



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 **\$26,931,572** on the 30th June 2019.

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.

It is noted that Council will need to consider the augmentation of Narromine's Water Supply by means of a water treatment plant, reservoir and trunk mains. This Asset Management Plan will be reviewed and updated after completion of the integrated Water Cycle Management Plan that will address financial impacts and the timing of these works.

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.

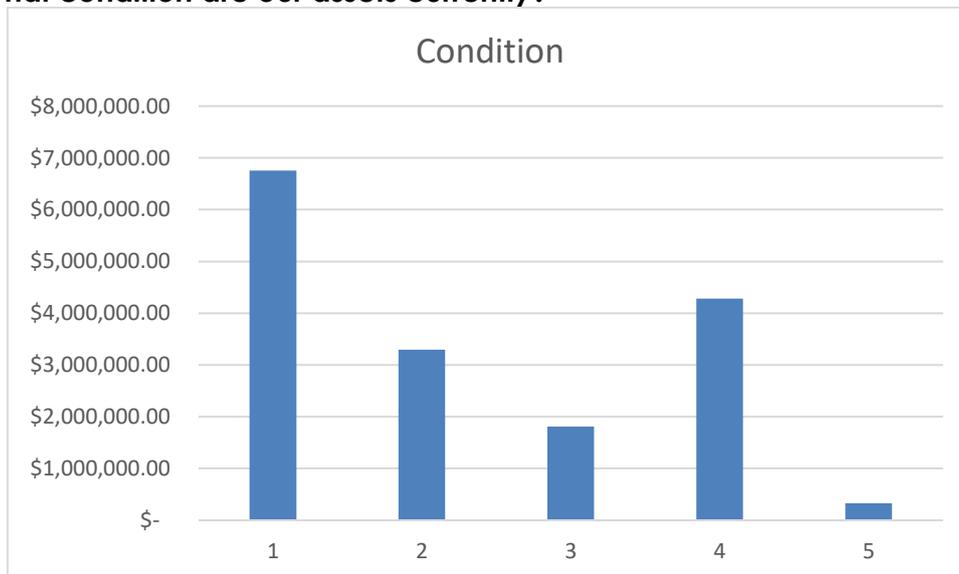
What we cannot do

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 1.1: 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 practice Improvements are outlined in chapter 13 and have be summarised in table 13.1 which can be found below.

Table 1.1: Asset Management Improvements – Water

Task	Expected Completion
Revaluation of Assets	2021/22
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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

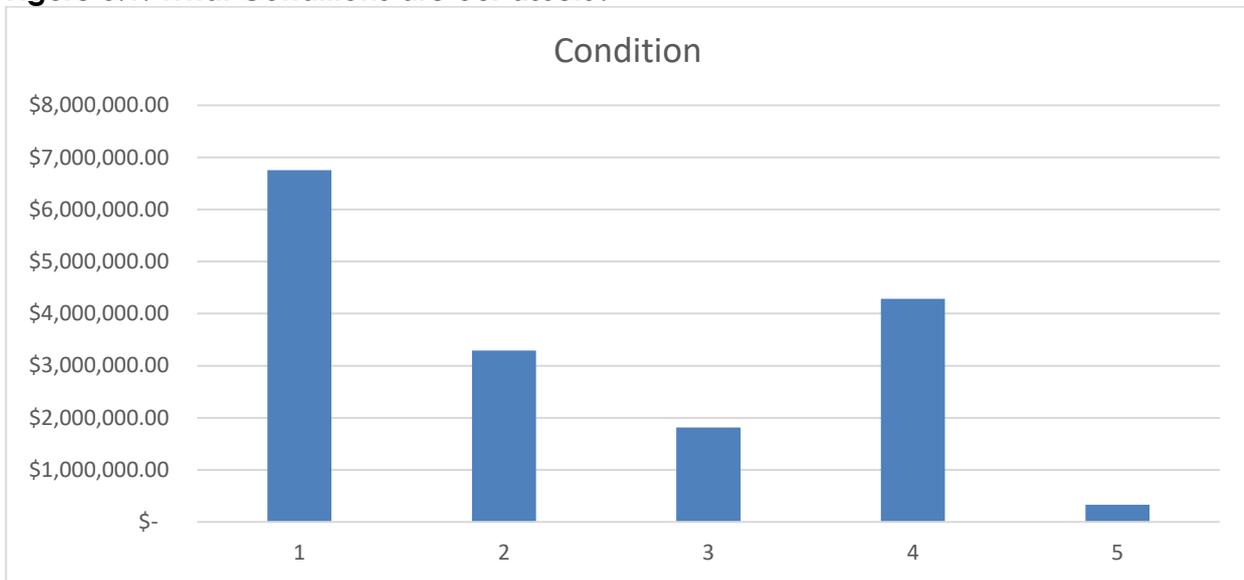
Table 5.2 outlines the rating scale and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

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	\$811,108
2017/2018	\$989,670
2018/2019	\$1,012,889

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

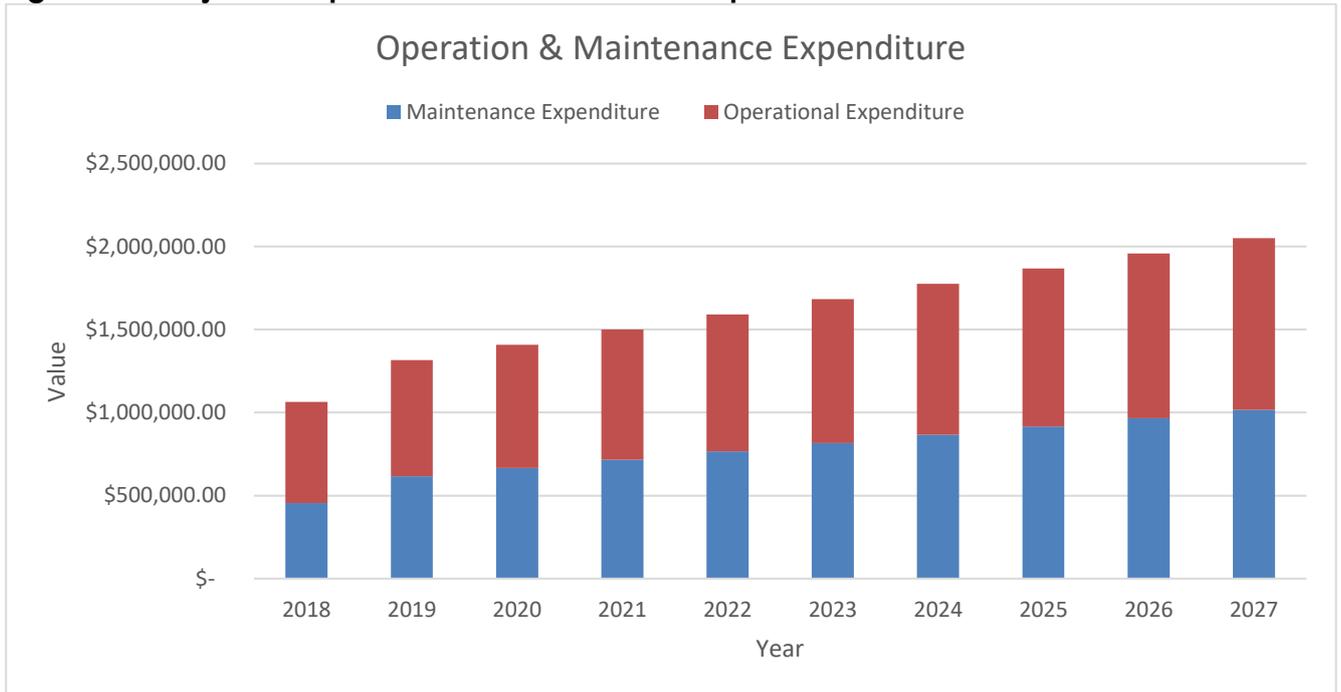
The adjustment of LOS are for a critical service as potable water supply is only undertaken after consultation with the community, ensuring it is still within statutory regulations and health guidelines.

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	\$415,500
2017/2018	\$454,650
2018/2019	\$616,302

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

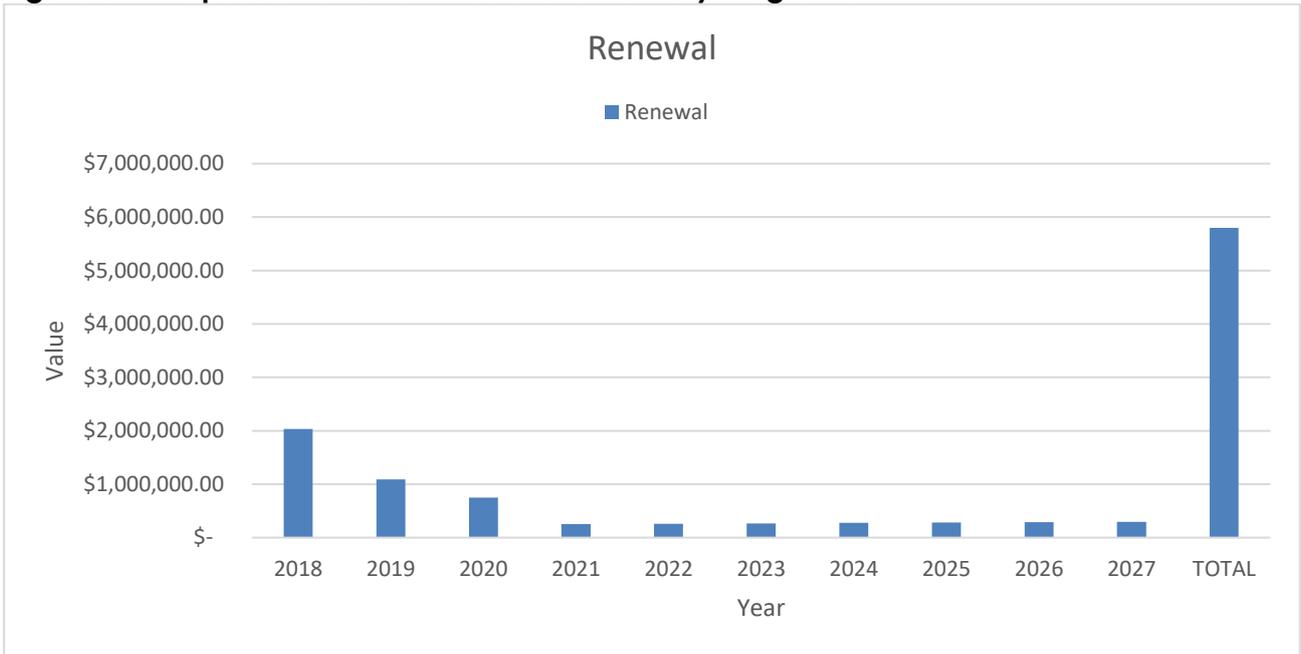
Summary of Projected Renewal Expenditure

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, Council will spend approximately \$5,000,000 on renewals over the next ten years.

Figure 8.1: Proposed Renewal Allocations 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.

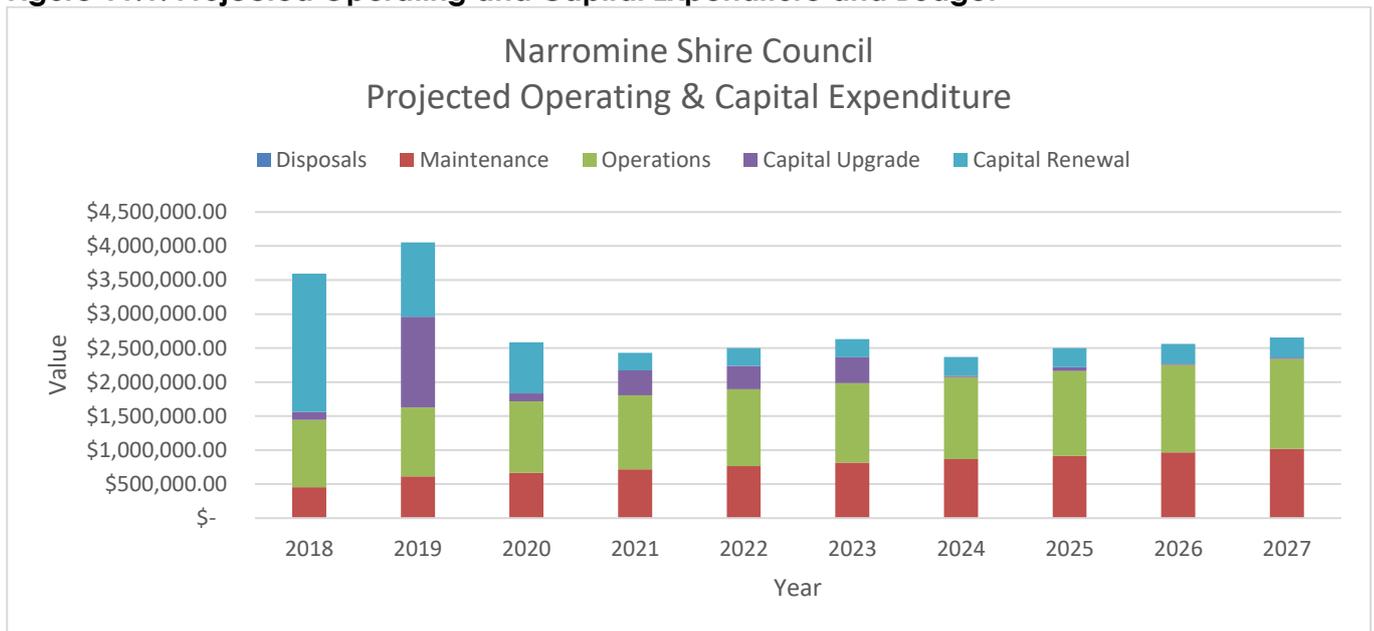
11. Financial Plan

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	\$ 2,265,320.00
Average Life Cycle Expenditure	\$ 1,444,320.00
Average Annual Gap	\$ 821,000.00
Life Cycle Sustainability Indicator	63.76%

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	\$ 2,715,173.00
Average Life Cycle Expenditure	\$ 1,698,923.00
Average Annual Gap	\$ 1,016,250.00
Life Cycle Sustainability Indicator	62.57%

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 (\$000)	Maintenance (\$000)	Capital Renewal (\$000)	Capital Upgrade (\$000)	Disposals (\$000)
2018	\$ 989,670.00	\$ 454,650.00	\$ 2,032,547.94	\$ 116,153.36	\$ -
2019	\$ 1,012,889.00	\$ 616,302.00	\$ 1,092,838.84	\$ 1,329,671.58	\$ -
2020	\$ 1,051,727.17	\$ 666,385.67	\$ 748,909.81	\$ 116,971.12	\$ -
2021	\$ 1,090,565.33	\$ 716,469.33	\$ 255,132.55	\$ 367,374.20	\$ -
2022	\$ 1,129,403.50	\$ 766,553.00	\$ 261,510.87	\$ 340,897.29	\$ -
2023	\$ 1,168,241.67	\$ 816,636.67	\$ 268,048.64	\$ 377,352.35	\$ -
2024	\$ 1,207,079.83	\$ 866,720.33	\$ 274,749.85	\$ 18,732.94	\$ -
2025	\$ 1,245,918.00	\$ 916,804.00	\$ 281,618.60	\$ 57,603.80	\$ -
2026	\$ 1,284,756.17	\$ 966,887.67	\$ 288,659.06	\$ 19,681.30	\$ -
2027	\$ 1,323,594.33	\$ 1,016,971.33	\$ 295,875.54	\$ 20,173.33	\$ -

Note: All projected expenditures are in 2019 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 and Rescue and relevant Australian Standards and Plumbing Code	% 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		

DESCRIPTION	UNIT	TARGET
Physical parameters	%	100
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

DESCRIPTION	UNIT	TARGET
2. Priority 2: failure to maintain continuity or quality to a critical use at a non-critical time		
All Customers:		
• During working hours	Minutes	180
• 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		
• Written complaints or enquiries: 95% response time	Working Days	10
• Personal complaints or enquiries: 95% response time	Working Days	1
SPECIAL CUSTOMERS		
• 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	2020/22
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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.

Narromine Shire Council										
WATER - Capital Works Program										
As per Strategic Business Plan										
	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
New Works - ILOS										
Trangie - Construction of Partial Treatment Plant	-	-	-	-	-	-	-	-	-	-
Trangie - Operational Improvements	-	-	-	-	-	-	-	-	-	-
Trangie - Operational Improvements	-	-	-	-	-	-	-	-	-	-
Trangie - Renew and Re-drill bores	-	-	-	-	-	-	-	-	-	-
Trangie - New Rising main	-	-	-	-	-	-	-	-	-	-
Trangie - New Chlorinator	-	-	-	-	-	-	-	-	-	-
Narromine - New Rising main	-	-	-	-	-	-	-	-	-	-
SubTotal	-	-	-	-	-	-	-	-	-	-
New Works - Growth										
AMR (automated meter reading)	-	-	415,188	138,553	138,553	138,553	138,553	-	-	-
Emergency Drought Works	600,000	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
SubTotal	600,000	-	415,188	138,553	138,553	138,553	138,553	-	-	-
Major New Works										
Disinfection System for bores and reservoirs (including online residual monitoring)	-	-	-	-	-	-	-	-	-	-
Disinfection System for bores and reservoirs (including online residual monitoring)	-	-	-	-	-	-	-	-	-	-
Temporary Pumping and Power Equipment	250,000	-	-	-	-	-	-	-	-	-
standing data for Survey & Hydraulic Model - Narromine Water	150,000	-	-	-	-	-	-	-	-	-
Automated Meter Reading	-	-	-	-	-	-	-	-	-	-
Narromine Water Treatment Plant	-	-	-	-	-	-	-	-	-	-
.	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council

WATER - Capital Works Program

As per Strategic Business Plan

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
SubTotal	400,000	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Minor New Works										
Telemetry Upgrade	100,000	-	-	-	-	-	-	-	-	-
Telemetry Upgrade Software - Survey and Hydraulic model of Narromine water	150,000	-	-	-	-	-	-	-	-	-
High lift online Turbidity Monitor	30,000	-	-	-	-	-	-	-	-	-
Trangie Bore Flow Recorders	-	-	-	-	91,380	-	-	-	-	-
Minor Capital Works	16,557	16,971	17,395	17,830	18,276	18,733	19,201	19,681	20,173	20,678
Backflow Prevention Devices	33,114	-	34,791	-	36,552	-	38,403	-	-	-
Water Meter Reading Equipment	-	-	-	-	-	-	-	-	-	-
SubTotal	329,672	16,971	52,186	17,830	146,208	18,733	57,604	19,681	20,173	20,678
Capital Renewals										
Narromine Water mains replacement/ rehabilitation	154,534	158,397	162,357	166,416	170,576	174,841	179,212	183,692	188,284	192,992
Extend Narromine Rising Main	100,000	400,000	-	-	-	-	-	-	-	-
Pumps replacement/ rehabilitation	22,076	22,628	23,194	23,774	24,368	24,977	25,602	26,242	26,898	27,570
Narromine - Valve Replacement	16,557	16,971	17,395	17,830	18,276	18,733	19,201	19,681	20,173	20,678
Switchboard replacement	-	-	-	-	-	-	-	-	-	-
Water Meter Replacement Program	22,076	22,628	23,194	23,774	24,368	24,977	25,602	26,242	26,898	27,570
Replace House Services	27,595	28,285	28,992	29,717	30,460	31,222	32,002	32,802	33,622	34,463
Duffy St Reservoir Rehabilitation	-	-	-	-	-	-	-	-	-	-
Reline Aeration Tank at Narromine Highlift Station	-	-	-	-	-	-	-	-	-	-
Redevelopment of Bores - Nme	200,000	-	-	-	-	-	-	-	-	-
Redundant Bore Remediation	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council

WATER - Capital Works Program

As per Strategic Business Plan

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Highlift Backup Generator	-	-	-	-	-	-	-	-	-	-
iPad Replacements	-	-	-	-	-	-	-	-	-	-
Rehab Work Trangie -Treatment Plant	-	-	-	-	-	-	-	-	-	-
Rehab Work Narromine - Treatment Plant	150,000	-	-	-	-	-	-	-	-	-
Rehab Trangie Potable Water Reservoir	400,000	-	-	-	-	-	-	-	-	-
Tomingley Treatment Plant	-	-	-	-	-	-	-	-	-	-
SubTotal	1,092,839	648,910	255,133	261,511	268,049	274,750	281,619	288,659	295,876	303,272
	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	1,092,839	648,910	255,133	261,511	268,049	274,750	281,619	288,659	295,876	303,272
TOTAL EXPENDITURE ON NEW ASSETS	1,329,672	16,971	467,374	156,383	284,761	157,286	196,157	19,681	20,173	20,678
TRANSFERS TO/FROM OPERATIONS RESERVES(- IN/OUT)	-	- 300,000	- 450,000	- 600,000	- 700,000	- 300,000	- 300,000	- 300,000	- 300,000	- 300,000
GRANTS/EXTERNAL CONTRIBUTIONS (Restart)	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	1,485,916	1,120,035	847,528	1,029,634	1,176,824	1,044,789	867,014	858,673	842,624	818,674



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 **\$27,207,873** on the 30 June 2019.

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.

