

# LIVINGSTONE SHIRE COUNCIL



## **FLEET ASSET MANAGEMENT PLAN 2016 – 2026**



**Document Control**

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## TABLE OF CONTENTS

<b>1</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
	<i>Purpose of the Plan</i> .....	4
	<i>Assumptions</i> .....	4
	<i>Levels of Service</i> .....	4
	<i>Future Demand</i> .....	4
	<i>Lifecycle Management Plan</i> .....	5
	<i>Asset Management Practices</i> .....	5
	<i>Risk Management</i> .....	5
	<i>Asset Specific Risks</i> .....	5
<b>2</b>	<b>BACKGROUND.....</b>	<b>6</b>
	2.1 Fleet and Plant Operations .....	6
	<i>Physical Parameters</i> .....	6
<b>3</b>	<b>LEVELS OF SERVICE .....</b>	<b>6</b>
<b>4</b>	<b>FUTURE DEMAND.....</b>	<b>9</b>
<b>5</b>	<b>ROUTINE MAINTENANCE .....</b>	<b>10</b>
	5.1 Routine Maintenance Plan.....	10
	5.1.1 Planned Maintenance Strategies .....	10
	5.1.2 Scheduled and Unscheduled Maintenance Responsibilities.....	10
<b>6</b>	<b>LIFECYCLE MANAGEMENT PLAN .....</b>	<b>11</b>
	<i>Disposal Plan</i> .....	14
<b>7</b>	<b>FINANCIAL SUMMARY .....</b>	<b>14</b>
	7.1 Key Assumptions made in Financial Forecasts.....	15
	7.2 Asset Valuations As at 30/6/2016 .....	15
	7.3 Future Valuation .....	15
	7.4 Planned Renewal .....	16
<b>8</b>	<b>PLAN IMPROVEMENT AND MONITORING.....</b>	<b>17</b>
	8.1 Improvement Programme .....	17
<b>APPENDIX</b> .....		<b>18</b>
	Appendix 1 10 Year Financial Plan .....	18

# 1 EXECUTIVE SUMMARY

This Asset Management plan was developed using data from the recent register as at the 30/06/2016, replacement thresholds reviewed in 2016 and Council's future works program updated throughout 2016.

## ***Purpose of the Plan***

Council's Goal is:

*Reliable, durable, cost effective infrastructure and Council assets which meet the needs and aspirations of the communities of Livingstone Shire.*

Therefore, the purpose of this asset management plan is to assist Council in: -

- Demonstrating responsible management.
- Clearly outlining the measureable service levels.
- Communicating and justify funding requirements for the future.
- Complying with regulatory requirements.

Fleet and Plant Assets are included within this Asset Management Plan and total some 320 items across the Council. Note that these are only items that exceed the Plant and Equipment capital threshold of \$5,000 per unit.

Fleet and Plant assets as at the 30/06/2016 have a gross replacement cost of \$18,95M and a fair value of \$11.47M. This asset class makes up approximately 1.70% of the total asset stock of Council.

## ***Assumptions***

The following assumptions have been made in the development of the modelling that informs this asset management plan:

- Assets will be renewed at determined Council replacement thresholds.
- The current rates of renewal and maintenance will remain constant at current 2016 values for the 10 years of this plan.

## ***Levels of Service***

Livingstone Shire Council has adopted principles to take all reasonable actions to provide its customers with reliable and safe services. This plan addresses the required plan for maintenance and renewals to ensure that Council can deliver these standards in the most optimised way.

## ***Future Demand***

Livingstone Shire and the Capricorn Coast in particular, is one of the fastest growing areas in the state at an average rate of 2.6% for the last ten years. It is estimated that growth will continue at an average of 2% per annum, with a population of approximately 37,000 and projected to reach around 50,000 by the year 2031.

Future growth is predicted to be predominately in the coastal centres of Yeppoon and Emu Park. Foreshore revitalisation projects in Yeppoon are expected to provide significant growth opportunities to the region.

## ***Lifecycle Management Plan***

The life cycle cost (maintenance plus renewals) is the average cost to maintain the asset over its life.

The life cycle cost (valuation data projections) to provide the fleet asset services, is estimated at \$5.40M in the current year, with Council's planned (what is in the budget) life cycle expenditure at \$5.49M in the current year, which gives a life cycle sustainability index of 1.02. Anything over .90 is very good.

The *average* life cycle cost (valuation data projections) to provide the fleet asset services, is estimated at \$5.29M per annum over the next 10 years, with Council's planned (what is in the budget) life cycle expenditure average at \$5.64M per annum for the next 10 years, which gives a life cycle sustainability index of 1.07. Anything over .90 is very good.

Based on this index, Council is adequately funding the required service level and required maintenance expenditures in the current year. Over the longer 10 year term Council is slightly overfunding the required renewal and maintenance expenditures.

## ***Asset Management Practices***

The accuracy of this plan is 90% out of 100%, due to the requirements to carry out a full audit of all Council Fleet and Plant, in particular clarification of small plant items over Council's \$5,000 capital threshold.

Future plans for improvements in cost capture, financial reporting and work order management will improve the accuracy of this plan further.

Renewals are based on Council's replacement thresholds that have been reviewed throughout the early part of 2016. Fleet Services also had a Business Service Level Review carried out across 2015 and 2016 and the recommendations from that review are yet to be implemented, this will also assist to improve the practices and services provided.

## ***Risk Management***

Council has a risk management framework. This framework provides the necessary guidance for managing enterprise risk within Council.

## ***Asset Specific Risks***

Assessment of risks associated with service delivery relating to fleet and plant will identify critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks. The current risk register is available from Council's Governance section.

## 2 BACKGROUND

The Fleet section has an asset base of approximately 320 items and has custodianship and management responsibility of all fleet and plant assets above the \$5,000 capitalisation threshold and / or all assets requiring registration with Queensland Transport.

### 2.1 Fleet and Plant Operations

Fleet Services objectives include:

- Customer service focused outcomes for servicing, repair, maintenance, fit out and decommissioning of fleet vehicles;
- Drive maintenance tasks to a higher level of scheduled work to provide lower operational costs;
- Procuring and disposal of vehicles and equipment in a timely and cost effective manner
- Ensure assets are provided fit for purpose through user consultation;
- Provision of reports to users to facilitate cost effective operation and benchmark asset utilisation;
- Assess new technologies for application to improve operational and environmental performance.

