CENTRAL DARLING SHIRE COUNCIL

Buildings and Land Improvements

Asset Management Plan

Version 1.0

March 2021

Document Control	Asset Management Plan				
Document ID :					
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
0.1	February 2021	First Draft	Jacqui Hansen	Mike Brearley	Reece Wilson
1.0	March 2021	Improvement Plan added	Jacqui Hansen	Mike Brearley	Reece Wilson

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 2021 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 a wide range of services to the Central Darling Shire community and visitors. The buildings and land improvement asset network comprises:

- Aerodrome assets
- Buildings
- Depots
- Domestic waste and street sweeping
- Public safety and bushfire assets
- Public order and safety assets
- Cemeteries
- Parks and recreation
- Swimming pools

The above infrastructure assets have replacement value estimated at more than $40M. Building assets were revalued by professional valuers as at 30 June 2018, and Other Structures assets were revalued 30 June 2019.

1.3 Levels of Service

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

The main service consequences of the Planned Budget are:

- With limited budget for renewal, condition is likely to deteriorate.
- Customer service requests are expected to increase over the long term (>5 years) as a number of assets reach end of life, if funding is not sourced for asset replacement.
- Demand for additional capacity expected to remain static. Council does not have any plans or funding to make a substantial investment into new facilities.

1.4 Future Demand

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

- Slow population decline and associated demographic change, such as demand for more aged care accommodation.
- Climate Change
- Changing community expectations
- Legislation and regulatory change

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand.

- Monitoring customer service requests and other feedback from the community to determine any new trends in community priorities. Monitor potential regulatory change.
- Community education explaining what Council can and cannot afford to do within the confines of available budget. Council to seek external funding from grants and other opportunities, whenever possible fund service enhancements

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 buildings and land improvements services is estimated as $32,761,900 or $3,276,190 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is $26,439,500 or $2,643,950 on average per year as per the Long-Term Financial plan or Planned Budget. This is 80.7% 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 buildings and land improvement leaves a shortfall of $-632,240 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

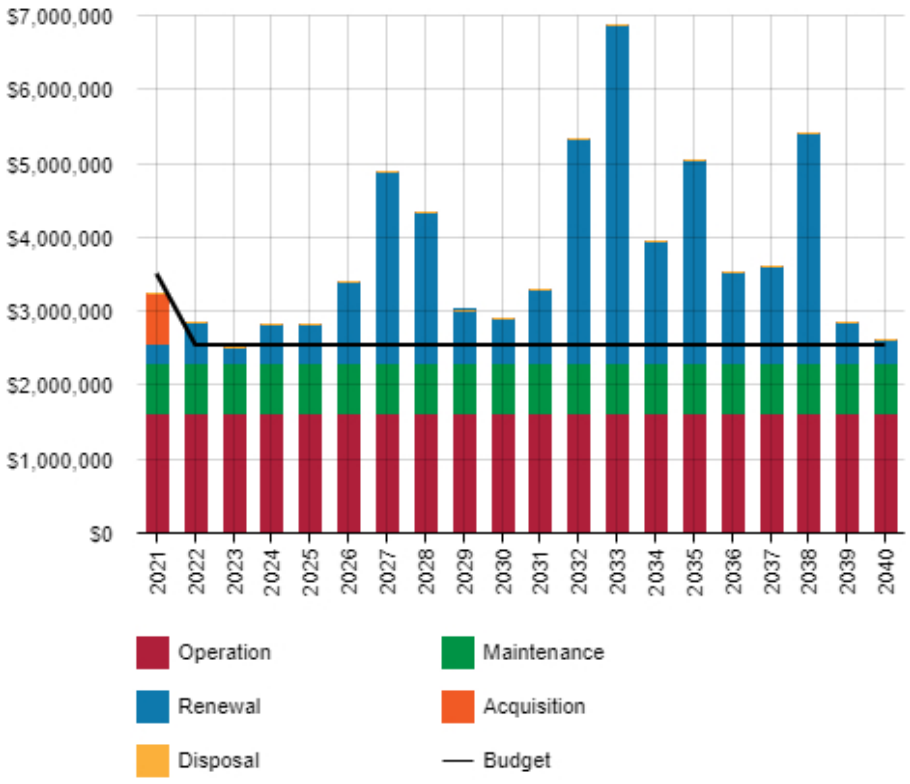


Figure Values are in current dollars.

We plan to provide services from buildings and other land improvements, for the following:

- Operation, maintenance, renewal and acquisition of buildings and land improvement assets to meet service levels permitted by annual budgets.
- Renewals when possible within Council budget and significant acquisitions when external funding can be obtained, within the 10 year planning period.

1.6.2 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:

- Scheduled and cyclic maintenance of Council buildings and other structures. Maintenance is often reactive, undertaken to rectify identified defects.
- Renew all assets in condition grade 4 and 5 before they reach end of life, and fail to deliver service
- Upgrade assets to meet current standards or the level of service desired by the community
- Acquire new assets unless external funding is provided

1.6.3 Managing the Risks

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

The main risk consequences are:

- As the condition of assets deteriorates, they may become unsafe. Failed assets building and land improvement assets can pose a danger to the community
- If buildings and land improvement assets do not meet current standards, Council could be at risk of litigation should an incident occur.
- With no new buildings or land improvements, to demonstrate prosperity, new residents may not be attracted to the Shire

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

- Monitoring the condition of assets and intervening with repairs, maintenance and asset renewal when budget permits
- Seek and respond to all grant (and other opportunities) to obtain external funding for asset renewal and acquisition.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Asset revaluations performed in 2018 and 2019 still provide an accurate estimation of the value of the assets
- Omission of waste assets from the renewal modelling (due to the absence of a robust asset register for waste assets) will have a minor impact on renewal projections
- AM Plan relied upon revaluations for accounting compliance purposes not asset management functionality. For instance, in the *Other Structures* asset register there are a number of assets below the nominal capitalisation threshold of $5000. In an asset register for asset management purposes, these assets would ideally be bundled up into groups of similar assets.
- Assumptions were made when the General Ledger line items for Council's budget and actual expenditure were nominated as; acquisition, operations, maintenance, and renewal.

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 Asset Register Method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on an uncertain (medium) level of confidence information.

1.8 Monitoring and Improvement Program

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

- Develop asset register for waste assets. Inspect all waste facilities, condition grade and revalue assets, for inclusion in future versions of this AM Plan.
- Improve the asset register, so it is suitable for asset management as well as accounting compliance purposes. Group together like assets, to enable annual update of useful lives.

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 Central Darling Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Central Darling Shire Community Strategic Plan 2017-2027
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

The infrastructure assets covered by this AM Plan include the following:

Note this list is not conclusive. This AM Plan is designed to be a "catch-all" document that covers all Council assets not targeted by the other AM Plans (Transport, Stormwater, Water, Sewer and Plant & Fleet).

- Aerodromes in Wilcannia, Menindee, Ivanhoe, White Cliffs and Emmdale
- A wide range of Council buildings from:
    - Public Halls in: Wilcannia, Menindee, Ivanhoe, Darnick, Tilpa, White Cliffs, Sunset Strip and Mossgiel
    - Caravan parks in Wilcannia and White Cliffs
    - Staff residences
    - Aged care accommodation
    - Historic Wilcannia Post Office
    - Council office in Wilcannia and depots in Wilcannia, Ivanhoe, Menindee and White Cliffs
- Rural Fire Service and State Emergency Service sheds in various locations
- Structures at public cemeteries in Wilcannia, Menindee, Ivanhoe and White Cliffs
- Park structures including playground assets and sporting field embellishments. RSL War Memorials
- Swimming pool facilities at: Wilcannia, Menindee, Ivanhoe and White Cliffs
- Waste Facilities. Council operates six basic landfill facilities at Wilcannia, Menindee, White Cliffs, Ivanhoe, Sunset Strip and Tilpa.

The infrastructure assets included in this plan have an estimated total replacement value of $40,040,100.

Waste Facilities

At this time, Council's waste facilities have not yet been valued, and are not recorded in the asset register. Therefore, whilst waste assets have been included in this AM Plan, in the absence of waste data, they have not been included in the renewal modelling. Operational costs for provision of a waste service have been included as they are significant. The actual waste assets are not anticipated to have a high value, hence the omission of the waste assets from the renewal modelling at this time, does not detract from the credibility of this document. The development of a reliable asset register for waste assets have been identified as a priority improvement task for future updates of this AM Plan. Council is also proposing to prepare plans of management for the waste facilities.

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/ Administrator	Represent needs of community/shareholders, Allocate resources to meet the organisation's objectives in providing services while managing risks, Ensure organisation is financial sustainable.
General Manager	Endorse the development of asset management plans and provide the resources required to complete this task. Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services. Support for an asset management driven budget and LTFP.
Finance Section	Consolidating the asset register and ensuring the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.
Operational (Outdoor) Staff	Provide local knowledge on all the assets. Verify the size, location and condition of assets. They can describe the maintenance standards deployed and the ability to meet technical and customer levels of service.
Asset Management Consultants	Provide support for the development of asset management plans and the implementation of effective asset management principles within Council.
External Parties	Community residents & businesses; Tourist and Visitors (as occasional users); Neighbouring Council's; Emergency services; Utility companies; Local Businesses and; Federal and State Government authorities & agencies

Our organisational structure for service delivery from infrastructure assets is detailed below,

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]

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

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

During the development of the Community Strategic Plan is 2017, a Community Engagement Strategy was prepared and implemented by Council. The main source of engagement and feedback were hardcopy and online surveys, contacting key stakeholders and leaders in each community. Widespread distribution of surveys was available in common locations and advertising was conducted using various media outlets. A total of 52 surveys were received as part of the process.

