2 Develop a Social Plan.	GM	L	Social Plan developed by 30 September 2017.	X			
4.4.4.3 Work with community groups and services to deliver actions in the Social Plan.	GM	P	Implement actions in Social Plan.		X	X	X
4.4.5 Assist in facilitating partnerships and collaboration at a local level between communities, groups, businesses and community organisations							
4.4.5.1 Work collaboratively with community groups through greater representation at the Interagency Group.	GM	P	Increase the representation of community groups within the Interagency group by 30 June 2018.	X	X	X	X
4.4.5.2 Work collaboratively with the community through greater representation at the Trangie Action Group.	GM	P	90% attendance by Councillor Representative.	X	X	X	X



Operational Plan 2018/19

Adopted by Council xx.xx.xx Resolution No. xxxx/xx



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Financial Summary

The Council has developed a four-year Delivery Program and a ten-year Community Strategic Plan. The Council's Operational Budget is the second year of these plans. The major focus of the Council in developing the budget is to ensure its long term financial sustainability and to maintain its assets. The setting of the budget has been based on the guiding principles of the Community Strategic Plan.

Integrated Planning and Reporting

Integrated Planning and Reporting is the framework for planning and reporting which was introduced by Local Government across New South Wales. It aims to ensure that councils become better at reflecting community aspirations within their activity base. In order to ensure that this occurs, a new approach has been taken on how councils develop their budgets and programs on an annual basis.

The principal components of integrated planning and reporting are:

- **Narromine Shire Council Community Strategic Plan 2027** is the highest level plan Council will prepare. The purpose of this plan is to identify the core strategic objectives of the Narromine Shire community for the future.
- **Delivery Program 2017-2018 / 2020-2021** sets out the principal activities to be undertaken by Council over a Council term, to implement the objectives identified in the Community Strategic Plan.
- **Operational Plan 2018-19** is the annual plan detailing Council's activities and budget for the second year under the Delivery Program.
- **Resourcing Strategy** – The Community Strategic Plan expresses long term community aspirations; however these will not be achieved without sufficient resources – time, money, assets and people to actually carry them out. The Resourcing Strategy comprises:
 - **Long Term Financial Plan**
 - **Workforce Plan**
 - **Asset Management Plan**

Operational Plan

The Operational Plan 2018-19 incorporates the Operational Budget, Capital Works program and Fees and Charges for 2018-19. It has been prepared as a result of Community consultation and their preferences around the Delivery Program, prioritisation of capital works, agreed levels of service as well income and other external stakeholders.

General Fund

Revenue is sourced mostly from rates and Operational Grants.

Each year the NSW Government determines the maximum amount by which Councils can increase their annual general rates income or alternatively the Council must submit an application to seek a special variation to exceed this amount. From 2011-12 the responsibility for determining the annual rate peg has been delegated to the Independent Pricing and Regulatory Tribunal (IPART). Under this framework a new index was established, the result for 2018-19 was a rate increase of 2.3%.

Total Income (exclusive of Capital Grants) within the Budget for 2018-19 is:

General Fund	\$	18,151,540
Water Fund	\$	2,246,427
Sewer Fund	\$	1,437,050
Consolidated Funds	\$	23,365,789

Expenditure has been determined after consulting widely with the community on an ongoing basis, as part of the Integrated Planning and Reporting Framework and within the revenue and other reasonable aspirations and constraints of Council.

Total recurrent expenditure within the Operational Budget is:

General Fund	\$	15,498,541
Water Fund	\$	1,517,555
Sewer Fund	\$	1,357,208
Consolidated Funds	\$	21,773,972

Water Fund

A surplus is budgeted for 2018-19 with funds being reserved for Capital Works Program. Major projects for 2018-19 include Duffy Street Reservoir refurbishment (\$750,000), Rehabilitation of Trangie potable water reservoir (\$533,632) and redevelopment of Bores (\$360,000).

The water access charge for the 2018-19 rating year will be charged in accordance with the Department of Water & Energy Best-Practice Management of Water Supply and Sewerage Guidelines 2007.

Best practice water supply pricing requires that the usage charge recover those costs that vary with demand in the long term.

The residential water consumption charges as shown below will increase by 2.5% for 2018-19.

DESCRIPTION	2017-18 CHARGE PER KL	2018-19 CHARGE PER KL
Narromine Residential – Consumption	\$1.25	\$1.30
Trangie Residential – Consumption Charge	\$1.25	\$1.30
Tomingley Residential – Consumption	\$1.20	\$1.25

Sewer Fund

A surplus is budgeted for 2018-19 with funds being reserved for Capital Works Program. Major projects for 2018-19 include ongoing sewer mains replacements (\$215,378) and telemetry upgrades at Narromine and Trangie (\$100,000).

Council adopted best practice sewerage pricing in accordance with the Department of Land and Water Conservation "Water Supply, Sewerage & Trade Waste Pricing Guidelines" in the 2003/04 rating year. The annual sewerage service charge is applied to all single dwellings, strata title units and vacant land where a sewerage service is available

Borrowings

Council has advised the following new borrowings in 2018-19:

- \$750,000 Aerodrome Industrial Development
- \$1,940,000 Dappo Road Residential Development
- \$1,100,000 Skypark Residential Development

The Long Term Financial Plan includes provision for servicing the following existing loans:

	\$ Balance 30/6/2018	\$ Annual Service
Narromine Main Street Development	59,532	30,841
Waste Plant Equipment	400,847	51,026
Narromine Aerodrome Re-seal	125,382	16,021
Local Infrastructure Renewal Scheme	2,090,116	369,541

Councillor & Mayoral Fees

The budget includes a provision for 2.5% increase in the Councillor's and Mayoral fees. This increase is determined by the Local Government Remuneration Tribunal with final figures being advised May each year. The final increase will be endorsed by council each year.

Investments

Council receives a monthly investment report regarding the level and value of its investments. In each monthly report, the latest valuations of the structured investments are published in line with the market value per respective balance dates.

Fees & Charges

The adopted fees and charges form part of the Operational Plan. Increases have been forecast where considered necessary to maintain the fees at a comparable level in real terms to the previous year.

Conclusion

The adopted Operational Plan and Budget will provide a strong platform for Council to achieve its Delivery Program and the Community Strategic Plan.

Services Provided

The net cost of providing services to the Community:

Net Cost or (gain) of Services	2018-19
Aerodrome	464,743
Building	(155,327)
Business and Economic Development	81,163
Cemeteries	71,903
CEO Office	1,668,016
Children Youth and Family Services	90,058
Community and Social Development	149,445
Depot Operations	231,491
Elected Members	238,656
Finance	(7,544,726)
Fire Prevention and Emergency Services	299,509
Governance	69,000
Health Services	25,561
Human Resources	408,115
Information Technology	708,127
Libraries	457,600
Community Services Office	24,019
Corporate Service Office	336,780
Development and Environmental	25,487
Engineering Office	1,309,658
Mining	1,436
Parks and Reserves	94,691
Planning	219,800
Plant Operations	71,839
Private Works	(71,000)
Public Health	187,368
Quarry Operations	-
Rates	(5,598,403)
Records Management	182,424
Recreation Sport Leisure	780,531
Regulatory Services	332,757
Roads Bridges Footpaths	3,755,708

Net Cost or (gain) of Services	2018-19
Sewer	-
Sport and Recreation Facilities	361,002
Stormwater Drainage	297,423
Street Lighting	95,750
Tourism and Events	329,386
Waste Management	-
Water	-
Total	-

Capital Works Planned

Department	2018-19	2019-20
	\$	\$
1 General Fund		
Aerodrome Operations	12,500	46,781
Bridges - Local Rds	50,000	-
Buildings - Halls	9,550	-
Cemetery Operations	25,573	19,787
Community Buildings	7,500	-
Community Buildings-Showground & Racecourse	-	7,316
Corporate Administration Buildings	48,800	28,138
Depot Buildings	25,860	83,066
Financial Services - Office Equip	13,400	7,383
IT Services	245,953	173,069
Library Buildings		
Upgrade Switchboard	10,800	
Defibrillators for buildings	9,500	-
Replace Air Conditioner	18,547	-
Fit security screens	11,000	-
Parks & Reserves - Irrig	7,316	15,028
Parks & Reserves-Amenities	12,000	21,907
Parks & Reserves-Playground Equip	57,865	20,259
Parks & Reserves-Sporting Facil.	479,212	-
Parks & Reserves - Softfall	36,850	20,653
Parks & Reserves-Sporting Fac. Upgr	5,680	-
Plant Operations	1,123,295	912,539
Public Amenities	29,115	-
Real Estate Development		
Skypark Construction - Stage 5, 6 & 7	1,940,000	
Dappo Road Development	1,100,000	-
Hangar Development	900,000	-
Regional Roads	1,214,528	1,222,819
Rural Roads	1,577,079	1,856,781
Sports Centre	4,750	5,628
Sports Grounds		
SCC - Burns Oval Drainage - Trangie	200,000	-
Stormwater Mgmt	26,020	93,180
Stormwater Mgmt-Narromine Kerb & Gutter	-	66,774

Department	2018-19	2019-20
	\$	\$
Stormwater Mgmt- Trangie Kerb & Gutter	74,284	39,292
Swimming Pools		-
Learn to Swim Pool - Narromine	650,000	
Swimming Pools Upgrades	222,560	8,104
SCC - Splash Park - Nme Pool	900,000	
SCC - Swimming Pools Upgrades - Nme	11,400	
SCC - Swimming Pools Upgrades - Tge	20,240	
Urban Streets-Street Lighting Upgrades	30,000	25,000
Urban Streets-Cycleway	91,286	-
Urban Streets	138,385	141,845
Street Tree Planting Program	5,000	
1 General Fund Total	11,345,847	4,815,348
2 Water Fund Total	2,148,701	392,509
3 Sewer Fund Total	439,221	1,120,370
4 Waste Total	34,443	28,912
Grand Total	13,968,217	6,357,139

Financial Statements

Narromine Shire Council Operational Budget 2018-19 INCOME STATEMENT

	General \$	Water \$	Sewer \$	Consolidated \$
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	7,075,623	593,752	1,103,312	8,772,687
User Charges & Fees	1,157,993	1,004,195	237,249	2,399,437
Interest & Investment Revenue	565,412	108,698	67,944	742,054
Other Revenues	538,334	-	25,625	563,959
Grants & Contributions provided for Operating Purposes	6,858,178	6,150	2,920	6,867,248
Grants & Contributions provided for Capital Purposes	1,906,000	533,632	-	2,439,632
Other Income:				
Net gains from the disposal of assets	50,000	-	-	50,000
Joint Ventures & Associated Entities	-	-	-	-
Total Income from Continuing Operations	18,151,540	2,246,427	1,437,050	21,835,017
Expenses from Continuing Operations				
Employee Benefits & On-Costs	6,488,279	171,726	199,300	6,859,305
Borrowing Costs	121,764	-	-	121,764
Materials & Contracts	1,022,265	1,109,394	683,529	2,815,188
Depreciation & Amortisation	4,458,904	102,909	402,629	4,964,442
Impairment	-	-	-	-
Other Expenses	3,407,329	133,526	71,750	3,612,605
Interest & Investment Losses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	15,498,541	1,517,555	1,357,208	18,373,304
Operating Result from Continuing Operations	2,652,999	728,872	79,842	3,461,713
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	2,652,999	728,872	79,842	3,461,713
Net Operating Result before Grants and Contributions provided for Capital Purposes	746,999	195,240	79,842	1,022,081

Narromine Shire Council
Operational Budget 2018-19
BALANCE SHEET - CONSOLIDATED

	General \$	Water \$	Sewer \$	Consolidated \$
ASSETS				
Current Assets				
Cash & Cash Equivalents	13,039,252	997,036	5,716,282	19,752,571
Investments	-	-	-	-
Receivables	-	350,522	248,220	598,742
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Total Current Assets	13,039,252	1,347,558	5,964,502	20,351,313
Non-Current Assets				
Investments	-	-	-	-
Receivables	367,000	50,842	52,000	469,842
Inventories	-	-	-	-
Infrastructure, Property, Plant & Equipment	278,173,463	20,448,735	21,066,150	319,688,348
Investments Accounted for using the equity method	251,000	-	-	251,000
Investment Property	3,840,000	-	-	3,840,000
Intangible Assets	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-
Other	-	-	-	-
Total Non-Current Assets	282,631,463	20,499,577	21,118,150	324,249,190
TOTAL ASSETS	295,670,715	21,847,135	27,082,652	344,600,503
LIABILITIES				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	1,260,000	-	-	1,260,000
Borrowings	351,000	-	-	351,000
Provisions	1,774,000	-	-	1,774,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Current Liabilities	3,385,000	-	-	3,385,000
Non-Current Liabilities				
Payables	-	-	-	-
Borrowings	5,693,848	-	-	5,693,848
Provisions	53,000	-	-	53,000
Investments Accounted for using the equity method	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-
Total Non-Current Liabilities	5,746,848	-	-	5,746,848
TOTAL LIABILITIES	9,131,848	-	-	9,131,848
Net Assets	286,538,867	21,847,135	27,082,652	335,468,655
EQUITY				
Retained Earnings	119,879,867	12,855,135	12,544,652	145,279,655
Revaluation Reserves	166,659,000	8,992,000	14,538,000	190,189,000
Council Equity Interest	286,538,867	21,847,135	27,082,652	335,468,655
Minority Equity Interest	-	-	-	-
Total Equity	286,538,867	21,847,135	27,082,652	335,468,655

Narromine Shire Council
Operational Budget 2018-19
CASH FLOW STATEMENT - CONSOLIDATED

	General \$	Water \$	Sewer \$	Consolidated \$
Cash Flows from Operating Activities				
Receipts:				
Rates & Annual Charges	7,075,623	593,752	1,085,994	8,755,369
User Charges & Fees	1,157,993	1,004,195	224,023	2,386,211
Interest & Investment Revenue Received	565,412	108,698	67,944	742,054
Grants & Contributions	8,764,178	539,782	3,075	9,307,035
Bonds & Deposits Received	1	-	-	1
Other	538,334	-	22,475	560,809
Payments:				
Employee Benefits & On-Costs	(6,488,279)	(171,726)	(153,750)	(6,813,755)
Materials & Contracts	(1,022,285)	(1,109,394)	(703,288)	(2,834,947)
Borrowing Costs	(121,764)	-	-	(121,764)
Bonds & Deposits Refunded	-	-	-	-
Other	(3,407,329)	(133,526)	(71,750)	(3,612,605)
Net Cash provided (or used in) Operating Activities	7,061,904	831,781	474,723	8,368,408
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities	474,247	-	-	474,247
Sale of Investment Property	-	-	-	-
Sale of Real Estate Assets	100,000	-	-	100,000
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-
Sale of Intangible Assets	-	-	-	-
Deferred Debtors Receipts	-	-	-	-
Sale of Disposal Groups	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-
Other Investing Activity Receipts	-	-	-	-
Payments:				
Purchase of Investment Securities	-	-	-	-
Purchase of Investment Property	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,440,290)	(2,148,701)	(439,221)	(10,028,212)
Purchase of Real Estate Assets	(3,940,000)	-	-	(3,940,000)
Purchase of Intangible Assets	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-
Other Investing Activity Payments	-	-	-	-
Net Cash provided (or used in) Investing Activities	(10,806,043)	(2,148,701)	(439,221)	(13,393,965)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings & Advances	3,790,000	-	-	3,790,000
Proceeds from Finance Leases	-	-	-	-
Other Financing Activity Receipts	-	-	-	-
Payments:				
Repayment of Borrowings & Advances	(401,489)	-	-	(401,489)
Repayment of Finance Lease Liabilities	-	-	-	-
Distributions to Minority Interests	-	-	-	-
Other Financing Activity Payments	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,388,511	-	-	3,388,511
Net Increase/(Decrease) in Cash & Cash Equivalents	(355,628)	(1,316,920)	35,502	(1,637,045)
plus: Cash, Cash Equivalents & Investments - beginning of year	13,138,053	2,413,956	5,680,780	21,232,789
Cash & Cash Equivalents - end of the year	12,780,425	1,097,036	5,716,282	19,593,744
<hr/>				
Cash & Cash Equivalents - end of the year	12,780,425	1,097,036	5,716,282	19,593,744
Investments - end of the year	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	12,780,425	1,097,036	5,716,282	19,593,744
<hr/>				
Representing:				
- External Restrictions	1,465,197	1,097,036	5,716,282	8,278,516
- Internal Restrictions	7,534,646	-	-	7,534,646
- Unrestricted	3,780,582	-	-	3,780,582
	12,780,425	1,097,036	5,716,282	19,593,744



Draft Statement of Revenue Policy

2018 / 2019



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Introduction

Section 405 of the *Local Government Act (1993)* requires a Council to include a Statement of Revenue Policy in its Operational Plan. In compiling this statement, a number of significant factors have been considered in conjunction with the projected Operational Budget. In the current economic climate, Council is continuing to face increasing cost pressures while being relatively constrained with a static revenue base. The 2018/2019 Operational Budget has been formulated within these income and cost constraints.

The major factors to be considered in this Statement of Revenue Policy include:

Rate Peg

The Independent Pricing and Regulatory Tribunal (IPART) have determined that Council's general income may be increased by 2.3% under section 506 of the *Local Government Act 1993* for the rating year commencing 1 July 2018.

IPART have determined the rate peg for 2018/2019 based on the three following components and shown in Table 1:

Table 1: The 2018/2019 rate peg and its components

Component	Percentage change
Local Government Cost Index	2.30
LESS Productivity factor	0.00
LGCI Less Productivity Factor	2.30
ADD Rounding	0.00
TOTAL	2.30
2018/2019 RATE PEG	2.30

2018/2019 Catch-up/excess (catch-up)

Council has an excess of \$2,173.00 in the 2018/2019 rating year in accordance with Section 511A of the *Local Government Act 1993*. All figures include a pro-rated adjustment to each category and sub-category.

New Valuations

Council will be using land values with a Base Date of 1/7/2016. The next general land valuation will be issued in 2019.

New Subdivisions

In an endeavour to support development growth in the Shire, Council will offer land developers a dispensation in rates for the year the residential or commercial subdivision occurs. Council may, under sections 531B and 548A of the *Local Government Act 1993*, aggregate land values of certain parcels of land subject to rates containing minimum rates and charges. This will only be available to land developers whose subdivision contains four or more individual lots. Other fees and charges applicable during the subdivision process will still apply.

Rating Method Options

The *Local Government Act 1993* provides Council with the following three alternative methods of levying rates:

1. Solely ad valorem rating ie cents in the \$ on land value.
2. Minimum rate plus ad valorem rate.
3. A base amount of up to 50% of the total yield required to be raised from a category or sub-category of a rate and applied to all rateable parcels within that category or sub-category plus an ad valorem rate to raise the additional required.

Council presently uses the minimum rate plus ad valorem rate, a method that has been in operation for many years and has proved satisfactory.

Rates Statement

Rates are levied on the land value of the property (as determined by the Valuer General) and in accordance with the *Local Government Act, 1993*.

Categorisation of Land for Purposes of Ordinary Rates

Council in accordance with Section 514 *Local Government Act 1993* must declare each parcel of rateable land in its area to be within one of the following categories:

1. Farmland
2. Residential
3. Mining
4. Business

Council utilises the provisions of Section 528 and 529 of the *Local Government Act 1993* in applying differential rating to the categories of ordinary rates.

The criteria in determining the categorisation of land is as follows:

Rate may be the same or different within a category

- (1) 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.
- (2) A sub-category may be determined:
 - (a) for the category "farmland"—according to the intensity of land use, the irrigability of the land or economic factors affecting the land, or
 - (b) for the category "residential"—according to whether the land is rural residential land or is within a centre of population, or
 - (c) for the category "mining"—according to the kind of mining involved, or
 - (d) for the category "business"—according to a centre of activity.

Note: In relation to the category "business", a centre of activity might comprise a business centre, an industrial estate or some other concentration of like activities.
- (3) The ad valorem amount (the amount in the dollar) of the ordinary rate may be the same for all land within a category or it may be different for different sub-categories.
- (4) Land may be taken to be irrigable for the purposes of subsection (2) (a) if, and only if, it is the subject of a water right within the meaning of the *Valuation of Land Act 1916*.

Categorisation as farmland

(Sec 515 *Local Government Act 1993*)

- (1) Land is to be categorised as **farmland** if it is a parcel of rateable land valued as one assessment and its dominant use is for farming (that is, the business or industry of grazing, animal feedlots, dairying, pig-farming, poultry farming, viticulture, orcharding, bee-keeping, horticulture, vegetable growing, the growing of crops of any kind, forestry or aquaculture within the meaning of the *Fisheries Management Act 1994*, or any combination of those businesses or industries) which:
 - (a) has a significant and substantial commercial purpose or character, and
 - (b) is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).
- (2) Land is not to be categorised as farmland if it is rural residential land.
- (3) The regulations may prescribe circumstances in which land is or is not to be categorised as farmland.

Categorisation as residential

(Sec 516 Local Government Act 1993)

- (1) Land is to be categorised as **residential** if it is a parcel of rateable land valued as one assessment and:
- (a) its dominant use is for residential accommodation (otherwise than as a hotel, motel, guesthouse, backpacker hostel or nursing home or any other form of residential accommodation (not being a boarding house or a lodging house) prescribed by the regulations), or
 - (b) in the case of vacant land, it is zoned or otherwise designated for use under an environmental planning instrument (with or without development consent) for residential purposes, or
 - (c) it is rural residential land.

Note : 1 (A) For the purposes of this section, a **boarding house** or a **lodging house** means a building wholly or partly let as lodging in which each letting provides the tariff-paying occupant with a principal place of residence and in which:

- (a) each tariff charged does not exceed the maximum tariff for boarding houses or lodging houses for the time being determined by the Minister by order published in the Gazette for the purposes of this subsection, and
- (b) there are at least 3 tariff-paying occupants who have resided there for the last 3 consecutive months, or any period totalling 3 months during the last year,

and includes a vacant building that was so let immediately before becoming vacant, but does not include a residential flat building, licensed premises, a private hotel, a building containing serviced apartments or a backpacker hostel or other tourist establishment.

- (2) The regulations may prescribe circumstances in which land is or is not to be categorised as residential.

Categorisation as mining

(Sec 517 Local Government Act 1993)

- (1) Land is to be categorised as **mining** if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.
- (2) The regulations may prescribe circumstances in which land is or is not to be categorised as mining.

Categorisation as business

(Sec 518 Local Government Act 1993)

Land is to be categorised as **business** if it cannot be categorised as farmland, residential or mining.

Strata lots and company titles taken to be separate parcels of land for categorisation

(Sec 518A Local Government Act 1993)

For the purposes of this Part:

- (a) each lot in a strata plan that is registered under the *Strata Schemes Freehold Development Act 2015*, and
- (b) each dwelling or portion of the kind referred to in section 547 (1), is taken to be a separate parcel for the purposes of categorisation.

Mixed development land

(Sec 518B Local Government Act 1993)

- (1) Definitions In this section, "**mixed development land**" and "**non-residential land**" have the same meanings as in section 14BB of the *Valuation of Land Act 1916* .
- (2) Categorisation of parts of mixed development land If a valuation is furnished under the *Valuation of Land Act 1916* for mixed development land:
 - (a) the part of the land that is non-residential land is taken to have been categorised as business, and
 - (b) the part of the land that is not non-residential land is taken to have been categorised as residential, despite sections 515-518.
- (3) Sub-categories. The council may determine a sub-category for a part of land to which subsection (2) applies according to the category determined by that subsection for the part.
- (4) Apportionment of rates and charges. A rate, the base amount of a rate, or the minimum amount of a rate or of a charge, that is made and levied according to categories or sub-categories of land is to apply to a parcel of mixed development land according to the percentages represented by the apportionment factor for the parcel ascertained under section 14X of the *Valuation of Land Act 1916*.

How is vacant land to be categorised?

(Sec 519 Local Government Act 1993)

If vacant land is unable to be categorised under section 515, 516 or 517, the land is to be categorised:

- (a) if the land is zoned or otherwise designated for use under an environmental planning instrument—according to any purpose for which the land may be used after taking into account the nature of any improvements on the land and the nature of surrounding development, or
- (b) if the land is not so zoned or designated—according to the predominant categorisation of surrounding land.

Notice of declaration of category

(Sec 520 Local Government Act 1993)

- (1) A council must give notice to each rateable person of the category declared for each parcel of land for which the person is rateable.
- (2) The notice must be in the approved form and must:
 - (a) state that the person has the right to apply to the council for a review of the declaration that the land is within the category stated in the notice, and
 - (b) state that the person has the right to appeal to the Land and Environment Court if dissatisfied with the council's review, and
 - (c) refer to sections 525 and 526.

Council's preferred rating option

Council, in levying their 2018/2019 rates should take necessary steps to avoid exceeding their allowable notional yield. All figures are based on valuations on hand as at 20/3/2018 and there are properties awaiting amended valuations due to objections, splits and amalgamations.

Rate structure for 2018/2019

Table 2 shows the proposed rates for 2018/2019 using the minimum with ad valorem calculation.

Impact - Overall increase of 2.3% in the general rate.

Table 2:

Category / Sub-Categories	Ad Valorem Cents per \$	Minimum Amount	Proposed 2018/2019 Notional Yield
FARMLAND			
Farmland	0.48761	292.70	3,256,016.52
RESIDENTIAL			
Residential/Rural Residential	0.55973	292.70	251,453.01
Narromine Residential	1.29872	461.32	1,039,868.20
Trangie Residential	3.33493	376.01	224,320.32
Tomingley Residential	2.67182	228.39	10,589.74
Skypark Residential	1.92658	461.32	82,476.87
BUSINESS			
Narromine Business	3.47220	1,045.19	304,214.70
Trangie Business	9.89936	970.86	88,526.07
Business	2.10729	511.50	136,884.71
Business/Industrial Estate	1.17267	1,006.84	47,741.02
MINING			
Metalliferous	4.48692	394.31	274,240.55
NOTIONAL YIELD			5,716,331.72

How General Rates are calculated

The calculation used to ascertain the general rates for an individual property are:

$$\text{Land Value} \times \frac{\text{Ad Valorem}}{100} = \text{General Rate}$$

Note: If the result of the calculation is under the amount shown in the Minimum column of the above table for the category or sub-category required, then the Minimum rate is payable.

Average rates payable for Residential and Business categories and sub-categories (General Rates only)

Table 3 shows the average general rates per rating category and sub-category. However, it should be noted that this may not be a true reflection of the average rates due to variations in land values.

Table 3:

Category/Sub-Categories (Number of Assessments)	2017/2018 Average Rates	Proposed Average Rates 2018/2019
Farmland (828)	3,825.54	3,932.39
Residential (366)	671.37	687.03
Narromine Residential (1432.67)	712.53	725.66
Trangie Residential (376)	583.87	596.60
Tomingley Residential (29)	351.45	365.17
Skypark Residential (35)	2,141.12	2,356.50
Narromine Business (134.33)	2,192.77	2,253.44
Trangie Business (50)	1,730.72	1,770.52
Business (77)	1,747.05	1,777.73
Industrial Estate (37)	1,293.86	1,290.30
Mining (2)	134,037.77	137,120.65

Rate mix history and forecast

Table 4 outlines the rating mix history from the 2013/2014 rating year to the current rating year.

Table 4:

Category/ Sub-Categories	Percentage of Rates Yield					
	2013/14	2014/15	2015/16	2016/17	2017/18	Proposed 2018/19
Farmland	57.62	57.59	57.59	57.42	57.06	56.96
Rural Residential	3.99	3.95	3.95	4.11	4.36	4.40
Narromine Residential	18.35	18.35	18.35	18.31	18.28	18.19
Trangie Residential	4.00	4.00	4.00	3.99	3.92	3.92
Tomingley Residential	0.18	0.18	0.18	0.19	0.19	0.19
Skypark Residential	1.13	1.11	1.11	1.35	1.34	1.44
Narromine Business	5.34	5.36	5.36	5.28	5.24	5.32
Trangie Business	1.42	1.41	1.41	1.39	1.55	1.55
Rural Business	2.32	2.40	2.40	2.33	2.41	2.39
Industrial Estate	0.84	0.84	0.84	0.84	0.84	0.84
Mining	4.81	4.81	4.81	4.81	4.81	4.80
TOTAL %	100%	100%	100%	100%	100%	100%

Interest rate

In accordance with Section 566(3) of the *Local Government Act, 1993* it has been determined that the maximum interest rates payable on overdue rates and charges for the 2018/2019 rating year will be 7.5%.

Instalment dates

Section 562 (3)(b) *Local Government Act 1993* states " If payment is made by quarterly instalments, the instalments are payable by 31 August, 30 November, 28 February and 31 May", except as provided in Subsection 4 ". It has been Council's practice to extend the payment date to the first working day after the due date if the instalment falls due on a weekend or public holiday.

Methods of payment

Currently payments for rates and charges can be made by one of the following options:

- In person at Council's Customer Service & Payments Centre between the hours of 8.45am and 4.30pm.
- At any Australia Post Branch or Agency Australia wide.
- Cheques and money orders may be posted to Council's office.
- EFTPOS (No cash given out) at Council's Customer Service & Payments Centre.
- BPay using telephone or internet banking.
- Council website www.narromine.nsw.gov.au and select the "Pay my Rates" option.
- Bankcard, Mastercard and Visa payments are accepted over the telephone.
- A Direct Debit from a nominated bank account can be arranged by contacting Council's Customer Service & Payment's Centre.
- In person at the Trangie Post Office Agency located at the Trangie Newsagency during normal operating hours.
- Directly into Council's bank account (prior arrangements must be made).
- Centrepay deductions for eligible pensioners.

Other services

Under Section 501 (1) of the *Local Government Act 1993*, a Council may make an annual charge for any of the following services provided, or proposed to be provided, on an annual basis by the Council:

- Water supply services
- Sewerage services
- Drainage services
- Waste management services (other than domestic waste management services)
- Any services prescribed by the regulations

Best-practice pricing – water supply, sewerage and trade waste

The introduction of best-practice pricing is essential for the effective and sustainable management of Council's water supply and sewerage businesses and minimisation of customer bills.

The purpose of best-practice management is:

- to encourage the effective and efficient delivery of water supply and sewerage services; and
- to promote sustainable water conservation practices and water demand management throughout NSW.

With increasing demands on the limited water resources of NSW, it is vital that these resources are managed in an efficient and sustainable manner.

Best-practice management is essential for efficient and sustainable management of water resources and the environment. It enables Council to achieve sustainable water supply and sewerage businesses and comply with the Australian Government's *National Competition Policy (NCP)* and *National Water Initiative (NWI)*.

Best-practice water supply pricing requires that the usage charge recover those costs that vary with demand in the long-term (ie. long-run marginal cost), through a usage charge.

Section 552 (1)(b) of the *Local Government Act 1993* prescribes that Council may levy a special rate or charge on land that is situated within 225 metres of a water pipe of the council whether the land has a frontage or not to the public road (if any) in which the water pipe is laid, and although the land is not actually supplied with water from any water pipe of the council.

Section 552 (3)(a) of the *Local Government Act 1993* prescribes that Council may levy a special rate or charge relating to the sewerage on all land except land which is more than 75 metres from a sewer of the council and is not connected to the sewer.

Residential water access charge – Narromine, Trangie and Tomingley (Sec 501 Local Government Act 1993)

The access charge is an annual charge to customers and is independent of the level of consumption. The water access charge for the 2018/2019 rating year will be charged in accordance with the Department of Water & Energy Best-Practice Management of Water Supply and Sewerage Guidelines 2007.

The residential water access charges for 2018/2019, based on connection size and a 2.5% increase in the access charges, are shown below:

DESCRIPTION	2017/2018 CHARGE	PROPOSED 2018/2019 ACCESS CHARGE
Narromine Water Access Charge 20mm	224.00	230.00
Narromine Water Access Charge 25mm	348.00	357.00
Narromine Water Access Charge 32mm	569.00	584.00
Narromine Water Access Charge 40mm	886.00	909.00
Narromine Water Access Charge 50mm	1,366.00	1,401.00
Narromine Water Access Charge 80mm	0.00	3,529.00
Narromine Water Access Charge 100mm	5,519.00	5,657.00
Trangie Water Access Charge 20mm	224.00	230.00
Trangie Water Access Charge 25mm	348.00	357.00
Trangie Water Access Charge 32mm	569.00	584.00
Trangie Water Access Charge 40mm	886.00	909.00
Trangie Water Access Charge 50mm	1,366.00	1,401.00
Trangie Water Access Charge 80mm	0.00	3,529.00
Trangie Water Access Charge 100mm	5,519.00	5,657.00
Tomingley Water Access Charge 20mm	224.00	230.00
Tomingley Water Access Charge 25mm	348.00	357.00
Tomingley Water Access Charge 32mm	569.00	584.00
Tomingley Water Access Charge 40mm	886.00	909.00
Tomingley Water Access Charge 80mm	0.00	1,401.00
Tomingley Water Access Charge 50mm	1,366.00	3,529.00
Tomingley Water Access Charge 100mm	5,519.00	5,657.00

The estimated yield from Residential Water Access Charges is \$513,691.00.

Residential water user charges – Narromine, Trangie and Tomingley

(Sec 502 Local Government Act 1993)

Best practice water supply pricing requires that the usage charge recover those costs that vary with demand in the long term.

The residential water consumption charges as shown below will increase by 2.5% for 2018/2019.

DESCRIPTION	2017/2018 CHARGE PER KL	PROPOSED 2018/2019 CHARGE PER KL
Narromine Residential – Consumption Charge	\$1.25	\$1.30
Trangie Residential – Consumption Charge	\$1.25	\$1.30
Tomingley Residential – Consumption Charge	\$1.20	\$1.25

Non-residential water access charge – Narromine, Trangie, Rural and Tomingley

(Sec 501 Local Government Act 1993)

The access charge is an annual charge to customers and is independent of the level of consumption. The water access charge for the 2018/2019 rating year will be charged in accordance with the Department of Water & Energy Best-Practice Management of Water Supply and Sewerage Guidelines 2007.

The commercial water access charges for 2018/2019, based on connection size and a 2.5% increase on the access charge, are shown below:

DESCRIPTION	2017/2018 ACCESS CHARGE	PROPOSED 2018/2019 ACCESS CHARGE
Narromine Com Water Access Chge 20mm	224.00	230.00
Narromine Com Water Access Chge 25mm	348.00	357.00
Narromine Com Water Access Chge 32mm	569.00	584.00
Narromine Com Water Access Chge 40mm	886.00	909.00
Narromine Com Water Access Chge 50mm	1,366.00	1,401.00
Narromine Com Water Access Chge 80mm	0.00	3,529.00
Narromine Com Water Access Chge 100mm	5,519.00	5,657.00
Trangie Com Water Access Chge 20mm	224.00	230.00
Trangie Com Water Access Chge 25mm	348.00	357.00
Trangie Com Water Access Chge 32mm	569.00	584.00
Trangie Com Water Access Chge 40mm	886.00	909.00
Trangie Com Water Access Chge 50mm	1,366.00	1,401.00
Trangie Com Water Access Chge 80mm	0	3,529.00
Trangie Com Water Access Chge 100mm	5,519.00	5,657.00
Tomingley Com Water Access Chge 20mm	224.00	230.00
Tomingley Com Water Access Chge 25mm	348.00	357.00
Tomingley Com Water Access Chge 32mm	569.00	584.00
Tomingley Com Water Access Chge 40mm	886.00	909.00
Tomingley Com Water Access Chge 50mm	1,366.00	1,401.00
Tomingley Com Water Access Chge 80mm	0.00	3,529.00
Tomingley Com Water Access Chge 100mm	5,519.00	5,657.00
Rural Com Water Access Chge 20mm	224.00	230.00
Rural Com Water Access Chge 25mm	348.00	357.00
Rural Com Water Access Chge 32mm	569.00	584.00
Rural Com Water Access Chge 40mm	886.00	909.00
Rural Com Water Access Chge 50mm	1,366.00	1,401.00
Rural Com Water Access Chge 80mm	0.00	3,529.00
Rural Com Water Access Chge 100mm	5,519.00	5,657.00

Council will consider, on a case by case basis, applications from non-profit community groups for a 50% reduction in Water Access Charges.

The estimated yield from Non-Residential Water Charges is \$122,099.00

Non-residential water user charges – Narromine, Trangie, Rural and Tomingley (Sec 502 Local Government Act 1993)

Best practice water supply pricing requires that the usage charge recover those costs that vary with demand in the long term. To improve the effectiveness of pricing signals Council issues quarterly accounts.

The non-residential consumption charges as shown below will increase by 2.5% for 2018/2019.

DESCRIPTION	2017/2018 CHARGE PER KL	PROPOSED 2018/2019 CHARGE PER KL
Narromine Commercial – Consumption Charge	\$1.25	\$1.30
Trangie Commercial – Consumption Charge	\$1.25	\$1.30
Tomingley Commercial – Consumption Charge	\$1.20	\$1.25
Rural Commercial – Consumption Charge	\$1.25	\$1.30

Residential sewer access charges – Narromine and Trangie (Sec 501 Local Government Act 1993)

Best practice sewerage pricing involves a uniform annual sewerage bill for residential customers. Council moved to sewer access charges in accordance with the Department of Land and Water Conservation “Water Supply, Sewerage & Trade Waste Pricing Guidelines” in the 2003/04 rating year.

The annual sewerage service charge will be applied to all single dwellings, strata title units and vacant land where a sewerage service is available. The residential sewer access charges based on a 2.5% increase for 2018/2019 are shown below:

DESCRIPTION	2017/2018 ACCESS CHARGE	PROPOSED 2018/2019 ACCESS CHARGE
Narromine Residential Sewer Access Charge	600.00	615.00
Trangie Residential Sewer Access Charge	600.00	615.00

The estimated yield from Residential Sewer Access Charges is \$1,103,925.00.

Non-residential sewer access charge – Narromine and Trangie

(Sec 501 Local Government Act 1993)

Best practice guidelines for non-residential customers involve an appropriate sewer usage charge which is required for the estimated volume discharged to the sewerage system, together with an access charge based on the capacity requirements that their loads place on the system relative to residential customers. The sewer access charge for the 2018/2019 rating year will be charged in accordance with the Department of Water & Energy Best-Practice Management of Water Supply and Sewerage Guidelines 2007.

The non-residential sewer access charges for 2018/2019, based on connection size and a 2.5% increase, are shown below:

DESCRIPTION	2017/2018 ACCESS CHARGE	PROPOSED 2018/2019 ACCESS CHARGE
Narromine Non Res Sewer Access Chge-20mm	214.00	219.35
Narromine Non Res Sewer Access Chge-25mm	337.00	342.73
Narromine Non Res Sewer Access Chge-32mm	550.00	561.54
Narromine Non Res Sewer Access Chge-40mm	855.00	877.40
Narromine Non Res Sewer Access Chge-50mm	1,321.00	1,370.94
Narromine Non Res Sewer Access Chge-80mm	0.00	3,509.50
Narromine Non Res Sewer Access Chge-100mm	5,342.00	5,483.75
Trangie Non Res Sewer Access Chge-20mm	214.00	219.35
Trangie Non Res Sewer Access Chge-25mm	337.00	342.73
Trangie Non Res Sewer Access Chge-32mm	550.00	561.54
Trangie Non Res Sewer Access Chge-40mm	855.00	877.40
Trangie Non Res Sewer Access Chge-50mm	1,321.00	1,370.94
Trangie Non Res Sewer Access Chge-80.00	0.00	3,509.50
Trangie Non Res Sewer Access Chge-100mm	5,342.00	5,483.75
Rural Non Res Sewer Access Chge-20mm	214.00	219.35
Rural Non Res Sewer Access Chge-25mm	337.00	342.73
Rural Non Res Sewer Access Chge-32mm	550.00	561.54
Rural Non Res Sewer Access Chge-40mm	855.00	877.40
Rural Non Res Sewer Access Chge-50mm	1,321.00	1,370.94
Rural Non Res Sewer Access Chge-80mm	0.00	3,509.50
Rural Non Res Sewer Access Chge-100mm	5,342.00	5,483.75

In accordance with the guideline a minimum charge of \$615.00 (Total of Annual Charge and Usage will apply). To facilitate the charging of this minimum the annual charge for non-residential properties will be removed from the rates instalment notice and will appear as a quarterly charge on the Water/Sewer Usage Account.

The estimated yield from Non-Residential Sewer Access Charges is \$221,400.00.

Non-residential sewer usage charges – Narromine, Trangie and Rural

(Sec 501 Local Government Act 1993)

Best practice guidelines for non-residential customers involves an appropriate sewer usage charge which is required for the estimated volume discharged to the sewerage system based on the capacity requirements that their loads place on the system relative to residential customers.

Council moved to sewer usage charges in accordance with the Department of Land and Water Conservation "Water Supply, Sewerage & Trade Waste Pricing Guidelines" in the 2003/04 rating year. The usage charges for 2018/2019 will be calculated as follows:

- Sewer Discharge Factor (SDF) x (Access Charge + (Consumption x Usage Charge))
- The usage charge for 2018/2019 is \$2.20 per kl.

Non-residential sewer access charges – non rateable properties

(Schools and Churches etc)

(Sec 501 Local Government Act 1993)

Council can provide Community Service Obligations (CSOs) to non rateable properties and Council has such a scheme in place. These non rateable properties are not subject to the access charge but are responsible for water and sewer usage charges.

The charges for 2018/2019 will be calculated as follows:

- Sewer Discharge Factor (SDF) x (Access Charge + (Consumption x Usage Charge))
- The usage charge for 2018/2019 is \$2.20 per kl.

Non-residential sewer access charges – multiple use properties

(Flats, Motels, Hotels, Caravan Parks etc)

(Sec 501 Local Government Act 1993)

Best practice sewerage pricing involves a uniform annual sewerage bill for multiple use properties (flats, motels, hotels, caravan parks, etc). Council moved to sewer access charges in accordance with the Department of Land and Water Conservation "water supply, sewerage & trade waste pricing guidelines" in the 2003/04 rating year.

The charges for 2018/2019 will be calculated as follows:

- Sewer Discharge Factor (SDF) x (Access Charge + (Consumption x Usage Charge))
- The usage charge for 2018/2019 is \$2.20 per kl.
- Minimum Charge per annum \$615.00

Trade waste charges – non-residential (Narromine and Trangie)

(Sec 501 Local Government Act 1993)

In accordance with the NSW Framework for Regulation of Sewerage and Trade Waste, Council is required to have a Liquid Trade Waste Policy in place. The policy sets out how Council will regulate sewerage and trade waste discharges to its sewerage system and is concerned with the approval, monitoring and enforcement process for liquid trade wastes discharged to Council's sewerage system and the levying of commercial sewerage and liquid trade waste fees and charges. Council is required to put in place a Policy that has been developed to ensure the proper control of liquid trade waste and subsequently the protection of public health, worker safety, the environment, and Council's sewerage system. In addition to this, the Policy also aims to promote waste minimisation, water conservation, water recycling and bio solids reuse.

The objectives of the policy are:

- to protect public health;
- to protect the health and safety of Council employees;
- to protect the environment from the discharge of waste that may have a detrimental effect;
- to protect Council assets from damage;
- to assist Council to meet its statutory obligations;
- to provide an environmentally responsible liquid trade waste service to the non residential sector;
- to encourage waste minimisation and cleaner production in the commercial and industrial sectors;
- to promote water conservation, water recycling and bio-solids reuse;
- to ensure compliance of liquid trade waste dischargers with Council's approved conditions;
- to provide operational data on the volume and composition of industrial and commercial effluent to assist in the operation of the sewerage system and the design of augmentations or new sewerage systems;
- to ensure commercial provision of services and full cost recovery through appropriate sewerage and liquid trade waste fees and charges.

Sewerage systems are generally designed to cater for waste from domestic sources that are essentially of predictable strength and quality. Liquid trade wastes may exert much greater demands on sewerage systems than domestic sewage and, if uncontrolled, can pose serious problems to public health, worker safety, Council's sewerage system and the environment.

Trade waste charges – non-residential (Narromine and Trangie) (Cont'd)

(Sec 501 Local Government Act 1993)

Liquid trade waste discharges to the sewerage system include liquid wastes from:

- business/commercial premises (eg. beautician, florist, hairdresser, hotel, motel, restaurant, butcher, service station, supermarket, dentist)
- community/public premises (including craft clubs, schools, colleges, universities, hospitals and nursing homes)
- industrial premises
- trade activities (eg. mobile carpet cleaner)
- any commercial activities carried out at a residential premises
- saleyards, racecourses and stables and kennels that are not associated with domestic households
- septic tank waste, chemical toilet waste, waste from marine pump-out facilities and established sites for the discharge of pan content from mobile homes/caravans to the sewerage system.

Liquid trade waste discharged to the sewerage system from industrial, commercial or other non-residential customers can impose significant costs on sewage transport and treatment facilities. To recover these costs and to ensure removal of existing significant cross-subsidies from residential customers, appropriate fees and charges are levied for liquid trade waste.

Council's liquid trade waste fees and charges may include:

- Application fee
- Annual trade waste fee
- Re-inspection fee
- Trade waste usage charge
- Septic tank and pan waste disposal charge
- Excess mass charges
- Food waste disposal charge
- Non-compliance trade waste usage charge
- Non-compliance excess mass charge and pH charge
- Non-compliance penalty.

The policy places each premises into one of four discharge classifications being

- Classification A – Low Risk – Category 1 Dischargers
- Classification B – Medium – Category 1 & 2 Dischargers
- Classification B – Medium Risk – Category 2S Dischargers and
- Classification C – High Risk – Category 3 Dischargers

The general discharge fee is calculated using the volume of waste liquid (based on water usage) and the biological and chemical makeup of the trade waste liquid.

Trade waste charges – non-residential (Narromine and Trangie) (Cont'd)

(Sec 501 Local Government Act 1993)

The general equation is as follows:-

$$\text{Trade Waste Usage Charge (\$)} = Q \times \$/\text{kL}$$

Where: Q = Volume (kL) of liquid trade waste discharged to sewer. \$* = rate determined by Biological and/or Chemical content of the waste.

Furthermore complex equations are provided within the Policy where excess mass discharges have occurred or non-compliances have occurred. These are detailed in Part 3.7 of the Policy.

The Policy is applicable to all commercial and industrial premises with exemption for obtaining approval being provided for certain activities, subject to the activity meeting and maintaining minimum requirements, as detailed in Table 1 of the Policy.

The Policy is quite technical in the requirements, particularly around determining the appropriate categories, the volume of discharge, biological and chemical makeup of the discharge, as well as the calculation of the fee; however the Policy is based on the model policy produced by the Department of Water and Energy. Council adopted its Liquid Trade Waste Policy in 2016.

Liquid trade waste user charges are charged in addition to the non-residential sewer charges to applicable properties.

The annual charges for 2018/2019 based on a 2.5% increase will be as follows:

		2017/2018 Charge	PROPOSED 2018/2019 Charge
Category 1 Dischargers Classification A (Low Risk)	Annual Trade Waste Fee	\$97.00	\$100.00
	Annual Inspection Fee	\$89.00	\$92.00
	Re-inspection Fee	\$89.00	\$92.00
Category 1 & 2 Dischargers Classifications B (Medium Risk)	Annual Trade Waste Fee	\$97.00	\$100.00
	Annual Inspection Fee	\$89.00	\$92.00
	Re-inspection Fee	\$89.00	\$92.00
Category 2S Dischargers Classification B (Medium Risk)	Annual Trade Waste Fee	\$97.00	\$100.00
	Annual Inspection Fee	\$89.00	\$92.00
	Re-inspection Fee	\$89.00	\$92.00
Category 3 Dischargers Classification C (High Risk)	Annual Trade Waste Fee	\$620.00	\$636.00
	Annual Inspection Fee	\$89.00	\$92.00
	Re-inspection Fee	\$89.00	\$92.00

The estimated yield for the annual Trade Waste fee is \$5,400.00.

In addition, a trade waste usage charge is calculated by applying an additional discharge factor (identified as being the portion of liquid trade waste discharged into the sewer) by a specified fee per kl and apply to dischargers.

The usage charges for 2018/2019 will be calculated as follows:

- Consumption x Trade Waste Discharge Factor (TWDF) x User Charge
- The usage charge for 2018/2019 is \$2.20 per kl.

Domestic waste management charge – Narromine, Trangie and Tomingley

(Sec 496 Local Government Act 1993)

A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available. Council has reviewed the waste management operations in order to determine the appropriate current and future costs to be included as part of the reasonable costs determination. The *Local Government Act 1993* requires that the level of charges must be based upon “reasonable costs”.

Council implemented a two tiered domestic waste management charge in 1994/1995, designed to reflect the levels of cost that are associated with varying degrees of service delivery. A tiered fee structure is considered to be the most effective method of charging for domestic waste management and is designed to fully recover all costs incurred. Council has put forward a structure which includes a 2.5% increase for Domestic Waste Management Charges for 2018/2019.

Where a dwelling has been constructed on vacant land during the current rating year, an adjustment will be made on the charges levied for that land. ie: an apportionment of the vacant charge on a daily basis multiplied by the number of days up to the time the dwelling is completed and a charge for services from the completion date of the dwelling multiplied by the number of days remaining in current year.

Where additional Domestic Waste Management services are requested the charge shall be equivalent to the current annual charge levied, for the first Domestic Waste Service, apportioned for the number of days remaining in the rating year. Where additional Domestic Waste Services are already provided the charge shall be equivalent to the current annual charge levied for each service provided.

Garbage collection areas are shown in the attached township maps (**attachment 1**). Collection areas will be reviewed prior to the commencement of the new garbage collection agreement starting 1 July 2020.

The proposed Domestic Waste Management Service Charges for the 2018/2019 rating year includes a 1.14% decrease. The proposed charge is shown in the table below:

DESCRIPTION	2017/2018 SERVICE CHARGE (Per Service)	PROPOSED 2018/2019 SERVICE CHARGE (Per Service)
Domestic Waste Management Charge	380.00	375.00

The estimated yield for Domestic Waste Management Charge is \$772,125.00

Recycling services – Narromine, Trangie and Tomingley (Sec 501 Local Government Act 1993)

Council has joined forces with Dubbo Regional Council to provide a fortnightly recycling service. This service allows residents to recycle more resulting in a reduction in waste having to be disposed of to landfill. This service allows maximum recovery of resources and helps reduce greenhouse gas emissions. These fees are charged on the basis of each occupied residential and commercial property.

The recycling service will be provided to residents within the current collection area in Narromine and Trangie. The cost of providing the recycling service will be a separate charge and will be applied across Narromine and Trangie properties in addition to any waste collection charge including the waste depot management charge. A recycling service will be introduced for residential and commercial properties in the village of Tomingley from 1 July 2018.

The proposed Recycling Service Charges for the 2018/2019 rating year includes a nil increase. The proposed charge is shown in the table below:

DESCRIPTION	NUMBER OF SERVICES	2017/2018 SERVICE CHARGE (Per Service)	PROPOSED 2018/2019 SERVICE CHARGE (Per Service)
Recycling Service – Domestic (Sec 496 Local Government Act 1993)	1,961	98.00	98.00
Recycling Service – Other (Sec 501 Local Government Act, 1993)	282	98.00	98.00

The estimated yield from the Recycling Service is \$219,814.00.

Unoccupied domestic waste service – Narromine, Trangie and Tomingley

(Sec 501 Local Government Act 1993)

All rateable land that is situated within the area in which a domestic waste management service can be provided whether occupied land or vacant land, must be subject to an annualised section 501 charge.

The proposed Unoccupied Domestic Waste Charge for the 2018/2019 rating year includes a nil increase. The proposed charge is shown in the table below:

DESCRIPTION	2017/2018 SERVICE CHARGE	PROPOSED 2018/2019 CHARGE
Waste Management – Unoccupied	88.00	88.00

The estimated yield from Unoccupied Waste Management Charges is \$10,120.00.

Waste depot charge – Rural ratepayers only

(Sec 501 Local Government Act 1993)

Council currently provides waste management facilities for all ratepayers in the Shire. The rural ratepayers pay a small percentage of what the Narromine, Trangie and Tomingley residential and commercial ratepayers are charged as their contribution to the running expenses of waste facilities. Rural ratepayers are currently charged \$88.00 per annum for this service Council will not charge Crown land licences and leases a waste depot charge for properties if the following conditions are met:

- Licences (pump sites) and leases for land areas under 10ha.
- The licence/lease is held in the same name or company name for an existing property categorised as farmland or rural residential.

The estimated yield from the Waste Depot Charge is \$97,504.00.

Commercial waste management charges – Narromine, Trangie and Tomingley

(Sec 501 Local Government Act 1993)

Council will levy a charge for commercial waste management for commercial properties in Narromine and Trangie in accordance with Section 501 of the *Local Government Act 1993*. These fees are charged on the basis of each property serviced multiplied by the number of services provided.

Commercial waste management charges – Narromine, Trangie and Tomingley (Cont'd)

(Sec 501 Local Government Act 1993)

The proposed Commercial Waste Management Service Charge for the 2018/2019 rating year includes a 2.5% increase. The proposed charge is shown in the table below:

DESCRIPTION	NUMBER OF SERVICES	2017/2018 SERVICE CHARGE (Per Service)	PROPOSED 2018/2019 SERVICE CHARGE (Per Service)
Waste Management – Commercial	464	380.00	380.00

The estimated yield from the Commercial Waste Management Charge is \$177,840.00

Food and Organics Collection - Residential Properties (FOGO)

Council will introduce a weekly Food and Organics Collection Service to stand alone residential properties in Narromine, Trangie and Tomingley. This service is not available to commercial properties, schools and public buildings at this time.

Council will grant a \$50.00 concession (\$12.50 per quarter) to eligible pensioners towards the cost of this service. The full cost of this concession will be subsidised by Council.

DESCRIPTION	2017/2018 SERVICE CHARGE	PROPOSED 2018/2019 CHARGE
Food and Organic Collection	N/A	82.00

The estimated yield from the Food and Organics Collection Charge is \$158,178.00. The estimated cost of the pensioner concession will be \$24,100.

Stormwater levy

(Sec 496A Local Government Act 1993)

Charge Methodology

The *Local Government Act 1993* provides Council with the ability to make and levy a charge for the provision of stormwater management services for each parcel of rateable land for which the service is available. Council has a large capital works program to complete for stormwater in each of the three towns within the shire. This levy enables significant works to be funded over the next ten year program. Council will endeavour to ensure equitable distribution of stormwater management services over time.

Urban Land Exempt from the Stormwater Management Service Charge

The same exemptions that apply to non-rateable properties for other rates and charges also apply in respect of the stormwater management service charge pursuant to the *Local Government Act 1993*.

In addition, the following properties are also exempt from this charge under the provisions:

- Rateable land owned by the Crown
- Rateable land under a lease for private purposes granted under the *Housing Act 2001* or the *Aboriginal Housing Act 1998*
- Vacant Land, as in land containing no buildings, car parks or large areas of material such as concrete (i.e., no impervious surfaces)
- Rural residential or rural business land (i.e., land not located within a village, town or city)
- Land belonging to charities and public benevolent institutions

Councils are also not to levy the charge on properties where they do not provide a stormwater management service.

Properties categorised as Residential

A flat charge of \$25.00 is to be charged against each eligible assessment categorised as Residential within the urban stormwater catchment. As the cost of managing stormwater runoff from impervious surfaces is usually less per residential strata lot than for standard residential property, a flat charge of \$12.50 will be charged against each eligible Strata unit within the urban stormwater catchment.

Properties categorised as Business

A stormwater Management Service Charge is to be charged against eligible assessment categorised as business within the stormwater catchment area based on the following criteria –

- \$25 for all lots with an area below 1,200 m²
- \$50 for lots with an area greater than or equal to 1,200 m² and below 5,000 m²
- \$100 for lots with an area greater than or equal to 5,000 m² and below 10,000 m²
- \$375 for lots with an area greater than or equal to 10,000 m²

Exemptions to Properties categorised as Business

All properties zoned RE1 and RE2 (Private Recreation) will be exempt from this charge as they have large areas of open space and limited impervious surfaces.

Discounts or Rebates

No discounts or rebates are to be allowed against this charge.

Apportionment of Charges

Where a dwelling has been constructed on vacant land during the current rating year, an adjustment will be made on the charges levied for that land. ie: an apportionment of the stormwater charge on a daily basis multiplied by the number of days from the completion date of the dwelling multiplied by the number of days remaining in current year.

The estimated yield from the Stormwater Levy Charge is \$56,987.50.

Statement of fees and charges

A detailed schedule of Fees and Charges for 2018/2019, including those within Council's Statement of Revenue Policy, is included in the "Budget Document".

Statement of borrowings

Council has included proposed new borrowings for the 2018/2019 financial year of:

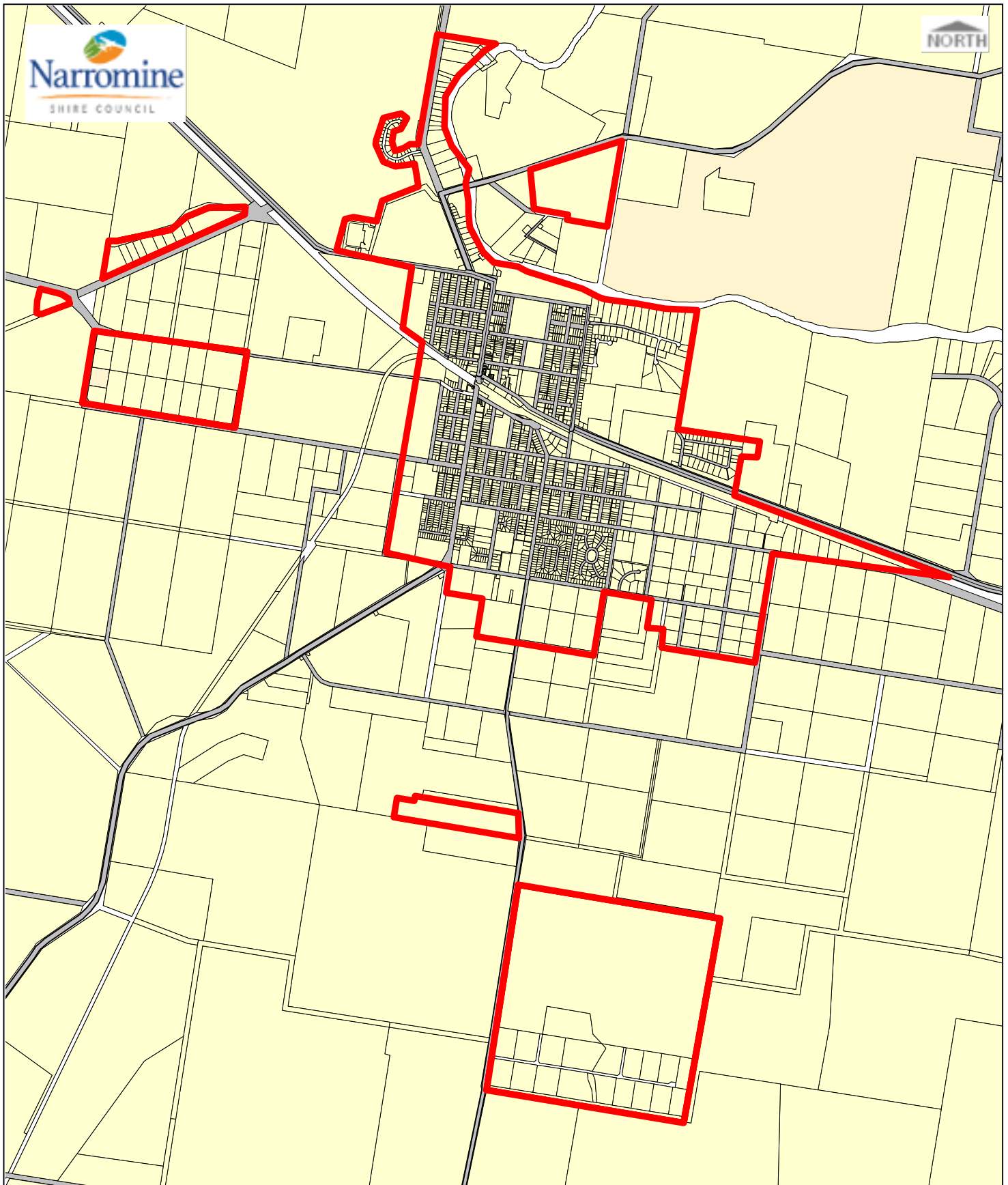
- \$750,000 Aerodrome Industrial Development
- \$1,940,000 Dappo Road Residential Development
- \$1,100,000 Skypark Residential Development

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Appendix 1

Garbage Collection Areas

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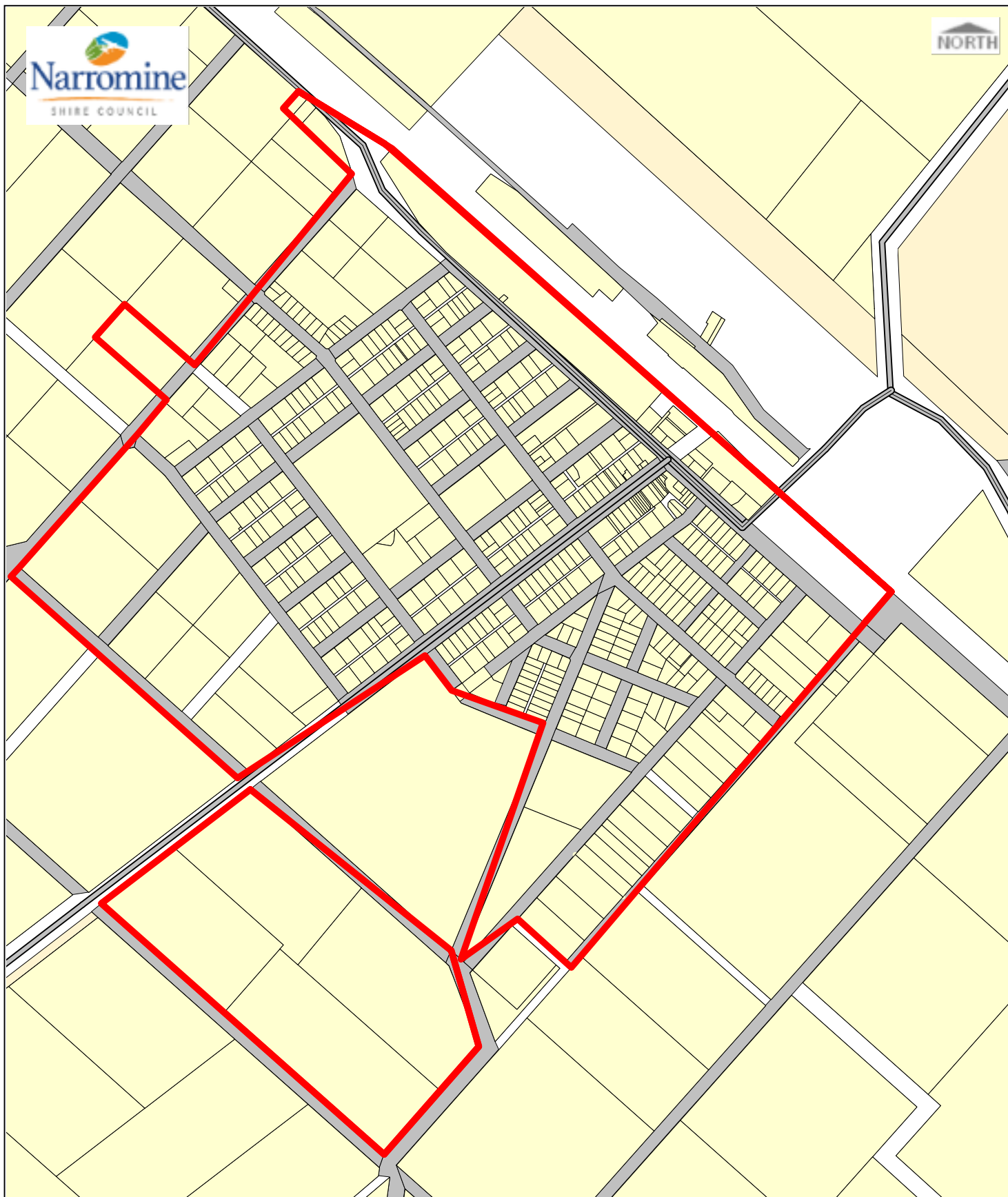


Narromine Shire Council
Waste Collection Services Area
Locality: Narromine
Projection: MGA94 Zone 55

Print Date: 26/04/2018

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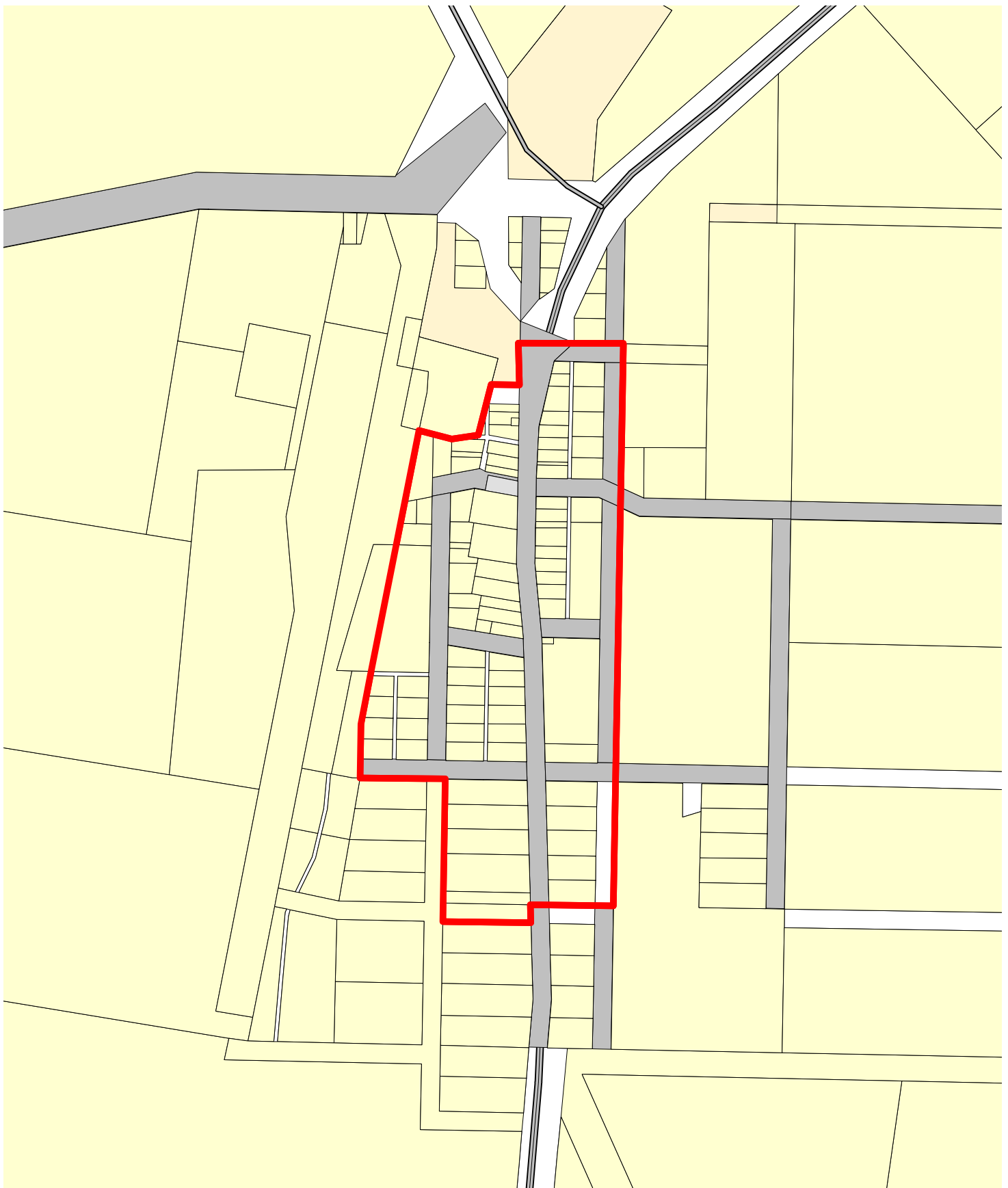


Narromine Shire Council
Waste Collection Services Area
Locality: Trangie
Projection: MGA94 Zone 58

Print Date: 26/04/2018

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Narromine Shire Council
Waste Collection Services Area
Locality: Tomingley
Projection: MGA94 Zone 55

Print Date: 26/04/2018

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2018 - 2019 Fees & Charges

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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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NARROMINE SHIRE COUNCIL

ORGANISATIONAL SERVICES

Fee for Returned Cheques/Direct Deposits

Each Instance	\$32.00	\$33.00	\$0.00	\$33.00	3.13%	N	999	
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Rate Certificates

Section 603 Certificate	\$80.00	\$80.00	\$0.00	\$80.00	0.00%	N	003	
Section 603 Certificate – Expedition Fee	\$34.00	\$35.00	\$0.00	\$35.00	2.94%	N	999	

Searches – By Service Agents

Company Searches – through Service Agent					Actual Cost	N	999	
Property Searches – By Address, Lot & DP, Name – through Service Agent					Actual Cost	N	999	

Copy of Rate or Water Account

Request for Hard Copy of Original Rate or Water Notice	\$7.50	\$7.70	\$0.00	\$7.70	2.67%	N	999	
Request for Email Copy of Original Rate or Water Notice					No Charge	N	999	

Accrual of Interest (Sec 566 LG Act 1993)

Outstanding Rates & Charges					7.50%	N	003	
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Rate Enquiry Fee – Per Property

(a) Written Request	\$38.00	\$39.00	\$0.00	\$39.00	2.63%	N	999	
(b) Verbal					No Charge	N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Administration Costs

Staff Time per hour or part thereof – Related to GST exempt charge	\$78.00	\$80.00	\$0.00	\$80.00	2.56%	N	999	
Staff Time per hour or part thereof – Not related to GST exempt charge	\$86.00	\$80.91	\$8.09	\$89.00	3.49%	Y	999	

Photocopying Costs

Photocopying of Council documents only that cannot be taken away from the building, i.e. LEP pages, DCP Pages

A4	\$0.55	\$0.60	\$0.00	\$0.60	9.09%	N	999	
A3	\$0.55	\$0.60	\$0.00	\$0.60	9.09%	N	999	
A4 Colour	\$1.10	\$1.20	\$0.00	\$1.20	9.09%	N	999	
A3 Colour	\$2.20	\$2.30	\$0.00	\$2.30	4.55%	N	999	

Photocopying Services for Community Groups

A4	\$0.35	\$0.36	\$0.04	\$0.40	14.29%	Y	999	
A3	\$0.45	\$0.45	\$0.05	\$0.50	11.11%	Y	999	
A4 Colour	\$0.55	\$0.55	\$0.05	\$0.60	9.09%	Y	999	
A3 Colour	\$1.20	\$1.18	\$0.12	\$1.30	8.33%	Y	999	
Laminating – A4 Size	\$0.60	\$0.64	\$0.06	\$0.70	16.67%	Y	999	

Photocopying for Special Groups

A4	\$0.15	\$0.18	\$0.02	\$0.20	33.33%	Y	999	
A3	\$0.25	\$0.27	\$0.03	\$0.30	20.00%	Y	999	
A4 Colour	\$0.35	\$0.36	\$0.04	\$0.40	14.29%	Y	999	
A3 Colour	\$0.85	\$0.82	\$0.08	\$0.90	5.88%	Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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GIPA

Formal Application Access	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	N	002	
Processing charge per hour	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	N	002	
Internal Review fee	\$40.00	\$40.00	\$0.00	\$40.00	0.00%	N	002	

Casual Hire of Council Meeting Rooms / Offices

CSPC Board Room – Hourly	\$20.00	\$18.64	\$1.86	\$20.50	2.50%	Y	999	
CSPC Board Room – Weekly Hire	\$205.00	\$191.82	\$19.18	\$211.00	2.93%	Y	999	
CSPC Board Room – Daily Hire	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	Y	999	
Council Chambers – Hourly	\$20.00	\$18.64	\$1.86	\$20.50	2.50%	Y	999	
Council Chambers – Weekly Hire	\$205.00	\$191.82	\$19.18	\$211.00	2.93%	Y	999	
Council Chambers – Daily Hire	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	Y	999	
Interview Room – Hourly	\$20.00	\$18.64	\$1.86	\$20.50	2.50%	Y	999	
Interview Room – Weekly Hire	\$205.00	\$191.82	\$19.18	\$211.00	2.93%	Y	999	
Interview Room – Daily Hire	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	Y	999	
Training Room – 37 Burraway Street, Narromine – Hourly	\$20.00	\$18.64	\$1.86	\$20.50	2.50%	Y	999	
Training Room – 37 Burraway Street, Narromine – Weekly	\$150.00	\$140.00	\$14.00	\$154.00	2.67%	Y	999	
Training Room – 37 Burraway Street, Narromine – Daily	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	Y	999	
Office – 37 Burraway Street, Narromine – Hourly	\$20.00	\$18.64	\$1.86	\$20.50	2.50%	Y	999	
Office – 37 Burraway Street, Narromine – Weekly	\$150.00	\$140.00	\$14.00	\$154.00	2.67%	Y	999	
Office – 37 Burraway Street, Narromine – Daily	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	Y	999	

Lease of Offices at 37 Burraway Street, Narromine

Weekly Hire – Signed Lease (Excludes Electricity Charges – Billed separately)	\$165.00	\$154.55	\$15.45	\$170.00	3.03%	Y	999	
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Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Legal Fees (as per Council's Debt Recovery Policy)

Skip Trace search fee – Using Service Agent (Ratepayer responsible for all searches)					Variable	N	999	
Ratepayer responsible for all costs					Variable	N	999	

Interest Payable

Refunds from Council's Trust Fund, i.e. Bond					2%	N	999	
					Last YR Fee 4%			

Administration Charge – (Section 713 Sale)

Sale of Land under Section 713 of the Local Government Act, 1993 (per property listed for sale)	\$540.00	\$503.64	\$50.36	\$554.00	2.59%	Y	999	
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Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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ENVIRONMENTAL & HEALTH

Food Premises Inspection Fees

Food Inspection Admin Fee	\$64.00	\$66.00	\$0.00	\$66.00	3.13%	N	999	
Food Inspection Fee per hour	\$76.00	\$78.00	\$0.00	\$78.00	2.63%	N	999	
Food Inspection Low Risk Premises – Nominal Fee	\$54.00	\$56.00	\$0.00	\$56.00	3.70%	N	999	
Food Inspection Community/Charity/Non-profit					No Charge	N	999	
Food Re-inspection fee	\$109.00	\$112.00	\$0.00	\$112.00	2.75%	N	999	

Other Inspection Fees

Public Health Premises – Skin Penetration/Public Pools	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	Y	010	
Re-Inspection – Prohibition Order \$250/hr or there part of to maximum of 2hrs	\$250.00	\$227.27	\$22.73	\$250.00	0.00%	Y	010	

Protection of the Environmental Operations Act

Compliance cost notice – full cost recovery for council's involvement including plant, equipment, wages, reports, investigations					Cost Recovery + 10%	Y	999	
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Water Carters – Potable Water

Registration	\$53.00	\$50.00	\$5.00	\$55.00	3.77%	Y	999	
Annual Inspection	\$79.00	\$73.64	\$7.36	\$81.00	2.53%	Y	999	

Section 68 – Local Government Act – Activity Approvals

Part A – Structures or places of Public Entertainment

Application to install a manufactured home or moveable dwelling	\$957.00	\$981.00	\$0.00	\$981.00	2.51%	N	999	
Part A Inspection	\$100.00	\$103.00	\$0.00	\$103.00	3.00%	N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Part B – Water Supply, Sewerage and Stormwater drainage work

Part B Inspection	\$100.00	\$103.00	\$0.00	\$103.00	3.00%	N	999	
Carry out water supply work	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Draw water from council water supply or standpipe or sell water so drawn	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Install, alter, disconnect or remove a meter connected to a service pipe	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Carry out Sewerage supply work	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Carry out stormwater drainage work	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Connect a private drain or sewer with a public drain or sewer under the control of a council or with a drain or sewer which connects with such a public drain or sewer	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	

Part C – Management of Waste

Part C Inspection	\$100.00	\$103.00	\$0.00	\$103.00	3.00%	N	999	
For fee or reward, transport waste over or under a public place	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Place waste in a public place	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Place a waste storage container in a public place	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Dispose of waste into a sewer of the council	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	
Liquid Trade Waste Application	\$184.00	\$189.00	\$0.00	\$189.00	2.72%	N	999	
Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility	\$158.00	\$162.00	\$0.00	\$162.00	2.53%	N	999	
Operate a system of sewerage management (within the meaning of section 68A)	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Part D – Community Land

Part D Inspection	\$46.00	\$48.00	\$0.00	\$48.00	4.35%	N	999	
Application to engage in a trade or business	\$252.00	\$259.00	\$0.00	\$259.00	2.78%	N	999	
Direct or procure a theatrical, musical or other entertainment for the public	\$108.00	\$111.00	\$0.00	\$111.00	2.78%	N	999	
Construct a temporary enclosure for the purpose of entertainment	\$108.00	\$111.00	\$0.00	\$111.00	2.78%	N	999	
For fee or reward, play a musical instrument or sing	\$54.00	\$56.00	\$0.00	\$56.00	3.70%	N	999	
Set up, operate or use a loudspeaker or sound amplifying device	\$54.00	\$56.00	\$0.00	\$56.00	3.70%	N	999	
Deliver a public address or hold a religious service or public meeting	\$54.00	\$56.00	\$0.00	\$56.00	3.70%	N	999	

Part E – Public Roads

Part E Inspection	\$100.00	\$103.00	\$0.00	\$103.00	3.00%	N	999	
Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	\$102.00	\$105.00	\$0.00	\$105.00	2.94%	N	999	
Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	\$131.00	\$135.00	\$0.00	\$135.00	3.05%	N	999	

Part F – Other Activities

Part F Inspection	\$79.00	\$81.00	\$0.00	\$81.00	2.53%	N	999	
Operate a public car park	\$102.00	\$105.00	\$0.00	\$105.00	2.94%	N	999	
Operate a caravan park or camping ground	\$231.00	\$237.00	\$0.00	\$237.00	2.60%	N	999	
Operate a manufactured home estate	\$231.00	\$237.00	\$0.00	\$237.00	2.60%	N	999	
Install a domestic oil or solid fuel heating appliance, other than a portable appliance	\$77.00	\$79.00	\$0.00	\$79.00	2.60%	N	999	
Install or operate amusement devices	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	N	999	
Use a standing vehicle or any article for the purpose of selling any article in a public place (Annual Fee)	\$102.00	\$105.00	\$0.00	\$105.00	2.94%	N	999	
Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations	\$79.00	\$81.00	\$0.00	\$81.00	2.53%	N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Swimming Pool