### ***Physical Parameters***

The assets included within this Asset Management Plan are:

<b>Asset Class</b>	<b>Asset Sub Class</b>	<b>Quantity</b>	<b>Book Replacement Value \$(M)</b>
<b>Plant And Equipment</b>	<i>Heavy Plant- (e.g. graders, rollers, backhoes etc)</i>	37	\$6.26
	<i>Heavy Vehicles - (e.g. trucks)</i>	46	\$6.51
	<i>Light Vehicles - (e.g. sedans, wagons, utilities etc)</i>	108	\$3.60
	<i>Grounds Care Equipment – (e.g. ride on mowers, tractors etc) and</i>	30	\$1.01
	<i>Ancillary Plant &amp; Equipment- other minor plant and equipment above the \$5,000 capitalisation threshold of Council</i>	100	\$1.57
<b>TOTAL</b>		<b>321</b>	<b>\$18.95</b>

*Values as at 30/06/2016 as per Financial Statements*

## 3 LEVELS OF SERVICE

Key specific fleet related levels of service goals include:

- Management and development of fleet and plant to reasonably address the emerging needs and demands on the Council;
- Management of fleet and plant in a cost effective and sustainable manner; and
- Maintenance of fleet and plant to appropriate standards fit for their purpose through an appropriate mix of scheduled and responsive maintenance.

This first version of the suggested service levels is shown in table below. Council still has some work to do to refine some of these service level items.

Council's improvement plan will address these by the next version of this document.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Provide a fleet which is well maintained and operational	Number of Maintenance Failures / Breakdowns Scheduled / Unscheduled maintenance ratio	Minimal failures / breakdowns Increasing scheduled over unscheduled maintenance	Scheduled maintenance as per manufacturer's recommendations Reporting in place for maintenance failures and ratios. Some further work required
Function	Capacity to support the required operations of the Council and deliver required levels of service (fit for purpose)	Equipment capacity available and meets specifications	Sufficient assets are available to deliver levels of service	Sufficient assets available
Safety	Plant causes no harm to the operator, public or environment	Pre-start checklists Risk inspections	No uncontrolled risk applicable to the equipment	Pre-start checklists completed Risk assessments at handover Hazard Inspections
Renewal	Renewals completed on time and in line with budget	Renewals in accordance with vehicle replacement program	Renewal in line with annual budgets	Renewal program in line with current program
Maintenance	Equipment fully maintained throughout the life of the asset	Meet scheduled maintenance in accordance with manufacturers recommendations	Compliance with manufacturers servicing specifications and timely attention to necessary non – scheduled repairs	Monthly service forecast reports provided to asset custodians as a reminder for servicing Service checklists (aligned to manufacturers requirements) provided with work orders for technicians

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Utilisation	Maximise utilisation results	Distance travelled Plant hours Optimised renewal Service intervals	Utilisation maximised	Utilisation reporting being refined. Working on reporting for management team



## 4 FUTURE DEMAND

The draft strategic framework in the planning scheme establishes the preferred urban growth areas for the next 20 years. This growth pattern balances the efficient supply of infrastructure with the need to protect natural features and avoid areas of natural hazard risk. New development will include higher levels of infill and medium density development within existing urban areas, to consolidate the use of existing infrastructure. New urban expansion will occur mostly in existing, approved subdivisions, with longer term expansion south of Yeppoon.

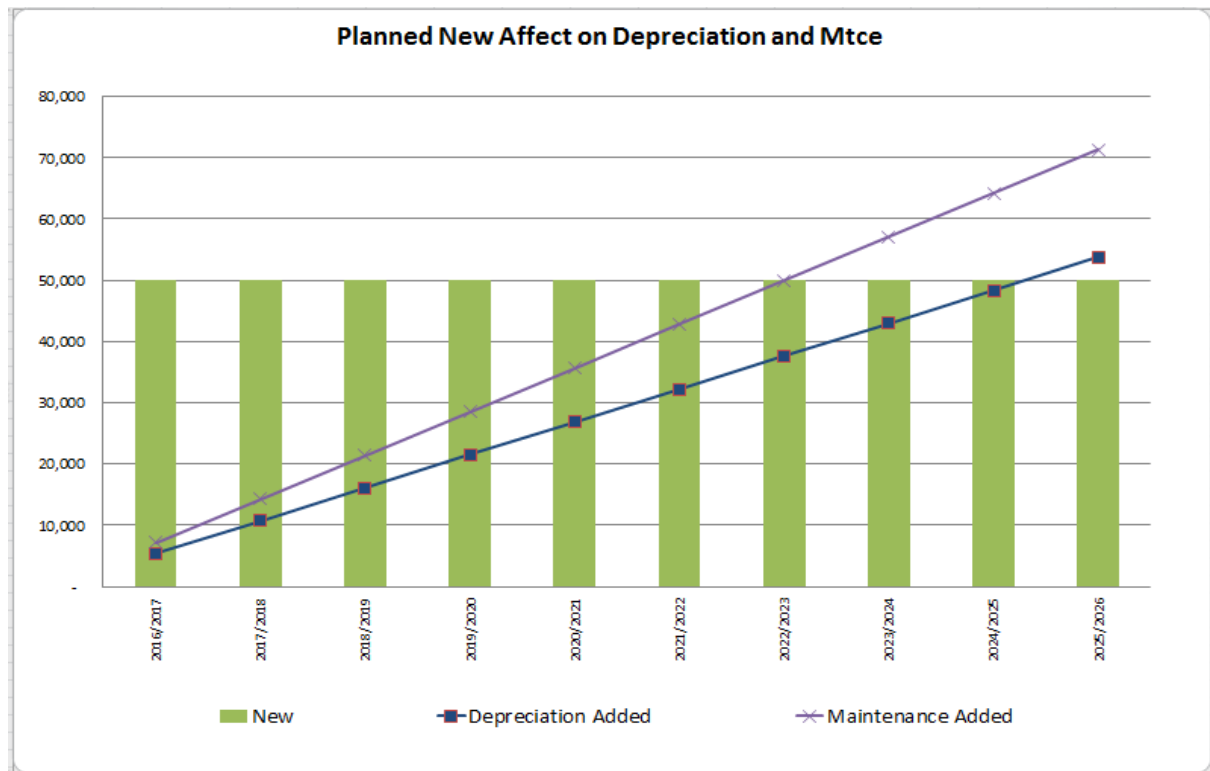
Urban growth in the strategic framework is divided broadly into four categories:

- *Urban consolidation* - redevelopment to accommodate medium density residential close to facilities, within 10 years (2015 – 2025);
- *Urban* – existing urban areas and extensions within 10 years (2015 -2025);
- *New urban* – urban development beyond 2025;
- *Future urban* - possible expansion beyond 2036

Development is expected in four main locations as indicated on the strategic framework maps:

- 2015 – 2025: Urban consolidation in Yeppoon and Emu Park centres
- 2015 – 2025: Infill and small expansion areas around Yeppoon, Lammermoor, Emu Park and Zilzie
- 2025 – 2036: New urban development south of Yeppoon and infill areas in Emu Park and Great Barrier Reef International Resort;
- 2036 and beyond: Future urban between the Pines and Yeppoon, Great Barrier Reef International Resort and Emu Park west.