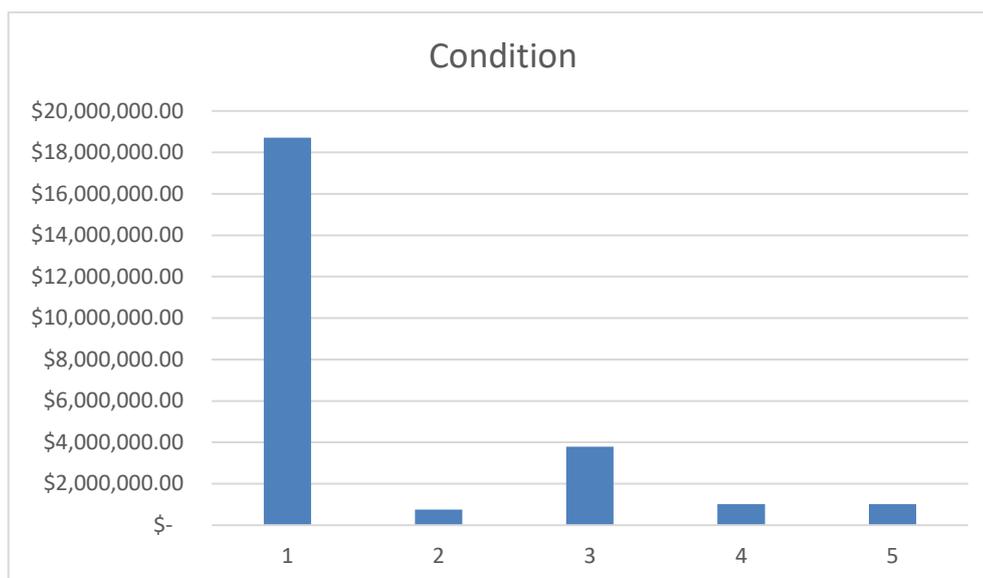
What we cannot do

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 1.1: 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 1.1: Asset Management Improvements – Sewer

Task	Expected Completion
Revaluation of Assets	2021/22
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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

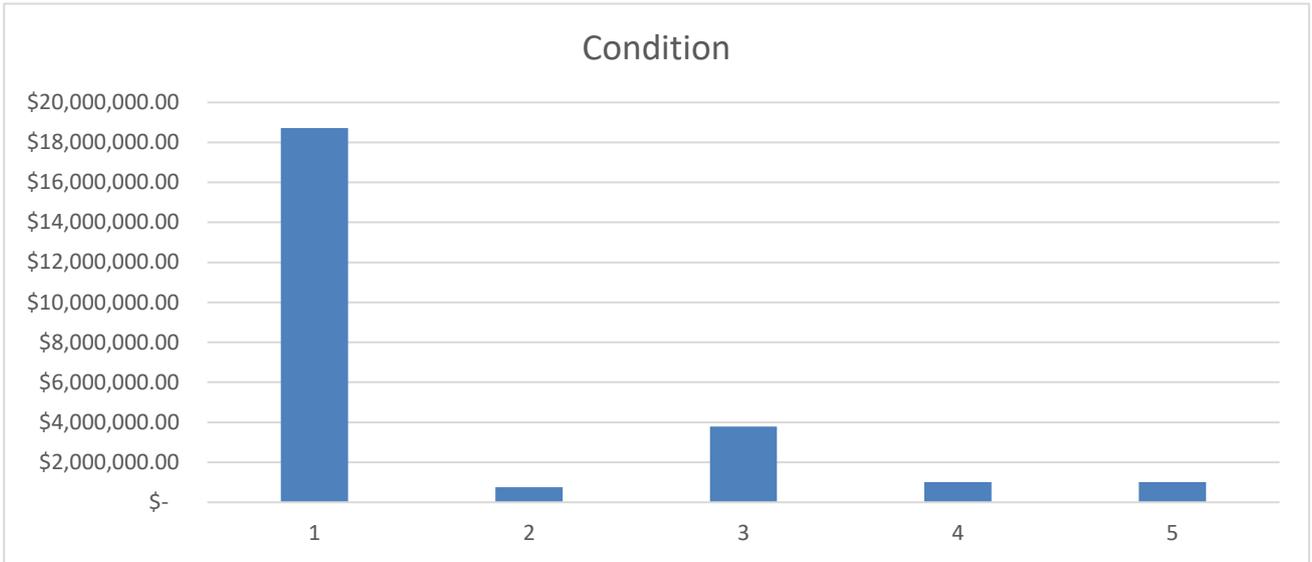
Table 5.2 outlines the condition rating scale, description of rating and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

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	\$799,560
2017/2018	\$687,800
2018/2019	\$770,801

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

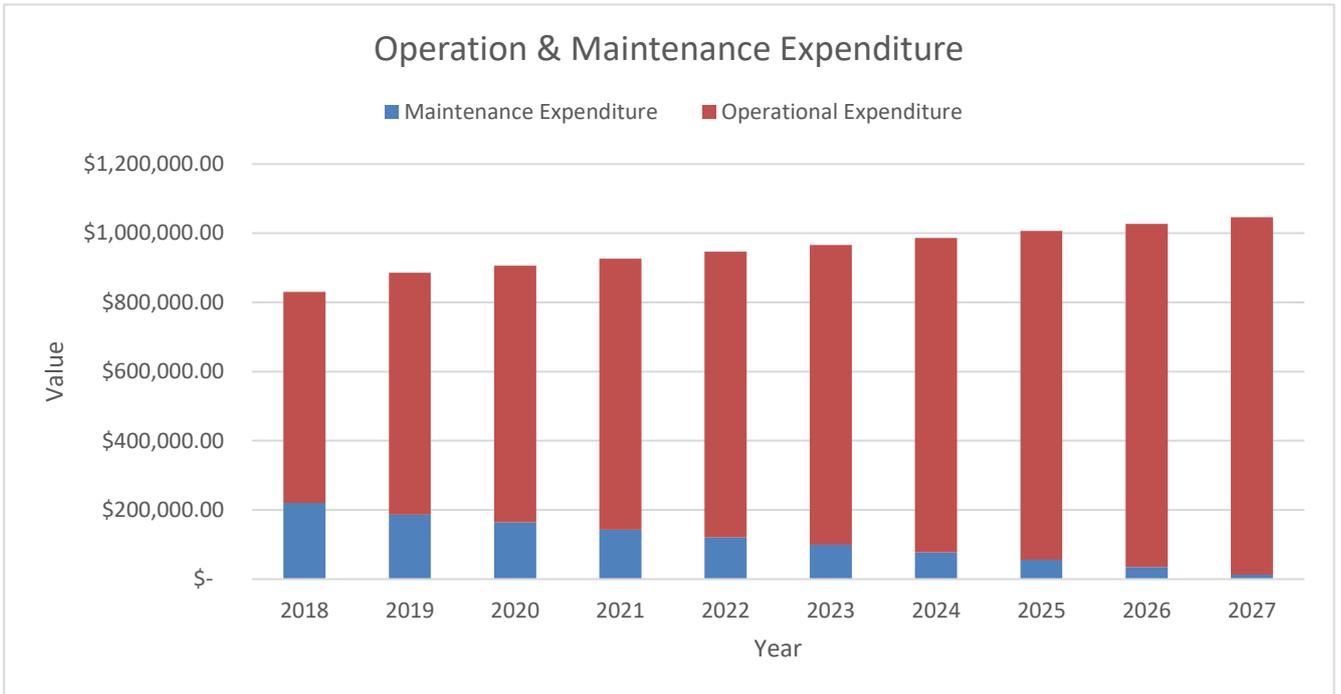
The proposed maintenance programs are detailed in the Annual Maintenance Program.

Table 7.2: What are our Maintenance Cost Trends?

Year	Maintenance Expenditure
2013/2014	\$315,800
2014/2015	\$283,972
2015/2016	\$312,990
2016/2017	\$415,500
2017/2018	\$220,500
2018/2019	186,012

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

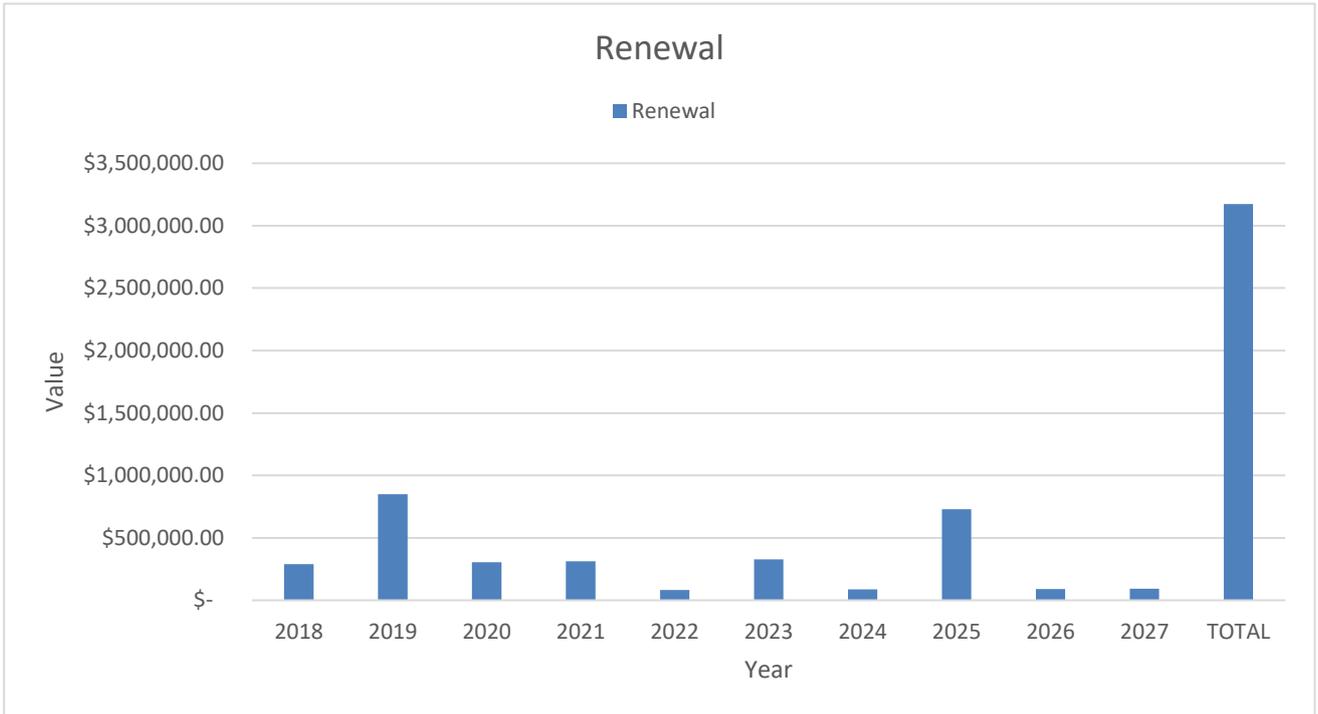
Summary of projected renewal expenditure:

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, Council will spend approximately on \$6,000,000 in total over the next 10 years.

Figure 8.1: Proposed Renewal Allocations Program?



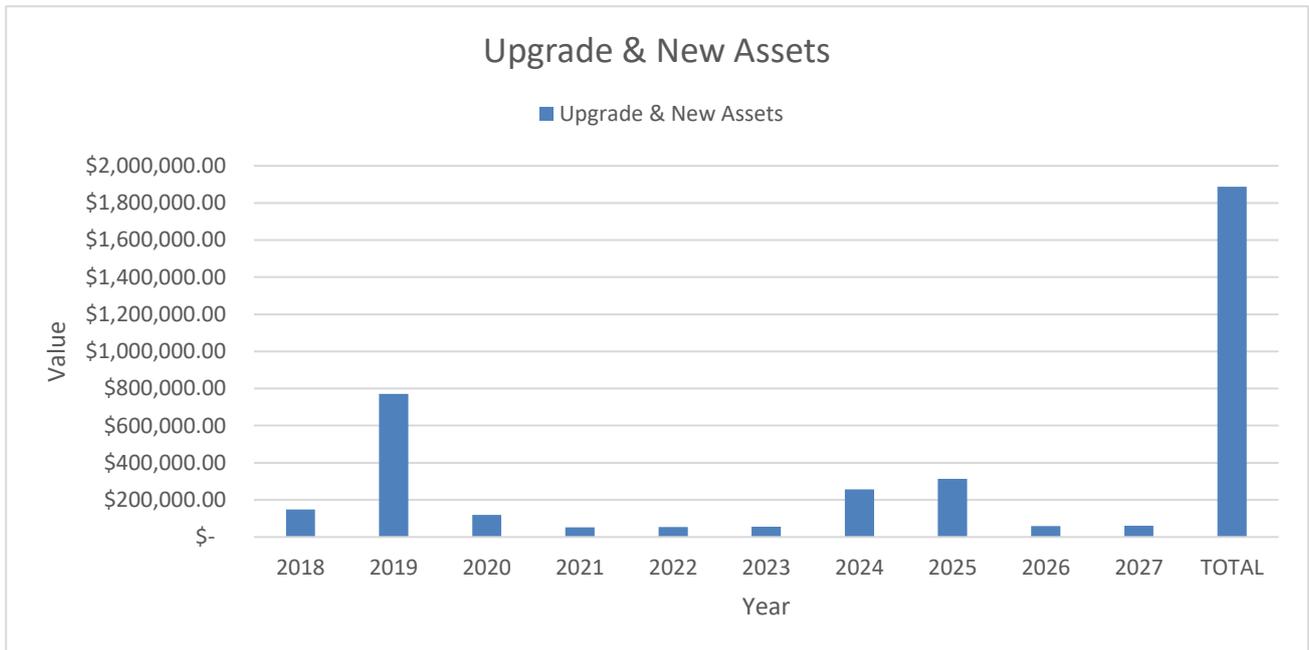
9. Creation/Acquisition/Upgrade Plan

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.

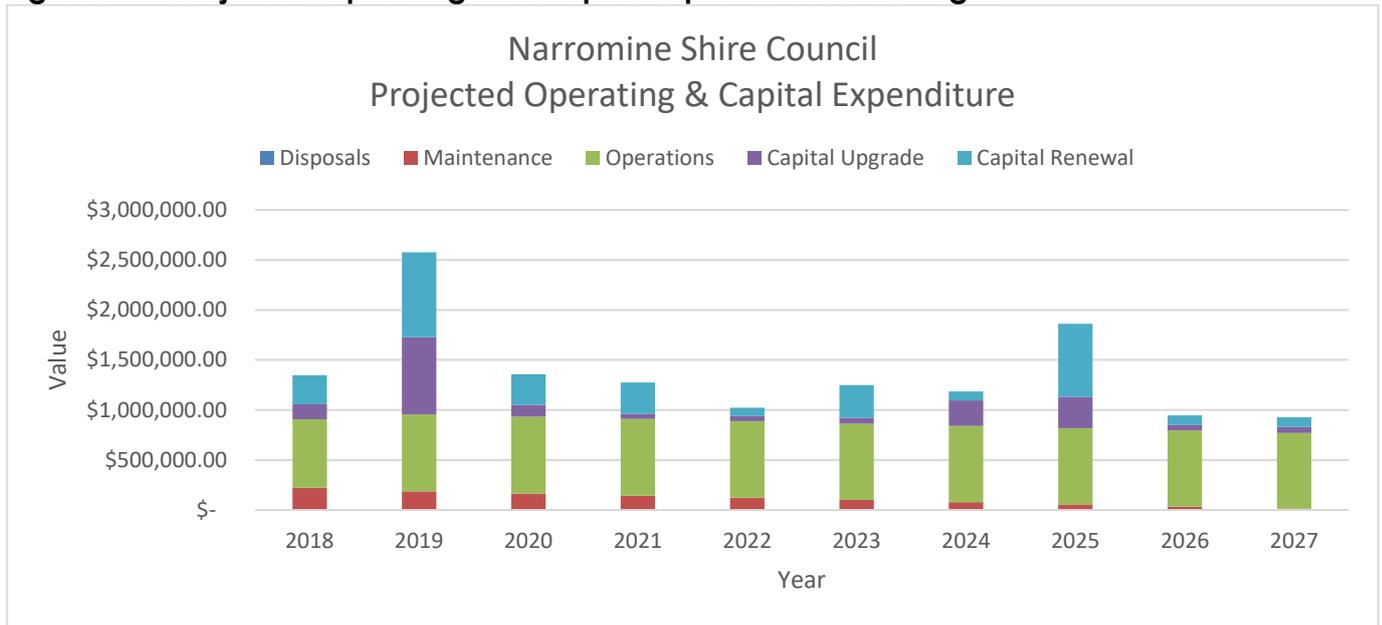
11. Financial Plan

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	\$1,729,300
Average Life Cycle Expenditure	\$908,300
Average Annual Gap	\$821,000
Life Cycle Sustainability Indicator	52.52%

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	\$1,935,591
Average Life Cycle Expenditure	\$919,341
Average Annual Gap	\$1,016,250
Life Cycle Sustainability Indicator	47.50%

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 (\$000)	Maintenance (\$000)	Capital Renewal (\$000)	Capital Upgrade (\$000)	Disposals (\$000)
2018	\$ 687,800.00	\$ 220,500.00	\$ 290,760.47	\$ 148,460.08	\$ -
2019	\$ 770,801.00	\$ 186,012.00	\$ 849,935.93	\$ 770,434.16	\$ -
2020	\$ 769,291.17	\$ 164,380.67	\$ 305,480.22	\$ 118,797.86	\$ -
2021	\$ 767,781.33	\$ 142,749.33	\$ 313,117.22	\$ 52,186.20	\$ -
2022	\$ 766,271.50	\$ 121,118.00	\$ 83,208.00	\$ 53,490.86	\$ -
2023	\$ 764,761.67	\$ 99,486.67	\$ 328,968.78	\$ 54,828.13	\$ -
2024	\$ 763,251.83	\$ 77,855.33	\$ 87,420.41	\$ 256,016.91	\$ -
2025	\$ 761,742.00	\$ 56,224.00	\$ 729,648.19	\$ 313,620.71	\$ -
2026	\$ 760,232.17	\$ 34,592.67	\$ 91,398.00	\$ 58,756.00	\$ -
2027	\$ 758,722.33	\$ 12,961.33	\$ 93,682.95	\$ 60,224.90	\$ -

Note: All projected expenditures are in 2019 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	2021/22
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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										
<i>As per Strategic Business Plan</i>										
	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
New Works - Growth										
Telemetry upgrade (Narromine and Trangie)	-	-	-	-	-	-	-	-	-	-
Telemetry upgrade (Narromine and Trangie)	-	67,884	-	-	-	74,932	-	-	-	-
Narromine - New PS and Rising Mains	500,000	-	-	-	-	124,886	-	-	-	-
Trangie Treatment Plant Upgrade	-	-	-	-	-	-	-	-	-	-
SubTotal	500,000	67,884	-	-	-	199,818	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Minor New Works										
Minor capital works	22,076	22,628	23,194	23,774	24,368	24,977	25,602	26,114	26,767	27,436
CCTV investigations	220,763	-	-	-	-	-	256,017	-	-	-
Rags/Filters and Wet Well Washers	27,595	28,285	28,992	29,717	30,460	31,222	32,002	32,642	33,458	34,295
SubTotal	270,434	50,913	52,186	53,491	54,828	56,199	313,621	58,756	60,225	61,731
Renewals										
CCTV investigations	-	-	-	-	-	-	-	-	-	-
Sewer mains replacement/ rehabilitation	551,906	-	-	-	-	-	640,042	-	-	-
Sewer mains replacement/ rehabilitation	-	-	-	-	-	-	-	-	-	-
Sewer mains replacement/ rehabilitation	-	-	-	-	-	-	-	-	-	-
Sewer mains replacement/ rehabilitation	-	-	-	-	-	-	-	-	-	-
Sewer mains replacement/ rehabilitation	220,763	-	-	-	-	-	-	-	-	-
Pumps Replacement	-	-	-	-	-	-	-	-	-	-
Pump Replacements - Narromine	-	-	-	-	-	-	-	-	-	-
Pump Replacements - Narromine	-	-	-	-	-	-	-	-	-	-
Pump Replacements - Narromine	55,191	56,570	57,985	59,434	60,920	62,443	64,004	65,284	66,916	68,589

Narromine Shire Council

SEWERAGE - Capital Works Program

As per Strategic Business Plan

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Pump Replacements - Trangie	-	-	-	-	-	-	-	-	-	-
Pump Replacements - Trangie	-	-	-	-	-	-	-	-	-	-
Pump Replacements - Trangie	22,076	22,628	23,194	23,774	24,368	24,977	25,602	26,114	26,767	27,436
Narromine STP - Upgrades (Headworks)	-	-	-	-	-	-	-	-	-	-
Narromine STP - Upgrades (Headworks)	-	-	-	-	-	-	-	-	-	-
Narromine STP - Upgrades (Headworks)	-	-	-	-	-	-	-	-	-	-
iPad Replacements	-	-	-	-	-	-	-	-	-	-
Trangie - STP upgrades (Ponds)	-	-	-	-	-	-	-	-	-	-
Trangie - STP upgrades (Ponds)	-	-	-	-	-	-	-	-	-	-
Narromine - Resurfacing/Relining of Manholes	-	226,282	-	-	243,681	-	-	-	-	-
Pump Stations Upgrades/Relining	-	-	-	-	-	-	-	-	-	-
Pump Stations Upgrades/Relining - Narromine	-	-	173,954	-	-	-	-	-	-	-
Pump Stations Upgrades/Relining - Trangie	-	-	57,985	-	-	-	-	-	-	-
SubTotal	849,936	305,480	313,117	83,208	328,969	87,420	729,648	91,398	93,683	96,025
TOTAL EXPENDITURE ON EXISTING ASSETS	849,936	305,480	313,117	83,208	328,969	87,420	729,648	91,398	93,683	96,025
TOTAL EXPENDITURE ON NEW ASSETS	770,434	118,798	52,186	53,491	54,828	256,017	313,621	58,756	60,225	61,731
TRANSFERS TO/FROM OPERATIONS	-	-	-	-	-	-	-	-	-	-
RESERVES(-IN/OUT)	77,580	79,521	81,506	83,537	85,629	87,765	1,051,467	57,107	57,106	57,106
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	2,680,423	2,335,666	2,051,869	1,998,707	1,700,539	1,444,867	1,453,065	1,360,018	1,263,216	1,162,566



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 **\$281,924** on the 30th June 2019 (excl. plant).

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;
- Plant;

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.

