WATER AND SEWER INFRASTRUCTURE ASSET MANAGEMENT PLAN COONAMBLE SHIRE COUNCIL

COONAMBLE SHIRE COUNCIL

March 2026

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1.1 The purpose of the Plan

The purpose of this Asset Management Plan (AMP) is to provide a 10-year strategy for the sustainable management of Coonamble Shire Council's water supply and sewerage assets. The plan outlines how Council will deliver reliable, safe and cost-effective services, optimise whole-of-life asset costs, manage risks, and align investment with the Community Strategic Plan, Delivery Program, Operational Plan and Long-Term Financial Plan. It supports informed decision-making and ensures assets continue to meet current and future community needs in a financially responsible manner.

1.2 Asset Description

Coonamble Shire Council manages a critical portfolio of water supply and sewerage infrastructure across the townships of Coonamble, Gulargambone and Quambone. These assets enable the delivery of safe drinking water, effective wastewater collection and treatment, and protection of public health and the environment.

The water supply network includes water treatment plants, pump stations, reservoirs, reticulation pipelines, valves, meters, electrical and mechanical components, and associated civil structures. The sewerage network comprises sewer treatment plants, pump stations, gravity and rising mains, manholes, mechanical and electrical equipment, and supporting civil assets.

These assets represent a significant financial investment by Council:

Water asset replacement value: approximately **$32 million**
Sewer asset replacement value: approximately **$33 million**

Together, water and sewer assets form one of Council's highest-value infrastructure portfolios, essential for community wellbeing, regulatory compliance and economic sustainability. The majority of these assets are long-life buried infrastructure, with many approaching mid to late lifecycle, reinforcing the importance of proactive maintenance, renewal planning and long-term financial sustainability.

1.3 Levels of Service

Levels of Service define how Council delivers water and sewer services in terms of quality, reliability, safety, responsiveness and compliance. Customer Levels of Service capture community expectations such as water quality, pressure and sewer reliability, while Technical Levels of Service define internal performance targets such as main breaks, renewal delivery, environmental compliance and maintenance practices. Council plans to formalise and adopt these Levels of Service and develop a Customer Service Charter to improve transparency, accountability and service planning.

1.4 Future Demand

Future demand for water and sewer services will be influenced by population change, climate variability and drought, agricultural and industrial usage, asset age, regulatory requirements and evolving customer expectations. Although population growth is expected to be modest, ageing infrastructure, water quality concerns and limited sewer coverage in some areas will drive renewal and upgrade needs. Council will also implement demand management strategies and long-term planning to ensure service sustainability.

1.5 Life Cycle Management

Council manages its assets through the full lifecycle: planning, acquisition, operation, maintenance, renewal and disposal.

Currently, maintenance is largely reactive, and inspection and asset data collection need improvement. Renewals are prioritised using 2025 valuation data and condition profiles.

Future focus areas include implementing condition assessment programs, improving asset data accuracy, formalising maintenance schedules, and using renewal modelling to optimise timing and funding. Current capital work includes renewal of ageing assets, targeted upgrades to improve performance, and limited new assets to support growth or compliance.

1.6 Financial Summary

The AMP needs to identify operational, maintenance, renewal, upgrade and new capital costs over the 10-year period. Renewal forecasts indicate increasing needs over time, particularly for ageing mains, mechanical and electrical assets. There are renewal backlogs in both water and sewer networks.

It is important that the capital works program is categorised by capital expenditure type for all future years, using the standard classifications: renewal, new, and upgrade.

The AMP highlights the need to align budgets with lifecycle demand, improve long-term financial modelling, and monitor sustainability indicators such as the Asset Renewal Funding Ratio and Asset Sustainability Ratio. The affordability and financial sustainability of the services remain key objectives.

The following table shows the Operational budget. capital budget, and the renewal forecast summary of sewer assets.

Financial Year	Renewal Forecast	10 Year Capital Program (Avg) * see Table 16	Capital Budget	Operational Budget	Total Budget	Total Lifecycle Demand
2025/26	$2,584,178	$1,939,450	$575,000	$1,737,117	$2,312,117	$6,260,745
2026/27	$3,323,997	$1,939,450	$500,000	$1,705,194	$2,205,194	$6,968,641
2027/28	$2,108,206	$1,939,450	$425,000	$1,836,840	$2,261,840	$5,884,496
2028/29	$3,382,129	$1,939,450	$575,000	$1,888,927	$2,463,927	$7,210,506
2029/30	$3,574,715	$1,939,450	$500,000	$1,940,618	$2,440,618	$7,454,783
2030/31	$1,788,426	$1,939,450	$425,000	$1,993,086	$2,418,086	$5,720,962
2031/32	$602,534	$1,939,450	$575,000	$2,046,308	$2,621,308	$4,588,292
2032/33	$650,026	$1,939,450	$500,000	$2,100,963	$2,600,963	$4,690,439
2033/34	$682,294	$1,939,450	$425,000	$2,157,089	$2,582,089	$4,778,833
2034/35	$698,495	$1,939,450	$575,000	$2,214,727	$2,789,727	$4,852,672
Total	**$19,395,000**	**$19,394,500**	**$5,075,000**	**$19,620,869**	**$24,695,869**	**$58,410,369**

The following table shows the Operational budget. capital budget, and the renewal forecast summary of water assets.

Financial Year	Renewal Forecast	10 Year Capital Program (Avg) * see Table 16	Capital Budget	Operational Budget	Total Budget	Total Lifecycle Demand
2025/26	$2,876,875	$1,980,954	$382,500	$724,213	$1,106,713	$5,582,042
2026/27	$1,988,447	$1,980,954	$450,000	$899,458	$1,349,458	$4,868,859
2027/28	$1,320,444	$1,980,954	$517,500	$981,449	$1,498,949	$4,282,847
2028/29	$1,255,426	$1,980,954	$382,500	$981,449	$1,363,949	$4,217,829
2029/30	$7,648,462	$1,980,954	$450,000	$981,449	$1,431,449	$10,610,865
2030/31	$964,800	$1,980,954	$517,500	$981,449	$1,498,949	$3,927,203
2031/32	$964,212	$1,980,954	$382,500	$981,449	$1,363,949	$3,926,615
2032/33	$952,033	$1,980,954	$450,000	$981,449	$1,431,449	$3,914,436
2033/34	$931,939	$1,980,954	$517,500	$981,449	$1,498,949	$3,894,342
2034/35	$906,897	$1,980,954	$382,500	$981,449	$1,363,949	$3,869,300
Total	**$19,809,535**	**$19,809,540**	**$4,432,500**	**$9,475,263**	**$13,907,763**	**$49,094,338**

1.7 Improvement Plan

A comprehensive Improvement Plan has been developed to strengthen asset management capability. Key actions include formalising Levels of Service, improving condition data and inspections, implementing structured maintenance and asset data systems, improving renewal modelling, forecasting 10-year operational and capital budgets, refining disposal and risk management processes, and categorising assets by location (treatment plants, pump stations, networks) for better planning.

A critical initiative is the **establishment of an Asset Management Steering Committee (AMSC)** to oversee implementation, provide strategic direction, monitor performance and drive continuous improvement across water and sewer asset management.

2. INTRODUCTION

2.1 Background

Coonamble Shire Council is located in north-western New South Wales, approximately 500 kilometers from Sydney, covering an area of around 9,900 square kilometers. The Shire includes the township of Coonamble and the villages of Gulargambone and Quambone, along with extensive rural and agricultural areas. It lies within the Orana region and forms part of the Western Plains of New South Wales.

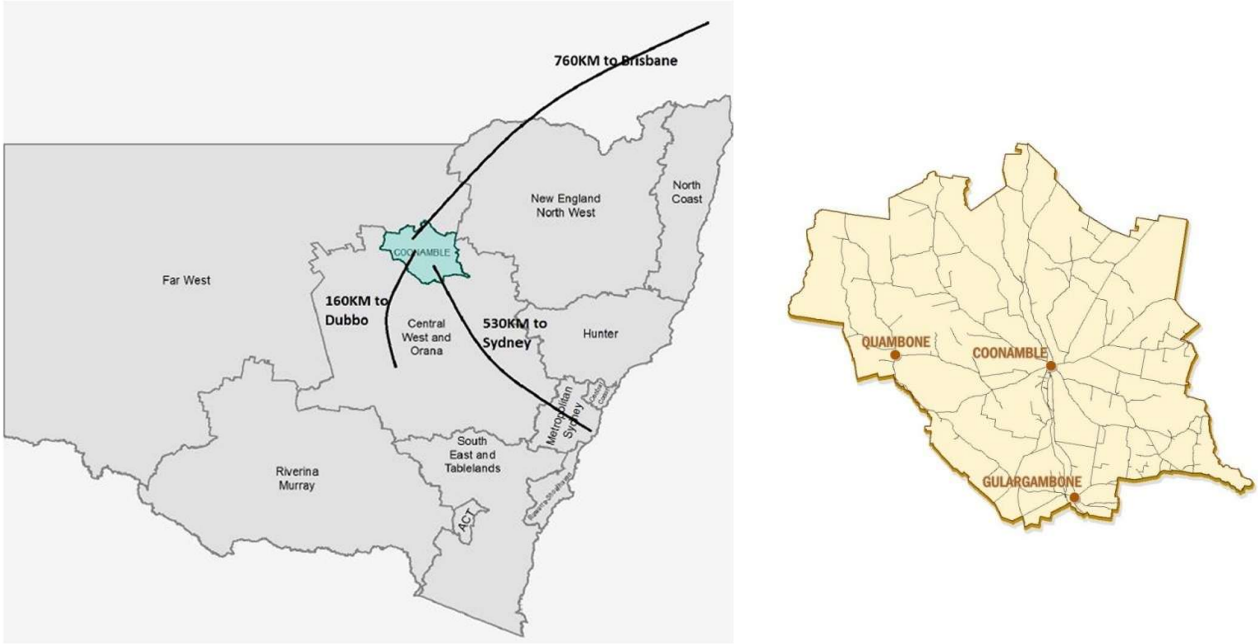

Figure 1 – Coonamble Local Government Area

Coonamble Shire has a population of approximately 3,900 people (based on the latest ABS estimates), with the majority residing in the township of Coonamble. The region is characterised by its strong connection to agriculture, particularly cropping and livestock grazing, and serves as a regional service Centre for surrounding rural communities.

The council is responsible for the provision and maintenance of essential water supply and sewerage services to support the health, wellbeing, and economic vitality of its communities. This includes the operation and maintenance of water treatment plants, sewerage treatment systems, pumping stations, pipelines, and associated infrastructure in the township of Coonamble and the village of Gulargambone.

2.2 Purpose of the Plan

This Asset Management Plan outlines a 10-year plan for managing Coonamble Shire's water and sewer assets, supporting Council's vision to plan, develop, and maintain infrastructure that is both sustainable and cost-effective.

The plan is grounded in responsible asset management principles, aiming to deliver the required levels of service to current and future customers while minimising lifecycle costs.

It ensures that water and sewer infrastructure continue to operate effectively throughout its intended life, balancing technical, financial, environmental, and community considerations.

Key objectives of this plan are to:

- Provide a clear strategy for the long-term management of water and sewer assets.
- Improve understanding of service level standards and enhance customer satisfaction and Council's reputation.
- Identify optimal whole-of-life costs to deliver the desired levels of service.
- Support decision-making by forecasting asset-related needs, management options, and funding requirements.
- Justify long-term works programs and future investment through evidence-based planning.
- Manage environmental, health, and financial risks associated with asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been developed in alignment with good practice guidance from the ISO 55000 Asset Management Standard and the IPWEA International Infrastructure Management Manual (IIMM). It reflects Council's current processes, practices, data, and standards in managing water and sewer infrastructure.

Coonamble Shire Council is committed to continuously improving its asset management capability and recognises that this Plan will need to be periodically updated to reflect changes in asset condition, service requirements, regulatory obligations, and operational practices.

The council's aim is for its Asset Management Plans to closely align with actual management practices. This ensures that long-term financial planning is realistic and supports the sustainable delivery of infrastructure and services to the community.

2.4 Water & Sewer Asset Summary

The following table provides a summary of water & sewer asset portfolio.

Asset Class	Asset Sub Class	Quantity	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Sewer	Sewer Network	45570 m	$18,578,039	$12,887,057	$5,690,981	$150,952
	Sewer Pumping Station Assets	59	$4,342,784	$3,141,206	$1,201,578	$77,192
	Sewer Treatment Plant Assets	57	$9,626,027	$3,227,693	$6,398,334	$171,293
	Telemetry	34	$1,102,630	$453,689	$648,941	$50,189
	Total		**$33,649,479**	**$19,709,645**	**$13,939,834**	**$449,626**
Water	Bore	43	$2,454,413	$1,323,741	$1,130,671	$51,698
	Other structures	15	$367,249	$44,570	$322,679	$2,003
	Reservoir	15	$4,455,476	$2,733,077	$1,722,399	$64,466
	Water Main Network	74540 m	$17,811,958	$10,903,187	$6,908,772	$189,321
	Water Pumping Station Assets	3	$34,060	$17,573	$16,488	$1,076
	Water Treatment Plant Assets	64	$4,196,937	$3,083,207	$1,113,730	$100,762
	Telemetry	30	$2,918,288	$1,758,109	$1,160,180	$112,854
	Total		**$32,238,382**	**$19,863,463**	**$12,374,919**	**$522,180**

Table 1 - Summary of water & Sewer Asset Portfolio

2.5 Sewer Assets

The table below provides a summary of Council's sewer assets based on the 2025 valuation data.

Asset Type	Asset Sub Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Civil	Culvert	Concrete	1	#	$5,897	$3,590	$2,306	$81
Civil	Fencing	Mesh	4	#	$163,218	$46,376	$116,842	$6,777
Civil	Footpath	Concrete	2	#	$31,252	$12,957	$18,295	$634
Civil	Lagoon	Earth	5	#	$1,198,898	$825,112	$373,786	$13,055
Civil	Metal Work	Steel	1	#	$9,435	$4,151	$5,283	$189
Civil	Pit	Concrete	6	#	$42,456	$24,041	$18,415	$812
Civil	Pump Well	Concrete	15	#	$3,978,481	$3,088,379	$890,102	$52,545
Civil	Roads	Unsealed	1	#	$4,953	$1,882	$3,071	$198
Civil	Safety Rail	Standard	1	#	$108,498	$25,473	$83,024	$2,359
Civil	Structure	Concrete	11	#	$6,424,943	$1,750,886	$4,674,057	$96,840
Electrical	Flow Meter	Standard	5	#	$48,523	$17,288	$31,235	$1,580
Electrical	Switchboard	Standard	19	#	$904,706	$345,619	$559,087	$36,227
Electrical	Telemetry	Standard	17	#	$309,017	$155,249	$153,769	$18,368
Manhole	Manhole	Concrete (> 4.5)	50	#	$507,645	$414,185	$93,460	$4,467

Manhole	Manhole	Concrete (0 < 1.5)	272	#	$1,578,440	$921,065	$657,374	$15,230
Manhole	Manhole	Concrete (1.5 < 3.0)	251	#	$1,136,477	$680,343	$456,135	$10,889
Manhole	Manhole	Concrete (3.0 < 4.5)	92	#	$623,420	$409,752	$213,668	$5,840
Manhole	Manhole	HDPE (0<1.5)	1	#	$5,173	$5,173	$0	$43
Manhole	Manhole	HDPE (1.5<3.0)	3	#	$15,520	$15,520	$0	$129
Mechanical	Aeration	Standard	1	#	$13,965	$3,840	$10,125	$582
Mechanical	Aeration Pipe	Standard	1	#	$19,551	$3,631	$15,920	$1,397
Mechanical	Dosing	Standard	1	#	$8,379	$0	$8,379	$0
Mechanical	Mechanical	Standard	3	#	$351,923	$83,772	$268,151	$14,903
Mechanical	Pump	Submersible	30	#	$473,699	$147,165	$326,534	$31,419
Pipework and Fitting	#	Standard	5	#	$973,647	$283,175	$690,472	$20,709
Sewer Main	(0 < 1.5)	AC150	1748	m	$382,568	$217,470	$165,098	$3,706
Sewer Main	(0 < 1.5)	AC225	240	m	$83,579	$45,424	$38,155	$819
Sewer Main	(0 < 1.5)	DICL300	18	m	$16,515	$15,414	$1,101	$139
Sewer Main	(0 < 1.5)	EW150	3738	m	$789,598	$484,792	$304,807	$6,036
Sewer Main	(0 < 1.5)	EW225	138	m	$48,037	$29,493	$18,544	$367
Sewer Main	(0 < 1.5)	PE50	284	m	$25,699	$15,109	$10,590	$246
Sewer Main	(0 < 1.5)	PVC150	1173	m	$267,476	$221,781	$45,695	$1,865

