ASSET MANAGEMENT PLAN

Liverpool Plains Shire Council

Buildings and Recreation

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1	December 2009	Initial Plan	SH	MP	RVK
2	June 2012	Review	SH		
3.0	December 2020	Review to contemporary standard for SRV	DES		

Contents

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

1.2 Asset Description

This plan covers the infrastructure assets that provide recreation and sporting purposes for Council's residents.

The recreation assets comprise:

- Swimming pools
- Royal theatre
- Childcare centre
- Parks and gardens
- Sporting fields
- Council facilities
- Equitation facilities

The above infrastructure assets have replacement value estimated at $58,904,032.

1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- Reliance on grant funding to deliver Recreation Strategy

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Increase community expectations
- Council's Recreation Strategy 2020

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Consolidate uses on grounds to minimise duplication
- Communication of services Council can sustainably deliver
- Review of service levels

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10-year total outlays, which for the provision of recreation facilities is estimated as $41,730,232 or $4,173,023 on average per year.

1.6 Financial Summary

1.6.1 Special Rate Variation

This AM Plan has been prepared on the basis of Council receiving the proposed Special Rate Variation (SRV) of 8% in 2021/22, 8% in 2022/23, and 8% in 2023/24. Without this SRV, this AM Plan will have a renewal funding gap of $7,765,000 over the 10 year period. This would result in Council having to defer renewal works, and potentially close facilities to ensure the safety of users.

Over the previous 5 years, Council's asset renewal ratio reported in Special Schedule 7 has averaged 56.62%. This demonstrates that our current funding levels are not sustainable.

Without the SRV, Council's building and recreation assets will continue to deteriorate as Council is unable to fund renewals as they fall due, and would be reliant on grant funding to ensure its building and recreation assets remain in a suitable condition.

1.6.2 What we will do

Estimated available funding for the 10 year period is $38,105,100 or $3,810,510 on average per year as per the Long-Term Financial plan or Planned Budget. This is 91.31% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for building and recreation leaves a shortfall of $362,513 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

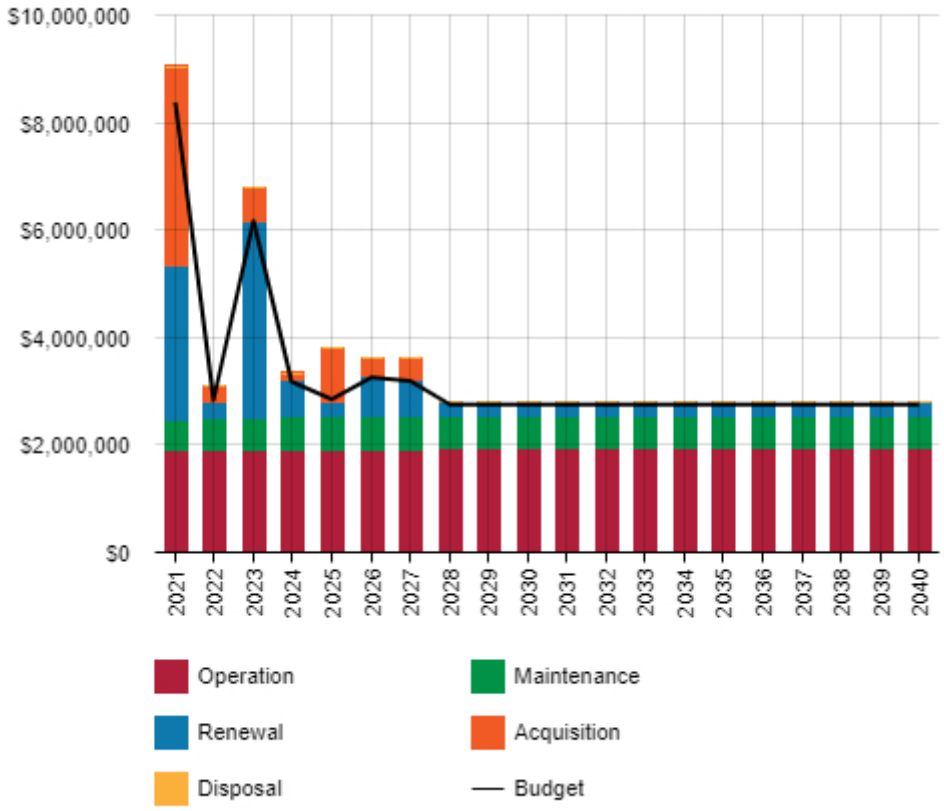


Figure Values are in current dollars.

The shortfall is a result of Council not fully funding the acquisition works under the Recreation Strategy, rather relying on 90% grant funding contribution.

We plan to provide building and recreation services for the following:

- Operation, maintenance, renewal and acquisition of sporting fields, swimming pools, equitation facilities, parks, and Council buildings to meet service levels set by Council in annual budgets.
- There are major works planned for Werris Creek swimming pool, renewal of the Quirindi Swimming Pool, and implementation of the Recreation Strategy within the 10-year planning period.

