Asset Management Policy

Adopted by Council 2025/385

POLICY OBJECTIVE

The objective of this policy is to establish a clear framework for asset management within Narromine Shire Council (Council), ensuring a structured, consistent, and coordinated approach. This policy aims to guide asset management practices by:

- Ensuring Council's infrastructure and services are provided sustainably, delivering appropriate levels of service to residents, businesses, and visitors while considering environmental impacts.
- Protecting and maintaining Council's assets through the implementation of effective asset management strategies and the allocation of appropriate financial resources.
- Fostering a culture of asset management awareness across all Council departments, ensuring staff understand their role in the responsible management of Council assets.
- Complying with all relevant legislative and regulatory requirements for asset management.
- Managing and operating a well-balanced mix of sustainable community infrastructure at the lowest whole-of-life cost while meeting community needs.

BACKGROUND

Council is committed to a systematic and responsible approach to asset management to ensure infrastructure assets are managed effectively and sustainably. This includes planning, creation, operation, maintenance, renewal, and disposal of assets in alignment with Council's service delivery priorities, ensuring the lowest whole-of-life cost.

Council has care, control, and responsibility for infrastructure assets with a fair value exceeding $400 million. These assets are essential for delivering services to the community, and their failure directly impacts service provision. This policy provides a framework to ensure asset replacement, upgrades, and provision occurs in a planned and sustainable manner, while also considering non-asset solutions where appropriate.

The current Asset Management Plans (AMPs) are based on evolving data, and both the data and related plans will continue to develop over time. This will enable a structured approach that:

- Ensures Council's services and infrastructure are reliable and meet appropriate levels of service for residents, businesses, visitors, and the environment.
- Safeguards Council's physical assets and workforce through effective asset management strategies and responsible financial planning.
- Embeds a culture of asset management awareness across all Council departments, ensuring employees actively participate in asset management processes.
- Complies with and exceeds legislative and regulatory requirements for asset management.
- Identifies necessary resources and operational capabilities while clearly defining responsibilities for asset management.
- Demonstrates transparent, accountable, and best-practice asset management to support informed decision-making.
- Ensures service delivery is not compromised due to asset failure by proactively planning for asset replacement, renewal, and alternative service delivery methods.

This policy establishes the foundation for asset management excellence, ensuring that infrastructure assets continue to support a thriving and sustainable community.

KEY COMMITMENTS

Council is committed to a structured and consistent approach to asset management, ensuring best practices are implemented across all Council departments. A well-defined asset management framework is essential for the sustainable management of Council's infrastructure, balancing community expectations, financial sustainability, and legislative compliance. The asset management framework consists of:

- An overarching Asset Management Strategy (AMS) with a four-year planning horizon, guiding continuous improvement in asset management systems and processes, in line with the NSW Government's Integrated Planning and Reporting Framework.
- Asset Management Plans (AMPs) for each class of Council assets, covering a minimum period of 10 years, ensuring long-term sustainability for current and future generations.
- AMPs aligned with the Institute of Public Works Engineering's International Infrastructure Management Manual (IIMM), incorporating industry best practices and community consultation to define service levels.

Asset Management System

To support informed decision-making, Council will maintain an up-to-date Asset Management System, incorporating:

- Asset registers to record infrastructure assets.
- Asset condition assessments to track asset performance and deterioration.
- Asset maintenance and management systems to optimise maintenance schedules.
- Strategic planning capabilities for long-term service delivery planning.
- Predictive and deterioration modelling to anticipate future asset needs.
- Lifecycle costing to assess the total cost of asset ownership.

Integrated Planning and Renewal Prioritisation

Asset management will be integrated with existing planning and operational processes to ensure financial sustainability and effective service delivery. Prior to considering changes to service levels or new capital works, Council will assess:

- Alignment with community strategic objectives (Community Strategic Plan).
- Alternative service delivery models, including third-party asset ownership.
- Renewal of existing assets before acquiring new infrastructure.
- Whole-of-life costs and whether they fit within the Long-Term Financial Plan (LTFP).
- Annual reviews of Asset Management Plans.

Council will apply systematic and cyclic renewal reviews across all asset classes to ensure assets are managed, valued, and depreciated in accordance with best practices, Australian Standards, and legislative requirements. Asset renewal plans will be prioritised based on service level requirements, community consultation, and asset performance.

Governance and Compliance

Council's financial asset information will be externally audited annually, and the Asset Management Systems will be reviewed and internally audited to ensure continuous improvement.

Council will regularly review asset ownership needs and establish processes for the disposal of redundant or underperforming assets.

An Asset Management Working Group (AMWG), comprising a multi-disciplinary, cross-functional team, will oversee the development of asset management practices, systems, and processes.

All new, upgraded, or disposed assets will be approved in accordance with Council's operational procedures, requiring approval from the General Manager and Council.

Grant applications must be reviewed and approved by the General Manager before submission, ensuring the whole-of-life cycle cost, including asset disposal, is considered.
This framework establishes the foundation for effective and sustainable asset management, ensuring infrastructure assets continue to support Narromine Shire's community, economy, and environment into the future.

Asset Management Plans (AMPs)

Council has developed Asset Management Plans (AMPs) to ensure the effective management, maintenance, and renewal of its infrastructure assets. These plans provide a structured approach to balancing community needs, financial sustainability, and long-term asset performance.

Council's AMPs cover the following asset categories:

- Waste – Management of waste facilities, landfill sites, and resource recovery infrastructure to ensure compliance with environmental regulations and sustainable waste disposal.
- Aerodrome – Maintenance and renewal of aviation infrastructure, ensuring safety, regulatory compliance, and continued service for the local community and businesses.
- Buildings – Management of Council-owned buildings, including offices, community halls, libraries, and operational facilities, ensuring they remain functional and fit for purpose.
- Recreational and Community Facilities – Oversight of parks, playgrounds, sports fields, public amenities, and community spaces to support active lifestyles and community engagement.
- Transport Assets – Management of roads, bridges, footpaths, and cycleways to ensure safe and efficient movement across the Shire, meeting community and industry needs.
- Drainage – Maintenance of stormwater drainage systems to mitigate flooding risks and protect properties and the environment from water-related damage.
- Water - Management of water supply to ensure safe, reliable, and sustainable water services for residents, businesses, and industries.
- Sewer – Management of wastewater infrastructure to ensure safe, reliable, and sustainable sewerage services for residents, businesses, and industries.

AMP Objectives and Review Process

Each AMP outlines:

- The current condition and performance of the asset class.
- The levels of service expected by the community.
- Planned maintenance, renewal, and upgrades to sustain long-term service delivery.
- Whole-of-life cost considerations, ensuring financial viability.
- Risk management strategies to minimise asset failure and service disruption.

Council will review and update AMPs annually to ensure they remain aligned with community needs, legislative requirements, and Council's Long-Term Financial Plan (LTFP). These plans will continue to evolve as asset data and management practices improve, supporting sustainable infrastructure management for future generations.

ROLES AND RESPONSIBILITIES

Council will:

- Set Asset Management policy and vision.
- Act as stewards for all Council owned assets on behalf of the community.
- Adopt the Asset Management Policy and support the Asset Management Strategy and monitor their outcomes.
- Allocate necessary resources to support appropriate asset management processes.
- Approve levels of service, risk and cost standards in consultation with the community.
- Support continuous improvement programs.

Executive Staff will:

- Ensure that the strategic direction meets Community and Council aims.
- Implement the asset management policy, strategy and plans, across the Organisation as part of the overall Resourcing Strategy.
- Monitor implementation progress of the Asset Management Strategy and identify corrective actions if required.
- Provide relevant and timely professional advice to Council on asset management issues for decision-making, and present information in terms of life cycle risks and costs.
- Identify relevant benchmarks and opportunities to achieve best practice.

Asset Management Team (represents the management and asset planning expertise within Council) will:

- Oversee the development, monitoring and review of the Asset Management Policy, Strategy and plans using best practice asset management principles.
- Develop operational procedures to ensure the capture and management of asset information.
- Implement plans (such as maintenance programs, capital works programs) in accordance with Asset Management Plans.
- Report implementation and performance progress and effectiveness to the Executive Leadership Team.

Council Staff (to the extent that they have asset management related responsibilities) will:

- Utilise up-to-date technologies, methodologies and continuous improvement processes in asset management.
- Have asset management responsibilities reflected in input/output documentation and position descriptions as appropriate.
- Undertake actions and programs consistent with the adopted Asset Management Policy, Strategy and Plans.

Legislative Requirements and Links to Other Documents

Legislative Requirements
Local Government Act 1993
Integrated Planning and Reporting Guidelines and Manual (2021)

Related Documents
Community Strategic Plan 2035
Asset Management Strategy
Asset Management Plans (AMPs)
Long Term Financial Plan (LTFP)
Workforce Management Strategy (WMS)
Asset Acquisition Procedure
Asset Disposal Procedure

Narromine
SHIRE COUNCIL

Asset Management Strategy

2025/2026 – 2028/2029

Adopted by Council 25 June 2025

Resolution No 2025/385

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1. Executive Summary

Narromine Shire Council's Asset Management Strategy outlines a comprehensive approach to managing the region's infrastructure, valued at approximately $400 million. This strategy sets the direction for improving asset management planning and performance across a range of infrastructure categories. It includes the development of Asset Management Plans for eight key asset categories and provides essential information for determining appropriate service levels and funding needs.

The strategy encompasses a ten-year Renewal and Upgrade Budget, the upcoming Financial Year Renewal and Upgrade Budget, and Annual Depreciation, alongside a detailed financial overview for each asset category. The document underscores the importance of aligning asset management practices with community expectations and outlines a high-level review of the Council's policies, practices, and systems to ensure effective service delivery and long-term sustainability.

By improving asset management practices, the strategy aims to enhance service levels, realise cost savings, and support better decision-making. As Narromine Shire Council continues to focus on a "whole of life" approach, the strategy will enable the management of assets throughout their lifecycle, from planning and purchase to maintenance and disposal.

This is Narromine Shire Council's first Asset Management Strategy, which will serve as a roadmap to support the achievement of the community's vision: to be recognised as a place of unique environmental and cultural significance, with a strong community connection, innovative development, and a growing economy that enhances the quality of life for all.

2. Vision

The purpose of this document is to establish a sustainable, consistent, and forward-thinking approach to managing our infrastructure. By aligning our asset management practices with the needs and expectations of the community, we will ensure the delivery of high-quality services, support the growth of our region, and safeguard the longevity of public assets for future generations. Through continuous improvement, strategic planning, and responsible stewardship, we will enhance the quality of life for our community while meeting the objectives of the Community Strategic Plan.

This Strategy will guide the management of key infrastructure assets—ranging from buildings and recreation facilities to roads, water, and sewer systems—while identifying future needs and providing a roadmap for future growth. By fostering a culture of excellence in asset management and aligning with the broader goals of financial sustainability and service delivery, we aim to achieve long-term benefits that support the region's environmental, social, and economic development.

3. Introduction

The Narromine Shire Council Asset Management Strategy has been developed as an integral part of the Integrated Planning and Reporting (IP&R) Framework, which was first introduced by the Office of Local Government in 2009, as shown in Figure 3-1. This framework ensures that council planning is grounded in a sound understanding of community expectations, while aligning with regional and state priorities. It encourages a holistic approach to planning, enabling councils to integrate and optimise their various plans to achieve long-term objectives for the community.

The IP&R Framework includes several key components, such as the Community Strategic Plan, Resourcing Strategy, Delivery Program, and Operational Plan, all of which are designed to work together in a coordinated manner to deliver desired outcomes.

As part of the Resourcing Strategy, the Asset Management Strategy is essential in supporting the achievement of Council's objectives and guiding the management of infrastructure assets. With a focus on sustainability, cost-effectiveness, and service delivery, the strategy outlines how Narromine Shire Council will manage its diverse portfolio of assets over a ten-year horizon. This includes a life-cycle approach to managing assets, which ensures that Council's infrastructure remains functional and capable of supporting the needs of the community, both now and in the future.

The Strategy emphasises the importance of a "Whole of Council" approach to asset management, aligning practices with service delivery priorities, financial capabilities, and strategic goals. By developing Asset Management Plans (AMPs) for each asset class—ranging from roads and transport to water and sewer systems—the strategy ensures that assets are managed to provide defined levels of service, meet growth demands, and comply with legislative requirements. Additionally, the strategy outlines a continuous improvement process for asset management practices, ensuring that the Council adapts to emerging needs and challenges while maintaining financial sustainability. Through this comprehensive approach, Narromine Shire Council is committed to delivering infrastructure solutions that meet the community's expectations and contribute to the region's long-term growth and prosperity.

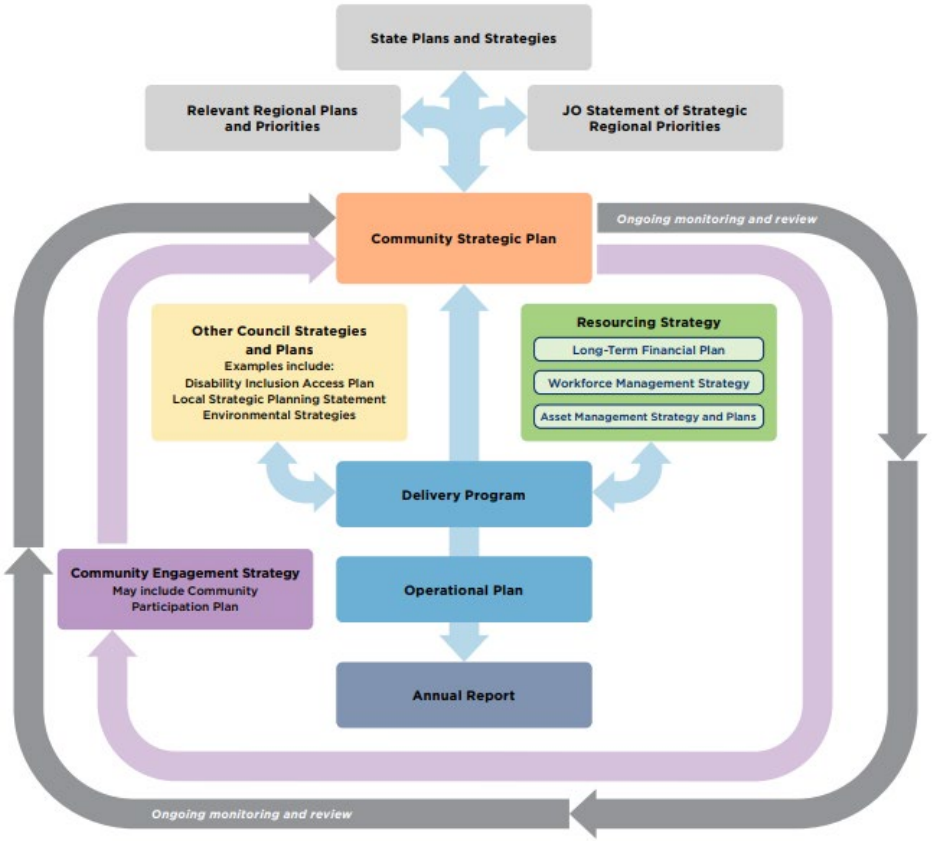

Figure 1: Integrated Planning and Reporting Framework

4. Legislative reform

The legislative framework surrounding local government planning in New South Wales (NSW) has evolved over time to better align with the expectations of both the community and the state. Key updates to the Integrated Planning and Reporting (IP&R) process reflect a growing emphasis on transparency, accountability, and the need to address contemporary challenges such as climate change, population growth, and financial sustainability.

The IP&R framework, first introduced by the Office of Local Government (OLG) in 2009, has been continuously refined to ensure that councils not only engage in long-term strategic planning but also effectively manage resources to deliver community outcomes. In particular, amendments to the *Local Government Act 1993* have reinforced the importance of asset management as a key component of the Resourcing Strategy, with a focus on the alignment of all planning documents to the Community Strategic Plan (CSP).

Key Requirements and Updates:

Community Strategic Plan (CSP): The CSP remains the cornerstone of the IP&R process, providing a long-term vision for the community. However, recent updates require greater alignment between the CSP and other plans, ensuring that councils can demonstrate how their strategies and actions directly support community aspirations. This strengthens the link between strategic objectives and day-to-day service delivery, while emphasising community consultation and engagement throughout the planning process.

Resourcing Strategy (RS): The Resourcing Strategy, which encompasses financial planning, workforce management, and asset management, is crucial in ensuring that councils have the necessary resources to achieve their objectives. Legislative updates have reinforced the requirement for councils to develop more detailed and robust financial forecasts, taking into account factors such as climate change impacts, infrastructure aging, and future demand. In particular, the Asset Management Strategy must provide long-term, sustainable plans for managing existing and future assets, with updated financial projections and risk assessments to inform decision-making.

Asset Management Planning: One of the most significant updates to the IP&R process is the integration of asset management planning into the Resourcing Strategy. Asset Management Plans (AMPs) are now required to meet both legislative standards and community expectations by outlining the entire lifecycle of infrastructure assets. These plans must not only address operational and maintenance needs but also account for renewals, disposals, and future investments. AMPs should be linked to the CSP and the Delivery Program, providing a clear roadmap for how assets will support the community's long-term needs.

Climate Change and Sustainability: The legislative framework now places a stronger emphasis on climate change adaptation and mitigation. This includes a requirement for councils to incorporate climate risk assessments into their asset management practices and planning processes. Recent amendments to the *Local Government Act* mandate that councils must actively consider climate impacts when developing infrastructure strategies, including the resilience of assets to extreme weather events and long-term environmental changes. Councils are also required to implement measures to reduce their carbon footprint, which must be reflected in asset management strategies and budgets.

Annual Reporting and Performance Monitoring: Legislative updates to the IP&R framework have introduced more rigorous requirements for performance monitoring and reporting, ensuring that councils can transparently demonstrate how their planning efforts are translating into tangible results. Councils must provide detailed annual reports on progress against the objectives set out in the CSP and Resourcing Strategy. This includes a comprehensive assessment of financial performance, asset sustainability, and the effectiveness of climate adaptation measures. Councils are now expected to use performance data to inform continuous improvement and adjust strategies where necessary.

Financial Sustainability: A key requirement of the updated IP&R process is the focus on long-term financial sustainability. Legislative reforms now require councils to integrate asset management and financial planning more closely, ensuring that infrastructure projects are financially viable both in the short and long term. This includes updating financial models to reflect accurate costs for maintenance, renewals, and upgrades, while considering the potential impacts of climate change, population growth, and changes in service delivery demands.

The updates to the IP&R process and legislative reform aim to create more holistic, transparent, and forward-thinking planning practices. They require councils to integrate asset management with long-term community goals, financial sustainability, and climate resilience. By adopting these reforms, Narromine Shire Council is ensuring that its asset management strategy is not only legally compliant but also strategically aligned with the needs of the community, providing sustainable infrastructure solutions for current and future generations.

5. Climate Change

Climate change presents significant challenges for asset management across Australia, with the increasing frequency and severity of extreme weather events such as heatwaves, droughts, floods, and storms. These events have a direct impact on the lifespan, functionality, and resilience of public infrastructure, requiring local governments to adapt their planning and management practices to account for the risks associated with a changing climate. The latest report from the Intergovernmental Panel on Climate Change (IPCC) highlights that global warming, even by just 1.5°C, will lead to unavoidable climate hazards, some of which will be irreversible. This reality necessitates urgent action to prepare infrastructure for the rising risks posed by climate change.

In response, Council acknowledges the need to integrate climate change adaptation and mitigation strategies into its asset management practices. Council is committed to aligning its asset management framework with climate resilience objectives, ensuring that infrastructure can withstand the impacts of extreme weather events. This includes developing and implementing more robust Asset Management Plans (AMPs) that incorporate considerations for climate risks, such as the increased vulnerability of critical assets (e.g., roads, water systems, and buildings) to flood, heat stress, and other climate-related factors.

Council's approach to climate change adaptation involves assessing the long-term impacts of climate hazards on infrastructure, incorporating climate-resilient design and materials, and adopting sustainable practices to reduce the carbon footprint of asset management operations. These efforts will be integrated into the Asset Management Strategy, ensuring that the management of infrastructure not only supports current community needs but is also prepared for the challenges of a rapidly changing climate.

Through a combination of proactive planning, investment in sustainable solutions, and continuous improvement, Narromine Shire Council aims to reduce the vulnerability of its infrastructure to climate impacts, while promoting long-term environmental, social, and economic resilience for the community.

6. Current Status

Council manages a large asset portfolio to provide essential services to our community. These assets form the foundation for the community to carry out its everyday activities, significantly contributing to the overall quality of life. Council's major assets are shown in Table 1.

Table 1: Summary of Council's asset classes

Asset Class	Description	
Water	- Treatment plants - Potable Reservoirs	- Reticulation mains - Pump stations - Bore sites - Telemetry
Sewer	- Pump Stations - Telemetry	- Trunk mains - Treatment plants
Waste	- Site Buildings - Fencing	- Internal Roads
Aerodrome	- Runway - Internal Roads	- Fence
Recreation and Community Facilities	- Parks and Gardens - Sporting Ovals - Pools	- Cemeteries - Showgrounds - Public amenities - Sports Centre (Gym)
Transport infrastructure	- Roads - Bridges and culverts	- Footpaths - Signs - Streetlights

Drainage	- Kerb and gutter - Drainage channels	- Underground pipe network
Buildings	- Civil buildings - Community buildings	- Operational buildings (including the Pound)

Table 2 shows Council's current asset portfolio and the projected capital spend over the next 10 years, based on the current long term financial plan. The table excludes Land (Operational and Community) and Fleet Management.

Table 2: Council's Asset Portfolio Overview (numbers as of June 2024)

Asset Category	Fair Value	Renewal & Upgrade Budget (10 years)	Renewal & Upgrade Budget (4 years)
Water	$37,564,404.91	$38,645,266.24	$31,156,845
Sewer	$38,112,466.12	$12,384,517.57	$4,498,286.58
Waste	$1,670,927.40	$4,650,880.00	$2,320,579.00
Aerodrome	$21,636,431.00	$3,531,393.00	$1,945,470.00
Recreation and Community Facilities	$49,861,902.00	$8,496,500.00	$3,666,500.00
Transport infrastructure	$343,558,867.45	$67,452,614.66	$29,794,354.00
Drainage	$12,084,096.55	$7,427,237.00	$2,797,713.00
Buildings	$67,638,043.11	$4,671,923.00	$1,882,736.00

This strategy considers long-term averages, meaning that the cost of asset renewals will fluctuate from year to year. In some years, the cost may be higher, while in others it will be lower, depending on the number of assets due for renewal in a given year.

The 10-year forecasts presented in this Asset Management Strategy (AMS) are based on the modelling conducted to achieve the service levels outlined in the plan. These forecasts are intended to guide Council in shaping future Community Strategic Plans, Delivery Programs, and Operational Plans. Any adjustments made to the Long-Term Financial Plan will be reflected in the next AMS and Asset Management Plans (AMPs).

Several options are available to address asset renewal expectations. These include adjusting service levels, extending asset life (e.g., by changing the acceptable condition thresholds for renewal), securing additional grant funding, increasing rate revenue through mechanisms like Special Rate Variations, and exploring borrowing strategies.

7. Levels of Service, Intervention Levels, Condition Rating and Useful Life

Levels of Service (LOS) are a critical component of the Asset Management Strategy, as they directly influence the calculation of the funding gap between the required funds for asset service delivery and the available budgets. Determining appropriate LOS involves defining the desired outcomes as agreed upon with the community, identifying the services needed to achieve those outcomes, and determining the infrastructure necessary to support those services.

Details regarding the proposed LOS are outlined in each of the eight (8) Asset Management Plans (AMPs). These plans outline the standards and performance expectations for the services provided by the assets, ensuring alignment with community needs and priorities.

To allocate limited funds responsibly, asset renewal or rehabilitation will only be carried out when assets reach a predetermined condition level, referred to as the "intervention level." Typically, assets will not be renewed until they fall within a condition rating of 3 to 4, depending on factors such as the asset's utilization, function, and criticality.

Condition Rating Assessments are conducted regularly for individual assets, considering factors such as age, previous condition, and criticality. This ensures that asset conditions are accurately evaluated, and ratings are updated periodically during revaluation to guide renewal decisions and inform budgeting strategies. This approach strikes a balance between meeting service delivery expectations and ensuring financial sustainability.

Council follows a structured process outlined in the Inspection Assessment Manual, which specifies the inspection frequency and condition rating criteria for all assets. The data from these assessments is recorded in Council's Asset Management System and used to predict the timing of renewal or maintenance needs, which are then incorporated into the Long-Term Financial Plan.

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale, in line with the Practice Note models and advanced asset management practices from the Institute of Public Works and Engineering Australia (IPWEA) International Infrastructure Management Manual. Further details on how Council assesses condition, and the rating scale can be found in the Condition Assessment Manual.

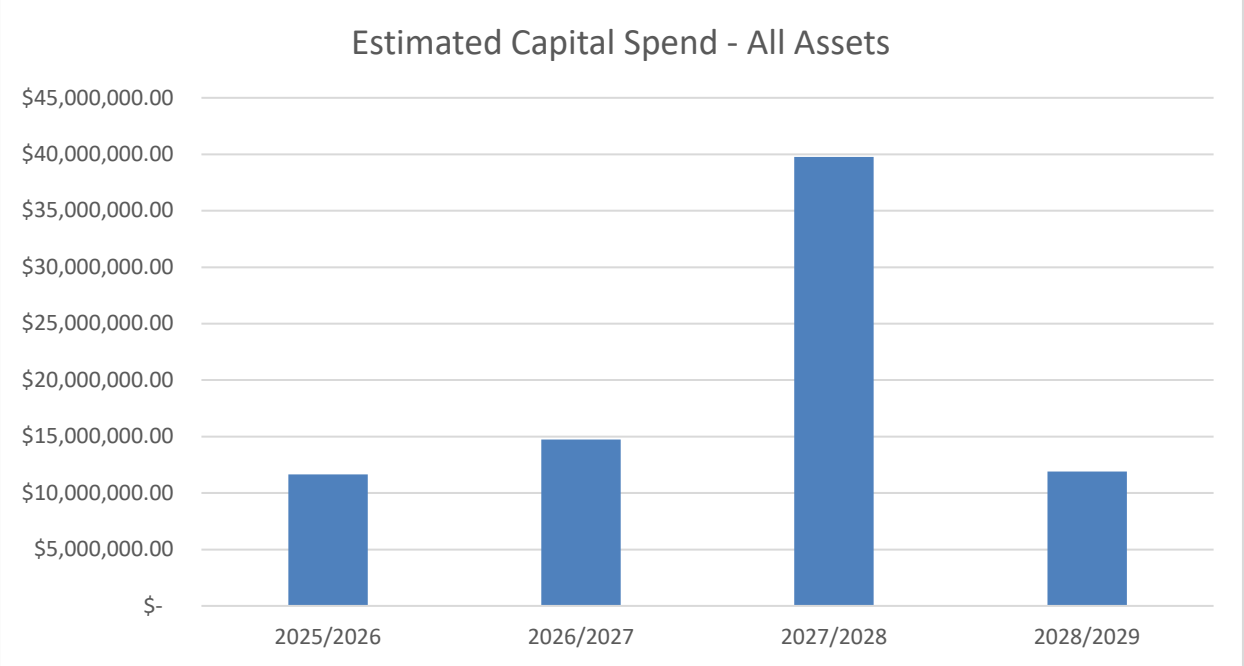

Figure 1: Graph showing the estimated 4 year capital spend across all council assets

8. Critical Assets

Critical assets are those whose failure would have significant consequences on financial performance, business operations, or service levels. Narromine Shire Council has established a Business Continuity Plan to ensure that essential services continue in the event of a crisis or disruption. This plan identifies critical assets and functions required to support the continuity of operations.

Key critical assets for Council include:

- Narromine and Tomingley Water Treatment Plant and associated SCADA
- Narromine and Trangie Sewer Pump Station 1
- Narromine Customer Service Office
- Narromine's Regional Roads (Tomingley, Eumungerie, Tullamore, Trangie-Dandaloo and Trangie-Collie)

Council manages these assets through the corporate risk management procedure, ensuring that risk rankings and criticality are integrated into the asset management system. The risks associated with critical assets include public health and safety, business continuity, and emergency preparedness. With the revision of asset management plans, further identification of critical assets and the development of maintenance strategies will be undertaken to ensure these assets remain operational and resilient to potential disruptions.

9. Gap Analysis

A gap analysis for asset management is a vital component of our strategy to assess the current state of Narromine Shire Council's asset management practices and identify any gaps between our existing capabilities and the desired outcomes. This analysis evaluates key areas such as asset classification, condition data, lifecycle cost data, asset management processes, and alignment with strategic goals. By identifying discrepancies, the gap analysis helps pinpoint areas that require improvement or additional resources, ensuring that asset management practices support the community's desired service levels and long-term objectives. It enables us to prioritize actions to enhance asset management, improve decision-making, and better allocate resources. The gap analysis ultimately guides the development of a sustainable and effective asset management approach that supports Narromine Shire Council's strategic planning, risk management, and financial goals.

A gap analysis was undertaken on Council's asset management system and the results are shown in Figure 3 where all aspects were assessed out of 10. Council's focus areas in the coming years will be: condition data, management of critical assets and review of our risk management system.

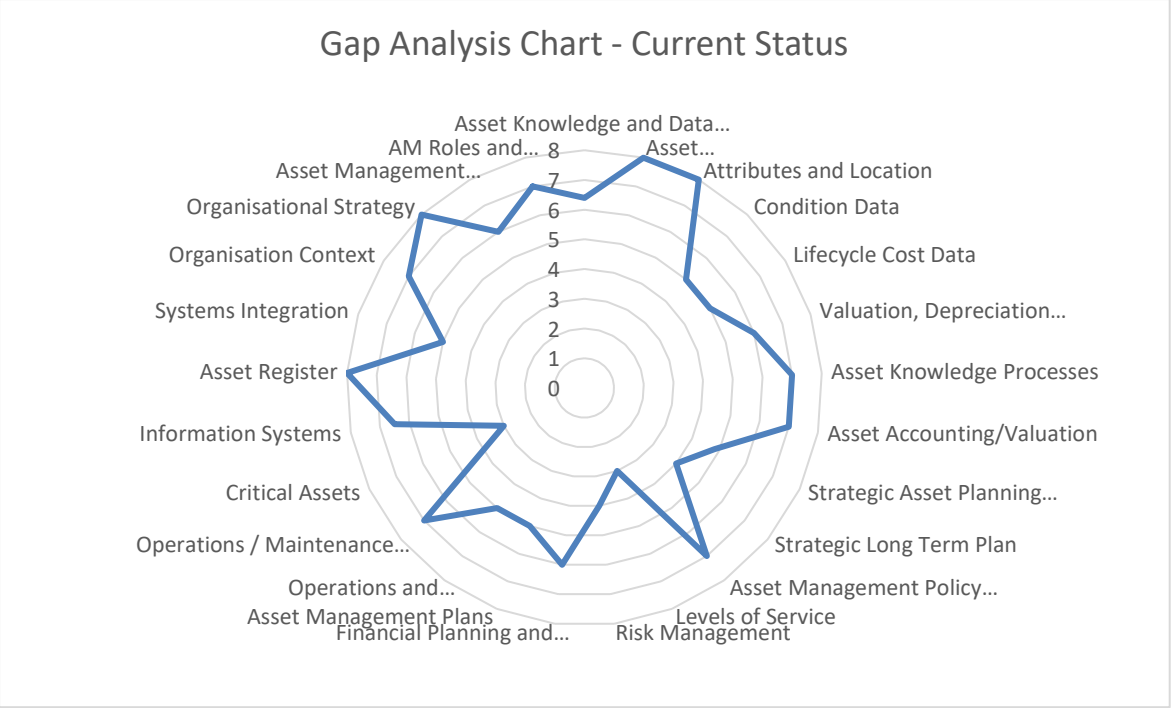

Figure 3: Gap analysis of Council's asset management system

10. Risk Management

Council recognises that effective risk management is a fundamental aspect of good governance and is integral to the success of asset management. We are committed to establishing a culture that ensures a consistent and systematic approach to risk management, embedded in all our activities and business processes. Our focus is on identifying risks to make informed decisions on whether to accept, transfer, or mitigate them in order to successfully achieve our strategic goals and objectives.

In line with best practice and international standards, Council has developed and implemented a Risk Management Framework that aligns with ISO 31000:2018, the International Risk Management Standard. This framework is designed to identify significant risks, requiring action to reduce their impact on Council's operations and the community. Asset management has been identified as one of these significant areas of risk, particularly in relation to the age, condition, and available resources for asset maintenance and renewal.

This Asset Management Strategy defines high-level significant risks impacting asset management across the Shire. Each asset class or group within the strategy has an overview of key risks, along with the controls in place to mitigate them. The Asset Management Plans (AMPs) provide a more detailed evaluation of the significant risks, treatments, and monitoring activities carried out by asset custodians.

Council provides ongoing support to asset custodians, offering training and technical assistance to ensure effective management of risk across the asset lifecycle, in alignment with ISO 55000, the International Standard for Asset Management. This approach ensures that risk management is consistently integrated into all stages of asset planning, operation, and renewal.

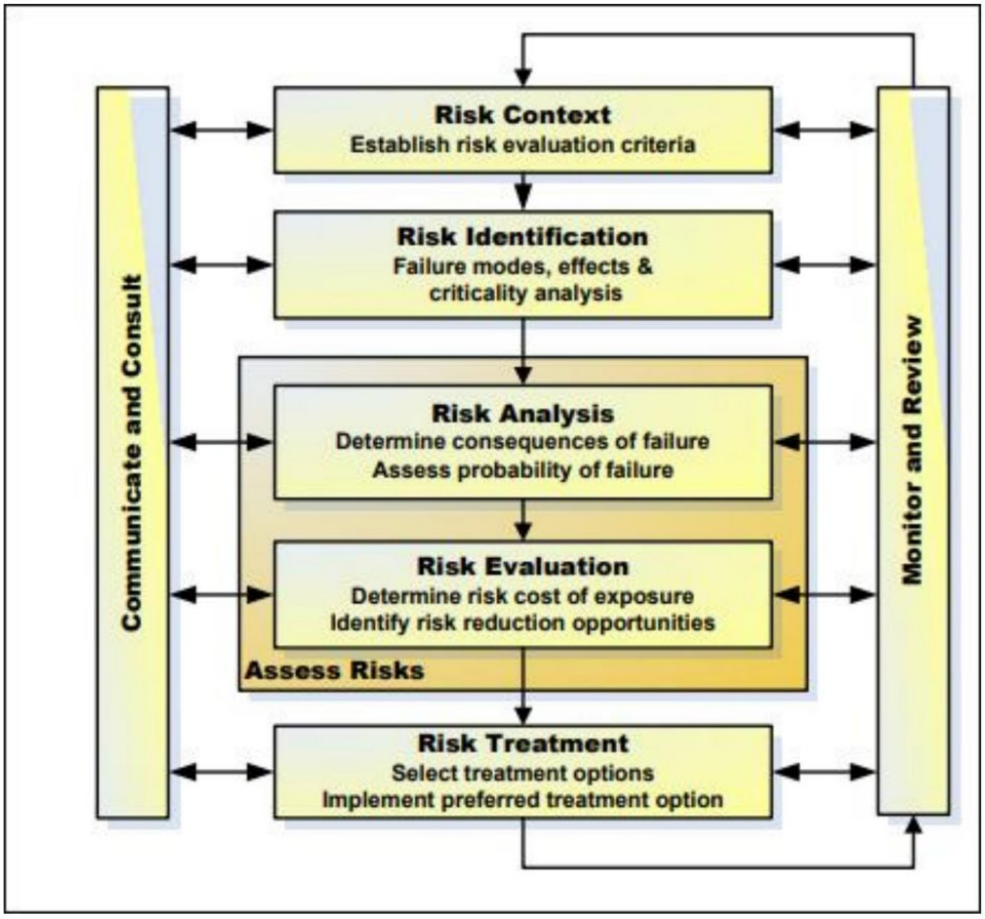

Figure 4: Risk management framework

11. Link to Community Strategic Plan

This Strategy is developed to provide a clear road map for sustainable asset management and to ensure that Narromine Shire Council's assets can deliver the community's desired service levels in priority areas, in the most cost-effective manner. This approach is crucial for achieving the aspirations and long-term objectives outlined in our Community Strategic Plan, *A Shared Vision*.

Strategic Plan Objectives: These are the community's long-term priorities, which define the future vision of the Shire and its desired outcomes once achieved.

Strategies: These are the approaches that will be employed to meet the strategic objectives set out in the Community Strategic Plan, ensuring that the community's vision is realized through effective planning and resource management.

Asset Class Integration: Narromine Shire Council has a responsibility to pursue the community's vision, support desired outcomes, and achieve strategic objectives. In doing so, we must provide essential services while also considering additional services that may be discretionary. The alignment between the Community Strategic Plan (CSP) and the Asset Management Strategy (AMS) ensures that the assets required to support the CSP's strategies are identified and managed effectively, ensuring our assets contribute to the long-term success of the Shire.

Effective asset management supports several key outcomes of the Community Strategic Plan, including but not limited to:

- Ongoing maintenance and levels of service for Shire Local Road network;
- Maintaining and improving parks and gardens;
- Improving sport and recreational facilities (multi-purpose centre);
- Installation of new Footpaths and cycleways.

To support the achievement of these outcomes, Council will operate and maintain its assets by:

- Ensuring long-term asset management, facilitating the delivery of new assets, and renewing or upgrading existing assets to meet service delivery goals.
- Maintaining assets in a safe, functional, and efficient condition.
- Promoting and supporting economic and social development within Narromine Shire.
- Managing infrastructure in alignment with the objectives of Council's Asset Management Policy and the Community Strategic Plan.

These objectives can be achieved by:

- Maximising the service potential of existing assets through effective usage, proactive maintenance, and performance optimization.
- Identifying opportunities to manage demand for new or upgraded assets by implementing demand management strategies and exploring alternative service delivery models.
- Enhancing value for money in the planning and delivery of new works by incorporating life cycle costing and considering alternative construction methods.
- Ensuring clear accountability and ownership in asset management by defining roles, responsibilities, and reporting requirements to drive focused results.

The key principles guiding the development of Council's Asset Management Strategy are:

- Decision-making must be based on sound data and reliable systems to support informed choices.
- Comprehensive asset management planning is essential to evaluate alternatives, considering life cycle costs, benefits, and risks, to ensure optimal decisions.
- The community will be actively informed and engaged in defining service levels, with a focus on balancing expectations and willingness to pay.
- Clear responsibility, accountability, and reporting structures for asset management will be established, communicated, and implemented across all levels of the organization.
- A robust Policy Framework will be created to guide the strategic management and sustainability of assets.