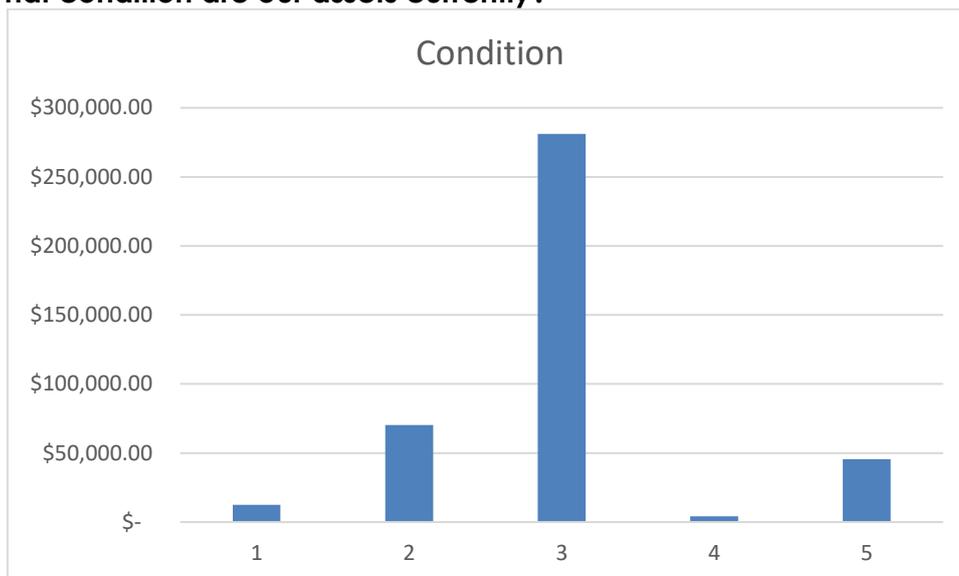
What we cannot do

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 1.1: 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 1.1: Asset Management Improvements – Waste

Task	Expected Completion
Revaluation of Assets	Various
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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

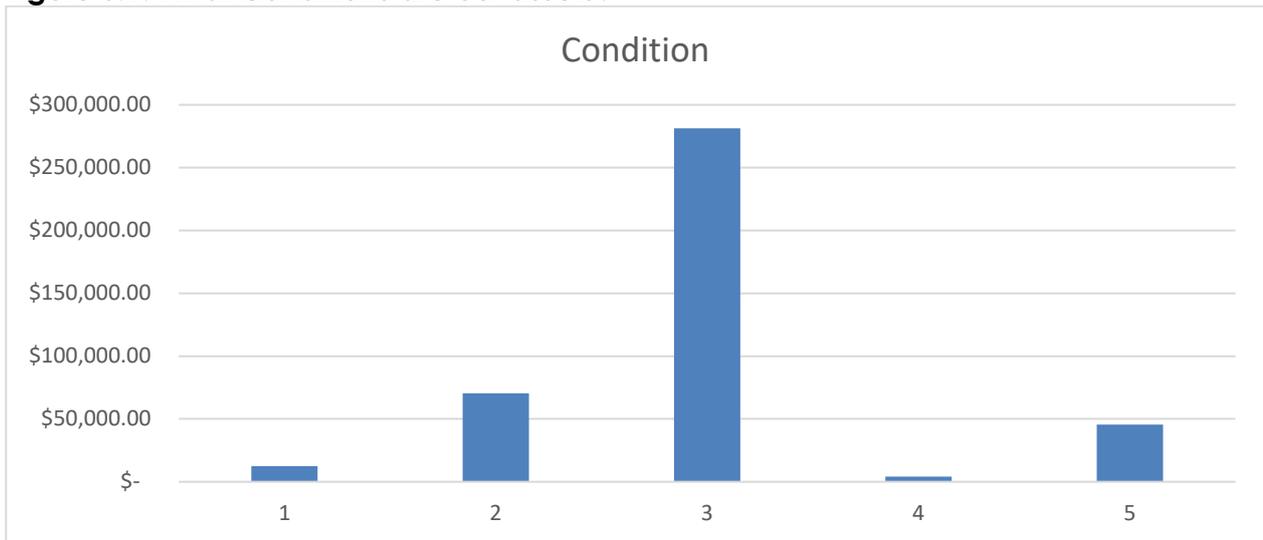
Table 5.2 outlines the rating scale and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

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	\$761,100
2017/2018	\$1,225,867
2018/2019	\$2,169,668

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

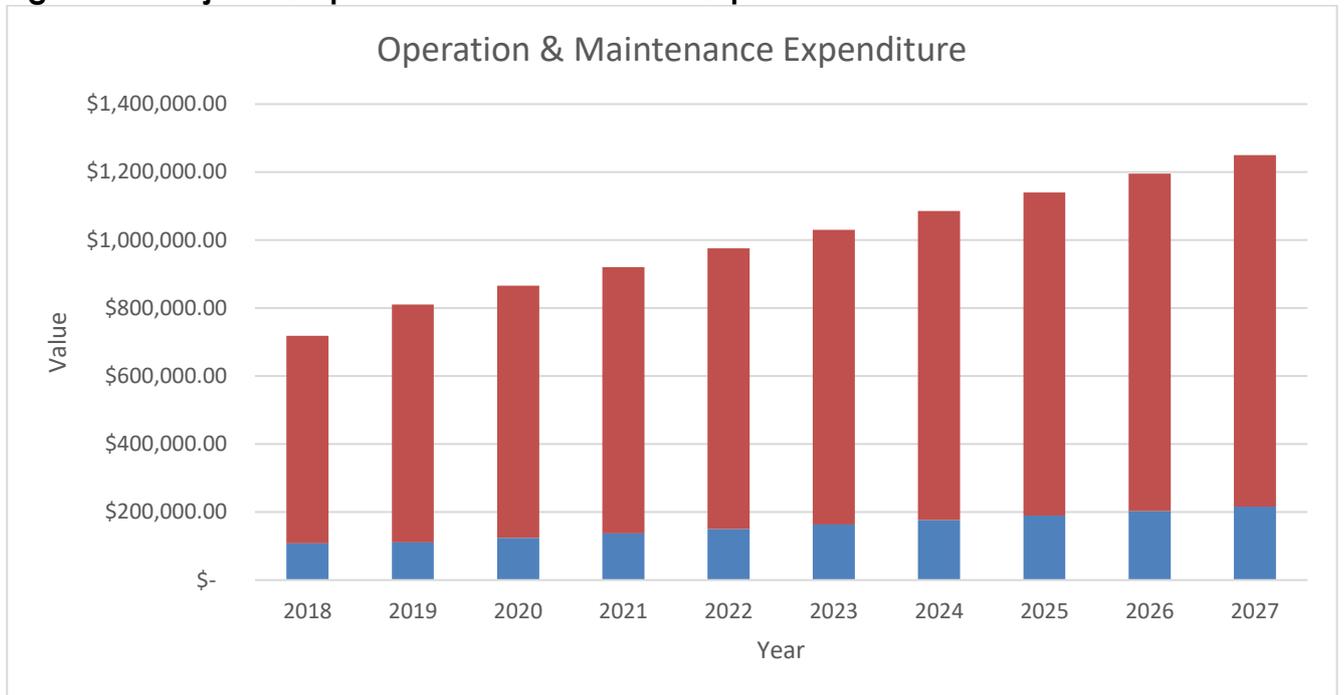
The adjustment of LOS for a critical service is only undertaken after consultation with the community, ensuring it is still within statutory regulations and health guidelines.

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	\$252,450
2017/2018	\$108,000
2018/2019	\$110,700

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

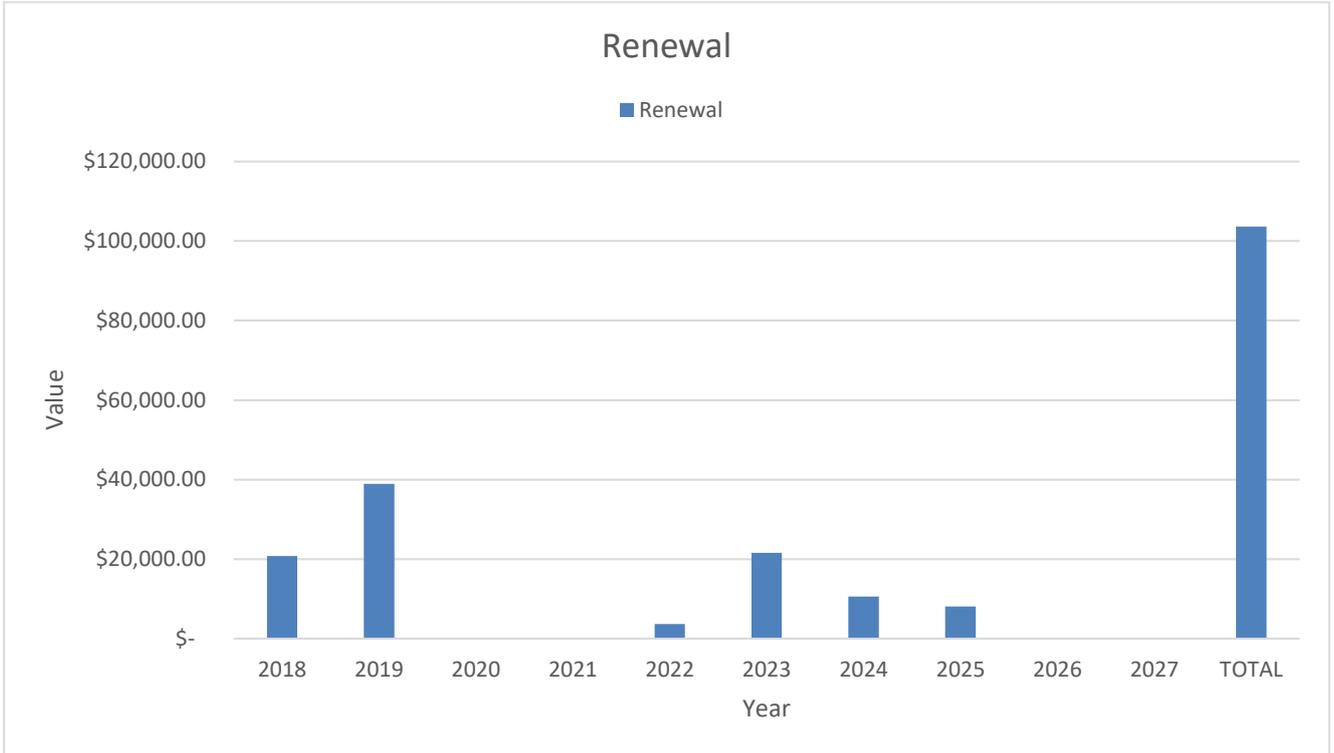
Summary of Projected Renewal Expenditure

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, Council will spend approximately \$200,000 on renewals over the next ten years.

Figure 8.1: Proposed Renewal Allocations Delivery Program?



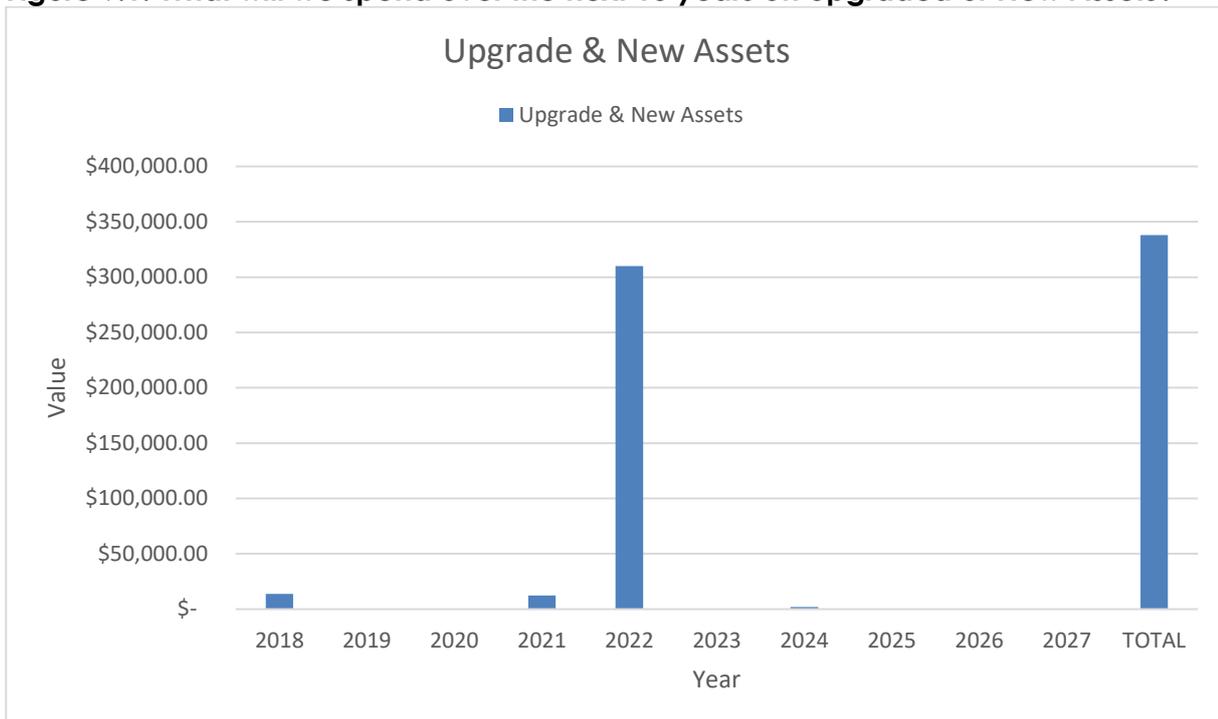
9. Creation/Acquisition/ Upgrade Plan

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.

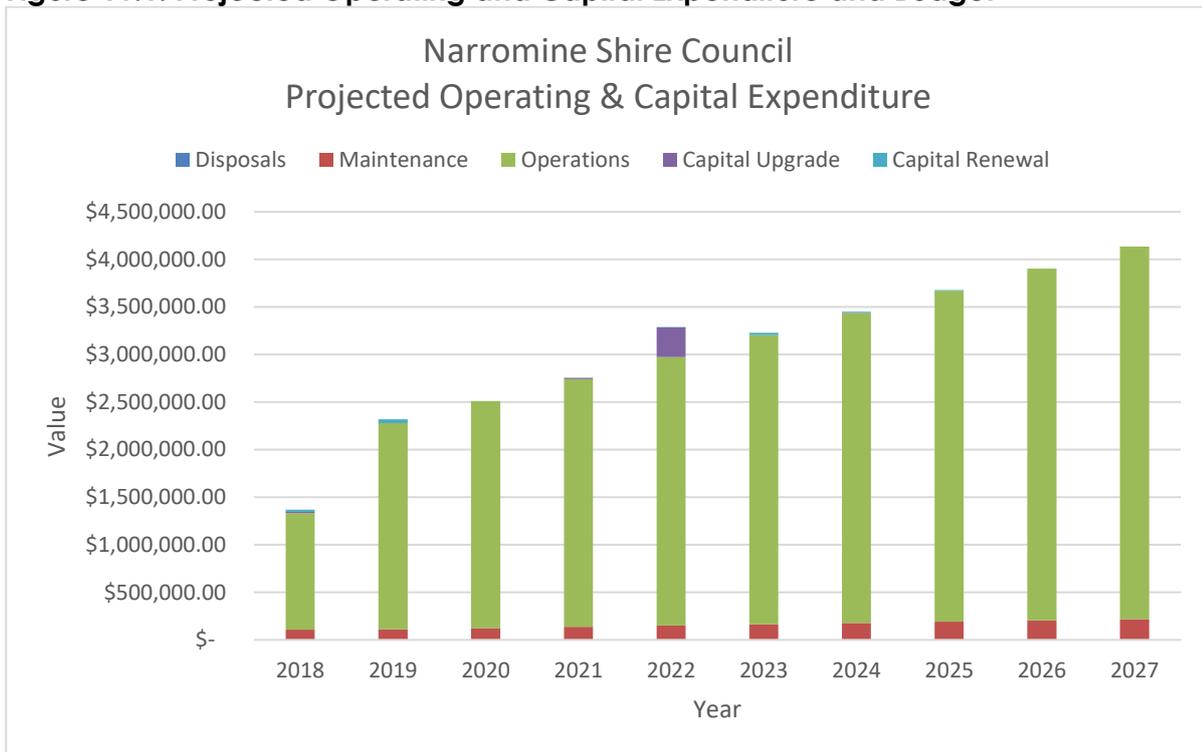
11. Financial Plan

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	\$ 2,154,867.00
Average Life Cycle Expenditure	\$ 1,333,867.00
Average Annual Gap	\$ 821,000.00
Life Cycle Sustainability Indicator	61.90%

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	\$ 3,385,274.00
Average Life Cycle Expenditure	\$ 2,369,023.77
Average Annual Gap	\$ 1,016,250.00
Life Cycle Sustainability Indicator	69.98%

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 (\$000)	Maintenance (\$000)	Capital Renewal (\$000)	Capital Upgrade (\$000)	Disposals (\$000)
2018	\$ 1,225,867.00	\$ 108,000.00	\$ 20,800.00	\$ 13,643.00	\$ -
2019	\$ 2,169,668.00	\$ 110,700.00	\$ 38,911.32	\$ -	\$ -
2020	\$ 2,388,070.93	\$ 123,927.04	\$ -	\$ -	\$ -
2021	\$ 2,606,473.86	\$ 137,154.08	\$ -	\$ 12,229.26	\$ -
2022	\$ 2,824,876.79	\$ 150,381.13	\$ 3,689.62	\$ 310,000.00	\$ -
2023	\$ 3,043,279.72	\$ 163,608.17	\$ 21,600.62	\$ -	\$ -
2024	\$ 3,261,682.65	\$ 176,835.21	\$ 10,616.94	\$ 1,957.16	\$ -
2025	\$ 3,480,085.58	\$ 190,062.25	\$ 8,063.50	\$ -	\$ -
2026	\$ 3,698,488.51	\$ 203,289.29	\$ -	\$ -	\$ -
2027	\$ 3,916,891.44	\$ 216,516.33	\$ -	\$ -	\$ -

Note: All projected expenditures are in 2019 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	Various
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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 and PLANT										
	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals										
Narromine	-	-	-	-	-	-	-	-	-	-
Replace Ride on Lawn Mower - Narromine	9,158	-	-	-	-	10,617	-	-	-	-
Resurface Greenwaste Hardstand Area	-	-	-	-	-	-	-	-	-	-
Reseal Old Bitumen Access Rd	-	-	-	-	-	-	-	-	-	-
Emergency Shower/Eye Wash	-	-	-	-	-	-	-	-	-	-
Replace Internal Litter Fence	-	-	-	-	-	-	-	-	-	-
Replace Bobcat	-	-	-	-	-	-	-	-	-	-
Upgrade Amenities Block	10,000	-	-	-	-	-	-	-	-	-
Resurface wet weather access road - Narromine	13,000	-	-	-	14,000	-	-	-	-	-
Waste Management Software (Replacement) - Narromine	-	-	-	-	-	-	-	-	-	-
Upgrade signage - Narromine	3,377	-	-	-	3,800	-	-	-	-	-
Upgrade Perimeter Fencing	-	-	-	-	-	-	-	-	-	-
Replace Boom Gate	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Replace Perimeter Fencing Wire	-	-	-	-	-	-	-	-	-	-
Emergency Shower/Eye Wash - Trangie	-	-	-	-	3,800	-	-	-	-	-
Install toilet and septic - Trangie	-	-	-	-	-	-	-	-	-	-
Replace Loader	-	-	-	-	-	-	-	-	-	-
Tomingley	-	-	-	-	-	-	-	-	-	-
Resurface Gravel Platform - Tomingley	3,377	-	-	3,690	-	-	4,032	-	-	-

Narromine Shire Council

WASTE MANAGEMENT FACILITIES UPGRADE and PLANT

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrade Transfer station tipping area - Tomingley	-	-	-	-	-	-	-	-	-	-
Upgrade Fencing - Tomingley	-	-	-	-	-	-	-	-	-	-
Emergency Shower/Eye Wash - Tomingley	-	-	-	-	-	-	4,032	-	-	-
New Assets										
Narromine	-	-	-	-	-	-	-	-	-	-
Install Rainwater Tanks and Watering System	-	-	-	-	-	-	-	-	-	-
Purchase Fire Fighting Trailer	-	-	-	-	-	-	-	-	-	-
Install Security Surveillance Cameras - Narromine	-	-	10,438	-	-	-	-	-	-	-
Roof Awning	-	-	-	-	-	-	-	-	-	-
Forklift	-	-	-	-	-	-	-	-	-	-
Trommel & Telehandler for Organics	-	-	-	-	-	-	-	-	-	-
Waste Overseer Vehicle	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Purchase Mobile Generator - Trangie	-	-	1,791	-	-	1,957	-	-	-	-
New Waste Cell Fencing	-	-	-	-	-	-	-	-	-	-
Waste Depot litter fencing	-	-	-	-	-	-	-	-	-	-
New Waste Cell	-	-	-	-	-	-	-	-	-	-
Internal Transfer Station	-	-	-	282,000	-	-	-	-	-	-
Cage for Chemical Drums	-	-	-	-	-	-	-	-	-	-
Cage for Generator	-	-	-	-	-	-	-	-	-	-
Tomingley	-	-	-	-	-	-	-	-	-	-
2 x 30m3 hook lift bins	-	-	-	28,000	-	-	-	-	-	-

Narromine Shire Council

WASTE MANAGEMENT FACILITIES UPGRADE and PLANT

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cage for Generator - Tomingley	-	-	-	-	-	-	-	-	-	-
Fire fighting Unit	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	38,911	-	-	3,690	21,601	10,617	8,063	-	-	-
TOTAL EXPENDITURE ON NEW ASSETS	-	-	12,229	310,000	-	1,957	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
NSW Environmental Trust Landfill Consolidation and Environmental Improvements Grants Program	60,000	-	-	-	-	-	-	-	-	-
DWM OPERATING -PROFIT/LOSS	62,808	24,780	26,592	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	-	-	-	-	-	-	-	-	-	-
Carry over funding from previous year	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	508,685	483,905	445,083	181,394	209,793	247,219	289,156	339,156	389,156	439,156



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 **\$15,848,770** on the 30 June 2019.

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.