Based on the future demand projections, the below chart represents the new asset growth projection for Fleet and Plant assets.



The planned program of new assets increases annual depreciation from \$2.04M to \$2.09M (a 2.5% increase) and annual maintenance from \$2.71M to \$2.78M (a 2.6% increase) respectively over the next 10 years.

Key factors influencing the demand for fleet and plant assets and services, and changes to existing assets include:

- Organisational growth;
- Changes in fleet and plant requirements;
- Changes in fleet and plant trends; and
- Change in organisation and community expectations

## 5 ROUTINE MAINTENANCE

### 5.1 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance or Unplanned maintenance is unplanned repair work carried out in response to service requests or breakdown.

Planned maintenance or scheduled maintenance, is any variety of scheduled maintenance to an object or item of equipment. Specifically, planned maintenance is a scheduled service visit carried out to ensure that an item of equipment is operating correctly and to therefore avoid any unscheduled breakdown and downtime.

Cyclic maintenance is maintenance that is scheduled on a regular cycle including Certificate of Inspections for heavy vehicles required annually by the Transport Department, annual trailer servicing etc...

#### 5.1.1 Planned Maintenance Strategies

Strategy	Activities
Driver/Operator initiated	<ul style="list-style-type: none"> <li>• Daily and Weekly inspections by drivers/operators,</li> <li>• Documenting/reporting defects to workshop staff,</li> <li>• Arrange unscheduled work if required</li> <li>• Document maintenance failures</li> </ul>
Planned Maintenance Servicing.	<ul style="list-style-type: none"> <li>• Maintenance schedules as per manufactures specification,</li> <li>• Recording of maintenance performed, labour and materials used.</li> <li>• Maintain register of maintenance issues and condition reports</li> <li>• Prioritisation of maintenance work to minimise operational downtime</li> </ul>

#### 5.1.2 Scheduled and Unscheduled Maintenance Responsibilities

The Fleet Workshop is responsible for:

- Scheduled maintenance and preventative maintenance planning
- Frequent safety checks on all items of plant / vehicles / equipment
- Emergency breakdown repairs
- Establishing failure records and identifying the reasons for plant / vehicle failures. It is essential to identify if the failure is due to:
  - operator negligence – in the field or lack of daily maintenance (such as failure to check the oil and water at start up)
  - application the machine is being used – wrong machine for the task required to be performed

- manufacturers fault, or
- simply the age of machine – expected component failure
- Monitoring downtime, including equipment availability, and downtime related to parts and labour

## 6 LIFECYCLE MANAGEMENT PLAN

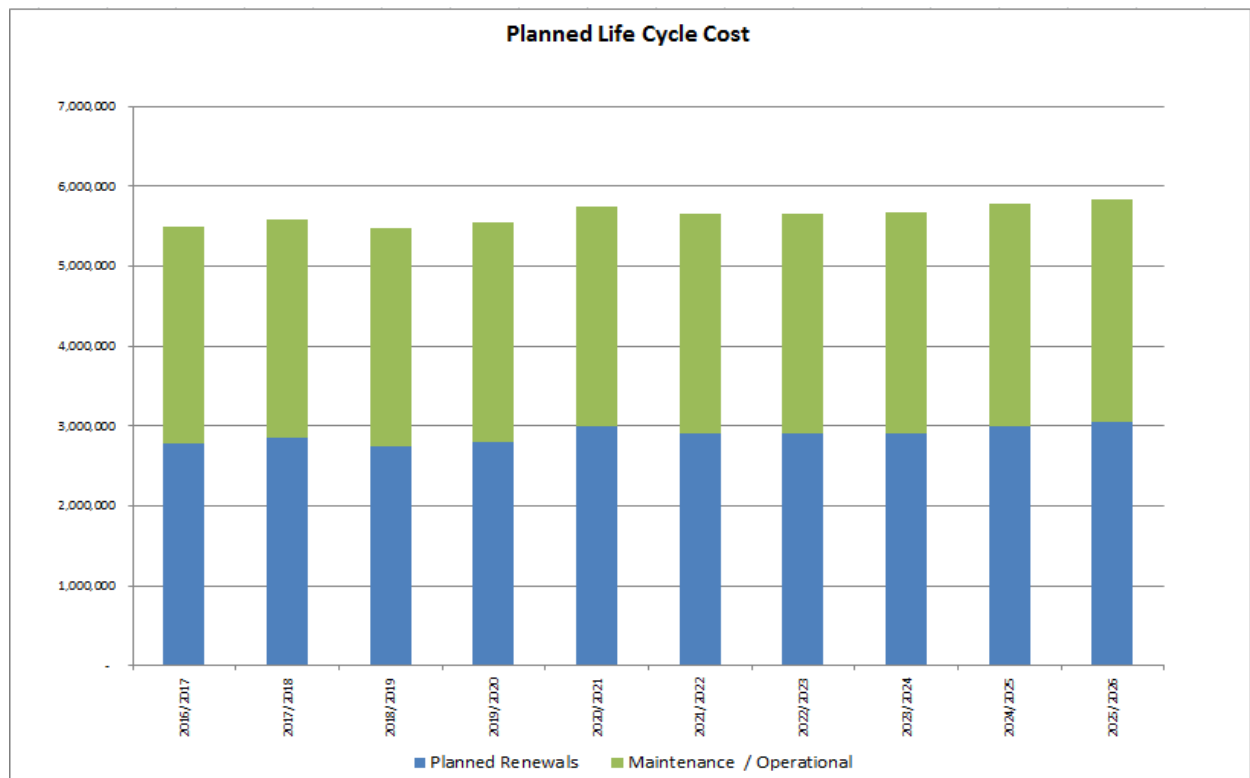
The life cycle cost (maintenance plus renewals) is the average cost to maintain the asset over its life.

The life cycle cost (valuation data projections) to provide the fleet asset services, is estimated at \$5.40M in the current year, with Council’s planned (what is in the budget) life cycle expenditure at \$5.49M in the current year, which gives a life cycle sustainability index of 1.02. Council’s sustainability target is greater than .90 over the long term as per the Financial Management (Sustainability) Guideline 2013.