This Strategy is influenced by several key factors, including but not limited to:

1. The growing community demand for high-quality, yet affordable services from Council.
2. Increased focus on lifestyle and environmental considerations, particularly in relation to climate change and its impact on asset management and service delivery.
3. The combination of ageing infrastructure and rising community expectations will necessitate a stronger focus on risk management as a critical asset management activity.
4. Recent escalation in of costs for materials, labour, and risk management, which are have surpassed the Consumer Price Index (CPI).
5. The environmental impact on asset longevity, with factors like climate change accelerating the deterioration of certain infrastructure.
6. The ageing infrastructure requiring significant renewal efforts to maintain service levels in the future.
7. A large, unplanned influx of property development, driven by projects in the Renewable Energy Zone (REZ) and the resulting increase in the local population, particularly due to construction workers temporarily relocating to the region.

To effectively manage the long-term financial impact of new assets developed as the Shire grows, the plan will account for increased maintenance, operational, and renewal costs as development continues, with particular attention to the demands posed by the REZ growth and climate change factors.

The most recent state population data (January 2025) indicates a slight positive growth rate within the Narromine LGA. In addition to the growth in the permanent population, there has been a significant increase in the temporary population, primarily due to the influx of construction workers and other transient groups. This trend is visually represented in Figure 11-1.

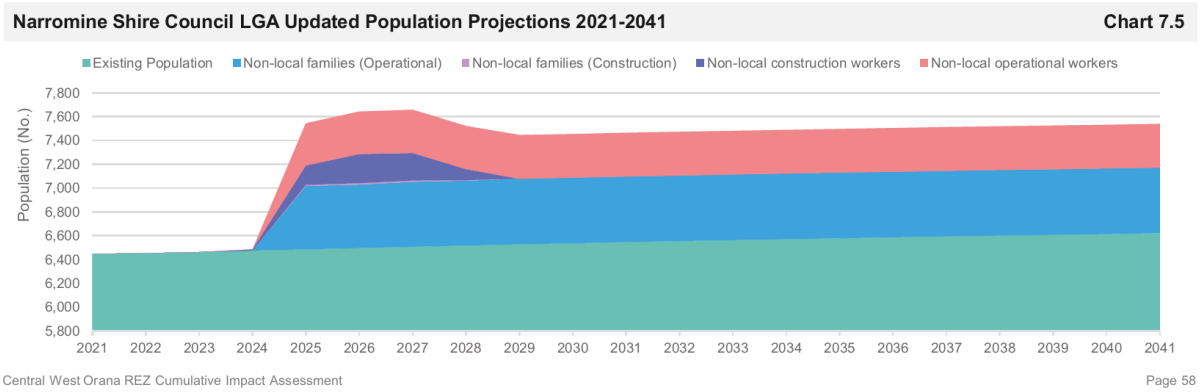

Figure 5: Projected population growth for Narromine LGA

12. Continuous Improvement – Asset Management Approach

Narromine Shire Council will continue to review both operational and capital expenditure, reallocating funds where necessary to ensure that assets are maintained to community expectations and to reduce the infrastructure backlog. Regular monitoring of asset condition will be carried out using cost-effective measures, and asset data will be reviewed regularly to ensure the asset register remains accurate and up-to-date. The Asset Management Strategy outlines the approach needed to achieve the objectives of the Community Strategic Plan (CSP). Table 12.1 outlines the long-term strategies, along with the corresponding actions and desired outcomes for each.

Table 3: Key Areas of Focus, Desired Outcomes, and Action Steps for Continuous Improvement and Financial Sustainability

Strategy Area	Desired Outcome	Action
Long-Term Financial Planning	Ensure long-term service implications are considered in annual budget deliberations.	Integrate asset management expenditure projections into the Long-Term Financial Plan and update it annually.
Asset Management Plans (AMPs)	Identify services needed by the community and funding required to optimise the 'whole of life' costs of assets.	Develop and annually review AMPs for at least 10 years, covering 80% of asset value. Ensure they align with the Long-Term Financial Plan and the CSP's objectives.
Funding and Service Delivery	Provide a sustainable funding model that aligns with Council services and the community's needs.	Review and update funding models and asset management plans after adopting annual budgets. Communicate funding decisions' impact on service levels and risks.
Financial Sustainability and Reporting	Provide transparency on financial sustainability and performance in Annual Reports.	Report on financial position at fair value in line with Australian Accounting Standards and measure performance against strategic objectives.
Decision-Making and Resource Allocation	Ensure decision-making is based on accurate, up-to-date asset and financial data.	Regularly update asset registers and service-level information. Allocate resources efficiently for better decision-making and value for money.
Improvement Plan	Achieve core maturity in asset and financial management competencies.	Implement an Asset Management Improvement Plan prioritizing key capability areas identified through gap analysis. Ensure resourcing, implementation, and monitoring.

13. Asset Management Planning Process

Asset management planning ensures that assets are maintained and managed to provide affordable, economically optimal services. Service levels are determined by assessing Council's financial sustainability under varying service level scenarios.

The process begins by defining stakeholder and legal requirements, which are incorporated into the strategic plan. This leads to the development of asset management policies, strategies, plans, and operational plans, all aligned with a long-term financial and funding plan.

Narromine Shire Council's Asset Management Plans are considered 'core' plans as per the International Infrastructure Management Manual (IIMM). These plans address legislative and organizational requirements for sustainable service delivery and long-term financial planning. The focus is on a 'top-down' approach, analysing assets at the system or network level.

The Asset Management Plan outlines actions and resources needed to deliver a defined level of service cost-effectively. A significant challenge for Council, as with other local governments, is managing ageing assets that require renewal and replacement. Infrastructure such as roads, drains, water and sewerage systems, bridges, and public buildings presents difficulties in assessing condition and longevity. Additionally, funding for new assets and ongoing service costs is an ongoing challenge. Council's asset management approach aligns with the national framework, ensuring transparent, accountable, and strategic management to address both current and emerging challenges.

14. Financial Plan

The long term financial plan forms a critical component of the Asset Management Strategy, as it ensures the resources required to deliver the identified levels of service in each Asset Management Plan (AMP) are properly accounted for. These forecasts are integral to the development of the overall Council Long-Term Financial Plan, which aligns with the Community Strategic Plan, Delivery Program, and Operational Plan.

The forecasts outlined in this Strategy and associated AMPs will guide the allocation of funds for asset maintenance, renewal, and development, ensuring that the required service levels are sustained. It is important to note that any adjustments made to the Long-Term Financial Plan adopted by Council will be reflected in subsequent iterations of the AMPs, ensuring that they remain aligned with Council's financial priorities and capacity.

The planned capital expenditure on assets in for the 2025/2026 Financial Year, shown in Figure 6, provides a snapshot of Council's financial commitment made to asset management. This dynamic process ensures that asset management decisions are financially sustainable and in line with broader strategic objectives.

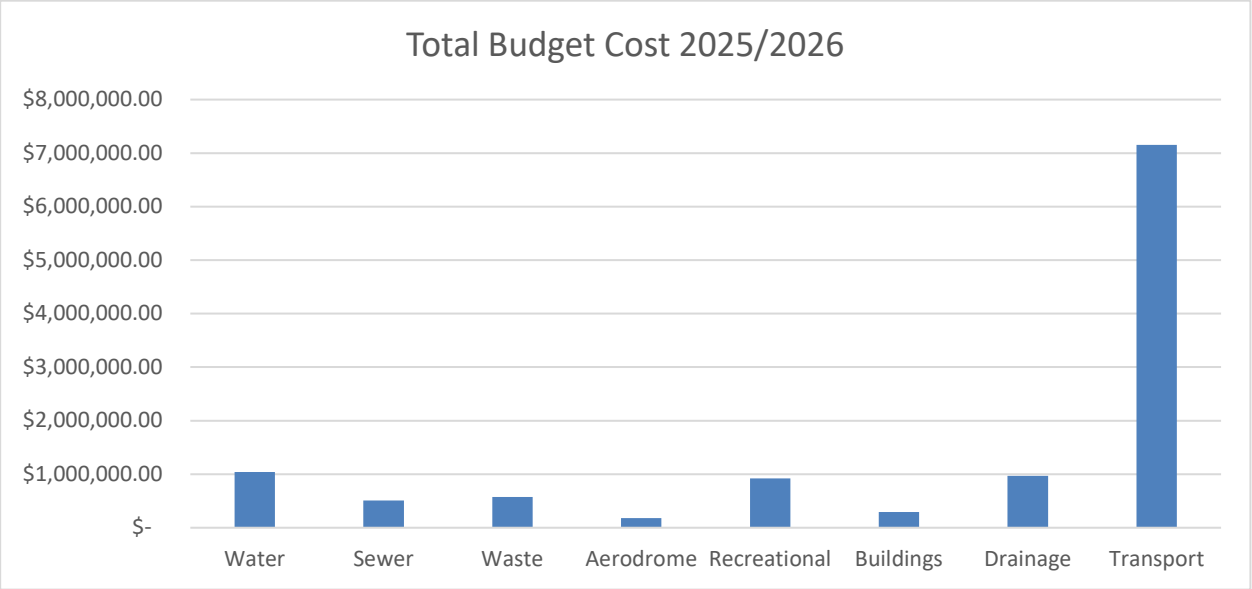

Figure 6: Proposed Capital Budget by Asset Class for 2025/2026 financial year

15. Key Performance Measures

Key performance indicators (KPIs) for asset management are designed to measure and monitor the performance of Council's assets in relation to defined service levels. These KPIs are linked to the life cycle costs and target levels of service, and typically include:

- Quality
- Functionality
- Safety
- Condition
- Accessibility
- Cost Effectiveness

To assess and track performance, the following asset knowledge is required:

- Demand projections and forecasts
- A description of the current asset portfolio
- An overview of management activities (operations, maintenance, renewals, capital works, and asset disposals) necessary to deliver the service levels
- Identification of strategies and actions to ensure service sustainability, including required resources and timeframes
- A cash-flow forecast outlining the asset-related expenditure over the term of the plan
- Compliance, risk strategies, and associated costs
- Customer request management processes

Additionally, it's important to establish a clear link between the economic, social, and environmental prosperity of the community and the asset stock, along with the revenue needed to deliver these objectives.

This comprehensive information empowers Council to make informed decisions about the allocation of resources, aligning community values with service delivery and cost-effectiveness. By providing the highest benefit at the least cost, Council ensures the greatest value from its assets.

16. Related Documents

The key information that flows into this asset management plan is:

- Council strategic and operational plans,
- Service requests from the community,
- Network assets information,
- The unit rates for categories of work/materials,
- Current levels of service, expenditures, service deficiencies and service risks,
- Projections of various factors affecting future demand for services and new assets acquired by Council,
- Future capital works programs,
- Financial asset values.
- Key Performance Indicators information

The key information flows from this asset management plan are:

- The projected Works Program and trends,
- The resulting budget and long-term financial plan expenditure projections,
- Financial sustainability indicators.

These will impact the Long-Term Financial Plan, Strategic Longer-Term Plan, annual budget and departmental business plans and budgets.

Narromine
SHIRE COUNCIL

Asset Management Plan

Water

July 2025

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1. Executive Summary

This Asset Management Plan (AMP) provides the strategic framework for the management of Narromine Shire Council's water infrastructure assets. These assets are essential for the provision of potable water services to the community, ensuring reliable access to clean and safe water across the region.

The primary goal of this AMP is to establish a proactive and sustainable approach for managing water infrastructure throughout its lifecycle. By implementing a systematic asset management strategy, Council aims to maintain the performance, reliability, and cost-effectiveness of the water infrastructure while effectively managing risks and controlling costs. The AMP also ensures that the infrastructure can meet both current and future demands, complying with all regulatory requirements and environmental considerations.

This AMP emphasises enhancing the resilience and sustainability of water infrastructure, ensuring it meets the needs of both present and future generations. By aligning asset management practices with the Council's strategic objectives and community priorities, the plan aims to deliver reliable, efficient, and affordable water services. This document serves as a guide for decision-making and resource allocation, supporting Council in achieving infrastructure stewardship, service excellence, and overall community well-being.

Council's vision is to provide the residents of Narromine, Trangie, and Tomingley with safe and reliable drinking water, with infrastructure maintained to meet the expectations of the community. The water systems will operate in accordance with statutory and regulatory standards set by the NSW Department of Planning and Environment, NSW Department of Health, and other regulatory bodies. It is Council's objective to ensure the water infrastructure is functional, cost-effective, and sustainable, both now and into the future.

The current water assets have a Gross Carrying Value (GCV) of approximately $29,148,883.07 which represents the initial cost or replacement value of the assets. The Net Carrying Value (NCV), accounting for depreciation, stands at $29,139,459.15 Water assets account for 7.6% of the total value of Council's assets, with a total replacement value of $37,564,404.91 .

This AMP should be considered alongside related planning documents, including the Narromine Shire Council Community Strategic Plan, Delivery Program, Operational Plan, and Asset Management Strategy, to ensure alignment with the broader objectives of Council and the community.

2. Objectives and Stakeholders

Council provides essential services to its community, many of which are delivered through water infrastructure assets. The primary goal in managing water assets is to meet the defined level of service in the most cost-effective and sustainable manner for both current and future consumers.

Council aims to optimise water quality and availability, ensuring that infrastructure is capable of meeting both present and future demand while minimising disruptions and improving operational efficiency.

The AMP emphasises the importance of water infrastructure resilience and sustainability. By applying lifecycle management principles, Council strives to extend the life of its water assets, reduce long-term maintenance costs, and minimise environmental impacts. This approach includes proactive maintenance strategies, timely asset renewals, and strategic investments in upgrades to enhance the reliability and capacity of the water network as the community's needs grow.

Financial sustainability is central to the effective management of water assets. The AMP incorporates sound financial planning and budgeting practices, forecasting long-term funding needs, and prioritising investment in critical water infrastructure. Additionally, Council seeks innovative funding solutions to support the ongoing maintenance, upgrades, and development of water assets, ensuring the continued delivery of high-quality services to the community.

Stakeholders

The stakeholders identified for this plan and its implementation are, but are not limited to:

- Customers – landowners within the Narromine Local Government Area
- The Community – Ratepayers, Businesses, etc;
- Developers;
- Regulators;
- Councillors; and
- Council Staff.

Plan Framework

The key elements of the plan are:

- Levels of Service;
- Future Demand;
- Life Cycle Management;
- Financial Summary;
- Asset Management Practices;
- Monitoring; and Operational Management of Risk
- Asset Management Improvement Plan.

The overarching asset management framework is shown in Figure 1.

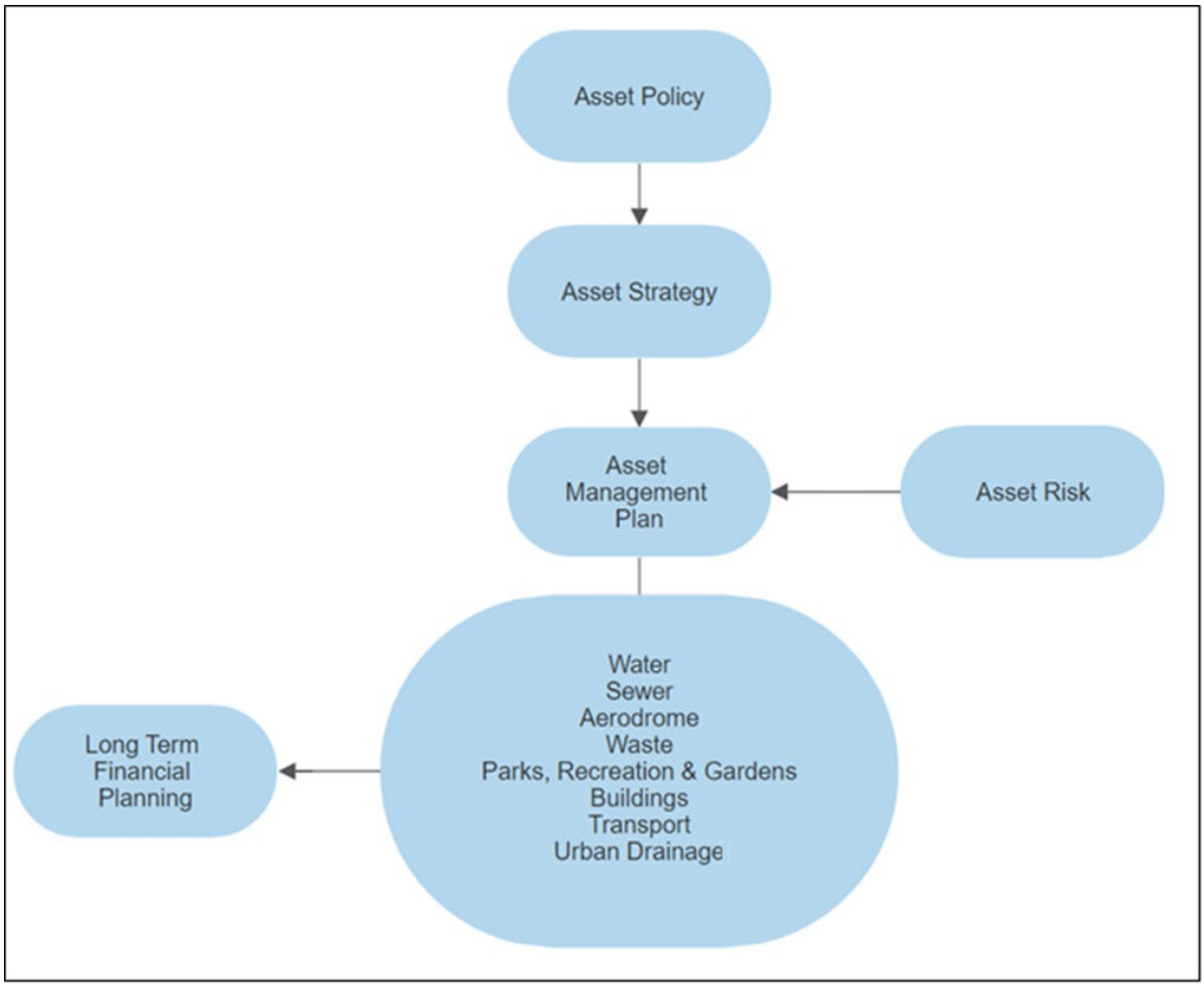

Figure 1: Asset Management Framework

Council Commitment

Council aims to provide the following for its water infrastructure:

1. Safe, Reliable, and Sustainable Services: Deliver high-quality water services that are safe, reliable, and sustainable while ensuring compliance with all legislative and regulatory requirements.
2. Operational Excellence and Compliance: Operate, maintain, renew, and upgrade water infrastructure to meet statutory obligations, regulatory standards, and service level agreements. This includes ensuring the reliability and performance of all water infrastructure assets.
3. Long-Term Sustainability: Within a 10-year planning horizon and beyond, continue implementing relevant strategies and long-term plans to ensure the sustainability of the water business. This includes optimising operational efficiencies, enhancing service delivery, and planning for future demand and infrastructure growth.

Council is committed to achieving these objectives through effective asset management practices that prioritise both current and future community needs.

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 and investment.

Council will continue to apply for funding from various agencies for asset renewal, replacement or upgrades as funding opportunities become available.

Monitoring and Review Procedures

This AMP will be reviewed annually during budget preparation. It will be updated to reflect any significant changes in service levels or available resources resulting from budget decisions. Additionally, updates will ensure the plan aligns with the annual review of Strategic Planning for delivering water services under the NSW Water Supply Regulatory Framework

3. Strategic and Corporate Goals

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.

4. Stakeholder Management

Council has a number of methods for collecting feedback on its performance in managing assets. These have been used to measure customer expectations and include:

- Community surveys;
- Informal feedback from stakeholders;
- Community service requests and customer request management.

The table below describes stakeholder roles and responsibilities.

Table 1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	• *Have a say in proposed strategy*	• *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.*	Councillor Workshop, and community consultation
Residents	• *Have a say in proposed strategy* • *Perception of fairness* • *Getting value for money*		Community consultation
State Government	• *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	• *Have a say in proposed strategy,* • *Minimal additions to current workloads*		Engineering and Assets team reviews, Councillor workshop

Council Outdoor Staff	• *Have a say in proposed strategy,* • *Structured programs* • *Want to understand place in process*	• *A strategy and a fair planning and delivery mechanism in place.* • *Certainty and trust of project delivery when proposed.*	Team leader workshops Engineering and Assets team reviews

5. Description of Asset Portfolio

The water supply network comprises of the following major assets:

- *Bores*
- *Trunk Supply Mains including valves and hydrants*
- *Treatment Plants*
- *Pumping Stations*
- *Service Reservoirs*
- *Reticulation network including vales and hydrants*
- *Water Services, including the water meter fleet.*

Council's major water assets are:

- *8 Bores*
- *2 water treatment plants*
- *1 potable water pumping station*
- *4 water reservoirs*
- *119 km reticulation network*

While several assets have been renewed as part of an ongoing asset renewal or replacement program, some assets are nearing their end of theoretical useful life and will require replacement or renewal. Development pressures due to growth, puts further additional strain on existing assets.

6. Lifecycle Management Activities

Life cycle costs, or whole-of-life costs, represent the total average costs required to maintain the service levels for the water infrastructure over the life of the assets. These costs include operational expenses, maintenance, and asset depreciation. The comparison between life cycle costs and life cycle expenditure provides insight into the financial sustainability of water services. If the life cycle expenditure is less than the life cycle costs, it suggests that future funding needs may require adjustment. This may include increasing outlays or reducing service levels, which can affect the long-term sustainability of the water service.

Life cycle expenditures, which include operating, maintaining, and capital expenditure, can experience volatility, especially due to timing differences in capital works. Sharp increases in capital expenditure during asset renewal or upgrade phases can lead to peaks in costs, affecting the financial planning process.

A life cycle gap occurs when there is a shortfall between life cycle costs and life cycle expenditure. A positive gap indicates a surplus reserve, while a negative gap signals a potential funding gap. Identifying and addressing this gap through strategic planning helps ensure that water services can be provided sustainably. If funding is not available, the following strategies may be employed to bridge the gap:

- Reducing service levels for capital, maintenance, or operational costs
- Selling disused assets
- Securing grant funding
- Increasing revenue generation
- Leveraging improved technology
- Reducing service requirements

Funding Strategy

Projected expenditures for water infrastructure are to be funded from a combination of future operating and capital budgets, reserves, and grant funding. The detailed funding strategy is outlined in the Council's 10-year long-term financial plan, which takes into account the financial sustainability of the water system and aligns with broader organisational objectives.

Key Assumptions Made in Financial Forecasts

The financial forecasts within this AMP are based on several key assumptions to ensure accurate predictions of future operating and capital expenditures, asset values, depreciation expenses, and carrying amounts. These assumptions are:

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations governing water infrastructure will not require significant changes to operations.
- The operating environment—physical, demographic, and technical—will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

These assumptions provide a foundation for the financial forecasts and enable the organisation to anticipate and plan for any necessary adjustments in water asset management.

Capital Expenditure

Capital Works encompass the acquisition activities involving the creation, renewal, upgrading, and disposal of assets within the planning period. This includes assets acquired through purchase, construction, or contributions. Expenditure is categorised into new, upgrade or expansion and renewal.

New / Upgrade / Expansion

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. These proposals are inspected and evaluated 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.

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

Capital Renewal

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

It is expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. Renewal activities allow the service to continue to be used after the original asset has reached the end of its useful life. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.

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.

Assets requiring renewal are identified from one of three methods:

1. *Method 1: Asset Register data is used to project the renewal costs for renewal years using acquisition year and useful life, or*
2. *Method 2: Capital renewal expenditure projections from external condition modelling systems*
3. *Method 3: Combination of average network renewals plus defect repairs.*

Method 1 is the primary method of renewal identification within Council, in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the relevant Standards and Specifications.

Operational

Operational activities are regular activities required to continuously provide Council services including inspections, electricity costs, fuel and overheads.

Asset Inspections

Inspections can be in the form of condition, compliance, operational, project etc.

Water condition inspections are summarised in Table 2.

Table 2: Summary of asset inspections

Inspection	Frequency
Water Hydrants	Annually
Gas Chlorination Equipment	Weekly
Water Valves	6-monthly
Back Up Power Generators	Quarterly
Water Quality Monitoring Instruments	Weekly
Water Treatment Plant	Daily
Potable Water Reservoirs	Fortnightly
High lift Pumps	Monthly
Bores	3-yearly
Telemetry system	Weekly
Water Mains	At fail events.

All assets are reviewed and condition rated by external consultants during revaluation which occurs every five years.

In 2025/2026 the operational budget for water assets is $1,568,636.00

Maintenance Work

Maintenance Work is the regular on-going work that is necessary to ensure the asset is as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functional, excluding rehabilitation. These activities are required to ensure that the assets reach their expected useful life with no addition to their existing useful life and typically increases as the assets age. It includes work on an asset where a portion of the asset may fail and need repairs to make it operational again. It may be planned or reactive maintenance work, where works that are programmed, are cyclic in nature and reactive is not programmed and usually reactive such as storm damage or vandalism.

Maintenance may be classified as Planned, Reactive, Specific or Unplanned Maintenance.

Theoretical Useful Life

The **Theoretical Useful Life** of an asset refers to the **expected or estimated duration** that an asset can perform its intended function effectively, before it is considered for replacement or major refurbishment. It is based on general industry standards, manufacturer specifications, and the historical performance of similar assets under typical conditions.

This theoretical value assumes that:

1. **Optimal conditions** for maintenance and operation are maintained throughout the asset's life.
2. The asset will be used in a manner consistent with its design specifications.

The **Theoretical Useful Life** does not account for specific environmental factors, maintenance practices, or usage patterns that may shorten or extend the life of the asset. It is more of a guideline or reference for when major replacements, refurbishments, or evaluations of the asset's performance should occur. Council has adopted useful life for all major water assets, as shown in Table 3.

Table 3: Water Asset Assigned Useful Life

Asset Type	Component	Theoretical Useful Life (years)
Water Main	UPVC	120
Water Node	Sluice Valve	80
Water Main	AC	80
Water Main	CICL	140
Water Main	Copper	100
Water Main	DICL	140
Water Main	FRC	140
Water Main	Gal	30
Water Main	GRP	100
Water Main	MSCL	140
Water Main	PE	100
Water Meters	Water Meter	7
Water Services	Water Service	40
Water Node	Air Valve	90
Water Node	Altitude Valve	90
Water Node	Backflow Prevention	90
Water Node	Ball Valve	30
Water Node	Blank Cap	90
Water Node	Butterfly Valve	40
Water Node	Gate Valve	90
Water Node	Hydrant	90
Water Node	Non-Return Valve	30
Water Node	Other	90
Water Node	Reducer	90
Water Node	RPZ	20
Water Node	Scour Valve	90

Water Node	Stop Valve	90
Reservoir	Concrete	50
Reservoir	Steel	60
Pump	Centrifugal	15
Pump	Positive Displacement	20
Switchboard	Electrical	25
Pump Station	Concrete/Steel	40
Valve	Pressure Relief	40
Water Treatment Plant	Filtration Equipment	25
Water Treatment Plant	Chemical Dosing System	15
Water Treatment Plant	Membrane Filtration	15
Narromine WTP	WTP Infrastructure	50
SCADA System	SCADA Infrastructure	15
Chlorine Dosing System	Chlorine Dosing Equipment	15

Planned Maintenance

Planned Maintenance falls into three categories:

1. *Periodic Maintenance – also known as routine maintenance necessary to ensure the reliability or to sustain the design life of an asset.*
2. *Predictive Maintenance – condition monitoring activities used to predict failure.*
3. *Preventive Maintenance – maintenance that can be initiated without routine or continuous checking and is not condition based.*

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management supervisory directions.

Specific Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance planning.

Unplanned Maintenance (due to breakdown)

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Asset Disposal

The Disposal lifecycle involves identifying costs associated with decommissioning assets when they are taken out of service. This includes activities such as selling, demolishing, or relocating assets. Assets rated in poor condition (Condition 5) with no recent community usage, and determined unnecessary through analysis and cost assessment, may be deemed redundant and recommended for disposal pending approval from the General Manager and Council. By conducting thorough asset evaluations, the Council identifies surplus or underutilised assets, such as excess land, which can generate revenue upon sale. Furthermore, selling such assets reduces ongoing maintenance costs, offering additional financial benefits to the Council.

7. Levels of Service

Council is responsible for providing safe, reliable, cost-effective customer focused services that enhance the environment and caters for the sustainable growth of the Shire.

Community Levels of Service

Community Levels of Service focus on the service outcomes that the community expects from water infrastructure in terms of safety, quality, quantity, reliability, responsiveness, cost-effectiveness, and legislative compliance. These levels of service are critical in ensuring that water assets meet the needs of the community while maintaining operational efficiency and sustainability.

For water assets, the key community levels of service measures include:

Council's community service targets are shown in Table 4.

Table 4: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide safe uninterrupted services
Function	Ensure the services meet regulatory requirements (including department of Health, Environmental legislation, Local Government Act).
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate services to meet user requirements
Function/Accessibility	Ensure services are available to all occupied properties as appropriate
Cost Effectiveness	Provide services in a cost-effective manner
Safety	Effectiveness of WHS programs and Work Method Statements/Standard Operating Procedures

Levels of Service - Technical

The technical level of service are shown in Table 5.

Table 5: Level of Service - Water Assets

DESCRIPTION	UNIT of Measure	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	> 18 for 100% of Properties
CONSUMPTION RESTRICTIONS		
• *Long run proportion of time with water restrictions applied*	%	<5%
• *Average frequency of restriction events*		<1 event per 3 years
• *Supply capacity during of normal worst recorded drought demand*	% of Normal Demand	90%

WATER QUALITY (POTABLE WATER) Compliance with 2022NHMRC & NRMMC Australian Drinking Water Quality Guidelines including Health Based Targets		
Physical parameters	**%**	100
Chemical parameters	%	100
Faecal coliforms	%	100
MICROBIOLOGICAL PARAMETERS		
• *E-coli*	Mean CFU/100m1	< 1
• *Sampling frequency*	Samples/wk./ zone	1
PHYSICAL-CHEMICAL PARAMETERS:		
• *pH*	Unit	6.5 — 8.5
• *Colour*	HU	<15 Hazen Units
• *Turbidity*	NTU	< 2.0
• *Fluoride*	mg/L	<1.5 mg/L
• *Free available chlorine (WTP)*	mg/L	1.3 to 2.5mg/L
• *Free available chlorine (Reticulation)*	mg/L	0.2 — 1.3 mg/L
• *Iron*	mg/L	< 0.3 mg/L
• *Manganese*	mg/L	<0.5 mg/L
RESPONSE TIME TO CUSTOMER COMPLAINTS OF SUPPLY FAILURE		
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		
• *During working hours*	Minutes	60
• *Out of working hours*	Minutes	120

Priority 2: failure to maintain continuity or quality to a critical use at a non-critical time		
• *During working hours*	Minutes	180
• *Out of working hours*	Minutes	240
Priority 3: failure to maintain continuity or quality of supply to a single customer		
Priority 4: a minor problem or complaint that can be dealt with at a mutually convenient time		
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.*		

Reporting to the NSW Health Department and DPE-Water on these KPMs is mandatory and is done via the Drinking Water Management System Annual Report and the DPE-Water Annual Performance Monitoring Report. In each case it is carried out as follows:

1. *Drinking Water Management Report:* This outlines Council's Drinking Water Management System implementation, outcomes and drinking water performance and management of agreed critical control limits at specific points in each system for each calendar year.
2. *DPE-Annual Performance Management Report: This substantive report is compiled and lodged every financial year. It details all aspects* of the operations, finance, maintenance and performance of Councils assets and the delivery of Water and Sewer services to the community.

Intervention Levels

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Condition Assessment & Asset Performance Guidelines

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

Table 6: Intervention Levels

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 saved within the Asset Register and is updated in line with asset condition assessments.

8. Future Demand Forecasts

New works encompass projects that either establish entirely new assets or enhance existing ones beyond their current capabilities. These initiatives may arise from factors such as growth, societal demands, regulatory requirements, or environmental considerations.

Demand Drivers

Demand drivers can be broadly divided into two categories:

- Demand for increased levels of service such as improvements to network capacity; and
- Increased costs from creation or acquisition of new assets.

Demand Forecast

Narromine Shire's population is projected to grow by approximately 450 people by 2032, based on updated advice from the Department of Planning and the Australian Bureau of Statistics. This growth projection, which builds on a 2021 base population of 6,448, reflects developments such as the Inland Rail and Tomingley Gold projects, along with planned housing infrastructure. However, it is important to note that some large projects have been delayed, and the Renewable Energy Zone (REZ) was not initially factored into earlier projections.

In addition to the growth in Narromine, the townships of Trangie and Tomingley are also experiencing changes in population. Trangie's population, recorded at 1,340 in 2021, is expected to see moderate growth, although its future population is influenced by the pace of local development. Tomingley, which had a population of 342 in 2021, is anticipated to grow as mining projects, particularly the local gold mine, continue to drive demand for housing and services in the area.

The construction phase of the REZ and other large infrastructure projects is expected to result in a temporary population surge of up to 1,200 people, which will significantly impact local services, particularly water supply. This influx will occur over approximately four years during peak construction, putting pressure on water infrastructure across the Shire. The existing water system is not designed to support such a large, short-term increase in demand, highlighting the need for strategic planning and potential upgrades to accommodate both the steady growth and the temporary increase in population due to these large-scale projects.

Anticipated Changes in Customer Expectations

Based on past experience, community expectations regarding quality, delivery, and cost-effectiveness of Council services tend to rise over time, especially in areas affecting risk. While specific data on community expectations for community service levels is limited over the duration of this AMP, it is reasonable to anticipate that expectations will not diminish during this period.

Demand Impacts on Assets

A steady increase in development across the Narromine LGA, coupled with a significant rise in the temporary population, will drive greater demand for Council services. To effectively accommodate this growth, all services must be flexible and capable of rapid expansion to meet the needs of the increasing temporary workforce and broader community. Council must proactively assess future service requirements to ensure sustainable and uninterrupted service delivery.

9. Asset Monitoring and Demand Management

The AMP aims to enhance our understanding and management of assets. It is designed to ensure continuous improvement in asset management processes and procedures, with clear mechanisms for monitoring and measuring progress. This plan is essential for maintaining a steady pace of improvement and ensuring that our asset management practices consistently move in the right direction, fostering ongoing enhancement in our operations.

Accounting/ Financial Systems

Council uses an application called Authority for its core Financial Management. The financial system is managed by Council's Finance and Corporate Strategy Department. Financial reporting is to follow the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards.

Asset Management Information System (AMIS)

Council utilises the Asset Management System 'Authority" and "REFLECT" with the following functionality:

- Asset Register;
- Capital Values;
- Defect Management;
- Customer Request Management;
- Asset capitalisation;
- Inspection/defect logging;
- Store dimension/ numeric data;
- Historic information about each assets condition, work and valuation;
- Valuation and depreciation;
- Condition or failure mode ratings;
- Maintenance management with periodic/cyclic scheduling; and
- Producing work order.

Telemetry

Telemetry systems play a crucial role in modern asset management by enabling real-time monitoring, control, and optimisation of infrastructure. These systems continuously collect data on key parameters such as pressure, flow rates, temperature, and water quality, allowing for immediate detection of anomalies like leaks, equipment malfunctions, or system inefficiencies.

By analysing historical data, Council can identify performance trends, improve asset life cycle management, and implement predictive maintenance strategies based on actual conditions rather than fixed schedules. This approach enhances operational efficiency by optimising pump speeds, managing load distribution, and reducing energy consumption.

During emergencies, telemetry data provides critical insights for rapid decision-making and response coordination, minimising disruptions and service downtime. Additionally, it strengthens compliance and reporting by maintaining detailed records that demonstrate regulatory adherence and support transparent stakeholder communication.

Integrating telemetry into Council's AMP enhances decision-making, reduces costs, improves service reliability, ensures compliance, and supports long-term sustainability. This strategic investment in smart infrastructure positions the Council for operational excellence and resilience in the face of future challenges.

Geographical Information System (GIS)

Geographic Information Systems (GIS) play a vital role in asset management by providing spatial analysis and visualisation capabilities that enhance the planning, operation, and maintenance of infrastructure. By integrating GIS, asset managers can:

- **Asset Mapping and Inventory** – Create detailed maps and inventories of infrastructure assets such as pipelines, valves, pumps, and treatment facilities. GIS enables precise geographic location tracking and asset attributes, improving efficiency in asset management.
- **Spatial Analysis and Planning** – Identify patterns, relationships, and trends within asset data that are not evident in non-spatial formats. This aids in strategic decision-making and long-term infrastructure planning.
- **Risk Assessment and Management** – Utilise spatial data to identify areas at risk from natural disasters, climate change, and other hazards. GIS supports risk assessments, mitigation strategies, and emergency response planning, ensuring infrastructure resilience and reliability.
- **Maintenance and Operations** – Improve maintenance scheduling and management by providing spatial context for work orders, inspections, and repairs. GIS optimises resource allocation, reducing travel time and operational costs.
- **Public Engagement and Transparency** – Create interactive maps and dashboards to inform stakeholders and enhance public engagement. GIS promotes transparency by providing accessible and easily understood information on infrastructure projects.
- **Regulatory Compliance and Reporting** – Ensure compliance with regulatory requirements through accurate and comprehensive spatial data, supporting audits and reporting processes.

The integration of GIS into asset management systems enhances decision-making, reduces costs, improves service delivery, strengthens regulatory compliance, and ensures the long-term sustainability of infrastructure assets.

Hydraulic Model – Water and Sewer

Hydraulic models are essential for optimising the performance, maintenance, and expansion of water and sewer systems. By simulating water flow behaviour within infrastructure, these models provide critical insights that support data-driven decision-making. Within the Asset Management Framework, hydraulic modelling serves several key functions:

- **System Analysis and Design** – Evaluates current system performance, identifying inefficiencies, capacity constraints, and potential failure points to guide infrastructure improvements.
- **Development Impact Assessment** – Integrates proposed developments with the existing network, allowing engineers to assess the impact of new projects and ensure sustainable growth.
- **Operational Optimisation** – Supports real-time and long-term adjustments to improve efficiency, reduce energy consumption, and enhance overall system performance.
- **Maintenance Planning** – Identifies areas requiring preventive maintenance or upgrades, reducing unexpected failures and extending asset lifespan.

- **Emergency Response Planning** – Simulates various failure scenarios to develop response strategies, improving resilience against system disruptions.
- **Regulatory Compliance and Reporting** – Assists in meeting compliance standards by providing accurate performance data for audits and reporting.

By leveraging hydraulic models alongside asset management principles, Council can improve service reliability, optimise costs, enhance regulatory compliance, and develop effective capital, maintenance, and operational programs. This approach strengthens infrastructure sustainability while maintaining the Council's reputation for service excellence within the community.

10. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 7.