Respondents were asked to rank in order of priority the services or facilities that were most important to them. The overall five high ranking services and facilities were:

1. Water
2. Youth facilities
3. Road construction and maintenance
4. Provision of aged care facilities
5. Waste management

At the time of the survey the community was experiencing severe drought, hence the importance attributed to water. With a relatively high population of children aged 5- 9 years (7.2%) and youth 10-14 years (7.0%) compared to the Australian average (6.3% and 6.4% respectively), it is not surprising that youth facilities are important. Road construction and maintenance was the third community priority.

This AM Plan covers a wide range of assets including youth facilities and waste management assets. The 2017 survey indicates that the services addressed in this AM Plan are of high importance to the Wilcannia community.

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the Central Darling Shire vision, mission, goals and objectives.

Our vision is:

Central Darling will be a great place to live and visit.

Our mission is:

Realising quality opportunities for all in the Central Darling Shire through:

- *Effective leadership*
- *Community development through involvement, participation, partnership, ownership and collaborative approach*
- *Facilitation of services*
- *Community ownership*
- *Delivery of consistent, affordable and achievable services and facilities.*

Strategic goals have been set by Council and are outlined in the Draft Operational Plan 2020-21.

The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.1.

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

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
A healthy and cohesive community receiving recognition and supported by coordinated, appropriate and affordable services.	Improved community services and facilities.	AM Plan describes how Council will operate, maintain, renew and upgrade, building and other land improvement assets to provide services and facilities to the community.
A strong regional economy supported by developing industries, strong businesses and increased employment.	Improved infrastructure across the Shire	This AM Plan allows Council to plan for the management of a wide range of assets, rather than simply waiting for the infrastructure to fail before it is repaired or replaced. Assets reaching end life are identified and prioritised.
A protected and supportive natural environment and a sustainable and well-maintained built environment	Improved town entrances and streetscapes, Improved infrastructure across the Shire	Maintenance, renewal and upgrade of Council assets in a timely manner, when funding is available will enhance the built environment, including town entrances and streetscapes.
A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.	Effective communications and consultation with Shire communities.	This AM Plan is a transparent document and open document that explains Council's intentions in maintaining and operating a wide range of building and other land improvement assets. It explains funding needs of the assets to the community.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of services from building and land improvement assets are outlined in Table 3.3. Note that this list is not exhaustive. The diverse range of assets covered by this document means that it is not possible to list every potential legislative requirement. For instance, aerodrome assets may be subject to particular legislative requirements and investigation of these sits outside the scope of this document.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act, 1993	This is the Act that provides for local government in NSW. It provides the legal framework for an effective, environmentally responsible and open system of local government in the State.
Work Health and Safety Act 2011	This Act aims to secure and promote the health, safety and welfare of people at work and to protect people at a place of work against risks to health or safety arising out of the activities at work.
Native Vegetation Act 2003	This act relates to the sustainable management and conservation of native vegetation. It aims to protect native vegetation of high conservation value and encourage revegetation and rehabilitation of land with appropriate vegetation.
Environmental Planning and Assessment Act 1997	This Act institutes a system of environmental planning and assessment in the State of NSW.

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
Aerodromes are available when required	Customer service requests	Numbers of customer service requests are low	Expected to increase over the long term (>5 years) as a number of assets reach end of life, if funding is not sourced for asset replacement.
Council buildings are well maintained and fit for purpose			
Streets are cleaned			
Domestic waste is collected and disposed of			
Cemeteries are maintained respectfully			
Parks are well maintained with attractive playgrounds for children and functional sporting facilities			
Swimming pool are open for use in hot weather			

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?

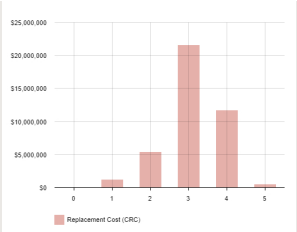
Function Is it suitable for its intended purpose …. Is it the right service?

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	Condition of assets	Condition inspected, performed for mandated valuations in 2018 and 2019		With limited budget for renewal, condition is likely to deteriorate.
	Confidence levels		Medium (Professional judgement supported by data sampling	Medium (Professional judgement supported by data sampling
Function	Asset are able to provide services to the community	Customer Service Requests – when assets fail to function as required	Low number of customer service requests	Expected to increase over the long term (>5 years) as a number of assets reach end of life, if funding is not sourced for asset replacement.
	Confidence levels		Low (Professional Judgement with no data evidence)	Low (Professional Judgement with no data evidence)
Capacity	Assets are able to meet community demand	Community surveys	Research in 2017 for the Community Strategic Plan identified a demand for more aged care facilities and youth/ recreation/ sporting facilities.	Demand for additional capacity expected to remain as Council does not have any plans or funding to make a substantial investment into new facilities.
	Confidence levels		Medium (Professional judgement supported by data sampling	Low (Professional Judgement with no data evidence)

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),

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	New assets to meet demand	Describe the Measure being used for performance monitoring	New assets in 2021 include: Staff accommodation, depot office extension, and storage sheds at depots. Fully funded in 2021.	No recommended acquisitions identified at this time.
		Budget	$675,000 in 2021 only	To be determined.
Operation	Day to day activities that ensure building and land improvement assets provide services.	Operational performance is not currently measured.	Operational budget is considered sufficient. Actual operational expenditure in recent years has not exceeded planned budget.	Current operational budget is sufficient
		Budget	$1,623,000 per year	$1,623,000 per year
Maintenance	Activities that ensure that assets can continue to provide services to the community	Number of unplanned reactive repairs required, due to insufficient maintenance	Maintenance budget is considered to be sufficient. It is adjusted each year, to reflect the actual maintenance expenditure the previous year.	Current maintenance expenditure is sufficient.
		Budget	$674,850 per year	$674,850 per year
Renewal	Replacement of assets before they reach end of life, to ensure no disruption of service to the community.	Total replacement value of assets identified by external valuers in condition grade 5 (end of life)	With Drought Stimulus funding Council has planned a number of renewal projects in 2021. Renewal budget from rates income is set at $250,000 per year for future years.	Council has a substantial portfolio of building and land improvement assets due to reach end of life in the next decade. A renewal budget of $900,000 would be ideal.
		Budget	$278,600	$907,840
Disposal	No disposals planned at this time			

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
Population	Estimated resident population in 2019 (ABS) was 1,839 persons.	Population decline	Slow population decline is expected to impact on the demand for services from these asset classes.	Monitor customer service requests and other feedback from the community to determine any new trends in community priorities.
Climate Change	An increasing number of extreme weather events.	Increased rainfall intensity less annual rainfall.	Outcomes from storm events could be worse. More frequent flooding with increased adverse impacts. Council assets may be adversely affected.	Monitor trends and plan asset lifecycle activities accordingly
Expectations	Limited community expectations	Higher expectations and levels of awareness	Community demands for improved services	Community education explaining what Council can and cannot afford to do within the confines of available budget. Council to seek external funding from grants and other opportunities, whenever possible fund service enhancements.
Regulation	Council's assets may not satisfy current standard. For instance, aged care and aerodrome assets may not meet contemporary requirements.	Higher standards may be imposed on Council by regulators	Council may need to upgrade assets to meet new standards.	Monitor situation and external funding when an external factor, such as regulatory change necessitates an upgrade.

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 Central Darling 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.[3]

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
Global warming	Anticipated that rainfall patterns will change	Potential for increased flooding and localised ponding after rainfall. Could increase the rate of asset deterioration resulting in more maintenance and earlier renewal.	Monitor trends and adjust lifecycle activities accordingly.
	Anticipated that maximum and minimum temperatures will increase	Harsh sun may increase the rate of asset deterioration, resulting in more maintenance and earlier renewal. Increased need for sportsfield lighting as it is too hot to train and play in daylight. Increased demand for Council swimming pools Increased need for reliable air conditioning of Council buildings.	Monitor trends and adjust service provision to meet community needs, whenever possible within available budgets.

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

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

At this time Council does not have plans in place to add new assets to its building and land improvement asset portfolio with resilience to climate change.

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.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Central Darling 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 age profile of the assets included in this AM Plan are shown in Figure 5.1.1. The following Table 5.1.1 lists most of the assets in each town. It shows the diverse range of assets encompassed by this AM Plan.