Compliance certificate	\$72.00	\$72.00	\$0.00	\$72.00	0.00%	N	010
Compliance inspection – first inspection	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	N	010
Compliance inspection – additional inspection	\$100.00	\$100.00	\$0.00	\$100.00	0.00%	N	010
Application for Exemption	\$70.00	\$70.00	\$0.00	\$70.00	0.00%	N	010
Process swimming pool register application	\$10.00	\$10.00	\$0.00	\$10.00	0.00%	N	010

Use of Footpath

Street dining/articles on footpaths application fees	\$90.00	\$93.00	\$0.00	\$93.00	3.33%	N	999
Annual Rental	\$131.00	\$135.00	\$0.00	\$135.00	3.05%	N	999
Footpath Security Deposit (Refundable if no damage incurred on footpath)	\$615.00	\$631.00	\$0.00	\$631.00	2.60%	N	999

Temporary Buildings

Application for approval of temporary building	\$130.00	\$134.00	\$0.00	\$134.00	3.08%	N	999
Application for permission to occupy moveable dwelling on building site (caravan) Information	\$130.00	\$134.00	\$0.00	\$134.00	3.08%	N	999

Noxious Weeds

Private Spraying – Noxious Weeds

One man plus plant (Plant including 1 operator) per hour (Minimum Charge one hour)	\$113.00	\$105.45	\$10.55	\$116.00	2.65%	Y	999
Two men plus plant (Plant including 2 operators) per hour (Minimum Charge one hour)	\$190.00	\$177.27	\$17.73	\$195.00	2.63%	Y	999
Plus Chemical				Cost + 30%		Y	999
Plus Charge per kilometre	\$2.00	\$1.86	\$0.19	\$2.05	2.50%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Hire of Noxious Weeds Trailer

Trailer – Daily Hire Rate	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	Y	999
Bond – Refundable	\$256.00	\$263.00	\$0.00	\$263.00	2.73%	N	999

Ranger Services

Dog & Cat Registrations

Non – Desexed General Dogs / Cats	\$201.00	\$201.00	\$0.00	\$201.00	0.00%	N	003
Desexed Dogs / Cats	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	N	003
Pensioner Desexed Dogs / Cats	\$23.00	\$23.00	\$0.00	\$23.00	0.00%	N	003
Working Dogs – general / desexed					No Charge	N	003
Desexed – Sold by eligible pound or shelter	\$27.50	\$27.50	\$0.00	\$27.50	0.00%	N	999
Registered Breeders – Breeding Dogs / Cats	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	N	003
Guide Dogs					No Charge	N	003
Micro chipping – all dogs and cats*	\$51.00	\$53.00	\$0.00	\$53.00	3.92%	N	999
*NOTE: Only GST Exempt when part of impound release fee							

Euthanasia	\$77.00	\$79.00	\$0.00	\$79.00	2.60%	N	999
Assessment of Working Dog	\$75.00	\$70.00	\$7.00	\$77.00	2.67%	Y	999
Non-desexed – not recommended for desexing	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	N	999
Non-desexed – animal under 6 months	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	N	999
Dangerous / Restricted Breed Enclosure Inspection	\$0.00	\$150.00	\$0.00	\$150.00	-	N	010

Impounding Fee – Companion Animals

Feeding Fees – Per Day	\$14.50	\$15.00	\$0.00	\$15.00	3.45%	N	004
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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Release Fees

NOTE: Animals are to be micro chipped and lifetime registered prior to being released

First time	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	N	004	
Second & subsequent times within 12 months	\$100.00	\$100.00	\$0.00	\$100.00	0.00%	N	004	

Surrender Fee (Commercial)

Surrender Greyhound (Commercial)	\$75.00	\$77.00	\$0.00	\$77.00	2.67%	N	999	
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Sale of Companion Animals

Sale of Companion Animal – Including Microchipping, De-sexing & Lifetime Registration				Actual Costs + 10%		Y	999	
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Impounding

Callout Fee – Outside Normal Working Hours – per person	\$236.00	\$242.00	\$0.00	\$242.00	2.54%	N	999	
Fee per hour per person after the first 4 hours	\$60.00	\$62.00	\$0.00	\$62.00	3.33%	N	999	
Fee per animal	\$25.00	\$26.00	\$0.00	\$26.00	4.00%	N	999	

Callout Fee

Rate per person per hour (During Normal Working Hours)	\$43.00	\$45.00	\$0.00	\$45.00	4.65%	N	999	
Rate additional officer per hour	\$43.00	\$45.00	\$0.00	\$45.00	4.65%	N	999	
plus per half hour additional officer after 4 hours	\$43.00	\$45.00	\$0.00	\$45.00	4.65%	N	999	
Kilometre charge to apply	\$1.05	\$1.00	\$0.10	\$1.10	4.76%	Y	999	

Transport / Carrier Costs / Feeding

Cost recovery of Actual Costs to Council				Actual Costs + 10%		N	999	
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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Small Stock Trailer – per hour (1 hour minimum)

Hire of Stock Trailer – per hour (1 hour minimum)	\$50.00	\$47.27	\$4.73	\$52.00	4.00%	Y	999	
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Treatment & Feeding Costs

Feeding costs – Cost recovery of Actual Costs to Council				Actual Costs + 10%		N	999	
Euthanasia – per Animal Livestock				Actual Costs + 10%		Y	999	

Sale of Livestock

By Tender (All Advertising Costs & Preparation for Sale)	\$150.00	\$140.00	\$14.00	\$154.00	2.67%	Y	999	
By Auction				Actual Costs + 10%		Y	999	

Impounding Fee – Vehicles/ Articles

Abandoned Article – Small (Per Article)	\$184.00	\$189.00	\$0.00	\$189.00	2.72%	N	999	
Abandoned Article – Large (Per Article)	\$263.00	\$270.00	\$0.00	\$270.00	2.66%	N	999	
Abandoned Vehicle	\$378.00	\$388.00	\$0.00	\$388.00	2.65%	N	999	
Release Fee – Vehicle / Article	\$32.00	\$33.00	\$0.00	\$33.00	3.13%	N	999	
Storage Fee – Vehicle (Per Day)	\$11.00	\$10.91	\$1.09	\$12.00	9.09%	Y	999	
Disposal Fee				Actual Costs + 10%		N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Fee (excl. GST)	Year 18/19 Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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PLANNING & DEVELOPMENT

Planning – LEP

Local Environmental Plans (LEP)

Documents & Maps (hard copy)	\$55.00	\$57.00	\$0.00	\$57.00	3.64%	N	999	
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Development Control Plans (DCP)

Document in hard copy	\$30.00	\$31.00	\$0.00	\$31.00	3.33%	N	999	
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Fees for Rezoning Applications

Stage 1 – Milestone – Upon initial application	\$576.00	\$591.00	\$0.00	\$591.00	2.60%	N	999	
Stage 2 – Milestone – Upon endorsement of Council	\$2,299.00	\$2,357.00	\$0.00	\$2,357.00	2.52%	N	999	
Stage 3 – Milestone – Upon approval of the NSW Dept of Planning & Infrastructure 'Gateway'	\$8,047.00	\$8,249.00	\$0.00	\$8,249.00	2.51%	N	999	
Advertising of rezoning	\$649.00	\$666.00	\$0.00	\$666.00	2.62%	N	999	

Section 149 Certificates

149 (2) Basic Certificate	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	N	011	
149 (2) & (5) Certificate	\$133.00	\$133.00	\$0.00	\$133.00	0.00%	N	011	
Urgency Fee for Section 149 Certificate within 48 hours of Application	\$106.00	\$106.00	\$0.00	\$106.00	0.00%	N	999	

Section 94 Contributions

Section 94A				As per Section 94a Contribution		N	001	
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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Planning – Miscellaneous

Application to determine dwelling permissibility	\$158.00	\$200.00	\$200.00	\$0.00	26.58%	N	999	Increase reflects costs more accurately
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Development Applications

Development Applications – Other

Developments that do not involve the erection of a building, the carrying out of work, the subdivision of land or demolition of a building or work	\$285.00	\$285.00	\$285.00	\$0.00	0.00%	N	006	
Development Application for Home Business/Industry/Occupation	\$220.00	\$220.00	\$220.00	\$0.00	0.00%	N	006	
Swimming Pool	\$110.00	\$100.00	\$110.00	\$10.00	0.00%	Y	006	

Residential Developments

Carport, Patio or Garage < 75m2	\$79.00	\$71.82	\$79.00	\$7.18	0.00%	Y	999	
Carport, Patio or Garage > 75m2	\$116.00	\$105.45	\$116.00	\$10.55	0.00%	Y	999	

Up to \$5,000

Developments up to \$5,000	\$110.00	\$110.00	\$110.00	\$0.00	0.00%	N	006	
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From \$5,001 to \$50,000

Base Fee	\$170.00	\$170.00	\$170.00	\$0.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) of the estimated cost	\$3.00	\$3.00	\$3.00	\$0.00	0.00%	N	006	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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From \$50,001 to \$250,000

Base Fee	\$352.00	\$352.00	\$0.00	\$352.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000*	\$3.64	\$3.64	\$0.00	\$3.64	0.00%	N	006	

* A fee is payable to each concurrence authority for development that requires concurrence

From \$250,001 to \$500,000

Base Fee	\$1,160.00	\$1,160.00	\$0.00	\$1,160.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$2.34	\$2.34	\$0.00	\$2.34	0.00%	N	006	

From \$500,001 to \$1M

Base Fee	\$1,745.00	\$1,745.00	\$0.00	\$1,745.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$1.64	\$1.64	\$0.00	\$1.64	0.00%	N	006	

From \$1M to \$10M

Base Fee	\$2,615.00	\$2,615.00	\$0.00	\$2,615.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$1.44	\$1.44	\$0.00	\$1.44	0.00%	N	006	

From \$10M to \$100M

Base Fee	\$15,875.00	\$15,875.00	\$0.00	\$15,875.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$1.19	\$1.19	\$0.00	\$1.19	0.00%	N	006	

Commercial / Industrial Developments

Advertising Signs	\$220.00	\$220.00	\$0.00	\$220.00	0.00%	N	006	
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
Up to \$5,000							
Up to \$5,000	\$226.00	\$226.00	\$0.00	\$226.00	0.00%	N	006
From \$5,001 to \$50,000							
Base Fee	\$174.00	\$174.00	\$0.00	\$174.00	0.00%	N	006
Plus per \$1,000 (or part of \$1,000) of the estimated cost	\$3.10	\$3.10	\$0.00	\$3.10	0.00%	N	006
From \$50,001 to \$250,000							
Base Fee	\$361.00	\$361.00	\$0.00	\$361.00	0.00%	N	006
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000*	\$3.75	\$3.75	\$0.00	\$3.75	0.00%	N	006
* A fee is payable to each concurrence authority for development that requires concurrence							
From \$250,001 to \$500,000							
Base Fee	\$1,189.00	\$1,189.00	\$0.00	\$1,189.00	0.00%	N	006
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$2.40	\$2.40	\$0.00	\$2.40	0.00%	N	006
From \$500,001 to \$1M							
Base Fee	\$1,789.00	\$1,789.00	\$0.00	\$1,789.00	0.00%	N	006
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$1.70	\$1.70	\$0.00	\$1.70	0.00%	N	006
From \$1M to \$10M							
Base Fee	\$2,680.00	\$2,680.00	\$0.00	\$2,680.00	0.00%	N	006
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$1.50	\$1.50	\$0.00	\$1.50	0.00%	N	006

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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From \$10M to \$100M

Base Fee	\$16,272.00	\$16,272.00	\$0.00	\$16,272.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$1.20	\$1.20	\$0.00	\$1.20	0.00%	N	006	

Development Application – for Subdivisions

Per Application (including creation of a public road)	\$665.00	\$665.00	\$0.00	\$665.00	0.00%	N	006	
Plus per additional Lot created	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	N	006	
Per Application (not including creation of a public road)	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	N	006	
Plus per additional Lot created	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	N	006	
Per Application (Strata Title)	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	N	006	
Plus per additional Lot created	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	N	006	

Subdivision Certificates

Subdivision Certificate (per Certificate)	\$118.00	\$118.00	\$0.00	\$118.00	0.00%	N	006	
Subdivision Certificate (per Lot)	\$129.00	\$129.00	\$0.00	\$129.00	0.00%	N	006	

Designated Development

If a proposed development is also a designated development for the purposes of the Environmental Planning & Assessment Act (EP & A Act) the following additional fee applies	\$920.00	\$920.00	\$0.00	\$920.00	0.00%	N	006	
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Development Fees – Other

Concurrence Fee (CI 252A (5)) EP & A Regulations 2000	\$320.00	\$320.00	\$0.00	\$320.00	0.00%	N	006	
Integrated Development Processing Fee**	\$140.00	\$140.00	\$0.00	\$140.00	0.00%	N	006	

** An approval fee of \$320 is payable to each approval body in respect to Integrated Development

Integrated Development Approval Fee	\$320.00	\$320.00	\$0.00	\$320.00	0.00%	N	006	
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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Modification of Development Application

Minor Modifications to a DA (under S.96(1) of Act) (Minimal environmental impact)	\$71.00	\$71.00	\$0.00	\$71.00	0.00%	N	006	
Minor Modification (under S.96(1A) or S96AA(1) of the Act) (Minimal environmental impact)		50% of the Original DA fee up to a maximum \$645.00				N	006	
Major Modifications (under S.96AA(1) or S.96(2) of Act) – (Not of Minimal environmental impact)		50% of the Original DA fee up to a maximum \$850.00				N	006	

Notes

The maximum fee for an application under section 96(2) of the Act in respect of a modification which, in the opinion of the consent authority, is not of minimal environmental impact, is:

(a) if the fee for the original application was less than \$100, 50% of that fee, or

(b) if the fee for the original application was \$100 or more:

(i) in the case of an application with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building, 50% of the fee for the original DA, and

(ii) in the case of an application with respect to a development application that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less, \$190, and

(iii) in the case of an application with respect to any other development application, as set out below;

Plus an additional amount of not more than \$665 if notice of the application is required to be given under section 96(2) or 96AA(1) of the Act.

Estimated Cost and Maximum Fee Payable

Up to \$5,000

Base Fee	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	N	008	
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From \$5,001 to \$250,000

Base Fee	\$85.00	\$85.00	\$0.00	\$85.00	0.00%	N	008	
Plus per \$1,000 (or part of \$1,000) of the estimated cost	\$1.50	\$1.50	\$0.00	\$1.50	0.00%	N	008	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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From \$250,001 to \$500,000

Base Fee	\$500.00	\$500.00	\$0.00	\$500.00	0.00%	N	008	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$0.85	\$0.85	\$0.00	\$0.85	0.00%	N	008	

From \$500,001 to \$1,000,000

Base Fee	\$712.00	\$712.00	\$0.00	\$712.00	0.00%	N	008	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$0.50	\$0.50	\$0.00	\$0.50	0.00%	N	008	

From \$1,000,001 to \$10,000,000

Base Fee	\$987.00	\$987.00	\$0.00	\$987.00	0.00%	N	008	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$0.40	\$0.40	\$0.00	\$0.40	0.00%	N	008	

From \$10M

Base Fee	\$4,737.00	\$4,737.00	\$0.00	\$4,737.00	0.00%	N	008	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$0.27	\$0.27	\$0.00	\$0.27	0.00%	N	008	

Review of a Development Application

The maximum fee for a request for a review of a determination under section 82A of the Act is:

(a) in the case of a request with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building, 50 % of the fee for the original development application, and

(b) in the case of a request with respect to a development application that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less, \$190, and

(c) in the case of a request with respect to any other development application, as set out in the Table to this clause,

Plus an additional amount of not more than \$620 if notice of the application is required to be given under section 82A of the Act.

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
Up to \$5,000								
Base Fee	\$55.00		\$55.00	\$55.00	0.00%	N	006	
From \$5,001 to \$250,000								
Base Fee	\$85.00		\$85.00	\$85.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) of the estimated cost	\$1.50		\$1.50	\$1.50	0.00%	N	006	
From \$250,001 to \$500,000								
Base Fee	\$500.00		\$500.00	\$500.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$0.85		\$0.85	\$0.85	0.00%	N	006	
From \$500,001 to \$1,000,000								
Base Fee	\$712.00		\$712.00	\$712.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$0.50		\$0.50	\$0.50	0.00%	N	006	
From \$1,000,001 to \$10,000,000								
Base Fee	\$987.00		\$987.00	\$987.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$0.40		\$0.40	\$0.40	0.00%	N	006	
From \$10M								
Base Fee	\$4,737.00		\$4,737.00	\$4,737.00	0.00%	N	006	
Plus per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$0.27		\$0.27	\$0.27	0.00%	N	006	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Dwelling House with Cost of Construction less than \$100,000

For dwelling house with construction less than \$100,000*	\$466.00	\$466.00	\$0.00	\$466.00	0.00%	N	006	
*Where application involves erection of dwelling house, of which the estimation cost of construction is \$100,000 or less								

Review of Decision to Reject

Estimated Cost Up To \$100,000	\$56.00	\$56.00	\$0.00	\$56.00	0.00%	N	006	
Estimated Cost between \$100,001 and \$1,000,000	\$126.00	\$126.00	\$0.00	\$126.00	0.00%	N	006	
Estimated Cost Greater than \$1,000,000	\$262.00	\$262.00	\$0.00	\$262.00	0.00%	N	006	

Advertising of Development Application

Advertised Development (Includes newspaper advertisement, letters to adjoining owners and 2 weeks advertising period)	\$1,105.00	\$1,105.00	\$0.00	\$1,105.00	0.00%	N	005	
Designated Development	\$2,220.00	\$2,220.00	\$0.00	\$2,220.00	0.00%	N	005	
Adjoining Owner's Notification (no newspaper advertisement, per application)	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	N	005	

Complying Development Certificate (CDC)

Complying Development Certificate – Residential

New Dwelling, Dwelling Alterations & Additions – Estimated value up to \$5,000				75% of Combined DA/CC fee		Y	999	
New Dwelling, Dwelling Alterations & Additions – Estimated value between \$5,000 and \$50,000				75% of Combined DA/CC fee		Y	999	
New Dwelling, Dwelling Alterations & Additions – Estimated value between \$50,001 to and \$250,000				75% of Combined DA/CC fee		Y	999	
New Dwelling, Dwelling Alterations & Additions – Estimated value between \$250,001 to and \$500,000				75% of Combined DA/CC fee		Y	999	
New Dwelling, Dwelling Alterations & Additions – Estimated value between \$500,00 to and \$1,000,000				75% of Combined DA/CC fee		Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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Complying Development Certificate – Non Residential

Commercial/Industrial buildings – Estimated value between \$5,001 to and \$50,000			75% of Combined DA/CC fee			Y	999	
Commercial/Industrial buildings – Estimated value between \$50,001 to and \$250,000			75% of Combined DA/CC fee			Y	999	
Commercial/Industrial buildings – Estimated value between \$250,001 to and \$500,000			75% of Combined DA/CC fee			Y	999	
Commercial/Industrial buildings – Estimated value between \$500,001 to and \$1,000,000			75% of Combined DA/CC fee			Y	999	

Complying Development Certificate – Bed & Breakfast (existing dwelling)

Bed & Breakfast (Existing Dwelling only)	\$232.00	\$216.36	\$21.64	\$238.00	2.59%	Y	999	
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Modification of a CDC

Minor – per Certificate	\$106.00	\$99.09	\$9.91	\$109.00	2.83%	Y	999	
Major – per Certificate				50% of the Original fee		Y	999	

Lodgement of Certificate by Private Certifiers

By a Private Certifier (per Certificate)	\$36.00	\$36.00	\$0.00	\$36.00	0.00%	N	010	
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Construction Certificates

Residential – New Dwelling, Dwelling Alterations & Additions

Up to \$5,000

Base Fee	\$196.00	\$182.73	\$18.27	\$201.00	2.55%	Y	999	
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From \$5,001 to \$15,000

Base Fee	\$231.00	\$215.45	\$21.55	\$237.00	2.60%	Y	999	
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
From \$15,001 to \$50,000							
Base Fee	\$279.00	\$260.00	\$286.00	2.51%	Y	999	
From \$50,001 to \$100,000							
Base Fee	\$291.00	\$271.82	\$299.00	2.75%	Y	999	
From \$100,001 to \$250,000							
Base Fee	\$384.00	\$358.18	\$394.00	2.60%	Y	999	
From \$250,001 to \$500,000							
Base Fee	\$450.00	\$420.00	\$462.00	2.67%	Y	999	
From \$500,000							
Base Fee	\$450.00	\$420.00	\$462.00	2.67%	Y	999	
Plus per \$1,000 (or part of \$1,000) of estimated cost exceeding \$500,000	\$1.20	\$1.18	\$1.30	8.33%	Y	999	
Swimming Pool							
Swimming Pool	\$252.00	\$235.45	\$259.00	2.78%	Y	999	
Carport, Patio or Garage							
Carport, Patio or Garage < 75m2	\$190.00	\$177.27	\$195.00	2.63%	Y	999	
Carport, Patio or Garage > 75m2	\$252.00	\$235.45	\$259.00	2.78%	Y	999	
Dual Occupancy							
Dual Occupancy – value up to \$500,000	\$502.00	\$468.18	\$515.00	2.59%	Y	999	
Dual Occupancy – exceeding \$500,000	\$560.00	\$521.82	\$574.00	2.50%	Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Multi Unit Residential

Multi Unit Residential (Up to six units)	\$798.00	\$743.64	\$74.36	\$818.00	2.51%	Y	999	
Multi Unit Residential (Greater than six units)	\$798.00	\$743.64	\$74.36	\$818.00	2.51%	Y	999	
Per Unit above six units	\$158.00	\$147.27	\$14.73	\$162.00	2.53%	Y	999	

Commercial / Industrial Buildings

Up to \$15,000

Base Fee	\$262.00	\$244.54	\$24.45	\$269.00	2.67%	Y	999	
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From \$15,001 to \$100,000

Base Fee	\$326.00	\$304.55	\$30.45	\$335.00	2.76%	Y	999	
Plus per \$1,000 (or part of \$1,000) of estimated cost exceeding \$15,000	\$3.20	\$3.00	\$0.30	\$3.30	3.13%	Y	999	

From \$100,001 to \$250,000

Base Fee	\$420.00	\$391.82	\$39.18	\$431.00	2.62%	Y	999	
Plus per \$1,000 (or part of \$1,000) of estimated cost exceeding \$100,000	\$2.00	\$1.91	\$0.19	\$2.10	5.00%	Y	999	

From \$250,000

Base Fee	\$788.00	\$734.54	\$73.45	\$808.00	2.54%	Y	999	
Plus per \$1,000 (or part of \$1,000) of estimated cost exceeding \$250,000	\$1.20	\$1.18	\$0.12	\$1.30	8.33%	Y	999	

Assessment of Construction Certificate outside Council's Accreditation Level

Assessment outside Council's Accreditation Level				Actual Costs + 10%		Y	999	
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Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
Subdivision Construction Certificates								
Subdivision Certificate Application Only	\$250.00	\$233.64	\$23.36	\$257.00	2.80%	Y	999	
Modification of Construction Certificates								
Class 1 & 10	\$103.00	\$93.64	\$9.36	\$103.00	0.00%	Y	006	
Class 2 & 9				50% of the Original fee		Y	007	
Subdivision	\$77.00	\$70.00	\$7.00	\$77.00	0.00%	Y	006	
All Classes – correction of typographical error on submitted plans	\$21.00	\$19.09	\$1.91	\$21.00	0.00%	Y	006	
Copy of Construction Certificates								
Issue Copy of CC	\$52.00	\$47.27	\$4.73	\$52.00	0.00%	Y	999	
Assessment of Alternative Solution								
Non – Fire Safety (per application)	\$500.00	\$466.36	\$46.64	\$513.00	2.60%	Y	999	
Fire Safety (per application) – Minor	\$1,250.00	\$1,165.45	\$116.55	\$1,282.00	2.56%	Y	999	
Fire Safety (per application) – Major				Actual Costs + 10%		Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Inspections (Including Final Occupation Certificates)

Building and Engineering Works Inspection Fee (Single)	\$112.00	\$104.55	\$10.45	\$115.00	2.68%	Y	999	
Building Inspection Class 2 – 9 (Single)	\$190.00	\$177.27	\$17.73	\$195.00	2.63%	Y	999	
New Dwelling Package (max. 6 Inspections)	\$499.00	\$465.45	\$46.55	\$512.00	2.61%	Y	999	
Alterations and Additions including drainage package (max. 6 inspections)	\$568.00	\$530.00	\$53.00	\$583.00	2.64%	Y	999	
Alterations and Additions NO Drainage package (max. 4 Inspections)	\$447.00	\$417.27	\$41.73	\$459.00	2.68%	Y	999	
Class 10 – No Drainage	\$220.00	\$205.45	\$20.55	\$226.00	2.73%	Y	999	
Class 10 Including Drainage	\$279.00	\$260.00	\$26.00	\$286.00	2.51%	Y	999	
Re-Inspection	\$99.00	\$92.73	\$9.27	\$102.00	3.03%	Y	999	
Commercial/Industrial (Less than 500m2) (max. 4 Inspections)	\$368.00	\$343.64	\$34.36	\$378.00	2.72%	Y	999	
Commercial/Industrial (Greater than 500m2 but less than 1,000m2) (max. 7 Inspections)	\$599.00	\$558.18	\$55.82	\$614.00	2.50%	Y	999	
Multi-Unit Residential Package (per unit)	\$368.00	\$343.64	\$34.36	\$378.00	2.72%	Y	999	
Inspections of Roadworks at Critical Stages (package of up to 8 inspections)	\$599.00	\$558.18	\$55.82	\$614.00	2.50%	Y	999	

Certificates & Notices

Section 121ZP Certificate as to Outstanding Notices	\$75.00	\$75.00	\$0.00	\$75.00	0.00%	N	006	
Section 735A LGA Certificate as to Outstanding Notices	\$80.00	\$80.00	\$0.00	\$80.00	0.00%	N	003	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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Building Certificate Fee (Sec 149(B)2)

Class 1 and Class 10 Building	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	N	006	
Each additional dwelling – dwelling is in the building or on the allotment	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	N	006	
Class 2 to Class 9 not exceeding 200m2	\$210.00	\$210.00	\$0.00	\$210.00	0.00%	N	006	
Plus: for areas within 201m2 to 2,000m2 per m2	\$0.50	\$0.50	\$0.00	\$0.50	0.00%	N	006	
Exceeding 2,000m2			\$1,165 + 7.5c per m2 exceeding 2,000m2			N	999	
Where re-inspection required	\$90.00	\$90.00	\$0.00	\$90.00	0.00%	N	006	
Copy of Building Certificate (Sect 149(B)2)	\$13.00	\$13.00	\$0.00	\$13.00	0.00%	N	006	

Sewer Connection (Town Sewerage System)

Application fee – Dwelling/Domestic	\$126.00	\$130.00	\$0.00	\$130.00	3.17%	N	999	
Application fee – Alteration to an existing approval	\$64.00	\$66.00	\$0.00	\$66.00	3.13%	N	999	
Application fee – Industrial/Commercial	\$254.00	\$261.00	\$0.00	\$261.00	2.76%	N	999	
Application fee – Alteration to existing approval	\$126.00	\$130.00	\$0.00	\$130.00	3.17%	N	999	

Building Statistic Charge

Per Annum	\$154.00	\$158.00	\$0.00	\$158.00	2.60%	N	999	
Monthly	\$15.00	\$15.40	\$0.00	\$15.40	2.67%	N	999	

Stamping of Additional Plans (per set)

Stamping of Additional Plans (per set)	\$13.00	\$13.40	\$0.00	\$13.40	3.08%	N	999	
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Search Fee (Including Subpoena Documents)

Per request for search of all recorded consents/approvals up to 1 hour	\$66.00	\$68.00	\$0.00	\$68.00	3.03%	N	999	
Plus for each subsequent half hour (1/2) or part thereof	\$26.00	\$27.00	\$0.00	\$27.00	3.85%	N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Bond Administration Fee

Lodging of a bond or proof of bank guarantee with council for incomplete subdivision works	\$262.00	\$269.00	\$0.00	\$269.00	2.67%	N	999	
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Relocation of Second Hand Dwelling

Security Bond	\$10,506.00	\$10,769.00	\$0.00	\$10,769.00	2.50%	N	999	
Inspection prior to relocation (within Narromine Shire)	\$294.00	\$274.55	\$27.45	\$302.00	2.72%	Y	999	
Inspection prior to relocation (Outside Narromine Shire – 250km)	\$593.00	\$552.73	\$55.27	\$608.00	2.53%	Y	999	
Inspection prior to relocation (Outside Narromine Shire – in excess of 250km)				Actual Costs + 10%		Y	999	
Section 608 Fee for Inspection (Other)	\$89.00	\$92.00	\$0.00	\$92.00	3.37%	N	999	

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Name	Year 17/18	Year 18/19		Increase	GST	Statutory	Comment
	Last YR Fee	Fee	Fee				
	(incl. GST)	(excl. GST)	GST	(incl. GST)	%	Fee	

COMMUNITY & CULTURAL SERVICES

Cemetery

General Cemetery Fees – Narromine, Tomingley & Trangie Monumental

Purchase of Land (2.4m x .9m)	\$770.00	\$718.18	\$71.82	\$790.00	2.60%	Y	999
Reservation (Monumental)*	\$360.00	\$336.36	\$33.64	\$370.00	2.78%	Y	999 Is deducted from future purchase price
*Is deducted from future purchase price							
Interment Fee (Weekdays) – Monumental	\$820.00	\$763.64	\$76.36	\$840.00	2.44%	Y	999
Interment Fee – Reopening (Weekdays) – Monumental	\$950.00	\$886.36	\$88.64	\$975.00	2.63%	Y	999
Interment Fee (Weekends & Public Holidays) – Monumental	\$1,025.00	\$954.55	\$95.45	\$1,050.00	2.44%	Y	999
Interment Fee Monumental – Reopening (Weekends & Public Holidays)	\$1,130.00	\$1,054.55	\$105.45	\$1,160.00	2.65%	Y	999
Interment of Ashes in grave or headstone (Weekdays) – Monumental	\$255.00	\$240.91	\$24.09	\$265.00	3.92%	Y	999
Interment of Ashes in grave or headstone (Weekends & Public Holidays)	\$515.00	\$481.82	\$48.18	\$530.00	2.91%	Y	999
Interment Fee – Stillborn & Children under 2 years (Buried in children's section – single interment (No charge for gravesite)	\$410.00	\$381.82	\$38.18	\$420.00	2.44%	Y	999
Interment Fee – Still born and Children under 2 years (Buried in new grave – single interment) – Monumental	\$410.00	\$381.82	\$38.18	\$420.00	2.44%	Y	999
Exhumation Fee (Weekdays) – Monumental	\$1,900.00	\$1,772.73	\$177.27	\$1,950.00	2.63%	Y	999
Exhumation Fee (Weekend and Public Holidays) – Monumental	\$2,260.00	\$2,109.09	\$210.91	\$2,320.00	2.65%	Y	999
Provision of Cross	\$145.00	\$136.36	\$13.64	\$150.00	3.45%	Y	999

Name	Year 17/18	Year 18/19		Increase	GST	Statutory	Comment
	Last YR Fee	Fee	Fee				
	(incl. GST)	(excl. GST)	GST	(incl. GST)	%	Fee	

Walls of Memory

Purchase or Reservation of Niche – Narromine (Monumental Walls), Trangie & Tomingley	\$155.00	\$145.45	\$14.55	\$160.00	3.23%	Y	999
Purchase or Reservation of Niche – Narromine (New Lawn Wall) Located in Lawn Section	\$200.00	\$186.36	\$18.64	\$205.00	2.50%	Y	999
Bronze Plaque				At Cost + 20%		Y	999
Interment of Ashes (Weekday)	\$205.00	\$190.91	\$19.09	\$210.00	2.44%	Y	999
Interment of Ashes (Weekend & Public Holidays)	\$410.00	\$381.82	\$38.18	\$420.00	2.44%	Y	999
Removal of ashes from Niche Wall (Council not responsible if plaque damaged during removal)	\$205.00	\$190.91	\$19.09	\$210.00	2.44%	Y	999

Lawn Cemetery Fees – Narromine & Trangie

Purchase of Land (2.4m x 1.2m) – (Includes Perpetual Maintenance)	\$1,280.00	\$1,190.91	\$119.09	\$1,310.00	2.34%	Y	999
Reservation (Lawn)*	\$360.00	\$336.36	\$33.64	\$370.00	2.78%	Y	999 Is deducted from future purchase price

*Is deducted from future purchase price

Interment Fee (Weekdays) – Lawn	\$820.00	\$763.64	\$76.36	\$840.00	2.44%	Y	999
Interment Fee – Reopening (Weekdays) – Lawn	\$800.00	\$745.45	\$74.55	\$820.00	2.50%	Y	999
Interment Fee (Weekends & Public Holidays) – Lawn	\$1,025.00	\$954.55	\$95.45	\$1,050.00	2.44%	Y	999
Interment Fee/Reopening (Weekends & Public Holidays) – Lawn	\$1,075.00	\$1,000.00	\$100.00	\$1,100.00	2.33%	Y	999
Interment of Ashes in grave or headstone (Weekdays) – Lawn	\$255.00	\$240.91	\$24.09	\$265.00	3.92%	Y	999
Interment of Ashes in grave or headstone (Weekends & Public Holidays) – Lawn	\$515.00	\$481.82	\$48.18	\$530.00	2.91%	Y	999
Interment Fee – Stillborn & Children under 2 years (Buried under Lawn Concrete Beam + Grave site at full cost)	\$410.00	\$381.82	\$38.18	\$420.00	2.44%	Y	999
Interment Fee – Stillborn & Children under 2 years (Buried in new grave – single interment) – Lawn	\$410.00	\$381.82	\$38.18	\$420.00	2.44%	Y	999
Exhumation Fee (Weekdays) – Lawn	\$1,900.00	\$1,772.73	\$177.27	\$1,950.00	2.63%	Y	999
Exhumation Fee (Weekend and Public Holidays) – Lawn	\$2,260.00	\$2,109.09	\$210.91	\$2,320.00	2.65%	Y	999
Provision of Cross	\$145.00	\$136.36	\$13.64	\$150.00	3.45%	Y	999

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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Lawn Cemetery Fees – Narromine & Trangie [continued]

Permission to erect head/foot stones – Lawn Section only* NOTE: For Burials up to 1/7/2016. From 01/07/2016 fee included in Interment Fee.	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	N	999
*NOTE: For Burials up to 1/7/2016. From 01/07/2016 fee included in Interment Fee.							

Community Halls

Trangie Memorial Hall

Refundable Security Deposit	\$102.00	\$105.00	\$0.00	\$105.00	2.94%	N	999
Hire of the Memorial Hall – General use (Hirer to clean before and after event)	\$195.00	\$181.82	\$18.18	\$200.00	2.56%	Y	999
Hire of Memorial Hall – Special Charitable Occasions (Hirer to clean before and after the event)	\$66.00	\$61.82	\$6.18	\$68.00	3.03%	Y	999
Hire of Memorial Hall – School Concerts (Hirer to clean before and after the event)					No Charge	N	999
Hire of trestles (each)	\$11.50	\$10.73	\$1.07	\$11.80	2.61%	Y	999
Hire of chairs (each)	\$1.10	\$1.04	\$0.10	\$1.15	4.55%	Y	999

Tomingley Memorial Hall

Community Meetings					No Charge	N	999
Casual Hire of Hall (per hour) – (Hirer to clean before and after event)	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	Y	999
Hire of Hall per day (9am to 5 pm) – (Hirer to clean before and after event)	\$167.00	\$156.36	\$15.64	\$172.00	2.99%	Y	999
Hire of Hall for evening functions i.e. parties, social gatherings (Hirer to clean before and after event)	\$167.00	\$156.36	\$15.64	\$172.00	2.99%	Y	999
Refundable Security Deposit (all events except for evening functions)	\$109.00	\$112.00	\$0.00	\$112.00	2.75%	N	999
Refundable Security Deposit (evening functions)	\$216.00	\$222.00	\$0.00	\$222.00	2.78%	N	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Macquarie Regional Library

Inter Library Loans

Inter Library Loan – per item	\$6.60	\$6.00	\$0.60	\$6.60	0.00%	Y	999
Possible additional fee from other Libraries	\$16.50	\$15.00	\$1.50	\$16.50	0.00%	Y	010
ILL Fast Track Service – additional fee for 24 hour response	\$16.50	\$15.00	\$1.50	\$16.50	0.00%	Y	010

Internet printouts

Black & white per A4 sheet	\$0.30	\$0.27	\$0.03	\$0.30	0.00%	Y	999
Colour printout per A4 sheet	\$2.20	\$2.00	\$0.20	\$2.20	0.00%	Y	999
Colour printout per A3 sheet	\$3.30	\$3.00	\$0.30	\$3.30	0.00%	Y	999

Replacement Borrower Card

Replacement	\$4.40	\$4.00	\$0.40	\$4.40	0.00%	Y	999
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Overdue Fee

Overdue Fee – per item per week	\$1.00	\$1.00	\$0.00	\$1.00	0.00%	N	999
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Reservation Fee

Reservation Fee – per item	\$1.50	\$1.36	\$0.14	\$1.50	0.00%	Y	999
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Word Processing / Scanner

Word Processing / Scanner	\$6.00	\$5.45	\$0.55	\$6.00	0.00%	Y	999
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Photocopying & Printouts

*Charge includes also using the Branch photocopier to scan documents

B & W Photocopy – per A4 sheet*	\$0.30	\$0.27	\$0.03	\$0.30	0.00%	Y	999
B & W Photocopy – per A3 sheet*	\$0.60	\$0.55	\$0.05	\$0.60	0.00%	Y	999
Colour Copy per A4 sheet*	\$1.10	\$1.00	\$0.10	\$1.10	0.00%	Y	999
Colour Copy per A3 sheet*	\$2.20	\$2.00	\$0.20	\$2.20	0.00%	Y	999

Faxing Information on Users request

*The fax service charges are based on the current Australia Post Fax Post Service

Fax, outgoing (Aust), first page*	\$5.00	\$4.54	\$0.45	\$5.00	0.00%	Y	999
Fax, outgoing (Aust), additional pages*	\$1.25	\$1.14	\$0.11	\$1.25	0.00%	Y	999
Fax, outgoing (O/S), first page*	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	Y	999
Fax, outgoing (O/S), additional pages*	\$2.50	\$2.27	\$0.23	\$2.50	0.00%	Y	999
Fax, incoming (all), up to 10 pages*	\$5.00	\$4.54	\$0.45	\$5.00	0.00%	Y	999
Fax, incoming (all), additional pages*	\$1.25	\$1.14	\$0.11	\$1.25	0.00%	Y	999

Research

Staff time – per hour	\$35.00	\$31.82	\$3.18	\$35.00	0.00%	Y	999
Printouts / Photocopies – per page	\$0.30	\$0.27	\$0.03	\$0.30	0.00%	Y	999

Local & Family History Research

Per Hour of staff time	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	Y	999
Per Page printouts/photocopies	\$0.30	\$0.27	\$0.03	\$0.30	0.00%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Digital Image Service

TIFF/JPG 300 dpi image on CD (Private Use) – Cost includes CD	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	Y	999
Postage & handling (if required)	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	Y	999
JPG 300 dpi image via email	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	Y	999
TIFF/JPG 300 dpi image on CD (Commercial Use) – Cost includes CD	\$50.00	\$45.45	\$4.55	\$50.00	0.00%	Y	999
Postage & handling (if required)	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	Y	999

Item Replacement

Processing charge per item	\$5.50	\$5.00	\$0.50	\$5.50	0.00%	Y	999
Item replacement cost				At Cost + 10%		Y	999

Book Sale

Adult Non-Fiction	\$1.10	\$1.00	\$0.10	\$1.10	0.00%	Y	999
Adult Fiction	\$0.55	\$0.50	\$0.05	\$0.55	0.00%	Y	999
Paperbacks & Magazines	\$0.25	\$0.23	\$0.02	\$0.25	0.00%	Y	999
Junior Non Fiction	\$0.55	\$0.50	\$0.05	\$0.55	0.00%	Y	999
Junior Fiction	\$0.55	\$0.50	\$0.05	\$0.55	0.00%	Y	999

Library Miscellaneous

Library Bags – Nylon with @ your Library Logo	\$2.00	\$1.82	\$0.18	\$2.00	0.00%	Y	999
Ear phones	\$2.50	\$2.27	\$0.23	\$2.50	0.00%	Y	999
Thumb Drives	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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INFRASTRUCTURE SERVICES

Waste Facility

Waste Management – Domestic

Occupied – Per approved receptacle in the garbage collection area (Residential) – Weekly Collection	\$380.00	\$375.00	\$0.00	\$375.00	-1.32%	N	999	
Unoccupied Waste Service Charge (Residential) – Vacant Land	\$88.00	\$88.00	\$0.00	\$88.00	0.00%	N	999	

Recycling – Domestic

Recycling Service Charge (Residential) – Fortnightly Collection	\$98.00	\$98.00	\$0.00	\$98.00	0.00%	N	999	
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Waste Management – Commercial

Per approved receptacle in the garbage collection area (Commercial) – Weekly Collection	\$380.00	\$380.00	\$0.00	\$380.00	0.00%	N	999	
Unoccupied Waste Service Charge – Vacant Land (Commercial)	\$88.00	\$88.00	\$0.00	\$88.00	0.00%	N	999	

Recycling – Commercial

Recycling Service Charge (Commercial) – Fortnightly Collection	\$98.00	\$98.00	\$0.00	\$98.00	0.00%	N	999	
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Waste Depot Charge

All Rural Land	\$88.00	\$88.00	\$0.00	\$88.00	0.00%	N	999	
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Food & Organics Collection – Residential Properties (FOGO)

Organics Service Charge	\$0.00	\$82.00	\$0.00	\$82.00	-	N	999	
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1. Eligible Pensioners will receive a \$50.00 (\$12.50 per quarter) Council subsidy
2. Weekly Collection (Service not available for commercial, schools and public buildings)

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Interest Rate – Waste, Recycling & FOGO

Interest on Outstanding Waste, Recycling & FOGO Services					7.50%	N	003	
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Garbage Depot Tipping Fees – Domestic & Commercial Waste

Car/Station Wagon/Wheelie Bin – SORTED	\$5.50	\$5.45	\$0.55	\$6.00	9.09%	Y	999	
Car/Station Wagon/Wheelie Bin – UNSORTED	\$16.00	\$15.45	\$1.55	\$17.00	6.32%	Y	999	
Utes/Vans/Trailers – SORTED	\$16.00	\$15.45	\$1.55	\$17.00	6.32%	Y	999	
Utes/Vans Trailers – UNSORTED	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	Y	999	
Light Truck (2-3 tonne) – full load – SORTED	\$53.00	\$50.00	\$5.00	\$55.00	3.77%	Y	999	
Light Truck (2-3 tonne) – full load – UNSORTED	\$106.00	\$99.09	\$9.91	\$109.00	2.83%	Y	999	
Light Truck (2-3 tonne) – part load – SORTED	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	Y	999	
Light Truck (2-3 tonne) – part load – UNSORTED	\$53.00	\$50.00	\$5.00	\$55.00	3.77%	Y	999	
Small Truck (4-5 tonne) – full load – SORTED	\$158.00	\$147.27	\$14.73	\$162.00	2.53%	Y	999	
Small Truck (4-5 tonne) – full load – UNSORTED	\$317.00	\$295.45	\$29.55	\$325.00	2.52%	Y	999	
Small Truck (4-5 tonne) – part load – SORTED	\$79.00	\$73.64	\$7.36	\$81.00	2.53%	Y	999	
Small Truck (4-5 tonne) – part load – UNSORTED	\$158.00	\$147.27	\$14.73	\$162.00	2.53%	Y	999	
Medium Truck (8-9 tonne) – full load – SORTED	\$348.00	\$324.55	\$32.45	\$357.00	2.59%	Y	999	
Medium Truck (8-9 tonne) – full load – UNSORTED	\$697.00	\$650.00	\$65.00	\$715.00	2.58%	Y	999	
Medium Truck (8-9 tonne) – part load – SORTED	\$169.00	\$158.18	\$15.82	\$174.00	2.96%	Y	999	
Medium Truck (8-9 tonne) – part load – UNSORTED	\$338.00	\$315.45	\$31.55	\$347.00	2.66%	Y	999	
Standard Dog Trailer (12 tonne) – full load – SORTED	\$496.00	\$462.73	\$46.27	\$509.00	2.62%	Y	999	
Standard Dog Trailer (12 tonne) – full load – UNSORTED	\$992.00	\$924.54	\$92.45	\$1,017.00	2.52%	Y	999	
Standard Dog Trailer (12 tonne) – part load – SORTED	\$248.00	\$231.82	\$23.18	\$255.00	2.82%	Y	999	
Standard Dog Trailer (12 tonne) – part load – UNSORTED	\$496.00	\$462.73	\$46.27	\$509.00	2.62%	Y	999	
Super Dog Trailer (18 tonne) – full load – SORTED	\$697.00	\$650.00	\$65.00	\$715.00	2.58%	Y	999	
Super Dog Trailer (18 tonne) – full load – UNSORTED	\$1,414.00	\$1,318.18	\$131.82	\$1,450.00	2.55%	Y	999	
Super Dog Trailer (18 tonne) – part load – SORTED	\$348.00	\$324.55	\$32.45	\$357.00	2.59%	Y	999	
Super Dog Trailer (18 tonne) – part load – UNSORTED	\$697.00	\$650.00	\$65.00	\$715.00	2.58%	Y	999	

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Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Garbage Depot Tipping Fees – Domestic & Commercial Waste [continued]

Semi Trailer (25 tonne) – full load – SORTED	\$813.00	\$758.18	\$75.82	\$834.00	2.58%	Y	999	
Semi Trailer (25 tonne) – full load – UNSORTED	\$1,626.00	\$1,515.45	\$151.55	\$1,667.00	2.52%	Y	999	
Semi Trailer (25 tonne) – part load – SORTED	\$407.00	\$380.00	\$38.00	\$418.00	2.70%	Y	999	
Semi Trailer (25 tonne) – part load – UNSORTED	\$813.00	\$758.18	\$75.82	\$834.00	2.58%	Y	999	
Compacted Waste Vehicle – per tonne	\$70.00	\$65.45	\$6.55	\$72.00	2.86%	Y	999	

Garbage Depot Tipping Fees – Other

Skip bins – per cubic metre	\$17.50	\$16.36	\$1.64	\$18.00	2.86%	Y	999	
Soil – Clean virgin or mixed soil – Soil with <10% Contamination				50% of full fee per vehicle type		Y	999	
Contaminated/Clinical Wastes (NO SHARPS) – per tonne (Minimum charge \$1 tonne)	\$394.00	\$367.27	\$36.73	\$404.00	2.54%	Y	999	
Miscellaneous wastes which require special handling and disposal – per machine hour	\$257.00	\$240.00	\$24.00	\$264.00	2.72%	Y	999	
Tidy Towns clean ups and bulky item kerbside clean up				No Charge		N	999	

Dead Animal Disposal

Disposal of large dead animals (Cattle/Horses) – each	\$17.00	\$16.36	\$1.64	\$18.00	5.88%	Y	999	
Disposal of small dead animals (Sheep/Calves) – each	\$9.00	\$9.09	\$0.91	\$10.00	11.11%	Y	999	
Disposal of small domestic animals (Cats/Dogs) – each	\$7.50	\$7.27	\$0.73	\$8.00	6.67%	Y	999	
Disposal of dead animals – After Hours				At Cost + 10%		Y	999	
Bulk Disposal of non-domestic dead animals – per tonne	\$231.00	\$215.45	\$21.55	\$237.00	2.60%	Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Tyre Disposal

Small tyre (wheel barrow, ride on lawn mower, aircraft and the like)	\$6.00	\$6.36	\$0.64	\$7.00	16.67%	Y	999	
Motorbike	\$6.00	\$6.36	\$0.64	\$7.00	16.67%	Y	999	
Car	\$8.00	\$8.18	\$0.82	\$9.00	12.50%	Y	999	
Light Truck, RV 4 x 4	\$11.50	\$10.91	\$1.09	\$12.00	4.35%	Y	999	
Light Truck, 8.25 x 15/16	\$11.50	\$10.91	\$1.09	\$12.00	4.35%	Y	999	
Truck	\$19.00	\$18.18	\$1.82	\$20.00	5.26%	Y	999	
Truck 1200/20	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	Y	999	
Tractor Small to 1.5m	\$48.00	\$45.45	\$4.55	\$50.00	4.17%	Y	999	
Tractor Medium over 1.5m	\$61.00	\$57.27	\$5.73	\$63.00	3.28%	Y	999	
Tractor Large 24.5/32	\$122.00	\$114.55	\$11.45	\$126.00	3.28%	Y	999	
Tractor Large 30.5/32	\$122.00	\$114.55	\$11.45	\$126.00	3.28%	Y	999	
Grader 1300/24	\$74.00	\$69.09	\$6.91	\$76.00	2.70%	Y	999	
Grader 1400/24	\$74.00	\$69.09	\$6.91	\$76.00	2.70%	Y	999	
Earthmoving – Tyre 15.5/25	\$95.00	\$89.09	\$8.91	\$98.00	3.16%	Y	999	
Earthmoving – Tyre 17.5/25	\$122.00	\$114.55	\$11.45	\$126.00	3.28%	Y	999	
Earthmoving – Tyre 20.5/25	\$149.00	\$139.09	\$13.91	\$153.00	2.68%	Y	999	
Earthmoving – Tyre 23.5/25	\$176.00	\$164.55	\$16.45	\$181.00	2.84%	Y	999	
Earthmoving – Tyre 25.5/25	\$203.00	\$190.00	\$19.00	\$209.00	2.96%	Y	999	
Earthmoving – Tyre 26.5/25	\$241.00	\$225.45	\$22.55	\$248.00	2.90%	Y	999	

Asbestos

Asbestos (wrapped and sealed in plastic) – under 10m2	\$0.00	\$50.00	\$5.00	\$55.00	-	Y	999	
Asbestos (must be wrapped and sealed in plastic) Over 10m2 – Minimum charge – 1 tonne	\$401.00	\$374.55	\$37.45	\$412.00	2.74%	Y	999	
Asbestos (must be wrapped and sealed in plastic) For quantities over 1 tonne	\$0.00	\$374.55	\$37.45	\$412.00	-	Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Mattresses

Mattress, all sizes, per item	\$0.00	\$18.18	\$1.82	\$20.00	-	Y	999
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Recyclables

*NOTE: Part load is considered to be 50% or less

Ferrous & non-ferrous scrap metal including car bodies and whitegoods certified free of CFC refrigerants					No Charge	N	999
Plastic and steel farm chemical drums that are correctly cleaned to "triple rinse" standard and delivered Monday to Friday					No Charge	N	999
Car batteries					No Charge	N	999
Domestic quantities of waste motor oil (Delivered separately)					No Charge	N	999
Recycling (Paper, Cardboard, Glass, Plastic, Steel and Aluminium)					No Charge	N	999

Green Waste

Car/Station Wagon/Wheelie Bin/Ute/Van/Trailer/Light Truck (2-3 Tonne)	\$0.00	\$9.09	\$0.91	\$10.00	-	Y	999
Small Truck (4-5 tonne) – full load	\$28.50	\$27.27	\$2.73	\$30.00	5.26%	Y	999
Small Truck (4-5 Tonne) – part load *	\$14.50	\$13.64	\$1.36	\$15.00	3.45%	Y	999
Medium Truck (8-9 Tonne) – full load	\$84.00	\$81.82	\$8.18	\$90.00	7.14%	Y	999
Medium Truck (8-9 Tonne) – part load *	\$42.00	\$45.45	\$4.55	\$50.00	19.05%	Y	999
Standard Dog Trailer (12 Tonne) – full load	\$179.00	\$168.18	\$16.82	\$185.00	3.35%	Y	999
Standard Dog Trailer (12 Tonne) – part load *	\$90.00	\$86.36	\$8.64	\$95.00	5.56%	Y	999
Super Dog Trailer (18 Tonne) – full load	\$375.00	\$350.00	\$35.00	\$385.00	2.67%	Y	999
Super Dog Trailer (18 Tonne) – part load *	\$188.00	\$177.27	\$17.73	\$195.00	3.72%	Y	999
Semi Trailer (25 Tonne) – full load	\$432.00	\$404.55	\$40.45	\$445.00	3.01%	Y	999
Semi Trailer (25 Tonne) – part load *	\$215.00	\$200.00	\$20.00	\$220.00	2.33%	Y	999

Irrigation Crossing Applications

Irrigation crossing applications	\$258.00	\$265.00	\$0.00	\$265.00	2.71%	N	999
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Name	Year 17/18	Year 18/19		Increase	GST	Statutory	Comment
	Last YR Fee	Fee	Fee				
	(incl. GST)	(excl. GST)	(incl. GST)	%		Fee	

Road Openings-Refundable Bonds-refunded on satisfactory completion of the work (GST payable if not refunded)

Natural (per cubic metre of road disturbed) – case by case, based on Council estimates to reinstate				Cost Recovery	Y	999
Gravel (per cubic metre of road disturbed) – case by case, based on Council estimates to reinstate				Cost Recovery	Y	999
Bitumen (per cubic metre of road disturbed) – case by case, based on Council estimates to reinstate				Cost Recovery	Y	999

Road Name Sign

New Subdivision Road Name Sign				Cost Recovery + 10%	Y	999
Property Sign				Cost Recovery + 10%	Y	999

Road Closure Applications

Permanent	\$1,230.00	\$1,261.00	\$0.00	\$1,261.00	2.52%	N	999
Temporary	\$258.00	\$265.00	\$0.00	\$265.00	2.71%	N	999
Advertising					At Cost	N	999
Survey					At Cost	N	999
Traffic Facilities for Commercial Purposes Applications					At Cost	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Gutter Crossing Charges: Excluding the removal of existing crossing

Standard Crossing @ 3.0m width	\$794.00	\$740.00	\$74.00	\$814.00	2.52%	Y	999	
Extension of standard width per meter – Standard Crossing	\$262.00	\$244.54	\$24.45	\$269.00	2.67%	Y	999	
Medium Duty Crossing @ 3.5m width	\$1,052.00	\$980.91	\$98.09	\$1,079.00	2.57%	Y	999	
Extension of standard width per meter – Medium Duty Crossing	\$299.00	\$279.09	\$27.91	\$307.00	2.68%	Y	999	
Heavy Duty Crossing @ 4.0m width	\$1,431.00	\$1,333.64	\$133.36	\$1,467.00	2.52%	Y	999	
Extension of standard width per meter – Heavy Duty Crossing	\$358.00	\$333.64	\$33.36	\$367.00	2.51%	Y	999	
Supervision Fee where Approved Contractor performs work per inspection	\$141.00	\$131.82	\$13.18	\$145.00	2.84%	Y	999	
Removal Costs will be carried out on a Cost Recovery Basis				Cost Recovery + 10%		Y	999	
Road Pavements				By Quotation		Y	999	

Council Plant – External Rate

NOTE:

1. All motorized machinery/plant are inclusive of 1 operator only, if additional operators or labourers are required this will be an additional charge.
2. Establishment costs will be based on above rates if plant has to be relocated to undertake works.
3. Minimum charge to be for one hour
4. Materials at cost + 30% (handling and administration) + 10% GST

Graders – per hour	\$273.00	\$254.54	\$25.45	\$280.00	2.56%	Y	999	
Slashing per hour – Minimum 1 hour charge	\$114.00	\$106.36	\$10.64	\$117.00	2.63%	Y	999	
Roller – Self Propelled Rubber Tyred per hour	\$156.00	\$145.45	\$14.55	\$160.00	2.56%	Y	999	
Roller – Self Propelled Vibrating Drum per hour	\$170.00	\$159.09	\$15.91	\$175.00	2.95%	Y	999	
Loaders – per hour	\$209.00	\$195.45	\$19.55	\$215.00	2.87%	Y	999	
Backhoe – per hour	\$170.00	\$159.09	\$15.91	\$175.00	2.95%	Y	999	
Crane – 5 Tonne Slewing per hour + labour as required	\$299.00	\$279.09	\$27.91	\$307.00	2.68%	Y	999	
Low Loader – 20 Tonne per hour	\$209.00	\$195.45	\$19.55	\$215.00	2.87%	Y	999	
Jet Patcher – per hour	\$241.00	\$225.45	\$22.55	\$248.00	2.90%	Y	999	

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Name	Year 17/18	Year 18/19		Increase	GST	Statutory	Comment
	Last YR Fee	Fee	Fee				
	(incl. GST)	(excl. GST)	GST	(incl. GST)	%	Fee	

Council Plant – External Rate [continued]

Portable Traffic Lights – Short Term Hourly Rate (Rate excludes operator & fuel)	\$19.50	\$18.18	\$1.82	\$20.00	2.56%	Y	999
Portable Traffic Lights – Short Term Daily Rate (Rate excludes operator & fuel)	\$151.00	\$140.91	\$14.09	\$155.00	2.65%	Y	999
Portable Traffic Lights – Long Term Hourly Rate (Rate excludes operator & fuel)	\$19.50	\$18.18	\$1.82	\$20.00	2.56%	Y	999
Portable Traffic Lights – Long Term Daily Rate (Rate excludes operator & fuel)	\$151.00	\$140.91	\$14.09	\$155.00	2.65%	Y	999
Street Sweeper – per hour	\$228.00	\$212.73	\$21.27	\$234.00	2.63%	Y	999
Truck – 2-4 Tonne per hour	\$100.00	\$93.64	\$9.36	\$103.00	3.00%	Y	999
Truck – 5-7 Tonne per hour	\$139.00	\$130.00	\$13.00	\$143.00	2.88%	Y	999
Truck – 12 Tonne per hour	\$178.00	\$166.36	\$16.64	\$183.00	2.81%	Y	999
Truck – 12 Tonne with Dog Trailer per hour	\$219.00	\$204.55	\$20.45	\$225.00	2.74%	Y	999
Water Truck – per hour	\$114.00	\$106.36	\$10.64	\$117.00	2.63%	Y	999
Semi Tipper – per hour	\$219.00	\$204.55	\$20.45	\$225.00	2.74%	Y	999

Sale of Gravel Only

(Haulage Charged Separately)

Natural per tonne	\$11.00	\$10.27	\$1.03	\$11.30	2.73%	Y	999
Crushed per tonne	\$21.00	\$20.00	\$2.00	\$22.00	4.76%	Y	999

Portable Toilets

Costs Per Day	\$94.00	\$88.18	\$8.82	\$97.00	3.19%	Y	999
Refundable Deposit	\$73.00	\$75.00	\$0.00	\$75.00	2.74%	N	999

Roadwork Signs

Security Deposit (Refundable)	\$119.00	\$122.00	\$0.00	\$122.00	2.52%	N	999
Cost per day	\$7.20	\$6.73	\$0.67	\$7.40	2.78%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Grids

Grids Application	\$277.00	\$258.18	\$25.82	\$284.00	2.53%	Y	999
Grids Annual Inspection	\$253.00	\$236.36	\$23.64	\$260.00	2.77%	Y	999

Access Permit for Over Size Mass Vehicles

Class 1 or 3 Access Permit Application	\$74.00	\$76.00	\$0.00	\$76.00	2.70%	N	999
Class 2 Access Permit Application	\$74.00	\$76.00	\$0.00	\$76.00	2.70%	N	999

Barricades

Security Deposit (Refundable)	\$119.00	\$122.00	\$0.00	\$122.00	2.52%	N	999
Cost per barricade per day	\$3.10	\$2.91	\$0.29	\$3.20	3.23%	Y	999

Labour

Labour Per hour (Minimum charge 1 hour then 30 minute intervals)	\$80.00	\$74.55	\$7.45	\$82.00	2.50%	Y	999
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Supervision of Works

Where Engineering Staff are involved per hour	\$149.00	\$139.09	\$13.91	\$153.00	2.68%	Y	999
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Surcharge for Overtime Work on Hourly Rates

NOTE: Minimum charge to be for one hour

First 2 hours (per hour)	\$40.00	\$37.27	\$3.73	\$41.00	2.50%	Y	999
After 2 hours (per hour)	\$79.00	\$73.64	\$7.36	\$81.00	2.53%	Y	999

Engineering Inspection

Per Engineering Inspection	\$115.00	\$107.27	\$10.73	\$118.00	2.61%	Y	999
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Engineering Package Inspections

Engineering Package Inspections – Roads (Incl: Induction, Grade, Sub-base, Base & Seal)	\$770.00	\$700.00	\$70.00	\$770.00	0.00%	Y	999
Engineering Package Inspections – Water (Inspect new water main infrastructure for compliance with WASA standards)	\$550.00	\$500.00	\$50.00	\$550.00	0.00%	Y	999
Engineering Package Inspections – Sewer (Inspect new sewer main infrastructure for compliance with WASA standards)	\$550.00	\$500.00	\$50.00	\$550.00	0.00%	Y	999

Aerodrome

Hangarage for Individual Aircraft & Gliders

Daily Rate – per night	\$14.50	\$13.55	\$1.35	\$14.90	2.76%	Y	999
Weekly Rate	\$72.00	\$67.27	\$6.73	\$74.00	2.78%	Y	999
Monthly Rate	\$214.00	\$200.00	\$20.00	\$220.00	2.81%	Y	999
Glider Trailers – per week*	\$14.50	\$13.55	\$1.35	\$14.90	2.76%	Y	999

*NOTE: Where space permits, glider trailers can be hangered at the above rate per week for short periods of up to two months

Long term (Storage) casual rate (minimum 12 month periods) – rate per month	\$128.00	\$120.00	\$12.00	\$132.00	3.13%	Y	999
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Parking on Aerodrome Grounds – For Trailers not encompassed with Hangar Fees

For Trailers not encompassed with Hangar Fees				No Charge		N	999
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Continuation of hangarage for trailers after this period would be subject to space being available. Priority for hangarage will always be given to aircraft and gliders.

Storage containers on air and public side of complex

Weekly Rate	\$19.50	\$18.18	\$1.82	\$20.00	2.56%	Y	999
Annual Charge	\$985.00	\$918.18	\$91.82	\$1,010.00	2.54%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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Water Supplies

Water Connection Fees – Narromine, Trangie & Tomingley

20mm	\$830.00	\$851.00	\$0.00	\$851.00	2.53%	N	999
25mm	\$893.00	\$916.00	\$0.00	\$916.00	2.58%	N	999
32mm*	\$1,179.00	\$1,209.00	\$0.00	\$1,209.00	2.54%	N	999
40mm*	\$1,449.00	\$1,486.00	\$0.00	\$1,486.00	2.55%	N	999

*Greater than 25mm – Pre-approval must be gained prior to connection

Upgrade Existing Services – Narromine, Trangie & Tomingley

25mm	\$896.00	\$919.00	\$0.00	\$919.00	2.57%	N	999
32mm*					Cost Recovery	N	999
40mm*					Cost Recovery	N	999

*Greater than 25mm – Pre-approval must be gained prior to connection

Council Standpipes – Per Kilolitre (Avdata System)

Potable Water	\$2.15	\$2.30	\$0.00	\$2.30	6.98%	N	999
Raw Water	\$0.95	\$1.00	\$0.00	\$1.00	5.26%	N	999

Narromine Truck Wash – Location – Old Sewer Treatment Plant (Avdata System)

Per Minute Charge	\$0.70	\$0.73	\$0.07	\$0.80	14.29%	Y	999
Minimum Charge	\$4.00	\$3.73	\$0.37	\$4.10	2.50%	Y	999

Trangie Truck Wash – Location – Sewer Treatment Plan (Avdata System)

Per Minute Charge	\$0.70	\$0.73	\$0.07	\$0.80	14.29%	Y	999
Minimum Charge	\$4.00	\$3.73	\$0.37	\$4.10	2.50%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Water Meter Testing Fee

20mm – Tested by Council Staff (1 Hour Labour Charge)	\$81.00	\$84.00	\$0.00	\$84.00	3.70%	N	999	
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Water Meter External Test Fees

NOTE: Fee to cover the cost of testing water meter at the request of the consumer. New Commonwealth Regulations state that only registered laboratories are able to undertake testing of water meters. (Charges will be reimbursed if meter found to be more than 4% in error)

*Refundable if proven faulty

25mm*					Cost Recovery	N	999	Cost Recovery
32mm*					Cost Recovery	N	999	Cost Recovery
40mm*					Cost Recovery	N	999	Cost Recovery

Water Meter Replacement Fee

20mm	\$0.00	\$180.00	\$0.00	\$180.00	-	N	999	
Other Sizes					Cost Recovery	N	999	Cost Recovery

Relocate Existing Water Meter Connection

All Sizes					Cost Recovery	N	999	Cost Recovery
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Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Narromine Water Access Charges

20mm service	\$224.00	\$230.00	\$0.00	\$230.00	2.68%	N	009	
25mm service	\$348.00	\$357.00	\$0.00	\$357.00	2.59%	N	009	
32mm service	\$569.00	\$584.00	\$0.00	\$584.00	2.64%	N	009	
40mm service	\$886.00	\$909.00	\$0.00	\$909.00	2.60%	N	009	
50mm service	\$1,366.00	\$1,401.00	\$0.00	\$1,401.00	2.56%	N	009	
80mm service	\$0.00	\$3,529.00	\$0.00	\$3,529.00	-	N	009	
100mm service	\$5,519.00	\$5,657.00	\$0.00	\$5,657.00	2.50%	N	009	
Access Charge for Bulk Users (Community Groups/Organisations only – approved on a case by case basis)				50% of the Access Charge		N	999	

Trangie Water Access Charges

20mm service	\$224.00	\$230.00	\$0.00	\$230.00	2.68%	N	009	
25mm service	\$348.00	\$357.00	\$0.00	\$357.00	2.59%	N	009	
32mm service	\$569.00	\$584.00	\$0.00	\$584.00	2.64%	N	009	
40mm service	\$886.00	\$909.00	\$0.00	\$909.00	2.60%	N	009	
50mm service	\$1,366.00	\$1,401.00	\$0.00	\$1,401.00	2.56%	N	009	
80mm service	\$0.00	\$3,529.00	\$0.00	\$3,529.00	-	N	009	
100mm service	\$5,519.00	\$5,657.00	\$0.00	\$5,657.00	2.50%	N	009	
Access Charge for Bulk Users (Community Groups/Organisations only – approved on a case by case basis)				50% of the Access Charge		N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Tomingley Water Access Charges

20mm service	\$224.00	\$230.00	\$0.00	\$230.00	2.68%	N	009	
25mm service	\$348.00	\$357.00	\$0.00	\$357.00	2.59%	N	009	
32mm service	\$569.00	\$584.00	\$0.00	\$584.00	2.64%	N	009	
40mm service	\$886.00	\$909.00	\$0.00	\$909.00	2.60%	N	009	
50mm service	\$1,366.00	\$1,401.00	\$0.00	\$1,401.00	2.56%	N	009	
80mm service	\$0.00	\$3,529.00	\$0.00	\$3,529.00	-	N	009	
100mm service	\$5,519.00	\$5,657.00	\$0.00	\$5,657.00	2.50%	N	009	
Access Charge for Bulk Users (Community Groups/Organisations only – approved on a case by case basis)				50% of the Access Charge		N	999	

Water Consumption Charges (Per Kiloitre)

Narromine and Trangie	\$1.25	\$1.30	\$0.00	\$1.30	4.00%	N	999	
Tomingley (treated non-potable)	\$1.20	\$1.25	\$0.00	\$1.25	4.17%	N	999	
Per mega litre – bulk supply (Community Groups/Organisations only – approved on a case by case basis)	\$149.00	\$153.00	\$0.00	\$153.00	2.68%	N	999	

Water Meter Reading Fee

603 Certificate	\$42.00	\$44.00	\$0.00	\$44.00	4.76%	N	999	
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Interest Rate – Water Services

Interest on Outstanding Water Charges					7.50%	N	003	
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Water Headworks

Levied per additional Lot / Equivalent Tenement upon Subdivision

Narromine Water Supply	\$2,335.00	\$2,387.00	\$0.00	\$2,387.00	2.23%	N	999	
Trangie Water Supply	\$2,536.00	\$2,592.00	\$0.00	\$2,592.00	2.21%	N	999	
Tomingley Water Supply	\$9,941.00	\$10,160.00	\$0.00	\$10,160.00	2.20%	N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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Backflow Prevention Devices

Initial and Registration of backflow prevention devices	\$50.00	\$52.00	\$0.00	\$52.00	4.00%	N	999	
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Sewerage Services

Sewer Junction Fee

Narromine	\$578.00	\$593.00	\$0.00	\$593.00	2.60%	N	999	
Trangie	\$578.00	\$593.00	\$0.00	\$593.00	2.60%	N	999	

Sewer Diagrams & Plans

Sewer Diagram/Drainage Diagram	\$26.00	\$27.00	\$0.00	\$27.00	3.85%	N	999	
Drafting Sewer Plans for Dwelling	\$346.00	\$322.73	\$32.27	\$355.00	2.60%	Y	999	

Sewer Access Charges – Residential Properties

Price includes a factor for usage charges

Narromine – Residential	\$600.00	\$615.00	\$0.00	\$615.00	2.50%	N	999	
Trangie – Residential	\$600.00	\$615.00	\$0.00	\$615.00	2.50%	N	999	

Sewer Access Charges – Non Residential Properties – Narromine & Trangie

20mm service	\$214.00	\$219.35	\$0.00	\$219.35	2.50%	N	009	
25mm service	\$337.00	\$342.73	\$0.00	\$342.73	1.70%	N	009	
32mm service	\$550.00	\$561.54	\$0.00	\$561.54	2.10%	N	009	
40mm service	\$855.00	\$877.40	\$0.00	\$877.40	2.62%	N	009	
50mm service	\$1,321.00	\$1,370.94	\$0.00	\$1,370.94	3.78%	N	009	
80mm service	\$0.00	\$3,509.60	\$0.00	\$3,509.60	-	N	009	
100mm service	\$5,342.00	\$5,483.75	\$0.00	\$5,483.75	2.65%	N	009	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Interest Rate – Sewerage Services

Interest on outstanding sewer charges						7.50%	N	003	
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Non Residential Sewer User Charges

Non-Residential per kl	\$2.15	\$2.20	\$0.00	\$2.20		2.33%	N	999	As per Trade Waste Policy
As per Trade Waste Policy									

Sewer Headworks

Levied per additional Lot / Equivalent Tenement upon Subdivision

Narromine Sewerage	\$3,712.00	\$3,712.00	\$0.00	\$3,712.00		0.00%	N	999	Per Development Control Plan
Trangie Sewerage	\$4,076.00	\$4,076.00	\$0.00	\$4,076.00		0.00%	N	999	Per Development Control Plan

Liquid Trade Waste Services

Liquid Trade Waste Fees

Annual Trade Waste Fee -Classification A (Low Risk) – Category 1 Dischargers	\$97.00	\$100.00	\$0.00	\$100.00		3.09%	N	999	
Annual Trade Waste Fee – Classification B (Medium Risk) – Category 1 & 2 Dischargers	\$97.00	\$100.00	\$0.00	\$100.00		3.09%	N	999	
Annual Trade Waste Fee – Classification B (Medium Risk) – Category 2S Dischargers	\$97.00	\$100.00	\$0.00	\$100.00		3.09%	N	999	
Annual Trade Waste Fee – Classification C (High Risk) – Category 3 Dischargers	\$620.00	\$636.00	\$0.00	\$636.00		2.58%	N	999	
Inspection fee (Category 1, 2, 2S & 3 Dischargers)	\$89.00	\$92.00	\$0.00	\$92.00		3.37%	N	999	
Re-inspection fee (if required) (Category 1, 2, 2S & 3 Dischargers)	\$89.00	\$92.00	\$0.00	\$92.00		3.37%	N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST	Year 18/19 Fee (incl. GST)	Year 18/19 Fee (excl. GST)	Increase %	GST	Statutory Fee	Comment
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User Consumption Charges

Trade Waste usage charges – Narromine & Trangie	\$2.15		\$2.20	\$0.00	\$2.20	2.33%	N	999
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Interest Rate

Interest on Outstanding Trade Waste Charges						7.50%	N	003
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Stormwater Management Services

Land Categorised as Residential

Land Categorised as residential (Not strata titles)	\$25.00		\$25.00	\$0.00	\$25.00	0.00%	N	010
Land Categorised as residential (strata titles)	\$12.50		\$12.50	\$0.00	\$12.50	0.00%	N	010

Land Categorised as Business (Other than land zoned RE2 – Private Recreation)

All lots with an area below 1,200 m2	\$25.00		\$25.00	\$0.00	\$25.00	0.00%	N	010
All lots with an area greater than or equal to 1200 m2 and below 5,000 m2	\$50.00		\$50.00	\$0.00	\$50.00	0.00%	N	010
All lots with an area greater than or equal to 5,000 m2 and below 10,000 m2	\$100.00		\$100.00	\$0.00	\$100.00	0.00%	N	010
All lots with an area greater than or equal to 10,000 m2	\$375.00		\$375.00	\$0.00	\$375.00	0.00%	N	010

Interest Rate

Interest on Outstanding Stormwater Levy Charges						7.50%	N	003
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Recreational Facilities

Key Deposit (Refundable upon return of keys)

Key Deposit for approved access to sport & recreational facilities*	\$0.00		\$30.00	\$0.00	\$30.00	-	N	999 *Refundable upon return of keys
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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Swimming Pools

Narromine Pool

Season Tickets – Narromine

Full Season Family Season Ticket (2 adults & 2 children under 18)	\$243.00	\$220.91	\$22.09	\$243.00	0.00%	Y	999
Full Season – Additional children under 18	\$17.00	\$15.45	\$1.55	\$17.00	0.00%	Y	999
Full Season – Single Season Ticket	\$120.00	\$109.09	\$10.91	\$120.00	0.00%	Y	999
Full Season – Senior Single Season Ticket (must show Seniors or Pensioner Concession Card)	\$0.00	\$90.91	\$9.09	\$100.00	-	Y	999

Narromine – Half Season Tickets (Oct-Dec, Jan-Mar)

Half Season – Family Season Ticket (2 adults & 2 children under 18)	\$0.00	\$127.27	\$12.73	\$140.00	-	Y	999
Half Season – Additional children under 18	\$0.00	\$4.54	\$0.45	\$5.00	-	Y	999
Half Season – Single Season Ticket	\$0.00	\$63.64	\$6.36	\$70.00	-	Y	999
Half Senior Single Season Ticket (must show Seniors or Pensioner Concession Card)	\$0.00	\$54.55	\$5.45	\$60.00	-	Y	999

Single Entry – Narromine

Daily Admission	\$4.50	\$4.09	\$0.41	\$4.50	0.00%	Y	999
Non-Swimming Admission Fee	\$0.00	\$2.27	\$0.23	\$2.50	-	Y	999
Swimming carnival spectator fee	\$0.00	\$2.27	\$0.23	\$2.50	-	Y	999
Schools – per person	\$3.50	\$3.18	\$0.32	\$3.50	0.00%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Miscellaneous – Narromine Pool

Labour Hire – Lifeguard (per hour)	\$0.00	\$36.36	\$3.64	\$40.00	-	Y	999	
Club Carnival hire fee (per day)	\$0.00	\$181.82	\$18.18	\$200.00	-	Y	999	
Casual hire of swimming pool clubhouse (per hour)	\$0.00	\$20.91	\$2.09	\$23.00	-	Y	999	
Casual hire of swimming pool clubhouse for functions	\$0.00	\$151.82	\$15.18	\$167.00	-	Y	999	
Exclusive use of entire pool and grounds for private event – per hour – Minimum hire two hours	\$0.00	\$136.36	\$13.64	\$150.00	-	Y	999	
Exclusive use of entire pool and grounds for private event – per day	\$0.00	\$727.27	\$72.73	\$800.00	-	Y	999	
Hire of inflatable for private event – per hour – Minimum hire two hours	\$0.00	\$90.91	\$9.09	\$100.00	-	Y	999	
Hire of inflatable for private event – per day	\$0.00	\$636.36	\$63.64	\$700.00	-	Y	999	
Sign 600mm x 900mm per annum	\$230.00	\$214.55	\$21.45	\$236.00	2.61%	Y	999	

Coaching – Narromine

Water Polo Club – per season	\$0.00	\$320.91	\$32.09	\$353.00	-	Y	999	
Swimming Club per season	\$344.00	\$320.91	\$32.09	\$353.00	2.62%	Y	999	
Coaching private per hr/lane (Maximum of three (3) lanes)	\$17.50	\$22.73	\$2.27	\$25.00	42.86%	Y	999	
Season Coaches (26 weeks)	\$405.00	\$378.18	\$37.82	\$416.00	2.72%	Y	999	
Learn to Swim Programs – up to 4 weeks & per pool within normal pool hours	\$366.00	\$376.00	\$0.00	\$376.00	2.73%	N	999	

Joint Narromine & Trangie Pool

NOTE: Must nominate Narromine or Trangie Pool

Season Tickets

Full Season – Family Season Ticket (2 adults & 2 children under 18)	\$0.00	\$351.82	\$35.18	\$387.00	-	Y	999	
Full Season – Additional children under 18	\$0.00	\$25.45	\$2.55	\$28.00	-	Y	999	
Full Season– Single Season Ticket	\$0.00	\$178.18	\$17.82	\$196.00	-	Y	999	
Full Season – Senior Single Season Ticket (must show Seniors or Pensioner Concession Card)	\$0.00	\$147.27	\$14.73	\$162.00	-	Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Half Season Tickets (Oct-Dec, Jan-Mar)

Half Season – Family Season Ticket (2 adults & 2 children under 18)	\$0.00	\$190.91	\$19.09	\$210.00	-	Y	999	
Half Season – Additional children under 18	\$0.00	\$7.27	\$0.73	\$8.00	-	Y	999	
Half Season – Single Season Ticket	\$0.00	\$109.09	\$10.91	\$120.00	-	Y	999	
Half Season – Senior Single Season Ticket (must show Seniors or Pensioner Concession Card)	\$0.00	\$63.64	\$6.36	\$70.00	-	Y	999	