1.6.3 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Construct new parks
- Construct new buildings
- Increase our levels of service at sporting facilities

1.6.4 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Reduced usage of buildings as they are not in line with expectations
- Increased risk of component failure due to extended life

We will endeavour to manage these risks within available funding by:

- Improved maintenance assessment and planning
- Aggressively seek grant funding for the implementation of the Recreation Strategy

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Council's current asset register is complete
- Current valuation data is accurate
- That Council will receive approval for the SRV

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Alternate method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a reliable level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake detailed condition assessment of all facilities within this plan

- Undertake ground truthing of asset register to confirm assets owned by Council
- Investigate disposal of assets surplus to requirements
- Incorporate asset financial data into Long Term Financial Plan
- Review service levels
- Develop renewal plans for major facilities and sporting precincts
- Develop asset hierarchy

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Liverpool Plains Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Community Strategic Plan 2017 - 2027
- Long Term Financial Plan
- Local Environmental Plan
- Workforce Plan

Asset Management within Council has not been its prime focus for several years. This has led to asset register data being outdated, and revaluations lagging schedule. This AM Plan will provide Council with a Core level of maturity in Asset Management.

The infrastructure assets covered by this AM Plan include swimming pools, sporting facilities, Council buildings, and parks. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide sports and recreation services.

The infrastructure assets included in this plan have a total replacement value of $58,904,032.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors	■ Represent needs of community/shareholders ■ Endorsement of the asset management policy and plans ■ Allocate financial resources to meet planning objectives in providing services while managing risks ■ Ensure service is sustainable
General Manager	■ Allocate human resources to meet planning objectives in providing services while managing risks, ■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff ■ To provide leadership and coordination for the implementation of asset management across the business units ■ To raise awareness and provide education of asset management across Council
Director Engineering Services	■ To develop, review and oversee the Asset Management Policy and Asset Management Plans ■ To implement the improvement activities identified within the plan ■ Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service ■ Develop 10 year Capital Works plans and budgeting
LPSC Staff	■ Verify the size, location, and condition of assets ■ Provide local knowledge detail on all infrastructure assets ■ Capital Works, Operations and Maintenance management to meet agreed service levels ■ Liaison internally with Executive Management Team with regard to asset prioritisation and planning
Community	■ Be aware of service levels and costs ■ Participate in consultation processes ■ Provide feedback on services ■ End user of the assets

2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,

- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

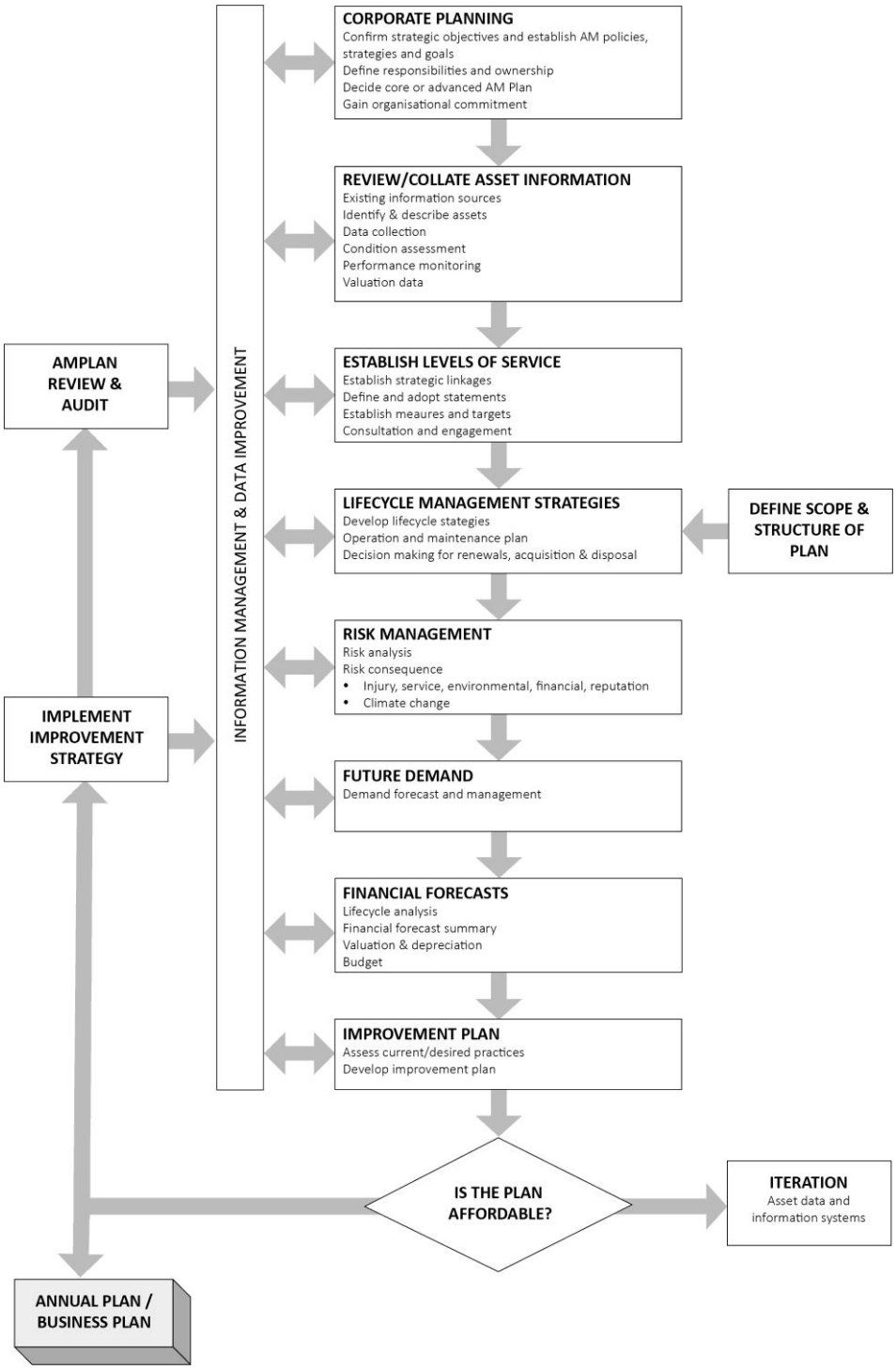
- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