Sewer Main	(0 < 1.5)	PVC300	5244	m	$2,397,570	$1,993,353	$404,217	$16,644
Sewer Main	(1.5 < 3.0)	AC150	3098	m	$840,154	$496,879	$343,275	$8,053
Sewer Main	(1.5 < 3.0)	AC225	346	m	$152,656	$79,116	$73,540	$1,513
Sewer Main	(1.5 < 3.0)	CAST150	1615	m	$429,257	$229,443	$199,814	$4,222
Sewer Main	(1.5 < 3.0)	EW150	8953	m	$1,891,014	$1,172,512	$718,503	$14,419
Sewer Main	(1.5 < 3.0)	EW225	626	m	$276,242	$169,605	$106,637	$2,112
Sewer Main	(1.5 < 3.0)	PE50	937	m	$109,842	$66,374	$43,468	$1,046
Sewer Main	(1.5 < 3.0)	PVC150	3065	m	$938,275	$795,410	$142,865	$6,487
Sewer Main	(1.5 < 3.0)	PVC225	229	m	$101,131	$72,592	$28,539	$734
Sewer Main	(1.5 < 3.0)	PVC300	115	m	$66,461	$59,977	$6,484	$447
Sewer Main	(3.0 < 4.5)	AC100	961	m	$220,891	$129,865	$91,025	$2,117
Sewer Main	(3.0 < 4.5)	AC150	864	m	$304,914	$192,969	$111,946	$2,876
Sewer Main	(3.0 < 4.5)	AC225	460	m	$247,203	$128,116	$119,087	$2,450
Sewer Main	(3.0 < 4.5)	CAST150	1199	m	$423,116	$219,285	$203,830	$4,194
Sewer Main	(3.0 < 4.5)	CAST200	23	m	$10,841	$5,618	$5,222	$107
Sewer Main	(3.0 < 4.5)	EW150	2670	m	$941,978	$587,672	$354,306	$7,171
Sewer Main	(3.0 < 4.5)	EW225	483	m	$259,330	$159,222	$100,109	$1,982
Sewer Main	(3.0 < 4.5)	PVC150	1763	m	$622,120	$548,453	$73,667	$4,225

Sewer Main	(3.0 < 4.5)	PVC225	75	m	$40,196	$32,014	$8,181	$283
Sewer Main	(3.0 < 4.5)	PVC300	1331	m	$942,344	$657,538	$284,807	$6,953
Sewer Main	(> 4.5)	AC225	172	m	$106,557	$55,225	$51,333	$1,056
Sewer Main	(> 4.5)	EW150	160	m	$66,875	$41,059	$25,815	$511
Sewer Main	(> 4.5)	EW225	128	m	$79,569	$48,853	$30,716	$608
Sewer Main	(> 4.5)	PVC150	790	m	$331,097	$298,793	$32,304	$2,228
Sewer Main	(> 4.5)	PVC225	803	m	$497,309	$448,788	$48,521	$3,346
Sewer Main	(> 4.5)	PVC300	978	m	$800,950	$722,804	$78,147	$5,389
					$33,649,479	**$19,709,645**	**$13,939,834**	**$449,626**

Table 2 – Summary of Sewer Assets

2.6 Water Assets

The table below provides a summary of Council's water assets based on the 2025 valuation data.

Asset Type	Asset Sub Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Civil	Bore Structure	Standard	9	#	$1,816,234	$935,592	$880,643	$27,494
Civil	Fencing	Mesh	4	#	$107,318	$57,612	$49,706	$3,785
Civil	Hardstand	Concrete	1	#	$23,586	$20,008	$3,579	$407

Civil	Lagoon	Earth	2	#	$290,113	$144,108	$146,005	$3,333
Civil	Metal Work	Steel	2	#	$94,346	$78,110	$16,236	$1,638
Civil	Pump Well	Concrete	2	#	$554,281	$477,534	$76,747	$7,106
Civil	Reservoir Roof	Steel	4	#	$529,044	$274,270	$254,773	$10,285
Civil	Reservoir Structure	Concrete	1	#	$732,359	$186,419	$545,940	$11,096
Civil	Reservoir Structure	Steel	3	#	$3,069,066	$2,193,131	$875,935	$40,885
Civil	Reservoir Structure	Steel Tank	3	#	$71,939	$39,242	$32,697	$1,386
Civil	Roads	Sealed	1	#	$53,069	$36,130	$16,940	$512
Civil	Standpipe	Standard	1	#	$5,897	$4,086	$1,811	$211
Civil	Structure	Concrete	8	#	$1,123,893	$953,005	$170,888	$14,460
Civil	Tank	Chemical	3	#	$129,725	$50,741	$78,984	$8,245
Electrical	Dosing	Standard	1	#	$102,155	$47,827	$54,328	$6,191
Electrical	Flow Meter	Standard	14	#	$311,482	$263,082	$48,400	$16,598
Electrical	Instrumentation	Standard	5	#	$113,647	$34,094	$79,553	$7,576
Electrical	Switch Board	AV Data	3	#	$30,646	$17,446	$13,201	$1,783
Electrical	Switchboard	Standard	14	#	$2,661,125	$1,585,765	$1,075,360	$98,381
Electrical	Telemetry	Standard	9	#	$226,517	$154,899	$71,619	$12,691
Mechanical	Actuator	Pneumatic	4	#	$48,878	$5,929	$42,949	$5,006

Mechanical	Blower	Standard	1	#	$41,896	$22,489	$19,406	$1,581
Mechanical	Compressor	Standard	2	#	$41,896	$19,615	$22,281	$2,539
Mechanical	Dosing	Standard	7	#	$217,438	$105,862	$111,576	$13,316
Mechanical	Dosing Skid	Standard	1	#	$293,269	$0	$293,269	$0
Mechanical	Pump	Booster	9	#	$64,938	$28,869	$36,069	$3,630
Mechanical	Pump	Dosing	1	#	$5,586	$0	$5,586	$0
Mechanical	Pump	Standard	9	#	$281,957	$145,408	$136,549	$10,627
Mechanical	Pump	Submersible	5	#	$118,704	$68,957	$49,747	$4,409
Mechanical	Safety Shower	Standard	5	#	$25,137	$11,756	$13,381	$1,528
Pipework and Fitting	#	Standard	15	#	$1,253,198	$1,011,207	$241,991	$16,322
Water Main	AC	100	21847	m	$3,846,720	$1,545,265	$2,301,455	$49,886
Water Main	AC	150	3046	m	$786,257	$228,840	$557,417	$10,768
Water Main	AC	200	2077	m	$810,550	$324,461	$486,089	$10,515
Water Main	AC	250	517	m	$242,189	$109,642	$132,546	$3,046
Water Main	CAST	100	407	m	$103,548	$26,750	$76,798	$1,438
Water Main	CAST	150	189	m	$68,962	$18,082	$50,880	$956
Water Main	Ducti	150	18	m	$6,501	$5,977	$524	$66
Water Main	PVC	100	25913	m	$4,590,053	$2,874,141	$1,715,912	$45,724

Water Main	PVC	150	12071	m	$3,116,295	$2,235,834	$880,461	$29,261
Water Main	PVC	200	2475	m	$965,803	$670,595	$295,208	$9,132
Water Main	PVC	300	5651	m	$3,260,545	$2,849,433	$411,112	$28,353
Water Main	PVC	75	13	m	$1,620	$1,252	$368	$15
					$32,238,382	**$19,863,463**	**$12,374,919**	**$522,180**

Table 3 – Summary of Water Assets

3. Strategic Alignment

3.1 Community Strategic Plan

The Coonamble Shire ***Community Strategic Plan (CSP) 2025–2035*** is the Shire's highest-level strategic document, developed following the 2024 local government elections. It captures the community's long-term vision, goals, and priorities for the next ten years and outlines the strategies required to achieve those aspirations. Developed through extensive community consultation, the CSP reflects the social, economic, environmental, and infrastructure needs of the local community.

The CSP is underpinned by five strategic themes:

- Our Community
- Our Economy
- Our Assets
- Our Country
- Our Leadership

The CSP forms the foundation of NSW's ***Integrated Planning and Reporting (IP&R) Framework***, which ensures that local government planning is transparent, community-driven, and aligned across all levels. The framework includes:

- Community Strategic Plan (CSP) – 10+ year vision owned by the community
- Delivery Program – 4-year Council commitment aligned to the CSP
- Operational Plan – Annual actions and budget
- Resourcing Strategy, which includes:
- Long-Term Financial Plan (LTFP)
- Workforce Management Plan
- Asset Management Strategy & Plans

Asset Management Plans (AMPs) for infrastructure assets, including water and sewer, are developed to ensure the Council can deliver services in line with the CSP goals in a financially and operationally sustainable way.

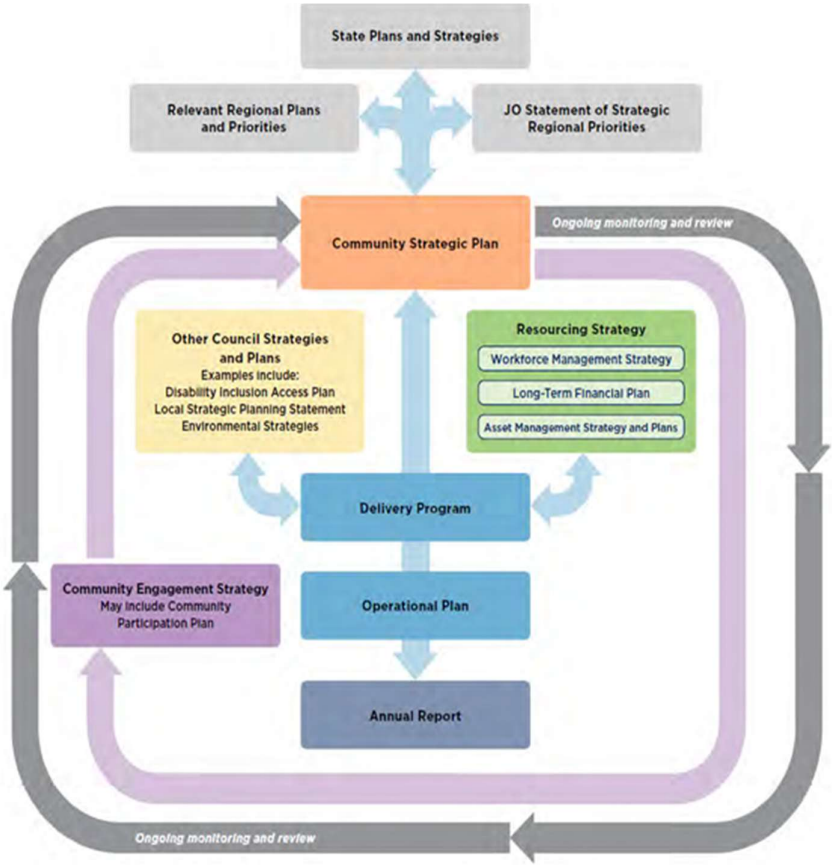

Figure 2 – Integrated Planning and Reporting Framework

3.2 Strategic Goals and Objectives - CSP

The Water and Sewer Asset Management Plan supports the Community Strategic Plan (CSP) by ensuring the delivery of safe, reliable, and cost-effective utility services that meet community expectations and promote long-term sustainability. In line with the CSP, Council aims to increase urban water satisfaction from 33% to 50% and sewerage satisfaction from 63% to 70% by 2035.

By aligning with the CSP, the AMP guides investment priorities, manages risks, and ensures compliance with service standards and regulatory requirements. It also strengthens Council's contribution to broader objectives such as environmental sustainability, economic growth, and community wellbeing.

3.3 Delivery Program (2025-2029) Actions

The Delivery Program 2025–2029 outlines Coonamble Shire Council's key priorities and actions over the medium term to deliver the strategic objectives of the Community Strategic Plan 2025–2035. This Asset Management Plan directly supports the Delivery Program by guiding the responsible planning, maintenance, renewal, and upgrade of Council's water and sewer infrastructure.

Several specific actions within the Delivery Program relate directly to water and sewer services. These include maintaining compliance with drinking water standards, implementing capital works and renewals, upgrading treatment systems, protecting water quality, and ensuring asset

management practices align with legislative and environmental obligations. This alignment ensures that water and sewer service delivery is both strategic and sustainable, reinforcing Council's long-term commitment to public health, environmental stewardship, and infrastructure resilience.

3.4 Operational Plan (2025-26) Actions

The Operational Plan 2025–2026 outlines the specific actions and resource allocations that implement the objectives of the Delivery Program and the broader Community Strategic Plan. This Asset Management Plan supports and is informed by the Operational Plan through the identification and delivery of priority actions related to water and sewer infrastructure.

Key activities identified in the Operational Plan ensure compliance with legislative requirements, ongoing service delivery, infrastructure renewal, and environmental stewardship. These actions enable the Council to maintain essential water and sewer services while advancing long-term planning and capital investment strategies.

Improvement Opportunity

Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.

3.5 Alignment of CSP, Delivery Program, and Operational Plan (2025-26)

The following table outlines the alignment between the Community Strategic Plan (CSP), Delivery Program, and Operational Plan for 2025–2026 as they relate to Transport & Drainage services. This alignment demonstrates how long-term community aspirations (CSP) are translated into medium-term commitments (Delivery Program) and delivered through specific annual actions and budgets (Operational Plan). By mapping these linkages, Council ensures that the planning, maintenance, and improvement of transport and drainage assets remain consistent with community priorities, legislative obligations, and available resources.

Goal		Strategy ID	Strategies	Measures of Success	Delivery Program Actions	Operational Plan Actions (2025–26)	Measure	Council Role
A2: Our utilities								
Goal 9	Our approach to sanitation serves our current and longer-term needs	A2.1	15) Deliver a reliable supply of potable water to homes and public spaces.	Community satisfaction levels in potable water, sewerage and drainage Infrastructure and services. Infrastructure renewal ratio achieved. Infrastructure backlog ratio achieve reduction.	Carry out Water Strategic Planning.	Develop and adopt IWCMS in conjunction with DCCEEW	IWCMS is adopted and receives concurrence from DCCEEW.	Service provider Advocate
						Prepare 30-year AMP and LTFP.	Adoption of Water AMP and LTFP	
						Prepare and adopt 5-year Drought Contingency and Emergency Response Plan.	5-year Drought Contingency and Emergency Response Plan adopted.	
		A2.2	16) Maintain high standards of sanitation in our homes and public spaces.		Ensure all development approvals consider existing utilities infrastructure in	Develop and implement procedure to ensure all development approvals consider existing	Procedure implemented and monitored.	

				Infrastructure backlog ratio achieve reduction.	their determination.	utilities infrastructure in their determination.		
					Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Prepare and submit annual report through TBL reporting.	Annual utilities performance report submitted.	
					Implement water efficiency programs	Develop and implement water efficiency programs.	Two programs publicised annually.	
					Carry out Sewerage Strategic Planning	Review and monitor Trade Waste Policy.	Trade Waste Policy implemented and monitored.	
						Seek and obtain funding for concept and detailed designs for Coonamble Sewer Treatment Plant.	Concept and detailed designs for Coonamble Sewer Treatment Plan completed	
						Complete 30-year Total AMP and LTFP for Coonamble LGA sewerage.	Coonamble sewerage 30-year Total AMP and LTFP completed.	
A3: Our assets								

Goal 10	Our maintain and improve our natural and built assets to help our families, community, economy and environment thrive.	A3.1	18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics.	Community satisfaction with presentation of streets and public spaces Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection	Deliver a Long-Term Financial Plan (LTFP) that achieves balance between the Council's financial capabilities and the community's aspirations, and which is a quality decision making and problem-solving tool.	Develop and adopt a Long Term Financial Plan that accurately aligns with Asset Management Plans.	Adopted Long Term Financial Plan cross references Asset Management Plans.	Service provider Advocate Facilitator
L2: Our Integrity								
Goal 16	We make and implement informed decisions with trustworthiness, integrity and probity.	L2.3	27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.	Number of publications circulated to the community. Community satisfaction with communication	Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieve increased community participation in decision-making	Evolve community engagement tools and methods to achieve increased community participation.	Number of initiatives and programs implemented.	Service provider Facilitator

					Maintain compliance with best practice governance standards.	Develop and implement an annual review of governance best practice advice, keeping Council up to date with industry standards	Annual review of governance guidance.	
					Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	Implement annual review of communication strategy to increase engagement and communication with target groups.	Number of engagement and communication to outreach ratio.	

