

DRAFT

**26 March 2026**

**ASSET MANAGEMENT PLAN**

**ROADS**

**2025/26 to 2034/35**

Adopted: 26<sup>th</sup> March 2026 Minute No. 60.3.26

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## Document Control

This document will be reviewed every four years at the beginning of each Council tenure.

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1.0	May 2020	First Edition	Council Minute No. 226.10.20 (22 <sup>nd</sup> October 2020)
1.1	Sylvester Otieno January 2026	Amended to respond to the Roads CIP, Bridges CIP, and incorporate input from the Roads Bridges and Footpaths Revaluation 2025	Council Minute No. 60.3.26 (26 <sup>th</sup> March 2026)

## Relevant Legislation

1. Civil Liability Act 2002
2. Local Government Act 1993
3. Roads Act 1993
4. Work Health and Safety Act 2011
5. Environmental Management Act
6. Protection of the Environment Operations Act

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## Executive summary

The road network in the Warren Shire is comprised of Council’s sealed and unsealed roads (regional, rural and urban), bridges, culverts, causeways, footpaths and kerbs and gutters. This is our largest asset class and represents 75% of the value of all Council assets.

The total length of road in the Shire is 1,328km. These roads are valued at \$322.1M (estimated gross replacement cost). 677km of these roads are sealed and 651 km are unsealed.

As well as the roads themselves, the road network also includes the Shire’s bridges, culverts, causeways, footpaths and kerbs and gutters. These are valued at \$112.6M (estimated gross replacement cost).

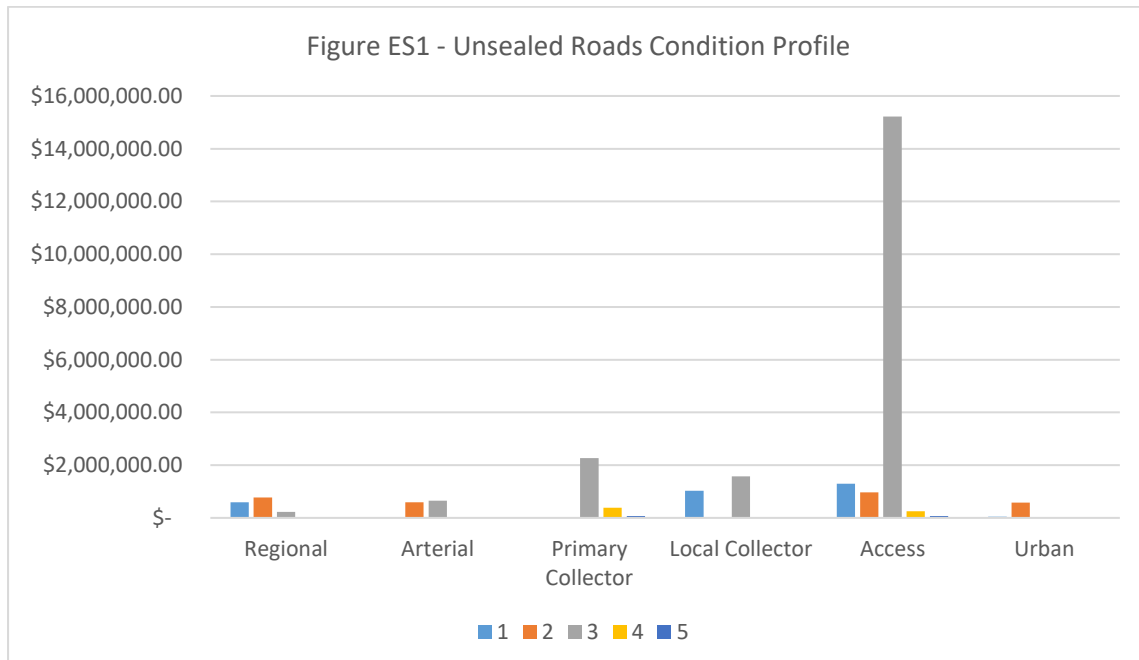
The estimated gross replacement cost of the total road network is \$434.7M.

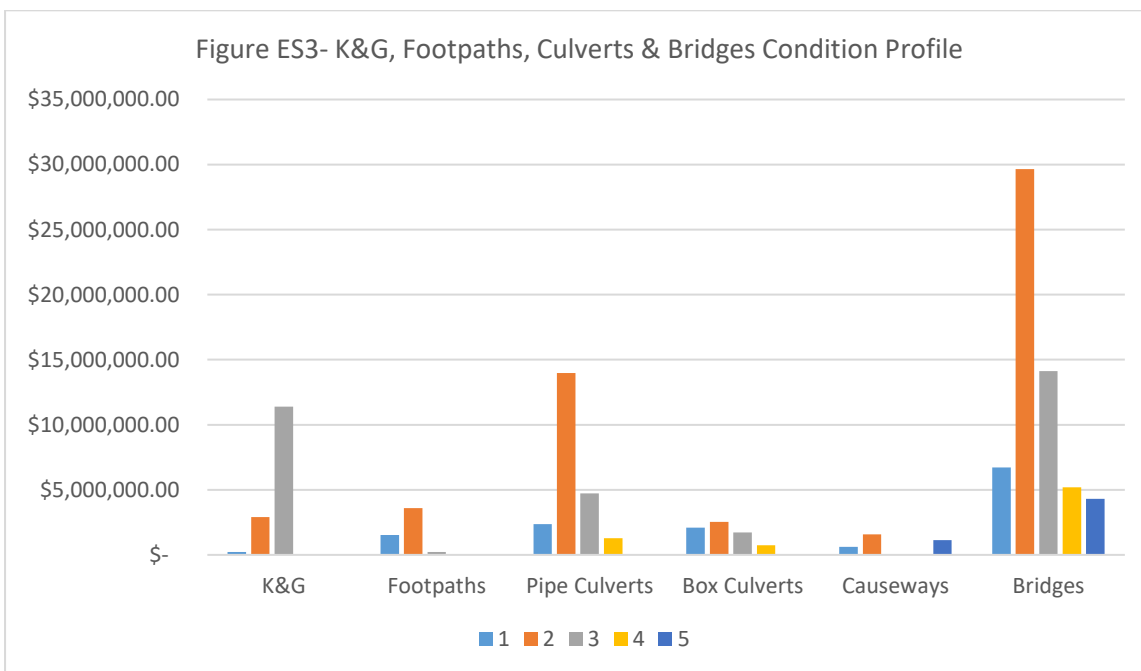
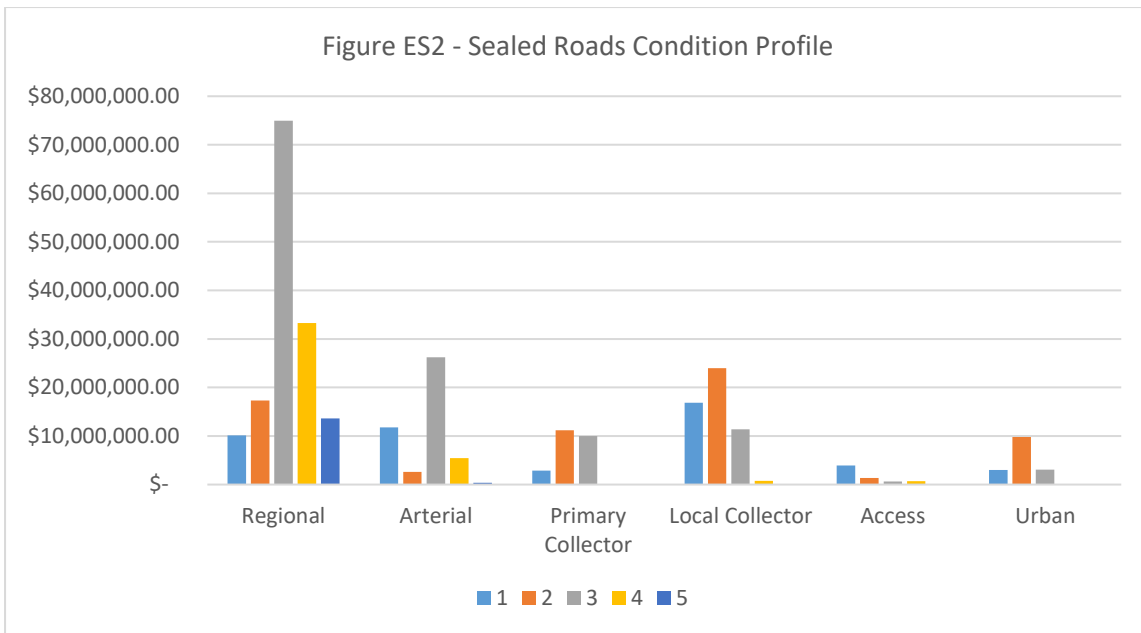
Council’s strategic objectives for the road network are to ensure that the roads, bridges and pathways are maintained to acceptable community standards in a cost-effective, efficient and safe manner.

Council is not anticipating any significant change in the size of our road network, especially given that an extensive road network already exists within the Shire. Overall, we will be focussing our limited budgetary funding on maintaining and renewing our road assets rather than expanding the network of roads.

The community has certain expectations as to the level of service it requires from the road network. These expectations are classified under the categories of sealed roads, unsealed roads, bridges, footpaths, and kerbs and gutters. This asset management plan outlines how Council delivers against these expectations and how we measure our performance.

Overall, most of our road network assets are in an acceptable condition, i.e., they have a condition rating between 1 and 3 on a scale of 1 to 5. See Figures ES1 to ES3.





Condition scale: 1=Excellent; 2=Good; 3=Average; 4=Poor; 5=Very poor

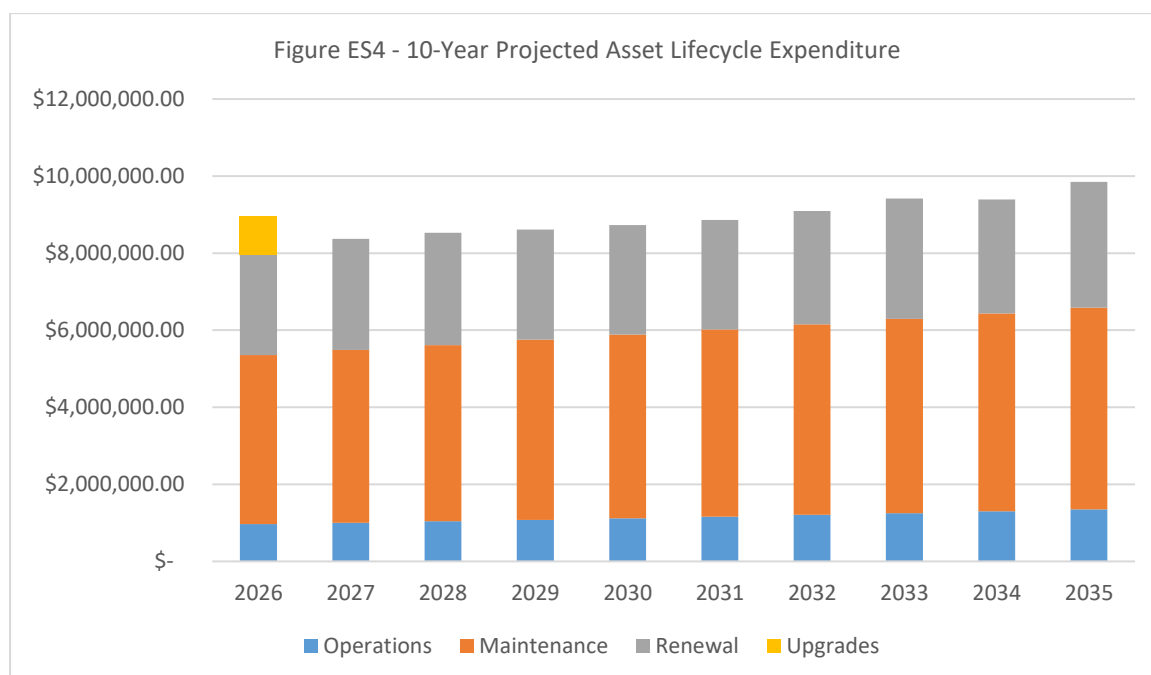
Some assets are in conditions 4 and 5. These are providing a poor level of service and will need to be renewed in the short- to medium-term. These assets include:

- Three rural bridges:
  - Ben Avon bridge
  - Windabyne bridge
  - Back Creek bridge
- Two Regional Roads:
  - Carinda Road
  - Marthaguy Road

In this asset management plan, the lifecycle costs of the road network are estimated and projected. There are four lifecycle categories. These categories are operations, maintenance, capital renewal and capital expansion.

Our annual operations and maintenance costs are not expected to fluctuate significantly over the next ten years as our road network is not expected to be expanded. However, these costs have been indexed for inflation.

Our road assets have long estimated useful lives. Most of the road network will not need to be renewed over the next ten years. However, the projected lifecycle expenditure includes funds that should be allocated to an asset renewal reserve each year to ensure that assets can be replaced when they reach the end of their life. As with operations and maintenance costs, this asset renewal reserve allocation has been indexed for inflation.



Funding for our road network is derived from various sources. These include:

- Grants
- General funds.

