Ordinary Meeting

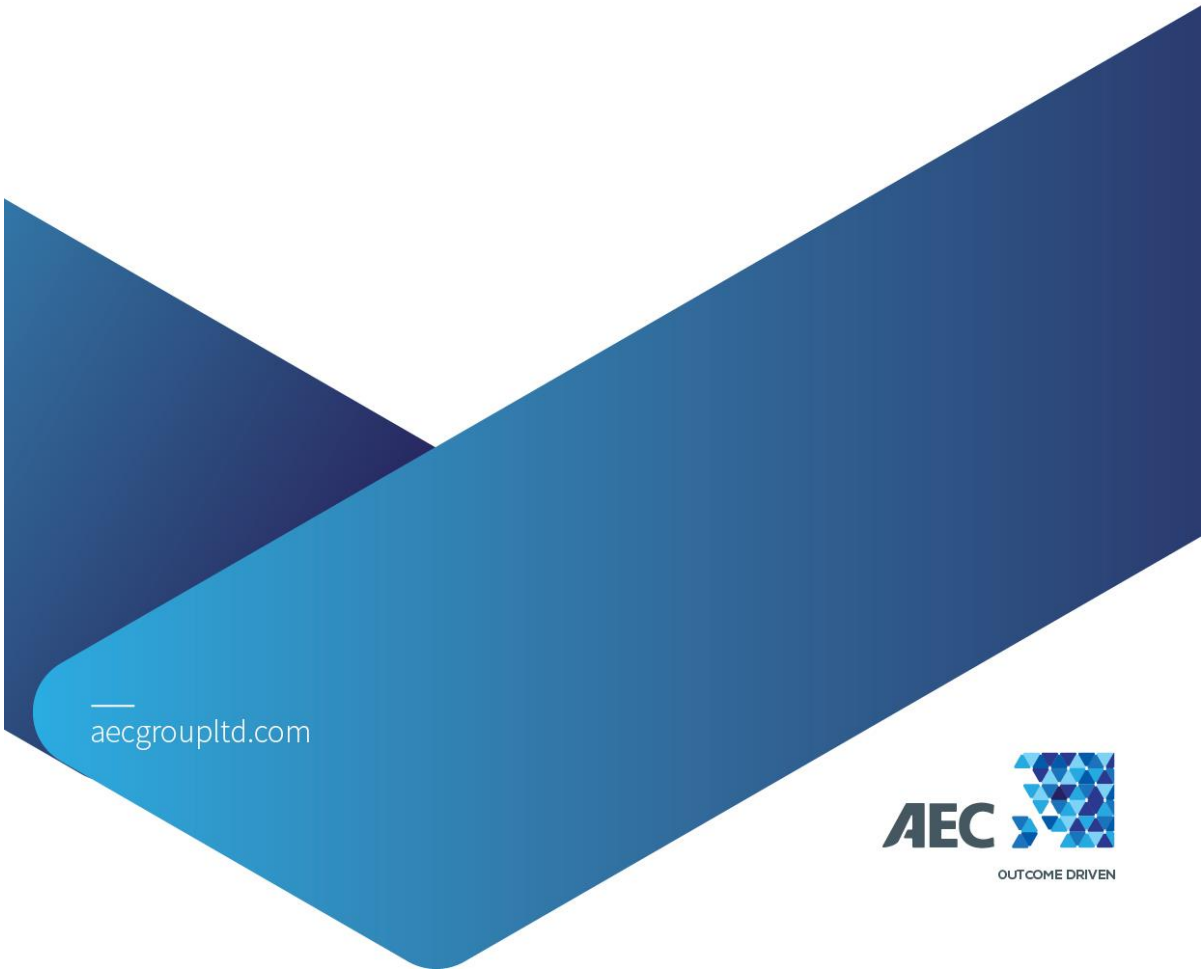
Meeting Date: Tuesday, 11 March, 2025
Location: Council Chambers, City Administrative Building, Bridge Road, Nowra

Attachments (Under Separate Cover)

Index

FLEET AND PLANT SERVICE REVIEW

SHOALHAVEN CITY COUNCIL
JUNE 2024



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EXECUTIVE SUMMARY

BACKGROUND

The Shoalhaven region is located on the south coast of New South Wales, with the regional centre of Nowra-Bomaderry located 160 kilometres south of Sydney. Most of the population is concentrated along the coastal fringe, which is traversed by the Princes Highway. The major centres include Nowra-Bomaderry, Milton-Ulladulla, Huskisson-Vincentia, St Georges Basin District, Culburra Beach and Sussex Inlet – see Figure 1.1 below.

Council manages a plant and fleet portfolio, supplemented with hired and leased items, to enable the provision of services and public infrastructure. While the light fleet generally supports all services requiring passenger travel, the heavier fleet and plant supports the operations and maintenance of transport, water, sewer, waste and parks/gardens infrastructure.

A majority of light and heavy fleet is owned by Council, supplemented by hired plant and fleet – approximately $3.5 million of external hired plant and fleet is hired/leased each year.

While a large majority of maintenance is completed by Council officers, there is some outsourcing of maintenance, primarily relating to specialised plant at the Waste Depot in West Nowra.

Council's fleet and plant is currently garaged and serviced from the depots at Bomaderry, South Nowra (Flinders), Woollamia and Ulladulla.

The total replacement cost of plant and fleet assets considered by this review is $94 million with an estimated annual operating cost of $22 million – including annual depreciation expense of $7.2 million.

Table ES-1. Current Plant and Fleet Portfolio

Fleet Category	Count	Current Replacement Cost[1]	% of Total Replacement Cost	Annual Depreciation[2]	Annual Operating Cost	% of Total Operating Cost	Replacement Cost of Assets Beyond Optimal Replacement
Passenger Vehicles	146	$7,107,000	7.6%	$635,601	$2,044,475	9.3%	$54,600
Light Commercial	265	$11,505,000	12.3%	$1,431,746	$4,022,198	18.3%	$300,000
Trucks	159	$22,510,000	24.0%	$1,963,139	$6,123,380	27.8%	$856,000
Heavy Plant	79	$19,250,000	20.5%	$1,518,894	$5,412,615	24.6%	$1,964,000
Small Plant	1,792	$4,171,500	4.4%	$324,895	$461,804	2.1%	$815,550
Mowers	86	$1,920,000	2.0%	$188,103	$828,871	3.8%	$180,000
Trailers	205	$3,906,000	4.2%	$219,568	$791,863	3.6%	$1,211,850
Attachments	50	$1,440,000	1.5%	$184,541	$274,430	1.2%	$810,000
Roller	17	$1,575,000	1.7%	$118,536	$367,254	1.7%	$362,250
RFS	128	$15,271,500	16.3%	$593,262	$907,474	4.1%	$1,078,500
Other	147	$5,205,000	5.5%	$385,758	$773,937	3.5%	$1,199,350
Total	**3,074**	**$93,861,000**	**100.0%**	**$7,564,043**	**$22,008,302**	**100.0%**	**$8,832,100**

Source: AEC analysis of Council fleet data

PURPOSE & APPROACH

Council is seeking to achieve the most effective utilisation and management of plant and fleet. The review assumed no change in the current level of operations and no change to the organisation and delivery of the capital works. The delivery of the capital works has is a major determinant of the demand for internal plant and fleet.

[1] Current replacement cost based on modern-day equivalent

[2] Depreciation calculated based on historical cost not fair value

The desired outcomes of the review as provided by the Council include:

- Review of Council's utilisation of plant and fleet to deliver necessary functions, considering the services undertaken and current service levels, what resources are required and the most cost effective ownership/operating models.
- Opportunities for potential savings
- Review of management of the plant/feet record keeping and maintenance.
- Replacement schedule to minimise annual plant/fleet replacement turnover cost
- Realistic plant hire charge to reflect full cost recovery
- Sustainable income to be able to move forward with innovations and improvements
- Improvements in the quality of the asset data
- The general fund plant reserve to be able to sustain perpetual replacements and operations

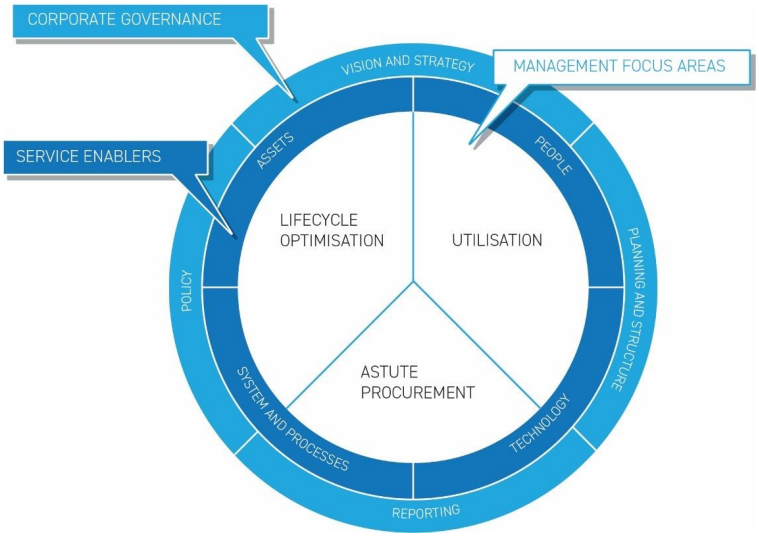
The approach followed by AEC is our inhouse developed whole-of-service approach to fleet management – AEC refers to as the Best Practice in Fleet Management (AEC Model). The AEC Model has been developed from an organisational perspective and is designed to best inform organisational leaders to improve fleet management performance across the organisation.

As part of the service review, AEC completed an onsite inspection and audit of fleet data, including a visual condition assessment of all large plant and fleet items, meetings with stakeholders and a functional review of the workshops.

The service review has addressed key areas that add the most value to improving the effectiveness and efficiency of a fleet management service, organised by the following grouped functions:

- **Corporate Governance** – Vision and strategy, planning and structure, reporting and policy.
- **Service Enablers** – People, assets, technology and systems/processes.
- **Management Focus Areas** – Asset utilisation, astute procurement and lifecycle optimisation.