Trangie Pool

Season Tickets – Trangie

Full Season – Family Season Ticket (2 adults & 2 children under 18)	\$187.00	\$170.00	\$17.00	\$187.00	0.00%	Y	999	
Full Season – Additional children under 18	\$14.00	\$12.73	\$1.27	\$14.00	0.00%	Y	999	
Full Season – Single Season Ticket	\$98.00	\$89.09	\$8.91	\$98.00	0.00%	Y	999	
Full Season – Senior Single Season Ticket (must show Seniors or Pensioner Concession Card)	\$0.00	\$72.73	\$7.27	\$80.00	-	Y	999	

Trangie – Half Season Tickets (Oct-Dec, Jan-Mar)

Family Season Ticket (2 adults & 2 children under 18)	\$0.00	\$100.00	\$10.00	\$110.00	-	Y	999	
Additional children under 18	\$0.00	\$3.64	\$0.36	\$4.00	-	Y	999	
Single Season Ticket	\$0.00	\$54.55	\$5.45	\$60.00	-	Y	999	
Senior Single Season Ticket (must show Seniors or Pensioner Concession Card)	\$0.00	\$45.45	\$4.55	\$50.00	-	Y	999	

Single Entry – Trangie

Daily Admission	\$4.00	\$3.64	\$0.36	\$4.00	0.00%	Y	999	
Non-Swimming Admission Fee	\$0.00	\$2.27	\$0.23	\$2.50	-	Y	999	
Swimming carnival spectator fee	\$0.00	\$2.27	\$0.23	\$2.50	-	Y	999	
Schools (per person)	\$3.50	\$3.18	\$0.32	\$3.50	0.00%	Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Miscellaneous – Trangie Pool

Labour Hire – Lifeguard (per hour)	\$0.00	\$36.36	\$3.64	\$40.00	-	Y	999
Club Carnival hire fee (per day)	\$0.00	\$181.82	\$18.18	\$200.00	-	Y	999
Exclusive use of entire pool and grounds for private event – per hour – Minimum hire two hours	\$0.00	\$136.36	\$13.64	\$150.00	-	Y	999
Exclusive use of entire pool and grounds for private event – per day	\$0.00	\$727.27	\$72.73	\$800.00	-	Y	999
Hire of inflatable for private event – per hour – Minimum hire two hours	\$0.00	\$90.91	\$9.09	\$100.00	-	Y	999
Hire of inflatable for private event – per day	\$0.00	\$636.36	\$63.64	\$700.00	-	Y	999
Sign 600mm x 900mm per annum	\$230.00	\$214.55	\$21.45	\$236.00	2.61%	Y	999

Coaching – Trangie

Water Polo Club – per season	\$0.00	\$320.91	\$32.09	\$353.00	-	Y	999
Swimming Club per season	\$344.00	\$320.91	\$32.09	\$353.00	2.62%	Y	999
Coaching private per hr/lane (Maximum of three (3) lanes)	\$17.50	\$22.73	\$2.27	\$25.00	42.86%	Y	999
Season Coaches (26 weeks)	\$405.00	\$378.18	\$37.82	\$416.00	2.72%	Y	999
Learn to Swim Programs – up to 4 weeks & per pool within normal pool hours	\$366.00	\$376.00	\$0.00	\$376.00	2.73%	N	999

Sport & Fitness Centre

Combined Summer Membership – Swimming Pool & Gymnasium (Must nominate Narromine or Trangie Pool)

Adults – Membership (6 months)	\$370.00	\$345.45	\$34.55	\$380.00	2.70%	Y	999
Seniors – Membership (6 months) (must show Seniors or Pensioner Concession Card)	\$230.00	\$214.55	\$21.45	\$236.00	2.61%	Y	999
Students – Membership (6 months) Students 15-18 years (must show Student Card)	\$230.00	\$214.55	\$21.45	\$236.00	2.61%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
Schools							
Schools Per annum	\$2,874.00	\$2,678.18	\$2,946.00	2.51%	Y	999	
Schools Per hour	\$40.00	\$37.27	\$41.00	2.50%	Y	999	
Gymnastic Club							
Charge per Term	\$0.00	\$363.64	\$400.00	-	Y	999	
Annual Charge	\$1,380.00	\$1,286.36	\$1,415.00	2.54%	Y	999	
Gymnasium							
Unlimited Session	\$8.20	\$7.73	\$8.50	3.66%	Y	999	
Weekly Charge	\$12.00	\$11.18	\$12.30	2.50%	Y	999	
Monthly – Adults	\$52.00	\$49.09	\$54.00	3.85%	Y	999	
Seasonal fee – per Adult (6 months)	\$287.00	\$267.45	\$294.20	2.51%	Y	999	
Seasonal fee – per Student 15-18 yrs (6 months) (Must show student card)	\$140.00	\$130.45	\$143.50	2.50%	Y	999	
Seasonal fee – per Senior (6 months) (Must show Seniors or Pensioner Concession Card)	\$140.00	\$130.45	\$143.50	2.50%	Y	999	
Seasonal fee – per Club (Must show current player rego card)	\$2,528.00	\$2,355.64	\$2,591.20	2.50%	Y	999	
Annual Membership – Adults	\$575.00	\$536.36	\$590.00	2.61%	Y	999	
Annual Membership – Students 15-18 yrs. (Must show Student Card)	\$280.00	\$260.91	\$287.00	2.50%	Y	999	
Annual Membership – Seniors (Must show Seniors or Pension Concession Card)	\$280.00	\$260.91	\$287.00	2.50%	Y	999	
Junior Teams Casual Use – per hour (Maximum 20 Players)*	\$0.00	\$45.45	\$50.00	-	Y	999	
* Must be under adult supervision							
Personal Training or Coaching per hour	\$20.00	\$18.64	\$20.50	2.50%	Y	999	
Electronic Access Key Deposit (Refundable upon return)	\$10.00	\$13.64	\$15.00	50.00%	Y	999	
Replacement Access Key	\$10.00	\$13.64	\$15.00	50.00%	Y	999	
Annual Charge – Advertising Sign – Permanent @ \$437 per m2 (GST Inclusive)			Calculated on area		Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Stadium

Individual stadium entry	\$3.00	\$2.27	\$0.23	\$2.50	-16.67%	Y	999
Individual stadium entry – Seniors (must show Seniors or Pension Concession Card)	\$2.50	\$2.36	\$0.24	\$2.60	4.00%	Y	999
Commercial Business Hire per hour	\$50.00	\$46.64	\$4.66	\$51.30	2.60%	Y	999
Not for Profit or Community Group – per hour	\$40.00	\$37.27	\$3.73	\$41.00	2.50%	Y	999
After School Sporting Program (6 weeks duration) per child	\$50.00	\$46.64	\$4.66	\$51.30	2.60%	Y	999
After School Sporting Program (Single Class) per child	\$10.00	\$9.36	\$0.94	\$10.30	3.00%	Y	999
Indoor Sport Team Registration Fee	\$0.00	\$45.45	\$4.55	\$50.00	-	Y	999
Indoor Sport Players Fee (per person/per game)	\$0.00	\$4.54	\$0.45	\$5.00	-	Y	999
Indoor Sport Team Non-Attendance Fee (per team/no notice given)	\$0.00	\$45.45	\$4.55	\$50.00	-	Y	999
Seniors activity program (Single Entry)	\$0.00	\$2.73	\$0.27	\$3.00	-	Y	999
Advertising Sign – 600mm x 900mm (Annual Charge)	\$230.00	\$214.55	\$21.45	\$236.00	2.61%	Y	999 Calculated on Area
Advertising Sign – Temporary (Duration of Event)	\$0.00	\$36.36	\$3.64	\$40.00	-	Y	999

Ovals / Facilities

User Contributions – Narromine (per Ground/Season)

Senior Sporting Bodies – Narromine

Senior Rugby League	\$524.00	\$489.09	\$48.91	\$538.00	2.67%	Y	999
Senior Rugby Union	\$524.00	\$489.09	\$48.91	\$538.00	2.67%	Y	999
Senior Cricket	\$252.00	\$235.45	\$23.55	\$259.00	2.78%	Y	999
Senior Soccer	\$252.00	\$235.45	\$23.55	\$259.00	2.78%	Y	999
Senior Touch Football	\$83.00	\$235.45	\$23.55	\$259.00	212.05%	Y	999
Cycle Club	\$262.00	\$244.54	\$24.45	\$269.00	2.67%	Y	999
Senior Touch Football Competition Team Fee (per comp)	\$0.00	\$363.64	\$36.36	\$400.00	-	Y	999
Senior Netball	\$0.00	\$244.54	\$24.45	\$269.00	-	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Junior Sporting Bodies – Narromine

Junior Sporting Bodies					No Charge	N	999	
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Miscellaneous – Narromine

Single Use Charge (Boot camp, Schools)	\$39.00	\$36.36	\$3.64	\$40.00	2.56%	Y	999	
Lighting (Cost recovery per unit used plus 25% contribution to renewal costs to be placed in reserve)				Cost Recovery + 25%		N	999	
Unauthorised Use of Council Grounds/Facilities (in addition to User Contribution)	\$0.00	\$90.91	\$9.09	\$100.00	-	Y	999	
Personal Trainers Using Council's Outdoor Facilities – per month/per ground (Approved Trainers Only)*	\$0.00	\$36.36	\$3.64	\$40.00	-	Y	999	
*Booking & Approval Required								
Personal Trainers Using Council's Outdoor Facilities – per annum/per ground (Approved Trainers Only)*	\$0.00	\$272.73	\$27.27	\$300.00	-	Y	999	
*Booking & Approval Required								
Advertising Signs – Annual Charge – Permanent Sign @ \$437.00 per m2 or part thereof (GST Inclusive)				Calculated on area		Y	999	Calculated on area
Advertising Signs – Temporary (Duration of Event)	\$0.00	\$36.36	\$3.64	\$40.00	-	Y	999	

Special Event Hire – Narromine

Special Event Hire & Management Fee (per day – Commercial)	\$0.00	\$136.36	\$13.64	\$150.00	-	Y	999	
Special Event Hire & Management Fee (per day – Not for Profit or Community Group)	\$0.00	\$45.45	\$4.55	\$50.00	-	Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
User Contributions – Trangie (per Ground/Season)							
Senior Sporting Bodies – Trangie							
Senior Rugby League	\$524.00	\$489.09	\$48.91	\$538.00	2.67%	Y	999
Senior Rugby Union	\$524.00	\$489.09	\$48.91	\$538.00	2.67%	Y	999
Senior Cricket	\$252.00	\$235.45	\$23.55	\$259.00	2.78%	Y	999
Senior Touch Football	\$0.00	\$235.45	\$23.55	\$259.00	-	Y	999
Senior Touch Football Competition Team Fee (per comp)	\$0.00	\$363.64	\$36.36	\$400.00	-	Y	999
Senior Soccer	\$0.00	\$235.45	\$23.55	\$259.00	-	Y	999
Senior Netball	\$0.00	\$244.54	\$24.45	\$269.00	-	Y	999
Junior Sporting Bodies – Trangie							
Junior Sporting Bodies				No Charge		N	999
Miscellaneous – Trangie							
Single Use Charge (Boot camp, Schools)	\$39.00	\$36.36	\$3.64	\$40.00	2.56%	Y	999
Lighting (Cost recovery per unit used plus 25% contribution to renewal costs to be placed in reserve)				Cost Recovery + 25%		Y	999
Unauthorised Use of Council Grounds/Facilities (in addition to User Contribution)	\$0.00	\$90.91	\$9.09	\$100.00	-	Y	999
Personal Trainers using Council's Outdoor Facilities – per month/per ground (Approved Trainers Only)*	\$0.00	\$36.36	\$3.64	\$40.00	-	Y	999
*Booking & Approval Required							
Personal Trainers using Council's Outdoor Facilities – per annum/per ground (Approved Trainers Only)*	\$0.00	\$272.73	\$27.27	\$300.00	-	Y	999
*Booking & Approval Required							
Advertising Signs – Permanent @ \$437 per m2 (Annual Charge)				Calculated on area		Y	999 Calculated on area
Advertising Signs – Temporary (Duration of Event)	\$0.00	\$36.36	\$3.64	\$40.00	-	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Special Event Hire – Trangie

Special Event Hire & Management Fee (per day – Commercial)	\$0.00	\$136.36	\$13.64	\$150.00	-	Y	999	
Special Event Hire & Management Fee (per day – Not for Profit or Community Group)	\$0.00	\$45.45	\$4.55	\$50.00	-	Y	999	

Hire of Council Marquee

Daily Hire Rate	\$142.00	\$132.73	\$13.27	\$146.00	2.82%	Y	999	
Refundable security deposit – Cannot be waived	\$102.00	\$105.00	\$0.00	\$105.00	2.94%	N	999	
Not for Profit Organisations					No Charge	N	999	
Refundable security deposit (Not for Profit Organisations) – Cannot be waived	\$102.00	\$105.00	\$0.00	\$105.00	2.94%	N	999	

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Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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SHOWGROUND & RACECOURSE ADVISORY COMMITTEE

Narromine Showground

Hire of Narromine Showground

Showground Refundable Security Deposit in addition to usage charge	\$513.00	\$526.00	\$0.00	\$526.00	2.53%	N	999
Turf Club per day	\$1,251.00	\$1,166.36	\$116.64	\$1,283.00	2.56%	Y	999
Show Society – Annual Show per event	\$1,251.00	\$1,166.36	\$116.64	\$1,283.00	2.56%	Y	999
Polocrosse Club per day	\$623.00	\$580.91	\$58.09	\$639.00	2.57%	Y	999
Narromine Shire Race Clubs per day	\$1,251.00	\$1,166.36	\$116.64	\$1,283.00	2.56%	Y	999
Other Race Clubs per day	\$0.00	\$1,166.36	\$116.64	\$1,283.00	-	Y	999
Horse Shows per day	\$623.00	\$580.91	\$58.09	\$639.00	2.57%	Y	999
Pony Club per carnival	\$208.00	\$194.55	\$19.45	\$214.00	2.88%	Y	999
Pony Club – Overnight Stay During Carnival (To Cover Power Used)	\$64.00	\$60.00	\$6.00	\$66.00	3.13%	Y	999
Pony Club – Carnival/Championship (Use of Own Facilities Only) – Per Event	\$51.25	\$48.18	\$4.82	\$53.00	3.41%	Y	999
Use of Arena Only – per day (eg: horse training classes)	\$55.00	\$51.82	\$5.18	\$57.00	3.64%	Y	999
Machinery Sales per day	\$278.00	\$259.09	\$25.91	\$285.00	2.52%	Y	999
Circuses, Travelling Shows, Bull Rides per day of show	\$336.00	\$313.64	\$31.36	\$345.00	2.68%	Y	999
Family Reunions / Parties etc per day	\$347.00	\$323.64	\$32.36	\$356.00	2.59%	Y	999
Stock Sales per day	\$0.00	\$145.45	\$14.55	\$160.00	-	Y	999
Other Functions – i.e. Poultry Exhibitions, Sheep Show per event	\$76.00	\$70.91	\$7.09	\$78.00	2.63%	Y	999
Special Events	\$160.00	\$149.09	\$14.91	\$164.00	2.50%	Y	999
Temporary Use of Facilities (overnight) – Minimum Charge plus	\$134.00	\$125.45	\$12.55	\$138.00	2.99%	Y	999
Temporary Use of Facilities (overnight) – Charge per vehicle	\$13.50	\$12.64	\$1.26	\$13.90	2.96%	Y	999
Overnight Camping Fee per night with a maximum 2 nights	\$40.00	\$37.27	\$3.73	\$41.00	2.50%	Y	999
Overnight Camping – Fundraising Charity Event eg: Charity Horse Ride				No Charge		N	999
Rotary RYCAGS Camp – Per Day	\$74.00	\$69.09	\$6.91	\$76.00	2.70%	Y	999

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
Hire of Stables – Narromine							
Nightly Charge up to 3 nights per stall per night	\$13.50	\$12.64	\$13.90	2.96%	Y	999	
Weekly Rate or more than 4 nights per stall per night	\$9.50	\$8.91	\$9.80	3.16%	Y	999	
Hire Covered Cattle Pavilion							
Horse yards or barrier shed – per week	\$41.00	\$39.09	\$43.00	4.88%	Y	999	
Hire Yards surrounding McNab Stables – Per week							
McNab Permanent Hire per week – Stables	\$41.00	\$39.09	\$43.00	4.88%	Y	999	
McNab Yard between stables & cattle yards	\$20.00	\$18.64	\$20.50	2.50%	Y	999	
Hire Cattle Yards – Narromine							
Per Pen – per week	\$10.00	\$9.36	\$10.30	3.00%	Y	999	
Horse Training Classes – Narromine							
Use of facilities plus arena for horse training classes – per day	\$0.00	\$139.82	\$153.80	-	Y	999	
If stables used in conjunction with classes – per day	\$0.00	\$46.64	\$51.30	-	Y	999	
Trainer's Licence – Narromine							
Trainers Annual Charge	\$102.50	\$96.36	\$106.00	3.41%	Y	999	
Advertising Signs – Narromine Showground							
Annual Charge Permanent Sign @ \$437.00 per m2 or part thereof (GST Inclusive)			Calculated on area		Y	999	Calculated on area
Advertising Signs – Temporary (Duration of Event)	\$0.00	\$36.36	\$40.00	-	Y	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 18/19 GST	Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
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Trangie Showground

Hire of Trangie Showground

Refundable Security Deposit in addition to usage charge	\$513.00	\$526.00	\$0.00	\$526.00	2.53%	N	999	
Race Club per day	\$833.00	\$776.36	\$77.64	\$854.00	2.52%	Y	999	
Show Society – Annual Show per day	\$569.00	\$530.91	\$53.09	\$584.00	2.64%	Y	999	
Narromine Shire Race Clubs per day	\$833.00	\$776.36	\$77.64	\$854.00	2.52%	Y	999	
Horse Shows per day	\$246.00	\$230.00	\$23.00	\$253.00	2.85%	Y	999	
Pony Club per carnival	\$208.00	\$194.55	\$19.45	\$214.00	2.88%	Y	999	
Pony Club – Overnight Stay During Carnival (To Cover Power Used)	\$64.00	\$60.00	\$6.00	\$66.00	3.13%	Y	999	
Pony Club – Carnival/Championship (Use of Own Facilities Only) – Per Event	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	Y	999	
Trangie Camp Draft Association (Major Events) per event	\$624.00	\$581.82	\$58.18	\$640.00	2.56%	Y	999	
Use of Arena Only – per day (eg: horse training classes)	\$55.00	\$50.00	\$5.00	\$55.00	0.00%	Y	999	
Machinery Sales per day	\$278.00	\$259.09	\$25.91	\$285.00	2.52%	Y	999	
Circuses, Travelling Shows, Bull Rides per day of show	\$336.00	\$313.64	\$31.36	\$345.00	2.68%	Y	999	
Family Reunions/Parties etc per day (without the use of the cool room)	\$347.00	\$323.64	\$32.36	\$356.00	2.59%	Y	999	
Family Reunions/Parties etc. per day (with the use of the cool room) + \$55 extra per day of cold-room use	\$406.00	\$379.09	\$37.91	\$417.00	2.71%	Y	999	
Stock Sales per day	\$160.00	\$149.09	\$14.91	\$164.00	2.50%	Y	999	
Crockery Hire	\$33.00	\$30.91	\$3.09	\$34.00	3.03%	Y	999	
Special Events (facilities access without use of electricity)	\$160.00	\$149.09	\$14.91	\$164.00	2.50%	Y	999	
Temporary Use of Facilities (overnight) – Minimum Charge plus	\$134.00	\$125.45	\$12.55	\$138.00	2.99%	Y	999	
Temporary Use of Facilities (overnight) – Charge per vehicle	\$13.30	\$12.45	\$1.25	\$13.70	3.01%	Y	999	
Other Functions – i.e. Poultry Exhibitions, Sheep Show per event	\$76.00	\$70.91	\$7.09	\$78.00	2.63%	Y	999	
Use of premises for school exams					No Charge	N	999	
Overnight Camping Fee per night with a maximum 2 nights	\$40.00	\$37.27	\$3.73	\$41.00	2.50%	Y	999	
Overnight Campers – Charity Events e.g.: Charity Horse Ride					No Charge	N	999	

Name	Year 17/18 Last YR Fee (incl. GST)	Year 18/19 GST Fee (excl. GST)	Year 18/19 GST Fee (incl. GST)	Increase %	GST	Statutory Fee	Comment
Hire of Stables – Trangie							
Nightly Charge up to 3 nights per stall per night	\$13.50	\$12.64	\$13.90	2.96%	Y	999	
Weekly Rate or more than 4 nights per stall per night	\$9.50	\$8.91	\$9.80	3.16%	Y	999	
Horse Training Classes – Trangie							
Use of facilities plus arena for horse training classes – per day	\$150.00	\$139.82	\$153.80	2.53%	Y	999	
If stables are used in conjunction with classes – per day	\$50.00	\$46.64	\$51.30	2.60%	Y	999	
Hire Horse Boxes							
Per Box – per week	\$4.50	\$4.27	\$4.70	4.44%	Y	999	
Hire Cattle Yards – Trangie							
Per pen – per week	\$10.00	\$9.36	\$10.30	3.00%	Y	999	
Trainers – Trangie							
Use of stables/cattle pavilion per week	\$41.00	\$39.09	\$43.00	4.88%	Y	999	
Use of facilities only per week (including the track) – up to 2 horses	\$10.49	\$9.82	\$10.80	2.96%	Y	999	
Use of facilities only per week (including the track) – more than 2 horses	\$27.00	\$25.45	\$28.00	3.70%	Y	999	
Trainer's Licence – Trangie							
Trainer's Annual Charge	\$102.50	\$96.36	\$106.00	3.41%	Y	999	
Advertising Signs – Trangie Showground							
Annual Charge Permanent Sign @ \$437.00 per m2 or part thereof (GST Inclusive)			Calculated on area		Y	999	Calculated on area
Advertising Signs – Temporary (Duration of Event)	\$0.00	\$36.36	\$40.00	-	Y	999	

Explanation Table

Label Keys

Last YR Fee (incl. GST)	Fee (incl. GST) (17/18)
Fee (excl. GST)	Fee (excl. GST) (18/19)
GST	GST Amount (18/19)
Fee (incl. GST)	Fee (incl. GST) (18/19)
Increase %	Increase on LY (18/19)
GST	GST Flag (Y/N) (18/19)
Description	Description & Detail
Statutory Fee	Statutory Fee
Comment	Comment (18/19)
Min. Fee	Minimum Fee (for Descriptive Fees)

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Classifications Keys

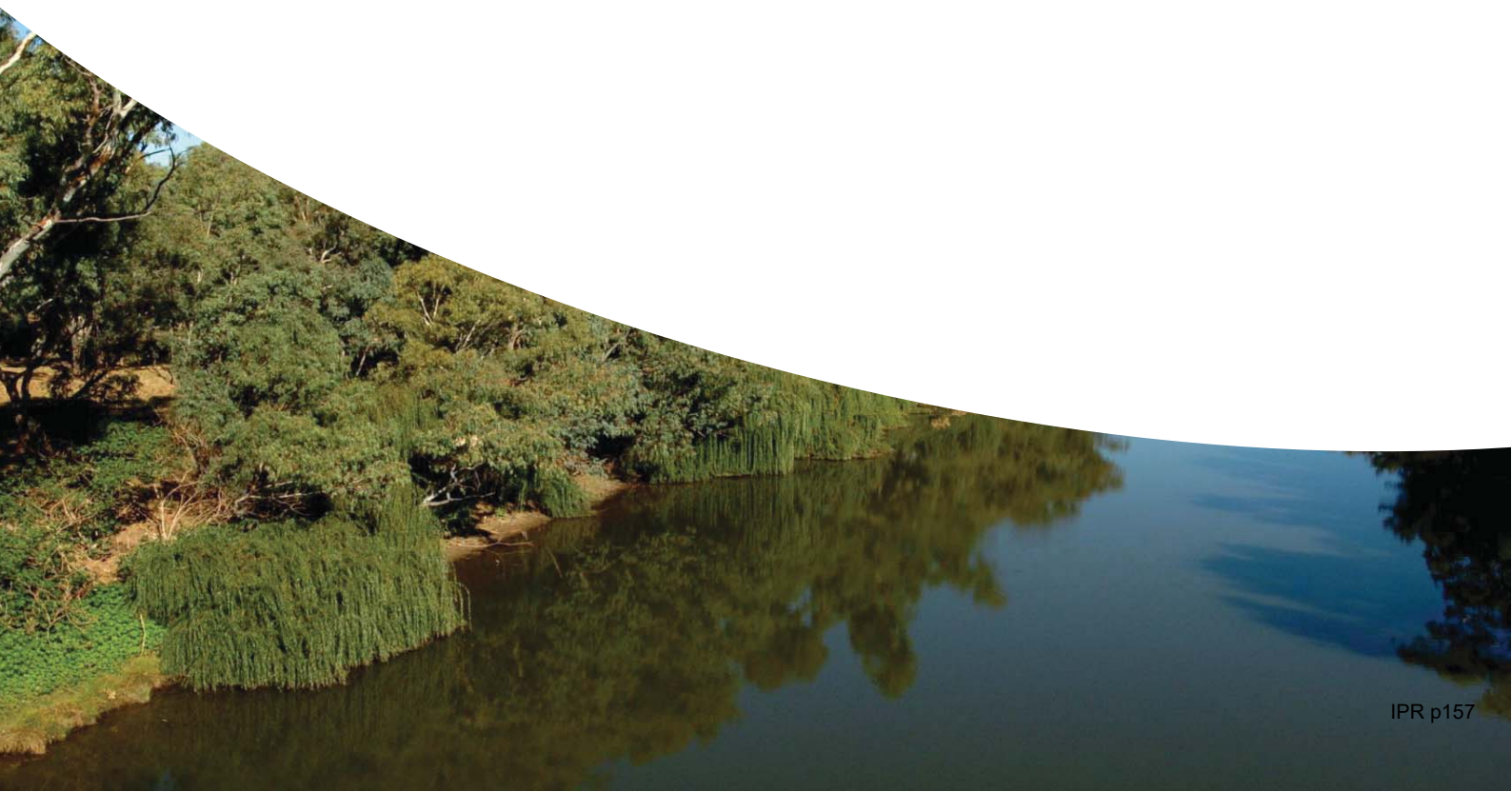
Statutory Fee

001	As per Section 94 & 94A Contribution Plan
002	Determined by GIPA
003	Determined by OLG
004	Discretionary within range set by Statute
005	Maximum set by Regulations
006	Maximum within a range set by Statute
007	Maximum within a range set by Statute – 50% of Original price
008	Maximum within a range set by Statute. Estimated Cost & Maximum Fee Payable.
009	Price In Accordance with NSW State Government Best Practice Guidelines
010	Set by Regulations
011	Statutory Fee
999	Other

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Long Term Financial Plan



Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
INCOME STATEMENT - CONSOLIDATED

Scenario: Base Scenario	Estimates										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	8,497,758	8,772,687	8,992,003	9,216,803	9,447,224	9,683,404	9,925,489	10,173,626	10,427,967	10,688,666	10,955,883
User Charges & Fees	2,396,296	2,399,437	2,459,423	2,520,908	2,583,931	2,648,529	2,714,743	2,782,611	2,852,177	2,923,481	2,996,568
Interest & Investment Revenue	552,457	742,054	760,600	779,615	799,105	819,083	839,560	860,549	882,063	904,114	926,717
Other Revenues	555,737	563,959	578,058	592,509	607,322	622,505	638,068	654,020	670,370	687,129	704,308
Grants & Contributions provided for Operating Purposes	7,978,062	6,867,248	6,713,579	6,737,385	6,762,262	6,787,211	6,813,232	6,839,331	6,865,506	6,892,760	6,920,128
Grants & Contributions provided for Capital Purposes	1,742,473	2,439,632	143,500	147,088	150,765	154,534	158,397	162,357	166,416	170,576	174,841
Other Income:											
Net gains from the disposal of assets	50,000	50,000	51,250	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	21,772,784	21,835,017	19,698,413	20,046,840	20,404,453	20,770,457	21,146,059	21,530,479	21,923,932	22,327,647	22,740,887
Expenses from Continuing Operations											
Employee Benefits & On-Costs	7,068,418	6,859,305	7,030,788	7,206,557	7,386,721	7,571,389	7,760,674	7,954,691	8,153,558	8,357,397	8,566,332
Borrowing Costs	137,798	121,764	124,809	127,929	131,127	134,405	137,765	141,209	144,740	148,358	152,067
Materials & Contracts	4,610,915	2,815,188	2,885,568	2,912,522	2,795,583	2,840,574	2,922,689	2,967,175	3,074,757	3,151,626	3,230,417
Depreciation & Amortisation	4,853,030	4,964,442	5,088,553	5,215,767	5,346,161	5,479,815	5,616,810	5,757,231	5,901,161	6,048,691	6,199,908
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,689,170	3,612,605	3,646,372	3,776,634	3,797,293	3,876,501	3,957,693	4,101,755	4,139,960	4,243,459	4,349,545
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,359,331	18,373,304	18,776,089	19,239,409	19,456,885	19,902,685	20,395,631	20,922,061	21,414,176	21,949,531	22,498,269
Operating Result from Continuing Operations	2,413,452	3,461,713	922,324	807,432	947,568	867,772	750,428	608,418	509,756	378,117	242,618
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,413,452	3,461,713	922,324	807,432	947,568	867,772	750,428	608,418	509,756	378,117	242,618
Net Operating Result before Grants and Contributions provided for Capital Purposes	670,979	1,022,081	778,824	660,344	796,803	713,238	592,031	446,061	343,340	207,540	67,777

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
BALANCE SHEET - CONSOLIDATED

Scenario: Base Scenario	Estimates										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	21,230,789	19,593,744	19,771,174	20,166,797	21,146,119	22,503,055	23,845,202	25,545,716	25,980,398	27,563,556	28,706,358
Investments	205,155	-	-	-	-	-	-	-	-	-	-
Receivables	555,032	598,742	607,500	616,479	625,688	635,127	644,796	654,711	664,877	675,289	685,966
Inventories	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,990,976	20,192,486	20,378,674	20,783,276	21,771,807	23,138,182	24,489,998	26,200,427	26,645,275	28,238,846	29,392,324
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	468,602	469,842	471,113	472,416	473,752	475,120	476,523	477,962	479,436	480,946	482,495
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	309,818,963	319,847,175	326,204,314	331,710,596	336,972,859	341,698,611	346,264,634	350,679,567	356,592,142	361,415,570	366,694,569
Investments Accounted for using the equity method	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Investment Property	-	3,840,000	3,105,000	2,370,000	1,635,000	900,000	165,000	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	310,538,565	324,408,017	330,031,427	334,804,012	339,332,611	343,324,731	347,157,157	351,408,529	357,322,578	362,147,516	367,428,064
TOTAL ASSETS	332,529,542	344,600,503	350,410,101	355,587,288	361,104,418	366,462,913	371,647,155	377,608,956	383,967,853	390,386,362	396,820,388
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000
Borrowings	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000
Provisions	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,305,337	5,693,848	4,711,544	3,718,588	2,680,566	1,599,401	470,640	-	-	-	-
Provisions	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,358,337	5,746,848	4,764,544	3,771,588	2,733,566	1,652,401	523,640	53,000	53,000	53,000	53,000
TOTAL LIABILITIES	5,743,337	9,131,848	8,149,544	7,156,588	6,118,566	5,037,401	3,908,640	3,438,000	3,438,000	3,438,000	3,438,000
Net Assets	326,786,205	335,468,655	342,260,558	348,430,699	354,985,852	361,425,512	367,738,515	374,170,956	380,529,853	386,948,362	393,382,388
EQUITY											
Retained Earnings	136,597,205	145,279,655	152,071,558	158,241,699	164,796,852	171,236,512	177,549,515	183,981,956	190,340,853	196,759,362	202,829,938
Revaluation Reserves	190,189,000	190,189,000	190,189,000	190,189,000	190,189,000	190,189,000	190,189,000	190,189,000	190,189,000	190,189,000	190,552,450
Council Equity Interest	326,786,205	335,468,655	342,260,558	348,430,699	354,985,852	361,425,512	367,738,515	374,170,956	380,529,853	386,948,362	393,382,388
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	326,786,205	335,468,655	342,260,558	348,430,699	354,985,852	361,425,512	367,738,515	374,170,956	380,529,853	386,948,362	393,382,388

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates 2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	8,494,365	8,755,369	8,974,253	9,198,609	9,428,575	9,664,288	9,905,896	10,153,543	10,407,383	10,667,568	10,934,257
User Charges & Fees	2,394,277	2,386,211	2,445,867	2,507,012	2,569,687	2,633,930	2,699,778	2,767,272	2,836,455	2,907,366	2,980,050
Interest & Investment Revenue Received	552,457	742,054	760,600	779,615	799,105	819,083	839,561	860,550	882,064	904,115	926,718
Grants & Contributions	9,720,535	9,307,035	6,857,237	6,884,634	6,913,192	6,941,914	6,971,803	7,001,866	7,032,105	7,063,524	7,095,160
Bonds & Deposits Received	-	1	2	3	4	5	6	7	8	9	10
Other	557,249	560,809	574,832	589,202	603,925	619,027	634,508	650,364	666,620	683,293	700,375
Payments:											
Employee Benefits & On-Costs	(7,068,418)	(6,813,755)	(6,984,098)	(7,158,701)	(7,337,668)	(7,521,110)	(7,709,138)	(7,901,866)	(8,099,413)	(8,301,898)	(8,509,446)
Materials & Contracts	(4,606,005)	(2,834,947)	(2,905,808)	(2,933,263)	(2,816,842)	(2,862,370)	(2,945,027)	(2,990,075)	(3,098,237)	(3,175,684)	(3,255,076)
Borrowing Costs	(137,798)	(121,764)	(124,809)	(127,929)	(131,127)	(134,405)	(137,765)	(141,209)	(144,740)	(148,358)	(152,067)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(2,689,170)	(3,612,605)	(3,646,367)	(3,776,629)	(3,797,289)	(3,876,499)	(3,957,689)	(4,101,752)	(4,139,957)	(4,243,454)	(4,349,541)
Net Cash provided (or used in) Operating Activities	7,217,493	8,368,408	5,951,708	5,962,554	6,231,561	6,283,864	6,301,932	6,298,700	6,342,287	6,356,480	6,370,441
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	3,486,112	474,247	830,165	197,306	313,046	144,989	-	74,541	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	100,000	100,000	735,000	735,000	735,000	735,000	735,000	735,000	100,000	100,000	102,500
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,044,963)	(10,028,212)	(6,357,139)	(5,506,282)	(5,262,263)	(4,725,752)	(4,566,023)	(4,414,933)	(5,912,575)	(4,823,428)	(5,278,999)
Purchase of Real Estate Assets	-	(3,940,000)	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,458,851)	(13,393,965)	(4,791,974)	(4,573,976)	(4,214,217)	(3,845,763)	(3,831,023)	(3,605,392)	(5,812,575)	(4,723,428)	(5,176,499)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	3,790,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	(385,663)	(401,489)	(982,305)	(992,955)	(1,038,022)	(1,081,165)	(1,128,762)	(992,794)	(95,030)	(49,893)	(51,141)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(385,663)	3,388,511	(982,305)	(992,955)	(1,038,022)	(1,081,165)	(1,128,762)	(992,794)	(95,030)	(49,893)	(51,141)

Scenario: Base Scenario	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Increase/(Decrease) in Cash & Cash Equivalents	(627,022)	(1,637,045)	177,430	395,623	979,322	1,356,936	1,342,147	1,700,515	434,681	1,583,159	1,142,802
plus: Cash, Cash Equivalents & Investments - beginning of year	21,857,811	21,230,789	19,593,744	19,771,174	20,166,797	21,146,119	22,503,055	23,845,202	25,545,716	25,980,398	27,563,556
Cash & Cash Equivalents - end of the year	21,230,789	19,593,744	19,771,174	20,166,797	21,146,119	22,503,055	23,845,202	25,545,716	25,980,398	27,563,556	28,706,358
Cash & Cash Equivalents - end of the year	21,230,789	19,593,744	19,771,174	20,166,797	21,146,119	22,503,055	23,845,202	25,545,716	25,980,398	27,563,556	28,706,358
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	21,230,789	19,593,744	19,771,174	20,166,797	21,146,119	22,503,055	23,845,202	25,545,716	25,980,398	27,563,556	28,706,358
Representing:											
- External Restrictions	9,559,933	8,278,516	8,056,100	8,177,959	8,337,645	8,774,718	8,942,494	9,201,876	8,738,083	9,221,274	9,716,545
- Internal Restrictions	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646
- Unrestricted	4,136,210	3,780,582	4,180,428	4,454,192	5,273,829	6,193,691	7,368,061	8,809,194	9,707,668	10,807,636	11,455,167
	21,230,789	19,593,744	19,771,174	20,166,797	21,146,119	22,503,055	23,845,202	25,545,716	25,980,398	27,563,556	28,706,358

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
EQUITY STATEMENT - CONSOLIDATED

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates		2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	2022/23	2023/24	\$	\$	\$	\$
Opening Balance	320,304,000	326,786,205	335,468,655	342,260,558	348,430,699	354,985,852	361,425,512	367,738,515	374,170,956	380,529,853	386,948,362
a. Current Year Income & Expenses Recognised direct to Equity											
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	6,482,205	8,682,450	6,791,903	6,170,142	6,555,152	6,439,660	6,313,003	6,432,440	6,358,897	6,418,509	6,434,026
Total Recognised Income & Expenses (c&d)	6,482,205	8,682,450	6,791,903	6,170,142	6,555,152	6,439,660	6,313,003	6,432,440	6,358,897	6,418,509	6,434,026
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	326,786,205	335,468,655	342,260,558	348,430,699	354,985,852	361,425,512	367,738,515	374,170,956	380,529,853	386,948,362	393,382,388

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
INCOME STATEMENT - GENERAL FUND

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates		2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	2022/23	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,906,719	7,075,623	7,252,514	7,433,826	7,619,672	7,810,164	8,005,418	8,205,553	8,410,692	8,620,960	8,836,484	
User Charges & Fees	1,128,719	1,157,993	1,186,943	1,216,616	1,247,032	1,278,208	1,310,163	1,342,917	1,376,490	1,410,902	1,446,175	
Interest & Investment Revenue	380,120	565,412	579,547	594,036	608,887	624,109	639,712	655,705	672,097	688,900	706,122	
Other Revenues	530,737	538,334	551,792	565,587	579,727	594,220	609,076	624,302	639,910	655,908	672,305	
Grants & Contributions provided for Operating Purposes	7,968,912	6,858,178	6,704,283	6,727,857	6,752,495	6,777,200	6,802,971	6,828,813	6,854,725	6,881,710	6,908,801	
Grants & Contributions provided for Capital Purposes	1,042,623	1,906,000	143,500	147,088	150,765	154,534	158,397	162,357	166,416	170,576	174,841	
Other Income:												
Net gains from the disposal of assets	50,000	50,000	51,250	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	18,007,831	18,151,540	16,469,829	16,737,542	17,012,422	17,293,625	17,582,307	17,877,632	18,179,764	18,489,875	18,807,171	
Expenses from Continuing Operations												
Employee Benefits & On-Costs	6,805,818	6,488,279	6,650,486	6,816,748	6,987,167	7,161,846	7,340,892	7,524,414	7,712,525	7,905,338	8,102,971	
Borrowing Costs	137,798	121,764	124,809	127,929	131,127	134,405	137,765	141,209	144,740	148,358	152,067	
Materials & Contracts	2,909,265	1,022,265	1,047,822	1,028,832	864,801	861,523	894,161	887,934	943,535	967,124	991,302	
Depreciation & Amortisation	4,359,820	4,458,904	4,570,377	4,684,636	4,801,752	4,921,796	5,044,841	5,170,962	5,300,236	5,432,742	5,568,560	
Impairment	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	2,488,900	3,407,329	3,435,964	3,560,966	3,576,233	3,649,915	3,725,442	3,863,698	3,895,951	3,993,350	4,093,184	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	16,701,601	15,498,541	15,829,457	16,219,111	16,361,080	16,729,485	17,143,101	17,588,217	17,996,986	18,446,911	18,908,084	
Operating Result from Continuing Operations	1,306,229	2,652,999	640,372	518,431	651,342	564,140	439,206	289,415	182,778	42,964	(100,913)	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	1,306,229	2,652,999	640,372	518,431	651,342	564,140	439,206	289,415	182,778	42,964	(100,913)	
Net Operating Result before Grants and Contributions provided for Capital Purposes	263,606	746,999	496,872	371,343	500,577	409,606	280,809	127,058	16,362	(127,612)	(275,754)	

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
BALANCE SHEET - GENERAL FUND

Scenario: Base Scenario	Estimates										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	13,136,053	12,780,425	13,180,271	13,454,035	14,273,672	15,193,534	16,367,904	17,809,037	18,707,511	19,807,479	20,455,010
Investments	205,155	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,341,208	12,780,425	13,180,271	13,454,035	14,273,672	15,193,534	16,367,904	17,809,037	18,707,511	19,807,479	20,455,010
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	367,000	367,000	367,000	367,000	367,000	367,000	367,000	367,000	367,000	367,000	367,000
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	270,992,000	278,432,290	283,276,550	288,092,675	292,682,316	296,992,028	300,851,378	304,629,391	309,159,474	313,524,408	318,333,450
Investments Accounted for using the equity method	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Investment Property	-	3,840,000	3,105,000	2,370,000	1,635,000	900,000	165,000	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	271,610,000	282,890,290	286,999,550	291,080,675	294,935,316	298,510,028	301,634,378	305,247,391	309,777,474	314,142,408	318,951,450
TOTAL ASSETS	284,951,208	295,670,715	300,179,821	304,534,710	309,208,988	313,703,562	318,002,282	323,056,428	328,484,985	333,949,887	339,406,460
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000
Borrowings	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000	351,000
Provisions	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000	1,774,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000	3,385,000
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,305,337	5,693,848	4,711,544	3,718,588	2,680,566	1,599,401	470,640	-	-	-	-
Provisions	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,358,337	5,746,848	4,764,544	3,771,588	2,733,566	1,652,401	523,640	53,000	53,000	53,000	53,000
TOTAL LIABILITIES	5,743,337	9,131,848	8,149,544	7,156,588	6,118,566	5,037,401	3,908,640	3,438,000	3,438,000	3,438,000	3,438,000
Net Assets	279,207,871	286,538,867	292,030,277	297,378,122	303,090,422	308,666,161	314,093,643	319,618,428	325,046,985	330,511,887	335,968,460
EQUITY											
Retained Earnings	112,548,871	119,879,867	125,371,277	130,719,122	136,431,422	142,007,161	147,434,643	152,959,428	158,387,985	163,852,887	169,309,460
Revaluation Reserves	166,659,000	166,659,000	166,659,000	166,659,000	166,659,000	166,659,000	166,659,000	166,659,000	166,659,000	166,659,000	166,659,000
Council Equity Interest	279,207,871	286,538,867	292,030,277	297,378,122	303,090,422	308,666,161	314,093,643	319,618,428	325,046,985	330,511,887	335,968,460
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	279,207,871	286,538,867	292,030,277	297,378,122	303,090,422	308,666,161	314,093,643	319,618,428	325,046,985	330,511,887	335,968,460

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
CASH FLOW STATEMENT - GENERAL FUND

Scenario: Base Scenario	Estimates											
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,906,719	7,075,623	7,252,514	7,433,826	7,619,672	7,810,164	8,005,418	8,205,553	8,410,692	8,620,960	8,836,484	
User Charges & Fees	1,128,719	1,157,993	1,186,943	1,216,616	1,247,032	1,278,208	1,310,163	1,342,917	1,376,490	1,410,902	1,446,175	
Interest & Investment Revenue Received	380,120	565,412	579,547	594,036	608,887	624,109	639,712	655,705	672,097	688,900	706,122	
Grants & Contributions	9,011,535	8,764,178	6,847,783	6,874,945	6,903,260	6,931,734	6,961,368	6,991,170	7,021,141	7,052,286	7,083,642	
Bonds & Deposits Received	-	1	2	3	4	5	6	7	8	9	10	
Other	530,737	538,334	551,792	565,587	579,727	594,220	609,076	624,302	639,910	655,908	672,305	
Payments:												
Employee Benefits & On-Costs	(6,805,818)	(6,488,279)	(6,650,486)	(6,816,748)	(6,987,167)	(7,161,846)	(7,340,892)	(7,524,414)	(7,712,525)	(7,905,338)	(8,102,971)	
Materials & Contracts	(2,909,265)	(1,022,265)	(1,047,822)	(1,028,832)	(864,801)	(861,523)	(894,161)	(887,934)	(943,535)	(967,124)	(991,302)	
Borrowing Costs	(137,798)	(121,764)	(124,809)	(127,929)	(131,127)	(134,405)	(137,765)	(141,209)	(144,740)	(148,358)	(152,067)	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	
Other	(2,488,900)	(3,407,329)	(3,435,964)	(3,560,966)	(3,576,233)	(3,649,915)	(3,725,442)	(3,863,698)	(3,895,951)	(3,993,350)	(4,093,184)	
Net Cash provided (or used in) Operating Activities	5,616,049	7,061,904	5,159,501	5,150,539	5,399,253	5,430,750	5,427,482	5,402,399	5,423,587	5,414,795	5,405,214	
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	1,969,824	474,247	331,909	197,306	313,046	144,989	-	74,541	-	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	
Sale of Real Estate Assets	100,000	100,000	735,000	735,000	735,000	735,000	735,000	735,000	100,000	100,000	102,500	
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(6,500,000)	(7,440,290)	(4,844,260)	(4,816,125)	(4,589,641)	(4,309,712)	(3,859,350)	(3,778,013)	(4,530,083)	(4,364,934)	(4,809,042)	
Purchase of Real Estate Assets	-	(3,940,000)	-	-	-	-	-	-	-	-	-	
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	(4,430,176)	(10,806,043)	(3,777,351)	(3,883,819)	(3,541,595)	(3,429,723)	(3,124,350)	(2,968,472)	(4,430,083)	(4,264,934)	(4,706,542)	
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	3,790,000	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	
Payments:												
Repayment of Borrowings & Advances	(385,663)	(401,489)	(982,305)	(992,955)	(1,038,022)	(1,081,165)	(1,128,762)	(992,794)	(95,030)	(49,893)	(51,141)	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	

Scenario: Base Scenario	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Cash Flow provided (used in) Financing Activities	(385,663)	3,388,511	(982,305)	(992,955)	(1,038,022)	(1,081,165)	(1,128,762)	(992,794)	(95,030)	(49,893)	(51,141)
Net Increase/(Decrease) in Cash & Cash Equivalents	800,210	(355,628)	399,845	273,765	819,637	919,862	1,174,370	1,441,133	898,474	1,099,968	647,531
plus: Cash, Cash Equivalents & Investments - beginning of year	12,335,843	13,136,053	12,780,425	13,180,271	13,454,035	14,273,672	15,193,534	16,367,904	17,809,037	18,707,511	19,807,479
Cash & Cash Equivalents - end of the year	13,136,053	12,780,425	13,180,271	13,454,035	14,273,672	15,193,534	16,367,904	17,809,037	18,707,511	19,807,479	20,455,010
Cash & Cash Equivalents - end of the year	13,136,053	12,780,425	13,180,271	13,454,035	14,273,672	15,193,534	16,367,904	17,809,037	18,707,511	19,807,479	20,455,010
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	13,136,053	12,780,425	13,180,271	13,454,035	14,273,672	15,193,534	16,367,904	17,809,037	18,707,511	19,807,479	20,455,010
Representing:											
- External Restrictions	1,465,197	1,465,197	1,465,197	1,465,197	1,465,197	1,465,197	1,465,197	1,465,197	1,465,197	1,465,197	1,465,197
- Internal Restrictitons	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646	7,534,646
- Unrestricted	4,136,210	3,780,582	4,180,428	4,454,192	5,273,829	6,193,691	7,368,061	8,809,194	9,707,668	10,807,636	11,455,167
	13,136,053	12,780,425	13,180,271	13,454,035	14,273,672	15,193,534	16,367,904	17,809,037	18,707,511	19,807,479	20,455,010

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
EQUITY STATEMENT - GENERAL FUND

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates		2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	2022/23	2023/24	\$	\$	\$	\$
Opening Balance	275,703,000	279,207,871	286,538,867	292,030,277	297,378,122	303,090,422	308,666,161	314,093,643	319,618,428	325,046,985	330,511,887
a. Current Year Income & Expenses Recognised direct to Equity											
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	3,504,871	7,330,996	5,491,410	5,347,845	5,712,300	5,575,739	5,427,482	5,524,786	5,428,557	5,464,902	5,456,573
Total Recognised Income & Expenses (c&d)	3,504,871	7,330,996	5,491,410	5,347,845	5,712,300	5,575,739	5,427,482	5,524,786	5,428,557	5,464,902	5,456,573
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	279,207,871	286,538,867	292,030,277	297,378,122	303,090,422	308,666,161	314,093,643	319,618,428	325,046,985	330,511,887	335,968,460

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
INCOME STATEMENT - WATER FUND

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates		2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	2022/23	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	528,175	593,752	608,595	623,810	639,405	655,390	671,775	688,569	705,784	723,428	741,514	
User Charges & Fees	1,046,800	1,004,195	1,029,300	1,055,032	1,081,408	1,108,443	1,136,154	1,164,558	1,193,672	1,223,514	1,254,102	
Interest & Investment Revenue	106,047	108,698	111,410	114,195	117,050	119,976	122,976	126,050	129,201	132,431	135,742	
Other Revenues	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Operating Purposes	6,150	6,150	6,303	6,461	6,622	6,788	6,957	7,131	7,310	7,492	7,680	
Grants & Contributions provided for Capital Purposes	699,850	533,632	-	-	-	-	-	-	-	-	-	-
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	2,387,022	2,246,427	1,755,608	1,799,498	1,844,486	1,890,598	1,937,863	1,986,309	2,035,967	2,086,866	2,139,038	
Expenses from Continuing Operations												
Employee Benefits & On-Costs	112,600	171,726	176,019	180,420	184,930	189,553	194,292	199,150	204,128	209,231	214,462	
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,013,350	1,109,394	1,137,129	1,165,557	1,194,696	1,224,563	1,255,177	1,286,557	1,318,721	1,351,689	1,385,481	
Depreciation & Amortisation	100,400	102,909	105,482	108,119	110,822	113,592	116,432	119,343	122,326	125,385	128,519	
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	130,270	133,526	136,864	140,286	143,793	147,388	151,072	154,849	158,720	162,688	166,756	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,356,620	1,517,555	1,555,494	1,594,381	1,634,241	1,675,097	1,716,974	1,759,899	1,803,896	1,848,993	1,895,218	
Operating Result from Continuing Operations	1,030,402	728,872	200,114	205,117	210,245	215,501	220,888	226,411	232,071	237,873	243,819	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,030,402	728,872	200,114	205,117	210,245	215,501	220,888	226,411	232,071	237,873	243,819	
Net Operating Result before Grants and Contributions provided for Capital Purposes	330,552	195,240	200,114	205,117	210,245	215,501	220,888	226,411	232,071	237,873	243,819	

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
BALANCE SHEET - WATER FUND

Scenario: Base Scenario	Estimates										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	2,413,956	1,097,036	1,010,123	1,057,479	1,071,227	1,120,979	1,135,424	1,187,694	1,202,869	1,257,786	1,314,076
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	306,812	350,522	359,280	368,259	377,468	386,907	396,576	406,491	416,657	427,069	437,746
Inventories	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	2,720,768	1,447,558	1,369,403	1,425,737	1,448,695	1,507,886	1,531,999	1,594,185	1,619,526	1,684,855	1,751,822
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	49,602	50,842	52,113	53,416	54,752	56,120	57,523	58,962	60,436	61,946	63,495
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,200,034	20,348,735	20,741,244	21,007,124	21,314,442	21,593,783	21,916,659	22,210,142	22,549,365	22,857,705	23,173,754
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	18,249,636	20,399,577	20,793,357	21,060,540	21,369,194	21,649,903	21,974,182	22,269,104	22,609,801	22,919,651	23,237,248
TOTAL ASSETS	20,970,404	21,847,135	22,162,760	22,486,278	22,817,889	23,157,790	23,506,182	23,863,289	24,229,326	24,604,506	24,989,070
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-
Net Assets	20,970,404	21,847,135	22,162,760	22,486,278	22,817,889	23,157,790	23,506,182	23,863,289	24,229,326	24,604,506	24,989,070
EQUITY											
Retained Earnings	11,978,404	12,855,135	13,170,760	13,494,278	13,825,889	14,165,790	14,514,182	14,871,289	15,237,326	15,612,506	15,997,070
Revaluation Reserves	8,992,000	8,992,000	8,992,000	8,992,000	8,992,000	8,992,000	8,992,000	8,992,000	8,992,000	8,992,000	8,992,000
Council Equity Interest	20,970,404	21,847,135	22,162,760	22,486,278	22,817,889	23,157,790	23,506,182	23,863,289	24,229,326	24,604,506	24,989,070
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	20,970,404	21,847,135	22,162,760	22,486,278	22,817,889	23,157,790	23,506,182	23,863,289	24,229,326	24,604,506	24,989,070

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
CASH FLOW STATEMENT - WATER FUND

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates		2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	2022/23		\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	528,175	593,752	608,595	623,810	639,405	655,390		671,775	688,569	705,784	723,428	741,514
User Charges & Fees	1,046,800	1,004,195	1,029,300	1,055,032	1,081,408	1,108,443		1,136,154	1,164,558	1,193,672	1,223,514	1,254,102
Interest & Investment Revenue Received	106,047	108,698	111,410	114,195	117,050	119,976		122,976	126,050	129,201	132,431	135,742
Grants & Contributions	706,000	539,782	6,303	6,461	6,622	6,788		6,957	7,131	7,310	7,492	7,680
Bonds & Deposits Received	-	-	-	-	-	-		-	-	-	-	-
Other	-	-	-	-	-	-		-	-	-	-	-
Payments:												
Employee Benefits & On-Costs	(112,600)	(171,726)	(176,019)	(180,420)	(184,930)	(189,553)		(194,292)	(199,150)	(204,128)	(209,231)	(214,462)
Materials & Contracts	(1,013,350)	(1,109,394)	(1,137,129)	(1,165,557)	(1,194,696)	(1,224,563)		(1,255,177)	(1,286,557)	(1,318,721)	(1,351,689)	(1,385,481)
Borrowing Costs	-	-	-	-	-	-		-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-		-	-	-	-	-
Other	(130,270)	(133,526)	(136,864)	(140,286)	(143,793)	(147,388)		(151,072)	(154,849)	(158,720)	(162,688)	(166,756)
Net Cash provided (or used in) Operating Activities	1,130,802	831,781	305,596	313,236	321,067	329,093		337,321	345,754	354,397	363,257	372,339
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-		-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-		-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-		-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-		-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-		-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-		-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-		-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-		-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-		-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-		-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-		-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-		-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(2,558,034)	(2,148,701)	(392,509)	(265,880)	(307,318)	(279,341)		(322,876)	(293,483)	(339,223)	(308,340)	(316,049)
Purchase of Real Estate Assets	-	-	-	-	-	-		-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-		-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-		-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-		-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-		-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-		-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(2,558,034)	(2,148,701)	(392,509)	(265,880)	(307,318)	(279,341)		(322,876)	(293,483)	(339,223)	(308,340)	(316,049)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-		-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-		-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-		-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-		-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-		-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-		-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-		-	-	-	-	-

Scenario: Base Scenario	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,427,232)	(1,316,920)	(86,913)	47,356	13,749	49,752	14,445	52,271	15,174	54,917	56,290
plus: Cash, Cash Equivalents & Investments - beginning of year	3,841,188	2,413,956	1,097,036	1,010,123	1,057,479	1,071,227	1,120,979	1,135,424	1,187,694	1,202,869	1,257,786
Cash & Cash Equivalents - end of the year	2,413,956	1,097,036	1,010,123	1,057,479	1,071,227	1,120,979	1,135,424	1,187,694	1,202,869	1,257,786	1,314,076
Cash & Cash Equivalents - end of the year	2,413,956	1,097,036	1,010,123	1,057,479	1,071,227	1,120,979	1,135,424	1,187,694	1,202,869	1,257,786	1,314,076
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	2,413,956	1,097,036	1,010,123	1,057,479	1,071,227	1,120,979	1,135,424	1,187,694	1,202,869	1,257,786	1,314,076
Representing:											
- External Restrictions	2,413,956	1,097,036	1,010,123	1,057,479	1,071,227	1,120,979	1,135,424	1,187,694	1,202,869	1,257,786	1,314,076
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	2,413,956	1,097,036	1,010,123	1,057,479	1,071,227	1,120,979	1,135,424	1,187,694	1,202,869	1,257,786	1,314,076

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
EQUITY STATEMENT - WATER FUND

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates		2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	2022/23	2023/24	\$	\$	\$	\$
Opening Balance	19,980,000	20,970,404	21,847,135	22,162,760	22,486,278	22,817,889	23,157,790	23,506,182	23,863,289	24,229,326	24,604,506
a. Current Year Income & Expenses Recognised direct to Equity											
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	990,404	876,731	315,625	323,517	331,611	339,901	348,392	357,107	366,038	375,180	384,564
Total Recognised Income & Expenses (c&d)	990,404	876,731	315,625	323,517	331,611	339,901	348,392	357,107	366,038	375,180	384,564
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	20,970,404	21,847,135	22,162,760	22,486,278	22,817,889	23,157,790	23,506,182	23,863,289	24,229,326	24,604,506	24,989,070

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
INCOME STATEMENT - SEWER FUND

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates		2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	2022/23	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	1,062,864	1,103,312	1,130,895	1,159,167	1,188,146	1,217,850	1,248,296	1,279,504	1,311,491	1,344,279	1,377,886	
User Charges & Fees	220,777	237,249	243,180	249,260	255,491	261,879	268,425	275,136	282,015	289,065	296,291	
Interest & Investment Revenue	66,290	67,944	69,643	71,384	73,168	74,997	76,872	78,794	80,764	82,783	84,853	
Other Revenues	25,000	25,625	26,266	26,922	27,595	28,285	28,992	29,717	30,460	31,222	32,002	
Grants & Contributions provided for Operating Purposes	3,000	2,920	2,993	3,068	3,145	3,223	3,304	3,386	3,471	3,558	3,647	
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	
Other Income:												
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	1,377,931	1,437,050	1,472,976	1,509,801	1,547,546	1,586,234	1,625,890	1,666,537	1,708,201	1,750,906	1,794,679	
Expenses from Continuing Operations												
Employee Benefits & On-Costs	150,000	199,300	204,283	209,390	214,624	219,990	225,490	231,127	236,905	242,828	248,898	
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	
Materials & Contracts	688,300	683,529	700,617	718,133	736,086	754,488	773,350	792,684	812,501	832,814	853,634	
Depreciation & Amortisation	392,810	402,629	412,695	423,012	433,587	444,427	455,538	466,926	478,599	490,564	502,828	
Impairment	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	70,000	71,750	73,544	75,382	77,267	79,199	81,179	83,208	85,288	87,420	89,606	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	1,301,110	1,357,208	1,391,138	1,425,917	1,461,565	1,498,104	1,535,556	1,573,945	1,613,294	1,653,626	1,694,967	
Operating Result from Continuing Operations	76,821	79,842	81,838	83,884	85,981	88,131	90,334	92,592	94,907	97,280	99,712	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	76,821	79,842	81,838	83,884	85,981	88,131	90,334	92,592	94,907	97,280	99,712	
Net Operating Result before Grants and Contributions provided for Capital Purposes	76,821	79,842	81,838	83,884	85,981	88,131	90,334	92,592	94,907	97,280	99,712	

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
BALANCE SHEET - SEWER FUND

Scenario: Base Scenario	Estimates										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS											
Current Assets											
Cash & Cash Equivalents	5,680,780	5,716,282	5,580,780	5,655,283	5,801,221	6,188,542	6,341,874	6,548,985	6,070,018	6,498,292	6,937,272
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	248,220	248,220	248,220	248,220	248,220	248,220	248,220	248,220	248,220	248,220	248,220
Inventories	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,929,000	5,964,502	5,829,000	5,903,503	6,049,441	6,436,762	6,590,094	6,797,205	6,318,238	6,746,512	7,185,492
Non-Current Assets											
Investments	-	-	-	-	-	-	-	-	-	-	-
Receivables	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
Inventories	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	20,626,929	21,066,150	22,186,520	22,610,797	22,976,101	23,112,800	23,496,597	23,840,034	24,883,303	25,033,457	25,187,365
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	20,678,929	21,118,150	22,238,520	22,662,797	23,028,101	23,164,800	23,548,597	23,892,034	24,935,303	25,085,457	25,239,365
TOTAL ASSETS	26,607,929	27,082,652	28,067,520	28,566,300	29,077,542	29,601,562	30,138,691	30,689,239	31,253,541	31,831,969	32,424,857
LIABILITIES											
Current Liabilities											
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-	-	-
Net Assets	26,607,929	27,082,652	28,067,520	28,566,300	29,077,542	29,601,562	30,138,691	30,689,239	31,253,541	31,831,969	32,424,857
EQUITY											
Retained Earnings	12,069,929	12,544,652	13,529,520	14,028,300	14,539,542	15,063,562	15,600,691	16,151,239	16,715,541	17,293,969	17,523,407
Revaluation Reserves	14,538,000	14,538,000	14,538,000	14,538,000	14,538,000	14,538,000	14,538,000	14,538,000	14,538,000	14,538,000	14,901,450
Council Equity Interest	26,607,929	27,082,652	28,067,520	28,566,300	29,077,542	29,601,562	30,138,691	30,689,239	31,253,541	31,831,969	32,424,857
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-
Total Equity	26,607,929	27,082,652	28,067,520	28,566,300	29,077,542	29,601,562	30,138,691	30,689,239	31,253,541	31,831,969	32,424,857

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
CASH FLOW STATEMENT - SEWER FUND

Scenario: Base Scenario	Estimates										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities											
Receipts:											
Rates & Annual Charges	1,059,471	1,085,994	1,113,144	1,140,973	1,169,497	1,198,734	1,228,703	1,259,420	1,290,907	1,323,180	1,356,260
User Charges & Fees	218,758	224,023	229,624	235,364	241,247	247,279	253,461	259,797	266,293	272,949	279,773
Interest & Investment Revenue Received	66,290	67,944	69,643	71,384	73,168	74,998	76,873	78,795	80,765	82,784	84,854
Grants & Contributions	3,000	3,075	3,151	3,229	3,310	3,393	3,478	3,565	3,654	3,745	3,839
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-
Other	26,512	22,475	23,039	23,615	24,198	24,807	25,433	26,062	26,710	27,385	28,070
Payments:											
Employee Benefits & On-Costs	(150,000)	(153,750)	(157,593)	(161,533)	(165,571)	(169,711)	(173,954)	(178,302)	(182,760)	(187,329)	(192,012)
Materials & Contracts	(683,390)	(703,288)	(720,857)	(738,874)	(757,345)	(776,284)	(795,689)	(815,584)	(835,981)	(856,871)	(878,293)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-
Other	(70,000)	(71,750)	(73,539)	(75,377)	(77,263)	(79,196)	(81,175)	(83,205)	(85,286)	(87,416)	(89,601)
Net Cash provided (or used in) Operating Activities	470,641	474,723	486,612	498,780	511,241	524,020	537,129	550,548	564,302	578,428	592,889
Cash Flows from Investing Activities											
Receipts:											
Sale of Investment Securities	1,516,288	-	498,256	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(1,986,929)	(439,221)	(1,120,370)	(424,277)	(365,304)	(136,699)	(383,797)	(343,437)	(1,043,269)	(150,154)	(153,908)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(470,641)	(439,221)	(622,114)	(424,277)	(365,304)	(136,699)	(383,797)	(343,437)	(1,043,269)	(150,154)	(153,908)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-

Scenario: Base Scenario	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	0	35,502	(135,502)	74,503	145,937	387,321	153,332	207,111	(478,967)	428,274	438,981
plus: Cash, Cash Equivalents & Investments - beginning of year	5,680,780	5,680,780	5,716,282	5,580,780	5,655,283	5,801,221	6,188,542	6,341,874	6,548,985	6,070,018	6,498,292
Cash & Cash Equivalents - end of the year	5,680,780	5,716,282	5,580,780	5,655,283	5,801,221	6,188,542	6,341,874	6,548,985	6,070,018	6,498,292	6,937,272
Cash & Cash Equivalents - end of the year	5,680,780	5,716,282	5,580,780	5,655,283	5,801,221	6,188,542	6,341,874	6,548,985	6,070,018	6,498,292	6,937,272
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	5,680,780	5,716,282	5,580,780	5,655,283	5,801,221	6,188,542	6,341,874	6,548,985	6,070,018	6,498,292	6,937,272
Representing:											
- External Restrictions	5,680,780	5,716,282	5,580,780	5,655,283	5,801,221	6,188,542	6,341,874	6,548,985	6,070,018	6,498,292	6,937,272
- Internal Restrictitons	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	-	-	-	-	-	-	-	-	-	-	-
	5,680,780	5,716,282	5,580,780	5,655,283	5,801,221	6,188,542	6,341,874	6,548,985	6,070,018	6,498,292	6,937,272

Narromine Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
EQUITY STATEMENT - SEWER FUND

Scenario: Base Scenario

	2017/18	2018/19	2019/20	2020/21	2021/22	Estimates		2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	2022/23	2023/24	\$	\$	\$	\$
Opening Balance	24,621,000	26,607,929	27,082,652	28,067,520	28,566,300	29,077,542	29,601,562	30,138,691	30,689,239	31,253,541	31,831,969
a. Current Year Income & Expenses Recognised direct to Equity											
- Transfers to/(from) Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	1,986,929	474,723	984,868	498,780	511,241	524,020	537,129	550,548	564,302	578,428	592,889
Total Recognised Income & Expenses (c&d)	1,986,929	474,723	984,868	498,780	511,241	524,020	537,129	550,548	564,302	578,428	592,889
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	26,607,929	27,082,652	28,067,520	28,566,300	29,077,542	29,601,562	30,138,691	30,689,239	31,253,541	31,831,969	32,424,857



Asset Management Plan

Water

(AMP1)



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1. Executive Summary

Council's intention is to provide the Shire with reticulated safe drinking water through infrastructure serviced and maintained to a level reflective of the community's expectations, meets the requirements of statutory regulatory bodies (NSW Department of Primary Industries Water and NSW Health) and operates in a manner that is both functional and cost effective. The water reticulation system had a fair value of approximately **\$12,981,879.00** on the 30th June 2016.

This plan assists Council in the decision making process and is presented at a high level to provide key information that can be used in determining the levels of service, program scheduling and funding requirements etc.

Water Supplies

Council supplies drinking water in Narromine and Trangie and non-potable water in Tomingley. In Narromine, the lowering of water levels in the aquifers supplying the towns is resulting in increasing levels of aquifer stress. This occurs particularly in the warmer months decreasing the ability of Council to meet Peak Day Demand (water security requirements) and increases the pressure on ageing bores and infrastructure.

A river sourced raw water system, utilising redundant drinking water pumps and storage, supplies water for a standpipe and irrigation of playing fields and parks on the Northern side of Narromine.

Trangie experience a similar effect however, a recent augmentation, including drilling of three new bores and construction of a new rising trunk mains and disinfection system, has alleviated the stress and improved water quality.

Tomingley water supply is a partially filtered non-potable system; Council is exploring alternative options regarding the future of this service.

Good water supply is critical to community health and economic development and security of the water supply systems must not deteriorate to a level where community health and prosperity is at risk or compromised.

The Water Supply Service

In summary, the water supply network comprises:

- Bores and river pumping station;
- Trunk Supply Mains;
- Treatment Plants;
- Pumping Stations;
- Service Reservoirs;
- Reticulation Network;
- Water Services.

Because of the bulk of the asset acquired at the same time, a high proportion of the infrastructure is reaching the end of its theoretical useful life over a short period. This results in high capital renewal investment and significant works programs.

What we will do

Council plans to provide the following:

1. Operation, maintenance, renewal and upgrade of bores and river pumping, trunk supply mains, treatment plants, pumping stations, service reservoirs, reticulation

network, and water services to meet service levels set by Council and meet statutory requirements in annual budgets; and

2. Within the 10-year planning period, and afterwards a planned large-scale mains replacement.

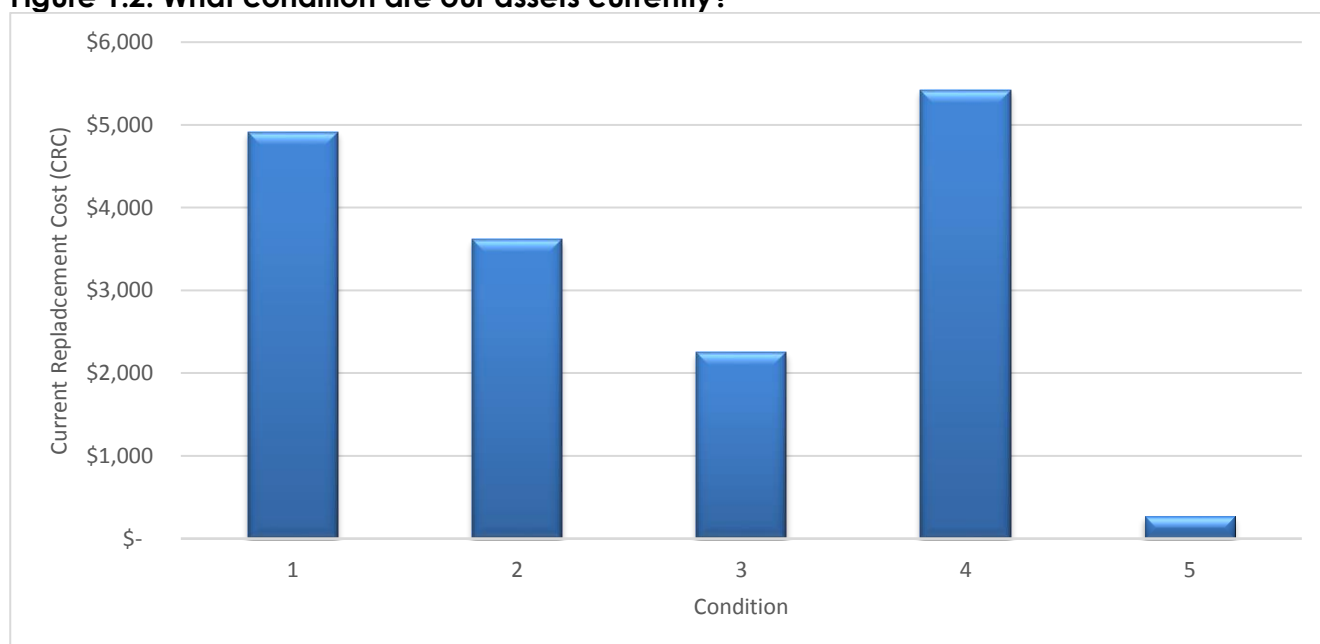
What we cannot do

Council does not have enough funding to provide all services to the desired service levels or provide new services. Works and services that cannot be provided under present funding levels, include substantial expansion of services into presently un-serviced areas without substantial investigation or capital expansion.

Asset Conditions

The current condition of our assets is shown in Figure 5.1 based on the value of each asset in each of 5 conditions ranging from 1 to 5, with 1 being near new and 5 as a completely failed asset. Water assets have been condition rated externally during the revaluation in 2017.

Figure 1.2: What condition are our assets currently?



The process of managing our Water assets is one of continually improving the knowledge Council has, including maintaining up to date asset registers, condition ratings, the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level.

Future Planning for Water Assets

Table 13.1 conveys the list of planned required improvements for this Asset Class in relation to asset management principles.

Asset Management Practices

Asset Management Practices are generally uniform across board. These Practices have been outlined in the Asset Management Strategy chapter 17 Asset Management Practices.

Improvement Program

Asset Management Improvements are outlined in chapter 13 and have be summarised in table 13.1 which can be found below.

Table 13.1: Asset Management Improvements - Water

Task	Expected Completion
Revaluation of Assets	2016/17
Review Renewal of all Assets	2016/17
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18



2. Strategic Objectives

Council operates and maintains water assets to achieve the following strategic objectives:

1. Provide water to a standard that supports the outcomes identified in Council's Community Strategic Plan and meets regulatory standards as set out in the Australian Drinking Water Guidelines.
2. Ensure the maintenance of infrastructure at a safe and functional standard as set out in this Asset Management Plan.
3. Ensure the management of water infrastructure assets, to deliver the requirements of Council's Asset Management Policy and Strategic Asset Management Plan.

Table 2.1: Where can I find additional information?

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community.
Council Asset Policy	How we manage assets.
Asset Management Strategy	Overall direction of asset management and portfolio summary.
Asset Management Manual	Procedures and Processes that guide the management of assets.
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions.
Enterprise Risk Management Plan	The identification and management of strategic risks across Council operations
Asset Management System (Civica)	Electronic system that contains the asset register, condition ratings and uses to model future renewals.
Maintenance Program	Document outlining all scheduled maintenance requirements for the financial year as set out by the Asset Management Plan
GIS (Map Info / Exponaire)	Geographical information system that produces maps of assets.
Water and Sewerage Strategic Business Plan	Gives details and supporting information for Council's Community Strategic Plan, Delivery Program and Operational Plan and Budget.
Demand Management Plan (Narromine & Trangie)	Council is responsible for the water supply reticulation, sewerage and stormwater management services within the Narromine Local Government Area (LGA). As a local water utility (LWU), Council aims to be consistent with the NSW Government DPI Water, Best Practice Management of Water Supply and Sewerage Guidelines (DWE, 2007). This Demand Management Plan addresses one of the six "best practice" criteria set out by the guidelines by recommending an appropriate demand management strategy for implementation across Council's water supply systems.
Strategy Report on SCADA and Telemetry System	Proposed strategy to the LMWUA Councils to implement a SCADA telemetry system in line with current industry standards
Australis Asset Advisory Report Valuation Report	2017 Revaluation of all Water and Sewer Assets
Drinking Water Management System Annual Report	Annual Report that documents Narromine Shire Council's Drinking Water Management System (DWMS) implementation and drinking water performance for that financial year. This document is a NSW Department of Health requirement.

Document / System	Content
Strategic Business Plan: Water and Sewer	The Strategic Business Plan covers the development and operation of Council's Water System. It provides supporting information for Council's Management Plan.
Business Continuity Plan	Outlines Council's procedures relating to emergencies in association with certain events.
Water and Action Plan	Details arrangements for, prevention of, preparation for, response to and recovery from emergencies within the Local Government Area(s).
Drinking Water Management System	Document that demonstrates Narromine Shire Council's compliance with the requirement of the Public Health Act 2010 to develop a Quality Assurance Plan in line with the "Framework for Drinking Water Quality Management" in the Australian Drinking Water Guidelines (ADWG).
Integrated Water Cycle Management Strategy	Integrated Water Cycle Management (IWCM) Evaluation Study (HydroScience, 2010a) of Council identifying a number of issues that require actions from Council's water and wastewater services section.
Drinking Water Quality Management Plan	Document that records risks identified and actions to be undertaken by Council through the Drinking Water Quality Risk Assessment process.
Water Quality Risk Assessment	Document compiled by a working group including external facilitators, engineering and field staff and stakeholders identifying risks to the provision of Drinking Water that meets ADWG
Australian Drinking Water Guidelines	Provides a framework for the management of drinking water supplies appropriate for local conditions.

3. Services Provided & Classification

Council provides the towns of Narromine and Trangie with a reticulated water supply that meets current drinking water standards, at minimum pressures, as outlined in our Customer Levels of Service.

In order to reflect optimum asset management practices, the hierarchy of Council Assets have been reviewed and updated. This will allow Council to have a more relevant grading of its assets, to determine intervention levels and renewal costs based on risk.

The hierarchy identifies different intervention levels for different assets depending on their assessed criticality and consequence rating. Details of the major components are contained in Table 3.1

Table 3.1: Hierarchy Summary

Hierarchy	Water
1	Hospitals, schools, nursing homes, treatment plant
2	Trunk mains \geq 300 mm, CBD area
3	Trunk mains 200 mm - 250 mm and Telemetry
4	Retic 150 mm, bore lines
5	Retic \leq 100 mm

Table 3.2: Summary of what is provided?

Hierarchy	Asset
1	Reticulation Pipework
2	Reticulation Pipework
3	Reticulation Pipework
4	Reticulation Pipework
5	Reticulation Pipework
3	Potable Bore Pipework
3	Reservoirs
3	Bores
3	Pump Stations
3	Telemetry
1	Headworks
1	Treatment Plant

4. Levels of Service

Table 4.1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	<ul style="list-style-type: none"> Have a say in proposed strategy 	<ul style="list-style-type: none"> This Strategic plan is a communication tool and a way to a sustainable fair network, without burdening residents, business, or industry. The system determines the requirement and priority of the work. Regular benchmarking and quality management and measuring kpi's, ensures Council is getting value for money, A strategy and a fair planning and delivery mechanism in place. Certainty and trust of project delivery when proposed. 	Councillor Workshop, and community consultation
Residents	<ul style="list-style-type: none"> Have a say in proposed strategy Perception of fairness Getting value for money 		Community consultation
State Government	<ul style="list-style-type: none"> Regulation of LWU provision of Water and Sewage services 		Review of Best Practice and DWQM documentation Provision of Capital Funding via Grants
Council Indoor Staff	<ul style="list-style-type: none"> Have a say in proposed strategy, Minimal additions to current workloads 		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	<ul style="list-style-type: none"> Have a say in proposed strategy, Structured programs Want to understand place in process 		Team leader workshops Engineering and Assets team reviews

Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and operated by Council. Local authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and
- Support long term financial planning.



Council's objective is to ensure financial strategies underpin Council's Asset Management Policy and Strategic Plan. Its goal is to have long-term vision for sustainability. In order to do so, it is important to prepare and review the Council's short and medium term financial plans for Risk Management, Plant & Equipment, Information Technology, Section 94 Contributions and Asset Management Plans.

Acting as a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to have good governance and administrative support. Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies.

Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 4.2.