Based on the size of our communities, managing our road network is not sustainable using only Council's rates revenue. A large portion of the funding for our road network is sourced from grants. These grants include:

- Financial Assistance Grant (FAG)
- Roads to Recovery grants for sealed rural roads
- Block grants for regional roads
- Repair program grants for regional roads.
- Australian government competitive grants
- NSW government competitive grants

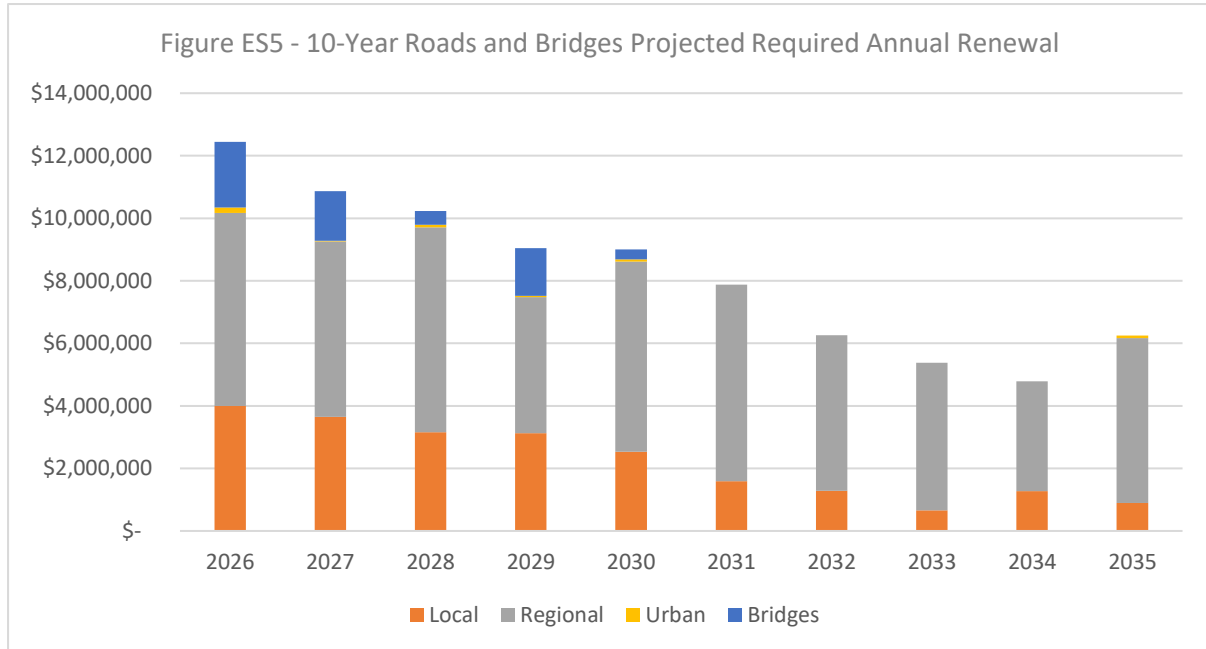
Council applies for grant funding when significant road renewal projects need to be undertaken due to the poor condition of those roads.

General funds are used in two ways. Firstly, they are used to build an asset renewal reserve each year. This will help in reducing Council's reliance on grant funding for renewal projects. Secondly,

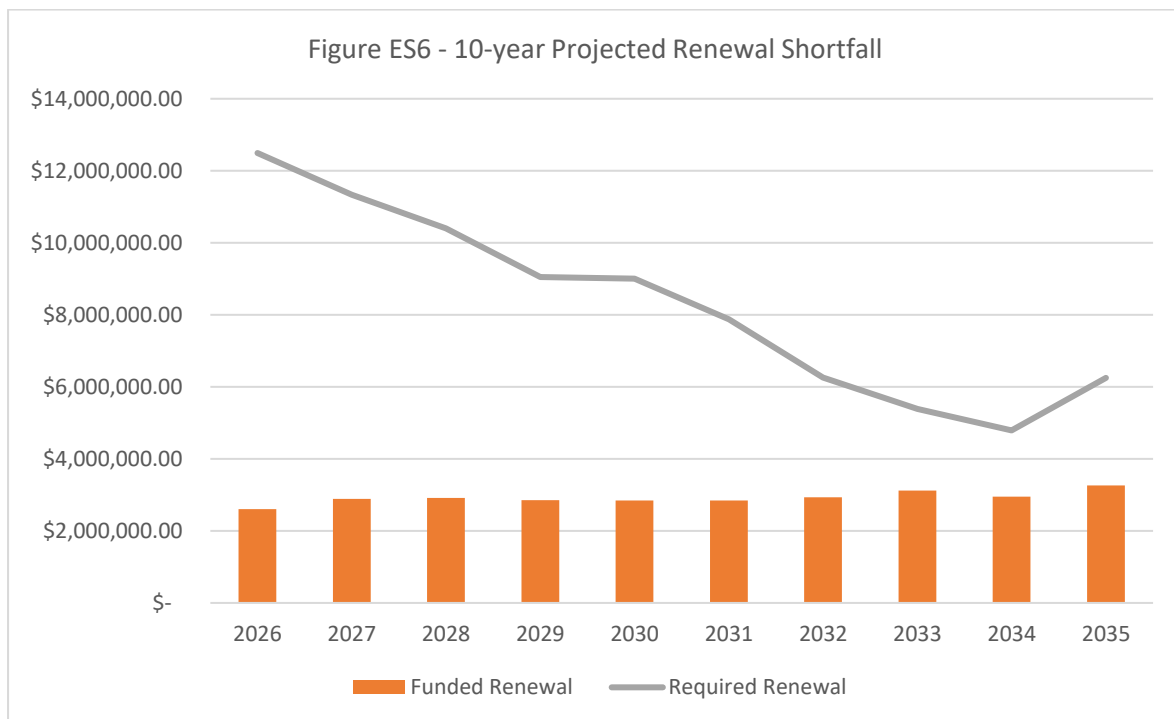
they are used to support the shortfalls between the income and expenses associated with our road network.

The maintenance of our unsealed rural roads is generally funded by Council’s general funds and Financial Assistance Grant (FAG).

The projected required expenditure picture for the road network over the next ten years is shown in Figure ES5.



A comparison between the projected required expenditure and the projected funded expenditure is shown on Figure ES6. The funded expenditure is expected to be reasonably funded using Council’s General rates revenue, FAG, Block, Repair, and Roads to Recovery grant. The figure reveals severe shortfall which must be bridged using additional grant funding.



Council has developed a series of performance benchmarks to help in assessing how well it is meeting the community's expectations in relation to the condition of its assets.

Critical risks have been identified for the road network. These include the risk that roads and road assets are damaged by a severe storm or fire and that roads and road assets deteriorate over time and become deformed. Risk treatment plans have been developed to reduce the likelihood of these risks and to limit their impact.

Several initiatives have been identified to improve Council's asset management capabilities in relation to its road network. These include:

- Implementing an integrated asset management system and associated processes to support Council's engineering and finance functions; this will also provide Council with much needed predictive capabilities to assist with decisions on where it should be allocating asset funding or if it should be seeking additional funding
- Regularly capturing accurate and complete asset condition data
- Tracking Council's performance against relevant community expectation benchmarks
- Implementing a productivity improvement program.

## 1 Introduction and strategic objectives

### 1.1 Introduction

Warren Shire is located in Central West NSW and covers an area of 10,860 square kilometres. Within the Shire is the town of Warren and the villages of Nevertire and Collie. According to the 2021 census, the total population for the Shire is 2,550 with 1,365 people living in Warren. In 2021 it is estimated that 135 people live in Nevertire and 177 people live in Collie.

The town of Warren is situated on the banks of the Macquarie River and is located 120 km from the regional centre of Dubbo and 515 km from Sydney. Nevertire is 20 km to the southwest of Warren. Collie is located 51 km to the east of Warren.

Warren Shire Council owns and maintains \$570.9m (estimated gross replacement cost as at 30 June 2025) of community assets including roads, bridges, public buildings, the water supply network, the sewerage network and recreational assets. Council's road assets comprise \$434.7m of this asset base. The road network includes Council's sealed and unsealed roads (regional, rural and urban), bridges, footpaths and kerbs and gutters.

The efficient management of our assets is vital to ensure that Council provides safe and reliable services for the community. To achieve this, Council has developed several integrated tools. These tools form the Integrated Planning and Reporting (IP&R) framework which includes Council's:

- Community strategic plan (CSP)
- Resourcing strategy
  - Long-term financial planning (LTFP)
  - Asset management planning
    - Asset management policy
    - Asset management strategy
    - Asset management plans (of which this is one).

Together, these tools guide Council and hold it to account with respect to delivering on its asset management strategic objectives.

Council has developed asset management plans for each class of asset under its control. This asset management plan for our road network identifies our asset service standards and contains the long-term projected costs for the operations, maintenance, renewal and expansion of our assets.

### 1.2 Strategic objectives for the road network

The strategic objectives of Council in operating, maintaining and improving its road network are as follows.

**Table 1.1: Strategic objectives for the road network**

No.	Strategic objectives for the road network	Link with the CSP
1	Ensure that the road network is maintained to acceptable community standards.	Strategy 3.1.1
2	Maintain a well-resourced team of infrastructure staff to ensure that our infrastructure needs are met	Strategy 3.3.2
3	Continually upgrade streetscapes in Warren, Nevertire and Collie to create attractive places to live and to visit	Strategy 3.4.1

<b>No.</b>	<b>Strategic objectives for the road network</b>	<b>Link with the CSP</b>
4	Sustainably manage Council’s road-making materials and storage sites (gravel, sand, loam pits and roadside stockpile sites)	Strategy 4.4.5
5	Provide effective training and development of our staff	Strategy 5.3.1

## 1.3 Definitions

To ensure consistency between this document and the other documents in Council’s IP&R framework, the following definitions are used.

**Accumulated depreciation** – The total depreciation of an asset’s estimated replacement cost. Depreciation of an asset will continue to be accumulated until it is replaced. At this point, the original asset will be written off and the depreciation of the new asset will commence from zero.

**Asset** – A physical facility, which has value, and enables services to be provided to the community. The economic life of an asset is greater than twelve months.

**Asset management** – The combination of management, financial, economic and engineering practices applied to a physical asset with the objective of providing the required levels of service in the most cost-effective manner.

**Estimated gross replacement cost** – The estimated cost of replacing an asset calculated by multiplying estimated unit rates for each component of an asset by the size of the asset. Estimated gross replacement costs are calculated every five years when Council’s assets are revalued.

**Expansion** – Activities associated with upgrading or improving an asset or creating a new asset.

**Level of service** – The ability of an asset to provide services to the community. A minimum level of service is set by Council for each asset. Community levels of service are based around the minimum required condition rating of an asset. Technical levels of service refer to the frequency in which maintenance and capital works are undertaken on an asset by Council.

**Lifecycle** – The phases in the life of an asset from acquisition, operations, maintenance, renewal and disposal.

**Maintenance** – Planned or unplanned activities required to ensure that the asset can continue to deliver the services required of it by the community.

**Net carrying value** – Estimated gross replacement cost minus accumulated depreciation. This is the equivalent of the written down value of an asset.

**Operations** – Regular, planned activities to keep the asset in service.

**Renewal** – Activities which involve restoring, refurbishing or replacing an asset to bring it back to its original capacity and performance capability. Renewal costs are treated as capital expenditure.

**Renewal backlog** – The cost to renew those assets within the Shire that do not achieve the required minimum level of service.

**Useful life** – The period over which an asset is expected to be available for use by Council (in the context of its service to Council, not to its actual physical life). The useful life of each asset is used by Council to determine the depreciation of the asset.

## 2 Services provided and classification

### 2.1 Road network: categories and value

The road network in the Warren Shire is comprised of Council's sealed and unsealed roads (regional, rural and urban), bridges, footpaths and kerbs and gutters. The components of the road network are summarised in the following table.

**Table 2.1: Council's road assets (with road length and value) as at 30 June 2025**

Roads asset category	Length km	Net carrying value \$	Estimated gross replacement cost \$
<b>Sealed roads</b>			
Regional roads	328.05	137,955,873	149,283,943
Rural roads			
- Arterial	112.26	37,037,325	46,485,584
- Primary collector	68.39	13,860,165	24,049,618
- Local collector	133.67	37,963,287	52,972,021
- Access	19.34	4,757,888	6,647,989
Urban streets	23.32	14,549,023	16,045,576
<b>Total sealed roads</b>	<b>685.03</b>	<b>246,123,561</b>	<b>295,484,731</b>
<b>Unsealed roads</b>			
Regional roads	28.15	1,157,490	1,594,800
Rural roads			
- Arterial	30.00	753,985	1,253,400
- Primary collector	76.22	942,821	2,728,472
- Local collector	56.24	1,023,482	2,603,754
- Access	441.66	6,111,198	17,807,789
Urban streets	9.79	530,807	631,388
<b>Total unsealed roads</b>	<b>642.06</b>	<b>13,131,409</b>	<b>26,619,603</b>
<b>Total roads</b>	<b>1,327.09</b>	<b>259,254,970</b>	<b>322,104,334</b>
<b>Bridges</b>			
Regional		12,192,362	16,875,694
Rural		24,164,784	43,129,498
Urban		-	-
<b>Total bridges</b>		<b>36,357,146</b>	<b>60,005,192</b>
<b>Footpaths</b>			
Urban		2,788,627	5,347,180
<b>Total footpaths</b>		<b>2,788,627</b>	<b>5,347,180</b>
<b>Kerbs and gutters</b>			
Urban		10,337,095	14,509,687
<b>Total kerbs and gutters</b>		<b>10,337,095</b>	<b>14,509,687</b>
<b>Culverts and Causeways</b>			
Pipe Culverts		20,438,108	22,370,249
Box Culverts		6,593,516	7,080,912
Causeways		2,447,755	3,315,182
<b>Total Culverts and Causeways</b>		<b>29,479,380</b>	<b>32,766,343</b>
<b>Total all road assets</b>		<b>234,448,042</b>	<b>434,732,740</b>
<b>Total all Council assets</b>		<b>421,310,000</b>	<b>570,880,000</b>
<b>Percent of all Council assets</b>		<b>55.6%</b>	<b>76.2%</b>

The roads within the road network are broadly categorised as follows:

**Table 2.2: Road network categories**

Road category	Description
State highways	State significant roads controlled by the Transport of New South Wales (TfNSW). These roads are not included in this asset management plan.
Regional roads	Major roads controlled and maintained by Council but funded through TfNSW grant monies.
Rural roads	Roads controlled and maintained by Council with funding from general grants, rates revenue and Roads to Recovery (R2R) monies. Rural roads are roads located outside the town speed limit zones.
Urban streets	Roads controlled and maintained by Council with funding from general grants, rates revenue and R2R monies. Urban streets are roads located within the town speed limit zones of Warren, Nevertire and Colлие.