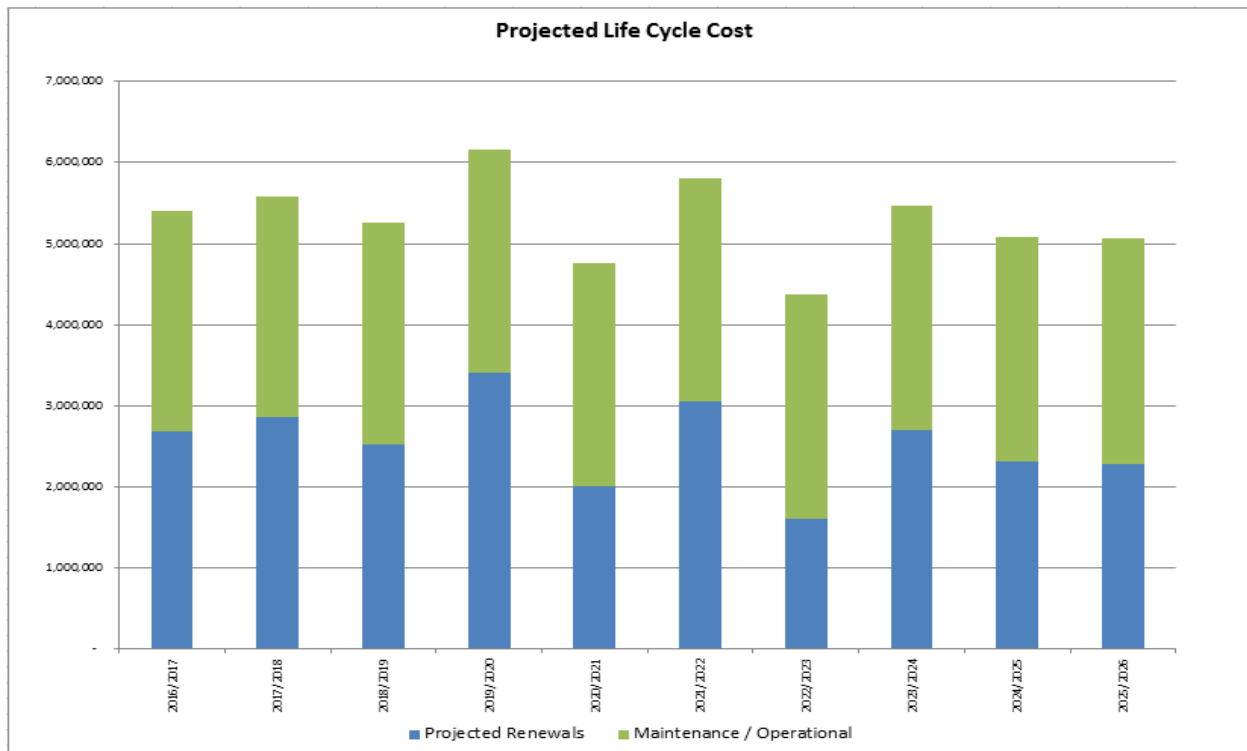
The *average* life cycle cost (valuation data projections) to provide the fleet asset services, is estimated at \$5.29M per annum over the next 10 years, with Council’s planned (what is in the budget) life cycle expenditure average at \$5.64M per annum for the next 10 years, which gives a life cycle sustainability index of 1.07. Council’s sustainability target is greater than .90 over the long term as per the Financial Management (Sustainability) Guideline 2013.

Based on this index, Council is adequately funding the required service level and required maintenance and operational expenditures in the current year. Over the longer 10 year term Council is slightly overfunding the required renewal expenditures. This funding will be considered in review of Council’s forward works program and aligned with the long term financial plan.

The below chart is the **planned** annual life cycle costings for fleet and plant assets over Council’s \$5,000 capital threshold. Planned refers to expenditure currently included in Council’s long term financial plan for renewal and maintenance.

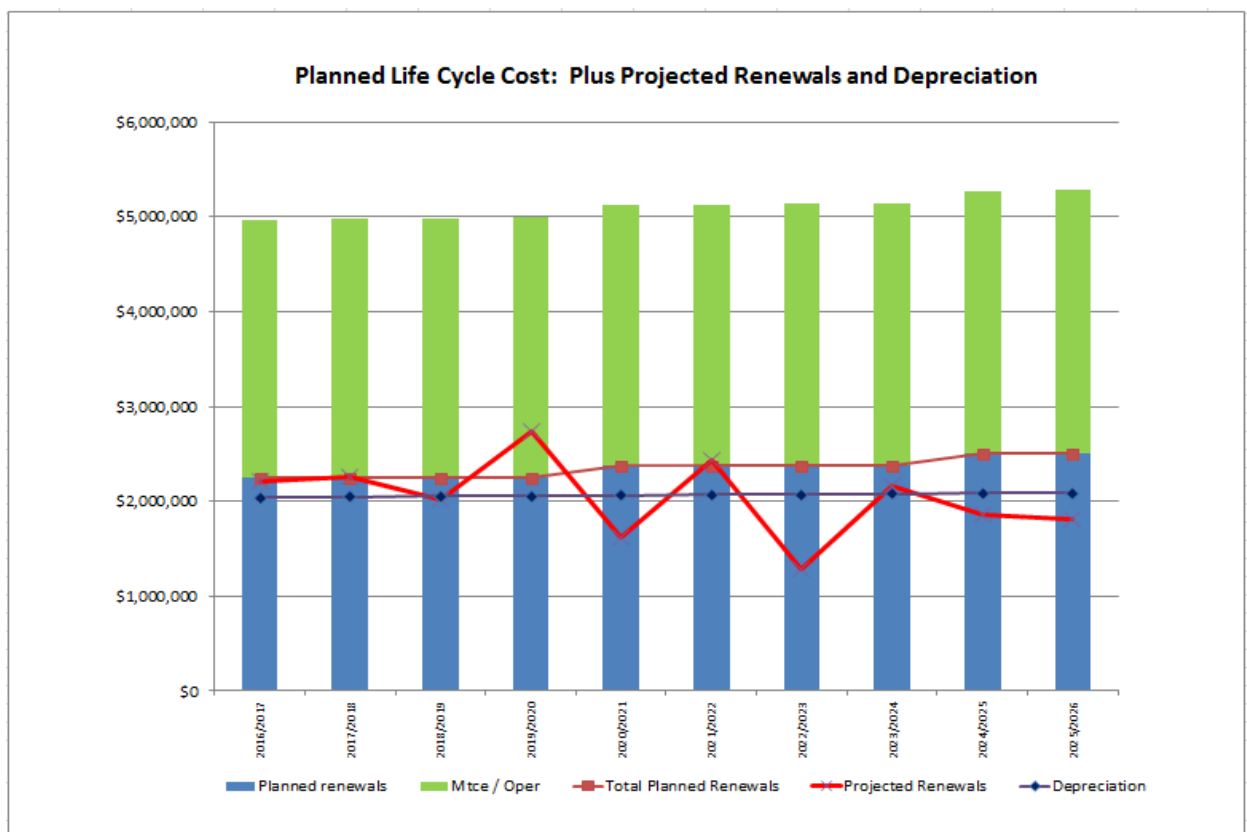


The below chart is the **projected** annual life cycle costings for fleet and plant assets over Council's \$5,000 capital threshold. Projected refers to the forecast renewals and maintenance expenditure.