A road map for preparing an AM Plan is shown below.

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

We currently have no research on customer expectations. This will be investigated for future updates of the AM Plan.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Liverpool Plains Shire Council vision, mission, goals and objectives.

Our vision is:

In 2027 the Liverpool Plains Shire Council aspires to have a great rural lifestyle with access to quality services, strong community, council and business leadership, whilst encouraging a thriving economy and a sustainable environment to carry us on to the future.

To direct our Council forward, we will focus on four strategic target areas which have emerged from the Community Engagement process. These are the dynamic links that the Liverpool Plains Shire Council will plan to meet our social, environmental, economic and civic leadership necessities to foster a more enhanced, engaged community

Strategic goals have been set by the Liverpool Plains Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
1.1	We value beautiful landscapes, dynamic towns, and villages and safe communities	This plan sustains the current level of maintenance and operations for our main streets and parks
2.1	We have a strong, sustainable, supported volunteer base	By providing good service for sporting facilities, we promote volunteering
2.4	We encourage our young people to become involved in the community as the leaders of tomorrow	Promoting sporting groups and facilities supports our younger members of the community

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of recreational facilities are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
WHS Act 2011	To provide a balanced and consistent framework to secure the health and safety of all workers and workplaces.
ISO 5500	To manage lifecycle of assets more effectively and to support continual improvement
Local Government Act	To provide a legal framework for the system of Local Government in NSW which to the community is accountable, sustainable flexible and effective.
Road Transport Safety and Regulation Act 2008	To provide a balanced and consistent framework to secure the health and safety of all workers and workplaces.
NSW Environment and Planning Act 1979	To manage lifecycle of assets more effectively and to support continual improvement
Protection of the Environment Operations Act 1997	To provide a legal framework for the system of Local Government in NSW which to the community is accountable, sustainable flexible and effective.
State Environment Protection Policy (Infrastructure) 2007	To regulate the carrying out of various duties on public roads in NSW
Threatened Species Conservation Act 1995	To provide a balanced and consistent framework to secure the health
Independent Pricing and Regulatory Tribunal Act 1992	To manage lifecycle of assets more effectively and to support continual
Native Vegetation Act 2003	To provide a legal framework for the system of Local Government

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer?
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective:			
Customer Values	**Customer Satisfaction Measure**	**Current Feedback**	**Expected Trend Based on Planned Budget**
That our sporting facilities are some of the best in the district	Customer feedback on services	Receives positive feedback on provision of sporting facilities	This service will improve
That our pools remain open	Availability of pools	Acceptable	This service will be maintained
That services are clean and available	Number of complaints	<5 per year	Nil change

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service … what is the condition or quality of the service?

Function Is it suitable for its intended purpose …. Is it the right service?

Capacity/Use Is the service over or under used … do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide facilities that are appropriately maintained and cleaned	Customer request system	<5 per year	Nil change
	Confidence levels		Medium	Medium
Function	That facilities are fit for purpose and meet user requirements	Customer request system	<10 per year	Improve through implementation of the Recreation Strategy
	Confidence levels		Medium	Medium
Capacity	That facilities are sized to enable expected events to be accommodated	Number of events unable to accommodate	<5 per year	Improve through the implementation of the Recreation Strategy
	Confidence levels		Medium	Medium

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[3]

Table 3.6 shows the activities expected to be provided under the current 10-year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Delivery of Recreation Strategy	Completion of all items in the strategy	These works are currently budgeted with nominally 90% grant funding	That works be funded through Council sources for the implementation of adopted strategies
		Budget	$405,770	$653,090
Operation	Mowing of streets, open spaces, and ovals	Length of grass to not exceed 100mm	Not measured	Length of grass to not exceed 100mm
	Cleaning of facilities	Complaints per year regarding dirty facilities	<5 per year	<5 per year
		Budget	$1,889,602	$1,913,949
Maintenance	Ensure pool plant facilities are operational	Number of outages per year	Not measured	<2 per year
	Ensure park equipment is safe for use	Number of injuries / complaints regarding safety	<2 per year	<2 per year
		Budget	$586,938	$611,285
Renewal	Renewal of facilities to ensure they meet customer needs	Replacement of assets as they fall due through condition	All renewals fully funded within this plan	All renewals fully funded
		Budget	$928,200	$994,700
Disposal	Nil disposals planned	N/A	N/A	N/A
		Budget	$0	$0

[3] IPWEA, 2015, IIMM, p 2|28.