Regional roads, rural roads and urban streets can be sealed, unsealed or partly sealed and unsealed.

## 2.2 Road network hierarchy

In addition to the categories shown in table 2.2, Council has also established a road network hierarchy. This hierarchy is used to prioritise the allocation of our limited financial resources to the maintenance and renewal of each road in the Shire.

Each hierarchy element has its own levels of service and asset management practices. The levels of service assist in the funding prioritisation process.

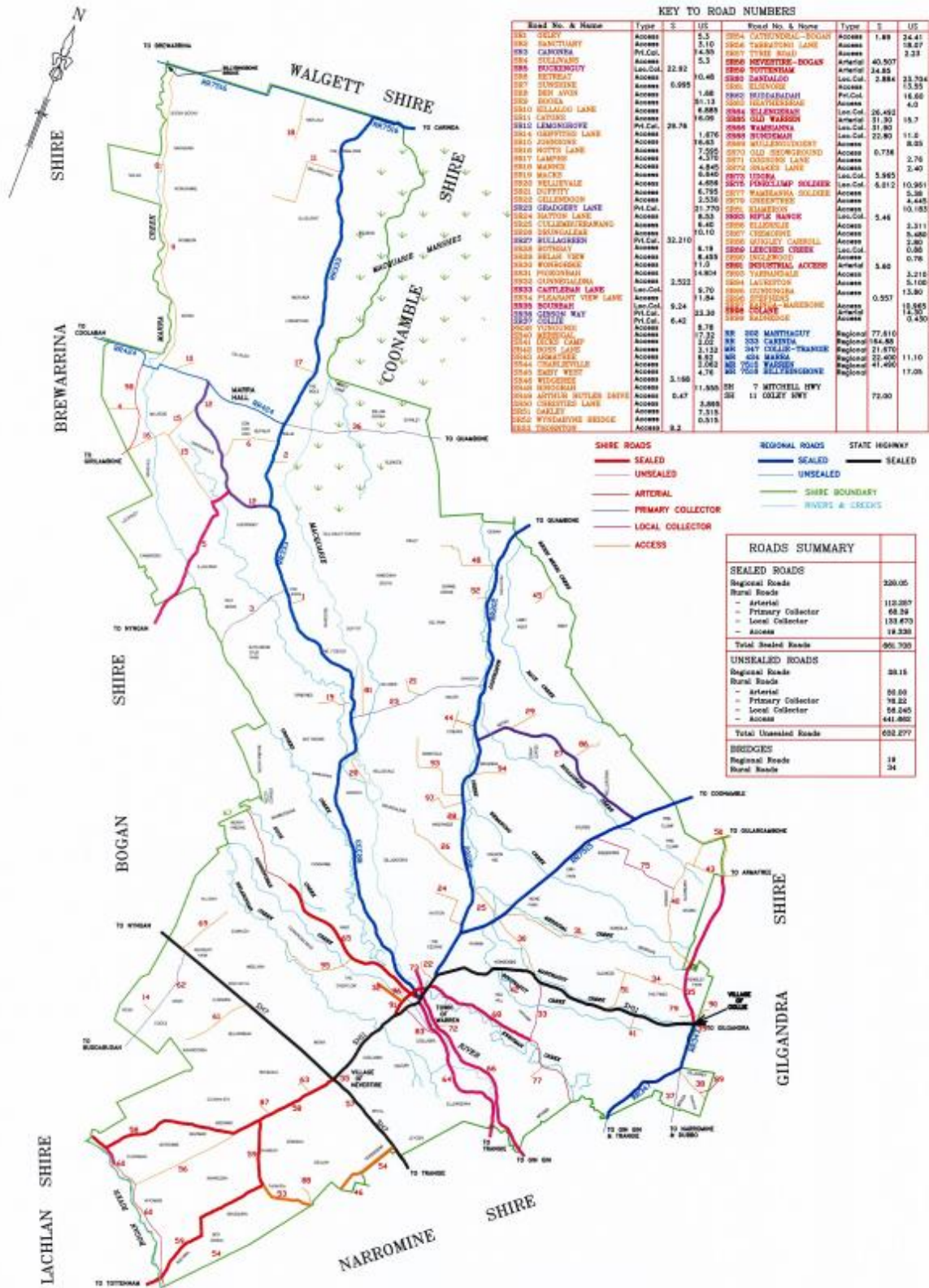
**Table 2.3: Road network hierarchy**

No.	Road hierarchy element	Description
1	Regional	These are major arterial roads that provide the highest traffic movements between regions, industrial, commercial or residential areas. They are declared as regional roads with a funding contribution by TfNSW.
2	Arterial	These are major arterial roads that provide linkage between areas of industrial, commercial or residential importance and the regional road network.
3	Primary collector	These roads provide connections between arterial roads and the local collector network. They generally have key traffic generators on them for an area and/or are strategically important. These are through roads only (they have no dead ends).
4	Local collector	These roads provide access to the primary collector network from access roads. These roads generally do not have key traffic generators on them. These can be a through or non-through road (dead end).
5	Access	These roads provide access to individual properties in a rural setting. These are generally no through roads or dead ends.
6	Urban streets	These are the roads within towns and villages. They include the roads in the Central Business District (CBD) of a town, the roads that feed traffic to residential roads and major facilities and the roads that provide access to individual properties and rear lanes in an urban setting.

The hierarchy for bridges, footpaths and kerbs and gutters is determined by the roads that these components are on.

A map of Council's road network is provided in Figure 1.

Figure 1 - Map of the Warren Shire Council road network



## 2.3 Managing future demand for the Shire’s road assets

Drivers affecting the demand for our roads include changes in demographics, growth in tourism, changes in agricultural practices and the growth of new industries.

These drivers of demand and the factors affecting the supply of the road network are considered below.

### 2.3.1 Drivers of demand for the road network

#### **A flat or declining demographic trend**

As is the case with the majority of rural inland local government areas, the population of the Warren Shire has been declining steadily for several years as a result of outward migration from the Shire (especially amongst young adults). The demand for road assets is expected to remain relatively constant over the coming years due to this trend and Council forecasts that there will be limited demand for expansion of the network in the foreseeable future because of this demographic trend.

#### **Heavier transport movements in the agricultural sector**

Increases in the size of farm machinery and weight loads in the transport sector have placed additional pressure on Council’s road assets in recent years. It is expected that the trend to higher weight loads will continue. The inland rail (once completed) is unlikely to change the demand for adequate roads from the agricultural sector as produce will still need to be transported across the length and breadth of the Shire.

#### **Strong vehicle-based tourism**

The Shire continues to see strong numbers of vehicle-based tourists visiting or passing through the Shire. With the increasing numbers of caravans and campers on our roads who are visiting tourist sites, or travelling through the Shire, it is forecast that there will be increasing demand for an adequate road network.

#### **The potential increase in intensive industries**

The Shire has already seen the development of a new solar farm in Nevertire. Additional intensive industries might also be developed in the future such as intensive agriculture (e.g. feedlots, green houses, etc.), mining and additional power generation (e.g. solar or wind farms, etc.). These developments are generally high generators of vehicle movements and can place significant pressure on the road network. Intensive industries may also increase demand for the upgrade of Council’s road network (e.g. sealing of road infrastructure leading to intensive industry sites)

### 2.3.2 Factors affecting the supply of the road network

#### **Funding uncertainties**

Warren Shire Council is highly reliant on grant funding and its rates revenues are limited.

Based on the size of our communities, supporting our road network is not sustainable. We need to seek ongoing government funding, where available, to maintain and enhance our road network.

#### **Council’s asset renewal backlog**

Assets that are below the minimum condition rating (refer to Tables 3.2 to 3.4) do not meet Council’s minimum levels of service. Such assets will require renewal. These assets form part of Council’s renewal backlog and Council should be ensuring that these assets are brought up to the agreed levels of service.

Council’s asset renewal backlog will need to be funded.

### **Damage from natural disasters**

Council's road network is often subject to considerable damage from natural disasters, mostly from floods and fires. Maintaining these roads after an event places considerable strain on Council resources, both financial and physical, often delaying Council's planned maintenance program and capital program. Some funding is often available from other levels of government to deal with such disasters but funding is not always adequate to compensate for the damage caused by the natural disaster event.

### **Staff and resource shortages**

As with financial constraints on the provision of the road network, difficulties in recruiting and retaining staff has been a challenge for Council in recent years. Council, as a western rural Council, often faces challenges in filling technical and managerial positions. When technical or managerial positions are vacant it can affect Council's ability to provide some of the services expected by the community.

### **Disruptive technological change**

One of the future challenges for the community is the potential of disruptive technologies and the unknown affect that these technologies will have on Council's road network and level of service expectations. With advances in driverless technologies, intelligent communication systems and drone technology, just to name a few trends, it is likely that Council's supply of road services will be disrupted in ways that it has not yet even thought of.

Driverless vehicle technology would drive improved delineation and signage on the roads. It might also result in the need for enhanced investment in intelligent traffic systems.

### **Climate Change**

Effective drainage is vital to the survival of road pavement layers. An increase in stormwater or excessive flooding caused by climate change might lead to saturation of underlying pavement layers thus causing their premature failure.

Prolonged drought conditions would hamper maintenance activities mainly because of lack of construction water. It might also lead to extensive cracking of the pavement layers.

Higher than usual temperatures would not only prevent work teams from being productive, it would also lead to damage of assets.

### 3 Levels of service

One of the strategic objectives for the road network is to ensure that local roads and bridges are maintained and constructed to acceptable community standards in a cost effective, efficient and safe manner.

Council has defined a set of measurable levels of service that are used to assess its performance in meeting this objective. Levels of service are grouped into:

- **Community levels of service** – These relate to what the community wants from our road network in terms of the minimum required condition rating for each road
- **Technical levels of service** – These refer to the frequency in which renewal, maintenance and operational works are undertaken on each road by Council.

Levels of service is limited by resource availability as per the provisions of Section 42 and 45 of the Civil Liability Act 2002.

Table 3.1 outlines what the community desires from our roads and how Council will deliver against this. Key performance benchmarks are also provided. These benchmarks will enable us to determine whether we are delivering on what the community wants.

**Table 3.1: Community expectations, road network**

The community wants (Community level of service) (1)	How Council delivers this (Technical level of service)	Key performance benchmark
<p><b>Sealed roads</b> Roads allow safe, comfortable and efficient travel</p> <p>Roads are smooth with no potholes or ponding of water</p> <p>Roads are always open</p>	<p>Sealed roads will be resealed or rehabilitated when their condition deteriorates below the minimum required condition rating</p> <p>Roads receive planned maintenance as scheduled and reactive (unplanned) maintenance as required</p>	<p>90% of sealed roads always maintain a condition rating above the minimum requirement</p> <p>95% of planned maintenance is completed on schedule</p> <p>Reactive maintenance is completed within 2 weeks of notification 90% of the time</p>
<p><b>Unsealed roads</b> Roads are smooth with no potholes, corrugations or ponding of water</p> <p>All weather access is always provided</p>	<p>Unsealed roads will be re-sheeted or graded as scheduled or when their condition deteriorates below the minimum required condition rating</p> <p>Roads receive reactive (unplanned) maintenance as required</p>	<p>90% of unsealed roads always maintain a condition rating above the minimum requirement</p> <p>95% of planned maintenance is completed on schedule</p> <p>Reactive maintenance is completed within 3 weeks of notification 90% of the time</p>

<b>The community wants (Community level of service) (1)</b>	<b>How Council delivers this (Technical level of service)</b>	<b>Key performance benchmark</b>
<b>Bridges</b> Bridges are accessible during periods of moderate rainfall	Hydraulic capacity caters for at least a 1 in 20 year storm	95% of bridges remain open during storms
<b>Footpaths</b> Footpaths are sound and non-slippery to enable safe usage	Trip hazards are managed by rehabilitating the concrete surface at or prior to the stepping height reaching 30 mm	90% of footpaths always maintain a condition rating above the minimum requirement
<b>Kerbs and gutters</b> Water does not pond in driveways for more than two days after a storm	Kerbs and gutters are rehabilitated at or prior to them reaching condition rating 5	90% of kerbs and gutters always maintain a condition rating above the minimum requirement

(1) Condition ratings are used to indicate whether the community levels of service are being met; condition ratings are explained in Section 4 of this plan

The minimum required community levels of service and technical levels of service, by road hierarchy, are provided in the tables below. Condition ratings are used to indicate the minimum required levels of service.