Table 7: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out the 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 water infrastructure assets be valued and reported in the annual accounts, including depreciation value (i.e. the rate at which these assets wear out).
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and ensures coordination among various levels of government to manage water resources and infrastructure effectively.
Protection of the Environment Operations Act 1997	Defines Council's responsibility and powers in managing local environmental matters, including the protection of water quality and ensuring sustainable water management practices.
Local Government (General) Regulations 2021	Determines developer charges for water infrastructure, ensuring costs related to water supply and wastewater management are adequately funded.
Independent Pricing and Regulatory Tribunal Act 1992	Grants powers to the Independent Pricing and Regulatory Tribunal (IPART) to inquire into and regulate prices, including water service charges, and to develop consistent pricing principles for water services.
Soil Conservation Act 1938	Conserves soil and water resources, promotes sustainable management of water supplies and protection of watercourse environments to prevent degradation.
Catchment Management Act 1989	Coordinates activities within catchment areas, with implications for managing river water quality and quantity. Includes requirements for ongoing catchment management plans.

Water Management Act 2000	Provides for the sustainable and integrated management of water sources, water rights, licenses, and allocations, ensuring adequate water resources for future needs.
Public Health Act 2010	Aims to prevent the spread of disease, ensure proper effluent disposal methods, and guarantee the delivery of safe drinking water to the community.
NSW Public Health Regulation 2012	Part 5 outlines safety measures for drinking water to ensure water quality is maintained and health risks are minimised in public water supply systems.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure the health, safety, and welfare of employees and others involved in water infrastructure maintenance, management, and operation.
Civil Liability Act 2002	Principles concerning resources responsibilities etc of public authorities.

11. Risk Management

Council is committed to a structured and systematic approach to risk management, allocating resources to implement a comprehensive Risk Management Program. This program integrates risk management principles across all Council operations, ensuring a proactive and resilient approach to risk. Through this commitment, Council aims to:

- Enhance the likelihood of achieving strategic and operational objectives;
- Foster a culture where all employees actively participate in risk management;
- Encourage proactive identification and mitigation of risks;
- Strengthen the ability to identify and respond to opportunities and threats;
- Build stakeholder confidence and trust in Council's operations;
- Improve financial stability and minimise potential losses; and
- Enhance overall organisational performance.

Council prioritises the identification, elimination, and mitigation of risks associated with its operations wherever reasonably practicable.

12. Improvement Plan

The water infrastructure improvement plan is shown in Table 8. The improvement plan is categorised by the following types:

- Legislative: compliance requirements
- Performance: development of existing asset, associated performance of assets and staff
- Knowledge: based on improvement of asset knowledge base or development of existing asset knowledge base
- Service Focused: improvements associated with the development of services
- Skills: any staff skill improvements, including training

Table 8: Water Assets Asset Management Improvement Plan

#	Type	Task	Priority	Expected Completion
1	Legislative	Revaluation of Assets	1	2025/26
2	Performance	Review Renewal of all Assets	1	Ongoing
3	Knowledge	Update Asset Register	3	Ongoing
4	Knowledge	Finalise Maintenance Program	2	Ongoing
5	Knowledge	Input Maintenance Program into AMS	2	2025/26
6	Performance	Maintain Levels of Service	3	Ongoing
7	Knowledge	Develop 10 Year Plans	3	Ongoing
8	Performance	Review Inspection Procedures	2	Ongoing
9	Knowledge	Update Attributes in AMS	3	Ongoing
10	Service Focus	Review Levels of Service	2	In progress
11	Service Focus	LOS Performance Measurement	1	Ongoing
12	Skills	Development of an Operational Staff skills matrix	2	2025/26
13	Performance	Risk Management Plan for Water Assets	1	Complete and Ongoing
14	Performance	Align AMP with Business Continuity Plan	5	As required
15	Legislative	Review of existing inspections program and compliance with Legislation	1	2025/26
16	Knowledge	Ensure all assets are included in the GIS system	4	2025/26
17	Knowledge	Determine and input income of Infrastructure into the AMP to determine Return on Asset (ROA)	4	Complete
18	Knowledge	Hydraulic Model completion	1	2025/26
19	Knowledge	REFLECT Defect Management System completion	1	2025/26

Annexure A - Long Term Financial Plan

WATER INFRASTRUCTURE	1	2	3	4	5	6	7	8	9	10	11
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
LIFE CYCLE RENEWAL											
NETWORK MAINS REPLACEMENT	202,155	212,263	222,876	234,020	245,721	258,007	270,907	284,452	298,675	313,609	321,165
METER FLEET REPLACEMENT			65,822	69,114	72,569	76,198	80,008	84,008	88,208	92,619	97,250
WATER PUMPS - CAPITAL REHABILITATION	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	26,878
VALVES - RENEWAL	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	26,878
DRINKING WATER RESERVOIR REHABILITATION (PROJECT SPLIT OVER 2 FYs) - Trangie	200,000	670,000									
TELEMETERY CAPITAL RENEWAL PROGRAM								600,000			
Craigie Lea Road Upgrade Works, for Subdivision (100% grant funded)											
MAJOR UPGRADE WORKS											
LIFE CYCLE RENEWAL MINOR											
WATER QUALITY ONLINE MONITORING SYSTEM	29,219					37,288	39,152	41,110			
SCADA IMPROVEMENTS							23,881	24,597			
NEW ACQUISITIONS											
RELOCATION OF NARROMINE STANDPIPES (two staged project)				150,000							
MINOR CAPITAL WORKS	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	26,878
CONCEPT AND DETAILED DESIGN OF NARROMINE WTP (total value 100% proj cost) Council will fund 25% of budgeted value	500,000										
CONCEPT AND DETAILED DESIGN OF NARROMINE RISING MAIN (SECONDARY WATER SUPPLY)		300,000									
NEW WATER TREATMENT PLANT – NARROMINE		20,795,000	8,245,000								
NEW RESERVOIR – NARROMINE											
NEW RIVER OFFTAKE - NARROMINE											
UPDATES TO THE TOMINGLEY RESERVOIR (FENCING AND SEALING)	50,000										
Total Budget Cost	**$ 1,041,374.00**	**$ 22,039,062.75**	**$ 8,597,352.29**	**$518,696.82**	**$ 385,820.39**	**$ 441,048.80**	**$ 485,591.16**	**$1,107,960.23**	**$ 462,889.00**	**$ 484,513.00**	**$ 499,049.00**

Narromine
SHIRE COUNCIL

Asset Management Plan

Sewer

July 2025

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1. Executive Summary

This Asset Management Plan (AMP) provides the strategic framework for managing Narromine Shire Council's sewerage infrastructure assets. These assets are critical to delivering safe and reliable sewerage services to the community, ensuring sustainable and efficient wastewater management across the region.

The primary objective of this AMP is to implement a proactive and sustainable approach to managing sewerage infrastructure throughout its lifecycle. By adopting a structured asset management strategy, Council aims to maintain system performance, reliability, and cost-effectiveness while effectively mitigating risks and controlling expenditures. The AMP also ensures that infrastructure meets both current and future demands, adhering to all regulatory and environmental requirements.

This plan prioritises the resilience and sustainability of sewerage infrastructure, ensuring it continues to serve the community effectively for generations to come. By aligning asset management practices with Council's strategic objectives and community expectations, the plan supports the delivery of efficient, reliable, and affordable sewerage services. It serves as a guide for decision-making and resource allocation, reinforcing Council's commitment to infrastructure stewardship, service excellence, and community well-being.

Council's vision is to provide residents of Narromine, Trangie, and Tomingley with a safe and reliable sewerage system, supported by well-maintained infrastructure that meets regulatory standards and community expectations. Sewerage services will continue to operate in compliance with statutory and regulatory requirements set by the NSW Department of Planning and Environment, NSW Health, and other governing bodies. Council remains dedicated to ensuring that sewerage infrastructure remains functional, cost-effective, and sustainable, both now and into the future.

The current sewerage assets have a Gross Carrying Value (GCV) of approximately $29,427,108.89 , representing their initial cost or replacement value. The Net Carrying Value (NCV), after accounting for depreciation, stands at $29,244,654.33 . Sewerage assets make up 7.6% of Council's total asset value, with a total replacement value of $38,112,466.12 .

This AMP should be considered alongside related planning documents, including the Narromine Shire Council Community Strategic Plan, Delivery Program, Operational Plan, and Asset Management Strategy, to ensure alignment with broader Council and community objectives.

2. Objectives and Stakeholders

Council provides essential services to its community, many of which are delivered through sewerage infrastructure assets. The primary goal in managing sewerage assets is to meet the defined level of service in the most cost-effective and sustainable manner for both current and future consumers.

Council aims to optimise sewerage services, ensuring that infrastructure is capable of meeting both present and future demand while minimising disruptions and improving operational efficiency.

The AMP emphasises the importance of sewerage infrastructure resilience and sustainability. By applying lifecycle management principles, Council strives to extend the life of its sewerage assets, reduce long-term maintenance costs, and minimise environmental impacts. This approach includes proactive maintenance strategies, timely asset renewals, and strategic investments in upgrades to enhance the reliability and capacity of the sewerage network as the community's needs grow.

Financial sustainability is central to the effective management of sewerage assets. The AMP incorporates sound financial planning and budgeting practices, forecasting long-term funding needs, and prioritising investment in critical sewerage infrastructure. Additionally, Council seeks innovative funding solutions to support the ongoing maintenance, upgrades, and development of sewerage assets, ensuring the continued delivery of high-quality services to the community.

Stakeholders

The stakeholders identified for this plan and its implementation are, but are not limited to:

- Customers – landowners within the Narromine Local Government Area
- The Community – Ratepayers, Businesses, etc;
- Developers;
- Regulators;
- Councillors; and
- Council Staff.

Plan Framework

The key elements of the plan are:

- Levels of Service;
- Future Demand;
- Life Cycle Management;
- Financial Summary;
- Asset Management Practices;
- Monitoring; and Operational Management of Risk
- Asset Management Improvement Plan.

The overarching asset management framework is shown in Figure 1.

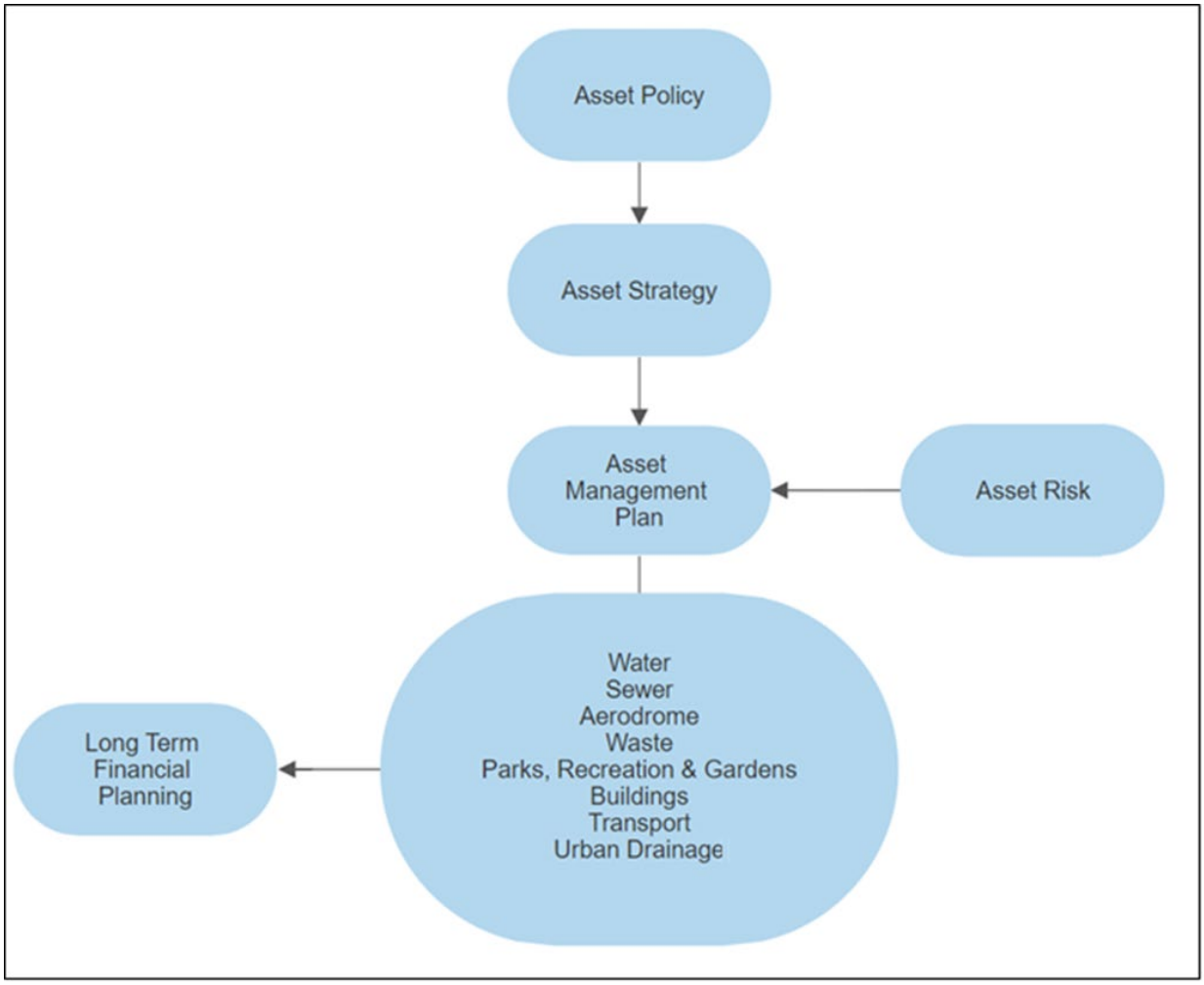

Figure 1: Asset Management Framework

Council Commitment

Council aims to provide the following for its sewerage infrastructure:

1. Safe, Reliable, and Sustainable Services: Provide a sewerage system that is safe, dependable, and environmentally sustainable while ensuring full compliance with all legislative and regulatory requirements.
2. Operational Excellence and Compliance: Operate, maintain, renew, and upgrade sewerage infrastructure to meet statutory obligations, regulatory standards, and service level agreements. This includes ensuring the reliability and performance of all sewerage infrastructure assets.
3. Long-Term Sustainability: Within a 10-year planning horizon and beyond, continue implementing relevant strategies and long-term plans to ensure the sustainability of the sewerage business. This includes optimising operational efficiencies, enhancing service delivery, and planning for future demand and infrastructure growth.

Council is committed to achieving these objectives through effective asset management practices that prioritise both current and future community needs.

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 and investment.

Council will continue to apply for funding from various agencies for asset renewal, replacement or upgrades as funding opportunities become available.

Monitoring and Review Procedures

This AMP will be reviewed annually during budget preparation. It will be updated to reflect any significant changes in service levels or available resources resulting from budget decisions.

3. Strategic and Corporate Goals

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.

4. Stakeholder Management

Council has a number of methods for collecting feedback on its performance in managing assets. These have been used to measure customer expectations and include:

- Community surveys;
- Informal feedback from stakeholders;
- Community service requests and customer request management.

The table below describes stakeholder roles and responsibilities.

Table 1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	• Have a say in proposed strategy	• 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.	Councillor Workshop, and community consultation
Residents	• Have a say in proposed strategy • Perception of fairness • Getting value for money		Community consultation
State Government	• Regulation of LWU provision of Water and Sewage services		Provision of Capital Funding via Grants
Council Indoor Staff	• Have a say in proposed strategy, • Minimal additions to current workloads		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	• Have a say in proposed strategy, • Structured programs		Team leader workshops Engineering and Assets team reviews

	• Want to understand place in process	• A strategy and a fair planning and delivery mechanism in place. • Certainty and trust of project delivery when proposed.	

5. Description of Asset Portfolio

Narromine Shire Council supplies sewerage services to the township of Narromine and Trangie only.

The supply of sustainable sewerage services is critical to community and environmental health. It is critical that systems do not deteriorate to a level where community or environmental health is at risk or compromised.

In summary, the sewerage collection network comprises of the following major assets:

- Sewer Trunk Mains;
- Sewer Collection Mains;
- Sewer Manholes;
- Sewer Rising Mains;
- Pump stations; and
- Two Treatment Plants.

A breakdown of the major sewerage assets, within the Shire of Narromine, is given in Table 2.

Table 2: Breakdown of Major Sewerage Assets

Asset Description	Unit of Measurement	Units	Average Asset Age (years)
Sewer collection mains	Km	43	20
Sewer rising mains	Km	21	22
Sewer pump stations	Ea.	15	5
Sewer manholes	Ea.	680	35
Sewer Treatment plants	Ea.	2	35

While several assets have been renewed as part of an ongoing asset renewal or replacement program, some assets are nearing their end of theoretical useful life and will require replacement or renewal. Development pressures due to growth, puts further additional strain on existing assets.

6. Lifecycle Management Activities

Life cycle costs, or whole-of-life costs, represent the total average costs required to maintain the service levels for the sewerage infrastructure over the life of the assets. These costs include operational expenses, maintenance, and asset depreciation. The comparison between life cycle costs and life cycle expenditure provides insight into the financial sustainability of sewerage services. If the life cycle expenditure is less than the life cycle costs, it suggests that future funding needs may require adjustment. This may include increasing outlays or reducing service levels, which can affect the long-term sustainability of the sewerage service.

Life cycle expenditures, which include operating, maintaining, and capital expenditure, can experience volatility, especially due to timing differences in capital works. Sharp increases in capital expenditure during asset renewal or upgrade phases can lead to peaks in costs, affecting the financial planning process.

A life cycle gap occurs when there is a shortfall between life cycle costs and life cycle expenditure. A positive gap indicates a surplus reserve, while a negative gap signals a potential funding gap. Identifying and addressing this gap through strategic planning helps ensure that sewerage services can be provided sustainably. If funding is not available, the following strategies may be employed to bridge the gap:

- Reducing service levels for capital, maintenance, or operational costs
- Selling disused assets
- Securing grant funding
- Increasing revenue generation
- Leveraging improved technology
- Reducing service requirements

Funding Strategy

Projected expenditures for sewerage infrastructure are to be funded from a combination of future operating and capital budgets, reserves, and grant funding. The detailed funding strategy is outlined in the Council's 10-year long-term financial plan, which takes into account the financial sustainability of the sewerage system and aligns with broader organisational objectives.

Key Assumptions Made in Financial Forecasts

The financial forecasts within this AMP are based on several key assumptions to ensure accurate predictions of future operating and capital expenditures, asset values, depreciation expenses, and carrying amounts. These assumptions are:

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations governing sewerage infrastructure will not require significant changes to operations.
- The operating environment—physical, demographic, and technical—will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

These assumptions provide a foundation for the financial forecasts and enable the organisation to anticipate and plan for any necessary adjustments in sewerage asset management.

Capital Expenditure

Capital Works encompass the acquisition activities involving the creation, renewal, upgrading, and disposal of assets within the planning period. This includes assets acquired through purchase, construction, or contributions. Expenditure is categorised into new, upgrade or expansion and renewal.

New / Upgrade / Expansion

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. These proposals are inspected and evaluated 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.

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

Capital Renewal Asset

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

It is expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. Renewal activities allow the service to continue to be used after the original asset has reached the end of its useful life. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.

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.

Assets requiring renewal are identified from one of three methods:

1. Method 1: Asset Register data is used to project the renewal costs for renewal years using acquisition year and useful life, or
2. Method 2: Capital renewal expenditure projections from external condition modelling systems
3. Method 3: Combination of average network renewals plus defect repairs

Method 1 is the primary method of renewal identification within Council, in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the relevant Standards and Specifications.

Operational

Operational activities are regular activities required to continuously provide Council services including inspections, electricity costs, fuel and overheads.

Asset Inspections

Inspections can be in the form of condition, compliance, operational, project etc. Asset Management principles focus on the condition inspections for programming and monitoring as other areas, staff and positions within Council are responsible for the delivery and reporting of other inspections associated with operations and delivery. Sewerage condition inspections are summarised in Table 33.

Table 3: Summary of asset inspections

Inspection	Frequency
Back Up Power Generators	Quarterly
Sewerage Quality Monitoring Instruments	Weekly
Sewerage Treatment Plant	Daily
Sewer Pump Stations	Weekly
Telemetry system	Weekly
Sewerage Mains	At fail events.

All assets are reviewed and condition rated by external consultants during revaluation which occurs every five years.

In 2025/2026 the operational budget for sewerage assets is $492,841.00

Maintenance Work

Maintenance Work is the regular on-going work that is necessary to ensure the asset is as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functional, excluding rehabilitation. These activities are required to ensure that the assets reach their expected useful life with no addition to their existing useful life and typically increases as the assets age. It includes work on an asset where a portion of the asset may fail and need repairs to make it operational again. It may be planned or reactive maintenance work, where works that are programmed, are cyclic in nature and reactive is not programmed and usually reactive such as storm damage or vandalism.

Maintenance may be classified as Planned, Reactive, Specific or Unplanned Maintenance.

Theoretical Useful Life

The **Theoretical Useful Life** of an asset refers to the **expected or estimated duration** that an asset can perform its intended function effectively, before it is considered for replacement or major refurbishment. It is based on general industry standards, manufacturer specifications, and the historical performance of similar assets under typical conditions.

This theoretical value assumes that:

1. **Optimal conditions** for maintenance and operation are maintained throughout the asset's life.
2. The asset will be used in a manner consistent with its design specifications.

The **Theoretical Useful Life** does not account for specific environmental factors, maintenance practices, or usage patterns that may shorten or extend the life of the asset. It is more of a guideline or reference for when major replacements, refurbishments, or evaluations of the asset's performance should occur. Council has adopted useful life for all major sewerage assets, as shown in Table 4.

Table 4: Sewerage Asset Assigned Useful Life

Asset Class	Asset Type	Asset Subtype	Component	Theoretical Useful Life (years)
Sewer Passive Asset	Gravity Main	UPVC	Pipework	120
Sewer Passive Asset	Manhole	1050	Structure	85
Sewer Passive Asset	Rising Main	DICL	Pipework	140
Sewer Passive Asset	Sewer Point	Air Valve	Air Valve	70
Sewer Passive Asset	Gravity Main	AC	Pipework	85
Sewer Passive Asset	Gravity Main	CICL	Pipework	140
Sewer Passive Asset	Gravity Main	DICL	Pipework	140
Sewer Passive Asset	Gravity Main	MSCL	Pipework	140
Sewer Passive Asset	Gravity Main	PE	Pipework	100
Sewer Passive Asset	Gravity Main	RCP	Pipework	85
Sewer Passive Asset	Gravity Main	VC	Pipework	120
Sewer Passive Asset	Manhole	1200	Structure	85
Sewer Passive Asset	Manhole	1500	Structure	85
Sewer Passive Asset	Manhole	900	Structure	85
Sewer Passive Asset	Rising Main	AC	Pipework	85
Sewer Passive Asset	Rising Main	CICL	Pipework	140
Sewer Passive Asset	Rising Main	GRP	Pipework	140
Sewer Passive Asset	Rising Main	MSCL	Pipework	140
Sewer Passive Asset	Rising Main	MS	Pipework	140
Sewer Passive Asset	Rising Main	PE	Pipework	100
Sewer Passive Asset	Rising Main	UPVC	Pipework	120
Sewer Passive Asset	Sewer Point	Inspection Riser	Inspection Riser	85
Sewer Passive Asset	Sewer Point	Manhole	Manhole	100
Sewer Passive Asset	Sewer Point	Scour Valve	Scour Valve	70
Sewer Passive Asset	Sewer Point	Stop Valve	Stop Valve	70

Planned Maintenance

Planned Maintenance falls into three categories:

1. Periodic Maintenance – also known as routine maintenance necessary to ensure the reliability or to sustain the design life of an asset.
2. Predictive Maintenance – condition monitoring activities used to predict failure.
3. Preventive Maintenance – maintenance that can be initiated without routine or continuous checking and is not condition based.

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management supervisory directions.

Specific Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance planning.

Unplanned Maintenance (due to breakdown)

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Asset Disposal

The Disposal lifecycle involves identifying costs associated with decommissioning assets when they are taken out of service. This includes activities such as selling, demolishing, or relocating assets. Assets rated in poor condition (Condition 5) with no recent community usage, and determined unnecessary through analysis and cost assessment, may be deemed redundant and recommended for disposal pending approval from the General Manager and Council. By conducting thorough asset evaluations, the Council identifies surplus or underutilised assets, such as excess land, which can generate revenue upon sale. Furthermore, selling such assets reduces ongoing maintenance costs, offering additional financial benefits to the Council.

7. Levels of Service

Council is responsible for providing safe, reliable, cost-effective customer focused services that enhance the environment and caters for the sustainable growth of the Shire.

Community Levels of Service

Community Levels of Service focus on the service outcomes that the community expects from sewerage infrastructure in terms of safety, quality, quantity, reliability, responsiveness, cost-effectiveness, and legislative compliance. These levels of service are critical in ensuring that sewerage assets meet the needs of the community while maintaining operational efficiency and sustainability.

For sewerage assets, the key community levels of service are shown in Table 2.

Table 2: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide uninterrupted services
Function	Ensure the services meet regulatory requirements (including department of Health, Environmental legislation, Local Government Act.
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate services to meet user requirements
Function/Accessibility	Ensure services are available to all occupied properties as appropriate
Cost Effectiveness	Provide services in a cost-effective manner
Safety	Effectiveness of WHS programs and Work Method Statements/Standard Operating Procedures

Intervention Levels

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Condition Assessment & Asset Performance Guidelines

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

Table 3: Intervention Levels

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 saved within the Asset Register and is updated in line with asset condition assessments.

Performance Measures

The Key Performance Measures (KPMs) are shown in Table 7.

Table 7: Key Performance Measures - Sewerage Assets

DESCRIPTION	UNIT	LEVEL OF SERVICE TARGET
AVAILIBILITY 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
UNCONTROLLED, UNEXPECTED SERVICE INTERRUPTION		
• Public Property - sensitive areas e.g. main street, hospitals or schools	Frequency	< 2 per year
• Public Property - other areas	Frequency	< 5 per 10km main per year
95th PERCENTILE REPONSE TIMES TO SYSTEM FAULTS *Defined as the elapsed time to once staff have been informed of failure.*		
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	180
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:		
• Working hours	Minutes	180
• After Hours	Minutes	240
Priority 3: Minor failure to contain sewage affecting a single property or as bad odours		
Response time	minutes	180

RESPONSE TIMES TO CUSTOMER COMPLAINTS AND INQUIRIES OF A GENERAL NATURE *Defined as a minor operational problem, complaint or enquiry that can be addressed at a mutually convenient time.*		
• 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		
• Number of incidents annually that result in complaints		<2
IMPACT OF STP ON SURROUNDING RESIDENTS		
• Max noise level above background noise	dB	<5

8. Future Demand Forecasts

New works encompass projects that either establish entirely new assets or enhance existing ones beyond their current capabilities. These initiatives may arise from factors such as growth, societal demands, regulatory requirements, or environmental considerations.

Demand Drivers

Demand drivers can be broadly divided into two categories:

- Demand for increased levels of service such as improvements to network capacity; and
- Increased costs from creation or acquisition of new assets.

Demand Forecast

Narromine Shire's population is projected to grow by approximately 450 people by 2032, based on updated advice from the Department of Planning and the Australian Bureau of Statistics. This growth projection, which builds on a 2021 base population of 6,448, reflects developments such as the Inland Rail and Tomingley Gold projects, along with planned housing infrastructure. However, it is important to note that some large projects have been delayed, and the Renewable Energy Zone (REZ) was not initially factored into earlier projections.

In addition to the growth in Narromine, the townships of Trangie and Tomingley are also experiencing changes in population. Trangie's population, recorded at 1,340 in 2021, is expected to see moderate growth, although its future population is influenced by the pace of local development. Tomingley, which had a population of 342 in 2021, is anticipated to grow as mining projects, particularly the local gold mine, continue to drive demand for housing and services in the area.

The construction phase of the REZ and other large infrastructure projects is expected to result in a temporary population surge of up to 1,200 people, which will significantly impact local services, particularly sewerage supply. This influx will occur over approximately four years during peak construction, putting pressure on sewerage infrastructure across the Shire. The existing sewerage system is not designed to support such a large, short-term increase in demand, highlighting the need for strategic planning and potential upgrades to accommodate both the steady growth and the temporary increase in population due to these large-scale projects.

Anticipated Changes in Customer Expectations

Based on past experience, community expectations regarding quality, delivery, and cost-effectiveness of Council services tend to rise over time, especially in areas affecting risk. While specific data on community expectations for community service levels is limited over the duration of this AMP, it is reasonable to anticipate that expectations will not diminish during this period.

Demand Impacts on Assets

A steady increase in development across the Narromine LGA, coupled with a significant rise in the temporary population, will drive greater demand for Council services. To effectively accommodate this growth, all services must be flexible and capable of rapid expansion to meet the needs of the increasing temporary workforce and broader community. Council must proactively assess future service requirements to ensure sustainable and uninterrupted service delivery.

9. Asset Monitoring and Demand Management

The AMP aims to enhance our understanding and management of assets. It is designed to ensure continuous improvement in asset management processes and procedures, with clear mechanisms for monitoring and measuring progress. This plan is essential for maintaining a steady pace of improvement and ensuring that our asset management practices consistently move in the right direction, fostering ongoing enhancement in our operations.

Accounting/ Financial Systems

Council uses an application called Authority for its core Financial Management. The financial system is managed by Council's Finance and Corporate Strategy Department. Financial reporting is to follow the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards.

Asset Management Information System (AMIS)

Council utilises the Asset Management System 'Authority" and "REFLECT" with the following functionality:

- Asset Register;
- Capital Values;
- Defect Management;
- Customer Request Management;
- Asset capitalisation;
- Inspection/defect logging;
- Store dimension/ numeric data;
- Historic information about each assets condition, work and valuation;
- Valuation and depreciation;
- Condition or failure mode ratings;
- Maintenance management with periodic/cyclic scheduling; and
- Producing work order.

Telemetry

Telemetry systems play a crucial role in modern asset management by enabling real-time monitoring, control, and optimisation of infrastructure. These systems continuously collect data on key parameters such as pressure, flow rates, temperature, and sewerage quality, allowing for immediate detection of anomalies like leaks, equipment malfunctions, or system inefficiencies.

By analysing historical data, Council can identify performance trends, improve asset life cycle management, and implement predictive maintenance strategies based on actual conditions rather than fixed schedules. This approach enhances operational efficiency by optimising pump speeds, managing load distribution, and reducing energy consumption.

During emergencies, telemetry data provides critical insights for rapid decision-making and response coordination, minimising disruptions and service downtime. Additionally, it strengthens compliance and reporting by maintaining detailed records that demonstrate regulatory adherence and support transparent stakeholder communication.

Integrating telemetry into Council's AMP enhances decision-making, reduces costs, improves service reliability, ensures compliance, and supports long-term sustainability. This strategic investment in smart infrastructure positions the Council for operational excellence and resilience in the face of future challenges.

Geographical Information System (GIS)

Geographic Information Systems (GIS) play a vital role in asset management by providing spatial analysis and visualisation capabilities that enhance the planning, operation, and maintenance of infrastructure. By integrating GIS, asset managers can:

- **Asset Mapping and Inventory** – Create detailed maps and inventories of infrastructure assets such as pipelines, valves, pumps, and treatment facilities. GIS enables precise geographic location tracking and asset attributes, improving efficiency in asset management.
- **Spatial Analysis and Planning** – Identify patterns, relationships, and trends within asset data that are not evident in non-spatial formats. This aids in strategic decision-making and long-term infrastructure planning.
- **Risk Assessment and Management** – Utilise spatial data to identify areas at risk from natural disasters, climate change, and other hazards. GIS supports risk assessments, mitigation strategies, and emergency response planning, ensuring infrastructure resilience and reliability.
- **Maintenance and Operations** – Improve maintenance scheduling and management by providing spatial context for work orders, inspections, and repairs. GIS optimises resource allocation, reducing travel time and operational costs.
- **Public Engagement and Transparency** – Create interactive maps and dashboards to inform stakeholders and enhance public engagement. GIS promotes transparency by providing accessible and easily understood information on infrastructure projects.
- **Regulatory Compliance and Reporting** – Ensure compliance with regulatory requirements through accurate and comprehensive spatial data, supporting audits and reporting processes.

The integration of GIS into asset management systems enhances decision-making, reduces costs, improves service delivery, strengthens regulatory compliance, and ensures the long-term sustainability of infrastructure assets.

Hydraulic Model – Sewerage and Sewer

Hydraulic models are essential for optimising the performance, maintenance, and expansion of sewerage and sewer systems. By simulating sewerage flow behaviour within infrastructure, these models provide critical insights that support data-driven decision-making. Within the Asset Management Framework, hydraulic modelling serves several key functions:

- **System Analysis and Design** – Evaluates current system performance, identifying inefficiencies, capacity constraints, and potential failure points to guide infrastructure improvements.
- **Development Impact Assessment** – Integrates proposed developments with the existing network, allowing engineers to assess the impact of new projects and ensure sustainable growth.
- **Operational Optimisation** – Supports real-time and long-term adjustments to improve efficiency, reduce energy consumption, and enhance overall system performance.
- **Maintenance Planning** – Identifies areas requiring preventive maintenance or upgrades, reducing unexpected failures and extending asset lifespan.
- **Emergency Response Planning** – Simulates various failure scenarios to develop response strategies, improving resilience against system disruptions.
- **Regulatory Compliance and Reporting** – Assists in meeting compliance standards by providing accurate performance data for audits and reporting.

By leveraging hydraulic models alongside asset management principles, Narromine Shire Council can improve service reliability, optimise costs, enhance regulatory compliance, and develop effective capital, maintenance, and operational programs. This approach strengthens infrastructure sustainability while maintaining the Council's reputation for service excellence within the community.

10. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 8.

Table 8: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out the role, purpose, responsibilities, and powers of local governments, including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property, Plant & Equipment, requires that sewerage infrastructure assets be valued and reported in the annual accounts, including depreciation value (i.e. the rate at which these assets wear out).
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and ensures coordination among various levels of government to manage sewerage resources and infrastructure effectively.

Protection of the Environment Operations Act 1997	Defines Council's responsibility and powers in managing local environmental matters, including the protection of sewerage quality and ensuring sustainable sewerage management practices.
Local Government (General) Regulations 2021	Determines developer charges for sewerage infrastructure, ensuring costs related to sewerage supply and waste sewerage management are adequately funded.
Independent Pricing and Regulatory Tribunal Act 1992	Grants powers to the Independent Pricing and Regulatory Tribunal (IPART) to inquire into and regulate prices, including sewerage service charges, and to develop consistent pricing principles for sewerage services.
Soil Conservation Act 1938	Conserves soil and sewerage resources, promotes sustainable management of sewerage supplies and protection of sewerage course environments to prevent degradation.
Catchment Management Act 1989	Coordinates activities within catchment areas, with implications for managing river sewerage quality and quantity. Includes requirements for ongoing catchment management plans.
Public Health Act 2010	Aims to prevent the spread of disease, ensure proper effluent disposal methods, and guarantee the delivery of safe drinking sewerage to the community.
NSW Public Health Regulation 2012	Part 5 outlines safety measures for drinking sewerage to ensure sewerage quality is maintained and health risks are minimised in public sewerage supply systems.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure the health, safety, and welfare of employees and others involved in sewerage infrastructure maintenance, management, and operation.
Civil Liability Act 2002	Principles concerning resources responsibilities etc of public authorities.

11. Risk Management

Council is committed to a structured and systematic approach to risk management, allocating resources to implement a comprehensive Risk Management Program. This program integrates risk management principles across all Council operations, ensuring a proactive and resilient approach to risk. Through this commitment, Council aims to:

- Enhance the likelihood of achieving strategic and operational objectives;
- Foster a culture where all employees actively participate in risk management;
- Encourage proactive identification and mitigation of risks;
- Strengthen the ability to identify and respond to opportunities and threats;
- Build stakeholder confidence and trust in Council's operations;
- Improve financial stability and minimise potential losses; and
- Enhance overall organisational performance.

Council prioritises the identification, elimination, and mitigation of risks associated with its operations wherever reasonably practicable.

12. Improvement Plan

The sewerage infrastructure improvement plan is shown in Table 9. The improvement plan is categorised by the following types:

- Legislative: compliance requirements
- Performance: development of existing asset principles associated performance of assets and staff
- Knowledge: based on improvement of asset knowledge base or development of existing asset knowledge base
- Service Focused: improvements associated with the development of services
- Skills: any staff skill improvements, including training.

Table 9: Sewerage Assets Asset Management Improvement Plan

	Type	Task	Priority	Expected Completion
1	Legislative	Revaluation of Assets	1	2025/26
2	Performance	Review Renewal of all Assets	1	Ongoing
3	Knowledge	Update Asset Register	3	Ongoing
4	Knowledge	Finalise Maintenance Program	2	Ongoing
5	Knowledge	Input Maintenance Program into AMS	2	2025/26
6	Performance	Maintain Levels of Service	3	Ongoing
7	Knowledge	Develop 10 Year Plans	3	Ongoing
8	Performance	Review Inspection Procedures	2	Complete
9	Knowledge	Update Attributes in AMS	3	Ongoing
10	Service Focus	Review Levels of Service	2	In progress
11	Service Focus	LOS Performance Measurement	1	Ongoing
12	Skills	Development of an Operational Staff skills matrix	2	2025/26
13	Performance	Risk Management Plan for Sewer Assets	1	Ongoing
14	Performance	Align AMP with Business Continuity Plan	5	As required
15	Legislative	Review of existing inspections program and compliance with Legislation	1	2025/26
16	Knowledge	Ensure all assets are included in the GIS system	4	2025/26
17	Knowledge	Determine and input income of Infrastructure into the AMP to determine Return on Asset (ROA)	4	Complete
18	Knowledge	Hydraulic Model completion	1	2025/26
19	Knowledge	REFLECT Defect Management System completion	1	2025/26

Annexure A - Long Term Financial Plan

SEWER INFRASTRUCTURE	1	2	3	4	5	6	7	8	9	10	11
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
LIFE CYCLE RENEWAL											
TELEMETRY EQUIPMENT REPLACEMENT	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	26,878
PUMP REPLACEMENT PROGRAM - NARROMINE	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286	80,635
PUMP REPLACEMENT PROGRAM - TRANGIE	23,000	23,690	24,401	25,133	25,887	26,663	27,463	28,287	29,136	30,010	30,910
MANHOLE RELINING AND RESURFACING											
MINOR CAPITAL WORKS	24,487	25,222	25,978	26,758	27,561	28,387	29,239	30,116	31,020	$ 31,020	$ 31,020
NEW SWITCH BOARDS - NARROMINE		$ 240,000	240,000								
CCTV INVESTIGATIONS (Pre-work for relining)				250,000			250,000				
SEWER MAIN REPLACEMENT - RELINING PROGRAM	320,021	320,021						640,042			
MAJOR UPGRADES AND REFURBISHMENT WORKS			200,000	250,000	300,000	500,000	700,000	300,000	600,000	700,000	750,000
SEWER NETWORK EXPANSION (DESIGN AND CONSTRUCTION)		200,000	500,000	500,000	1,000,000	1,000,000	1,000,000				
NEW ACQUISITIONS											
NARROMINE HEAD OF WORKS AND TANKERED WASTE RECEIVAL STATION		400,000	400,000								
TRANGIE SPS 4 MAJOR UPGRADE - Project TBC	60,000										
NARROMINE SPS 1 PUMP UPGRADES		124,886									
TRANGIE SEWER TREATMENT PLANT CAPITAL UPGRADE (project started 24/25)											
NARROMINE RV DUMP POINT IMPROVEMENTS (dependant on Grant Funding)		200,000									
Total Budget Cost	**$ 507,508.00**	**$ 1,376,219.00**	**$ 1,475,250.70**	**$ 1,139,308.88**	**$ 1,443,488.41**	**$ 1,647,792.23**	**$ 2,102,226.39**	**$ 1,096,835.01**	**$ 761,497.32**	**$ 834,391.64**	**$ 888,423.39**

Narromine
SHIRE COUNCIL

Asset Management Plan

Aerodrome

July 2025

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1. Executive Summary

This Asset Management Plan (AMP) provides the strategic framework for the management of Narromine Shire Council's aerodrome infrastructure. Narromine Aerodrome is a small facility primarily used for gliding and recreational aviation, with no commercial airline operations. The aerodrome plays a vital role in supporting local aviation activities, tourism, and emergency services while preserving its historical significance.