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Increasing community expectations	Not measured	The expected quality of services is projected to increase	Renewals may require some acquisition works to increase capacity / function of the asset	Communication with community on what is affordable
Council's Recreation Strategy	Strategy adopted, not yet implemented in full	Increase in services offered	There is consolidation proposed within the strategy, but the overall standard of facilities needs to be lifted to achieve the goals of the strategy	Grant funding for implementation of the strategy

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Liverpool Plains Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.[4]

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature change	Increase in temperatures	Increased water needs, increased power draw for air conditioning	Utilise efficient irrigation and cooling, investigate stormwater harvesting and renewable energy to minimise requirements for external resources

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

[4] IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Liverpool Plains Shire Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

This plan covers all Councils recreation and building assets, including the pools, Royal Theatre, parks, sporting facilities, and operational buildings.

Table 5.1.1: Assets covered by this Plan

Asset Category	Number	Replacement Value
Buildings	149	$41,213,119
Furniture/Internal fitout	39	$2,189,604
Swimming Pools	2	$9,824,951
Other Structures	134	$5,676,358
TOTAL		**$58,904,032**

All figure values are shown in current day dollars.

Add discussion about the age asset profile. Outline how past peaks of investment that may require peaks in renewals in the future. Comment on the overall age versus useful lives of the assets.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Golland Fields	Insufficient change rooms for soccer
Quirindi Pool filtration plant	Insufficient capacity to comply with water turn over requirements

The above service deficiencies were identified from asset inspections and corporate knowledge.

5.1.3 Asset condition

Condition is currently monitored on an ad hoc basis, with major pieces of work completed historically on condition assessment of buildings.

Condition is measured using a 1 – 5 grading system[5] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may

[5] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	**Very Good**: free of defects, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing maintenance required plus planned maintenance
3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
4	**Poor**: significant defects, higher order cost intervention likely
5	**Very Poor**: physically unsound and/or beyond rehabilitation, immediate action required

Condition is not currently monitored in a formal way, with condition data outdated.

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget $
2019/2020	$2,476,540
2020/2021	$2,476,540
2021/2022	$2,476,540

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Asset hierarchy

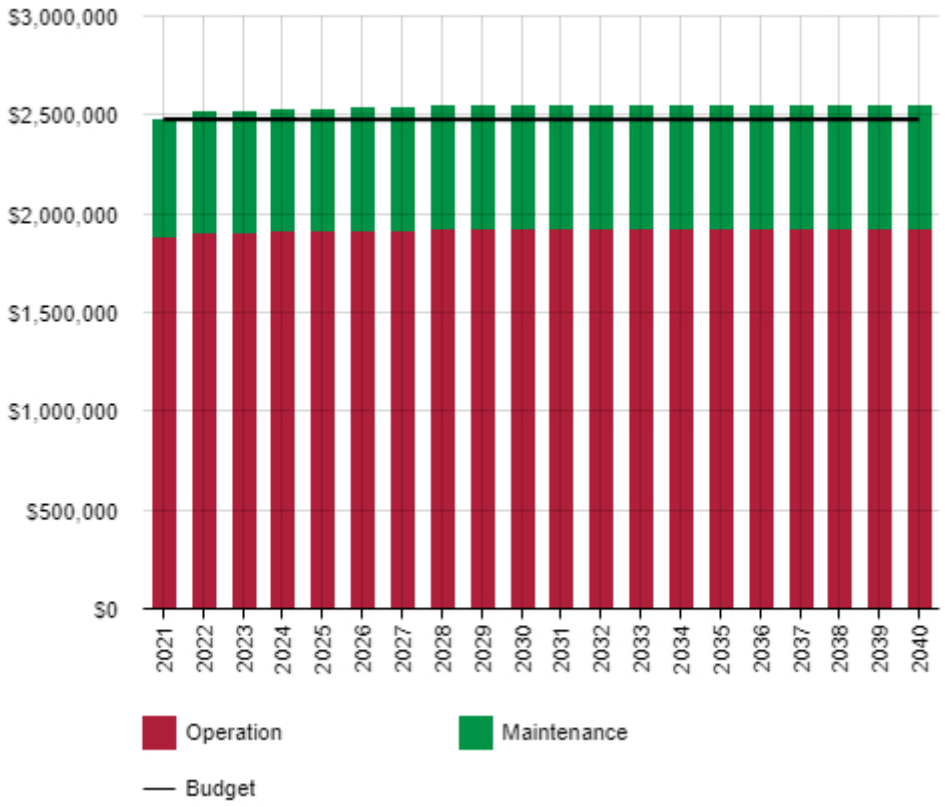
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council does not currently have an adopted service hierarchy, this will be developed as part of the next review of this AM Plan.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

There is an expected increase in ongoing operations and maintenance attached to the implementation of the Recreation Strategy. These are nominal increases, and are not expected to be detrimental to Council's ongoing performance.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed on November 2020.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Pools	50 years
Parks equipment	36 years
Sporting facilities	36 years
Buildings	60 – 100 years