**Table 3.2: Sealed roads minimum levels of service**

Road hierarchy	Community level of service		Technical level of service						
	Minimum condition rating (1)	Timing for renewals		Timing for planned maintenance (line marking)	Response times for unplanned maintenance		Timing for operational activities		
		Reseals	Pavement rehabilitation		Patching (2)	Edge breaks (3)	Slashing	Inspection	Street sweeping
Regional roads	3	25 years	60 years	Every 3 years	7 days	7 days	Twice yearly	Every 2 months	n/a
Arterial roads	3	25 years	80 years	Every 3 years	7 days	7 days	Yearly	Every 2 months	n/a
Primary collector roads	3	25 years	100 years	Every 5 years	14 days	14 days	Yearly	Every 3 months	n/a
Local collector roads	3	25 years	100 years	Every 5 years	28 days	28 days	n/a	Every 6 months	n/a
Access roads	4	25 years	100 years	Every 5 years	60 days	60 days	n/a	Every 12 months	n/a
Urban streets	3	25 years	100 years	Every 3 years	14 days	n/a	Twice yearly	Every 2 months	Warren - thrice a week Nevertire – fortnightly

(1) Condition ratings are explained in section 4 of this plan

(2) The intervention level for pothole patching is >30 mm depth and/or >150 mm diameter

(3) The intervention level for edge break treatment is >50 mm depth and encroaching on the carriageway

**Table 3.3: Unsealed roads minimum levels of service**

Road hierarchy	Community level of service		Technical level of service			
	Minimum condition rating (1)	Minimum driving speed	Timing for renewals	Timing for planned maintenance	Response times for unplanned maintenance	Timing for operational activities
			Re-sheeting	Grading (2)	Grading (3)	Inspection
Regional roads	3	60 – 69 km per hr	15 years	Every 15 months	14 days	Every 3 months
Arterial roads	3	60 – 69 km per hr	15 years	Every 15 months	14 days	Every 3 months
Primary collector roads	3	60 – 69 km per hr	15 years	Every 15 months	28 days	Every 6 months
Local collector roads	3	60 – 69 km per hr	20 years	Every 3 years	60 days	Every 12 months
Access roads	4	50 – 59 km per hr	25 years	Every 5 years	120 days	Every 12 months
Urban streets	3	30 – 39 km per hr	15 years	Every 15 months	28 days	Every 12 months

(1) Condition ratings are explained in Section 4 of this plan

(2) This grading is done according to a set program of work

(3) This grading might be required, for example, after a storm or a flood

**Table 3.4: Bridges, footpaths and kerbs and gutters**

Road hierarchy	Community level of service		Technical level of service			
	Minimum condition rating (1)	Timing for renewals		Timing for planned maintenance	Response times for unplanned maintenance	Timing for operational activities
		Surface rehabilitation	Formation rehabilitation		Inspection	Inspection
Bridges	3	80 years	80 years	n/a	14 days	Every Year
Footpaths – on road sides	3	60 years	80 years	n/a	60 days	Every Year
Footpaths – cycleways	3	10 years	30 years	n/a	28 days	Every Year
Kerbs and gutters	3	60 years	60 years	n/a	60 days	Every Year

(1) Condition ratings are explained in Section 4 of this plan

## 4 Condition of our assets

The condition of Council’s assets is currently assessed every five years. This asset condition information is then used to plan the timing of our maintenance and capital renewal activities.

The current condition of Council’s road network is provided in this section of this plan. Visual condition assessment was undertaken in 2024 by Council staff.






Assets are rated from condition 1 to condition 5, as shown in table 4.1 below.

**Table 4.1: Condition ratings for assessing the condition of our assets**






Condition rating	Condition	Description
1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal / upgrading required

The condition ratings for the components of the road network are represented in the photos in the figures below.






**Table 4.2: Representative photos of the condition ratings for sealed roads**

Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
				
<b>Excellent condition</b>	<b>Good condition</b>	<b>Average condition</b>	<b>Poor condition</b>	<b>Very poor condition</b>
<ul style="list-style-type: none"> <li>▪ A newly sealed road with new line marking</li> <li>▪ Edges are also in excellent condition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Some of the wearing surface (granite) is coming away</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cracks across road and on the edges indicate deterioration in the pavement layer, below the surface layer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deterioration in both the surface and the pavement</li> <li>▪ Wearing surface (granite) is coming away</li> </ul>	<ul style="list-style-type: none"> <li>▪ Major deterioration of both the surface and pavement</li> <li>▪ Edges are cracked and falling away</li> </ul>

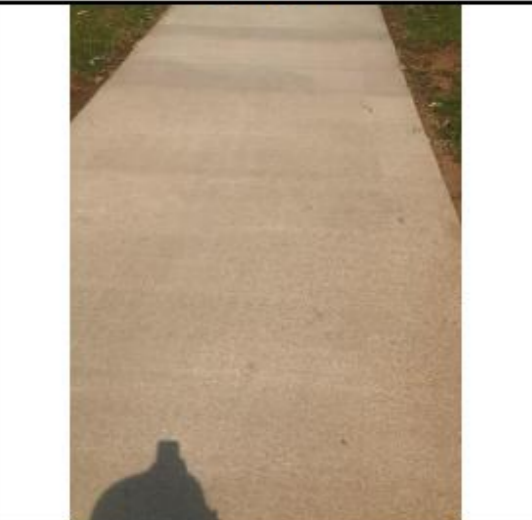




**Table 4.3: Representative photos of the condition ratings for unsealed roads**

Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
				
<b>Excellent condition</b>	<b>Good condition</b>	<b>Average condition</b>	<b>Poor condition</b>	<b>Very poor condition</b>
<ul style="list-style-type: none"> <li>▪ Evenly graded road</li> <li>▪ Edges are also in excellent condition</li> </ul>	<ul style="list-style-type: none"> <li>▪ The pavement of road is wearing well</li> </ul>	<ul style="list-style-type: none"> <li>▪ Smooth surface</li> <li>▪ Some bare patches of earthworks are exposed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pavement has become corrugated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Major deterioration of the pavement</li> <li>▪ Large potholes make road unserviceable</li> </ul>






**Table 4.4: Representative photos of the condition ratings for bridges**

Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
				
<b>Excellent condition</b>	<b>Good condition</b>	<b>Average condition</b>	<b>Poor condition</b>	<b>Very poor condition</b>
<ul style="list-style-type: none"> <li>Well presented bridge and approaches</li> <li>Excellent barriers, gutters and line markings</li> </ul>	<ul style="list-style-type: none"> <li>Bridge surface is wearing well</li> <li>Bridge infrastructure is in good condition</li> </ul>	<ul style="list-style-type: none"> <li>Some cracking in the surface</li> <li>Some corrosion in bridge infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Rough road surface and approaches</li> <li>Significant corrosion is visible</li> </ul>	<ul style="list-style-type: none"> <li>Major deterioration of the bridge surface</li> <li>Structure is potentially unsound</li> </ul>

**Table 4.5: Representative photos of the condition ratings for footpaths**

Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
				
<b>Excellent condition</b>	<b>Good condition</b>	<b>Average condition</b>	<b>Poor condition</b>	<b>Very poor condition</b>
<ul style="list-style-type: none"> <li>Newly constructed footpath</li> </ul>	<ul style="list-style-type: none"> <li>Footpath is wearing well and still in good condition</li> </ul>	<ul style="list-style-type: none"> <li>Some cracks and holes evident but still satisfactory</li> </ul>	<ul style="list-style-type: none"> <li>Significant cracking and unevenness in the footpath level</li> </ul>	<ul style="list-style-type: none"> <li>Major breakup of the footpath with large missing pieces</li> </ul>

**Table 4.6: Representative photos of the condition ratings for kerbs and gutters**

Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
				
<p><b>Excellent condition</b></p>	<p><b>Good condition</b></p>	<p><b>Average condition</b></p>	<p><b>Poor condition</b></p>	<p><b>Very poor condition</b></p>
<ul style="list-style-type: none"> <li>▪ Newly constructed kerb and gutter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Kerbs and gutters are wearing well with only minor surface cracking</li> </ul>	<ul style="list-style-type: none"> <li>▪ Some cracking and surface deterioration in kerb and gutter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Significant deterioration and cracking with ground movement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Major breakup of the kerb and gutter with large missing pieces</li> </ul>

The intent of Council is not to undertake renewal on an asset until it reaches its intervention level. The intervention level is the condition level below which renewal is required based on the community's level of service expectations, as nominated in Tables 3.2 to 3.4.

Typically, road network assets in condition 4 will provide a poor level of service and will need to be renewed in the short- to medium- term. Assets in condition 5 may require urgent and immediate renewal or replacement. Funding may be needed to support the required level of renewals each year. Council will be allocating funds to an asset renewal reserve each year to help in managing these funding needs. This is discussed further in section 7 of this plan.

The condition of each road segment and road network component has been assessed by estimating the proportion of each road component's expected useful life that has been consumed.

The estimated current condition ratings of the assets in Council's road network are summarised in the table and graph below.

**Table 4.2a: Condition ratings, Unsealed Road Assets (estimated gross replacement cost) as at 30 June 2025**

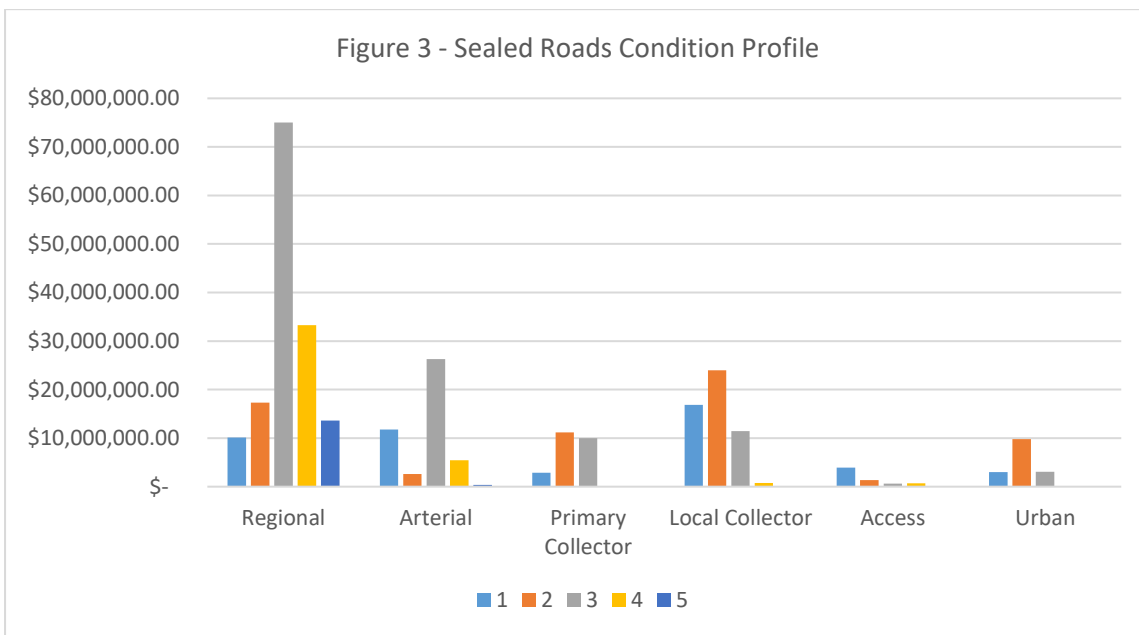
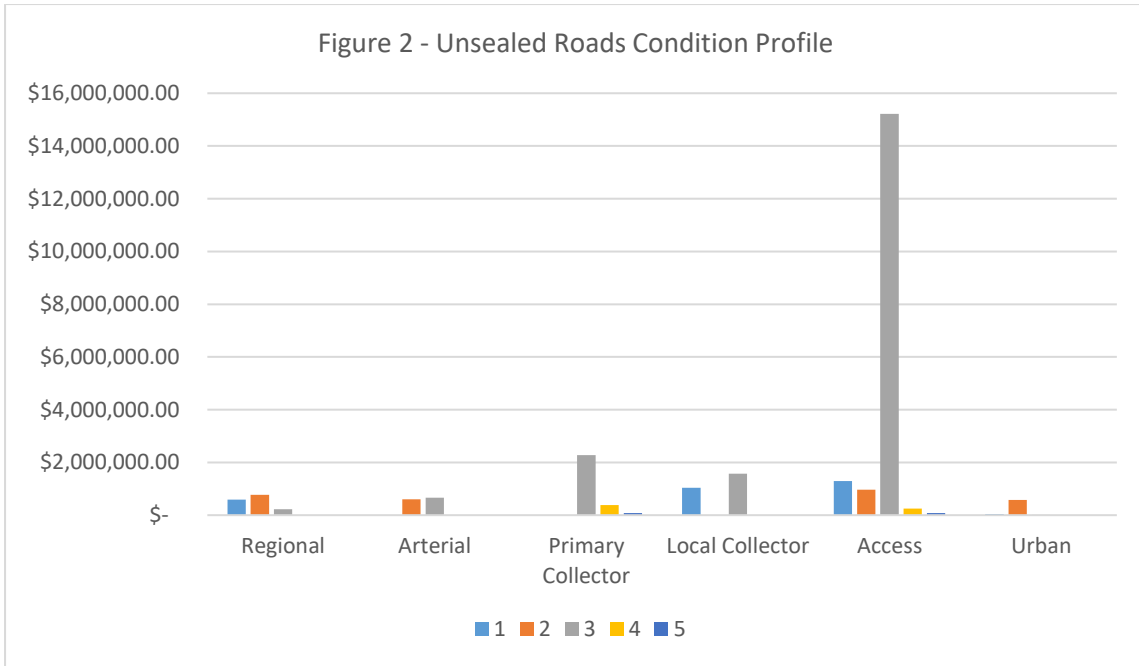
Unsealed Road Hierarchy	1	2	3	4	5
Regional	\$ 590,520.00	\$777,480.00	\$226,800.00	\$-	\$-
Arterial	\$-	\$596,600.00	\$656,800.00	\$-	\$-
Primary Collector	\$-	\$-	\$2,272,471.60	\$380,000.00	\$76,000.00
Local Collector	\$1,033,600.00	\$ -	\$1,570,154.42	\$-	\$-
Access	\$1,290,464.80	\$971,971.60	\$15,219,236.58	\$250,116.00	\$76,000.00
Urban	\$49,464.60	\$575,301.11	\$6,621.89	\$-	\$-