Table 4.2: Legislative Requirements

Legislation	Requirement
Local Government Act 1993.	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by Asset Management Plans for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property Plant & Equipment requires that assets be valued, and reported in the annual accounts, which also includes depreciation value (i.e. how fast are these assets wearing out).
Roads Act 1993.	Other issues affecting asset service levels include judicial decisions relating to Council's role as roads authority for local roads as conferred by the Roads Act 1993, and legislative powers granted to public utilities relating to road openings.
Environmental Planning and Assessment Act 1979.	Sets out guidelines for land use planning and promotes sharing of responsibilities between various levels of government in the state.
Protection of the Environment Operations Act 1997	Sets out Council responsibility and powers of local area environment and its planning functions.
Local Government (General) Regulations 2005.	Determines developer charges.
Independent Pricing and Regulatory Tribunal Act 1992	Gives powers to the Independent Pricing and Regulatory Tribunal to inquire into and regulate prices. IPART has developed a set of consistent pricing principles to be adopted by local government authorities. Charging guidelines. Trend towards a user pay system in the industry.
Soil Conservation Act 1938	Conserves soil resources, farm water resources, and the mitigation of erosion and land degradation. Preservation of watercourse environments.

Legislation	Requirement
Catchment Management Act 1989	Promotes the coordination of activities within catchment areas. This Act has implications for the management of river quality and quantity. Requirement for ongoing management plan.
Water Management Act 2000	The act provides for sustainable and integrated management of NSW's water sources, water rights, licences, allocations
Public Health Act 2010	Prevention of the spread of disease. Effluent disposal methods.
NSW Public Health Regulation 2012	Part 5 Safety measures for drinking water
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure health, safety and welfare of employees and others at places of work.



Levels of Service

Council is responsible for providing a safe, reliable and cost effective drinking water supply, which is customer focused, enhances the environment and caters for the sustainable growth of the Shire. Ongoing consultation is undertaken with the community to ensure the provision of the potable water supply is acceptable to the wider community.

Levels of service indicators have been developed for the services provided by the Water Supply Network based on the objectives set in Council's Community Strategic Plan. These objectives have been used to define Community Levels of Service (CLOS), which relates to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost efficiency and legislative compliance.

From these CLOS, Technical Levels of Service (TLOS) have been developed that detail how these services will be delivered in terms of quantity, frequency and standard.

Finally, Key Performance Measures and how they will be measured provide the detail on how we determine whether we are delivering what the community are asking for.

Table 4.3 summarises at a high level what the community desires for each asset and how Council will deliver it. The CSP Ref column identifies the Community Strategic Plan objective that being supported by the asset group and the LOS defined.

Table 4.3: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide safe uninterrupted drinking water supply
Function	Ensure the water service meets Department of Health approval conditions
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate water services to meet user requirements
Function/Accessibility	Ensure water services are available to all occupied properties
Cost Effectiveness	Provide Water services in a cost effective manner
Safety	Effectiveness of WH & S programs and Work Method Statements/Standard Operating Procedures

Community Levels of Service

Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the Asset Management Plan are:

- *Quality* *How good is the service?*
- *Function* *Does it meet users' needs?*
- *Safety* *Is the service safe?*



Technical Levels of Service

Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that Council undertakes to best achieve the desired community outcomes.

Technical levels of service measure align with annual budgets covering:

- **Operations**
The regular activities to provide services such as administration, electricity.
- **Maintenance**
The activities necessary to retain an assets as near as practicable to its original condition (e.g. cleaning, pump maintenance, breaks etc.
- **Renewal**
The activities that return the service capability of an asset up to that which it had originally (e.g. pipeline replacement, reservoir external coating and bore casing etc.).
- **Upgrade**
The activities to provide a higher level of service (e.g. increase reservoir capacity, replacing a pipeline with a larger size etc.) or a new service that did not exist previously (e.g. network extension or new reservoir.)

5. Condition of Our Assets

Council maintains a Condition Assessment Manual outlining the frequency of inspection and condition rating, used for all assets. This data is recorded in the Council Asset Management System and is used to predict the timing of renewal/maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the Water Note 7 and advanced asset management practices as outlined in the IPWEA International Infrastructure Management Manual. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment Manual.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level'. That is, the condition at which the community has determined renewal is required based on the LOS analysis. Typically, assets are renewed between condition 3 and 4, ranging from fair to poor depending on their classification.

Table 5.1: What are our Intervention Levels to Renew an Asset?

Hierarchy	Component	Intervention Level
1	Reticulation Pipework	3 – 4
2	Reticulation Pipework	3 – 4
3	Reticulation Pipework	3 – 4
4	Reticulation Pipework	4
5	Reticulation Pipework	4
3	Potable Bore Pipework	3 – 4
3	Pumps (mech and elec)	3 – 4
3	Telemetry	3 – 4
3	Reservoirs	3 – 4
3	Bores	3 – 4
1	Water Treatment Plant	3 - 4

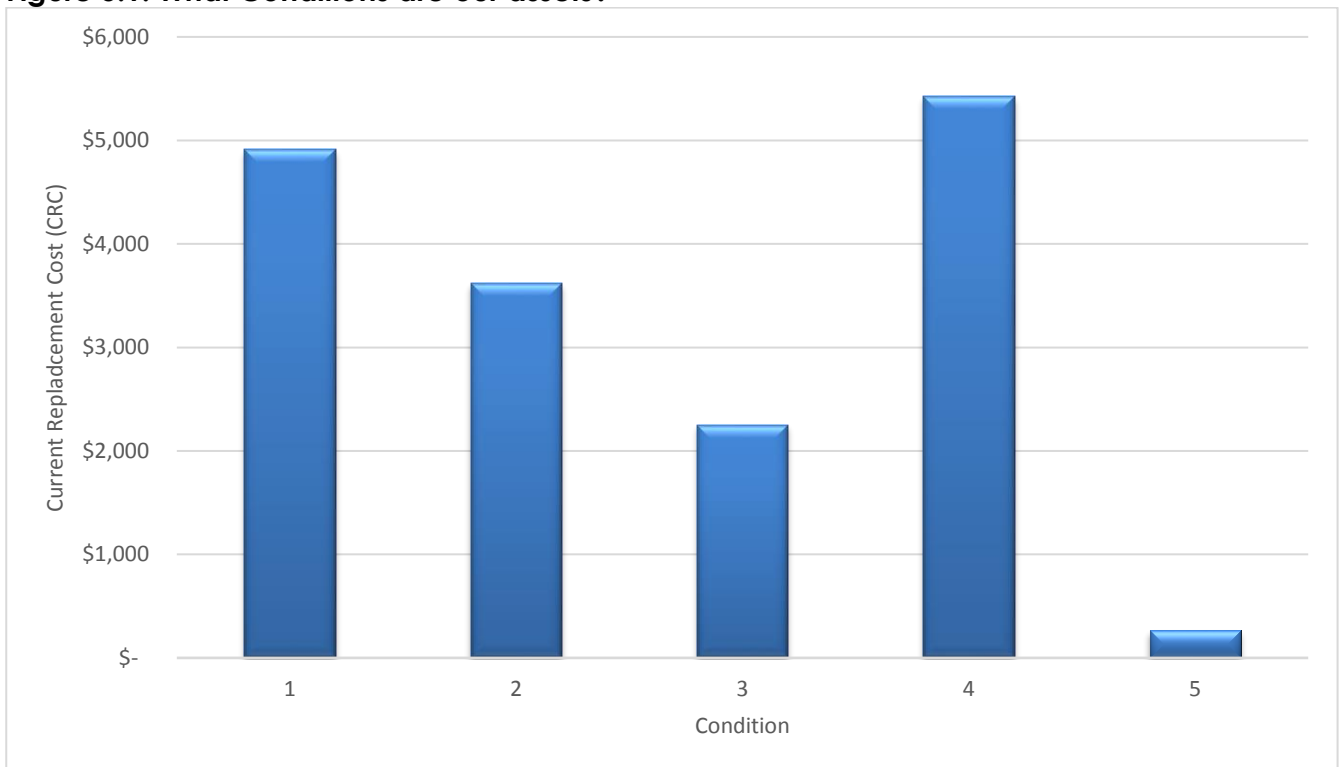
Table 5.2 outlines the rating scale and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

Table 5.2: What are Our Intervention Levels to Renew an Asset?

Condition Rating	Description	Remaining Life / CWDV (% of CRC)
1	Excellent condition: Only planned maintenance required.	100-80%
2	Very good: Minor maintenance required and planned maintenance.	80-60%
3	Good: Significant maintenance required.	60-40%
4	Fair: Significant renewal/upgrade required.	40-20%
5	Poor: Unserviceable.	20-0%

Each asset's condition is kept in the Water Asset Register and is maintained on a cyclic basis. Figure 5.1 gives the condition profile based on the Current Replacement Cost (CRC) in each condition.

Figure 5.1: What Conditions are our assets?



6. Operations

Operational activities include regular activities that are required to provide an ongoing service. These include inspections, electricity costs, fuel and overheads etc.

Table 6.1: What are our Operational Costs?

Year	Operational Expenditure
2013/2014	\$779,860
2014/2015	\$884,365
2015/2016	\$796,309
2016/2017 (Budget)	\$811,108

Note: Excludes Depreciation Costs

Inspections

A full list of inspections is outlined in the inspection program, currently under development in conjunction with the Narromine Shire Council Inspection Manual.

Above Ground Assets: Council currently is developing an inspection programme that is to be completed by an independent consultant or internal specialised staff. This inspection programme includes the above ground infrastructure on all of Councils Water and Sewerage Asset sites.

Below Ground Assets: Due to the sensitivity of contamination of the Water Supply Service Council does not internally inspect the reticulation network. The current cost of inspections for underground assets is not affordable.

Table 6.2: Summary of inspections

Inspection	Frequency
Condition Assessments of all Above Ground External Assets	Four Yearly
Visual Inspection of all Above Ground External Assets	Annually
Dead End Flushing	Biannually
Hydrants	Two Yearly
Valves	Two Yearly
Safety Inspections	Annually

7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their expected useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be planned, where works are programmed in, cyclic in nature, or reactive in response to storm damage or vandalism.

Planned or reactive maintenance is defined as follows:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Council undertakes routine maintenance as programmed and reactive maintenance when the need arises.

Table 7.1: What are some of our Planned Maintenance Activities and the frequency we undertake them?

Activity	Frequency
Mains Cleaning	Annually
Hydrant Maintenance	Annually
Dead End Hydrant Flushing	Annually
Pumps	Biannually
Reservoir Cleaning	Four Yearly
Reactive Main Breaks	As Required

Adjusting Levels of Service

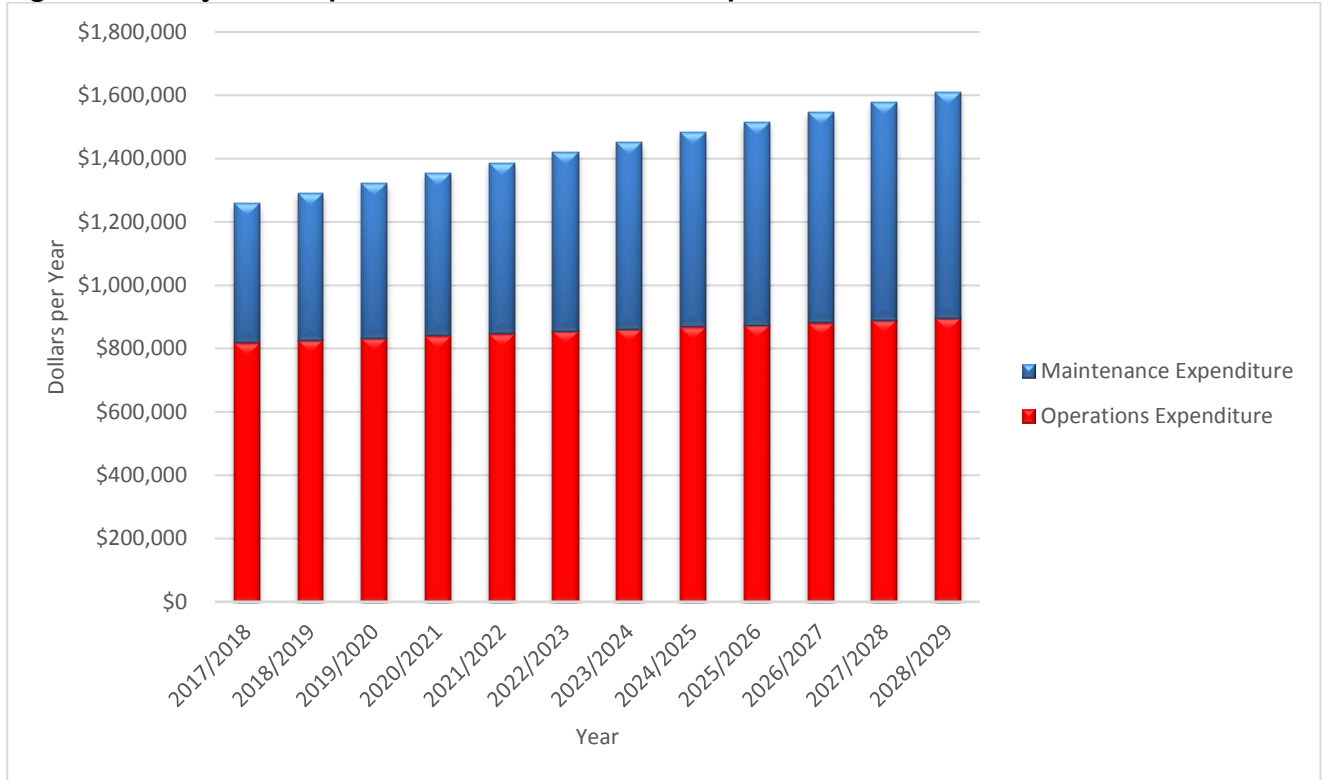
The adjustment of LOS are for a critical service as potable water supply is only undertaken after consultation with the community, ensuring it is still within statutory regulations and health guidelines.

Table 7.2: What are our Maintenance Cost Trends?

Year	Maintenance Expenditure
2013/2014	\$315,800
2014/2015	\$283,972
2015/2016	\$312,990
2016/2017 (Budget)	\$415,500

Figure 7.1 outlines the increase using a four-year average to project the following ten years.

Figure 7.1: Projected Operations & Maintenance Expenditure



Routine Maintenance Programming

A maintenance program is currently under development and will include future routine maintenance programming documents.

8. Capital Renewal

Renewal expenditure is major work, which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

Assets requiring renewal are identified from estimates of remaining life and condition assessments. Assets that are scheduled for renewal are assessed to verify the remaining life/serviceability and to develop a preliminary renewal estimate. These assets are prioritised based on that assessment and available funds, then scheduled in future works programmes.

Renewal Plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems, or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this Asset Management Plan but also in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the following Standards and Specifications:

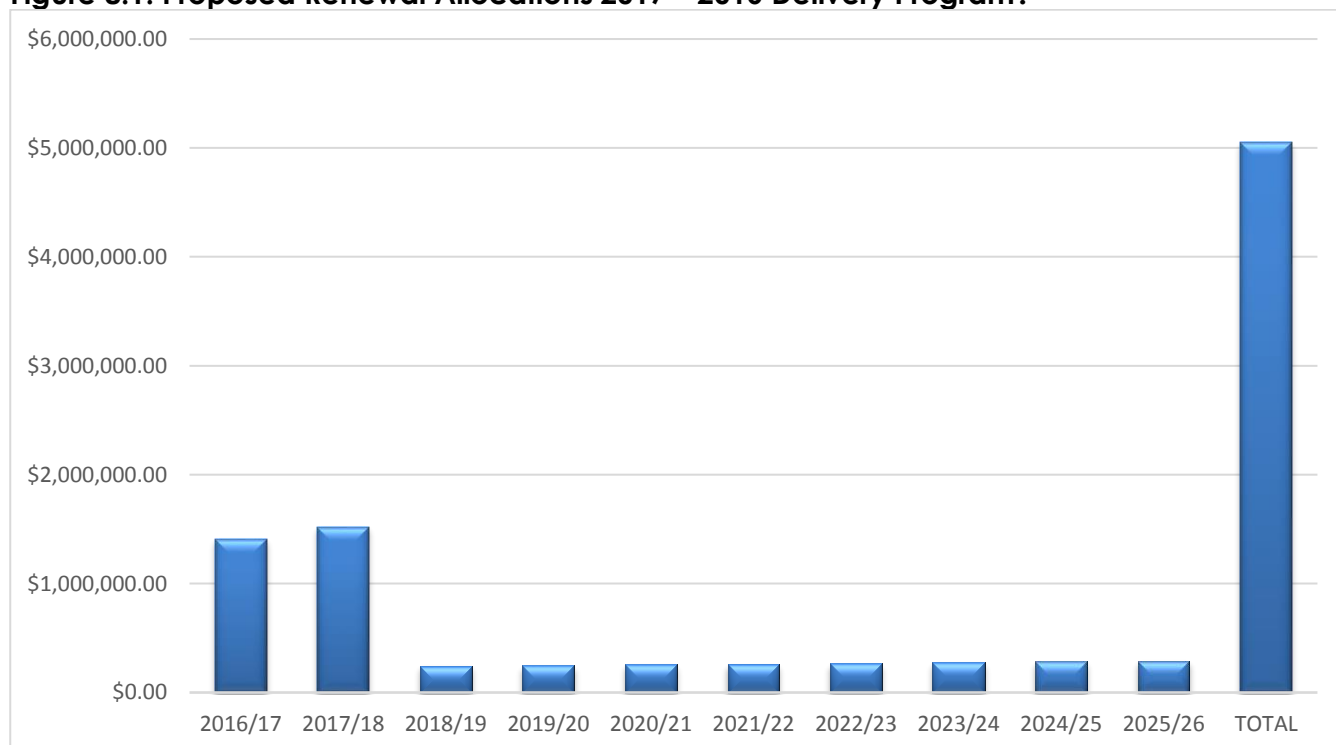
- Council's Water Services Association of Australia (WASA) Specifications.
- Relevant Australian Standards

Summary of Projected Renewal Expenditure

A summary of projected renewal expenditure include the following:

- Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 8.1.
- The projected capital renewal program is shown in Appendix A.

Figure 8.1 indicates that, based on current projections in 2017, Council will spend approximately \$5,000,000 on renewals over the next ten years.

Figure 8.1: Proposed Renewal Allocations 2017 – 2016 Delivery Program?

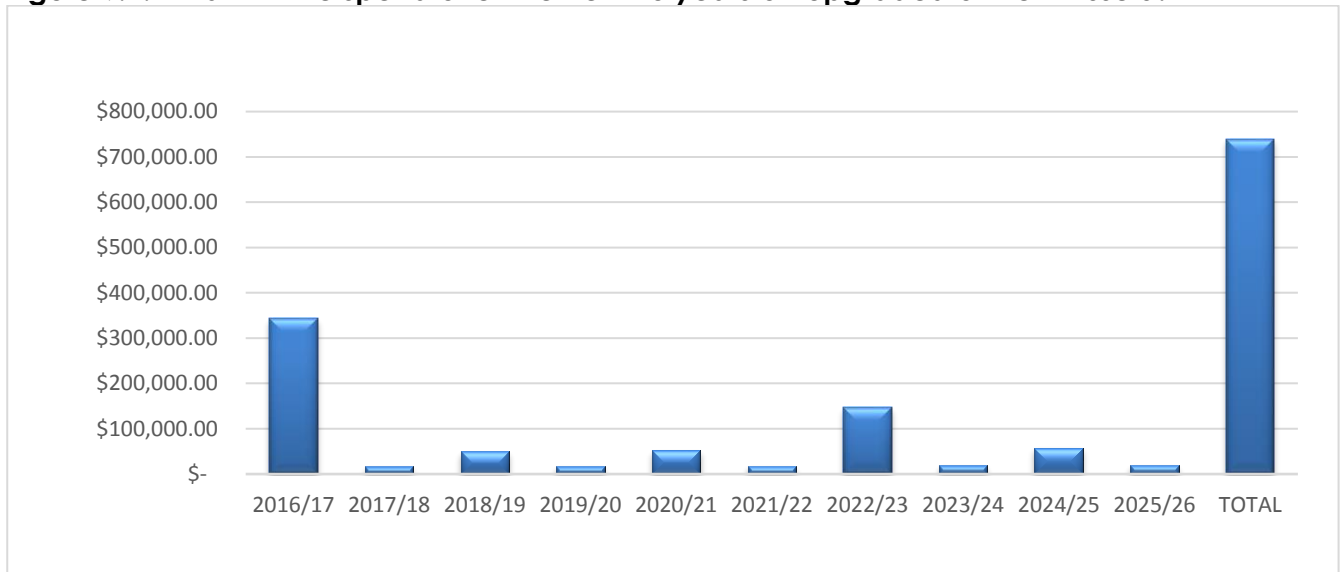
9. Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works, which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social, regulatory or environmental needs.

Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations and statutory regulatory requirements. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets?



A detailed table of the ten-year works program can be seen in Appendix A.



10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (poor condition), where Council has received no contact through the Customer Request System indicates that the community doesn't require the asset (as they have not raised concerns or complaints about the asset condition). These assets may be considered redundant or not utilised and therefore, decommissioned and disposed unless considered critical infrastructure.

Through careful analysis of all the existing assets, Council may become aware of assets no longer required. Revenue can therefore, increase through their disposal. An example of this may be surplus areas of land. An added advantage is if such assets are sold, there will be a saving on maintenance expenditure in relation to those assets.

There are currently no plans for disposal of assets in this Asset Class.

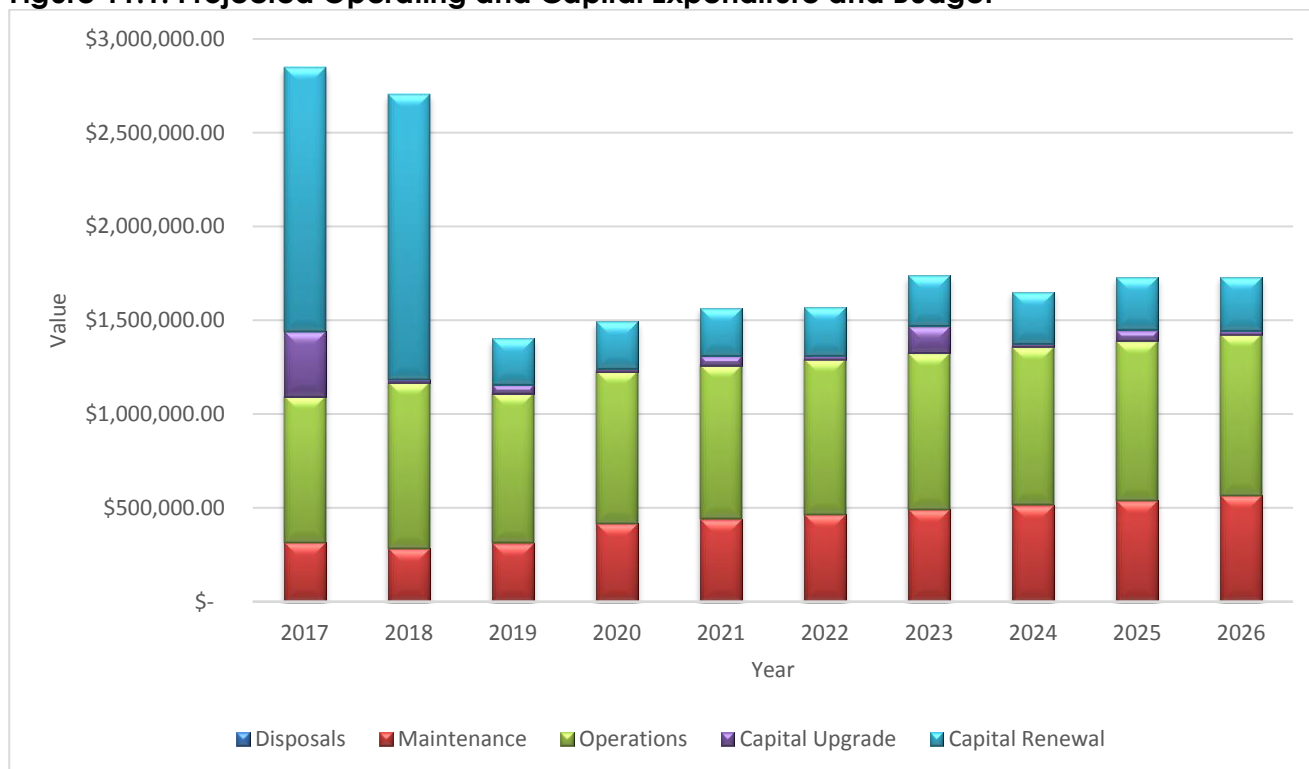
11. Financial Plan

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in Figure 11.1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Figure 11.1: Projected Operating and Capital Expenditure and Budget



Financial Sustainability in Service Delivery

There are three key indicators for financial sustainability, that have been considered in the analysis of the services provided by this asset category, these being long-term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long Term Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals.

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap (-ve = gap, +ve = surplus)

Short Term (1 Year)

Average Life Cycle Costs	\$ 1,181,660.00
Average Life Cycle Expenditure	\$ 1,095,660.00
Average Annual Gap	-\$ 86,000.00
Life Cycle Sustainability Indicator	92.72%

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the Asset Management Plans and long term financial plan.

Medium Term (5 Years)

Average Life Cycle Costs	\$ 1,309,849.80
Average Life Cycle Expenditure	\$ 1,171,849.80
Average Annual Gap	-\$ 138,000.00
Life Cycle Sustainability Indicator	89.46%

Expenditure projections for long-term financial plan

Table 11.1 shows the projected expenditures for the 10-year long-term financial plan.

Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

**Table 11.1: Expenditure Projections for Long Term Financial Plan**

Year	Operations	Maintenance	Capital Renewal	Capital Upgrade	Disposals
2017	\$ 779,860.00	\$ 315,800.00	\$ 1,409,832.50	\$ 344,160.88	\$ -
2018	\$ 884,365.00	\$ 283,972.00	\$ 1,520,547.94	\$ 16,153.36	\$ -
2019	\$ 796,309.00	\$ 312,990.00	\$ 242,838.84	\$ 49,671.58	\$ -
2020	\$ 811,108.00	\$ 415,500.00	\$ 248,909.81	\$ 16,971.12	\$ -
2021	\$ 818,920.00	\$ 440,425.00	\$ 255,132.55	\$ 52,186.20	\$ -
2022	\$ 826,732.00	\$ 465,350.00	\$ 261,510.87	\$ 17,830.29	\$ -
2023	\$ 834,544.00	\$ 490,275.00	\$ 268,048.64	\$ 146,208.35	\$ -
2024	\$ 842,356.00	\$ 515,200.00	\$ 274,749.85	\$ 18,732.94	\$ -
2025	\$ 850,168.00	\$ 540,125.00	\$ 281,618.60	\$ 57,603.80	\$ -
2026	\$ 857,980.00	\$ 565,050.00	\$ 288,659.06	\$ 19,681.30	\$ -

Note: All projected expenditures are in 2017 values



Funding Strategy

Projected expenditure identified in Table 11.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10-year long-term financial plan.

Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented, to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Asset useful lives are achieved before they require replacement.
- Regulation does not require significant change to the operations.
- The operating environment (physical, demographic and technical) does not change significantly.
- Operating and maintenance averages and associated costs do not fluctuate substantially.
- All delivery requirements can be met within the allotted time.



12. Key Performance Measures

Key Performance Measures (KPM's) have been extracted from the Strategic Business Plan (2013) which considers the statutory regulated quality of potable water and agreed customer service levels.

Table 12.1 Performance Measures

DESCRIPTION	UNIT	TARGET
AVAILABILITY OF SUPPLY		
Quantity Available		
• Domestic Peak Day	L/tenement/ day	<5,000
• Domestic Annual	kL/tenement / year	< 215
• Total Annual Average Consumption	ML/yr	<660
• Total Peak Daily Consumption	L/tenement/day	<5,000
Water for Fire Fighting:		
• Availability from hydrants at minimum flow rates at determined by LG Regulations and NSW Fire Brigade	% Urban Area Serviced	100%
Pressure:		
• Minimum pressure at the water meter when delivering 0.1L/sec	Meters Head	> 12 for 90% of Properties
Consumption Restrictions in Droughts:		
• Long run proportion of time with water restrictions applied	%	<5%
• Average frequency of restriction events		<1 event per 10 years
• Supply capacity during of normal worst recorded drought demand	% of Normal Demand	90%
Water Quality (Potable Water)		
Compliance with 2011NHMRC & NRMCC Australian Drinking Water Quality Guidelines		
Physical parameters	%	100

DESCRIPTION	UNIT	TARGET
Chemical parameters	%	100
Faecal coliforms	%	100
Microbiological Parameters:		
• E-coliforms	Mean	0
	CFU/100m1	
• Sampling frequency	Samples/wk/ zone	1
Physico-chemical Parameters:		
• pH	Unit	6.5 — 8.5
• Colour	HU	<15
• Turbidity	NTU	<5
• Fluoride	mg/L	<1.5
• Free available chlorine (WTP)	ma/L	4.1
• Free available chlorine (Reticulation)	mg/L	0.2 — 4.1
• Iron	mg/L	<0.3
• Manganese	mg/L	<0.5
RESPONSE TIME TO CUSTOMER COMPLAINTS OF SUPPLY FAILURE		
1. Priority 1: failure to maintain continuity or quality of supply to a large number of customers or to a critical use at a critical time		
All Customers:		
• During working hours	Hours	60
• Out of working hours	Hours	120
2. Priority 2: failure to maintain continuity or quality to a critical use at a non-critical time		
All Customers:		

DESCRIPTION	UNIT	TARGET
<ul style="list-style-type: none"> During working hours 	Minutes	180
<ul style="list-style-type: none"> Out of working hours 	Minutes	240
3. Priority 3: failure to maintain continuity or quality of supply to a single customer		
All Customers:	Working Days	1
4. Priority 4: a minor problem or complaint that can be dealt with at a mutually convenient time		
All Customers:	Working Days	14
Catastrophe		
		Immediate Action
CUSTOMER COMPLAINTS & GENERAL INQUIRIES		
i.e. complaints other than a supply failure		
<ul style="list-style-type: none"> Written complaints or enquiries: 95% response time 	Working Days	10
<ul style="list-style-type: none"> Personal complaints or enquiries: 95% response time 	Working Days	1
SPECIAL CUSTOMERS		
<ul style="list-style-type: none"> Specific service levels and associated charges will be negotiated with customers on an individual basis. 		

Annual reporting on these KPMs are reflective in the Drinking Water Management System Annual Report. This outlines Council's Drinking Water Management System implementation, outcomes and drinking water performance for each financial year. This document is a NSW requirement.

13. Plan Improvements

The Asset Improvement Plan is intended to provide improvements in the knowledge of our assets and their management. This plan will ensure that acceptable progress is made on improving asset management processes and procedures and that progress can be verified and quantified. This improvement plan should ensure asset management progresses at an acceptable pace and moves in the "right" direction - that is "improvement" is embedded in the process.

In addition to the Asset Management Strategy, Table 13.1 includes improvements to the management and planning of Water assets.

Table 13.1: Asset Management Improvements - Water

Task	Expected Completion
Revaluation of Assets	2016/17
Review Renewal of all Assets	2016/17
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18



14. Risk Management Plan

Narromine Shire Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program. This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives;
- Create an environment where all employees have a key role in managing risk;
- Encourage proactive management;
- Improve the identification of opportunities and threats;
- Improve stakeholder confidence and trust;
- Improve financial stability and minimise losses; and
- Improve organisational performance.

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council operations as far as reasonable practicable. To facilitate this process an Enterprise Risk Management Plan is currently being developed which should include the management of risks for each of its assets.

15. Appendix A: Ten Year Works Program

Narromine Shire Council										
WATER - Capital Works Program										
As per Strategic Business Plan										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
New Works - ILOS										
Trangie - Renew and Re-drill bores	100000									
SubTotal	100000									
Minor New Works										
Telemetry Upgrade		100000								
Trangie Bore Flow Recorders						91380				
Minor Capital Works	16153	16557	16971	17395	17830	18276	18733	19201	19681	20173
Backflow Prevention Devices		33114		34791		36552		38403		
Water Meter Reading Equipment										
SubTotal	16153	149672	16971	52186	17830	146208	18733	57604	19681	20173
Capital Renewals										
Narromine Water mains replacement/ rehabilitation	150765	154534	158397	162357	166416	170576	174841	179212	183692	188284
Pumps replacement/ rehabilitation	21538	22076	22628	23194	23774	24368	24977	25602	26242	26898
Narromine - Valve Replacement	16153	16557	16971	17395	17830	18276	18733	19201	19681	20173
Water Meter Replacement Program	21538	22076	22628	23194	23774	24368	24977	25602	26242	26898
Replace House Services	26922	27595	28285	28992	29717	30460	31222	32002	32802	33622
Duffy St Reservoir Rehabilitation	750000									
Redevelopment of Bores	360000									
Redundant Bore Remediation	84000									
Highlift Backup Generator	68000									
Rehab Trangie Potable Water Reservoir	533632									
Tomingley Treatment Plant										
SubTotal	2032548	242839	248910	255133	261511	268049	274750	281619	288659	295876
TOTAL EXPENDITURE ON EXISTING ASSETS	2032548	242839	248910	255133	261511	268049	274750	281619	288659	295876
TOTAL EXPENDITURE ON NEW ASSETS	116153	149672	16971	52186	17830	146208	18733	57604	19681	20173
TRANSFERS TO/FROM OPERATIONS RESERVES (IN/OUT)	(866,155)	(340,852)	(349,386)	(358,117)	(367,065)	(376,249)	(385,649)	(395,279)	(405,165)	(405,165)
GRANTS/EXTERNAL CONTRIBUTIONS (Restart)	(533,632)									
LOAN FUNDS										
RESERVE BALANCE as at 30/06/16 (Estimate)	820235	768577	852082	902880	990604	952596	1044762	1100819	1197644	1286760



Asset Management Plan

Sewer

(AMP2)



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1. Executive Summary

Council provides an environmentally responsible sewerage service that maintains the health of the Narromine and Trangie communities, is cost effective, customer focused and caters for the sustainable growth of the Shire. Tomingley does not have a sewerage service and consists of localised septic tanks. The sewerage network had a fair value of **\$17,224,048** on the 30 June 2016.

This plan assists Council in the decision making process and is presented at a high level to provide key information that can be used in determining the levels of service, program scheduling and funding requirements etc.

Sewerage Supplies

Good sewerage supply is critical to community health and economic development. It is critical that supply systems do not deteriorate to a level where community health and prosperity is at risk or compromised.

The Sewerage Supply Service

In summary, the Sewerage Supply network comprises:

- Pump Stations
- Sewerage Treatment Works
- Pipe Network
- Manholes

Due to the bulk of the assets acquired at the same time, a high proportion of the infrastructure is reaching the end of its theoretical useful life over a short period. This results in high capital renewal investment and significant works programs.

What we will do

Council plans to provide the following:

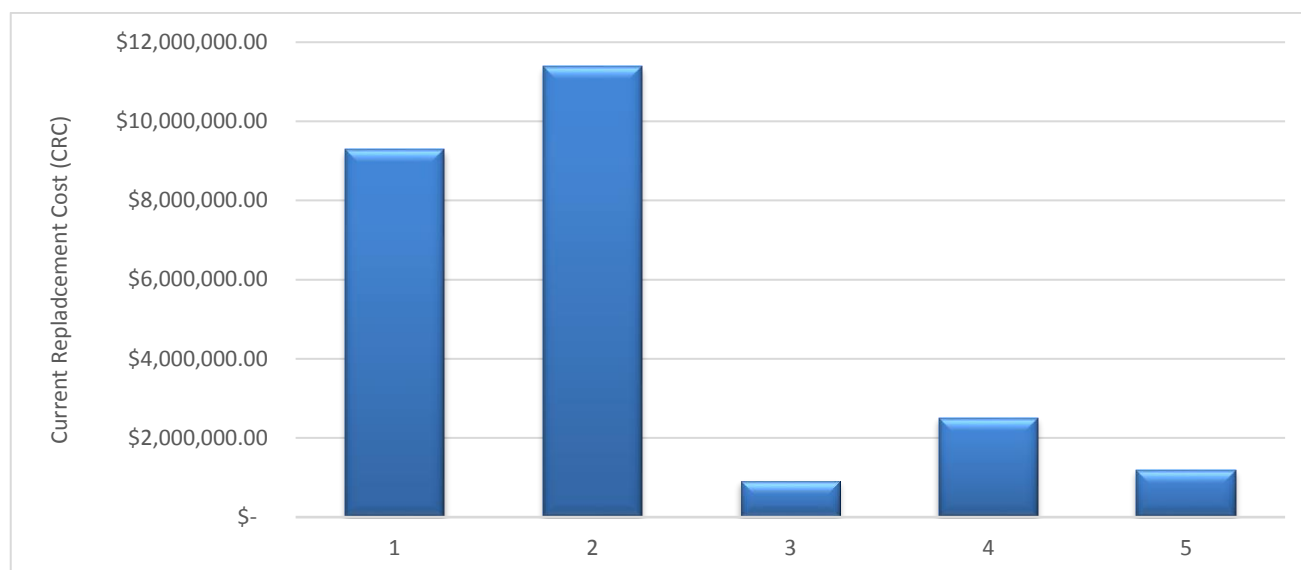
1. Operation, maintenance, renewal and upgrade of pumping Stations, mains, treatment plants to meet service levels set by Council and meet statutory requirements in annual budgets.
2. Large-scale mains replacement within the 10-year planning period, and afterward.

What we cannot do

Council does not have enough funding to provide all services to the desired service levels or provide new services. Works and services that cannot be provided under present funding levels include significant expansion of services into presently un-serviced areas without significant investigation or capital expansion.

Asset Conditions

The current condition of our assets is shown in Figure 5.1 based on the value of each asset in each of the 5 conditions ranging from 1 to 5, with 1 being near new and 5 as a completely failed asset. Sewer assets have been condition rated externally during a revaluation in 2017.

Figure 1.2: What condition are our assets in?

The process of managing our sewer assets is one of continually improving the knowledge Council has including maintaining up to date asset registers, condition ratings, the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level.

Future Planning for Water Assets

Table 13.1 conveys the list of planned required improvements for this Asset Class in relation to asset management principles.

Asset Management Practices

Asset Management Practices are generally uniform across board. These Practices have been outlined in the Asset Management Strategy chapter 17 Asset Management Practices.

Improvement Program

Asset Management Improvements are outlined in chapter 13 and have been summarised in table 13.1 which can be found below.

Table 13.1: Asset Management Improvements - Sewer

Task	Expected Completion
Revaluation of Assets	2016/17
Review Renewal of all Assets	2016/17
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18



2. Strategic Objectives

Council operates and maintains the sewerage assets to achieve the following strategic objectives:

1. Provides infrastructure to a standard that supports the outcomes identified in Council's Community Strategic Plan.
2. Ensures that the system is maintained at a safe and functional standard, as set out in this Asset Management Plan.
3. Ensures the management of water infrastructure assets, to deliver the requirements of Council's Asset Management Policy and Strategic Asset Management Plan.

Table 2.1: Where can I find additional information?

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community.
Council Asset Policy	How we manage assets.
Asset Management Strategy	Overall direction of asset management and portfolio summary.
Asset Management Manual	Procedures and Processes that guide the management of assets.
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions.
Enterprise Risk Management Plan	The identification and management of strategic risks across Council operations
Asset Management System (Civica)	Electronic system that contains the asset register, condition ratings and uses to model future renewals.
Maintenance Program	Document outlining all scheduled maintenance requirements for the financial year as set out by the Asset Management Plan
GIS (Map Info / Exponaire)	Geographical information system that produces maps of assets.
Water and Sewerage Strategic Business Plan	Gives details and supporting information for Council's Community Strategic Plan, Delivery Program and Operational Plan and Budget.
Demand Management Plan (Narromine & Trangie)	Council is responsible for the water supply reticulation, sewerage and stormwater management services within the Narromine Local Government Area (LGA). As a local water utility (LWU), Council aims to be consistent with the NSW Government DPI Water, Best Practice Management of Water Supply and Sewerage Guidelines (DWE, 2007). This Demand Management Plan addresses one of the six "best practice" criteria set out by the guidelines by recommending an appropriate demand management strategy for implementation across Council's water supply systems.
Australis Asset Advisory Report Valuation Report	2017 Revaluation of all Water and Sewer Assets
Business Continuity Plan	Outlines Council's procedures relating to emergencies in association with certain events.

3. Services Provided & Classification

Council provides the communities of Narromine and Trangie with sewer systems that meet current standards as outlined in our Customer levels of Service.

In order to reflect optimum asset management practices, the hierarchy of Council assets have been reviewed and updated. This will allow Council to have a more relevant grading of its assets, to determine intervention levels and renewal costs based on risk.

The criticality rating identifies different intervention levels for different assets depending on their assessed criticality and consequence rating. Details of the major sewerage infrastructure components are contained in Table 3.1.

Table 3.1: Hierarchy Summary

Hierarchy	Sewer
1	Hospitals Schools Nursing homes Treatment Plant etc
2	Rising mains \geq 100 mm, Gravity mains \geq 375 mm
3	Gravity mains 200 mm - 350 mm,
4	Gravity mains 150 mm > 11 cet
5	Gravity mains 150 mm < 10 cet, pressure sewer, effluent lines < 100 mm

Table 3.2: Summary of what is provided?

Hierarchy	Asset
1	Pipework
2	Pipework
3	Pipework
4	Pipework
5	Pipework
1	Treatment Plant
1	Pump Stations
3	Collection Well
3	Overflow Storage
3	Septic Receive Station
3	Effluent Farming

4. Levels of Service

Table 4.1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	<ul style="list-style-type: none"> Have a say in proposed strategy 	<ul style="list-style-type: none"> This Strategic plan is a communication tool and a way to a sustainable fair network, without burdening residents, business, or industry. The system determines the requirement and priority of the work. Regular benchmarking and quality management and measuring kpi's, ensures Council is getting value for money, A strategy and a fair planning and delivery mechanism in place. Certainty and trust of Project delivery when proposed. 	Councillor Workshop, and community consultation
Residents	<ul style="list-style-type: none"> Have a say in proposed strategy Perception of fairness Getting value for money 		Community consultation
State Government	<ul style="list-style-type: none"> Regulation of LWU provision of Water and Sewage services 		Review of Best Practice and DWQM documentation Provision of Capital Funding via Grants
Council Indoor Staff	<ul style="list-style-type: none"> Have a say in proposed strategy, Minimal additions to current workloads 		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	<ul style="list-style-type: none"> Have a say in proposed strategy, Structured programs Want to understand place in process 		Team leader workshops Engineering and Assets team reviews

Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and by Council. Local Authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and
- Support long term financial planning.

Council's objective is to ensure financial strategies underpin Council's Asset Management



Policy and Strategic Plan. Its goal is to have long-term vision for sustainability. In order to do so, it is important to prepare and review the Council's short and medium term financial plans for Risk Management, Plant & Equipment, Information Technology, Section 94 Contributions and Asset Management Plans.

Acting as a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to have good governance and administrative support. Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies.

Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 4.2.

Table 4.2: Legislative Requirements

Legislation	Requirement
Local Government Act 1993.	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property Plant & Equipment requires that assets be valued, and reported in the annual accounts, which also includes depreciation value (i.e. how fast are these assets wearing out).
Roads Act 1993.	Other issues affecting asset service levels include judicial decisions relating to Council's role as roads authority for local roads as conferred by the Roads Act 1993, and legislative powers granted to public utilities relating to road openings.
Environmental Planning and Assessment Act 1979.	Sets out guidelines for land use planning and promotes sharing of responsibilities between various levels of government in the state.
Protection of the Environment Operations Act 1997	Sets out Council responsibility and powers of local area environment and its planning functions.
Local Government (General) Regulations 2005.	Determines developer charges.
Independent Pricing and Regulatory Tribunal Act 1992	Gives powers to the Independent Pricing and Regulatory Tribunal to inquire into and regulate prices. IPART has developed a set of consistent pricing principles to be adopted by local government authorities. Charging guidelines. Trend towards a user pay system in the industry.
Soil Conservation Act 1938	Conserves soil resources and farm water resources and the mitigation of erosion and land degradation. Preservation of watercourse environments.

Legislation	Requirement
Catchment Management Act 1989	Promotes the coordination of activities within catchment areas. This Act has implications for the management of river quality and quantity. Requirement for ongoing management plan.
Public Health Act 2010	Prevention of the spread of disease. Effluent disposal methods. Delivery of quality water.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure health, safety and welfare of employees and others at places of work.



Levels of Service

Council is responsible for providing a safe, reliable and cost effective sewerage system which is customer focused, enhances the environment and caters for the sustainable growth of the Shire. Ongoing consultation is undertaken with the community to ensure the provision of the sewerage systems is acceptable to the wider community.

Levels of service (LOS) indicators have been developed for the services provided by the Sewerage Network based on the objectives set in Council's Community Strategic Plan. These objectives have been used to define Community Levels of Service (CLOS), which relates to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost efficiency and legislative compliance.

From these CLOS, Technical Levels of Service (TLOS) have been developed that detail how these services will be delivered in terms of quantity, frequency and standard.

Finally, Key Performance Measures and how they will be measured, provide the detail on how we determine whether we are delivering what the community are asking for.

Council's current service targets are in Table 4.3; Table 4.3 summarises at a high level what the community desires for each asset and how Council will deliver it.

Table 4.3: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide safe uninterrupted sewerage services
Function	Ensure the sewerage service meets Department of Health approval conditions
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate sewerage services to meet user requirements
Function/Accessibility	Ensure sewerage services are available to all occupied properties
Cost Effectiveness	Provide Sewerage services in a cost effective manner
Safety	Effectiveness of WH & S programs and work method Statements/Standard Operating Procedures

Community Levels of Service

Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the Asset Management Plan are:

- *Quality* *How good is the service?*
- *Function* *Does it meet users' needs?*
- *Safety* *Is the service safe?*

Technical Levels of Service



Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that Council undertakes, to best achieve the desired community outcomes.

Technical levels of service measures are aligned with annual budgets covering:

- **Operations**
The regular activities to provide services such as electricity costs, inspections, administration etc.
- **Maintenance**
The activities required to retain assets as near as practicable to its original condition (e.g. unblock sewer choke, pump maintenance, STP maintenance).
- **Renewal**
The activities that return the service capability of an asset up to that which it had originally (e.g. frequency and cost of road sewer relining, pipeline replacement and pump replacement).
- **Upgrade**
The activities to provide a higher level of service (e.g. increasing pump output, treatment plant capacity etc.) or a new service that did not exist previously (e.g. network extension etc.).

5. Condition of Our Assets

Council maintains a Condition Assessment Manual, detailing the frequency of inspection as well as the condition rating to be utilised for all assets. This data is recorded in the Council Asset Management System and is used to predict the timing of renewal and maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA models as outlined in the IPWEA Practice Notes. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment Manual and in summary can be seen in Table 5.2.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level'. That is, the condition at which the community has determined renewal is required, based on the LOS analysis. Typically, assets will be renewed between condition 3 and 4, which ranges from fair to poor, depending on their classification.

Table 5.1: What are our Intervention Levels to Renew an Asset?

Hierarchy	Component	Intervention Level
1	Pipe Work	3 - 4
2	Pipe Work	4
3	Pipe Work	4
4	Pipe Work	4
5	Pipe Work	4
2	Pumps (Mech & Elec)	4
1	Treatment Plant	3 - 4

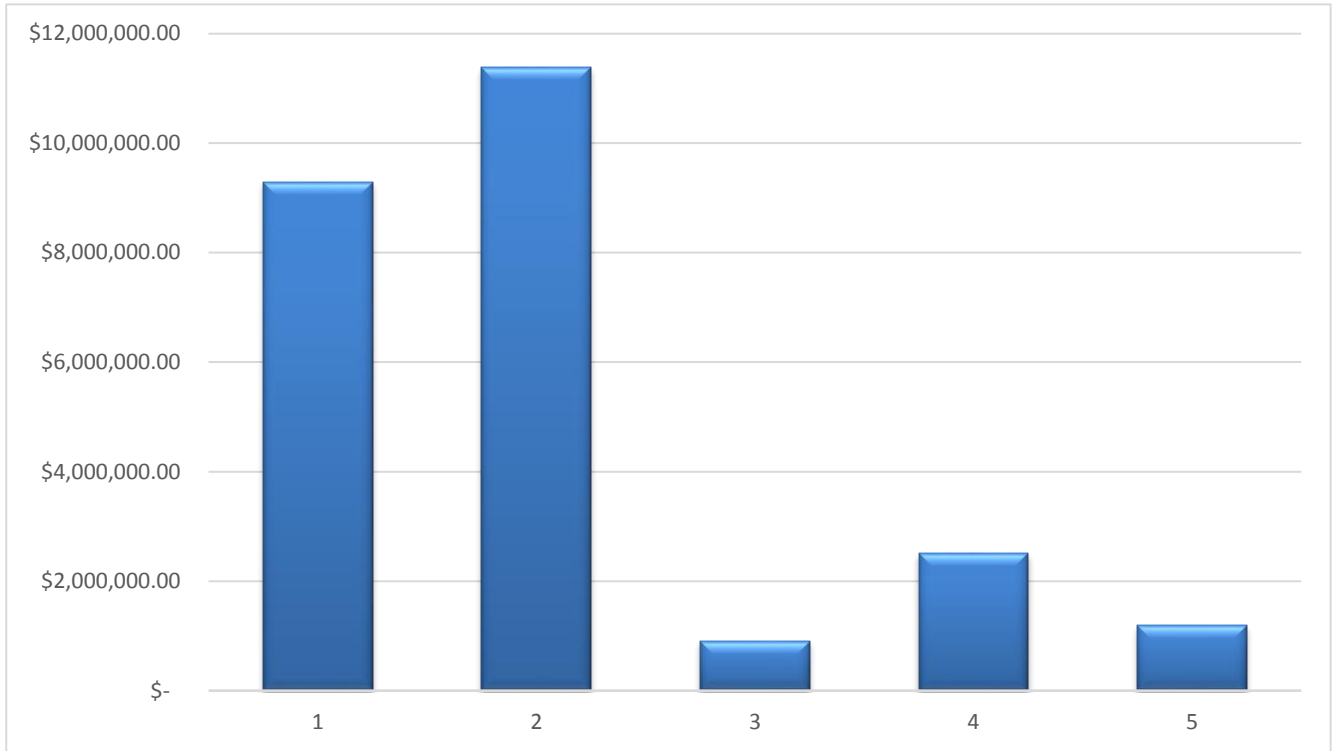
Table 5.2 outlines the condition rating scale, description of rating and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

Table 5.2: What are our Intervention Levels to Renew an Asset?

Condition Rating	Description	Remaining Life / CWDV (% of CRC)
1	Excellent condition: Only planned maintenance required.	100-80%
2	Very good: Minor maintenance required and planned maintenance.	80-60%
3	Good: Significant maintenance required.	60-40%
4	Fair: Significant renewal/upgrade required.	40-20%
5	Poor: Unserviceable.	20-0%

Each assets condition is kept in the Sewer Asset Register and is maintained on a cyclic basis. Figure 5.1 outlines the condition profile based on the value of the top 4 valued assets in each condition.

Figure 5.1: What Conditions are our assets?



6. Operations

Operational activities are regular activities required to continuously provide the service including inspections, electricity costs, fuel and overheads.

Table 6.1: What are our Operational Costs?

Year	Operational Expenditure
2013/2014	\$ 655,245
2014/2015	\$ 604,388
2015/2016	\$ 722,854
2016/2017 (Budget)	\$ 799,560

Note: Excludes Depreciation Costs

Inspections

A full list of inspections is outlined in the inspection program, currently under development in conjunction with the Narromine Shire Council Inspection Manual.

Table 6.2: Summary of inspections

Inspection	Frequency
Condition Assessments of all Above Ground Assets	Four Yearly
Pipe Network	Ten Yearly
Sewer Pump Stations	Annually
Manhole	Ten Yearly
Plant Inspections	Annually

7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their expected useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be either planned, where works are programmed in, cyclic in nature, or reactive in response to storm damage or vandalism.

Planned or reactive maintenance is defined as follows:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Council undertakes routine maintenance as programmed and reactive maintenance when the need arises.

Table 7.1: What are some of our Planned Maintenance Activities and the frequency we undertake them?

Activity	Frequency
Sewer Pump Stations	Monthly

Adjusting Levels of Service

Due to the health risks and legislative requirements Council is obligated to maintain its existing LOS. Currently Councils LOS are based on:

- The community has access to a sewerage system that has sufficient capacity for current and projected growth requirements
- Sewage treatment and effluent disposal is managed in accordance with the principles of ecologically sustainable development
- The operation of the sewage treatment system results in high quality services to customers
- All trade waste dischargers in the Shire are licensed with a charging structure that reflects costs of treatment and encourages onsite treatment of trade waste

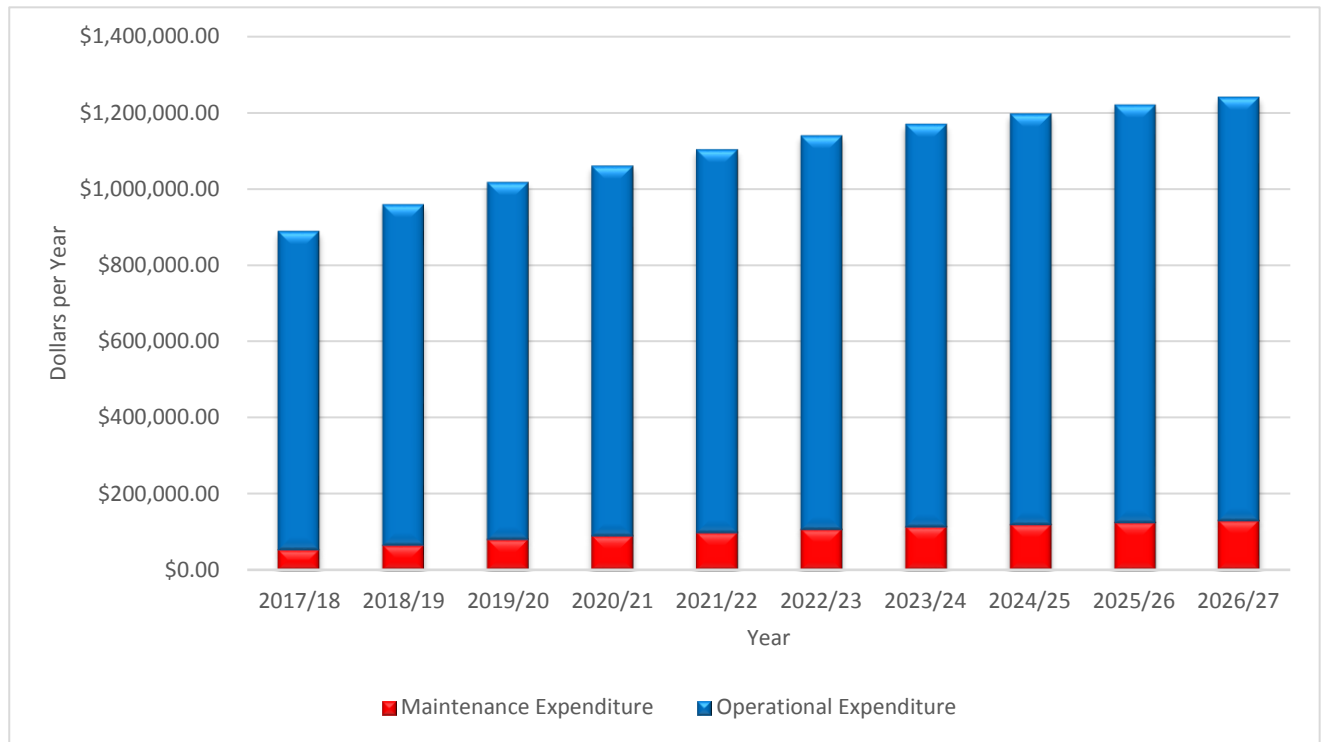
The proposed maintenance programs are detailed in the Annual Maintenance Program.

Table 7.2: What are our Maintenance Cost Trends?

Year	Maintenance Expenditure
2013/2014	\$ 13,331.65
2014/2015	\$ 6,804.38
2015/2016	\$ 4,074.42
2016/2017 (Budget)	\$ 45,800.00

Figure 7.1 outlines the increase using a four-year average to project the following ten years.

Figure 7.1: Projected Operations & Maintenance Expenditure



Routine Maintenance Programming

A maintenance program is currently under development and will include future routine maintenance programming documents.

8. Capital Renewal

Renewal expenditure is major work, which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

Assets requiring renewal are generally identified from estimates of remaining life and condition assessments. Assets that are scheduled for renewal are assessed to verify the remaining life serviceability and to develop a preliminary renewal estimate. These assets are prioritised based on that assessment and available funds, then scheduled in future works programmes.

Council has an ongoing program of CCTV inspections and reporting on the condition of its underground sewerage network. As a result, the past 4 years Narromine Shire has re-lined all category 5 and 4 rated lines found thus far. Some category 3 lines and one category 2 line has also been done where it is of operational and financial expedience to do so. Initial CCTV inspections of the entire Narromine Gravity Sewer network will be finalised during the 2016/17 financial year.

Renewal Plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems, or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this Asset Management Plan.

Renewal Standards

Renewal work is carried out in accordance with the following Standards and Specifications.

- Water Services Association of Australia (WASA) Specifications.
- Relevant Australian Standards

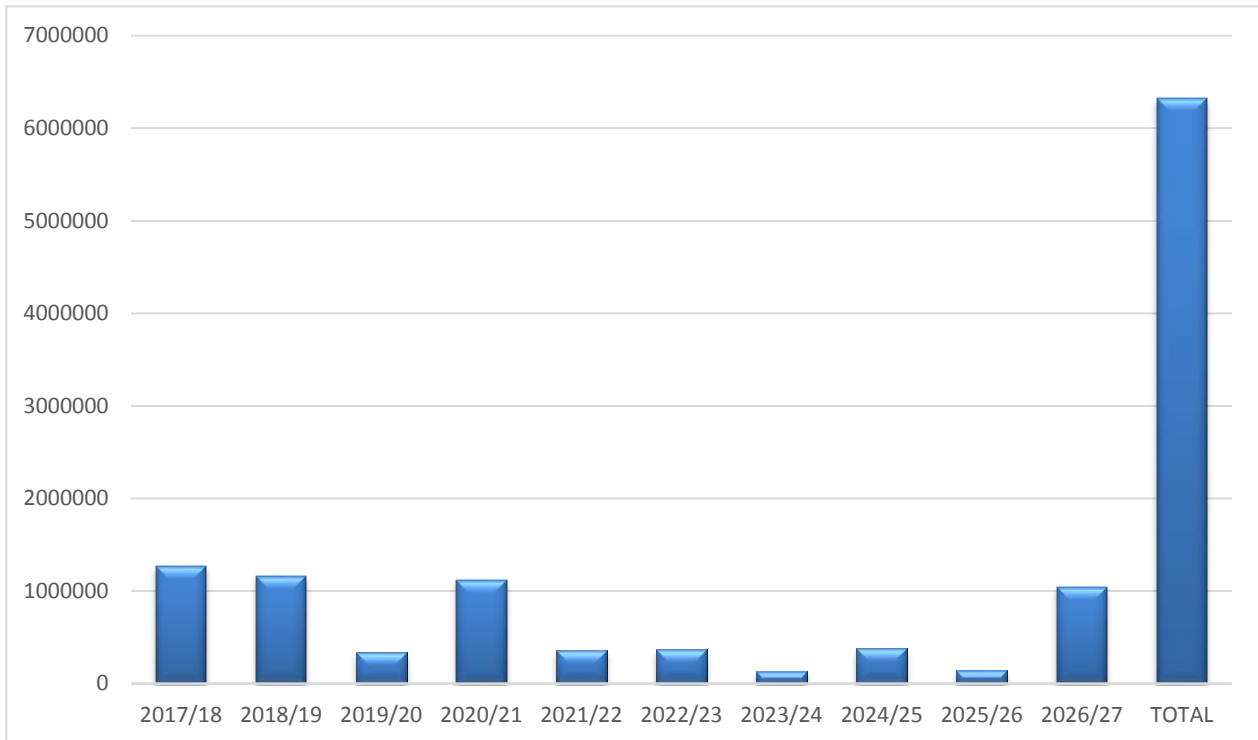
Summary of projected renewal expenditure:

A summary of projected renewal expenditure include the following:

- Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 8.1.
- The projected capital program is shown in the Appendix A.

Figure 8.1 indicates that, based on current projections in 2017, Council will spend approximately on \$6,000,000 in total over the next 10 years.

Figure 8.1: Proposed Renewal Allocations 2017 – 2016 Delivery Program?



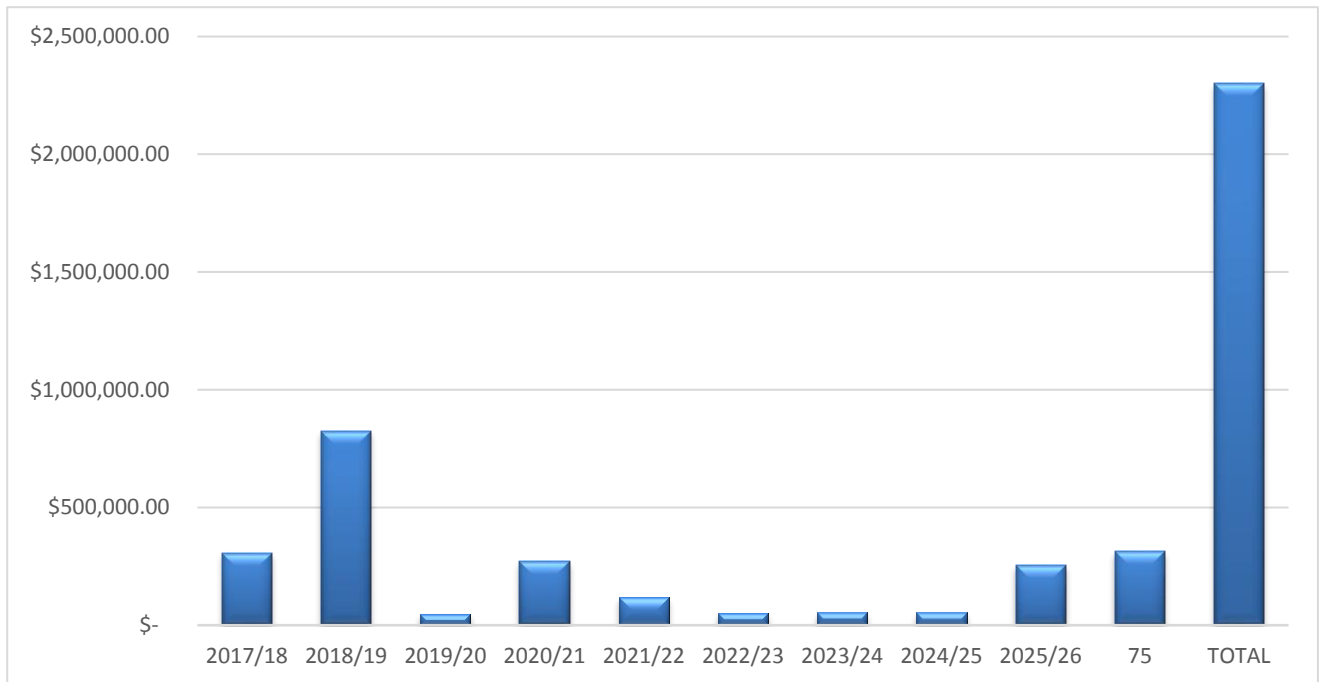
9. Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets?



A detailed table of the ten-year works program can be seen in Appendix A.



10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (poor condition), where Council has received no contact through the Customer Request System indicates that the community doesn't require the asset (as they have not raised concerns or complaints about the asset condition). These assets may be considered redundant or not utilised and therefore, decommissioned and disposed unless considered critical infrastructure.

Through careful analysis of all the existing assets, Council may become aware of assets no longer required. Revenue can therefore, increase through their disposal. An example of this may be surplus areas of land. An added advantage is if such assets are sold, there will be a saving on maintenance expenditure in relation to those assets.

There are currently no plans for disposal of assets in this Asset Class.

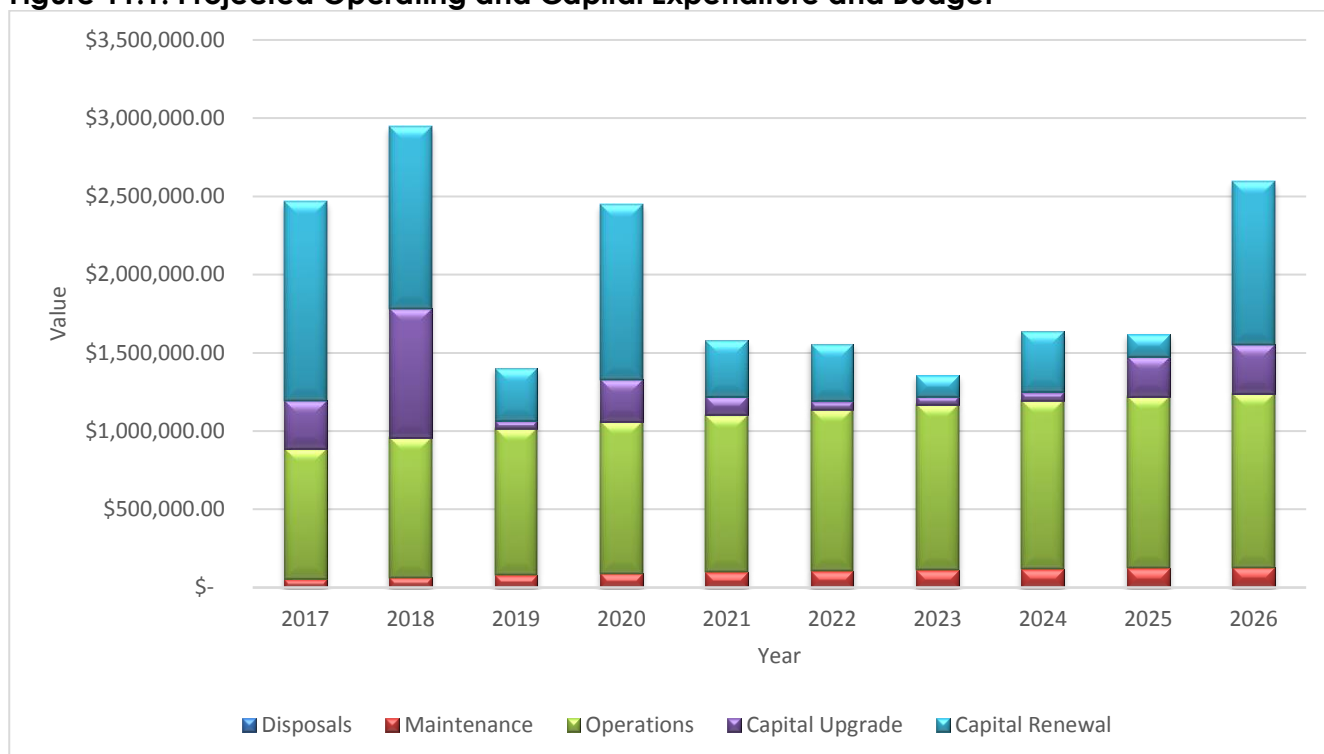
11. Financial Plan

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in Figure 11.1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Figure 11.1: Projected Operating and Capital Expenditure and Budget



Financial sustainability in service delivery

There are three key indicators for financial sustainability, that have been considered in the analysis of the services provided by this asset category, these being long-term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals.



A shortfall between life cycle cost and life cycle expenditure is the life cycle gap (-ve = gap, +ve = surplus)

Short Term (1 Year)

Average Life Cycle Costs	\$ 979,481.43
Average Life Cycle Expenditure	\$ 889,555.84
Average Annual Gap	-\$ 89,925.59
Life Cycle Sustainability Indicator	90.82%

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the Asset Management Plans and long-term financial plan.

Medium Term (5 Years)

Average Life Cycle Costs	\$ 1,193,610.44
Average Life Cycle Expenditure	\$ 1,055,610.44
Average Annual Gap	-\$ 138,000.00
Life Cycle Sustainability Indicator	88.44%

Expenditure Projections for Long-Term Financial Plan

Table 11.1 shows the projected expenditures for the 10-year long-term financial plan.

Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

Table 11.1: Expenditure Projections for Long Term Financial Plan

Year	Operations	Maintenance	Capital Renewal	Capital Upgrade	Disposals
2017	\$ 835,638.75	\$ 53,917.09	\$ 1,271,000.00	\$ 65,695.26	\$ -
2018	\$ 893,451.44	\$ 65,695.26	\$ 1,162,484.00	\$ 824,445.00	\$ -
2019	\$ 936,100.80	\$ 81,100.48	\$ 339,220.55	\$ 48,460.08	\$ -
2020	\$ 970,236.00	\$ 89,925.59	\$ 1,120,370.08	\$ 270,434.16	\$ -
2021	\$ 1,003,885.31	\$ 98,927.72	\$ 356,393.59	\$ 118,797.86	\$ -
2022	\$ 1,031,493.78	\$ 107,235.84	\$ 365,303.43	\$ 52,186.20	\$ -
2023	\$ 1,055,342.02	\$ 113,769.68	\$ 136,698.86	\$ 53,490.86	\$ -
2024	\$ 1,076,618.53	\$ 119,730.70	\$ 383,796.91	\$ 54,828.13	\$ -
2025	\$ 1,094,801.83	\$ 124,931.44	\$ 143,619.24	\$ 256,016.91	\$ -
2026	\$ 1,110,628.84	\$ 129,355.34	\$ 1,043,268.90	\$ 313,620.71	\$ -

Note: All projected expenditures are in 2017 values



Funding Strategy

Projected expenditure identified in Table 11.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10-year long-term financial plan.

Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented, to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Asset useful lives are achieved before they require replacement.
- Regulation does not require significant change to the operations.
- The operating environment (physical, demographic and technical) does not change significantly.
- Operating and maintenance averages and associated costs do not fluctuate substantially.
- All delivery requirements can be met within the allotted time.

12. Key Performance Measures

Development of Key Performance Measures (KPM's) based on condition has been developed by considering both environmental, health and safety, and infrastructure capabilities. The KPM's are to be reviewed to align with the Technical LOS and the Strategies identified in the CSP that support the outcomes identified in Levels of Service section of this document. Table 12.1 also aligns with Councils Strategic Business Management Plan.

Table 12.1 Performance Measures

DESCRIPTION	UNIT	LEVEL OF SERVICE TARGET
AVAILABILITY OF SERVICE:		
• Connections for Domestic Sewage		Available to all houses, units of business in the defined service area
• Trade waste acceptance		In accordance with approval conditions for each discharge
AVERAGE SYSTEM FAILURES:		
• Controlled, expected (overflows)	Frequency	< 2 per year
• Controlled, expected (flow relief)	Frequency	< 1 per 5 years
UNCONTROLLED, UNEXPECTED:		
• Private Property	No / 1000 allotments / yr	< 1 per 200 allotments / year
• Public Property - sensitive areas e.g. main street	Frequency	< 1 per 5 years
• Public Property - other areas	Frequency	< 1 per 10km main per year
95th PERCENTILE RESPONSE TIMES TO SYSTEM FAULTS		
<i>Defined as the elapsed time to have staff on site to commence rectification of the problem</i>		
Priority 1: (failure to contain sewage within the sewer system or any problem affecting a critical user at a critical time)		
Response time:		
• Working hours	Minutes	60
• After Hours	Minutes	120
Priority 2: Minor failure to contain sewage within the sewer system or any problem affecting a critical user at a non-critical time		
Response time:		

DESCRIPTION	UNIT	LEVEL OF SERVICE TARGET
<ul style="list-style-type: none"> Working hours 	Minutes	180
<ul style="list-style-type: none"> After Hours 	Minutes	240
Priority 3: Minor failure to contain sewage affecting a single property or as bad odours		
Response time	Days	Next Working Day
RESPONSE TIMES TO CUSTOMER COMPLAINTS AND INQUIRIES OF A GENERAL NATURE		
<i>Defined as a minor operational problem, complaint or enquiry that can be addressed at a mutually convenient time.</i>		
<ul style="list-style-type: none"> Time to advise customer of intended action. 	Working Days	Respond to 95% of written complaints within 10 working days
	Working Days	Respond to 95% of written complaints within 2 working days
ODOURS / VECTORS		
<ul style="list-style-type: none"> Number of incidents annually that result in complaints 		<2
IMPACT OF STP ON SURROUNDING RESIDENTS		
<ul style="list-style-type: none"> Max noise level above background noise 	dB	<5
<ul style="list-style-type: none"> Odor not detectable outside the utilities buffer zone around the STP 	Yes / No	Yes
EFFLUENT DISCHARGE / BIOSOLIDS MANAGEMENT		
Meets statutory requirements	Yes / No	Yes

13. Plan Improvements

Asset Improvement Plan is intended to provide improvements in the knowledge of our assets and their management. This plan will ensure that acceptable progress is made on improving asset management processes and procedures and that progress can be verified and quantified. This improvement plan should ensure asset management progresses at an acceptable pace and moves in the "right" direction that is "improvement" is embedded in the process.

In addition to the Asset Management Strategy improvements, Table 13.1 includes improvements to the management and planning of Sewerage assets.

Table 13.1: Asset Management Improvements - Sewer

Task	Expected Completion
Revaluation of Assets	2016/17
Review Renewal of all Assets	2016/17
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18



14. Risk Management Plan

Narromine Shire Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program. This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives;
- Create an environment where all employees have a key role in managing risk;
- Encourage proactive management;
- Improve the identification of opportunities and threats;
- Improve stakeholder confidence and trust;
- Improve financial stability and minimise losses; and
- Improve organisational performance.

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council operations as far as reasonable practicable. To facilitate this process an Enterprise Risk Management Plan is currently being developed which should include the management of risks for each of its assets.

15. Appendix A: Ten Year Capital Works Program

Narromine Shire Council										
SEWERAGE - Capital Works Program										
As per Strategic Business Plan										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
New Works - Growth										
Telemetry upgrade (Narromine and Trangie)	100000									
Telemetry upgrade (Narromine and Trangie)			67884				74932			
Narromine - New PS and Rising Mains							124886			
Trangie Treatment Plant Upgrade										
SubTotal	100000		67884				199818			
Minor New Works										
Minor capital works	21538	22076	22628	23194	23774	24368	24977	25602	26114	26767
CCTV investigations		220763						256017		
Rags/Filters and Wet Well Washers	26922	27595	28285	28992	29717	30460	31222	32002	32642	33458
SubTotal	48460	270434	50913	52186	53491	54828	56199	313621	58756	60225
Renewals										
Sewer mains replacement/ rehabilitation		551906						640042		
Sewer mains replacement/ rehabilitation	215378									
Sewer mains replacement/ rehabilitation		220763								
Pump Replacements - Narromine	53845	55191	56570	57985	59434	60920	62443	64004	65284	66916
Pump Replacements - Trangie	21538	22076	22628	23194	23774	24368	24977	25602	26114	26767
Narromine - Resurfacing/Relining of Manholes			226282			243681				
Pump Stations Upgrades/Relining - Narromine				173954						
Pump Stations Upgrades/Relining - Trangie				57985						
SubTotal	290760	849936	305480	313117	83208	328969	87420	729648	91398	93683
TOTAL EXPENDITURE ON EXISTING ASSETS	290760	849936	305480	313117	83208	328969	87420	729648	91398	93683
TOTAL EXPENDITURE ON NEW ASSETS	148460	270434	118798	52186	53491	54828	256017	313621	58756	60225
TRANSFERS TO/FROM OPERATIONS RESERVES (IN/OUT)	(417,963)	(77,580)	(79,521)	(81,506)	(83,537)	(85,629)	(87,765)	(1,051,467)	(57,107)	(57,106)
GRANTS/EXTERNAL CONTRIBUTIONS										
LOAN FUNDS								480,758	(17,554)	(17,553)
RESERVE BALANCE as at 30/06/16 (Estimate)	4979176	3936386	3591629	3307832	3254670	2956502	2700830	2228270	2152777	2073528



Asset Management Plan

Waste

(AMP3)



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1. Executive Summary

Council's intention is to provide the Shire with waste services through infrastructure that is serviced and maintained to a level that reflects the communities' expectations and operates in a manner that is both functional and cost effective. The waste services had a fair value of approximately **\$258,000** on the 30th June 2016.

This plan assists Council in the decision making process and is presented at a high level to provide key information that can be used in determining the levels of service program scheduling, funding requirements etc.

The Waste Services

In summary, the Waste Services comprise of, but are not limited to:

- Buildings;
- Internal Roads;
- Security devices such as fencing, CCTV;
- Boom gates;
- Signage;

Because of the bulk of the asset acquired at the same time, a high proportion of the infrastructure is reaching the end of its theoretical useful life over a short period. This results in high capital renewal investment and significant works programs.

What we will do

Council plans to provide the following:

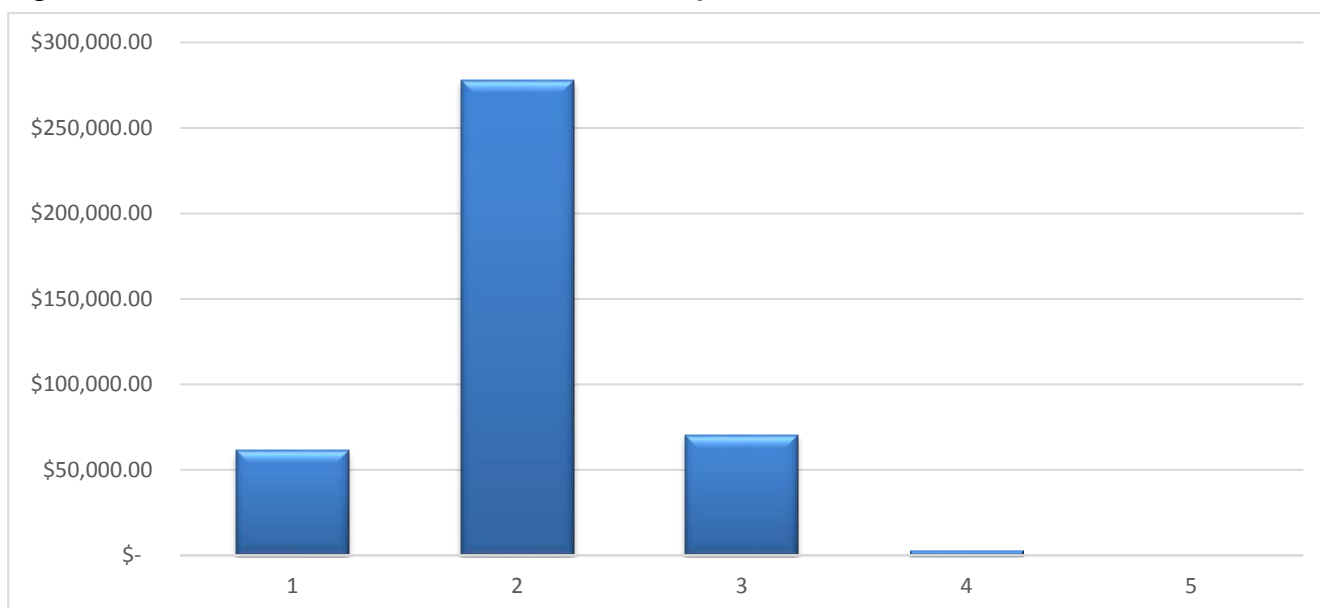
1. Operation, maintenance, renewal and upgrade of those Assets meeting their intervention levels set by Council in annual budgets.
2. Develop a maintenance plan that ensures our levels of service targets are met through planning; and
3. Investigate new opportunities for income to the facility.