Figure - Best Practice in Fleet Management (AEC Model)



Source: AEC

KEY FINDINGS AND RECOMMENDATIONS

Function	Finding	Recommendation
Corporate Governance		
1 Vision and Strategy	1.1 Council does not currently have a strategy or a fully funded long-term replacement plan for the future delivery of plant and fleet. The management and planning for plant and fleet is predominantly focused on short term needs and requirements as determined by the operators of the plant and fleet.	1.1 A 10-Year Plant and Fleet Replacement Program to be developed to enable the delivery of the forward capital works plan and service planning and integrated with the Long Term Financial Plan – prepared by the Plant and Fleet Working Group, endorsed by Executive and adopted by Council.
2 Planning and Structure	2.1 There is currently no formal working group or a stakeholder group tasked with responsibility for ensuring stakeholders are engaged, monitor reporting of performance indicators, consider business cases for new plant/fleet, investigate major breakdowns/downtime, develop recommendations to EMT/Council and coloration in planning for future replacement and demand for plant and fleet.	2.1 The establishment of a Plant and Fleet Working Group is a key consideration., reporting on routing performance indicators and providing advice to the Executive and the Council. The Plant and Fleet Working Group will enable stronger governance to ensure that there is appropriate planning for plant and fleet, integrated with operations and capital works planning, with enhanced accountability for high performance of plant and fleet
	2.2 Shoalhaven City Council has three fleet reserves (General, Water and Sewer) and the waste fleet is funded within the waste budget and reserve. The general fund plant replacement reserve has been used to fund other capital projects and new plant items (rather than replacement), causing the balance of this reserve to fall below the level to fund the required replacements.	2.2 Ensure that the plant replacement reserves are not used for other purposes.
	2.3 Council has a panel arrangement for external plant hire with 55 contractors currently listed. The process for engaging contractors from the panel lacks adequate controls and is guided by an internal document that is expected to deliver equity of engagement in preference to best value to Council.	2.3 The administration of the external plant hire is to be controlled by fleet management to ensure that Council receives best value for money, with the contractors able to submit revised rates on a six monthly basis and that fleet management will monitor the utilisation of the external plant hire in line with the utilisation (underutilisation) of its own fleet
	2.4 The leaseback contributions paid by Shoalhaven employees is low compared to the benchmarked councils, resulting in a large fringe benefits tax expense	2.4 Review the leaseback contributions to minimise or remove the fringe benefits tax
3 Reporting	3.1 There is currently limited reporting on the performance of Council's fleet service. There is no monitoring of fuel use, no useful reporting on fuel consumption and insufficient controls in place.	3.1 Through the Plant and Fleet Working Group, performance reporting could be provided to the Executive Management Team that includes the key performance indicators as outlined in the report.
	3.2 The meter readings are not being entered at the time of purchase of fuel and the readings that are entered do not always progress into the asset register due to data errors on the import.	3.2 Make the entering of meter readings compulsory and report non-conformance.
4 Policy	4.1 Council has a current Motor Vehicle Policy that mostly governs the provision and responsibilities for private use privileges. Council	4.1 Council to adopt a Fleet Management Policy and the revised Motor Vehicle Policy with the proposed embellishments as

Function	Finding	Recommendation
	currently does not have policy that sets the Council's management objectives, decision making criteria (and thresholds), defines roles and responsibilities and requires reporting back to the Council to ensure the objectives of the policy are being achieved.	provided in the Appendix to this report. The Fleet Management Policy will establish the selection criteria, optimal replacement time for plant and fleet and the planning and performance reporting requirements and responsibilities
Service Enablers		
5 People	5.1 There is a dedicated fleet manager with adequate administrative support but the lack of adequate fleet reporting results in ad hoc decisions and a reactive fleet management environment. While the fleet management functions are centralised, there is little to no benefits being realised by the centralisation. The benefits of centralisation that are not being realised include standardisation, data management, automation of processes, quality control of specifications, optimisation of investments, performance reporting, sharing of plant and fleet and accountability for utilisation and optimisation of the plant and fleet 5.2 The Workshop Supervisor undertakes fleet administrative duties such as parts procurement and entering data	5.1 Creation of a new position, Fleet Technical Officer to administer and monitor the external plant hire, facilitate the preparation of all procurement specifications, arrange the procurement of all trucks and plant, use fit for purpose methodology for all fleet specifications, ensure an accurate asset register is maintained, ensure all fleet assets have appropriate maintenance schedules and liaise with the workshops to review maintenance performance 5.2 Work with the adjacent store for procuring parts for scheduled servicing. A broader review of workshop procurement practices to assist with the efficiency of the workshop is necessary. Additional administration support is required at the workshops, particularly to assist with maintenance planning and tracking overdue servicing, as well as facilitating external hiring of plant and fleet. An additional 0.5 FTE of admin support is required at least across the workshops.
6 Technology	6.1 The configuration or reporting and integration within Technology One appears to be lacking, and the system is not being used as a maintenance management system.	6.1 Council to improve the configuration of the Enterprise Asset Management - Fleet Management to support and enable the Maintenance Plan and to enable performance reporting as required by the Plant and Fleet Working Group.
7 Systems & Processes	7.1 The fleet servicing functions, including maintenance, are predominantly undertaken by Council staff. There is some outsourcing of tasks, primarily relating to specialised plant at the Waste Depot in West Nowra	7.1 Investigate the opportunity to outsource the maintenance of high use, key fleet assets at the waste depot under a contract arrangement with the OEM / supplier
8 Assets	8.1 The depots at Bomaderry, Ulladulla and Woollamia appear to have adequate storage and manoeuvring space for the current fleet with some spare capacity for additional dry hire plant. The layout of the workspace in the fabrication workshop is not ideal. 8.2 There is a lack on controls in fuel management.	8.1 Investigate moving the fabrication workshop to a new purpose built facility. One boiler maker to remain at the Bomaderry workshop for repairs on plant. 8.2 Need to implement more controls and exception reporting in fuel management.

Function	Finding	Recommendation
Key Management Focus Areas		
9 Utilisation	9.1 Council has not set annual utilisation targets. 9.2 Fleet items with average utilisation well below benchmarks have been highlighted with the potential savings to Council if the assets were disposed of and not replaced. 9.3 The depreciation that is charged by Shoalhaven City Council is more than what is calculated in the model, this is due to no residual value recorded for assets or the useful life is shorter. 9.4 The current internal hire charge to recover the cost of providing plant and fleet does not reflect the actual cost of the use of the assets 9.5 Council does not revalue the plant and equipment asset category.	9.1 Council set utilisation targets to enable reporting against the target. 9.2 Fleet items identified through this review that have a low utilisation to be disposed and the demand absorbed through other existing fleet and plant or replaced by a hire arrangement. Plant that has low utilisation but required for emergency situations will be assessed based on risk. Obtain the hour meter readings from the mowers to measure their utilisation. Investigate the option to share underutilised fleet between the work teams. Formalise the offering of leaseback agreement or vehicle allowance within a Council policy. 9.3 The useful life and residual values are amended in the asset register to ensure correct depreciation is charged. 9.4 Hire rates are set and regularly reviewed to ensure full cost recovery. Use the target utilisation to calculate the hire rates to ensure that projects are correctly charged for fleet and plant. Utilisation targets are to be review annually with poor performing assets further investigated to identify and correct the root cause of low utilisation 9.5 The revaluation of plant and equipment, to ensure that the carrying amount does not differ materially from the fair value.
10 Astute Procurement	10.1 Council is currently replacing motor vehicles between 60,000 and 90,000kms or five years, which is likely to be under the optimal replacement period. There is a current backlog to restore the plant and fleet to an optimised portfolio of assets (in total estimated to be $7.1 million). There is minimal integration of planning for plant and fleet with the capital works planning or service planning.	10.1 Decisions regarding purchasing new assets and replacing/retaining existing assets should be based on a review of historical utilisation and projected future business use, not solely upon the industry benchmarks. Where a change in technology or the delivery of operations or capital work programming is expected to impact fleet utilisation, these impacts should also be considered in the decision making process
11 Lifecycle Optimisation	11.1 There is a reliance on operators and drivers arranging the regular services. 11.2 The workshops do not record the different types of maintenance activities	11.1 A simplified maintenance schedule approach be adopted based on intervals rather than meter readings. 11.2 Scheduled maintenance is programmed and planned, and adhered to consistently by both workshops and operators, with aim to achieve 70% of all work tickets as scheduled maintenance

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1. INTRODUCTION

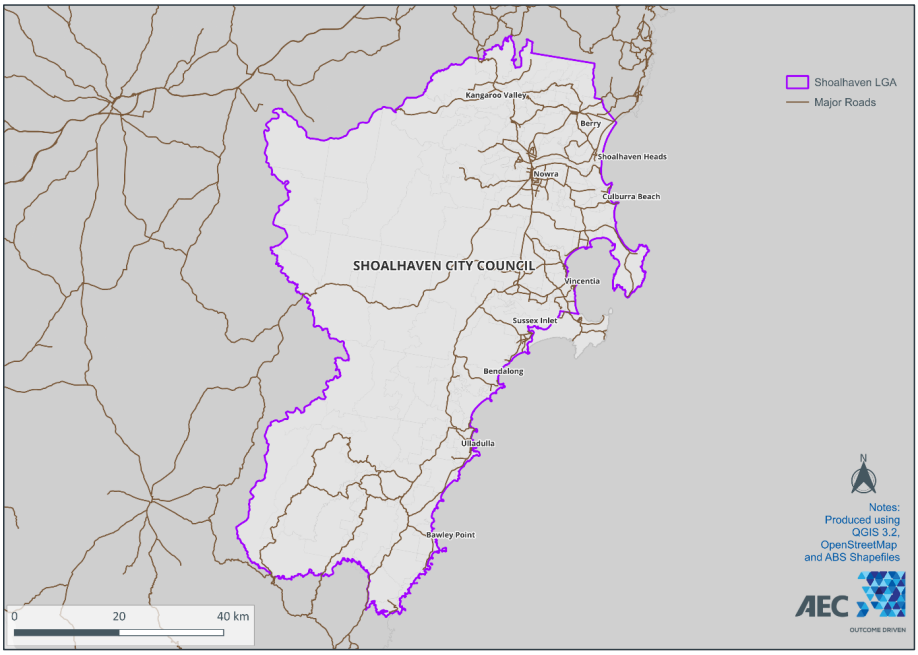
1.1 BACKGROUND

The Shoalhaven region is located on the south coast of New South Wales, with the regional centre of Nowra-Bomaderry located 160 kilometres south of Sydney. Most of the population is concentrated along the coastal fringe, which is traversed by the Princes Highway. The major centres include Nowra-Bomaderry, Milton-Ulladulla, Huskisson-Vincentia, St Georges Basin District, Culburra Beach and Sussex Inlet – see Figure 1.1 below.

Councils plant and fleet portfolio enables the provision of services and public infrastructure. While the light fleet generally supports all services requiring passenger travel and utility vehicles, including the provision of vehicles to staff with private use privileges under a leaseback arrangement, the heavier fleet and plant supports the operations and maintenance of transport, water, sewer, waste and parks/gardens infrastructure. The plant and fleet items are used to maintain large road and drainage networks (approximately 1,589 kms of sealed road and 257 kms of unsealed road), as well as maintaining over 2,177 hectares that include parks, gardens and playgrounds.