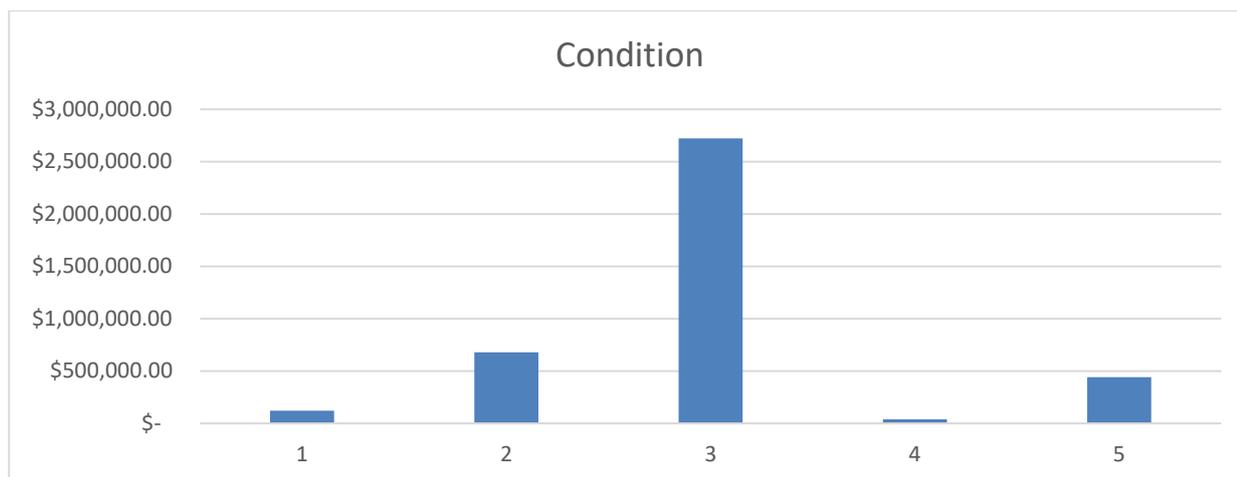
What we cannot do

- 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 1.1: 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 1.1: Asset Management Improvements – Aerodrome

Task	Expected Completion
Revaluation of Assets	Over Various Years
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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	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

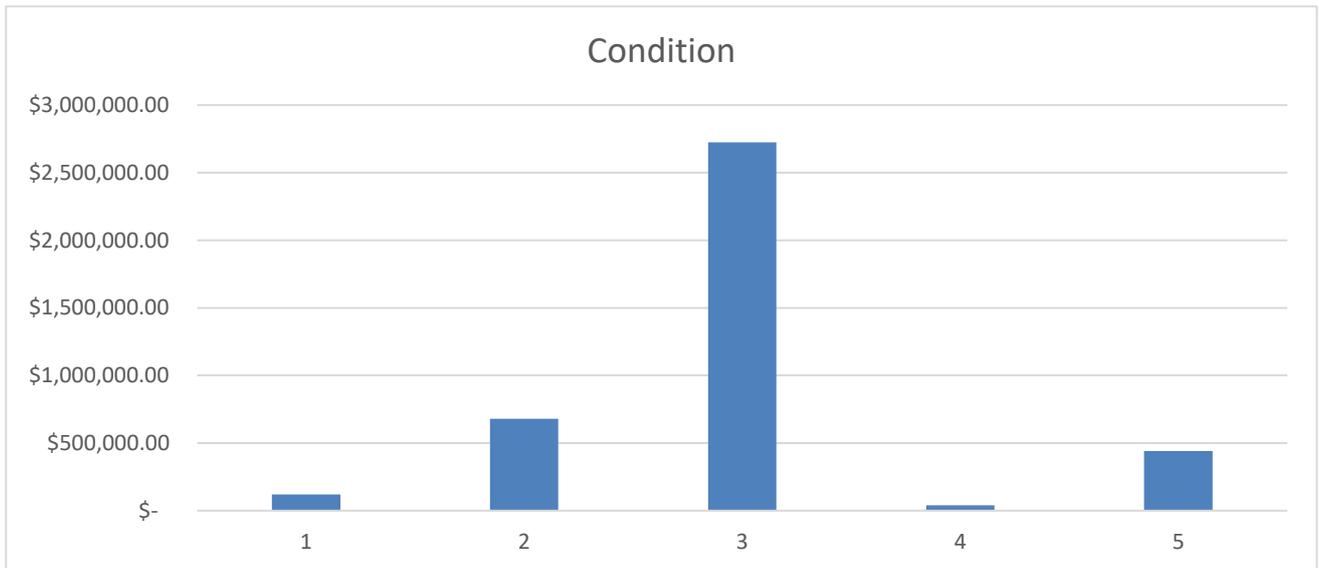
The following table outlines the rating scale and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

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	\$67,064.24
2017/2018	\$232,666.00
2018/2019	\$251,776.00

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	\$92,023
2017/2018	\$0.00
2018/2019	\$25,000

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

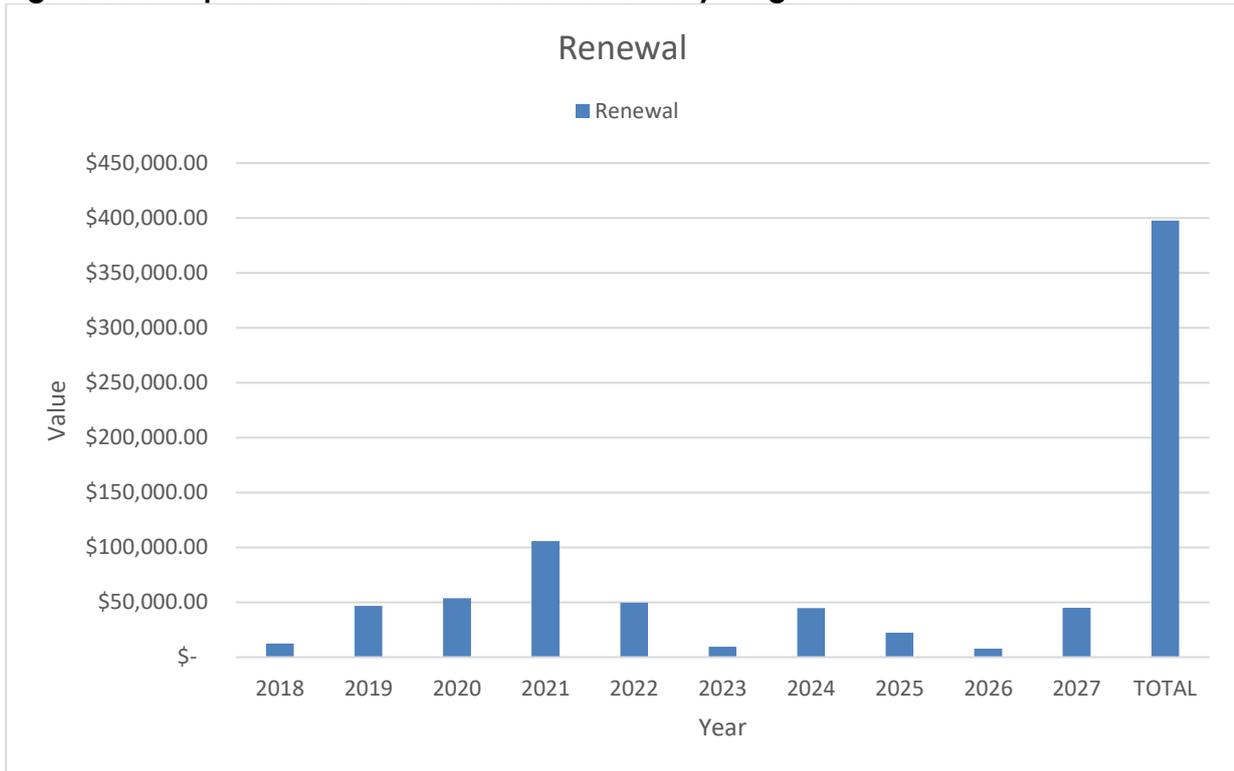
Summary of projected renewal expenditure

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, Council will spend approximately \$1,400,000 on renewals over the next ten years.

Figure 8.1: Proposed Renewal Allocations 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?



Note: the above table does not include proposed subdivisions.

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

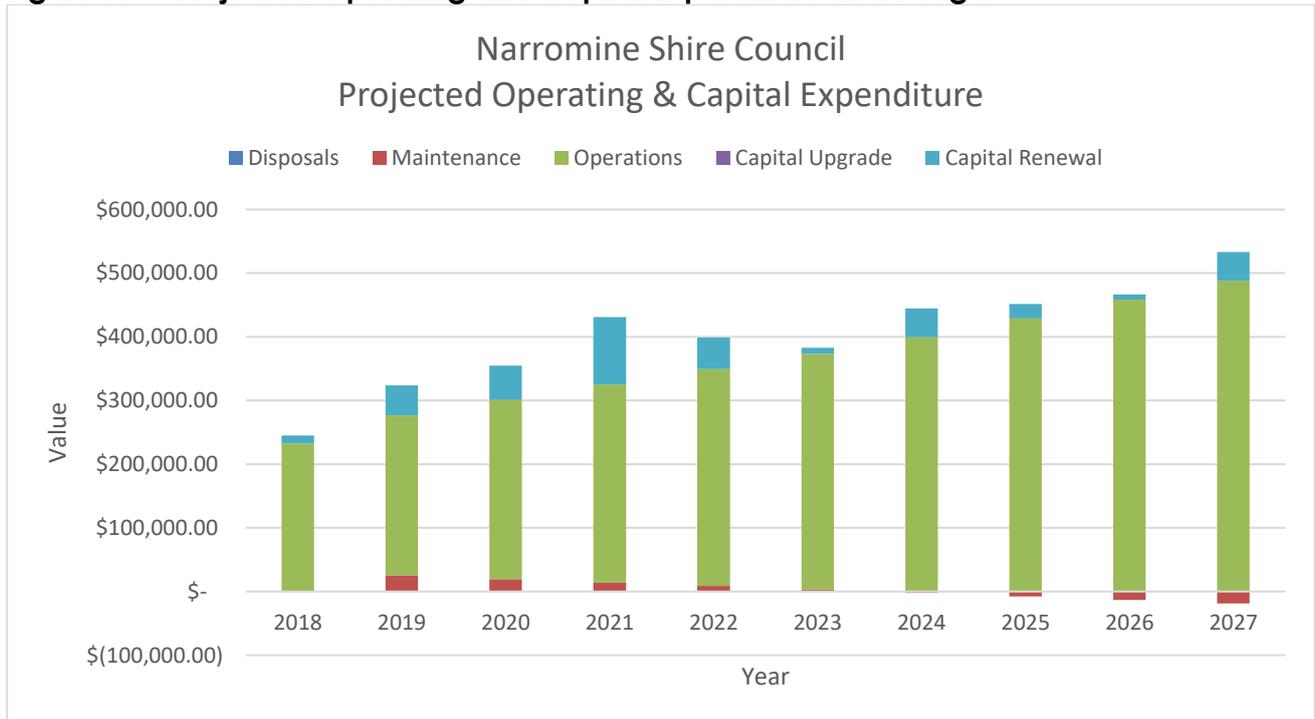
11. Financial Plan

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	\$ 1,053,666
Average Life Cycle Expenditure	\$ 232,666
Average Annual Gap	\$ 821,000
Life Cycle Sustainability Indicator	22.08%

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	\$ 1,313,153
Average Life Cycle Expenditure	\$ 296,903
Average Annual Gap	\$ 1,016,250
Life Cycle Sustainability Indicator	22.61%

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 (\$000)	Maintenance (\$000)	Capital Renewal (\$000)	Capital Upgrade (\$000)	Disposals (\$000)
2018	\$ 232,666.00	\$ -	\$ 12,500.00	\$ -	\$ -
2019	\$ 251,776.00	\$ 25,000.00	\$ 46,780.65	\$ -	\$ -
2020	\$ 281,349.96	\$ 19,550.46	\$ 53,826.61	\$ -	\$ -
2021	\$ 310,923.93	\$ 14,100.92	\$ 105,763.13	\$ -	\$ -
2022	\$ 340,497.89	\$ 8,651.38	\$ 49,672.00	\$ -	\$ -
2023	\$ 370,071.85	\$ 3,201.84	\$ 9,500.78	\$ -	\$ -
2024	\$ 399,645.82	-\$ 2,247.70	\$ 44,739.96	\$ -	\$ -
2025	\$ 429,219.78	-\$ 7,697.24	\$ 22,377.79	\$ -	\$ -
2026	\$ 458,793.74	-\$ 13,146.78	\$ 7,634.05	\$ -	\$ -
2027	\$ 488,367.71	-\$ 18,596.32	\$ 45,000.00	\$ -	\$ -

Note: All projected expenditures are in 2019 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	Over Various Years
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Operational Aerodrome Assets Required Renewals										
Narromine Aerodrome Airside	-	-	-	-	-	-	-	-	-	-
Runway 11/29 - Reseal	-	-	-	-	-	-	-	-	-	320,021
Runway 11/29 - Crack Seal Major	-	-	59,702	-	-	-	-	-	-	-
Runway 11/29 - Linemark (intermediate)	-	-	-	-	-	-	9,509	-	-	-
Runway 04/22 - Reseal	-	-	-	-	-	-	-	-	-	-
Runway 04/22 - Crack Seal Major	-	-	-	-	-	44,068	-	-	-	-
Runway 04/22 - Linemark (intermediate)	-	-	-	-	-	-	9,509	-	-	-
Runway 04/22 - Remark (Threshold displacement on 04 approach) (CASA)	-	-	-	-	-	-	-	-	-	-
Taxiway A - Reseal & Linemark	9,622	-	-	-	-	-	-	-	-	-
Taxiway A - Remark	580	-	-	-	-	-	-	713	-	-
Taxiway B - Reseal & Linemark	-	-	-	49,672	-	-	-	-	-	-
Taxiway B - Remark	-	-	-	-	-	-	-	-	-	-
Taxiway D - Reseal & Linemark	-	9,552	-	-	-	-	-	-	-	-
Taxiway D - Remark	-	-	-	-	-	672	-	-	-	-
Taxiway D - 7m wide seal construction	-	-	-	-	-	-	-	-	-	-
Apron - Reseal & Linemark	33,765	-	-	-	-	-	-	-	-	-
Apron - Remark	-	-	-	-	-	-	-	-	-	-
Minor Crack Seals	-	5,796	-	-	6,334	-	-	6,921	-	-
Gravel Skypark Taxiways - Resheet	-	-	-	-	-	-	-	-	45,000	-
Gravel Skypark Taxiways - Reform and Grade	-	35,000	-	-	-	-	-	-	-	-
AIMM plane tracking system	-	-	-	-	-	-	-	-	-	-
Lighting Upgrade (CASA)	-	-	-	-	-	-	-	-	-	-
Illuminated Wind Indicator Runway 11 (CASA)	-	-	-	-	-	-	-	-	-	-
Advertising & Signage (7.2)	2,814	-	2,985	-	3,167	-	3,360	-	-	-

Narromine Shire Council

AERODROME - Operational Renewals

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
unallocated	-	-	-	-	-	-	-	-	-	15,354
New Office / Store	-	-	-	-	-	-	-	-	-	-
Trangie Airstrip	-	-	-	-	-	-	-	-	-	-
Runway Gravel Resheet	-	-	43,076	-	-	-	-	-	-	-
Runway Reform and Grade	-	3,478	-	-	-	-	-	-	-	-
Internal Roads Resheet	-	-	-	-	-	-	-	-	-	-
Carpark Resheet	-	-	-	-	-	-	-	-	-	-
Narromine Aerodrome Development - Upgrades on Existing Assets										
Design Tom Perry drive for duel carriage way (4.1)	-	-	-	-	-	-	-	-	-	-
Widen Road - Tom Perry Drive (6.1)	-	-	-	-	-	-	-	-	-	-
Hangar Development (added by js)	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	46,781	53,827	105,763	49,672	9,501	44,740	22,378	7,634	45,000	335,375
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 10,000	- 50,000	- 10,000	- 50,000	- 10,000	- 50,000	- 20,000	- 20,000	- 30,000	- 30,750
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	-	-	-	-	-	-	-	-	-	299,250
RESERVE BALANCE (Estimate)	108,134	104,308	8,545	8,873	9,372	14,632	12,254	24,620	9,620	4,245



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 **\$9,157,537** on the 30 June 2019.

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

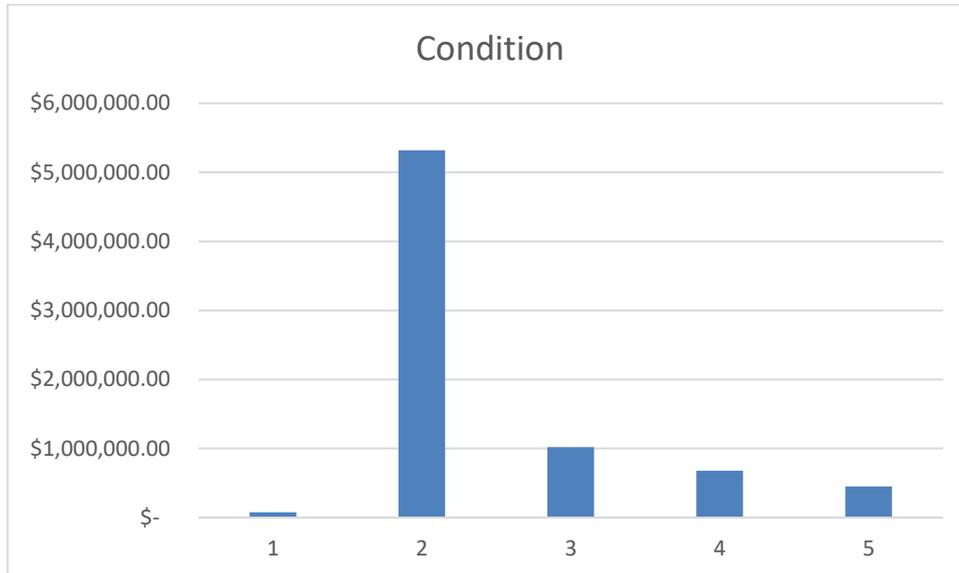
What we cannot do

- 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 1.1: 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 1.1: Asset Management Improvements – Recreational and Community Assets

Task	Expected Completion
Revaluation of Assets	2023/24
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing

Task	Expected Completion
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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.
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 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

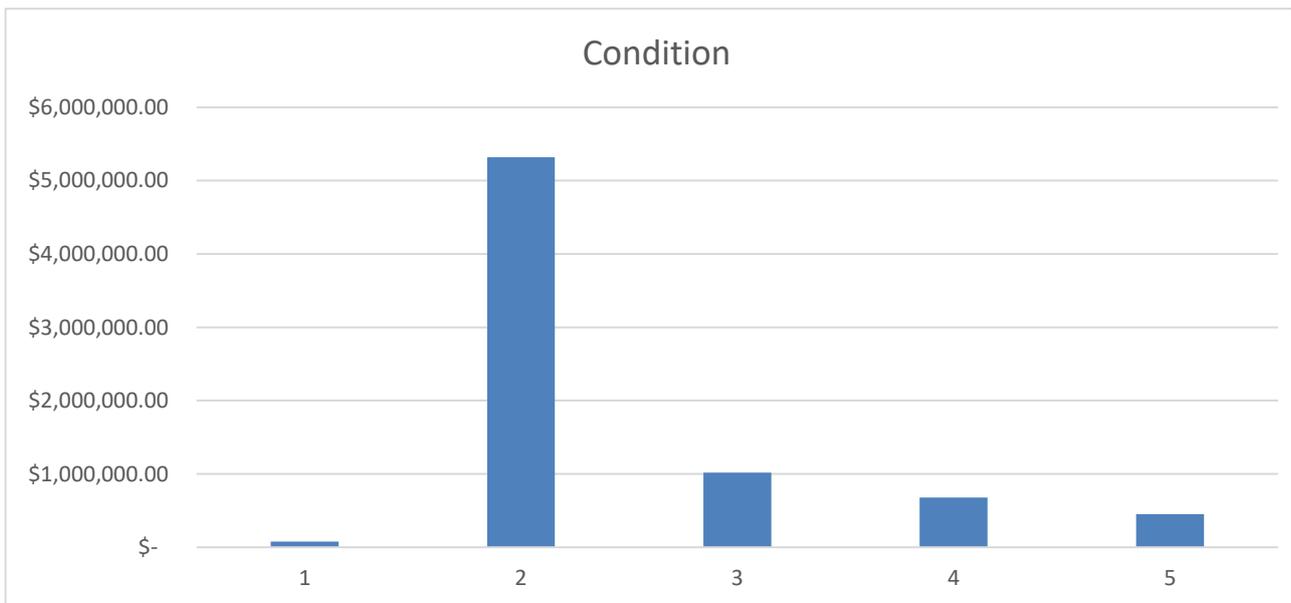
Table 5.2 outlines the rating scale and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

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
2014/2015	\$632,349
2015/2016	\$651,269
2016/2017	\$813,380
2017/2018	\$608,900
2018/2019	\$680,217

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

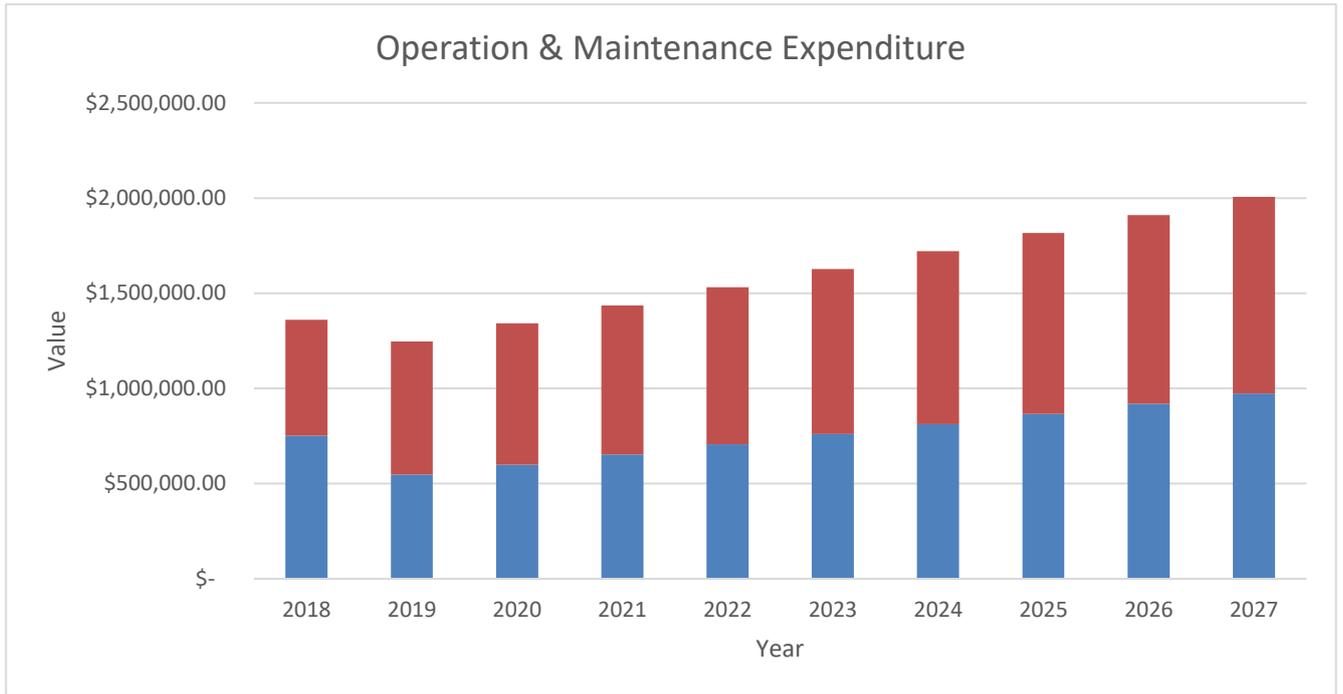
The opportunity to adjust the level of service provided is primarily through decreasing the mowing and maintenance cycles or frequencies for public open space, or the area of open space maintained.

The proposed maintenance programs are detailed in the Maintenance Program.

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	\$204,011.00
2017/2018	\$751,040
2018/2019	\$546,430

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, 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?