Table 4 - CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Water and Sewer Services

3.6 Water and Sewer Management Plan (2017–2024)

This plan sets out the strategies for managing Coonamble Shire Council's water supply and sewerage services across Coonamble, Gulargambone, and Quambone. It covers water quality management, asset condition, renewal priorities, pricing structures, and capital investment needs. Key recommendations include targeted upgrades to treatment facilities, maintaining compliance with health and environmental standards, and ensuring long-term financial sustainability through informed pricing and investment planning.

Improvement Opportunity

Review and update the Water and Sewer Management Plan to reflect current operational, regulatory, and asset management requirements beyond 2024.

3.7 Coonamble STP Pollution Incident Response Management Plan (2021)

This plan outlines the procedures for preventing, responding to, and reporting pollution incidents at the Coonamble Sewage Treatment Plant. It details risk assessments, potential pollutants, safety equipment, mapping of critical infrastructure, and notification protocols under the Protection of the Environment Operations Act. It assigns responsibilities, provides incident response flowcharts, and includes training and review processes to ensure environmental protection and regulatory compliance.

3.8 Drought Management Plan 2021–2022

The Drought Management Plan provides a structured framework for ensuring the continuity of essential water supply during drought events. It sets clear objectives, including timely response protocols, customer communication, and targeted support for critical users (e.g., hospitals). The plan incorporates monitoring requirements, drought triggers, and a five-level restriction framework to manage demand and safeguard supply. Actions are aligned with NSW Best Practice Management Guidelines for Water Supply and Sewerage, ensuring resilience against future drought conditions.

3.9 Business Continuity Planning

Coonamble Shire Council's Business Continuity Plan (BCP) provides the framework for ensuring essential services, including water supply and sewerage, can continue or be rapidly restored in the event of a significant disruption. The BCP is part of an integrated suite of planning documents comprising the BCP Manual, Procedures, Contact Lists, and Critical Business Function Sub Plans for each department, including Infrastructure.

The purpose of the BCP is to build organisational resilience by identifying the actions, facilities, infrastructure, responsibilities, and processes required to maintain or restore critical functions. For water and sewer services, this includes measures to respond to events such as natural disasters, major equipment failures, contamination incidents, and other emergencies that could affect service delivery.

The BCP outlines a coordinated approach led by the Continuity Management Team (CMT), ensuring that key personnel are trained, response roles are clearly defined, and recovery priorities are

understood. It provides a staged process for identifying and managing risks, activating continuity arrangements, and maintaining compliance with legislative and community expectations.

By embedding these arrangements into Council's operations, the BCP ensures that water and sewer services remain reliable, resilient, and capable of supporting public health, safety, and community wellbeing during times of disruption.

3.10 Legislative and Regulatory Framework

The management of water and sewer assets by Coonamble Shire Council is governed by a range of legislative and regulatory instruments at both the state and local levels. These laws set out the responsibilities, standards, and compliance obligations relating to the provision of safe, reliable, and environmentally responsible water supply and sewerage services.

This framework ensures that Council operates within its legal authority, protects public health, safeguards the environment, and aligns with broader land use and infrastructure planning requirements. It also supports cost recovery mechanisms, performance reporting, and continuous improvement in service delivery.

The key Acts, regulations, and guidelines relevant to Coonamble Shire Council's water and sewer services are outlined below.

Legislation / Regulation	Description	Relevance to Coonamble Shire Council
Local Government Act 1993 (NSW)	Provides Council with authority to supply water and sewer services; outlines asset management responsibilities.	Primary legislation enabling Council's role as a water and sewer authority within NSW.
Local Government (Water Services) Regulation 1999	Regulates service connections, discharges, and metering requirements related to water supply and sewer systems.	Applies to how Council manages physical connections and network operations within the LGA.
Water Management Act 2000 (NSW)	Manages water rights, licensing, and use from surface and groundwater sources, including Great Artesian Basin.	Relevant for extraction and use of groundwater resources, especially from the Great Artesian Basin.
Public Health Act 2010 (NSW)	Ensures protection of public health by regulating drinking water safety and waterborne disease risks.	Council must comply with these standards when operating water treatment and distribution systems.
Protection of the Environment Operations Act 1997 (NSW)	Regulates environmental impacts from sewer discharge, including licensing, monitoring, and compliance.	Coonamble's sewerage system must meet discharge limits and environmental standards under this Act.
Environmental Planning & Assessment Act 1979 (NSW)	Governs planning approvals, zoning, and development controls that affect water and sewer infrastructure.	Development must consider proximity to water/sewer assets;

		Council applies controls via LEP and DCP.
Section 64 (LG Act 1993)- Developer Contributions	Allows Council to charge developers for additional demand placed on existing water and sewer infrastructure.	Used to recover infrastructure costs associated with new developments across the Shire.
NSW Health Drinking Water Guidelines	Sets water quality testing and compliance requirements for public water supply systems.	Council must monitor and report on water quality to meet public health compliance requirements.
NSW EPA Environment Protection Licences	Establishes conditions and performance standards for sewer discharges via Environment Protection Licences.	Council-operated sewer systems are subject to EPA-issued licences and periodic audits.
Civil Liability Act 2002 (NSW)	Provides protection from civil claims when acting in good faith in the performance of statutory responsibilities.	Reduces Council's exposure to liability when delivering services and managing infrastructure.
Work Health and Safety Act 2011 (NSW)	Establishes duties for ensuring the health and safety of workers and others affected by Council activities.	Applies to water and sewer staff and contractors to ensure a safe work environment.
Work Health and Safety Regulation 2017 (NSW)	Prescribes specific obligations for risk management, incident reporting, and infrastructure safety measures.	Supports implementation of safe work procedures and controls across utility operations.
Local Government (General) Regulation 2021- Procurement	Provides rules and thresholds for procurement activities including tenders, quotations, and contract management.	Guides fair and compliant procurement for infrastructure projects and operational services.
Government Information (Public Access) Act 2009 (NSW)	Supports transparency and access to procurement and operational information through public disclosure.	Ensures public access to procurement decisions and project-related information.

Table 5 - Legislation – Water and Sewer Services

3.11 Key External Stakeholders

The management of water and sewer infrastructure relies on the support and collaboration of a range of external stakeholders beyond Council. These stakeholders play vital roles in ***regulation, funding, service delivery, emergency response, and environmental protection***. Their involvement ensures that water and sewer services are safe, sustainable, and compliant with legislative and community expectations.

Importantly, residents and local property owners are key stakeholders, as they are the end users of these essential services. Their feedback, usage patterns, and reporting of issues play a critical role in shaping service delivery, identifying emerging risks, and informing long-term planning.

Effective stakeholder engagement is essential to maintain alignment with government policy, respond to emergencies, secure funding, and deliver projects that benefit the Coonamble community.

- ***Residents and Property Owners*** – primary users of water and sewer services; contribute through service use, feedback, and reporting of faults or concerns
- ***NSW Department of Planning, Housing and Infrastructure*** – infrastructure policy, regulatory oversight, and capital funding (e.g. Safe & Secure Water Program)
- ***NSW Health*** – regulation and oversight of public health standards related to drinking water quality
- ***NSW Environment Protection Authority (EPA)*** – regulation of environmental compliance, particularly in relation to sewer discharge and reuse
- ***Bureau of Meteorology (BoM)*** – provision of climate and rainfall data for flood and drought planning
- ***Essential Energy / Utility Providers*** – coordination for service corridor access and infrastructure dependencies
- ***NSW Public Works Advisory*** – technical advice and support for major upgrades, renewals, and emergency works
- ***Office of Water (within DPE)*** – water licensing, allocations, and catchment management
- ***Private Contractors and Consultants*** – engagement for capital works, renewals, maintenance and technical assessments
- ***State and Federal Funding Bodies*** – infrastructure grant funding and support for system upgrades
- ***Local Aboriginal Land Councils*** – cultural heritage input and engagement for works affecting traditional lands or sensitive sites.

4. LEVELS OF SERVICE

Levels of Service (LOS) define the standards at which Coonamble Shire Council delivers water supply and sewerage services to the community. They provide a clear link between customer expectations, regulatory requirements, and the technical performance of Council's assets. By establishing measurable indicators, Council can ensure that water and sewer services are safe, reliable, sustainable, and aligned with community needs.

The Levels of Service framework balances two perspectives:

- Customer Levels of Service – reflect the outcomes that the community values, such as water quality, reliability, pressure, sewer reliability, and timely response to issues. These indicators translate community expectations into measurable service outcomes.
- Technical Levels of Service – reflect the internal standards that Council applies to manage and operate its assets, including compliance with environmental regulations, system performance, asset reliability, and maintenance practices. These technical measures ensure that customer outcomes are delivered in a sustainable and cost-effective way.

Setting clear Levels of Service allows Council to:

- Demonstrate accountability and transparency to the community.
- Provide a consistent basis for monitoring performance.
- Support long-term financial planning by linking service standards to asset investment needs.
- Prioritise renewal, maintenance, and operational activities based on agreed service outcomes.

The following tables outline the Customer and Technical Levels of Service for Water and Sewer Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

4.1 Levels of Service - Water

The following tables outline the ***suggested*** Customer and Technical Levels of Service for Water Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Level of Service	Key Performance Indicator (KPI)
Water Quality	100% compliance with Australian Drinking Water Guidelines.
Water Pressure & Flow	Minimum 200kPa at 20 L/min at customer connections.
Reliability of Supply	< 100 unplanned interruptions per 1,000 properties per year.
Restoration Times	95% of unplanned interruptions restored within 5 hours.
Customer Responsiveness	90% of fault calls actioned within 30 minutes; urgent issues responded to within 2 hours.

Table 6 – Suggested Customer Levels of Service -Water Service

Level of Service	Key Performance Indicator (KPI)
Drinking Water Compliance	Continuous monitoring and annual reporting against ADWG standards.
System Pressure	Maintain average pressure ≥ 200kPa at peak demand.
Mains Breaks	< 20 water main breaks per 100 km of mains per year.
Metering Accuracy	All meters calibrated to ±2% accuracy every 10 years.
Planned vs Reactive Maintenance	≥ 60% planned maintenance vs ≤ 40% reactive.

Table 7 – Suggested Technical Levels of Service - Water Service

4.2 Levels of Service - Sewer

The following tables outline the ***suggested*** Customer and Technical Levels of Service for Sewer Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Level of Service	Key Performance Indicator (KPI)
Sewer Reliability	< 60 sewer main breaks/chokes per 100 km of mains per year.
Sewer Overflows	< 5 sewage overflows onto customer properties per 1,000 properties per year.
Response to Sewer Issues	Urgent blockages responded to within 4 hours; restoration within 24 hours.
Odour Management	< 5 odour complaints per 1,000 properties per year.
Customer Complaints	< 40 total water and sewer complaints per 1,000 connections per year.

Table 8 – Suggested Customer Levels of Service -Sewer Service

Level of Service	Key Performance Indicator (KPI)
Effluent Quality Compliance	100% compliance with EPA licence discharge limits.
Inflow & Infiltration Control	< 15% increase in flows during major rainfall events.
Pump Station Reliability	≥ 95% availability across all sewer pump stations.

Sewer Renewal Delivery	≥ 90% of planned renewal and rehabilitation program delivered annually.
Condition Assessment Frequency	CCTV inspection of 10% of mains per year (full network every 10 years).

Table 9 – Suggested Technical Levels of Service – Sewer Service

4.3 Future Direction – Levels of Service

Coonamble Shire Council recognises the need to establish clear Customer and Technical Levels of Service for both water supply and sewerage services. These measures will define the standards at which services are delivered, ensuring that customer expectations, regulatory requirements, and asset performance are aligned.

As part of this, Council will also develop a Customer Service Charter for water and sewer services. The Charter will set out the commitments Council makes to its customers, the rights and responsibilities of both parties, and the process for addressing service requests and complaints. This will provide the community with a clear understanding of what to expect and create a transparent basis for service delivery.

Developing and adopting the Levels of Service framework and Customer Service Charter will enable Council to:

- Provide transparency and accountability to the community.
- Monitor and report performance against agreed standards.
- Link service outcomes to long-term financial planning and asset investment.
- Prioritise renewal, maintenance, and operational activities in a consistent and cost-effective way.
- Strengthen community trust through clear commitments to service quality and responsiveness.

Council plans to formalise the proposed Levels of Service and Customer Service Charter and integrate them into its asset management practices. Once established, performance will be monitored and reported regularly, with reviews undertaken to ensure they remain relevant to community needs, sustainable for the organisation, and compliant with regulatory obligations.

Improvement Opportunity

- Develop and adopt formal Customer and Technical Levels of Service for water and sewer services, integrated into asset management practices and subject to regular review.
- Develop and adopt a Customer Service Charter for water and sewer services to define commitments, rights, responsibilities, and customer engagement processes.

4.4 Community Engagement 2022

Coonamble Shire Council undertook extensive community engagement in 2022 as part of the development of its Community Strategic Plan. This process included surveys, drop-in sessions, and other consultation activities designed to capture community views on Council's services and infrastructure. The engagement outcomes provide valuable insights into community expectations and priorities, which are directly relevant to the management of water and sewer services.

4.5 Community Feedback - Water Services

Feedback indicated that water services are a high community priority, with 67% of participants rating urban water services below expectations. Key issues raised included:

- Concerns about water quality, particularly odour, chlorinated taste, and discoloured appearance.
- Problems caused by calcium and lime build-up, resulting in damage to household appliances.
- Inconsistent or low water pressure in some areas.
- Specific concerns about the quality of Quambone's water supply.

4.6 Community Feedback - Sewer Services

The sewerage network was also highlighted as an area of concern. Feedback showed community frustration with the limited coverage of the sewerage system, with several properties within town limits still reliant on septic systems. The perception exists that the sewerage service requires greater reach and investment to meet community needs.

4.7 Implications for Service Planning

The community's feedback reinforces the importance of addressing water quality, pressure, and system coverage in future planning. For sewerage, expanding service coverage and reducing reliance on septic systems should be explored. These findings also demonstrate the need for Council to clearly define Customer and Technical Levels of Service and to develop a Customer Service Charter for water and sewer services. Together, these will provide transparency, strengthen accountability, and ensure that service delivery is aligned with community expectations.

Improvement Opportunity

Develop a Water and Sewer Strategy to address community feedback on water quality, pressure, and sewer network coverage, and to guide long-term service planning and investment.

5. FUTURE DEMAND

The future demand for water and sewer services in Coonamble Shire is shaped by a combination of social, environmental, economic, and regulatory influences. Understanding these drivers is essential for ensuring that Council's water supply and sewerage systems remain reliable, sustainable, and responsive to changing conditions.

This section outlines the key demand drivers expected to influence service needs over the life of the Asset Management Plan, along with corresponding projections and demand management strategies. These drivers include population trends, climate change and drought impacts, agricultural and industrial usage patterns, asset condition, regulatory requirements, and evolving community expectations.

By assessing the scale and timing of these changes, Council can prioritise investment, optimise asset utilisation, and implement targeted demand management initiatives. This approach ensures that infrastructure planning remains proactive, cost-effective, and aligned with both legislative requirements and the long-term vision set out in the Community Strategic Plan.

The table below summarises the primary demand drivers, anticipated impacts, and the strategies Council will apply to manage and respond to these changes.

Demand Driver	Projection	Demand Management Strategy
Population Growth	Modest growth across Coonamble, Gulargambone, and Quambone with stable household connections. Population trends suggest a small but steady increase in residential water and sewer demand.	Monitor population data and update network capacity models. Align renewal programs with growth areas to ensure service continuity.
Climate Change & Drought	Increased frequency of extreme heat events and prolonged droughts, leading to higher summer water demand and potential water scarcity.	Implement drought management plan triggers, enforce staged water restrictions, promote water efficiency campaigns, and increase climate-resilient infrastructure.
Agricultural & Industrial Water Use	Variable demand linked to seasonal agricultural production and industrial activities, particularly during irrigation seasons.	Negotiate water allocations with major users, encourage water recycling and efficiency in industry, and monitor high-use periods for system impacts.
Asset Age & Condition	Significant portions of the water and sewer networks are aging, leading to higher maintenance needs and potential service disruptions if not renewed.	Implement proactive asset renewal and condition assessment programs. Prioritise critical mains and pump station upgrades.

Regulatory & Environmental Compliance	Ongoing need to meet evolving NSW Health, EPA, and water quality standards, with potential tightening of discharge and reuse regulations.	Regular compliance audits, investment in treatment technology upgrades, and maintenance of Pollution Incident Response Management Plan readiness.
Community Expectations	Community demand for high-quality, reliable, and safe water and sewer services, alongside environmental sustainability commitments.	Enhance community engagement, improve service communication channels, and incorporate sustainability objectives into capital works planning.

Table 10 – Demand Drivers – Water and Sewer Service

6. LIFECYCLE MANAGEMENT PLAN

6.1 Asset Management Systems

The council currently uses a range of corporate information systems to record and manage asset-related data. These systems are central to the Council's asset management capability, serving as a key platform for informed decision-making, coordination of operations, and performance reporting.