What we cannot do

Council does not have enough funding to provide all services at the desired service levels or provide new services. This includes substantial expansion of services into presently un-serviced areas.

Asset Conditions

The current condition of our assets is shown in Figure 5.1 based on the value of each asset in each of 5 conditions ranging from 1 to 5, with 1 being near new and 5 as a completely failed asset.

Figure 1.2: What condition are our assets currently?

The process of managing our Waste assets is one of continually improving the knowledge Council has including maintaining up to date asset registers, condition ratings, the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level.

Future Planning for Waste Assets

Table 13.1 conveys the list of planned required improvements for this Asset Class in relation to asset management principles.

Asset Management Practices

Asset Management Practices are generally uniform across board. These Practices have been outlined in the Asset Management Strategy chapter 17 Asset Management Practices.

Improvement Program

Asset Management Improvements are outlined in chapter 13 and have be summarised in table 13.1 which can be found below.

Table 13.1: Asset Management Improvements - Waste

Task	Expected Completion
Revaluation of Assets	2017/18
Review Renewal of all Assets	2017/18
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing

Task	Expected Completion
Review Inspection Procedures	2017/18
Develop / Finalise Enterprise Risk Management Plan	2017/18
Update Attributes in AMS	2017/18

2. Strategic Objectives

Council operates and maintains waste assets to achieve the following strategic objectives:

1. Provide waste services to a standard that supports the outcomes identified in the Council Community Strategic Plan.
2. Ensure that infrastructure is maintained at a safe and functional standard as set out in this Asset Management Plan.
3. Ensure that waste infrastructure assets are managed to deliver the requirements of Council's Asset Management Policy and Strategic Asset Management Plan.

Table 2.1: Where can I find additional information?

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community.
Council Asset Policy	How we manage assets.
Asset Management Strategy	Overall direction of asset management and portfolio summary.
Asset Management Manual	Procedures and Processes that guide the management of assets.
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions.
Enterprise Risk Management Plan	The identification and management of risks across Council operations
Asset Management System (Civica)	Electronic system that contains the asset register, condition ratings and used to model future renewals.
Maintenance Program	Document outlining all scheduled maintenance requirements for that financial year as set out by the Asset Management Plan
Map Info / Exponaire	Geographical information system that produces maps of assets.

3. Services Provided & Classification

Council provides the towns of Narromine, Trangie and Tomingley with a functioning Waste Management Service.

In order to reflect optimum asset management practices, the hierarchy of Council Assets have been reviewed and updated. This will allow Council to have a more relevant grading of its assets, to determine intervention levels and renewal costs based on risk.

The hierarchy identifies different intervention levels for different assets depending on their assessed criticality and consequence rating. Details of the major components are contained in Table 3.1

Table 3.1: Hierarchy Summary

Hierarchy	Waste
1	<ul style="list-style-type: none"> • Security • Transfer Shed • Internal Roads • Signage
2	<ul style="list-style-type: none"> • Site Office • Amenities Block
3	<ul style="list-style-type: none"> • Litter Fences

4. Levels of Service

Table 4.1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	Have a say in proposed strategy	<ul style="list-style-type: none"> • This Strategic plan is a communication tool and a way to a sustainable fair network, without burdening residents, business, or industry. • The system determines the requirement and priority of the work. • Regular benchmarking and quality management and measuring kpi's, ensures Council is getting value for money, • A strategy and a fair planning and delivery mechanism in place. • Certainty and trust of project delivery when proposed. 	Councillor Workshop, and community consultation
Residents	<ul style="list-style-type: none"> • Have a say in proposed strategy • Perception of fairness • Getting value for money 		Community consultation
Council Indoor Staff	<ul style="list-style-type: none"> • Have a say in proposed strategy, • Minimal additions to current workloads 		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	<ul style="list-style-type: none"> • Have a say in proposed strategy, • Structured programs • Want to understand place in process 		Team leader workshops Engineering and Assets team reviews

Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and operated by Council. Local authorities exist, principally, to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and
- Support long term financial planning.

Council's objective is to ensure financial strategies underpin Council's Asset Management Policy and Strategic Plan. Its goal is to have long-term vision for sustainability. In order to do so, it is important to prepare and review the Council's short and medium term financial plans for Risk Management, Plant & Equipment, Information Technology, Section 94 Contributions and Asset Management Plans.

Acting as a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to have good governance and administrative support. Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies.

Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations, some of which are shown in Table 4.2.

Table 4.2: Legislative Requirements

Legislation	Requirement
Local Government Act 1993.	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by Asset Management Plans for sustainable service delivery.
The Waste Avoidance and Resources Recovery Act 2001	This Act repeals and replaces the Waste Minimisation and Management Act 1995. It establishes a scheme to promote extended producer responsibility in place of industry waste reduction plans.
National Construction Code	Provides for the achievement and maintenance of acceptable standards of structural sufficiency, safety, health and diversity for the community now and in the future.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property Plant & Equipment requires that assets be valued, and reported in the annual accounts, which also includes depreciation value (i.e. how fast are these assets wearing out).
The Protection of the Environment Operations (Waste) Regulation 2005	Establishes the EPA, the Board of the EPA, two community consultation forums, and the NSW Council on Environmental Education, and requires the EPA to make a report on the state of the environment every three years.
Roads Act 1993.	Other issues affecting asset service levels include judicial decisions relating to Council's role as roads authority for local roads as conferred by the Roads Act 1993, and legislative powers granted to public utilities relating to road openings.
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and promotes sharing of responsibilities between various levels of government in the State.
Environmental Planning and Assessment Act - Amendments	Various amendments to the initial Environmental Planning and Assessment Act 1979
Protection of the Environment Operations Act 1997	Sets out Council responsibility and powers of local area environment and its planning functions.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure health, safety and welfare of employees and others at places of work.



Levels of Service

Council is responsible for providing a safe, reliable and cost effective Waste service, which is customer focused.

Community Levels of Service (CLOS) and Technical Levels of Service (TLOS) have been developed detailing how the services will be delivered in terms of quantity, frequency and standard.

Key Performance Measures and how they will be measured provide the detail on how we determine whether we are delivering what the community are asking for.

Table 4.3 summarises at a high level what the community desires for each asset and how Council will deliver it.

Table 4.3: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Rubbish is collected without spillage
Function	Rubbish is collected to schedule
Safety	Service is safe and free from hazards
Technical Levels of Service	
Condition	Machinery is reliable and well maintained
Accessibility	Provision of waste collection
Cost Effectiveness	Provide service in cost effective manner
Safety	Ensure facilities (Landfill) are safe

Community Levels of Service

Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the Asset Management Plan are:

- *Quality* *How good is the service?*
- *Function* *Does it meet users' needs?*
- *Safety* *Is the service safe?*



Technical Levels of Service

Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- **Operations**
The regular activities to provide services such as opening hours, administration, electricity, cleaning etc.
- **Maintenance**
The activities necessary to retain an assets as near as practicable to its original condition (e.g. unsealed road grading, building and structure repairs, security maintenance etc).
- **Renewal**
The activities that return the service capability of an asset up to that which it had originally (e.g. frequency and cost of road resurfacing and pavement reconstruction and building component replacement),
- **Upgrade**
The activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, greater capacity of waste) or a new service that did not exist previously (e.g. purchase of land etc.).

5. Condition of Our Assets

Council maintains a Condition Assessment Manual outlining the frequency of inspection and condition rating, to be used for all assets. This data is recorded in the Council Asset Management System and is used to predict the timing of renewal/maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the asset management practices as outlined in the IPWEA International Infrastructure Management Manual. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment Manual.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level'. That is, the condition at which the community has determined renewal is required based on the LOS analysis. Typically, assets will be renewed between condition 3 and 4, ranging from fair to poor depending on their classification.

Table 5.1: What are our Intervention Levels to Renew an Asset?

Component	Intervention Level
Transfer Shed	3 – 4
Chemical Shelter	3 – 4
Internal Roads	3 – 4
Security Fencing	3 – 4
Site Office	4
Boom Gate	4
Signage	3 – 4

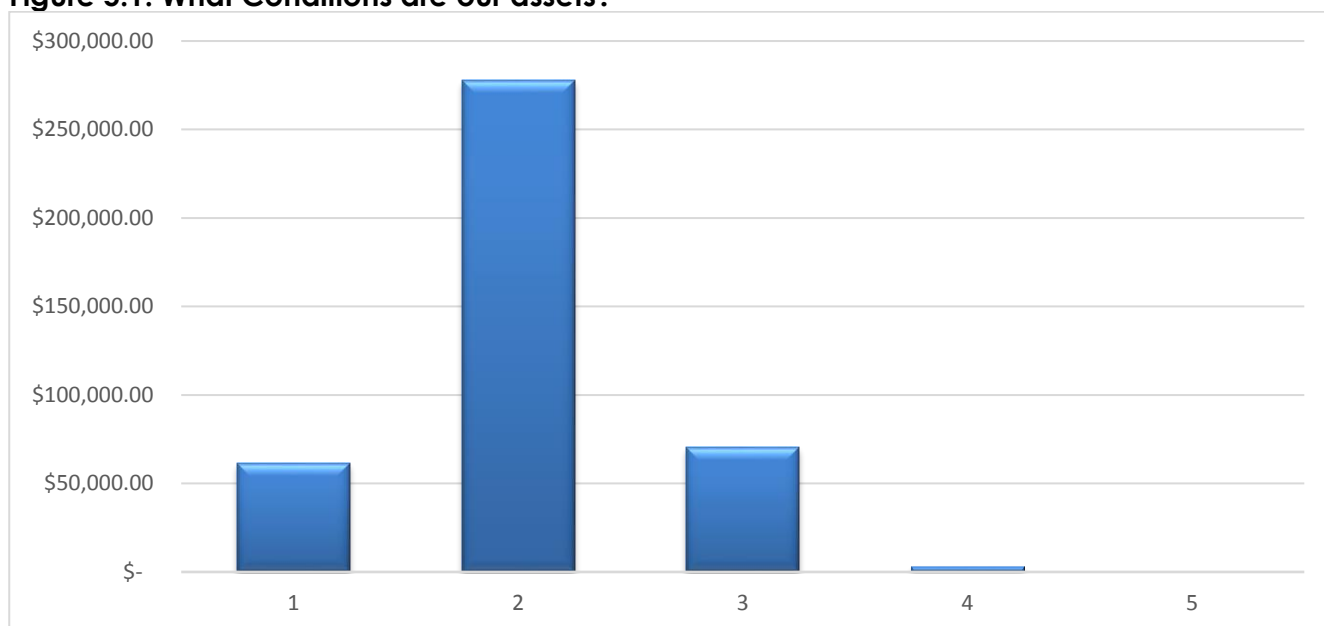
Table 5.2 outlines the rating scale and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

Table 5.2: What are our Intervention Levels to Renew an Asset?

Condition Rating	Description	Remaining Life / CWDV (% of CRC)
1	Excellent condition: Only planned maintenance required.	100-80%
2	Very good: Minor maintenance required and planned maintenance.	80-60%
3	Good: Significant maintenance required.	60-40%
4	Fair: Significant renewal/upgrade required.	40-20%
5	Poor: Unserviceable.	20-0%

Each asset's condition is kept in the Asset Register and is maintained on a cyclic basis. Figure 5.1 gives the condition profile based on the value of the top 4 valued assets in each condition.

Figure 5.1: What Conditions are our assets?



6. Operations

Operational activities are those regular activities that are required to continuously provide the service including inspections, electricity costs, fuel, overheads etc.

Table 6.2: What are our Operational Costs?

Year	Operational Expenditure
2013/2014	\$859,250
2014/2015	\$789,700
2015/2016	\$1,023,701
2016/2017 (Budget)	\$761,100

Note: Excludes Depreciation Costs

Inspections

A full list of inspections is outlined in the inspection program, currently under development in conjunction with the Narromine Shire Council Inspection Manual.

Table 6.1: When do we undertake Inspections?

Inspection	Frequency
Buildings	Yearly
Internal Roads	Yearly
Signage	Yearly
Security	Yearly

7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their expected useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be planned, where works are programmed in, cyclic in nature, or reactive in response to storm damage or vandalism.

Planned or reactive maintenance is defined as follows:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Council undertakes routine maintenance as programmed and reactive maintenance when the need arises.

Table 7.1: What are some of our Planned Maintenance Activities and the frequency we undertake them?

Activity	Frequency
Internal Road Grade	Annually
General Building Maintenance	Annually
Mowing	Fortnightly
Weed Spraying	Biannually

Adjusting Levels of Service

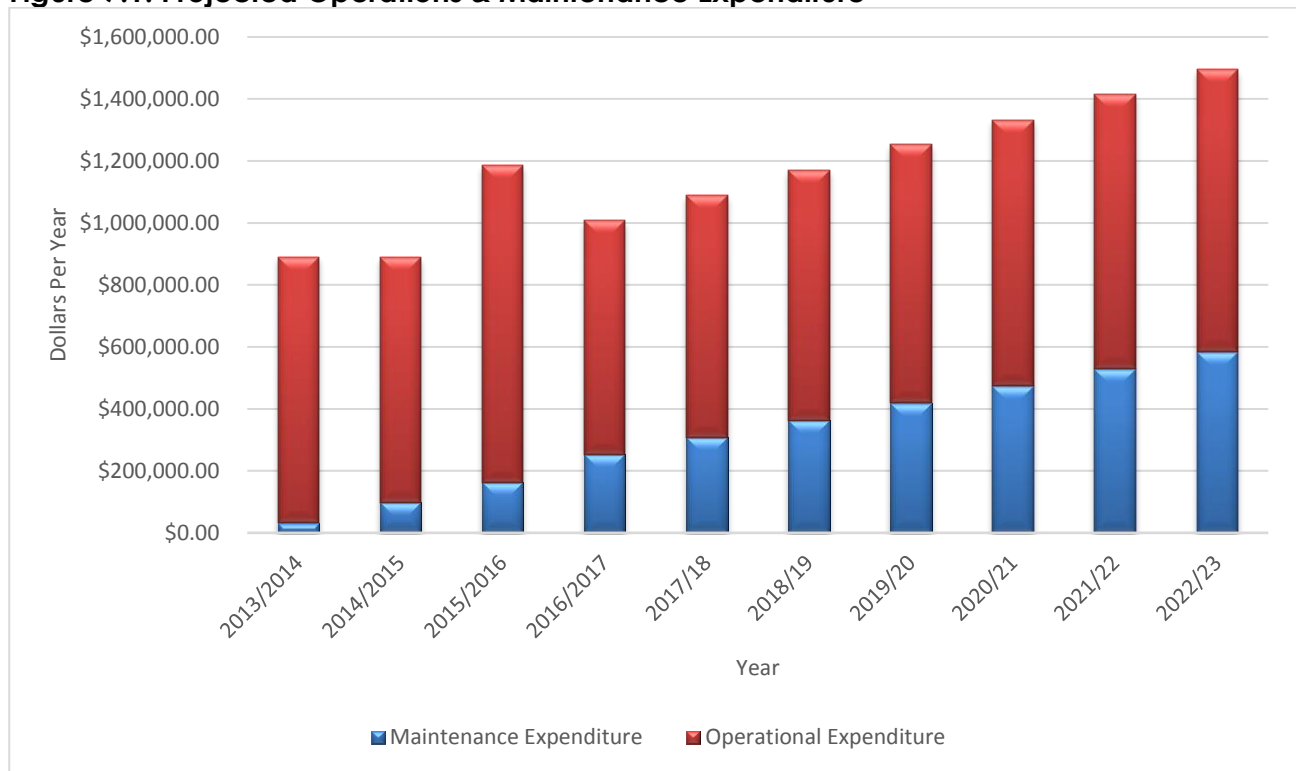
The adjustment of LOS for a critical service is only undertaken after consultation with the community, ensuring it is still within statutory regulations and health guidelines.

Table 7.2: What are our Maintenance Cost Trends?

Year	Maintenance Expenditure
2013/2014	\$31,337
2014/2015	\$98,753
2015/2016	\$161,018
2016/2017 (Budget)	\$252,450

Figure 7.1 outlines the increase using a four-year average to project the following ten years.

Figure 7.1: Projected Operations & Maintenance Expenditure



Routine Maintenance Programming

A maintenance program is currently under development and will include future routine maintenance programming documents.

8. Capital Renewal

Renewal expenditure is major work, which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

Assets requiring renewal are generally identified from estimates of remaining life and condition assessments. Assets that are scheduled for renewal are assessed to verify the remaining life / serviceability and to develop a preliminary renewal estimate. These assets are prioritised based on that assessment and available funds, then scheduled in future works programmes.

Renewal Plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this Asset Management Plan but also in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

In summary renewal work is carried out in accordance with the following Standards and Specifications.

- Building Code of Australia
- Material and Product Specifications
- Relevant Australian Standards and Code

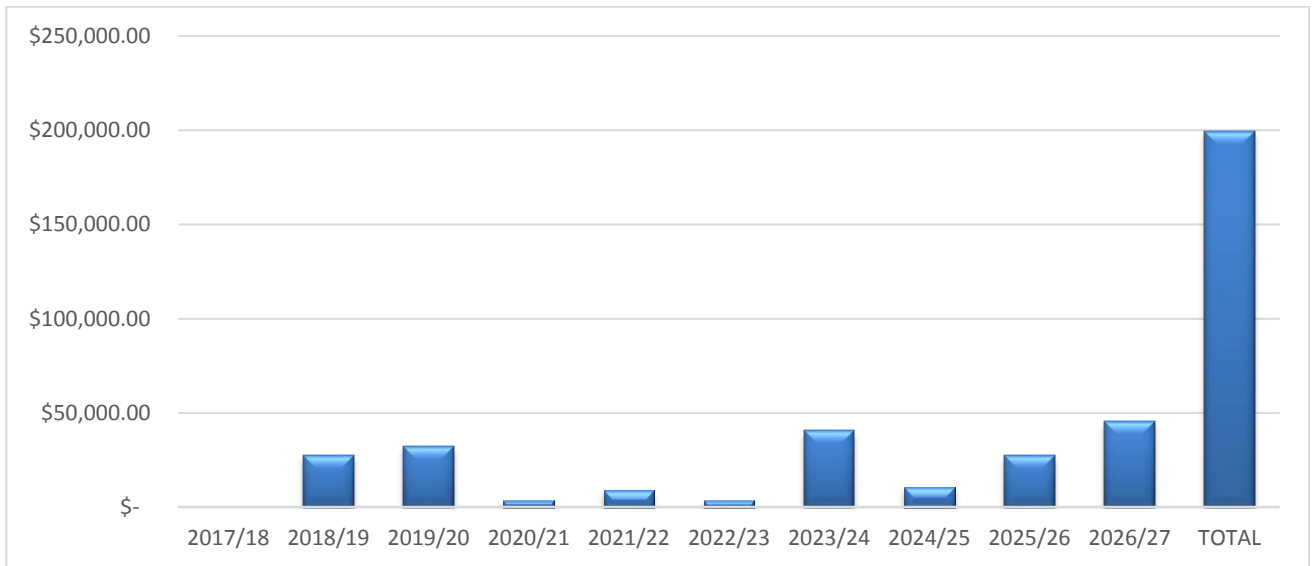
Summary of Projected Renewal Expenditure

A summary of projected renewal expenditure include the following:

- Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 8.1.
- The projected 10 Year Capital Renewal Program is shown in Appendix A.

Figure 8.1 indicates that, based on current projections in 2017, Council will spend approximately \$200,000 on renewals over the next ten years.

Figure 8.1: Proposed Renewal Allocations 2017 – 2016 Delivery Program?



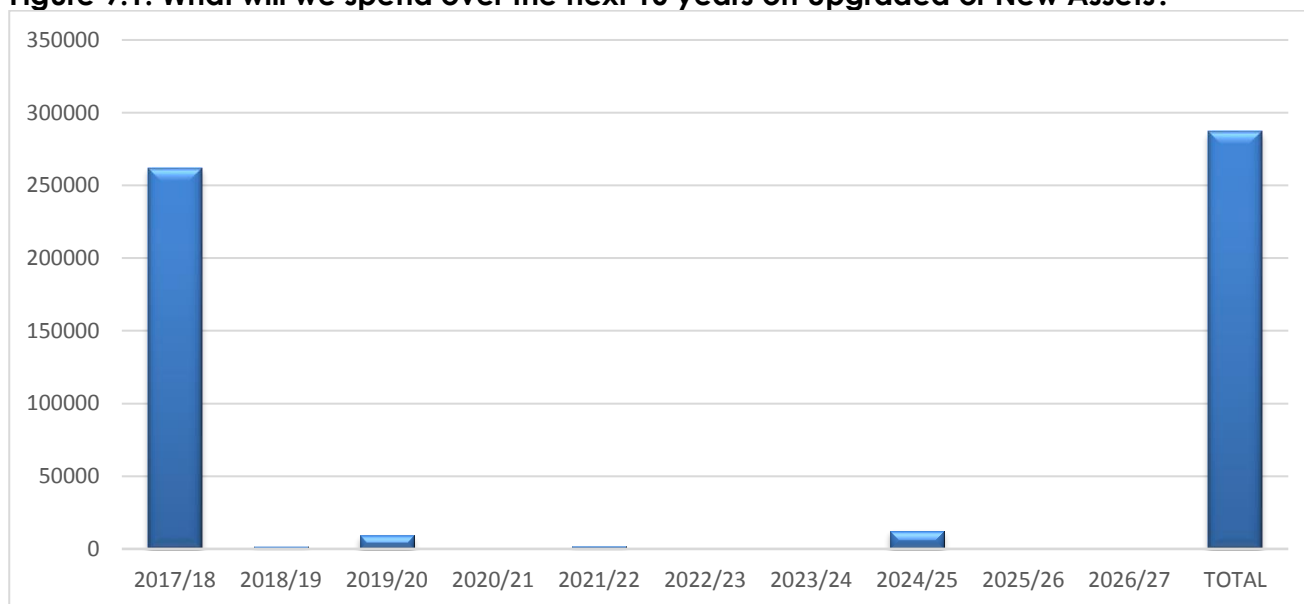
9. Creation/Acquisition/ Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works, which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations and statutory regulatory requirements. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets?



A detailed table of the ten-year works program can be seen in Appendix A.



10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (poor condition), where Council has received no contact through the Customer Request System indicates that the community doesn't require the asset (as they have not raised concerns or complaints about the asset condition). These assets may be considered redundant or not utilised and therefore, decommissioned and disposed unless considered critical infrastructure.

Through careful analysis of all the existing assets, Council may become aware of assets no longer required. Revenue can therefore, increase through their disposal. An example of this may be surplus areas of land. An added advantage is if such assets are sold, there will be a saving on maintenance expenditure in relation to those assets.

There are currently no plans for disposal of assets in this Asset Class.

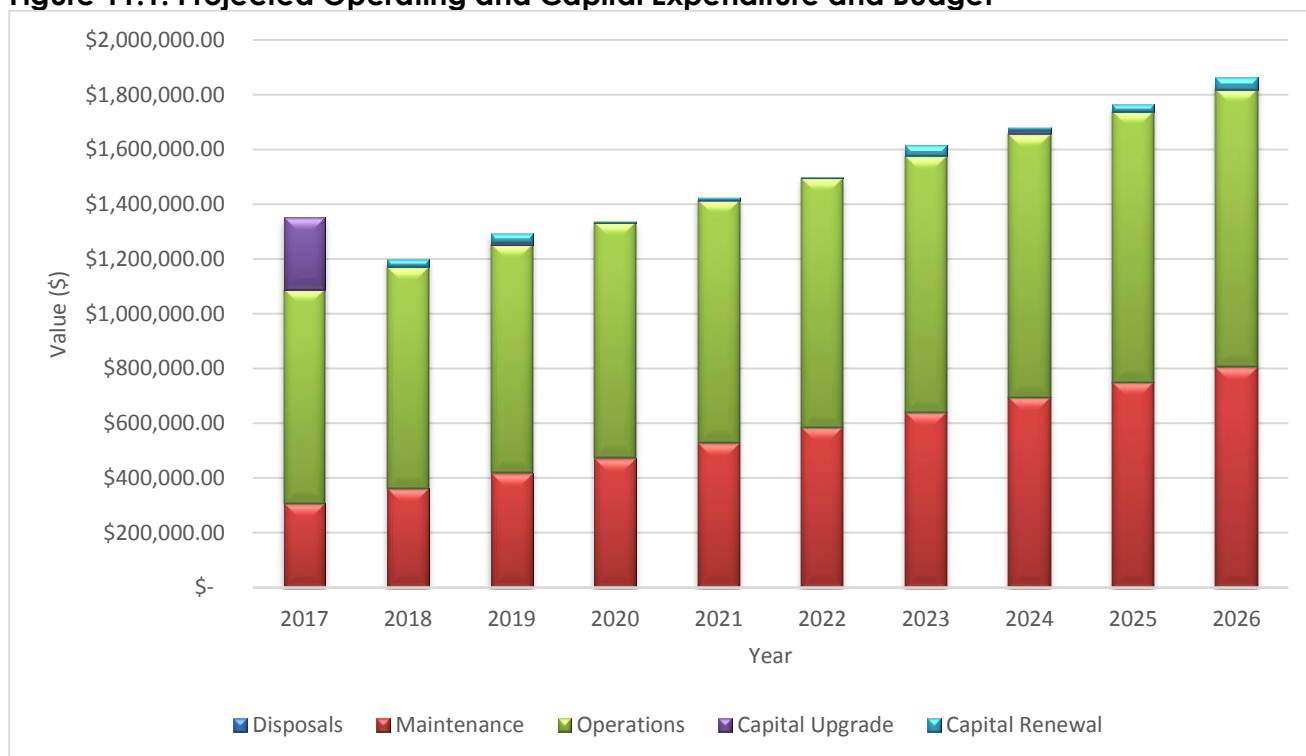
11. Financial Plan

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in Figure 11.1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Figure 11.1: Projected Operating and Capital Expenditure and Budget



Financial Sustainability in Service Delivery

There are three key indicators for financial sustainability, which have been considered in the analysis of the services provided by this asset category, these being long-term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long Term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals.

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap (-ve = gap, +ve = surplus)

Short Term (1 Year)

Average Life Cycle Costs	\$ 1,164,615.67
Average Life Cycle Expenditure	\$ 1,089,615.67
Average Annual Gap	-\$ 75,000.00
Life Cycle Sustainability Indicator	93.56%

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the Asset Management Plans and long term financial plan.

Medium Term (5 Years)

Average Life Cycle Costs	\$ 1,409,812.67
Average Life Cycle Expenditure	\$ 1,332,812.67
Average Annual Gap	-\$ 77,000.00
Life Cycle Sustainability Indicator	94.54%

Expenditure Projections for Long-Term Financial Plan

Table 11.1 shows the projected expenditures for the 10-year long-term financial plan. Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

Table 11.1: Expenditure Projections for Long Term Financial Plan

Year	Operations	Maintenance	Capital Renewal	Capital Upgrade	Disposals
2017	\$ 781,887.61	\$ 307,728.06	\$ -	\$ 363,006.13	\$ -
2018	\$ 807,675.21	\$ 363,006.13	\$ 27,318.18	\$ 1,639.09	\$ -
2019	\$ 833,462.82	\$ 418,284.19	\$ 32,287.84	\$ 9,004.07	\$ -
2020	\$ 859,250.42	\$ 473,562.25	\$ 3,477.82	\$ -	\$ -
2021	\$ 885,038.03	\$ 528,840.31	\$ 8,867.03	\$ 1,791.08	\$ -
2022	\$ 910,825.63	\$ 584,118.38	\$ 3,689.62	\$ -	\$ -
2023	\$ 936,613.24	\$ 639,396.44	\$ 40,602.17	\$ -	\$ -
2024	\$ 962,400.84	\$ 694,674.50	\$ 10,616.94	\$ 12,395.35	\$ -
2025	\$ 988,188.45	\$ 749,952.56	\$ 27,288.22	\$ -	\$ -
2026	\$ 1,013,976.05	\$ 805,230.63	\$ 45,339.20	\$ -	\$ -

Note: All projected expenditures are in 2017 values



Funding Strategy

Projected expenditure identified in Table 11.1, is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10-year long-term financial plan.

Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Asset useful lives are achieved before they require replacement.
- Regulation does not require significant change to the operations.
- The operating environment (physical, demographic and technical) does not change significantly.

12. Key Performance Measures

Development of Key Performance Measures based on condition has been developed by considering the Operational Costs of maintaining assets to the required Asset Classification Standards as defined. It also takes into consideration Customer Request Management (CRM) complaints, vandalism reports and inspections reportable to ensure that minimum standards are not exceeded.

Table 12.1 Performance Measures

Key Performance Measure	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
Community Levels of Service				
Quality	Rubbish is collected without spillage	Customer Service requests	<2 complaints per quarter	Satisfactory
Function	Rubbish is collected to schedule	Customer requests relating to missed collection	Zero reported incidences	Satisfactory
Safety	Service is safe and free from hazards	Reported accidents	Zero reported accidents	Satisfactory
Technical Levels of Service				
Condition	Machinery is reliable and well maintained	Machine availability	100% compliance with schedule	Satisfactory
Accessibility	Provision of waste collection	Percentage of properties unable to be collected due to accessibility	99.9% compliance	Satisfactory
Cost Effectiveness	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory
Safety	Ensure facilities (Landfill) are safe	Regular safety audits carried out, action customer request within 5 working days	Safety inspections – Clear of contaminants, objects that could cause injury	Satisfactory/ Ongoing

13. Plan Improvements

Asset Improvement Plan is intended to provide improvements in the knowledge of our assets and their management. This plan will ensure that acceptable progress is made on improving asset management processes and procedures and that progress can be verified and quantified. This improvement plan should ensure asset management progresses at an acceptable pace and moves in the "right" direction that is "improvement" is embedded in the process.

In addition to the Asset Management Strategy improvements, Table 13.1 includes improvements to the management and planning of Waste assets.

Table 13.1: Asset Management Improvements - Waste

Task	Expected Completion
Revaluation of Assets	2017/18
Review Renewal of all Assets	2017/18
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Develop / Finalise Enterprise Risk Management Plan	2017/18
Update Attributes in AMS	2017/18

14. Risk Management Plan

Narromine Shire Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program. This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives;
- Create an environment where all employees have a key role in managing risk;
- Encourage proactive management;
- Improve the identification of opportunities and threats;
- Improve stakeholder confidence and trust;
- Improve financial stability and minimise losses; and
- Improve organisational performance.

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council operations as far as reasonable practicable. To facilitate this process an Enterprise Risk Management Plan is currently being developed which should include the management of risks for each of its assets.

15. Appendix A: Ten Year Works Program

Narromine Shire Council										
WASTE MANAGEMENT FACILITIES UPGRADE										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Narromine										
Replace Ride on Lawn Mower - Narromine		9158					10617			
Resurface wet weather access road - Narromine		13000				14000				
Upgrade signage - Narromine		3377				3800				
Emergency Shower/Eye Wash - Trangie	4000					3800				
Install toilet and septic - Trangie	12800									
Tomingley										
Resurface Gravel Platform - Tomingley		3377			3690			4032		
Emergency Shower/Eye Wash - Tomingley	4000							4032		
New Assets										
Narromine										
Install Security Surveillance Cameras - Narromine	9004						10438			
Purchase Mobile Generator - Trangie	1639			1791			1957			
Internal Transfer Station					282000					
Cage for Chemical Drums										
Cage for Generator										
Tomingley										
2 x 30m3 hook lift bins					28000					
Cage for Generator - Tomingley	3000									
TOTAL EXPENDITURE ON EXISTING ASSETS	20800	28911	0	0	3690	21601	10617	8063	0	0
TOTAL EXPENDITURE ON NEW ASSETS	13643	0	0	1791	310000	0	12395	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)										
NSW Environmental Trust Landfill Consolidation and Environmental Improvements Grants Program										
DWM OPERATING -PROFIT/LOSS	101312	62808	24780	26592	0	0	0	0	0	0
Carry over funding from previous year										
LOAN FUNDS					0	0	0	0	0	0
RESERVE BALANCE (Estimate) - Note includes excess operating funds	670404	578685	553905	525522	211832	190231	167219	159156	159156	159156



Asset Management Plan Aerodrome (AMP4)



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1. Executive Summary

Council's intention is to provide the Shire with Aerodrome services through infrastructure that is serviced and maintained to a level which reflects the community's expectations and operates in a manner that is both functional and cost effective. The Aerodrome Services had a fair value of approximately **\$15,618,000** on the 30 June 2016.

This plan assists Council in the decision making process and is presented at a high level to provide key information that can be used in determining the levels of service, program schedule, funding requirements etc.

Aerodrome Services

Aerodrome Service comprises, but is not limited to:

- Taxiways
- Runways
- Footpaths
- Furniture
- Navigation Aids
- Security Devices

Because of the bulk of the asset acquired at the same time, a high proportion of the infrastructure is reaching the end of its theoretical useful life over a short period. This results in high capital renewal investment and significant works programs.

What we will do

Council plans to provide Aerodrome services for the following:

1. Operation, maintenance, renewal and upgrade of those Assets meeting their intervention levels set by council in annual budgets;
2. Develop a maintenance plan that ensure our levels of service targets are met through planning and not reactive work;
3. Investigate new opportunities for income to the facility.

What we cannot do

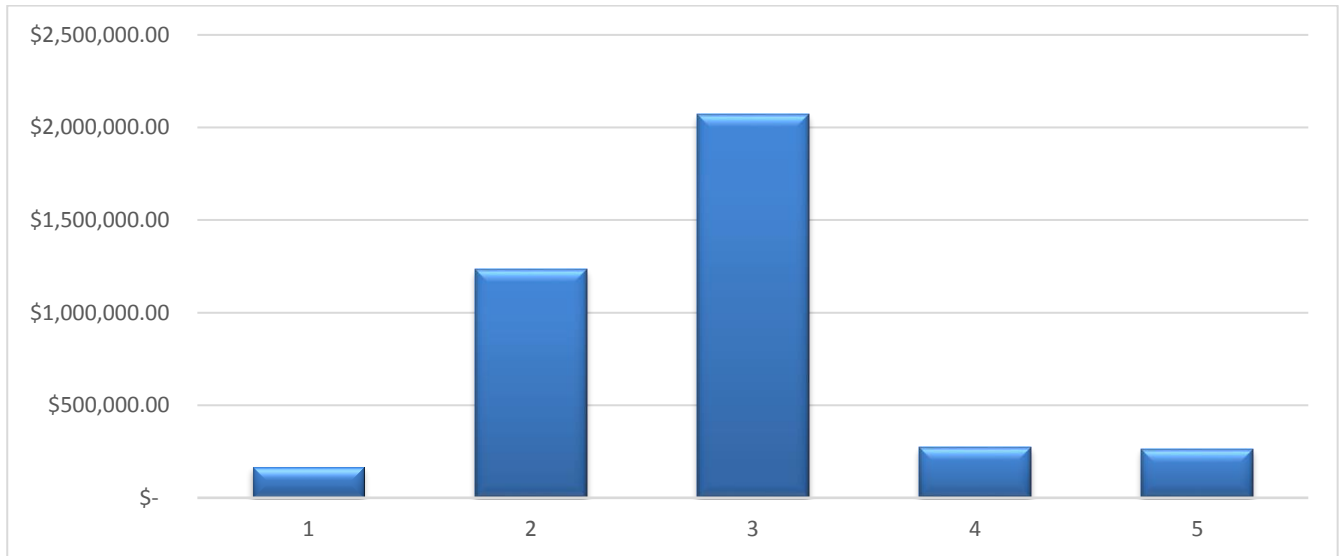
- Council does not have enough funding to provide all services at the desired service levels or provide new services.
- Significant expansion of services into presently un-serviced areas.



Asset Conditions

The current condition of our assets is shown in Figure 5.1 based on the value of each asset in each of 5 conditions ranging from 1 to 5, with 1 being near new and 5 as a completely failed asset.

Figure 1.2: What condition are our assets currently?



The process of managing our Aerodrome assets is one of continually improving the knowledge Council has, including maintaining up to date asset registers, condition ratings, and the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level.

Future Planning for Recreation & Community Assets

Table 13.1 conveys the list of planned required improvements for this Asset Class in relation to asset management principles.

Asset Management Practices

Asset Management Practices are generally uniform across board. These Practices have been outlined in the Asset Management Strategy chapter 17 Asset Management Practices.

Improvement Program

Asset Management Improvements are outlined in chapter 13 and have be summarised in table 13.1 which can be found below.

Table 13.1: Asset Management Improvements - Aerodrome

Task	Expected Completion
Revaluation of Assets	Various
Review Renewal of all Assets	2016/17
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18

Task	Expected Completion
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18



2. Strategic Objectives

Council operates and maintains Aerodrome assets to achieve the following strategic objectives:

1. Provides Aerodrome Services to a standard that supports the outcomes identified in the Council Community Strategic Plan;
2. Ensures that infrastructure is maintained at a safe and functional standard, as set out in this asset management plan;
3. Ensures that Aerodrome Infrastructure Assets are managed to deliver the requirements of Council's Asset Management Policy and Strategic Asset Management Plan.

Table 2.1: Where can I find additional information?

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community.
Council Asset Policy	How we manage assets.
Asset Management Strategy	Overall direction of asset management and portfolio summary.
Asset Management Manual	Procedures and Processes that guide the management of assets.
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions.
Enterprise Risk Management Plan	The identification and management of strategic risks across Council operations
Asset Management System (Civica)	Electronic system that contains the asset register, condition ratings and used to model future renewals.
Maintenance Program	Document outlining all scheduled maintenance requirements for that financial year as set out by the Asset Management Plan
Map Info / Exponaire	Geographical information system that produces maps of assets.
Narromine Shire Council Aerodrome Strategy / Master Plan (2013)	Master plan of the future of the Aerodrome in Narromine
Narromine Shire Council Operating Budget 2017/18	Outlines the Operating budget for the following financial year
Narromine Aerodrome Operations Manual	How the Aerodrome is Operated

3. Services Provided & Classification

Council provides the Shire of Narromine and, Trangie community with functioning aerodromes, which are used for commercial business, recreational activities and Emergency Services etc.

In order to reflect optimum asset management practices, the hierarchy of Council Assets have been reviewed and updated. This will allow Council to have a more relevant grading of its assets, to determine intervention levels and renewal costs based on risk.

The hierarchy identifies different intervention levels for different assets depending on their assessed criticality and consequence rating. Details of the major components are contained in Table 3.1

Table 3.1: Hierarchy Summary

Hierarchy	Aerodrome
1	<ul style="list-style-type: none"> • Runways • Taxiways • Navigation Aids • Security Fencing • Stormwater Drainage • Buildings related components
2	<ul style="list-style-type: none"> • Footpaths
3	<ul style="list-style-type: none"> • Furniture

Table 3.2: Summary of what is provided?

Asset category	Sub Category
Narromine Aerodrome	
Aircraft movement areas	Aprons
	Runway 04/22
	Runway 11/29
	Taxiway A, B, C, D
Non-Aircraft Movement areas	Internal roads
	Car parks
Civil works	Footpaths
	Furniture
Aviation security	Fencing
Navigation aids	Winds socks
Trangie Airstrip	
Aircraft movement areas	Aprons/taxiway
	Runway
Non-aircraft movement areas	Internal roads
Civil works	Furniture
Aviation security	Fencing
Navigation aids	Winds socks
TOTAL	

4. Levels of Service

Table 4.1: Stakeholder Management

Stakeholder	Stakeholder issues	Key messages	Participation and feedback options
Councillors	<ul style="list-style-type: none"> Have a say in proposed strategy 	<ul style="list-style-type: none"> This Strategic plan is a communication tool and a pathway to a sustainable fair network with no extra burden to residents, business, or industry The system determines what is required and the priority of the work. Regular benchmarking and quality management KPIs measured ensures Council is getting value for money, There is a strategy, and a fair planning and delivery mechanism Certainty and trust that projects will be delivered when they are proposed. 	Councillor Workshop, and community consultation
Residents	<ul style="list-style-type: none"> Have a say in proposed strategy Perception of fairness Getting value for money 		Community consultation
Council indoor staff	<ul style="list-style-type: none"> Have a say in proposed strategy, Minimal additions to current workloads 		Engineering and Assets team reviews, Councillor workshop
Council outdoor staff	<ul style="list-style-type: none"> Have a say in proposed strategy, Structured programs Want to understand place in process 		Team leader workshops Engineering and Assets team reviews

Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and by Council. Local Authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and
- Support long term financial planning.



Council's objective is to ensure financial strategies underpin Council's asset management policies and strategies. Its goal is to have long-term vision for sustainability. In order to do so, the action that can be done is to prepare and review the Council's short and medium term financial plans for Risk Management; Plant & Equipment, Information Technology, Section 94; Asset Management Plans and case reverses.

Acting as a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to ensure good governance and administrative support for the Council and organization. Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies

Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 4.2.

Table 4.2: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by Asset Management Plans for sustainable service delivery.
National Construction code	Provides for the achievement and maintenance of acceptable standards of structural sufficiency, safety, health and diversity for the community now and in the future.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property Plant & Equipment, requires that assets be valued, and reported in the annual accounts, which also includes depreciation value (i.e. how fast are these assets wearing out).
Aerodrome legislation – Civil Aviation Safety Authority (CASA) Standards – Part 139 – Aerodromes (CASA – MOS – 139)	Details specific technical specifications for aerodromes and their use.
Roads Act 1993	Other issues affecting asset service levels include judicial decisions relating to Council's role as roads authority for local roads as conferred by the Roads Act 1993, and legislative powers granted to public utilities relating to road openings.
Environmental Planning and Assessment Act 2008	Sets out guidelines for land use planning and promotes sharing of responsibilities between various levels of government in the State.
Environmental Planning and Assessment Amendment Act 2014	Sets out guidelines for land use planning and promotes sharing of responsibilities between various levels of government in the State.
Protection of the Environment Operations Act 1997	Sets out Council responsibility and powers of local area environment and its planning functions.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure health, safety and welfare of employees and others at places of work.



Levels of Service

Council is responsible for providing a safe, reliable and cost effective Aerodrome Service which is customer focused.

Community LOS (CLOS) and Technical LOS (TLOS) detail how the services will be delivered in terms of quantity, frequency and standard.

Key Performance Measures and how they will be measured provide the detail on how we determine whether we are delivering what they community are asking for.

Table 4.3 summarises what the community desires for each asset and how Council will deliver it.

Table 4.3: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Aerodrome meets CASA and user expectations requirements
Function	Aerodrome is serviceable and accessible to aircraft
Safety	Hazards on the movement area are minimised or, where possible, eliminated
	Incursions onto airside area
Technical Levels of Service	
Condition	Aerodrome meets CASA and user expectations requirements
	Loose stones and surface texture of sealed surfaces on movement area
Amenity	Maintenance of remainder of airside area outside movement area
Cost Effectiveness	Provide appropriate aerodrome facilities commensurate with level of use and value to the community
	Provide an aerodrome that meets the current and foreseeable needs of users in line with community expectations and available resources.

Community Levels of Service

Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the asset management plan are:

- *Quality* *How good is the service?*
- *Function* *Does it meet users' needs?*
- *Safety* *Is the service safe?*

Technical Levels of Service



Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the Council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- **Operations**
The regular activities to provide services such as opening hours, administration, electricity etc.
- **Maintenance**
The activities necessary to retain an assets as near as practicable to its original condition (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal**
The activities that return the service capability of an asset up to that which it had originally (e.g. frequency and cost of road resurfacing and pavement reconstruction, wind sock replacement and building component replacement),
- **Upgrade**
The activities to provide an higher level of service (e.g. widening an airstrip, increasing plane loading) or a new service that did not exist previously (e.g. car park or domestic terminal).

5. Condition of Our Assets

Council maintains a Condition Assessment Manual that details the frequency of inspection and condition rating to be used for all assets. This data is recorded in the Council Asset Management System and used to predict the timing of renewal/maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with asset management practices as outlined in the IPWEA International Infrastructure Management Manual. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment Manual.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level', that is the condition at which the community has determined renewal is required based on the LOS analysis. Typically, assets will be renewed between condition 3 & 4 which ranges from fair to poor depending on their classification.

Table 5.1: What are our Intervention Levels to Renew an Asset?

Hierarchy	Component	Intervention Level
1	Runways	3-4
1	Taxiways	3-4
1	Navigation Aids	3-4
1	Security Fencing	3-4
1	Stormwater Drainage	3-4
1	Building related components	3-4
2	Footpaths	4
3	Furniture	4

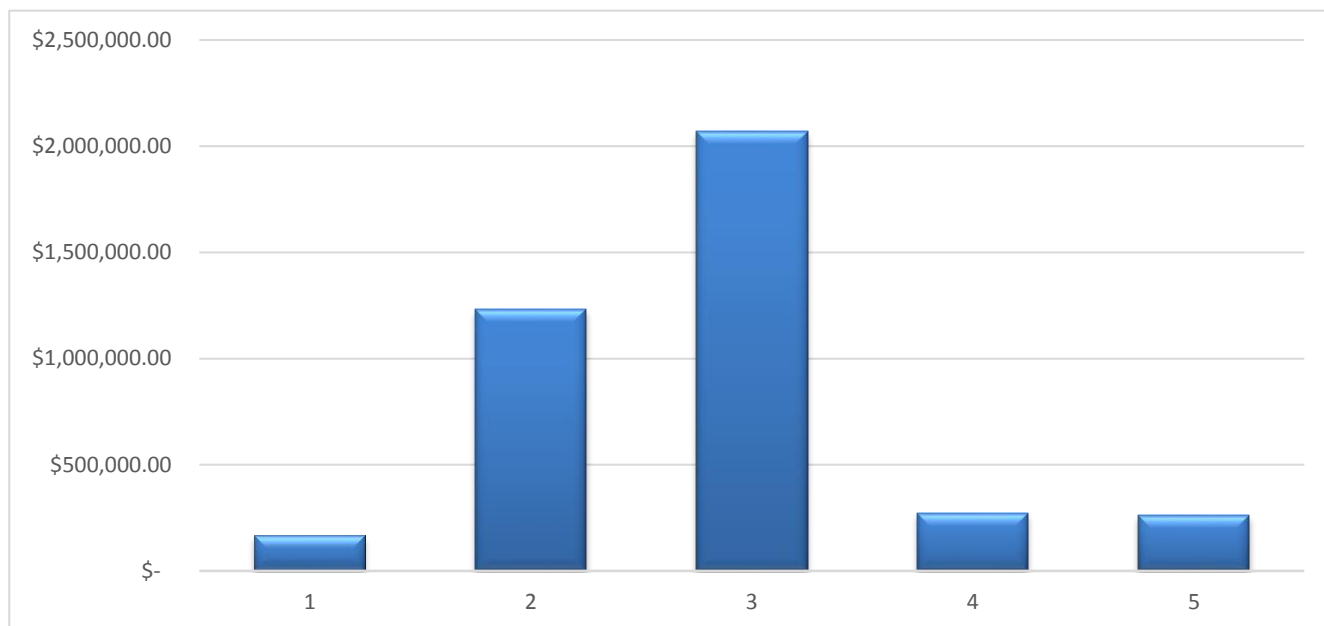
The following table outlines the rating scale and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

Table 5.2: What are our Intervention Levels to Renew an Asset?

Condition Rating	Description	Remaining Life / CWDV (% of CRC)
1	Excellent condition: Only planned maintenance required.	100-80%
2	Very good: Minor maintenance required and planned maintenance.	80-60%
3	Good: Significant maintenance required.	60-40%
4	Fair: Significant renewal/upgrade required.	40-20%
5	Poor: Unserviceable.	20-0%

Each asset's condition is maintained in the Asset Register and the graphs below gives the condition profile based on the value of the top 4 valued assets in each condition.

Figure 5.1: What Conditions are our assets?



6. Operations

Operational activities are those regular activities that are required to continuously provide the service including inspections, electricity costs, fuel, overheads etc

Table 6.2: What are our Operational Costs?

Year	Operational Expenditure
2013/2014	\$74,332.22
2014/2015	\$78,882.63
2015/2016	\$77,449.58
2016/2017 (Budget)	\$67,064.24

Note: Excludes Depreciation Costs

Inspections

Routine inspections of the runways, navigation aids, Site Civil Works, internal roads etc. is completed by the field operation managers and staff.

A full list of inspections is outlined in the inspection program, currently under development in conjunction with the Narromine Shire Council Inspection Manual.

Table 6.1: Summary of Inspections

Inspection	Frequency
Runways	Monthly
Taxiways	Monthly
Navigation Aids	Monthly
Security Fencing	Monthly
Stormwater Drainage	Annually
Footpaths	Annually
Furniture	Annually

7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their expected useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be either planned, where works are programmed in, or cyclic in nature, or reactive in response to storm damage or vandalism.

Planned or reactive maintenance is defined as follows:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Council undertakes routine maintenance as programmed and reactive maintenance when the need arises.

Table 7.1: What are some of our Planned Maintenance Activities and the frequency we undertake them?

Activity	Frequency
Sweeping	Monthly
Patching	Annually
Mowing	Fortnightly
Line Marking	Annually
Weed Spraying	Monthly

Adjusting Levels of Service

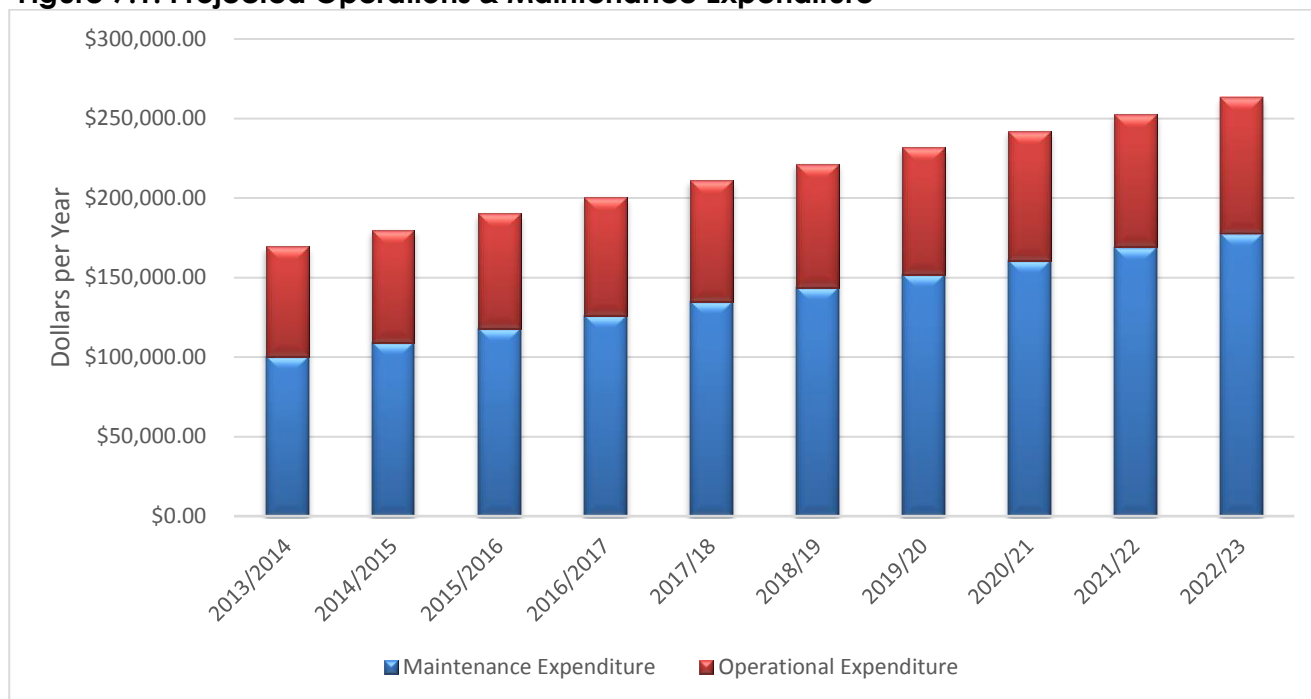
The adjustment of LOS, for a critical service is only undertaken after consultation with the community ensuring it is still within statutory regulations and health guidelines.

Table 7.2: What are our Maintenance Cost Trends?

Year	Maintenance Expenditure
2013/2014	\$57,697
2014/2015	\$58,574
2015/2016	\$78,105
2016/2017 (Budget)	\$92,023.00

Figure 7.1 outlines the increase using a four-year average to project the following ten years

Figure 7.1: Projected Operations & Maintenance Expenditure



Routine Maintenance Programming

A maintenance program is currently under development and will include future routine maintenance programming documents.

8. Capital Renewal

Renewal expenditure is for major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above, restoring an asset to original capacity, is classed as an upgrade or expansion.

Assets requiring renewal are generally identified from estimates of remaining life and condition assessments. Assets that are scheduled for renewal are assessed to verify the remaining life / serviceability and to develop a preliminary renewal estimate. These assets are prioritised based on that assessment and available funds, then scheduled in future works programmes.

Renewal Plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this Asset Management Plan but also in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the following Standards and Specifications:

- Council Specifications
- CASA Specifications
- National Construction Code
- Relevant Australian Standards

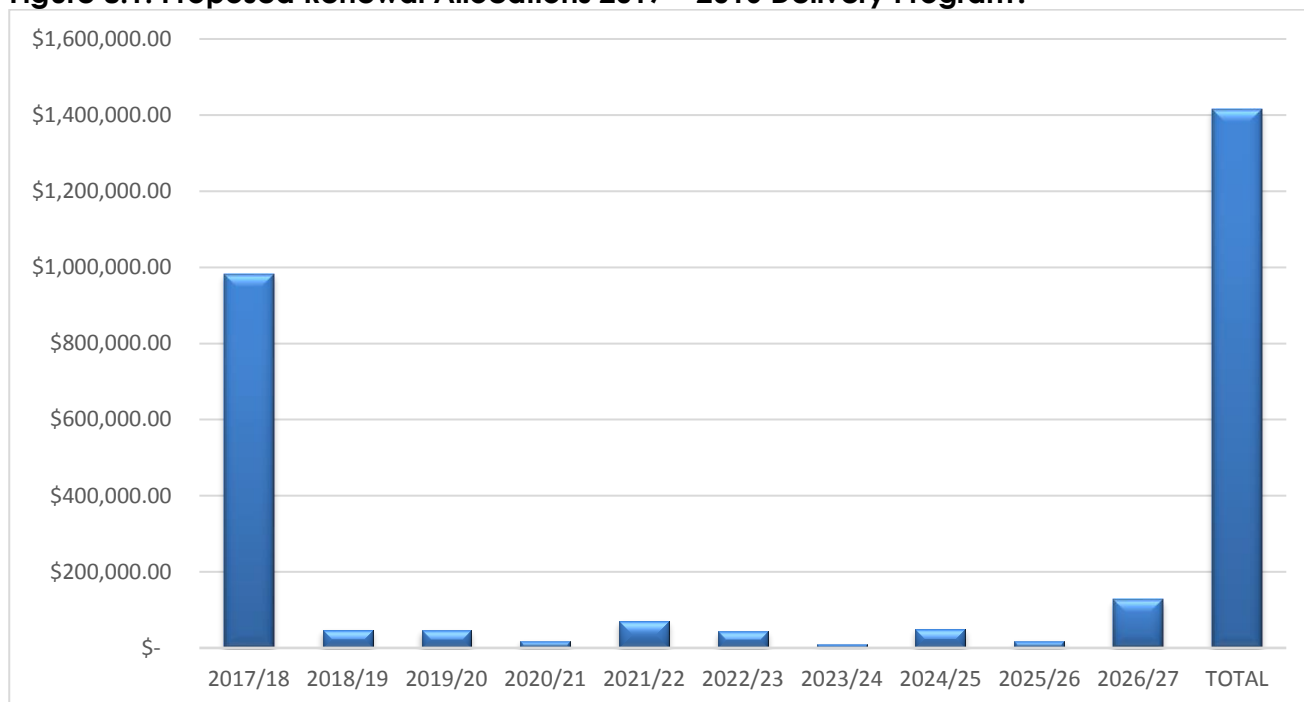
Summary of projected renewal expenditure

Summary of projected renewal expenditure:

- Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 8.1.
- The projected 10 Year Capital Renewal Program is shown in Appendix A.

Figure 8.1 indicates that, based on current projections in 2017, Council will spend approximately \$1,400,000 on renewals over the next ten years.

Figure 8.1: Proposed Renewal Allocations 2017 – 2016 Delivery Program?



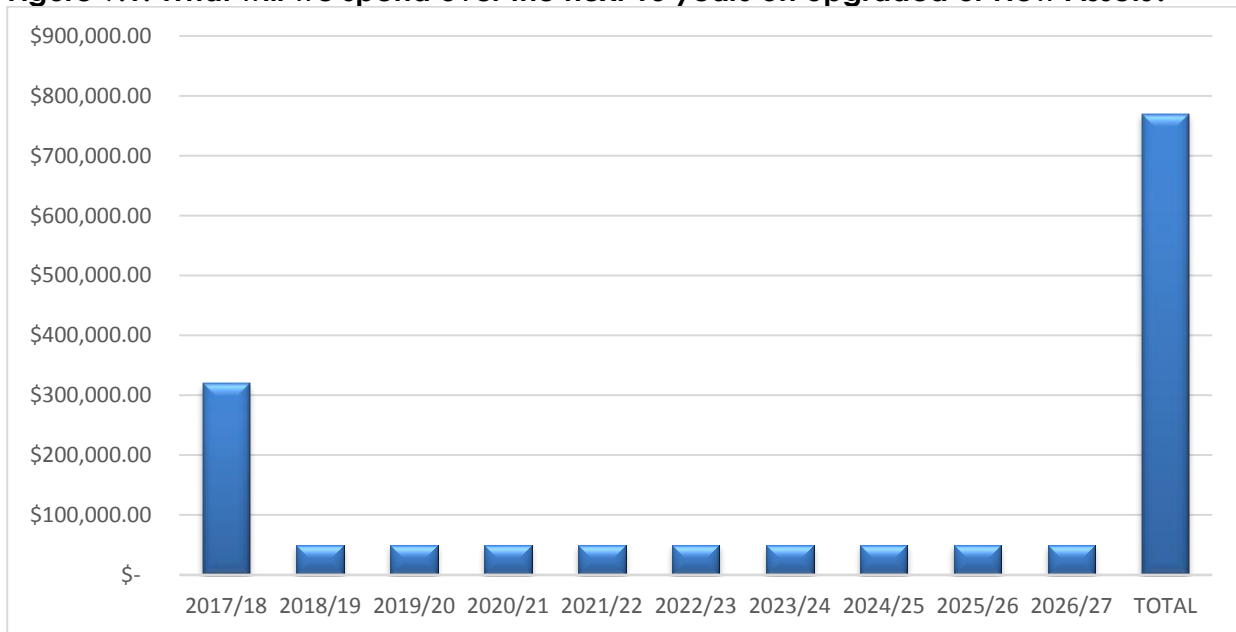
9. Creation/ Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets?



A detailed table of the ten-year works program can be seen in Appendix A.

10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (poor condition), where Council has received no contact through the Customer Request System indicates that the community doesn't require the asset (as they have not raised concerns or complaints about the asset condition). These assets may be considered redundant or not utilised and therefore, decommissioned and disposed unless considered critical infrastructure.

Through careful analysis of all the existing assets, Council may become aware of assets no longer required. Revenue can therefore, increase through their disposal. An example of this may be surplus areas of land. An added advantage is if such assets are sold, there will be a saving on maintenance expenditure in relation to those assets.

Table 10.1 Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Net Disposal Expenditure (Expend +ve, Revenue -ve)	Operations & Maintenance Annual Savings
3 buildings, which are Council owned, leased hangars.	Make way for a proposed event facilities and viewing platform	Approximately 2019/20	Lost lease fees as currently leased	Less than \$1000
Land	Subdivision	From 2014	Positive, income will be generated through sale and ongoing rates	Nil

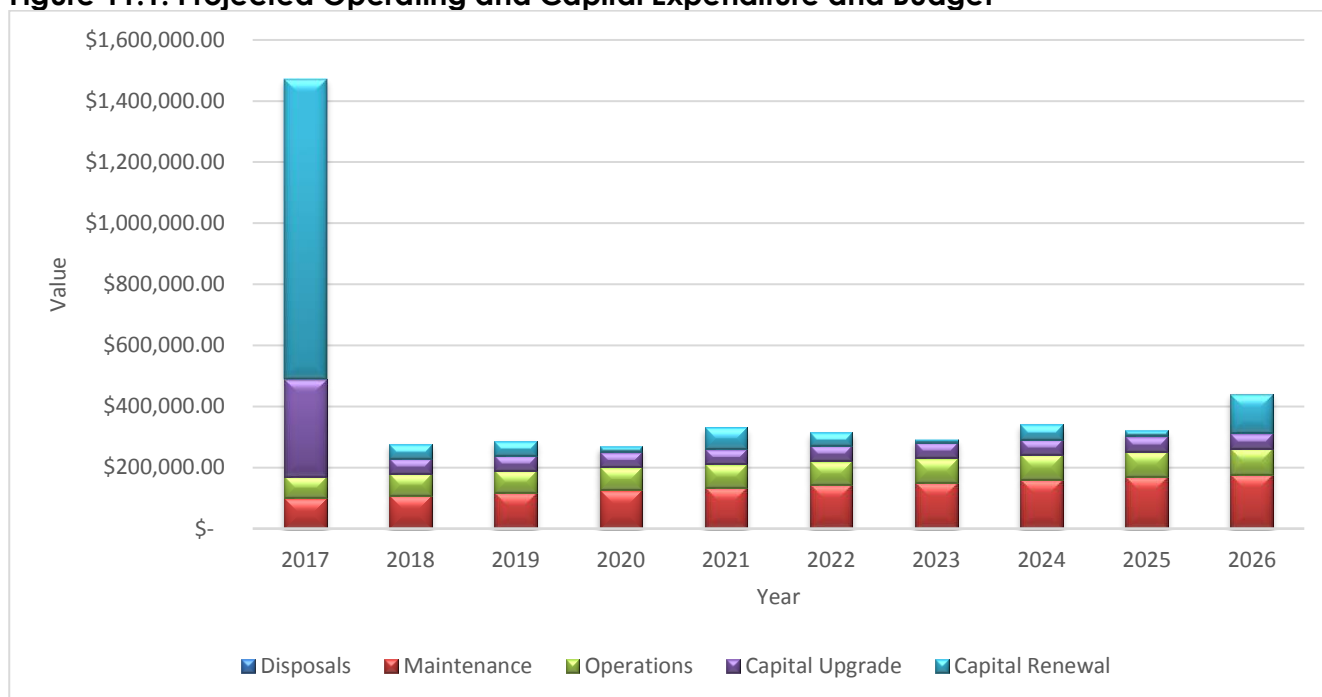
11. Financial Plan

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in Figure 11.1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Figure 11.1: Projected Operating and Capital Expenditure and Budget



Financial sustainability in service delivery

There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long-term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense).



Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals.

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap (-ve = gap, +ve = surplus)

Short Term (1 Year)

Average Life Cycle Costs	\$ 409,485.68
Average Life Cycle Expenditure	\$ 169,485.68
Average Annual Gap	\$ 240,000.00
Life Cycle Sustainability Indicator	41.39%

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Medium Term (5 Years)

Average Life Cycle Costs	\$ 461,282.55
Average Life Cycle Expenditure	\$ 190,282.55
Average Annual Gap	\$ 271,000.00
Life Cycle Sustainability Indicator	41.25%

Expenditure projections for long-term financial plan

Table 11.1 shows the projected expenditures for the 10-year long-term financial plan. Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

Table 11.1: Expenditure Projections for Long Term Financial Plan

Year	Operations	Maintenance	Capital Renewal	Capital Upgrade	Disposals
2017	\$ 68,881.24	\$ 100,604.44	\$ 982,673.44	\$ 319,865.00	\$ -
2018	\$ 70,698.23	\$ 109,185.88	\$ 47,271.37	\$ 50,000.00	\$ -
2019	\$ 72,515.23	\$ 117,767.32	\$ 46,780.65	\$ 50,000.00	\$ -
2020	\$ 74,332.22	\$ 126,348.76	\$ 18,826.61	\$ 50,000.00	\$ -
2021	\$ 76,149.22	\$ 134,930.20	\$ 70,681.93	\$ 50,000.00	\$ -
2022	\$ 77,966.21	\$ 143,511.64	\$ 43,045.59	\$ 50,000.00	\$ -
2023	\$ 79,783.21	\$ 152,093.08	\$ 9,500.78	\$ 50,000.00	\$ -
2024	\$ 81,600.20	\$ 160,674.52	\$ 49,724.91	\$ 50,000.00	\$ -
2025	\$ 83,417.20	\$ 169,255.96	\$ 18,335.05	\$ 50,000.00	\$ -
2026	\$ 85,234.19	\$ 177,837.40	\$ 127,640.21	\$ 50,001.00	\$ -

Note: All projected expenditures are in 2017 values



Funding Strategy

Projected expenditure identified in Table 11.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10-year long-term financial plan.

Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented, to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Asset useful lives are achieved before they require replacement.
- Regulation does not require significant change to the operations.
- The operating environment (physical, demographic and technical) does not change significantly.

12. Key Performance Measures

Development of Key Performance Measures based on condition has been developed by considering the Operational Costs of maintaining assets to the required Asset Classification Standards as defined. It also takes into consideration Customer Request Management (CRM) complaints, vandalism reports and inspections reportable to ensure that minimum standards are not exceeded.

Table 12.1 Performance Measures

KPM's	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
Community Levels of Service				
Quality	Aerodrome meets CASA and user expectations requirements	User complaints	Less than three per year	Less than four per year
Function	Aerodrome is serviceable and accessible to aircraft	User complaints	Nil	Nil
Safety	Hazards on the movement area are minimised or, where possible, eliminated	Aircraft incidents or aerodrome serviceability deficiency	Less than five per year	Less than five per year
	Incursions onto airside area	NSC Aerodrome Vehicle Control Policy	Less than three per year	Less than five per year
Technical Levels of Service				
Condition	Aerodrome meets CASA and user expectations requirements	CASA aerodrome audit	Requests for Corrective Action less than 3	Audit findings addressed as per Corrective Action Plan and Requests for Corrective Action less than 1
	Loose stones and surface texture of sealed surfaces on movement area	Visual and tactile assessment	Satisfactory surface texture and loose stone count	Satisfactory surface texture and loose stone count
Amenity	Maintenance of remainder of airside area outside movement area	Mowing conducted as required to minimise animal hazard	Nil complaints received and nil record of bird strikes	Nil complaints received and nil record of bird strikes

KPM's	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
Cost Effectiveness	Provide appropriate aerodrome facilities commensurate with level of use and value to the community	Maintenance cost per year is \$184,000 (Narromine) and \$6500 (Trangie)	Under budget	On Budget
	Provide an aerodrome that meets the current and foreseeable needs of users in line with community expectations and available resources.	Users and community agree with resources allocated to aerodrome	Less than 10 complaints per year	5-8 complaints per year

13. Plan Improvements

Asset Improvement Plan is intended to provide improvements in the knowledge of our assets and their management. This plan will ensure that acceptable progress is made on improving asset management processes and procedures and that progress can be verified and quantified. This improvement plan should ensure asset management progresses at an acceptable pace and moves in the "right" direction that is "improvement" is embedded in the process.

In addition to the Asset Management Strategy improvements, Table 13.1 includes improvements to the management and planning of Aerodrome assets.

Table 13.1: Asset Management Improvements - Aerodrome

Task	Expected Completion
Revaluation of Assets	Various
Review Renewal of all Assets	2016/17
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18



14. Risk Management Plan

Narromine Shire Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program. This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives;
- Create an environment where all employees have a key role in managing risk;
- Encourage proactive management;
- Improve the identification of opportunities and threats;
- Improve stakeholder confidence and trust;
- Improve financial stability and minimise losses; and
- Improve organisational performance.

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council operations as far as reasonable practicable. To facilitate this process an Enterprise Risk Management Plan is currently being developed which should include the management of risks for each of its assets.

15. Appendix A: Ten Year Works Program

Narromine Shire Council

AERODROME - Operational Renewals

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Operational Aerodrome Assets Required Renewals										
<u>Narromine Aerodrome Airside</u>										
Runway 11/29 - Linemark (intermediate)							8735			
Taxiway A - Reseal & Linemark		9622								
Taxiway A - Remark		580							713	
Taxiway D - Reseal & Linemark			9552							
Taxiway D - Remark							672			
Apron - Reseal & Linemark		33765								
Minor Crack Seals			5796			6334			6921	
Gravel Skypark Taxiways - Resheet										45000
Gravel Skypark Taxiways - Reform and Grade			35000							
AIMM plane tracking system	12500									
Lighting Upgrade (CASA)										
Illuminated Wind Indicator Runway 11 (CASA)										
Advertising & Signage (7.2)		2814		2985		3167		3360		
New Office / Store										
<u>Trangie Airstrip</u>										
Runway Reform and Grade			3478							
TOTAL EXPENDITURE ON EXISTING ASSETS	12500	46781	53827	2985	0	9501	9407	3360	7634	45000
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)		(10,000)	(50,000)	(10,000)	(6,954)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
GRANTS/EXTERNAL CONTRIBUTIONS Building Stronger Regions - Hangarage										
GRANTS/EXTERNAL CONTRIBUTIONS Building Stronger Regions - Event Facilities										
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)										
PROCEEDS on sale of assets - Existing Council Owned Aerodrome Land/Buildings										
PROCEEDS on sale of assets - Skypark Development (25 Lots)										
PROCEEDS on sale of assets - Commercial Development - Hangarage Area (30 Lots)										
PROCEEDS on sale of assets - Heavy Industrial Area (assume 30 Lots)										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	225085	188304	184478	191493	198447	195946	193538	197179	196545	158545



Asset Management Plan Community & Recreational Facilities (AMP5)



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1. Executive Summary

Council's intention is to provide the Shire with Recreation & Community Facilities via infrastructure that is serviced and maintained to a level which reflects the community's expectations and operates in a manner that is both functional and cost effective. The Recreation & Community Services had a fair value of approximately **\$6,513,000** on the 30 June 2016.

This plan assists Council in the decision making process and is presented to provide key information that can be used in the determination of levels of service and funding required. The following table identifies the asset categories in this plan, the ten (10) year average costs and funding gap if one exists. **Figure 1.1** indicates the propose

Recreation & Community Facility Services

The Recreation & Community Facilities Asset Management Plan comprises, but is not limited to:

- Cemeteries
- Sports Complex
- Parks
- Gardens
- Sports Grounds
- Swimming Pools
- Showgrounds

As a result of the bulk of the asset being acquired at the same time a high proportion of the infrastructure is reaching the end of its theoretical useful life over a short period. This results in high capital renewal investment and significant works programs.

What we will do

Council plans to provide Recreation & Community Facilities for the following:

- Operation, maintenance, renewal and upgrade of those Assets meeting their intervention levels set by council in annual budgets.
- Develop a maintenance plan that ensure our levels of service targets are met via planning and not reactive work
- Investigate new opportunities for income to the facilities

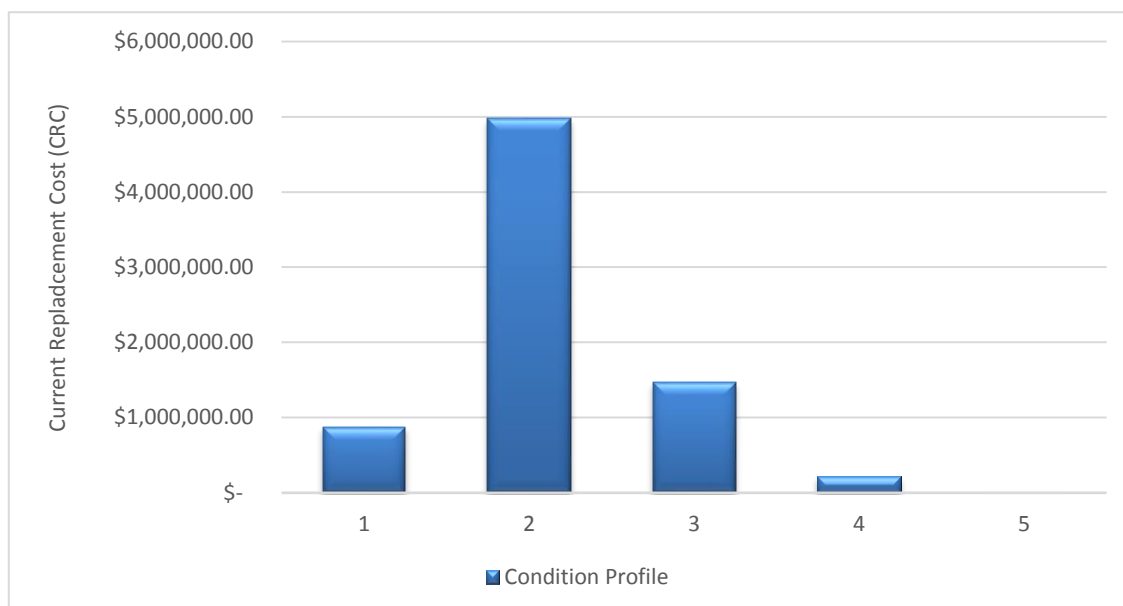
What we cannot do

- Council does not have enough funding to provide all services at the desired service levels or provide new services.
- Significant expansion of services into presently un-serviced areas.

Asset Conditions

The current condition of our assets is shown in the following graph based on the value of each asset in each of 5 conditions ranging from 1 to 5, with 1 being near new and 5 as a completely failed asset.

Figure 1.2: What condition are our assets currently?



The process of managing our Recreation & Community assets is one of continually improving the knowledge Council has including maintaining up to date asset registers, condition ratings, and the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level.

Future Planning for Recreation & Community Assets

Table 13.1 conveys the list of planned required improvements for this Asset Class in relation to asset management principles.

Asset Management Practices

Asset Management Practices are generally uniform across board. These Practices have been outlined in the Asset Management Strategy chapter 17 Asset Management Practices.

Improvement Program

Asset Management Improvements are outlined in chapter 13 and have been summarised in table 13.1 which can be found below.

Table 13.1: Asset Management Improvements – Recreational and Community Assets

Task	Expected Completion
Revaluation of Assets	2019/20
Review Renewal of all Assets	2019/20
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19

Task	Expected Completion
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18



2. Strategic Objectives

Council operates and maintains the Open Space assets to achieve the following strategic objectives:

1. Provides Facilities to a standard that supports the outcomes identified in the Council Community Strategic Plan.
2. Ensures that Facilities are maintained at a safe and functional standard as set out in this asset management plan.
3. Ensures that Facilities are managed to deliver the requirements of Council's Asset Management Policy and Strategic Asset Management Plan.

Table 2.1: Where can I find additional information?

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community
Council Asset Policy	How we manage assets
Asset Management Strategy	Overall direction of asset management and portfolio summary
Asset Management Manual	Procedures and Processes that guide the management of assets
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions
Enterprise Risk Management Plan	The identification and management of risks across Council operations
Asset Management System (CIVICA)	Electronic system that contains the asset register, condition ratings and used to model future renewals
GIS (Map Info/Exponaire)	Geographical information system that produces maps of assets and also contains metadata that ties in with Council AMS
Recreation Strategy	Outcomes and Strategies identified by the community



3. Services Provided & Classification

Council provides the services of Narromine and its wider rural community with a network of Recreation (Parks, Sporting Grounds, Playgrounds, Open Spaces, Pools, Sports Complex etc.) and Community (Cemeteries, Showgrounds, Saleyards etc) Facilities.

In order to reflect optimum asset management practices, the hierarchy of Council Assets have been reviewed and updated. This will allow Council to have a more relevant grading of its assets, to determine intervention levels and renewal costs based on risk.