A large majority of light and heavy fleet is owned by Council, supplemented by both wet hire (provided with operator) and dry hire (provided without operator) of plant and fleet.

Figure 1.1 – Shoalhaven Local Government Area



Source: AEC

Table 1.1 below provides a summary of the 3,074 plant and fleet assets reviewed in this report. While the main focus of the review was on fleet and large plant items, other smaller items such as small plant, trailers and attachments were included in the modelling.

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Source: AEC analysis of Council fleet data

The category of tucks has the largest amount of capital invested (current replacement cost) and is the largest proportion of the total operating costs. The heavy plant category is the second largest of the portfolio – which includes graders, rollers, loaders, tractors, backhoes and excavators.

The RFS plant and fleet is included as a separate category, although Council does not manage the assets. The primary reason for including the RFS assets is to inform the discussions between Council and RFS regarding the cost of maintaining the RFS assets.

This review has identified that the heavy plant category has the largest proportion of value of plant and fleet that are beyond optimal replacement.

The heavy plant and trucks categories therefore hold the greatest potential for cost efficiencies in the consideration of the report findings. It should also be noted that while risk to safety is an important consideration for all categories, the operational risks (including risk of downtime) for heavy plant and truck assets are generally greater than for other categories.

1.2 PURPOSE OF THIS REPORT

Council is seeking to achieve the most effective utilisation and management of plant and fleet. The review assumed no change in the current level of operations and no change to the organisation and delivery of the capital works. The delivery of the capital works has is a major determinant of the demand for internal plant and fleet.

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The desired outcomes of the review as provided by the Council include:

- Review of Council's utilisation of plant and fleet to deliver necessary functions, considering the services undertaken and current service levels, what resources are required and the most cost effective ownership/operating models.
- Opportunities for potential savings
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- Replacement schedule to minimise annual plant/fleet replacement turnover cost
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- The general fund plant reserve to be able to sustain perpetual replacements and operations

1.3 REVIEW METHODOLOGY

1.3.1 Service Review Approach

This report has been prepared using a service review approach called the AEC Service Planning and Learning Circle, which was developed with reference to the Business Excellence Framework.

AEC considers governance aspects such as leadership, strategy and policy and performance management an essential component of a fleet services review. It is often that the issues and concerns raised during a fleet service review have a root cause in a lack of an organisation's corporate governance and the service enablers that are required by the providers of the service. The role of the fleet manager can be very difficult, made harder with the lack of effective policy to enforce directions, a forum to engage with stakeholders, poor information systems, lack of integration and inconsistency in planning and workshops without adequate facilities and tooling.

1.3.2 Stakeholder Engagement

AEC completed onsite interviews with all key stakeholders, including users of the plant and fleet and the staff within the workshops. Feedback was sought from eight areas including Finance, Procurement and Operations, District Engineer, Workshop Supervisor and operator levels (including Waste Management and Shoalhaven Water). The eight operational groups were asked to give performance ratings as shown below. One group consisted of 23 operators and drivers at Bomaderry Depot with no Supervisors present. In addition, advice was sought from the Chief Information Officer and his staff on implementing changes to the data capture and report capability including dashboards for improved fleet and operational management.

1.3.3 Fleet Modelling

The AEC Plant and Fleet Cost Modelling tool (AEC Fleet Costing Model) was used to develop a database of the Council's fleet and plant, including the attributes of each item and utilisation data. The AEC Fleet Costing Model was used to estimate whole of life costs and annual operating costs, in addition to predicting the forward replacement program.

1.4 BEST PRACTICE IN FLEET MANAGEMENT (AEC MODEL)

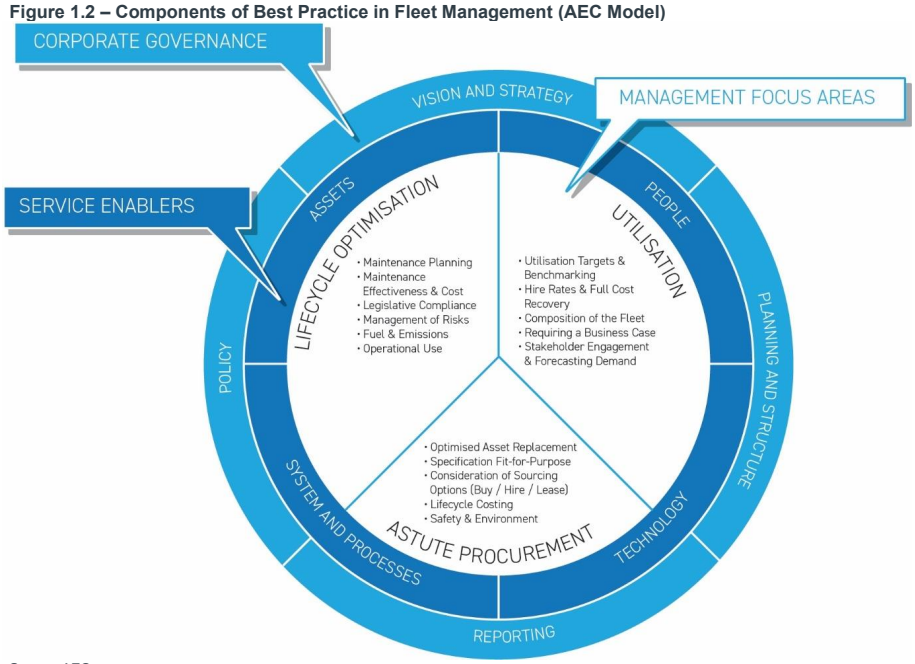
The cost of plant and fleet contributes to both the operating costs associated with the delivery of local government services, as well as project costs in the construction and maintenance of public infrastructure. In addition to fleet services having financial impacts, the operation of plant and fleet assets introduces significant risks, including the safety of employees and the community.

Effective fleet management should manage both the costs and risks associated with the provision and operation of plant and fleet assets. This includes actions to ensure compliance, improve efficiency and productivity, reduce cost and appropriately manage risk. AEC has developed a whole-of-service approach to fleet management, which

is referred to as Best Practice in Fleet Management (AEC Model). The AEC Model has been developed from a corporate perspective and is designed to best inform organisational leaders to improve fleet management performance in the following areas of importance:

- **Corporate Governance** – Vision and strategy, planning and structure, reporting and policy.
- **Service Enablers** – People, assets, technology and systems/processes.
- **Management Focus Areas** – Asset utilisation, astute procurement and lifecycle optimisation.

Figure 1.2 – Components of Best Practice in Fleet Management (AEC Model)



Source: AEC

AEC's experience has found that management is often concerned with the operations of fleet, however, it is important for those in management roles to appreciate that good governance is essential to best practice fleet management. As with all good strategy and planning, leaders should establish good governance arrangements, including policy and decision making frameworks to achieve the desired fleet management vision (the desired future state). Importantly, lack of planning in the delivery of services and infrastructure restricts the ability to assess whether the plant and fleet composition and size is appropriate or not – without a forward plan of works it is not possible to plan or procure best fit plant and fleet.

However, the implementation of good governance by leadership alone does not facilitate a successful fleet management service. The service must be provided with the necessary enablers to achieve the planned outcomes, including:

- People – including skilled and experience fleet management, procurement, workshop maintenance and operators.
- Systems – including information management and the use of digital technologies, as well as other management tools such as policy, communication, coordination, project planning and performance reporting.
- Processes – the means by which actions are achieved, including management tools such as procedures, guidelines, and automation.

Delivering the intended process outputs from the fleet service is reliant on the adequacy of the expertise of staff and/or outsourced contractors and the necessary physical assets, resources and tools required to complete planned activities.

While there are many fleet and plant demands for management attention, the most successful companies in fleet management target key areas to focus and prioritise management efforts. That is not to suggest that other areas are unimportant, but rather focusing on key areas is likely to produce the best and higher priority performance improvements. If the key focus areas listed in Figure 1.2 are adequately addressed, it is likely that Council will achieve at least 95% of the potential for service improvement.

2. GOVERNANCE OF FLEET MANAGEMENT

2.1 THE NEED FOR GOOD GOVERNANCE

The governance aspects of managing the fleet service are primarily the responsibility of leadership and include establishing the vision and strategy, service planning and performance reporting.

Strategies are established to bring about change. If nothing needs to change, there is no need for a strategy. Where change is needed, a strategy establishes an achievable path between the current service delivered and what is desired in the vision for the service. Equally, if management or the Council is expecting change to occur without a strategy to achieve the desired outcome, it is unlikely that the change that the management or Council is seeking will be achieved.

Planning enacts service objectives through clear expectations for the allocation and use of resources, and reporting provides measures of actual performance against that which was intended from the plans.

Applied to the provision of plant and fleet within Council, good governance should articulate the current and future demand for plant and fleet, enabling the fleet managers to respond with a plan to provide plant and fleet that has the necessary capacity, capability and performance to meet the current and future demands of the service, with the chosen most efficient delivery approach (including whether Council owns, leases or hires plant and fleet for different services). Fleet managers should report back to management and the Council, reporting on the progress of achieving strategies and whether actual performance of the plant and fleet is consistent with planned performance.

Service and asset management planning for the fleet service includes the delivery of new assets, renewal of existing assets and disposal of replaced assets to meet the current and future demands for plant and fleet from each functional service within the organisation. Service and asset management planning must be integrated into overall planning for the fleet service, including the identified current and future demand from the forward capital works plan.

The size and composition of plant and fleet assets identified as required to appropriately meet current and future demands will determine the associated fleet management systems and resources (including internal workshops and the potential use of contractors) required to manage the assets efficiently to sustain satisfactory levels of safety and productivity.

2.2 CURRENT FLEET STRATEGY

Council does not currently have a fleet management strategy, nor does the Council have a fully funded long term replacement plan. The current replacement plan does not go beyond 12 months, despite each fleet item having a replacement date in the fleet register. The fleet items due for replacement are only reviewed annually with the items for the next 12 months extracted for the next financial year's replacement plan.

Without a replacement plan in place, the reactive action is to hold onto plant because the item is currently needed rather than disposing of it. The review has identified Council is holding onto approximately $1million in plant and fleet that was intended to be disposed of during recent purchases, however both the old asset and the new replacement asset is still in operation. This highlights a breakdown in the integrity of the replacement program, leading to higher capital invested in plant and fleet and higher operating costs than planned (budgeted).

There is an observed lack of integration of fleet planning with the long-term planning for operations and capital works. Furthermore, there is no forum to ensure there is ongoing engagement and planning to ensure the plant and fleet held by Council is adequate for future capital works and service operations requirements.