The primary goal of this AMP is to establish a proactive and sustainable approach to managing aerodrome assets throughout their lifecycle. By implementing a systematic asset management strategy, Council aims to maintain the safety, functionality, and cost-effectiveness of the aerodrome while effectively managing risks and ensuring compliance with regulatory requirements. The AMP also ensures that the infrastructure can meet current and future aviation demands in a financially and environmentally responsible manner.

This AMP emphasises enhancing the resilience and sustainability of the aerodrome, ensuring it continues to serve the needs of aviation users and the broader community. By aligning asset management practices with Council's strategic objectives, the plan supports reliable, well-maintained infrastructure that promotes operational efficiency and safety. This document serves as a guide for decision-making and resource allocation, supporting Council in achieving long-term asset stewardship and service excellence.

Council's vision is to maintain Narromine Aerodrome as a safe, accessible, and well-managed facility that meets the needs of glider pilots, recreational aviators, and supporting services. The aerodrome infrastructure will be maintained in accordance with regulatory standards set by the Civil Aviation Safety Authority (CASA) and other relevant authorities. Council is committed to ensuring that aerodrome assets remain functional, cost-effective, and sustainable into the future.

The current aerodrome assets have a Gross Carrying Value (GCV) of approximately $13,597,335.00 , representing the initial cost or replacement value of the assets. The Net Carrying Value (NCV), accounting for depreciation, stands at $13,412,356.50. Aerodrome assets account for 3.5% of the total value of Council's assets, with a total replacement value of $21,636,431.00

This AMP should be considered alongside related planning documents, including the Narromine Shire Council Community Strategic Plan, Delivery Program, Operational Plan, and Asset Management Strategy, to ensure alignment with broader Council and community objectives.

2. Objectives and Stakeholders

Council provides essential services to its community, many of which are delivered through aerodrome infrastructure assets. The primary goal in managing aerodrome assets is to meet the defined level of service in the most cost-effective and sustainable manner for both current and future consumers.

Council aims to ensure that infrastructure is capable of meeting both present and future demand while minimising disruptions and improving operational efficiency.

The AMP emphasises the importance of aerodrome infrastructure resilience and sustainability. By applying lifecycle management principles, Council strives to extend the life of its aerodrome assets, reduce long-term maintenance costs, and minimise environmental impacts. This approach includes proactive maintenance strategies, timely asset renewals, and strategic investments in upgrades to enhance the reliability and capacity of the aerodrome network as the community's needs grow.

Financial sustainability is central to the effective management of aerodrome assets. The AMP incorporates sound financial planning and budgeting practices, forecasting long-term funding needs, and prioritising investment in critical aerodrome infrastructure. Additionally, Council seeks innovative funding solutions to support the ongoing maintenance, upgrades, and development of aerodrome assets, ensuring the continued delivery of high-quality services to the community.

Stakeholders

The stakeholders identified for this plan and its implementation are, but are not limited to:

- Customers – landowners within the Narromine Local Government Area
- The Community – Ratepayers, Businesses, etc;
- Developers;
- Regulators;
- Councillors; and
- Council Staff.

Plan Framework

The key elements of the plan are:

- Levels of Service;
- Future Demand;
- Life Cycle Management;
- Financial Summary;
- Asset Management Practices;
- Monitoring; and Operational Management of Risk
- Asset Management Improvement Plan.

The overarching asset management framework is shown in Figure 1.

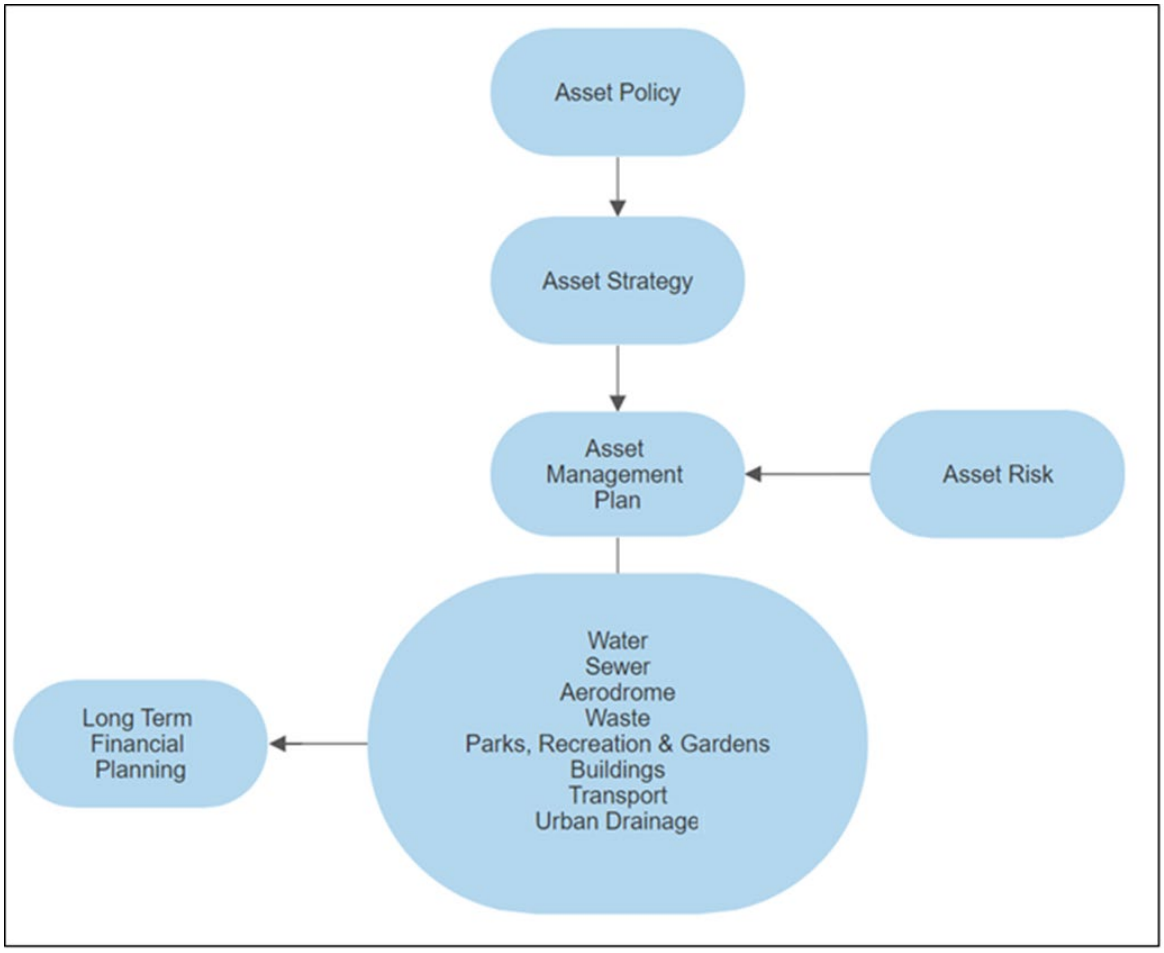

Figure 1: Asset Management Framework

Council Commitment

Council aims to provide the following for its aerodrome infrastructure:

1. Sustainable Services: Deliver ongoing aerodrome services that are safe, reliable, and sustainable while ensuring compliance with all legislative and regulatory requirements.
2. Operational Excellence and Compliance: Operate, maintain, renew, and upgrade aerodrome infrastructure to meet statutory obligations, regulatory standards, and service level agreements. This includes ensuring the reliability and performance of all aerodrome infrastructure assets.
3. Long-Term Sustainability: Within a 10-year planning horizon and beyond, continue implementing relevant strategies and long-term plans to ensure the sustainability of the aerodrome business. This includes optimising operational efficiencies, enhancing service delivery, and planning for future demand and infrastructure growth.

Council is committed to achieving these objectives through effective asset management practices that prioritise both current and future community needs.

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 and investment.

Council will continue to apply for funding from various agencies for asset renewal, replacement or upgrades as funding opportunities become available.

Monitoring and Review Procedures

This AMP will be reviewed annually during budget preparation. It will be updated to reflect any significant changes in service levels or available resources resulting from budget decisions.

3. Strategic and Corporate Goals

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.

4. Stakeholder Management

Council has a number of methods for collecting feedback on its performance in managing assets. These have been used to measure customer expectations and include:

- Community surveys;
- Informal feedback from stakeholders;
- Community service requests and customer request management.

The table below describes stakeholder roles and responsibilities.

Table 1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	• Have a say in proposed strategy	• 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.	Councillor Workshop, and community consultation
Residents	• Have a say in proposed strategy • Perception of fairness • Getting value for money		Community consultation
State Government	• Regulation		Provision of Capital Funding via Grants
Council Indoor Staff	• Have a say in proposed strategy, • Minimal additions to current workloads		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	• Have a say in proposed strategy, • Structured programs • Want to understand place in process		Team leader workshops Engineering and Assets team reviews

	• A strategy and a fair planning and delivery mechanism in place. • Certainty and trust of project delivery when proposed.

5. Description of Asset Portfolio

Council provides aerodrome infrastructure and services exclusively to the township of Narromine. The aerodrome features two major runways that serve nearby industrial and residential estates. In 2021, the Council resolved to dispose of the local airstrip in Trangie. The provision of aerodrome services is crucial for the community's connectivity and economic activities. Maintaining these systems at a high operational standard is essential to ensure the safety and reliability of services for all users.

The aerodrome services comprise of the following major assets:

- Taxiways
- Aprons
- Runways
- Footpaths
- Furniture
- Navigation Aids
- Security Devices
- Buildings
- Plant & Equipment
- Water reticulation main

A breakdown of the major aerodrome assets, within the Shire of Narromine, is given in Table 2.

Table 2: Breakdown of Major Aerodrome Assets

Asset Description	Unit of Measurement	Units	Average Asset Age (years)
Runway	km	3,108	7
Taxiway	km	1,935	27
Apron	m^2	29,515	40
Footpath	m	193	10
Buildings	ea.	13	20

While several assets have been renewed as part of an ongoing asset renewal or replacement program, some assets are nearing their end of theoretical useful life and will require replacement or renewal. Development pressures due to growth, puts further additional strain on existing assets.

6. Lifecycle Management Activities

Life cycle costs, or whole-of-life costs, represent the total average costs required to maintain the service levels for the aerodrome infrastructure over the life of the assets. These costs include operational expenses, maintenance, and asset depreciation. The comparison between life cycle costs and life cycle expenditure provides insight into the financial sustainability of aerodrome services. If the life cycle expenditure is less than the life cycle costs, it suggests that future funding needs may require adjustment. This may include increasing outlays or reducing service levels, which can affect the long-term sustainability of the aerodrome service.

Life cycle expenditures, which include operating, maintaining, and capital expenditure, can experience volatility, especially due to timing differences in capital works. Sharp increases in capital expenditure during asset renewal or upgrade phases can lead to peaks in costs, affecting the financial planning process.

A life cycle gap occurs when there is a shortfall between life cycle costs and life cycle expenditure. A positive gap indicates a surplus reserve, while a negative gap signals a potential funding gap. Identifying and addressing this gap through strategic planning helps ensure that aerodrome services can be provided sustainably. If funding is not available, the following strategies may be employed to bridge the gap:

- Reducing service levels for capital, maintenance, or operational costs
- Selling disused assets
- Securing grant funding
- Increasing revenue generation
- Leveraging improved technology
- Reducing service requirements

Funding Strategy

Projected expenditures for aerodrome infrastructure are to be funded from a combination of future operating and capital budgets, reserves, and grant funding. The detailed funding strategy is outlined in the Council's 10-year long-term financial plan, which takes into account the financial sustainability of the aerodrome and aligns with broader organisational objectives.

Key Assumptions Made in Financial Forecasts

The financial forecasts within this AMP are based on several key assumptions to ensure accurate predictions of future operating and capital expenditures, asset values, depreciation expenses, and carrying amounts. These assumptions are:

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations governing aerodrome infrastructure will not require significant changes to operations.
- The operating environment—physical, demographic, and technical—will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

These assumptions provide a foundation for the financial forecasts and enable the organisation to anticipate and plan for any necessary adjustments in aerodrome asset management.

Capital Expenditure

Capital Works encompass the acquisition activities involving the creation, renewal, upgrading, and disposal of assets within the planning period. This includes assets acquired through purchase, construction, or contributions. Expenditure is categorised into new, upgrade or expansion and renewal.

New / Upgrade / Expansion

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. These proposals are inspected and evaluated 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.

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

Capital Renewal Asset

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

It is expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. Renewal activities allow the service to continue to be used after the original asset has reached the end of its useful life. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.

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.

Assets requiring renewal are identified from one of three methods:

1. Method 1: Asset Register data is used to project the renewal costs for renewal years using acquisition year and useful life, or
2. Method 2: Capital renewal expenditure projections from external condition modelling systems
3. Method 3: Combination of average network renewals plus defect repairs

Method 1 is the primary method of renewal identification within Council, in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the relevant Standards and Specifications.

Operational

Operational activities are regular activities required to continuously provide Council services including inspections, electricity costs, fuel and overheads.

Asset Inspections

Inspections can be in the form of condition, compliance, operational, project etc. Aerodrome condition inspections are summarised in Table 3.

Table 3: Summary of asset inspections

Inspection	Frequency
Aerodrome Runway – Pavement Condition	3 times per week
Aerodrome Lights	3 times per week
Aerodrome Radio System	Week days
Stormwater system	During rain events
Hangers	6-monthly
Aerodrome Museum Building	6-monthly
Plant and equipment	Weekly

All assets are reviewed and condition rated by external consultants during revaluation which occurs every five years.

In 2025/2026 the operational budget for aerodrome assets is $810,412.00

Maintenance Work

Maintenance Work is the regular on-going work that is necessary to ensure the asset is as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functional, excluding rehabilitation. These activities are required to ensure that the assets reach their expected useful life with no addition to their existing useful life and typically increases as the assets age. It includes work on an asset where a portion of the asset may fail and need repairs to make it operational again. It may be planned or reactive maintenance work, where works that are programmed, are cyclic in nature and reactive is not programmed and usually reactive such as storm damage or vandalism.

Maintenance may be classified as Planned, Reactive, Specific or Unplanned Maintenance.

Theoretical Useful Life

The **Theoretical Useful Life** of an asset refers to the **expected or estimated duration** that an asset can perform its intended function effectively, before it is considered for replacement or major refurbishment. It is based on general industry standards, manufacturer specifications, and the historical performance of similar assets under typical conditions.

This theoretical value assumes that:

1. **Optimal conditions** for maintenance and operation are maintained throughout the asset's life.
2. The asset will be used in a manner consistent with its design specifications.

The **Theoretical Useful Life** does not account for specific environmental factors, maintenance practices, or usage patterns that may shorten or extend the life of the asset. It is more of a guideline or reference for when major replacements, refurbishments, or evaluations of the asset's performance should occur. Council has adopted useful life for all major aerodrome assets, as shown in Table 4.

Table 4: Aerodrome Asset Assigned Useful Life

Asset Class	Asset Type	Asset Subtype	Useful Life Max
Aerodrome	Runway	Formation	100
Aerodrome	Runway	Pavement	50
Aerodrome	Runway	Wearing Surface	15
Aerodrome	Runway	Linemarking	5
Aerodrome	Taxiway	Formation	100
Aerodrome	Taxiway	Pavement	50
Aerodrome	Taxiway	Wearing Surface	15
Aerodrome	Taxiway	Linemarking	5
Aerodrome	Apron	Formation	100
Aerodrome	Apron	Pavement	50
Aerodrome	Apron	Wearing Surface	15
Aerodrome	Apron	Linemarking	5
Aerodrome	Signage		10
Aerodrome	Navigations Aids		10
Aerodrome	Lighting System		30
Aerodrome	Fencing		40
Aerodrome	Footpath		80

Planned Maintenance

Planned Maintenance falls into three categories:

1. Periodic Maintenance – also known as routine maintenance necessary to ensure the reliability or to sustain the design life of an asset.
2. Predictive Maintenance – condition monitoring activities used to predict failure.
3. Preventive Maintenance – maintenance that can be initiated without routine or continuous checking and is not condition based.

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management supervisory directions.

Specific Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance planning.

Unplanned Maintenance (due to breakdown)

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Asset Disposal

The Disposal lifecycle involves identifying costs associated with decommissioning assets when they are taken out of service. This includes activities such as selling, demolishing, or relocating assets. Assets rated in poor condition (Condition 5) with no recent community usage, and determined unnecessary through analysis and cost assessment, may be deemed redundant and recommended for disposal pending approval from the General Manager and Council. By conducting thorough asset evaluations, the Council identifies surplus or underutilised assets, such as excess land, which can generate revenue upon sale. Furthermore, selling such assets reduces ongoing maintenance costs, offering additional financial benefits to the Council.

7. Levels of Service

Council is responsible for providing safe, reliable, cost-effective customer focused services that enhance the environment and caters for the sustainable growth of the Shire.

Community Levels of Service

Community Levels of Service focus on the service outcomes that the community expects from aerodrome infrastructure in terms of safety, quality, quantity, reliability, responsiveness, cost-effectiveness, and legislative compliance. These levels of service are critical in ensuring that aerodrome assets meet the needs of the community while maintaining operational efficiency and sustainability.

For aerodrome assets, Council's community service targets are shown in Table 5.

Table 5: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide ongoing and uninterrupted services
Function	Ensure the services meet regulatory requirements (including department of Health, Environmental legislation, Local Government Act, Aviation Act and the Roads Act.
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate services to meet user requirements
Function/Accessibility	Ensure services are available to all occupied properties as appropriate
Cost Effectiveness	Provide services in a cost-effective manner
Safety	Effectiveness of WHS programs and Work Method Statements/Standard Operating Procedures

Intervention Levels

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Condition Assessment & Asset Performance Guidelines

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

Table 6: Intervention Levels

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 saved within the Asset Register and is updated in line with asset condition assessments.

Performance Measures

The Key Performance Measures (KPMS) are shown in Table 8.

Table 7: Key Performance Measures - Aerodrome Assets

Key Performance Measures	Capability Considerations	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Services (4 Years)	Current Performance Measures
COMMUNITY LEVELS OF SERVICE							
Quality	Environmental / Health & Safety	Aerodrome meets CASA and user expectations requirements	User complaints	Less than three per year	Good	Excellent to Good	Less than four per year
Function	Operational / Health & Safety	Aerodrome is serviceable and accessible to aircraft	User complaints	Nil	Excellent	Excellent to Good	Nil
Safety	Health & Safety	Hazards on the movement area are minimised or, where possible, eliminated	Aircraft incidents or aerodrome serviceability deficiency	Less than five per year	Excellent	Excellent to Good	Less than five per year
	Health & Safety	Incursions onto airside area	NSC Aerodrome Vehicle Control Policy	Less than three per year	Good	Excellent to Good	Less than five per year

Key Performance Measures	Capability Considerations	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Services (4 Years)	Current Performance Measures
TECHNICAL LEVELS OF SERVICE							
Condition	Operational	Aerodrome meets CASA and user expectations requirements	CASA aerodrome audit	Requests for Corrective Action less than 3	Excellent	Excellent to Good	Audit findings addressed as per Corrective Action Plan and Requests for Corrective Action less than 1
	Health & Safety	Loose stones and surface texture of sealed surfaces on movement area	Visual and tactile assessment	Satisfactory surface texture and loose stone count	Average	Excellent to Good	Loose stone count is above average
Amenity	Operational	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	Excellent	Excellent to Good	Nil complaints received and nil record of bird strikes

Key Performance Measures	Capability Considerations	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Services (4 Years)	Current Performance Measures
Cost Effectiveness	Operational	Provide appropriate aerodrome facilities commensurate with level of use and value to the community	Avg. Maintenance cost per year is $184,000 (Narromine)	On or Under budget	Excellent	Excellent to Good	On Budget
	Operational	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	Excellent	Excellent to Good	5-8 complaints per year

8. Future Demand Forecasts

New works encompass projects that either establish entirely new assets or enhance existing ones beyond their current capabilities. These initiatives may arise from factors such as growth, societal demands, regulatory requirements, or environmental considerations.

Demand Drivers

Demand drivers can be broadly divided into two categories:

- Demand for increased levels of service such as improvements to network capacity; and
- Increased costs from creation or acquisition of new assets.

Demand Forecast

Narromine Shire's population is projected to grow by approximately 450 people by 2032, based on updated advice from the Department of Planning and the Australian Bureau of Statistics. This growth projection, which builds on a 2021 base population of 6,448, reflects developments such as the Inland Rail and Tomingley Gold projects, along with planned housing infrastructure. However, it is important to note that some large projects have been delayed, and the Renewable Energy Zone (REZ) was not initially factored into earlier projections.

In addition to the growth in Narromine, the townships of Trangie and Tomingley are also experiencing changes in population. Trangie's population, recorded at 1,340 in 2021, is expected to see moderate growth, although its future population is influenced by the pace of local development. Tomingley, which had a population of 342 in 2021, is anticipated to grow as mining projects, particularly the local gold mine, continue to drive demand for housing and services in the area.

The construction phase of the REZ and other large infrastructure projects is expected to result in a temporary population surge of up to 1,200 people, which will significantly impact local services, particularly aerodrome supply. This influx will occur over approximately four years during peak construction, putting pressure on aerodrome infrastructure across the Shire. The existing aerodrome system is not designed to support such a large, short-term increase in demand, highlighting the need for strategic planning and potential upgrades to accommodate both the steady growth and the temporary increase in population due to these large-scale projects.

Anticipated Changes in Customer Expectations

Based on past experience, community expectations regarding quality, delivery, and cost-effectiveness of Council services tend to rise over time, especially in areas affecting risk. While specific data on community expectations for community service levels is limited over the duration of this AMP, it is reasonable to anticipate that expectations will not diminish during this period.

Demand Impacts on Assets

A steady increase in development across the Narromine LGA, coupled with a significant rise in the temporary population, will drive greater demand for Council services. To effectively accommodate this growth, all services must be flexible and capable of rapid expansion to meet the needs of the increasing temporary workforce and broader community. Council must proactively assess future service requirements to ensure sustainable and uninterrupted service delivery.

9. Asset Monitoring and Demand Management

The AMP aims to enhance our understanding and management of assets. It is designed to ensure continuous improvement in asset management processes and procedures, with clear mechanisms for monitoring and measuring progress. This plan is essential for maintaining a steady pace of improvement and ensuring that our asset management practices consistently move in the right direction, fostering ongoing enhancement in our operations.

Accounting/ Financial Systems

Council uses an application called Authority for its core Financial Management. The financial system is managed by Council's Finance and Corporate Strategy Department. Financial reporting is to follow the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards.

Asset Management Information System (AMIS)

Council utilises the Asset Management System 'Authority" and "REFLECT" with the following functionality:

- Asset Register;
- Capital Values;
- Defect Management;
- Customer Request Management;
- Asset capitalisation;
- Inspection/defect logging;
- Store dimension/ numeric data;
- Historic information about each assets condition, work and valuation;
- Valuation and depreciation;
- Condition or failure mode ratings;
- Maintenance management with periodic/cyclic scheduling; and
- Producing work order.

Geographical Information System (GIS)

Geographic Information Systems (GIS) play a vital role in asset management by providing spatial analysis and visualisation capabilities that enhance the planning, operation, and maintenance of infrastructure. By integrating GIS, asset managers can:

- **Asset Mapping and Inventory** – Create detailed maps and inventories of infrastructure assets such as pipelines, valves, pumps, and treatment facilities. GIS enables precise geographic location tracking and asset attributes, improving efficiency in asset management.

- **Spatial Analysis and Planning** – Identify patterns, relationships, and trends within asset data that are not evident in non-spatial formats. This aids in strategic decision-making and long-term infrastructure planning.
- **Risk Assessment and Management** – Utilise spatial data to identify areas at risk from natural disasters, climate change, and other hazards. GIS supports risk assessments, mitigation strategies, and emergency response planning, ensuring infrastructure resilience and reliability.
- **Maintenance and Operations** – Improve maintenance scheduling and management by providing spatial context for work orders, inspections, and repairs. GIS optimises resource allocation, reducing travel time and operational costs.
- **Public Engagement and Transparency** – Create interactive maps and dashboards to inform stakeholders and enhance public engagement. GIS promotes transparency by providing accessible and easily understood information on infrastructure projects.
- **Regulatory Compliance and Reporting** – Ensure compliance with regulatory requirements through accurate and comprehensive spatial data, supporting audits and reporting processes.

The integration of GIS into asset management systems enhances decision-making, reduces costs, improves service delivery, strengthens regulatory compliance, and ensures the long-term sustainability of infrastructure assets.

10. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 9.

Table 8: Legislative Requirements

Legislation	Requirement
Aerodrome Management Act 2000	Provides for the sustainable and integrated management of aerodrome sources, aerodrome rights, licenses, and allocations, ensuring adequate aerodrome resources for future needs.
Aerodrome Manual (CASA)	Requires aerodromes to develop a manual detailing the management, safety protocols, and operational procedures at the aerodrome.
Air Navigation (Aircraft Noise) Regulations 2018	Regulates noise from aircraft operations, which may affect the location and operations of the aerodrome, especially in populated areas.
Airports (Environment Protection) Regulations 1997 (Cth)	Sets out environmental protection requirements for aerodromes, including waste management, noise, and air quality control.
Australian Standard AS 1742.3-2009 - Traffic Control Devices for Works on Roads	Guides the use of signage and traffic management for aerodrome-related operations, especially in maintaining safety for ground vehicles.
Catchment Management Act 1989	Coordinates activities within catchment areas, with implications for managing river aerodrome quality and quantity. Includes requirements for ongoing catchment management plans.

Civil Aviation Act 1988 (Cth)	Governs civil aviation in Australia, including the operation of aerodromes, ensuring they meet safety standards and comply with national aviation regulations.
Civil Aviation Safety Regulations 1998 (Cth)	Details the operational standards for aerodromes, including safety management systems, infrastructure requirements, and maintenance obligations for operators.
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and ensures coordination among various levels of government to manage aerodrome resources and infrastructure effectively.
Environmental Planning and Assessment Act 1979 (NSW)	Governs land use planning and development approval, including any expansion or construction work at the aerodrome.
Environmental Protection and Biodiversity Conservation Act 1999 (Cth)	Applies if the aerodrome development or operation affects listed species, communities, or places, requiring assessment of environmental impacts.
Independent Pricing and Regulatory Tribunal Act 1992	Grants powers to the Independent Pricing and Regulatory Tribunal (IPART) to inquire into and regulate prices, including aerodrome service charges, and to develop consistent pricing principles for aerodrome services.
Local Government (General) Regulations 2021	Determines developer charges for aerodrome infrastructure, ensuring costs related to aerodrome supply and waste aerodrome management are adequately funded.
Local Government Act 1993	Sets out the role, purpose, responsibilities, and powers of local governments, including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.
NSW Public Health Regulation 2012	Part 5 outlines safety measures for drinking aerodrome to ensure aerodrome quality is maintained and health risks are minimised in public aerodrome supply systems.
Protection of the Environment Operations Act 1997	Defines Council's responsibility and powers in managing local environmental matters, including the protection of aerodrome quality and ensuring sustainable aerodrome management practices.
Public Health Act 2010	Aims to prevent the spread of disease, ensure proper effluent disposal methods, and guarantee the delivery of safe drinking aerodrome to the community.
Soil Conservation Act 1938	Conserves soil and aerodrome resources, promotes sustainable management of aerodrome supplies and protection of aerodrome course environments to prevent degradation.
State Environmental Planning Policy (Infrastructure) 2007 (NSW)	Outlines requirements for infrastructure development, including aerodromes, to ensure it aligns with state and regional planning goals.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property, Plant & Equipment, requires that aerodrome infrastructure assets be valued and reported in the annual accounts, including depreciation value (i.e. the rate at which these assets wear out).
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure the health, safety, and welfare of employees and others involved in aerodrome infrastructure maintenance, management, and operation

Work Health and Safety Act 2011 (NSW)	Ensures that the aerodrome provides a safe working environment for all employees and contractors, covering both operational and maintenance activities.
Civil Liability Act 2002	Principles concerning resources responsibilities etc of public authorities.

11. Risk Management

Council is committed to a structured and systematic approach to risk management, allocating resources to implement a comprehensive Risk Management Program. This program integrates risk management principles across all Council operations, ensuring a proactive and resilient approach to risk. Through this commitment, Council aims to:

- Enhance the likelihood of achieving strategic and operational objectives;
- Foster a culture where all employees actively participate in risk management;
- Encourage proactive identification and mitigation of risks;
- Strengthen the ability to identify and respond to opportunities and threats;
- Build stakeholder confidence and trust in Council's operations;
- Improve financial stability and minimise potential losses; and
- Enhance overall organisational performance.

Council prioritises the identification, elimination, and mitigation of risks associated with its operations wherever reasonably practicable.

12. Improvement Plan

The aerodrome infrastructure improvement plan is shown in Table 10. The improvement plan is categorised by the following types:

- Legislative: compliance requirements
- Performance: development of existing asset principles associated performance of assets and staff
- Knowledge: based on improvement of asset knowledge base or development of existing asset knowledge base
- Service Focused: improvements associated with the development of services
- Skills: any staff skill improvements, including training.

Table 9: Aerodrome Assets Asset Management Improvement Plan

#	Type	Task	Priority	Expected Completion
1	Legislative	Revaluation of Assets	1	2025/26
2	Performance	Review Renewal of all Assets	1	2025/26
3	Knowledge	Update Asset Register	3	Ongoing
4	Knowledge	Finalise Maintenance Program	2	2025/26
5	Knowledge	Input Maintenance Program into AMS	2	2025/26
6	Performance	Maintain Levels of Service	3	Ongoing

7	Knowledge	Develop 10 Year Plans	3	Ongoing
8	Performance	Review Inspection Procedures	2	Complete
9	Knowledge	Update Attributes in AMS	3	Ongoing
10	Service Focus	Review Levels of Service	2	Complete
11	Service Focus	LOS Performance Measurement	1	Ongoing
12	Skills	Development of an Operational Staff skills matrix	2	2025/26
13	Performance	Risk Management Plan for Aerodrome Assets	1	Ongoing
14	Performance	Align AMP with Business Continuity Plan	5	As required
15	Legislative	Review of existing inspections program and compliance with Legislation	1	2025/26
16	Knowledge	Ensure all assets are included in the GIS system	4	2025/26
17	Knowledge	Review of the Aerodrome Manual to meet CASA standards	1	2025/26

Annexure A - Long Term Financial Plan

AERODROME INFRASTRUCTURE	1	2	3	4	5	6	7	8	9	10	11
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
LIFE CYCLE RENEWAL (Reseal / Microsurface)											
Runway 11/29 - Wearing Surface - Reseal		560,602								80,000	80,000
Runway 11/29 - Line Marking - Line Renewal		15,000									
Runway 04/22 - Wearing Surface - Reseal				422,345							
Runway 04/22 - Line Marking - Line Renewal				15,000							
Taxiway A - Wearing Surface - Reseal							19,669				
Taxiway A - Line Marking - Line Renewal											
Taxiway B - Wearing Surface - Reseal							19,878				
Taxiway B - Line Marking - Line Renewal											
Taxiway D - Wearing Surface - Reseal							68,305				
Taxiway D - Line Marking - Line Renewal											
Apron - Wearing Surface - Reseal									185,072		
Apron - Line Marking - Line Renewal											
Taxiway C - Wearing Surface - Reseal								13,103			
Taxiway C - Line Marking - Line Renewal								132			
Taxiway E - Wearing Surface - Reseal								6,048			
Taxiway E - Line Marking - Line Renewal								60			
Aeroclub Car Park - Wearing Surface - Reseal								7,257			
Aeroclub Car Park - Line Marking - Line Renewal								60			
Internal Roads - Wearing Surface - Reseal								16,127			
Internal Roads - Line Marking - Line Renewal								10,000			
General Upgrades and improvements			250,000			250,000				250,000	
NEW ACQUISITIONS											
Regional Airports Program Round 4 (50% grant funding)	180,000										
New Gravel Taxi-way											
Tree Removal											
Additional Cable Tie Downs											
Irrigation & Landscaping - Aerodrome Entrance		100,578									
Irrigation & Landscaping - Other Public Area			69,394								
Additional Grass Runway (Gliders)					85,937						
Irrigation of Grassed Runway					60,210						
Glider Trailer Parking Area Development						46,686					
Crack Sealing Program		112,551			122,987			134,392			
Major Upgrade and maintenance on Aeroclub		50,000		20,000		20,000		20,000		20,000	20,000
Audit of Council buildings and update MasterPlan											
hanger 6 + lunchroom $40k											
Pavement, Removal of old (asbestos filled) buildings - 8, 5, and 6,											
Some sort of building to display historic equipment (after removal of old buildings)											
Resealing and renewal of landing strips,											
New fencing between hanger 6 and the lunchroom											
Aerodrome Upgrades (per Aerodrome Master Plan)		50,000	50,000	50,000	50,000	50,000	50,000				
Total Budget Cost	**$ 180,000.00**	**$ 888,731.00**	**$ 369,394.00**	**$ 507,345.00**	**$ 319,134.00**	**$ 366,686.00**	**$ 157,852.00**	**$ 207,179.00**	**$ 185,072.00**	**$ 350,000.00**	**$ 100,000.00**

Narromine
SHIRE COUNCIL

Asset Management Plan

Waste

July 2025

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1. Executive Summary

This Asset Management Plan (AMP) provides the strategic framework for the management of Narromine Shire Council's waste infrastructure assets. These assets are essential for delivering effective and sustainable waste management services to the community, ensuring the responsible collection, disposal, and processing of waste across the region.

The primary goal of this AMP is to establish a proactive and sustainable approach to managing waste infrastructure throughout its lifecycle. By implementing a systematic asset management strategy, Council aims to maintain the performance, reliability, and cost-effectiveness of waste infrastructure while effectively managing risks and controlling costs. The AMP also ensures that the infrastructure can meet both current and future demands, complying with all regulatory requirements and environmental considerations.

This AMP emphasises enhancing the resilience and sustainability of waste infrastructure, ensuring it meets the needs of both present and future generations. By aligning asset management practices with Council's strategic objectives and community priorities, the plan aims to deliver reliable, efficient, and environmentally responsible waste services. This document serves as a guide for decision-making and resource allocation, supporting Council in achieving infrastructure stewardship, service excellence, and overall community well-being.

Council's vision is to provide the residents of Narromine, Trangie, and Tomingley with a safe, efficient, and sustainable waste management system, ensuring that collection, disposal, and recycling services meet community expectations. Council's waste infrastructure will operate in accordance with statutory and regulatory standards set by the NSW Environment Protection Authority (EPA), NSW Department of Planning and Environment, and other relevant regulatory bodies. It is Council's objective to ensure waste infrastructure is functional, cost-effective, and environmentally responsible, both now and into the future.

The current waste assets have a Gross Carrying Value (GCV) of approximately $1,113,951.60 , representing the initial cost or replacement value of the assets. The Net Carrying Value (NCV), accounting for depreciation, stands at $960,333.00 . Waste assets account for 0.3% of the total value of Council's assets, with a total replacement value of $1,670,927.40 .

This AMP should be considered alongside related planning documents, including the Narromine Shire Council Community Strategic Plan, Delivery Program, Operational Plan, and Asset Management Strategy, to ensure alignment with the broader objectives of Council and the community.

2. Objectives and Stakeholders

Council provides essential services to the community, many of which rely on waste infrastructure assets. The primary goal in managing waste assets is to ensure efficient, environmentally responsible, and cost-effective waste management services that meet the defined level of service for both current and future residents.

Council aims to optimise waste quality and availability, ensuring that infrastructure is capable of meeting both present and future demand while minimising disruptions and improving operational efficiency.

The AMP emphasises the importance of waste infrastructure resilience and sustainability. By applying lifecycle management principles, Council strives to extend the life of its waste assets, reduce long-term maintenance costs, and minimise environmental impacts. This approach includes proactive maintenance strategies, timely asset renewals, and strategic investments in upgrades to enhance the reliability and capacity of the waste network as the community's needs grow.

Financial sustainability is central to the effective management of waste assets. The AMP incorporates sound financial planning and budgeting practices, forecasting long-term funding needs, and prioritising investment in critical waste infrastructure. Additionally, Council seeks innovative funding solutions to support the ongoing maintenance, upgrades, and development of waste assets, ensuring the continued delivery of high-quality services to the community.

Stakeholders

The stakeholders identified for this plan and its implementation are, but are not limited to:

- Customers – landowners within the Narromine Local Government Area
- The Community – Ratepayers, Businesses, etc;
- Developers;
- Regulators;
- Councillors; and
- Council Staff.

Plan Framework

The key elements of the plan are:

- Levels of Service;
- Future Demand;
- Life Cycle Management;
- Financial Summary;
- Asset Management Practices;
- Monitoring; and Operational Management of Risk
- Asset Management Improvement Plan.

The overarching asset management framework is shown in Figure 1.