The estimates for renewals in this AM Plan were based on the alternate method

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5-t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).[6]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.[7]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

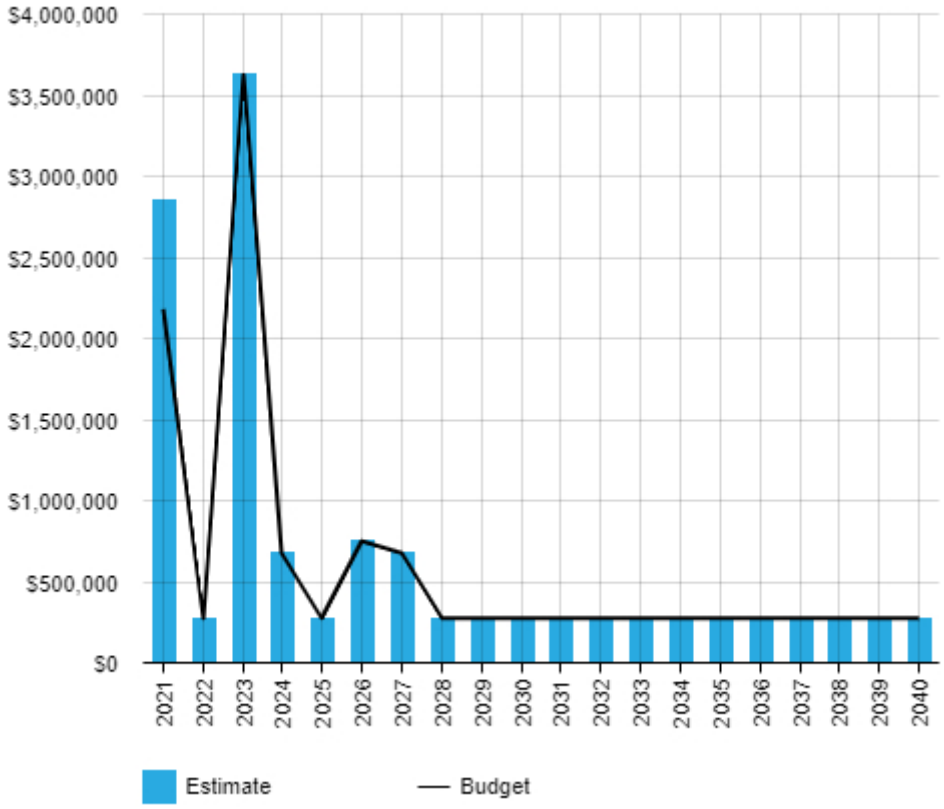
Criteria	Weighting
Condition	40%
Maintenance history	20%
Funding availability	20%
Community Strategic Plan linkage	15%
Customer Complaints	5%
Total	**100%**

[6] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.
[7] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

With the implementation of the proposed Special Rate Variation, Council will be in a position to fund all renewals as they fall due, including that of the Quirindi Pool in 2023.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Liverpool Plains Shire Council.

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.4.1.

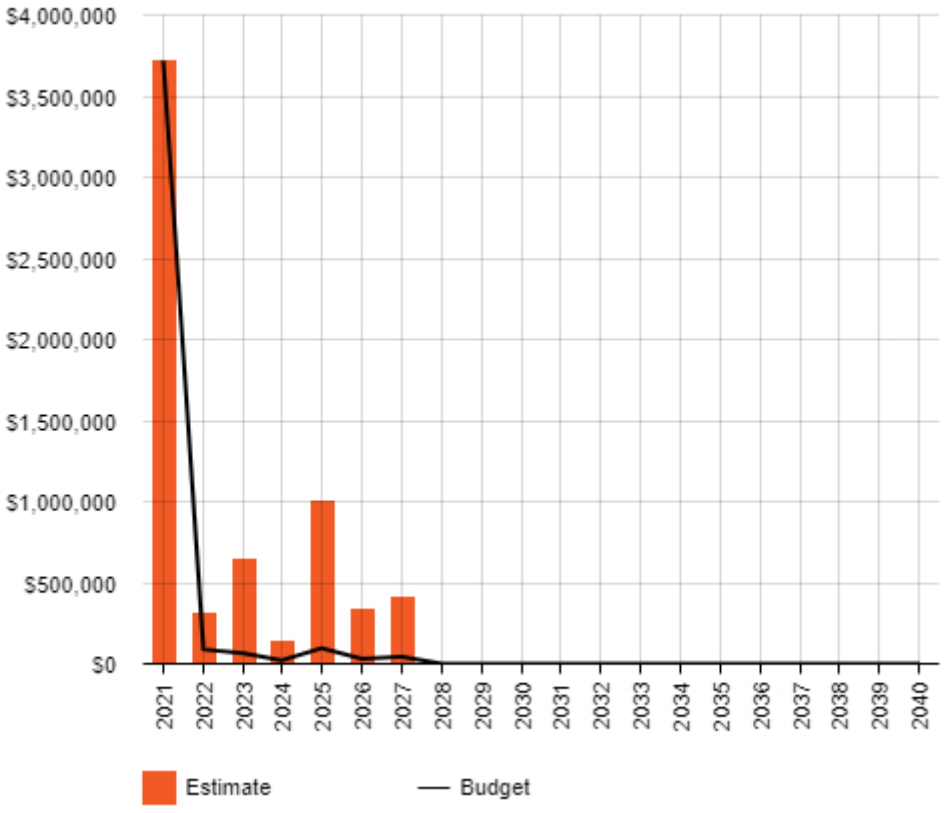
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Condition	40%
Maintenance history	20%
Funding availability	20%
Community Strategic Plan linkage	15%
Customer Complaints	5%
Total	**100%**

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.4.2.