Module	System
Customer Request Management	Practical Plus
Financial/Accounting	Asset Valuer
Records Management	Database – EDMS to be implemented in 21/22
Mapping (GIS)	MapInfo, MapBasic, QGIS, SIX maps
Asset Register	Asset Valuer/ Excel
Mobile Solutions	
Works Management	Practical Plus

Table 11 – Overview of Corporate Systems

It is understood that Council is exploring future options for its asset management system. As part of this process, it is essential to develop a clear implementation roadmap that incorporates any additional functionality currently managed through non-integrated

systems or manual processes. This will support greater efficiency, data integrity, and alignment across operational areas.

The lifecycle management plan outlines how Council intends to manage and operate its water and sewer assets to the agreed levels of service, while optimising life cycle costs and ensuring long-term sustainability.

6.2 Asset Useful Lives

The Appendix A summarises the estimated useful lives of Coonamble Shire Council's sewer and water assets, derived from the 2025 valuation data.

6.3 Asset Condition

Asset condition is a key indicator of asset health and functionality. It plays a critical role in estimating remaining useful life and forecasting when assets will require maintenance, renewal, or replacement. Condition data also supports the assessment of service performance and is essential for developing long-term funding scenarios and informing Council's strategic budget planning.

Council acknowledges the need to strengthen its inspection regime for water and sewer assets. However, given that many of these assets are sub-surface, inspections are often difficult, resource-intensive, and costly. As a result, the condition information available is limited. In the absence of a comprehensive inspection program, **Council has used 2025 revaluation data** as the best available source of condition information at both the asset and component levels.

Improvement Opportunity

Develop and implement a condition assessment program for water and sewer assets, with dedicated funding allocated through the Long-Term Financial Plan.

6.4 Condition Rating Table

Coonamble Shire Council's condition grading system aligns with good practice guidance from the International Infrastructure Management Manual (IIMM) and other relevant industry standards. Condition data for water and sewer assets, as recorded in the 2025 valuation registers, has been used to inform asset renewal modelling and strategic planning.

Asset condition is a key indicator of asset health and performance. It plays a critical role in determining the remaining useful life and forecasting when assets may require

maintenance, renewal, or replacement. Condition ratings also provide insight into service performance and are essential for developing long-term financial plans and prioritising investment.

The council applies a standardised 1 to 5 condition rating scale, which is summarised in the table below. This consistent framework supports objective assessment and informed decision-making across the water and sewer networks.

Condition	Description	Characteristics
1	Very Good	Asset is new or very close to as new.
2	Good	Asset is no longer in new condition. Only minor maintenance may be required.
3	Fair/ Average	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues.
4	Poor	Asset requires significant maintenance or replacement of the asset is required
5	Very Poor	Asset is physically unsound, and replacement is required

Table 12 – Condition Rating Scale – Water and Sewer Assets

6.5 Condition - Sewer Assets

A significant proportion of the concrete civil structures and standard safety rails are assessed to be in fair to poor condition, with some elements potentially requiring urgent remediation. The majority of the concrete pump wells, pits, metal works, footpaths, and fencing are also recorded as being in overall good to fair condition.

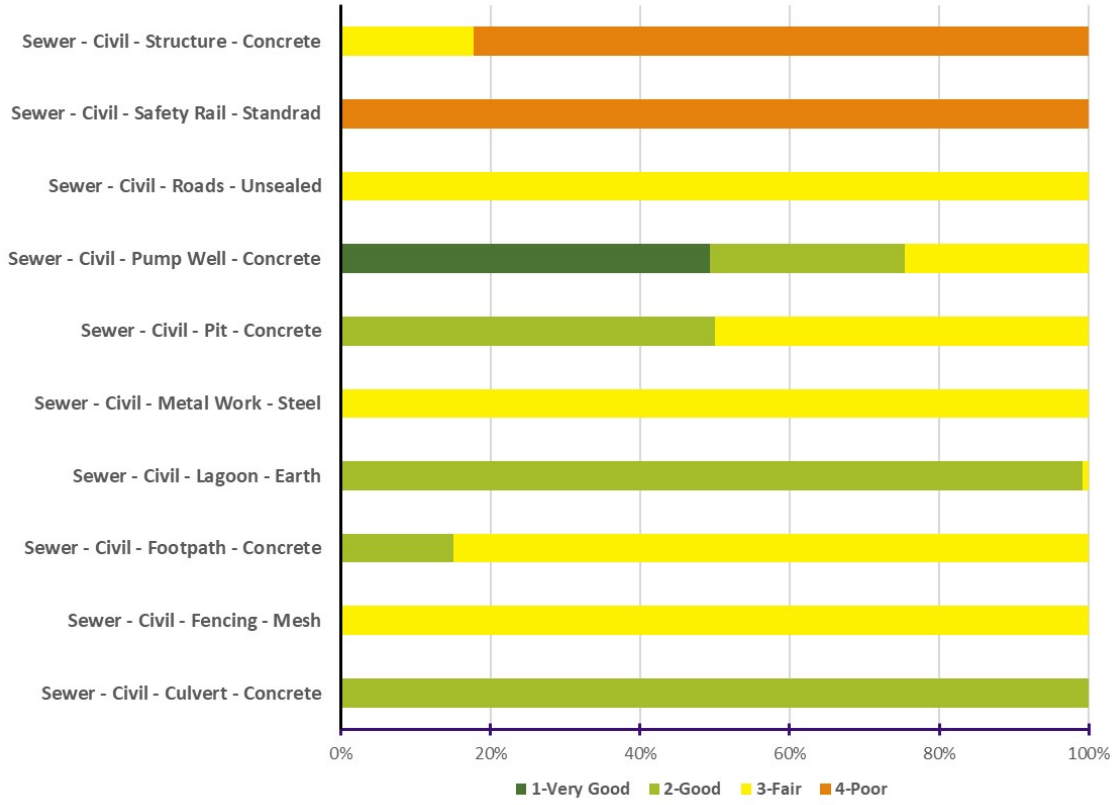

Figure 3 – Condition Profile: Civil Assets – Sewer

Around 40% of the flow meters are assessed to be in poor to very poor condition and may require urgent replacement to ensure operational reliability. Furthermore, a number of telemetry assets and switchboards have also been identified as being in fair to poor condition.

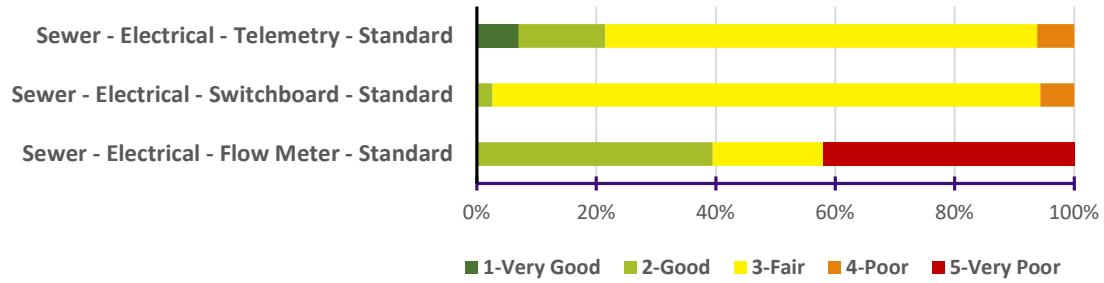

Figure 4 - Condition Profile: Electrical Assets - Sewer

The majority of the sewer manholes are in very good to fair to poor condition; with the exception of relatively newly installed HDPE manholes in the Yarran St development project and one newly installed in Pages Terrace.

Figure 5 - Condition Profile: Concrete Manholes - Sewer

Based on the 2025 valuation data, all mechanical dosing systems are in very poor condition and may require urgent attention. In addition, the majority of standard mechanical assets are in fair to poor condition, with several submersible pumps, aeration pipes, and aerators also identified as being in fair to poor condition.

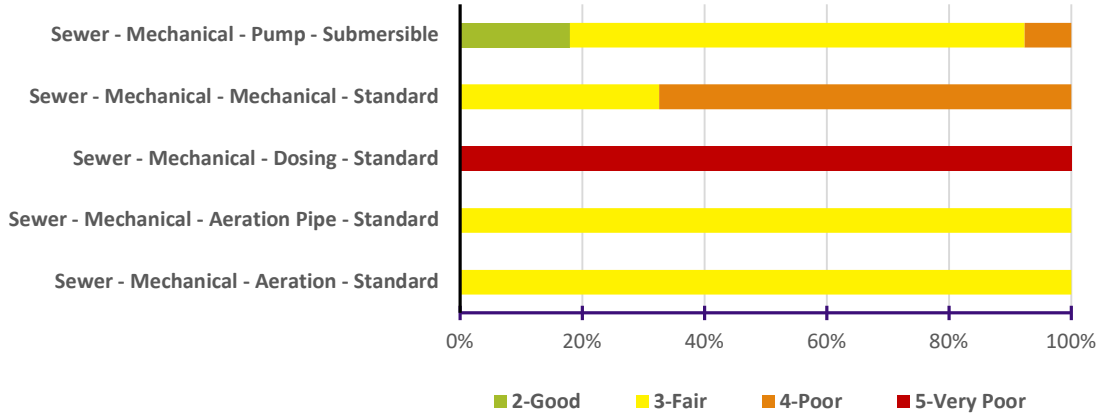

Figure 6 - Condition Profile: Mechanical Assets - Sewer

According to the 2025 valuation data, approximately 65% of the pipework and fittings are assessed to be poor to very poor condition and may require urgent intervention to ensure continued service reliability.

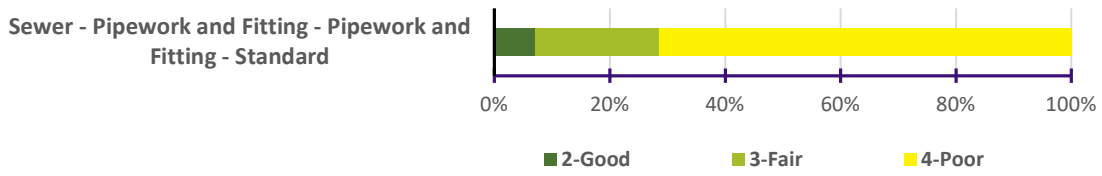

Figure 7 - Condition Profile: Pipework and Fittings - Sewer

According to the 2025 valuation data and a recent revision of material based Useful Life (UL) of our sewer mains, the majority of sewer mains laid at depths between 0m and 1.5m are assessed to be in very poor to condition and indeed many are exceeding their ULs. However, the PE 50mm is overall in fair condition. Although EW 225mm, EW 150mm, AC 225mm, and AC 150mm mains, display a range of between 20% - 62% very good to good condition, this is likely to be generated from erroneous installation year data. The PVC mains (150mm and 300mm) are identified as being in very good to fair condition. Overall, AC and EW mains require further investigation and prioritised renewal planning.

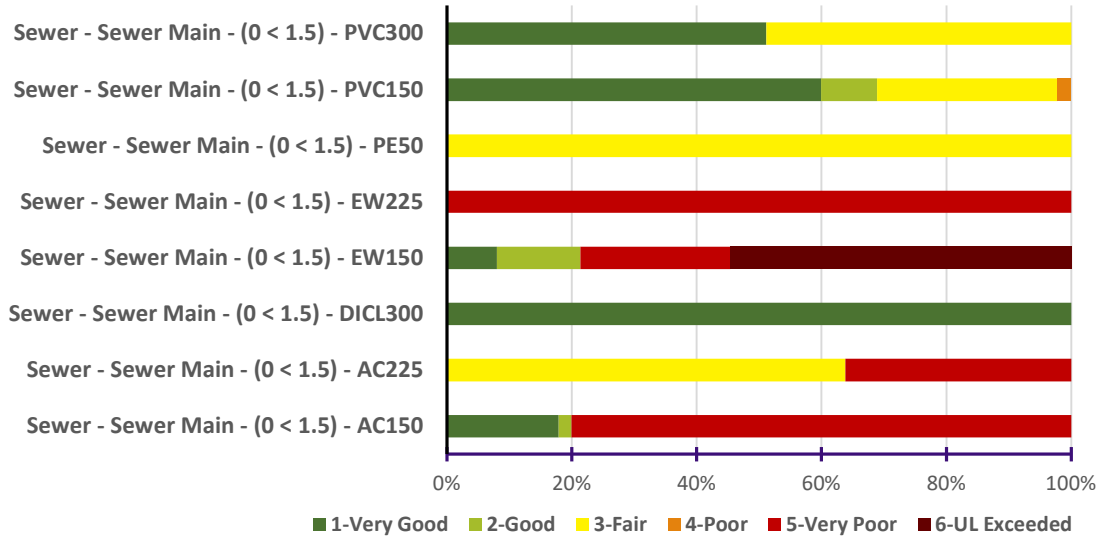

Figure 8 - Condition Profile: Sewer Mains (0<1.5m)

According to the 2025 valuation data, the majority of sewer mains laid at depths between 1.5m and 3m are assessed to be in fair to poor condition. However, approximately EW 225mm looks to contain erroneous data along with AC 225mm giving the impression of healthy assets, albeit unlikely. EW 150mm, Cast Iron 150mm, and AC 150mm mains, are in particularly very poor condition, whereas the PVC mains, are identified as being in very good to fair condition. Overall, AC and EW mains require further investigation and prioritised renewal planning.

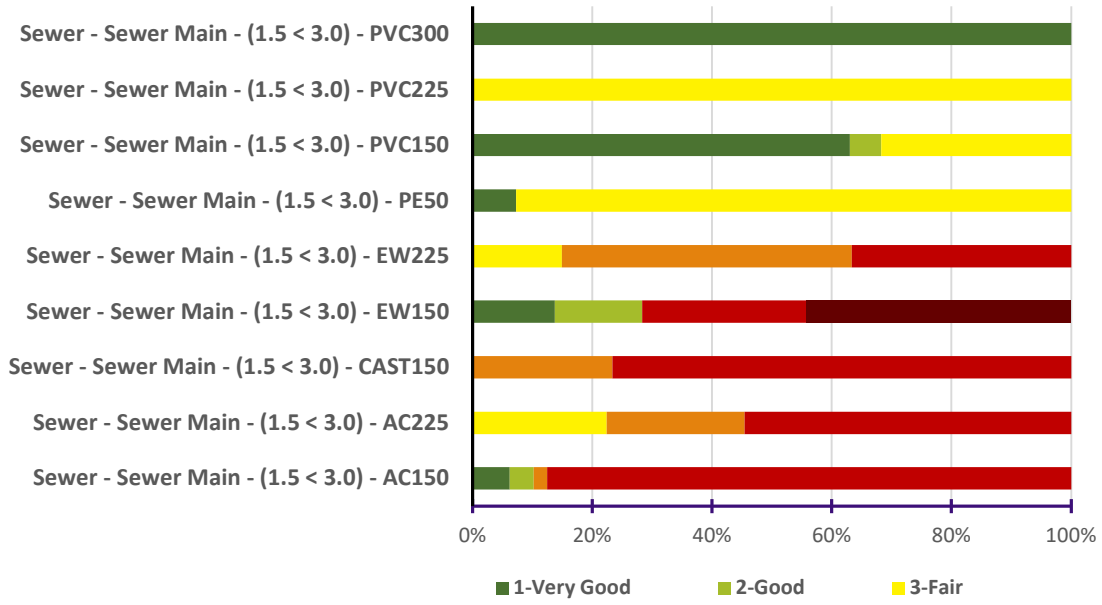

Figure 9 - Condition Profile: Sewer Mains (1.5<3m)

The 2025 valuation data indicates that most sewer mains installed at depths between 3m and 4.5m are in poor to very poor condition with the exception PVC mains. As expected when comparing the trend of the condition of AC and EW mains identified at shallower depths, mains of the same material share similar conditions. Cast iron sewer rising mains, such as sewer rising main 2 are in particularly very poor condition and will require further investigation and prioritised renewal planning.