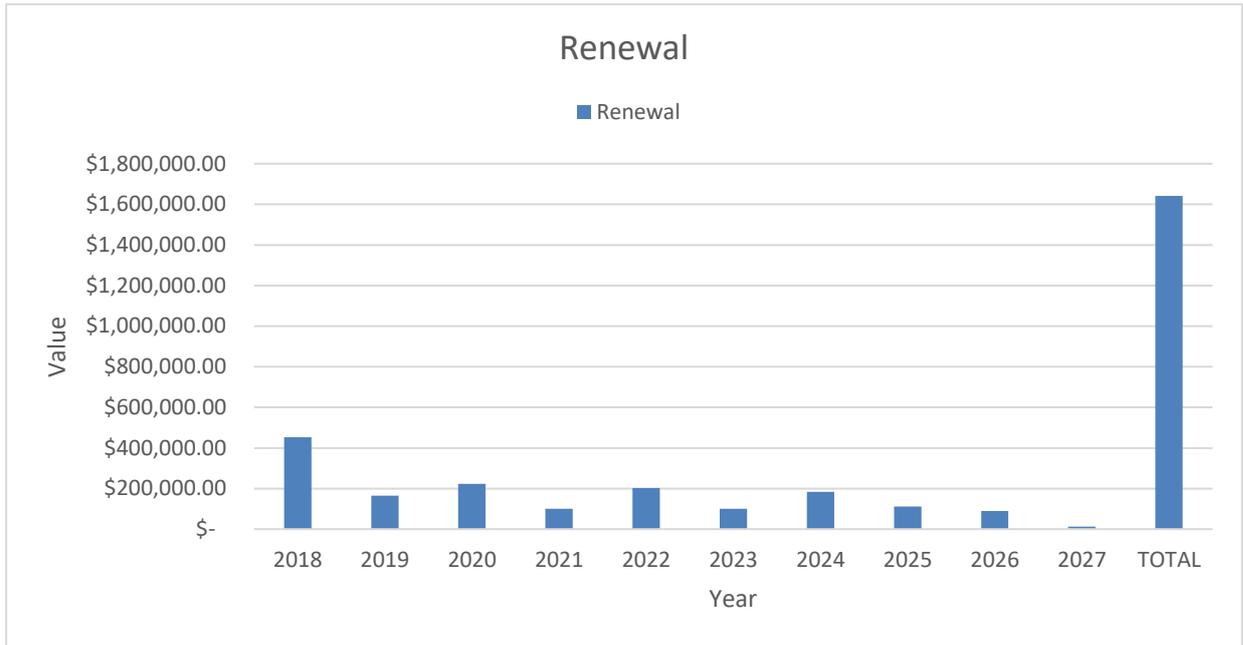


Figure 8.1 indicates that, based on current projections, Council will spend approximately on average \$120,000 per annum on renewals and \$1,200,000 in total over the next 10 years.

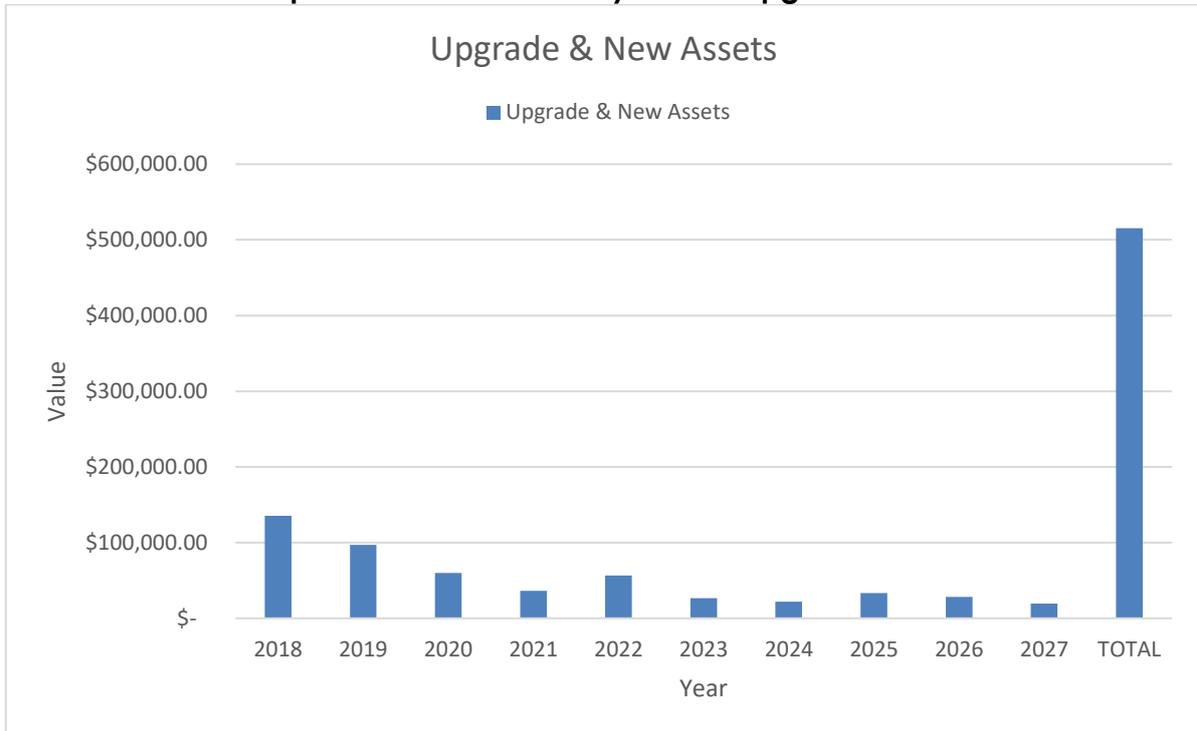
9. Creation/ Acquisition / Upgrade Plan

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.

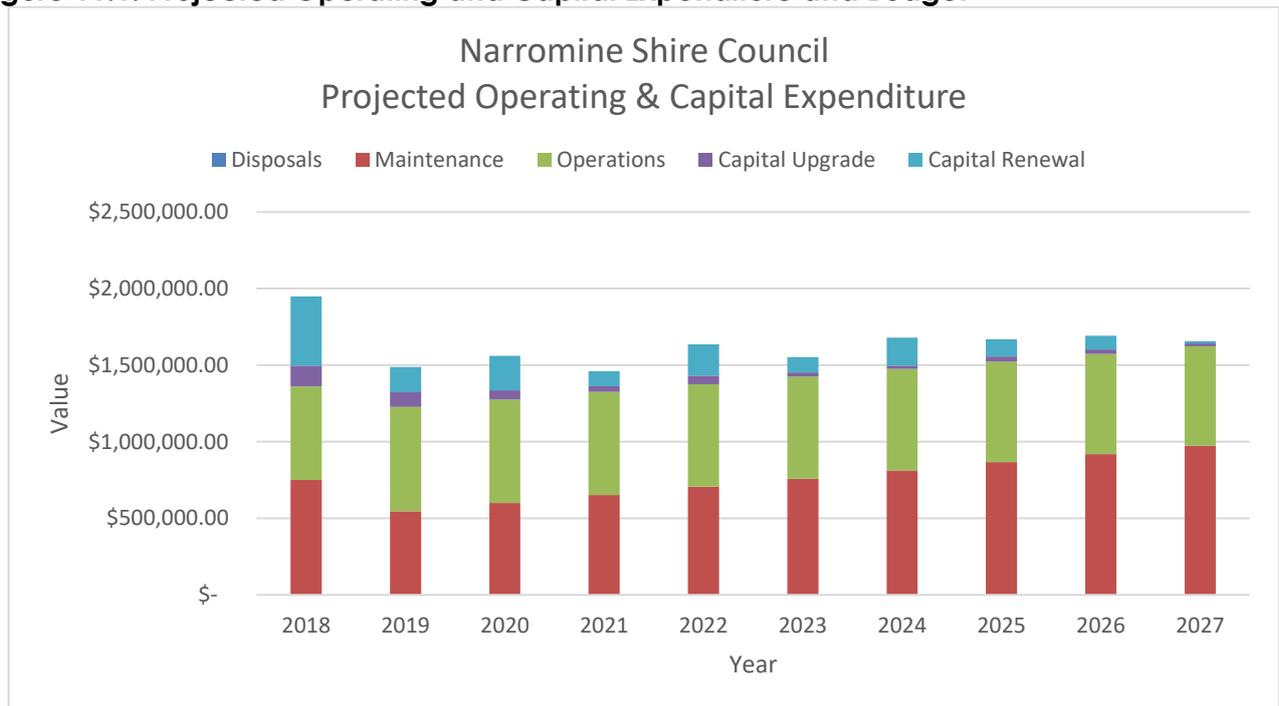
11. Financial Plan

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	\$ 2,180,940.92
Average Life Cycle Expenditure	\$ 1,359,940.92
Average Annual Gap	\$ 821,000.00
Life Cycle Sustainability Indicator	62.36%

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	\$ 2,329,091.76
Average Life Cycle Expenditure	\$ 1,321,841.76
Average Annual Gap	\$ 1,016,250.00
Life Cycle Sustainability Indicator	56.37%

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 (\$000)	Maintenance (\$000)	Capital Renewal (\$000)	Capital Upgrade (\$000)	Disposals (\$000)
2018	\$ 608,900.00	\$ 751,040.00	\$ 452,182.62	\$ 135,410.72	\$ -
2019	\$ 680,217.00	\$ 546,430.00	\$ 164,502.63	\$ 97,102.25	\$ -
2020	\$ 676,571.54	\$ 599,688.93	\$ 223,796.17	\$ 60,031.85	\$ -
2021	\$ 672,926.09	\$ 652,947.86	\$ 99,739.85	\$ 36,100.98	\$ -
2022	\$ 669,280.63	\$ 706,206.79	\$ 203,150.75	\$ 56,751.95	\$ -
2023	\$ 665,635.17	\$ 759,465.72	\$ 100,104.14	\$ 26,581.90	\$ -
2024	\$ 661,989.72	\$ 812,724.65	\$ 183,787.18	\$ 21,985.43	\$ -
2025	\$ 658,344.26	\$ 865,983.58	\$ 110,871.69	\$ 33,374.82	\$ -
2026	\$ 654,698.80	\$ 919,242.51	\$ 89,638.83	\$ 28,376.79	\$ -
2027	\$ 651,053.35	\$ 972,501.44	\$ 13,244.31	\$ 19,500.00	\$ -

Note: All projected expenditures are in 2019 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										
PLAYGROUND EQUIPMENT REPLACEMENT										
	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital renewals										
Narromine Parks	-	-	-	-	-	-	-	-	-	-
Rotary Park (Outdoor Exercise)	-	-	-	-	-	-	-	-	-	-
Rotary Park (Agility Equipment)	-	-	-	-	-	-	-	-	-	-
Rotary Park Playground	50,000	-	-	-	-	-	-	-	-	-
Commodore Crescent	-	-	-	-	-	-	-	-	-	-
McKinnon	-	-	-	-	-	-	-	-	-	-
Argonauts	-	-	20,765	-	-	-	-	-	-	-
Dundas Park	-	110,000	-	-	-	-	-	-	-	-
Apex - Swing section	-	-	-	-	-	-	-	9,690	-	-
Apex - Play Equipment	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Trangie Parks	-	-	-	-	-	-	-	-	-	-
Swift Park	-	-	-	-	-	-	-	-	-	-
Goan Waterhole/Argonauts	-	-	-	21,493	-	-	-	-	-	-
Bicentennial Swings	-	-	-	-	-	-	-	-	-	-
Tomingley Park	-	-	-	-	-	-	-	-	-	-
Dicken Park	-	-	-	-	20,293	-	-	-	-	-
										-
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	50,000	110,000	20,765	21,493	20,293	-	-	9,690	-	-
TOTAL EXPENDITURE NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	20,000	110,000	15,000	25,000	20,000	-	-	10,000	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	45,631	45,631	39,866	43,373	43,080	43,080	43,080	43,390	43,390	43,390

Narromine Shire Council

CEMETERY IMPROVEMENTS

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals										
Narromine	-	-	-	-	-	-	-	-	-	-
Upgrade Amenities Block	-	-	-	13,246	-	-	-	-	-	-
Reseal Roads	-	-	-	-	-	13,916	-	-	-	-
Upgrade Fencing	-	10,839	-	-	-	-	12,566	-	-	-
Upgrade Irrigation	-	-	-	-	-	-	-	-	-	-
Upgrade Sectional Signage	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Seal Existing Road	-	-	-	-	-	-	-	-	-	-
Upgrade Fencing	-	2,201	-	-	-	-	2,552	-	-	-
Upgrade Irrigation										
Building of New Assets										
Narromine	-	-	-	-	-	-	-	-	-	-
Lawn Cemetery - Headstone Foundation Extension	-	-	10,572	-	-	-	11,894	-	12,500	-
Construct New Roads	4,311	-	4,572	-	4,852	-	5,147	-	-	5,760
Boxed Gardens around entrance trees	-	-	-	-	-	-	-	-	-	-
Develop Lawn Cemetery Extension	-	12,300	-	-	-	-	-	-	-	-
Narromine Additional Irrigation for Cemetery Extensions	5,515	-	5,856	-	6,207	-	6,585	-	7,000	-
Trangie	-	-	-	-	-	-	-	-	-	-
Lawn Cemetery - Headstone Foundation Extension	9,961	-	-	-	-	11,547	-	-	-	-
Install Unsex Enviro Toilet	-	-	-	-	-	-	-	-	-	-
Install Seating	-	-	-	-	-	-	-	-	-	-
Tomingley	-	-	-	-	-	-	-	-	-	-
Install Seating	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	-	13,041	-	13,246	-	13,916	15,118	-	-	-
TOTAL EXPENDITURE ON NEW ASSETS	19,786	12,300	21,000	-	11,059	11,547	23,626	-	19,500	5,760

Narromine Shire Council

CEMETERY IMPROVEMENTS

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 19,786	- 10,000	- 15,000	- 15,000	- 15,000	- 20,000	- 40,000	- 15,000	- 15,000	- 15,000
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
Carry over funding from previous year	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	25,760	10,419	4,419	6,173	10,115	4,651	5,908	20,908	16,408	25,648

Narromine Shire Council

SOFTFALL REPLACEMENT PLAN

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrades on Existing Assets										
Narromine Parks	-	-	-	-	-	-	-	-	-	-
Rotary Park	-	-	-	-	-	-	-	-	-	-
Rotary Park playground	25,000	-	-	-	-	-	-	-	-	-
Rotary Park Swings	-	-	-	-	-	19,572	-	-	-	-
Commodore Crescent	-	-	-	-	20,317	-	-	-	-	-
McKinnon	-	-	-	-	-	-	-	-	-	-
Argonauts - Softfall & Other Park Improvements	0	-	22,241	-	-	-	-	-	-	-
Dundas - Softfall & Other Park Improvements	-	55,000	-	-	-	-	-	-	-	-
Apex - Swing section	-	-	-	-	-	19,572	-	-	-	-
Apex - Play Equipment	-	-	-	-	-	19,572	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Trangie Parks	-	-	-	-	-	-	-	-	-	-
Swift Park	-	-	-	-	-	-	-	-	-	-
Goan Waterhole/Argonauts	-	-	-	21,000	-	-	-	-	-	-
Bicentennial Swings	-	-	-	-	-	-	-	8,091	-	-
Tomingley Parks	-	-	-	-	-	-	-	-	-	-
Dicken Park	-	-	-	-	-	-	-	29,602	-	-
	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	25,000	55,000	22,241	21,000	20,317	58,715	-	37,693	-	-
TOTAL EXPENDITURE NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	5,000	25,000	25,000	25,000	25,000	65,000	22,000	20,000	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	53,225	23,225	25,984	29,984	34,667	40,952	62,952	45,259	45,259	45,259

Narromine Shire Council

IRRIGATION/SPRINKLER SYSTEM PROGRAM

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals										
Narromine Parks	-	-	-	-	-	-	-	-	-	-
Rotary Park - Play area	-	-	-	-	-	-	-	-	-	-
Commodore Park	-	-	-	-	-	-	-	-	-	-
Dundas Park	-	-	-	-	-	-	59,434	-	-	-
Dundas Park - Rain Sensors	-	-	-	-	-	-	-	-	-	-
Tom Perry	-	-	-	-	-	-	-	-	-	-
McKinnon Park	-	-	-	-	-	-	-	-	-	-
Argonaut Park	-	-	-	-	-	-	-	-	-	-
General Parks Irrigation Budget	5,000	5,253	5,384	5,519	5,657	5,798	5,943	6,092	6,244	6,400
Apex Park	-	-	-	-	-	-	-	-	-	-
Narromine Ovals	-	-	-	-	-	-	-	-	-	-
Cale Oval - Complex (rear of stands)	-	-	-	-	-	-	-	-	-	-
Payten Oval	-	-	-	-	-	-	-	-	-	-
Dundas Oval	-	-	-	-	-	-	-	-	-	-
Noel Powell Oval	-	-	-	93,824	-	-	-	-	-	-
iPad Replacements	-	-	-	-	-	-	-	-	-	-
Cale Oval	-	-	-	-	-	-	-	-	-	-
Trangie Ovals	-	-	-	-	-	-	-	-	-	-
Burns Oval	-	-	-	-	-	-	-	-	-	-
Bicentennial Park	-	-	-	-	-	-	-	-	-	-
George Weldon Fields	-	-	-	-	17,395	-	-	-	-	-
Trangie Parks	-	-	-	-	-	-	-	-	-	-
CB Swift Park	-	-	-	-	-	-	-	-	-	48,643
Argonaut Park/Goan Waterhole	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council

IRRIGATION/SPRINKLER SYSTEM PROGRAM

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
New Assets										
Narromine Parks	-	-	-	-	-	-	-	-	-	-
Narromine Ovals	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Trangie Ovals	-	-	-	-	-	-	-	-	-	-
										-
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	5,000	5,253	5,384	99,343	23,052	5,798	65,377	6,092	6,244	55,043
TOTAL EXPENDITURE NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 11,000	- 9,000	-	- 24,437	- 25,000	- 5,000	- 65,000	- 5,000	- 6,000	- 55,000
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	77,731	81,478	76,093	1,187	3,135	2,337	1,959	867	623	580

Narromine Shire Council

SPORTS GROUNDS - FACILITIES UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Renewal										
Narromine	-	-	-	-	-	-	-	-	-	-
Payten Oval - Tables & Chairs	-	-	-	4,388	-	-	-	-	-	-
Payten Oval - Additional Lighting	-	-	-	-	10,134	-	-	-	-	-
Cale Oval - Dressing Sheds	-	-	-	6,149	-	-	-	-	-	-
Cale Oval - Upgrade Control Boxes (Lighting)	-	-	-	-	-	19,356	-	-	-	-
Apex Park - Resurface of Netball Courts	-	-	-	-	-	-	-	-	-	38,403
Sporting Field Lighting Upgrades	18,000	-	-	-	-	-	-	-	-	-
Dundas Oval - Weather proof Canteen	-	-	-	-	-	11,286	-	-	-	-
Upgrade McGath practice nets	-	-	-	-	-	-	-	-	-	-
New grand stands Payten Oval	-	22,500	-	-	-	-	-	-	-	-
Cale Oval - Playing Field Fencing	-	11,500	-	-	-	-	-	-	-	-
Repair and reseal cycling track Payten Oval	-	-	37,000	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Burns Oval - Playing Surface	-	-	-	-	-	-	-	-	-	-
Burns Oval - Additional lighting	-	-	-	11,069	-	-	-	-	-	-
Burns Oval Drainage - Trangie	-	-	-	-	-	-	-	-	-	-
Upgrade old tennis court to Netball/Basketball court	-	-	-	-	-	-	-	-	-	-
New										
Narromine	-	-	-	-	-	-	-	-	-	-
Payten Oval Public Toilets (Narromine)	-	-	-	-	-	-	-	-	-	-
Noel Powell Oval - Official Benches	-	-	-	-	-	-	-	-	-	-
Noel Powell Oval - Seating	-	-	-	-	-	-	-	-	-	-
Cale Oval - Officials Table Cover	-	-	-	-	-	-	-	-	-	-
Cale Oval - Concrete in Front of Grandstand	-	-	-	-	-	-	-	-	-	-
Dundas Oval - Tables & Chairs	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council

SPORTS GROUNDS - FACILITIES UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Burns Oval - Light Controller	-	-	-	-	-	-	-	-	-	-
Burns Oval - Officials Shelter	-	-	-	-	-	-	-	-	-	-
Burns Oval - Awning over BBQ	-	-	-	-	-	-	-	-	-	-
George Weldon Oval - Addit 1/2 Cricket Pitch	-	-	-	-	-	-	-	3,461	-	-
Burns Oval Toilet Block (Trangie)	-	-	-	-	-	-	-	-	-	-
Burns Oval - Wet Weather Viewing Platform	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	18,000	34,000	37,000	21,606	10,134	30,643	-	-	-	38,403
TOTAL EXPENDITURE NEW ASSETS	-	-	-	-	-	-	-	3,461	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 27,000	- 40,000	- 35,000	- 55,000	- 15,000	- 30,000	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
Carry over funding from previous year	-	-	-	-	-	-	-	-	-	-
Carry over grant	-	-	-	-	-	-	-	-	-	-
Carry over community partnership (Soccer Club)	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	62,981	68,981	66,981	100,375	105,240	104,598	104,598	101,137	101,137	62,734

Narromine Shire Council

PARK AMENITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrades on Existing Assets										
Unallocated	-	-	-	-	-	-	-	-	20,000	20,000
Narromine	-	-	-	-	-	-	-	-	-	-
Rotary Park BBQ x 1	-	-	-	-	-	11,417	-	-	-	-
Rotary Park BBQ x 1	-	-	-	-	-	11,417	-	-	-	-
Dundas Park BBQ x 1	-	10,144	-	-	-	-	-	-	-	-
Apex Park BBQ x 1	-	-	-	10,761	-	-	-	-	-	-
Tom Perry Park Picnic Tables (existing)	-	-	2,232	-	-	-	2,512	-	-	-
Dundas Park Picnic Tables (existing)	-	2,167	-	-	-	2,439	-	-	-	-
Rotary Park Picnic Tables (existing)	10,000	-	-	-	2,667	-	-	-	-	-
Apex Park Picnic Tables (existing)	-	-	2,232	-	-	-	2,512	-	-	-
McKinnon Picnic Tables (existing)	5,000	-	-	-	2,667	-	-	-	-	-
Commodore Picnic Tables (existing)	-	-	-	2,299	-	-	-	2,587	-	-
Argonauts Picnic Tables (existing)	-	-	-	2,299	-	-	-	2,587	-	-
Main Street Picnic Tables (existing)	-	-	-	2,299	-	-	-	2,587	-	-
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)	-	-	-	-	-	-	4,301	-	-	-
Dundas Oval Water Bubbler (existing)	-	-	-	-	3,167	-	-	-	-	-
Payten Oval Water Bubbler (existing)	-	-	-	-	3,167	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Goan Waterhole BBQ x 1	-	-	-	-	-	7,829	-	-	-	-
Swift Park BBQ x 1	-	-	-	-	7,601	-	-	-	-	-
Swift Park Picnic Tables (existing)	-	-	2,232	-	-	-	-	2,587	-	-