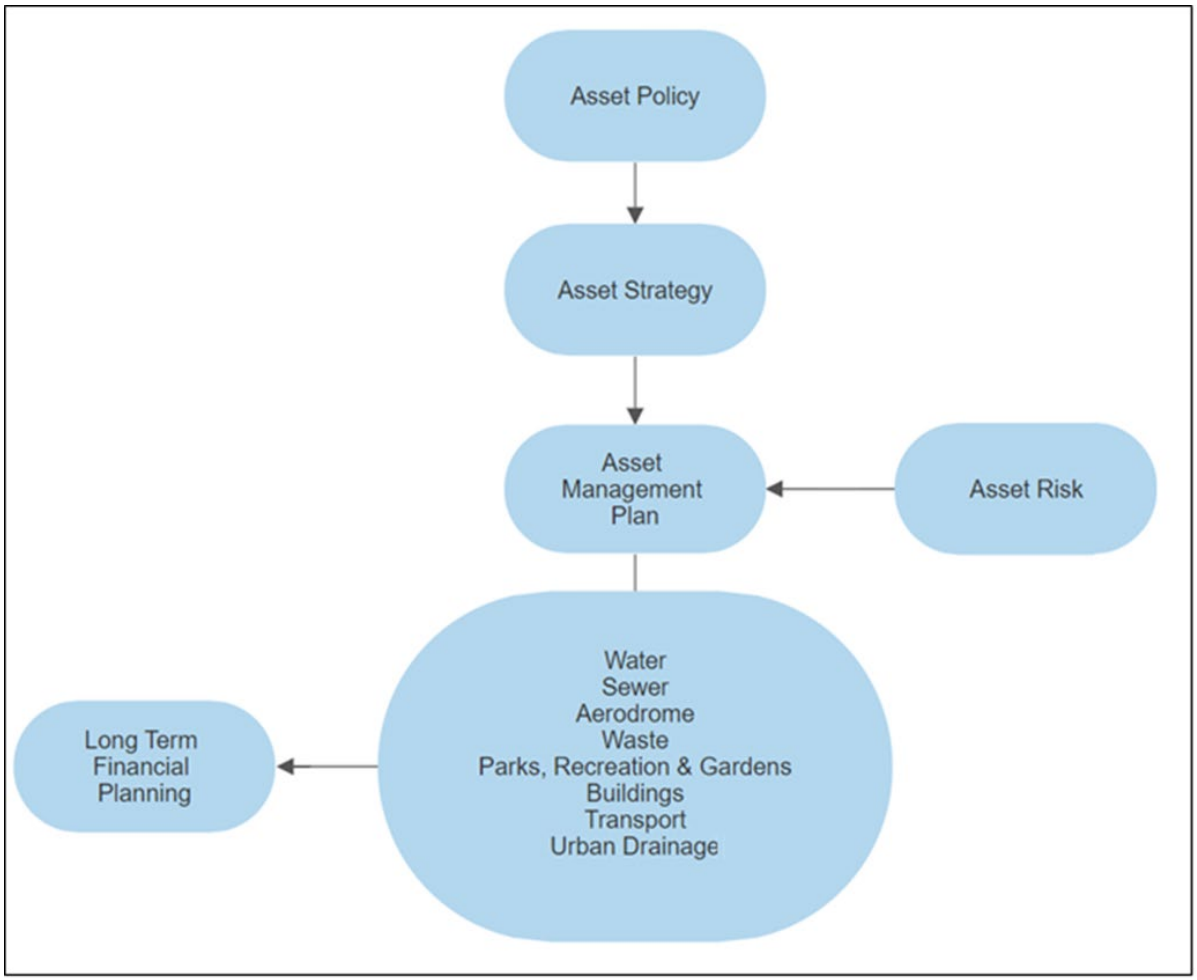

Figure 1: Asset Management Framework

Council Commitment

Council aims to provide the following for its waste infrastructure:

1. Safe, Reliable, and Sustainable Waste Management: Provide efficient and environmentally responsible waste services that are safe, reliable, and sustainable while ensuring compliance with all legislative and regulatory requirements.
2. Operational Excellence and Compliance: Operate, maintain, renew, and upgrade waste infrastructure to meet statutory obligations, regulatory standards, and service level agreements. This includes ensuring the reliability and performance of all waste infrastructure assets.
3. Long-Term Sustainability: Within a 10-year planning horizon and beyond, continue implementing relevant strategies and long-term plans to ensure the sustainability of the waste business. This includes optimising operational efficiencies, enhancing service delivery, and planning for future demand and infrastructure growth.

Council is committed to achieving these objectives through effective asset management practices that prioritise both current and future community needs.

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 and investment.

Council will continue to apply for funding from various agencies for asset renewal, replacement or upgrades as funding opportunities become available.

Monitoring and Review Procedures

This AMP will be reviewed annually during budget preparation. It will be updated to reflect any significant changes in service levels or available resources resulting from budget decisions.

3. Strategic and Corporate Goals

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.

4. Stakeholder Management

Council has a number of methods for collecting feedback on its performance in managing assets. These have been used to measure customer expectations and include:

- Community surveys;
- Informal feedback from stakeholders;
- Community service requests and customer request management.

The table below describes stakeholder roles and responsibilities.

Table 1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	• Have a say in proposed strategy	• 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.	Councillor Workshop, and community consultation
Residents	• Have a say in proposed strategy • Perception of fairness • Getting value for money		Community consultation
State Government	• Regulation		Provision of Capital Funding via Grants
Council Indoor Staff	• Have a say in proposed strategy, • Minimal additions to current workloads		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	• Have a say in proposed strategy, • Structured programs • Want to understand place in process		Team leader workshops Engineering and Assets team reviews

	• A strategy and a fair planning and delivery mechanism in place. • Certainty and trust of project delivery when proposed.

5. Description of Asset Portfolio

Council supplies waste services to the township of Narromine, Trangie and Tomingley. The supply of waste services is critical to community and environmental health. It is critical that systems do not deteriorate to a level where community or environmental health is at risk or compromised. The Waste Services comprises of the following major assets:

- Buildings;
- Internal Roads;
- Security devices such as fencing, CCTV;
- Access Management;
- Signage; and
- Plant & Equipment

A breakdown of the major waste assets, within the Shire of Narromine, is given in Table 2.

Table 2: Breakdown of Major Waste Assets

Asset Description	Unit of Measurement	Units	Average Asset Age (years)
Buildings	Ea	6.0	30
Internal Roads	Km	1.10	10
Fencing	Km	1.80	10
Buildings	Ea	6.0	30

While several assets have been renewed as part of an ongoing asset renewal or replacement program, some assets are nearing their end of theoretical useful life and will require replacement or renewal. Development pressures due to growth, puts further additional strain on existing assets.

6. Lifecycle Management Activities

Life cycle costs, or whole-of-life costs, represent the total average costs required to maintain the service levels for the waste infrastructure over the life of the assets. These costs include operational expenses, maintenance, and asset depreciation. The comparison between life cycle costs and life cycle expenditure provides insight into the financial sustainability of waste services. If the life cycle expenditure is less than the life cycle costs, it suggests that future funding needs may require adjustment. This may include increasing outlays or reducing service levels, which can affect the long-term sustainability of the waste service.

Life cycle expenditures, which include operating, maintaining, and capital expenditure, can experience volatility, especially due to timing differences in capital works. Sharp increases in capital expenditure during asset renewal or upgrade phases can lead to peaks in costs, affecting the financial planning process.

A life cycle gap occurs when there is a shortfall between life cycle costs and life cycle expenditure. A positive gap indicates a surplus reserve, while a negative gap signals a potential funding gap. Identifying and addressing this gap through strategic planning helps ensure that waste services can be provided sustainably. If funding is not available, the following strategies may be employed to bridge the gap:

- Reducing service levels for capital, maintenance, or operational costs
- Selling disused assets
- Securing grant funding
- Increasing revenue generation
- Leveraging improved technology
- Reducing service requirements

Funding Strategy

Projected expenditures for waste infrastructure are to be funded from a combination of future operating and capital budgets, reserves, and grant funding. The detailed funding strategy is outlined in the Council's 10-year long-term financial plan, which takes into account the financial sustainability of waste assets and aligns with broader organisational objectives.

Key Assumptions Made in Financial Forecasts

The financial forecasts within this AMP are based on several key assumptions to ensure accurate predictions of future operating and capital expenditures, asset values, depreciation expenses, and carrying amounts. These assumptions are:

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations governing waste infrastructure will not require significant changes to operations.
- The operating environment—physical, demographic, and technical—will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

These assumptions provide a foundation for the financial forecasts and enable the organisation to anticipate and plan for any necessary adjustments in waste asset management.

Capital Expenditure

Capital Works encompass the acquisition activities involving the creation, renewal, upgrading, and disposal of assets within the planning period. This includes assets acquired through purchase, construction, or contributions. Expenditure is categorised into new, upgrade or expansion and renewal.

New / Upgrade / Expansion

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. These proposals are inspected and evaluated 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.

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

Capital Renewal Asset

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

It is expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. Renewal activities allow the service to continue to be used after the original asset has reached the end of its useful life. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.

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.

Assets requiring renewal are identified from one of three methods:

1. Method 1: Asset Register data is used to project the renewal costs for renewal years using acquisition year and useful life, or
2. Method 2: Capital renewal expenditure projections from external condition modelling systems
3. Method 3: Combination of average network renewals plus defect repairs

Method 1 is the primary method of renewal identification within Council, in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the relevant Standards and Specifications.

Operational

Operational activities are regular activities required to continuously provide Council services including inspections, electricity costs, fuel and overheads.

Asset Inspections

Inspections can be in the form of condition, compliance, operational, project etc. Waste condition inspections are summarised in Table 3.

Table 3: Summary of asset inspections

Inspection	Frequency
Waste Cell	Weekly
Fence and Security	Weekly
Road and Pavement conditions	6-monthly
Buildings	Daily
Fire Protection System	Quarterly
Equipment and machinery	Daily
Signage	Weekly

All assets are reviewed and condition rated by external consultants during revaluation which occurs every five years.

In 2025/2026 the operational budget for waste assets is $878,741.00

Maintenance Work

Maintenance Work is the regular on-going work that is necessary to ensure the asset is as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep asset functional, excluding rehabilitation. These activities are required to ensure that the asset reach their expected useful life with no addition to their existing useful life and typically increases as the assets age. It includes work on an asset where a portion of the asset may fail and need repairs to make it operational again. It may be planned or reactive maintenance work, where works that are programmed, are cyclic in nature and reactive is not programmed and usually reactive such as storm damage or vandalism.

Maintenance may be classified as Planned, Reactive, Specific or Unplanned Maintenance.

Theoretical Useful Life

The **Theoretical Useful Life** of an asset refers to the **expected or estimated duration** that an asset can perform its intended function effectively, before it is considered for replacement or major refurbishment. It is based on general industry standards, manufacturer specifications, and the historical performance of similar assets under typical conditions.

This theoretical value assumes that:

1. **Optimal conditions** for maintenance and operation are maintained throughout the asset's life.
2. The asset will be used in a manner consistent with its design specifications.

The **Theoretical Useful Life** does not account for specific environmental factors, maintenance practices, or usage patterns that may shorten or extend the life of the asset. It is more of a guideline or reference for when major replacements, refurbishments, or evaluations of the asset's performance should occur. Council has adopted useful life for all major waste assets, as shown in Table 4.

Table 4: Waste Asset Assigned Useful Life

Asset Class	Component	Useful Life
Buildings	Sub-structure	50
Buildings	Super structure	50
Buildings	Finishes	15
Buildings	Fittings	10
Buildings	Services	25
Buildings	Finishes	9
Internal Road	Formation	100
Internal Road	Pavement	20
Internal Road	Wearing Surface	15
Fencing	External Chain Fence	50

Planned Maintenance

Planned Maintenance falls into three categories:

1. Periodic Maintenance – also known as routine maintenance necessary to ensure the reliability or to sustain the design life of an asset.
2. Predictive Maintenance – condition monitoring activities used to predict failure.
3. Preventive Maintenance – maintenance that can be initiated without routine or continuous checking and is not condition based.

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management supervisory directions.

Specific Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance planning.

Unplanned Maintenance (due to breakdown)

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Asset Disposal

The Disposal lifecycle involves identifying costs associated with decommissioning assets when they are taken out of service. This includes activities such as selling, demolishing, or relocating assets. Assets rated in poor condition (Condition 5) with no recent community usage, and determined unnecessary through analysis and cost assessment, may be deemed redundant and recommended for disposal pending approval from the General Manager and Council. By conducting thorough asset evaluations, the Council identifies surplus or underutilised assets, such as excess land, which can generate revenue upon sale. Furthermore, selling such assets reduces ongoing maintenance costs, offering additional financial benefits to the Council.

7. Levels of Service

Council is responsible for providing safe, reliable, cost-effective customer focused services that enhance the environment and caters for the sustainable growth of the Shire.

Community Levels of Service

Community Levels of Service focus on the service outcomes that the community expects from waste infrastructure in terms of safety, quality, quantity, reliability, responsiveness, cost-effectiveness, and legislative compliance. These levels of service are critical in ensuring that waste assets meet the needs of the community while maintaining operational efficiency and sustainability.

For waste assets, the key community levels of service are shown in Table 5.

Table 5: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide safe uninterrupted services
Function	Ensure the services meet regulatory requirements (including department of Health, Environmental legislation, Local Government Act.
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate services to meet user requirements
Function/Accessibility	Ensure services are available to all occupied properties as appropriate
Cost Effectiveness	Provide services in a cost-effective manner
Safety	Effectiveness of WHS programs and Work Method Statements/Standard Operating Procedures

Intervention Levels

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Condition Assessment & Asset Performance Guidelines

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

Table 6: Intervention Levels

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 saved within the Asset Register and is updated in line with asset condition assessments.

Performance Measures

The Key Performance Measures (KPMs) are shown in Table 7.

Table 7: Key Performance Measures - Waste Assets

Key Performance Measure	Capability Consideration	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Service (4 years)
Community Levels of Service						
Quality	Environmental / Health & Safety	Rubbish is collected without spillage or damage to property	Customer Service requests	<2 complaints per quarter	Satisfactory	Excellent to Good
Function	Health & Safety	Rubbish is collected to schedule	Customer requests relating to missed collection	Zero reported incidences	Satisfactory	Excellent to Good
Safety	Health & Safety	Service is safe and free from hazards	Reported accidents	Zero reported accidents	Satisfactory	Excellent to Good

Key Performance Measure	Capability Consideration	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Service (4 years)
Technical Levels of Service						
Condition	Health & Safety	Machinery is reliable and well maintained	Machine availability	100% compliance with schedule	Satisfactory	Excellent to Good
Accessibility	Infrastructure	Provision of waste collection	Percentage of properties unable to be collected due to accessibility	99.9% compliance	Satisfactory	Excellent to Good
Cost Effectiveness	Operational	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory	Excellent to Good
Safety	Health & 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	Excellent to Good

8. Future Demand Forecasts

New works encompass projects that either establish entirely new assets or enhance existing ones beyond their current capabilities. These initiatives may arise from factors such as growth, societal demands, regulatory requirements, or environmental considerations.

Demand Drivers

Demand drivers can be broadly divided into two categories:

- Demand for increased levels of service such as improvements to network capacity; and
- Increased costs from creation or acquisition of new assets.

Demand Forecast

Narromine Shire's population is projected to grow by approximately 450 people by 2032, based on updated advice from the Department of Planning and the Australian Bureau of Statistics. This growth projection, which builds on a 2021 base population of 6,448, reflects developments such as the Inland Rail and Tomingley Gold projects, along with planned housing infrastructure. However, it is important to note that some large projects have been delayed, and the Renewable Energy Zone (REZ) was not initially factored into earlier projections.

In addition to the growth in Narromine, the townships of Trangie and Tomingley are also experiencing changes in population. Trangie's population, recorded at 1,340 in 2021, is expected to see moderate growth, although its future population is influenced by the pace of local development. Tomingley, which had a population of 342 in 2021, is anticipated to grow as mining projects, particularly the local gold mine, continue to drive demand for housing and services in the area.

The construction phase of the REZ and other large infrastructure projects is expected to result in a temporary population surge of up to 1,200 people, which will significantly impact local services, particularly waste supply. This influx will occur over approximately four years during peak construction, putting pressure on waste infrastructure across the Shire. The existing waste system is not designed to support such a large, short-term increase in demand, highlighting the need for strategic planning and potential upgrades to accommodate both the steady growth and the temporary increase in population due to these large-scale projects.

Anticipated Changes in Customer Expectations

Based on past experience, community expectations regarding quality, delivery, and cost-effectiveness of Council services tend to rise over time, especially in areas affecting risk. While specific data on community expectations for community service levels is limited over the duration of this AMP, it is reasonable to anticipate that expectations will not diminish during this period.

Demand Impacts on Assets

A steady increase in development across the Narromine LGA, coupled with a significant rise in the temporary population, will drive greater demand for Council services. To effectively accommodate this growth, all services must be flexible and capable of rapid expansion to meet the needs of the increasing temporary workforce and broader community. Council must proactively assess future service requirements to ensure sustainable and uninterrupted service delivery.

9. Asset Monitoring and Demand Management

The AMP aims to enhance our understanding and management of assets. It is designed to ensure continuous improvement in asset management processes and procedures, with clear mechanisms for monitoring and measuring progress. This plan is essential for maintaining a steady pace of improvement and ensuring that our asset management practices consistently move in the right direction, fostering ongoing enhancement in our operations.

Accounting/ Financial Systems

Council uses an application called Authority for its core Financial Management. The financial system is managed by Council's Finance and Corporate Strategy Department. Financial reporting is to follow the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards.

Asset Management Information System (AMIS)

Council utilises the Asset Management System 'Authority" and "REFLECT" with the following functionality:

- Asset Register;
- Capital Values;
- Defect Management;
- Customer Request Management;
- Asset capitalisation;
- Inspection/defect logging;
- Store dimension/ numeric data;
- Historic information about each assets condition, work and valuation;
- Valuation and depreciation;
- Condition or failure mode ratings;
- Maintenance management with periodic/cyclic scheduling; and
- Producing work order.

Geographical Information System (GIS)

Geographic Information Systems (GIS) play a vital role in asset management by providing spatial analysis and visualisation capabilities that enhance the planning, operation, and maintenance of infrastructure. By integrating GIS, asset managers can:

- **Asset Mapping and Inventory** – Create detailed maps and inventories of infrastructure assets such as pipelines, valves, pumps, and treatment facilities. GIS enables precise geographic location tracking and asset attributes, improving efficiency in asset management.
- **Spatial Analysis and Planning** – Identify patterns, relationships, and trends within asset data that are not evident in non-spatial formats. This aids in strategic decision-making and long-term infrastructure planning.
- **Risk Assessment and Management** – Utilise spatial data to identify areas at risk from natural disasters, climate change, and other hazards. GIS supports risk assessments, mitigation strategies, and emergency response planning, ensuring infrastructure resilience and reliability.
- **Maintenance and Operations** – Improve maintenance scheduling and management by providing spatial context for work orders, inspections, and repairs. GIS optimises resource allocation, reducing travel time and operational costs.
- **Public Engagement and Transparency** – Create interactive maps and dashboards to inform stakeholders and enhance public engagement. GIS promotes transparency by providing accessible and easily understood information on infrastructure projects.
- **Regulatory Compliance and Reporting** – Ensure compliance with regulatory requirements through accurate and comprehensive spatial data, supporting audits and reporting processes.

The integration of GIS into asset management systems enhances decision-making, reduces costs, improves service delivery, strengthens regulatory compliance, and ensures the long-term sustainability of infrastructure assets.

Hydraulic Model – Waste and Sewer

Hydraulic models are essential for optimising the performance, maintenance, and expansion of waste and sewer systems. By simulating waste flow behaviour within infrastructure, these models provide critical insights that support data-driven decision-making. Within the Asset Management Framework, hydraulic modelling serves several key functions:

- **System Analysis and Design** – Evaluates current system performance, identifying inefficiencies, capacity constraints, and potential failure points to guide infrastructure improvements.
- **Development Impact Assessment** – Integrates proposed developments with the existing network, allowing engineers to assess the impact of new projects and ensure sustainable growth.
- **Operational Optimisation** – Supports real-time and long-term adjustments to improve efficiency, reduce energy consumption, and enhance overall system performance.
- **Maintenance Planning** – Identifies areas requiring preventive maintenance or upgrades, reducing unexpected failures and extending asset lifespan.

- **Emergency Response Planning** – Simulates various failure scenarios to develop response strategies, improving resilience against system disruptions.
- **Regulatory Compliance and Reporting** – Assists in meeting compliance standards by providing accurate performance data for audits and reporting.

By leveraging hydraulic models alongside asset management principles, Narromine Shire Council can improve service reliability, optimise costs, enhance regulatory compliance, and develop effective capital, maintenance, and operational programs. This approach strengthens infrastructure sustainability while maintaining the Council's reputation for service excellence within the community.

10. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 8.

Table 8: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out the role, purpose, responsibilities, and powers of local governments, including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property, Plant & Equipment, requires that waste infrastructure assets be valued and reported in the annual accounts, including depreciation value (i.e. the rate at which these assets wear out).
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and ensures coordination among various levels of government to manage waste resources and infrastructure effectively.
Protection of the Environment Operations Act 1997	Defines Council's responsibility and powers in managing local environmental matters, including the protection of waste quality and ensuring sustainable waste management practices.
Local Government (General) Regulations 2021	Determines developer charges for waste infrastructure, ensuring costs related to waste supply and waste management are adequately funded.
Independent Pricing and Regulatory Tribunal Act 1992	Grants powers to the Independent Pricing and Regulatory Tribunal (IPART) to inquire into and regulate prices, including waste service charges, and to develop consistent pricing principles for waste services.
Soil Conservation Act 1938	Conserves soil and waste resources, promotes sustainable management of waste supplies and protection of waste course environments to prevent degradation.
Catchment Management Act 1989	Coordinates activities within catchment areas, with implications for managing river waste quality and quantity. Includes requirements for ongoing catchment management plans.

Waste Management Act 2000	Provides for the sustainable and integrated management of waste sources, waste rights, licenses, and allocations, ensuring adequate waste resources for future needs.
Public Health Act 2010	Aims to prevent the spread of disease, ensure proper effluent disposal methods, and guarantee the delivery of safe drinking waste to the community.
NSW Public Health Regulation 2012	Part 5 outlines safety measures for drinking waste to ensure waste quality is maintained and health risks are minimised in public waste supply systems.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure the health, safety, and welfare of employees and others involved in waste infrastructure maintenance, management, and operation.
Civil Liability Act 2002	Principles concerning resources responsibilities etc of public authorities.

11. Risk Management

Council is committed to a structured and systematic approach to risk management, allocating resources to implement a comprehensive Risk Management Program. This program integrates risk management principles across all Council operations, ensuring a proactive and resilient approach to risk. Through this commitment, Council aims to:

- Enhance the likelihood of achieving strategic and operational objectives;
- Foster a culture where all employees actively participate in risk management;
- Encourage proactive identification and mitigation of risks;
- Strengthen the ability to identify and respond to opportunities and threats;
- Build stakeholder confidence and trust in Council's operations;
- Improve financial stability and minimise potential losses; and
- Enhance overall organisational performance.

Council prioritises the identification, elimination, and mitigation of risks associated with its operations wherever reasonably practicable.

12. Improvement Plan

The waste infrastructure improvement plan is shown in Table 9. The improvement plan is categorised by the following types:

- Legislative: compliance requirements
- Performance: development of existing asset principles associated performance of assets and staff
- Knowledge: based on improvement of asset knowledge base or development of existing asset knowledge base
- Service Focused: improvements associated with the development of services
- Skills: any staff skill improvements, including training.

Table 9: Waste Assets Asset Management Improvement Plan

	Type	Task	Priority	Expected Completion
1	Legislative	Revaluation of Assets	1	2026/27
2	Performance	Review Renewal of all Assets	1	2025/26
3	Knowledge	Update Asset Register	3	Ongoing
4	Knowledge	Finalise Maintenance Program	2	2025/26
5	Knowledge	Input Maintenance Program into AMS	2	2025/26
6	Performance	Maintain Levels of Service	3	Ongoing
7	Knowledge	Develop 10 Year Plans	3	Ongoing
8	Performance	Review Inspection Procedures	2	Complete
9	Knowledge	Update Attributes in AMS	3	Ongoing
10	Service Focus	Review Levels of Service	2	2025/26
11	Service Focus	LOS Performance Measurement	1	Ongoing
12	Skills	Development of an Operational Staff skills matrix	2	2025/26
13	Performance	Risk Management Plan for Water Assets	1	Ongoing
14	Performance	Align AMP with Business Continuity Plan	5	As required
15	Legislative	Review of existing inspections program and compliance with Legislation	1	2025/26
16	Knowledge	Ensure all assets are included in the GIS system	4	2025/26
17	Knowledge	Review Narromine Waste Strategy	1	2025/26
18	Knowledge	REFLECT Defect Management System completion	1	2025/26

Annexure A - Long Term Financial Plan

WASTE INFRASTRUCTURE	1	2	3	4	5	6	7	8	9	10	11
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
LIFE CYCLE RENEWAL											
Narromine Waste Depot Buildings - - General Capital Repairs		11,255		11,941		12,668		13,439			
Narromine Waste Depot Road - Reseal							13,798				
Narromine Waste Depot Road - Pavement - Gravel Resheet				5,970							
Narromine Waste Depot Security - CCTV - Upgrade	5,000		10,000		6,149						
Narromine Waste Depot Security - Fencing - Upgrade	50,000								13,439		
Narromine Waste Depot - Gravel southern fire road (utilise onsite concrete)	15,000										
Trangie Waste Depot Buildings - - Capital Repairs			14,100					16,346			
Trangie Waste Depot Road - Pavement - Gravel Resheet							6,922				
Trangie Waste Depot Security - CCTV - Upgrade			5,796					6,720			
Trangie Waste Depot Security - Fencing - Upgrade									6,720		
Tomingley Waste Depot Road - Pavement - Gravel Resheet			3,377					3,914			
Tomingley Waste Depot Security - Fencing - Upgrade									9,980		
Trange Waste Depot - Closure works		300,000	300,000								
Major Upgrade Works - All facilities				350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
NEW ACQUISITIONS											
Office & Amenities - Narromine	100,000										
Litter Fence - Narromine (waiting on grant funding)	30,000										
Narromine - Traffic management and public access signage	5,000							6,720			
Fencing front paddock (crown lands) - Narromine	55,000										
Trash Screen Mobile Plant - Narromine							24,725				
Shed Extension - Narromine		47,450									
Hard Stand - Narromine			101,593								
Irrigation Upgrade - Narromine	45,000				45,321						
Trees for Perimeter - Narromine		12,000									
Deliver LTMP - Narromine		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Acquisition of Crown Land (landfill expansion) - Narromine		2,500	2,500	2,500							
Solar Panels and Battery Installation for office - Tomingley and Trangie	35,000										
Irrigation Upgrade - Trangie			24,597								
Trees for Perimeter - Trangie				25,000						6,720	6,720
Cyclic Signage Management - Trangie									6,720		
Transfer Station Design + Public consultation - Trangie	30,000										
Transfer Station Rehabilitation - Trangie (awaiting grant funding - potentially $100k/year)	200,000	250,000	250,000								
CCTV Installation - Tomingley	5,000										
Total Budget Cost	**$ 575,000.00**	**$ 628,205.00**	**$ 716,963.00**	**$ 400,411.00**	**$ 406,470.00**	**$ 367,668.00**	**$ 400,445.00**	**$ 402,139.00**	**$ 391,859.00**	**$ 361,720.00**	**$ 361,720.00**

Narromine
SHIRE COUNCIL

Asset Management Plan

Parks, Recreation & Gardens

July 2025

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1. Executive Summary

This Asset Management Plan (AMP) provides the strategic framework for the management of Narromine Shire Council's parks, recreation and garden facilities, which include community buildings, parks, gardens and public amenities. These assets are vital in enhancing the social, cultural, and recreational well-being of the community, ensuring that residents have access to well-maintained, safe, and functional facilities.

The primary goal of this AMP is to establish a proactive and sustainable approach for managing these assets throughout their lifecycle. By implementing a systematic asset management strategy, Council aims to maintain the performance, reliability, and cost-effectiveness of these facilities while managing risks and controlling costs. The AMP ensures that these assets can meet both current and future community needs, complying with all relevant regulatory requirements and environmental considerations.

This AMP emphasises the importance of enhancing the resilience and sustainability of community and recreational infrastructure, ensuring that it continues to serve the needs of both present and future generations. By aligning asset management practices with the Council's strategic objectives and community priorities, this plan aims to deliver reliable, efficient, and accessible services for the residents. This document serves as a guide for decision-making and resource allocation, supporting Council in achieving infrastructure stewardship, service excellence, and overall community well-being.

Council's vision is to provide the residents of Narromine, Trangie, and Tomingley with safe, accessible, and well-maintained parks, recreation and garden facilities, meeting the expectations of the community. The facilities will operate in accordance with statutory and regulatory standards set by the NSW Department of Planning and Environment, local regulations, and other relevant bodies. It is Council's objective to ensure these assets are functional, cost-effective, and sustainable, both now and into the future.

The current parks, gardens and recreational facilities have a Gross Carrying Value (GCV) of approximately $37,396,426.50 , which represents the initial cost or replacement value of the assets. The Net Carrying Value (NCV), accounting for depreciation, stands at $24,930,951.00 . These assets account for 6.5% of the total value of Council's assets, with a total replacement value of $49,861,902.00

This AMP should be considered alongside related planning documents, including the Narromine Shire Council Community Strategic Plan, Delivery Program, Operational Plan, and Asset Management Strategy, to ensure alignment with the broader objectives of Council and the community.

2. Objectives and Stakeholders

Council provides essential services to its community, many of which rely on community and recreational infrastructure assets. The primary goal in managing these assets is to deliver services that meet the defined level of service in the most cost-effective and sustainable manner, benefiting both current and future residents.

Council aims to optimise the quality and availability of community and recreational facilities, ensuring that the infrastructure is capable of meeting both present and future demand while minimising disruptions and improving operational efficiency.

The AMP emphasises the importance of resilience and sustainability in community and recreational facilities infrastructure. By applying lifecycle management principles, Council aims to extend the lifespan of its assets, reduce long-term maintenance costs, and minimise environmental impacts. This approach includes proactive maintenance, timely asset renewals, and strategic investments in upgrades to enhance the reliability and capacity of the network as community needs evolve.

Financial sustainability is a cornerstone of effective asset management. The AMP incorporates sound financial planning and budgeting, forecasting long-term funding needs, and prioritising investments in critical community and recreational facilities infrastructure. Additionally, Council explores innovative funding solutions to support ongoing maintenance, upgrades, and development, ensuring the continued delivery of high-quality services to the community.

Stakeholders

The stakeholders identified for this plan and its implementation are, but are not limited to:

- Customers – landowners within the Narromine Local Government Area
- The Community – Ratepayers, Businesses, etc;
- Developers;
- Regulators;
- Councillors; and
- Council Staff.

Plan Framework

The key elements of the plan are:

- Levels of Service;
- Future Demand;
- Life Cycle Management;
- Financial Summary;
- Asset Management Practices;
- Monitoring; and Operational Management of Risk
- Asset Management Improvement Plan.

The overarching asset management framework is shown in Figure 1.

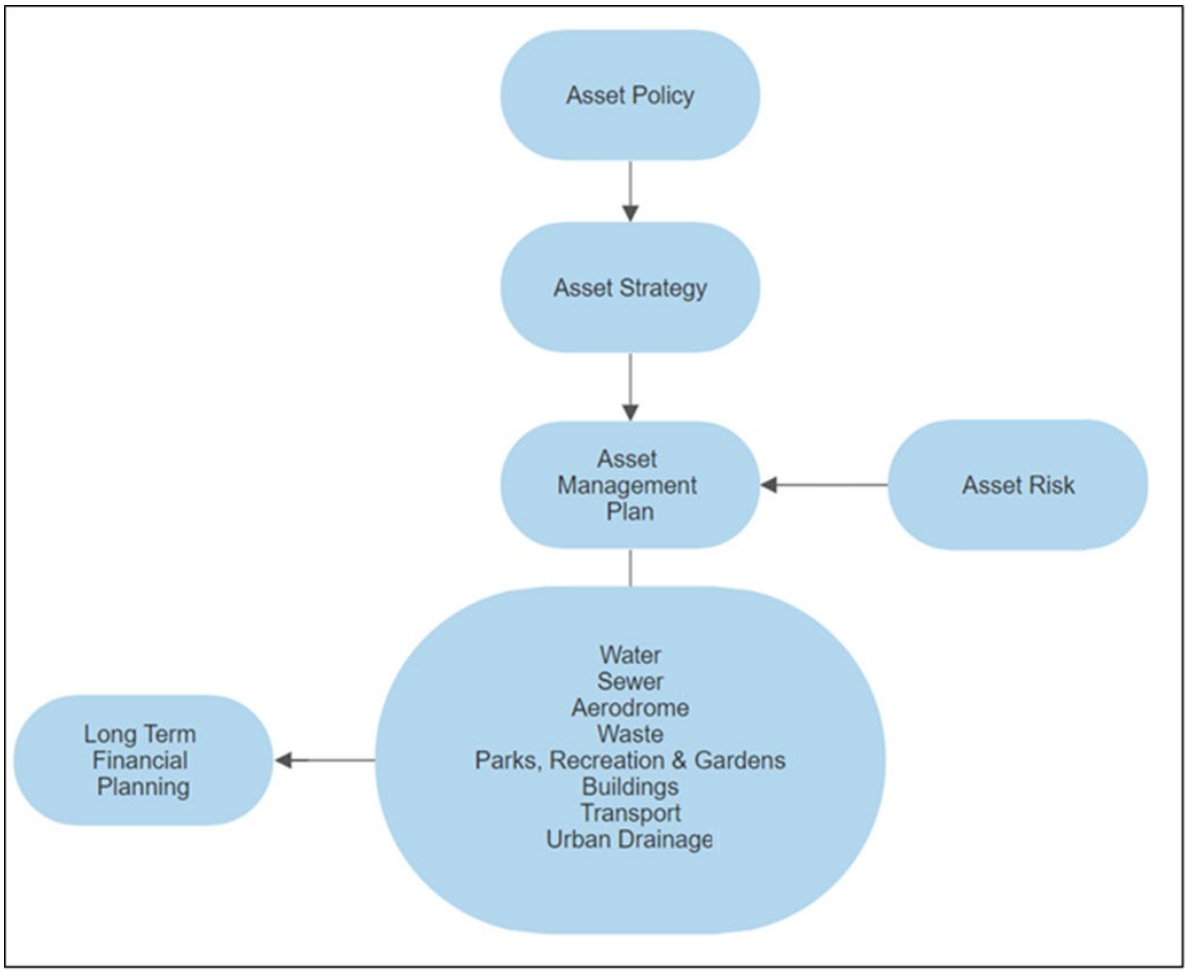

Figure 1: Asset Management Framework

Council Commitment

Council aims to provide the following for its parks, gardens and recreational facilities infrastructure:

1. Reliable services: provide high-quality services that are safe, reliable, and sustainable while ensuring compliance with all legislative and regulatory requirements.
2. Operational Excellence and Compliance: Operate, maintain, renew, and upgrade community and recreational facilities infrastructure to meet statutory obligations, regulatory standards, and service level agreements. This includes ensuring the reliability and performance of all community and recreational facilities infrastructure assets.
3. Long-Term Sustainability: Within a 10-year planning horizon and beyond, continue implementing relevant strategies and long-term plans to ensure the sustainability of the community and recreational facilities business. This includes optimising operational efficiencies, enhancing service delivery, and planning for future demand and infrastructure growth.

Council is committed to achieving these objectives through effective asset management practices that prioritise both current and future community needs.

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 and investment.

Council will continue to apply for funding from various agencies for asset renewal, replacement or upgrades as funding opportunities become available.

Monitoring and Review Procedures

This AMP will be reviewed annually during budget preparation. It will be updated to reflect any significant changes in service levels or available resources resulting from budget decisions.

3. Strategic and Corporate Goals

In managing recreational facilities such as public swimming pools, Council acknowledges its obligations under the Civil Liability Act 2002 (NSW), particularly Sections 42, 42C, and 43. These provisions recognise that public authorities must allocate resources responsibly while balancing a broad range of community needs. Council's asset management decisions—including inspection, maintenance, and renewal programs—are informed by documented policies and a risk-based approach. This ensures that available resources are used effectively and in alignment with the statutory protections provided to councils acting in good faith within financial and operational constraints.

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.

4. Stakeholder Management

Council has a number of methods for collecting feedback on its performance in managing assets. These have been used to measure customer expectations and include:

- Community surveys;
- Informal feedback from stakeholders;
- Community service requests and customer request management.

The table below describes stakeholder roles and responsibilities.

Table 1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	• Have a say in proposed strategy	• This Strategic plan is a communication tool and a way to a sustainable fair network, without burdening residents, business, or industry.	Councillor Workshop, and community consultation
Residents	• Have a say in proposed strategy • Perception of fairness • Getting value for money		Community consultation

State Government	• Regulation	• 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.	Provision of Capital Funding via Grants
Council Indoor Staff	• Have a say in proposed strategy, • Minimal additions to current workloads		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	• Have a say in proposed strategy, • Structured programs • Want to understand place in process		Team leader workshops Engineering and Assets team reviews

5. Description of Asset Portfolio

Council supplies recreational and community facilities infrastructure and services to the townships of Narromine, Trangie and Tomingley.

In Narromine, Trangie and Tomingley, there are currently a wide range of facilities open to the public which include parks, ovals, sports complexes, racecourses and showgrounds to name a few. The supply of recreational and community facilities services is critical to the community especially in terms of public health and wellbeing. It is critical that systems do not deteriorate to a level where community users are at risk or compromised.

In summary, the recreational and community facilities comprise of the following major assets:

- Cemeteries
- Sports Complex
- Parks
- Ovals
- Gardens
- Sports Grounds
- Swimming Pools
- Showgrounds

A breakdown of the major community and recreational facilities assets, within the Shire of Narromine, is given in Table 2.

Table 2: Breakdown of Major Community and recreational facilities Assets

Asset Description	Unit of Measurement	Units	Average Asset Age (Years)
Cemeteries	Ea.	2	NA
Sports Complex	Ea.	1	35
Parks	Ea.	13	NA
Ovals (excl. Sporting Ovals)	Ea.	3	NA
Sports Grounds	Ea.	2	NA
Aquatic Centres	Ea.	2	2
Showground and Racecourses	Ea.	2	20

While several assets have been renewed as part of an ongoing asset renewal or replacement program, some assets are nearing their end of theoretical useful life and will require replacement or renewal. Development pressures due to growth, puts further additional strain on existing assets.

6. Lifecycle Management Activities

Life cycle costs, or whole-of-life costs, represent the total average costs required to maintain the service levels for the community and recreational facilities infrastructure over the life of the assets. These costs include operational expenses, maintenance, and asset depreciation. The comparison between life cycle costs and life cycle expenditure provides insight into the financial sustainability of community and recreational facilities services. If the life cycle expenditure is less than the life cycle costs, it suggests that future funding needs may require adjustment. This may include increasing outlays or reducing service levels, which can affect the long-term sustainability of the community and recreational facilities service.

Life cycle expenditures, which include operating, maintaining, and capital expenditure, can experience volatility, especially due to timing differences in capital works. Sharp increases in capital expenditure during asset renewal or upgrade phases can lead to peaks in costs, affecting the financial planning process.

A life cycle gap occurs when there is a shortfall between life cycle costs and life cycle expenditure. A positive gap indicates a surplus reserve, while a negative gap signals a potential funding gap. Identifying and addressing this gap through strategic planning helps ensure that community and recreational facilities services can be provided sustainably. If funding is not available, the following strategies may be employed to bridge the gap:

- Reducing service levels for capital, maintenance, or operational costs
- Selling disused assets
- Securing grant funding
- Increasing revenue generation
- Leveraging improved technology
- Reducing service requirements

Funding Strategy

Projected expenditures for community and recreational facilities infrastructure will be funded through a combination of future operating and capital budgets, reserves, and grant funding. The detailed funding strategy is outlined in Council's 10-year long-term financial plan, which considers the financial sustainability of the community and recreational facilities system while aligning with broader organisational goals.