Figure 5.5.2: Acquisition Summary

All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

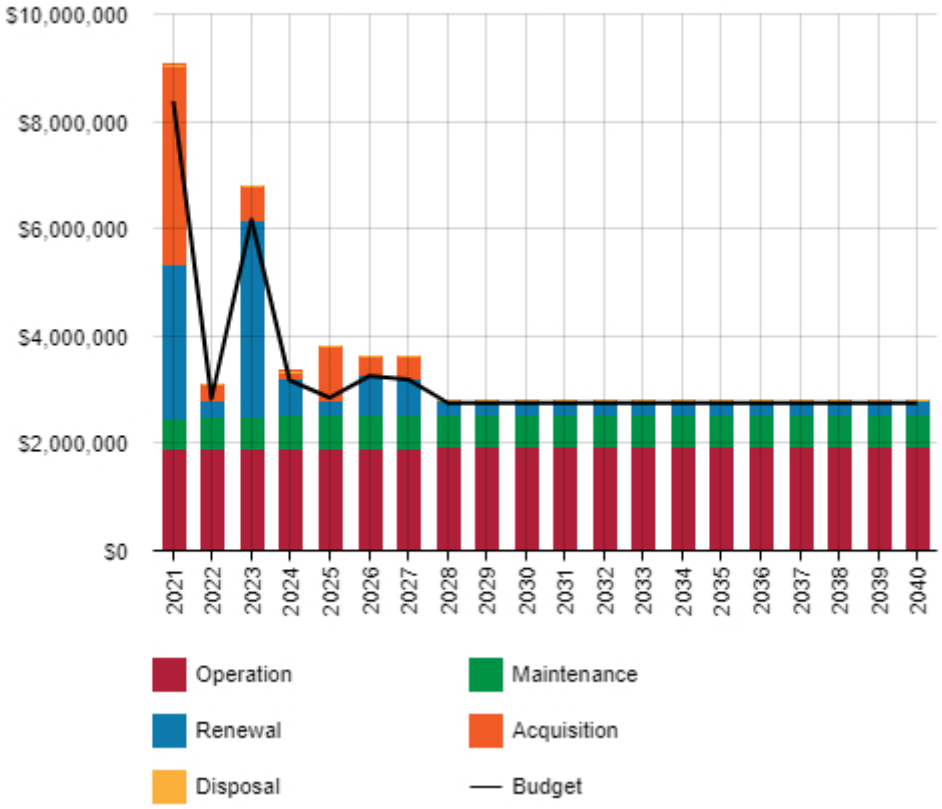
The forecasted acquisitions are connected to the Recreation Strategy, and are identified as 90% grant funded in this plan.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

The budget shortfall shown relates to the acquisition works under the Recreation Strategy, with them being reliant upon grant funding to be implemented.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. There are no plans for disposal included in this AM Plan, this will be an item for review in future iterations.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[8].

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Pool treatment plant	Part failure, burst main, treatment failure	Closure of pool, potential health concerns
Council administration building and depot	Fire, extended power outages	Council unable to provide services efficiently

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

[8] ISO 31000:2009, p 2

[9] REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

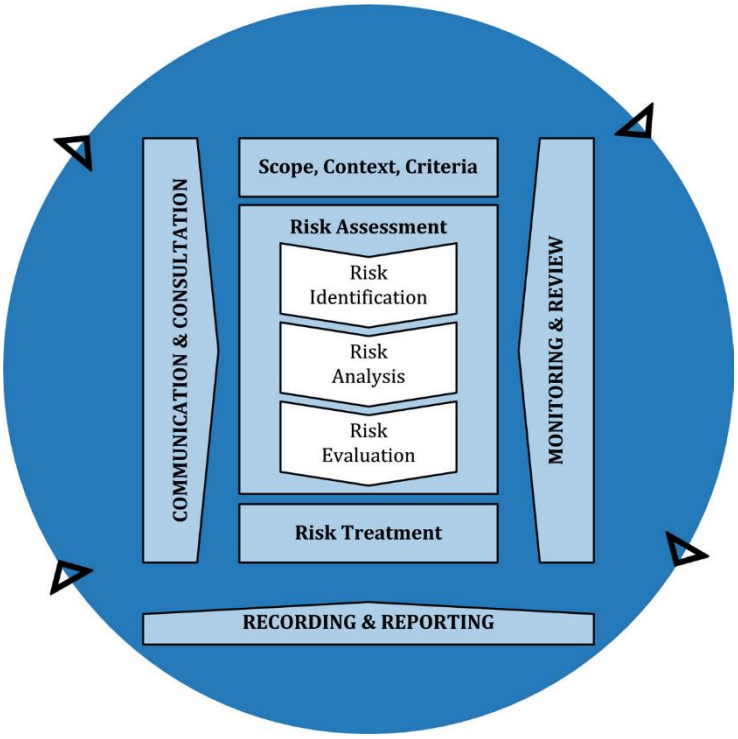


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks[10] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