The mandate of this report is to assist Council to improve the strategy behind the replacement and utilisation of plant and fleet, with view to improving the performance and efficiency of the plant and fleet portfolio.

2.3 FLEET PLANNING AND STRUCTURE

2.3.1 Fleet Service Planning

Accountability and responsibility for plant and fleet planning is currently unclear, albeit within the accountability of the Manager Commercial Services. Planning that has been completed in the past is informed by annual operational and capital works planning, without considering future changes to delivery of services or changes in the delivery of capital works. Ultimately fleet and plant funding decisions are made by Council.

If long term planning is not completed, it is unlikely the organisation has adequately included future funding for plant and fleet.

2.3.2 Plant and Fleet Working Group

There is currently no formal working group, committee or a stakeholder group for provision of Council's fleet service. It is common for a council to have a forum for the fleet managers to meet with key stakeholders to discuss performance issues with the service, to engage in planning for the service, for performance reports to be considered, actions taken to address issues with the service and for the collective advice to be provided to higher management and the Council on fleet and plant matters (including forward funding requirements and business cases for new assets).

The current practice for replacement of plant and fleet includes extensive engagement with the operators, with key decisions on replacement of plant and fleet determined by the users - sometimes resulting in sub-optimal replacements and a lack of standardisation across the portfolio. This is time consuming and preventing benefits to be achieved from centralising the management of plant and fleet. Fleet Management would like the current Council process to change, a working group or committee that oversights the specifications of plant and fleet purchased enables standardisation, providing a range of efficiencies across the service to be achieved.

A Plant and Fleet Working Group's strategic focus would include the following:

- Medium to long term integration of service and capital works planning with forecasting future requirements – enabling discussion regarding the appropriateness of the current composition of plant and fleet to meet the future requirements of planned services and capital works.
- Regular (quarterly) monitoring of key performance indicators of fleet management and reporting to the Executive Management Team on an annual basis (prior to budget deliberations).
- Consideration and propose forward replacement program for fleet and plant to be considered by Executive Management Team.
- Investigation and consideration of business cases for new plant and fleet.
- Review of major breakdowns and significant incidents, including safety and environmental incidents.
- Undertake further investigations and provide advice as delegated by Executive Management Team.

The plant and fleet working group should consist of the Commercial Services Manager, Fleet Manager, district engineers, procurement, finance, Swim Sport and Fitness precincts, waste management, cemeteries, Shoalhaven Water and the workshop managers.

With improved governance arrangements, including the establishment of an appropriately developed Fleet Management Policy (a suggested Policy is provided in Appendix B) including governance and procurement processes, the Plant and Fleet Working Group can provide confidence and trust that the plant and fleet is being managed within the directions of the Fleet Management Policy. The policy should define the governance arrangements of the group and the strategic oversight and decision making on fleet management. The Fleet Management Policy should include the requirement for the Plant and Fleet Working Group to report performance to the Executive Management Team at least annually and preferably on a quarterly basis.

2.3.3 Service Delivery Approach

The service delivery approach includes how resources, capabilities and skills required to provide the service are acquired, in addition to the most suitable leadership, organisation and control of the resources once acquired and accountability mechanisms to ensure the service delivers planned activities in an appropriate manner.

The City Services directorate is currently responsible for the plant and fleet reflecting the direct dependency on plant and fleet in the delivery of construction and maintenance functions and projects. Day-to-day management of the fleet service is mostly centralised with the Unit Manager – Mechanical and Fleet Services. The Manager – Commercial Services has oversight of fleet planning, including future planning and the annual procurement plan.

The fleet servicing functions, including maintenance, are predominantly undertaken by Council staff. There is some outsourcing of tasks, primarily relating to specialised plant at the Waste Depot in West Nowra.

Council has a panel arrangement for external plant hire with 55 contractors currently listed. The process for engaging contractors from the panel lacks adequate controls and is guided by an internal document that is expected to deliver equity of engagement in preference to best value to Council.

Council's current service delivery approach (a centralised business unit within the City Service Directorate) is consistent with a majority of larger Councils and is generally the most appropriate approach given the relative size of the plant and fleet portfolio.

A business unit (or sometimes referred to a profit centre) approach to fleet management includes an emphasis upon a sustainable self-funded business unit, charging plant and fleet based on full cost recovery, maintaining a quarantined sustainable cash reserve for fleet replacement and formal service delivery arrangements between the fleet manager and internal service providers.

2.3.4 Sustainable Financial Planning

Council's fleet management is currently responsible for all costs incurred, with the operations and long-term replacement plan funded through reserves. The intent is for the plant and fleet to be charged to users on a full cost recovery basis through internal hire charges. However, setting effective hire rates to obtain full cost recovery requires a good understanding of the utilisation and reliable reporting of actual utilisation. Utilisation is currently not well reported on and therefore the capacity to establish effective hire rates is limited.

Council is currently charging fleet to suspense accounts, with adjustments made to ensure full recovery of fleet costs is obtained. This appears to be a high administration burden.

It is important to ensure works projects are appropriately charged for using fleet and plant, including grant funded program works (such as national disaster recovery projects), consistent with the good financial practice that the user of a service wears the full cost to ensure efficiency in the use and allocation of scarce resources. AEC has found that the current hire rate structure is not reflective of the actual costs of providing the fleet services, it is inconsistent and results in incorrect fleet costs being allocated to jobs.

Shoalhaven City Council has three fleet reserves (General, Water and Sewer) and the waste fleet is funded within the waste budget and reserve. The water and sewer plant reserves have been quarantined appropriately, however the general fund plant replacement reserve has been used to fund other capital projects and new plant items (rather than replacement), causing the balance of this reserve to fall below the level to fund the required replacements.

An alternative arrangement that some councils have implemented is a direct charging of variable cost items to the users of the fleet, with the cost recovery through internal charging from fleet for only the fixed charge components (i.e. depreciation, return on assets). The advantage of this arrangement is that the fleet manager does not carry the financial risk of insufficient recovery through internal charging for the variable costs (eg fuel, maintenance, registration etc) and therefore the reserve held by the fleet manager is more likely to be more sustainable. The disadvantage of this option is the administrative burden of journalling or other arrangements to ensure the variable costs and the internal fleet charge is accurately charged to projects.

A further alternative is a hybrid approach, with plant and fleet used on a permanent basis provided with a charge from the fleet manager for fixed costs only (with variable costs charged to the users) and only plant and fleet used for capital works or other projects charged out on a full cost recovery basis.

2.4 REPORTING

There is currently limited reporting on the performance of Council's fleet service, with irregular financial reporting produced through the Technology One general ledger reporting.

While utilisation is a key performance and efficiency measure for fleet services, it is not monitored nor reported and is hampered by the inconsistent capture of odometer and hour meter readings. Maintenance mechanics capture meter and odometer readings while working on the assets but only record them in a comments section, which cannot be searched and analysed.

Meter and odometer readings for the light vehicle fleet, light commercial fleet, trucks and plant are also captured through the fuelling systems (Ampol fuel cards and the smart fuel systems), but there is inconsistency in the accuracy and completeness of the utilisation datasets recorded by different staff.

The target utilisation should be used to calculate the hire rates for the fleet that is charged to projects, the utilisation variances then need to be investigated to ensure the real cost of the fleet is correctly being charged to projects.

The lack of monitoring fuel consumption with no effective fuel use controls is a major concern as there could be fuel theft that remains undiscovered.

It was observed that there is no performance reporting for the workshops, however, there was evidence from stakeholder interviews suggesting the performance of the workshops is generally of a high standard, considering their current constraints.

Through the Plant and Fleet Working Group, performance reporting could be provided to the Executive Management Team that includes the key performance indicators for both the fleet and workshop, as outlined in the Table below.

Table 2.1 - Assessment of Performance Reporting

Performance Measure	Example of Measure
Profit/Loss of the Plant and Fleet Portfolio	Operating surplus or deficit
Whole of Life (WOL) Costs by Asset	Total WOL costs ($) Annual WOL costs per KM/HR compared to existing hire rate. To review hire rates annually.
Total fleet	Total operating cost vs. budget (%).
External hire	Total external fleet hire $ vs. budget (%)
Fuel use	Fuel used ($ and volume) vs budget
Planned maintenance effectiveness	Total breakdown maintenance ($) vs. total of all maintenance ($). Target = 30% maximum
Asset Utilisation	KMs/HRs per year % of target annual utilisation for each asset and asset class average. To review allocations and external hire use
Optimal Asset Replacement	Overdue replacements % of annual planned replacement completed on time. To assess carryover funding and planning effectiveness.
Planned Maintenance Completion	% of assets overdue for scheduled maintenance at the end of each month. To assess effectiveness of planned maintenance system.
Major Breakdown Investigation	Investigation report completed for each major breakdown to identify root cause and provide recommendations to prevent future major breakdown, including basic design, operational and specification issues
Customer satisfaction	Number satisfaied. Target 75% or better. Currently 45%. Use Review template.

Source: AEC

2.5 POLICIES AND PROCEDURES

Council has a current Motor Vehicle Policy that mostly governs the provision and responsibilities for private use privileges - including leaseback arrangements.

Council currently does not have policy or procedures to govern plant or business related fleet use or the broader fleet management functions.

The organisation is effectively managing the plant and fleet without any set expectations, directions or boundaries established by the Council in an effective policy.

Importantly, there are no set criteria in policy for the procurement of plant and fleet and the Council has not established in policy what the target optimal time is to replace plant and fleet.

There is also no policy position on the use of privately-owned vehicles (often referred to as “grey fleet”).

AEC is recommending a more efficient governance arrangement for the Council to adopt two separate proposed policies as follows:

- Motor Vehicle Policy (see proposed policy enhancements in Appendix A).
- Fleet Management Policy (see proposed policy statements in Appendix B).

2.5.1 Outline of the Current Policy

The objectives of the current Motor Vehicle Policy are to:

- Ensure that the Council’s vehicle fleet needs are met effectively and efficiently, demonstrating responsible and prudent use of public funds and assets.
- Actively manage the costs, revenues and risks associated with the vehicles fleet.
- Advance the use of environmentally responsible vehicles and renewable fuels.
- Provide clear instructions on operational requirements for all staff that drive Council vehicles.
- Recognise and provide for conditional private use of Council-owned vehicles as an employment benefit (made available to nominated employees) that supports Council’s objectives in staff recruitment and retention.