Narromine Shire Council

PARK AMENITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Bicentennial Park Picnic Tables (existing)	-	-	-	2,299	-	-	-	-	-	-
Argonauts Park (Goan Waterhole) Picnic Tables	-	-	-	-	2,368	-	-	-	-	-
Tomingley	-	-	-	-	-	-	-	-	-	-
Dicken Park BBQ x 1	-	-	-	-	-	-	9,078	-	-	-
Dicken Park Picnic Tables (existing)	-	-	-	2,299	-	-	-	-	-	-
New Assets										
Unallocated	-	-	-	-	-	-	-	-	10,000	10,000
Narromine	-	-	-	-	-	-	-	-	-	-
Tom Perry Solar Lighting	-	-	-	-	-	-	-	-	-	-
Rotary Park Solar Lighting	-	8,409	-	-	-	-	-	-	-	-
Apex Park Solar Lighting	-	-	-	8,922	-	-	-	-	-	-
McKinnon Park Solar Lighting	-	-	-	-	9,189	-	-	-	-	-
Argonauts Park Solar Lighting	-	-	-	-	-	-	9,749	-	-	-
Main Street - Garbage Bins (Vandal Proof)	12,000	-	-	9,839	-	10,438	-	11,074	-	-
Park Garbage Bins (Vandal Proof)	-	9,274	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Swift Park Solar Lighting	-	-	-	-	-	-	-	-	-	-
Bicentennial Park Solar Lighting	-	-	8,662	-	-	-	-	-	-	-
Tomingley	-	-	-	-	-	-	-	-	-	-
Dicken Park Solar Lighting	-	-	-	9,237	-	-	-	-	-	-
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	15,000	13,945	8,379	22,255	21,635	34,941	20,297	10,349	20,000	20,000
TOTAL EXPENDITURE NEW ASSETS	12,000	17,684	8,662	27,997	9,189	10,438	9,749	11,074	10,000	10,000
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	25,000	-	-	25,000	30,000	30,000	30,000	20,000	30,000	30,000
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	93,102	61,474	44,433	19,181	18,357	2,978	2,932	1,510	1,510	1,510

Narromine Shire Council

SPORTS COMPLEX/EQUIPMENT UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrades on Existing Assets										
Upgrade Surveillance System	-	-	-	1,748	-	15,000	-	-	-	-
Replace Front Entrance Flooring	-	-	-	-	-	-	-	-	-	-
Replace Gym Equipment	5,628	-	5,970	-	6,334	-	6,720	-	7,000	-
Upgrade Internal Change Rooms/Toilets	35,875	-	-	-	-	-	-	-	-	-
Upgrade External Toilets	-	-	-	-	-	-	-	-	-	-
wifi/music/TV's upgrades	-	-	-	-	-	-	-	-	-	19,201
Carpark Reseal	-	-	-	-	-	-	31,300	-	-	-
Repairs to Roof and Gutters	-	-	-	-	-	-	-	-	-	-
Awnings (Front and Rear)	-	-	-	-	-	-	-	11,074	-	-
Defibrillator	-	-	-	-	-	-	-	-	-	-
Upgrade Stadium Air Conditioners	-	-	60,000	-	-	-	-	-	-	-
New Assets										
Electronic Access System	-	-	-	-	-	-	-	13,842	-	-
new wifi/music/TV's	15,000	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	41,503	-	65,970	1,748	6,334	15,000	38,020	11,074	7,000	19,201
TOTAL EXPENDITURE NEW ASSETS	15,000	-	-							
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 36,431	- 24,319	- 26,492	- 10,000	- 5,000					
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	45,000	-	-	-	-	-	-	-
Carry over funding from previous year	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-								
RESERVE BALANCE (Estimate)	14,854	39,173	44,695	52,947	56,613	51,613	23,594	22,520	15,520	1,319

Narromine Shire Council

SWIMMING POOL/ FACILITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrades on Existing Assets										
Narromine Pool	-	-	-	-	-	-	-	-	-	-
Resurface Entrance to Pool	-	4,057	-	-	-	-	-	-	-	-
Expansion Joint Seals	-	-	-	-	8,234	-	-	-	-	-
Re-grout Tiles in Pool Surface	-	-	-	-	-	-	-	7,129	-	-
Grandstand Renewal	-	-	-	-	-	-	-	7,613	-	-
Urgent Renewal - Narromine Pool Centre Line	-	95,000	-	-	-	-	-	-	-	-
Upgrade Turnstile System	-	-	-	-	-	-	-	-	-	-
Re-paint Pool Deck - Nme	-	-	-	-	-	-	-	-	-	-
install hot water service for showers - Nme	-	-	-	-	-	-	-	-	-	-
Upgrade Kiosk (Food Service Standards)	10,000	-	-	-	-	-	-	-	-	-
Pool Cleaner	-	-	-	-	-	-	16,236	-	-	-
Water Reticulation Upgrade	-	-	-	-	-	7,380	-	-	-	-
Chemical tank and bund	-	-	-	-	-	-	3,360	-	-	-
Dosing Pump (Acid)	-	-	-	-	-	-	-	-	-	-
Lift Chair	-	-	-	-	-	-	-	-	-	-
Trangie Pool	-	-	-	-	-	-	-	-	-	-
Replace Concrete on South side of pool	-	-	-	-	-	-	-	-	-	-
Resurface Entrance to Pool	-	-	-	-	-	-	-	-	-	-
Repair water leak in 25m Pool	-	-	-	-	-	-	-	-	-	-
Re-paint Pool Deck - Tge	-	-	-	-	-	-	-	-	-	-
install hot water service for showers - Tge	-	-	-	-	-	-	-	-	-	-
Upgrade Turnstile System	-	-	-	-	-	-	-	-	-	-
Upgrade Children's Playground	-	-	-	-	-	-	-	-	-	-
Upgrade Kiosk (Food Service Standards)	-	-	-	-	-	-	-	-	-	-
Automatic Pool Cleaner	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council

SWIMMING POOL/ FACILITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Dosing Pump (Chlorine)	-	-	-	-	-	-	-	-	-	-
Remove Asbestos internal walls	-	-	-	-	-	-	-	-	-	-
Chemical tank and bund	-	-	-	2,460	-	-	-	-	-	-
Pressure Pump Upgrade 25M Pool	-	-	-	-	-	-	-	-	-	-
Replace concrete concourse 25 Pool	-	-	-	-	-	-	-	-	-	-
Pipework and fottvalve replacement	-	-	-	-	-	-	-	-	-	-
New Assets										
Narromine	-	-	-	-	-	-	-	-	-	-
Indoor Aquatic Centre	-	-	-	-	-	-	-	-	-	-
Narromine Pool - renew internal shell	-	500,000	-	-	-	-	-	-	-	-
Purchase inflatable	-	-	-	-	3,167	-	-	-	-	-
Upgrades BBQ area incl. paving, shade Structures	18,000	-	-	-	-	-	-	-	-	-
Platform Ramp in Pump Room	-	-	-	-	-	-	-	-	-	-
Electric BBQ	12,500	-	-	-	-	-	-	-	-	-
Picnic Tables in Grounds x 4	-	-	-	-	-	-	-	-	-	-
Repairs Backwash Tanks	-	-	-	-	-	-	-	-	-	-
Sand Filter Aerator Blower Motor	-	-	-	-	-	-	-	-	-	-
Trangie Pool	-	-	-	-	-	-	-	-	-	-
Electronic Cash Register	-	-	-	-	3,167	-	-	-	-	-
Electric BBQ	12,500	-	-	-	-	-	-	-	-	-
Upgrades BBQ area incl. paving, shade Structures	-	18,548	-	-	-	-	-	-	-	-
Sand Filter Aerator Blower Motor	-	-	-	9,076	-	-	-	-	-	-
Additional Shade Structures	-	-	-	19,678	-	-	-	-	-	-
Platform Ramp in Pump Room	-	-	-	-	-	-	-	-	-	-
Picnic Tables in Grounds x 3	-	-	6,448	-	-	-	-	-	-	-
External Backwash Tanks	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council

SWIMMING POOL/ FACILITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
TOTAL EXPENDITURE REPLACING EXISTING ASSETS	10,000	99,057	-	2,460	8,234	7,380	19,596	14,742	-	-
TOTAL EXPENDITURE NEW ASSETS	43,000	518,548	6,448	28,754	6,334	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 129,301	-	- 71,000	- 25,000	- 25,000	-	-	- 25,000	- 10,000	- 10,000
GRANTS/EXTERNAL CONTRIBUTIONS/OTHER	-	- 500,000	-	-	-	-	-	-	-	-
Carry over funds from previous year	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	118,512	906	65,458	59,244	69,676	62,296	42,701	52,959	62,959	72,959

Narromine Shire Council

SHOWGROUND AND RACECOURSE UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrades on Existing Assets										
Narromine	-	-	-	-	-	-	-	-	-	-
Upgrade pavillion wiring	-	-	-	-	-	-	-	-	-	-
Kitchen Upgrade	-	-	-	-	-	-	-	-	-	-
Repair Pavilion Roof	-	-	-	-	-	-	-	-	-	-
Upgrade Electricirity Internal	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Pavilion Roof Repairs	-	-	-	-	-	-	-	-	-	-
Bar Area Guttering Repairs	-	-	-	-	-	-	-	-	-	-
Kitchen Upgrade	-	-	-	-	-	-	-	-	-	-
Replace electricals in pavilion	-	54,060	-	-	-	-	-	-	-	-
Upgrades Men's Toilets & Add showers	-	-	-	-	-	-	-	-	-	-
New Assets										
Narromine	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Seal area of road behind Bar	7,316	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	-	54,060	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON NEW ASSETS	7,316	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	5,000	51,376	-	-	-	-	-	-	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
Carry over funding from previous year	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	2,684	0	0	0	0	0	0	0	0	-



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 **\$282,679,422** on the 30 June 2019.

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

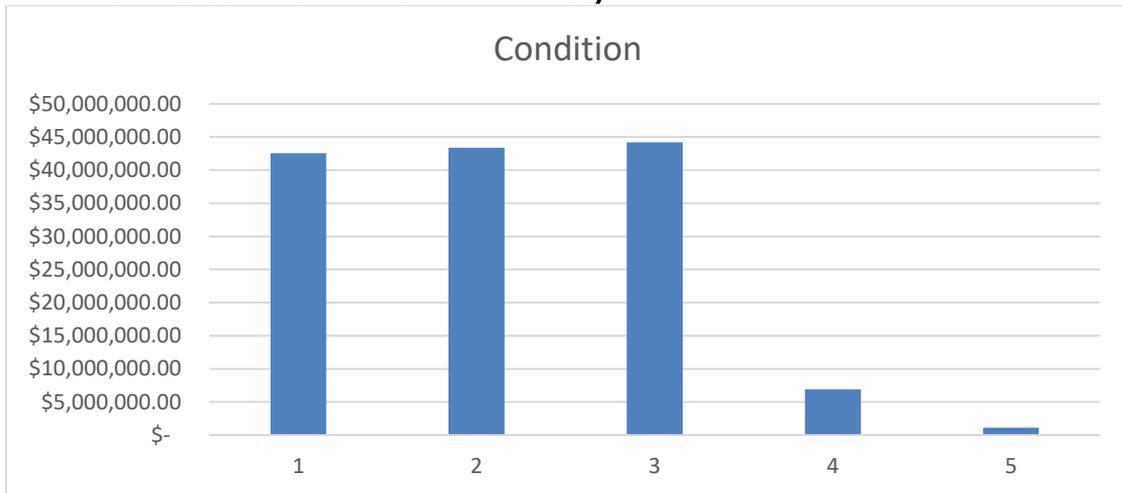
- Council does not have enough funding to provide all services at the desired service levels or provide new services.
- Significant expansion of services into presently un-serviced areas.

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 1.1: 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 1.1: Asset Management Improvements – Transport

Task	Expected Completion
Revaluation of Assets	2023/24
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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	<p>A Seven Part Manual that in detail outlines how Narromine Shire Council Manages the Roads. The Parts include:</p> <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		<p>Primary:</p> <ul style="list-style-type: none"> • AADT > 500 <p>Secondary:</p> <ul style="list-style-type: none"> • Traffic movement between regions and service centres. • Permanent School Bus
2	Sub-Arterial Roads		<p>Primary:</p> <ul style="list-style-type: none"> • 150 < AADT < 499 <p>Secondary:</p> <ul style="list-style-type: none"> • Traffic movement between collector or access road and arterial road. • Permanent School Bus
3	Collector Road		<p>Primary:</p> <ul style="list-style-type: none"> • 70 < AADT < 149 <p>Secondary:</p> <ul style="list-style-type: none"> • Traffic movement between access road and arterial or sub-arterial road. • Permanent School Bus
4	Access Road		<p>Primary:</p> <ul style="list-style-type: none"> • 20 < AADT < 69 <p>Secondary:</p> <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.

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.

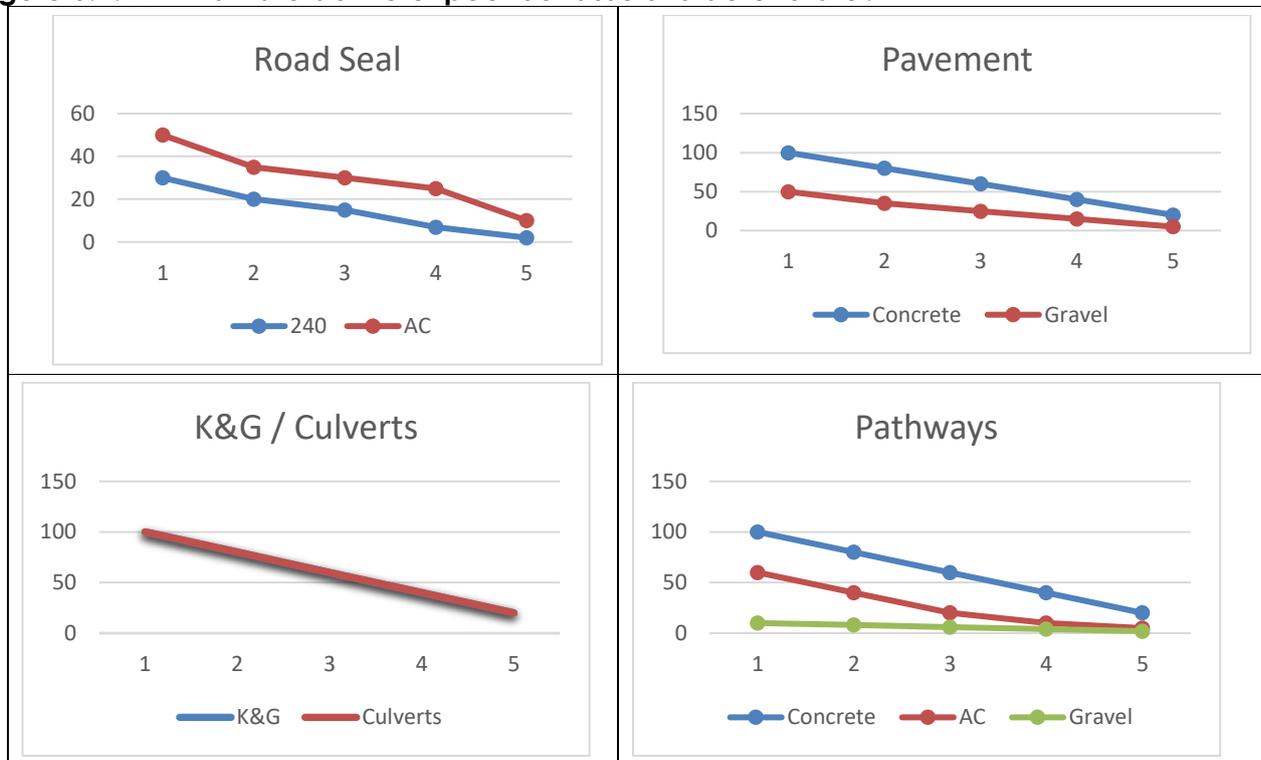
Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale, consistent with the IPWEA Notes and outlined in the IPWEA International Infrastructure Management Manual. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment 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

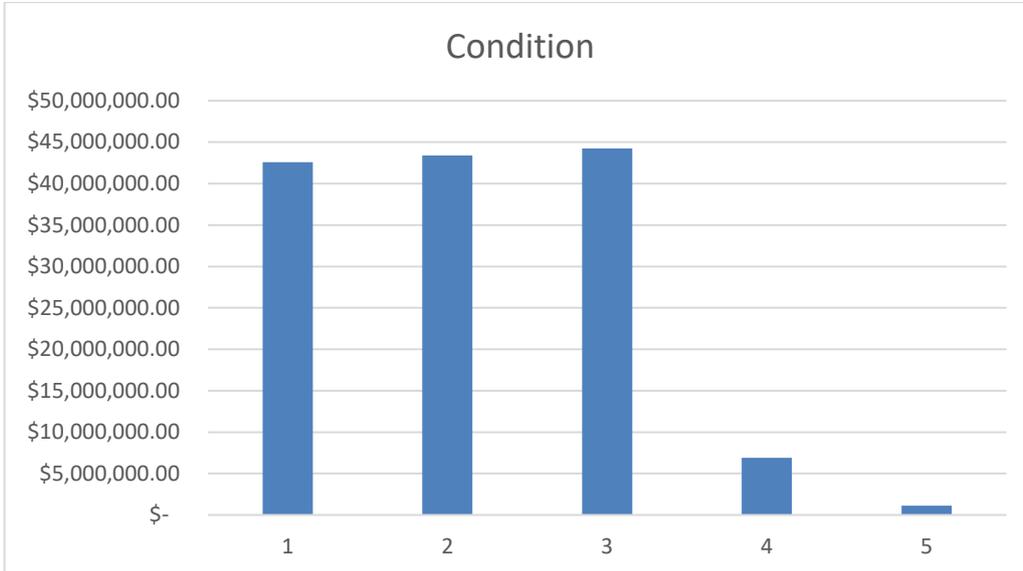
The estimated useful life for each asset component and class are detailed below:

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	\$424,853.00
2017/2018	\$732,500.00
2018/2019	456,775.00

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

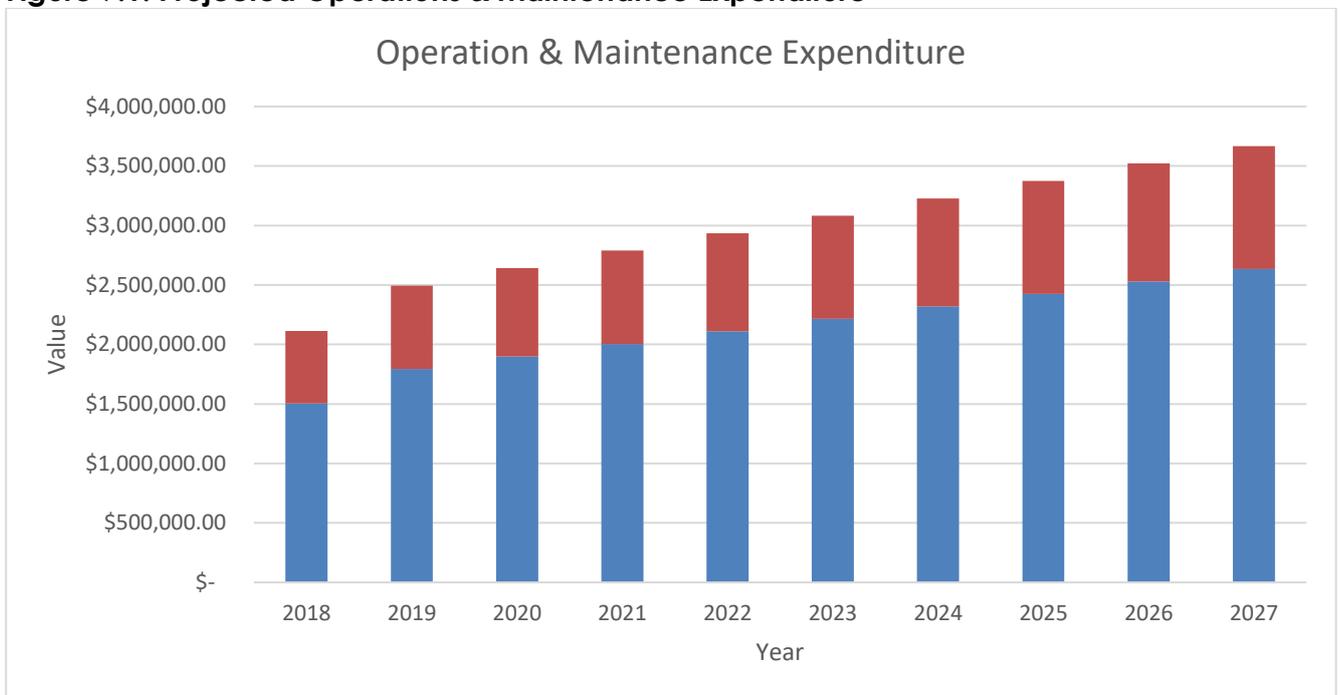
The adjustment of LOS for a critical service are only undertaken after consultation with the community ensuring it is still within statutory regulations and health guidelines.

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	\$3,230,648.00
2017/2018	\$1,503,270.00
2018/2019	\$1,795,160.00

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

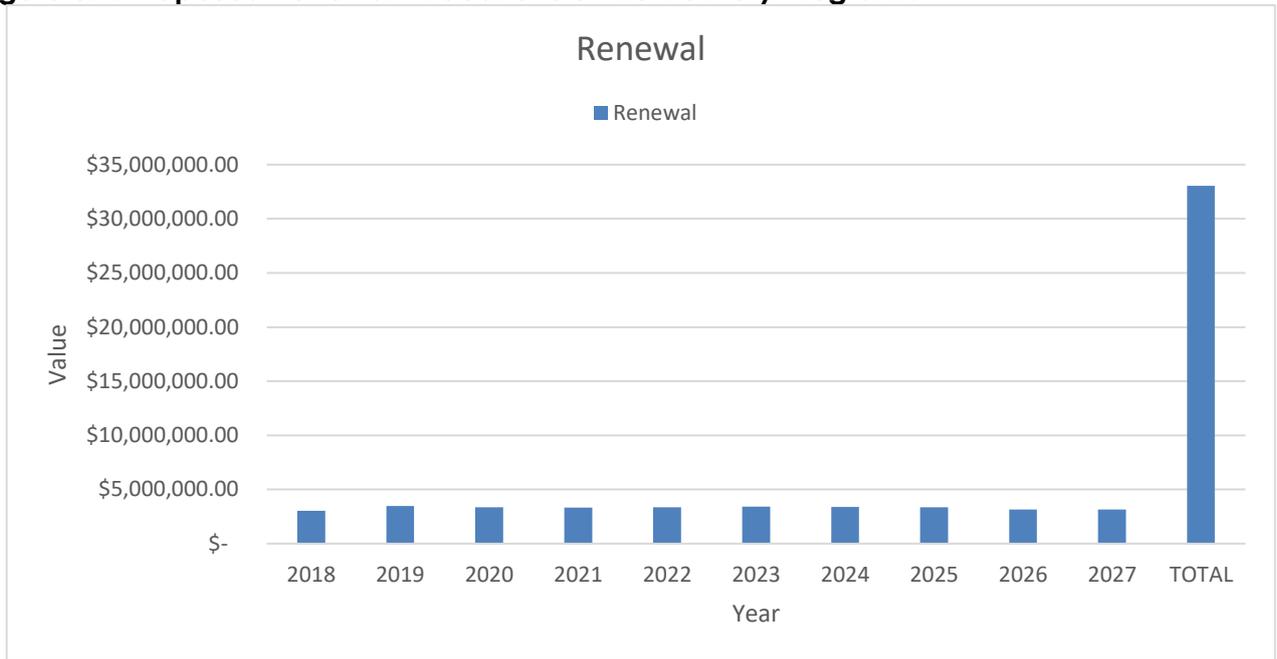
Summary of projected renewal expenditure

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, Council will spend approximately on \$34,000,000 in total over the next 10 years.