Table 5.1.1: Assets covered by this Plan

Town and Asset Type	Categories of Assets within each Town	Sum of Renewal Cost
Darnick		
Buildings	Public hall and amenities	$459,400
Other Structures	Tennis court and fencing, playground and shade canopy	$231,600
Emmdale		
Other Structures	Runway markers and a windsock	$15,500
Ivanhoe		
Buildings	Depot, community hall, amenities, airport building, showground buildings, swimming pool buildings and bush fire office	$3,421,900
Other Structures	Aerodrome assets, RSL monuments, playground assets and swimming pool assets	$2,481,000
Menindee		
Buildings	Depot, cottages, park amenities, park shelters, cottages, dog pound building and storage sheds	$6,484,400
Other Structures	Aerodrome assets, playgrounds assets and tennis court and rugby goals	$1,906,600
Mossgiel		
Buildings	Shed	$63,000
Sunset Strip		
Buildings	Bush fire shed	$64,000
Tilpa		
Buildings	Bush fire shed, amenities and public hall	$768,300
Other Structures	Tennis court, shade sail, playground assets and aerodrome assets	$256,800
White Cliffs		
Buildings	Caravan park buildings, racecourse buildings, SES shed, bush fire shed, swimming pool buildings and airport buildings	$2,939,500
Other Structures	Swimming pool assets, playground and shade sail	$128,200
Wilcannia		
Buildings	Depot buildings, SES buildings, hospital amenities, Shire Offices, Post Office buildings, staff residences, amenities, museum, dog pound buildings and aerodrome buildings.	$18,569,800
Other Structures	RSL War Memorial, playground assets, swimming pools, tennis court, tennis court lighting and shade sail.	$2,250,100
Grand Total		**$40,040,100**

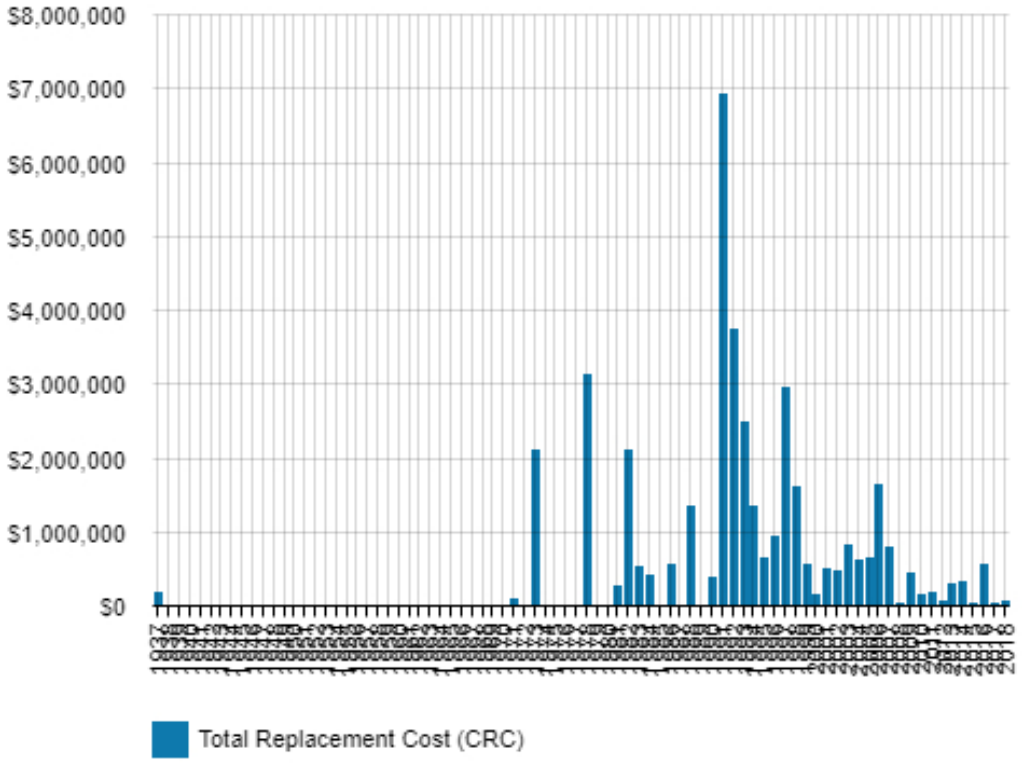


Figure 5.1.1 Asset Age Profile

All figure values are shown in current day dollars.

Looking at the age summary, the stables at the Wilcannia Post Office, which are in Condition 5 were constructed in 1937. All other assets were constructed or substantially refurbished, more recently. The Council Offices and Post Office, both in Wilcannia, are historic buildings, over a century old with heritage significance. Council's professional valuers have allocated acquisitions date in the 1970s for both of these assets.

5.1.2 Asset capacity and performance

Assets are generally provided to meet applicable standards. 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
Sign Shed, Ivanhoe Depot	Very poor condition
Demountable Amenities, Ivanhoe Depot	Very poor condition
RFS Shed, Wilcannia	Poor condition
SES Office, Wilcannia	Very poor condition
Tilpa Tennis Court	Natural rolled surface. Unusable.

Service deficiencies were identified from inspections undertaken, for valuation for Accounting Compliance Purposes, 30 June 2018 (buildings) and 30 June 2019 (other structures).

5.1.3 Asset condition

Condition is currently monitored assessed on as required for financial reporting purposes, inspection every 4-5 years by professional valuers, in accordance with the applicable Australian Accounting Standard.

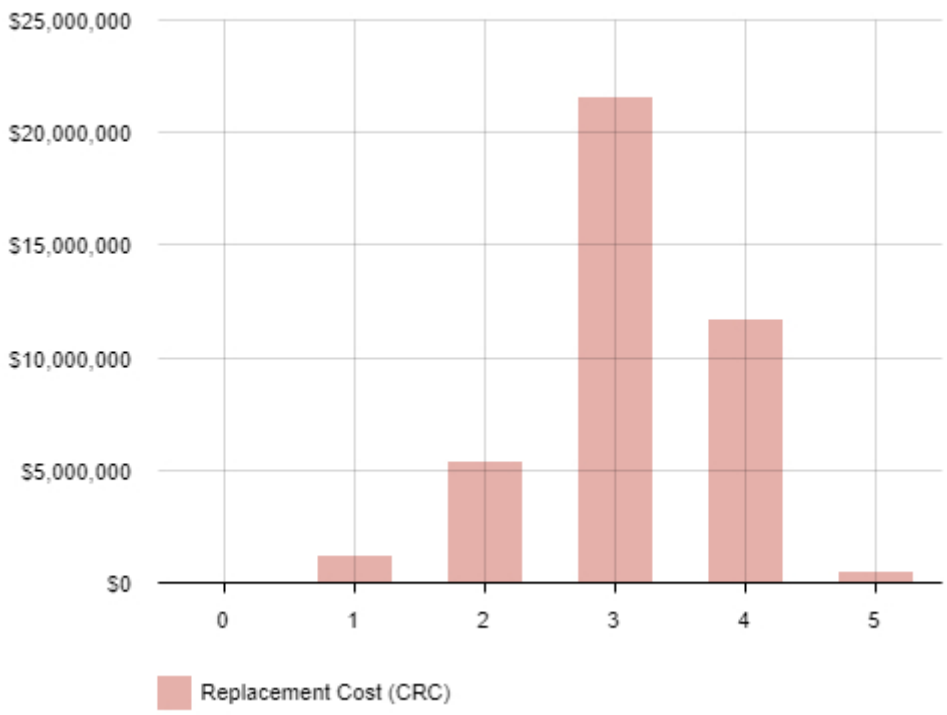
Condition is measured using a 1 – 5 grading system[4] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results 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

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile



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

Most assets are in condition 3 or 4. They are still in service but have defects and require maintenance or other more costly interventions to remain in service. 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 $
Actual 2019	$707,369
Budget 2019-20	$833,350
Budget 2020-21	$674,850

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 will be considered in a future Infrastructure Risk Management Plan.

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

Maintenance Budget Allocations

Asset Type	2021
Aerodrome	$112,800
Buildings	$210,000
Cemeteries	$35,000
Depots	$83,500
Domestic Waste (wheelie bin M&R)	$5,000
Parks & Recreation	$80,050
Public Order & Safety	$500
Public Safety Bushfire Safety	$68,000
Swimming Pools	$80,000
	$674,850

Asset hierarchy

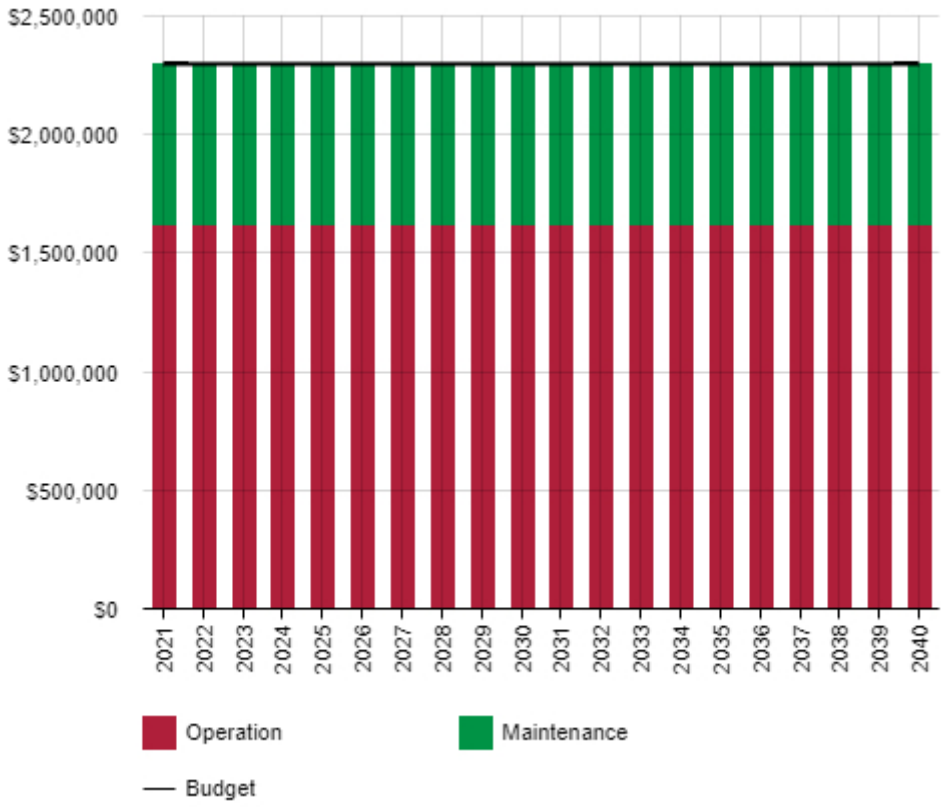
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for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

An asset service hierarchy is yet to be developed for this asset class. Improving the asset register is a key priority identified in the Improvement 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.