The Policy Statement includes the following:

- Council will own and operate its vehicle fleet for best value, triple bottom line results, across the whole of the fleet over the full like of the vehicle assets.
- The range of vehicles from which Council may select when purchasing fleet vehicles will be determined by consideration of full whole of life cost, fuel efficiency and carbon emissions and having regard to benchmark references.
- Continuing Leaseback and Limited Private Use of Council-owned vehicles by employees will be based on the attribution of proportional cost allocations for operational use and private use.
- Operational needs for non-standard vehicles will be assessed through a structured justification process, for both leaseback and other vehicles.
- Council’s vehicle purchase decisions should progressively result in a Council passenger vehicle fleet that exhibits the following characteristics:
  - A smaller range of vehicle manufacturers and/or models, but nevertheless a range sufficiently diverse to ensure competitive supply practices and to mitigate any ‘market volatility’ that may affect residual values;
  - Ideally, a smaller number of vehicles,
  - Less 6 cylinder vehicles, more 4 cylinder vehicles, as a proportion of the fleet, and increasing representation of non-ULP fuelled vehicles,
  - 5 Star ANCAP safety rating over all vehicles
  - Increasing average Green Star or equivalent ‘star rating’ and increasing fuel efficiency.

- Employees may be permitted to use a Council-owned vehicle for private purposes on the basis that both parties enter into a formal Leaseback Agreement, and subject to the operational requirements outlined in this Policy and the relevant Agreement.
- Accident reporting instructions are contained inside the cover of Council's "Insurers' Handbook" (kept in the glove compartment of each vehicle).
- Accessories provided for operational purposes are subject to approval by the Fleet Management Unit in consultation with the respective Group Director.
- The respective weekly fee payment, set out in Schedule A (below) Vehicle user Levels are determined as follows:
  - Level 1 - General Manager and Group Directors
  - Level 2 – All other Leaseback users.
- Schedule A will be reviewed and revised on a regular basis by the Fleet Management Unit to reflect current vehicle types and costs, based on the Objectives and Policy Principles set out in this Policy. Leaseback users will be advised of any changes to Schedule A within one month of the change occurring

Table 2.2 – Motor Vehicle Policy – vehicle listing (updated to current list)

Group	Make	Model	Series	Seats	Engine	Drive	Fuel	L/100km	ANCAP	Weekly Leaseback Fee
4WD	Ford	Everest	Trend	7	2	4WD	Diesel	7.0L	5	$ 138
7 Seater	Hyundai	Santa Fe	Elite	7	2.2	AWD	Diesel	7.5L	5	$ 130
Utility	Ford	Ranger	XLT	5	2	4WD	Diesel	7.4L	5	$ 134
Small SUV Hybrid	Subaru	Forester	2.0i-L Hybrid	5	2	AWD	Hybrid	6.7L	5	$ 128
Hatch Hybrid	Toyota	Corolla	Ascent Sport Hybrid	5	1.8	FWD	Hybrid	4.7L	5	$ 101
People Mover	Hyundai	Staria	SLX	8	2.5	RWD	Diesel	7.5L	5	TBD

Source: Shoalhaven City Council Leaseback Vehicle List

- Fuel Cards
  - Fuel cards will be provided for charging of petrol and lubricants. When refuelling with the fuel card, odometer readings must be provided to the fuel supplier.
  - Fuel cards when used record details of the fuel used, the date, time & location of the purchase. These records are subject to audit and may also be used in any discipline procedures.

3. SERVICE ENABLERS

3.1 THE NEED FOR EFFECTIVE SERVICE ENABLERS

With the vision, strategy, plans and policy (governance) established, their deployment will be reliant on the appropriateness of the available fleet resources. Like most Council services, effective fleet management relies upon people, technology, systems and processes, and assets.

3.2 PEOPLE

3.2.1 Fleet Management Roles

The lead of fleet management for a Council is a position most commonly referred to as the fleet manager. In larger organisations, the fleet manager is a dedicated position, but in smaller organisations the fleet manager may also have other responsibilities. The fleet manager role requires a unique combination of experience with fleet assets and the ability to manage a complex portfolio of assets in a demanding and critical environment.

The role of the fleet manager includes:

- Ensuring fleet performance, capability and capacity meets business requirements.
- Achieving optimal performance from the portfolio of fleet assets by driving service efficiency.
- Avoiding unnecessarily storing invested capital in under-utilised or unnecessary fleet assets.
- Long-term planning of the fleet portfolio, including procurement and financial planning.
- Developing optimal maintenance strategies to maximise the useful life of fleet assets at the lowest whole-of-life cost.
- Managing stakeholder relationships with suppliers and customers.
- Possibly also being responsible for performance of workshops.

Fleet managers often require administrative support to manage the substantial number of transactional duties, including vehicle registration, insurance matters, ordering, invoice payments, asset register data maintenance, reporting and organising logistics. It is very common that the administration duties of the fleet manager constrain capacity to undertake higher value-adding duties such as maintenance strategy, utilisation reviews, and analysing optimal fleet service delivery options.

There is a dedicated fleet manager at Shoalhaven City Council – the Unit Manager – Fleet and Mechanical Services.

The Unit Manager has adequate administrative support for current practices, however there will be the need for additional administration if the recommendations of this review are implemented. The lack of adequate fleet reporting, for example, will require data management, as well as the secretariate functions to support the proposed Working Group.

The Workshops need more administrative support, particularly for parts procurement and data entry. It is estimated that of the total 14 mechanics at Bomaderry depot, at least one full time equivalent is lost to administration and procurement duties.

The Unit Manager is envisaged as the secretariate for the Plant and Fleet Working Group to ensure ad hoc and regular reports are provided to the Working Group and that reports, and advice are provided to the Executive Management Team.

Enhanced responsibilities in planning and performance reporting of plant and fleet utilisation, informed by long term works planning, has the potential to achieve significant operational and capital savings. The planning and performance reporting responsibilities (including preparation of business case for new plant) needs to be allocated to a suitably experienced officer that also has a sound understanding of the forward planned capital works and the consequential demand for plant and fleet.

The Coordinator - Fleet Services is responsible for fleet procurement but would have limited capacity to take on additional responsibilities. Instead, with the creation of a new position, Fleet Technical Officer (reporting to the Coordinator), the Coordinator could take on the additional duties. This would give Council a stronger strategic focus on fleet management planning and execution based on Council operational needs. There would be expected savings due to better utilisation of Council fleet assets and reduced external hire.

The total cost to Council of a Technical Officer position would be in the order of $125,000 including oncosts and administration, meaning a saving of only 3.6% of the current $3.5 million spent on external plant hire would need to be achieved to self-fund the position. The potential efficiency savings in external hire alone could exceed 10% based on the current utilisation data for the Council fleet assets - a net saving of over $225,000 per year.

The other important benefits driving efficiencies from a more capable fleet management are a stronger focus on strategic fleet procurement, more proactive customer engagement, better fit for purpose specifications, improved maintenance management, improved reporting and analysis, and higher fleet productivity.

It is envisaged that the Coordinator – Fleet Services would retain overall responsibility for procurement with the existing light vehicle procurement arrangements remaining and the new Fleet Technical Officer (would report to the Coordinator) taking on procurement of trucks and heavy plant.

Enhanced documentation of planned works will enable resources to be planned in advance, for buy/hire options to be considered understanding future demands and improve the ability to report on performance and critically analyse whether service delivery is optimal or could be enhanced.

Table 3.1 – Planning and Performance Duties to be Allocated to Existing Coordinator – Fleet Services

Duty	Inclusions
Plant and Fleet Planning	• In collaboration with Works Coordinators and Director City Services, maintain an accurate forward plan of operations and capital works to identify the plant and fleet demand and the most efficient sourcing arrangements (owned/hired/leased) • Maintain a 10-year fleet replacement program (reviewed and updated annually)
Fleet Performance Reporting	• In liaison with system administrators, generate organisational fleet reports including fleet utilisation, fuel usage, fleet budget situation, environmental performance (emissions) and reports on specific projects/issues • Assist the secretariate function for the Plant and Fleet Working Group, ensuring businss papers are prepared and regular reporting provided to members, as well as reporting to Executive Management Team. • Provide advice to Plant and Fleet Working Group and other management advice on exceptions, trends and improvement opportunities • Assist in monitoring the annual fleet budget • Assist in audit processes related to fleet activities
Planning, Analysis and Business Partnership	• Annually review the internal hire rates for plant and fleet assets, ensuring the reserves are maintained to sustain the replacement program. • Assist to prepare Council-wide fleet budget • Assist to prepare Council-wide annual fleet asset replacement budget and 10-year replacement program

Source: AEC

Table 3.2 –Administrative and Other Support Duties to be Allocated to Coordinator – Fleet Services

Duty	Inclusions
Fleet and Maintenance System Management	• Assist with updating fleet data and maintenance management information within business systems
External hire panel	• Maintain a current panel for the lease and wet/dry hire contract arrangements with external parties. • Arrange all external hire to achieve operational effectiveness and best value for Council. • Monitor SCC fleet utilisation to minimise the use of external hire.
Fleet Management	• Act as the custodian for pool vehicles and plant, organising servicing, maintenance, and cleaning as required

Source: AEC

3.2.2 New position – Fleet Technical Officer

The creation of a new position, Fleet Technical Officer within Fleet Services will allow the external hire contract to be administered and monitored within Fleet Services, for the most efficient use of Council fleet while minimising the use of external hire. The savings will come from the current annual $3.5 million external hire expense.

Table 3.3 – Plant and Fleet Administrative and Other Support Duties to be Allocated to Fleet Technical Officer

Duty	Inclusions
Procurement and Disposal of Fleet Assets	• Facilitate the preparation of all procurement specifications, consultation with operators, arranging trials with suppliers, operator inductions and inputting maintenance schedules into maintenance system. • Arrange the procurement of all trucks and plant. • Use a fit for purpose methodology for all fleet specifications. • Assist selection panel with the evaluation of all fleet procurement activities including preparing recommendations. • Facilitate the disposal of fleet and plants (obtaining approvals and logistics)
Fleet and Maintenance Management	• Ensure an accurate asset register is maintained, including the maintenance management modules. • Ensure all fleet assets have appropriate maintenance schedules. • Liaise with Workshops to review maintenance performance as it affects future specifications and procurement.

Source: AEC

3.2.3 Training

The review identified that while there is an induction program in place for operational activities, the induction on new plant and equipment is inconsistent. Operators and drivers of major plant reported that there is not always adequate training on new items. The extent of training was lesser for smaller plant. Light fleet and minor plant types that are already in use can be inducted by trained Council staff.

3.2.4 Fleet Management Networks and Forums

Council staff rarely interact with other Councils regarding the specifications, procurement, operation, maintenance or sharing of fleet and plant resources. There is infrequent and informal interaction at the operational level.