Figure 8.1: Proposed Renewal Allocations of the 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.

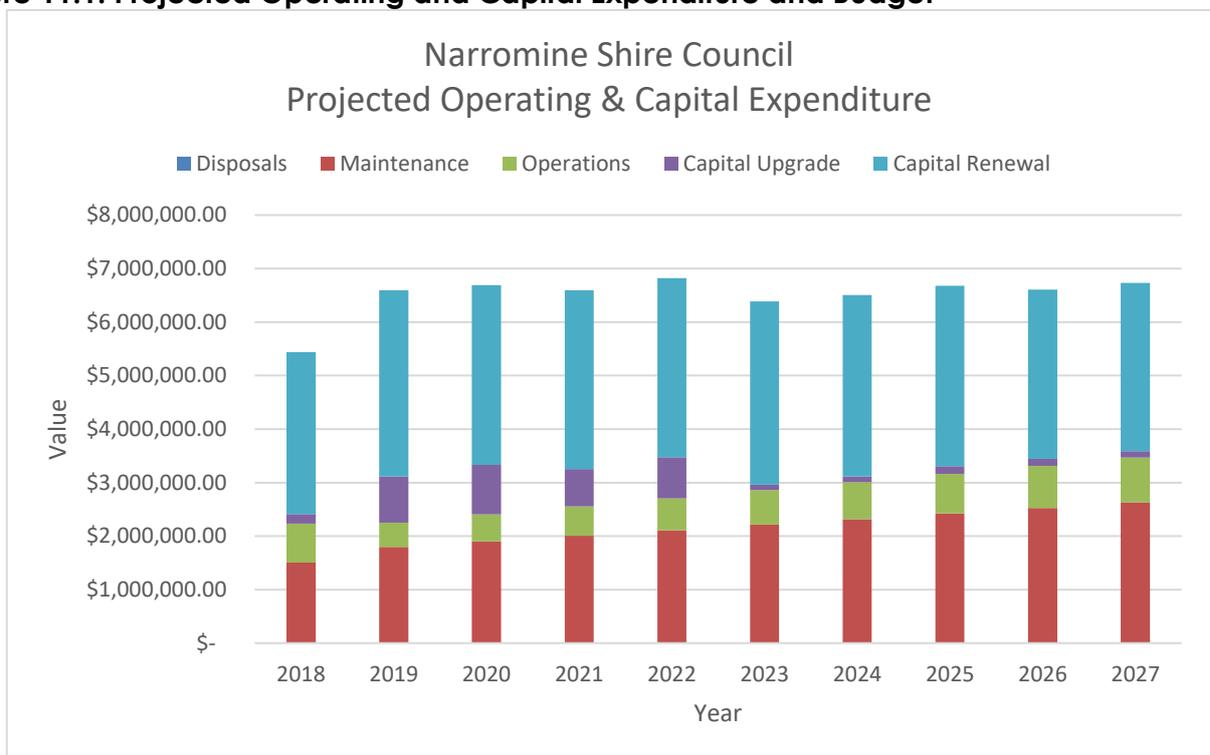
11. Financial Plan

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	\$ 3056770
Average Life Cycle Expenditure	\$ 2235770
Average Annual Gap	\$ 821000
Life Cycle Sustainability Indicator	73.14%

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	\$ 3447177
Average Life Cycle Expenditure	\$ 2430928
Average Annual Gap	\$ 1016250
Life Cycle Sustainability Indicator	70.52%

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 (\$000)	Maintenance (\$000)	Capital Renewal (\$000)	Capital Upgrade (\$000)	Disposals (\$000)
2018	\$ 732,500.00	\$ 1,503,270.00	\$ 3,023,607.74	\$ 177,970.00	\$ -
2019	\$ 456,775.00	\$ 1,795,160.00	\$ 3,476,950.09	\$ 866,922.61	\$ -
2020	\$ 503,871.53	\$ 1,899,918.44	\$ 3,359,225.88	\$ 927,657.89	\$ -
2021	\$ 550,968.05	\$ 2,004,676.87	\$ 3,344,114.84	\$ 698,006.75	\$ -
2022	\$ 598,064.58	\$ 2,109,435.31	\$ 3,348,206.38	\$ 768,965.47	\$ -
2023	\$ 645,161.11	\$ 2,214,193.75	\$ 3,428,844.93	\$ 100,322.00	\$ -
2024	\$ 692,257.63	\$ 2,318,952.18	\$ 3,394,280.07	\$ 102,945.02	\$ -
2025	\$ 739,354.16	\$ 2,423,710.62	\$ 3,373,308.93	\$ 144,622.76	\$ -
2026	\$ 786,450.69	\$ 2,528,469.06	\$ 3,164,170.65	\$ 129,279.94	\$ -
2027	\$ 833,547.21	\$ 2,633,227.49	\$ 3,144,841.98	\$ 123,260.00	\$ -

Note: All projected expenditures are in 2019 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	2023/24
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrades on Existing Assets										
TOTAL EXPENDITURE ON EXISTING ASSETS	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
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)	69,224.24	69,224								

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
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrades on Existing Assets										
TOTAL EXPENDITURE ON EXISTING ASSETS	625,402	996,456	998,112	999,720	977,268	1,028,928	981,048	1,007,460	717,826	735,780
TOTAL EXPENDITURE ON NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	625,402	996,456	998,112	999,720	977,268	1,028,928	981,048	1,007,460	717,826	735,780
LOAN FUNDS										
RESERVE BALANCE (Estimate)	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council										
Regional Roads Reseal Program										
	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Roads										
TOTAL EXPENDITURE ON EXISTING ASSETS	422,819	431,275	439,900	448,698	457,672	466,826	476,162	485,686	485,688	485,688
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
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Upgrades on Existing Assets										
TOTAL EXPENDITURE ON EXISTING ASSETS	418,800	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
TOTAL EXPENDITURE ON NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
FAGS ROADS COMPONENT (38%)	418,800	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
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
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Roads										
TOTAL EXPENDITURE ON EXISTING ASSETS	441,530	450,361	459,368	468,555	477,926	487,485	497,235	507,179	507,183	524,058
TOTAL EXPENDITURE ON NEW ASSETS										
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)										
FAGS ROADS COMPONENT (10%)	(141,845)	(145,391)	(149,026)	(152,751)	(156,570)	(160,484)	(164,496)	(167,786)	(167,785)	(167,785)
LOAN FUNDS										
RESERVE BALANCE (Estimate)										

Narromine Shire Council

BRIDGES

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals										
TOTAL EXPENDITURE ON EXISTING ASSETS	-	100,000	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)										

Narromine Shire Council

NARROMINE KERB AND GUTTER/STORMWATER DRAINAGE

	1	2	3	4	5	6	7	8	9	9
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
New Assets Kerb & Gutter (and seal shoulder)										
TOTAL EXPENDITURE ON EXISTING ASSETS	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON NEW ASSETS	66,780	113,448	40,836	71,280	100,322	42,276	101,604	73,260	73,260	75,092
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(10,000)	(75,000)	(40,000)	(40,000)	(40,000)	(10,000)	(80,000)	(42,000)	(41,999)	(41,999)
STORMWATER LEVY	(30,850)	(30,850)	(30,850)	(30,850)	(30,850)	(30,850)	(30,850)	(30,851)	(30,850)	(30,850)
LOAN FUNDS										
RESERVE BALANCE (Estimate)	33,851	26,253	56,267	55,837	26,365	24,939	34,185	33,776	33,365	31,123

Narromine Shire Council

TRANGIE KERB AND GUTTER/STORMWATER DRAINAGE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
New Assets Kerb & Gutter										
TOTAL EXPENDITURE ON EXISTING ASSETS	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON NEW ASSETS	39,292	35,961	-	49,515	-	51,669	43,019	49,791	50,000	51,250
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(30,000)	(30,000)	(30,000)
STORMWATER LEVY	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,001)	(20,000)	(20,000)
LOAN FUNDS										
RESERVE BALANCE (Estimate)	125,475	119,515	149,515	130,000	160,000	138,331	125,312	125,522	125,522	124,272

Narromine Shire Council

TOMINGLEY KERB GUTTER/STORMWATER DRAINAGE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
TOTAL EXPENDITURE ON EXISTING ASSETS	-	-	-	-	-	-	-	12,071	-	-
TOTAL EXPENDITURE ON NEW ASSETS	-	-	-	-	-	-	49,456	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	20,000	(5,000)	(10,992)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(4,999)	(4,999)
STORM WATER SERVICE CHARGE CONTRIBUTION	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(4,999)	(4,999)
LOAN FUNDS										
RESERVE BALANCE (Estimate)	-	10,000	25,992	35,992	45,992	55,992	16,536	14,465	24,463	34,461

Narromine Shire Council

Footpaths, Cycleways and Pedestrian Facility (PAMP & Bike Plan)

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
TOTAL EXPENDITURE ON EXISTING ASSETS	50,000	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON NEW ASSETS	-	130,078	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
GRANTS/EXTERNAL CONTRIBUTIONS (50% / 100% on eligible projects)	-	(39,956)	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(25,000)	(76,000)								
Section 94 allocations	(25,000)		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
RESERVE BALANCE (Estimate)	15,896	1,773								

Narromine Shire Council

DRAINAGE UPGRADES/STORMWATER

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
TOTAL EXPENDITURE ON EXISTING ASSETS	205,500	41,487	6,504	16,934	20,548	18,437	8,500	34,224	9,000	20,746
TOTAL EXPENDITURE ON NEW ASSETS	735,851	648,171	648,171	648,171	-	-	-	6,229	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	(100,000)	(20,000)	(21,500)	(70,000)	(16,167)	(16,476)	(21,780)	(67,348)	-	
GRANTS/EXTERNAL CONTRIBUTIONS	(623,171)	(623,171)	(623,171)	(623,171)	-	-	-	-	-	-
LOAN FUNDS										
RESERVE BALANCE (Estimate)	103,899	57,411	47,407	75,473	71,092	69,131	82,411	109,307	100,307	79,561



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 **\$38,294,747** on the 30 June 2019.

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 ensures our levels of service targets are met via planning and not reactive work
3. Investigate opportunities to dispose of underutilised assets

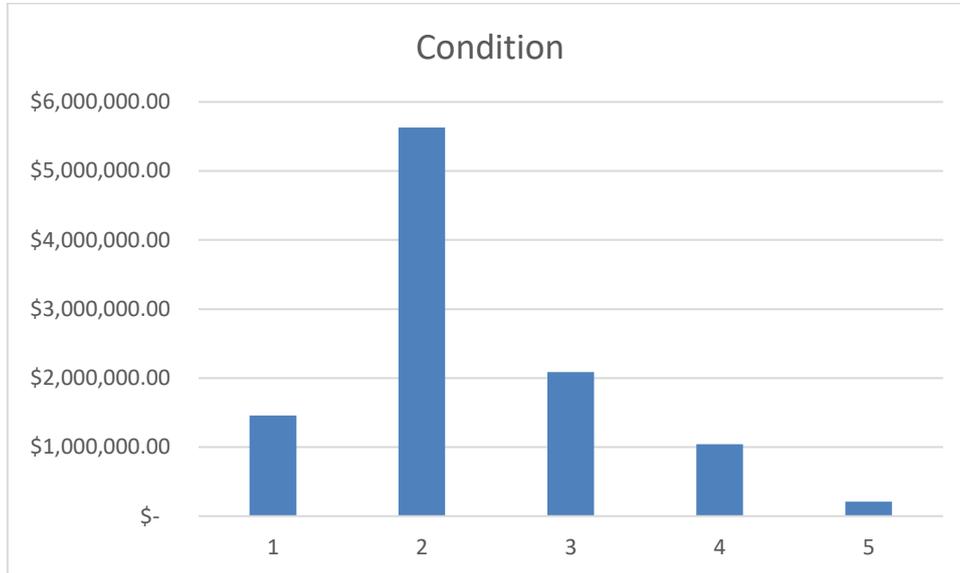
What we cannot do

- 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 1.1: 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 1.1: Asset Management Improvements – Buildings

Task	Expected Completion
Revaluation of Assets	2022/23
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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.

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

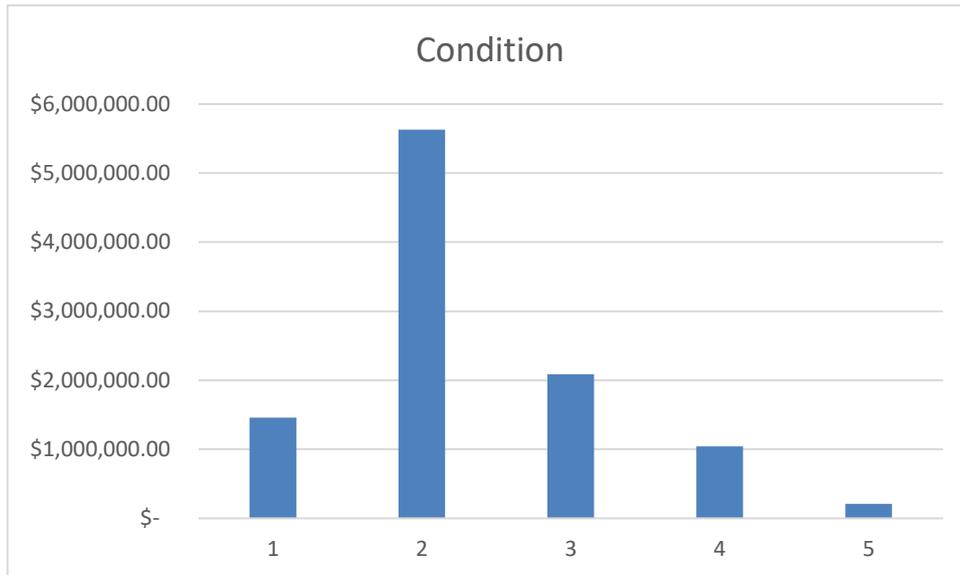
Table 5.2 outlines the condition rating scale, description of rating and association with the remaining life percentages. These ratings are also applied to Long Term Renewal Planning.

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	\$515,194.00
2017/2018	\$610,107.00
2018/2019	\$700,244.00

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

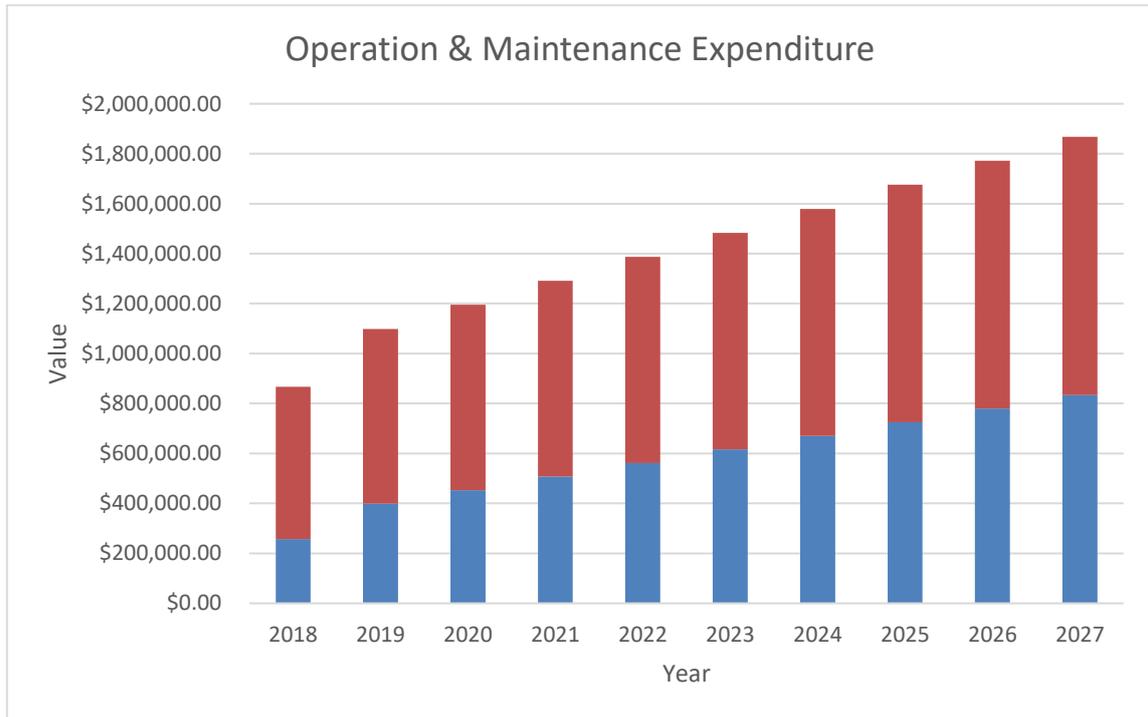
Adjusting Levels of Service

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	\$127,287.00
2017/2018	\$257,354
2018/2019	\$398,608

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

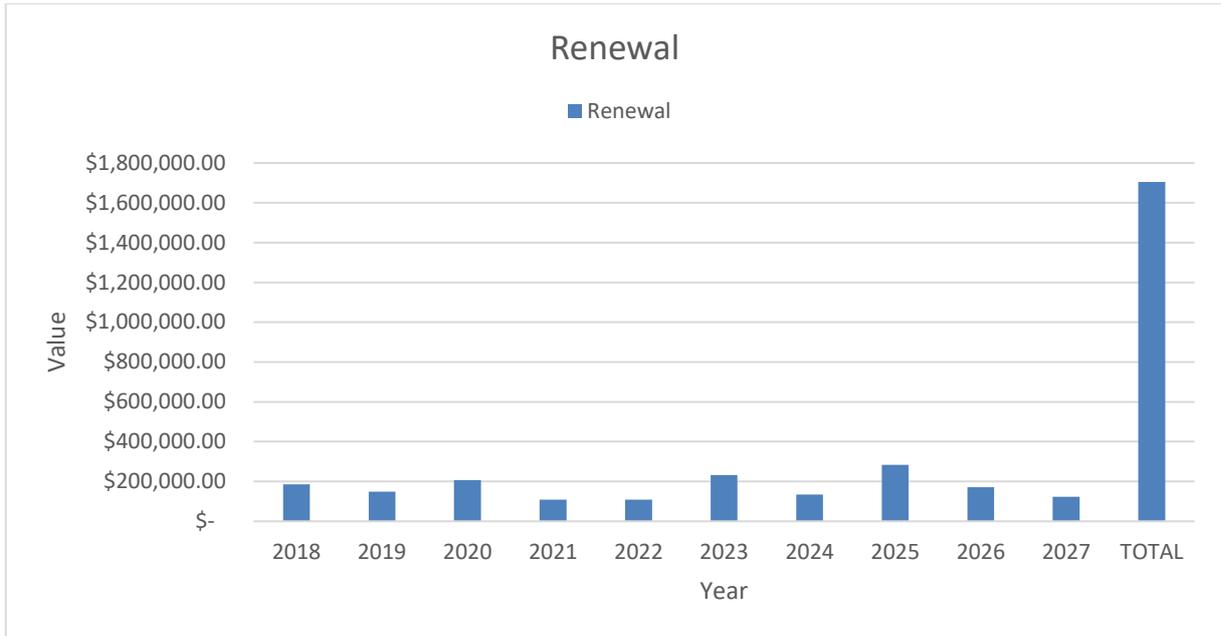
Summary of projected renewal expenditure:

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, 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?



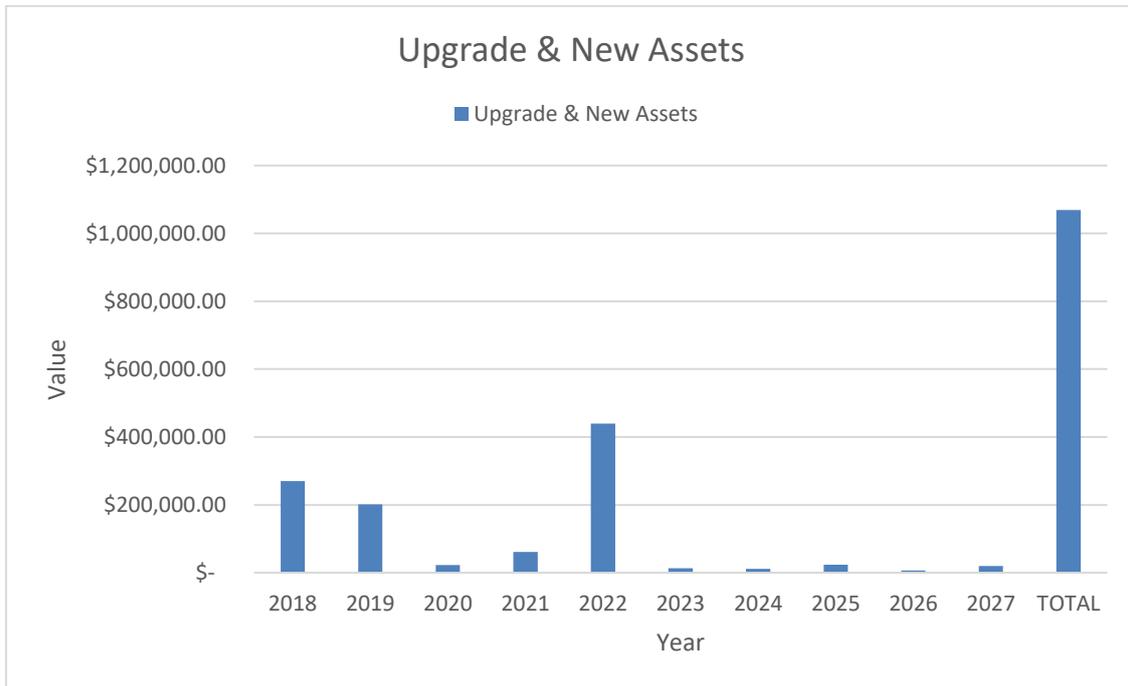
9. Capital Upgrades & New Assets

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.