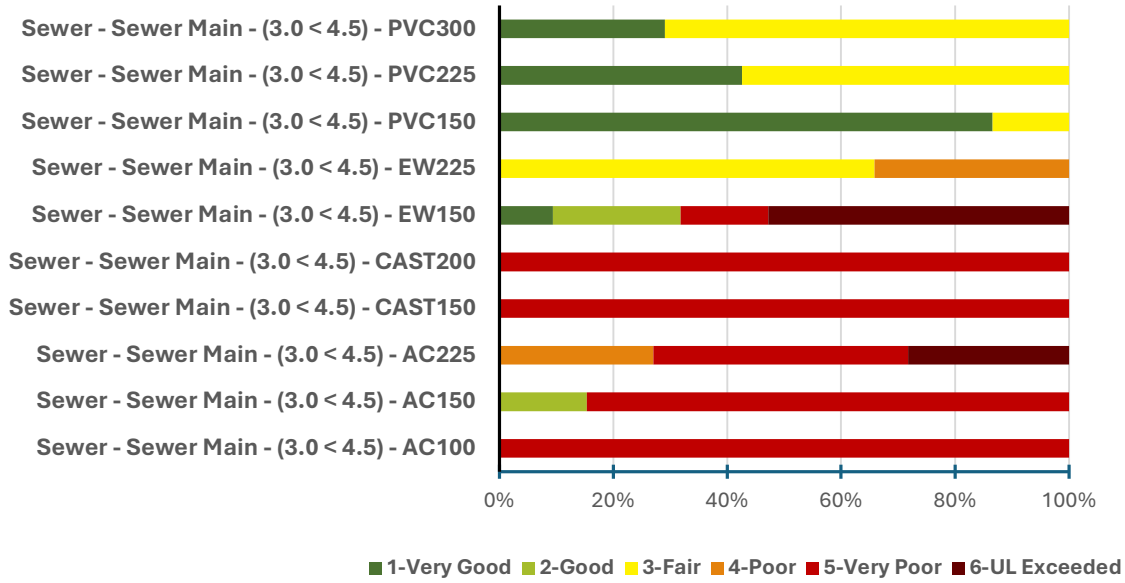

Figure 10 - Condition Profile: Sewer Mains (3<4.5m)

According to the 2025 valuation data, the majority of sewer mains laid at depths greater than 4.5m are assessed to be either very good condition or fair to exceeding their ULs. AC and EW mains are identified as being in fair to exceeding their ULs condition and require

further investigation and prioritised renewal planning. PVC mains are particularly very good in condition.

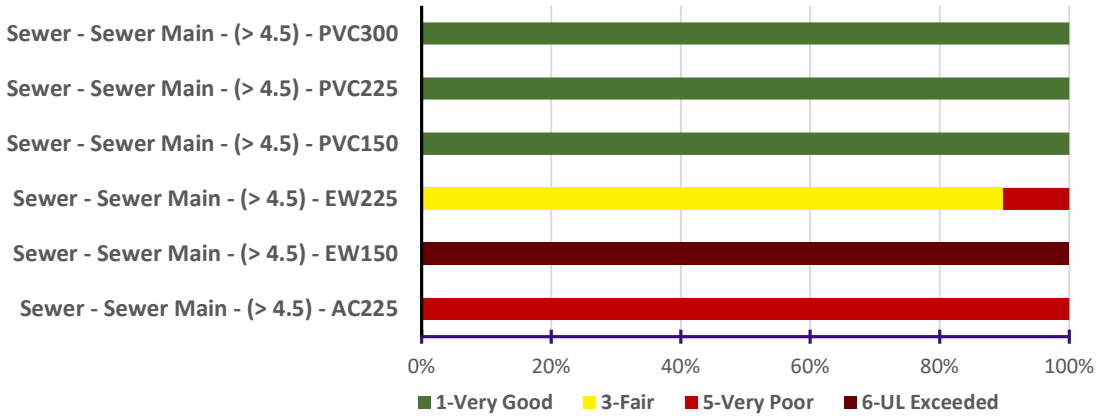

Figure 11 - Condition Profile: Sewer Mains (>4.5m)

6.6 Overall Condition of Sewer Assets

The condition profiles of Council's sewer assets have been developed using the 2025 valuation data and reviewed useful lives. While this provides a useful baseline for understanding asset performance, the data should be treated as indicative only. The water and sewer revaluation set to commence in early April 2026 should provide a better understanding as to how well the sewer assets are performing overall. Future condition rating accuracy will to be verified through detailed field condition assessments.

Based on verified condition outcomes, a renewal program should be developed and prioritised to target assets in poor to very poor condition, while continuing to maintain and extend the life of assets currently in good to fair condition. This approach will support long-term service sustainability, minimise lifecycle costs, and ensure risks to public health and service delivery are effectively managed.

Improvement Opportunity

Implement a structured asset data collection and management program covering sewerage treatment plants, sewer pump stations, sewer reticulation networks, and associated infrastructure. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.7 Condition – Water Assets

Based on the 2025 valuation data, a considerable proportion of assets are in poor to very poor condition, including approximately 90% of concrete reservoir structures, 20% of bore structures, as well as sections of fencing, reservoir roofs, steel tanks, and chemical tanks. All other civil assets are generally assessed to be in very good to fair condition.

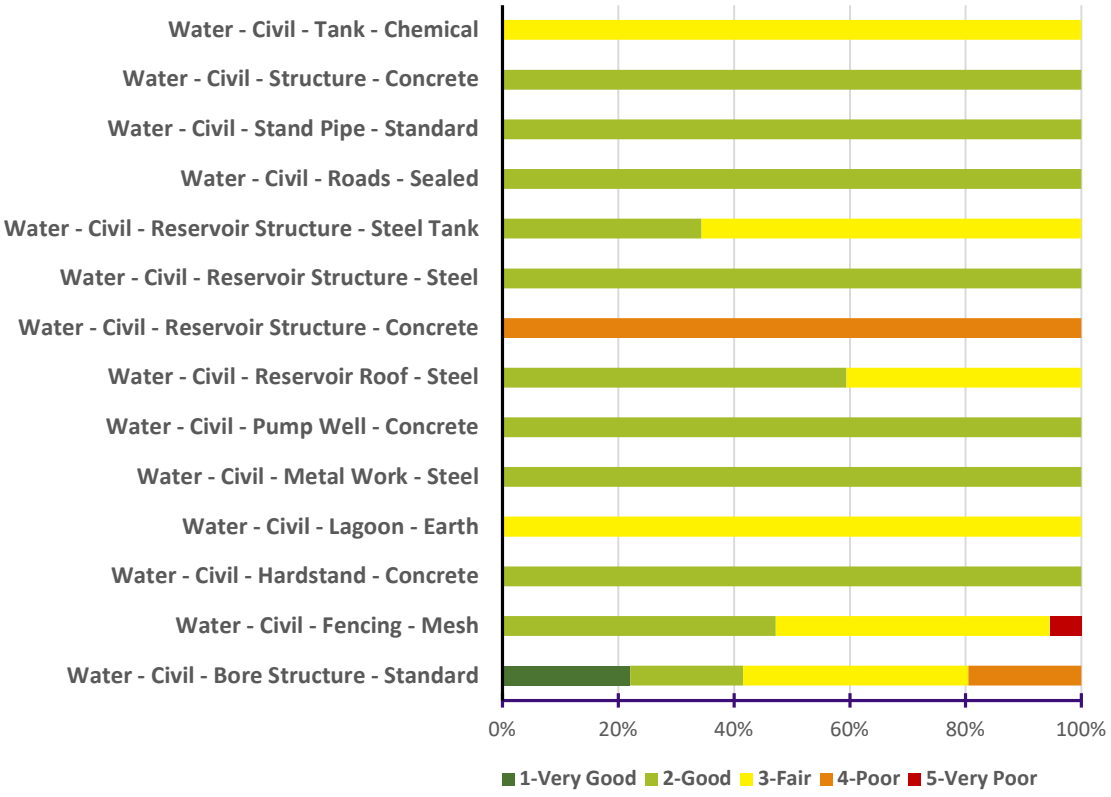

Figure 12 - Condition Profile: Civil Assets – Water

The 2025 valuation data indicates that most electrical assets are fair to very good condition. However, particularly in regard to telemetry these systems in place are older and more susceptible to cyber-security threats. These items require further investigation and prioritised for renewal planning.

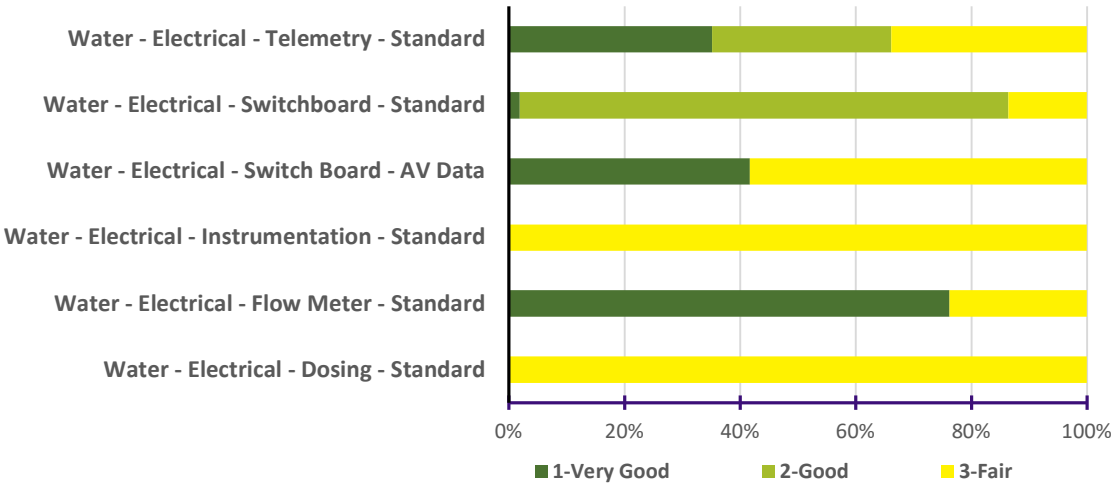

Figure 13 - Condition Profile: Electrical Assets - Water

While most mechanical assets remain serviceable, there are pockets of high-risk deterioration, particularly within dosing equipment, that may impact service delivery and operational safety if not addressed promptly.

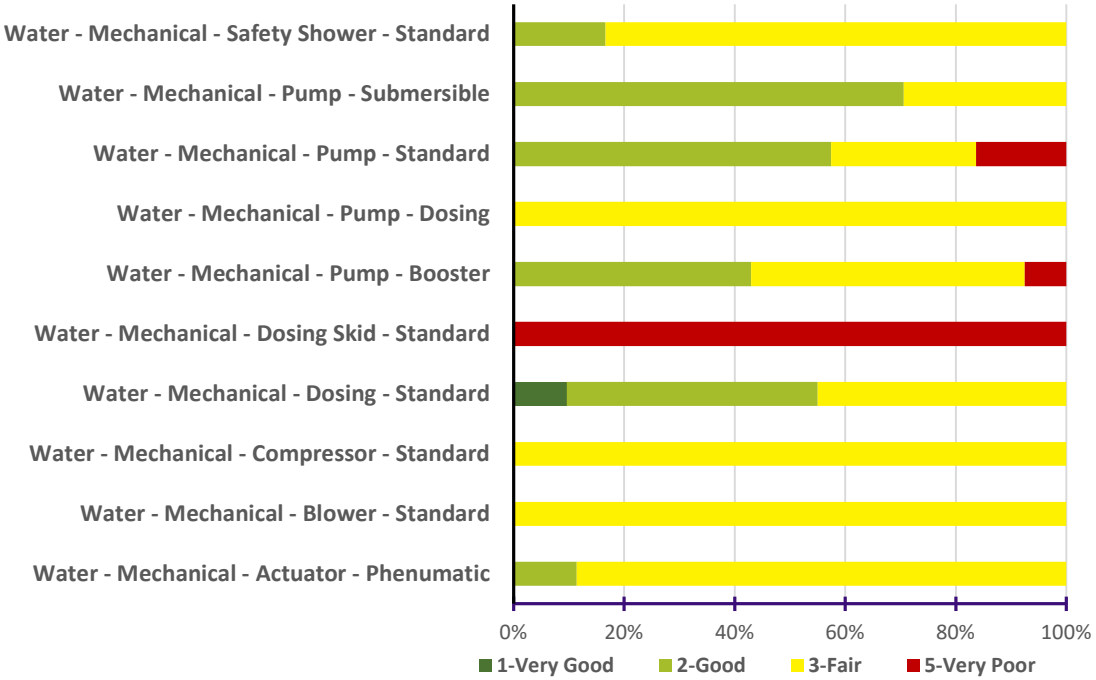

Figure 14 - Condition Profile: Mechanical Assets - Water

The majority of pipework and fittings are in very good to good condition, with a smaller proportion in fair condition and only isolated instances assessed as poor to very poor.

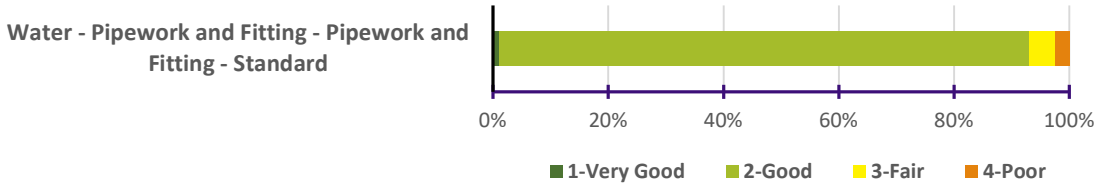

Figure 15 - Condition Profile: Pipes & Fittings - Water

The condition of water mains varies significantly by material and size. PVC and ductile mains are generally in good to fair condition with only minor instances of poor performance, while cast iron and asbestos cement (AC) mains show a much higher proportion in poor to very poor condition, particularly the smaller diameters (100mm–150mm). These asset groups represent the highest renewal priority.

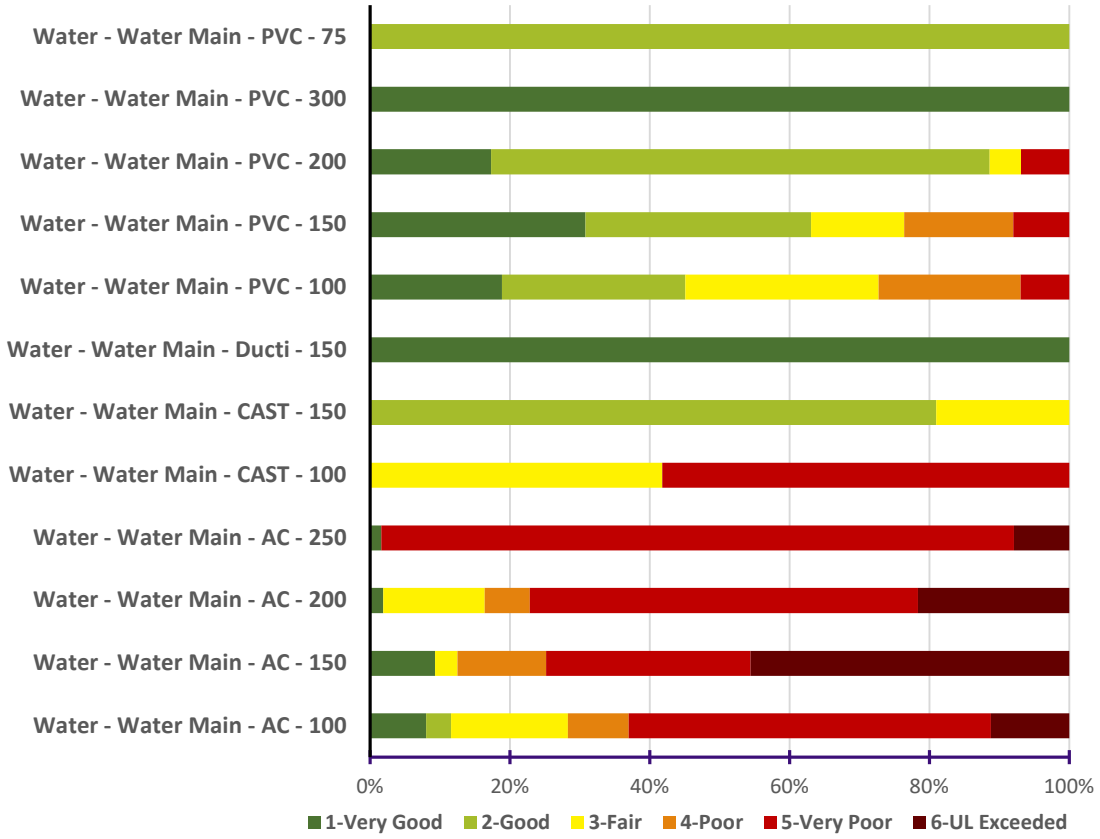

Figure 16 - Condition Profile: Water Mains

6.8 Overall Condition of Water Assets

The condition profiles of Council's water assets have been developed using the 2025 valuation data. While this provides a useful baseline for understanding asset performance, the data should be treated as indicative only. To ensure accuracy, the condition ratings need to be verified through detailed field condition assessments.

Based on verified condition outcomes, a renewal program should be developed and prioritised to target assets in poor to very poor condition, while continuing to maintain and extend the life of assets currently in good to fair condition. This approach will support long-term service sustainability, minimise lifecycle costs, and ensure risks to public health and service delivery are effectively managed.