IPWEA has a well-established Fleet Management professional network that Council should ensure officers with major fleet responsibilities participate in the network and support the staff with fleet management training that is offered by IPWEA where required. The Unit Manager – Fleet and Mechanical Service is a member of the IPWEA fleet advisory Council.

The Australasian Fleet Managers Association also provides a range of resources and networking opportunities.

3.2.5 Culture

The absence of governance could lead to a lack of responsibility and a lack of care to adhere to policies. The creation of the Fleet Management Policy and the Plant and Fleet Working Group with regular monitoring of performance and reporting to the Executive Management Team will enable a change in culture for policies to be adhered to and for the fleet to be appropriately monitored and assessed.

3.3 TECHNOLOGY

Council currently uses fleet management module within the Technology One enterprise business systems. The configuration of reporting and integration appears to be lacking, and the system is not being used fully as a maintenance management system, enhancing for scheduled maintenance is required. A maintenance management system is essential to enable forward projections for scheduled maintenance servicing and enabling the workshop to forward plan maintenance with the works coordinators.

Effective fleet management requires integration, and ideally automation, of data sources. Data entry is an ongoing, daily requirement.

The contemporary requirements of a Fleet Management Information System to enable best practice at Shoalhaven include:

- Integration of systems to enable the automation and timely exchange of data and information without risk of human error or corruption of data. Integration with fuel dispensing is often used to achieve this.

- Accurate asset register including all necessary financial and operational attributes, componentisation and enabling related assets to be linked (e.g., attachments to plant).
- Records stored and accessed digitally and linked to assets (e.g., operating manuals, contracts, technical specifications).
- Maintenance and inspections able to be scheduled in advance, allowing notification to asset custodian, parts ordering and work planning.
- Customer service request management for reactive maintenance.
- Monthly and yearly profit and loss reporting at an asset level and business unit level.
- Effective asset accounting requirements, including timely financial recognition of asset carrying amount, disposals, loss/gain on sale and depreciation expense.
- Consistent recording of utilisation data via using fuel cards, GPS tracking systems, timesheet data entry or a daily pre-start inspection by operator.
- Ability to create templates for scheduled maintenance (e.g., work orders with configured parts and labour time).
- Assets able to be booked with different rules for different types of fleet assets.
- Automated workflows and notifications, with escalation where necessary to ensure compliance.
- Pre-start safety and maintenance checks.

3.4 FLEET MANAGEMENT SYSTEMS AND PROCESSES

Minimal documented fleet management processes were observed. Ideally the fleet management service would have documented business processes that outline:

- Workflow for all relevant tasks.
- Responsibility for completing each task.
- Outputs of the business process.
- Benchmarks for acceptable performance of the business process.

Functions that Council could benefit from process mapping and the possible implementation of systems include:

- Purchasing and disposal of fleet and plant.
- Requesting maintenance/repairs.
- Scheduling maintenance and repair of vehicles.
- Resource management (e.g., fuel, supply of parts, hiring).
- Driver training, behaviour, and safety.
- Management of accidents and incidents.
- Risk management.
- Scheduling and route planning.
- Waste management.

Once established, it is important that systems and processes are regularly reviewed to ensure that they remain relevant and fit for purpose. While the intent is to improve service performance through standardisation, efficiencies, automation and removing potential for error, systems and processes can sometimes be inflexible, creating unnecessary administration or bureaucracy and causing frustrations within the organisation.

A process map provides a blueprint of how a process is done and can assist fleet management by:

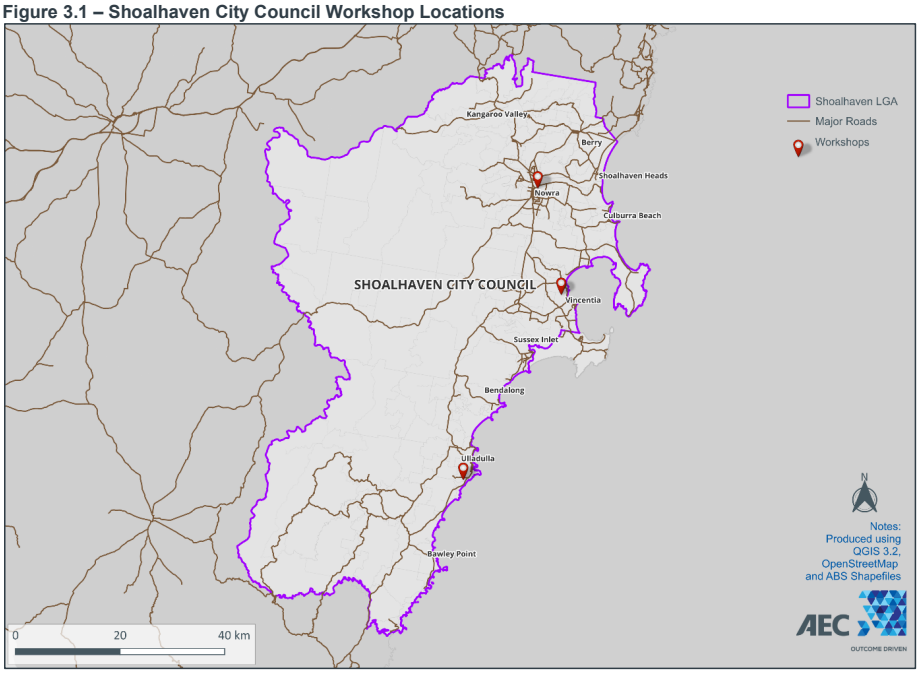
- Agreement of all stakeholders on how to achieve and standardise best practice.
- Identify areas that can benefit from implementing systems to automate, standardise, improve efficiency, and remove potential for error (or risk).
- Communicating and transferring knowledge of the process to other stakeholders.
- Enables root-cause analysis to identify areas for intervention and improvement.
- Supports continuous improvement if reviewed on regular basis.

3.5 ASSETS

3.5.1 Workshops

The major workshop is at Bomaderry Depot with a second, smaller workshop at Ulladulla. A single mechanic works on a roster basis at Woollamia Depot.

Figure 3.1 – Shoalhaven City Council Workshop Locations



Source: AEC

3.5.1.1 Bomaderry – Mechanical Workshop

Staffing

- Workshop Supervisor
- Total of 14 mechanics with 10 on day shift and 4 on the night shift including a Leading hand. There is a need to have one of the day shift mechanics designated as a Leading hand.
- Total of 2 apprentices with one current vacancy. The workshop could manage 4 apprentices, assisting trade skills development in the region.
- There is one administration position.

Administration and parts procurement

The administration position provides valuable support to the workshop but there is a significant need to provide improved parts procurement services to the workshop. The workshop supervisor estimates that the time spent on procurement is equivalent to one FTE mechanic.

If the adjacent store could provide a parts procurement and holding service, it would remove much of the time taken up by mechanics sourcing parts. A broader review of procurement practices to assist with the efficiency of the workshop is necessary. Additionally, with the recommended to change the service scheduling, additional administrative support will be required (at least an additional 0.5FTE is necessary across the workshops). The extent of the support will need to be further determined.

The workshop currently uses standing orders for suppliers (such as REPCO and AUTOPRO) which saves time raising individual purchase orders. It is understood that the workshop will be instructed to cease using standing orders, however, the revised method is not known to the workshop staff.

The Workshop Supervisor receives a monthly report of these purchases for checking and considers this control to be sufficient to retain using standing orders.

It is advisable that a small parts lockable consumable store is established in each workshop to carry parts and materials used on a regular basis.

Facilities

The facilities are adequate for the type and range of mechanical services undertaken with suitable hoists, workbench space and storage areas. The office area is adequate. Like most workshops of this type, housekeeping is a constant challenge. The overall depot layout is not ideal with only one principal amenities building. The workshop building could benefit from a dedicated toilet/shower/lunchroom addition.

3.5.1.2 Bomaderry – Fabrication

Staffing

- Supervisor
- Total of 8 boilermakers
- Total of 2 apprentices

Facilities

The layout of the workspaces is not ideal, having apparently evolved without an overall masterplan. Most of the work is for Shoalhaven Water with some fleet repairs.

The lack of suitable overhead lifting capability would be difficult to address in the current space.

If Council is to continue with this level of fabrication activity, a new purpose-built facility should be considered, with an overhead gantry crane of up to 5 tonnes capacity, similar to the pump fitters' workshop, which is an excellent facility.

3.5.1.3 Ulladulla – Mechanical Worksop

Staffing

- Workshop Supervisor
- Total of 2 mechanics with 1 vacancy
- There is 1 boilermaker.
- Total of 2 apprentices
- There is no dedicated administration support.

Administration and parts procurement.

There is no dedicated administration support for the mechanical workshop. Many of the parts must be sourced from Nowra or Batemans Bay and using mechanics for parts sourcing and delivery is not productive. Additional administrative support is recommended, but the extent will need to be determined. As noted earlier, at least 0.5 FTE of additional administration support is needed across the workshops.

Facilities

As with Bomaderry, the facilities are adequate for the type and range of mechanical services undertaken with suitable hoists, workbench space and storage areas. The office area is adequate. The toilet and lunchroom facilities should be upgraded. Like most workshops of this type, housekeeping is a constant challenge.

3.5.1.4 Woollamia

Staffing

A mechanic from Bomaderry works at the depot on a rotating roster. This causes problems for the customers with 6 handovers per year and disruptions in service provision. It is recommended that this be changed to 4-month rotations to reduce the changeovers from 6 to 3 each year.

Facilities

As with Bomaderry. the facilities are adequate for the type and range of mechanical services undertaken with suitable hoists, workbench space and storage areas. The office area is adequate. Like most workshops of this type, housekeeping is a constant challenge.

Administration and parts procurement

The administration support is provided from Bomaderry. The mechanic does their own procurement, and the current workload enables this to continue.

3.5.2 Fuel Management

Council has two methods of providing fuel to the fleet.

Ampol Fuel Cards

Fuel cards are provided for Council use and the card is restricted to a single fuel type unless it is a small plant card, which is generally used by Parks teams to fuel small plant and mowers.

It is a requirement under the Motor Vehicle Policy for drivers of vehicles to record the odometer reading at the time of purchase, but it is not enforced at the point of sale and compliance with this requirement is low. Additionally, the requirement for a pin number to be enter for a card is not activated.

Council Fuel Truck

Some trucks and most heavy plant are fuelled from the Council fuel truck, operated by Fleet Management Services. It uses the Smartfuel system to record fuel dispersed, and requires recording of a meter reading. The accuracy of the meter reading input is a problem with some operators repeatedly recording incorrect readings.

3.5.2.1 Fuel use data

Fuel data is required to be inputted from the two fuel sources into Technology One, however there are regular problems experienced in inputting all the data. This is limiting the availability of reports to Fleet Management for analysis.