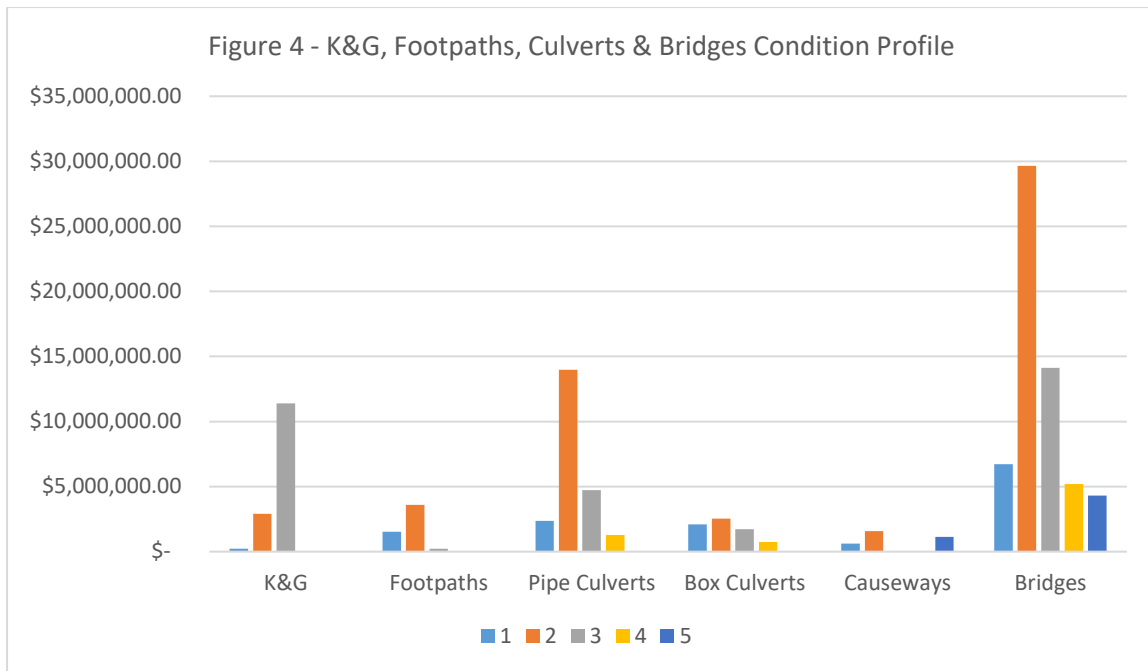
**Table 4.2b: Condition ratings, Sealed Road Assets (estimated gross replacement cost) as at 30 June 2025**

Sealed Road Hierarchy	1	2	3	4	5
Regional	\$10,150,840.00	\$17,286,428.75	\$74,989,118.00	\$33,248,990.00	\$ 13,608,567.50
Arterial	\$11,800,387.50	\$2,635,710.30	\$26,251,724.40	\$5,437,650.00	\$360,112.50
Primary Collector	\$2,842,500.00	\$11,209,059.00	\$9,998,059.50	\$-	\$-
Local Collector	\$16,831,693.58	\$23,987,168.40	\$11,413,359.25	\$739,800.00	\$-
Access	\$3,928,099.05	\$1,379,819.49	\$619,224.60	\$720,846.00	\$-
Urban	\$2,989,794.18	\$9,822,985.19	\$3,097,085.97	\$81,805.95	\$53,905.50

**Table 4.2c: Condition ratings, K&G, Footpaths, Culverts & Causeways (estimated gross replacement cost) as at 30 June 2025**

Asset Group	1	2	3	4	5
K&G	\$225,804.78	\$2,899,403.99	\$11,384,478.66	\$ -	\$-
Footpaths	\$1,524,372.83	\$3,591,580.14	\$231,226.63		
Pipe Culverts	\$2,364,854.80	\$13,981,075.20	\$4,723,176.30	\$1,268,928.60	\$32,214.00
Box Culverts	\$2,086,361.21	\$2,539,390.44	\$1,721,961.94	\$733,198.47	\$-
Causeways	\$609,874.73	\$1,582,529.52	\$-	\$-	\$1,122,778.02
Bridges	\$6,715,392.38	\$29,652,381.96	\$14,131,213.30	\$5,200,068.45	\$4,306,136.35





The table and graph above show that our road network is mostly in an acceptable condition. However, some assets are in condition 4 and 5. These are providing a poor level of service and will need to be renewed in the short- to medium-term. These assets include:

- Three rural bridges:
  - Ben Avon bridge
  - Windabyne bridge
  - Back Creek bridge
- Two Regional Roads:
  - Carinda Road
  - Marthaguy Road

## 5 Operations

### 5.1 Lifecycle costs

Council allocates the costs associated with the provision of its assets into four lifecycle categories:

**Table 5.1: Lifecycle cost allocation for the provision of asset services**

Activity	Description
Operations	Regular, planned activities to keep the asset in service
Maintenance	Planned or unplanned activities to ensure that the asset reaches its useful life
Renewal	The like-for-like replacement of an asset or asset component
Expansion	The upgrade or improvement of an asset The creation of a new asset

Operations and maintenance costs are current-year expenditure. Renewal and expansion costs are treated as capital expenditure.

### 5.2 Operational activities

Operational activities are those regular activities that are required to continuously provide the service expected of the asset. For our road network, these activities include the following.

**Table 5.2: Operational activities, road network**

Activity	Frequency
Mowing, slashing and vegetation control on sealed roads	See table 3.2
Street sweeping	See table 3.2
Responding to customer requests	When received

Projected operational expenditure for the next ten years is provided in Table 10.1.

## 6 Maintenance

Routine maintenance is the regular ongoing work that is necessary to keep assets operating to ensure they reach their useful life. It includes work on an asset where a portion may fail and needs immediate repair to make it operational again.

Council's maintenance activities for our road network include the following.

**Table 6.1: Maintenance activities, road network**

Activity	Frequency
<b>Planned</b>	
Shoulder grading sealed roads	See table 3.2
Patching sealed roads	See table 3.2
Line marking sealed roads	See table 3.2
Grading unsealed roads (1)	See table 3.3
Inspecting roads for maintenance issues	Regional and Arterial Roads – Monthly Primary Collector Roads – Monthly Local Collector Roads – Quarterly Access Roads – Annually Urban Roads - Weekly
Repairing guideposts and signs	Annually or as required
<b>Unplanned</b>	
Repairing (i.e. patching) sealed road surfaces (2)	See table 3.2
Repairing the shoulder and edges of a road (3)	See table 3.2
Grading unsealed roads (4)	See table 3.3
Repairing guideposts and signs	As required
Removing unsafe trees and other vegetation	As required
Clearing table drains, mitre drains and catch drains and repairing drain blocks	As required
Repairing (i.e. patching) bridges, footpaths and kerbs and gutters	See table 3.4
Responding to incidents	As required
Inspecting roads for maintenance issues	Weekly for regional roads Monthly for rural roads

(1) This grading is done according to a set program of work

(2) The intervention level for pothole patching is >30 mm depth and/or >150 mm diameter

(3) The intervention level for edge break treatment is >50 mm depth and encroaching on the carriageway

(4) This grading might be required, for example, after a storm or a flood

Planned maintenance refers to maintenance that is defined and scheduled over the medium-term.

In addition to planned maintenance Council must also address road maintenance requirements resulting from emergencies and other unplanned events. This type of road maintenance is referred to as either unplanned or reactive road maintenance.

Examples of unplanned road maintenance include potholes or pavement failures resulting from storms or flash flooding, the removal of debris and maintenance required to address imminent safety issues that may present during the year.

Although Council does have a planned maintenance program for grading, grading activities can also be unplanned in nature. When unsealed roads meet a certain intervention point then there may be grading required (which is unplanned) to ensure that the road is brought up to the appropriate condition for its road hierarchy. For example, this may be required following a storm which severely damages an unsealed road.

Council's unplanned maintenance works are often carried out because of issues identified through customer requests.

Projected maintenance expenditure for the next ten years is provided in Table 10.2.

## 7 Capital renewal / rehabilitation

Capital renewal activities involve restoring, refurbishing or replacing an asset to bring it back to its original capacity and performance capability.

Renewal costs are treated as capital expenditure.

Typical capital renewal activities for roads include the following.

**Table 7.1: Typical capital renewal activities for road assets**

Activity	Description
Reseals	Replacing the existing seal of a sealed road. <ul style="list-style-type: none"> <li>The seal is the top layer of a sealed road.</li> </ul>
Heavy patching	Removing and replacing pavement material. <ul style="list-style-type: none"> <li>The pavement is the layer below the seal layer in a sealed road.</li> <li>The pavement is the top layer of an unsealed road.</li> </ul>
Pavement rehabilitation	Removing existing pavement and replacing it with a new pavement. <ul style="list-style-type: none"> <li>Applies to sealed roads.</li> </ul>
Gravel re-sheeting	Replenishing the gravel pavement on an unsealed road with new compacted gravel pavement after the existing pavement has worn away. <ul style="list-style-type: none"> <li>Applies to unsealed roads.</li> </ul>
Bridge renewal or replacement	Conducting major renewal works on an existing bridge or replacing an existing bridge
Footpath replacement	Removing an existing footpath and replacing it with a new one
Kerbs and gutters replacement	Removing an existing kerb and gutter and replacing it with a new one

The annual required renewal costs reflect the amount needed to be spent on assets that have deteriorated to a point at which renewal is required based on the community's level of service expectations.

Typically, road network assets and segments in condition 4 will provide a poor level of service and will need to be renewed in the short-to medium-term and assets in condition 5 may require urgent and immediate renewal or replacement.

Assessing the condition of our assets is not easy and is based on broad assumptions and the quality of the currently available data. Work will continue to improve the quality of our asset registers and systems to increase the accuracy of our condition data.

The process of assessing the condition of our assets starts by estimating the expected remaining useful life of each asset. This is done using long-term averages and the age of the asset. Useful lives are based on industry standards and are then adjusted, where relevant, to align with local conditions (e.g. ground movements). The range of expected useful lives for our road asset components is shown below.

**Table 7.2: Expected useful life of road asset components (years)**

Road asset category	Expected useful life (years) of asset components
Seal/Reseal	25
Sealed Road Pavement	60
Unsealed Road Pavement	30
Concrete/Steel Bridge	100
Timber Bridges	75
Concrete Causeway	100
K&G	100
Formation	500
AC 40	40
Box Culvert	100
Pipe Culvert	100

We supplement remaining useful life data with an assessment of each asset's actual condition. This is done through visual inspections.

Council has identified an asset renewal projection for each year over the next ten years. This is summarised in the Figure 5.