The hierarchy identifies different intervention levels for different assets depending on their assessed criticality and consequence rating. Details of the major components are contained in Table 3.1

Table 3.1: Classification of Recreation and Community Assets

Hierarchy	Asset Category	Sub-Type	Description
1	Parks	Highest Value Parks	High profile, well used space, embellishments including landscaping, park furniture, playground equipment, lighting. Asset in good condition operationally and aesthetically.
2	Parks	Medium Value Parks	Used space, embellishments may include landscaping, park furniture, playground equipment. Asset in fair condition operationally and aesthetically.
3	Parks	Low/Minimal Value Parks	Local space, often small, minimal infrastructure. Health and safety issues addressed.
4	Parks	Undeveloped, Underutilised Parks	Undeveloped land or under-utilised open space. Future use under consideration. Health and safety issues addressed within available funds. Relatively undisturbed bushland.
1	Sports Grounds	District Sports Ground	Well used asset, substantial infrastructure, high standard of maintenance when in play, major events.
2	Sports Grounds	High Use Local Sporting Field	High use, basic infrastructure, regular maintenance when in play. Asset in fair condition operationally.
3	Sports Grounds	Low Use Local Sporting Field	Basic infrastructure, local low use only
1	Cemeteries	High Visitation, Active Burial Site	Large sites, regular burials, high visitation
2	Cemeteries	Low Visitation, Potential Burial Site	Small sites, irregular to nil burials, low visitation
3	Cemeteries	Historic burial site	Historic value, little use, nil burials
2	Playgrounds	Local Playground	High use, asset in fair condition operationally.
1	Gardens	Highest Value Gardens	High public profile, significant importance to overall town amenity and civic pride
2	Gardens	Medium Value Public Gardens	Medium profile, medium importance to overall town amenity and civic pride

Hierarchy	Asset Category	Sub-Type	Description
1	Public Domain / Open Space	High Visibility Public Domain/ Open Space	High profile, high importance to overall town amenity and civic pride
2	Public Domain / Open Space	Low/Minimal Value Public domain	Low profile, low importance to overall town amenity and civic pride. Laneway inspections. Health and safety issues addressed as required.
3	Public Domain / Open Space	Undeveloped Public Reserves	Ad hoc, basic seasonal maintenance if required
1	Tree Maintenance	Less than 1 year old	Watering and maintenance as required
2	Tree Maintenance	More than 1 year old	Maintenance as required
1	Facilities	Occupied daily, High usage, integral facility to the town	<ul style="list-style-type: none"> - Swimming Pools: Narromine - Swimming Pools: Trangie - Sports Complex - Showgrounds: Narromine - Showgrounds: Trangie - MVFDC - Pound
2	Facilities	Other	<ul style="list-style-type: none"> - Saleyards

4. Levels of Service

Table 4.1: Stake holder Management

Stakeholder	Stakeholder issues	Key messages	Participation and feedback options
Councillors	<ul style="list-style-type: none"> Have a say in proposed strategy 	<ul style="list-style-type: none"> This Strategic plan is a communication tool and a pathway to a sustainable fair network with no extra burden to residents, business, or industry The system determines what is required and the priority of the work. Regular benchmarking and quality management KPI's measured ensures Council is getting value for money, There is a strategy, and a fair planning and delivery mechanism Certainty and trust that projects will be delivered when they are proposed. 	Councillor Workshop, and community consultation
Residents	<ul style="list-style-type: none"> Have a say in proposed strategy Perception of fairness Getting value for money 		Community consultation
Council indoor staff	<ul style="list-style-type: none"> Have a say in proposed strategy, minimal additions to current workloads 		Engineering and Assets team reviews, Councillor workshop
Council outdoor staff	<ul style="list-style-type: none"> Have a say in proposed strategy, Structured programs want to understand place in process 		Team leader workshops Engineering and Assets team reviews

Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and by Council. Local Authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service Levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and
- Support long term financial planning.



Council's objective is to ensure financial strategies underpin Council's Asset Management Policies and strategies. Its goal is to have long-term vision for sustainability. In order to do so, the action that can be done is to prepare and review the Council's short and medium term financial plans for Risk Management; Plant & Equipment, Information Technology, Section 94; Asset Management Plans and case reverses.

As a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to ensure good governance and administrative support for the Council and organization. Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies.

Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in **Table 4.2**.

Table 4.2: Legislative Requirements

Legislation	Requirement
Local Government Act	<ul style="list-style-type: none"> • Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Occupational Health & Safety Act 2000	<ul style="list-style-type: none"> • Council has a responsibility to ensure health, safety and the welfare of employees and others at the work place. • Cost implications. • Impacts all operations. • Public safety
The Australian Accounting Standards	<ul style="list-style-type: none"> • The Australian Accounting Standards Board, AASB 116 Property Plant & Equipment, requires that assets valued, and reported in the annual accounts, which also includes depreciation value (i.e. how fast are these assets wearing out).
Protection of the Environmental Operations Act 1998	<ul style="list-style-type: none"> • Sets out the role, purpose , responsibilities and powers of Council relating to protection and preservation of the environment.
Environmental Planning and Assessment Act 2008	<ul style="list-style-type: none"> • Requirements for LEP and DCP's • Council control of service approvals.
Water Management Act	<ul style="list-style-type: none"> • Sets out the responsibilities associated with the use of water
Contaminated Land Management Act	<ul style="list-style-type: none"> • Sets out specific requirement in connection with the land remediation of land.
Threatened species conversation Act 1995	<ul style="list-style-type: none"> • Developing strategies to tackle biodiversity loss requires the identification and understanding of the threatening processes that lead to the extinction of species, populations and ecological communities such as weeds , feral animals and climate change.
Child Protection Act	<ul style="list-style-type: none"> • Provides requirements in relation to the protection of children in public spaces.

Levels of Service

Council is responsible for providing safe, reliable and cost effective recreation and community services which is customer focused, enhances the environment and caters for the sustainable growth of the Shire. Ongoing consultation is undertaken with the community to ensure the provision of the service is acceptable to the wider community.

Levels of service indicators have been developed for the services provided by the Recreation & Community Facilities based on the objectives set in the Community Strategic Plan. These objectives have been used to define Community Levels of Service (CLOS) which relates to how the community receives the service in terms of safety, quality, quantity, reliability responsiveness, cost efficiency and legislative compliance.

From these CLOS, Technical LOS (TLOS) have been developed that detail how these services will be delivered in terms of quantity, frequency and standard.

Finally, Key Performance Measures, and how they will be measured, provide the detail on how we determine whether we are delivering what they community are asking for.

Table 4.3 summarises at a high level what the community desires for each asset and how Council will deliver it. The CSP Ref column identifies the Community Strategic Plan objective that is being supported by the asset group and the LOS defined.

Council's current service targets are in Table 4.3; table 4.3 summarises at a high level what the community desires for each asset and how Council will deliver it.

Table 4.3: Service Levels

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide clean accessible well maintained recreational services
Function	Recreation Facilities are fit for purpose, meet users requirements & industry standards
Safety	Provide safe suitable facilities, free from hazards
Technical Levels of Service	
Condition	Recreation Facilities functionality is not compromised by condition
Function/Accessibility	Legislative compliance
Cost Effectiveness	Provide service in cost effective manner
Safety	Ensure facilities are safe

Community Levels of Service

Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the Asset Management Plan are:

- *Quality* *How good is the service?*
- *Function* *Does it meet users' needs?*
- *Safety* *Is the service safe?*



Technical Levels of Service

Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that Council undertakes, to best achieve the desired community outcomes.

Technical levels of service measure are aligned with annual budgets covering:

- **Operations**
The regular activities to provide services such as electricity costs, inspections, administration etc.
- **Maintenance**
The activities required to retain assets as near as practicable to its original condition (e.g. mowing, whipper snipper, garden maintenance, irrigation burst etc.)
- **Renewal**
The activities that return the service capability of an asset up to that which it had originally (e.g. equipment replacement, Softfall replacement, bench replacement, irrigation replacement).
- **Upgrade**
The activities to provide a higher level of service (e.g. increasing irrigation output, upgrade play equipment etc.) or a new service that did not exist previously (e.g. new park area, new play equipment, new irrigation line etc.).

5. Condition of Our Assets

Council maintains a Condition Assessment Manual that details the frequency of inspection and condition rating to be used for all assets. This data is recorded in the Council Asset



Management System and used to predict the timing of renewal / maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Parks Management Practice Note 10.1. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment Manual.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level', that is the condition at which the community has determined renewal is required based on the LOS analysis. Typically, assets will be renewed between condition 3 & 4 which ranges from fair/poor to very poor depending on their classification.

Table 5.1: What are our Intervention Levels to Renew an Asset?

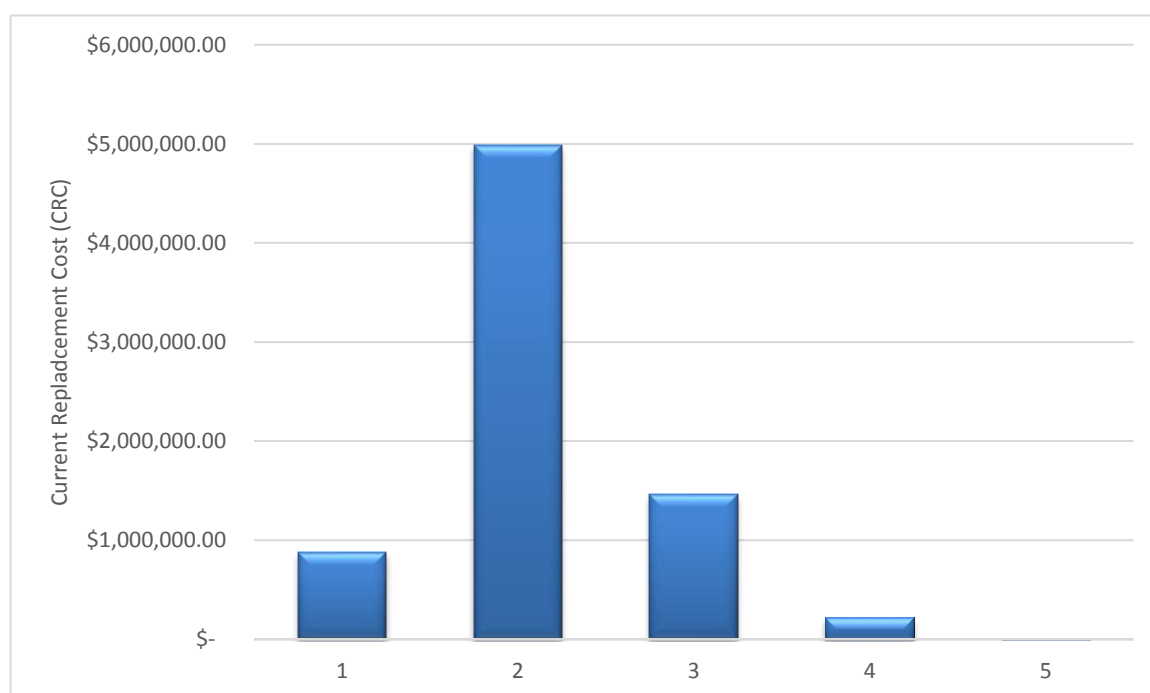
Hierarchy	Type	Sub-Type	Intervention Level
1	Parks	Highest Value Parks	3 -4
2	Parks	Medium Value Parks	3 -4
3	Parks	Low/Minimal Value Parks	4
4	Parks	Undeveloped, Underutilised Parks	4
1	Sports Grounds	District Sports Ground	3 - 4
2	Sports Grounds	High Use Local Sporting Field	3-4
3	Sports Grounds	Low Use Local Sporting Field	4
1	Cemeteries	High Visitation, Active Burial Site	3-4
2	Cemeteries	Low Visitation, Potential Burial Site	3-4
3	Cemeteries	Historic burial site	4
2	Playgrounds	Local Playground	3-4
1	Gardens	Highest Value Gardens	3-4
2	Gardens	Medium Value Public Gardens	3-4
1	Public Domain / Open Space	High Visibility Public Domain/ Open Space	3-4
2	Public Domain / Open Space	Low/Minimal Value Public domain	3-4
3	Public Domain / Open Space	Undeveloped Public Reserves	4
1	Tree Maintenance	Less than 1 year old	3-4
2	Tree Maintenance	More than 1 year old	3-4

Table 5.2 outlines the rating scale and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

Table 5.2: What are our Intervention Levels to Renew an Asset?

Condition Rating	Description	Remaining Life / CWDV (% of CRC)
1	Excellent condition: Only planned maintenance required.	100-80%
2	Very good: Minor maintenance required and planned maintenance.	80-60%
3	Good: Significant maintenance required.	60-40%
4	Fair: Significant renewal/upgrade required.	40-20%
5	Poor: Unserviceable.	20-0%

Each asset's condition is kept in the Asset Register and is maintained on a cyclic basis. Figure 5.1 gives the condition profile based on the value of the top 4 valued assets in each condition.

Figure 5.1: What Conditions are our assets in?

6. Operations

Operational activities are those regular activities that are required to continuously provide the service, including inspections, electricity costs, fuel and overheads etc.

Table 6.2: What are our Operational Costs?

Year	Operational Expenditure
2013/2014	\$702,089.74
2014/2015	\$632,349.28
2015/2016	\$651,269.85
2016/2017 (Budget)	\$813,380.00

Note: Excludes Depreciation Costs

Inspections

A full list of inspections is outlined in the inspection program, currently under development in conjunction with the Narromine Shire Council Inspection Manual.

Table 6.1: Summary of Inspections?

Inspection	Frequency
Condition Assessments	Yearly
Asset BBQ's	Yearly
Asset Amenities	Yearly
Playgrounds	Yearly
Water Features	Yearly
Picnic Shelters	Yearly
Skate Park	Yearly
Irrigation	Yearly

7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be either planned where works are programmed in or cyclic in nature or reactive in response to storm damage, vandalism etc.

Planned or reactive maintenance is defined as follows:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Council undertakes routine maintenance as programmed and reactive maintenance when the need arises.

Table 7.1: What are some of our Planned Maintenance Activities and the frequency we undertake them?

Activity	Frequency
Mowing (Summer)	Weekly
Mowing (Winter)	Fortnightly
Turf Renovation	Biannual
Irrigation	Monthly
Weed Spraying	Biannual
Tree Maintenance	Biannual

Adjusting Levels of Service

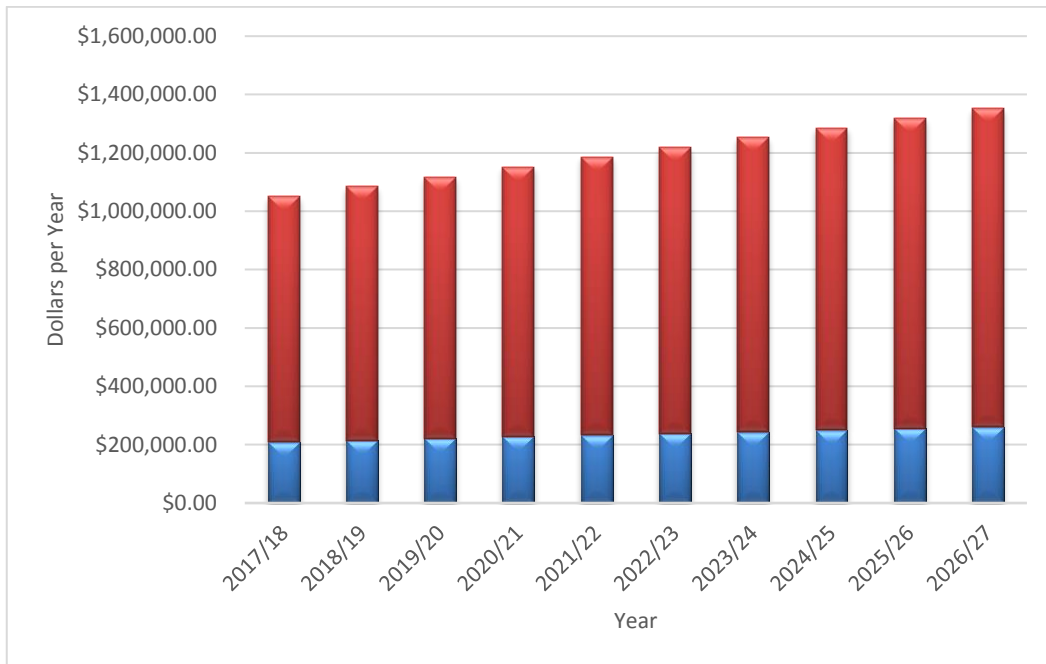
The opportunity to adjust the level of service provided is primarily through decreasing the mowing and maintenance cycles or frequencies for public open space, or the area of open space maintained.

The proposed maintenance programs are detailed in the Maintenance Program 2017/18.

Table 7.2: What are our Maintenance Cost Trends?

Year	Maintenance Expenditure
2013/2014	\$226,876.42
2014/2015	\$243,332.66
2015/2016	\$244,357.01
2016/2017 (Budget)	\$204,011.00

Figure 7.1: Projected Operations & Maintenance Expenditure



Routine Maintenance Programming

A maintenance program is currently under development and will be included in future Asset Management Plans, Strategies and Routine Maintenance Programming documents.



8. Capital Renewals

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

Assets requiring renewal are generally identified from estimates of remaining life and condition assessments. Assets that are scheduled for renewal are assessed to verify the remaining life / serviceability and to develop a preliminary renewal estimate. These assets are prioritised, based on that assessment and available funds, then scheduled in future works programmes.

Renewal plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this Asset Management Plan but also in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal standards

Renewal work is carried out in accordance with the following Standards and Specifications:

- Relevant Australian Standards

Summary of Projected Renewal Expenditure

A summary of projected renewal expenditure include the following:

- Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 8.1.
- The projected capital renewal program is shown in Appendix A.

Figure 8.1 indicates that, based on current projections in 2017, Council will spend approximately on \$1,200,000 in total over the next 10 years.

Figure 8.1: What will we spend over the next 10 years on Renewal?

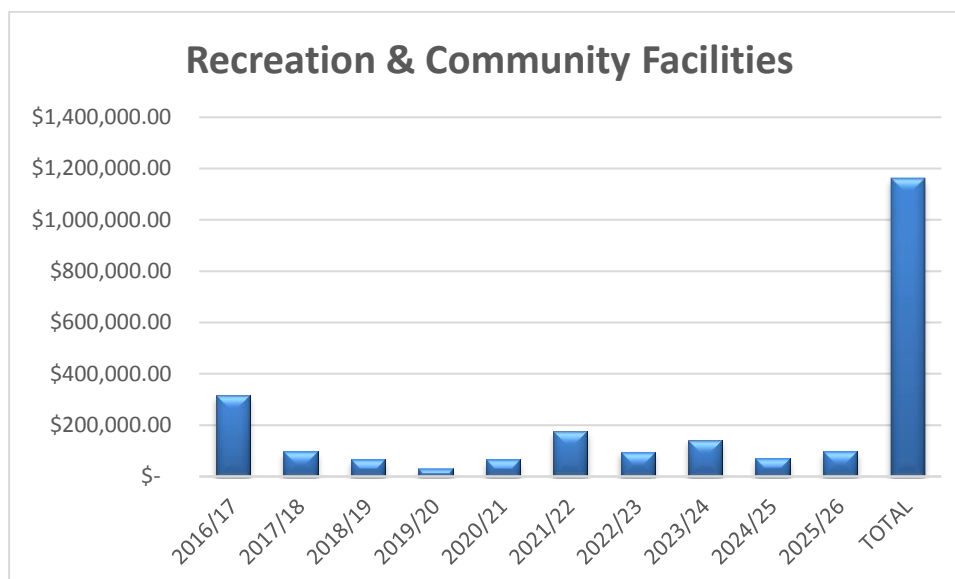


Figure 8.1 indicates that, based on current projections, Council will spend approximately on average \$120,000 per annum on renewals and \$1,200,000 in total over the next 10 years.

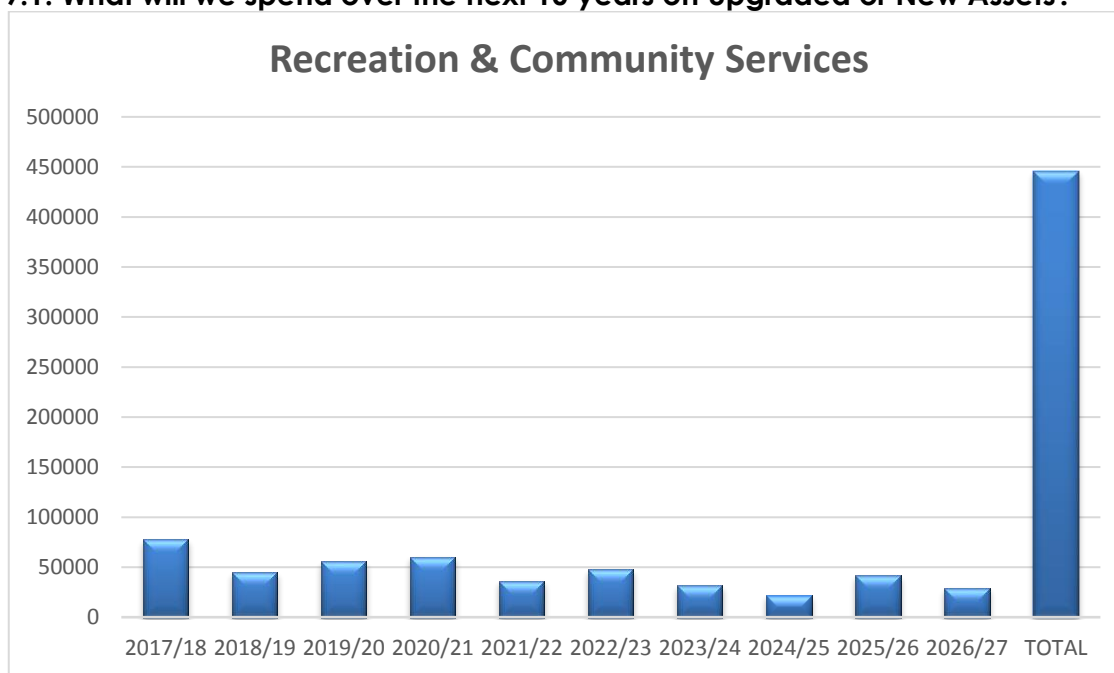
9. Creation/ Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets?



A detailed table of the ten-year works program is in Appendix A.



10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (poor condition), where Council has received no contact through the Customer Request System indicates that the community doesn't require the asset (as they have not raised concerns or complaints about the asset condition). These assets may be considered redundant or not utilised and therefore, decommissioned and disposed unless considered critical infrastructure.

Through careful analysis of all the existing assets, Council may become aware of assets no longer required. Revenue can therefore, increase through their disposal. An example of this may be surplus areas of land. An added advantage is if such assets are sold, there will be a saving on maintenance expenditure in relation to those assets.

There are currently no plans for disposal of assets in this Asset Class.

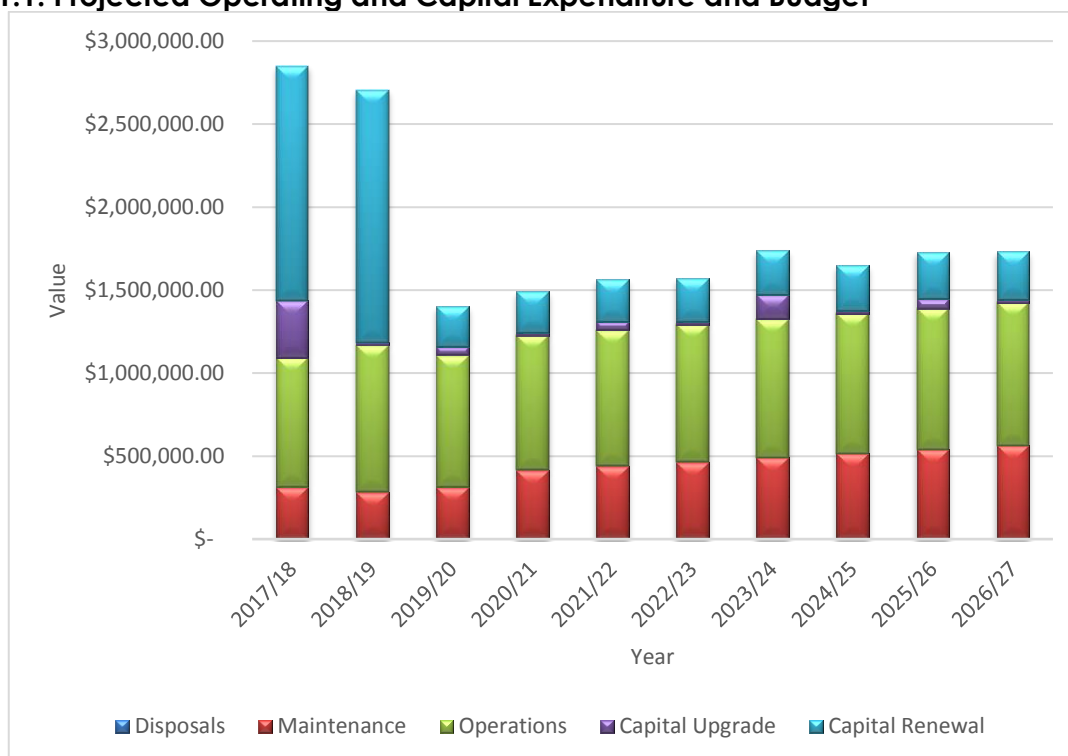
11. Financial Plan

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in **Figure 11** for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Figure 11.1: Projected Operating and Capital Expenditure and Budget



Financial sustainability in service delivery

There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense).



Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals.

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap (-ve = gap, +ve = surplus)

Short Term (1 Year)

Average Life Cycle Costs	\$ 1,235,929.92
Average Life Cycle Expenditure	\$ 1,050,929.92
Average Annual Gap	\$ 185,000.00
Life Cycle Sustainability Indicator	85.03%

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Medium Term (5 Years)

Average Life Cycle Costs	\$ 1,295,507.76
Average Life Cycle Expenditure	\$ 1,118,007.76
Average Annual Gap	\$ 177,500.00
Life Cycle Sustainability Indicator	86.30%

Expenditure projections for long-term financial plan

Table 11.1 shows the projected expenditures for the 10-year long term financial plan.

Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

Table 11.1: Expenditure Projections for Long Term Financial Plan

Year	Operations	Maintenance	Capital Renewal	Capital Upgrade	Disposals
2017	\$ 841,202.57	\$ 209,727.36	\$ 316,286.26	\$ 77,497.89	\$ -
2018	\$ 869,025.13	\$ 215,443.71	\$ 98,622.98	\$ 44,806.18	\$ -
2019	\$ 896,847.70	\$ 221,160.07	\$ 66,305.98	\$ 55,667.67	\$ -
2020	\$ 924,670.26	\$ 226,876.42	\$ 31,043.04	\$ 60,124.59	\$ -
2021	\$ 952,492.83	\$ 232,592.78	\$ 65,400.63	\$ 36,100.98	\$ -
2022	\$ 980,315.39	\$ 238,309.13	\$ 176,797.18	\$ 47,514.95	\$ -
2023	\$ 1,008,137.96	\$ 244,025.49	\$ 94,569.45	\$ 31,648.98	\$ -
2024	\$ 1,035,960.52	\$ 249,741.84	\$ 142,033.84	\$ 21,985.43	\$ -
2025	\$ 1,063,783.09	\$ 255,458.20	\$ 71,372.85	\$ 41,438.32	\$ -
2026	\$ 1,091,605.65	\$ 261,174.55	\$ 98,219.70	\$ 29,207.33	\$ -

Note: All projected expenditures are in 2017 values



Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10-year long-term financial plan.

Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- Asset useful lives are achieved before they require replacement.
- Regulation does not require significant change to the operations.
- The operating environment (physical, demographic and technical) does not change significantly.

12. Key Performance Measures

Development of Key Performance Measures based on condition has been developed by considering the Operational Costs of maintaining assets to the required Asset Classification Standards as defined. It also takes into consideration Customer Request Management (CRM) complaints, vandalism reports and inspections reportable to ensure that minimum standards are not exceeded.

Table 12.1 Performance Measures

Key Performance Measure	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
COMMUNITY LEVELS OF SERVICE				
Quality	Provide clean accessible well maintained recreational services	Customer services requests/complaints, customer surveys	<5 complaints per month	Satisfactory
Function	Recreation Facilities are fit for purpose, meet users requirements & industry standards	Customer service requests/complaints, customer surveys	< 2 complaints per month	Satisfactory
Safety	Provide safe suitable facilities, free from hazards	Reported accidents	Zero reported accidents	Satisfactory
TECHNICAL LEVELS OF SERVICE				
Condition	Recreation Facilities functionality is not compromised by condition	Regular condition inspections	Allocate appropriate funding and resources	Satisfactory
Function /Accessibility	Legislative compliance	Provide access and service for all user groups	100% compliance	Satisfactory
Cost Effectiveness	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory
Safety	Ensure facilities are safe	Regular safety audits carried out, action customer request within 5 working days	Safety inspections – electrical tagging/testing as per standards, Legislative audit. –Safety inspection, 6 months/annually –Defects repaired within approved timeframes	Satisfactory/Ongoing

13. Plan Improvements

Asset Improvement Plan is intended to provide improvements in the knowledge of our assets and their management. This plan will ensure that acceptable progress is made on improving asset management processes and procedures and that progress can be verified and quantified. This improvement plan should ensure asset management progresses at an acceptable pace and moves in the "right" direction that is "improvement" is embedded in the process.

In addition to the Asset Management Strategy improvements, Table 13.1 includes improvements to the management and planning of Recreation and Community assets.

Table 13.1: Asset Management Improvements – Recreational and Community Assets

Task	Expected Completion
Revaluation of Assets	2019/20
Review Renewal of all Assets	2019/20
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18



14. Risk Management Plan

Narromine Shire Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program. This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives;
- Create an environment where all employees have a key role in managing risk;
- Encourage proactive management;
- Improve the identification of opportunities and threats;
- Improve stakeholder confidence and trust;
- Improve financial stability and minimise losses; and
- Improve organisational performance.

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council operations as far as reasonable practicable. To facilitate this process an Enterprise Risk Management Plan is currently being developed which should include the management of risks for each of its assets.

15. Appendix A: Ten Year Capital Works Program

Narromine Shire Council										
CEMETERY UPGRADE										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
<u>Narromine</u>										
Upgrade Amenities Block										
Reseal Roads	5360									
Upgrade Fencing			10839					12566		
Upgrade Irrigation										
Upgrade Sectional Signage										
<u>Trangie</u>										
Seal Existing Road										
Upgrade Fencing			2201					2552		
Upgrade Irrigation										
Building of New Assets										
<u>Narromine</u>										
Lawn Cemetery - Headstone Foundation Extension	10567			10567				11894		12500
Construct New Roads	4286	4311		4573		4852		5147		
Boxed Gardens around entrance trees										
Develop Lawn Cemetery Extension			12300							
Narromine Additional Irrigation for Cemetery Extensions	5360	5515		5851		6207		6585		7000
<u>Trangie</u>										
Lawn Cemetery - Headstone Foundation Extension		9961					11547			
Install Unsex Enviro Toilet										
Install Seating										
<u>Tomingley</u>										
Install Seating										
TOTAL EXPENDITURE ON EXISTING ASSETS	5360	0	13041	0	0	0	0	15118	0	0
TOTAL EXPENDITURE ON NEW ASSETS	20213	19786	12300	20991	0	11059	11547	23626	0	19500
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(25,573)	(19,786)	(25,341)	(15,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	
Carry over funding from previous year										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	21860	21860	21860	15869	27869	28810	29262	2519	14519	7019

Narromine Shire Council										
PLAYGROUND EQUIPMENT REPLACEMENT										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital renewals										
<u>Narromine Parks</u>										
Rotary Park (Outdoor Exercise)										
Rotary Park (Agility Equipment)										
Commodore Crescent										
McKinnon										
Argonauts		20259								
Dundas Park	57865									
Apex - Swing section									9690	
Apex - Play Equipment										
<u>Trangie Parks</u>										
Swift Park										
Goan Waterhole/Argonauts				21493						
Bicentennial Swings										
<u>Tomingley Park</u>										
Dicken Park					20293					
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	57865	20259	0	21493	20293	0	0	0	9690	0
TOTAL EXPENDITURE NEW ASSETS	0	0	0	0	0	0	0	0	0	
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(45,001)	(20,000)	(10,000)	(15,001)	(20,001)	(10,000)	0	0	(1)	0
GRANTS/EXTERNAL CONTRIBUTIONS										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	1660	1401	11401	4909	4617	14617	14617	14617	4929	4929

Narromine Shire Council

SOFTFALL REPLACEMENT PLAN

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
<u>Narromine Parks</u>										
Rotary Park										
Rotary Park Swings							19572			
Commodore Crescent					20318					
McKinnon					41324					
Argonauts		20653								
Dundas Park	36850									
Apex - Swing section							19572			
Apex - Play Equipment							19572			
<u>Trangie Parks</u>										
Swift Park						31669				
Goan Waterhole/Argonauts				20896						
Bicentennial Swings									8091	
<u>Tomingley Parks</u>										
Dicken Park									29602	
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	36850	20653	0	20896	61641	31669	58715	0	37693	0
TOTAL EXPENDITURE NEW ASSETS	0	0	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	0	(5,000)	(25,000)	(25,000)	(25,000)	(25,000)	(65,000)	(22,000)	(20,000)	0
GRANTS/EXTERNAL CONTRIBUTIONS										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	30383	14730	39730	43834	7193	523	6809	28809	11116	11116

Narromine Shire Council

PLAYGROUND/SPORTING FACILITIES/PARKS & GARDENS FENCING PROGRAM

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
New Assets										
<u>Narromine</u>										
Apex Park - Fencing of netball Courts						5067				
Apex Park - Fencing										
Argonaut Park									6644	
Commodore Park										
Cale Oval - Playing Field Fencing			11593							
Cale Oval - Complex										
Cale Oval - Perimeter Fencing										
<u>Trangie</u>										
CB Swift Park - Install Bollards										
Argonaut Park									8029	
Burns Oval - Playing Field Fencing										
Trangie Rest Area Fencing	10000									
<u>Tomingley</u>										
Pioneer Park								8063		
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE NEW ASSETS	10000	0	11593	0	0	5067	0	8063	14673	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)		609	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(1,937)	4,672	4,673
GRANTS/EXTERNAL CONTRIBUTIONS										
Carry over funding from previous year										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	4973	4364	2771	12771	22771	27704	37704	31577	12233	7560

Narromine Shire Council

IRRIGATION/SPRINKLER SYSTEM PROGRAM

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
McKinnon Park	7,316									
Trangie Ovals										
Burns Oval		15028								
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	7316	15028	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE NEW ASSETS	0	0	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)		(11,000)	(9,000)	0	0	0	0	0	0	
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	
RESERVE BALANCE (Estimate)	5128	1101	10101	10101	10101	10101	10101	10101	10101	10101

Narromine Shire Council

SPORTING FACILITIES UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Renewal										
Narromine										
Payten Oval - Tables & Chairs					4388					
Payten Oval - Additional Lighting						10134				
Cale Oval - Dressing Sheds					6149					
Cale Oval - Upgrade Control Boxes (Lighting)							19356			
Apex Park - Resurface of Netball Courts					29517					
Dundas Oval - Weather proof Canteen							11286			
Upgrade McGath practice nets	5680				1845					
New grand stands Payten Oval			22500				5871			
Repair and reseal cycling track Payten Oval				37000						
Trangie										
Burns Oval - Additional lighting					11069					
New										
Trangie										
George Weldon Oval - Addit 1/2 Cricket Pitch									3461	
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	5680	0	22500	37000	52968	10134	36514	0	0	0
TOTAL EXPENDITURE NEW ASSETS	0	0	0	0	0	0	0	0	3461	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(5,000)	(27,000)	(40,000)	(35,000)	(55,000)	(15,000)	(30,000)	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	55002									
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
Carry over funding from previous year										
Carry over grant										
Carry over community partnership (Soccer Club)										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	47538	74538	92038	90038	92070	96936	90422	90422	86961	86961

Narromine Shire Council PARK AMENITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
Narromine										
Rotary Park BBQ x 1							11417			
Rotary Park BBQ x 1							11417			
Dundas Park BBQ x 1			10144							
Apex Park BBQ x 1					10761					
Tom Perry Park Picnic Tables (existing)				2232				2512		
Dundas Park Picnic Tables (existing)			2167				2439			
Rotary Park Picnic Tables (existing)		2369				2667				
Apex Park Picnic Tables (existing)				2232				2512		
McKinnon Picnic Tables (existing)		2369				2667				
Commodore Picnic Tables (existing)					2299				2587	
Argonauts Picnic Tables (existing)					2299				2587	
Main Street Picnic Tables (existing)					2299				2587	
Main Street Seating (existing)			817				920			
Rotary Park Seating (existing)			817				920			
Apex Park Seating (existing)				842				947		
McKinnon Seating (existing)				842				947		
Apex Park Water bubbler (existing)								4301		
Dundas Oval Water Bubbler (existing)						3167				
Payten Oval Water Bubbler (existing)						3167				
Trangie										
Goan Waterhole BBQ x 1							7829			
Swift Park BBQ x 1						7601				
Swift Park Picnic Tables (existing)				2232					2587	
Bicentennial Park Picnic Tables (existing)					2299					
Argonauts Park (Goan Waterhole) Picnic Tables						2368				
Tomingley										
Dicken Park BBQ x 1								9078		
Dicken Park Picnic Tables (existing)					2299					
New Assets										
Narromine										
Rotary Park Solar Lighting			8409							
Apex Park Solar Lighting					8922					
McKinnon Park Solar Lighting						9189				
Argonauts Park Solar Lighting								9749		
Main Street - Garbage Bins (Vandal Proof)	12000	9004	9274		9839		10438		11074	
Trangie										
Bicentennial Park Solar Lighting				8662						
Tomingley										
Dicken Park Solar Lighting		8164								
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	0	4738	13945	8379	22255	21635	34941	20297	10349	0
TOTAL EXPENDITURE NEW ASSETS	12000	17169	17684	8662	18760	9189	10438	9749	11074	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(10,000)	(25,000)	(25,000)	(25,000)	(25,000)	(30,000)	(40,001)	(30,000)	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	0	0	0	0	0	0	0	0		
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0		
RESERVE BALANCE (Estimate)	66348	69441	62812	70772	54757	53933	48555	48509	27087	27087

Narromine Shire Council

SPORTS COMPLEX/EQUIPMENT UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
Upgrade Surveillance System					1748		15000			
Replace Front Entrance Flooring										
Replace Gym Equipment		5628		5970		6334		6720		7000
Upgrade Internal Change Rooms/Toilets										
Carpark Reseal						7500				
Awnings (Front and Rear)									11074	
Defibrillator	4750									
New Assets										
Electronic Access System									13842	0
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	4750	5628	0	5970	1748	13834	15000	6720	11074	7000
TOTAL EXPENDITURE NEW ASSETS	0	0	0	0	0	0	0	0	13842	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)	(11,079)	(36,431)	(24,319)	(26,492)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	0
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
Carry over funding from previous year										
LOAN FUNDS	0	0	0	0	0	0	0	0	0	
RESERVE BALANCE (Estimate)	9264	40068	64387	84909	93161	89327	84327	87607	72691	65691

Narromine Shire Council										
SWIMMING POOL/ FACILITIES UPGRADE										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
Narromine Pool										
Resurface Entrance to Pool			4057							
Expansion Joint Seals						8234				
Re-grout Tiles in Pool Surface									7129	
Grandstand Renewal									7613	
Re-paint Pool Deck - Nme	21000									
install hot water service for showers - Nme	4960									
Water Reticulatin Upgrade							7380			
Chemical tank and bund	1250							3360		
Dosing Pump (Acid)	4500									
Trangie Pool										
Replace Concrete on South side of pool										
Resurface Entrance to Pool	2732									
Repair water leak in 25m Pool										
Re-paint Pool Deck - Tge	21000									
install hot water service for showers - Tge	4960									
Dosing Pump (Chlorine)	4860									
Remove Asbestos internal walls	67850									
Chemical tank and bund	1250				2460					
New Assets										
Narromine										
Purchase inflatable	12680					3167				
Additional Shade Structures			18548							
Platform Ramp in Pump Room										
Picnic Tables in Grounds x 4		8104								
Repairs Backwash Tanks	28138									
Sand Filter Aerator Blower Motor	23690									
Trangie Pool										
Electronic Cash Register						3167				
Sand Filter Aerator Blower Motor	23690				9076					
Additional Shade Structures					19678					
Picnic Tables in Grounds x 3				6448						
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	134362	0	4057	0	2460	8234	7380	3360	14742	0
TOTAL EXPENDITURE NEW ASSETS	88198	8104	18548	6448	28754	6334	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(31,800)	(129,301)	41,810	38,343	(25,000)	(25,000)			(25,000)	
GRANTS/EXTERNAL CONTRIBUTIONS/OTHER	(200,000)	0	0	0	0	0	0	0	0	0
Carry over funds from previous year										
LOAN FUNDS			0	0	0	0	0	0	0	
RESERVE BALANCE (Estimate)	12593	133790	69374	24583	18369	28801	21421	18062	28319	28319

Narromine Shire Council

SALEYARDS

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
Re-seal Carpark										
Gravel Pens/Runs (Drainage)										
Upgrade Water Supply										
Upgrades to the Kitchen										
Acco Site Office										
Automatic Irrigation System										
New Assets										
Additional Flood Lighting										
Concrete Laneways										
Additional Water Troughs										
Install Laneway Gates										
TOTAL EXPENDITURE ON EXISTING ASSETS	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	0	0	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(513)	(526)	(539)	(553)	(566)	(580)	(594)	(610)	(625)	(624)
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	
LOAN FUNDS										
RESERVE BALANCE (Estimate)	16306	16832	17371	17924	18490	19070	19664	20274	20899	21523



Asset Management Plan Transport (AMP6)



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1. Executive Summary

Council's intention is to provide the Shire with Transport services via infrastructure that is serviced and maintained to a level which reflects the community's expectations and operates in a manner that is both functional and cost effective. The Transport Services had a fair value of approximately **\$271,457,000** on the 30 June 2016.

This plan assists Council in the decision-making process to provide key information that can be used in the determination of levels of service and the funding required. The following table identifies the asset categories in this plan, the projected ten (10) year costs.

The Transport Network Services

Transport Service comprises, but is not limited to:

- Road Formation
- Road Pavement
- Road Seal
- Floodways
- Signage
- Footpaths
- K&G

As a result of the bulk of the asset being acquired at the same time, a high proportion of the infrastructure is reaching the end of its theoretical useful life over a short period. This results in high capital renewal investment and significant works programs.

What we will do

Council plans to provide Transport services for the following:

- Operation, maintenance, renewal and upgrade of those Assets meeting their intervention levels set by council in annual budgets;
- Develop a maintenance plan that ensure our levels of service targets are met via planning and not reactive work;
- Investigate new opportunities for income to the facility.

What we cannot do

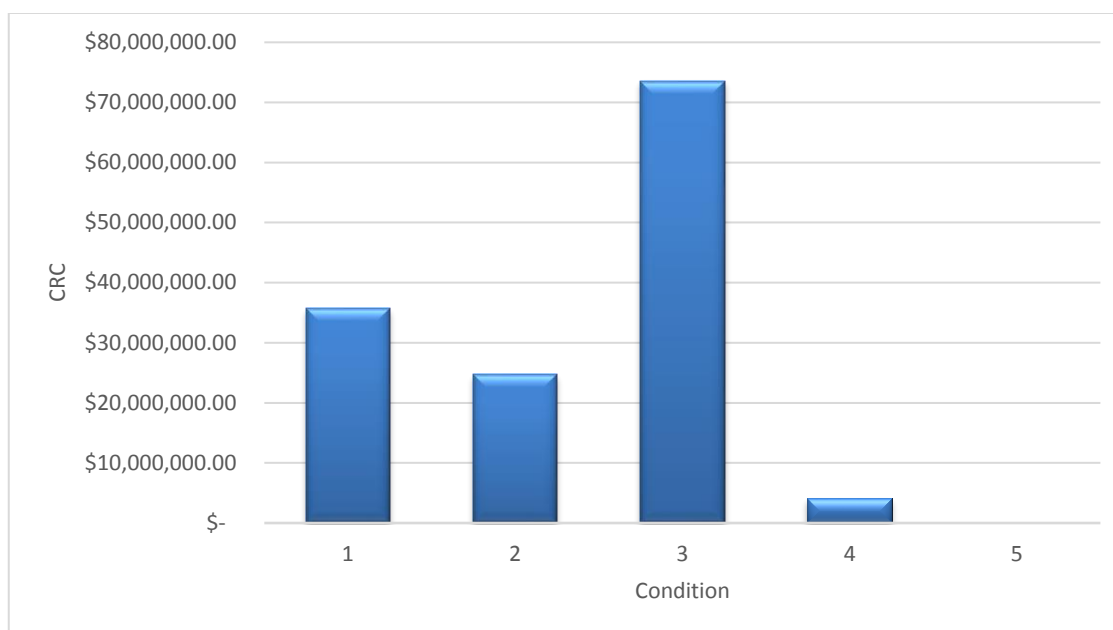
- Council does not have enough funding to provide all services at the desired service levels or provide new services.
- Significant expansion of services into presently un-serviced areas.

Asset Conditions

The current condition of our assets is shown in the following graph based on the value of each asset in each of 5 conditions ranging from 1 to 5, with 1 being near new and 5 as a completely failed asset.

Transport Asset Revaluations occurred during 2015/16 financial year.

Figure 1.2: What condition are our assets currently?



The process of managing our Transport assets is one of continually improving the knowledge Council has including maintaining up to date asset registers, condition ratings, and the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level.

Future Planning for Transport Assets

Table 13.1 conveys the list of planned required improvements for this Asset Class in relation to asset management principles.

Asset Management Practices

Asset Management Practices are generally uniform across board. These Practices have been outlined in the Asset Management Strategy chapter 17 Asset Management Practices.

Improvement Program

Asset Management Improvements are outlined in chapter 13 and have be summarised in table 13.1 which can be found below.

Table 13.1: Asset Management Improvements - Transport

Task	Expected Completion
Revaluation of Assets	2018/19
Review Renewal of all Assets	2018/19
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18

Task	Expected Completion
Update Attributes in AMS	2017/18
Review Hierarchy Seal Disposal Plan	2017/18
Separate Drainage Assets from Transport	2018/19



2. Strategic Objectives

Council operates and maintains the Transport assets to achieve the following strategic objectives:

1. Ensures the asset is maintained at a safe and functional standard as set out in this asset management plan;
2. Encourages and supports the economic and social development in and around Narromine Shire;
3. Ensures that Transport Services are managed to deliver the requirements of Council's Asset Management Policy and Strategic Asset Management Plan.

Table 2.1: Where can I find additional information?

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community
Council Asset Policy	How we manage assets
Asset Management Strategy	Overall direction of asset management and portfolio summary
Asset Management Manual	Procedures and Processes that guide the management of assets
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions
Enterprise Risk Management Plan	The identification and management of risks across Council operations
Civica Asset Management System (AM)	Electronic system that contains the asset register, condition ratings and used to model future renewals
Western NSW Regional & Local Road Plan	Deals with strategic improvements to the Narromine Shire Council
Pedestrian Access and Mobility Plan 2012.	Recommends a range of pedestrian improvements throughout the City, many of which have been implemented
Roads Manual	A Seven Part Manual that in detail outlines how Narromine Shire Council Manages the Roads. The Parts include: <ul style="list-style-type: none"> - Part One: Introduction - Part Two: Administration - Part Three: Asset Planning - Part Four: Operations - Part Five: Finance - Part Six: Reporting - And Part Seven: Implementation
GIS (Map Info/Exponaire)	Geographical information system that produces maps of assets and also contains metadata that ties in with Council AMS





3. Services Provided & Classification

Council provides the townships of Narromine, Trangie, Tomingley and its wider rural community with Transport Infrastructure to enable the safe movement of pedestrians, cyclists, motorists and freight.

In order to reflect optimum asset management practices, the hierarchy of Council Assets have been reviewed and updated. This will allow Council to have a more relevant grading of its assets, to determine intervention levels and renewal costs based on risk.

The hierarchy identifies different intervention levels for different assets depending on their assessed criticality and consequence rating. Details of the major components are contained in Table 3.1

Table 3.1: Classification of Transport Assets

Class	Description	Image	Function
1	Arterial Road		Primary: <ul style="list-style-type: none"> • AADT > 500 Secondary: <ul style="list-style-type: none"> • Traffic movement between regions and service centres. • Permanent School Bus
2	Sub-Arterial Roads		Primary: <ul style="list-style-type: none"> • 150 < AADT < 499 Secondary: <ul style="list-style-type: none"> • Traffic movement between collector or access road and arterial road. • Permanent School Bus
3	Collector Road		Primary: <ul style="list-style-type: none"> • 70 < AADT < 149 Secondary: <ul style="list-style-type: none"> • Traffic movement between access road and arterial or sub-arterial road. • Permanent School Bus
4	Access Road		Primary: <ul style="list-style-type: none"> • 20 < AADT < 69 Secondary: <ul style="list-style-type: none"> • Road to access limited properties where people actually reside (rural: ≥ 4 houses). • Permanent School Bus OR Route used to access permanent school bus



5	Convenience Links		<p>Primary:</p> <ul style="list-style-type: none"> • AADT<19 <p>Secondary:</p> <ul style="list-style-type: none"> • Road to access limited properties where people actually reside (rural: ≤ 3 houses) • Route used to access a permanent school bus
6	Service Track		<p>Primary:</p> <ul style="list-style-type: none"> • AADT<5 <p>Secondary:</p> <ul style="list-style-type: none"> • Access to Private or single property

Table 3.2: What is provided?

Classification	Asset
Arterial	Sealed Roads
	Kerb & Gutter
	Footpaths
Sub-Arterial	Sealed Roads
	Kerb & Gutter
	Footpaths
Collector	Sealed Roads
	Un-Sealed Roads
	Kerb & Gutter
	Footpaths
Access Roads	Sealed Roads
	Un-Sealed Roads
Convenience Links	Un-Sealed Roads
Service Track	Un-Sealed Roads

4. Levels of Service

Table 4.1: Stakeholder Management

Stakeholder	Stakeholder issues	Key messages	Participation and feedback options
Councillors	<ul style="list-style-type: none"> Have a say in proposed strategy 	<ul style="list-style-type: none"> This Strategic plan is a communication tool and a pathway to a sustainable fair network with no extra burden to residents, business, or industry. The system determines what is required and the priority of the work. Regular benchmarking and quality management KPI's measured ensures Council is getting value for money. There is a strategy, and a fair planning and delivery mechanism. Certainty and trust that projects will be delivered when they are proposed. 	Councillor Workshop, and community consultation
Residents	<ul style="list-style-type: none"> Have a say in proposed strategy Perception of fairness Getting value for money 		Community consultation
Council indoor staff	<ul style="list-style-type: none"> Have a say in proposed strategy, minimal additions to current workloads 		Engineering and Assets team reviews, Councillor workshop
Council outdoor staff	<ul style="list-style-type: none"> Have a say in proposed strategy, Structured programs want to understand place in process 		Team leader workshops Engineering and Assets team reviews

Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and by Council. Local Authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service Levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and



- Support long term financial planning.

Council's objective is to ensure financial strategies underpin Council's Asset Management Policies and strategies. Its goal is to have long-term vision for sustainability. In order to do so, it is proposed to prepare and review the Council's short and medium term financial plans for Risk Management; Plant & Equipment, Information Technology, Section 94; Asset Management Plans and case reverses.

As a leader in the delivery of social, financial, environmental, and operational objectives, Council needs to ensure good governance and administrative support for the Council and organization. Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount, and is acknowledged and supported through proactive policies, programs and strategies.

Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 4.2.

Table 4.2: Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property Plant & Equipment, requires that assets be valued, and reported in the annual accounts, which also includes depreciation value (i.e. how fast are these assets wearing out).
Roads Act	Other issues affecting asset service levels include judicial decisions relating to Council's role as roads authority for local roads as conferred by the Roads Act 1993, and legislative powers granted to public utilities relating to road openings.
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and promotes sharing of responsibilities between various levels of government in the State.
Environmental Planning and Assessment Amendment Act 2008	Sets out guidelines for land use planning and promotes sharing of responsibilities between various levels of government in the state.
Protection of the Environment Operations Act 1997	Sets out Council responsibility and powers of local area environment and its planning functions.

Levels of Service

Council is responsible for providing a safe, reliable and cost effective transport service which is customer focused, enhances the environment and caters for the sustainable growth of the Shire. Ongoing consultation is undertaken with the community to ensure the provision of the service is acceptable to the wider community.

Levels of service indicators have been developed for the services provided by the Transport Network based on the objectives set in the Community Strategic Plan. These objectives have been used to define Community Levels of Service (CLOS) which relates to how the community receives the service in terms of safety, quality, quantity, reliability responsiveness, cost efficiency and legislative compliance.

From these CLOS, Technical LOS (TLOS) have been developed that detail how these services will be delivered in terms of quantity, frequency and standard.

Finally, Key Performance Measures, and how they will be measured, provide the detail on how we determine whether we are delivering what they community are asking for.

Table 4.3 summarises at a high level what the community desires for each asset and how Council will deliver it.

Table 4.3: Service Levels

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide a smooth ride
Function	Ensure the requirements for travel time and availability
Safety	Ensure roads are safe, free from hazards
Technical Levels of Service	
Condition	Provide a smooth ride as possible
Function/Accessibility	Legislative compliance
Cost Effectiveness	Provide service in cost effective manner
Safety	Ensure safe roads, free from hazards

Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the asset management plan are:

- *Quality* *How good is the service?*
- *Function* *Does it meet users' needs?*
- *Safety* *Is the service safe?*



Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- **Operations**
The regular activities to provide services such as administration.
- **Maintenance**
The activities necessary to retain an assets as near as practicable to its original condition (e.g. shoulder grading, pothole patching, maintenance grade etc.)
- **Renewal**
The activities that return the service capability of an asset up to that which it had originally (e.g. gravel resheeting, resealing, reline marking etc.).
- **Upgrade**
The activities to provide a higher level of service (e.g. widen road, replacing a culvert with a larger size etc.) or a new service that did not exist previously (e.g. new road or extension of seal network)

5. Condition of Our Assets

Council maintains a Condition Assessment Manual outlining the frequency of inspection and condition rating, to be used for all assets. This data is recorded in the Council Asset Management System and is used to predict the timing of renewal/maintenance requirements in the Long Term Financial Plan.

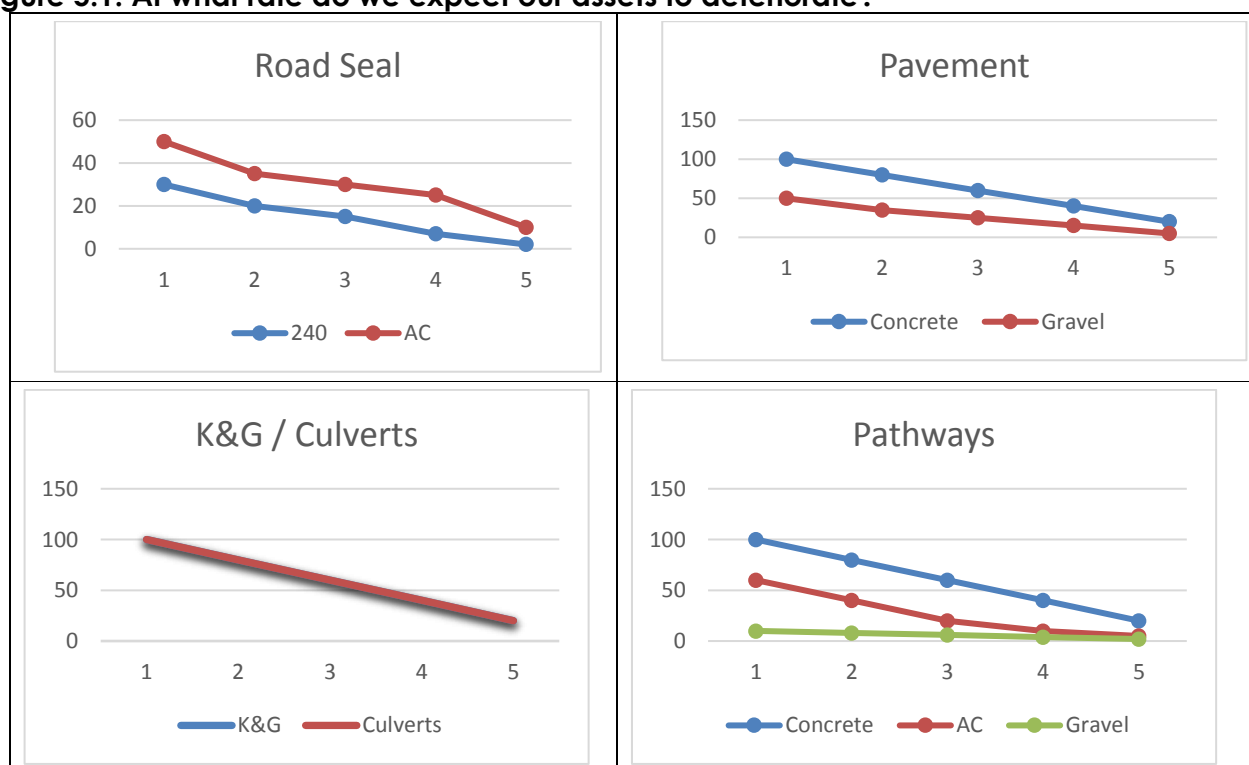
Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale, consistent with the IPWEA Notes and outlined in the IPWEA International Infrastructure Management Manual. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment Manual.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level', that is the condition at which the community has determined renewal is required based on the LOS analysis. Typically assets will be renewed between condition 3 & 4 which ranges from fair/poor to very poor depending on their classification.

Deterioration profiles, that track the rate of deterioration expected over time for each material type in each asset group, have been developed. This information is used in our models to determine when an asset is expected to be due for renewal, noting that assets will only be renewed when they reach their intervention condition, not based on their age.

Figure 5.1 provides examples of several deterioration profiles used with the vertical column showing the years remaining at a particular condition. For example in road seal, a Flush Seal at condition 3 will last 20 years until complete failure at condition 5.

Figure 5.1: At what rate do we expect our assets to deteriorate?



Using the information from the curves above and the intervention level set for the class of an asset we can determine the expected useful life of our assets as detailed in **Table 5.1** below.

Table 5.1: What are our Intervention Levels to Renew an Asset?

Classification	Asset	Intervention Level
Arterial	Sealed Roads (240)	3-4
	Sealed Roads (AC)	3-4
	Sealed Roads Pavement (Gravel)	3-4
Sub-Arterial	Sealed Roads (240)	3-4
	Sealed Roads Pavement (Gravel)	3-4
Collector	Sealed Roads (240)	4
	Sealed Roads Pavement (Gravel)	4
	Unsealed Roads (Gravel)	4
Access Roads	Sealed Roads (240)	4
	Unsealed Roads (Gravel)	4
Convenience Links	Unsealed Roads (Gravel)	4
Service Track	Unsealed Roads (Gravel)	NA
All	Kerb & Gutter	3 – 4
All	Culverts	3 – 4
All	Pathways (Concrete)	3 – 4
All	Pathways (Gravel)	3 – 4

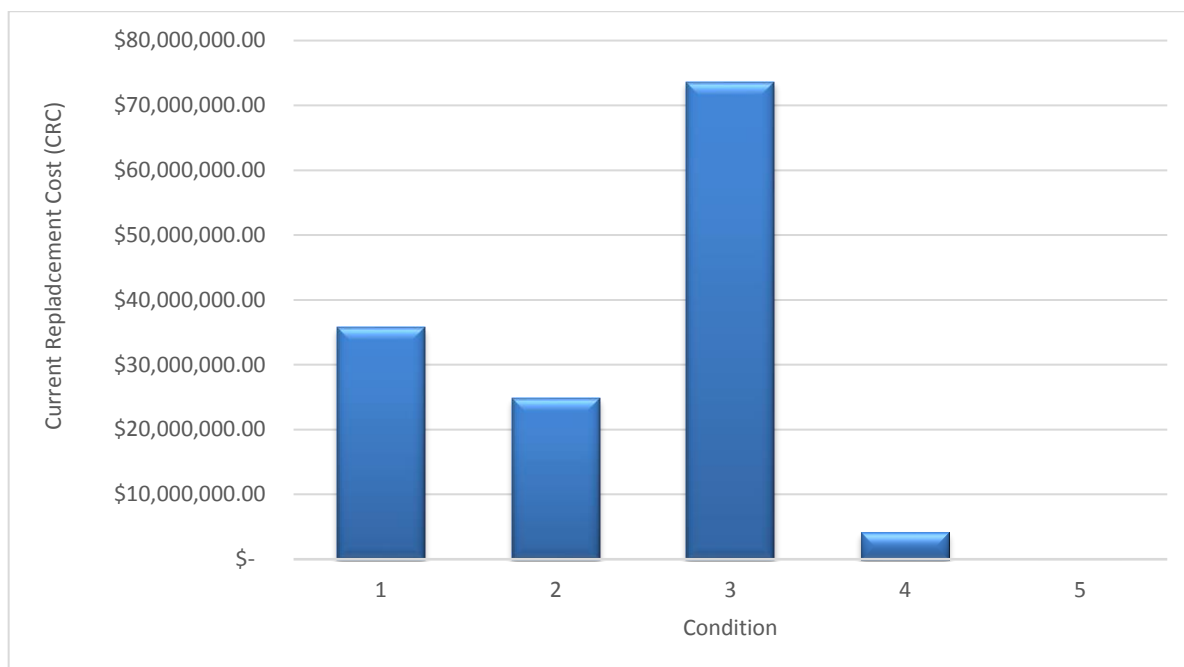
The estimated useful life for each asset component and class are detailed below:

Table 5.2: What are the expected useful lives of our assets (years)?

Condition Rating	Description	Remaining Life / CWDV (% of CRC)
1	Excellent condition: Only planned maintenance required.	100-80%
2	Very good: Minor maintenance required and planned maintenance.	80-60%
3	Good: Significant maintenance required.	60-40%
4	Fair: Significant renewal/upgrade required.	40-20%
5	Poor: Unserviceable.	20-0%

Each asset's condition is maintained in the Asset Register and the graphs below gives the condition profile based on the renewal dollar value of the top 6 valued assets in each condition.

Figure 5.2: What Conditions are our assets in?



6. Operations

Operational activities are those regular activities that are required to continuously provide the service, including management expenses, street lighting, asset inspection, street furniture, signs, line marking and other overheads.

Table 6.2: What are our Operational Costs?

Year	Operational Expenditure
2013/2014	\$174,195.84
2014/2015	\$265,521.94
2015/2016	\$761,221.09
2016/2017 (Budget)	\$424,853.00

Note: Excludes Depreciation Costs

Inspections

The road network is inspected regularly in accordance with Council's Asset Management Policy in order to develop and update annual cyclic maintenance programs, including but not limited to:

- Bitumen Resealing (sealed roads)
- Footpath and kerb and gutter repair programs
- Gravel re-sheeting program (unsealed roads)
- Maintenance grading program (unsealed roads)

A full list of inspections is outlined in the inspection program, currently under development in conjunction with the Narromine Shire Council Inspection Manual.

Table 6.1: Summary of Inspections

Classification	Asset	Frequency
Arterial	Sealed Roads	Fortnightly
	Kerb & Gutter	Biannual
	Footpaths	Annual
Sub-Arterial	Sealed Roads	Yearly
	Kerb & Gutter	Biannual
	Footpaths	Annual
Collector	Sealed Roads	Fortnightly
	Un-Sealed Roads	Biannual
	Kerb & Gutter	Annual
	Footpaths	Annual
Access Roads	Sealed Roads	Annual
	Un-Sealed Roads	Annual
Convenience Links	Un-Sealed Roads	Annual
Service Track	Un-Sealed Roads	Annual
Safety Inspections		Annual

Full inspection of road assets is contained in the Roads Manual Part 3 – Asset Management and Annual Inspection Program.

7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be either planned, where works are programmed in or cyclic in nature, or reactive in response to storm damage, vandalism etc. The majority of the maintenance undertaken by Council is planned or cyclic in nature.

Planned or reactive maintenance is defined as follows:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Council undertakes routine maintenance as programmed and reactive maintenance when the need arises.

Table 7.1: What are our Planned Maintenance Activities and the frequency we undertake them?

Activity	Arterial	Sub-Arterial	Collector	Access	Convenience	Service Track
Maintenance Grading	NA	NA	Yearly	As per Program	Reactive	Never
Shoulder Grading	Four Yearly / Reactive	Yearly / Reactive	Yearly / Reactive	Reactive	Never	Never
Pothole patching at intervention	Reactive	Reactive	Reactive	Reactive	Reactive	Never
Sign Maintenance	Reactive	Reactive	Reactive	Reactive	Reactive	Never
Footpath grinding	Reactive	Reactive	Reactive	Never	Never	Never
K&G Repairs	Reactive	Reactive	Reactive	Never	Never	Never
Line marking	Four Yearly	Four Yearly	Four Yearly	Never	Never	Never
Bridge deck repairs	Reactive	Reactive	Reactive	Never	Never	Never
Clearing table drains and culverts	Yearly	Yearly	Yearly	Yearly	Yearly	Never
Guardrail	Reactive	Reactive	Reactive	Never	Never	Never
Vegetation management	Yearly	Yearly	Yearly	Yearly	Yearly	Never

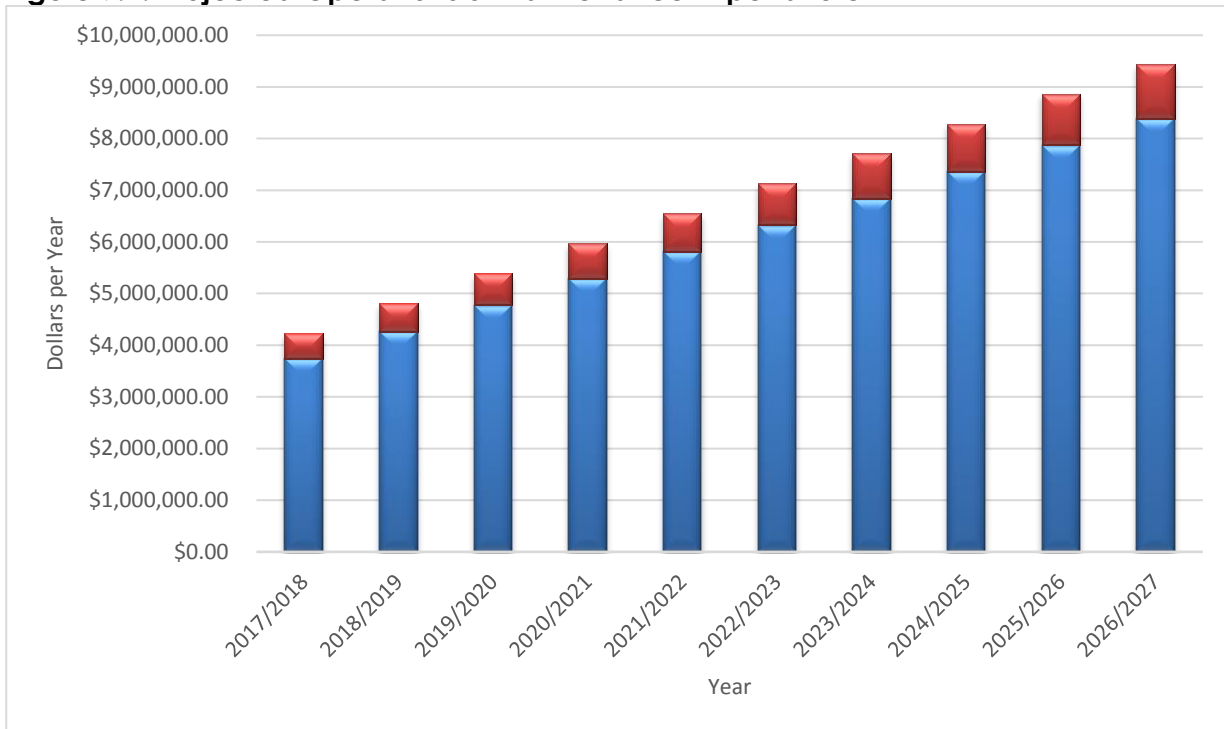
Adjusting Levels of Service

The adjustment of LOS for a critical service are only undertaken after consultation with the community ensuring it is still within statutory regulations and health guidelines.

The proposed maintenance programs are detailed in the Annual Maintenance Program.

Table 7.2: What are our Maintenance Cost Trends?

Year	Maintenance Expenditure
2013/2014	\$1,166,609.38
2014/2015	\$971,327.76
2015/2016	\$2,166,350.57
2016/2017 (Budget)	\$3,230,648.00

Figure 7.1: Projected Operations & Maintenance Expenditure

8. Capital Renewal

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

Assets requiring renewal are generally identified from estimates of remaining life and condition assessments. Assets that are scheduled for renewal are assessed to verify the remaining life / serviceability and to develop a preliminary renewal estimate. These assets are prioritised based on that assessment and available funds, then scheduled into future works programmes.

Renewal plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template':

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this Asset Management Plan but also in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal standards

In summary renewal work is carried out in accordance with the following Standards and Specifications.

- Relevant Australian Standards
- NATSpec
- RMS Specifications
- Austroads

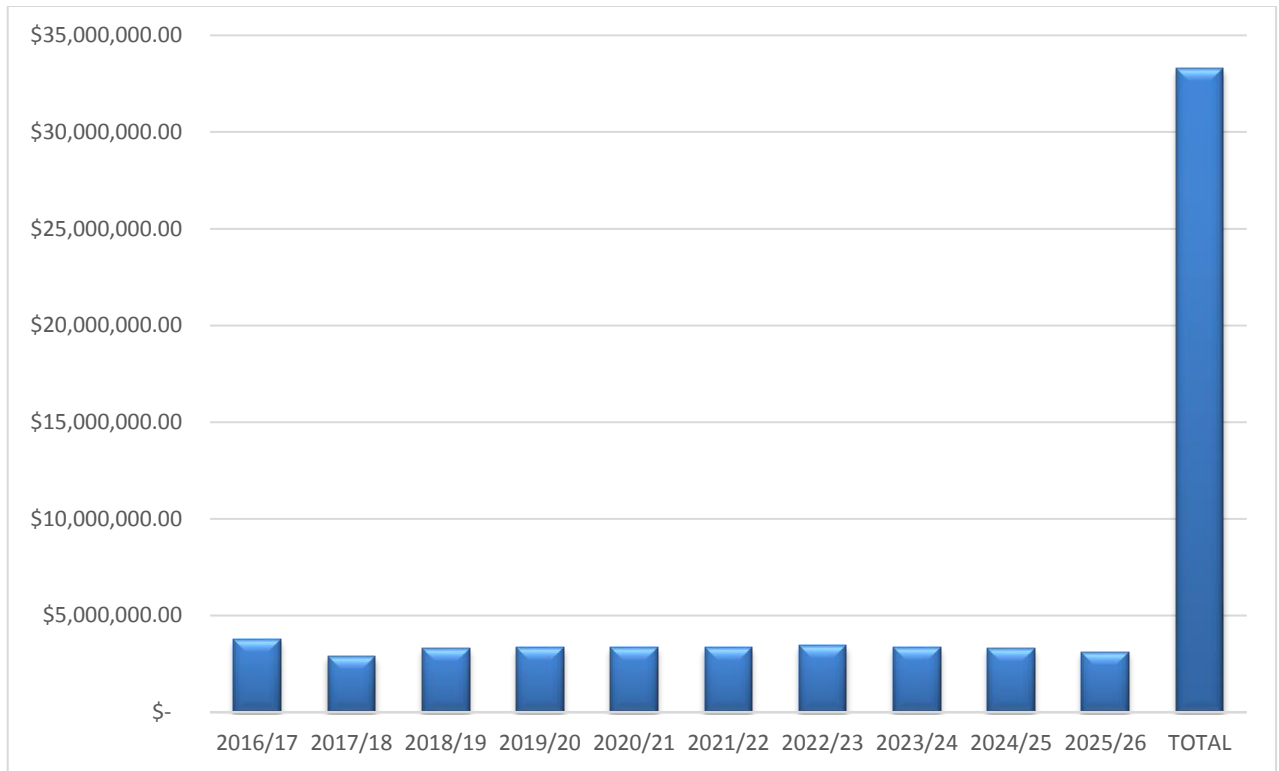
Summary of projected renewal expenditure

A summary of projected renewal expenditure include the following:

- Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 8.1.
- The projected capital renewal program is shown in Appendices.

Figure 8.1 indicates that, based on current projections in 2017, Council will spend approximately on \$34,000,000 in total over the next 10 years.

Figure 8.1: Proposed Renewal Allocations 2017 – 2016 Delivery Program?



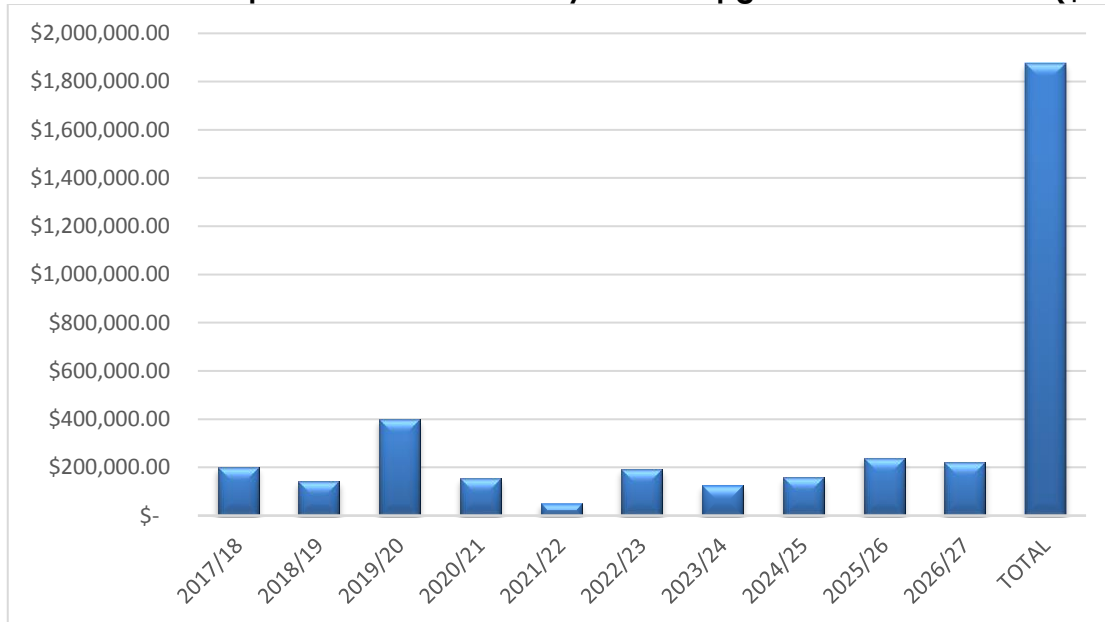
9. Creation / Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets (\$M)?



A detailed table of the ten year works program can be seen in Appendix A.



10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (poor condition), where Council has received no contact through the Customer Request System indicates that the community doesn't require the asset (as they have not raised concerns or complaints about the asset condition). These assets may be considered redundant or not utilised and therefore, decommissioned and disposed unless considered critical infrastructure.

Through careful analysis of all the existing assets, Council may become aware of assets no longer required. Revenue can therefore, increase through their disposal. An example of this may be surplus areas of land. An added advantage is if such assets are sold, there will be a saving on maintenance expenditure in relation to those assets.

There are have been plans for disposal of sealed assets under hierarchy 4 in the past. This plan will be revisited within the next financial year and has been included in Plan for improvement section.

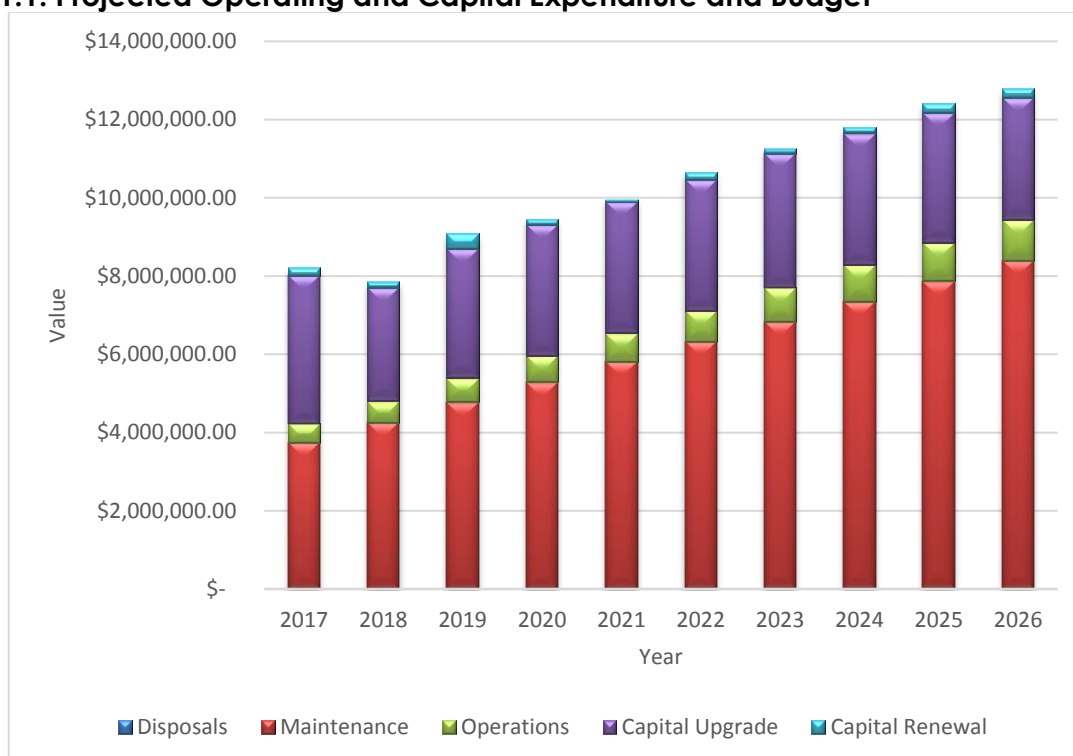
11. Financial Plan

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in Figure 11.1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Figure 11.1: Projected Operating and Capital Expenditure and Budget



Financial sustainability in service delivery

There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense).



Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals.

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap (-ve = gap, +ve = surplus)

Short Term (1 Year)

Average Life Cycle Costs	\$ 6,759,174.95
Average Life Cycle Expenditure	\$ 4,234,174.95
Average Annual Gap	\$ 2,525,000.00
Life Cycle Sustainability Indicator	62.64%

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Medium Term (5 Years)

Average Life Cycle Costs	\$ 10,256,472.84
Average Life Cycle Expenditure	\$ 5,391,522.84
Average Annual Gap	\$ 4,864,950.00
Life Cycle Sustainability Indicator	52.57%

Expenditure projections for long-term financial plan

Table 11.1 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

Table 11.1: Expenditure Projections for Long Term Financial Plan

Year	Operations	Maintenance	Capital Renewal	Capital Upgrade	Disposals
2017	\$ 487,517.29	\$ 3,746,657.66	\$ 198,976.36	\$ 3,786,806.35	\$ -
2018	\$ 550,181.58	\$ 4,262,667.31	\$ 142,378.26	\$ 2,901,958.08	\$ -
2019	\$ 612,845.87	\$ 4,778,676.97	\$ 396,978.21	\$ 3,305,498.62	\$ -
2020	\$ 675,510.16	\$ 5,294,686.62	\$ 152,902.20	\$ 3,338,558.01	\$ -
2021	\$ 738,174.45	\$ 5,810,696.28	\$ 49,836.59	\$ 3,360,128.97	\$ -
2022	\$ 800,838.74	\$ 6,326,705.93	\$ 192,440.73	\$ 3,340,749.66	\$ -
2023	\$ 863,503.03	\$ 6,842,715.59	\$ 123,985.12	\$ 3,432,822.22	\$ -
2024	\$ 926,167.32	\$ 7,358,725.24	\$ 158,386.31	\$ 3,373,186.37	\$ -
2025	\$ 988,831.61	\$ 7,874,734.90	\$ 239,087.96	\$ 3,311,902.84	\$ -
2026	\$ 1,051,495.90	\$ 8,390,744.55	\$ 220,591.51	\$ 3,128,690.31	\$ -

Note: All projected expenditures are in 2017 values



Funding Strategy

Projected expenditure identified in **Section 6.1** is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10-year long term financial plan.

Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- Asset useful lives are achieved before they require replacement.
- Regulation does not require significant change to the operations.
- The operating environment (physical, demographic and technical) does not change significantly.

12. Key Performance Measures

Development of Key Performance Measures based on condition has been developed by considering the Operational Costs of maintaining assets to the required Asset Classification Standards as defined. It also takes into consideration Customer Request Management (CRM) complaints, vandalism reports and inspections reportable to ensure that minimum standards are not exceeded.

Table 12.1 Performance Measures

Key Performance Measure	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
COMMUNITY LEVELS OF SERVICE				
Quality	Provide a smooth ride	Customer Service request	<10 requests per month	Needs improvement
Function	Ensure the requirements for travel time and availability	Customer service request relating to travel time and road conditions availability	95% compliance	Satisfactory
Safety	Ensure roads are safe, free from hazards	Limit the number injury accidents /incidents	< 10 reported accidents per annual	Satisfactory
TECHNICAL LEVELS OF SERVICE				
Condition	Provide a smooth ride as possible	Sealed and unsealed condition inspections	Inspections as per Inspection Manual	Satisfactory
Function /Accessibility	Legislative compliance	Provide access and service for all user groups	100% compliance	Satisfactory
Cost Effectiveness	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory
Safety	Ensure safe roads, free from hazards	Regular safety audits carried out, action customer request within 10 working days	Safety inspections – carried out monthly	Satisfactory /Ongoing

13. Plan Improvements

An Asset Improvement Plan is intended to provide improvements in the knowledge of our assets and their management. This plan will ensure that acceptable progress is made on improving asset management processes and procedures and that progress can be verified and quantified. This improvement plan should ensure asset management progresses at an acceptable pace and moves in the "right" direction - that is "improvement" is embedded in the process.

In addition to the Asset Management Strategy improvements, Table 13.1 includes improvements to the management and planning of Transport assets.

Table 13.1: Asset Management Improvements - Transport

Task	Expected Completion
Revaluation of Assets	2018/19
Review Renewal of all Assets	2018/19
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18
Review Hierarchy Seal Disposal Plan	2017/18
Separate Drainage Assets from Transport	2018/19



14. Risk Management Plan

Narromine Shire Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program. This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives;
- Create an environment where all employees have a key role in managing risk;
- Encourage proactive management;
- Improve the identification of opportunities and threats;
- Improve stakeholder confidence and trust;
- Improve financial stability and minimise losses; and
- Improve organisational performance.

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council operations as far as reasonable practicable. To facilitate this process an Enterprise Risk Management Plan is currently being developed which should include the management of risks for each of its assets.

Appendix A – Ten Year Works Program

Narromine Shire Council										
REGIONAL ROADS										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
Eumungerie MR 572 (widen Seal)										
Tullamore MR 354 (widen Seal)										
Eumungerie MR 572 (widen Seal)										
Trangie Dandaloo MR347 (D) (widen Seal)		800000								
Trangie Collie MR347 (C) (widen Seal)	800000									
Trangie Dandaloo MR347 (C) (widen Seal)			800000							
Eumungerie MR 572 (widen Seal)				800000						
Tullamore MR 354 (widen Seal)					800000					
Tomingley MR89 (widen Seal)						800000				
Trangie Collie MR347 (C) (widen Seal)							800000			
Tomingley MR89 (widen Seal)								800000		
Tullamore MR 354 (widen Seal)									800000	
Trangie Dandaloo MR347 (D) (widen Seal)										800000
TOTAL EXPENDITURE ON EXISTING ASSETS	800000	800000	800000	800000	800000	800000	800000	800000	800000	800000
TOTAL EXPENDITURE ON NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)
LOAN FUNDS										
RESERVE BALANCE (Estimate)	69224	69224	69224	69224	69224	69224	69224	69224	69224	69224

Narromine Shire Council

Roads to Recovery - Local Road Rehab, Reseal, Gravel Resheet, Culverts and Drainage

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
Jones Circuit (New Seal)	10400									
Tantitha Road (Realign to gun club)	415033	130000								
Urban Street (Rehab) TBA				119405	122987	126677	130477	134392		
Backwater Road (Rehab and Re-alignment)			533757	87750						
Willydah Road (Rehab)		420321	71500							
Burroway Road (Rehab)	199969	32500								
Dubbo Collie Road (Rehab)		413624	68250							
Farrendale Road (Rehab)				491054	76375					
Warren Road (Rehab)			324597							
Narwonah Siding Road (Reseal)					77482					
Willydah Road (Rehab)				301498						
Weemabah Road (Rehab)					322842	48750				
Tantitha Road (New Seal)					377571					
Papworth Lane (New Seal)						332527	53625			
Farrendale Road (New Seal)						520959	84012			
Tantitha Road (New Seal)							393250	53625		
Burroway Road (Rehab)							319669	50050		
Narwonah Road (Reseal)								87355		
Peak Hill Railway Road (Rehab)								329260		
Farrendale Road (Seal)								352778		
Peak Hill Railway Road (Rehab)										
Dubbo Collie Road (Rehab)									69506	
Papworth Lane (Seal)									64872	
Narwonah Road (Reseal)									98973	
Widgerree Road (Rehab)									484482	
Dubbo Collie Road										200000
TOTAL EXPENDITURE ON EXISTING ASSETS	625402	996445	998104	999707	977258	1028913	981034	1007459	717833	200000
TOTAL EXPENDITURE ON NEW ASSETS	0	0	0	0	0	0	0	0	0	
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)	0	0	0	0	0	0	0	0	0	
GRANTS/EXTERNAL CONTRIBUTIONS	625402	996445	998104	999707	977258	1028913	981034	1007459	717833	200000
LOAN FUNDS										
RESERVE BALANCE (Estimate)	0	0	0	0	0	0	0	0	82167	82168

Narromine Shire Council Regional Roads Reseal Program

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Roads										
Narromine Streets	100000								100000	100001
Regional Roads	314528	422819	431275	439900	448698	457672	466826	476162	385686	385687
TOTAL EXPENDITURE ON EXISTING ASSETS	414528	422819	431275	439900	448698	457672	466826	476162	485686	485688
TOTAL EXPENDITURE ON NEW ASSETS										
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)										
RESERVE BALANCE (Estimate)										

Narromine Shire Council

FAGS Capital (38% FAGS Road component allocation)

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
Gravel Resheet Contingency	20000	20000	20000	20000	20000	20000	20000	20000	20000	20001
Rural Culvert Replacement Packages	110000	110000	110000	110000	110000	110000	110000	110000	110000	110001
Ellengerah Road (Resheet)	125400									
Strahorns Access Road (Resheet)	49400									
Tomkin's Road (Resheet)	38000									
Narwonah Siding Road (Reheet)	100000									
Belowrie Road (Resheet)	76000									
Ewenmar Road (Resheet)		41800								
Ceres Siding Road		76000								
Cathundral Road (Resheet)		95000								
Bundemar Road (Resheet)		76000								
Raeburn Lane (Resheet)			76000							
Narwonah Road (Resheet)			64600							
Momo Road (Resheet)			74000							
Maquarie View Road (Resheet)			74000							
Frecklingtons Crossing (Resheet)			74000							
Farrendale Road (Seal)				278000						
Strathallyn Lane (Resheet)				81600						
Sharkey's Lane (Resheet)					68400					
Narwonah Road (Seal)					259000					
Tomingley Cemetery Road (Resheet)					26600					
Wyanga Road (Resheet)						76000				
Dilladerry Road (Resheet)						76000				
Back Tomingley West Road (Resheet)						64600				
Cobboco Road (Resheet)						83600				
Tink's Lane (Resheet)						57000				
Farrendale Road (Seal)							293000			
Waikare Road (Resheet)							57000			
Jamea Road (Resheet)										
Buddah Lake Road (Resheet)										
Narwonah Road (Seal)								240000		
Temoin Road (Resheet)									49400	
Rocky Point Road (Resheet)										
Gainsborough Road (Resheet)									74000	
Belmont Rd (Resheet)									112000	
Richardsons Rd (Resheet)									74000	
Narwonah Road (Seal)										130000
TOTAL EXPENDITURE ON EXISTING ASSETS	518800	418800	492600	489600	484000	487200	480000	370000	439400	260002
TOTAL EXPENDITURE ON NEW ASSETS	0	0	0	0	0	0	0	0	0	
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	0	0	0	0	0	0	0	0	0	
FAGS ROADS COMPONENT (38%)	518800	418800	492600	489600	484000	487200	480000	370000	439400	260002
RESERVE BALANCE (Estimate)										

Narromine Shire Council

Local Roads Reseal Program (42% FAGS road Component Allocation)

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Roads										
Narromine Streets	93423	95758	91364	100606	103121	98389	108341	111050	112646	112647
Trangie Streets	44962	46087	40450	48420	49630	43560	52143	53446	55140	55141
Tomingley Streets			13577			14621				
Local Roads	432873	441530	450361	459368	468555	477926	487485	497235	507179	507180
TOTAL EXPENDITURE ON EXISTING ASSETS	571258	583375	595752	608394	621306	634496	647969	661731	674965	674968
TOTAL EXPENDITURE ON NEW ASSETS										
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)										
FAGS ROADS COMPONENT (10%)	(138,385)	(141,845)	(145,391)	(149,026)	(152,751)	(156,570)	(160,484)	(164,496)	(167,786)	(167,785)
LOAN FUNDS										
RESERVE BALANCE (Estimate)										

Narromine Shire Council

BRIDGES

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Bulgandramine Timber Bridge Replacement										
Bulgandramine Timber Bridge Replacement										
Collie Bridge Rehabilitation	50000									
TOTAL EXPENDITURE ON EXISTING ASSETS	50000	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS		0	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS) (- IN/OUT)	0	0	0	0	0	0	0	0	0	0
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
RESERVE BALANCE (Estimate)										

Narromine Shire Council

NARROMINE KERB AND GUTTER/STORMWATER DRAINAGE

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
New Assets Kerb & Gutter (and seal shoulder)										
Meryula Street			113451							
Mingelo Street		25040								
Fourth Avenue										
Meryula Street		41734								
Third Avenue				40837						
Merilba Street					71283					
Merilba Street						100328				
Abeckett Street							42275			
Abeckett Street								101600		
Meryula Street									73254	
Derribong Street										80000
TOTAL EXPENDITURE ON EXISTING ASSETS	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	0	66774	113451	40837	71283	100328	42275	101600	73254	80000
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)	0	(10,000)	(75,000)	(40,000)	(40,000)	(40,000)	(10,000)	(80,000)	(42,000)	(41,999)
STORMWATER LEVY	(30,850)	(30,850)	(30,850)	(30,850)	(30,850)	(30,850)	(30,850)	(30,850)	(30,851)	(30,850)
LOAN FUNDS										
RESERVE BALANCE (Estimate)	35201	9277	1676	31689	31256	1777	353	9603	9200	2049

Narromine Shire Council

TRANGIE KERB AND GUTTER/STORMWATER DRAINAGE

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
New Assets Kerb & Gutter										
Goan Street	74284									
Weemabah Street			35961							
Victor Street		39292								
John Street					49515					
Mullah Street							51669			
Temoin Street								43019		
Burraway Street									49791	
Enmore Street										50000
TOTAL EXPENDITURE ON EXISTING ASSETS	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	74284	39292	35961	0	49515	0	51669	43019	49791	50000
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(30,000)	(30,000)
STORMWATER LEVY		(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,001)	(20,000)
LOAN FUNDS										
RESERVE BALANCE (Estimate)	9944	653	-5308	24692	5178	35178	13508	490	700	700

Narromine Shire Council

TOMINGLEY KERB GUTTER/STORMWATER DRAINAGE

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
New Assets Kerb & Gutter										
Birradoo								49456		
Kerb to Edge of Bitumen surfacing										
Harris Street									12071	
TOTAL EXPENDITURE ON EXISTING ASSETS	0	0	0	0	0	0	0	0	12071	0
TOTAL EXPENDITURE ON NEW ASSETS	0	0	0	0	0	0	0	49456	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)	(5,000)	20,000	(5,000)	(10,992)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(4,999)
STORM WATER SERVICE CHARGE CONTRIBUTION	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(4,999)
LOAN FUNDS										
RESERVE BALANCE (Estimate)	15379	379	10379	26371	36371	46371	56371	16915	14844	24842

Narromine Shire Council										
Footpaths, Cycleways and Pedestrian Facility (PAMP & Bike Plan)										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
New Assets										
<u>Narromine</u>										
Derribong Ave 3m Cycleway stage 2 (23)	91286									
Derribong Ave 3m Cycleway stage 3 (23)			79911							
Dandaloo (2)			50167							
Newell Hwy (1)								45013		
TOTAL EXPENDITURE ON EXISTING ASSETS	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	91286	0	130078	0	0	0	0	45013	0	0
GRANTS/EXTERNAL CONTRIBUTIONS (50% / 100% on eligible projects)	(45,643)	-	(39,956)	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(36,000)	(39,956)	(76,000)					(20,000)		
Section 94 allocations	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,001)	(5,000)
RESERVE BALANCE (Estimate)	868	45824	36701	41701	46701	51701	56701	36688	41689	46689

Narromine Shire Council										
DRAINAGE UPGRADES/Stormwater										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Narromine										
Upgrade Gross Pollution Trap (GPT) Meringo-Temoin			14491							
Urban Culvert Amplifications	5000	5500	6000	6500	7000	7500	8000	8500	9000	9000
Improve channels Narromine			11941			13048			14258	
Trangie										
Improve channels Trangie	8620		9056							
Building of New Assets										
Narromine										
Wetlands New Gross Pollution Traps (GPT)	12400	15860								
New Drainage channels in wetlands (Stage 2)		26800	52000	63000	78000					
New culvert in wetlands									6229	
Drainage Pipeline Dundas Park to Nymagee St		45020								
TOTAL EXPENDITURE ON EXISTING ASSETS	13620	5500	41487	6500	7000	20548	8000	8500	23258	9000
TOTAL EXPENDITURE ON NEW ASSETS	12400	87680	52000		78000	0	0	0	6229	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(30,000)	(100,000)	(20,000)	(21,500)	(70,000)	(16,167)	(16,476)	(21,780)	(67,348)	0
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
LOAN FUNDS										
RESERVE BALANCE (Estimate)	76699	83519	10031	25031	10031	5650	14126	27406	65267	56265



Asset Management Plan Buildings (AMP7)



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1. Executive Summary

Council's intention is to provide the Shire with Building and Other Equipment Assets via infrastructure that is serviced and maintained to a level which reflects the community's expectations and operates in a manner that is both functional and cost effective. The Building and Other Equipment Assets had a fair value of approximately **\$37,203,000** on the 30 June 2016.

This plan assists Council in the decision making process and is presented at a high level to provide key information that can be used in the determination of levels of service and funding required. The following table identifies the asset categories in this plan, the ten (10) year average costs and funding gap if one exists. Figure 1.1 indicates the proposed

Building and Other Equipment Assets

In summary the Building and Other Equipment Assets comprises but is not limited to:

- ◆ Civic Buildings
- ◆ Community Buildings
- ◆ Recreation Buildings
- ◆ Public Amenities / Storage
- ◆ Leased Buildings
- ◆ Other equipment

As a result of the bulk of the asset being acquired at the same time a high proportion of the infrastructure is reaching the end of its theoretical useful life over a short period. This results in high capital renewal investment and significant works programs.

What we will do

Council plans to provide Building services for the following:

1. Operation, maintenance, renewal and upgrade of those Assets meeting their intervention levels set by council in annual budgets.
2. Develop a maintenance plan that ensure our levels of service targets are met via planning and not reactive work
3. Investigate opportunities to dispose of underutilised assets

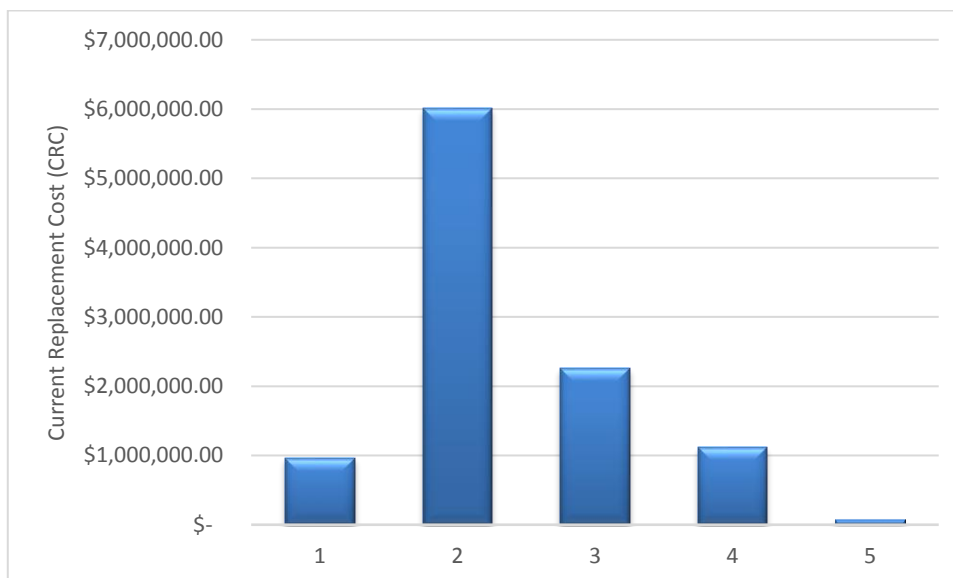
What we cannot do

- Council does not have enough funding to provide all services at the desired service levels or provide new services.
- Significant expansion of services into presently un-serviced areas

Asset Conditions

The current condition of our assets is shown in the following graph based on the value of each asset in each of 5 conditions ranging from 1 to 5, with 1 being near new and 5 as a completely failed asset.

Figure 1.2: What condition are our assets currently?



The process of managing our Buildings and Other assets is one of continually improving the knowledge Council has including maintaining up to date asset registers, condition ratings, and the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level.

Future Planning for Building and Other Assets

Table 13.1 conveys the list of planned required improvements for this Asset Class in relation to asset management principles.

Asset Management Practices

Asset Management Practices are generally uniform across board. These Practices have been outlined in the Asset Management Strategy chapter 17 Asset Management Practices.

Improvement Program

Asset Management Improvements are outlined in chapter 13 and have be summarised in table 13.1 which can be found below.

Table 13.1: Asset Management Improvements - Buildings

Task	Expected Completion
Revaluation of Assets	2018/19
Review Renewal of all Assets	2018/19
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18

Task	Expected Completion
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18
Develop an Advanced Risk Register for Buildings at a sub-hierarchy level	2017/18



2. Strategic Objectives

Council operates and maintains the Building and other assets to achieve the following strategic objectives:

1. Ensures the asset is maintained at a safe and functional standard as set out in this asset management plan;
2. Encourages and supports the economic and social development in and around Narromine Shire;
3. Ensures that Building and Other Asset Services are managed to deliver the requirements of Council's Asset Management Policy and Strategic Asset Management Plan.

Table 2.1: Where can I find additional information?

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community
Council Asset Policy	How we manage assets
Asset Management Strategy	Overall direction of asset management and portfolio summary
Asset Management Manual	Procedures and Processes that guide the management of assets
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions
Enterprise Risk Management Plan	The identification and management of risks across Council operations
Civica Asset Management System (AM)	Electronic system that contains the asset register, condition ratings and used to model future renewals
Western NSW Regional & Local Road Plan	Deals with strategic improvements to the Narromine Shire Council
Pedestrian Access and Mobility Plan 2012.	Recommends a range of pedestrian improvements throughout the City, many of which have been implemented
GIS (Map Info/Exponaire)	Geographical information system that produces maps of assets and also contains metadata that ties in with Council AMS





3. Services Provided & Classification

The level of service provided to each individual building will be based on the classification of that building to ensure that those with the highest utilisation, requiring the best presentation, increased response times and increased levels of renewal can be separated from those that essentially provide a storage function, as well as classes in between.

In order to reflect optimum asset management practices, the hierarchy of Council Assets have been reviewed and updated. This will allow Council to have a more relevant grading of its assets, to determine intervention levels and renewal costs based on risk.

The hierarchy identifies different intervention levels for different assets depending on their assessed criticality and consequence rating. Details of the major components are contained in Table 3.1

Table 3.1: Classification Table

Class	Description	Image	Function	Examples
1	Civic buildings		<ul style="list-style-type: none"> • House the corporate and/or administrative functions of council • Occupied more than 30 hours per week • Occupied by Permanent Council staff • Require a high standard of presentation, access, safety and maintenance • Buildings that require access and facilities for the disabled 	Council Chambers, Administration buildings, Depots, Rural Fire Service and State Emergency Services, Child care centre, Medical Centre
2	Community buildings		<ul style="list-style-type: none"> • Used regularly by Council staff or the public • Occupied more than 30 hours per week • Buildings that owned by council but are leased • Buildings that require access and facilities for the disabled 	Libraries, Museums, Commercial premises
3	Recreation buildings		<ul style="list-style-type: none"> • House community and cultural activities • Occupied less than 30 hours per week • Do not require the highest standards of presentation 	Community Centres, Halls, Club houses, grandstands, Pavilions,
4	Amenity/storage buildings		<ul style="list-style-type: none"> • Used for storage, workshops, and other operational uses • only occupied for short periods • May not be fully enclosed 	Toilet blocks, Storage sheds, warehouses, Treatment plant, shade shelters

Class	Description	Image	Function	Examples
5	Leased Buildings		<ul style="list-style-type: none"> • Buildings that house community and cultural activities, with the community groups providing minor maintenance and cleaning. • Buildings that are leased, with the lessees determining the day-to-day requirements of the building. <p>Buildings that are not accessed by Council staff unless requested to do so.</p>	

4. Levels of Service

Table 4.1: Stakeholder Management

Stakeholder	Stakeholder issues	Key messages	Participation and feedback options
Councillors	<ul style="list-style-type: none"> • Have a say in proposed strategy 	<ul style="list-style-type: none"> • This Strategic plan is a communication tool and a pathway to a sustainable fair network with no extra burden to residents, business, or industry • The system determines what is required and the priority of the work. • Regular benchmarking and quality management kpi's measured ensures Council is getting value for money, • There is a strategy, and a fair planning and delivery mechanism • Certainty and trust that projects will be delivered when they are proposed. 	Councillor Workshop, and community consultation
Residents	<ul style="list-style-type: none"> • Have a say in proposed strategy • Perception of fairness • Getting value for money 		Community consultation
Council indoor staff	<ul style="list-style-type: none"> • Have a say in proposed strategy, • minimal additions to current workloads 		Engineering and Assets team reviews, Councillor workshop
Council outdoor staff	<ul style="list-style-type: none"> • Have a say in proposed strategy, • Structured programs • want to understand place in process 		Team leader workshops Engineering and Assets team reviews

Strategic and Corporate Goals

The AMP provides clear guidelines for the effective management of the assets owned and by Council. Local Authorities exist principally to supply core services that meet the needs of their communities.

Council's goal in managing assets is to meet the required level of service in a sustainable manner for present and future stakeholders. The key elements to strategic goals of asset management are:

- Demonstrating responsible stewardship;
- Taking a life cycle approach to asset ownership;
- Defining the infrastructure assets physically and financially;
- Providing a defined Level of Service and monitoring the performance against service Levels and service expectations;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failure; and
- Support long term financial planning.



Council objective is to ensure financial strategies underpin Council's asset management policies and strategic. Its goal is to have long term vision for sustainability. In order to do so, the action that can be done is to prepare and review the Council's short and medium term financial plans for Risk Management; Plant & Equipment, Information Technology, Section 94; Asset Management Plans and case reverses.

Acting as a leader in the delivery of social, financial, environmental, and operational

objectives, Council needs to ensure good governance and administrative support for the Council and organization. Council's other goals are to plan, manage and fund Council's public assets to meet the community expectations and defined levels of services. Furthermore, the safety of the community is paramount and is acknowledged and supported through proactive policies, programs and strategies.

One of the basic tenets of sound asset management practice is to provide the level of service the current and future community want and are prepared to pay for, in the most cost effective way (NZ NAMS 2007)

Building assets have been categorised into classes to assist in the determination of Levels of Service (LOS) which are grouped into:

- Community LOS – relates to how the community receives the service in terms of safety, quality, quantity, reliability responsiveness, cost efficiency and legislative compliance; and
- Technical LOS – are the technical measures of performance developed to ensure the minimum community levels of service are met.

Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 4.2.

Table 4.2: Legislative Requirements

Legislation	Requirement
Local Government Act	<ul style="list-style-type: none"> • Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Building Code of Australia	<ul style="list-style-type: none"> • Provides for the achievement and maintenance of acceptable standards of structural sufficiency, safety, health and diversity for the community now and in the future.
Work Health & Safety Act 2011	<ul style="list-style-type: none"> • Council has a responsibility to ensure health, safety and the welfare of employees and others at the work place. • Cost implications. • Impacts all operations. • Public safety
The Australian Accounting Standards	<ul style="list-style-type: none"> • The Australian Accounting Standards Board, AASB 116 Property Plant & Equipment, requires that assets valued, and reported in the annual accounts, which also includes depreciation value (i.e. how fast are these assets wearing out).
Protection of the Environmental Operations Act 1998	<ul style="list-style-type: none"> • Sets out the role, purpose , responsibilities and powers of Council relating to protection and preservation of the environment.
Environmental Planning and Assessment Act 1979	<ul style="list-style-type: none"> • Requirements for LEP and DCP's • Council control of service approvals
Water Management Act 2000	<ul style="list-style-type: none"> • Sets out the responsibilities associated with the use of water
Contaminated Land Management Act 1997	<ul style="list-style-type: none"> • Sets out specific requirement in connection with the land remediation of land.
Threatened species conservation Act 1995	<ul style="list-style-type: none"> • Developing strategies to tackle biodiversity loss requires the identification and understanding of the threatening processes that lead to the extinction of species, populations and ecological communities such as weeds , feral animals and climate change.
Child Protection Act	<ul style="list-style-type: none"> • Provides protection of children in public spaces.

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- **Operations**
The regular activities to provide services such as administration, electricity.
- **Maintenance**
The activities necessary to retain an assets as near as practicable to its original condition (e.g. gutter cleaning, tap replacement, tile patching, light bulb change etc.)
- **Renewal**
The activities that return the service capability of an asset up to that which it had originally (e.g. wall paint, carpet replacement and air condition replacement etc.).
- **Upgrade**
The activities to provide a higher level of service (e.g. upgrade air conditioning, extensions to existing building etc) or a new service that did not exist previously (e.g. building purchase or construction of new building)

5. Condition of Our Assets

Council maintains a Condition Assessment Manual that details the frequency of inspection and condition rating to be used for all assets. This data is recorded in the Council Asset Management System and used to predict the timing of renewal / maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA models as outlined in the IPWEA Practice Notes. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment Manual and in summary can be seen in table 5.2.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level', that is the condition at which the community has determined renewal is required based on the LOS analysis. Typically, assets will be renewed between condition 3 & 4 which ranges from fair/poor to very poor depending on their classification.

Table 5.1: What are our Intervention Levels to Renew an Asset?

Hierarchy	Description	Intervention Level
1	Civic Buildings	3-4
2	Community Buildings	3-4
3	Recreation Buildings	4
4	Public Amenities / Storage	4
5	Leased Buildings	4

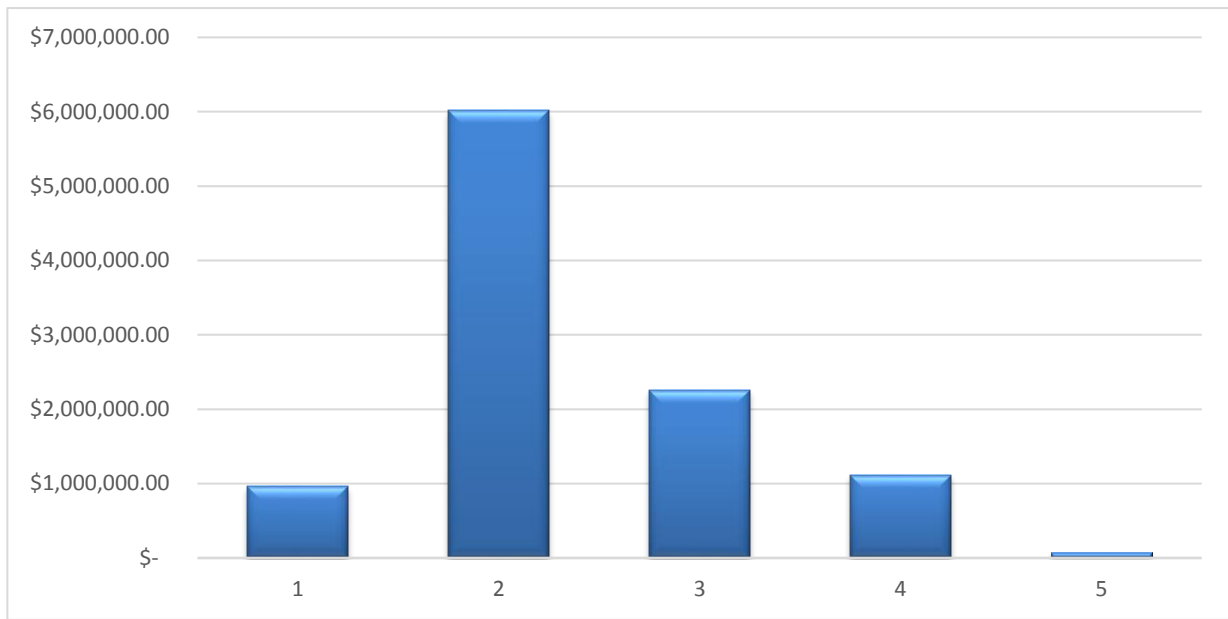
Table 5.2 outlines the condition rating scale, description of rating and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

Table 5.2: What are the expected useful lives of our assets (years)?

Condition Rating	Description	Remaining Life / CWDV (% of CRC)
1	Excellent condition: Only planned maintenance required.	100-80%
2	Very good: Minor maintenance required and planned maintenance.	80-60%
3	Good: Significant maintenance required.	60-40%
4	Fair: Significant renewal/upgrade required.	40-20%
5	Poor: Unserviceable.	20-0%

Each asset's condition is maintained in the Asset Register and the graphs below gives the condition profile based on the value of the top 4 valued assets in each condition.

Figure 5.1: What Conditions are our assets?



6. Operations

Operational activities are those regular activities that are required to continuously provide the service including asset inspection, electricity costs, fuel, overheads etc.

Table 6.2: What are our Operational Costs?

Year	Operational Expenditure
2013/2014	\$450,070.54
2014/2015	\$477,878.91
2015/2016	\$450,713.37
2016/2017 (Budget)	\$515,194.00

Note: Excludes Depreciation Costs

Inspections

To ensure that buildings remain viable and well maintained, it is essential that inspections are undertaken on a regular basis to assess the condition of each building. In addition, Council need to update risk management plans and ensure that the building portfolio is adequately insured.

A full list of inspections is outlined in the inspection program, currently under development in conjunction with the Narromine Shire Council Inspection Manual.

Table 6.1: Building Component Inspection Regime

Inspection Type	Classification				
	1	2	3	4	5
Safety	Annual	Annual	Annual	Annual	Annual
Consequence (ERMP)	Annual	Annual	Annual	Annual	Annual
Appearance	Daily	Daily	Daily	Daily (Amenities) As required (Storage)	As per agreement
Functionality	Annual	Annual	Annual	Annual	Annual

7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be either planned where works are programmed in or cyclic in nature or reactive in response to storm damage, vandalism etc.

Planned or reactive maintenance is defined as follows:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Council undertakes routine maintenance as programmed and reactive maintenance when the need arises.

Table 7.1: What are some of our Planned Maintenance Activities and the frequency we undertake them?

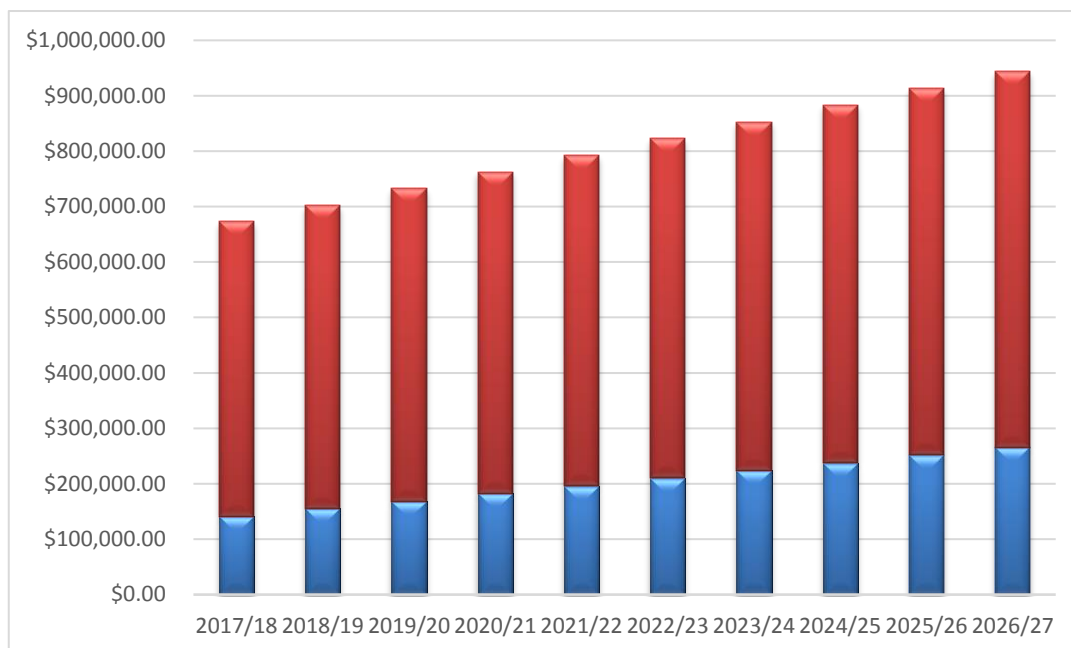
TASK	Classification				
	1	2	3	4	5
Service and maintain sprinkler & hydrant fire system	Annual	Annual	Annual	NA	NA
Inspect and service air conditioning	Annual	Annual	Annual	NA	NA
Inspect gutter systems & clear as necessary	Annual	Annual	Annual	Annual	NA
Automatic door service	As Required	As Required	As Required	NA	NA
Inspect emergency lighting systems and smoke detectors	Annual	Annual	Annual	Daily	NA
Vermin inspection and laying of baits	Biannual	Biannual	Biannual	As Required	NA
Check & tag fire extinguishers	Annual	Annual	Annual	NA	NA
Clear trees and foliage from roofing and building	As Required	As Required	As Required	As Required	NA
Termite inspection (where applicable)	As Required	As Required	As Required	NA	NA
Clean amenities	Daily	Daily	Daily	NA	NA
General Cleaning	Daily	Daily	Daily	NA	NA

Adjusting Levels of Service

The adjustment of LOS for a critical service is only undertaken after consultation with the community ensuring it is still within statutory regulations and health guidelines.

Table 7.2: What are our Maintenance Cost Trends?

Year	Maintenance Expenditure
2013/2014	\$72,073.40
2014/2015	\$105,018.63
2015/2016	\$109,601.70
2016/2017 (Budget)	\$127,287.00

Figure 7.1: Projected Operations & Maintenance Expenditure

8. Capital Renewal

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion. Assets requiring renewal are generally identified from estimates of remaining life and condition

assessments. Assets that are scheduled for renewal are assessed to verify the remaining life / serviceability and to develop a preliminary renewal estimate. These assets are prioritised based on

that assessment and available funds, then scheduled in future works programmes.

Renewal plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this Asset Management Plan but also in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal standards

Renewal work is carried out in accordance with the following Standards and Specifications.

- NatSpec
- Building Code of Australia
- Material and Product Specifications
- Relevant Australian Standards

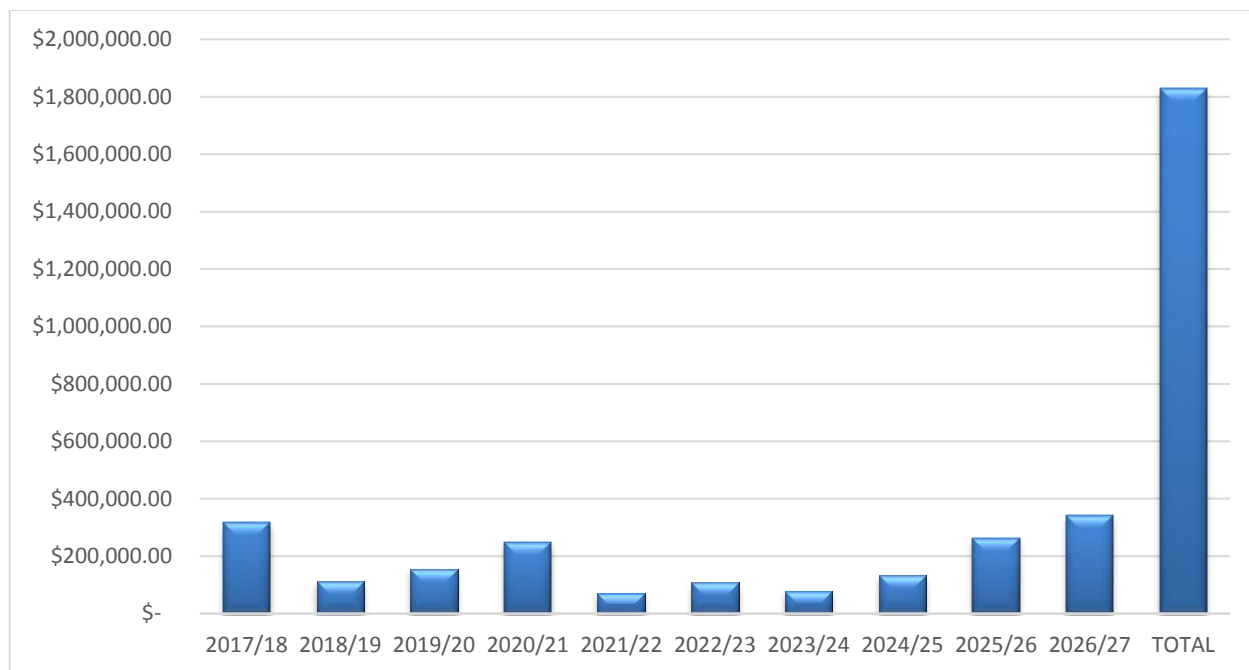
Summary of projected renewal expenditure:

A summary of projected renewal expenditure include the following:

- Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 8.1.
- The projected capital renewal program is shown in the Appendices.

Figure 8.1 indicates that, based on current projections in 2017, Council will spend approximately on \$1,800,000 in total over the next 10 years.

Figure 8.1: What will we spend over the next 10 years on Renewal?



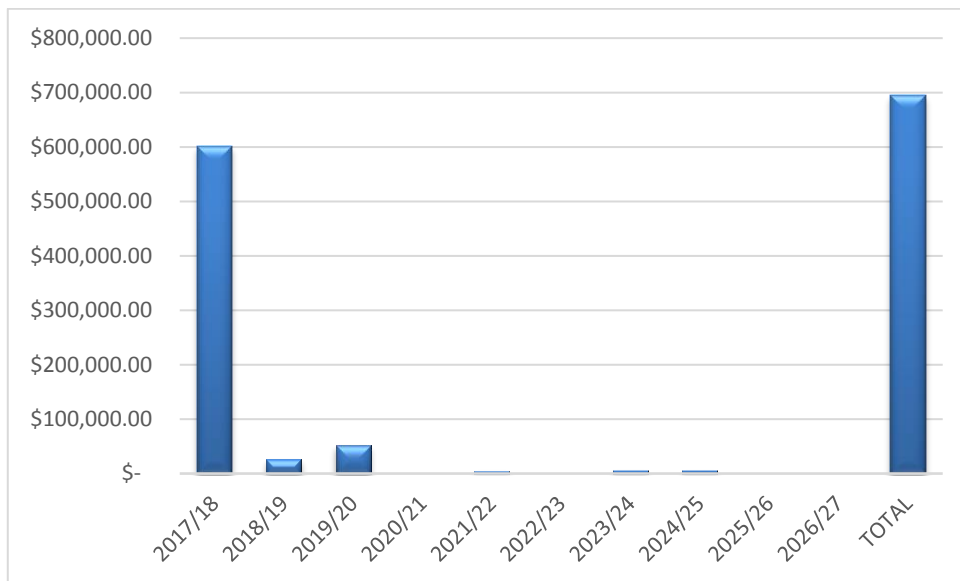
9. Capital Upgrades & New Assets

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as Councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets?



A detailed table of the ten year works program can be seen in Appendix A.



10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (poor condition), where Council has received no contact through the Customer Request System indicates that the community doesn't require the asset (as they have not raised concerns or complaints about the asset condition). These assets may be considered redundant or not utilised and therefore, decommissioned and disposed unless considered critical infrastructure.

Through careful analysis of all the existing assets, Council may become aware of assets no longer required. Revenue can therefore, increase through their disposal. An example of this may be surplus areas of land. An added advantage is if such assets are sold, there will be a saving on maintenance expenditure in relation to those assets.

There are currently no plans for disposal of assets in this Asset Class.

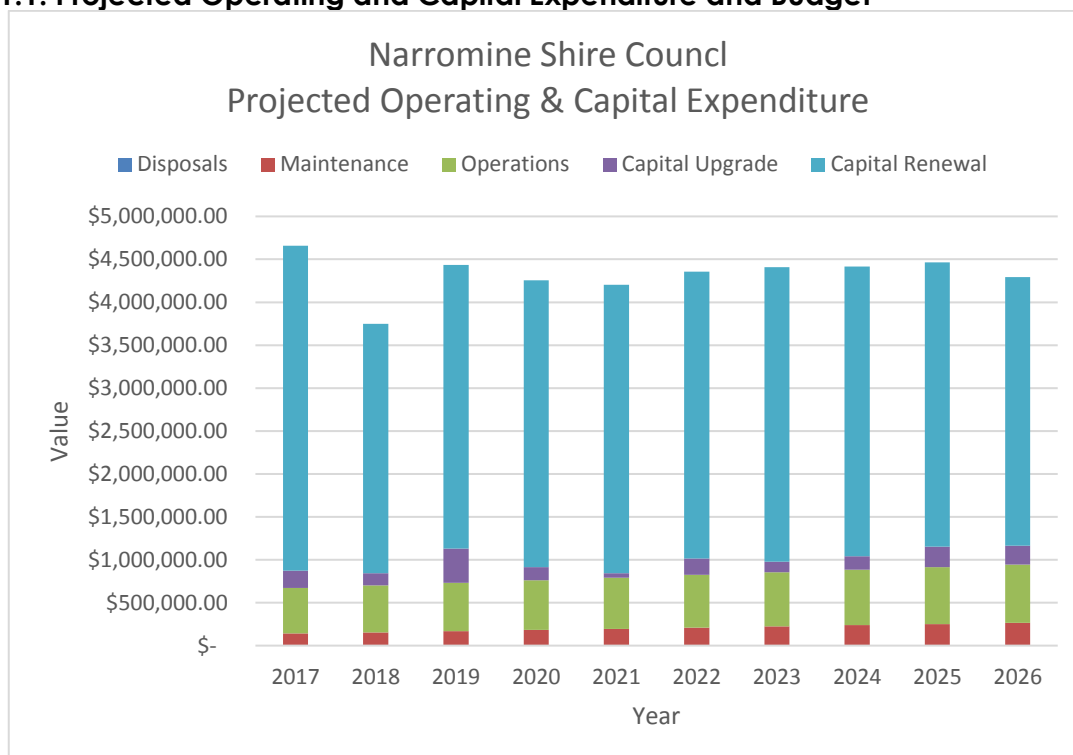
11. Financial Plan

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in Figure 11.1 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Figure 11.1: Projected Operating and Capital Expenditure and Budget



Financial sustainability in service delivery

There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals.



A shortfall between life cycle cost and life cycle expenditure is the life cycle gap (-ve = gap, +ve = surplus)

Short Term (1 Year)

Average Life Cycle Costs	\$ 1,493,565.27
Average Life Cycle Expenditure	\$ 672,565.27
Average Annual Gap	\$ 821,000.00
Life Cycle Sustainability Indicator	45.03%

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Medium Term (5 Years)

Average Life Cycle Costs	\$ 1,748,983.80
Average Life Cycle Expenditure	\$ 732,733.80
Average Annual Gap	\$ 1,016,250.00
Life Cycle Sustainability Indicator	41.89%

Expenditure projections for long-term financial plan

Table 11.1 shows the projected expenditures for the 10 year long term financial plan. Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

Table 11.1: Expenditure Projections for Long Term Financial Plan

Year	Operations	Maintenance	Capital Renewal	Capital Upgrade	Disposals
2017	\$ 531,474.87	\$ 141,090.40	\$ 3,786,806.35	\$ 198,976.36	\$ -
2018	\$ 547,755.73	\$ 154,893.80	\$ 2,901,958.08	\$ 142,378.26	\$ -
2019	\$ 564,036.60	\$ 168,697.20	\$ 3,305,498.62	\$ 396,978.21	\$ -
2020	\$ 580,317.46	\$ 182,500.60	\$ 3,338,558.01	\$ 152,902.20	\$ -
2021	\$ 596,598.33	\$ 196,304.00	\$ 3,360,128.97	\$ 49,836.59	\$ -
2022	\$ 612,879.19	\$ 210,107.40	\$ 3,340,749.66	\$ 192,440.73	\$ -
2023	\$ 629,160.06	\$ 223,910.80	\$ 3,432,822.22	\$ 123,985.12	\$ -
2024	\$ 645,440.92	\$ 237,714.20	\$ 3,373,186.37	\$ 158,386.31	\$ -
2025	\$ 661,721.79	\$ 251,517.60	\$ 3,311,902.84	\$ 239,087.96	\$ -
2026	\$ 678,002.65	\$ 265,321.00	\$ 3,128,690.31	\$ 220,591.51	\$ -

Note: All projected expenditures are in 2017 values



Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10-year long term financial plan.

Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- Asset useful lives are achieved before they require replacement.
- Regulation does not require significant change to the operations.
- The operating environment (physical, demographic and technical) does not change significantly.

12. Key Performance Measures

Development of Key Performance Measures based on condition has been developed by considering the Operational Costs of maintaining assets to the required Asset Classification Standards as defined. It also takes into consideration Customer Request Management (CRM) complaints, vandalism reports and inspections reportable to ensure that minimum standards are not exceeded.

Key Performance Measure	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
COMMUNITY LEVELS OF SERVICE				
Quality	Provide clean accessible well maintained facility	Customer services requests/complaints, customer surveys	<5 complaints per year/per building	Satisfactory
Function	Facilities are fit for purpose, meet users requirements & industry regulatory standards	Customer service requests/complaints, customer surveys	< 3 complaints per year/per building	Satisfactory
Safety	Ensure facilities are safe	Reported accidents	Zero reported accidents	Satisfactory
TECHNICAL LEVELS OF SERVICE				
Condition	Building/Office equipment / Furniture & Fittings/ Other Equipment functionality is not compromised by condition	Regular condition inspections	Allocate appropriate funding and resources	Satisfactory
Function / Accessibility	Legislative compliance	Provide access and service for all user groups	100% compliance	Satisfactory
Cost Effectiveness	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory

Key Performance Measure	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
Safety	Ensure facilities are safe	Regular safety audits carried out, action customer request within 5 working days	Safety inspections: <ul style="list-style-type: none"> - Electrical tagging/testing as per standards, Legislative audit. - Safety inspection, 6 months/annually - Defects repaired within approved timeframes 	Satisfactory/ Ongoing

13. Plan Improvements

Asset Improvement Plan is intended to provide improvements in the knowledge of our assets and their management. This plan will ensure that acceptable progress is made on improving asset management processes and procedures and that progress can be verified and quantified. This improvement plan should ensure asset management progresses at an acceptable pace and moves in the "right" direction that is "improvement" is embedded in the process.

In addition to the Asset Management Strategy improvements, Table 13.1 includes improvements to the management and planning of Buildings and Other assets.

Table 13.1: Asset Management Improvements - Buildings

Task	Expected Completion
Revaluation of Assets	2018/19
Review Renewal of all Assets	2018/19
Update Asset Register	Ongoing
Finalise Maintenance Program	2017/18
Input Maintenance Program into AMS	2017/18
Finalise Inspection Program	2017/18
Input Inspection Program into AMS	2017/18
Develop and Finalise Useful Life of all Assets and Components	2018/19
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2017/18
Update Attributes in AMS	2017/18
Develop an Advanced Risk Register for Buildings at a sub-hierarchy level	2017/18



14. Risk Management Plan

Narromine Shire Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program. This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives;
- Create an environment where all employees have a key role in managing risk;
- Encourage proactive management;
- Improve the identification of opportunities and threats;
- Improve stakeholder confidence and trust;
- Improve financial stability and minimise losses; and
- Improve organisational performance.

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council operations as far as reasonable practicable. To facilitate this process an Enterprise Risk Management Plan is currently being developed which should include the management of risks for each of its assets.

15. Appendix A: Ten Year Works Program

Narromine Shire Council										
OFFICE & OTHER EQUIPMENT REPLACEMENT PLAN										
	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Data Projector and Screen		2319				2610				
Heavy Duty Folding Machine					6149				6921	
Binding Machine	6400									
Drone incl. software	7000									
New Assets										
WHS Monitoring Equipment (Defib)		5065				5900				
TOTAL EXPENDITURE ON EXISTING ASSETS	13400	2319	0	0	6149	2610	0	0	6921	0
TOTAL EXPENDITURE ON NEW ASSETS	0	5065	0	0	0	5900	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)		(5,000)	0	(1,616)	(5,000)	(7,500)	0	0	(7,000)	0
GRANTS/EXTERNAL CONTRIBUTIONS										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	6584	4201	4201	5817	4667	3658	3658	3658	3737	3737

Narromine Shire Council

IT EQUIPMENT REPLACEMENT PLAN

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Virtual Server Hardware (Hosts and SANB) at Chambers			60131			50000		127672		
Server Backup Software		5628				6334				
NAS - Backup Mass Storage Device x 2	23300									
Replace router/firewall at Depot		2251			2460			2688		
ERP Upgrade	10609	10927	11255	11593	11941	12299	12668	13048	13439	
Upgrade Switches	4371		4637		4919		5219		5537	
Upgrade Phone System in Main Building	9004			20000					11406	
Update Phone System @ Depot		9004					10134			
Replace UPS (Power backups)			17911				19572		21386	
Contingency works	19669	20259	20867	21493	22138	22802	23486	24190	24916	70000
Cloud Computing - enable Authority features					30000					
New Assets										
Equip - mobile office		10000								
Firewall - software		30000								
Council Wifi upgrade		35000								
LAN, WAN upgrade		20000								
Security - renew old devices		20000			25000					
DRP - mobile equip replacements		10000	10000	20000						
Helpdesk - new system				20000						
Legacy systems - new applications - cloud enabled					400000					
TOTAL EXPENDITURE ON EXISTING ASSETS	66953	48069	114801	53086	71457	121140	41373	167598	76685	70000
TOTAL EXPENDITURE ON NEW ASSETS	0	125000	10000	40000	425000	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(67,000)	(175,000)	(180,000)	(100,000)	(490,000)	(80,000)	(40,000)	(160,000)	(70,000)	(69,999)
GRANT FUNDS	0	0	0	0	0	0	0	0	0	
RESERVE BALANCE (Estimate)	66341	68272	123471	130385	123928	82788	81415	73817	67132	67131

Narromine Shire Council ADMINISTRATION BUILDINGS

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Air Conditioner Replacements	15000									
Re-Fitout of Main Admin Building										12000
Security Upgrade		13506						16127		
Upgrade Switchboard	9800									
OCU Admin office - modifications										6500
Office equipment partioning									4153	
New Assets										
Install evacuation system	14500									
Solar Panels for OCU Building		14632								
Defibrilators for buildings - Nme Admin & CSPC	9500									
TOTAL EXPENDITURE ON EXISTING ASSETS	24800	13506	0	0	0	0	0	16127	4153	18500
TOTAL EXPENDITURE ON NEW ASSETS	24000	14632	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)	(25,000)	(25,000)	0	0	0	0	0	(20,000)	(10,000)	(9,999)
GRANTS/EXTERNAL CONTRIBUTIONS										
Carry over funding from previous year										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	5273	2135	2135	2135	2135	2135	2135	6008	11856	3355

Narromine Shire Council

ANIMAL CONTROL

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
New Assets										
Pound Upgrades/Security					8000					
Installation of Surveillance Equipment - Pound	7500									
TOTAL EXPENDITURE ON EXISTING ASSETS	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	7500	0	0	0	8000	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)										
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	
Carry over funding from previous yr										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	8493	8493	8493	8493	493	493	493	493	493	493

Narromine Shire Council

MEDICAL CENTRE

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Narromine Medical Centre										
Painting/refurbish							42000			
Floor Coverings						37000				
Air Conditioner replacements					18000					
TOTAL EXPENDITURE ON EXISTING ASSETS	0	0	0	0	18000	37000	42000	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	0	0	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS) (IN/OUT)	0	0	0	0	0	0	0	0	0	0
LOAN FUNDS	0	0	0	0	0	0	0	0	0	0
OPERATING -PROFIT/LOSS	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(49,999)
RESERVE BALANCE (Estimate)	202964	252964	302964	352964	384964	397964	405964	455964	505964	555963

Narromine Shire Council PUBLIC AMENITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Narromine										
Swimming Pool Public Toilets	14708									
Rotary Park Public Toilets	14407									
Trangie										
Dandaloo Street Public Toilets			13911							
TOTAL EXPENDITURE ON EXISTING ASSETS	29115	0	13911	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	0	0	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(10,000)	(10,000)	(15,000)	0	0	0	0	0	0	0
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
LOAN FUNDS										
RESERVE BALANCE (Estimate)	5213	15213	16302	16302	16302	16302	16302	16302	16302	16302

Narromine Shire Council LIBRARY BUILDINGS

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Narromine										
Replace Air Conditioner	18547						13439			
Replace the Carpet				23881						
Upgrade switchboard	5400									
Trangie										
Fit security screens	11000									
Building of New Assets										
Trangie										
Upgrade switchboard	5400									
Defibrilators for buildings	9500									
TOTAL EXPENDITURE ON EXISTING ASSETS	34947	0	0	23881	0	0	13439	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	14900	0	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)		0	0	(25,000)	0	0	(20,000)	0	0	0
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
Carry over funding from previous year										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	744	744	744	1863	1863	1863	8424	8424	8424	8424

Narromine Shire Council

HALLS AND OTHER COMMUNITY BUILDINGS

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
Trangie										
Doctors surgery roof repairs - Trangie	4860									
Doctors surgery repairs to walls - Trangie	4690									
TOTAL EXPENDITURE ON EXISTING ASSETS	9550	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	0	0	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)		10000	10000	10000	10000	10000	10000	10000	10000	10001
GRANTS/EXTERNAL CONTRIBUTIONS (Alkane Community Contribution)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(9,999)
RESERVES - CAPITAL WORKS										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	49691	49691	49691	49691	49691	49691	49691	49691	49691	49689

Narromine Shire Council

COUNCIL WORKS DEPOT UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Capital Renewals										
<u>Narromine</u>										
Renew Concrete Floor in Workshop Phase 1									27685	
Renew Concrete Floor in Workshop Phase 2		33600								
Renew Concrete Floor in Workshop Phase 3			23185							
Upgrade Depot Security										25000
Upgrade Depot Security (fencing)		10073								
Building of New Assets										
<u>Narromine</u>										
Install 25T Hoist		39393								
Sand/Gravel Bunkers	25860									
TOTAL EXPENDITURE ON EXISTING ASSETS	0	43673	23185	0	0	0	0	0	27685	25000
TOTAL EXPENDITURE ON NEW ASSETS	25860	39393	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)		(110,000)	(25,000)						(25,000)	(24,999)
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	
Carry over funding from previous year										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	4333	31267	33081	33081	33081	33081	33081	33081	30397	30396

Narromine Shire Council

SHOWGROUND AND RACECOURSE UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28
Upgrades on Existing Assets										
Trangie										
Upgrades Men's Toilets & Add showers			17157							
New Assets										
Trangie										
Seal area of road behind Bar		7316								
TOTAL EXPENDITURE ON EXISTING ASSETS	0	0	17157	0	0	0	0	0	0	0
TOTAL EXPENDITURE ON NEW ASSETS	0	7316	0	0	0	0	0	0	0	0
TRANSFERS TO RESERVES (COUNCIL FUNDS)(- IN/OUT)	(15,000)	(5,000)	(20,000)	0	0	0	0	0	0	0
GRANTS/EXTERNAL CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
Carry over funding from previous year										
LOAN FUNDS										
RESERVE BALANCE (Estimate)	27611	25295	28138	28138	28138	28138	28138	28138	28138	28138



Narromine Shire Council
**Workforce Management Plan
2017 – 2021**

Adopted by Council 28.06.17 Resolution No. 2017/157

Revised by Council xx.xx.xx Resolution No. xxxx/xx



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Message from the General Manager



The requirement to develop an Integrated Planning and Reporting Framework by the State Government on Local Government that includes a Resourcing Strategy involving the preparation of a Workforce Management Plan has enabled Council to identify barriers within the workforce that may impede the implementation of the Community Strategic Plan and the associated delivery programs and develop strategies to overcome these challenges.

A committed, diverse, well trained and motivated workforce with strong and qualified leadership is critical to the success of the Council and the expectations of the community being realised.

Getting the right people in the right jobs is paramount to success and requires a commitment to attract, develop, retain and recognise talented and motivated employees who are aligned to Council's Corporate Values and Behaviours.

Council have taken a proactive approach with a "grow your own" philosophy, creating traineeships and apprenticeships and training staff to fill the current and impending gaps identified with those due to retire in the near future or where there are skills needs that cannot be filled. As well, Council has provided the resources to create new positions to improve its service delivery levels, to catch up on projects and to meet additional statutory requirements continually imposed on local councils.

Through our Workforce Plan, we are focused on attracting and retaining quality people, including trainees, and in investing in developing our leaders.

This workforce plan incorporates strategic objectives which aim to support Narromine Shire Council in achieving the skilled, motivated, flexible and diverse workforce it needs to deliver value for money services that make a difference to our local communities, while at the same time, maintaining our position as an employer of choice.



Jane Redden
General Manager

An Effective Workforce Management Plan

The development of an effective Workforce Plan enables Council to focus on the medium and the long term and provides a framework for dealing with immediate human resource challenges in a consistent way. An essential element of the Council's workforce plan is that it must address the human resource requirements of the delivery program.

Council is a labour intensive organisation requiring a diverse range of professional qualifications and operational skills to undertake the vast number of functions required by Council. The Workforce Plan has developed strategies that are required to attract and manage employees and our resources ahead of anticipated business challenges. It is needed to guide the actions of management in their human resources responsibilities and Council in its resource allocation role and strategic policy decisions.

Narromine Shire Council's Workforce Management Plan is our commitment to ensuring it has a workforce capable of delivering positive outcomes for the organisation and the community.

To allow this to happen, Council must recruit, develop and train staff, as well as recognise talented and motivated employees who share our vision, aspirations and values and guiding principles.

Council envisages a relatively stable workforce in respect to the numbers of staff employed. Variables such as statutory requirements or changes to grant funding may impact on staffing level requirements, but in the foreseeable future, Council considers workforce numbers to remain fairly static.



Workforce Strategy Objectives

Workforce planning is a critical strategic activity that is intended to ensure that there are sufficient numbers of appropriately trained employees to carry out the activities of Council. In brief, the correct people are in the correct place at the correct time to build a strong, connected and sustainable organisation now and for the future.

It provides managers with a framework for making staffing decisions based on the Council's capacity, values, management plan, budget and other available resources.

The Narromine Shire Council Workforce Plan is a strategic approach to address current and potential future shortages in the Australian labour market that have the potential to affect our organisation. Within Local Government, there are a diverse range of services delivered with many specialised roles. The potential shortages to the market could have a significant effect on our industry and our ability to respond to community needs and interests. Council aims to be an employer of choice for existing and potential candidates across the generational ranges.

Council's workforce plan is a continuous process designed to shape our workforce and to ensure that it has the capacity to deliver our objectives into the future. The strategy includes consideration of the following national and local employment trends and issues:

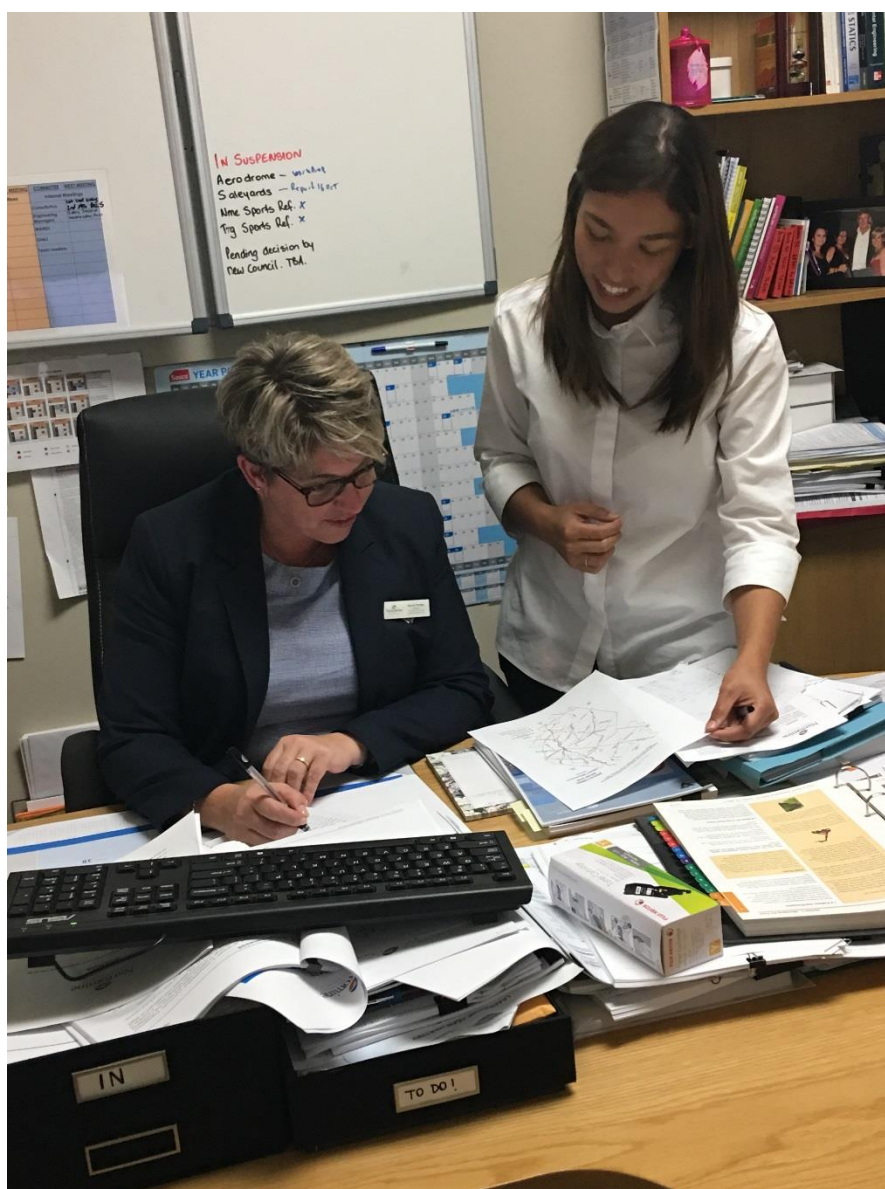
- ❖ Shrinking future workforce
- ❖ Ageing workforce
- ❖ Generational diversity
- ❖ Skills Shortage
- ❖ Workforce recruitment
- ❖ Workforce retention
- ❖ Regulation/legislation

The strategy extends current human resource procedures and should be read in conjunction with these and other conditions outlined in the Local Government (State) Award and various council agreements.

Our Labour Market

The retention of highly skilled / motivated employees is becoming more difficult for Council as it cannot afford to compete with salary packages and employment conditions being offered by other employers in nearby Dubbo. Constant legislation and government policy changes continue to impact on Council's ability to meet the cost shifting obligations and new requirements, e.g. growth in governance and regulations, dealing with town planning and animal control and so on.

Due to the Shire being in rural New South Wales, and close to the regional centre of Dubbo, it is often difficult to attract a suitable pool of applicants when advertising for specialist or executive staff, unless Council has incentives to satisfy their needs. Several employees live outside of the Shire and commute to work as a result of this; this trend will continue.



Proposed Organisation Structure July 2018

The following structural changes are proposed to commence July 2018 in response to the retirement of a senior member of staff and to meet the needs of the community in the ever growing economic development space.

The structure will continue to comprise of four distinct departments that work in close collaboration with each other to ensure that the needs of the community are met.

These departments are:

General Manager's Office

This department's roles and responsibilities will include the following functions:

- ❖ Mayor and Council Secretariat
- ❖ Governance, Records Management, Property Services, Executive Services, Legal and Insurance
- ❖ Payroll, Industrial Relations, WHS & Risk Management, Human Resources, Workforce Planning, Workers' Compensation
- ❖ Biosecurity Weeds, Environment, Health Administration & Inspection, Animal Control, Waste – Licensing / Compliance
- ❖ Strategic Planning, Development Assessment & Compliance

Community & Economic Development

This department's roles and responsibilities will include the following functions:

- ❖ Community Services
- ❖ Library Services
- ❖ Cultural Development
- ❖ Showground Management
- ❖ Tourism / Events
- ❖ Program Management
- ❖ Economic Development, Major Events, Business Attraction and Retention

Finance & Corporate Strategy

This department's roles and responsibilities include the following functions:

- ❖ Financial Management
- ❖ Business Analysis
- ❖ Information Technology
- ❖ Integrated Planning & Reporting
- ❖ Long Term Financial Plans
- ❖ Customer Service
- ❖ Cemetery Records
- ❖ Rating & Valuations
- ❖ Water & Sewerage Charges
- ❖ Creditors
- ❖ Debtors
- ❖ Investments
- ❖ Debt Recovery

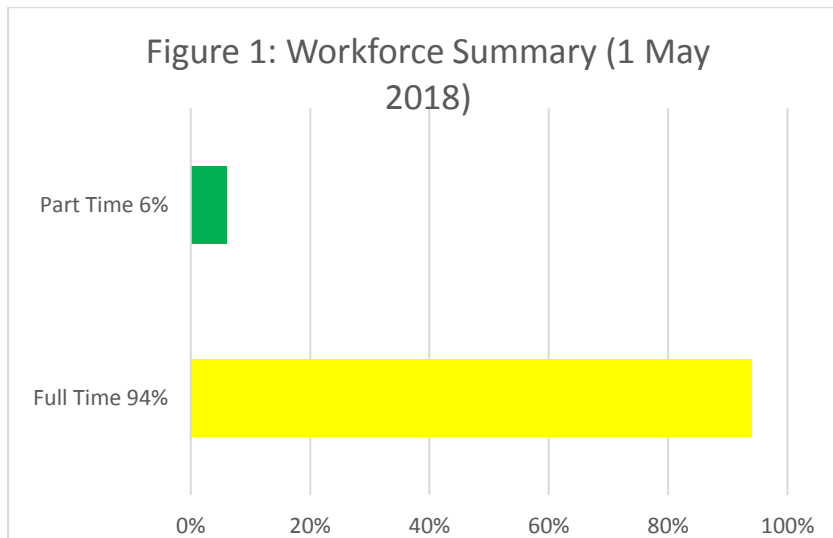
Infrastructure & Engineering Services

This department's roles and responsibilities include the following functions:

- ❖ Public Cemeteries
- ❖ Infrastructure & Buildings
- ❖ Fire Protection & Emergency Services
- ❖ Public Order & Safety
- ❖ Construction & Maintenance (including roads)
- ❖ Stormwater Management
- ❖ Aerodrome
- ❖ Water & Sewerage Services
- ❖ Recreational Buildings & Infrastructure, Parks, Playing Fields & Reserves, Swimming Pools
- ❖ Saleyards
- ❖ Public Conveniences
- ❖ Community Halls
- ❖ Asset Management
- ❖ Operational Support – Depot & Plant
- ❖ Waste Management – Domestic & Commercial

Our Workforce

As of 1 May 2018 Narromine Shire Council had 80 full-time and 5 part-time (less than full 35 hours per week employment) positions in its structure. This equates to 82 Full Time Equivalent (FTE) positions.

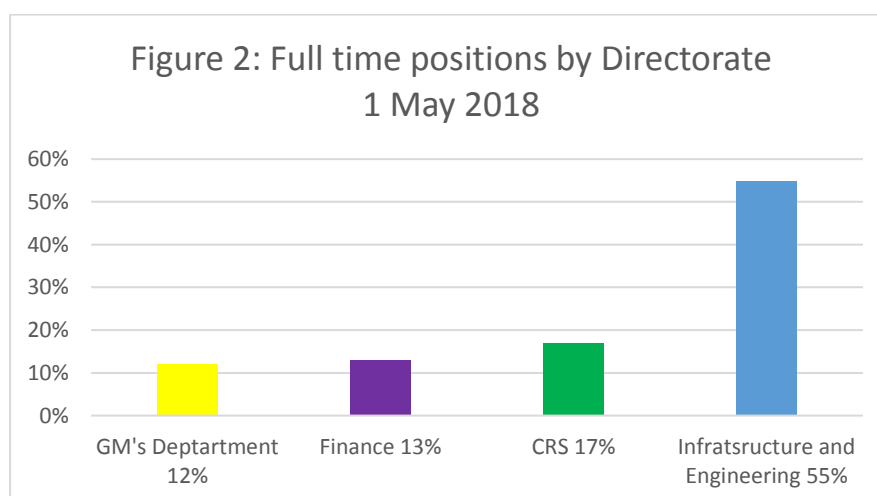


Casual employees also make up part of Narromine Shire Council's workforce and engagement is driven by the need to meet seasonal requirements and to back fill to cover staff leave. They have not been included in this plan.

Of our workforce 44% of the positions are considered Indoor positions and 56% outdoor.

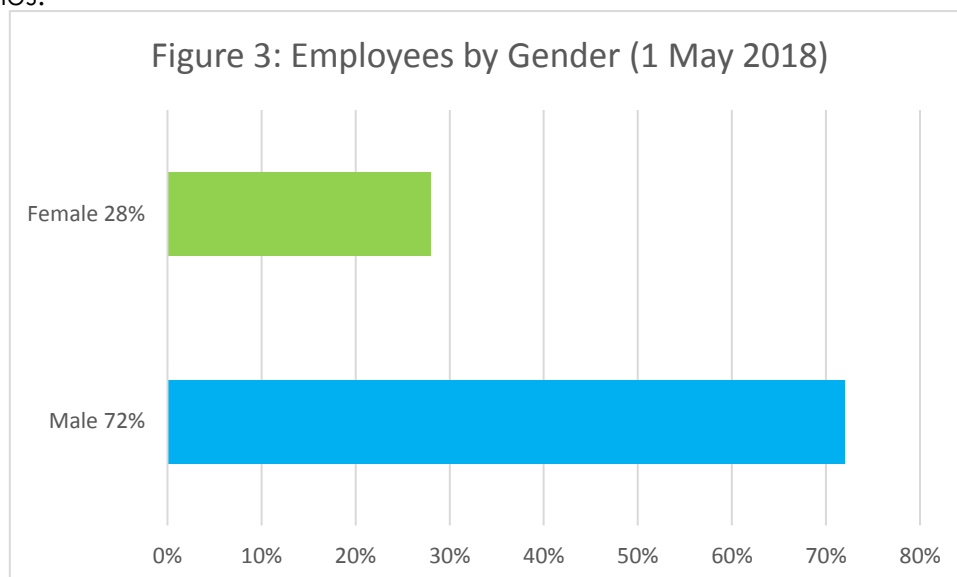
Council staff have an average of just over 9 years' service with the organisation and overall a staggering 752 years' service is held within our workforce.

Of the 4 departments, the bulk of the operational staff are within the Infrastructure and Engineering Services Department with mostly indoor staff contained within the other 3 departments.



Gender

Narrromine Shire Council's permanent workforce is made up of 72% of males and 28% of females.



Within certain areas of Narrromine Shire Council the gender mix is quite dominant towards one specific gender.

For example, Infrastructure & Engineering Services (IES) has a very high proportion of males at 89%, whilst in the Finance Department, females are the dominant gender having 64% of female team members.

These imbalances are generally driven by society's expectations formed from history as well as the duties associated with department functions.

Council's senior management consists of a female General Manager and of the 3 Directors 66% (2) are female and 34% (1) are male. Of the mid-level Managers 27% are female and 73% Male.

Diversity

Narrromine Shire has a low level of cultural diversity with less than 4% of residents born overseas.

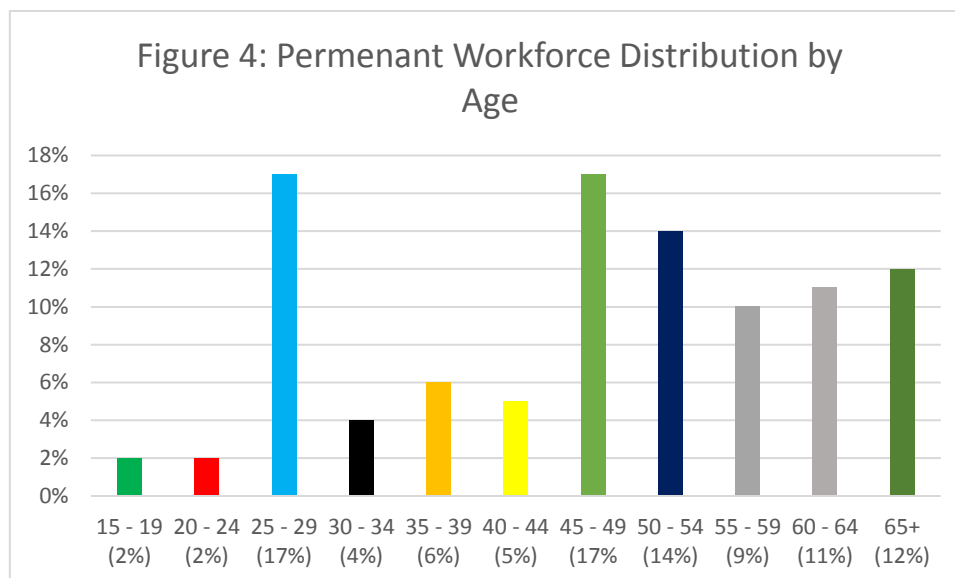
Australia has an indigenous population rate of 2.3% while NSW as a whole is 2%. Narrromine Shire has an indigenous population of approximately 19%. Of the Narrromine Shire Council staff 17% identify as Indigenous.

Narrromine Shire has 4.2% of our population living with a disability. Of them, people of working age made up only 1.3% of our population. Of the Narrromine Shire Council staff 2% identify as having a disability.

Age

At 1 May 2018 the average age of the permanent workforce at Narromine Shire Council was 48. The youngest employee was 18 and the oldest 70. The overall age profile for Narromine Shire Council employees is aging with 69% of employees considered “mature aged workers” being 45 years of age or older.

The following graph shows the permanent workforce distribution by age:



It is anticipated within the next 5 years 27% of staff will retire and in the following 5 years a further 12% of staff will retire for a total loss of 39% of our current staff in the next 10 years to retirement.

These are important factors in the development of our overall workforce Management Strategy and succession planning will be a key criteria to identify and develop plans to transfer the knowledge of these staff members prior to retirement.

Council has noted that over the past few years a number of employees have made the choice to continue employment beyond the traditional retirement age of 66 years for males and 65 for females.

Employee Leave Entitlements (ELE)

The increased number of employees reaching potential retirement age, and the bulk of them being long serving employees with large leave entitlements, means that additional pressure will be placed on ELE reserves. The Department of Local Government recommends that 20% of long service leave liability should be held in reserves but the employee age profile indicates that this reserve may need to be increased to provide for the actual liability.

As at 1 July 2017 the ELE reserve was \$630,000 and this represents approximately 35% of Councils current Long Service Leave Liability.

Future budgets will draw on the estimated retirements outlined in this workforce plan to ensure adequate funds are available in the ELE reserve.

Office and Depot Workplace Accommodation

Accommodating Council's workforce comfortably with access to fast reliable technology in the workplace is a constant challenge. Whilst the office has seen improvements with the purchase of the Credit Union building and will again see further space available in that building in the near future, the accommodation at the depot is at a premium. It is expected that there will be some adjustments to supervisory positions that need to be based at the depot to ensure adequate supervision of staff and further suitable accommodation will have to be constructed at the depot.



Gap Analysis

Critical Specialist Key Positions

Part of the workforce planning process is to identify positions which are critical specialist key positions, that is, positions that contain specialist skills needed to run the business, are difficult to fill when vacant due to overall workforce shortages and are harder to fill with consultants.

Steps must be taken to ensure that Council has processes in place to ensure succession planning, giving existing employees the opportunity to develop their skills and knowledge within the organisation, as well as allowing Council to retain highly skilled employees. The Workforce Plan addresses this.

Positions identified within the Narromine Shire Council as critical key specialist positions include:

- ❖ Manager Health Building and Environmental Services
- ❖ Team Leader Road Maintenance and Construction (Grader Drivers)
- ❖ Ranger
- ❖ Information Technology roles
- ❖ High level Engineering Positions (Director, Managers Roads and Utilities)

These positions have been identified for several reasons such as a nationwide skills shortage in some areas, considerable experience being needed to complete some roles to a high standard (Grader drivers), and the difficulty of recruiting some professionals to our rural location.

Strategies currently being undertaken by Council for the previously identified positions are:

❖ **Manager Health Building and Environmental Services**

Whilst the critical functions of this position can be outsourced to consultants it is preferable to Council to have a permanent staff member in this role. Council can use the attraction and retention procedures to attract and retain these highly skilled staff.