The Workshops are entering meter readings into a separate comments field which cannot be searched for meter readings.

3.5.2.2 Fuel use anaylis and controls

There is little to no monitoring of fuel use, with little to no useful reporting, and ineffective controls in place.

The monitoring of fuel use can identify high consumption due to a range of factors including operator practices and mechanical faults, excess filling, possible fraud, as well as informing future procurement based on past performance of asset types. The environmental performance of the Council fleet is directly related to fuel consumption.

The annual fuel expense is over $3.7 million. Combined together with the external hire of approximately $3.5 million equates to over $7.2 million of Councils expenses. Both fuel and external hiring have inadequate monitoring, review, or controls in place.

Based on AEC experience with other Councils, savings of up to 10% (or $720,000 annually) could be expected with an improved governance arrangement for these two major expenses.

3.6 CUSTOMER FEEDBACK

Feedback was sought from eight areas including Finance, Procurement and Operations, District Engineer, Workshop Supervisor and operator levels (including Waste Management and Shoalhaven Water). The eight operational groups were asked to give performance ratings as shown below. One group consisted of 23 operators and drivers at Bomaderry Depot with no Supervisors present. In addition, advice was sought from the Chief Information Officer and his staff on implementing changes to the data capture and report capability including dashboards for improved fleet and operational management.

The customers gave their qualitative assessment of the total fleet service package including the vehicles and equipment, consultation, safety, value, responsiveness, professionalism, and value.

Table 3.4 – Customer Feedback

As a customer, how would you describe the service in terms of:			
	Could Improve	Satisfactory	Excellent
Quality and accuracy	6	1	1
Timeliness	5	2	1
Safety/risk management	1	7	
Value for money, cost	3	5	
Responsiveness/helpfulness	4	3	1
Professionalism/knowledge	2	5	1
Proactive/customer focus/planning	7	1	
Keeping you informed/reports	7	1	
TOTAL	**35**	**25**	**4**

Source: AEC

From the table above there are four topics of concern and two topics that are satisfactory. The topics of concern were:

- Quality and accuracy
- Timeliness
- Proactive/customer focus/planning
- Keeping you informed/reports

Only **45%** or respondent groups rate the service as satisfactory or better. The fleet services should set a target to reach 75% satisfaction within two years.

The four topics of concern can be related to the challenges facing Fleet Management with systems and data utilisation, reporting, consultation, specifications, procurement forward planning and execution plus the lack of a strategic focus on fleet management.

It was encouraging to find that safety and professionalism rated satisfactory. The workshop staff at all locations were commended by customers for their diligence and proactivity in addressing maintenance problems.

Other issues raised by the customers included:

- The lack of sharing of Council fleet assets resulting in significant underutilisation of some assets. One excavator has been on external hire for over two years and a backhoe idle for an extended period because an operator resigned and has not been replaced.
- The need to combine all mowing operations under one responsibility across Council. This is currently being considered by Council.
- The opportunity to outsource the maintenance of high use, key fleet assets at Waste under a contract arrangement with the OEM/supplier to reduce the workload on the Workshop at Bomaderry and ensure quick response times.
- The lack of any meaningful fleet related reports was a repeated concern.
- Operators and drivers having too much influence on fleet procurement in lieu of operational needs and fit for purpose. Examples were provided including trailers not able to carry the designated fleet asset, trucks unable to carry their designate loads because of poor weight distribution, one off plant purchases that had lower productivity, and truck fit outs beyond essential operational needs.
- Operator induction and ongoing training needs to improve.
- The challenge of recruiting operators and drivers in a competitive market due to Council's remuneration arrangements.
- The inability for operational supervisors to update Council records resulting in staff who were no longer employed or who are deceased, remaining on the database. Fleet management were not notified of these changes either.
- Questions regarding the strong focus on Ford vehicles when the whole panel should be considered.
- The low of level of standardisation across the fleet resulting in multiple makes and models and reduced ability to rotate assets.
- The lack of understanding how the fleet hire/cost recovery/cost allocation system works resulting in project costs not always accurately reflecting the real cost including internal fleet costs. This lack of understanding includes the management of the Reserve Funds, Suspense Accounts, and extra contributions to cover hire rate under recoveries.
- Capital works being handed over to council with inherent defects and increased ongoing maintenance costs and reconstruction. Questions raised about the experience of Council staff accepting these projects.
- Questions raised about the priority given to RFS trucks over Council fleet. The Workshops do have a priority system that does not disadvantage Council fleet, but it has not been communicated well.
- The high cost of the pool plant and operator provided from Fleet, resulting in a reluctance to use them.
- The inability to fund additional fleets assets to match the increased infrastructure maintenance program due to the lack of funding, resulting in replaced fleet assets being retained in service with increased maintenance costs and reduced reliability.
- The excessive age of both the Flocon and Jet patcher with no indicative replacement plan yet promulgated is partly due to the difficulty in the coordination of the operational users to agree on a specification.
- Leaseback vehicles being changed too frequently, not considering the cost and time of the changeover involved with too much focus on purchase and sale price.
- There was a general understanding of Council's current financial position, but it was felt that better value could be gained through improved planning and consultation plus utilisation management. Reporting was considered by many to be a major issue.

- Technology One has existing capability to capture data on fleet assets and generate meaningful reports, but it is not being utilised by Fleet.

3.6.1 Fleet Storage and Security Arrangements

The depots at Bomaderry, Ulladulla and Woollamia appear to have adequate storage and maneouvering space for the current fleet with some spare capacity for additional dry hire plant. There is adequate security at the depot with no evidence provided of break-ins, theft, or vandalism. AEC were made aware of high volume of users at the depot and the reduced maneouvering space for the very large equipment, during the time at the depot this could not be observed.

When plant is required to work away from the depot the plant is parked off site. There have been few security problems recorded with this arrangement.

The Waste facilities, Wastewater and Water treatment plants visited during the review all had good security arrangements and were well maintained with adequate parking for vehicles and plant.

4. KEY FOCUS AREA: UTILISATION

4.1 THE NEED FOR ACCURATE UTILISATION DATA SETS

Understanding fleet and plant utilisation is necessary to maintain a right sized fleet and an appropriate mix of fleet, understand the best location for fleet items, and effectively understand whether it is best to own or hire fleet assets. It is essential to the financial sustainability of Council's plant and fleet portfolio. Without a good understanding of fleet and plant utilisation, it is very difficult for Council to program fleet maintenance, develop operational budgets, set internal hire rates, or project optimal asset replacement.

The effective capture, storage and reporting of fleet and plant utilisation requires system capability and standardised processes. Further, appropriate service and asset planning drives the future demands for, and therefore utilisation of, plant and fleet. A lack of understanding of future fleet and plant demands is likely to lead to poor decision making on the retention and/or procurement of fleet assets.

4.2 INDUSTRY UTILISATION BENCHMARKS

National industry benchmark utilisation rates were first established by the Institute of Public Works Engineering Australasia (IPWEA) in 2003 for the purpose of providing a guide only and inclusion in the IPWEA best practice Plant and Vehicle Management Manual[5]. The benchmarks have been reviewed on a regular basis by the IPWEA national panel of fleet managers, with most recent recommendations provided in 2024.

There have been significant changes made since 2003, with large adjustments to the recommendations made in 2024 for loaders, skid steers, excavators, light duty trucks, rollers and tractors. The general trend in the changes made for the 2024 recommendations was to increase the target utilisation.

The significant changes in IPWEA recommendations reflect the reality that the benchmarks are not strongly evidence based, rather a collective opinion. It should be noted the collective opinion includes representatives from different cohorts of councils – including large metropolitan councils and small rural councils. Therefore, Council is advised to use the benchmarks cautiously, and strongly advised to establish targets that reflect optimal utilisation for Shoalhaven assets.

Table 4.1 – IPWEA Annual Utilisation Industry Benchmarks

Type	Unit	IPWEA Annual Benchmark Utilisation (2012)	Recommended (2015 Review)	Recommended (2024 Review)
Grader	HRs	1,000	1,000	900
Backhoe loader	HRs	800	600	900
Loader	HRs	800	800	1,300
Depot based loader	HRs		300	1,300
Skid steer	HRs	700	350	800
Excavator (15T)	HRs	1,000	800	1,000
Excavator (8T)	HRs	800	600	1,000
Excavator (3.5T)	HRs	700	350	1,000
Heavy Duty Truck	KMs	35,000	35,000	31,300
Medium Duty Truck	KMs	20,000	20,000	25,000
Light Duty Truck	KMs	10,000	10,000	21,500
Rubber Tyre Roller	HRs	500	500	700
Vibrating Drum Roller (7T and over)	HRs	500	500	700
Double Drum Roller (small 2.5T)	HRs		150	700
Mower - Front Deck (72 inch)	HRs	500	400	400
Mower - Zero Turn	HRs		300	500
Mower - Mid Deck	HRs		250	400

[5] Source: IPWEA best practice Plant & vehicle Management Manual 3rd Edition 2012

Type	Unit	IPWEA Annual Benchmark Utilisation (2012)	Recommended (2015 Review)	Recommended (2024 Review)
Mower - Golf & Turf	HRs		500	500
Tractor with slasher mower/verge	HRs	500	500	900
Tractor (60 PTO HP)	HRs	800	600	900
Tractor (40 PTO HP)	HRs		350	900
Compact utility Tractor (20HP)	HRs		300	900
Rear Lift Compactor	HRs	1,000	1,000	800
Side Lift Compactor	HRs	1,700	1,700	1,000
Landfill Compactor	HRs	1,000	1,000	1,200
Landfill Wheel Loader	HRs	1,000	1,000	1,200
Road Sweeper	HRs	1,700	1,700	1,000
Car Park/Footpath Sweeper	HRs	1,000	1,300	500
Ride On Sweepers and Scrubbers	HRs		500	700
Wood Chipper	HRs	800	350	700
Bus Mini	KMs	20,000	1,500	21,500
Truck Mounted Elevated Work Platform	HRs		500	700
Self-Propelled Scissor or Book Lift	HRs		150	700
Forklift	HRs			400

Source: IPWEA

While there is no published reasoning behind the utilisation benchmarks recommended by IPWEA, it can be assumed that consideration by IPWEA included an assessment of the actual utilisation reported by local governments, as well as professional knowledge of the financial return required to justify owning an asset.