Improvement Opportunity

Implement a structured asset data collection and management program covering water treatment plants, water pump stations, water reticulation networks, and associated infrastructure. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.9 Routine Operations and Maintenance Plan

Coonamble Shire Council is responsible for the ongoing operation and maintenance of its water supply and sewerage networks to ensure the continuous delivery of safe, reliable, and environmentally compliant services to the community. While formalised maintenance programs are still developing, routine activities are undertaken to manage service performance, respond to asset failures, and ensure regulatory obligations are met.

1. Current Maintenance Approach

At present, the majority of water and sewer maintenance is reactive in nature, with works typically initiated in response to:

- Customer complaints or service requests
- Asset failures (e.g. pipe bursts, blockages, pump breakdowns)
- Operational observations by field staff
- Regulatory or environmental incidents (e.g. overflows, leaks)

Council staff respond to faults as they arise and perform temporary or permanent repairs depending on the severity and urgency. This approach ensures immediate risks are managed; however, it can lead to higher long-term costs and increased service disruption.

2. Routine Operational Activities

Although largely reactive, Council undertakes a range of core operational tasks, including:

- Daily monitoring of water treatment plants and sewer pump stations.
- Operation of valves, pumps and control systems.
- Water quality sampling and testing to meet Health and regulatory standards.
- Sewer system monitoring to prevent overflows and environmental harm.
- Basic cleaning and minor repairs.

These activities ensure networks remain functional and compliant with safety and regulatory requirements.

3. Inspections and Condition Monitoring

To effectively plan, operate and manage its water and sewer assets, Council must understand how assets are performing in the field. Reliable maintenance and condition data is essential for both day-to-day operational decision-making and long-term strategic asset planning. This requires disciplined and regular inspections across the entire network.

Council's inspection activities can be grouped into three key categories based on purpose and level of detail:

Reactive / Safety Inspections

Reactive or safety inspections occur in response to service requests, customer complaints, operational observations, or urgent safety issues. These inspections aim to identify the cause of failure, assess risk, and determine appropriate action.

Council's objective is to inspect and prioritise reactive work within defined timeframes to manage public safety, maintain continuity of service, and minimise environmental or health risks.

Planned (Programmed Defect) Inspections

Planned inspections involve visual assessments of key asset components or sub-elements to identify defects before they escalate. These inspections support:

- Preventative and cyclic maintenance.
- Risk mitigation.
- Short-term work scheduling.
- Early identification of renewal needs.

Planned inspections help move Council away from a purely reactive model toward a more proactive and cost-effective maintenance approach.

Condition Inspections / Audits

Condition inspections are systematic, structured assessments that evaluate the physical and functional adequacy of water and sewer assets. Unlike basic defect inspections, condition audits provide data for:

- Lifecycle cost analysis
- Renewal forecasting
- Long-term asset planning
- Prioritisation of investment

These inspections support a strategic, portfolio-level understanding of asset performance and remaining useful life. While they do not capture every minor maintenance requirement, they are critical for evidence-based decision-making and the development of long-term financial plans.

4. Maintenance Standards

All maintenance work undertaken is in accordance with Council's standard design guides, standard drawings, and specifications for relevant storm water assets or, if not, covered by these technical guides, in accordance with standard industry practices. New assets either built or acquire will be accompanied by manufacturer recommendations on maintenance to achieve full utilisation. The asset register becomes a point of truth holding this attribute information.

In summary, Council currently relies more on reactive inspections but recognises the need to expand planned and condition-based inspection programs. Over time, improving the structure,

frequency and documentation of inspections will enhance asset performance, reduce risk, and support more proactive and sustainable water and sewer asset management.

Improvement Opportunities

- Development of formal maintenance standards and schedules
- Establishment of inspection programs for critical assets
- Better defect recording and data capture
- Integration of maintenance information into the Asset Management System
- Use of condition assessment data to inform renewal priorities.

5. Current Operational Budget Summary

The table below outlines the projected 10-year operational expenditure for Coonamble Shire Council's water and sewer services, broken down into employee costs and materials/contracts. The forecast shows a gradual increase in operating costs over the planning period, primarily driven by workforce expenses and indexed contract and material costs. Over the 10-year period, total operational expenditure is estimated at approximately $29.1 million, supporting the continued delivery of essential water and sewer services. This forecast provides a basis for long-term financial planning and ensures that adequate resources are allocated to maintain service reliability and regulatory compliance.

Financial Year	Employee Benefits & On-Costs - Water	Materials & Contracts - Water	Employee Benefits & On-Costs - Sewer	Materials & Contracts - Sewer	Total
2025/26	$471,830	$1,265,287	$332,963	$391,250	**$2,461,330**
2026/27	$520,543	$1,184,652	$508,208	$391,250	**$2,604,652**
2027/28	$616,649	$1,220,191	$590,199	$391,250	**$2,818,289**
2028/29	$638,232	$1,250,696	$590,199	$391,250	**$2,870,376**
2029/30	$658,655	$1,281,963	$590,199	$391,250	**$2,922,067**
2030/31	$679,073	$1,314,012	$590,199	$391,250	**$2,974,534**
2031/32	$699,446	$1,346,863	$590,199	$391,250	**$3,027,757**
2032/33	$720,429	$1,380,534	$590,199	$391,250	**$3,082,412**
2033/34	$742,042	$1,415,048	$590,199	$391,250	**$3,138,538**
2034/35	$764,303	$1,450,424	$590,199	$391,250	**$3,196,176**
Total	**$6,511,200**	**$13,109,670**	**$5,562,763**	**$3,912,496**	**$29,096,130**

Table 13 - Operation Budget - Water and Sewer Services

6.10 Capital Works (Renewal, New and Upgrade)

Capital works for water and sewer assets include renewals, new (acquisition) projects, and upgrades/expansions. Each category serves a different purpose in managing service delivery, network performance and long-term sustainability.

Renewal

Renewal expenditure involves major work that restores, rehabilitates, replaces or renews an existing asset to its original service potential without increasing its design capacity. Renewal aims to address asset deterioration, extend useful life, and maintain service levels in a cost-effective manner.

Upgrade / Expansion

Upgrade or expansion works involve improving an existing asset beyond its original design capacity or function. These projects enhance performance, increase capacity, improve compliance or safety, or extend the service area. While upgrades improve service delivery, they typically result in additional future operational and maintenance costs.

New (Acquisition)

New assets are constructed or acquired to provide services in areas not previously served or to support growth, development or strategic infrastructure needs. New assets increase the size and complexity of the network and introduce new future lifecycle cost obligations (operations, maintenance, renewal and eventual disposal).

1. Renewal Strategy

Council will plan capital renewal and replacement projects to meet the level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner.
- Undertaking project scoping for all capital renewal and replacement projects to identify:
    - The service delivery 'deficiency', present risk and optimum time for renewal/replacement.
    - The project objectives to rectify the deficiency.
    - The range of options, estimated capital and life cycle costs for each option that could address the service deficiency.
    - And evaluate the options against evaluation criteria adopted by the organisation; and
    - Select the best option to be included in capital renewal programs.
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible.
- Maintain a current infrastructure risk register for assets and service risks associated with

providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council.

- Review the current and required skills base and implement workforce training and development to meet the required construction and renewal needs.
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required.
- Review management of capital renewal and replacement activities to ensure Council is obtaining the best value for resources used.
- Renewal ranking criteria, and
- Asset renewal and replacement are typically undertaken to either:
    - Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
    - To ensure the infrastructure is of sufficient quality to meet the service requirements.

As a general principle, the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its condition deterioration rate and a prediction of the optimum time to renew. As the rate of repairs increases, a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

2. Renewal Standards

Council's construction standards are based on various standards necessary to accommodate the demands and technical requirements placed on our various water and sewer services.

These standards take into consideration the extensive work previously undertaken by the various professional and industry bodies such as:

- Australian Standards
- Water Services Association of Australia (WSAA)

All renewal works shall comply with Council's engineering standards and specifications for design and construction which apply at the time. The design of water and sewer renewal works is in all cases undertaken by suitably qualified and experienced practitioners.

3. Renewal Modelling

Renewal modelling has been undertaken to estimate the long-term investment required to maintain water and sewer assets at an acceptable level of service over the next 10 years. The model uses the 2025 valuation data as the primary source of asset age, condition, and replacement cost information, providing the most accurate and up-to-date basis for renewal forecasting. This modelling identifies when assets are likely to reach the end of their useful life and the funding required to replace or rehabilitate them before they fall into very poor condition or fail in service.

The analysis is based on the best available asset, condition, and financial data currently held by Council. As Council's asset management practices mature and more detailed condition data, performance information and lifecycle costing are captured, the renewal forecasts will be refined to improve accuracy and optimise investment timing.

The renewal funding projections presented in this AMP are based on the following key assumptions:

- Renewal costs are derived from the latest asset register and 2025 valuation data.
- Asset quantities, condition data and financial information are assumed to be accurate.
- Intervention occurs before assets reach "very poor" condition to balance risk, cost, and service levels.
- Deterioration curves, intervention triggers and asset performance are based on the CT Management renewal model, acknowledging inherent model limitations.
- Useful lives for water and sewer assets reflect Council's adopted lives and are considered reasonable.
- All projections are presented in today's dollar value (no escalation applied).
- No significant increase in the size of the asset base is assumed over the 10-year period.

Service levels are based on current performance and may be adjusted in future as community expectations or strategic objectives evolve.

4. Renewal Forecast

The following table presents Council's 10-year renewal forecast for water supply assets, based on the most recent valuation data and available information on asset age, condition, remaining useful life and expected replacement timing. The forecast covers key water supply asset groups including bores, reservoirs, water treatment plant (WTP), pump stations and the reticulation network. A current renewal backlog of approximately $1.13 million has been identified. This represents assets that have reached or exceeded their expected renewal intervention point and will require prioritisation to minimise service risk and maintain reliability of the water supply system.

Annual renewal requirements commence at approximately $1.45M in 2025/26 and increase progressively over the initial five years of the planning period, before declining to approximately $698,000 by 2034/35. The increasing trend reflects the ageing profile of several key asset components, particularly within the water reticulation network and treatment infrastructure.

Over the 10-year planning period, the total forecast renewal requirement for water supply assets is approximately $19.4 million. The majority of renewal expenditure relates to the water supply reservoirs, the supply network ($6.17M and 5.01M respectively) and the water treatment plant assets ($4.22 M), with additional investment required for bores, reservoirs and other supporting infrastructure. These renewal forecasts will inform Council's long-term financial planning and capital works programming, enabling renewal works to be prioritised in a risk-informed manner to maintain service reliability and minimise the likelihood of asset failure. The detailed annual renewal forecast is provided in the table below.

Asset Sub Class	Backlog	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Bore	$107,878	$158,840	$1,045,730	$52,620	$62,327	$74,941	$1,088,614	$101,541	$112,602	$120,770	$125,296	**$3,051,159**
Reservoirs	$188,986	$170,482	$233,754	$52,026	$2,551,796	$53,138	$55,081	$56,819	$58,145	$59,317	$60,696	**$3,540,240**
Network	$538,817	$820,466	$632,690	$1,319,914	$362,783	$3,012,462	$470,670	$234,559	$241,220	$246,552	$250,646	**$8,130,778**
Pump Stations	$0	$0	$50,046	$91	$392	$1,009	$1,848	$2,748	$3,558	$4,173	$4,546	**$68,411**
WTP	$4,190	$80,000	$479,369	$78,738	$98,991	$127,058	$166,213	$200,483	$226,554	$241,337	$245,259	**$1,948,192**
Other	$293,269	$221,250	$582,408	$304,817	$305,840	$306,107	$6,000	$6,383	$7,948	$10,145	$12,052	**$2,056,219**
Telemetry	$0	$0	$300,000	$300,000	$0	$0	$0	$0	$0	$0	$0	**$600,000**
Total	**$1,133,140**	**$1,451,038**	**$3,323,997**	**$2,108,206**	**$3,382,129**	**$3,574,715**	**$1,788,426**	**$602,533**	**$650,027**	**$682,294**	**$698,495**	**$19,394,999**

Table 14 - 10 Year Renewal Forecast - Water Assets

The following table presents Council's 10-year renewal forecast for sewer infrastructure, based on the most recent asset valuation data and available information on asset age, condition, remaining useful life and expected replacement timing. The forecast includes key sewer asset groups such as the sewer reticulation network, pump stations and sewer treatment plants. A current renewal backlog of approximately $1.64 million has been identified, largely associated with sewer treatment plant infrastructure that has reached or exceeded its expected renewal intervention point. Addressing this backlog will be important to minimise operational risks and ensure the continued reliability of the sewer service.

Annual renewal requirements commence at approximately $1.24M in 2025/26 and increase over the early years of the planning period, reaching approximately $7.65M by 2030/31–2031/32, before gradually declining towards the end of the forecast period. This profile reflects the ageing condition of several key treatment plant components and associated mechanical and electrical assets.

Over the 10-year planning period, the total forecast renewal requirement for sewer infrastructure is approximately $19.81 million. The majority of this investment relates to sewer treatment plant assets (approximately $13.68M), followed by the sewer network ($4.76 million) and pump stations ($1.37 million).

These renewal forecasts will inform Council's long-term financial planning and capital works programming, enabling renewal activities to be prioritised in a risk-based manner to maintain service reliability and environmental compliance. The detailed annual renewal forecast is provided in the table below.

Asset Sub Class	Backlog	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Network	$0	$350,000	$635,541	$371,083	$600,985	$521,749	$381,507	$429,588	$466,169	$491,985	$508,121	**$4,756,728**
Pump Stations	$28,810	$50,000	$124,202	$148,403	$181,637	$182,377	$167,924	$148,670	$129,258	$111,814	$97,246	**$1,370,341**
Treatment Plants	$1,608,614	$839,451	$928,704	$500,958	$472,804	$6,944,336	$415,369	$385,954	$356,607	$328,139	$301,530	**$13,082,466**
Telemetry	$0	$0	$300,000	$300,000	$0	$0	$0	$0	$0	$0	$0	**$600,000**
Total	**$1,637,424**	**$1,239,451**	**$1,988,447**	**$1,320,444**	**$1,255,426**	**$7,648,462**	**$964,800**	**$964,212**	**$952,034**	**$931,938**	**$906,897**	**$19,809,535**

Table 15 - 10 Year Renewal Forecast - Sewer Assets

It should be noted that the renewal forecasts presented in this AMP are based on lifecycle modelling assumptions derived from available asset register data, useful life estimates, and condition information. The modelling identifies the likely timing of asset renewal based on expected deterioration profiles and remaining useful life calculations.

While this approach provides a useful indication of the long-term renewal funding requirements, it does not represent a definitive capital works program. Actual renewal timing will continue to be refined through detailed condition assessments, operational inspections, risk assessments and service level considerations.

As asset data quality improves and additional condition information becomes available, the renewal forecasts will be reviewed and updated periodically to ensure they remain aligned with the current condition and performance of Council's water and sewer infrastructure.

Improvement Opportunities

In future, water and sewer assets should be categorised and valued by location (e.g. treatment plants, pump stations, and network assets) so that renewal needs can be forecast separately and capital budgets more accurately aligned with each asset group.

5. Asset Acquisition (New) and Upgrade

Coonamble Shire Council invests in new and upgraded water and sewer assets to ensure the network continues to meet current and future service demands, maintain regulatory compliance and support growth within the community.

Asset acquisition (new assets) generally occurs when extending the network to service new development areas, connecting new customers, or improving system redundancy and storage capacity. This may include new pipelines, pump stations, treatment process units or additional reservoirs where required.

Upgrades are undertaken when existing assets no longer meet performance, safety, environmental or capacity requirements. Upgrade projects may involve increasing pipe sizes, improving treatment plant processes, replacing obsolete electrical or mechanical components, improving pumping efficiency, or addressing compliance with health and environmental standards.

While the overall network is relatively stable, new works and upgrades are essential to:

- Improve reliability and operational efficiency
- Address growth or future demand
- Meet modern design and regulatory standards
- Reduce risk of failure or environmental impact
- Support long-term service sustainability

These projects are planned through Council's capital works program and aligned with long-term financial planning to ensure water and sewer services remain safe, reliable and fit for purpose.

6. Asset Renewal, New and Upgrade Budget Summary

Council's capital works program for water supply assets outlines planned new acquisitions, upgrades, and renewals across the Coonamble, Gulargambone and Quambone schemes. The total planned investment over the next 10 years for water capital program is $5.1 million.

Council's sewerage capital works program includes new assets, upgrades, and renewals across the Coonamble and Gulargambone schemes. Total investment in sewerage capital works over the first four years is $4.43 million

The primary focus over the next four years is on the renewal of ageing infrastructure to maintain service reliability, address asset deterioration and minimise the risk of failure. Targeted upgrades are included to improve capacity, performance and compliance with modern standards, while new works are limited and generally relate to localised system improvements or growth needs.