The details of the planned and projected lifecycle costing can be found in Appendix 3.0.

Combined Chart of **planned and projected** values.



In the above graph, there is a very minor difference over the ten year period between the projected renewals and the depreciation line, this indicates that the renewals are being funded appropriately over the period.

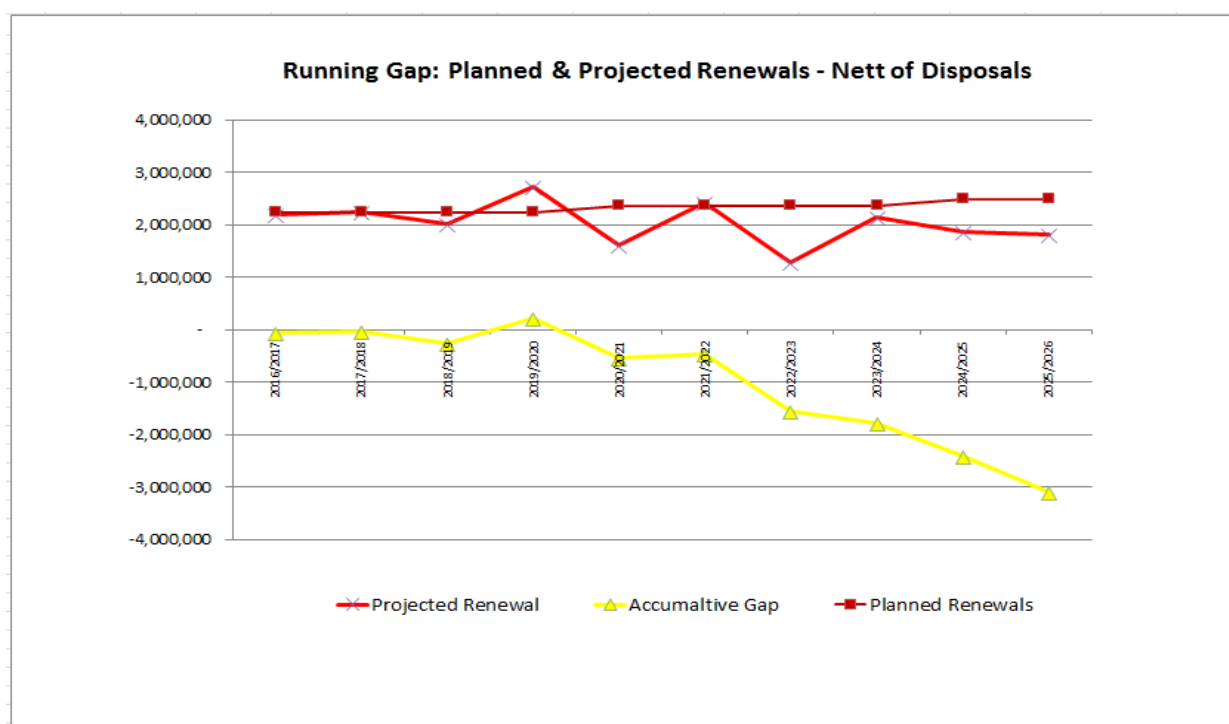
Maintenance and operational expenditures vary by a small amount over the ten year period as new assets come on line and will be adequately funded.

The following table provides an outline of the gap, year over year for the next 10 years.

Year End 30 June	Projected Capital Renewal (\$)	Projected Disposals (\$)	Planned Capital Renewal (\$)	Planned New / Upgrade Expenditure (\$)	Planned Disposals (\$)	Shortfall in Renewal Expenditure Nett (\$)	Cumulative Renewal Funding Shortfall (\$)
2017	2,685,000	-479,650	2,775,000	50,000	-525,000	-44,650	-44,650
2018	2,861,500	-597,525	2,850,000	50,000	-600,000	13,975	-30,675
2019	2,523,000	-504,650	2,750,000	50,000	-500,000	-231,650	-262,325
2020	3,411,000	-667,500	2,800,000	50,000	-550,000	493,500	231,175
2021	2,004,000	-382,325	3,000,000	50,000	-625,000	-753,325	-522,150
2022	3,050,000	-614,000	2,900,000	50,000	-525,000	61,000	-461,150
2023	1,613,000	-323,300	2,900,000	50,000	-525,000	-1,085,300	-1,546,450
2024	2,696,500	-539,275	2,900,000	50,000	-525,000	-217,775	-1,764,225
2025	2,311,000	-447,950	3,000,000	50,000	-500,000	-636,950	-2,401,175
2026	2,282,500	-469,900	3,050,000	50,000	-550,000	-687,400	-3,088,575

There above table highlights a current overfunding of the renewals over the ten year period.

The ten year renewal program is based on Council's plant replacement thresholds and it is assumed that these thresholds will be met. On that assumption the current funding appears to be appropriate over the first few years and increases over the last few years of the ten year forecast. Council will need to make appropriate adjustment to its forward programs for plant renewals and reflect this through to its long term financial plan. The surplus is visually represented in the graph below.



## Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition, scrapping or relocation. Assets identified for decommissioning and disposal have been determined within the modelling that informs this plan. The table below outlines some of the reasons as to why and when fleet and plant assets would be disposed.