[10] REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Pool treatment plant	Failure of plant leading to improperly treated water	H	Inspections, on time renewals, monitoring of water condition	M	Dependant on failure mode
Council administration building and depot	Loss of access to building through unforeseen event	VH	Business continuity plan, backup generator, off site data backups	H	Already implemented

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Construct new parks
- Construct new buildings
- Increase our levels of service at sporting facilities

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Sporting fields unsuitable for use
- Pool closure due to health risk

6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Reputational loss due to slow delivery of the Recreation Strategy

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[11] 93.31%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 93.31% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10-year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is $3,519,933 average per year.

The proposed (budget) operations, maintenance and renewal funding is $3,404,740 on average per year giving a 10 year funding shortfall of $115,193 per year. This indicates that 96.73% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

Forecast costs are shown in 2020/2021 dollar values.

[11] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2021	3,716,000	1,889,602	586,938	2,847000	0
2022	308,000	1,908,182	605,518	275,000	0
2023	636,900	1,909,722	607,058	3,625,000	0
2024	132,000	1,912,907	610,243	675,000	0
2025	995,500	1,913,567	610,903	275,000	0
2026	330,000	1,918,544	615,880	750,000	0
2027	412,500	1,920,194	617,530	675,000	0
2028	0	1,922,257	619,593	275,000	0
2029	0	1,922,257	619,593	275,000	0
2030	0	1,922,257	619,593	275,000	0
2031	0	1,922,257	619,593	275,000	0
2032	0	1,922,257	619,593	275,000	0
2033	0	1,922,257	619,593	275,000	0
2034	0	1,922,257	619,593	275,000	0
2035	0	1,922,257	619,593	275,000	0
2036	0	1,922,257	619,593	275,000	0
2037	0	1,922,257	619,593	275,000	0
2038	0	1,922,257	619,593	275,000	0
2039	0	1,922,257	619,593	275,000	0
2040	0	1,922,257	619,593	275,000	0

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

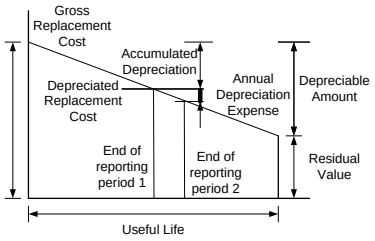
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at fair value at cost to replace service capacity.

Replacement Cost (Current/Gross)	$58,904,032
Depreciable Amount	$58,904,032
Depreciated Replacement Cost[12]	$32,985,394
Depreciation	$896,000.0



7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added to service.

[12] Also reported as Written Down Value, Carrying or Net Book Value.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Council's current asset register is complete
- Current valuation data is accurate
- That Council will receive approval for the SRV

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[13] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

[13] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	C	Based on looking at historical drivers and the current forecasts
Growth projections	B	Data from NSW Planning
Acquisition forecast	A	Currently planned acquisitions, and those planned in the Recreation Strategy
Operation forecast	B	Based on historic expenditure
Maintenance forecast	A	Based on historic expenditure
Renewal forecast - Asset values	C	Asset values based on asset register, unit rates are from consultant, but not verified
- Asset useful lives	B	Based on engineering design lives, and those experienced by Council
- Condition modelling	E	Not currently provided
Disposal forecast	A	No disposals expected

The estimated confidence level for and reliability of data used in this AM Plan is considered to be High.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[14]

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is Authority.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Assetic.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake detailed condition assessment of all facilities within this plan	DES	$25,000	2022
2	Undertake ground truthing of asset register to confirm assets owned by Council	DES	Internally allocated	2022
3	Investigate disposal of assets surplus to requirements	DES	Internally allocated	2021
4	Incorporate asset financial data into Long Term Financial Plan	DES/EMF	Internally allocated	2021
5	Review service levels	DES & Council	Internally allocated	2021
6	Develop renewal plans for major facilities and sporting precincts	DES	Internally allocated	2022
7	Develop asset hierarchy	DES	Internally allocated	2022

8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

[14] ISO 55000 Refers to this as the Asset Management System

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5-year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- 'Community Strategic Plan 2017 – 2027',
- Long Term Financial Plan
- Delivery Plan
- Operational Plan

10.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source
Acquisitions within this plan are those included within the Recreation Strategy 2020, and those which already have committed grant funding.

A.2 – Acquisition Project Summary
The project titles included in the lifecycle forecast are included here.