Financial Year	Water	Sewer
2025/26	$575,000	$382,500
2026/27	$500,000	$450,000
2027/28	$425,000	$517,500
2028/29	$575,000	$382,500
2029/30	$500,000	$450,000
2030/31	$425,000	$517,500
2031/32	$575,000	$382,500
2032/33	$500,000	$450,000
2033/34	$425,000	$517,500
2034/35	$575,000	$382,500
Total	**$5,075,000**	**$4,432,500**
Average	***$507,500***	***$443,250***

Table 16 –Capital Budget - Water Services

Improvement Opportunities

Ensure that the capital works program is categorised by capital expenditure type for all future years, using the standard classifications: renewal, new, and upgrade.

7. Future Capital Works and Upgrade Program

Through asset lifecycle modelling, Council has identified several potential capital works and upgrade projects to support the ongoing reliability, capacity and regulatory compliance of the water and sewer systems.

These projects have been identified through operational assessments, infrastructure planning activities and discussions with Council staff. The projects include upgrades to treatment infrastructure, new and replacement reservoirs, bore and rising main improvements, water quality upgrades, and improvements to telemetry and monitoring systems. In the sewer network, a major upgrade to the Coonamble Sewer Treatment Plant has also been identified as a future capital requirement.

The indicative projects currently identified have a combined estimated value of approximately $22.74 million over the next 5 years. These works represent potential future capital investments aimed at maintaining service reliability, addressing ageing infrastructure, improving water quality management and ensuring the long-term sustainability of the water and sewer systems.

It should be noted that the projects listed below are indicative only and remain subject to further investigation, detailed design, business case development and funding availability. As such, the timing of many projects are currently listed as

Est. (estimated project year) and will be confirmed through Council's future capital works planning and long-term financial planning processes.

The table below summarises the key capital works projects currently identified by Council.

Asset Class	Capital Project	Year	Estimated Cost
Water	WTP upgrades	Est.2027	$400,000
Water	Rising Main (WTP to Res 5)	Est.2028	$1,000,000
Water	Replace Bore 3	Est.2031	$1,000,000
Water	New Reservoir at Sporting Fields (subject to grant funding)	Est.2029	$2,500,000
Water	Rising Main (WTP to new Res)	Est.2030	$600,000
Water	Dedicated line to Hospital and Koonambil	Est.2030	$500,000
Water	Telemetry upgrades	Est.2027 - 2028	$600,000
Water	New Main from New Bore (Saleyards, standpipe and Truckwash)	Est.2030	$1,500,000
Water	Chlorine Dosing - Bore 3	Est.2026	$40,000
Water	Chlorine Dosing - Bore 4	Est.2026	$40,000
Water	Chlorine Dosing - Bore 5	Est.2026	$40,000
Water	Replace Bore 5	Est.2027	$1,000,000
Water	Mains Replacement Program - Coonamble	Est.2026 - Ongoing	$1,170,703
Water	Mains relining program - Coonamble	Est.2027	$250,000
Water	Coonamble - Meter replacement program	Est.2026 - 2027	$100,000
Water	Refurbishment works Coonamble WTP sed lagoon	Est.2026 - 2027	$120,000
Water	Reservoir improvement program	Est.2026 - 2027	$150,000
Water	Bore 5/Reservoir 5 Fencing upgrade	Est.2027	$80,000
Water	Valve Replacement Program	Est.2027	$50,000
Water	Mains Replacement - Quambone	Est.2026 - 2027	$250,000
Water	Reservoir Improvements - Quambone	Est.2026 - 2027	$60,000
Water	Quambone - Meter replacement program	Est.2026	$6,250
Water	Mains Replacement Program - Gulargambone	Est.2026 - 2027	$150,000
Water	Gulargambone - Meter replacement program	Est.2026	$15,000
Water	Gulargambone Rd Bore Shed Replacement	Est.2026-2027	$300,000
Water	Reservoir upgrades - Gulargambone	Est.2026-2027	$85,000

Water	Electronic water meters (estimated costs)	Est.2027 - 2030	$1,200,000
Sewer	Telemetry Upgrade	Est.2027 - 2028	$600,000
Sewer	STP Renewal	Est.2030	$6,500,000
Sewer	Coonamble - Mains relining	Est.2026 - 2030	$900,000
Sewer	SSWP STP Replacement Option Report and Concept Design	Est.2026 - 2027	$235,000
Sewer	STP Building Improvements	Est.2026 - 2027	$50,000
Sewer	Coonamble Sewer Treatment Plant - Equipment Renewal	Est.2026 - 2027	$105,000
Sewer	Main Junction Replacement Program	Est.2026 - 2029	$150,000
Sewer	SPS (minor pump stations excluding SPS 1 & 2) upgrades	Est.2026 - 2027	$100,000
Sewer	Sewer effluent reuse facilities upgrade	Est.2026 - 2027	$208,000
Sewer	Sewer rising main replacement from Tooloon St SPS	Est.2026 - 2027	$400,000
Sewer	Gular - Mains Relining	Est.2027 - 2029	$200,000
Sewer	Gulargambone Sewer Treatment Plant - Tertiary Ponds	Est.2026	$50,000
Sewer	Gulargambone Sewer Treatment Plant - Equipment Renewal	Est.2027	$35,000
			$22,739,953

Table 17 –Future Capital Works Program (Subject to Funding)

6.11 Disposal Plan

Disposal refers to any activity associated with the decommissioning, removal, sale, demolition, replacement, relocation, or financial write-off of an asset that is no longer required or no longer economically viable to maintain. Although disposal of water and sewer assets is relatively infrequent due to their long useful lives and essential service function, it is still an important part of the asset lifecycle and must be managed carefully.

1. Long Asset Lives and Strategic Disposal

Most of Council's water and sewer assets—such as pipes, concrete structures, treatment plant components, reservoirs and buildings—have useful lives of 60 years or more. As a result, disposal typically occurs:

- When assets have reached the end of their useful life and renewal is more cost-effective than ongoing maintenance.
- As part of capital or renewal projects where old assets are replaced.
- When infrastructure is realigned, upgraded, or made redundant due to network reconfiguration or land use changes.
- When assets fail to meet operational, safety or environmental standards and cannot be economically upgraded.

Any new capital project must consider how existing assets will be disposed of, both physically (e.g. removal or

abandonment) and financially (e.g. deregistration, write-off, or reclassification).

2. Common Disposal Practice – Pipes Left in Ground

In many cases, particularly with water and sewer mains, physical removal of old infrastructure is not practical or cost-effective. For example, when a new water main is installed to replace an old asbestos cement (AC) main, the old pipe is often left in the ground to avoid excavation costs and service disruption.

In these cases:

- The old main must remain in GIS and asset records to ensure contractors and maintenance staff are aware of its presence.
- The asset is removed from active service status and reclassified as a non-financial (retired) asset.
- The asset is financially disposed (written off or impaired) in the asset register.

This approach ensures safety and information accuracy while maintaining proper financial reporting.

3. Disposal Methods

Depending on the asset type and circumstances, disposal may involve:

- Financial write-off or revaluation
- Physical demolition or removal
- In-ground abandonment with GIS retention
- Sale or transfer of ownership
- Relocation or reuse of components
- Site rehabilitation or environmental remediation

4. Financial and Operational Considerations

When planning disposals, Council must consider:

- Cost of demolition or making the site safe
- Environmental compliance and approvals
- Potential salvage or resale value
- Reduction in future maintenance obligations
- Impact on service levels, redundancy or capacity

Disposal decisions should balance service needs, risk, cost, and long-term sustainability.

5. Integration with Renewal and Planning

Disposal is typically carried out as part of renewal or upgrade projects, not as a standalone action. Therefore, it should be integrated into capital planning, asset management systems and financial processes, ensuring:

- Accurate asset register updates,
- Transparent financial treatment,
- Alignment with lifecycle planning,
- Retention of critical network information (e.g. abandoned mains).

In summary, while the disposal of water and sewer assets is infrequent, it plays an important role in responsible asset management. Properly planning and documenting disposals ensure that redundant infrastructure is managed safely and cost-effectively, records remain accurate, and assets are financially accounted for in line with legislative and corporate requirements.

Improvement Opportunities

Review and update Asset Disposal Policy.

7. RISK MANAGEMENT PLAN

The purpose of this section is to describe the basis of Council's strategic risk and investment policies and the way it will manage risk associated with Council's water and sewer assets.

7.1 Risk Management Process

Council's risk management framework is aligned with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines. This framework provides a consistent and structured approach to managing risks across all of Council's operations, including the delivery of services and the management of infrastructure assets.

The objective of Council's asset-related risk management processes is to:

- Identify and understand all significant operational and organisational risks.
- Highlight the highest priority risks requiring short- to medium-term attention.
- Develop and implement appropriate strategies and treatments to mitigate these risks.

Council applies this risk management process to assess risks associated with service delivery from its water and sewer infrastructure. This includes identifying risks, assigning risk ratings, and developing treatment plans for risks deemed unacceptable.

Infrastructure or system risks assessed as Very High (requiring immediate corrective action) or High (requiring prioritised intervention) are considered critical and are summarised in the following sections.

7.2 Council's Operational Risk Register

Coonamble Shire Council maintains an Operational Risk Register that captures day-to-day risks associated with service delivery, asset operation, maintenance activities, project delivery, workforce safety, and organisational systems. The register identifies operational hazards, evaluates likelihood and consequences, assigns ownership, and establishes review timeframes and mitigation actions.

For water and sewer services, the operational risk framework supports proactive management of risks related to infrastructure reliability, service interruptions, workforce safety, compliance, project delivery, emergency response, and system performance. These risks are monitored through Council's internal governance processes and are reviewed periodically to ensure that controls remain effective and aligned with service delivery obligations.

The operational risk register forms a key part of Council's asset management framework by linking frontline asset risks with planning, maintenance, and renewal decisions. This ensures that asset lifecycle activities are informed by real operational exposure and that risk reduction is embedded into day-to-day management.

7.3 Council's Strategic Risk Register

Council's Strategic Risk Register identifies high-level risks that could impact long-term sustainability, financial performance, service delivery, organisational capability, and community outcomes. These risks extend beyond individual asset classes and reflect whole-of-organisation exposures such as financial sustainability, climate variation, service delivery performance, workforce capability, governance, compliance, emergency preparedness, and reputational risk.

Strategic risks directly influence the planning and funding of water and sewer infrastructure by shaping long-term priorities, investment decisions, and resilience planning. For example, risks associated with climate variability, economic conditions, emergency events, and service delivery continuity reinforce the need for sustainable asset renewal programs and robust lifecycle planning.

The integration of strategic risk management with asset management ensures that infrastructure decisions support Council's broader organisational objectives while protecting essential services and community wellbeing.

7.4 Critical Water Assets

This section identifies the assets that are critical to Council's water supply operations and outlines the associated risk management strategies. Critical assets are those whose failure could result in significant service disruptions, widespread loss of water supply, or serious public health impacts. The table below details these critical assets, the potential consequences of their failure, and the mitigation measures in place to manage associated risks.

Risk Event	Cause	Risk Rating	Risk Treatment Mitigation Plan
Water main linking supply from Castlereagh St to Koonambil and the Hospital in Coonamble. Single line supply, failure would leave health services without water.	Inadequate inspection	Very High	Construct a secondary supply line.
	program and untimely response to rectify defects	Very High	To be submitted for Safe and Secure Water Program funding for Business Case
Water main in Skuthorpe Street, Gulargambone that supplies the Hospital from the rear access. Single line supply, failure would leave health services without water.	Inadequate inspection program and untimely	Very High	Construct a secondary supply line from water main located in Bourbah Street (in front of Hospital).
	response to rectify defects	Very High	To be submitted for Safe and Secure Water Program funding for Business Case

Quambone Bore. No other source of water. Failure would leave Quambone community without potable water.	Inadequate inspection program and untimely response to rectify defects	Very High	Initiate a strict inspection regime of bore to ascertain and ensure its integrity. Schedule replacement if the condition is doubtful (replacement scheduled 2019 from Asset Register)
Drainage Levee breach failure	Inadequate inspection program and untimely response to rectify defects	Very High	Expression of Interest has been submitted for Safe and Secure Water Program funding for a second bore. E.O.I has also been submitted for a new pump for current bore.

Table 18 – Water Infrastructure Risks

7.5 Critical Sewer Assets

This section identifies the assets that are critical to Council's sewerage operations and outlines the associated risk management strategies. Critical sewerage assets are those whose failure could lead to significant service interruptions, environmental pollution, or public health risks. The table below outlines these critical assets, the potential consequences of their failure, and the mitigation measures implemented to manage those risks.

Risk Event	Cause	Risk Rating	Risk Treatment Mitigation Plan
Section of sewer pipe (cast), linking Pump Station 1 (Aberford St.) and new PVC rising main to STW in Coonamble. Single line supply, failure would render all sewerage services in Coonamble inoperable.	Inadequate inspection	Very High	Structurally re-line or re-construct section
	program and untimely response to rectify defects	Very High	
Rising main from Pump Station 2 (Tooloon St) to the western side of Coonamble. Inadequate inspection program and untimely response to rectify defects	Inadequate preventative maintenance program	Very High	Construct a secondary supply line from PS2 to intersect rising mains to Coonamble STW. To be submitted for Safe and Secure Water Program funding for Business Case
The discharge line from Coonamble STW to Golf Course and Racecourse. Single line supply, failure would likely ***result in a serious pollution incident***	Inadequate inspection program and untimely response to rectify defects	Very High	Structurally re-line pipes to have confidence in the integrity of the line. An Expression of Interest has been submitted for a new STW at Coonamble, which would make this work redundant

The discharge line from Gular STW to Castlereagh River. Single line supply, failure would likely result in a serious pollution incident.	Inadequate inspection program and untimely response to rectify defects	Very High	Structurally re-line pipes to have confidence in the integrity of the line.
Rising main from Gular Pump Station 1 to Gular STW	Inadequate inspection program and untimely response to rectify defects	Very High	Structurally re-line or construct a secondary supply line.
Single line supply and failure would render all sewerage services in Gular inoperable.			To be submitted for Safe and Secure Water Program funding for Business Case

Table 19 – Sewer Infrastructure Risks

Improvement Opportunities

Review and update all risks and risk mitigation measures for both water and sewer assets.

8. FINANCIAL SUMMARY

Council's Long-Term Financial Plan (LTFP) outlines the financial resources expected to be available over future years and how these will be allocated to deliver essential services, maintain infrastructure and support future community needs. It identifies both the current and projected financial capacity of Council to continue providing safe, reliable and high-quality water and sewer services, while also planning for critical capital investment to address growth, ageing assets, regulatory compliance and future challenges.

This section presents the financial forecasts developed from the asset information, levels of service, risks and lifecycle strategies outlined in earlier sections of the AMP. These forecasts will continue to be refined over time as Council improves its asset data, condition information and understanding of future service requirements.

8.1 Financial Statements and Projections

1. Asset Valuations

The value of the assets covered by this Water and Sewer Asset Management Plan as recorded in our financial asset register as of 30 June 2025 are shown below.

Water	
Replacement Cost	$32,238,382
Fair Value (Written Down Value)	$19,863,463

Accumulated Depreciation	$12,374,919
Annual Depreciation	$522,180

Table 20 – Valuation Information – Water Assets

Sewer	
Replacement Cost	$33,649,479
Fair Value (Written Down Value)	$19,709,645
Accumulated Depreciation	$13,939,834
Annual Depreciation	$449,626

Table 21 – Valuation Information – Sewer Assets

2. Sustainability of Service Delivery

We use the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Asset Sustainability Ratio

Asset Renewal Funding Ratio measures the extent to which Council's renewal expenditure aligns with the estimated renewal demand identified in this Asset Management Plan. A ratio of **100%** means Council is fully funding its renewal needs, while a ratio **below 100%** indicates a potential funding shortfall and increasing risk of asset deterioration or service failure.

Asset Sustainability Ratio compares the actual or planned renewal expenditure against the annual depreciation of the asset base. This ratio indicates whether Council is renewing assets at a rate equal to or greater than the rate at which they are wearing out. A ratio of **90–110%** is generally considered sustainable over the long term.

As the capital expenditure program is currently presented as a single lump-sum allocation without a breakdown between renewal, new, and upgrade works, it is not possible to reliably calculate the Asset Renewal Funding Ratio or the Asset Sustainability Ratio currently.

These ratios require clear separation of expenditure types to assess whether renewal investment is sufficient to maintain asset conditions and service levels. It is therefore recommended that future capital budgets clearly identify renewal, new, and upgrade funding components to improve financial transparency, support asset performance monitoring, and enable more accurate sustainability reporting.