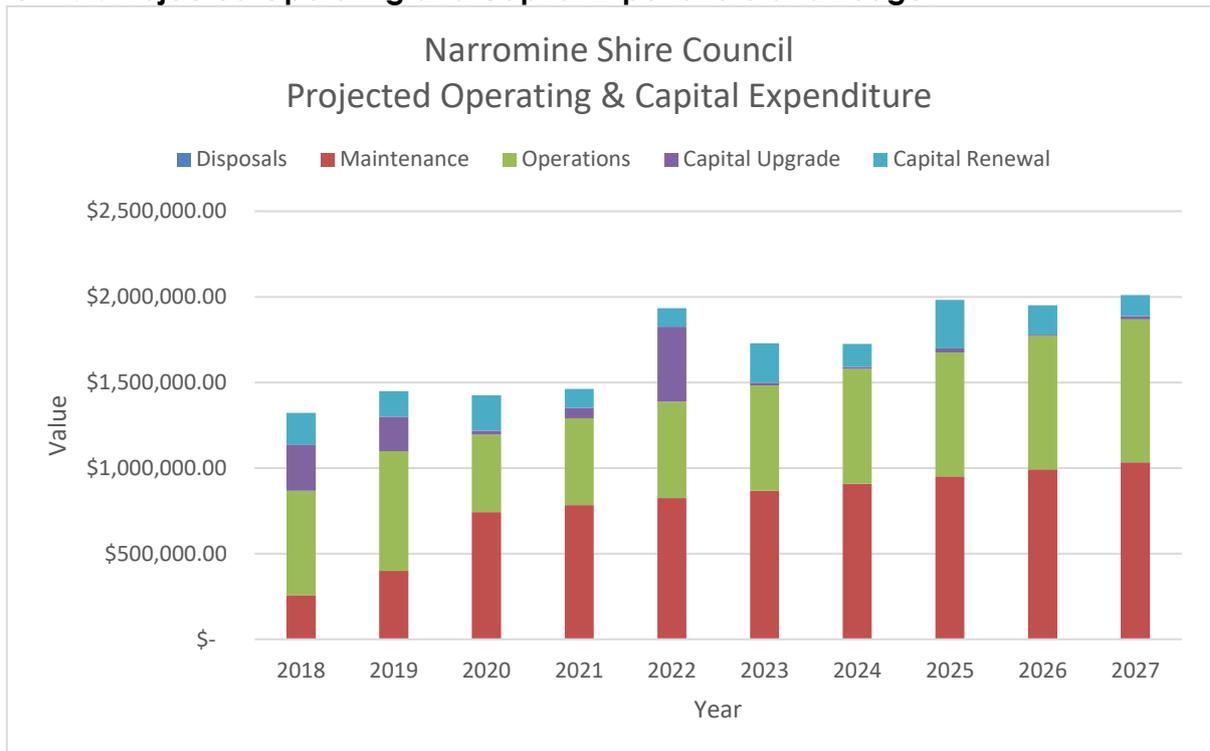
11. Financial Plan

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	\$ 1,688,461.00
Average Life Cycle Expenditure	\$ 867,461.00
Average Annual Gap	\$ 821,000.00
Life Cycle Sustainability Indicator	51.38%

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	\$ 2,184,165.41
Average Life Cycle Expenditure	\$ 1,167,915.41
Average Annual Gap	\$ 1,016,250.00
Life Cycle Sustainability Indicator	53.47%

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 (\$000)	Maintenance (\$000)	Capital Renewal (\$000)	Capital Upgrade (\$000)	Disposals (\$000)
2018	\$ 610,107.00	\$ 257,354.00	\$ 185,624.58	\$ 269,973.00	\$ -
2019	\$ 700,244.00	\$ 398,608.00	\$ 149,313.26	\$ 201,129.42	\$ -
2020	\$ 453,030.43	\$ 741,939.58	\$ 206,982.38	\$ 22,299.90	\$ -
2021	\$ 507,452.87	\$ 783,635.15	\$ 109,273.68	\$ 60,991.44	\$ -
2022	\$ 561,875.30	\$ 825,330.73	\$ 108,436.50	\$ 439,149.37	\$ -
2023	\$ 616,297.73	\$ 867,026.31	\$ 231,924.21	\$ 13,668.45	\$ -
2024	\$ 670,720.17	\$ 908,721.88	\$ 134,925.87	\$ 11,547.24	\$ -
2025	\$ 725,142.60	\$ 950,417.46	\$ 284,012.83	\$ 23,626.05	\$ -
2026	\$ 779,565.03	\$ 992,113.04	\$ 171,269.19	\$ 6,921.17	\$ -
2027	\$ 833,987.47	\$ 1,033,808.61	\$ 123,491.00	\$ 19,500.00	\$ -

Note: All projected expenditures are in 2019 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	2022/23
Review Renewal of all Assets	2020/21
Update Asset Register	Ongoing
Finalise Maintenance Program	2021/22
Input Maintenance Program into AMS	2021/22
Maintain Levels of Service	Ongoing
Develop 10 Year Plans	Ongoing
Review Inspection Procedures	2020/21
Update Attributes in AMS	Ongoing
Review Levels of Service	2020/21

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
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals										
Contingency	-	-	-	-	-	-	-	-	-	6,400
Data Projector and Screen	2,319	-	-	-	2,610	-	-	-	-	-
Heavy Duty Folding Machine	-	-	-	6,149	-	-	-	6,921	-	-
Binding Machine	-	-	-	-	-	-	-	-	-	-
Portable Data Projector & Screen	-	-	-	-	-	-	-	-	-	-
Drone incl. software	-	-	-	-	-	-	-	-	-	-
PA System	-	-	-	-	-	-	-	-	-	-
Training Room Chair Replacement	-	-	-	-	-	-	-	-	-	-
New Assets										
WHS Monitoring Equipment (Defib)	5,065	-	-	-	5,900	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	2,319	-	-	6,149	2,610	-	-	6,921	-	6,400
TOTAL EXPENDITURE ON NEW ASSETS	5,065	-	-	-	5,900	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 5,000	-	- 1,616	- 5,000	- 7,500	-	-	- 7,000	-	- 5,000
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	4,911	4,911	6,527	5,377	4,368	4,368	4,368	4,447	4,447	3,047

Narromine Shire Council

IT EQUIPMENT REPLACEMENT PLAN

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals	-		-	-	-	-	-	-	-	-
Virtual Server Hardware (Hosts and SANB) at Chambers	-	60,131	-	-	50,000	-	127,672	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-	-
Email Software	-	-	-	-	-	-	-	-	-	-
EDRMS Software & Conversion of Data	-	-	-	-	-	-	-	-	-	-
Server Backup Software	5,628	-	-	-	6,334	-	-	-	-	-
NAS - Backup Mass Storage Device x 2	-	-	-	-	-	-	-	-	-	-
Replace router/firewall at Depot	2,251	-	-	2,460	-	-	2,688	-	-	-
ERP Upgrade	10,927	11,256	11,592	11,940	12,300	12,672	13,044	13,440	13,776	14,120
Upgrade Powerbudget	-	-	-	-	-	-	-	-	-	-
Upgrade Switches	-	4,637	-	4,919	-	5,219	-	5,537	-	-
Upgrade Phone System in Main Building	-	-	20,000	-	-	-	-	11,406	-	-
Update Phone System @ Depot	9,004	-	-	-	10,134	-	-	-	-	-
Replace UPS (Power backups)	-	17,916	-	-	19,572	-	-	21,386	-	-
Purchase Additional Phones	-	-	-	-	-	-	-	-	-	-
Email Archiving Software	-	-	-	-	-	-	-	-	-	-
Server Upgrade Stand Alone	-	-	-	-	-	-	-	-	-	-
Contingency works	20,259	20,868	21,493	22,138	22,802	23,486	24,190	24,916	70,000	71,750
Cloud Computing - enable Authority features	-	-	-	30,000	-	-	-	-	-	-
Admin Tower	-	-	-	-	-	-	-	-	-	-
Radio Links	-	-	-	-	-	-	-	-	-	-
New Assets	-		-	-	-	-	-	-	-	-
New Assets/CRM Software	-	-	-	-	-	-	-	-	-	-
New Financial Software	-	-	-	-	-	-	-	-	-	-
Equip - mobile office	10,000	-	-	-	-	-	-	-	-	-

Narromine Shire Council

IT EQUIPMENT REPLACEMENT PLAN

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Firewall - software	30,000	-	-	-	-	-	-	-	-	-
Council Wifi upgrade	35,000	-	-	-	-	-	-	-	-	-
LAN, WAN upgrade	20,000	-	-	-	-	-	-	-	-	-
Security - renew old devices	20,000	-	-	25,000	-	-	-	-	-	-
DRP - mobile equip replacements	10,000	10,000	20,000	-	-	-	-	-	-	-
Helpdesk - new system	-	-	20,000	-	-	-	-	-	-	-
Legacy systems - new applications - cloud enabled	-	-	-	400,000	-	-	-	-	-	-
CCTV Project	-	-	-	-	-	-	-	-	-	-
.	-	-	-	-	-	-	-	-	-	-
.	-	-	-	-	-	-	-	-	-	-
.	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	48,069	114,808	53,085	71,457	121,141	41,377	167,594	76,686	83,776	85,870
TOTAL EXPENDITURE ON NEW ASSETS	125,000	10,000	40,000	425,000	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(IN)/OUT	- 50,000	- 120,000	- 100,000	- 500,000	- 110,000	- 45,000	- 170,000	- 80,000	- 75,000	- 85,000
GRANT FUNDS (IN)	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	6,007	1,199	8,114	11,657	515	4,138	6,544	9,858	1,082	212

Narromine Shire Council

Corporate Administration Buildings

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals	-	-	-	-	-	-	-	-	-	-
Meeting Room A/C	-	-	-	-	-	-	-	-	-	-
Engineering Offices A/c	-	-	-	-	-	-	-	-	-	-
Install Office Partitioning (OCU)	-	-	-	-	-	-	-	-	-	-
Air Conditioner Replacements	-	7,880	-	8,279	-	8,698	-	9,138	-	9,601
Re-Fitout of Main Admin Building	-	-	-	-	-	-	-	-	12,000	-
Security Upgrade	13,506	-	-	-	-	-	16,127	-	-	-
Hub n Spoke fitout, landscaping	-	237,500	-	-	-	-	-	-	-	-
Replace Carpet	-	-	-	-	-	-	-	-	-	-
Upgrade Switchboard	-	-	-	-	-	-	-	-	-	-
Monitor installation - Council chambers	-	-	-	-	-	-	-	-	-	-
OCU Admin office - modifications	-	-	-	-	-	-	-	-	6,500	-
Training Room Chair Replacement	-	-	-	-	-	-	-	-	-	-
Training Room carpet Replacement	14,000	-	-	-	-	-	-	-	-	-
Admin carpet replacement	-	-	-	-	-	-	-	-	-	-
Upgrade Carpark Fencing	-	-	-	-	22,628	-	-	-	-	-
Irrigation	-	-	-	-	-	-	-	-	-	-
Carpark Gardens/Trees - Irrigation	-	-	-	-	-	-	-	-	-	-
Office equipment partitioning	-	-	-	-	-	-	-	4,153	-	-
Upgrade Council Meeting Room	-	-	-	-	-	-	-	-	-	-
Pound Upgrades/Security	-	-	-	8,000	-	-	-	-	-	-
Customer Service Office - additional office/walls	-	10,000	-	-	-	-	-	-	-	-
Chambers - Audio Recording System Replacement	-	-	-	-	-	-	-	-	-	-
Upgrade data points	-	-	-	-	-	-	-	-	-	-
New Assets	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council

Corporate Administration Buildings

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Install evacuation system	-	-	-	-	-	-	-	-	-	-
DIAP - New Counter - CS&PC	-	-	-	-	-	-	-	-	-	-
DIAP - Disable Compliant Sanitary Compartment (Admin Build)	-	-	-	-	-	-	-	-	-	-
Solar Panels for Admin Building	-	-	-	-	-	-	-	-	-	-
Solar Panels for OCU Building	14,632	-	-	-	-	-	-	-	-	-
Defibrilators for buildings - Nme Admin & CSPC	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	27,506	255,380	-	16,279	22,628	8,698	16,127	13,291	18,500	9,601
TOTAL EXPENDITURE ON NEW ASSETS	14,632	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 87,014	- 155,000	- 65,280	- 10,000	- 10,000	- 10,000	- 20,000	- 20,000	- 10,000	- 10,000
GRANTS/EXTERNAL CONTRIBUTIONS	-	50,000	-	-	-	-	-	-	-	-
Carry over funding from previous year	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	53,676	3,296	68,576	62,297	49,669	50,971	54,844	61,554	53,054	53,453

Narromine Shire Council

MEDICAL CENTRE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28	2028/29
Capital Renewals	-		-	-	-	-	-	-	-	-
Narromine Medical Centre	-		-	-	-	-	-	-	-	-
Refurbishment - i.e. doors, floors, paint	-		-	-	-	42,000	-	-	-	-
Floor Coverings	-		-	-	37,000	-	-	-	-	-
Air Conditioner replacements	-		-	6,623	-	-	-	7,310	-	-
TrangieDoctor	-		-	-	-	-	-	-	-	-
Trangie Doctors House - Carpet Replacement	-		-	-	-	-	-	-	-	-
Trangie Doctors House - Internal Painting	-		-	-	-	-	-	-	-	-
New Assets	-		-	-	-	-	-	-	-	-
Extensions to Medical Centre	-		-	-	-	-	-	-	-	-
Extensions to Medical Centre	-		-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	-		-	6,623	37,000	42,000	-	7,310	-	-
TOTAL EXPENDITURE ON NEW ASSETS	-		-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-		-	-	-	-	-	-	-	-
LOAN FUNDS	-		-	-	-	-	-	-	-	-
OPERATING -PROFIT/LOSS	- 50,000	- 50,000	- 50,000	- 50,000	- 50,000	- 50,000	- 50,000	- 50,000	- 50,000	- 50,000
RESERVE BALANCE (Estimate)	194,036	244,036	294,036	337,413	350,413	358,413	408,413	451,103	501,103	551,103

Narromine Shire Council

PUBLIC AMENITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28	2028/29
Capital Renewals	-	-	-	-	-	-	-	-	-	-
<u>Narromine</u>	-	-	-	-	-	-	-	-	-	-
Swimming Pool Public Toilets	-	-	-	-	45,256	-	-	-	-	51,203
Rotary Park Public Toilets	-	-	32,307	-	-	-	-	36,552	-	-
Dundas Oval Public Toilets	-	8,405	-	-	-	-	9,509	-	-	-
Cale Oval Public Toilets	-	-	-	-	-	-	-	-	-	-
WetaInds Toilets	-	-	-	8,831	-	-	-	-	9,991	-
Aerodrome Toilets	-	-	-	-	-	15,500	-	-	-	-
<u>Trangie</u>	-	-	-	-	-	-	-	-	-	-
Goan Water Hole Public Toilets	-	-	-	-	-	-	35,661	-	-	-
Dandaloo Street Public Toilets	-	13,911	-	-	-	-	-	-	-	-
New-truck stop toilet/showers	-	-	-	-	-	-	-	9,747	-	-
<u>Tomingley</u>	-	-	-	-	-	-	-	-	-	-
TruckStop Bio Toilet	-	-	-	-	-	-	-	-	-	-
Building of New Assets	-	-	-	-	-	-	-	-	-	-
<u>Narromine</u>	-	-	-	-	-	-	-	-	-	-
Wetlands Ablutions Block (Narromine)	-	-	-	-	-	-	-	-	-	-
Noel Powell Oval Toilets	-	-	-	-	-	-	-	-	-	-
<u>Trangie</u>	-	-	-	-	-	-	-	-	-	-
.	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	-	22,316	32,307	8,831	45,256	15,500	45,170	46,299	9,991	51,203
TOTAL EXPENDITURE ON NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 10,000	- 15,000	- 20,000	- 20,000	- 30,000	- 30,000	- 30,000	- 45,000	- 35,000	- 30,000
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-

Narromine Shire Council

PUBLIC AMENITIES UPGRADE

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/28	2028/29
RESERVE BALANCE (Estimate)	55,255	47,939	35,632	46,801	31,545	46,045	30,875	29,576	54,585	33,382

Narromine Shire Council

LIBRARY BUILDINGS

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals	-	-	-	-	-	-	-	-	-	-
Narromine	-	-	-	-	-	-	-	-	-	-
Replace Air Conditioner	-	-	-	-	-	13,439	-	-	-	-
Replace the Carpet	-	-	23,881	-	-	-	-	-	-	-
Replace the Vinyl in Toilets	-	-	-	-	-	-	-	-	-	-
Toilet upgrade	-	15,759	-	-	-	-	-	-	-	19,201
Install exit door	-	-	-	-	-	-	-	-	-	-
Upgrade switchboard	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Upgrades to Library Building	-	-	-	-	-	-	-	-	-	-
Fit security screens	-	-	-	-	-	-	-	-	-	-
Building of New Assets	-	-	-	-	-	-	-	-	-	-
Narromine	-	-	-	-	-	-	-	-	-	-
New Circulation Desk	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Install roof over container	-	-	-	-	-	-	-	-	-	-
Upgrade switchboard	-	-	-	-	-	-	-	-	-	-
Defibrilators for buildings	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	-	15,759	23,881	-	-	13,439	-	-	-	19,201
TOTAL EXPENDITURE ON NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	-	-	-	-	-	-	-	-	-	-
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
Carry over funding from previous year	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	132,545	116,786	92,905	92,905	92,905	79,466	79,466	79,466	79,466	60,265

Narromine Shire Council

LIBRARY BUILDINGS

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29

Narromine Shire Council

HALLS AND OTHER COMMUNITY BUILDINGS

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/26	2026/27	2027/28	2028/29
Capital Renewals										
Tomingley Hall	-	-	-	-	-	-	-	-	-	-
Upgrade toilets to fit accessible unit	-	-	-	-	-	-	-	-	-	-
Asbestos removal	-	-	-	-	-	-	-	-	-	-
Install new exterior cladding	-	-	-	-	-	-	-	-	-	-
Kitchen upgrade - Tomnigley	-	-	-	-	-	-	-	-	-	-
Electrical upgrade - Tomnigley	-	-	-	-	-	-	-	-	-	-
Replace guttering	-	-	-	-	-	-	-	-	-	-
Refurbish roofing iron	-	-	-	-	-	-	-	-	-	-
Fencing	-	-	-	-	-	-	-	-	-	-
Tomingley School	-	-	-	-	-	-	-	-	-	-
Electrical upgrade	-	-	-	-	-	-	-	-	-	-
repairs to footpaths	-	-	-	-	-	-	-	-	-	-
Upgrade toilet facility to accessible	-	-	-	-	-	-	-	-	-	-
upgrade exterior fencing	-	-	-	-	-	-	-	-	-	-
refurbish roofing iron	-	-	-	-	-	-	-	-	-	-
Trangie	-	-	-	-	-	-	-	-	-	-
Doctors surgery roof repairs - Trangie	-	-	-	-	-	-	-	-	-	-
Doctors surgery repairs to walls - Trangie	-	-	-	-	-	-	-	-	-	-
Trangie Memorial Toilet Upgrade	-	-	-	-	-	-	-	-	-	-
New Assets										
Bus Shelters - Narromine	-	-	-	-	-	-	-	-	-	-
Install Electrical Safety Switches	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON NEW ASSETS	-	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVES (COUNCIL FUNDS)- IN/OUT)	10,000	-	-	-	-	-	-	-	-	-
GRANTS/EXTERNAL CONTRIBUTIONS (Alkane Community Contribution)	- 10,000	-	- 10,000	- 10,000	- 10,000	- 10,000	- 10,000	- 10,000	- 10,000	- 10,000
RESERVES - CAPITAL WORKS	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	61,899	61,899	71,899	81,899	91,899	101,899	111,899	121,899	131,899	141,899

Narromine Shire Council

COUNCIL WORKS DEPOT UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Capital Renewals	-		-	-	-	-	-	-	-	-
<u>Narromine</u>	-		-	-	-	-	-	-	-	-
Replace Workshop Doors with roller doors	-		-	-	-	-	-	-	-	-
Renew Concrete Floor in Workshop Phase 1	-		-	-	-	-	-	27,685	-	-
Renew Concrete Floor in Workshop Phase 2	33,600		-	-	-	-	-	-	-	-
Renew Concrete Floor in Workshop Phase 3	-	23,185	-	-	-	-	-	-	-	-
Upgrade Depot Security	25,000		-	-	-	-	-	-	25,000	-
Upgrade Depot Security (fencing)	10,073		-	-	-	-	-	-	-	-
Store/workshop Office Re-fit	-		-	-	-	-	-	-	-	-
<u>Trangie</u>	-		-	-	-	-	-	-	-	-
Trangie Depot - Raise Height & Resesl Depot Yard	-		-	-	-	-	-	-	-	-
Upgrade Security	-		-	-	-	-	-	-	-	-
Upgrade Meal Room & Office	-	10,000	-	-	-	-	40,000	-	-	-
Building of New Assets	-		-	-	-	-	-	-	-	-
<u>Narromine</u>	-		-	-	-	-	-	-	-	-
Install 25T Hoist	39,393		-	-	-	-	-	-	-	-
Noxious Weeds Shed	-		-	-	-	-	-	-	-	-
Quarries Portable Site Office	-		-	-	-	-	-	-	-	-
Sand/Gravel Bunkers	-		-	-	-	-	-	-	-	-
Automatic Gate Entry & Intercom System	-		-	-	-	-	-	-	-	-
<u>Trangie</u>	-		-	-	-	-	-	-	-	-
Construct Bunds x 2	-		-	-	-	-	-	-	-	-
Construct secure storage area	-		-	-	-	-	-	-	-	-
TOTAL EXPENDITURE ON EXISTING ASSETS	68,673	33,185	-	-	-	-	40,000	27,685	25,000	-
TOTAL EXPENDITURE ON NEW ASSETS	39,393		-	-	-	-	-	-	-	-

Narromine Shire Council

COUNCIL WORKS DEPOT UPGRADES

	1	2	3	4	5	6	7	8	9	10
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
TRANSFERS TO RESERVES (COUNCIL FUNDS)(-IN/OUT)	- 110,000	- 25,000	-	-	-	-	-	- 25,000	- 25,000	-
GRANTS/EXTERNAL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-
Carry over funding from previous year	-	-	-	-	-	-	-	-	-	-
LOAN FUNDS	-	-	-	-	-	-	-	-	-	-
RESERVE BALANCE (Estimate)	63,954	55,768	55,768	55,768	55,768	55,768	15,768	13,084	13,084	13,084