Key Assumptions Made in Financial Forecasts

The financial forecasts within this AMP are based on several key assumptions to ensure accurate predictions of future operating and capital expenditures, asset values, depreciation expenses, and carrying amounts. These assumptions are:

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations governing community and recreational facilities infrastructure will not require significant changes to operations.
- The operating environment—physical, demographic, and technical—will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

These assumptions provide a foundation for the financial forecasts and enable the organisation to anticipate and plan for any necessary adjustments in community and recreational facilities asset management.

Capital Expenditure

Capital Works encompass the acquisition activities involving the creation, renewal, upgrading, and disposal of assets within the planning period. This includes assets acquired through purchase, construction, or contributions. Expenditure is categorised into new, upgrade or expansion and renewal.

New / Upgrade / Expansion

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. These proposals are inspected and evaluated 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.

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

Capital Renewal Asset

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

It is expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. Renewal activities allow the service to continue to be used after the original asset has reached the end of its useful life. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.

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.

Assets requiring renewal are identified from one of three methods:

1. Method 1: Asset Register data is used to project the renewal costs for renewal years using acquisition year and useful life, or
2. Method 2: Capital renewal expenditure projections from external condition modelling systems
3. Method 3: Combination of average network renewals plus defect repairs

Method 1 is the primary method of renewal identification within Council, in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the relevant Standards and Specifications.

Operational

Operational activities are regular activities required to continuously provide Council services including inspections, electricity costs, fuel and overheads.

Asset Inspections

Inspections can be in the form of condition, compliance, operational, project etc. Asset Management principles focus on the condition inspections for programming and monitoring as other areas, staff and positions within Council are responsible for the delivery and reporting of other inspections associated with operations and delivery. Parks, Recreation & Gardens facilities condition inspections are summarised in Table 3.

Table 3: Summary of asset inspections

Inspection	Frequency
Sporting Ovals – lawn	Weekly
Sporting ovals – fencing and buildings	Quarterly
Community amenities	quarterly
Buildings	6-monthly
Community facilities	6-monthly
CCTV systems	6-monthly (or as required)
Swimming Pools	Annually
Playgrounds	6-monthly

All assets are reviewed and condition rated by external consultants during revaluation which occurs every five years.

In 2025/2026 the operational budget for parks, recreation and garden assets is $1,015,920.00.

Maintenance Work

Maintenance Work is the regular on-going work that is necessary to ensure the asset is as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functional, excluding rehabilitation. These activities are required to ensure that the assets reach their expected useful life with no addition to their existing useful life and typically increases as the asset ages. It includes work on an asset where a portion of the asset may fail and need repairs to make it operational again. It may be planned or reactive maintenance work, where works that are programmed, are cyclic in nature and reactive is not programmed and usually reactive such as storm damage or vandalism.

Maintenance may be classified as Planned, Reactive, Specific or Unplanned Maintenance.

Theoretical Useful Life

The **Theoretical Useful Life** of an asset refers to the **expected or estimated duration** that an asset can perform its intended function effectively, before it is considered for replacement or major refurbishment. It is based on general industry standards, manufacturer specifications, and the historical performance of similar assets under typical conditions.

This theoretical value assumes that:

1. **Optimal conditions** for maintenance and operation are maintained throughout the asset's life.
2. The asset will be used in a manner consistent with its design specifications.

The **Theoretical Useful Life** does not account for specific environmental factors, maintenance practices, or usage patterns that may shorten or extend the life of the asset. It is more of a guideline or reference for when major replacements, refurbishments, or evaluations of the asset's performance should occur. Council has adopted useful life for all major community and recreational facilities assets, as shown in Table 4.

Table 4: Community and recreational facilities Asset Assigned Useful Life

Asset Class	Sub-Asset Class	Component	Theoretical Useful Life (Years)
Recreational & Community Facilities	Buildings	Sub-structure	50
Recreational & Community Facilities	Buildings	Super structure	50
Recreational & Community Facilities	Buildings	Finishes	15
Recreational & Community Facilities	Buildings	Fittings	10
Recreational & Community Facilities	Buildings	Services	25
Recreational & Community Facilities	Buildings	Finishes	9
Recreational & Community Facilities	Internal Road	Formation	100
Recreational & Community Facilities	Internal Road	Pavement	20
Recreational & Community Facilities	Internal Road	Wearing Surface	15
Recreational & Community Facilities	Fencing	External Chain Fence	50
Recreational & Community Facilities	Play Equipment		25
Recreational & Community Facilities	Furniture	BBQ	5

Recreational & Community Facilities	Furniture	Benching	25
Recreational & Community Facilities	Pumps		20
Recreational & Community Facilities	Pool Liner		50
Recreational & Community Facilities	Culverts		50
Recreational & Community Facilities	Artificial Turf		5
Recreational & Community Facilities	Shade Structure		10
Recreational & Community Facilities	Protective Coating of Surface		20
Recreational & Community Facilities	Basketball Ring		20

Planned Maintenance

Planned Maintenance falls into three categories:

1. Periodic Maintenance – also known as routine maintenance necessary to ensure the reliability or to sustain the design life of an asset.
2. Predictive Maintenance – condition monitoring activities used to predict failure.
3. Preventive Maintenance – maintenance that can be initiated without routine or continuous checking and is not condition based.

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management supervisory directions.

Specific Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance planning.

Unplanned Maintenance (due to breakdown)

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Asset Disposal

The Disposal lifecycle involves identifying costs associated with decommissioning assets when they are taken out of service. This includes activities such as selling, demolishing, or relocating assets. Assets rated in poor condition (Condition 5) with no recent community usage, and determined unnecessary through analysis and cost assessment, may be deemed redundant and recommended for disposal pending approval from the General Manager and Council. By conducting thorough asset evaluations, the Council identifies surplus or underutilised assets, such as excess land, which can generate revenue upon sale. Furthermore, selling such assets reduces ongoing maintenance costs, offering additional financial benefits to the Council.

7. Levels of Service

Council is responsible for providing safe, reliable, cost-effective customer focused services that enhance the environment and caters for the sustainable growth of the Shire.

Community Levels of Service

Community Levels of Service focus on the service outcomes that the community expects from parks, recreation and gardens infrastructure in terms of safety, quality, quantity, reliability, responsiveness, cost-effectiveness, and legislative compliance. These levels of service are critical in ensuring that community and recreational facilities assets meet the needs of the community while maintaining operational efficiency and sustainability.

For parks, recreation and garden assets, the key community levels of service targets are shown in Table 5.

Table 5: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Deliver quality, safe services
Function	Ensure the services meet regulatory requirements (including department of Health, Environmental legislation, Local Government Act).
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate services to meet user requirements
Function/Accessibility	Ensure services are available to all occupied properties as appropriate
Cost Effectiveness	Provide services in a cost-effective manner
Safety	Effectiveness of WHS programs and Work Method Statements/Standard Operating Procedures

Intervention Levels

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Condition Assessment & Asset Performance Guidelines

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

Table 6: Intervention Levels

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 saved within the Asset Register and is updated in line with asset condition assessments.

Performance Measures

Key Performance Measures (KPMs) are shown in Table 7.

Table 7: Key Performance Measures – Parks, Recreation & Gardens Assets

Key Performance Measure	Capability Consideration	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Service (4 years)
COMMUNITY LEVELS OF SERVICE						
Quality	Operational	Provide clean accessible well-maintained recreational services	Customer services requests/complaints, customer surveys	<5 complaints per month	Satisfactory	Excellent to Good
Function	Operational / Health & Safety	Recreation Facilities are fit for purpose, meet users' requirements & industry standards	Customer service requests/complaints, customer surveys	< 2 complaints per month	Satisfactory	Excellent to Good
Safety	Health & Safety	Provide safe suitable facilities, free from hazards	Reported accidents	Zero reported accidents	Satisfactory	Excellent to Good

TECHNICAL LEVELS OF SERVICE						
Condition	Operational	Recreation Facilities functionality is not compromised by condition	Regular condition inspections	Allocate appropriate funding and resources	Satisfactory	Excellent to Good
Function /Accessibility	Operational	Legislative compliance	Provide access and service for all user groups	100% compliance	Satisfactory	Excellent to Good
Cost Effectiveness	Operational	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory	Excellent to Good
Safety	Health & 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	Excellent to Good

8. Future Demand Forecasts

New works encompass projects that either establish entirely new assets or enhance existing ones beyond their current capabilities. These initiatives may arise from factors such as growth, societal demands, regulatory requirements, or environmental considerations.

Demand Drivers

Demand drivers can be broadly divided into two categories:

- Demand for increased levels of service such as improvements to network capacity; and
- Increased costs from creation or acquisition of new assets.

Demand Forecast

Narromine Shire's population is projected to grow by approximately 450 people by 2032, based on updated advice from the Department of Planning and the Australian Bureau of Statistics. This growth projection, which builds on a 2021 base population of 6,448, reflects developments such as the Inland Rail and Tomingley Gold projects, along with planned housing infrastructure. However, it is important to note that some large projects have been delayed, and the Renewable Energy Zone (REZ) was not initially factored into earlier projections.

In addition to the growth in Narromine, the townships of Trangie and Tomingley are also experiencing changes in population. Trangie's population, recorded at 1,340 in 2021, is expected to see moderate growth, although its future population is influenced by the pace of local development. Tomingley, which had a population of 342 in 2021, is anticipated to grow as mining projects, particularly the local gold mine, continue to drive demand for housing and services in the area.

The construction phase of the REZ and other large infrastructure projects is expected to result in a temporary population surge of up to 1,200 people, which will significantly impact local services, particularly community and recreational facilities supply. This influx will occur over approximately four years during peak construction, putting pressure on community and recreational facilities infrastructure across the Shire. The existing community and recreational facilities system is not designed to support such a large, short-term increase in demand, highlighting the need for strategic planning and potential upgrades to accommodate both the steady growth and the temporary increase in population due to these large-scale projects.

Anticipated Changes in Customer Expectations

Based on past experience, community expectations regarding quality, delivery, and cost-effectiveness of Council services tend to rise over time, especially in areas affecting risk. While specific data on community expectations for community service levels is limited over the duration of this AMP, it is reasonable to anticipate that expectations will not diminish during this period.

Demand Impacts on Assets

A steady increase in development across the Narromine LGA, coupled with a significant rise in the temporary population, will drive greater demand for Council services. To effectively accommodate this growth, all services must be flexible and capable of rapid expansion to meet the needs of the increasing temporary workforce and broader community. Council must proactively assess future service requirements to ensure sustainable and uninterrupted service delivery.

9. Asset Monitoring and Demand Management

The AMP aims to enhance our understanding and management of assets. It is designed to ensure continuous improvement in asset management processes and procedures, with clear mechanisms for monitoring and measuring progress. This plan is essential for maintaining a steady pace of improvement and ensuring that our asset management practices consistently move in the right direction, fostering ongoing enhancement in our operations.

Accounting/ Financial Systems

Council uses an application called Authority for its core Financial Management. The financial system is managed by Council's Finance and Corporate Strategy Department. Financial reporting is to follow the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards.

Asset Management Information System (AMIS)

Council utilises the Asset Management System 'Authority" and "REFLECT" with the following functionality:

- Asset Register;
- Capital Values;
- Defect Management;
- Customer Request Management;
- Asset capitalisation;
- Inspection/defect logging;
- Store dimension/ numeric data;
- Historic information about each assets condition, work and valuation;
- Valuation and depreciation;
- Condition or failure mode ratings;
- Maintenance management with periodic/cyclic scheduling; and
- Producing work order.

10. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 8.

Table 8: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out the role, purpose, responsibilities, and powers of local governments, including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and ensures coordination among various levels of government to manage community and recreational facilities resources and infrastructure effectively.
Protection of the Environment Operations Act 1997	Defines Council's responsibility and powers in managing local environmental matters, including the protection of community and recreational facilities quality and ensuring sustainable community and recreational facilities management practices.
Local Government (General) Regulations 2021	Determines developer charges for community and recreational facilities infrastructure, ensuring costs related to community and recreational facilities supply and waste community and recreational facilities management are adequately funded.
Independent Pricing and Regulatory Tribunal Act 1992	Grants powers to the Independent Pricing and Regulatory Tribunal (IPART) to inquire into and regulate prices, including community and recreational facilities service charges, and to develop consistent pricing principles for community and recreational facilities services.
Soil Conservation Act 1938	Conserves soil and community and recreational facilities resources, promotes sustainable management of community and recreational facilities supplies and protection of community and recreational facilities course environments to prevent degradation.
Catchment Management Act 1989	Coordinates activities within catchment areas, with implications for managing river community and recreational facilities quality and quantity. Includes requirements for ongoing catchment management plans.
Community and recreational facilities Management Act 2000	Provides for the sustainable and integrated management of community and recreational facilities sources, community and recreational facilities rights, licenses, and allocations, ensuring adequate community and recreational facilities resources for future needs.
Public Health Act 2010	Aims to prevent the spread of disease, ensure proper effluent disposal methods, and guarantee the delivery of safe drinking community and recreational facilities to the community.
NSW Public Health Regulation 2012	Part 5 outlines safety measures for drinking community and recreational facilities to ensure community and recreational facilities quality is maintained and health risks are minimised in public community and recreational facilities supply systems.

Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure the health, safety, and welfare of employees and others involved in community and recreational facilities infrastructure maintenance, management, and operation
Civil Liability Act 2002	Principles concerning resources responsibilities etc of public authorities.

11. Risk Management

Council is committed to a structured and systematic approach to risk management, allocating resources to implement a comprehensive Risk Management Program. This program integrates risk management principles across all Council operations, ensuring a proactive and resilient approach to risk. Through this commitment, Council aims to:

- Enhance the likelihood of achieving strategic and operational objectives;
- Foster a culture where all employees actively participate in risk management;
- Encourage proactive identification and mitigation of risks;
- Strengthen the ability to identify and respond to opportunities and threats;
- Build stakeholder confidence and trust in Council's operations;
- Improve financial stability and minimise potential losses; and
- Enhance overall organisational performance.

Council prioritises the identification, elimination, and mitigation of risks associated with its operations wherever reasonably practicable.

12. Improvement Plan

The community and recreational facilities infrastructure improvement plan is shown in Table 9. The improvement plan is categorised by the following types:

- Legislative: compliance requirements
- Performance: development of existing asset principles associated performance of assets and staff
- Knowledge: based on improvement of asset knowledge base or development of existing asset knowledge base
- Service Focused: improvements associated with the development of services
- Skills: any staff skill improvements, including training.

Table 9: Community and recreational facilities Assets Asset Management Improvement Plan

#	Type	Task	Priority	Expected Completion
1	Legislative	Revaluation of Assets	1	2025/26
2	Performance	Review Renewal of all Assets	1	2025/26
3	Knowledge	Update Asset Register	3	Ongoing
4	Knowledge	Finalise Maintenance Program	2	Ongoing
5	Knowledge	Input Maintenance Program into AMS	2	2025/26

6	Performance	Maintain Levels of Service	3	Ongoing
7	Knowledge	Develop 10 Year Plans	3	Ongoing
8	Performance	Review Inspection Procedures	2	Ongoing
9	Knowledge	Update Attributes in AMS	3	Ongoing
10	Service Focus	Review Levels of Service	2	Ongoing
11	Service Focus	LOS Performance Measurement	1	Ongoing
12	Skills	Development of an Operational Staff skills matrix	2	2025/26
13	Performance	Risk Management Plan for Recreational & Community Facilities Assets	1	Ongoing
14	Performance	Align AMP with Business Continuity Plan	5	As required
15	Legislative	Review of existing inspections program and compliance with Legislation	1	2025/26
16	Knowledge	Ensure all assets are included in the GIS system	4	2025/26
17	Knowledge	Determine and input income of Infrastructure into the AMP to determine Return on Asset (ROA)	4	2025/26
18	Knowledge	Develop Master Plan for Dundas Park/Payton Oval	1	In Progress
19	Knowledge	REFLECT Defect Management System completion	1	2025/26

Annexure A - Long Term Financial Plan

RECREATIONAL AND COMMUNITY ASSETS	1	2	3	4	5	6	7	8	9	10	11
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Playground Equipment, including surface replacement											
Argonauts Park Narromine - replace softfall + Equipment	50,000										
Rotary Park Narromine			25,000				75,000				
Dundas Park Narromine - master plan actions (with grant funding)		100,000						50,000			
Commodore Park Narromine		50,000						50,000			
Apex Park Narromine - Court surface replacement (basketball)				80,000					80,000		
Apex Park Narromine - Court surface replacement (netball)				200,000					200,000		
McKinnon Park Narromine		25,000									
Duffy Street Park Narromine					10,000						
Swift Park Trangie						15,000					
Bicentennial Park Trangie							15,000				
Argonauts Park Trangie - new equipment, fencing and softfall	150,000										
Dicken Park Tomingley						15,000					
Eric Woods Park Tomingley								15,000			
General Upgrade Works				400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Landscaping and Park Facilities											
Tom Perry Park Narromine				5,000						5,000	5,000
Argonauts Park Narromine		10,000							5,000		
Rotary Park Narromine						5,000					
Dundas Park Narromine					5,000						
Dundas Park Narromine - Permanent Security + CCTV + solar lighting		50,000	100,000	10,000	5,000						
Commodore Park Narromine			5,000					5,000			
Apex Park Narromine					5,000				5,000		
Tennis Courts and Clubhouse - Narromine											
McKinnon Park Narromine - new softfall barrier	7,000			5,000							
Duffy Street Park Narromine											
Wetlands Narromine - New solar light installation		15,000									
Wetlands Narromine - New gravel footpath at Gainsborough Road Entrance		15,000									
Wetlands Narromine - Ammenities Upgrade				50,000							
Swift Park Trangie						8,000					
Bicentennial Park Trangie											
Swings and shade at Bicentennial Park and installation of BBQ			23,000		15,000						
Screening for Argonaut Park - Trangie		21,000									
LED Display Board - Trangie			30,000								
Trangie Town Signage (Additional signs at main street/ highway junction.)		5,000									
Argonauts Park Trangie - upgrade toilet facilities		130,000									
Dicken Park Tomingley - New softfall border (pre-fab, bolt in)	10,000		5,000								
Eric Woods Park Tomingley							5,000				
Riverside Precinct - Upgrades as per Master Plan (grant funded)	10,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000			
Narromine Tree Installation		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Trangie Tree Installation		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Tomingley Tree Installation		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sporting Fields Renewal											
Cale Oval Narromine	10,000		10,000			10,000			10,000		
Dundas Oval - White Picket Fencing (24/25 project 7.12 contribution)	120,000										
Dundas Oval Narromine											
Payten Oval Narromine - White Picket Fence Replacement (7.12 contribution if available)	150,000										
Payten Oval Narromine		10,000			10,000			10,000			
Noel Powell Oval Narromine		10,000		10,000			10,000			10,000	10,000
Olsen Oval Narromine - irrigation upgrades	30,000										
Burns Oval Trangie	5,000		5,000		5,000		5,000		5,000		
Burns Oval Trangie - water salt management		30,000									
George Weldon Oval Trangie - irrigation pump connection upgrades		15,000									
Tomingley Tennis Courts - Hit Wall	25,000										

Annexure A - Long Term Financial Plan

Narromine Tennis Courts - Hit Wall		25,000									
Narromine Clay Tennis Courts (Change to synthetic)			250,000	50,000							
Dundas Park upgrades (as per Master Plan)		30,000			40,000						
Rotary Park upgrades (as per Master Plan)		25,000			40,000						
Dundas Park Cricket Storage Upgrade - 7.12 Contributions	60,000										
Narromine Gym and Sports Centre											
Toilet Upgrade (new tiles, mirrors, new basins and lockers)		20,000			15,000						
Internal painting		25,000									
Re-lining the lino flooring throughout the foyer and right down to the gym											
Urinal improvements											
Install a better sound system within the gym and stadium (for activities and music)				12,000							
New signage out the front of the stadium (outside)		3,000									
Heating options inside the gyn						25,000					
A split system air-conditioner in the cardio room.					6,000						
Long term: extension to the main gym										500,000	500,000
Installation of Solar Panels on Gym roof (only if grant funding available)		50,000									
Gym Disabled Toilet Floor Replacement			7,500								
Gym Flooring modifications - warm up area (ensure tiles are stuck down)											
Narromine Pool											
Narromine - Pool equipment (pumps and pipes) upgrade	30,000										
Narromine - Remove artificial Grass and install edge delineation	25,000										
Dosing system upgrade			50,000								
New filter bank and building				80,000							
replace shallow-end shade		40,000									
upgrade 50m pool dosing system						23,000					
replace liquid to calcium based dosing						60,000					
repair automatic feature in splash pad							20,000				
connection of backwash tanks to irrigation system								15,000			
Trangie Pool											
Replace Filter	100,000										
Installation of ballast tank and pipework to separate main pool and baby pool.				150,000							
installation of backwash tanks						50,000					
Dosing system upgrade (wifi based)					50,000						
Pool liner installation							250,000				
Pool Painting			20,000			20,000					
Change from hypo to gaseous chlorine dosing system		60,000									
Public Amenities											
Dundas Park - Narromine										15,000	15,000
Rotary Park - Narromine										15,000	15,000
Apex Park - Narromine											
Trangie Truck Stop											
Arganouts Park - Trangie											
Wetlands - Narromine											
Tomingley (Toilets to be installed under the Truck Stop Upgrade Project)											
Narromine Cemetery											
Headstone Slabs			15,000								
Toilet Upgrade	35,000										
Repaint external fence			25,000								
Master Plan Delivery		5,000	5,000	5,000	100,000	5,000	5,000	5,000	5,000	5,000	5,000
Trangie Cemetery											
Headstone Upgrades			5,000				5,000				
Toilet Upgrade									10,000		
Tomingley Cemetery											
Tree planting				5,000				5,000			
Narromine Truck Wash											
Minor Upgrades		3,000		3,000		3,000		5,000			

Annexure A - Long Term Financial Plan

Trangie Truck Wash											
Minor Upgrades				3,000				5,000			
Defibrillators											
Additional New Defibrillators in Trangie		12,000		12,000							
Replacement and upgrade of Defibrillators - various locations			20,000			20,000					
Fowler Engine Restoration											
Rehabilitation and upgrades	5,000	5,000	5,000								
Total Budget Cost	**$ 822,000.00**	**$ 879,000.00**	**$ 695,500.00**	**$ 1,170,000.00**	**$ 796,000.00**	**$ 749,000.00**	**$ 880,000.00**	**$ 655,000.00**	**$ 760,000.00**	**$ 990,000.00**	**$ 990,000.00**

Narromine
SHIRE COUNCIL

Asset Management Plan

Buildings

July 2025

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1. Executive Summary

This Asset Management Plan (AMP) provides the strategic framework for the management of Narromine Shire Council's community and recreational building assets. These assets are essential for providing public services to the community, offering spaces for social, cultural, and recreational activities that contribute to the well-being of residents.

The primary goal of this AMP is to establish a proactive and sustainable approach for managing building assets throughout their lifecycle. By implementing a systematic asset management strategy, Council aims to maintain the performance, reliability, and cost-effectiveness of its buildings while effectively managing risks and controlling costs. The AMP also ensures that the infrastructure can meet both current and future demands, complying with all regulatory requirements and safety considerations.

This AMP emphasises enhancing the resilience and sustainability of community and recreational buildings, ensuring they meet the needs of both present and future generations. By aligning asset management practices with the Council's strategic objectives and community priorities, the plan aims to deliver safe, reliable, and efficient building facilities. This document serves as a guide for decision-making and resource allocation, supporting Council in achieving infrastructure stewardship, service excellence, and overall community well-being.

Council's vision is to provide the residents of Narromine, Trangie, and Tomingley with safe, functional, and well-maintained community and recreational buildings, ensuring that infrastructure meets the expectations of the community. These buildings will operate in accordance with statutory and regulatory standards set by relevant local and state authorities. It is Council's objective to ensure that building assets remain functional, cost-effective, and sustainable, both now and in the future.

Council's buildings have a Gross Carrying Value (GCV) of approximately $33,059,982.45 which represents the initial cost or replacement value of the assets. The Net Carrying Value (NCV), accounting for depreciation, stands at $32,099,061.22 Buildings account for 8.4% of the total value of Council's assets, with a total replacement value of $67,638,043.11

The AMP should be considered alongside related planning documents, such as the Narromine Shire Council Community Strategic Plan, Delivery Program, Operational Plan, and Asset Management Strategy, to ensure alignment with broader organisational and community objectives.

2. Objectives and Stakeholders

The primary goal in managing building assets is to meet the defined level of service in the most cost-effective and sustainable manner for both current and future consumers.

Council aims to optimise building quality and availability, ensuring that infrastructure is capable of meeting both present and future demand while minimising disruptions and improving operational efficiency.

The AMP emphasises the importance of building infrastructure resilience and sustainability. By applying lifecycle management principles, Council strives to extend the life of its building assets, reduce long-term maintenance costs, and minimise environmental impacts. This approach includes proactive maintenance strategies, timely asset renewals, and strategic investments in upgrades to enhance the reliability and capacity of the building network as the community's needs grow.

Financial sustainability is central to the effective management of building assets. The AMP incorporates sound financial planning and budgeting practices, forecasting long-term funding needs, and prioritising investment in critical building infrastructure. Additionally, Council seeks innovative funding solutions to support the ongoing maintenance, upgrades, and development of building assets, ensuring the continued delivery of high-quality services to the community.

Stakeholders

The stakeholders identified for this plan and its implementation are, but are not limited to:

- Customers – landowners within the Narromine Local Government Area
- The Community – Ratepayers, Businesses, etc;
- Developers;
- Regulators;
- Councillors; and
- Council Staff.

Plan Framework

The key elements of the plan are:

- Levels of Service;
- Future Demand;
- Life Cycle Management;
- Financial Summary;
- Asset Management Practices;
- Monitoring; and Operational Management of Risk
- Asset Management Improvement Plan.

The overarching asset management framework is shown in Figure 1.

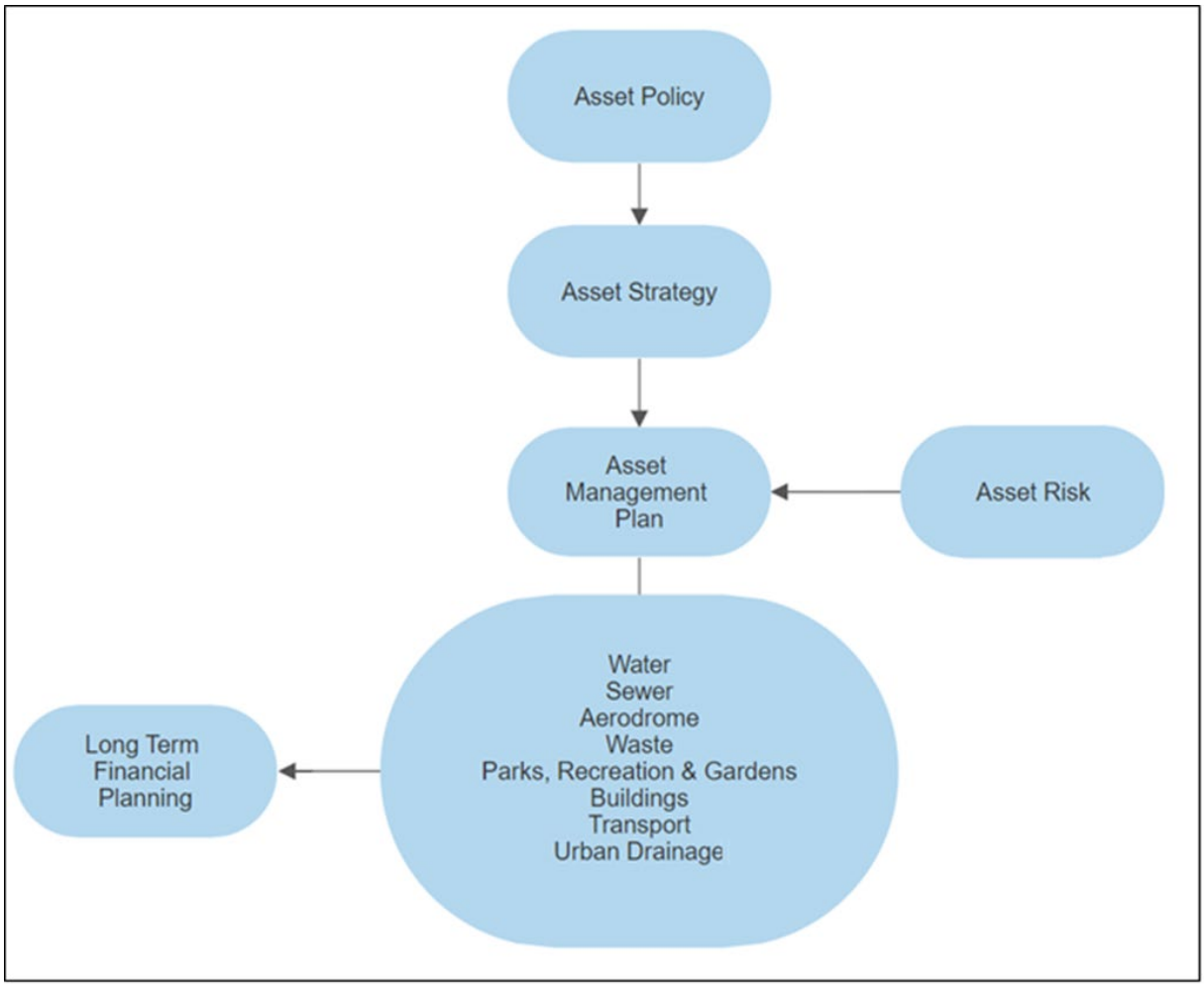

Figure 1: Asset Management Framework

Council Commitment

Council aims to provide the following for its building infrastructure:

1. Reliable services: Maintain building assets that are safe, reliable, and sustainable while ensuring compliance with all legislative and regulatory requirements.
2. Operational Excellence and Compliance: Operate, maintain, renew, and upgrade building infrastructure to meet statutory obligations, regulatory standards, and service level agreements. This includes ensuring the reliability and performance of all building infrastructure assets.
3. Long-Term Sustainability: Within a 10-year planning horizon and beyond, continue implementing relevant strategies and long-term plans to ensure the sustainability of the building business. This includes optimising operational efficiencies, enhancing service delivery, and planning for future demand and infrastructure growth.

Council is committed to achieving these objectives through effective asset management practices that prioritise both current and future community needs.

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 and investment.

Council will continue to apply for funding from various agencies for asset renewal, replacement or upgrades as funding opportunities become available.

Monitoring and Review Procedures

This AMP will be reviewed annually during budget preparation. It will be updated to reflect any significant changes in service levels or available resources resulting from budget decisions.

3. Strategic and Corporate Goals

In managing public buildings and associated infrastructure, Council acknowledges its obligations under the *Civil Liability Act 2002 (NSW)*, particularly Sections 42, 42C, and 43. These provisions recognise that public authorities must manage assets while balancing competing priorities and operating within limited financial and human resources. Council's asset management decisions—including inspection regimes, maintenance programs, and capital works planning—are guided by documented policies and a risk-based approach. This ensures that resources are allocated responsibly and in a manner consistent with the statutory protections available to councils undertaking their duties in good faith.

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.

4. Stakeholder Management

Council has a number of methods for collecting feedback on its performance in managing assets. These have been used to measure customer expectations and include:

- Community surveys;
- Informal feedback from stakeholders;
- Community service requests and customer request management.

The table below describes stakeholder roles and responsibilities.

Table 1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	• Have a say in proposed strategy	• This Strategic plan is a communication tool and a way to a sustainable fair network, without burdening residents, business, or industry.	Councillor Workshop, and community consultation
Residents	• Have a say in proposed strategy • Perception of fairness • Getting value for money		Community consultation

State Government	• Regulation	• 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.	Provision of Capital Funding via Grants
Council Indoor Staff	• Have a say in proposed strategy, • Minimal additions to current workloads		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	• Have a say in proposed strategy, • Structured programs • Want to understand place in process		Team leader workshops Engineering and Assets team reviews

5. Description of Asset Portfolio

Narromine Shire Council provides building infrastructure and services to the township of Narromine, Trangie and Tomingley.

The supply of building services is critical to the community. It is critical that systems do not deteriorate to a level where community users are at risk or compromised.

Council's Building assets comprise of the following major components:

- Civic Buildings
- Community Buildings
- Recreation Buildings
- Public Amenities / Storage
- Leased Buildings
- Other equipment

A breakdown of the major building assets, within the Shire of Narromine, is given in Table 2.

Table 2: Breakdown of Major Building Assets

Asset Description	Unit of Measurement	Units	Average Asset Age (Years)
Civic Buildings	Ea.	17	30
Community Buildings	Ea.	31	30
Recreational Buildings	Ea.	56	20
Public Amenities	Ea.	18	30

While several assets have been renewed as part of an ongoing asset renewal or replacement program, some assets are nearing their end of theoretical useful life and will require replacement or renewal. Development pressures due to growth, puts further additional strain on existing assets.

6. Lifecycle Management Activities

Life cycle costs, or whole-of-life costs, represent the total average costs required to maintain the service levels for the building infrastructure over the life of the assets. These costs include operational expenses, maintenance, and asset depreciation. The comparison between life cycle costs and life cycle expenditure provides insight into the financial sustainability of building services. If the life cycle expenditure is less than the life cycle costs, it suggests that future funding needs may require adjustment. This may include increasing outlays or reducing service levels, which can affect the long-term sustainability of the building service.

Life cycle expenditures, which include operating, maintaining, and capital expenditure, can experience volatility, especially due to timing differences in capital works. Sharp increases in capital expenditure during asset renewal or upgrade phases can lead to peaks in costs, affecting the financial planning process.

A life cycle gap occurs when there is a shortfall between life cycle costs and life cycle expenditure. A positive gap indicates a surplus reserve, while a negative gap signals a potential funding gap. Identifying and addressing this gap through strategic planning helps ensure that building services can be provided sustainably. If funding is not available, the following strategies may be employed to bridge the gap:

- Reducing service levels for capital, maintenance, or operational costs
- Selling disused assets
- Securing grant funding
- Increasing revenue generation
- Leveraging improved technology
- Reducing service requirements

Funding Strategy

Projected expenditures for building assets are to be funded from a combination of future operating and capital budgets, reserves, and grant funding. The detailed funding strategy is outlined in the Council's 10-year long-term financial plan, which takes into account the financial sustainability of the building system and aligns with broader organisational objectives.

Key Assumptions Made in Financial Forecasts

The financial forecasts within this AMP are based on several key assumptions to ensure accurate predictions of future operating and capital expenditures, asset values, depreciation expenses, and carrying amounts. These assumptions are:

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations governing building infrastructure will not require significant changes to operations.
- The operating environment—physical, demographic, and technical—will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

These assumptions provide a foundation for the financial forecasts and enable the organisation to anticipate and plan for any necessary adjustments in building asset management.

Capital Expenditure

Capital Works encompass the acquisition activities involving the creation, renewal, upgrading, and disposal of assets within the planning period. This includes assets acquired through purchase, construction, or contributions. Expenditure is categorised into new, upgrade or expansion and renewal.

New / Upgrade / Expansion

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. These proposals are inspected and evaluated 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.

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

Capital Renewal Asset

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

It is expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. Renewal activities allow the service to continue to be used after the original asset has reached the end of its useful life. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.

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.

Assets requiring renewal are identified from one of three methods:

1. Method 1: Asset Register data is used to project the renewal costs for renewal years using acquisition year and useful life, or
2. Method 2: Capital renewal expenditure projections from external condition modelling systems
3. Method 3: Combination of average network renewals plus defect repairs

Method 1 is the primary method of renewal identification within Council, in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the relevant Standards and Specifications.

Operational

Operational activities are regular activities required to continuously provide Council services including inspections, electricity costs, fuel and overheads.

Asset Inspections

Inspections can be in the form of condition, compliance, operational, project etc. Building condition inspections are summarised in Table 3.

Table 3: Summary of asset inspections

Civic Buildings	**Frequency**
Community Buildings	Annually
Recreation Buildings	Annually
Public Amenities / Storage	Annually
Leased Buildings	Quarterly
Other equipment	Quarterly
Civic Buildings	Daily

All assets are reviewed and condition rated by external consultants during revaluation which occurs every five years.

In 2025/2026 the operational budget for building assets is $212,483.00

Maintenance Work

Maintenance Work is the regular on-going work that is necessary to ensure the asset is as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functional, excluding rehabilitation. These activities are required to ensure that the assets reach their expected useful life with no addition to their existing useful life and typically increases as the assets age. It includes work on an asset where a portion of the asset may fail and need repairs to make it operational again. It may be planned or reactive maintenance work, where works that are programmed, are cyclic in nature and reactive is not programmed and usually reactive such as storm damage or vandalism.

Maintenance may be classified as Planned, Reactive, Specific or Unplanned Maintenance.

Theoretical Useful Life

The **Theoretical Useful Life** of an asset refers to the **expected or estimated duration** that an asset can perform its intended function effectively, before it is considered for replacement or major refurbishment. It is based on general industry standards, manufacturer specifications, and the historical performance of similar assets under typical conditions.

This theoretical value assumes that:

1. **Optimal conditions** for maintenance and operation are maintained throughout the asset's life.
2. The asset will be used in a manner consistent with its design specifications.

The **Theoretical Useful Life** does not account for specific environmental factors, maintenance practices, or usage patterns that may shorten or extend the life of the asset. It is more of a guideline or reference for when major replacements, refurbishments, or evaluations of the asset's performance should occur. Council has adopted useful life for all major building assets, as shown in Table 4.

Table 4: Building Asset Assigned Useful Life.

Asset Class	Component	Useful Life
Buildings	Sub-structure	50.00
Buildings	Super structure	50.00
Buildings	Finishes	15.00
Buildings	Fittings	10.00
Buildings	Services	25.00

Planned Maintenance

Planned Maintenance falls into three categories:

1. Periodic Maintenance – also known as routine maintenance necessary to ensure the reliability or to sustain the design life of an asset.
2. Predictive Maintenance – condition monitoring activities used to predict failure.
3. Preventive Maintenance – maintenance that can be initiated without routine or continuous checking and is not condition based.

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management supervisory directions.

Specific Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance planning.

Unplanned Maintenance (due to breakdown)

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Asset Disposal

The Disposal lifecycle involves identifying costs associated with decommissioning assets when they are taken out of service. This includes activities such as selling, demolishing, or relocating assets. Assets rated in poor condition (Condition 5) with no recent community usage, and determined unnecessary through analysis and cost assessment, may be deemed redundant and recommended for disposal pending approval from the General Manager and Council. By conducting thorough asset evaluations, the Council identifies surplus or underutilised assets, such as excess land, which can generate revenue upon sale. Furthermore, selling such assets reduces ongoing maintenance costs, offering additional financial benefits to the Council.