3. 10-Year Budget vs Lifecycle Demand – Water Assets

The comparison between projected lifecycle demand and planned funding indicates that the long-term investment required to sustain water assets is higher than the funding currently allocated within Council's budgets. Over the 10-year planning period, total lifecycle demand is estimated at approximately $35.33 million, compared with a combined capital and operational budget of approximately $24.70 million.

The table below outlines the annual renewal forecast, available capital funding, operational budgets, and total lifecycle funding for water assets across the 10-year horizon.

Financial Year	Renewal Forecast	10 Year Capital Program (Avg) * see Table 16	Capital Budget	Operational Budget	Total Budget	Total Lifecycle Demand
2025/26	$2,584,178	$1,939,450	$575,000	$1,737,117	$2,312,117	$6,260,745
2026/27	$3,323,997	$1,939,450	$500,000	$1,705,194	$2,205,194	$6,968,641
2027/28	$2,108,206	$1,939,450	$425,000	$1,836,840	$2,261,840	$5,884,496
2028/29	$3,382,129	$1,939,450	$575,000	$1,888,927	$2,463,927	$7,210,506
2029/30	$3,574,715	$1,939,450	$500,000	$1,940,618	$2,440,618	$7,454,783
2030/31	$1,788,426	$1,939,450	$425,000	$1,993,086	$2,418,086	$5,720,962
2031/32	$602,534	$1,939,450	$575,000	$2,046,308	$2,621,308	$4,588,292
2032/33	$650,026	$1,939,450	$500,000	$2,100,963	$2,600,963	$4,690,439
2033/34	$682,294	$1,939,450	$425,000	$2,157,089	$2,582,089	$4,778,833
2034/35	$698,495	$1,939,450	$575,000	$2,214,727	$2,789,727	$4,852,672
Total	**$19,395,000**	**$19,394,500**	**$5,075,000**	**$19,620,869**	**$24,695,869**	**$58,410,369**

Table 22 – Financial Summary – Water Assets

4. 10-Year Budget vs Lifecycle Demand – Sewer Assets

The table below compares the projected renewal demand for sewer assets with Council's planned capital and operational budgets over the 10-year planning period. This provides a consolidated view of the lifecycle investment required to sustain sewer services relative to the funding currently allocated.

The renewal forecast has been developed using the 2025 valuation data and reflects the expected timing and cost of asset replacement based on current asset information.

Over the 10-year period, total renewal demand is estimated at approximately $10.28 million, compared with a capital budget of $4.43 million and operational funding of $9.48 million, resulting in a combined planned investment of approximately $13.91 million. When capital and operational requirements are considered together, the total lifecycle demand for sewer assets is estimated at $26.25 million across the planning horizon.

This comparison highlights the importance of continued long-term financial planning to ensure that capital allocations remain aligned with lifecycle requirements and that sufficient investment is available to manage asset risks, maintain regulatory compliance, and sustain service levels for the community. The table below presents the annual renewal forecast, capital funding allocations, operational budgets, and total lifecycle demand for sewer assets over the 10-year planning horizon.

Financial Year	Renewal Forecast	10 Year Capital Program (Avg) * see Table 16	Capital Budget	Operational Budget	Total Budget	Total Lifecycle Demand
2025/26	$2,876,875	$1,980,954	$382,500	$724,213	$1,106,713	$5,582,042
2026/27	$1,988,447	$1,980,954	$450,000	$899,458	$1,349,458	$4,868,859
2027/28	$1,320,444	$1,980,954	$517,500	$981,449	$1,498,949	$4,282,847
2028/29	$1,255,426	$1,980,954	$382,500	$981,449	$1,363,949	$4,217,829
2029/30	$7,648,462	$1,980,954	$450,000	$981,449	$1,431,449	$10,610,865
2030/31	$964,800	$1,980,954	$517,500	$981,449	$1,498,949	$3,927,203
2031/32	$964,212	$1,980,954	$382,500	$981,449	$1,363,949	$3,926,615
2032/33	$952,033	$1,980,954	$450,000	$981,449	$1,431,449	$3,914,436
2033/34	$931,939	$1,980,954	$517,500	$981,449	$1,498,949	$3,894,342
2034/35	$906,897	$1,980,954	$382,500	$981,449	$1,363,949	$3,869,300
Total	**$19,809,535**	**$19,809,540**	**$4,432,500**	**$9,475,263**	**$13,907,763**	**$49,094,338**

Table 23 – Financial Summary – Sewer Assets

8.2 Funding Strategy

Coonamble Shire Council's funding strategy for water and sewer assets is based on ensuring long-term financial sustainability while maintaining safe, reliable and compliant services. Funding for operations, maintenance, renewal, upgrades and new assets is primarily sourced from user charges, reserves, capital grants and borrowings where appropriate. Council's Long-Term Financial Plan and Asset Management Plans are aligned to prioritise renewal of existing infrastructure before expansion, and to ensure that essential services are maintained within available financial capacity.

Where funding gaps exist, Council will review service levels, optimise maintenance and renewal timing, seek external funding opportunities, and progressively refine financial forecasts as asset data and modelling improve. The overall objective is to deliver financially responsible and sustainable water and sewer services for the community into the future.

9. IMPROVEMENT PLAN AND MONITORING

9.1 Improvement Plan

To strengthen the management of water and sewer assets and ensure long-term service sustainability, Council has identified a series of improvement actions as part of this Asset Management Plan. These actions respond directly to gaps in current practices, including the need for clearer service levels, better asset data, formal maintenance and inspection programs, improved financial forecasting, and stronger governance.

The improvement actions focus on:

- Aligning service delivery with community expectations
- Developing robust asset data and condition information
- Establishing planned maintenance and inspection programs
- Enhancing renewal modelling and financial planning over 10 years
- Improving disposal, risk management and governance frameworks
- Integrating asset management into Council's strategic and operational planning

Each action has been assigned to a responsible officer or team to ensure accountability and implementation. These improvements will progressively build Council's asset management maturity and support more efficient, evidence-based decision-making.

The following table outlines the key improvement actions for water and sewer assets.

Item No.	Task	Responsibility
1	Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.	Manager- Finance
2	Review and update the Water and Sewer Management Plan to reflect current operational, regulatory, and asset management requirements beyond 2024.	Planning Manager -Water and Sewer
3	Develop and adopt formal Customer and Technical Levels of Service for water and sewer services, integrated into asset management practices and subject to regular review.	Planning Manager -Water and Sewer
4	Develop and adopt a Customer Service Charter for water and sewer services to define commitments, rights, responsibilities, and customer engagement processes.	Planning Manager -Water and Sewer
5	Develop a Water and Sewer Strategy to address community feedback on water quality, pressure, and sewer network coverage, and to guide long-term service planning and investment.	Planning Manager -Water and Sewer
6	Develop and implement a condition assessment program for water and sewer assets, with dedicated funding allocated through the Long-Term Financial Plan.	Manager- Assets/Manager- Finance
7	Implement a structured asset data collection and management program covering sewerage treatment plants, sewer pump stations, sewer reticulation networks, and associated infrastructure. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager- Assets
8	Implement a structured asset data collection and management program covering water treatment plants, water pump stations, water reticulation networks, and associated infrastructure. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager- Assets
9	Develop of formal maintenance standards and schedules for both water and sewer assets.	Operations Manager- Water and Sewer
10	Establish inspection programs for critical water and sewer assets.	Operations Manager- Water and Sewer
11	Integrate maintenance information into the Asset Management System for better defect recording and data capture.	Manager- Assets/Manager- Water and Sewer
12	Use of condition assessment data to inform renewal priorities	Manager- Assets

13	Ensure water and sewer assets are categorised and valued by location (e.g. treatment plants, pump stations, and network assets) so that renewal needs can be forecast separately and capital budgets more accurately aligned with each asset group.	Manager- Assets/Operations Manager- Water and Sewer
14	Ensure that the capital works program is categorised by capital expenditure type for all future years, using the standard classifications: renewal, new, and upgrade.	Manager- Finance
15	Review and update Asset Disposal Policy.	Manager- Finance/Manager - Assets
16	Review and update all risks and risk mitigation measures for both water and sewer assets.	Planning Manager and Operations Manager- Water and Sewer
17	Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.	Manager- Assets

Table 24 – Improvement Actions

9.2 Monitoring and Review Procedures

This Asset Management Plan will be reviewed as part of Council's annual budget and planning processes. Any material changes to service levels, asset performance, or available resources resulting from budget decisions will be reflected in the plan to ensure accuracy and alignment with organisational priorities.

The plan will be updated annually to ensure it remains current and continues to reflect:

- Agreed levels of service
- Asset condition and valuation data
- Forecast operating, maintenance, renewal, upgrade/new and disposal costs
- Financial projections incorporated into the Long-Term Financial Plan (LTFP)

In addition, this Asset Management Plan will have a four-year lifecycle and will be fully reviewed and updated every four years to inform the development of the:

- Community Strategic Plan
- Delivery Program and Operational Plan
- Long-Term Financial Plan

This regular review process ensures that asset management remains integrated with Council's broader strategic and financial planning, supports evidence-based decision making, and enables the ongoing provision of sustainable water and sewer services to the community.

9.3 Performance Measures

To ensure this Asset Management Plan (AMP) is effectively implemented and delivers the intended improvements, Council will monitor performance through a combination of delivery, process, and governance-based measures. These measures will track progress against the improvement actions, evaluate the maturity

of asset management practices, and confirm alignment with organisational goals.

Key performance measures will include:

Delivery of Improvement Actions

- Percentage of AMP improvement actions completed on time
- Progress status (Not Started / In Progress / Completed / Deferred)
- Visibility of responsibilities and accountability for each action
- Integration of completed actions into business-as-usual processes

Asset Management Capability and Maturity

- Adoption of formal Levels of Service (Customer and Technical)
- Condition assessment and data collection programs implemented
- Accuracy and completeness of the asset register
- Use of renewal modelling and long-term financial forecasting
- Integration of maintenance and asset data into the Asset Management System

Financial Alignment and Sustainability

- 10-year operational and capital budget forecasts established
- Renewal funding aligned to renewal demand
- Asset Renewal Funding Ratio and Asset Sustainability Ratio monitored
- Improved alignment between AMP, LTFP, and capital works planning

Governance and Accountability

- Establishment of an Asset Management Steering Committee (AMSC)
- Regular AMSC meetings to oversee implementation of AMP actions
- Strategic direction and decision-making supported by reliable data
- Monitoring and reporting of performance to Executive and Council

Improvement Opportunities

Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.

9.4 Continuous Improvement

Performance will be reviewed annually and reported through internal governance processes. As asset management capability improves and more accurate data becomes available, Council will refine performance measures to support higher levels of service, financial sustainability and efficient delivery.

Appendix A – Useful Lives of Assets

Water Assets – Useful Lives

Asset Class	Category	Asset Type	Asset Sub Type	Useful Life
Water	Civil	Bore Structure	Standard	72
Water	Civil	Fencing	Mesh	25
Water	Civil	Hardstand	Concrete	58
Water	Civil	Lagoon	Earth	87
Water	Civil	Metal Work	Steel	58
Water	Civil	Pump Well	Concrete	78
Water	Civil	Reservoir Roof	Steel	52
Water	Civil	Reservoir Structure	Concrete	66
Water	Civil	Reservoir Structure	Steel	74
Water	Civil	Reservoir Structure	Steel Tank	54
Water	Civil	Roads	Sealed	104
Water	Civil	Stand Pipe	Standard	28
Water	Civil	Structure	Concrete	77
Water	Civil	Tank	Chemical	16
Water	Electrical	Dosing	Standard	17
Water	Electrical	Flow Meter	Standard	16
Water	Electrical	Instrumentation	Standard	15
Water	Electrical	Switch Board	AV Data	17
Water	Electrical	Switchboard	Standard	27
Water	Electrical	Telemetry	Standard	17
Water	Mechanical	Actuator	Pneumatic	8
Water	Mechanical	Blower	Standard	27
Water	Mechanical	Compressor	Standard	17
Water	Mechanical	Dosing	Standard	17
Water	Mechanical	Dosing Skid	Standard	10

Water	Mechanical	Pump	Booster	16
Water	Mechanical	Pump	Dosing	7
Water	Mechanical	Pump	Standard	26
Water	Mechanical	Pump	Submersible	27
Water	Mechanical	Safety Shower	Standard	17
Water	Pipework and Fitting	Pipework and Fitting	Standard	74
Water	Water Main	AC	100	65
Water	Water Main	AC	150	65
Water	Water Main	AC	200	65
Water	Water Main	AC	250	65
Water	Water Main	CAST	100	80
Water	Water Main	CAST	150	80
Water	Water Main	Ducti	150	100
Water	Water Main	PVC	100	90
Water	Water Main	PVC	150	90
Water	Water Main	PVC	200	90
Water	Water Main	PVC	300	90
Water	Water Main	PVC	75	90

Sewer Assets – Useful Lives

Asset Class	Category	Asset Type	Asset Sub Type	Useful Life
Sewer	Civil	Culvert	Concrete	73
Sewer	Civil	Fencing	Mesh	24
Sewer	Civil	Footpath	Concrete	53
Sewer	Civil	Lagoon	Earth	91
Sewer	Civil	Metal Work	Steel	50
Sewer	Civil	Pit	Concrete	52

Sewer	Civil	Pump Well	Concrete	72
Sewer	Civil	Roads	Unsealed	25
Sewer	Civil	Safety Rail	Standard	46
Sewer	Civil	Structure	Concrete	66
Sewer	Electrical	Flow Meter	Standard	15
Sewer	Electrical	Switchboard	Standard	25
Sewer	Electrical	Telemetry	Standard	17
Sewer	Manhole	Manhole	Concrete (> 4.5)	68
Sewer	Manhole	Manhole	Concrete (0 < 1.5)	68
Sewer	Manhole	Manhole	Concrete (1.5 < 3.0)	68
Sewer	Manhole	Manhole	Concrete (3.0 < 4.5)	68
Sewer	Mechanical	Aeration	Standard	24
Sewer	Mechanical	Aeration Pipe	Standard	14
Sewer	Mechanical	Dosing	Standard	10
Sewer	Mechanical	Mechanical	Standard	24
Sewer	Mechanical	Pump	Submersible	16
Sewer	Pipework and Fitting	Pipework and Fitting	Standard	51
Sewer	Sewer Main	(> 4.5)	AC225	60
Sewer	Sewer Main	(> 4.5)	EW150	55
Sewer	Sewer Main	(> 4.5)	EW225	55
Sewer	Sewer Main	(> 4.5)	PVC150	85
Sewer	Sewer Main	(> 4.5)	PVC225	85
Sewer	Sewer Main	(> 4.5)	PVC300	85
Sewer	Sewer Main	(0 < 1.5)	AC150	60
Sewer	Sewer Main	(0 < 1.5)	AC225	60
Sewer	Sewer Main	(0 < 1.5)	DICL300	80
Sewer	Sewer Main	(0 < 1.5)	EW150	55
Sewer	Sewer Main	(0 < 1.5)	EW225	55

Sewer	Sewer Main	(0 < 1.5)	PE50	110
Sewer	Sewer Main	(0 < 1.5)	PVC150	85
Sewer	Sewer Main	(0 < 1.5)	PVC300	85
Sewer	Sewer Main	(1.5 < 3.0)	AC150	60
Sewer	Sewer Main	(1.5 < 3.0)	AC225	60
Sewer	Sewer Main	(1.5 < 3.0)	CAST150	70
Sewer	Sewer Main	(1.5 < 3.0)	EW150	55
Sewer	Sewer Main	(1.5 < 3.0)	EW225	55
Sewer	Sewer Main	(1.5 < 3.0)	PE50	110
Sewer	Sewer Main	(1.5 < 3.0)	PVC150	85
Sewer	Sewer Main	(1.5 < 3.0)	PVC225	85
Sewer	Sewer Main	(1.5 < 3.0)	PVC300	85
Sewer	Sewer Main	(3.0 < 4.5)	AC100	60
Sewer	Sewer Main	(3.0 < 4.5)	AC150	60
Sewer	Sewer Main	(3.0 < 4.5)	AC225	60
Sewer	Sewer Main	(3.0 < 4.5)	CAST150	70
Sewer	Sewer Main	(3.0 < 4.5)	CAST200	70
Sewer	Sewer Main	(3.0 < 4.5)	EW150	55
Sewer	Sewer Main	(3.0 < 4.5)	EW225	55
Sewer	Sewer Main	(3.0 < 4.5)	PVC150	85
Sewer	Sewer Main	(3.0 < 4.5)	PVC225	85
Sewer	Sewer Main	(3.0 < 4.5)	PVC300	85

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