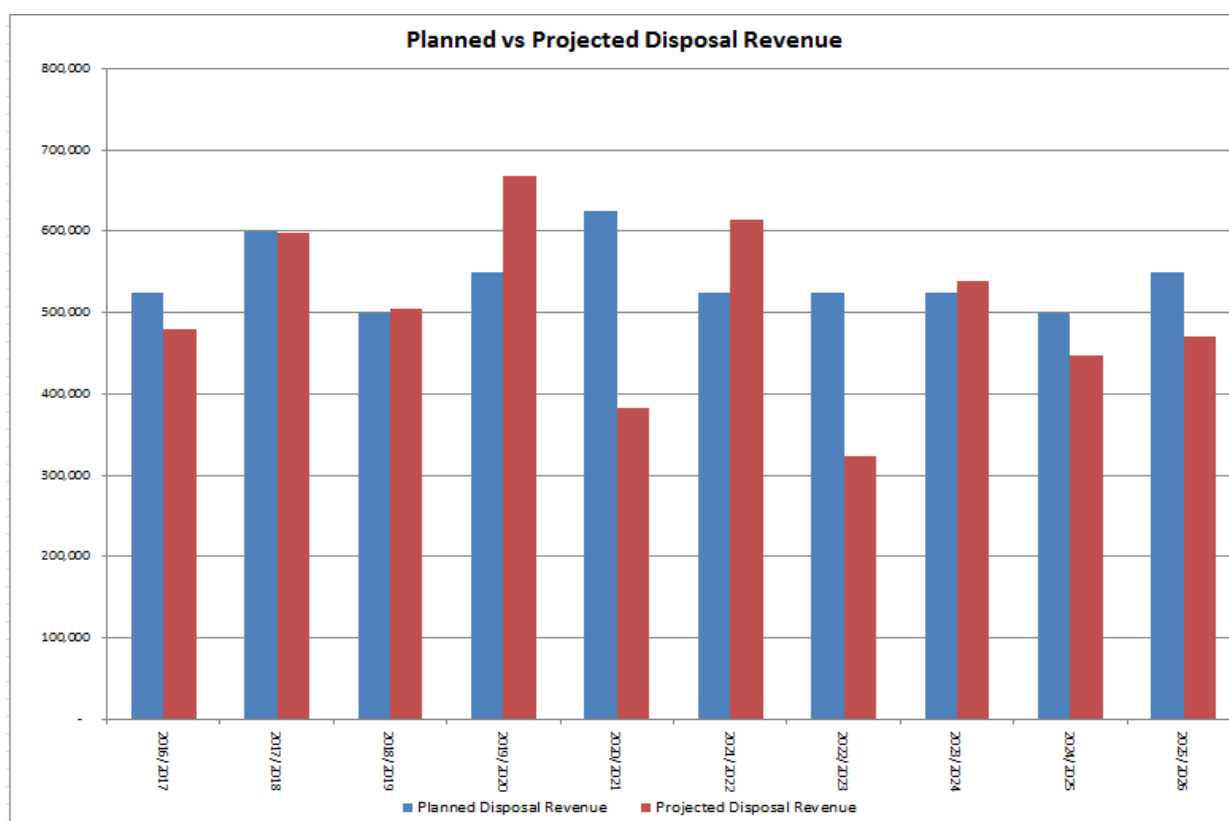
### Reasons for Disposal

Reason for Disposal	Timing
A low utilisation/surplus item that shall not be replaced	Disposal due to low utilisation will be where utilisation is well below benchmarks to own and operate and other options are available to fulfil operational needs. E.g. Hire.
Dispose of all Fleet Assets at end of useful life	Dispose of Fleet Assets in line with Councils Plant Replacement Thresholds.

The disposal of Council's fleet assets is by means of trade-in, by tender or public auction conducted by licensed auctioneers and is to comply with Council's Asset Disposal Directive.

The aim is to changeover items before excessive maintenance and repair and downtime costs start to occur and impact on resale values. This is the trigger point for an increase in depreciation and reduced resale value.

The table below highlights the difference between planned and projected disposal income over the ten year period, this is a reflection of the renewal profiles outlined in the previous sections of this plan.



## 7 FINANCIAL SUMMARY

Council will be adding \$500,000 of new assets over the next 10 years, which amounts to a 2.63% increase in assets stock. This will also increase annual depreciation from \$2.04M to \$2.09M (a 2.5% increase) and annual maintenance and operational expenditure from \$2.71M to \$2.78M (a 2.6% increase) respectively over the next 10 years.

## 7.1 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure, asset values, depreciation expense and carrying amount estimates.

Key assumptions made in this asset management plan are:

- Council will continue, where possible to maintain plant and equipment internally or locally;
- Current Council services will not diminish;
- The current mix of plant represents a reasonable and cost effective method of providing Council services;
- Repair and maintenance estimates are based on historical costs, and these provide reasonable projections of future expenditure;
- Residual values of vehicles are evaluated using historical values and industry guides, and these are accurate enough to set income budgets for the future years.

## 7.2 Asset Valuations As at 30/6/2016

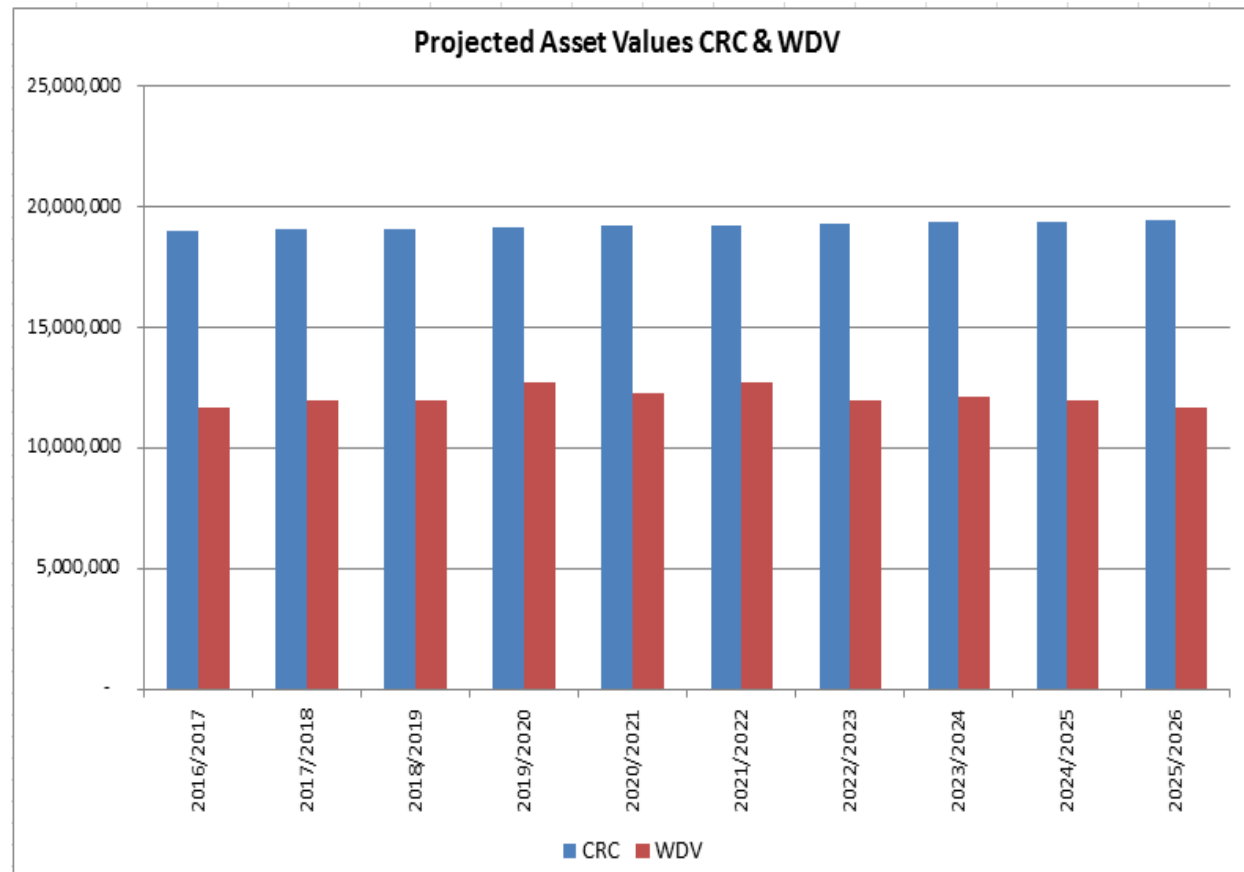
Component	CRC	WDV	ANN_DEP
Fleet	18,954,224	11,467,015	2,037,276
<b>Grand Total</b>	<b>18,954,224</b>	<b>11,467,015</b>	<b>2,037,276</b>