Operation Budget Allocations

Asset Type	2021
Aerodrome	$11,200
Buildings	$464,800
Cemeteries	$19,200
Depots	$113,000
Domestic Waste	$184,000
Parks & Recreation	$101,300
Public Order & Safety	$6,500
Public Safety Bushfire Safety	$200,800
Street Cleaning	$121,000
Swimming Pools	$401,200
	$1,623,000

Operation and maintenance costs for this document are based on the most current estimate of needs, the 2021 budget.

- Operation budget for 2021 is $1,623,000.
- Maintenance budget for 2021 $674,850.
- Combined total Operation and Maintenance budget for 2021 is $2,287,850.

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).

Asset useful lives were last reviewed on 30 June 2018 for buildings assets and 30 June 2019 for other structures. Asset lives vary significantly across this asset class and as the current asset registers do not group together like types of assets, a list of all the useful lives allocated by the valuers in 2018 & 2019 to this asset class would take many pages.

Improving the asset register is a key priority identified in the Improvement Plan.

The estimates for renewals in this AM Plan were based on the asset register. Estimated annual renewal budget is $250,000, based on examination of recent trends in Council's capital expenditure budget.

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).[5]

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

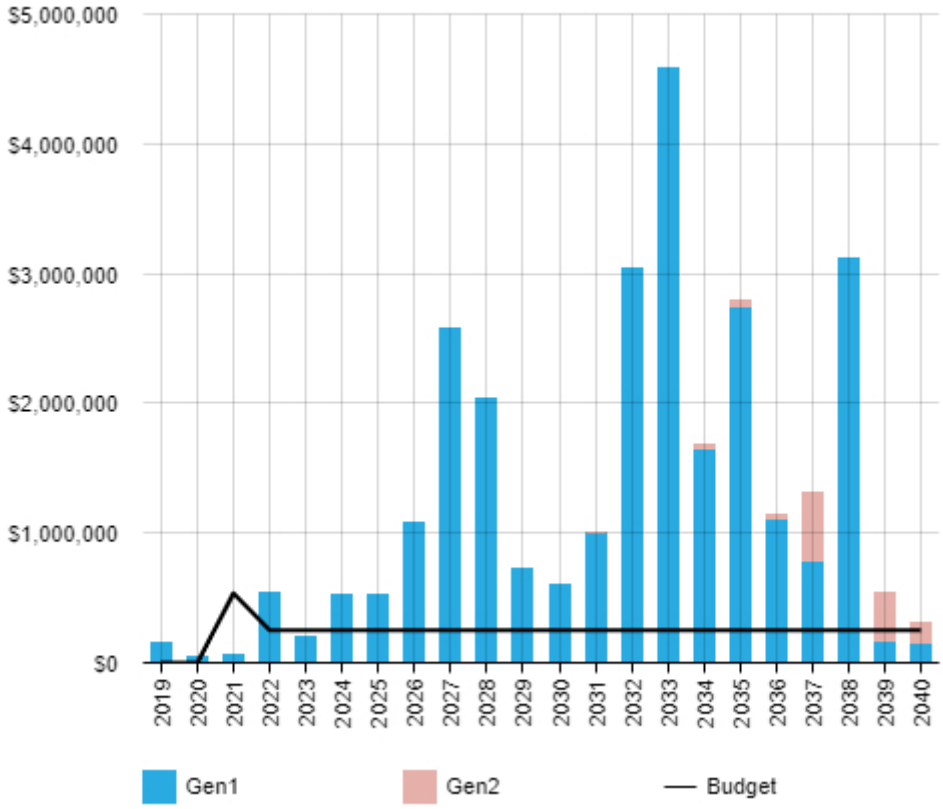
- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.[6]

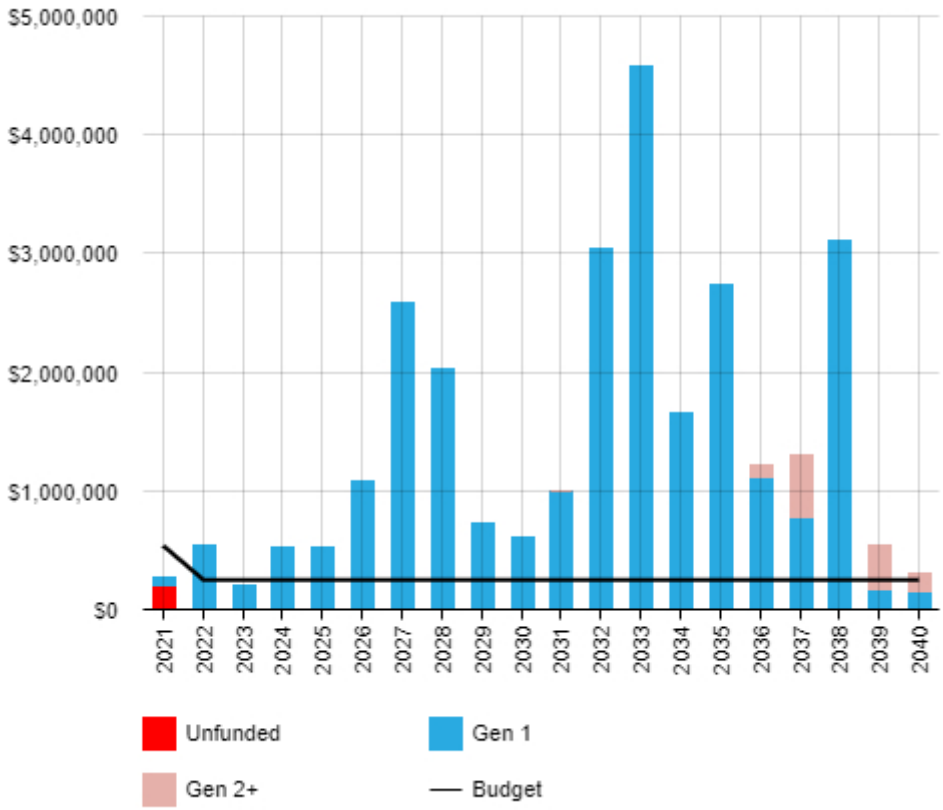
5.4 Summary of future renewal costs

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.

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

Figure 5.4.1: Forecast Renewal Costs





All figure values are shown in current day dollars. Council's renewal budget is insufficient to match the forecast renewals, as aging assets reach end of life and require renewal. Fully funded acquisitions exist for 2021 only.

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 Central Darling Shire Council.

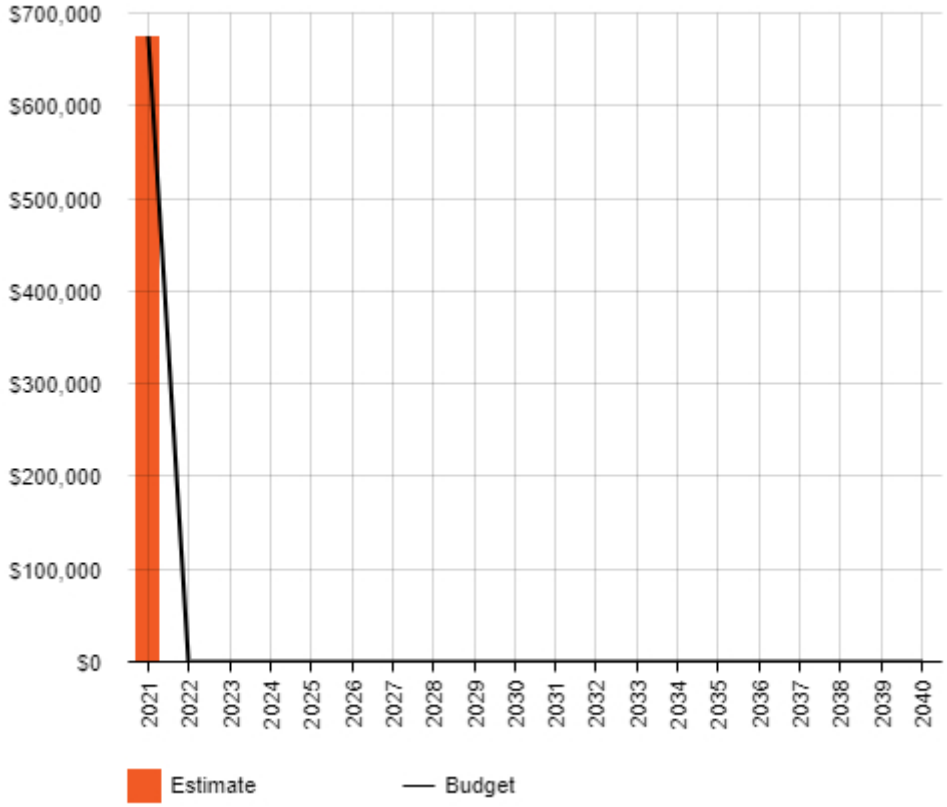
5.5.1 Selection criteria

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. Significant acquisition only takes place when Council receives funding from an external source, such as Drought Stimulus Funding in 2020/21.