7. Levels of Service

Council is responsible for providing safe, reliable, cost-effective customer focused services that enhance the environment and caters for the sustainable growth of the Shire.

Community Levels of Service

Community Levels of Service focus on the service outcomes that the community expects from building infrastructure in terms of safety, quality, quantity, reliability, responsiveness, cost-effectiveness, and legislative compliance. These levels of service are critical in ensuring that building assets meet the needs of the community while maintaining operational efficiency and sustainability.

For building assets, the key community levels of service are shown in Table 5.

Table 5: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide safe and functional buildings
Function	Ensure the services meet regulatory requirements (including department of Health, Environmental legislation, Local Government Act.
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate services to meet user requirements
Function/Accessibility	Ensure services are available to all occupied properties as appropriate
Cost Effectiveness	Provide services in a cost-effective manner
Safety	Effectiveness of WHS programs and Work Method Statements/Standard Operating Procedures

Intervention Levels

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Condition Assessment & Asset Performance Guidelines

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

Table 6: Intervention Levels

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 saved within the Asset Register and is updated in line with asset condition assessments.

Performance Measures

The Key Performance Measures (KPMs) for buildings are shown in Table 7.

Table 7: Key Performance Measures - Building Assets

Key Performance Measure	Capability Considerations	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Services (4 Years)
COMMUNITY LEVELS OF SERVICE						
Quality	Operational	Provide clean accessible well-maintained facility	Customer services requests/complaints, customer surveys	<5 complaints per year/per building	Satisfactory	Excellent to Good
Function	Infrastructure	Facilities are fit for purpose, meet users' requirements & industry regulatory standards	Customer service requests/complaints, customer surveys	< 3 complaints per year/per building	Satisfactory	Excellent to Good
Safety	Health & Safety	Ensure facilities are safe	Reported accidents	Zero reported accidents	Satisfactory	Excellent to Good
TECHNICAL LEVELS OF SERVICE						
Condition	Operational	Building/Office equipment / Furniture & Fittings/ Other Equipment functionality is not compromised by condition	Regular condition inspections	Allocate appropriate funding and resources	Satisfactory	Excellent to Good

Function / Accessibility	Health & Safety / Operational	Legislative compliance	Provide access and service for all user groups	100% compliance	Satisfactory	Excellent to Good
Cost Effectiveness	Operational	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory	Excellent to Good
Safety	Health & 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	Excellent to Good

8. Future Demand Forecasts

New works encompass projects that either establish entirely new assets or enhance existing ones beyond their current capabilities. These initiatives may arise from factors such as growth, societal demands, regulatory requirements, or environmental considerations.

Demand Drivers

Demand drivers can be broadly divided into two categories:

- Demand for increased levels of service such as improvements to network capacity; and
- Increased costs from creation or acquisition of new assets.

Demand Forecast

Narromine Shire's population is projected to grow by approximately 450 people by 2032, based on updated advice from the Department of Planning and the Australian Bureau of Statistics. This growth projection, which builds on a 2021 base population of 6,448, reflects developments such as the Inland Rail and Tomingley Gold projects, along with planned housing infrastructure. However, it is important to note that some large projects have been delayed, and the Renewable Energy Zone (REZ) was not initially factored into earlier projections.

In addition to the growth in Narromine, the townships of Trangie and Tomingley are also experiencing changes in population. Trangie's population, recorded at 1,340 in 2021, is expected to see moderate growth, although its future population is influenced by the pace of local development. Tomingley, which had a population of 342 in 2021, is anticipated to grow as mining projects, particularly the local gold mine, continue to drive demand for housing and services in the area.

The construction phase of the REZ and other large infrastructure projects is expected to result in a temporary population surge of up to 1,200 people, which will significantly impact local services, particularly building supply. This influx will occur over approximately four years during peak construction, putting pressure on building infrastructure across the Shire. The existing building system is not designed to support such a large, short-term increase in demand, highlighting the need for strategic planning and potential upgrades to accommodate both the steady growth and the temporary increase in population due to these large-scale projects.

Anticipated Changes in Customer Expectations

Based on past experience, community expectations regarding quality, delivery, and cost-effectiveness of Council services tend to rise over time, especially in areas affecting risk. While specific data on community expectations for community service levels is limited over the duration of this AMP, it is reasonable to anticipate that expectations will not diminish during this period.

Demand Impacts on Assets

A steady increase in development across the Narromine LGA, coupled with a significant rise in the temporary population, will drive greater demand for Council services. To effectively accommodate this growth, all services must be flexible and capable of rapid expansion to meet the needs of the increasing temporary workforce and broader community. Council must proactively assess future service requirements to ensure sustainable and uninterrupted service delivery.

9. Asset Monitoring and Demand Management

The Asset Improvement Plan aims to enhance our understanding and management of assets. It is designed to ensure continuous improvement in asset management processes and procedures, with clear mechanisms for monitoring and measuring progress. This plan is essential for maintaining a steady pace of improvement and ensuring that our asset management practices consistently move in the right direction, fostering ongoing enhancement in our operations.

Accounting/ Financial Systems

Council uses an application called Authority for its core Financial Management. The financial system is managed by Council's Finance and Corporate Strategy Department. Financial reporting is to follow the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards.

Asset Management Information System (AMIS)

Council utilises the Asset Management System 'Authority" and "REFLECT" with the following functionality:

- Asset Register;
- Capital Values;
- Defect Management;
- Customer Request Management;
- Asset capitalisation;
- Inspection/defect logging;
- Store dimension/ numeric data;
- Historic information about each assets condition, work and valuation;
- Valuation and depreciation;
- Condition or failure mode ratings;
- Maintenance management with periodic/cyclic scheduling; and
- Producing work order.

10. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 8.

Table 8: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out the role, purpose, responsibilities, and powers of local governments, including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property, Plant & Equipment, requires that building infrastructure assets be valued and reported in the annual accounts, including depreciation value (i.e. the rate at which these assets wear out).
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and ensures coordination among various levels of government to manage building resources and infrastructure effectively.
Protection of the Environment Operations Act 1997	Defines Council's responsibility and powers in managing local environmental matters, including the protection of building quality and ensuring sustainable building management practices.
Local Government (General) Regulations 2021	Determines developer charges for building infrastructure, ensuring costs related to building supply and waste building management are adequately funded.
Independent Pricing and Regulatory Tribunal Act 1992	Grants powers to the Independent Pricing and Regulatory Tribunal (IPART) to inquire into and regulate prices, including building service charges, and to develop consistent pricing principles for building services.
Soil Conservation Act 1938	Conserves soil and building resources, promotes sustainable management of building supplies and protection of building course environments to prevent degradation.
Catchment Management Act 1989	Coordinates activities within catchment areas, with implications for managing river building quality and quantity. Includes requirements for ongoing catchment management plans.
Building Management Act 2000	Provides for the sustainable and integrated management of building sources, building rights, licenses, and allocations, ensuring adequate building resources for future needs.
Public Health Act 2010	Aims to prevent the spread of disease, ensure proper effluent disposal methods, and guarantee the delivery of safe drinking building to the community.
NSW Public Health Regulation 2012	Part 5 outlines safety measures for drinking building to ensure building quality is maintained and health risks are minimised in public building supply systems.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure the health, safety, and welfare of employees and others involved in building infrastructure maintenance, management, and operation.
Civil Liability Act 2002	Principles concerning resources, responsibilities etc of public authorities.

11. Risk Management

Council is committed to a structured and systematic approach to risk management, allocating resources to implement a comprehensive Risk Management Program. This program integrates risk management principles across all Council operations, ensuring a proactive and resilient approach to risk. Through this commitment, Council aims to:

- Enhance the likelihood of achieving strategic and operational objectives;
- Foster a culture where all employees actively participate in risk management;
- Encourage proactive identification and mitigation of risks;
- Strengthen the ability to identify and respond to opportunities and threats;
- Build stakeholder confidence and trust in Council's operations;
- Improve financial stability and minimise potential losses; and
- Enhance overall organisational performance.

Council prioritises the identification, elimination, and mitigation of risks associated with its operations wherever reasonably practicable.

12. Improvement Plan

The building infrastructure improvement plan is shown in Table 9. The improvement plan is categorised by the following types:

- Legislative: compliance requirements
- Performance: development of existing asset principles associated performance of assets and staff
- Knowledge: based on improvement of asset knowledge base or development of existing asset knowledge base
- Service Focused: improvements associated with the development of services
- Skills: any skills associated with the improvement of Asset Management within the Organisation including operational asset management such as Human Resources.

Table 9: Building Assets Asset Management Improvement Plan

	Type	Task	Priority	Expected Completion
1	Legislative	Revaluation of Assets	1	2025/26
2	Performance	Review Renewal of all Assets	1	2025/26
3	Knowledge	Update Asset Register	3	Ongoing
4	Knowledge	Finalise Maintenance Program	2	2025/26
5	Knowledge	Input Maintenance Program into AMS	2	2025/26
6	Performance	Maintain Levels of Service	3	Ongoing
7	Knowledge	Develop 10 Year Plans	3	Ongoing
8	Performance	Review Inspection Procedures	2	Complete
9	Knowledge	Update Attributes in AMS	3	Ongoing
10	Service Focus	Review Levels of Service	2	2025/26

11	Service Focus	LOS Performance Measurement	1	Ongoing
12	Skills	Development of an Operational Staff skills matrix	2	2025/26
13	Performance	Risk Management Plan for Buildings Assets	1	Ongoing
14	Performance	Align AMP with Business Continuity Plan	5	As required
15	Legislative	Review of existing inspections program and compliance with Legislation	1	2025/26
16	Knowledge	Ensure all assets are included in the GIS system	4	2025/26
17	Knowledge	Determine and input income of Infrastructure into the AMP to determine Return on Asset (ROA)	4	Complete

Annexure A - Long Term Financial Plan

COUNCIL BUILDINGS	1	2	3	4	5	6	7	8	9	10	11
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Civic Buildings - Renewals and Upgrades											
Council Chambers - ongoing upgrades and maintenance		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Customer Service Office - ongoing upgrades and maintenance	18,000	18,000	25,118	25,118	25,118	25,118			80,634		
Depot Narromine - ongoing upgrades (as per master plan + mandatory fire system upgrade)	80,000	80,000	80,000	80,000	80,000	80,000					
Depot Trangie - ongoing upgrades (as per master plan)	25,000	25,000	25,000	25,000	25,000	25,000					
Narromine Depot - Backwater Road (Electronic Gates)		35,000									
Electrical Upgrade (including RCD and Fire Systems) - Various Sites	100,000				100,000				100,000		
Customer Service Office - bathroom and painting upgrades	100,000										
Council Chamber - FLOORING - RENEWAL / REHAB										65,000	65,000
Council Chamber - INTERNAL WALLS & ROOFING - RENEWAL / REHAB			45,000						40,317		
Asbestos Removal Across the Shire		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Council Chambers - electronic gates	15,000	20,000									
Solar Panels - All Shire Sites		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Community Buildings - Renewal and Upgrades											
Trangie Ex Girl Guides Hall											
Trangie Memorial Hall											
Narromine Historical Museum											
Tomingley Memorial Hall											
Narromine Showground Buildings											
Narromine Shownground - Upgrade Access to QR Code				35,000							
Narromine Showground Complex Drainage (pipework)			100,000								
Trangie Sheep Yard Roof - Replace damaged roof sheeting and structure (grant dependent)											
Trangie Showground Buildings											
Trangie Showground Complex Drainage (pipework)		90,000									
Trangie Shownground - Upgrade Access to QR Code				35,000							
Narromine Library - ongoing upgrades and maintenance			30,000				30,000				
Trangie Library - ongoing upgrades and maintenance				25,000				25,000			
Medical Facilities - Narromine		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Buildings - Administration Round Building (The Hub)				5,000					5,000		
Narromine Saleyards - plan for the future (carry over project)	25,000	50,000	150,000								
Trangie Medical Centre		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Building Audit				5,000			5,000			5,000	5,000
Doctor Residence Trangie		5,000									
Major Building Upgrades							250,000	250,000	250,000	250,000	300,000
Operational Buildings - Renewal and Upgrades											
Tomingley - Old School - Plan for future											
Narromine Pound											
Additional Pens to increase holding capacity (medium to long term)						50,000					
Extension of surrender cages (Medium term)				50,000							
Power to office (Short Term)	5,000										
Additional external drainage upgrades (Short term)		15,000									
Animal Shelter Upgrade - Multipurpose Stock Holding Yards	25,000										
RFS Buildings											
RFS SHEDS		500	500	500	500	500	500	500	500	500	500
Total Budget Cost	**$ 393,000.00**	**$ 508,500.00**	**$ 625,618.00**	**$ 455,618.00**	**$ 400,618.00**	**$ 350,618.00**	**$ 455,500.00**	**$ 445,500.00**	**$ 646,451.00**	**$ 490,500.00**	**$ 540,500.00**

Narromine
SHIRE COUNCIL

Asset Management Plan

Transport

July 2025

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1. Executive Summary

This Asset Management Plan (AMP) provides the strategic framework for the management of Narromine Shire Council's transport infrastructure assets, including roads, bridges, and footpaths. These assets are vital for ensuring safe and efficient movement across the region, supporting both the community's daily activities and regional connectivity.

The primary goal of this AMP is to establish a proactive and sustainable approach to managing transport infrastructure throughout its lifecycle. By implementing a systematic asset management strategy, Council aims to maintain the performance, reliability, and cost-effectiveness of transport assets while effectively managing risks and controlling costs. The AMP also ensures that the infrastructure can meet both current and future transport demands, while complying with all regulatory requirements and environmental considerations.

This AMP emphasises the importance of enhancing the resilience and sustainability of transport infrastructure. Council seeks to extend the lifespan of its roads, bridges, and footpaths by applying lifecycle management principles, including proactive maintenance, timely asset renewals, and strategic investments in upgrades. This approach will improve the reliability and capacity of the transport network to meet the community's evolving needs.

Financial sustainability is central to the effective management of transport assets. The AMP incorporates sound financial planning and budgeting practices, forecasting long-term funding needs, and prioritising investment in critical transport infrastructure. Additionally, Council will explore innovative funding solutions to support ongoing maintenance, upgrades, and new developments, ensuring the continued delivery of high-quality transport services to the community.

Council's vision is to provide safe, reliable, and efficient transport infrastructure that meets the needs of the residents of Narromine, Trangie, and Tomingley. The transport systems will operate in accordance with statutory and regulatory standards, ensuring they are functional, cost-effective, and sustainable both now and in the future.

The current transport assets have a Gross Carrying Value (GCV) of approximately $245,931,807.46 , which represents the initial cost or replacement value of the assets. The Net Carrying Value (NCV), accounting for depreciation, stands at $245,132,617.61 . Transport assets account for 64.0% of the total value of Council's assets, with a total replacement value of $343,558,867.45.

This AMP should be considered alongside related planning documents, including the Narromine Shire Council Community Strategic Plan, Delivery Program, Operational Plan, and Asset Management Strategy, to ensure alignment with the broader objectives of Council and the community.

2. Objectives and Stakeholders

Council provides essential services to its community, many of which are delivered through transport infrastructure assets, including roads, bridges, and footpaths. The primary goal in managing transport assets is to meet the defined level of service in the most cost-effective and sustainable manner for both current and future residents.

Council aims to optimise transport infrastructure quality and availability, ensuring that it is capable of meeting both present and future demands while minimising disruptions and improving operational efficiency.

The AMP emphasises the importance of transport infrastructure resilience and sustainability. By applying lifecycle management principles, Council strives to extend the life of its transport assets, reduce long-term maintenance costs, and minimise environmental impacts. This approach includes proactive maintenance strategies, timely asset renewals, and strategic investments in upgrades to enhance the reliability and capacity of the transport network as the community's needs grow.

Financial sustainability is central to the effective management of transport assets. The AMP incorporates sound financial planning and budgeting practices, forecasting long-term funding needs, and prioritising investment in critical transport infrastructure. Additionally, Council seeks innovative funding solutions to support the ongoing maintenance, upgrades, and development of transport assets, ensuring the continued delivery of high-quality services to the community.

Stakeholders

The stakeholders identified for this plan and its implementation are, but are not limited to:

- Customers – landowners within the Narromine Local Government Area
- The Community – Ratepayers, Businesses, etc;
- Developers;
- Regulators;
- Councillors; and
- Council Staff.

Plan Framework

The key elements of the plan are:

- Levels of Service;
- Future Demand;
- Life Cycle Management;
- Financial Summary;
- Asset Management Practices;
- Monitoring; and Operational Management of Risk
- Asset Management Improvement Plan.

The overarching asset management framework is shown in Figure 1.

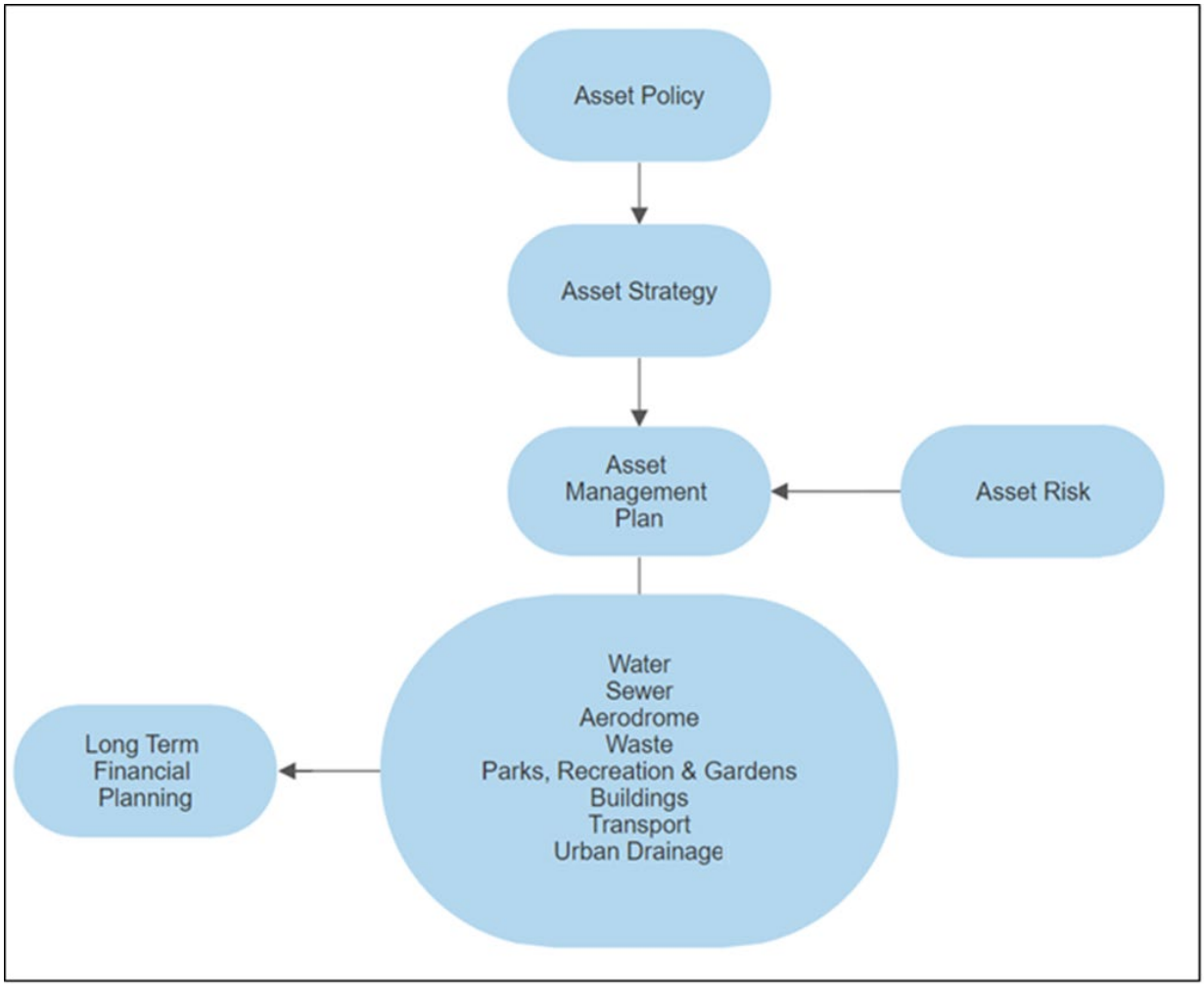

Figure 1: Asset Management Framework

Council Commitment

Council aims to provide the following for its transport infrastructure:

1. Reliable Services: Ensure transport assets are safe, reliable, and sustainable while ensuring compliance with all legislative and regulatory requirements.
2. Operational Excellence and Compliance: Operate, maintain, renew, and upgrade transport infrastructure to meet statutory obligations, regulatory standards, and service level agreements. This includes ensuring the reliability and performance of all transport infrastructure assets.
3. Long-Term Sustainability: Within a 10-year planning horizon and beyond, continue implementing relevant strategies and long-term plans to ensure the sustainability of the transport business. This includes optimising operational efficiencies, enhancing service delivery, and planning for future demand and infrastructure growth.

Council is committed to achieving these objectives through effective asset management practices that prioritise both current and future community needs.

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 and investment.

Council will continue to apply for funding from various agencies for asset renewal, replacement or upgrades as funding opportunities become available.

Monitoring and Review Procedures

This AMP will be reviewed annually during budget preparation. It will be updated to reflect any significant changes in service levels or available resources resulting from budget decisions.

3. Strategic and Corporate Goals

In managing public assets such as footpaths, Council acknowledges its obligations under the Civil Liability Act 2002 (NSW), particularly Sections 42, 42C, and 43. These provisions recognise that public authorities must balance competing priorities within limited financial and human resources. Council's asset management decisions, including inspection and maintenance schedules, are guided by documented policies and a risk-based approach. This ensures that resources are allocated effectively and, in a manner, consistent with statutory protections.

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.

4. Stakeholder Management

Council has a number of methods for collecting feedback on its performance in managing assets. These have been used to measure customer expectations and include:

- Community surveys;
- Informal feedback from stakeholders;
- Community service requests and customer request management.

The table below describes stakeholder roles and responsibilities.

Table 1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	• Have a say in proposed strategy	• 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.	Councillor Workshop, and community consultation
Residents	• Have a say in proposed strategy • Perception of fairness • Getting value for money		Community consultation
State Government	• Regulation		Provision of Capital Funding via Grants
Council Indoor Staff	• Have a say in proposed strategy, • Minimal additions to current workloads		Engineering and Assets team reviews, Councillor workshop

Council Outdoor Staff	• Have a say in proposed strategy, • Structured programs • Want to understand place in process	• 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.	Team leader workshops Engineering and Assets team reviews

5. Description of Asset Portfolio

Council supplies transport infrastructure and services to the entire shire with regional, rural and urban road networks and associated infrastructure such as bridges, rural drainage, floodway's, signage, footpath etc.

The supply of transport services is critical to the community. It is critical that systems do not deteriorate to a level where community users are at risk or safety compromised.

The transport services comprise of the following major assets:

- Road Formation
- Road Pavement
- Road Seal/ Wearing Course
- Floodways
- Roadside furniture such as signage, guideposts, barriers, etc.
- Footpaths
- Bridges and Large Culverts
- Car Parks

A breakdown of the major transport assets, within the Shire of Narromine, is given in Table 2.

Table 2: Breakdown of Major Transport Assets

Asset Description	Unit of Measurement	Units	Average Asset Age (Years)
Unsealed Road	Km	762	20
Road Seal	Km	821	15
Footpath	Km	20	22
Bridges	Ea.	10	30

While several assets have been renewed as part of an ongoing asset renewal or replacement program, some assets are nearing their end of theoretical useful life and will require replacement or renewal. Development pressures due to growth, puts further additional strain on existing assets.

6. Lifecycle Management Activities

Life cycle costs, or whole-of-life costs, represent the total average costs required to maintain the service levels for the transport infrastructure over the life of the assets. These costs include operational expenses, maintenance, and asset depreciation. The comparison between life cycle costs and life cycle expenditure provides insight into the financial sustainability of transport services. If the life cycle expenditure is less than the life cycle costs, it suggests that future funding needs may require adjustment. This may include increasing outlays or reducing service levels, which can affect the long-term sustainability of the transport service.

Life cycle expenditures, which include operating, maintaining, and capital expenditure, can experience volatility, especially due to timing differences in capital works. Sharp increases in capital expenditure during asset renewal or upgrade phases can lead to peaks in costs, affecting the financial planning process.

A life cycle gap occurs when there is a shortfall between life cycle costs and life cycle expenditure. A positive gap indicates a surplus reserve, while a negative gap signals a potential funding gap. Identifying and addressing this gap through strategic planning helps ensure that transport services can be provided sustainably. If funding is not available, the following strategies may be employed to bridge the gap:

- Reducing service levels for capital, maintenance, or operational costs
- Selling disused assets
- Securing grant funding
- Increasing revenue generation
- Leveraging improved technology
- Reducing service requirements

Funding Strategy

Projected expenditures for transport infrastructure are to be funded from a combination of future operating and capital budgets, reserves, and grant funding. The detailed funding strategy is outlined in the Council's 10-year long-term financial plan, which takes into account the financial sustainability of Council's Transport network and aligns with broader organisational objectives.

Key Assumptions Made in Financial Forecasts

The financial forecasts within this AMP are based on several key assumptions to ensure accurate predictions of future operating and capital expenditures, asset values, depreciation expenses, and carrying amounts. These assumptions are:

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations governing transport infrastructure will not require significant changes to operations.
- The operating environment—physical, demographic, and technical—will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

These assumptions provide a foundation for the financial forecasts and enable the organisation to anticipate and plan for any necessary adjustments in transport asset management.

Capital Expenditure

Capital Works encompass the acquisition activities involving the creation, renewal, upgrading, and disposal of assets within the planning period. This includes assets acquired through purchase, construction, or contributions. Expenditure is categorised into new, upgrade or expansion and renewal.

New / Upgrade / Expansion

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. These proposals are inspected and evaluated 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.

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

Capital Renewal Asset

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

It is expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. Renewal activities allow the service to continue to be used after the original asset has reached the end of its useful life. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.

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.

Assets requiring renewal are identified from one of three methods:

1. Method 1: Asset Register data is used to project the renewal costs for renewal years using acquisition year and useful life, or
2. Method 2: Capital renewal expenditure projections from external condition modelling systems
3. Method 3: Combination of average network renewals plus defect repairs

Method 1 is the primary method of renewal identification within Council, in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the relevant Standards and Specifications.

Operational

Operational activities are regular activities required to continuously provide Council services including inspections, electricity costs, fuel and overheads.

Asset Inspections

Inspections can be in the form of condition, compliance, operational, project etc. Transport condition inspections are summarised in Table 3.

Table 3: Summary of asset inspections

Inspection	Frequency
Regional Roads	Monthly
Rural Roads	Annually
Urban Streets	Quarterly
Floodways	Annually
Roadside furniture such as signage, guideposts, barriers, etc.	Annually
Footpaths	Annually
Bridges and Large Culverts	Annually
Car Parks	Annually

All assets are reviewed and condition rated by external consultants during revaluation which occurs every five years.

In 2025/2026 the operational budget for transport assets is $7,243,651.00

Maintenance Work

Maintenance Work is the regular on-going work that is necessary to ensure the asset is as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functional, excluding rehabilitation. These activities are required to ensure that the assets reach their expected useful life with no addition to their existing useful life and typically increases as the assets age. It includes work on an asset where a portion of the asset may fail and need repairs to make it operational again. It may be planned or reactive maintenance work, where works that are programmed, are cyclic in nature and reactive is not programmed and usually reactive such as storm damage or vandalism.

Maintenance may be classified as Planned, Reactive, Specific or Unplanned Maintenance.

Theoretical Useful Life

The **Theoretical Useful Life** of an asset refers to the **expected or estimated duration** that an asset can perform its intended function effectively, before it is considered for replacement or major refurbishment. It is based on general industry standards, manufacturer specifications, and the historical performance of similar assets under typical conditions.
This theoretical value assumes that:

1. **Optimal conditions** for maintenance and operation are maintained throughout the asset's life.
2. The asset will be used in a manner consistent with its design specifications.

The **Theoretical Useful Life** does not account for specific environmental factors, maintenance practices, or usage patterns that may shorten or extend the life of the asset. It is more of a guideline or reference for when major replacements, refurbishments, or evaluations of the asset's performance should occur. Council has adopted useful life for all major transport assets, as shown in Table 4.

Table 4: Transport Asset Assigned Useful Life

Description	Material	Theoretical Useful Life
Footpath	Gravel	50
Footpath	Reinforced Concrete	50
Hand railing	Steel	20
Pedestrian Crossing Linemarking	Thermoplastic	10
Median	Reinforced Concrete	50
Crash Barrier	Reinforced Concrete	50
Bus Shelter	Steel	30
Guard Railing	Steel	30
Signage	Steel	5

Longitudinal, Transverse Linemarking	Water Based Paint	5
Wearing Surfacing	Bitumen Surfacing	10
Wearing Surface	Asphalt	20
Pavement	Select Fill	20
Pavement	DGB20	20
Pavement	DGS40	20
Formation	Soil	100
Superstructure	Reinforced Concrete	100
Abutments	Reinforced Concrete	100
Substructure	Reinforced Concrete	100

Planned Maintenance

Planned Maintenance falls into three categories:

1. Periodic Maintenance – also known as routine maintenance necessary to ensure the reliability or to sustain the design life of an asset.
2. Predictive Maintenance – condition monitoring activities used to predict failure.
3. Preventive Maintenance – maintenance that can be initiated without routine or continuous checking and is not condition based.

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management supervisory directions.

Specific Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance planning.

Unplanned Maintenance (due to breakdown)

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Asset Disposal

The Disposal lifecycle involves identifying costs associated with decommissioning assets when they are taken out of service. This includes activities such as selling, demolishing, or relocating assets. Assets rated in poor condition (Condition 5) with no recent community usage, and determined unnecessary through analysis and cost assessment, may be deemed redundant and recommended for disposal pending approval from the General Manager and Council. By conducting thorough asset evaluations, the Council identifies surplus or underutilised assets, such as excess land, which can generate revenue upon sale. Furthermore, selling such assets reduces ongoing maintenance costs, offering additional financial benefits to the Council.

7. Levels of Service

Council is responsible for providing safe, reliable, cost-effective customer focused services that enhance the environment and caters for the sustainable growth of the Shire.

Community Levels of Service

Community Levels of Service focus on the service outcomes that the community expects from transport infrastructure in terms of safety and reliability. These levels of service are critical in ensuring that transport assets meet the needs of the community while maintaining operational efficiency and sustainability.

For transport assets, the key community levels of service targets are shown in Table 5.

Table 5: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide safe uninterrupted services
Function	Ensure the services meet regulatory requirements (including department of Health, Environmental legislation, Local Government Act and the Roads Act).
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate services to meet user requirements
Function/Accessibility	Ensure services are available to all occupied properties as appropriate
Cost Effectiveness	Provide services in a cost-effective manner
Safety	Effectiveness of WHS programs and Work Method Statements/Standard Operating Procedures

Intervention Levels

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Condition Assessment & Asset Performance Guidelines

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

Table 6: Intervention Levels

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 saved within the Asset Register and is updated in line with asset condition assessments.

Performance Measures

The Key Performance Measures for Transport assets are shown in Table 7.

Table 7: Key Performance Measures - Transport Assets

Key Performance Measure	Capability Considerations	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Services (4 Years)
COMMUNITY LEVELS OF SERVICE						
Quality	Operational	Construct a road to the design standards and guidelines adopted	Customer Service request	<10 requests per month	Needs improvement	Excellent to Good
Function	Infrastructure	Ensure the requirements for travel time and availability	Customer service request relating to travel time and road conditions availability	95% compliance	Satisfactory	Excellent to Good
Safety	Health & Safety	Ensure roads are safe, free from hazards as best reasonably practicable	Limit the number injury accidents /incidents	< 10 reported accidents per annual	Satisfactory	Excellent to Good
TECHNICAL LEVELS OF SERVICE						
Condition	Infrastructure / Operational	Provide a road that meets the minimum condition adopted	Sealed and unsealed condition inspections	Inspections as per Inspection Manual	Satisfactory	Excellent to Good

Function /Accessibility	Infrastructure	Legislative compliance	Provide access and service for all user groups	100% compliance	Satisfactory	Excellent to Good
Cost Effectiveness	Operational	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory	Excellent to Good
Safety	Health & Safety	Ensure safe roads, free from hazards as best reasonably practicable	Regular safety audits carried out, action customer request within 10 working days	Safety inspections – carried out monthly	Satisfactory /Ongoing	Excellent to Good

8. Future Demand Forecasts

New works encompass projects that either establish entirely new assets or enhance existing ones beyond their current capabilities. These initiatives may arise from factors such as growth, societal demands, regulatory requirements, or environmental considerations.

Demand Drivers

Demand drivers can be broadly divided into two categories:

- Demand for increased levels of service such as improvements to network capacity; and
- Increased costs from creation or acquisition of new assets.

Demand Forecast

Narromine Shire's population is projected to grow by approximately 450 people by 2032, based on updated advice from the Department of Planning and the Australian Bureau of Statistics. This growth projection, which builds on a 2021 base population of 6,448, reflects developments such as the Inland Rail and Tomingley Gold projects, along with planned housing infrastructure. However, it is important to note that some large projects have been delayed, and the Renewable Energy Zone (REZ) was not initially factored into earlier projections.

In addition to the growth in Narromine, the townships of Trangie and Tomingley are also experiencing changes in population. Trangie's population, recorded at 1,340 in 2021, is expected to see moderate growth, although its future population is influenced by the pace of local development. Tomingley, which had a population of 342 in 2021, is anticipated to grow as mining projects, particularly the local gold mine, continue to drive demand for housing and services in the area.

The construction phase of the REZ and other large infrastructure projects is expected to result in a temporary population surge of up to 1,200 people, which will significantly impact local services, particularly transport supply. This influx will occur over approximately four years during peak construction, putting pressure on transport infrastructure across the Shire. The existing transport system is not designed to support such a large, short-term increase in demand, highlighting the need for strategic planning and potential upgrades to accommodate both the steady growth and the temporary increase in population due to these large-scale projects.

Anticipated Changes in Customer Expectations

Based on past experience, community expectations regarding quality, delivery, and cost-effectiveness of Council services tend to rise over time, especially in areas affecting risk. While specific data on community expectations for community service levels is limited over the duration of this AMP, it is reasonable to anticipate that expectations will not diminish during this period.

Demand Impacts on Assets

A steady increase in development across the Narromine LGA, coupled with a significant rise in the temporary population, will drive greater demand for Council services. To effectively accommodate this growth, all services must be flexible and capable of rapid expansion to meet the needs of the increasing temporary workforce and broader community. Council must proactively assess future service requirements to ensure sustainable and uninterrupted service delivery.

9. Asset Monitoring and Demand Management

The AMP aims to enhance our understanding and management of assets. It is designed to ensure continuous improvement in asset management processes and procedures, with clear mechanisms for monitoring and measuring progress. This plan is essential for maintaining a steady pace of improvement and ensuring that our asset management practices consistently move in the right direction, fostering ongoing enhancement in our operations.

Accounting/ Financial Systems

Council uses an application called Authority for its core Financial Management. The financial system is managed by Council's Finance and Corporate Strategy Department. Financial reporting is to follow the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards.

Asset Management Information System (AMIS)

Council utilises the Asset Management System 'Authority" and "REFLECT" with the following functionality:

- Asset Register;
- Capital Values;
- Defect Management;
- Customer Request Management;
- Asset capitalisation;
- Inspection/defect logging;
- Store dimension/ numeric data;
- Historic information about each assets condition, work and valuation;
- Valuation and depreciation;
- Condition or failure mode ratings;
- Maintenance management with periodic/cyclic scheduling; and
- Producing work order.

Geographical Information System (GIS)

Geographic Information Systems (GIS) play a vital role in asset management by providing spatial analysis and visualisation capabilities that enhance the planning, operation, and maintenance of infrastructure. By integrating GIS, asset managers can:

- **Asset Mapping and Inventory** – Create detailed maps and inventories of infrastructure assets such as pipelines, valves, pumps, and treatment facilities. GIS enables precise geographic location tracking and asset attributes, improving efficiency in asset management.

- **Spatial Analysis and Planning** – Identify patterns, relationships, and trends within asset data that are not evident in non-spatial formats. This aids in strategic decision-making and long-term infrastructure planning.
- **Risk Assessment and Management** – Utilise spatial data to identify areas at risk from natural disasters, climate change, and other hazards. GIS supports risk assessments, mitigation strategies, and emergency response planning, ensuring infrastructure resilience and reliability.
- **Maintenance and Operations** – Improve maintenance scheduling and management by providing spatial context for work orders, inspections, and repairs. GIS optimises resource allocation, reducing travel time and operational costs.
- **Public Engagement and Transparency** – Create interactive maps and dashboards to inform stakeholders and enhance public engagement. GIS promotes transparency by providing accessible and easily understood information on infrastructure projects.
- **Regulatory Compliance and Reporting** – Ensure compliance with regulatory requirements through accurate and comprehensive spatial data, supporting audits and reporting processes.

The integration of GIS into asset management systems enhances decision-making, reduces costs, improves service delivery, strengthens regulatory compliance, and ensures the long-term sustainability of infrastructure assets.

10. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 8.

Table 8: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out the role, purpose, responsibilities, and powers of local governments, including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property, Plant & Equipment, requires that transport infrastructure assets be valued and reported in the annual accounts, including depreciation value (i.e. the rate at which these assets wear out).
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and ensures coordination among various levels of government to manage transport resources and infrastructure effectively.
Protection of the Environment Operations Act 1997	Defines Council's responsibility and powers in managing local environmental matters, including the protection of transport quality and ensuring sustainable transport management practices.
Local Government (General) Regulations 2021	Determines developer charges for transport infrastructure, ensuring costs related to transport supply and transport management are adequately funded.

Independent Pricing and Regulatory Tribunal Act 1992	Grants powers to the Independent Pricing and Regulatory Tribunal (IPART) to inquire into and regulate prices, including transport service charges, and to develop consistent pricing principles for transport services.
Soil Conservation Act 1938	Conserves soil and transport resources, promotes sustainable management of transport supplies and protection of transport course environments to prevent degradation.
Catchment Management Act 1989	Coordinates activities within catchment areas, with implications for managing river transport quality and quantity. Includes requirements for ongoing catchment management plans.
Transport Management Act 2000	Provides for the sustainable and integrated management of transport sources, transport rights, licenses, and allocations, ensuring adequate transport resources for future needs.
Public Health Act 2010	Aims to prevent the spread of disease, ensure proper effluent disposal methods, and guarantee the delivery of safe drinking transport to the community.
NSW Public Health Regulation 2012	Part 5 outlines safety measures for drinking transport to ensure transport quality is maintained and health risks are minimised in public transport supply systems.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure the health, safety, and welfare of employees and others involved in transport infrastructure maintenance, management, and operation.
Civil Liability Act 2002	Principles concerning resources responsibilities etc of public authorities.