CRV = Gross Replacement Cost

WDV = Fair Value

Ann\_Dep = Annual Depreciation

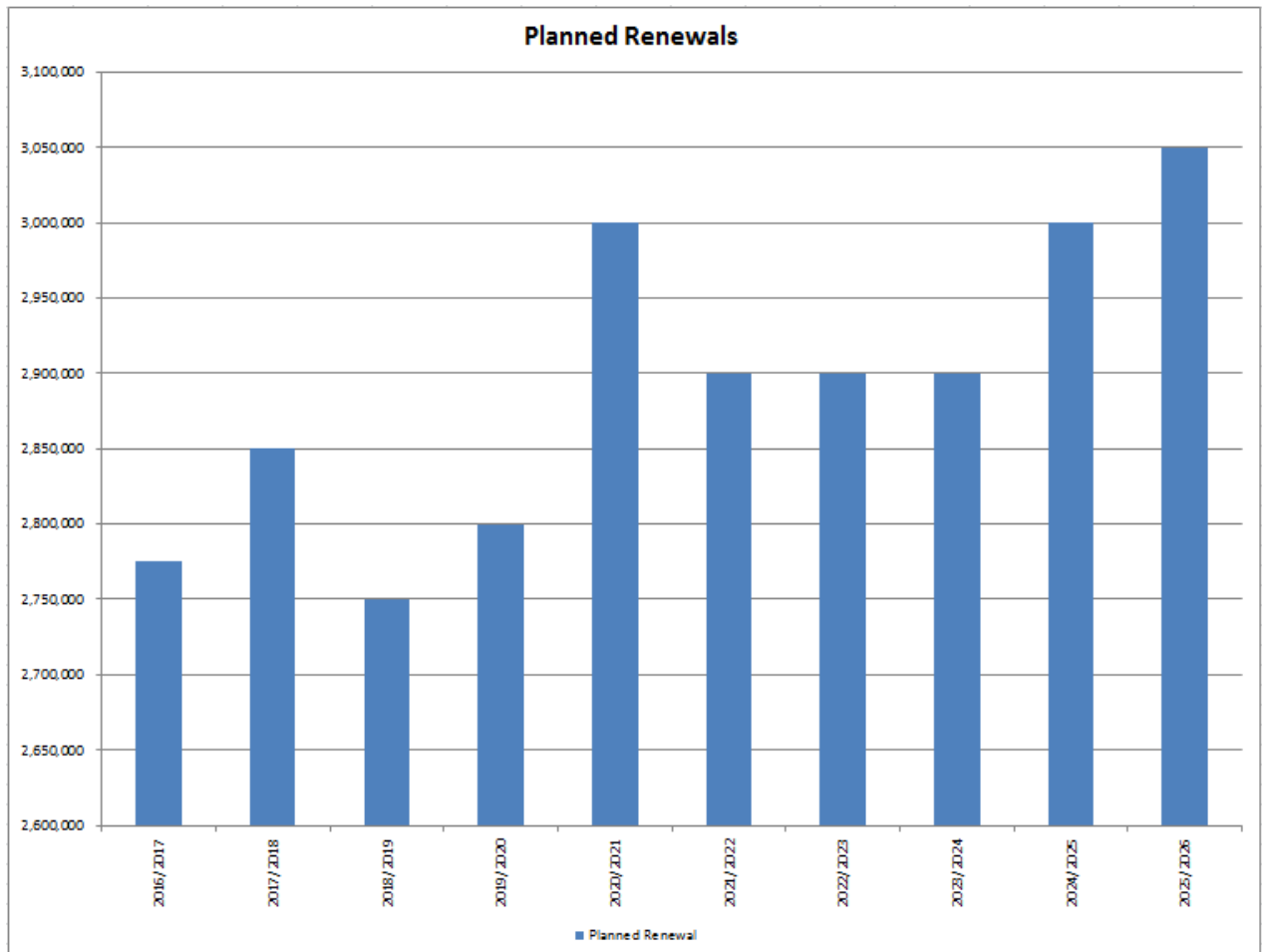
## 7.3 Future Valuation



Asset values are forecast to increase very slightly as additional assets are added to the asset stock from acquisition by Council, the Written Down Value will vary over the forecast period depending on the addition of those new assets, disposal of old assets and consumption of existing assets.

The above graph provides a visual of the effect over the ten year period to Councils asset base and the future consumption and renewal of the fleet and plant assets across the longer term.

## 7.4 Planned Renewal



The above graph provides detail of the planned renewals currently in Councils forward works program.



## 8 PLAN IMPROVEMENT AND MONITORING

This Section provides details on planning for monitoring the performance of the AM plan and any improvements to AM systems that will improve the level of confidence in the AM plan.

### 8.1 Improvement Programme

The Asset Management Plan can be improved in the following ways.