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.

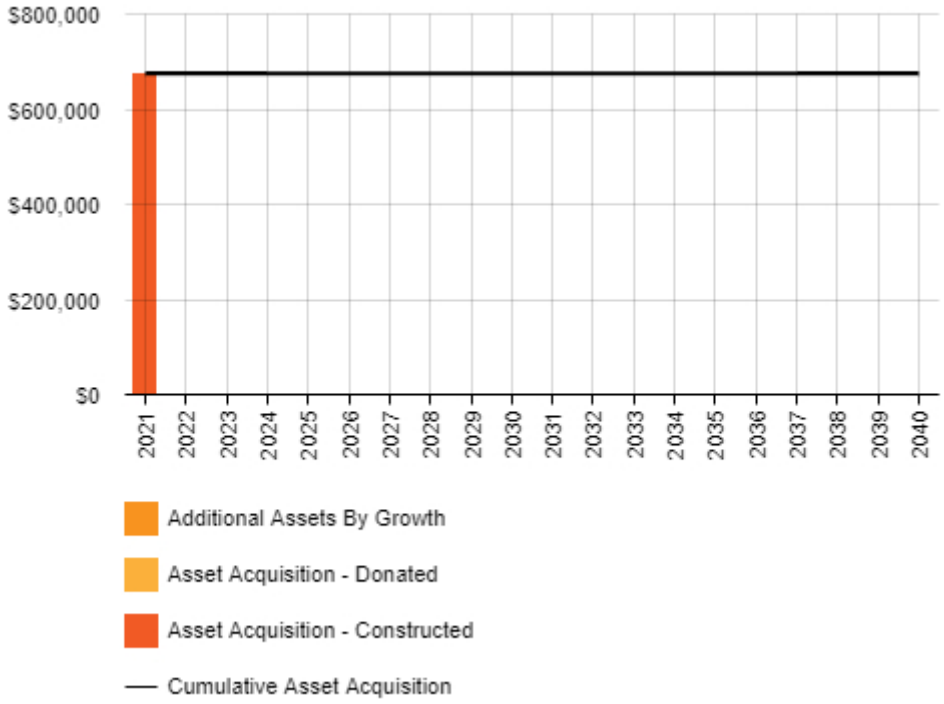
Figure 5.5.1: Acquisition (Constructed) Summary



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



Proposed Acquisitions in 2021

Asset Type	Project	Budget 2021	Comments
Buildings	Staff accommodation – three transportables	$330,000	Drought stimulus funds
Buildings	Staff accommodation- carports	$45,000	
Buildings	Depot Office Extension	$120,000	
Buildings	Ivanhoe WTP storage shed	$20,500	
Buildings	Ivanhoe Depot Storage Shed	$55,000	
Buildings	Wilcannia Depot Storage Shed	$55,000	
Buildings	Menindee Depot Storage Shed	$50,000	
		$675,500	

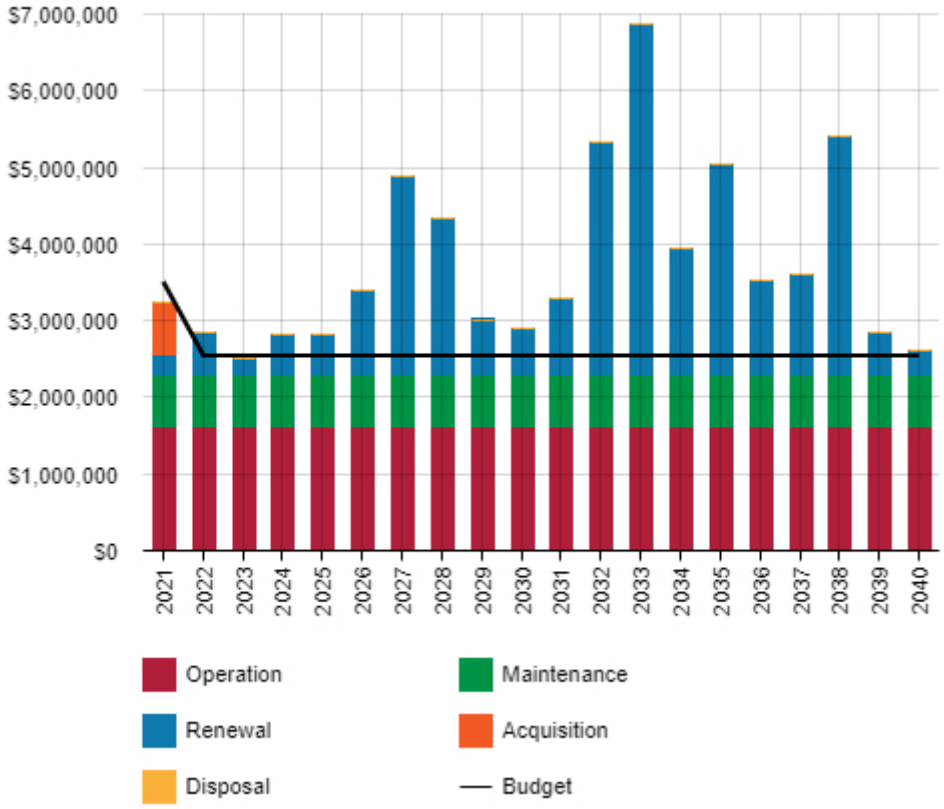
All figure values are shown in current dollars. Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

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.

Council's budget appears to be satisfactory in the short term to meet the forecast lifecycle costs associated with this asset class. There is however a significant renewal burden facing Council in the long term. Council will manage this renewal burden within existing budgets and will apply for grant funding as opportunities arise. Some renewal needs will be deferred, and maintenance and repair will be undertaken. For example, there are currently no proposals to renew Council's swimming pools assets, and ongoing maintenance will be undertaken using maintenance funding.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Council does not plan to dispose of buildings and land improvement assets.

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'[7].

An assessment of risks[8] 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
Shire Office	Power failure, fire, flood or vandalism	Services cannot be delivered to the community.
Depots	Power failure, fire, flood or vandalism	Services cannot be delivered to the community
Residences	Structural degradation or failure	Increased costs, accidents and injuries

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.

[7] ISO 31000:2009, p 2

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

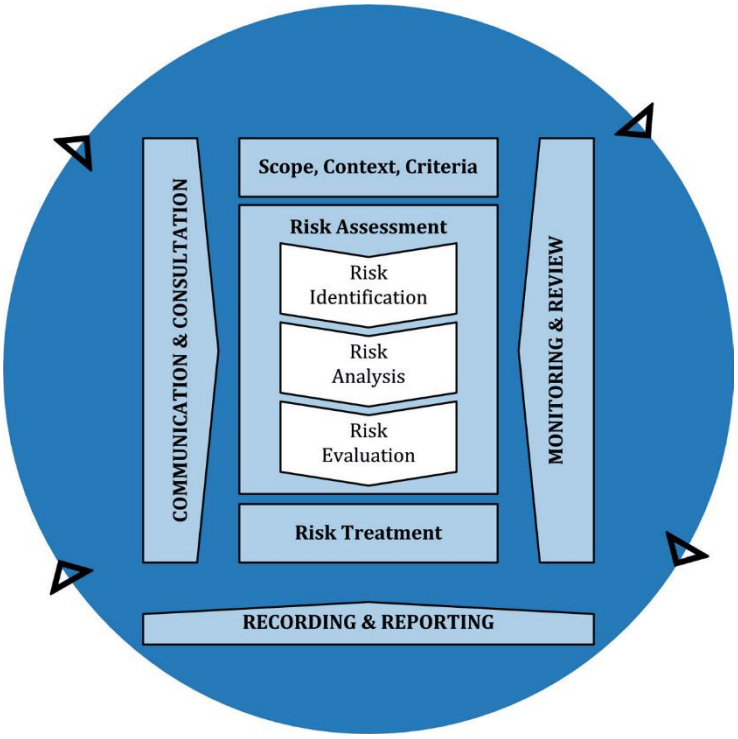


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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 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 or Administrator.