11. Risk Management

Council is committed to a structured and systematic approach to risk management, allocating resources to implement a comprehensive Risk Management Program. This program integrates risk management principles across all Council operations, ensuring a proactive and resilient approach to risk. Through this commitment, Council aims to:

- Enhance the likelihood of achieving strategic and operational objectives;
- Foster a culture where all employees actively participate in risk management;
- Encourage proactive identification and mitigation of risks;
- Strengthen the ability to identify and respond to opportunities and threats;
- Build stakeholder confidence and trust in Council's operations;
- Improve financial stability and minimise potential losses; and
- Enhance overall organisational performance.

Council prioritises the identification, elimination, and mitigation of risks associated with its operations wherever reasonably practicable.

12. Improvement Plan

The transport infrastructure improvement plan is shown in Table 9. The improvement plan is categorised by the following types:

- Legislative: compliance requirements
- Performance: development of existing asset principles associated performance of assets and staff
- Knowledge: based on improvement of asset knowledge base or development of existing asset knowledge base
- Service Focused: improvements associated with the development of services
- Skills: any staff skill improvements, including training.

Table 9: Transport Assets Asset Management Improvement Plan

	Type	Task	Priority	Expected Completion
1	Legislative	Revaluation of Assets	1	2025/26
2	Performance	Review Renewal of all Assets	1	2025/26
3	Knowledge	Update Asset Register	3	Ongoing
4	Knowledge	Finalise Maintenance Program	2	Ongoing
5	Knowledge	Input Maintenance Program into AMS	2	2025/26
6	Performance	Maintain Levels of Service	3	Ongoing
7	Knowledge	Develop 10 Year Plans	3	Ongoing
8	Performance	Review Inspection Procedures	2	Complete
9	Knowledge	Update Attributes in AMS	3	Ongoing
10	Service Focus	Review Levels of Service	2	Complete (AMS)
11	Service Focus	LOS Performance Measurement	1	Ongoing
12	Skills	Development of an Operational Staff skills matrix	2	2025/26
13	Performance	Risk Management Plan for Transport Assets	1	Ongoing
14	Performance	Align AMP with Business Continuity Plan	5	As required
15	Legislative	Review of existing inspections program and compliance with Legislation	1	2025/26
16	Knowledge	Ensure all assets are included in the GIS system	4	2025/26
17	Knowledge	Determine and input income of Infrastructure into the AMP to determine Return on Asset (ROA)	4	2025/26
18	Performance	Update the Roads Management Strategy to align with current practice	1	Complete
19	Knowledge	RETINA Vision to REFLECT Integration	1	Complete

Annexure A - Long Term Financial Plan

Transport Infrastructure	1	2	3	4	5	6	7	8	9	10	11
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
Road Renewals and Upgrades											
Rural Road Reseal Program	652,966	733,231	692,732	713,514	734,920	756,967	779,676	803,067	827,159	900,000	900,000
Regional Road Reseal (Block Grant)	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Regional Road Upgrades (Block Grant)	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Urban Reseal - Various	155,000	159,650	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000
Gravel Resheet Program	380,000	393,928	405,746	417,918	430,456	443,370	456,671	470,371	484,482	499,016	513,987
Craigie Lea Road Upgrade Works, for Subdivision											
Capital Upgrade Program (As per Gap Analysis strategy)		1,600,000	600,000	600,000	600,000	600,000	600,000	1,200,000	1,200,000	1,200,000	1,200,000
Gainsborough – Tomingley Int – Road Upgrade	700,000										
RERRF Projects	1,000,000	1,000,000	1,000,000								
Betterment Improvement Funding – Various Roads (100% grant funded)	1,505,026										
Resources For Regions Rd8 & 9 - R4R8/R4R9 - 109 - Newhaven Rd Upgrade	245,899										
2023-2024 Tullamore Road Repair (Block Grant and Regional and Local Roads Repair Funding) - 20.3km to 27.0km	1,050,532										
Tullamore Road - Towards Zero 100% grant funded	644,000	644,000	644,000								
Roads to Recovery Projects (100% grant funded)	550,000	1,728,416	1,819,385	1,819,385	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Culvert and Bridge Renewals and Upgrades											
Rural Culvert Replacement Program		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Bulgandramine Culvert Replacement	200,000										
Tullamore Road Backwater Cowal Large Culvert (grant funding dependent)		500,000	500,000								
Tomingley Culvert (x3) Replacement (as per loading assessment priorities)				500,000	500,000	500,000					
Annual Bridges Maintenance Program				200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Urban Street Upgrades											
Moss Ave (from Algalah) to Payten Close Kerb and Gutter (and water main?)	200,000	200,000									
Peagale Place - K&G, Road Pavement and Watermain		100,000	100,000	100,000							
Narromine Urban Streets - Seal to Kerb	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Truck Stop Upgrades											
Tomingley Truck Stop Upgrade ($300k council funded - Tomingley Gold Fund)	100,000	722,400	411,200								
Asset Management Minor Plant											
Purchase of Minor Plant		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Traffic Counter Units - Replacement	15,000				15,000				15,000		
Guardrail Renewal and Upgrades											
Guard Rail Replacements and Upgrades		200,000			200,000	200,000	200,000	200,000	200,000	200,000	200,000
Tomingley Road Guardrail replacement		200,000									
Gin Gin Bridge (Trangie-Collie Road) Guard Rail Replacement + road widening improvements			250,000	250,000							
Footpath Renewals and Upgrades											
Narromine Renewals and Upgrades - as per PAMP priorities	90,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Trangie Renewals and Upgrades - as per PAMP priorities		48,039	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Tomingley Renewals and Upgrades - as per PAMP priorities	15,000	16,013	16,493	16,988	17,498	18,023	18,563	19,120	19,694	19,694	19,694
Footpath in front of Café 2823 - Trangie	25,000										
Footpath in front of Empower - Trangie	15,000										
Footpath at Hospital - Trangie	30,000										
Footpath at Harris Street Water Reservoir		35,000	10,000								
Urban Street Lights											
Street lighting in Narromine Industrial Area	35,000										
Street lighting (As per lighting strategy)		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Budget Cost	**$ 8,448,423.00**	**$ 9,585,677.00**	**$ 7,974,556.00**	**$ 6,142,805.00**	**$ 6,222,874.00**	**$ 6,243,360.00**	**$ 5,779,910.00**	**$ 6,417,558.00**	**$ 6,471,334.60**	**$ 6,543,710.06**	**$ 6,558,680.55**

Narromine
SHIRE COUNCIL

Asset Management Plan

Urban Drainage

July 2025

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1. Executive Summary

This Asset Management Plan (AMP) provides the strategic framework for the management of Narromine Shire Council's drainage assets, including kerb and gutter systems, underground pipes, and rural culvert networks. These assets are essential for managing storm drainage, preventing flooding, and maintaining the integrity of roadways and public spaces within the community.

The primary goal of this AMP is to establish a proactive and sustainable approach for managing drainage infrastructure throughout its lifecycle. By implementing a systematic asset management strategy, Council aims to maintain the performance, reliability, and cost-effectiveness of the drainage network while effectively managing risks and controlling costs. The AMP also ensures that the infrastructure can meet both current and future demands, complying with all regulatory requirements and environmental considerations.

This AMP emphasises enhancing the resilience and sustainability of drainage infrastructure, ensuring it meets the needs of both present and future generations. By aligning asset management practices with the Council's strategic objectives and community priorities, the plan aims to deliver reliable, efficient, and effective drainage services. This document serves as a guide for decision-making and resource allocation, supporting Council in achieving infrastructure stewardship, service excellence, and overall community well-being.

Council's vision is to provide the residents of Narromine, Trangie, and Tomingley with well-maintained drainage systems that meet the community's needs and environmental expectations. The drainage assets will operate in accordance with statutory and regulatory standards set by the NSW Department of Planning and Environment, local councils, and other regulatory bodies. It is Council's objective to ensure that drainage infrastructure is functional, cost-effective, and sustainable, both now and into the future.

The current drainage assets have a Gross Carrying Value (GCV) of approximately $7,906,303.00 , which represents the initial cost or replacement value of the assets. The Net Carrying Value (NCV), accounting for depreciation, stands at $7,952,923.47. Drainage assets account for 2.1% of the total value of Council's assets, with a total replacement value of $12,084,096.55

This AMP should be considered alongside related planning documents, including the Narromine Shire Council Community Strategic Plan, Delivery Program, Operational Plan, and Asset Management Strategy, to ensure alignment with broader organisational and community objectives.

2. Objectives and Stakeholders

Council provides essential services to its community, with drainage infrastructure playing a key role in managing stormwater and preventing flooding. The primary goal in managing drainage assets is to deliver the defined level of service in a cost-effective and sustainable manner, meeting the needs of both current and future residents.

Council seeks to optimise the quality and availability of its drainage infrastructure, ensuring it can meet both present and future demands while minimising disruptions and improving operational efficiency.

This AMP underscores the importance of building resilience and sustainability into the drainage network. By applying lifecycle management principles, Council aims to extend the lifespan of its drainage assets, reduce long-term maintenance costs, and minimise environmental impacts. This proactive approach includes regular maintenance, timely asset renewals, and strategic investments in system upgrades to improve the reliability and capacity of the drainage network as the community grows.

Financial sustainability is crucial for the effective management of drainage assets. The AMP integrates robust financial planning and budgeting practices, forecasting long-term funding needs and prioritising investments in critical drainage infrastructure. Additionally, Council is exploring innovative funding solutions to support the ongoing maintenance, upgrades, and development of drainage assets, ensuring the continued delivery of high-quality services to the community.

Stakeholders

The stakeholders identified for this plan and its implementation are, but are not limited to:

- Customers – landowners within the Narromine Local Government Area
- The Community – Ratepayers, Businesses, etc;
- Developers;
- Regulators;
- Councillors; and
- Council Staff.

Plan Framework

The key elements of the plan are:

- Levels of Service;
- Future Demand;
- Life Cycle Management;
- Financial Summary;
- Asset Management Practices;
- Monitoring; and Operational Management of Risk
- Asset Management Improvement Plan.

The overarching asset management framework is shown in Figure 1.

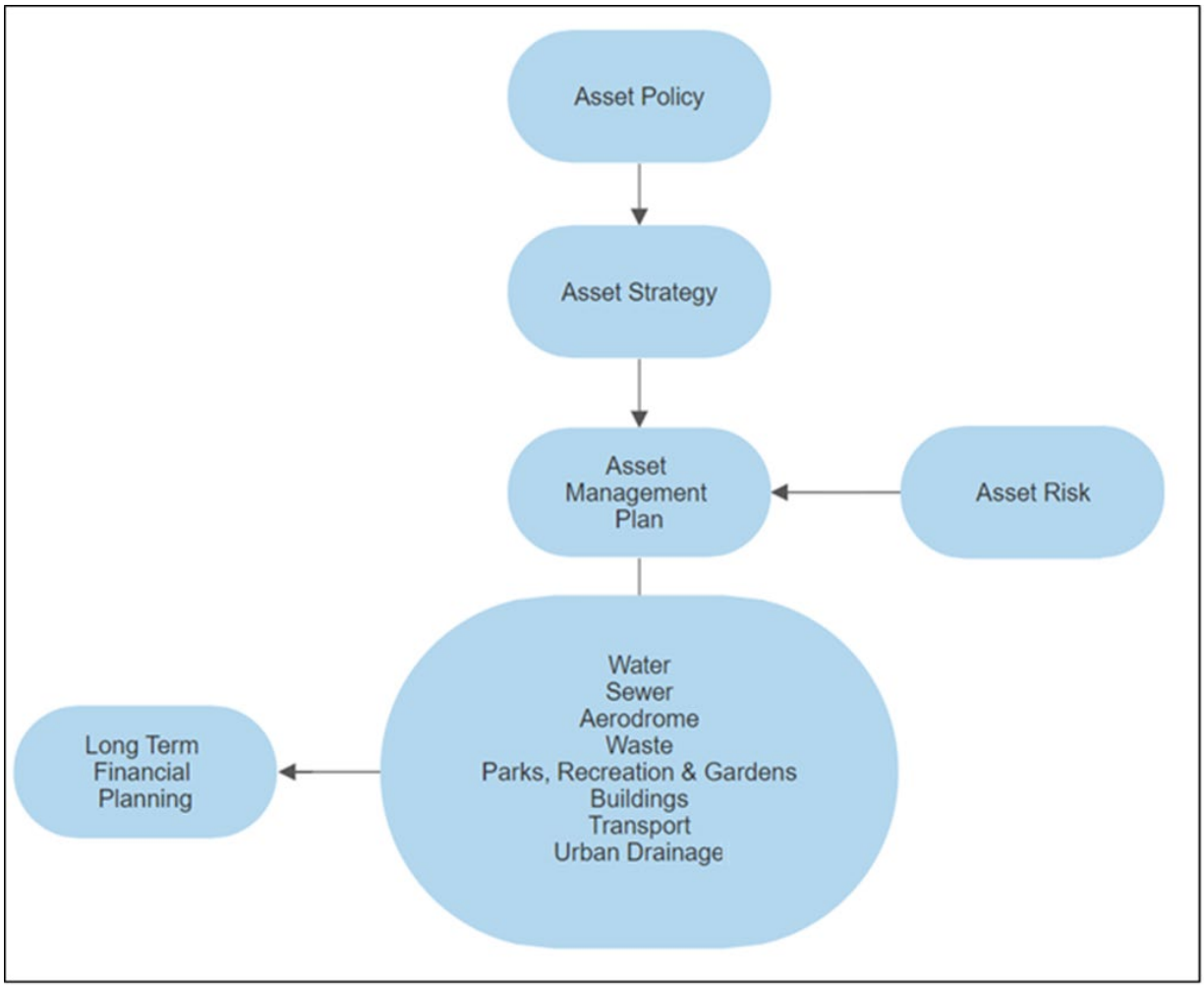

Figure 1: Asset Management Framework

Council Commitment

Council aims to provide the following for its drainage infrastructure:

1. Safe, Reliable, and Sustainable Services: Maintain and provide drainage services that are safe, reliable, and sustainable while ensuring compliance with all legislative and regulatory requirements.
2. Operational Excellence and Compliance: Operate, maintain, renew, and upgrade drainage infrastructure to meet statutory obligations, regulatory standards, and service level agreements. This includes ensuring the reliability and performance of all drainage infrastructure assets.
3. Long-Term Sustainability: Within a 10-year planning horizon and beyond, continue implementing relevant strategies and long-term plans to ensure the sustainability of the drainage business. This includes optimising operational efficiencies, enhancing service delivery, and planning for future demand and infrastructure growth.

Council is committed to achieving these objectives through effective asset management practices that prioritise both current and future community needs.

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 and investment.

Council will continue to apply for funding from various agencies for asset renewal, replacement or upgrades as funding opportunities become available.

Monitoring and Review Procedures

This AMP will be reviewed annually during budget preparation. It will be updated to reflect any significant changes in service levels or available resources resulting from budget decisions.

3. Strategic and Corporate Goals

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.

4. Stakeholder Management

Council has a number of methods for collecting feedback on its performance in managing assets. These have been used to measure customer expectations and include:

- Community surveys;
- Informal feedback from stakeholders;
- Community service requests and customer request management.

The table below describes stakeholder roles and responsibilities.

Table 1: Stakeholder Management

Stakeholder	Stakeholder Issues	Key messages	Participation & Feedback
Councillors	• Have a say in proposed strategy	• 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.	Councillor Workshop, and community consultation
Residents	• Have a say in proposed strategy • Perception of fairness • Getting value for money		Community consultation
State Government			Provision of Capital Funding via Grants
Council Indoor Staff	• Have a say in proposed strategy, • Minimal additions to current workloads		Engineering and Assets team reviews, Councillor workshop
Council Outdoor Staff	• Have a say in proposed strategy, • Structured programs • Want to understand place in process		Team leader workshops Engineering and Assets team reviews

	• A strategy and a fair planning and delivery mechanism in place. • Certainty and trust of project delivery when proposed.	

5. Description of Asset Portfolio

Council plays a crucial role in providing drainage services essential to the communities of Narromine, Trangie, and Tomingley. In Narromine, the urban stormwater catchment area comprises eight separate sub-catchments, each draining to individual outlets and natural detention basins, as detailed in the Narromine Stormwater Management Strategy. Conversely, Trangie features two urban sub-catchments connected by a single underground pipe network, with minimal elevation from the highest point to the catchment outlet, outlined in the Trangie Drainage Strategy. These drainage services are vital for community health, environmental sustainability, and asset protection. It is imperative that these systems are maintained to prevent any deterioration that could jeopardise community and environmental well-being or compromise critical assets.

In summary, the drainage collection network comprises of the following major assets:

- Underground Pipe network
- Lined Open Channel Drainage
- Unlined Open Channel Drainage
- Kerb and Gutter incl. pits
- Gross Pollutant Traps
- Detention Basins
- Retention Basins
- Urban Drainage Culverts
- Rural Drainage Culverts

A breakdown of the major drainage assets, within the Shire of Narromine, is given in Table 2.

Table 2: Breakdown of Major Drainage Assets

Asset Description	Unit of Measurement	Units	Average Asset Age (Years)
Lined Open Channel Drainage	Km	0.66	30
Urban Unlined Open Channel Drainage	Km	14.04	NA
Kerb and Gutter incl. pits	Km	79.45	30
Gross Pollutant Traps	Ea.	1	10
Detention Basins	Ea.	10	NA
Retention Basins	Ea.	2	NA
Rural Drainage Culverts	Ea.	751	30
Urban Drainage Culverts	Ea.	421	30

While several assets have been renewed as part of an ongoing asset renewal or replacement program, some assets are nearing their end of theoretical useful life and will require replacement or renewal. Development pressures due to growth, puts further additional strain on existing assets.

6. Lifecycle Management Activities

Life cycle costs, or whole-of-life costs, represent the total average costs required to maintain the service levels for the drainage infrastructure over the life of the assets. These costs include operational expenses, maintenance, and asset depreciation. The comparison between life cycle costs and life cycle expenditure provides insight into the financial sustainability of drainage services. If the life cycle expenditure is less than the life cycle costs, it suggests that future funding needs may require adjustment. This may include increasing outlays or reducing service levels, which can affect the long-term sustainability of the drainage service.

Life cycle expenditures, which include operating, maintaining, and capital expenditure, can experience volatility, especially due to timing differences in capital works. Sharp increases in capital expenditure during asset renewal or upgrade phases can lead to peaks in costs, affecting the financial planning process.

A life cycle gap occurs when there is a shortfall between life cycle costs and life cycle expenditure. A positive gap indicates a surplus reserve, while a negative gap signals a potential funding gap. Identifying and addressing this gap through strategic planning helps ensure that drainage services can be provided sustainably. If funding is not available, the following strategies may be employed to bridge the gap:

- Reducing service levels for capital, maintenance, or operational costs
- Selling disused assets
- Securing grant funding
- Increasing revenue generation
- Leveraging improved technology
- Reducing service requirements

Funding Strategy

Projected expenditures for drainage infrastructure are to be funded from a combination of future operating and capital budgets, reserves, and grant funding. The detailed funding strategy is outlined in the Council's 10-year long-term financial plan, which takes into account the financial sustainability of Council's drainage network and aligns with broader organisational objectives.

Key Assumptions Made in Financial Forecasts

The financial forecasts within this AMP are based on several key assumptions to ensure accurate predictions of future operating and capital expenditures, asset values, depreciation expenses, and carrying amounts. These assumptions are:

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations governing drainage infrastructure will not require significant changes to operations.
- The operating environment—physical, demographic, and technical—will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

These assumptions provide a foundation for the financial forecasts and enable the organisation to anticipate and plan for any necessary adjustments in drainage asset management.

Capital Expenditure

Capital Works encompass the acquisition activities involving the creation, renewal, upgrading, and disposal of assets within the planning period. This includes assets acquired through purchase, construction, or contributions. Expenditure is categorised into new, upgrade or expansion and renewal.

New / Upgrade / Expansion

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. These proposals are inspected and evaluated 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.

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

Capital Renewal Asset

Renewal expenditure is major work that restores, rehabilitates, or replaces an existing asset to its original capacity. Work over and above restoring an asset to original capacity is classed as an upgrade or expansion.

It is expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. Renewal activities allow the service to continue to be used after the original asset has reached the end of its useful life. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time.

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.

Assets requiring renewal are identified from one of three methods:

1. Method 1: Asset Register data is used to project the renewal costs for renewal years using acquisition year and useful life, or
2. Method 2: Capital renewal expenditure projections from external condition modelling systems
3. Method 3: Combination of average network renewals plus defect repairs.

Method 1 is the primary method of renewal identification within Council, in conjunction with asset inspections and prioritisation based upon hierarchy and condition rating.

Renewal Standards

Renewal work is carried out in accordance with the relevant Standards and Specifications.

Operational

Operational activities are regular activities required to continuously provide Council services including inspections, electricity costs, fuel and overheads.

Asset Inspections

Inspections can be in the form of condition, compliance, operational, project etc. Asset Management principles focus on the condition inspections for programming and monitoring as other areas, staff and positions within Council are responsible for the delivery and reporting of other inspections associated with operations and delivery. Drainage condition inspections are summarised in Table 3.

Table 3: Summary of asset inspections

Inspection	Frequency
Underground Pipe network	Rotating CCTV program
Lined Open Channel Drainage	Quarterly
Unlined Open Channel Drainage	Quarterly
Kerb and Gutter incl. pits	Quarterly
Gross Pollutant Traps	After rain events
Detention Basins	Annually
Retention Basins	Annually
Urban Drainage Culverts	Quarterly
Rural Drainage Culverts	3-yearly

All assets are reviewed and condition rated by external consultants during revaluation which occurs every five years.

In 2025/2026 the operational budget for drainage assets is $540,070.00

Maintenance Work

Maintenance Work is the regular on-going work that is necessary to ensure the asset is as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets functional, excluding rehabilitation. These activities are required to ensure that the assets reach their expected useful life with no addition to their existing useful life and typically increases as the assets age. It includes work on an asset where a portion of the asset may fail and need repairs to make it operational again. It may be planned or reactive maintenance work, where works that are programmed, are cyclic in nature and reactive is not programmed and usually reactive such as storm damage or vandalism.

Maintenance may be classified as Planned, Reactive, Specific or Unplanned Maintenance.

Theoretical Useful Life

The **Theoretical Useful Life** of an asset refers to the **expected or estimated duration** that an asset can perform its intended function effectively, before it is considered for replacement or major refurbishment. It is based on general industry standards, manufacturer specifications, and the historical performance of similar assets under typical conditions.
This theoretical value assumes that:

1. **Optimal conditions** for maintenance and operation are maintained throughout the asset's life.
2. The asset will be used in a manner consistent with its design specifications.

The **Theoretical Useful Life** does not account for specific environmental factors, maintenance practices, or usage patterns that may shorten or extend the life of the asset. It is more of a guideline or reference for when major replacements, refurbishments, or evaluations of the asset's performance should occur. Council has adopted useful life for all major drainage assets, as shown in Table 4.

Table 4: Drainage Asset Assigned Useful Life

Description	Material	Useful Life
Boxed Kerb & Gutter	Plain Concrete	50
Vehicle Layback	Plain Concrete	50
Concrete - Pipe Culvert	Reinforced Concrete	50
Concrete - Boxed Culvert	Reinforced Concrete	50
Open Channel Drain	Reinforced Concrete	50
Open Channel Drain	Loam	100
Kerb incl. Pit	Reinforced Concrete	50
Formation	Soil	100
Gross Pollutant Trap	Concrete	50

Planned Maintenance

Planned Maintenance falls into three categories:

1. Periodic Maintenance – also known as routine maintenance necessary to ensure the reliability or to sustain the design life of an asset.
2. Predictive Maintenance – condition monitoring activities used to predict failure.
3. Preventive Maintenance – maintenance that can be initiated without routine or continuous checking and is not condition based.

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management supervisory directions.

Specific Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance planning.

Unplanned Maintenance (due to breakdown)

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Asset Disposal

The Disposal lifecycle involves identifying costs associated with decommissioning assets when they are taken out of service. This includes activities such as selling, demolishing, or relocating assets. Assets rated in poor condition (Condition 5) with no recent community usage, and determined unnecessary through analysis and cost assessment, may be deemed redundant and recommended for disposal pending approval from the General Manager and Council. By conducting thorough asset evaluations, the Council identifies surplus or underutilised assets, such as excess land, which can generate revenue upon sale. Furthermore, selling such assets reduces ongoing maintenance costs, offering additional financial benefits to the Council.

7. Levels of Service

Council is responsible for providing safe, reliable, cost-effective customer focused services that enhance the environment and caters for the sustainable growth of the Shire.

Community Levels of Service

Community Levels of Service focus on the service outcomes that the community expects from drainage infrastructure in terms of safety, quality, quantity, reliability, responsiveness, cost-effectiveness, and legislative compliance. These levels of service are critical in ensuring that drainage assets meet the needs of the community while maintaining operational efficiency and sustainability.

For drainage assets, the key community levels of service measures are shown in Table 5.

Table 5: Community Service Target

Key Performance Measure	Level of Service Objective
Community Levels of Service	
Quality	Provide functional and uninterrupted services
Function	Ensure the services meet regulatory requirements (including department of Health, Environmental legislation, Local Government Act.
Safety	Ensure works do not create safety hazards
Technical Levels of Service	
Condition	Provide appropriate services to meet user requirements
Function/Accessibility	Ensure services are available to all occupied properties as appropriate
Cost Effectiveness	Provide services in a cost-effective manner
Safety	Effectiveness of WHS programs and Work Method Statements/Standard Operating Procedures

Intervention Levels

Assets are rated on a 1 (Near New) to 5 (Completely Failed) scale consistent with the IPWEA Condition Assessment & Asset Performance Guidelines

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

Table 6: Intervention Levels

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 saved within the Asset Register and is updated in line with asset condition assessments.

Performance Measures

Key Performance Measures (KPMs) are shown in Table 7.

Table 7: Key Performance Measures - Drainage Assets

Key Performance Measure	Capability Consideration	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service	Predicted Level of Service (4 years)
Community Levels of Service						
Quality	Infrastructure	Flow of water is to a minimum of ARI 1:5 (AEP 18.13%)	Proven Customer requests	<2 complaints per quarter during the rain event	Satisfactory	Excellent to Good
Function	Infrastructure	Zero overflow of water during a 1:5 (AEP 18.13%) rain event	Proven Customer requests	Zero reported incidences per annum	Satisfactory	Excellent to Good
Safety	Environment	Zero pondage of water in drainage network > 1 week ***after*** rain fall	Zero confirmed reports of water pondage	Zero reported accidents per annum	Satisfactory	Excellent to Good
Safety	Health & Safety	No reports of near misses in conjunction with Council Infrastructure	Zero confirmed reports of near misses	Zero reported accidents per annum	Satisfactory	Excellent to Good
Technical Levels of Service						
Condition	Operational	All asset conditions are maintained to a level of 3-4	Condition inspections / Revaluation	100% compliance with maintenance	Satisfactory	Excellent to Good

Accessibility	Infrastructure	Provision of connection to the drainage network including network expansion into existing	Percentage of properties unable to be connect to the existing network	99.9% compliance	Satisfactory	Excellent to Good
Cost Effectiveness	Infrastructure	Provide service in cost effective manner	Budget compliance	Expenses within budget	Satisfactory	Excellent to Good
Safety	Health & Safety	Ensure facilities are safe	Regular safety audits in conjunction with the condition inspections are carried out, action customer requests within 5 working days	Safety inspections – Clear of contaminants, objects that could cause injury	Satisfactory	Excellent to Good
Quality	Infrastructure / environment	Design, construct and maintain Infrastructure to appropriate technical standards such as NATSPEC or adopted Council Technical Procedures	Technical Specification checklists and document storage	NATSPEC	Satisfactory	Excellent to Good

8. Future Demand Forecasts

New works encompass projects that either establish entirely new assets or enhance existing ones beyond their current capabilities. These initiatives may arise from factors such as growth, societal demands, regulatory requirements, or environmental considerations.

Demand Drivers

Demand drivers can be broadly divided into two categories:

- Demand for increased levels of service such as improvements to network capacity; and
- Increased costs from creation or acquisition of new assets.

Demand Forecast

Narromine Shire's population is projected to grow by approximately 450 people by 2032, based on updated advice from the Department of Planning and the Australian Bureau of Statistics. This growth projection, which builds on a 2021 base population of 6,448, reflects developments such as the Inland Rail and Tomingley Gold projects, along with planned housing infrastructure. However, it is important to note that some large projects have been delayed, and the Renewable Energy Zone (REZ) was not initially factored into earlier projections.

In addition to the growth in Narromine, the townships of Trangie and Tomingley are also experiencing changes in population. Trangie's population, recorded at 1,340 in 2021, is expected to see moderate growth, although its future population is influenced by the pace of local development. Tomingley, which had a population of 342 in 2021, is anticipated to grow as mining projects, particularly the local gold mine, continue to drive demand for housing and services in the area.

The construction phase of the REZ and other large infrastructure projects is expected to result in a temporary population surge of up to 1,200 people, which will significantly impact local services, particularly drainage supply. This influx will occur over approximately four years during peak construction, putting pressure on drainage infrastructure across the Shire. The existing drainage system is not designed to support such a large, short-term increase in demand, highlighting the need for strategic planning and potential upgrades to accommodate both the steady growth and the temporary increase in population due to these large-scale projects.

Anticipated Changes in Customer Expectations

Based on past experience, community expectations regarding quality, delivery, and cost-effectiveness of Council services tend to rise over time, especially in areas affecting risk. While specific data on community expectations for community service levels is limited over the duration of this AMP, it is reasonable to anticipate that expectations will not diminish during this period.

Demand Impacts on Assets

A steady increase in development across the Narromine LGA, coupled with a significant rise in the temporary population, will drive greater demand for Council services. To effectively accommodate this growth, all services must be flexible and capable of rapid expansion to meet the needs of the increasing temporary workforce and broader community. Council must proactively assess future service requirements to ensure sustainable and uninterrupted service delivery.

9. Asset Monitoring and Demand Management

The AMP aims to enhance our understanding and management of assets. It is designed to ensure continuous improvement in asset management processes and procedures, with clear mechanisms for monitoring and measuring progress. This plan is essential for maintaining a steady pace of improvement and ensuring that our asset management practices consistently move in the right direction, fostering ongoing enhancement in our operations.

Accounting/ Financial Systems

Council uses an application called Authority for its core Financial Management. The financial system is managed by Council's Finance and Corporate Strategy Department. Financial reporting is to follow the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards.

Asset Management Information System (AMIS)

Council utilises the Asset Management System 'Authority" and "REFLECT" with the following functionality:

- Asset Register;
- Capital Values;
- Defect Management;
- Customer Request Management;
- Asset capitalisation;
- Inspection/defect logging;
- Store dimension/ numeric data;
- Historic information about each assets condition, work and valuation;
- Valuation and depreciation;
- Condition or failure mode ratings;
- Maintenance management with periodic/cyclic scheduling; and
- Producing work order.

Geographical Information System (GIS)

Geographic Information Systems (GIS) play a vital role in asset management by providing spatial analysis and visualisation capabilities that enhance the planning, operation, and maintenance of infrastructure. By integrating GIS, asset managers can:

- **Asset Mapping and Inventory** – Create detailed maps and inventories of infrastructure assets such as pipelines, valves, pumps, and treatment facilities. GIS enables precise geographic location tracking and asset attributes, improving efficiency in asset management.
- **Spatial Analysis and Planning** – Identify patterns, relationships, and trends within asset data that are not evident in non-spatial formats. This aids in strategic decision-making and long-term infrastructure planning.

- **Risk Assessment and Management** – Utilise spatial data to identify areas at risk from natural disasters, climate change, and other hazards. GIS supports risk assessments, mitigation strategies, and emergency response planning, ensuring infrastructure resilience and reliability.
- **Maintenance and Operations** – Improve maintenance scheduling and management by providing spatial context for work orders, inspections, and repairs. GIS optimises resource allocation, reducing travel time and operational costs.
- **Public Engagement and Transparency** – Create interactive maps and dashboards to inform stakeholders and enhance public engagement. GIS promotes transparency by providing accessible and easily understood information on infrastructure projects.
- **Regulatory Compliance and Reporting** – Ensure compliance with regulatory requirements through accurate and comprehensive spatial data, supporting audits and reporting processes.

The integration of GIS into asset management systems enhances decision-making, reduces costs, improves service delivery, strengthens regulatory compliance, and ensures the long-term sustainability of infrastructure assets.

10. Legislative Requirements

Council must meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 8.

Table 8: Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out the role, purpose, responsibilities, and powers of local governments, including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Board Standard, AASB 116 Property, Plant & Equipment, requires that drainage infrastructure assets be valued and reported in the annual accounts, including depreciation value (i.e. the rate at which these assets wear out).
Environmental Planning and Assessment Act 1979	Sets out guidelines for land use planning and ensures coordination among various levels of government to manage drainage resources and infrastructure effectively.
Protection of the Environment Operations Act 1997	Defines Council's responsibility and powers in managing local environmental matters, including the protection of drainage quality and ensuring sustainable drainage management practices.
Local Government (General) Regulations 2021	Determines developer charges for drainage infrastructure, ensuring costs related to drainage supply and drainage management are adequately funded.
Independent Pricing and Regulatory Tribunal Act 1992	Grants powers to the Independent Pricing and Regulatory Tribunal (IPART) to inquire into and regulate prices, including drainage service charges, and to develop consistent pricing principles for drainage services.

Soil Conservation Act 1938	Conserves soil and drainage resources, promotes sustainable management of drainage supplies and protection of drainage course environments to prevent degradation.
Catchment Management Act 1989	Coordinates activities within catchment areas, with implications for managing river drainage quality and quantity. Includes requirements for ongoing catchment management plans.
Drainage Management Act 2000	Provides for the sustainable and integrated management of drainage sources, drainage rights, licenses, and allocations, ensuring adequate drainage resources for future needs.
Public Health Act 2010	Aims to prevent the spread of disease, ensure proper effluent disposal methods, and guarantee the delivery of safe drinking drainage to the community.
NSW Public Health Regulation 2012	Part 5 outlines safety measures for drinking drainage to ensure drainage quality is maintained and health risks are minimised in public drainage supply systems.
Work Health and Safety Act 2011 (and Regulations)	Council's responsibility to ensure the health, safety, and welfare of employees and others involved in drainage infrastructure maintenance, management, and operation.
Civil Liability Act 2002	Principles concerning resources responsibilities etc of public authorities.

11. Risk Management

Council is committed to a structured and systematic approach to risk management, allocating resources to implement a comprehensive Risk Management Program. This program integrates risk management principles across all Council operations, ensuring a proactive and resilient approach to risk. Through this commitment, Council aims to:

- Enhance the likelihood of achieving strategic and operational objectives;
- Foster a culture where all employees actively participate in risk management;
- Encourage proactive identification and mitigation of risks;
- Strengthen the ability to identify and respond to opportunities and threats;
- Build stakeholder confidence and trust in Council's operations;
- Improve financial stability and minimise potential losses; and
- Enhance overall organisational performance.

Council prioritises the identification, elimination, and mitigation of risks associated with its operations wherever reasonably practicable.

12. Improvement Plan

The drainage infrastructure improvement plan is shown in Table 9. The improvement plan is categorised by the following types:

- Legislative: compliance requirements
- Performance: development of existing asset principles associated performance of assets and staff
- Knowledge: based on improvement of asset knowledge base or development of existing asset knowledge base
- Service Focused: improvements associated with the development of services
- Skills: any staff skill improvements, including training.

Table 9: Drainage Assets Asset Management Improvement Plan

	Type	Task	Priority	Expected Completion
1	Legislative	Revaluation of Assets	1	2025/26
2	Performance	Review Renewal of all Assets	1	2025/26
3	Knowledge	Update Asset Register	3	Ongoing
4	Knowledge	Finalise Maintenance Program	2	2025/26
5	Knowledge	Input Maintenance Program into AMS	2	Ongoing
6	Performance	Maintain Levels of Service	3	Ongoing
7	Knowledge	Develop 10 Year Plans	3	Ongoing
8	Performance	Review Inspection Procedures	2	2025/26
9	Knowledge	Update Attributes in AMS	3	Ongoing
10	Service Focus	Review Levels of Service	2	2025/26
11	Service Focus	LOS Performance Measurement	1	Ongoing
12	Skills	Development of an Operational Staff skills matrix	2	2025/26
13	Performance	Risk Management Plan for Drainage Assets	1	Ongoing
14	Performance	Align AMP with Business Continuity Plan	5	As required
15	Legislative	Review of existing inspections program and compliance with Legislation	1	2025/26
16	Knowledge	Ensure all assets are included in the GIS system	4	2025/26
17	Knowledge	Determine and input income of Infrastructure into the AMP to determine Return on Asset (ROA)	4	2025/26
18	Service Focus	Implement findings of drainage strategies	1	Ongoing

Annexure A - Long Term Financial Plan

DRAINAGE ASSETS	1	2	3	4	5	6	7	8	9	10	11
	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036
LIFE CYCLE CAPITAL COSTS											
Urban Lined & Unlined Grade + Maintain (capital) - Narromine			15,000					10,079			
Underground Drainage Pipe Network - CCTV And Cleaning Program - - Narromine				59,703					69,212		
Wetlands - Capital Program - - Narromine	12,000	11,255			12,299			13,439			
Backwater Road Stormwater Channel + Pump System	25,000										
Narromine Stormwater Upgrades - as per Stormwater Strategy	200,000	250,000	300,000	100,000	300,000	300,000	600,000	600,000	600,000	600,000	300,000
Lined & Unlined Open Channel Drain - Capital Program - Trangie **Carry over**					5,970						
Lined & Unlined Open Channel Drain - Tomingley **Carry Over**	20,300					3,075					
Northern Stormwater Drainage **Carry Over** (grant funded - R2R)	300,000										
Trangie Stormwater Upgrades - as per Stormwater Strategy		60,000	60,000	150,000	60,000	60,000	150,000	60,000	60,000	60,000	60,000
Enmore Street Drainage - Trangie (Grant Funded R2R)	150,000										
Narromine Levee - Flood gate and culvert installation (3 discreet locations)		50,000		50,000			50,000				
Kerb and Gutter - Capital Works											
NARROMINE	38,625	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
TRANGIE	38,625	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
TOMINGLEY				23,185	23,881	24,597	25,335	26,095	26,878	27,684	27,684
Mitchell Highway at Entrance to Trangie Town		35,000									
Flood and Stormwater Plans											
Narromine Floodplain Plan (grant funded 1:6 contribution by Council) OPERATIONAL COST	186,013	93,007									
Total Budget Cost	**$ 784,550.00**	**$ 596,255.00**	**$ 565,000.00**	**$ 572,888.00**	**$ 592,150.00**	**$ 577,672.00**	**$ 1,015,335.00**	**$ 899,613.00**	**$ 946,090.00**	**$ 877,684.00**	**$ 577,684.00**