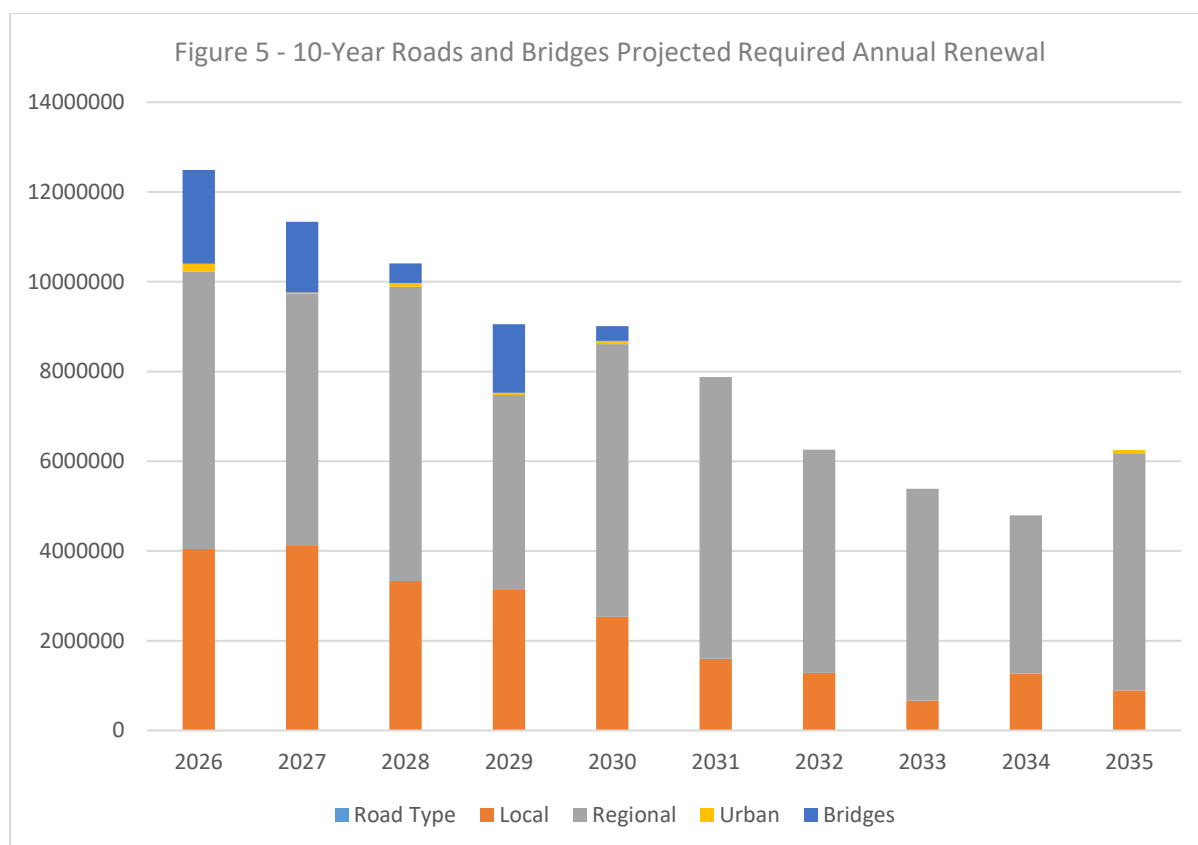
The projected renewal is based on a multi-criteria matrix that incorporates asset condition, hierarchy, function, and utilisation (traffic volumes). Weighting is assigned to each criterion, which are then aggregated to arrive at a score that is used for prioritising renewal. Table 7.3 outlines the multi-criteria matrix and associated weightings.

**Table 7.3: Multi-Criteria Matrix**

Hierarchy Weighting		Traffic Weighting		Function Weighting	
Arterial/Regional	5	>150 VPD	5	School Bus Route	5
Primary Collector	3	100 - 150 VPD	3	Harvest Route	5
Local Collector	2	<100VPD	1	Other	1
Access	1				

%HV Weighting		Condition Weighting		For Gravel Resheeting	
>15%	5	Condition 5	5	Paved	5
10 - 15%	3	Condition 4	3	Partly paved	3
<10%	1	Condition 3	1	Not paved	1



Some of the specific capital renewal projects that will be undertaken include the following.

**Table 7.4: Specific future capital renewal projects, road assets**

No.	Asset	Comment	Estimated cost* \$
1	Weemabung Bridge	Replacement	2,000,000
2	Beleringar Bridge	Replacement	2,000,000
3	Sealed Regional Roads	Reseal (Annual)	250,000
4	Sealed Local Roads	Reseal (Annual)	800,000
5	Sealed Urban Roads	Reseal (Annual)	100,000
6	Kerb and gutter	Replacement	100,000
7	Footpaths	Replacement	50,000
8	Unsealed Local Roads	Resheeting (Annual)	400,000
9	Carinda Road	Rehabilitation (Annual)	900,000
	<b>Total</b>		<b>6,600,000</b>

\* These are estimates only and need to be confirmed through further investigation

## 8 Capital expansion – upgrades and new assets

Capital expansion can refer to either the upgrade of existing assets or the acquisition of new assets.

Upgrades are improvements of existing assets to provide a higher level of service.

New assets are assets that have been built to support growth, new social or environmental needs or to create additional service level capacity.

Council is not anticipating any significant changes in the populations of Warren, Nevertire or Collie. Therefore, there will be little change in the demand for our road network and it is unlikely that the size of our road network will be expanded significantly.

Overall, we will be focussing our limited budgetary funding on maintaining and renewing our road assets rather than expanding the network of roads. However, Council plans to complete the capital expansion projects depicted on Table 8.1 over the next ten years.

**Table 8.1: Future capital expansion projects, road network**

No.	Asset	Comment	Estimated cost* \$
1	Industrial Access Road	Widening, improving safety at Carinda Road/Dubbo Street intersection	2,000,000
2	Carinda Road	Widening Segments 76 to 126	20,000,000
3	Marthaguy Road	Widening Segments 22 to 50	11,200,000
4	Tottenham Road	Widening as part of the Inland Flat Road	13,600,000
5	Warren Road	Widening as part of the Inland Flat Road	14,800,000
6	Collie Trangie Road	Widening narrow sections	1,000,000
7	Gunningbar Estate	New footpaths	150,000
8	Ravenswood	New footpaths	400,000
9	Warren Town	New footpaths	100,000
10	Old Warren Road	Sealing Segments 30(Part) to 46	6,000,000
11	Canonba Road	Sealing entire road	5,800,000
	<b>Total</b>		<b>75,050,000</b>

The timing of this planned capital expansion expenditure is provided in Table 10.4.

## 9 Disposal plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

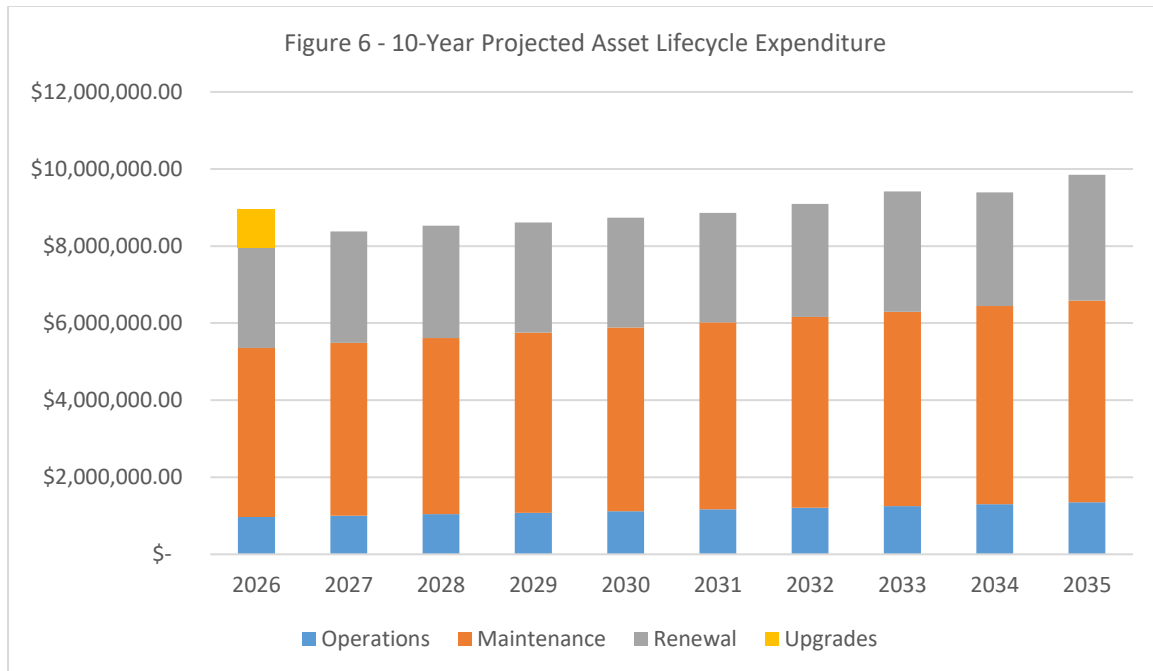
No road assets are identified for possible decommissioning and disposal.

## 10 Financial plan

The financial plan for the road network projects the lifecycle expenditure for the network over the next ten years and considers a funding plan to support these costs.

### 10.1 Road network asset lifecycle expenditure

The projected lifecycle expenditure on operations, maintenance, renewal and expansion activities for the road network over the next ten years is shown in Figure 6.



This graph shows where our funds will be allocated to our road network over the next ten years.

Our annual operations and maintenance costs are not expected to fluctuate significantly over the next ten years as our road network is not expected to be expanded. However, these costs have been indexed for inflation.

Our road assets have long estimated useful lives. Most of the road network will not need to be renewed over the next ten years. However, the projected lifecycle expenditure includes funds that should be allocated to an asset renewal reserve each year to ensure that assets can be replaced when they reach the end of their life. As with operations and maintenance costs, this asset renewal reserve allocation has been indexed for inflation.

The detailed projected lifecycle costs for the road network over the next ten years are shown in the Tables 10.1.

**Table 10.1: Funded Lifecycle costs for Council's road assets, 2026 to 2035**

Activity	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operations	\$ 965,472.60	\$ 1,002,100.20	\$ 1,040,169.60	\$ 1,079,740.20	\$ 1,120,736.99	\$ 1,163,211.01	\$ 1,207,215.10	\$ 1,252,804.01	\$ 1,300,034.43	\$ 1,348,965.09
Maintenance	\$ 4,393,042.00	\$ 4,482,999.00	\$ 4,574,952.00	\$ 4,677,334.00	\$ 4,766,208.09	\$ 4,856,770.87	\$ 4,949,054.44	\$ 5,043,091.49	\$ 5,138,915.34	\$ 5,236,559.93
Renewal	\$ 2,600,495.00	\$ 2,889,500.00	\$ 2,916,021.00	\$ 2,856,500.00	\$ 2,845,500.00	\$ 2,840,500.00	\$ 2,935,500.00	\$ 3,120,500.00	\$ 2,955,000.00	\$ 3,265,500.00
Upgrades	\$ 1,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

*Note: Renewal and Upgrade figures are from the 10-year Roads Renewal Program*

## 10.2 Funding plan for the road network

Funding for our road network is derived from various sources. These include:

- Grants
- General funds.

Based on the size of our communities, managing our road network is not sustainable. A large portion of the funding for our road network is sourced from grants. These grants include:

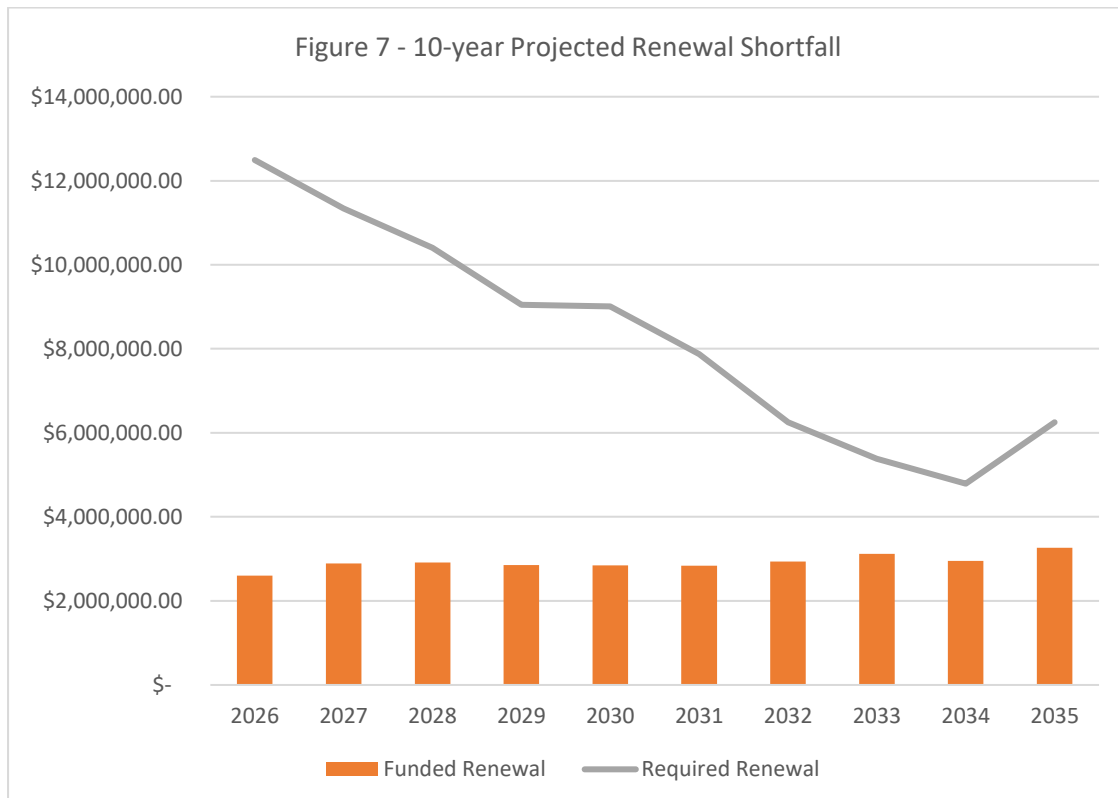
- Financial Assistance Grant (FAG)
- Roads to Recovery grants for sealed rural roads
- Block grants for regional roads
- Repair program grants for regional roads.
- Australian government competitive grants
- NSW government competitive grants

Council applies for grant funding when significant road renewal projects need to be undertaken due to the poor condition of those roads.