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
Buildings	Asset failure – injury and potential threat to life Damage to reputation	VH	Regular inspections and maintenance Renew assets before they fail	Low	Existing Operations and Maintenance budget is sufficient. Renewal budget is insufficient.
Buildings	Vandalism	H	Installation of better security, such as deadbolts and screens	Low	Quotations to be obtained and works prioritised accordingly
Amenities and other public buildings	Amenities are not cleaned and maintained regularly, resulting in public dissatisfaction	H	Inspect and monitor amenities to identify areas that need more or less cleaning and maintenance. Develop a schedule that focusses on amenities most impacted, to ensure frequencies and expenditure reflects need.	Low	Cleaning and maintenance are covered by existing budgets.
Swimming pools	Injuries associated with deteriorating surface condition	H	Ongoing maintenance to surfaces	Low	Staff time – within existing budget
Loss of staff with historic knowledge of the Shire and organisation.	Loss of knowledge base	VH	Succession planning and document existing processes and knowledge	Medium	Staff time – within existing budget
Inability to recruit skilled staff	No qualified staff to undertake asset operations, maintenance and renewal	VH	Investigate alternative sources of staff. Train in house. Apprenticeship programs. Reward and recognise staff.	Medium	Staff time – within existing budget
Insufficient funding of asset renewal	Failure to complete renewal in a timely manner and asset fails unexpectedly to deliver required services.	VH	Improve asset register to enable better prioritising and planning of renewals, so assets can continue to deliver services.	Medium	Staff and possibly consultant time.

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.

Council is yet to assess infrastructure 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:

- Scheduled and cyclic maintenance of Council buildings and other structures. Maintenance is often reactive, undertaken to rectify identified defects.
- Renew all assets in condition grade 4 and 5 before they reach end of life, and fail to deliver service
- Upgrade assets to meet current standards or the level of service desired by the community
- Acquire new assets unless external funding is provided

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:

- The condition of building and land improvements will continue to deteriorate, resulting in the provision of a lower level of service
- Asset not renewed in a timely manner will fail prematurely, resulting in no service provision.
- Assets not upgraded to contemporary standards will deliver a lower level of service when compared to other Councils that can upgrade assets. Reputational damage for Council and a lower quality of life for Shire residents.
- With no new buildings or land improvements, intergenerational equity may be compromised. No service improvements.

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:

- As the condition of assets deteriorates, they may become unsafe.
- Failed assets building and land improvement assets can pose a danger to the community
- If buildings and land improvement assets do not meet current standards, Council could be at risk of litigation should an incident occur.
- With no new buildings or land improvements, to demonstrate prosperity, new residents may not be attracted to the Shire

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[9] 31%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 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 $3,208,690 average per year.

The proposed (budget) operations, maintenance and renewal funding is $2,576,450 on average per year giving a 10 year funding shortfall of $-632,240 per year. This indicates that 80% 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).

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

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community. Forecast costs are shown in 2021 dollar values.

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

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2021	675000	1623000	674850	266000	0
2022	0	1623000	674850	541300	0
2023	0	1623000	674850	206300	0
2024	0	1623000	674850	519300	0
2025	0	1623000	674850	520400	0
2026	0	1623000	674850	1085400	0
2027	0	1623000	674850	2581700	0
2028	0	1623000	674850	2033400	0
2029	0	1623000	674850	719000	0
2030	0	1623000	674850	605600	0
2031	0	1623000	674850	1002700	0
2032	0	1623000	674850	3041600	0
2033	0	1623000	674850	4580100	0
2034	0	1623000	674850	1657400	0
2035	0	1623000	674850	2744300	0
2036	0	1623000	674850	1224900	0
2037	0	1623000	674850	1304800	0
2038	0	1623000	674850	3114900	0
2039	0	1623000	674850	541000	0
2040	0	1623000	674850	316200	0

7.2 Funding Strategy

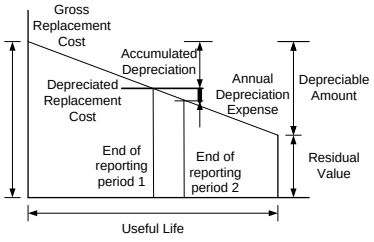
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service 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 building assets were valued at Fair Value for accounting compliance purposes 30 June 2018 and the Other Structures 30 June 2019:

Replacement Cost (Current/Gross)	$40,040,100
Depreciable Amount	$40,040,100
Depreciated Replacement Cost[10]	$12,936,904
Depreciation	$1,033,346.



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

7.3.2 Valuation forecast

Any 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:

- Asset revaluations performed in 2018 and 2019 still provide an accurate estimation of the value of the assets
- Omission of waste assets from the renewal modelling (due to the absence of a robust asset register for waste assets) will have a minor impact on renewal projections
- AM Plan relied upon revaluations for accounting compliance purposes not asset management functionality. For instance, in the *Other Structures* asset register there are a number of assets below the nominal capitalisation threshold of $5000. In an asset register for asset management purposes, these assets would ideally be bundled up into groups of similar assets.
- Assumptions were made when the General Ledger line items for Council's budget and actual expenditure were nominated as; acquisition, operations, maintenance, and renewal.

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[11] 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.

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

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

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

Data	Confidence Assessment	Comment
Demand drivers	B	Gradual population decline in Central Darling Shire has been occurring over a number of years now and is expected to continue.
Growth projections	B	No growth predicted
Acquisition forecast	D	No reliable information on future asset acquisition at this time
Operation forecast	B	Council keeps sound records on actual operational expenditure and this is used to set future budgets.
Maintenance forecast	B	Council keeps sound records on actual maintenance expenditure and this is used to set future budgets.
Renewal forecast - Asset values	C	Assets last revalued in 2018 and 2019. Asset register has not been updated since.
- Asset useful lives	C	Assets last condition assessed in 2018 and 2019.
- Condition modelling	C	
Disposal forecast	D	No reliable information on proposed asset disposals.

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

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data are:

- Central Darling Shire Council, Valuation for Financial Reporting, Specified Land and Building Assets, 30 June 2018, AssetVal Property, Plant and Equipment Valuers
- Central Darling Shire Council, Valuation for Accounting Compliance Purposes, Stormwater Infrastructure and Other Structures, 30 June 2019, AssetVal Property, Plant and Equipment Valuers.
- Council's 2021 budget for the Technical Services Department

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The sources of the data are listed above in Section 8.1.1

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.

Data for this asset management plan was sourced from the two most recent revaluation asset registers. Building assets were revalued in 2018 and other structures in 2019. Because the valuation reports were prepared for accounting compliance purposes only, the resulting asset registers were not ideal for asset management planning.

- Useful lives were based upon age, not condition.
- Asset condition was determined by condition assessment of a very small sample of Central Darling Shire assets and the remainder via desktop assessment
- The split into components did not suit the planning of renewal works.
- Waste assets were not condition assessed or valued.
- Data on like assets was not recorded using a consistent terminology.
- Data from two different years.

There is room for improvement in the procedures used to collects and stores asset data.

The top three Improvement Tasks in Table 8.2 Improvement Plan, seek to address this issue. Note the similarity between the highest priority tasks in 2021 and 2018.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
Actions identified as a priority during development of this Asset Management Plan				
1	Develop asset register for waste assets. Inspect all waste facilities, condition grade and revalue assets, for inclusion in future versions of this AM Plan.	Director Shire Services	Staff time/ specialist consultants	

Task	Task	Responsibility	Resources Required	Timeline
2	Improve the asset register, so it is suitable for asset management as well as accounting compliance purposes. Group together like assets, to enable annual update of useful lives.	Director Shire Services	Staff time/ specialist consultants	
Improvement Actions Identified during the 2021 Asset Management Maturity Assessment				
3	Develop a consolidated, integrated, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Director Shire Services	CDSC Staff	
4	Define and document internal procedures for determining asset replacement and treatment unit rates, not dependent on third parties. Unit rates to be determined by Council to suit local conditions.	Director Shire Services	CDSC Staff	
5	Document methodologies used to carry out consistent asset condition surveys and defect identification assessments, in a Condition Rating Assessment Manual, for each asset class. Asset condition assessment should not be limited to the small sample of assets inspected by the third parties every four years for accounting compliance purposes.	Director Shire Services	CDSC Staff	
Outstanding Improvement Actions listed in the 2019 Buildings Asset Management Plan				
6.	Audit the Building Assets register and breakdown the large assets into individual components	DSS	staff, consultant	12 months
7.	Update the asset register and add any unregistered assets	DSS	Staff, consultant	12 months
8.	Inspect and assess the condition of the building assets in order to estimate the remaining useful life and reassess the useful life of assets	DSS	Staff, consultant	12 months
9.	Establish a reporting system to update the asset register with feedback from the field including new assets, replaced assets, renewed assets etc.	DSS, DBS	Staff, IT	12 months
10.	Separate building related job costs. Maintenance job costs should be split into reactive, planned and cyclic. Capital job costs into: renewal, upgrade and new.	DSS, DBS, Senior Accountant	Civica guidance	Complete for Capital Costs
11.	Undertake a customer satisfaction survey and consult with the community to identify the desired levels of service.	DSS, GM	Administration, possibly consultant	12 months
12.	Install all Asset data on AssetFinda and dedicate staff to its continued use, monitoring and upkeep.	DSS, DBS	staff	12 months

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 one year of a Council election.