❖ **Team Leader Road Construction and Maintenance**

Council currently has employed through promotion, previous team members up to Team leaders (grader drivers) who now have good experience. Extensive worksite training will continue to up-skill these employees. Currently younger inexperienced plant operators are spending time with the experienced operators, using them as mentors. This allows them to pass on their many years of knowledge and experience and the engagement of specialist Grader Operator Trainers will support the upskilling of our current staff.

❖ **Ranger**

Finding suitably qualified Rangers has proven to be quite difficult although Council has now been successful in employing a qualified full time Ranger to fulfil the requirements of this position. Potential trainees in this area will address workforce gaps.

❖ **IT Roles**

Whilst the critical functions of this role can also be outsourced, Council currently services all our IT needs in house. NSC currently employs an IT trainee and will continue to upskill young members of the community to carry out this role.

❖ **High Level Engineering Positions**

Attracting and retaining civil qualified Engineers has proved difficult in the past for Narromine Shire Council. We are in a period of assisting current staff with essential local knowledge to gain qualifications. We will continue to provide Engineering cadetships to “grow our own” engineering professionals alongside creating attractive remuneration packages to attract qualified staff.

Steps that have been considered to ensure these critical key specialist positions and other positions are not left vacant include:

- ❖ Succession planning to “grow our own”
- ❖ Apprenticeships, Traineeships and Cadetships
- ❖ Professional Development Programs, to allow access to relevant training
- ❖ Regular reporting to Council to keep them informed of the risks
- ❖ Regular reviews of the organisation structure to identify gaps and then fill them

Delivery Program workforce gaps

The four year delivery program is calling for increased resources within the sporting and recreation areas of Council including provision of resources and services to the community. The General Manager has commenced addressing this need in the 2017/2018 financial year with dedicated positions created and filled in this area with great work being carried out by the incumbents.

It is projected that we will need to improve skills in the Project Management area and recruit skills in program management to address meeting need related to grant funding of projects.

Our Workforce Challenges

Change creates challenges for any employer and in meeting those challenges Council aims to be an employer of choice within our local community. Council has some ability to attract and retain a diverse workforce through a range of flexible employment options. The workforce plan links with the commitments outlined in the Community Strategic Plan and the delivery and operational plans and programs.

Over the next four years, Council will aim to deliver effective and efficient services through the use of innovative approaches to achieve its strategic direction.

Through consultation four key challenges to our workforce have been identified and a plan created to respond to these challenges will be integrated into the Human Resources strategy planning processes:

- ❖ Ageing Workforce
- ❖ Staff Development
- ❖ Technology impacts
- ❖ Succession planning

Ageing Workforce

Ageing workforce is a major consideration across our council with the average age of our workers being 48. A vast number of our employees are reaching retirement age, with a predicted 39% of staff expected to retire in the next 10 years.

Some of these workers are out in the field and could pose WHS/Insurance risks given the nature of manual tasks undertaken and their working environment. In order to minimise risk whilst ensuring the needs and expectations of our community are still met, Council has to develop a strategy to address these issues. An example of a strategy could be the consideration of phased retirement and/or changing the organisation structure to retain key staff part-time as they transition to retirement and train others.

With Council's ageing workforce Council needs to begin training the next generation to take over from long term serving staff. Where an intention for a long serving employee to retire is forthcoming, every effort will be undertaken to consider if a trainee / apprentice role is an appropriate option.

Staff Development

Staff Development is important for Narromine Shire Council to ensure that current staff have the skills to meet the changing needs of the community and the constant legislative changes faced within Local Government.

Council creates individual training plans annually for all staff and ensure that staff are developed to do their own jobs and in some cases as a back up to other staff in other positions.

Technology Changes

The role of Council is constantly changing in order to meet the needs and expectations of our community and government policy changes. New technology, new works methods and management systems are being looked at to ensure Council continues to meet these needs and expectations. Staff need to be continuously undertaking training to ensure their skills are kept current and relevant. The upgrading of the Information Technology (IT) function to a management position, the performance of the selected person, development of IT Strategic Plans and Steering Groups have enabled the opportunities offered by IT to be further explored.

Succession Planning

As identified in the Gap Analysis, Council needs to have succession planning strategies in place to ensure that critical specialist key positions are not left vacant. Due to the difficulty Council experiences in attracting and retaining skilled workers Council has created a process of identifying existing staff with capabilities and ambitions to progress through the organisation. Council will now populate the succession plan for current staff in all departments.

Council maintains a strong view on the benefits of giving existing staff the opportunities of being mentored by and learning from long term existing staff, on the grounds of keeping local people in the community and continuity of staff.



Proposed Organisation structure changes

Proposed Organisation structure changes to be considered to meet the Community Strategic Plan (CSP) and Delivery Program (DP) objectives.

Council will continue to make minor changes to its organisational structure to meet the objectives identified within the Community Strategic Plan and the Delivery Program.

Council will address the strong themes within the CSP for advances to be made in the areas of open space and sporting facilities by focusing on the positions within that area to address the community's requirements.

The Economic Development Department has grown with another dedicated position and will continue to report directly to the General Manager in response to the importance to the community of developing our economy.

The Manager Corporate Governance will also continue to report to the General Manager to highlight the importance of Internal Audit and Risk Management and meet the Office of Local Government (OLG) proposed new legislation. A support Officer has also been engaged to assist this position and the General Manager.

The roads management of the Infrastructure and Engineering Services department has taken priority and is now a single management area to highlight the importance of road maintenance within our Shire and this will continue to be a priority area.



NARROMINE SHIRE COUNCIL

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2018 - 2019 Macquarie Regional Library Operational Plan

2018/2019 OPERATIONAL PLAN

PRINCIPAL ACTIVITY: Macquarie Regional Library

BUSINESS: Macquarie Regional Library

Responsible Officer: Manager Macquarie Regional Library
Kathryn McAlister

Business Objectives: *To provide high quality library services to the Macquarie Regional Library Service communities*

Activity	Actions	Performance Targets/Service Level
Management Services	1.1.1 Review the regional service delivery model.	Review the regional service delivery model to ensure that the most appropriate level of service is provided. To be completed by March 2021.
	1.1.2 Review the MRL Agreement.	Review the MRL Agreement to ensure that the Agreement meets the needs of the member Councils and their communities. To be completed by March 2021.
	1.1.3 Review the MRL Organisational Structure.	Review the MRL organisational structure to ensure that the most appropriate level of service is provided. To be completed by March 2021.
	1.1.4 Review the <i>Narromine Local History Room</i> Memorandum of Understanding.	Review the Memorandum of Understanding to ensure the most appropriate level of local studies services is provided to the community.
	1.2.1 Submit a draft budget to the annual Budget Meeting of the Library Committee.	Review the annual MRL budget. To be completed by March annually. Note – review of the four year MRL budget, including member Council base annual contributions, to be prepared in conjunction with the review of the MRL Agreement.
	1.2.2 Undertake quarterly budget reviews.	Reviews undertaken each quarter and reported to the MRL Committee.
	1.2.3 Undertake a review of the fees and charges including the value added library services for presentation to the annual (April 2018) Budget Meeting of the Library Committee.	Annual estimated income from value added library services is attained. Review to be completed by March annually.

	1.3.1 Review the MRL Strategic Plan, Delivery Program and Operational Plan to ensure the provision of high quality library services.	The MRL Strategic Plan is to be reviewed by March 2021. The Delivery Program is reviewed 6 monthly and reported to the Committee. The Operational Plan is reviewed quarterly and reported to the Committee.
	1.3.2 Complete the annual SLNSW Public Libraries Statistical Return.	Annual return to be completed by due date.
	1.3.4 Review the MRL Policies and Procedures.	Review undertaken to ensure appropriate library service policies and procedures are available.
	2.1.1 Develop an annual staff training program.	Training program developed that includes staff competency in the provision of core library services – October annually.
	2.1.2 Conduct a Staff Development Training Day for all staff.	An all staff development training day is undertaken to support the delivery of a professional and efficient library service – October annually.
	2.1.3 Review and report on the staff numbers and staff hours versus the needs of the organisation.	The staffing levels are considered appropriate to meet the needs of the organisation and are also measured against the SLNSW guidelines. Review to be completed by October annually.
	3.1.1 Review the opening hours of all Branches/Service Points.	Opening hours should reflect the needs of each member council community. Review to be completed by October annually.
	3.1.2 Review the library members' database.	Number of registrations is maintained at 33,967 (SLNSW Enhanced figure - 50% of the MRL population – 67,933).
	3.1.3 Collate visitations and attendance numbers at events and programs at each Branch and Service Point.	Number of visitations to the branches and service points to be maintained at 298,905 per annum (SLNSW Baseline - 4.4 visits per capita).
	3.1.6 Compile comprehensive quarterly statistics of library activity at each Branch and Service Point.	Statistics compiled and reported quarterly.
	7.1.1 Undertake the annual inspection of the Library buildings to ensure compliance with Work Health Safety (WHS) requirements.	Undertake an annual WHS inspection. All library branches and service points to be WHS compliant. Prepare an annual schedule of accommodation requirements. Review to be completed by October annually.
	7.1.2 Review the equipment and furnishing requirements for each Branch and Service Point.	Review undertaken to ensure MRL Branches and Services Points have the required equipment and furnishings to

		function efficiently. Review to be completed by October annually.
Activity	Actions	Performance Targets/Service Level
Branch Library Services	3.1.4 Services and programs are assessed biannually. [Library Services and Product Review Process].	100% of residents have ready access to library services including access to appropriate information technology resources.
Activity	Actions	Performance Targets/Service Level
Library Services and Collections	1.3.5 Undertake the biennial Customer Survey.	Customer Survey undertaken to obtain feedback on the quality of service, the collections and suggestions for the improvement of the service. Overall user satisfaction target – 95%.
	3.1.5 Review the provision of services, programs and collections for young people including interaction with local schools and related community organisations.	Review completed and recommendations implemented – December annually.
	4.1.2 Compile annual statistics of collection profiles and usage at MRL branches.	Statistics compiled to help inform and support collection development and book vote budgets.
	4.1.3 Review the MRL Loans Policy.	Number of loans is maintained at a minimum 403,522 per annum (SLNSW Baseline – 5.94 loans per capita).
	5.1.1 Review and develop an annual Marketing Plan.	Marketing and Promotional Plans are developed to promote services and resources to the member Council communities. Review to be completed by December annually.
	5.1.2 Develop an annual calendar of events and activities.	Calendar of events and activities prepared.
	6.1.5 Review the MRL website.	Review undertaken to ensure the website is relevant, accessible and informative in relation to the services provided by the library service – December annually.
Activity	Actions	Performance Targets/Service Level
Technical Services	4.1.4 Review the cataloguing procedures, ensuring conformity to the recognised bibliographic standards.	Resources are catalogued to recognised library standards and 100% of library resources have uniform & functional identification & protection measures applied. Review to be completed by June annually.
Activity	Actions	Performance Targets/Service Level

Information Technology	6.1.1 Undertake a comprehensive review of the Library Management System. 6.1.2 Report on the current and future information technology needs of the library service.	Review undertaken to ensure the library management system meets the needs of the library service. Review undertaken to ensure MRL information technology requirements are available for the service to function efficiently – October annually.
	6.1.4 Review the Library service’s business continuity plans and strategies.	Review undertaken to ensure the availability of effective and continuous service during emergencies – October annually.

Key Performance Indicators

Workload	2017/18 estimate	2018/19 estimate	Efficiency	2017/18 estimate	2018/19 estimate	Efficiency	2017/18 estimate	2018/19 estimate
Number of items issued per annum	403,522	403,522	Operating expense per transaction	\$6.80	\$6.84	Number of registered users	29,890	33,967
Number of reference/subject enquires per annum	31,277	29,840		Number of registered users as a percentage of the population	44 %	50%		
			Number of library visitations	298,905	298,905	Number issues per registered user per annum	12.9	11.8
Number of items purchased + donations catalogued per annum	16,304	16,304				Wi-Fi hotspot logins	41,328 logins	44,388 logins
						Number of hours Internet used	29,064 hours	32,688 hours

Capital expenditure program

Program	Link to capital expenditure program	2018/2019
Library Collections	<ul style="list-style-type: none"> ▪ Dubbo Regional Council ▪ Narromine Shire Council ▪ Warrumbungle Shire Council ▪ E-Collections 	<p>\$207,921</p> <p>\$26,844</p> <p>\$48,174</p> <p>\$21,595</p>
Information Technology	<ul style="list-style-type: none"> ▪ Computers ▪ Other IT equipment 	<p>\$38,607</p> <p>\$10,000</p>

Program	Link to capital expenditure program	2018/2019
Management Services	<ul style="list-style-type: none"> ▪ Regional Office Furniture and Fittings 	\$1,500

MACQUARIE REGIONAL LIBRARY
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018 Original Budget	2018/2019 Forecast	2019/2020 Forecast	2020/2021 Forecast	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
Operating											
Income											
Contributions - Annual											
Dubbo Regional Council	-765,708	-796,336	-828,190	-861,318	-895,770	-931,601	-968,865	-1,007,619	-1,047,924	-1,089,841	-1,133,434
Narromine Shire Council	-103,444	-107,582	-111,885	-116,360	-121,014	-125,855	-130,889	-136,125	-141,570	-147,233	-153,122
Warrumbungle Shire Council	-171,033	-177,874	-184,989	-192,389	-200,085	-208,088	-216,412	-225,068	-234,071	-243,434	-253,171
Contributions - Annual Total	-1,040,185	-1,081,792	-1,125,064	-1,170,067	-1,216,869	-1,265,544	-1,316,166	-1,368,812	-1,423,565	-1,480,508	-1,539,727
Contributions - Books											
Dubbo Regional Council	-174,856	-179,450	-184,229	-189,198	-194,365	-199,740	-205,330	-211,143	-217,188	-223,477	-230,016
Narromine Shire Council	-15,517	-16,137	-16,783	-17,454	-18,152	-18,878	-19,633	-20,419	-21,236	-22,085	-22,968
Warrumbungle Shire Council	-25,655	-26,681	-27,748	-28,858	-30,013	-31,213	-32,462	-33,760	-35,111	-36,515	-37,976
Contributions - Books Total	-216,028	-222,268	-228,760	-235,510	-242,530	-249,831	-257,425	-265,322	-273,535	-282,077	-290,960
Contributions - Other											
Dubbo Regional Council - Research Local History	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000
Contributions - Other Total	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000
Contributions - Salary											
Dubbo Regional Council	-920,750	-962,785	-1,002,388	-1,043,414	-1,085,150	-1,128,557	-1,173,699	-1,220,648	-1,269,474	-1,320,252	-1,373,061
Narromine Shire Council	-230,409	-239,826	-249,632	-259,843	-270,237	-281,047	-292,289	-303,980	-316,140	-328,785	-341,936
Warrumbungle Shire Council	-314,668	-327,117	-340,079	-353,575	-367,718	-382,427	-397,724	-413,633	-430,178	-447,385	-465,280
Contributions - Salary Total	-1,465,827	-1,529,728	-1,592,099	-1,656,832	-1,723,105	-1,792,031	-1,863,712	-1,938,261	-2,015,792	-2,096,422	-2,180,277
Grants & Subsidies											
Public Library Infrastructure Grant	-95,400	0	0	0	0	0	0	0	0	0	0
Grants & Subsidies Total	-95,400	0	0	0	0	0	0	0	0	0	0
Library Council Subsidy											
Dubbo Regional Council	-115,557	-115,557	-115,557	-115,557	-115,557	-115,557	-115,557	-115,557	-115,557	-115,557	-115,557
Narromine Shire Council	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402
Warrumbungle Shire Council	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609
Library Council Subsidy Total	-166,568	-166,568	-166,568	-166,568	-166,568	-166,568	-166,568	-166,568	-166,568	-166,568	-166,568
Local Priority Project - Book Vote											
Dubbo Regional Council	-33,463	-33,463	-33,463	-33,463	-33,463	-33,463	-33,463	-33,463	-33,463	-33,463	-33,463
Narromine Shire Council	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707

MACQUARIE REGIONAL LIBRARY
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Warrumbungle Shire Council	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493
Local Priority Project - Book Vote Total	-65,663	-65,663	-65,663	-65,663	-65,663	-65,663	-65,663	-65,663	-65,663	-65,663	-65,663
Local Priority Special Projects											
Dubbo Regional Council	-1,115	-1,115	-1,115	-1,115	-1,115	-1,115	-1,115	-1,115	-1,115	-1,115	-1,115
Narromine Shire Council	-357	-357	-357	-357	-357	-357	-357	-357	-357	-357	-357
Warrumbungle Shire Council	-716	-716	-716	-716	-716	-716	-716	-716	-716	-716	-716
Local Priority Special Projects Total	-2,188	-2,188	-2,188	-2,188	-2,188	-2,188	-2,188	-2,188	-2,188	-2,188	-2,188
Other Income											
Boldrewood Awards	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
Interest on Investments	-34,913	-34,913	-34,913	-34,913	-34,913	-34,913	-34,913	-34,913	-34,913	-34,913	-34,913
Other Income Total	-36,913	-36,913	-36,913	-36,913	-36,913	-36,913	-36,913	-36,913	-36,913	-36,913	-36,913
Value Added Income											
Childrens & Youth Services	-1,688	-1,715	-1,742	-1,771	-1,807	-1,843	-1,879	-1,917	-1,956	-1,995	-2,035
Document Delivery	-450	-450	-450	-450	-450	-450	-450	-450	-450	-450	-450
Fees & Charges	-56,713	-57,834	-58,979	-60,147	-61,338	-62,551	-63,789	-65,054	-66,342	-67,655	-68,997
Value Added Income Total	-58,851	-59,999	-61,171	-62,368	-63,595	-64,844	-66,118	-67,421	-68,748	-70,100	-71,482
Income Total	-3,151,623	-3,169,119	-3,282,426	-3,400,109	-3,521,431	-3,647,582	-3,778,753	-3,915,148	-4,056,972	-4,204,439	-4,357,778
Expenditure											
Depreciation											
Furniture & Fittings	218	218	218	218	218	218	218	218	218	218	218
Information Technology Equipment	47,285	47,285	47,285	47,285	47,285	47,285	47,285	47,285	47,285	47,285	47,285
Library Books	256,571	256,571	256,571	256,571	256,571	256,571	256,571	256,571	256,571	256,571	256,571
Motor Vehicle	7,921	8,159	8,403	8,655	8,828	9,005	9,185	9,369	9,556	9,747	9,942
Depreciation Total	311,995	312,233	312,477	312,729	312,902	313,079	313,259	313,443	313,630	313,821	314,016
Information Technology											
Executive Council IT Support	8,500	8,670	8,843	9,020	9,200	9,384	9,572	9,763	9,958	10,157	10,360
Hardware Maintenance	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	1,219
Other Minor Equipment	1,450	1,479	1,509	1,539	1,570	1,601	1,633	1,666	1,699	1,733	1,768
Radio Frequency Identification (RFID)	26,900	22,290	22,360	22,431	22,504	22,578	22,654	22,731	22,810	22,890	22,972
Software Licences	5,830	5,947	6,066	6,187	6,311	6,437	6,566	6,697	6,831	6,968	7,107
Spydus Library Management System	49,325	49,372	50,359	50,407	51,415	52,443	53,492	54,562	55,653	56,766	57,901

MACQUARIE REGIONAL LIBRARY
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Wan Charges	31,000	31,620	32,252	32,897	33,555	34,226	34,911	35,609	36,321	37,047	37,788
Information Technology Total	124,005	120,398	122,429	123,542	125,637	127,773	129,954	132,177	134,444	136,756	139,115
Library Services & Collections											
Children & Youth Services	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,927	4,927
Data Bases	10,200	10,404	10,612	10,824	11,040	11,261	11,486	11,716	11,950	12,189	12,433
Document Delivery	200	204	208	212	216	220	224	228	233	238	243
e-Collection Licences	10,827	11,044	11,265	11,490	11,720	11,954	12,193	12,437	12,686	12,940	13,199
Marketing & Promotions	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Serials	18,790	19,166	19,549	19,939	20,338	20,745	21,161	21,584	22,016	22,456	22,906
Summer Reading Club	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Web Page Maintenance	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Library Services & Collections Total	53,194	53,995	54,811	55,642	56,491	57,357	58,241	59,142	60,062	61,000	61,958
Management Services											
Audit Fees	3,751	3,826	3,903	3,981	4,061	4,142	4,225	4,310	4,396	4,484	4,574
Bank Charges	750	765	780	796	796	796	796	796	796	796	796
Boldrewood Awards	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Equipment - Minor Purchases	500	500	500	500	500	500	500	500	500	500	500
Executive Council Administrative Expenses	67,121	69,849	72,360	73,787	75,243	76,727	78,241	79,786	81,362	82,969	84,608
Freight	26,965	27,504	28,054	28,615	29,187	29,771	30,366	30,973	31,592	32,224	32,868
Fringe Benefits Tax	11,576	11,576	11,576	11,576	11,576	11,576	11,576	11,576	11,576	11,576	11,576
Furniture & Fittings	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Grant - Local Priority Special Projects	2,188	2,188	2,188	2,188	2,188	2,188	2,188	2,188	2,188	2,188	2,188
Insurances	17,658	18,100	18,553	19,017	19,968	20,966	22,014	23,115	24,271	25,485	26,759
Local Studies Materials	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Memberships	627	640	653	666	679	693	707	721	735	750	765
Photocopying Consumables	6,930	7,069	7,210	7,354	7,501	7,651	7,804	7,960	8,119	8,281	8,447
Postage	4,683	4,774	4,866	4,960	5,056	5,154	5,254	5,356	5,460	5,566	5,674
Printing & Stationery	6,000	6,090	6,181	6,275	6,400	6,528	6,658	6,791	6,926	7,065	7,207
Rental Work Area	5,456	5,592	5,732	5,876	5,992	6,112	6,236	6,360	6,488	6,616	6,748
Special Projects - MRL Funded	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Staff Training	11,670	12,058	12,300	12,546	12,797	13,053	13,314	13,580	13,852	14,129	14,412
Sundries	2,888	2,899	2,910	2,921	2,932	2,944	2,956	2,968	2,980	2,993	3,006
Telephone	20,232	20,616	21,006	21,404	21,812	22,228	22,651	23,083	23,523	23,973	24,431
Vehicle Expenses	7,754	7,837	7,922	8,008	8,167	8,331	8,498	8,669	8,843	9,020	9,200
Management Services Total	209,249	214,383	219,194	222,970	227,355	231,860	236,484	241,232	246,107	251,115	256,259

MACQUARIE REGIONAL LIBRARY
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018 Original Budget	2018/2019 Forecast	2019/2020 Forecast	2020/2021 Forecast	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
Salaries & Overheads											
Dubbo Regional Council	920,750	962,785	1,002,388	1,043,414	1,085,150	1,128,557	1,173,699	1,220,648	1,269,474	1,320,252	1,373,061
Narromine Shire Council	230,409	239,826	249,632	259,843	270,237	281,047	292,289	303,980	316,140	328,785	341,936
Regional Office	779,840	809,085	842,057	876,429	911,485	947,943	985,859	1,025,293	1,066,304	1,108,954	1,153,310
Warrumbungle Shire Council	314,668	327,117	340,079	353,575	367,718	382,427	397,724	413,633	430,178	447,385	465,280
Salaries & Overheads Total	2,245,667	2,338,813	2,434,156	2,533,261	2,634,590	2,739,974	2,849,571	2,963,554	3,082,096	3,205,376	3,333,587
Technical Services											
Book Maintenance	14,392	14,680	14,974	15,273	15,578	15,890	16,208	16,532	16,863	17,200	17,544
Libraries Australia	3,110	3,172	3,235	3,300	3,366	3,433	3,502	3,572	3,643	3,716	3,790
Technical Services Total	17,502	17,852	18,209	18,573	18,944	19,323	19,710	20,104	20,506	20,916	21,334
Expenditure Total	2,961,612	3,057,674	3,161,276	3,266,717	3,375,919	3,489,366	3,607,219	3,729,652	3,856,845	3,988,984	4,126,269
Operating Total	-190,011	-111,445	-121,150	-133,392	-145,512	-158,216	-171,534	-185,496	-200,127	-215,455	-231,509
Capital											
Income											
Depreciation (Capital Recovery)											
Furniture & Fittings	-218	-218	-218	-218	-218	-218	-218	-218	-218	-218	-218
Information Technology Equipment	-47,285	-47,285	-47,285	-47,285	-47,285	-47,285	-47,285	-47,285	-47,285	-47,285	-47,285
Library Books	-256,571	-256,571	-256,571	-256,571	-256,571	-256,571	-256,571	-256,571	-256,571	-256,571	-256,571
Motor Vehicle	-7,921	-8,159	-8,403	-8,655	-8,828	-9,005	-9,185	-9,369	-9,556	-9,747	-9,942
Depreciation (Capital Recovery) Total	-311,995	-312,233	-312,477	-312,729	-312,902	-313,079	-313,259	-313,443	-313,630	-313,821	-314,016
Proceeds from Sale of Assets											
Motor Vehicle	-25,000	0	0	0	-26,000	0	0	-26,000	0	0	-26,000
Office Equipment	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
Proceeds from Sale of Assets Total	-26,000	-1,000	-1,000	-1,000	-27,000	-1,000	-1,000	-27,000	-1,000	-1,000	-27,000
Income Total	-337,995	-313,233	-313,477	-313,729	-339,902	-314,079	-314,259	-340,443	-314,630	-314,821	-341,016
Expenditure											
Acquisition of Assets - Books											
Book Purchases - Dubbo Regional Council	208,319	212,913	217,692	222,661	227,828	233,203	238,793	244,606	250,651	256,940	263,479
Book Purchases - Narromine Shire Council	26,224	26,844	27,490	28,161	28,859	29,585	30,340	31,126	31,943	32,792	33,675

MACQUARIE REGIONAL LIBRARY
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Book Purchases - Warrumbungle Shire Council	47,148	48,174	49,241	50,351	51,506	52,706	53,955	55,253	56,604	58,008	59,469
Acquisition of Assets - Books Total	281,691	287,931	294,423	301,173	308,193	315,494	323,088	330,985	339,198	347,740	356,623
Acquisition of Assets - Other											
Computer Equipment	37,850	38,607	39,379	40,167	40,970	41,789	42,625	43,478	44,348	45,235	46,140
e-Lending Collections	15,603	21,595	22,082	22,588	23,114	23,662	24,232	24,824	25,440	26,081	26,747
Makerspace Program & Kits	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Motor Vehicle	41,636	0	0	0	46,822	0	0	51,036	0	0	55,629
Other Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Radio Frequency Identification (RFID)	95,400	0	0	0	0	0	0	0	0	0	0
Acquisition of Assets - Other Total	215,489	80,202	81,461	82,755	130,906	85,451	86,857	139,338	89,788	91,316	148,516
Expenditure Total	497,180	368,133	375,884	383,928	439,099	400,945	409,945	470,323	428,986	439,056	505,139
Capital Total	159,185	54,900	62,407	70,199	99,197	86,866	95,686	129,880	114,356	124,235	164,123
Available Funds Movement Prior To Restricted Asset Funding	-30,826	-56,545	-58,743	-63,193	-46,315	-71,350	-75,848	-55,616	-85,771	-91,221	-67,386
Restricted Assets - Internally Restricted Assets											
Furniture & Fittings - MRL Funded	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500
Makerspace Program & Kits	-15,000	0	0	0	0	0	0	0	0	0	0
Motor Vehicle Replacement	-10,000	10,000	10,000	10,000	-20,000	10,000	10,000	-20,000	10,000	10,000	-20,000
Operating Surplus	80,326	0	0	0	0	0	0	0	0	0	0
Radio Frequency Identification (RFID)	-18,000	0	0	0	0	0	0	0	0	0	0
Special Projects - MRL Funded	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000
Restricted Assets - Internally Restricted Assets Total	30,826	3,500	3,500	3,500	-26,500	3,500	3,500	-26,500	3,500	3,500	-26,500
Restricted Assets Total	30,826	3,500	3,500	3,500	-26,500	3,500	3,500	-26,500	3,500	3,500	-26,500
Funds Available to (-), or Required From Library Operations	0	-53,045	-55,243	-59,693	-72,815	-67,850	-72,348	-82,116	-82,271	-87,721	-93,886

MACQUARIE REGIONAL LIBRARY
STATEMENT OF RESTRICTED ASSETS - 4% increase in annual contributions

Purpose of Restricted Asset	Balance as at 30/06/2017	Balance as at 30/06/2018	Balance as at 30/06/2019	Balance as at 30/06/2020	Balance as at 30/06/2021	Balance as at 30/06/2022	Balance as at 30/06/2023	Balance as at 30/06/2024	Balance as at 30/06/2025	Balance as at 30/06/2026	Balance as at 30/06/2027	Balance as at 30/06/2028
INTERNALLY RESTRICTED ASSETS												
LIBRARY OPERATIONS TOTAL	413,223	454,049	447,549	441,049	434,549	428,049	421,549	415,049	408,549	402,049	395,549	389,049
BOOK PURCHASES TOTAL	66,849	66,849	66,849	66,849	66,849	66,849	66,849	66,849	66,849	66,849	66,849	66,849
CHILDREN & YOUTH SERVICES - DUBBO	1,732	1,732	1,732	1,732	1,732	1,732	1,732	1,732	1,732	1,732	1,732	1,732
CHILDREN & YOUTH SERVICES - NARROMINE	150	150	150	150	150	150	150	150	150	150	150	150
COLLECTION DEVELOPMENT - REGIONAL OFFICE FUNDED	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652	11,652
COMPUTER & EQUIPMENT UPGRADE	46,553	46,553	46,553	46,553	46,553	46,553	46,553	46,553	46,553	46,553	46,553	46,553
DATA BASES	6,089	6,089	6,089	6,089	6,089	6,089	6,089	6,089	6,089	6,089	6,089	6,089
EMPLOYEE LEAVE ENTITLEMENTS	673,130	673,130	673,130	673,130	673,130	673,130	673,130	673,130	673,130	673,130	673,130	673,130
E-COLLECTION DEVELOPMENT	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833	16,833
E-COLLECTION LICENCES	8,752	8,752	8,752	8,752	8,752	8,752	8,752	8,752	8,752	8,752	8,752	8,752
FURNITURE & FITTINGS - REGIONAL OFFICE FUNDED	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215
LMS UPGRADE	32,623	32,623	32,623	32,623	32,623	32,623	32,623	32,623	32,623	32,623	32,623	32,623
LOCAL STUDIES CONTRIBUTION	10,092	10,092	10,092	10,092	10,092	10,092	10,092	10,092	10,092	10,092	10,092	10,092
MAKERSPACE PROGRAM KITS	9,120	9,120	9,120	9,120	9,120	9,120	9,120	9,120	9,120	9,120	9,120	9,120
MARKETING / PROMOTIONS	1,024	1,024	1,024	1,024	1,024	1,024	1,024	1,024	1,024	1,024	1,024	1,024
MOTOR VEHICLE REPLACEMENT	21,776	11,776	21,776	31,776	41,776	21,776	31,776	41,776	21,776	31,776	41,776	21,776
ORAL HISTORY PROJECT - REGIONAL OFFICE FUNDED	4,156	4,156	4,156	4,156	4,156	4,156	4,156	4,156	4,156	4,156	4,156	4,156
SALARY SAVINGS / DRC LIBRARY ASSISTANT	48,085	48,085	48,085	48,085	48,085	48,085	48,085	48,085	48,085	48,085	48,085	48,085
STAFF TRAINING	8,259	8,259	8,259	8,259	8,259	8,259	8,259	8,259	8,259	8,259	8,259	8,259
SUMMER READING CLUB - REGIONAL OFFICE FUNDED	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942
YOUTH SERVICES PROGRAM	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072	3,072
YOUTH WEEK - WARRUMBUNGLE	78	78	78	78	78	78	78	78	78	78	78	78
TOTAL INTERNALLY RESTRICTED ASSETS	1,387,405	1,418,231	1,421,731	1,425,231	1,428,731	1,402,231	1,405,731	1,409,231	1,382,731	1,386,231	1,389,731	1,363,231
EXTERNALLY RESTRICTED ASSETS												
COM RESPITE & CARELINK CENTRE ORANA	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667
GRANT - PUBLIC LIBRARY INFRASTRUCTURE RFID	95,400	95,400	95,400	95,400	95,400	95,400	95,400	95,400	95,400	95,400	95,400	95,400
LOCAL PRIORITY SPECIAL PROJECT	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802	1,802
PLNC CONFERENCE FUNDS - NARROMINE	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560
PLNC CONFERENCE FUNDS - WARRUMBUNGLE	1,848	1,848	1,848	1,848	1,848	1,848	1,848	1,848	1,848	1,848	1,848	1,848
PLNC ZONE FUNDING	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040
TOTAL EXTERNALLY RESTRICTED ASSETS	104,317	104,317	104,317	104,317	104,317	104,317	104,317	104,317	104,317	104,317	104,317	104,317
TOTAL RESTRICTED ASSETS	1,491,722	1,522,548	1,526,048	1,529,548	1,533,048	1,506,548	1,510,048	1,513,548	1,487,048	1,490,548	1,494,048	1,467,548

MACQUARIE REGIONAL LIBRARY - Dubbo Regional Council - Dubbo Branch
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018										
	Original Budget	2018/2019 Forecast	2019/2020 Forecast	2020/2021 Forecast	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
Operating											
Income											
Dubbo Branch - Contributions											
09.05010 - Dubbo Branch - Contributions											
0535 - Annual Contribution	-631,507	-656,767	-683,038	-710,360	-738,774	-768,325	-799,058	-831,020	-864,261	-898,831	-934,784
0536 - Book Contribution	-94,726	-98,515	-102,456	-106,554	-110,816	-115,249	-119,859	-124,653	-129,639	-134,825	-140,218
0537 - Salary Contribution	-745,764	-780,619	-812,667	-845,916	-879,753	-914,944	-951,541	-989,602	-1,029,186	-1,070,353	-1,113,166
0550 - Books - Additional Contributions	-49,200	-49,200	-49,200	-49,200	-49,200	-49,200	-49,200	-49,200	-49,200	-49,200	-49,200
0560 - Research Local History Contribution	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000
09.05010 - Dubbo Branch - Contributions Total	-1,525,197	-1,589,101	-1,651,361	-1,716,030	-1,782,543	-1,851,718	-1,923,658	-1,998,475	-2,076,286	-2,157,209	-2,241,368
Dubbo Branch - Contributions Total	-1,525,197	-1,589,101	-1,651,361	-1,716,030	-1,782,543	-1,851,718	-1,923,658	-1,998,475	-2,076,286	-2,157,209	-2,241,368
Dubbo Branch - Fees & Charges											
09.05026 - Dubbo Branch Charges & Fees											
0540 - Lost & Damaged Books; Fees; Library Bags	-7,798	-7,954	-8,113	-8,275	-8,441	-8,610	-8,782	-8,958	-9,137	-9,320	-9,506
0541 - Photocopier / Printout Charges	-15,404	-15,712	-16,026	-16,347	-16,674	-17,007	-17,347	-17,694	-18,048	-18,409	-18,777
0542 - Equipment Use - Word Processing	-3,763	-3,838	-3,915	-3,993	-4,073	-4,154	-4,237	-4,322	-4,408	-4,496	-4,586
0543 - Overdue Books	-8,692	-8,866	-9,043	-9,224	-9,408	-9,596	-9,788	-9,984	-10,184	-10,388	-10,596
0544 - Reader - Printer	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3
0546 - Photo Digitisation	-39	-40	-41	-42	-43	-44	-45	-46	-47	-48	-49
0558 - Meeting Room Hire	-458	-458	-458	-458	-458	-458	-458	-458	-458	-458	-458
0593 - Local Studies Research Fee	-33	-34	-35	-36	-37	-38	-39	-40	-41	-42	-43
09.05026 - Dubbo Branch Charges & Fees Total	-36,190	-36,905	-37,634	-38,378	-39,137	-39,910	-40,699	-41,505	-42,326	-43,164	-44,018
Dubbo Branch - Fees & Charges Total	-36,190	-36,905	-37,634	-38,378	-39,137	-39,910	-40,699	-41,505	-42,326	-43,164	-44,018
Dubbo Branch - Grants & Subsidies											
09.05000 - Dubbo Branch - Grants											
0529 - Local Priority Special Projects	-719	-719	-719	-719	-719	-719	-719	-719	-719	-719	-719
0530 - Library Council - Subsidy	-90,828	-90,828	-90,828	-90,828	-90,828	-90,828	-90,828	-90,828	-90,828	-90,828	-90,828
0531 - Library Council-Local Priority Book Vote	-21,558	-21,558	-21,558	-21,558	-21,558	-21,558	-21,558	-21,558	-21,558	-21,558	-21,558
09.05000 - Dubbo Branch - Grants Total	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105
Dubbo Branch - Grants & Subsidies Total	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105	-113,105
Dubbo Branch - Interest On Investments											
09.05018 - Dubbo Branch - Interest On Investments											
0538 - Interest On Investments - Dubbo	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948
09.05018 - Dubbo Branch - Interest On Investments Total	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948
Dubbo Branch - Interest On Investments Total	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948	-20,948

MACQUARIE REGIONAL LIBRARY - Dubbo Regional Council - Dubbo Branch
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018										
	Original Budget	2018/2019 Forecast	2019/2020 Forecast	2020/2021 Forecast	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
Dubbo Branch - Other Income											
09.05036 - Dubbo Branch Other Income											
0553 - Childrens Services	-655	-668	-681	-695	-709	-723	-737	-752	-767	-782	-798
09.05036 - Dubbo Branch Other Income Total	-655	-668	-681	-695	-709	-723	-737	-752	-767	-782	-798
Dubbo Branch - Other Income Total	-655	-668	-681	-695	-709	-723	-737	-752	-767	-782	-798
Income Total	-1,696,095	-1,760,727	-1,823,729	-1,889,156	-1,956,442	-2,026,404	-2,099,147	-2,174,785	-2,253,432	-2,335,208	-2,420,237
Expenditure											
Dubbo Branch - Branch Expenses											
09.00017 - Dubbo Branch Expenses											
0569 - Telephone	4,088	4,170	4,253	4,338	4,425	4,514	4,604	4,696	4,790	4,886	4,984
0570 - Sundries	538	549	560	571	582	594	606	618	630	643	656
0575 - Childrens & Youth Services	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
0576 - Postage	4,533	4,624	4,716	4,810	4,906	5,004	5,104	5,206	5,310	5,416	5,524
0579 - Serials	8,990	9,170	9,353	9,540	9,731	9,926	10,125	10,328	10,535	10,746	10,961
0582 - Events	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
0618 - Local Studies Materials	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
0760 - Radio Frequency ID (RFID) Project	8,900	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300
09.00017 - Dubbo Branch Expenses Total	34,049	30,813	31,182	31,559	31,944	32,338	32,739	33,148	33,565	33,991	34,425
Dubbo Branch - Branch Expenses Total	34,049	30,813	31,182	31,559	31,944	32,338	32,739	33,148	33,565	33,991	34,425
Dubbo Branch - Interest Charges & Depreciation											
09.00090 - Depreciation - Dubbo Branch											
0287 - Dubbo - Library Books	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584
09.00090 - Depreciation - Dubbo Branch Total	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584
Dubbo Branch - Interest Charges & Depreciation Total	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584	151,584
Dubbo Branch - Salaries & Overheads											
09.00117 - Dubbo Salaries & Overheads											
0560 - Salaries	549,353	571,327	594,180	617,947	642,665	668,372	695,107	722,911	751,827	781,900	813,176
0561 - Annual Leave	44,040	45,801	47,633	49,539	51,521	53,582	55,725	57,954	60,272	62,683	65,190
0562 - Long Service Leave	14,487	15,747	17,200	18,629	19,374	20,149	20,955	21,793	22,665	23,572	24,515
0564 - Workers Compensation	30,622	31,847	33,121	34,446	35,824	37,257	38,747	40,297	41,909	43,585	45,328
0581 - Salaries - Weekend Casuals	22,158	23,044	23,966	24,925	25,922	26,959	28,037	29,158	30,324	31,537	32,798
0586 - Superannuation - Accumulation Scheme	61,574	68,382	71,117	73,962	76,920	79,997	83,197	86,525	89,986	93,585	97,328
0660 - Salaries - Casual Week Days	23,530	24,471	25,450	26,468	27,527	28,628	29,773	30,964	32,203	33,491	34,831
09.00117 - Dubbo Salaries & Overheads Total	745,764	780,619	812,667	845,916	879,753	914,944	951,541	989,602	1,029,186	1,070,353	1,113,166
Dubbo Branch - Salaries & Overheads Total	745,764	780,619	812,667	845,916	879,753	914,944	951,541	989,602	1,029,186	1,070,353	1,113,166

MACQUARIE REGIONAL LIBRARY - Dubbo Regional Council - Dubbo Branch
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Dubbo Branch - Services Provided - Regional											
09.00217 - Services Provided by Regional Office											
9072 - Services Provided - Library Services & C	174,853	192,709	199,507	206,581	213,677	221,050	228,705	236,660	244,922	253,506	262,418
9074 - Services Provided - Technical Services	137,161	145,099	150,792	156,726	162,740	168,987	175,483	182,229	189,242	196,528	204,102
9076 - Services Provided-Information Technology	144,614	152,802	156,945	160,624	164,979	169,469	174,106	178,887	183,823	188,916	194,172
9078 - Services Provided - Management Services	256,370	271,990	280,938	289,505	293,026	308,288	318,199	325,396	339,136	350,189	361,422
09.00217 - Services Provided by Regional Office Total	712,998	762,600	788,182	813,436	834,422	867,794	896,493	923,172	957,123	989,139	1,022,114
Dubbo Branch - Services Provided - Regional Total	712,998	762,600	788,182	813,436	834,422	867,794	896,493	923,172	957,123	989,139	1,022,114
Expenditure Total	1,644,395	1,725,616	1,783,615	1,842,495	1,897,703	1,966,660	2,032,357	2,097,506	2,171,458	2,245,067	2,321,289
Operating Total	-51,700	-35,111	-40,114	-46,661	-58,739	-59,744	-66,790	-77,279	-81,974	-90,141	-98,948
Capital Income											
Dubbo Branch - Depreciation (Capital Recovery)											
09.08100 - Depreciation - Dubbo Branch											
0700 - Depreciation	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584
09.08100 - Depreciation - Dubbo Branch Total	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584
Dubbo Branch - Depreciation (Capital Recovery) Total	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584
Income Total	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584	-151,584
Expenditure											
Dubbo Branch - Acquisition of Assets											
09.08007 - Dubbo Branch Assets Purchased											
0590 - Book Contributions	165,484	169,273	173,214	177,312	181,574	186,007	190,617	195,411	200,397	205,583	210,976
09.08007 - Dubbo Branch Assets Purchased Total	165,484	169,273	173,214	177,312	181,574	186,007	190,617	195,411	200,397	205,583	210,976
Dubbo Branch - Acquisition of Assets Total	165,484	169,273	173,214	177,312	181,574	186,007	190,617	195,411	200,397	205,583	210,976
Expenditure Total	165,484	169,273	173,214	177,312	181,574	186,007	190,617	195,411	200,397	205,583	210,976
Capital Total	13,900	17,689	21,630	25,728	29,990	34,423	39,033	43,827	48,813	53,999	59,392
Available Funds Movement Prior To Restricted Asset Funding	-37,800	-17,422	-18,484	-20,933	-28,749	-25,321	-27,757	-33,452	-33,161	-36,142	-39,556

MACQUARIE REGIONAL LIBRARY - Dubbo Regional Council - Dubbo Branch
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
09.05980 - Internally Restricted Assets - Dubbo Branch											
5001 - Operating Surplus	37,800	0	0	0	0	0	0	0	0	0	0
09.05980 - Internally Restricted Assets - Dubbo Branch Total	37,800	0	0	0	0	0	0	0	0	0	0
Restricted Assets Total	37,800	0	0	0	0	0	0	0	0	0	0
Funds Available to (-), or Required From Library Operations	0	-17,422	-18,484	-20,933	-28,749	-25,321	-27,757	-33,452	-33,161	-36,142	-39,556

MACQUARIE REGIONAL LIBRARY - Narromine Council
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018											
	Original Budget	2018/2019 Forecast	2019/2020 Forecast	2020/2021 Forecast	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast	
Operating												
Income												
Narromine Branch - Charges & Fees												
09.05030 - Narromine Branch Charges & Fees												
0540 - Lost or Damaged Books	-994	-1,014	-1,034	-1,055	-1,076	-1,098	-1,120	-1,142	-1,165	-1,188	-1,212	
0541 - Photocopier/Printout Charges	-2,908	-2,966	-3,025	-3,086	-3,148	-3,211	-3,275	-3,341	-3,408	-3,476	-3,546	
0542 - Equipment Use	-901	-919	-937	-956	-975	-995	-1,015	-1,035	-1,056	-1,077	-1,099	
0543 - Overdue Books	-1,159	-1,182	-1,206	-1,230	-1,255	-1,280	-1,306	-1,332	-1,359	-1,386	-1,414	
0550 - Library Bags	-14	-14	-14	-14	-14	-14	-14	-14	-14	-14	-14	
09.05030 - Narromine Branch Charges & Fees Total	-5,976	-6,095	-6,216	-6,341	-6,468	-6,598	-6,730	-6,864	-7,002	-7,141	-7,285	
Narromine Branch - Charges & Fees Total	-5,976	-6,095	-6,216	-6,341	-6,468	-6,598	-6,730	-6,864	-7,002	-7,141	-7,285	
Narromine Branch - Contributions												
09.05014 - Narromine Branch - Contributions												
0535 - Annual Contribution	-103,444	-107,582	-111,885	-116,360	-121,014	-125,855	-130,889	-136,125	-141,570	-147,233	-153,122	
0536 - Book Contribution	-15,517	-16,137	-16,783	-17,454	-18,152	-18,878	-19,633	-20,419	-21,236	-22,085	-22,968	
0537 - Salary Contribution	-230,409	-239,826	-249,632	-259,843	-270,237	-281,047	-292,289	-303,980	-316,140	-328,785	-341,936	
09.05014 - Narromine Branch - Contributions Total	-349,370	-363,545	-378,300	-393,657	-409,403	-425,780	-442,811	-460,524	-478,946	-498,103	-518,026	
Narromine Branch - Contributions Total	-349,370	-363,545	-378,300	-393,657	-409,403	-425,780	-442,811	-460,524	-478,946	-498,103	-518,026	
Narromine Branch - Grants & Subsidies												
09.05004 - Narromine Branch - Grants												
0529 - Local Priority Special Projects	-357	-357	-357	-357	-357	-357	-357	-357	-357	-357	-357	
0530 - Library Council - Subsidy	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	-19,402	
0531 - Library Council-Local Priority Book Vote	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	-10,707	
09.05004 - Narromine Branch - Grants Total	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	
Narromine Branch - Grants & Subsidies Total	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	-30,466	
Narromine Branch - Interest On Investments												
09.05022 - Narromine Branch - Interest On Investments												
0538 - Interest On Investments - Narromine	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	
09.05022 - Narromine Branch - Interest On Investments Total	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	
Narromine Branch - Interest On Investments Total	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	-3,840	
Narromine Branch - Other Income												
09.05040 - Narromine Branch Other Income												
0553 - Childrens Services	-461	-470	-479	-489	-499	-509	-519	-529	-540	-551	-562	
09.05040 - Narromine Branch Other Income Total	-461	-470	-479	-489	-499	-509	-519	-529	-540	-551	-562	

MACQUARIE REGIONAL LIBRARY - Narromine Council
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Narromine Branch - Other Income Total	-461	-470	-479	-489	-499	-509	-519	-529	-540	-551	-562
Income Total	-390,113	-404,416	-419,301	-434,793	-450,676	-467,193	-484,366	-502,223	-520,794	-540,101	-560,179
Expenditure											
Narromine Branch - Branch Expenses											
09.00021 - Narromine Branch Expenses											
0569 - Telephone	3,094	3,156	3,219	3,283	3,349	3,416	3,484	3,554	3,625	3,698	3,772
0570 - Sundries	150	150	150	150	150	150	150	150	150	150	150
0575 - Children & Youth Services	477	477	477	477	477	477	477	477	477	477	477
0576 - Postage	50	50	50	50	50	50	50	50	50	50	50
0579 - Serials	2,700	2,754	2,809	2,865	2,922	2,980	3,040	3,101	3,163	3,226	3,291
0616 - Radio Frequency Identification (RFID)	0	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420
09.00021 - Narromine Branch Expenses Total	6,471	11,007	11,125	11,245	11,368	11,493	11,621	11,752	11,885	12,021	12,160
Narromine Branch - Branch Expenses Total	6,471	11,007	11,125	11,245	11,368	11,493	11,621	11,752	11,885	12,021	12,160
Narromine Branch - Interest Charges & Depreciation											
09.00092 - Depreciation - Narromine Branch											
0289 - Narromine - Library Books	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840
09.00092 - Depreciation - Narromine Branch Total	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840
Narromine Branch - Interest Charges & Depreciation Total	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840	23,840
Narromine Branch - Salaries & Overheads											
09.00121 - Narromine Salaries & Overheads											
0560 - Salaries	151,672	157,723	164,015	170,558	177,380	184,475	191,854	199,528	207,509	215,809	224,441
0561 - Annual Leave	12,401	12,897	13,413	13,950	14,508	15,088	15,692	16,320	16,973	17,652	18,358
0562 - Long Service Leave	4,646	5,048	5,479	5,941	6,179	6,426	6,683	6,950	7,228	7,517	7,818
0564 - Workers Compensation	5,975	6,214	6,463	6,722	6,991	7,271	7,562	7,864	8,179	8,506	8,846
0581 - Salaries - Weekend Casuals	2,346	2,440	2,538	2,640	2,746	2,856	2,970	3,089	3,213	3,342	3,476
0586 - Superannuation - Accumulation Scheme	20,426	21,243	22,093	22,976	23,895	24,851	25,845	26,879	27,954	29,072	30,235
0660 - Salaries - Casual Week Days	32,943	34,261	35,631	37,056	38,538	40,080	41,683	43,350	45,084	46,887	48,762
09.00121 - Narromine Salaries & Overheads Total	230,409	239,826	249,632	259,843	270,237	281,047	292,289	303,980	316,140	328,785	341,936
Narromine Branch - Salaries & Overheads Total	230,409	239,826	249,632	259,843	270,237	281,047	292,289	303,980	316,140	328,785	341,936
Narromine Branch - Services Provided - Regional Of											
09.00221 - Services Provided by Regional Office											
9072 - Services Provided - Library Services & C	28,665	31,043	32,138	33,278	34,421	35,608	36,842	38,123	39,454	40,836	42,273

MACQUARIE REGIONAL LIBRARY - Narromine Council
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
9074 - Services Provided - Technical Services	22,486	23,374	24,291	25,247	26,215	27,222	28,268	29,355	30,485	31,659	32,878
9076 - Services Provided-Information Technology	23,708	24,615	25,282	25,875	26,576	27,300	28,046	28,817	29,612	30,432	31,279
9078 - Services Provided - Management Services	42,029	43,814	45,256	46,636	47,203	49,661	51,258	52,417	54,631	56,412	58,221
09.00221 - Services Provided by Regional Office Total	116,888	122,846	126,967	131,036	134,415	139,791	144,414	148,712	154,182	159,339	164,651
Narromine Branch - Services Provided - Regional Of Total	116,888	122,846	126,967	131,036	134,415	139,791	144,414	148,712	154,182	159,339	164,651
Expenditure Total	377,608	397,519	411,564	425,964	439,860	456,171	472,164	488,284	506,047	523,985	542,587
Operating Total	-12,505	-6,897	-7,737	-8,829	-10,816	-11,022	-12,202	-13,939	-14,747	-16,116	-17,592
Capital Income											
Narromine Branch - Depreciation (Capital Recovery)											
09.08102 - Depreciation - Narromine Branch											
0700 - Depreciation	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840
09.08102 - Depreciation - Narromine Branch Total	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840
Narromine Branch - Depreciation (Capital Recovery) Total	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840
Income Total	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840	-23,840
Expenditure											
Narromine Branch - Acquisition of Assets											
09.08011 - Narromine Branch Assets Purchased											
0590 - Book Contributions	26,224	26,844	27,490	28,161	28,859	29,585	30,340	31,126	31,943	32,792	33,675
09.08011 - Narromine Branch Assets Purchased Total	26,224	26,844	27,490	28,161	28,859	29,585	30,340	31,126	31,943	32,792	33,675
Narromine Branch - Acquisition of Assets Total	26,224	26,844	27,490	28,161	28,859	29,585	30,340	31,126	31,943	32,792	33,675
Expenditure Total	26,224	26,844	27,490	28,161	28,859	29,585	30,340	31,126	31,943	32,792	33,675
Capital Total	2,384	3,004	3,650	4,321	5,019	5,745	6,500	7,286	8,103	8,952	9,835
Available Funds Movement Prior To Restricted Asset Funding	-10,121	-3,893	-4,087	-4,508	-5,797	-5,277	-5,702	-6,653	-6,644	-7,164	-7,757
09.05984 - Internally Restricted Assets - Narromine Branch											
5001 - Operating Surplus	10,121	0	0	0	0	0	0	0	0	0	0

MACQUARIE REGIONAL LIBRARY - Narromine Council
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
09.05984 - Internally Restricted Assets - Narromine Branch Total	10,121	0	0	0	0	0	0	0	0	0	0
Restricted Assets Total	10,121	0	0	0	0	0	0	0	0	0	0
Funds Available to (-), or Required From Library Operations	0	-3,893	-4,087	-4,508	-5,797	-5,277	-5,702	-6,653	-6,644	-7,164	-7,757

MACQUARIE REGIONAL LIBRARY - Warrumbungle Council
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Operating											
Income											
Warrumbungle Branch - Charges & Fees											
09.05032 - Warrumbungle Branch Charges & Fees											
0540 - Lost or Damaged Books	-1,800	-1,836	-1,873	-1,910	-1,948	-1,987	-2,027	-2,068	-2,109	-2,151	-2,194
0541 - Photocopier / Printout Charges	-4,112	-4,194	-4,278	-4,364	-4,451	-4,540	-4,631	-4,724	-4,818	-4,914	-5,012
0542 - Equipment Use	-971	-990	-1,010	-1,030	-1,051	-1,072	-1,093	-1,115	-1,137	-1,160	-1,183
0543 - Overdue Books	-2,000	-2,040	-2,081	-2,123	-2,165	-2,208	-2,252	-2,297	-2,343	-2,390	-2,438
0546 - CDDG Service Charge	-164	-164	-164	-164	-164	-164	-164	-164	-164	-164	-164
0550 - Library Bags	-92	-94	-96	-98	-100	-102	-104	-106	-108	-110	-112
09.05032 - Warrumbungle Branch Charges & Fees Total	-9,139	-9,318	-9,502	-9,689	-9,879	-10,073	-10,271	-10,474	-10,679	-10,889	-11,103
Warrumbungle Branch - Charges & Fees Total	-9,139	-9,318	-9,502	-9,689	-9,879	-10,073	-10,271	-10,474	-10,679	-10,889	-11,103
Warrumbungle Branch - Contributions											
09.05016 - Warrumbungle Branch - Contributions											
0535 - Annual Contribution	-171,033	-177,874	-184,989	-192,389	-200,085	-208,088	-216,412	-225,068	-234,071	-243,434	-253,171
0536 - Book Contribution	-25,655	-26,681	-27,748	-28,858	-30,013	-31,213	-32,462	-33,760	-35,111	-36,515	-37,976
0537 - Salary Contribution	-314,668	-327,117	-340,079	-353,575	-367,718	-382,427	-397,724	-413,633	-430,178	-447,385	-465,280
09.05016 - Warrumbungle Branch - Contributions Total	-511,356	-531,672	-552,816	-574,822	-597,816	-621,728	-646,598	-672,461	-699,360	-727,334	-756,427
Warrumbungle Branch - Contributions Total	-511,356	-531,672	-552,816	-574,822	-597,816	-621,728	-646,598	-672,461	-699,360	-727,334	-756,427
Warrumbungle Branch - Grants & Subsidies											
09.05006 - Warrumbungle Branch - Grants											
0529 - Local Priority Special Projects	-716	-716	-716	-716	-716	-716	-716	-716	-716	-716	-716
0530 - Library Council - Subsidy	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609	-31,609
0531 - Library Council-Local Priority Book Vote	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493	-21,493
09.05006 - Warrumbungle Branch - Grants Total	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818
Warrumbungle Branch - Grants & Subsidies Total	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818	-53,818
Warrumbungle Branch - Interest On Investments											
09.05024 - Warrumbungle Branch - Interest On Investments											
0538 - Interest On Investments - Warrumbungle	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586
09.05024 - Warrumbungle Branch - Interest On Investments Total	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586
Warrumbungle Branch - Interest On Investments Total	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586	-5,586

MACQUARIE REGIONAL LIBRARY - Warrumbungle Council
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Warrumbungle Branch - Other Income											
09.05042 - Warrumbungle Branch Other Income											
0553 - Childrens Services	-311	-311	-311	-311	-317	-323	-329	-336	-343	-350	-357
09.05042 - Warrumbungle Branch Other Income Total	-311	-311	-311	-311	-317	-323	-329	-336	-343	-350	-357
Warrumbungle Branch - Other Income Total	-311	-311	-311	-311	-317	-323	-329	-336	-343	-350	-357
Income Total	-580,210	-600,705	-622,033	-644,226	-667,416	-691,528	-716,602	-742,675	-769,786	-797,977	-827,291
Expenditure											
Warrumbungle Branch - Branch Expenses											
09.00023 - Warrumbungle Branch Expenses											
0569 - Telephone	6,239	6,364	6,491	6,621	6,753	6,888	7,026	7,167	7,310	7,456	7,605
0570 - Sundries	300	300	300	300	300	300	300	300	300	300	300
0575 - Children & Youth Services	300	300	300	300	300	300	300	300	300	300	300
0576 - Postage	50	50	50	50	50	50	50	50	50	50	50
0579 - Serials	4,150	4,233	4,318	4,404	4,492	4,582	4,674	4,767	4,862	4,959	5,058
0616 - Radio Frequency Identification (RFID)	0	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650	6,650
09.00023 - Warrumbungle Branch Expenses Total	11,039	17,897	18,109	18,325	18,545	18,770	19,000	19,234	19,472	19,715	19,963
Warrumbungle Branch - Branch Expenses Total	11,039	17,897	18,109	18,325	18,545	18,770	19,000	19,234	19,472	19,715	19,963
Warrumbungle Branch - Interest Charges & Depreciat											
09.00093 - Depreciation - Warrumbungle Branch											
0290 - Warrumbungle - Library Books	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136
09.00093 - Depreciation - Warrumbungle Branch Total	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136
Warrumbungle Branch - Interest Charges & Depreciat Total	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136
Warrumbungle Branch - Salaries & Overheads											
09.00123 - Warrumbungle Salaries & Overheads											
0560 - Salaries	208,871	217,120	225,699	234,621	244,006	253,766	263,917	274,474	285,453	296,871	308,746
0561 - Annual Leave	16,986	17,666	18,372	19,107	19,871	20,666	21,493	22,353	23,247	24,177	25,144
0562 - Long Service Leave	5,765	6,267	6,805	7,380	7,675	7,982	8,301	8,633	8,978	9,337	9,710
0564 - Workers Compensation	10,160	10,566	10,989	11,429	11,886	12,361	12,855	13,369	13,904	14,460	15,038
0565 - Superannuation - Retirement Scheme	19,948	20,442	20,956	21,491	22,351	23,245	24,175	25,142	26,148	27,194	28,282
0581 - Salaries - Weekend Casuals	5,443	5,661	5,887	6,122	6,367	6,622	6,887	7,162	7,448	7,746	8,056

MACQUARIE REGIONAL LIBRARY - Warrumbungle Council
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019 Forecast	2019/2020 Forecast	2020/2021 Forecast	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
	Original Budget										
0586 - Superannuation - Accumulation Scheme	14,552	15,134	15,740	16,369	17,024	17,705	18,413	19,150	19,916	20,713	21,542
0660 - Salaries - Casual Week Days	32,943	34,261	35,631	37,056	38,538	40,080	41,683	43,350	45,084	46,887	48,762
09.00123 - Warrumbungle Salaries & Overheads											
Total	314,668	327,117	340,079	353,575	367,718	382,427	397,724	413,633	430,178	447,385	465,280
Warrumbungle Branch - Salaries & Overheads											
Total	314,668	327,117	340,079	353,575	367,718	382,427	397,724	413,633	430,178	447,385	465,280
Warrumbungle Branch - Services Provided - Regional											
09.00223 - Services Provided by Regional Office											
9072 - Services Provided - Library Services & C	45,863	44,253	45,814	47,439	49,068	50,761	52,520	54,346	56,244	58,214	60,262
9074 - Services Provided - Technical Services	35,976	33,321	34,628	35,990	37,371	38,806	40,297	41,847	43,457	45,131	46,870
9076 - Services Provided-Information Technology	37,932	35,089	36,040	36,885	37,885	38,917	39,981	41,080	42,213	43,382	44,590
9078 - Services Provided - Management Services	67,244	62,459	64,514	66,482	67,290	70,794	73,071	74,723	77,879	80,417	82,997
09.00223 - Services Provided by Regional Office											
Total	187,015	175,122	180,996	186,796	191,614	199,278	205,869	211,996	219,793	227,144	234,719
Warrumbungle Branch - Services Provided - Regional Total											
Total	187,015	175,122	180,996	186,796	191,614	199,278	205,869	211,996	219,793	227,144	234,719
Expenditure Total	555,858	563,272	582,320	601,832	621,013	643,611	665,729	687,999	712,579	737,380	763,098
Operating Total	-24,352	-37,433	-39,713	-42,394	-46,403	-47,917	-50,873	-54,676	-57,207	-60,597	-64,193
Capital											
Income											
Warrumbungle Branch - Depreciation (Capital Recov)											
09.08103 - Depreciation - Warrumbungle Branch											
0700 - Depreciation	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136
09.08103 - Depreciation - Warrumbungle Branch											
Total	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136
Warrumbungle Branch - Depreciation (Capital Recov) Total											
Total	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136
Income Total	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136	-43,136
Expenditure											
Warrumbungle Branch - Acquisition of Assets											
09.08013 - Warrumbungle Branch Assets Purchased											
0590 - Book Contributions	47,148	48,174	49,241	50,351	51,506	52,706	53,955	55,253	56,604	58,008	59,469
09.08013 - Warrumbungle Branch Assets Purchased Total											
Total	47,148	48,174	49,241	50,351	51,506	52,706	53,955	55,253	56,604	58,008	59,469
Warrumbungle Branch - Acquisition of Assets Total											
Total	47,148	48,174	49,241	50,351	51,506	52,706	53,955	55,253	56,604	58,008	59,469

MACQUARIE REGIONAL LIBRARY - Warrumbungle Council
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Expenditure Total	47,148	48,174	49,241	50,351	51,506	52,706	53,955	55,253	56,604	58,008	59,469
Capital Total	4,012	5,038	6,105	7,215	8,370	9,570	10,819	12,117	13,468	14,872	16,333
Available Funds Movement Prior To Restricted Asset Funding	-20,340	-32,395	-33,608	-35,179	-38,033	-38,347	-40,054	-42,559	-43,739	-45,725	-47,860
09.05986 - Internally Restricted Assets - Warrumbungle Branch											
5001 - Operating Surplus	20,340	0	0	0	0	0	0	0	0	0	0
09.05986 - Internally Restricted Assets - Warrumbungle Branch Total	20,340	0	0	0	0	0	0	0	0	0	0
Restricted Assets Total	20,340	0	0	0	0	0	0	0	0	0	0
Funds Available to (-), or Required From Library Operations	0	-32,395	-33,608	-35,179	-38,033	-38,347	-40,054	-42,559	-43,739	-45,725	-47,860

MACQUARIE REGIONAL LIBRARY - Dubbo Regional Council - Wellington Branch
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018										
	Original Budget	2018/2019 Forecast	2019/2020 Forecast	2020/2021 Forecast	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
Operating											
Income											
Wellington Branch - Charges & Fees											
09.05028 - Wellington Branch Charges & Fees											
0540 - Lost or Damaged Books	-1,250	-1,275	-1,301	-1,327	-1,354	-1,381	-1,409	-1,437	-1,466	-1,495	-1,525
0541 - Photocopier / Printout Charges	-2,783	-2,839	-2,896	-2,954	-3,013	-3,073	-3,134	-3,197	-3,261	-3,326	-3,393
0542 - Equipment Use	-570	-581	-593	-605	-617	-629	-642	-655	-668	-681	-695
0543 - Overdue Books	-791	-807	-823	-839	-856	-873	-890	-908	-926	-945	-964
0544 - Reader - Printer	-14	-14	-14	-14	-14	-14	-14	-14	-14	-14	-14
09.05028 - Wellington Branch Charges & Fees Total	-5,408	-5,516	-5,627	-5,739	-5,854	-5,970	-6,089	-6,211	-6,335	-6,461	-6,591
Wellington Branch - Charges & Fees Total	-5,408	-5,516	-5,627	-5,739	-5,854	-5,970	-6,089	-6,211	-6,335	-6,461	-6,591
Wellington Branch - Contributions											
09.05012 - Wellington Branch - Contributions											
0535 - Annual Contribution	-134,201	-139,569	-145,152	-150,958	-156,996	-163,276	-169,807	-176,599	-183,663	-191,010	-198,650
0536 - Book Contribution	-20,130	-20,935	-21,773	-22,644	-23,549	-24,491	-25,471	-26,490	-27,549	-28,652	-29,798
0537 - Salary Contribution	-174,986	-182,166	-189,721	-197,498	-205,397	-213,613	-222,158	-231,046	-240,288	-249,899	-259,895
0550 - Books - Additional Contribution	-10,800	-10,800	-10,800	-10,800	-10,800	-10,800	-10,800	-10,800	-10,800	-10,800	-10,800
09.05012 - Wellington Branch - Contributions Total	-340,117	-353,470	-367,446	-381,900	-396,742	-412,180	-428,236	-444,935	-462,300	-480,361	-499,143
Wellington Branch - Contributions Total	-340,117	-353,470	-367,446	-381,900	-396,742	-412,180	-428,236	-444,935	-462,300	-480,361	-499,143
Wellington Branch - Grants & Subsidies											
09.05002 - Wellington Branch - Grants											
0529 - Local Priority Special Projects	-396	-396	-396	-396	-396	-396	-396	-396	-396	-396	-396
0530 - Library Council - Subsidy	-24,729	-24,729	-24,729	-24,729	-24,729	-24,729	-24,729	-24,729	-24,729	-24,729	-24,729
0531 - Library Council-Local Priority Book Vote	-11,905	-11,905	-11,905	-11,905	-11,905	-11,905	-11,905	-11,905	-11,905	-11,905	-11,905
09.05002 - Wellington Branch - Grants Total	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030
Wellington Branch - Grants & Subsidies Total	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030	-37,030
Wellington Branch - Interest on Investments											
09.05020 - Wellington Branch - Interest On Investments											
0538 - Interest On Investments - Wellington	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539
09.05020 - Wellington Branch - Interest On Investments Total	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539
Wellington Branch - Interest on Investments Total	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539	-4,539

MACQUARIE REGIONAL LIBRARY - Dubbo Regional Council - Wellington Branch
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Wellington Branch - Other Income											
09.05038 - Wellington Branch Other Income											
0553 - Childrens Services	-261	-266	-271	-276	-282	-288	-294	-300	-306	-312	-318
09.05038 - Wellington Branch Other Income Total	-261	-266	-271	-276	-282	-288	-294	-300	-306	-312	-318
Wellington Branch - Other Income Total	-261	-266	-271	-276	-282	-288	-294	-300	-306	-312	-318
Income Total	-387,355	-400,821	-414,913	-429,484	-444,447	-460,007	-476,188	-493,015	-510,510	-528,703	-547,621
Expenditure											
Wellington Branch - Branch Expenses											
09.00019 - Wellington Branch Expenses											
0569 - Telephone	2,268	2,313	2,359	2,406	2,454	2,503	2,553	2,604	2,656	2,709	2,763
0570 - Sundries	100	100	100	100	100	100	100	100	100	100	100
0575 - Children & Youth Services	150	150	150	150	150	150	150	150	150	150	150
0576 - Postage	50	50	50	50	50	50	50	50	50	50	50
0579 - Serials	2,950	3,009	3,069	3,130	3,193	3,257	3,322	3,388	3,456	3,525	3,596
0616 - Radio Frequency Identification (RFID)	0	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420
09.00019 - Wellington Branch Expenses Total	5,518	8,042	8,148	8,256	8,367	8,480	8,595	8,712	8,832	8,954	9,079
Wellington Branch - Branch Expenses Total	5,518	8,042	8,148	8,256	8,367	8,480	8,595	8,712	8,832	8,954	9,079
Wellington Branch - Interest Charges & Depreciatio											
09.00091 - Depreciation - Wellington Branch											
0288 - Wellington - Library Books	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382
09.00091 - Depreciation - Wellington Branch Total	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382
Wellington Branch - Interest Charges & Depreciatio Total	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382	28,382
Wellington Branch - Salaries & Overheads											
09.00119 - Wellington Salaries & Overheads											
0560 - Salaries	115,579	120,185	124,975	129,957	135,155	140,561	146,183	152,030	158,111	164,435	171,012
0561 - Annual Leave	9,441	9,819	10,212	10,620	11,045	11,487	11,946	12,424	12,921	13,438	13,976
0562 - Long Service Leave	5,172	5,576	6,085	6,533	6,794	7,066	7,349	7,643	7,949	8,267	8,598
0564 - Workers Compensation	5,563	5,786	6,017	6,258	6,508	6,768	7,039	7,321	7,614	7,919	8,236
0581 - Salaries - Weekend Casuals	2,026	2,107	2,191	2,279	2,370	2,465	2,564	2,667	2,774	2,885	3,000
0586 - Superannuation - Accumulation Scheme	15,243	15,853	16,487	17,147	17,833	18,546	19,288	20,060	20,862	21,696	22,564
0660 - Salaries - Casual Week Days	21,962	22,840	23,754	24,704	25,692	26,720	27,789	28,901	30,057	31,259	32,509
09.00119 - Wellington Salaries & Overheads Total	174,986	182,166	189,721	197,498	205,397	213,613	222,158	231,046	240,288	249,899	259,895
Wellington Branch - Salaries & Overheads Total	174,986	182,166	189,721	197,498	205,397	213,613	222,158	231,046	240,288	249,899	259,895

MACQUARIE REGIONAL LIBRARY - Dubbo Regional Council - Wellington Branch
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018										
	Original Budget	2018/2019 Forecast	2019/2020 Forecast	2020/2021 Forecast	2021/2022 Forecast	2022/2023 Forecast	2023/2024 Forecast	2024/2025 Forecast	2025/2026 Forecast	2026/2027 Forecast	2027/2028 Forecast
Wellington Branch - Services Provided - Regional O											
09.00219 - Services Provided by Regional Office											
9072 - Services Provided - Library Services & C	37,264	42,303	43,795	45,348	46,906	48,524	50,205	51,951	53,765	55,648	57,606
9074 - Services Provided - Technical Services	29,231	31,852	33,101	34,404	35,724	37,096	38,521	40,003	41,542	43,142	44,804
9076 - Services Provided-Information Technology	30,820	33,543	34,452	35,260	36,216	37,202	38,219	39,269	40,352	41,470	42,624
9078 - Services Provided - Management Services	54,636	59,706	61,671	63,551	64,324	67,674	69,850	71,430	74,446	76,873	79,339
09.00219 - Services Provided by Regional Office Total	151,951	167,404	173,019	178,563	183,170	190,496	196,795	202,653	210,105	217,133	224,373
Wellington Branch - Services Provided - Regional O Total	151,951	167,404	173,019	178,563	183,170	190,496	196,795	202,653	210,105	217,133	224,373
Expenditure Total	360,837	385,994	399,270	412,699	425,316	440,971	455,930	470,793	487,607	504,368	521,729
Operating Total	-26,518	-14,827	-15,643	-16,785	-19,131	-19,036	-20,258	-22,222	-22,903	-24,335	-25,892
Capital Income											
Wellington Branch -Depreciation (Capital Recovery)											
09.08101 - Depreciation - Wellington Branch											
0700 - Depreciation	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382
09.08101 - Depreciation - Wellington Branch Total	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382
Wellington Branch -Depreciation (Capital Recovery) Total	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382
Income Total	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382	-28,382
Expenditure											
Wellington Branch - Acquisition of Assets											
09.08009 - Wellington Branch Assets Purchased											
0590 - Book Contributions	42,835	43,640	44,478	45,349	46,254	47,196	48,176	49,195	50,254	51,357	52,503
09.08009 - Wellington Branch Assets Purchased Total	42,835	43,640	44,478	45,349	46,254	47,196	48,176	49,195	50,254	51,357	52,503
Wellington Branch - Acquisition of Assets Total	42,835	43,640	44,478	45,349	46,254	47,196	48,176	49,195	50,254	51,357	52,503
Expenditure Total	42,835	43,640	44,478	45,349	46,254	47,196	48,176	49,195	50,254	51,357	52,503
Capital Total	14,453	15,258	16,096	16,967	17,872	18,814	19,794	20,813	21,872	22,975	24,121

MACQUARIE REGIONAL LIBRARY - Dubbo Regional Council - Wellington Branch
ESTIMATED - DETAILED FINANCIAL STATEMENTS - 4% increase in annual contributions

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	Original Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Available Funds Movement Prior To Restricted Asset Funding	-12,065	431	453	182	-1,259	-222	-464	-1,409	-1,031	-1,360	-1,771
09.05982 - Internally Restricted Assets - Wellington Branch											
5001 - Operating Surplus	12,065	0	0	0	0	0	0	0	0	0	0
09.05982 - Internally Restricted Assets - Wellington Branch Total	12,065	0	0	0	0	0	0	0	0	0	0
Wellington Branch - Restricted Assets Total	12,065	0	0	0	0	0	0	0	0	0	0
Funds Available to (-), or Required From Library Operations	0	431	453	182	-1,259	-222	-464	-1,409	-1,031	-1,360	-1,771

MACQUARIE REGIONAL LIBRARY

DRAFT 2018 -2019 Fees and Charges NO CHANGES RECOMMENDED

MRL fees and charges are set in recognition of - (1) cost is discounted to below the full cost in recognition of community service obligations - partial cost recovery [**PCR**] (2) price is set to an industry standard [**IS**] (3) fees are set to be not competitive with local service providers - market based [**MB**] (4) where possible, in consideration of the above, full cost recovery [**FCR**] (5) price is set by regulation/statute [**S**]

	2017/2018	2018/2019	GST	Base Amount	Pricing Policy	Comments
Reservation Fee	\$1.50	\$1.50	\$0.14	\$1.36	PCR	
Overdue Fees	\$1.00	\$1.00			PCR	
Replacement Borrower Card	\$4.40	\$4.40	\$0.40	\$4.00	PCR	
Item replacement charge Processing charge per item [Does not include item replacement cost]	\$5.50	\$5.50	\$0.50	\$5.00	FCR	
Photocopying and Printouts					PCR	
B&W- per A4 sheet	\$0.30	\$0.30	\$0.03	\$0.27		
B&W- per A3 sheet	\$0.60	\$0.60	\$0.05	\$0.55		
Colour copy per A4 sheet	\$1.10	\$1.10	\$0.10	\$1.00		
Colour copy per A3 sheet	\$2.20	\$2.20	\$0.20	\$2.00		
Equipment usage						
Word Processing Scanner - per hour	\$6.00	\$6.00	\$0.55	\$5.45	PCR	Charge includes also using the Branch photocopier to scan documents

Inter Library Loans						
Per Item Loan	\$6.60	\$6.60	\$0.60	\$6.60	FCR	
Possible additional fee from other libraries	\$16.50	\$16.50	\$1.50	\$15.00	S	
Fast Track Service - additional fee for 24 hour response	\$16.50	\$16.50	\$1.50	\$15.00	S	
Fax services					MB	The fax service charges are based on the current Australia Post <i>Fax Post Service</i> charges.
Fax, outgoing (Aust.)-first page	\$5.00	\$5.00	\$0.45	\$4.55		
Fax, outgoing (Aust.)-additional pages	\$1.25	\$1.25	\$0.11	\$1.14		
Fax, outgoing (O/S)-first page	\$10.00	\$10.00	\$0.91	\$9.09		
Fax, outgoing (O/S), additional pages	\$2.50	\$2.50	\$0.23	\$2.27		
Fax, incoming (all)-up to 10 pages	\$5.00	\$5.00	\$0.45	\$4.55		
Fax, incoming (all)-additional pages	\$1.25	\$1.25	\$0.11	\$1.14		
Local and Family History Research - Per Hour	\$25.00	\$25.00	\$2.27	\$22.73	PCR	
Information Research - Per Hour	\$35.00	\$35.00	\$3.18	\$31.82		
Digital Image Service					FCR	
Single TIFF/JPG 300 dpi image on CD [Private use]	\$15.00	\$15.00	\$1.36	\$13.64		Cost includes CD
Postage & handling (if required)	\$10.00	\$10.00	\$0.91	\$9.09		
Single JPG 300 dpi image via email	\$10.00	\$10.00	\$0.91	\$9.09		
Single TIFF/JPG 300 dpi image on CD [Commercial use]	\$50.00	\$50.00	\$4.54	\$45.46		Cost includes CD
Postage & handling (if required)	\$10.00	\$10.00	\$0.91	\$9.09		

Meeting Rooms						Meeting Room facilities are only available in the Dubbo Branch Library.
Large Meeting Room – hourly rate	\$35.00	\$35.00	\$3.18	\$31.82	MB	Fees are applicable to Commercial Organisations only. No fees are applied to ' <i>not for profit</i> ' organisations/groups – service groups, charities and cultural organisations.
Small Meeting Room – hourly rate	\$20.00	\$20.00	\$1.82	\$18.18	MB	
Library Bags Nylon with @ your library logo	\$2.00	\$2.00	\$0.18	\$1.82	FCR	
Earphones	\$2.50	\$2.50	\$0.23	\$2.27	FCR	
USB Thumb Drives	\$10.00	\$10.00	\$0.91	\$9.09	FCR	
Book Sale					PCR	
Adult Non Fiction	\$1.10	\$1.10	\$0.10	\$1.00		
Adult Fiction	\$0.55	\$0.55	\$0.05	\$0.50		
Paperbacks & Magazines	\$0.25	\$0.25	\$0.02	\$0.23		
Junior Non Fiction	\$0.55	\$0.55	\$0.05	\$0.50		
Junior Fiction	\$0.55	\$0.55	\$0.05	\$0.50		