General funds are used in two ways. Firstly, they are used to build an asset renewal reserve each year. This will help in reducing Council’s reliance on grant funding for renewal projects. Secondly, they are used to support the shortfalls between the income and expenses associated with our road network.

The maintenance of our unsealed rural roads is generally funded by Council’s general funds and Financial Assistance Grant (FAG).

A comparison between the projected required expenditure and the projected funded expenditure is shown on Figure 7. The funded expenditure is expected to be reasonably funded using Council’s General rates revenue, FAG, Block, Repair, and Roads to Recovery grant. The figure reveals severe shortfall which must be bridged using additional grant funding.



## **10.3 Resourcing**

### **10.3.1 Labour**

Council uses predominantly an in-house workforce for construction and maintenance of roads. The workforce consists of four grader teams, a roadside maintenance crew, and two bitumen patching teams. These teams are led by a Road Overseer.

Other types of work such as bitumen sealing, concrete works and bridge works are outsourced to suitable contractors.

Council has a training plan which identifies needs and training is arranged through the human resources office. This ensures that staff are competent to carry out their duties.

### **10.3.2 Materials**

Road materials a reality within the Warren local government area. Council endeavours to use local materials where possible. Toucan and Mount Foster quarries provide good material for road base and sealing respectively. There are numerous loam and silt pits that might be useful for improving unsealed roads. Overall, most materials are outsourced from Bogan, Gilgandra, Coonamble and Dubbo.

### **10.3.3 Equipment**

Council owns a wide range of equipment including graders, rollers, water carts, slashers, and stabiliser. Where required some plants are hired from suitable suppliers.

## 11 Key performance benchmarks

Council monitors and assesses its performance with respect to maintaining and renewing its assets using key performance benchmarks. These benchmarks are used to measure how well Council is meeting the community's expectations in relation to the condition of its assets.

Council recognises the importance of working with the local community when managing the Shire's assets on behalf of the community. Council works with the community in two important ways. Firstly, it creates community service expectations. These summarise what the community wants. Secondly, it measures its progress in meeting these community service expectations against key performance benchmarks.

By using community-focussed performance benchmarks, Council can ensure that everything it does in maintaining and improving its road network is directly relevant to the community.

The key performance benchmarks that have been established for the road network are outlined in table 3.1.

Council will be incorporating these benchmarks into its Customer Relationship Management (CRM) system so that performance against these benchmarks can be tracked, measured and improved.

## 12 Risk management plan

### 12.1 Critical risks

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council's operations as far as reasonably practicable. Our risk assessment process:

- Identifies credible risks
- Analyses the likelihood of the risk event occurring
- Assesses the consequences should the event occur
- Develops a risk rating ('likelihood' times 'consequences')
- Evaluates the risk
- Details a risk treatment plan for non-acceptable risks.

The critical risks identified for our road network are summarised in the Table 12.1. The table includes the risk treatment plans that have been developed to reduce the likelihood of these risks and to limit their impact.

Risk rating has been obtained from the risk rating matrix in Figure 8.

<b>EXAMPLE RISK</b>		<b>Probability</b>				
		<b>Very High</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>Very Low</b>
<b>Consequence</b>	<b>Very High</b>	Very High	Very High	Very High	High	High
	<b>High</b>	Very High	High	High	Medium	Medium
	<b>Medium</b>	High	High	Medium	Medium	Low
	<b>Low</b>	High	Medium	Medium	Low	Very Low
	<b>Very Low</b>	Medium	Low	Low	Very Low	Very Low

Figure 8 – Risk Rating Matrix

**Table 12.1: Critical risks for our road network**

<b>No.</b>	<b>Description</b>	<b>Likelihood / frequency</b>	<b>Consequence</b>	<b>Risk rating</b>	<b>Risk treatment plan</b>
1	Roads and road assets are damaged by a severe storm or fire	Low / 15 years for regional roads 10 years for local sealed roads 5 years for local unsealed roads	Very High - Roads becomes impassable or unsafe for road users	High	<ul style="list-style-type: none"> <li>• Obtain funding for repair</li> <li>• Repair</li> </ul>
2	Roads and road assets deteriorate over time and become deformed	Very Low / 30 years for regional roads 20 years for local sealed roads 10 years for local unsealed roads	High - Roads become unsafe for road users  Travelling times are increased	Moderate	<ul style="list-style-type: none"> <li>• Obtain additional funding for renewal</li> <li>• Renew</li> </ul>

## 12.2 Critical assets

Critical assets are specific assets which have a high consequence of failure. For example, failure would cause a financial loss within the community or a marked reduction of service. Generally, critical assets do not necessarily have a high likelihood of failure.

By identifying critical assets and critical failure modes, Council can appropriately target and refine inspection regimes, maintenance plans and capital expenditure plans.

Operations and maintenance activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency and higher maintenance intervention levels.

Council has determined that any road that meets one or more of the following criteria is deemed to be a critical asset:

- Shire fire breaks (generally regional and rural arterial roads)
- Single road access (for times where there is fire or flood)
- Evacuation roads (for times where there is fire or flood)
- Access to airstrips
- Access to Council infrastructure (e.g. sewer, water and dump facilities, etc.)
- Access to critical authority assets (towers, exchanges, gas facilities, etc.)
- Access into neighbouring Shires.

## 13 Asset management improvement program

Council has identified several initiatives to improve its asset management capabilities in relation to its road network. These are outlined below.

**Table 13.1: Asset management improvement program, road network**

Area	Task	Who	When
1. Systems and processes	<p>Implement an integrated asset management system and associated processes. This will enable Council to:</p> <ul style="list-style-type: none"> <li>• Integrate its engineering and finance functions</li> <li>• Store and access all asset management data from a single source</li> <li>• Manage, upload and retrieve asset condition ratings more regularly and in a consistent format</li> <li>• Track patterns of asset deterioration</li> <li>• Produce timely and accurate reports including: <ul style="list-style-type: none"> <li>• The annual financial reports</li> <li>• Detailed asset costing and valuation reports</li> <li>• Asset component reports</li> <li>• Financial and sustainability benchmark reports</li> <li>• Reports supporting the LTFP</li> </ul> </li> <li>• Simplify all asset management decision making</li> <li>• Enhance Council's predictive capabilities (using up-to-date condition data and unit rates) to assist with decisions on where it should be allocating its asset funding or if it should be seeking additional funding</li> <li>• Support the engineering services division by producing and tracking work orders and then transferring the costs of this work to the general ledger in real time</li> </ul>	<p>Divisional Manager Finance and Administration services / Divisional Manager Engineering Services</p>	December 2026
2. Accuracy and completeness of asset condition data	<p>Capture accurate and complete asset condition data regularly. This will allow Council to:</p> <ul style="list-style-type: none"> <li>• Improve its understanding of asset deterioration patterns over time</li> <li>• Allocate capital renewal funding according to the actual condition of Council's assets</li> </ul>	<p>Divisional Manager Engineering Services</p>	ongoing
3. Community expectation benchmarks	<p>Track Council's performance against its community expectation benchmarks. This will ensure that it will:</p> <ul style="list-style-type: none"> <li>• Maintain its assets at the level that is required by the community</li> </ul>	<p>Divisional Manager Engineering Services</p>	ongoing
4. Productivity improvements	<p>Implement a productivity improvement program to:</p> <ul style="list-style-type: none"> <li>• Reduce Council's unit rate costs for asset renewal</li> <li>• Increase the time between rehabilitation work</li> <li>• Ensure that Council is only renewing assets that need renewing</li> </ul>	<p>Divisional Manager Engineering Services</p>	ongoing

### **13.1 Audit**

Internal and external audits will be scheduled and undertaken in accordance with Council’s corporate plan. Other ad hoc audits such as the Continuous Improvement Plan (CIP) will be undertaken when required in conjunction with the Statewide Mutual.

## Appendices

### Appendix 1 – Listing of Sealed Regional and Rural Roads (including frequency of Maintenance Activities)

Sealing	Road Category	Hierarchy	Road Number	Name	Length KM	Shoulder Grading (Planned Maintenance)	Line Marking (Planned Maintenance)	Slashing (Operational)	Inspection			
Sealed Road	Regional Road	Regional Road	RR202	Marthaguy Road	77.610	2 years	3 years	Twice yearly	Every 2 Months			
Sealed Road	Regional Road	Regional Road	RR333	Carinda Road	164.880							
Sealed Road	Regional Road	Regional Road	RR347	Collie-Trangie Road	21.670							
Sealed Road	Regional Road	Regional Road	RR424	Marra Road	22.400							
Sealed Road	Regional Road	Regional Road	RR7515	Warren Road	41.490							
Sealed Road	Rural Road	Arterial	SR58	Nevertire-Bogan Road	40.507				2 years	3 years	Twice yearly	Every 2 Months
Sealed Road	Rural Road	Arterial	SR59	Tottenham Road	34.850							
Sealed Road	Rural Road	Arterial	SR65	Old Warren Road	31.300							
Sealed Road	Rural Road	Arterial	SR91	Industrial Access Road	5.600							
Sealed Road	Rural Road	Primary Collector	SR12	Lemongrove Road	29.760							
Sealed Road	Rural Road	Primary Collector	SR27	Bullagreen Lane	32.210	5 years	5 years	n/a				Every 3 Months
Sealed Road	Rural Road	Primary Collector	SR37	Collie Road	6.420							
Sealed Road	Rural Road	Local Collector	SR5	Buckiinguy Road	22.920							
Sealed Road	Rural Road	Local Collector	SR35	Bourbah Road	9.240							
Sealed Road	Rural Road	Local Collector	SR60	Dandaloo Road	2.884							
Sealed Road	Rural Road	Local Collector	SR64	Ellengerah Road	26.492							
Sealed Road	Rural Road	Local Collector	SR66	Wambianna Road	31.900							
Sealed Road	Rural Road	Local Collector	SR68	Bundemar Road	22.800							
Sealed Road	Rural Road	Local Collector	SR73	Udora Road	5.965							
Sealed Road	Rural Road	Local Collector	SR75	Pineclump Soldiers Road	6.012							
Sealed Road	Rural Road	Local Collector	SR83	Rifle Range Road	5.460	2 years	3 years	Twice yearly	Every 6 Months			
Sealed Road	Rural Road	Access	SR7	Sunshine Road	0.995							
Sealed Road	Rural Road	Access	SR32	Gunnegaldra Road	2.522							
Sealed Road	Rural Road	Access	SR46	Widgeree Road	3.168							
Sealed Road	Rural Road	Access	SR49	Arthur Butler Drive	0.470							
Sealed Road	Rural Road	Access	SR53	Thornton Road	9.200	2 years	3 years	Twice yearly	Every 12 Months			
Sealed Road	Rural Road	Access	SR70	Old Showground Road	0.736							

Sealing	Road Category	Hierarchy	Road Number	Name	Length KM	Shoulder Grading (Planned Maintenance)	Line Marking (Planned Maintenance)	Slashing (Operational)	Inspection
Sealed Road	Rural Road	Access	SR96	Stephens Avenue	0.557				Every 12 Months
Sealed Road	Rural Road	Access	SR54	Cathundral-Bogan Road	1.690				
<b>Total Sealed Regional and Rural Roads</b>					661.708				

Parts of these roads in yellow are also unsealed

**Appendix 2 – Listing of Unsealed Regional and Rural Roads (including frequency of maintenance activities)**

Sealing	Road Category	Hierarchy	Road Number	Name	Length KM	Paved	Grading (Planned Maintenance)	Inspection
Unsealed Road	Regional Road	Regional Road	RR202	Marra Road	11.100	Yes	Every 15 Months	Every 3 Months
Unsealed Road	Regional Road	Regional Road	RR7516	Billybingbone Road	17.050	Yes		
Unsealed Road	Rural Road	Arterial	SR65	Old Warren Road	15.700	Yes		Every 6 Months
Unsealed Road	Rural Road	Arterial	SR98	Colane Road	14.300	Yes		
Unsealed Road	Rural Road	Primary Collector	SR3	Canonba Road	14.550	No		
Unsealed Road	Rural Road	Primary Collector	SR23	Gradgery Lane	21.770	Yes		
Unsealed Road	Rural Road	Primary Collector	SR36	Gibson Way	23.300	Partly		
Unsealed Road	Rural Road	Primary Collector	SR62	Buddabadah Road	16.600	Yes		
Unsealed Road	Rural Road	Local Collector	SR33	Castlebar Road	9.700	Yes	3 years	Every 12 Months
Unsealed Road	Rural Road	Local Collector	SR60	Dandaloo Road	23.704	Partly		
Unsealed Road	Rural Road	Local Collector	SR68	Bundemar Road	11.000	Yes		
Unsealed Road	Rural Road	Local Collector	SR75	Pineclump Soldiers Road	10.961	Yes		
Unsealed Road	Rural Road	Local Collector	SR89	Leeches Creek Road	0.880	Yes		
Unsealed Road	Rural Road	Access	SR1	Oxley Road	5.300	No	5 years	Every 12 Months
Unsealed Road	Rural Road	Access	SR2	Sanctuary Road	3.100	No		
Unsealed Road	Rural Road	Access	SR4	Sullivans Road	5.300	No		
Unsealed Road	Rural Road	Access	SR6	Retreat Road	10.480	No		
Unsealed Road	Rural Road	Access	SR8	Ben Avon Road	1.680	No		
Unsealed Road	Rural Road	Access	SR9	Booka Road	51.130	Partly		
Unsealed Road	Rural Road	Access	SR10	Killaloo Lane	6.885	No		
Unsealed Road	Rural Road	Access	SR11	Catons Road	16.090	No		
Unsealed Road	Rural Road	Access	SR14	Griffiths Land	1.676	No		
Unsealed Road	Rural Road	Access	SR15	Johnsons Road	16.630	No		
Unsealed Road	Rural Road	Access	SR16	Notts Lane	7.595	No		