8.4 Performance Measures

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

- 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

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Central Darling Shire Community Strategic Plan 2017- 2023
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

10.0 APPENDICES

Appendix A Acquisition Forecast

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2021	675000	0	0
2022	0	0	0
2023	0	0	0
2024	0	0	0
2025	0	0	0
2026	0	0	0
2027	0	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

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2021	1623000	0	1623000
2022	1623000	0	1623000
2023	1623000	0	1623000
2024	1623000	0	1623000
2025	1623000	0	1623000
2026	1623000	0	1623000
2027	1623000	0	1623000
2028	1623000	0	1623000
2029	1623000	0	1623000
2030	1623000	0	1623000
2031	1623000	0	1623000
2032	1623000	0	1623000
2033	1623000	0	1623000
2034	1623000	0	1623000
2035	1623000	0	1623000
2036	1623000	0	1623000
2037	1623000	0	1623000
2038	1623000	0	1623000
2039	1623000	0	1623000
2040	1623000	0	1623000

Appendix C Maintenance Forecast

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2021	674850	0	674850
2022	674850	0	674850
2023	674850	0	674850
2024	674850	0	674850
2025	674850	0	674850
2026	674850	0	674850
2027	674850	0	674850
2028	674850	0	674850
2029	674850	0	674850
2030	674850	0	674850
2031	674850	0	674850
2032	674850	0	674850
2033	674850	0	674850
2034	674850	0	674850
2035	674850	0	674850
2036	674850	0	674850
2037	674850	0	674850
2038	674850	0	674850
2039	674850	0	674850
2040	674850	0	674850

Appendix D Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2021	266000	536000
2022	541300	250000
2023	206300	250000
2024	519300	250000
2025	520400	250000
2026	1085400	250000
2027	2581700	250000
2028	2033400	250000
2029	719000	250000
2030	605600	250000
2031	1002700	250000
2032	3041600	250000
2033	4580100	250000
2034	1657400	250000
2035	2744300	250000
2036	1224900	250000
2037	1304800	250000
2038	3114900	250000
2039	541000	250000
2040	316200	250000

D.4 –Renewal Plan

Detail output from NAMS+ Report for the Register Method

Appendix 10 Year Report

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
New2021.1	Other Structures	Pool lining	Wilcannia and Ivanhoe	main pools	-27	1994	2021	$30,000	30
IT00041	Other Structures	Wind Sock	Emmdale	Emmdale	-2	2019	2021	$500	20
IR00019	Other Structures	Tennis Court	Tilpa	Tilpa	-2	2019	2021	$2,100	35
New45	Other Structures	Tennis Court Fencing	Tilpa	Tilpa	-2	2019	2021	$20,700	35
IT00037	Other Structures	Wind Sock	Menindee	Menindee	-2	2019	2021	$500	20
IR00007	Other Structures	Tennis Court	Darnick	Darnick	-2	2019	2021	$99,800	35
New30	Other Structures	BBQ	Ivanhoe	Ivanhoe	-2	2019	2021	$7,400	35
BA00066	Buildings	Amenities (Demountable)	Depot	Ivanhoe	-2	2019	2021	$30,000	15
BH00060	Buildings	ATCO Building	Waste Depot	Menindee	-1	2020	2021	$39,000	15
BA00062	Buildings	Sign Shed	Depot	Ivanhoe	0	2021	2021	$23,000	50
BA00070	Buildings	ATCO Accommodation	Depot	Menindee	0	2021	2021	$37,000	15
New48	Other Structures	Shade Sail	Tilpa	Tilpa	0	2021	2021	$6,000	10
IR00040	Other Structures	Lights	Tilpa	Tilpa	1	2022	2022	$21,000	15
IR00032	Other Structures	Lighting - Tennis Courts & Basketball	Wilcannia	Wilcannia	1	2022	2022	$21,000	15
IR00031	Other Structures	Rugby Lights	Wilcannia	Wilcannia	1	2022	2022	$33,500	15
New31	Other Structures	Lights	Ivanhoe	Ivanhoe	1	2022	2022	$33,400	15
IR00035	Other Structures	Lighting - Tennis Courts	Menindee	Menindee	1	2022	2022	$14,000	15
New14	Other Structures	Shade Canopy	Darnick	Darnick	1	2022	2022	$30,000	15
IR00020	Other Structures	Field Lighting	Menindee	Menindee	1	2022	2022	$33,400	15
BA00053	Buildings	Transportable Office	Depot	White Cliffs	1	2022	2022	$38,000	15
BA00026	Buildings	Demountable Building	Filtration Plant	Wilcannia	1	2022	2022	$110,000	15
BP00004	Buildings	Shed	RFS	Wilcannia	1	2022	2022	$17,000	40
BP00075	Buildings	Emergency ATCOs	Depot	Wilcannia	1	2022	2022	$190,000	15
BT0004	Buildings	Shed	Airport	Tilpa	2	2023	2023	$24,000	25
BA00063	Buildings	Old Sheds 2	Depot	Wilcannia	2	2023	2023	$72,000	30
New11	Other Structures	Double Swing	Darnick	Darnick	2	2023	2023	$3,900	20

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
New12	Other Structures	Main Playground Piece	Darnick	Darnick	2	2023	2023	$36,000	20
New13	Other Structures	Main Playground Piece	Darnick	Darnick	2	2023	2023	$25,000	20
IT00039	Other Structures	Wind Sock	Ivanhoe	Ivanhoe	2	2023	2023	$500	20
New46	Other Structures	Main Playground Piece	Tilpa	Tilpa	2	2023	2023	$41,000	20
New47	Other Structures	Slide	Tilpa	Tilpa	2	2023	2023	$3,400	20
IT00038	Other Structures	Wind Sock	Tilpa	Tilpa	2	2023	2023	$500	20
New53	Other Structures	Fencing	White Cliffs	White Cliffs	3	2024	2024	$4,700	25
New49	Other Structures	Cricket Net	Tilpa	Tilpa	3	2024	2024	$15,000	25
New50	Other Structures	Fencing	White Cliffs	White Cliffs	3	2024	2024	$7,700	25
New44	Other Structures	Tennis Court Fencing	Wilcannia	Wilcannia	3	2024	2024	$20,700	25
IR00056	Other Structures	Fencing	Wilcannia	Wilcannia	3	2024	2024	$27,300	25
New15	Other Structures	Playground Fencing	Darnick	Darnick	3	2024	2024	$16,200	25
New10	Other Structures	Tennis Court Fencing	Darnick	Darnick	3	2024	2024	$20,700	25
BA00059	Buildings	Associated Amenities	Rural Fire Service	Menindee	3	2024	2024	$180,000	15
BE00002	Buildings	Amenities Block (2)	Caravan Park	White Cliffs	3	2024	2024	$150,000	15
BR00021	Buildings	Starting Gate Shed	Racecourse	Ivanhoe	3	2024	2024	$34,000	30
BP00042	Buildings	Amenities	SES	Wilcannia	3	2024	2024	$43,000	15
BP00014	Buildings	Transportable Building	Ivanhoe	Ivanhoe	4	2025	2025	$29,000	15
BH00032	Buildings	House	28-30 Field Street	Wilcannia	4	2025	2025	$357,000	35
BA00016	Buildings	Shed - Rear	SES	Wilcannia	4	2025	2025	$3,200	25
New01	Other Structures	Shade Sail Toddler	Menindee	Menindee	4	2025	2025	$19,500	15
New03	Other Structures	Shade Sail Main	Menindee	Menindee	4	2025	2025	$56,600	15
IR00030	Other Structures	Lights	Ivanhoe	Ivanhoe	4	2025	2025	$14,000	15
New26	Other Structures	Spring Rocket	Ivanhoe	Ivanhoe	4	2025	2025	$5,400	15
New39	Other Structures	Spring Rocket	Wilcannia	Wilcannia	4	2025	2025	$2,700	15
New40	Other Structures	Balance Board	Wilcannia	Wilcannia	4	2025	2025	$5,200	15
IR00036	Other Structures	Lighting	Wilcannia	Wilcannia	4	2025	2025	$7,000	15