Year	Project	Cost
2021	Quirindi Sporting Fields Redevelopment	550,000
2021	David Taylor Freedom Camping & Upgrade	248,000
2021	Quirindi Showground-Redevelopment of Facilities	2,568,000
2021	Netball Court	166,000
2021	Quirindi Tennis Acquisition	14,000
2021	David Taylor Amenities Construction	140,000
2021	Premier Park Improvements	30,000
2022	Sport Master Plan Golland Stage 1	247,500
2022	Milner Parade Tennis Club	60,500
2023	Sport Master Plan Longfield Oval Stage 1	636,900
2024	Sport Master Plan Golland Stage 3	132,000
2025	Sport Master Plan Longfield Oval Stage 2	995,500
2026	Sport Master Plan Pedestrian Bridge	330,000
2027	Sport Master Plan Longfield Oval Stage 3	412,500

A.3 – Acquisition Forecast Summary

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2021	3,716,000	0	0
2022	308,000	0	0
2023	636,900	0	0
2024	132,000	0	0
2025	995,500	0	0
2026	330,000	0	0
2027	412,500	0	0
2028	0	0	0
2029	0	0	0
2030	0	0	0
2031	0	0	0
2032	0	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	0	0	0
2037	0	0	0
2038	0	0	0
2039	0	0	0
2040	0	0	0

Appendix B Operation Forecast

B.1 – Operation Forecast Assumptions and Source

It is assumed that new assets will add a 0.5% of capital costs increase to ongoing operation obligations. This is likely conservative given our current operation costs are <0.5% of our capital costs.

B.2 – Operation Forecast Summary

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2021	1,889,602	18,580	1,889,602
2022	1,908,182	1,540	1,908,182
2023	1,909,722	3,185	1,909,722
2024	1,912,907	660	1,912,907
2025	1,913,567	4,978	1,913,567
2026	1,918,544	1,650	1,918,544
2027	1,920,194	2,063	1,920,194
2028	1,922,257	0	1,922,257
2029	1,922,257	0	1,922,257
2030	1,922,257	0	1,922,257
2031	1,922,257	0	1,922,257
2032	1,922,257	0	1,922,257
2033	1,922,257	0	1,922,257
2034	1,922,257	0	1,922,257
2035	1,922,257	0	1,922,257
2036	1,922,257	0	1,922,257
2037	1,922,257	0	1,922,257
2038	1,922,257	0	1,922,257
2039	1,922,257	0	1,922,257
2040	1,922,257	0	1,922,257

Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

It is assumed that new assets will add a 0.5% of capital costs increase to ongoing maintenance obligations. This is likely conservative given our current maintenance costs are <0.5% of our capital costs.

C.2 – Maintenance Forecast Summary

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2021	586,938	18,580	586,938
2022	605,518	1,540	605,518
2023	607,058	3,185	607,058
2024	610,243	660	610,243
2025	610,903	4,978	610,903
2026	615,880	1,650	615,880
2027	617,530	2,063	617,530
2028	619,593	0	619,593
2029	619,593	0	619,593
2030	619,593	0	619,593
2031	619,593	0	619,593
2032	619,593	0	619,593
2033	619,593	0	619,593
2034	619,593	0	619,593
2035	619,593	0	619,593
2036	619,593	0	619,593
2037	619,593	0	619,593
2038	619,593	0	619,593
2039	619,593	0	619,593
2040	619,593	0	619,593

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

Renewals are predominately based on depreciation expenses through the last revaluation. Specific projects for the Werris Creek Pool and the Quirindi Pool are from reports completed by Constructive Solutions in 2020.

D.2 – Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2021	2,847,000	2,182,000
2022	275,000	275,000
2023	3,625,000	3,625,000
2024	675,000	675,000
2025	275,000	275,000
2026	750,000	750,000
2027	675,000	675,000
2028	275,000	275,000
2029	275,000	275,000
2030	275,000	275,000
2031	275,000	275,000
2032	275,000	275,000
2033	275,000	275,000
2034	275,000	275,000
2035	275,000	275,000
2036	275,000	275,000
2037	275,000	275,000
2038	275,000	275,000
2039	275,000	275,000
2040	275,000	275,000

Appendix E Disposal Summary

There are no disposals projected in this plan.

Appendix F Budget Summary by Lifecycle Activity

The budget is based on known approved grants, and that the proposed SRV is successful.

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2021	3,716,000	1,889,602	586,938	2,182,000	0	8,374,540
2022	88,000	1,889,602	586,938	275,000	0	2,839,540
2023	63,700	1,889,602	586,938	3,625,000	0	6,165,240
2024	22,000	1,889,602	586,938	675,000	0	3,173,540
2025	95,500	1,889,602	586,938	275,000	0	2,847,040
2026	30,000	1,889,602	586,938	750,000	0	3,256,540
2027	42,500	1,889,602	586,938	675,000	0	3,194,040
2028	0	1,889,602	586,938	275,000	0	2,751,540
2029	0	1,889,602	586,938	275,000	0	2,751,540
2030	0	1,889,602	586,938	275,000	0	2,751,540
2031	0	1,889,602	586,938	275,000	0	2,751,540
2032	0	1,889,602	586,938	275,000	0	2,751,540
2033	0	1,889,602	586,938	275,000	0	2,751,540
2034	0	1,889,602	586,938	275,000	0	2,751,540
2035	0	1,889,602	586,938	275,000	0	2,751,540
2036	0	1,889,602	586,938	275,000	0	2,751,540
2037	0	1,889,602	586,938	275,000	0	2,751,540
2038	0	1,889,602	586,938	275,000	0	2,751,540
2039	0	1,889,602	586,938	275,000	0	2,751,540
2040	0	1,889,602	586,938	275,000	0	2,751,540