Sealing	Road Category	Hierarchy	Road Number	Name	Length KM	Paved	Grading (Planned Maintenance)	Inspection
Unsealed Road	Rural Road	Access	SR17	Lamphs Road	4.370	No		Every 12 Months
Unsealed Road	Rural Road	Access	SR18	Mannix Road	4.845	No		
Unsealed Road	Rural Road	Access	SR19	Macks Road	6.640	No		
Unsealed Road	Rural Road	Access	SR20	Nellievale Road	4.659	No		
Unsealed Road	Rural Road	Access	SR21	Duffity Road	6.795	No		
Unsealed Road	Rural Road	Access	SR22	Gillendoon Road	2.530	Yes		
Unsealed Road	Rural Road	Access	SR24	Hatton Lane	8.530	Yes		
Unsealed Road	Rural Road	Access	SR25	Cullemburrawang Road	6.400	No		
Unsealed Road	Rural Road	Access	SR26	Drungalear Road	10.100	Yes		
Unsealed Road	Rural Road	Access	SR28	Rothsay Road	6.190	Partly		
Unsealed Road	Rural Road	Access	SR29	Belah View Road	8.455	No		
Unsealed Road	Rural Road	Access	SR30	Wonbobbie Road	11.000	Partly	5 years	
Unsealed Road	Rural Road	Access	SR31	Pigeonbah Road	14.804	Yes		
Unsealed Road	Rural Road	Access	SR34	Pleasant View Lane	11.840	Yes		
Unsealed Road	Rural Road	Access	SR38	Yungundi Road	8.780	Yes		
Unsealed Road	Rural Road	Access	SR40	Merrigal Road	17.320	Yes		
Unsealed Road	Rural Road	Access	SR41	Dick's Camp Road	2.020	Yes		
Unsealed Road	Rural Road	Access	SR42	Boss Lane	3.132	No		
Unsealed Road	Rural Road	Access	SR43	Armatree Road	6.920	Yes		
Unsealed Road	Rural Road	Access	SR44	Charlieville Road	2.062	No		
Unsealed Road	Rural Road	Access	SR45	Emby West Road	4.760	No		
Unsealed Road	Rural Road	Access	SR48	Ringorah Road	11.555	Yes		
Unsealed Road	Rural Road	Access	SR50	Christies Lane	3.895	Yes		
Unsealed Road	Rural Road	Access	SR51	Oakley Road	7.315	Yes		
Unsealed Road	Rural Road	Access	SR52	Windabyne Bridge Road	0.515	No		
Unsealed Road	Rural Road	Access	SR54	Cathundral-Bogan Road	24.410	Yes		
Unsealed Road	Rural Road	Access	SR56	Tabratong Lane	18.070	Yes		
			SR57	Tyrie Road	2.230	Yes		
Unsealed Road	Rural Road	Access	SR61	Elsinore Road	13.550	Yes		
Unsealed Road	Rural Road	Access	SR63	Heatherbrae Road	4.000	Yes		
Unsealed Road	Rural Road	Access	SR69	Mullengudgery Road	8.050	Yes		

Sealing	Road Category	Hierarchy	Road Number	Name	Length KM	Paved	Grading (Planned Maintenance)	Inspection
Unsealed Road	Rural Road	Access	SR71	Godsons Lane	2.760	Yes		
Unsealed Road	Rural Road	Access	SR72	Snakes Lane	2.400	No		
Unsealed Road	Rural Road	Access	SR77	Wambianna Soldiers Road	5.380	Yes		
Unsealed Road	Rural Road	Access	SR79	Greentree Road	4.445	No		
Unsealed Road	Rural Road	Access	SR81	Kiameron Road	10.183	No		
Unsealed Road	Rural Road	Access	SR86	Ellerslie Road	2.311	Yes		
Unsealed Road	Rural Road	Access	SR87	Cremorne Road	5.480	Yes		
Unsealed Road	Rural Road	Access	SR88	Quigley Carroll Road	2.800	No		
Unsealed Road	Rural Road	Access	SR90	Inglewood Road	0.780	No		
Unsealed Road	Rural Road	Access	SR93	Yarrandale Road	3.210	Yes		
Unsealed Road	Rural Road	Access	SR94	Lauriston Road	5.100	No		
Unsealed Road	Rural Road	Access	SR95	Gunningba Road	13.800	Yes		
Unsealed Road	Rural Road	Access	SR97	Kianga-Marebone Road	10.965	No		
Unsealed Road	Rural Road	Access	SR99	Radnedge Road	0.430	No		
<b>Total unsealed regional and rural road</b>					<b>632.267</b>			

Parts of these roads in yellow are also sealed

## Appendix 3 – Listing of Sealed Urban Streets (including frequency of maintenance activities)

Sealing	Road Category	Hierarchy	Road Number	Name	Length KM	Line Marking (Planned Maintenance)	Inspection
Sealed Road	Urban Street	Urban Street	RU002	Azar Place	0.069	3 years	Every 2 Months
Sealed Road	Urban Street	Urban Street	RU004	Banks Street	0.162		
Sealed Road	Urban Street	Urban Street	RU008	Boss Avenue	0.168		
Sealed Road	Urban Street	Urban Street	RU010	Boston Street	0.370		
Sealed Road	Urban Street	Urban Street	RU012	Brennan Place	0.046		
Sealed Road	Urban Street	Urban Street	RU014	Bruce Street	0.200		
Sealed Road	Urban Street	Urban Street	RU016	Bundemar Street	0.639		
Sealed Road	Urban Street	Urban Street	RU018	Burton Street	1.101		
Sealed Road	Urban Street	Urban Street	RU020	Chester Street	1.084		
Sealed Road	Urban Street	Urban Street	RU024	Cobb Street	0.426		
Sealed Road	Urban Street	Urban Street	RU028	Cook Street	0.186		
Sealed Road	Urban Street	Urban Street	RU030	Coonamble Road	0.303		
Sealed Road	Urban Street	Urban Street	RU032	Deacon Drive	0.483		
Sealed Road	Urban Street	Urban Street	RU034	Doctor Kater Drive	0.299		
Sealed Road	Urban Street	Urban Street	RU036	Dubbo Street	2.760		
Sealed Road	Urban Street	Urban Street	RU038	Frawley Street	0.210		
Sealed Road	Urban Street	Urban Street	RU040	Garden Avenue	0.676		
Sealed Road	Urban Street	Urban Street	RU042	Gillendoon Street	0.599		
Sealed Road	Urban Street	Urban Street	RU044	Glen Street	0.439		
Sealed Road	Urban Street	Urban Street	RU048	Hale Street	0.520		
Sealed Road	Urban Street	Urban Street	RU050	Hilton Street	0.546		
Sealed Road	Urban Street	Urban Street	RU052	Hume Street	0.103		
Sealed Road	Urban Street	Urban Street	RU054	Johns Avenue	0.357		
Sealed Road	Urban Street	Urban Street	RU052	Lawson Street	0.407		
Sealed Road	Urban Street	Urban Street	RU058	Mabel Street	0.126		

Sealing	Road Category	Hierarchy	Road Number	Name	Length KM	Line Marking (Planned Maintenance)	Inspection
Sealed Road	Urban Street	Urban Street	RU060	Macquarie Drive	0.290		Every 2 Months
Sealed Road	Urban Street	Urban Street	RU062	Mageibra Place	0.051		
Sealed Road	Urban Street	Urban Street	RU064	Milson Street	0.504		
Sealed Road	Urban Street	Urban Street	RU066	Myra Street	0.157		
Sealed Road	Urban Street	Urban Street	RU072	Orchard Street	0.576		
Sealed Road	Urban Street	Urban Street	RU074	Oxley Parade	0.346		
Sealed Road	Urban Street	Urban Street	RU076	Pittman Parade	0.442		
Sealed Road	Urban Street	Urban Street	RU078	Railway Parade	0.243		
Sealed Road	Urban Street	Urban Street	RU080	Readford Street	0.581		
Sealed Road	Urban Street	Urban Street	RU082	Reinhard Way	0.200		
Sealed Road	Urban Street	Urban Street	RU084	River Avenue	0.340		
Sealed Road	Urban Street	Urban Street	RU086	River View Street	0.071		
Sealed Road	Urban Street	Urban Street	RU090	Roland Street	0.254		
Sealed Road	Urban Street	Urban Street	RU092	Silo Row	0.212		
Sealed Road	Urban Street	Urban Street	RU094	Stafford Street	0.652		
Sealed Road	Urban Street	Urban Street	RU096	Stubbs Avenue	0.153		
Sealed Road	Urban Street	Urban Street	RU098	Sturt Street	0.107		
Sealed Road	Urban Street	Urban Street	RU102	Thornton Avenue	1.065		
Sealed Road	Urban Street	Urban Street	RU104	Wilson Street	0.379		
Sealed Road	Urban Street	Urban Street	RU106	Zora Street	0.506		
Sealed Road	Urban Street	Urban Street	RU204	Belerenga Lane	0.270		
Sealed Road	Urban Street	Urban Street	RU206	Belerenga Street	0.505		
Sealed Road	Urban Street	Urban Street	RU208	Clyde Street	0.413		
Sealed Road	Urban Street	Urban Street	RU210	Cremorne Street	0.304		
Sealed Road	Urban Street	Urban Street	RU214	Gunningbar Street	0.909		
Sealed Road	Urban Street	Urban Street	RU212	Gobabla Street	0.143		

Sealing	Road Category	Hierarchy	Road Number	Name	Length KM	Line Marking (Planned Maintenance)	Inspection
Sealed Road	Urban Street	Urban Street	RU216	Narromine Street	0.703		Every 2 Months
Sealed Road	Urban Street	Urban Street	RU218	Trangie Street	1.245		
Sealed Road	Urban Street	Urban Street	RU220	Warren Street	0.413		
Sealed Road	Urban Street	Urban Street	RU306	Bundemar Street	0.478		
Sealed Road	Urban Street	Urban Street	RU308	Calga Street	0.384		
Sealed Road	Urban Street	Urban Street	RU309	Coonamble Street	0.688		
Sealed Road	Urban Street	Urban Street	RU310	Curban Street	0.384		
Sealed Road	Urban Street	Urban Street	RU312	Ingelga Street	0.419		
Sealed Road	Urban Street	Urban Street	RU314	Wambianna Street	0.356		
Sealed Road	Urban Street	Urban Street	RU316	Wonbobbie Street	0.774		
<b>Total Sealed Urban Streets</b>					<b>27.796</b>		

Parts of these roads in yellow are also unsealed

**Appendix 4 – Listing of Unsealed Urban Streets (including frequency of maintenance activities)**

Sealing	Road Category	Town	Hierarchy	Road Number	Name	Length KM	Paved	Grading (Planned Maintenance)	Inspection
Unsealed	Urban Street	Warren	Urban Street	RU006	Bloomfield Avenue	0.081	Yes	Every 15 months	Every 12 Months
Unsealed	Urban Street	Warren	Urban Street	RU022	Chester Lane	0.639	Yes		
Unsealed	Urban Street	Warren	Urban Street	RU026	Colley Place	0.152	Yes		
Unsealed	Urban Street	Warren	Urban Street	RU046	Gunningbar Parkway	0.879	Yes		
Unsealed	Urban Street	Warren	Urban Street	RU048	Hale Street	0.135	Yes		
Unsealed	Urban Street	Warren	Urban Street	RU068	Oates Avenue	0.729	Yes		
Unsealed	Urban Street	Warren	Urban Street	RU088	Robert Ney Crescent	0.108	Yes		
Unsealed	Urban Street	Warren	Urban Street	RU092	Silo Row	0.68	Yes		
Unsealed	Urban Street	Warren	Urban Street	RU100	Thomas Sullivan Crescent	0.278	Yes		
Unsealed	Urban Street	Warren	Urban Street	RU104	Wilson Street	0.221	Yes		
Unsealed	Urban Street	Nevertire	Urban Street	RU210	Cremorne Street	0.07	Yes		
Unsealed	Urban Street	Nevertire	Urban Street	RU212	Gobabla Street	0.205	Yes		
Unsealed	Urban Street	Nevertire	Urban Street	RU216	Narromine Street	0.207	Yes		
Unsealed	Urban Street	Collie	Urban Street	RU304	Boonara Street	0.357	Yes		
Unsealed	Urban Street	Collie	Urban Street	RU306	Bundemar Street	0.819	Yes		
<b>Total Unsealed Urban Streets</b>						<b>5.56</b>			

Part of these streets in Yellow are also sealed