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
New51	Other Structures	Spring Rocket	White Cliffs	White Cliffs	4	2025	2025	$2,700	15
New52	Other Structures	Shade Sail	White Cliffs	White Cliffs	4	2025	2025	$18,100	15
IT00040	Other Structures	Pilot Activated Lights System	Tilpa	Tilpa	5	2026	2026	$75,000	35
IR00021	Other Structures	Pool	White Cliffs	White Cliffs	5	2026	2026	$50,000	35
IR00105	Other Structures	Basketball Court	Tilpa	Tilpa	5	2026	2026	$49,900	35
IR00107	Other Structures	Toddler Pool	Wilcannia	Wilcannia	5	2026	2026	$156,000	35
IR00014	Other Structures	Basketball Court	Wilcannia	Wilcannia	5	2026	2026	$63,000	35
IR00015	Other Structures	Tennis Court	Wilcannia	Wilcannia	5	2026	2026	$80,000	35
New33	Other Structures	BBQ	Wilcannia	Wilcannia	5	2026	2026	$7,400	35
IR00110	Other Structures	Tennis Court	Menindee	Menindee	5	2026	2026	$99,800	35
New06	Other Structures	Tennis Court Fencing	Menindee	Menindee	5	2026	2026	$20,700	35
BA00048	Buildings	Signs Shed	Shire Depot	Wilcannia	5	2026	2026	$73,000	30
BH00019	Buildings	Amenities Block	Depot	Ivanhoe	5	2026	2026	$120,000	15
BP00043	Buildings	Office	SES	Wilcannia	5	2026	2026	$163,000	42
BP00035	Buildings	Fire Brigade Building	SES	Ivanhoe	5	2026	2026	$119,600	35
BT0006	Buildings	Amenities	Aerodrome	Ivanhoe	5	2026	2026	$8,000	50
New07	Other Structures	Double Swing	Menindee	Menindee	6	2027	2027	$3,900	20
New08	Other Structures	Slide	Menindee	Menindee	6	2027	2027	$3,400	20
New09	Other Structures	Main Playground piece	Menindee	Menindee	6	2027	2027	$23,000	20
New34	Other Structures	Flying Fox	Wilcannia	Wilcannia	6	2027	2027	$20,000	20
New35	Other Structures	Seasaw	Wilcannia	Wilcannia	6	2027	2027	$14,000	20
New36	Other Structures	Quad Swing	Wilcannia	Wilcannia	6	2027	2027	$7,900	20
New37	Other Structures	Main Playground Piece	Wilcannia	Wilcannia	6	2027	2027	$22,000	20
New38	Other Structures	Climbing Web	Wilcannia	Wilcannia	6	2027	2027	$25,000	20
New32	Other Structures	Rugby Goals	Ivanhoe	Ivanhoe	6	2027	2027	$12,100	21
New27	Other Structures	Double Swing	Ivanhoe	Ivanhoe	6	2027	2027	$3,900	20
New28	Other Structures	Main Playground Piece	Ivanhoe	Ivanhoe	6	2027	2027	$30,000	20

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
New29	Other Structures	Climbing Web	Ivanhoe	Ivanhoe	6	2027	2027	$25,000	20
IT00030	Other Structures	Pilot Activated Lights System	Ivanhoe	Ivanhoe	6	2027	2027	$75,000	20
New24	Other Structures	Wind Sock	Ivanhoe	Ivanhoe	6	2027	2027	$500	20
New20	Other Structures	Wind Sock	Ivanhoe	Ivanhoe	6	2027	2027	$500	20
New05	Other Structures	Rugby Goals	Menindee	Menindee	6	2027	2027	$12,100	20
BR00019	Buildings	Kiosk, Store, Awning, Filter, Paving etc	Swimming Pool	White Cliffs	6	2027	2027	$20,000	15
BR00062	Buildings	Tennis Shelter	Burke & Wills Park	Menindee	6	2027	2027	$14,000	30
BP00026	Buildings	Old Shed	SES	Ivanhoe	6	2027	2027	$24,000	30
BP00045	Buildings	Shed/Carport	SES	Wilcannia	6	2027	2027	$44,000	30
BH00049	Buildings	House	6-8 Reid Street	Wilcannia	6	2027	2027	$457,000	35
BH00039	Buildings	House	44 Woore Street	Wilcannia	6	2027	2027	$278,000	35
BC00004	Buildings	Cottage 1	Cottage 1- Menindee	Menindee	6	2027	2027	$217,000	35
BC00005	Buildings	Cottage 2	Cottage 2 - Menindee	Menindee	6	2027	2027	$217,000	35
BC00006	Buildings	Cottage 3	Cottage 3 - Menindee	Menindee	6	2027	2027	$200,200	35
BC00007	Buildings	Cottage 4	Cottage 4 - Menindee	Menindee	6	2027	2027	$217,000	35
BC00008	Buildings	Cottage 5	Cottage 5 - Menindee	Menindee	6	2027	2027	$217,000	35
BC00009	Buildings	Cottage 6	Cottage 6 - Menindee	Menindee	6	2027	2027	$190,200	35
BE00011	Buildings	Laundry	Caravan Park	White Cliffs	6	2027	2027	$28,000	15
BA00054	Buildings	Old Stable	Post Office	Wilcannia	6	2027	2027	$180,000	90
BA00013	Buildings	Single Garage	Shire Depot	Wilcannia	7	2028	2028	$25,000	40
BH00001	Buildings	Amenities	Old Depot	Wilcannia	7	2028	2028	$27,000	50
BH00007	Buildings	Amenities - Block	Golf Course	Wilcannia	7	2028	2028	$110,300	35
BH00033	Buildings	House	47-49 Hood Street	Wilcannia	7	2028	2028	$286,000	35
BH00034	Buildings	Flats 1-2	Ross St	Wilcannia	7	2028	2028	$300,000	35

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
BH00035	Buildings	Flats - 3-4	Ross Street	Wilcannia	7	2028	2028	$300,000	35
BH00036	Buildings	Flats - 5-6	Ross Street	Wilcannia	7	2028	2028	$300,000	35
BH00037	Buildings	House	63 Woore Street	Wilcannia	7	2028	2028	$397,000	35
BH00038	Buildings	House	57 Woore Street	Wilcannia	7	2028	2028	$204,600	35
BT0003	Buildings	Buildings	Airport	Ivanhoe	7	2028	2028	$12,000	40
New21	Other Structures	Loading Ramps	Ivanhoe	Ivanhoe	7	2028	2028	$9,100	45
New23	Other Structures	Shade Sail	Ivanhoe	Ivanhoe	7	2028	2028	$62,400	15
IR00050	Other Structures	Fence	Ivanhoe	Ivanhoe	8	2029	2029	$23,700	25
IA00051	Other Structures	Fence	Ivanhoe	Ivanhoe	8	2029	2029	$70,500	25
IA00055	Other Structures	Fence	Wilcannia	Wilcannia	8	2029	2029	$45,500	25
IC00010	Other Structures	Fence	Wilcannia	Wilcannia	8	2029	2029	$17,300	25
New04	Other Structures	Fence	Menindee	Menindee	8	2029	2029	$30,000	25
IA00053	Other Structures	Fence	Menindee	Menindee	8	2029	2029	$33,700	25
Z2	Buildings	LUNCHROOM	DEPOT	MENINDEE	8	2029	2029	$66,000	15
IR00055	Other Structures	Fence	Wilcannia	Wilcannia	8	2029	2029	$79,600	25
IR00057	Other Structures	Fence	Wilcannia	Wilcannia	8	2029	2029	$45,500	25
BT0001	Buildings	Buildings	Airport	Wilcannia	8	2029	2029	$50,000	30
BE00015	Buildings	New Building	Caravan Park	White Cliffs	8	2029	2029	$91,000	15
BH00002	Buildings	Amenities Hut	Shire Depot	Wilcannia	8	2029	2029	$122,200	35
BA00069	Buildings	Store Shed	Filtration Plant	Wilcannia	8	2029	2029	$44,000	30
ADDNC02	Buildings	Amenities	Waste Depot	Menindee	9	2030	2030	$16,000	30
BE00012	Buildings	Amenities	Victory Park Caravan Park	Wilcannia	9	2030	2030	$373,000	35
BH00004	Buildings	Amenities - Block	Burke Park	Wilcannia	9	2030	2030	$100,000	35
BH00020	Buildings	Amenities Block	Community Hall	Ivanhoe	9	2030	2030	$98,400	35
BA00021	Buildings	Sign Store	Sign Store	Menindee	9	2030	2030	$9,400	30
BR00012	Buildings	Player & Coach Box	Burke & Wills Park	Menindee	9	2030	2030	$8,800	40
New48	Other Structures	Shade Sail	Tilpa	Tilpa			2031	$6,000	10

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
BR00026	Buildings	Plant Room	Swimming Pool	Wilcannia	10	2031	2031	$59,000	50
BH00040	Buildings	House	16 Ross Street	Wilcannia	10	2031	2031	$381,000	35
BH00063	Buildings	Toilet Block	Aerodrome	White Cliffs	10	2031	2031	$5,700	50
BA00067	Buildings	Store Shed	Old Depot	Wilcannia	10	2031	2031	$210,000	50
BE00001	Buildings	Staff Residence	Victory Park Caravan Park	Wilcannia	10	2031	2031	$341,000	35

Appendix E Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2021	675000	1623000	674850	536000	0	3508850
2022	0	1623000	674850	250000	0	2547850
2023	0	1623000	674850	250000	0	2547850
2024	0	1623000	674850	250000	0	2547850
2025	0	1623000	674850	250000	0	2547850
2026	0	1623000	674850	250000	0	2547850
2027	0	1623000	674850	250000	0	2547850
2028	0	1623000	674850	250000	0	2547850
2029	0	1623000	674850	250000	0	2547850
2030	0	1623000	674850	250000	0	2547850
2031	0	1623000	674850	250000	0	2547850
2032	0	1623000	674850	250000	0	2547850
2033	0	1623000	674850	250000	0	2547850
2034	0	1623000	674850	250000	0	2547850
2035	0	1623000	674850	250000	0	2547850
2036	0	1623000	674850	250000	0	2547850
2037	0	1623000	674850	250000	0	2547850
2038	0	1623000	674850	250000	0	2547850
2039	0	1623000	674850	250000	0	2547850
2040	0	1623000	674850	250000	0	2547850