Task	Timeframe	Responsibility	Resources Required
Align long term financial plan with projected renewal modelling in this AMP.	6 months	Manager Assets	Current Resources
Audit of fleet and plant assets to ensure currency of asset register, including small plant	6 months	Coordinator Fleet / Technical Officer	Current Resources
Improvement in costing and financial reporting in regards to maintenance and renewal costs	12 months	Manager Assets	Current Resources
Refinement of future replacement programs for fleet and plant assets	12 months	Manager Assets & Coordinator Fleet	Current Resources
Further review of fleet replacement thresholds	12 months	Manager Assets & Coordinator Fleet	Current Resources
Refine systems associated with work order processes, including: <ul style="list-style-type: none"> <li>• Accurate recording in Conquest of planned vs unplanned works</li> <li>• Fault Capture</li> <li>• Improved service time capture</li> <li>• Improved recording of multiple service jobs</li> </ul>	12 months	Manager Assets & Coordinator Fleet	Current Resources
Assessment of Fleet Management Systems to determine a best fit for Council	12 months	Manager Assets / Coordinator Fleet / Business Improvement	Current Resources
Determine Measurement of assigned service levels (where required)	12 months	Manager Assets & Coordinator Fleet	Current Resources

# APPENDIX

## Appendix 1 10 Year Financial Plan

	Required	Required	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Financial Class	Type- Operational, Mtce, New or Renewal, Revenue		1	2	3	4	5	6	7	8	9	10
Plant	Maintenance& Operations (FWP)		2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212
Plant	Renewal (SL)		2,685,000	2,861,500	2,523,000	3,411,000	2,004,000	3,050,000	1,613,000	2,696,500	2,311,000	2,282,500
Plant	Renewal (FWP)		2,775,000	2,850,000	2,750,000	2,800,000	3,000,000	2,900,000	2,900,000	2,900,000	3,000,000	3,050,000
Plant	New (FWP)		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Plant	Upgrade (FWP)		-	-	-	-	-	-	-	-	-	-
Plant	Depreciation		2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276
Plant	Depreciation (From New Assets)		5,374	5,374	5,374	5,374	5,374	5,374	5,374	5,374	5,374	5,374
Plant	Maintenance (From New Assets)		7,135	7,135	7,135	7,135	7,135	7,135	7,135	7,135	7,135	7,135
Plant	Revenue-Capital FWP		525,000	600,000	500,000	550,000	625,000	525,000	525,000	525,000	500,000	550,000
Plant	Revenue-Capital SL		479,650	597,525	504,650	667,500	382,325	614,000	323,300	539,275	447,950	469,900
Plant	Maintenance& Operations (FWP)	Totals	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212	2,705,212
Plant	Renewal (SL)	Totals	2,685,000	2,861,500	2,523,000	3,411,000	2,004,000	3,050,000	1,613,000	2,696,500	2,311,000	2,282,500
Plant	Renewal (FWP)	Totals	2,775,000	2,850,000	2,750,000	2,800,000	3,000,000	2,900,000	2,900,000	2,900,000	3,000,000	3,050,000
Plant	New (FWP)	Totals	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Plant	Upgrade (FWP)	Totals	-	-	-	-	-	-	-	-	-	-
Plant	Depreciation	Totals	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276	2,037,276
Plant	Depreciation (From New Assets)	Totals	5,374	5,374	5,374	5,374	5,374	5,374	5,374	5,374	5,374	5,374
Plant	Maintenance (From New Assets)	Totals	7,135	7,135	7,135	7,135	7,135	7,135	7,135	7,135	7,135	7,135
Plant	Revenue-Capital FWP	Totals	525,000	600,000	500,000	550,000	625,000	525,000	525,000	525,000	500,000	550,000
Plant	Revenue-Capital SL	Totals	479,650	597,525	504,650	667,500	382,325	614,000	323,300	539,275	447,950	469,900
Planned	Renewal FWP	Summary	2,775,000	2,850,000	2,750,000	2,800,000	3,000,000	2,900,000	2,900,000	2,900,000	3,000,000	3,050,000
Projected	Renewal SL	Summary	2,685,000	2,861,500	2,523,000	3,411,000	2,004,000	3,050,000	1,613,000	2,696,500	2,311,000	2,282,500
Planned	Renewal FWP - Nett of Revenue	Summary	2,250,000	2,250,000	2,250,000	2,250,000	2,375,000	2,375,000	2,375,000	2,375,000	2,500,000	2,500,000
Projected	Renewal SL - Nett of Revenue	Summary	2,205,350	2,263,975	2,018,350	2,743,500	1,621,675	2,436,000	1,289,700	2,157,225	1,863,050	1,812,600
Planned	Renewal FWP/Dep	Summary	110%	110%	110%	110%	117%	117%	117%	117%	123%	123%
Projected	Renewal SL/Dep	Summary	108%	111%	99%	135%	80%	120%	63%	106%	91%	89%
Planned	Accumulative Depreciation	Summary	2,042,650	2,048,024	2,053,398	2,058,772	2,064,147	2,069,521	2,074,895	2,080,269	2,085,643	2,091,018
Planned	Accumulative Maintenance (FWP)	Summary	2,712,347	2,726,617	2,733,752	2,740,887	2,748,022	2,755,157	2,762,292	2,769,427	2,776,562	2,783,697
Planned	Combined New + Upgrade	Summary	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Planned -Projected	Accumulative Gap	Summary	-90,000	-78,500	-305,500	305,500	-690,500	-540,500	-1,827,500	-2,031,000	-2,720,000	-3,487,500
Planned -Projected	Accumulative Gap (Nett)	Summary	-44,650	-30,675	-262,325	231,175	-522,150	-461,150	-1,546,450	-1,764,225	-2,401,175	-3,088,575
Planned	Accumulative Maintenance (new assets)	Summary	7,135	14,270	21,405	28,540	35,675	42,810	49,945	57,080	64,215	71,350
Planned	Accumulative Depreciation (new assets)	Summary	5,374	10,748	16,123	21,497	26,871	32,245	37,619	42,994	48,368	53,742
Planned	% of Asset Stock Increased (As low as possible)	Summary	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Planned	% of Asset Stock Renewed (1 to 2%)	Summary	14.6%	15.0%	14.4%	14.6%	15.6%	15.1%	15.0%	15.0%	15.5%	15.7%
Projected	Opening Asset Value (Opening +New)	Summary	19,004,224	19,054,224	19,104,224	19,154,224	19,204,224	19,254,224	19,304,224	19,354,224	19,404,224	19,454,224
Projected	Fair Value (Opening - Depreciation + Renewal-Revenue SL)	Summary	11,679,715	11,945,666	11,960,618	12,695,345	12,302,874	12,719,353	11,984,158	12,111,113	11,938,520	11,710,102
Planned	Asset Consumption	Summary	61%	63%	63%	66%	64%	66%	62%	63%	62%	60%