Key considerations in applying the industry benchmarks include:

- Are the benchmarks achievable given local constraints and demands? If not, target utilisation will need to be lower than the benchmark utilisation to ensure hire rates are sufficient to recover costs and to correctly inform a buy/hire/lease analysis.
- Is the intended use of the asset comparable to the industry benchmark? For example, a tractor that is heavily used by a road crew to pull a combination roller will not be reflected in the industry benchmark and the target utilisation will need to be adjusted accordingly.
- Do the utilisation targets represent the most cost-efficient option? For example, with the benchmark for woodchippers at 350 hours per annum, wet and/or dry hiring may be a more attractive option, even if the benchmark is being achieved.

Council does not refer to the IPWEA annual utilisation targets as outlined in the Plant and Vehicle Management Manual and does not set formal utilisation targets.

Decisions regarding purchasing new assets and replacing/retaining existing assets should be based on a review of historical utilisation and projected future business use, not solely upon the industry benchmarks. This obviously cannot be done in isolation by the fleet managers and requires consultation and engagement with the respective business units using the fleet assets. Where a change in technology or the delivery of operations or capital work programming is expected to impact fleet utilisation, these impacts should also be considered in the decision making process.

AEC defines effective fleet utilisation as the return of the vehicle at the end of the useful life having achieved at least 90% of the planned whole of life utilisation target. Depending on the charging and hiring arrangements, this may also be reflected in the total profit/loss of the asset at end of life.

It is important that utilisation targets are reviewed annually, ideally in consultation with stakeholders in the preparation of annual budgets. The annual review should also identify poor performing assets, with further investigation to identify and correct the root-cause of low utilisation.

It is preferable that the annual utilisation targets are set for asset types, not individual assets. If targets are set for individual assets, pricing for hiring the assets must also be at the individual asset level, otherwise cost recovery

will not be achieved for assets with lower targets. Furthermore, setting targets for a class of asset enables internal benchmarking and highlights the need to rotate vehicles and investigate further the root-cause for any items not achieving the target for the asset class.

NOTE – Later in this report when assessing utilisation and in the financial analysis AEC adjusts target annual utilisation to reflect current actual use. A comparison against industry benchmarks is provided for the fleet categories examined below in section 4.3.

4.3 FLEET COMPOSITION, CONDITION AND CURRENT UTILISATION

To assist in the analysis of the plant and fleet at Shoalhaven City Council, AEC completed an audit of the plant and fleet, including a visual condition assessment of heavy plant and trucks. Note – light passenger vehicles, small fleet and mowers were not assessed for condition by AEC. It should be noted that the data provided listed plant items such as small trailers as major plant, but these were not inspected. Those inspected included backhoes, loaders, graders, trucks, street sweepers, excavators, skid steer loaders and specialist plant. Each asset was given a rating of 1 to 5 based on the current age, meter reading, general condition and known maintenance history. The audit was conducted with the outstanding assistance of the Workshop Supervisors from Bomaderry and Ulladulla. Minimal disruption to operations was achieved wherever possible.

The audit found discrepancies in some data and missing meter readings were updated with the current reading as inspected. This enabled an accurate calculation of the average annual utilisation of each asset.

Table 4.2 – Condition Assessment Criteria

Level	Condition	Description	Fleet Action
1	Excellent/Very Good	New or as new condition. Only planned cyclic inspection and routine maintenance required.	Is unit required/essential for future use? NO. Sell or relocate. YES. Replacement not required/essential for at least 3 years.
2	Good	Good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance.	Is unit required/essential for future use? NO. Sell or relocate. YES. Replacement within current schedule/ or extend
3	Satisfactory/Average	Average/fair condition with some significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance.	Is unit required/essential for future use? NO. Sell or relocate. YES. Consider replacement earlier than current schedule
4	Poor	Poor condition with asset requiring significant renewal/ rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.	Is unit required/essential for future use? NO. Sell YES. Assess for rebuild or replacement in current FY
5	Very Poor	Very poor condition. Asset physically unsound and/or beyond rehabilitation. Renewal required.	Is unit required/essential for future use? NO. Sell YES. Urgent replacement, no major repairs or cease use. Replace with temporary hire unit?

Source: AEC

Overall, the fleet assets are in good condition but with a number rated 3 and above requiring action in the next 2 years. Some of the assets rated 1 and 2 could be extended beyond their recommended life because of their lower utilisation and current condition. This could reduce the capital expenditure requirement in the short to medium term as well as provide a greater focus on those critical assets that are overdue.

Most of the assets are fit for purpose but there are examples of trucks being restricted in use because of axle loading issues, trailers delivered that were not suitable for the mower that should be carried, a CASE backhoe purchased because of operator preference that has had reliability issues and comments were received that some specifications exceeded operational needs but provided to meet operator requests.

The full condition assessment is provided in Appendix K.

4.3.1 Passenger Vehicles

Passenger vehicles contribute $2 million (or 9.3%) to annual operating expenditure on fleet and plant, passenger vehicles tend to attract high attention within local government agencies despite not being amongst the higher contributing components of the asset portfolios operating costs.

Average utilisation for the passenger vehicles is higher than the industry utilisation benchmark, which is reflective of the fact that the vehicles include private-use privileges as part of the remuneration offerings and the travel distance required throughout the Shoalhaven local government area.

Low utilisation on the following vehicles should be explored further for potential rationalisation:

- 2023 Subaru Forester DJ60LM - City Design (average utilisation of 8,622 kms per year)
- 2017 Isuzu MU-X CL47GY - Building Services Management (average utilisation of 9,465 kms per year)
- 2023 Hyundai Staria DJ90WO - Building Services Unit (average utilisation of 10,523 kms per year)
- 2019 Nissan X-Trail CV84LK - Environmental Health (average utilisation of 13,503 kms per year)
- 2019 Hyundai Kona CS89SU - District Engineer - Southern (average utilisation of 14,270 kms per year)
- 2023 Hyundai Santa Fe DF85WO - Development Engineers (average utilisation of 14,948 kms per year)

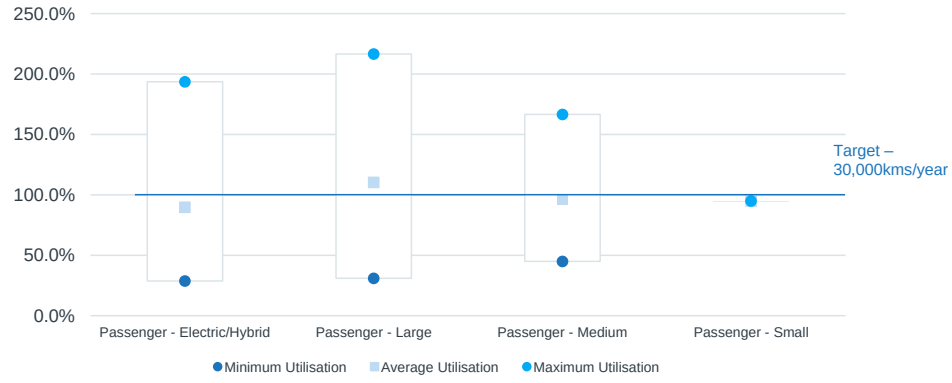
Leaseback passenger vehicles or a vehicle allowance are offered to positions at Unit Manager level or higher within the Council to attract and retain staff. The option of a leaseback vehicle for these positions should be determined on the operational requirements of the position, if the position doesn't operationally require the use of a vehicle than only the vehicle allowance should be offered.

Table 4.3 – Passenger Vehicle Utilisation

Fleet Classification	Count	Industry Utilisation Benchmark	Target Utilisation	Actual Average Utilisation	Minimum Utilisation	Average Utilisation	Maximum Utilisation	Number below 80% target utilisation	Number above 120% target utilisation
Passenger - Electric/Hybrid	29	25,000	30,000	26,904	28.7%	89.7%	193.6%	13	5
Passenger - Large	58	25,000	30,000	33,098	31.0%	110.3%	216.5%	14	21
Passenger - Medium	58	25,000	30,000	28,903	45.0%	96.3%	166.7%	21	15
Passenger - Small	1	25,000	30,000	28,480	94.9%	94.9%	94.9%	0	0

Source: AEC modelling of data supplied by Council

Figure 4.1 – Comparison of Actual Passenger Vehicle Utilisation to Target



Source: AEC modelling of data supplied by Council

4.3.2 Light Commercial Vehicles

Light commercial vehicles contribute $4 million (or 18.3%) to annual operating expenditure on fleet and plant. Similar to passenger vehicles, light commercial vehicles tend to attract high attention within local government agencies despite not being amongst the higher contributing components of the asset portfolios operating costs.

Average utilisation for both the 2WD and 4WD utilities is below the target utilisation of 20,000 km per year and 25,000 km per year. There are twenty six bus/vans which are on average are below the target utilisation of 20,000 kms per year.

The target utilisation for these vehicles is currently set below the IPWEA industry benchmark, the lower utilised vehicles should be investigated to determine whether the business requirement is sufficient for the following utility vehicles featuring low utilisation and how these vehicles are being used:

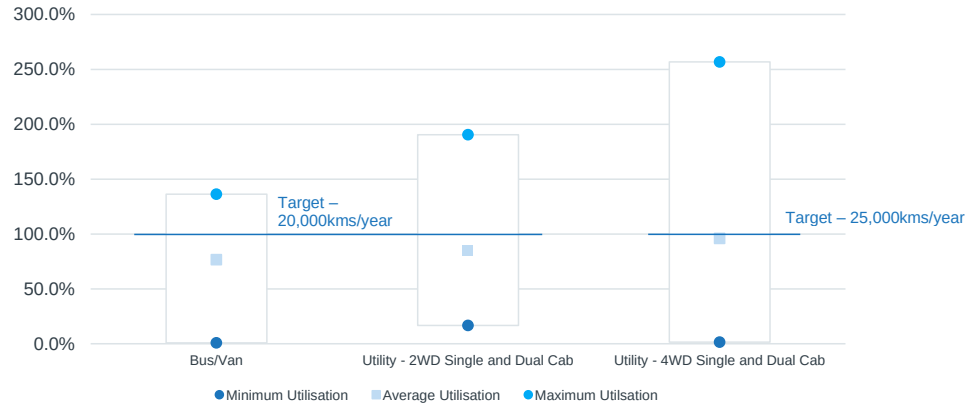
- 2015 Isuzu D-Max CF93AW - Building Services Unit (average utilisation of 869 kms per year)
- 2023 Ford Transit DJ58KO - Bereavement Services Administration (average utilisation of 1,242 kms per year)
- 2022 Mazda BT 50 DD66QK - Metal Fabrication (average utilisation of 2,162 kms per year)
- 2023 Isuzu D-Max DG63LG - Compliance (average utilisation of 2,782 kms per year)
- 2022 Isuzu D-Max DB23NU - Waste Services Administration (average utilisation of 3,313 kms per year)
- 2021 Toyota Hilux DB78WZ - Building Services Management (average utilisation of 3,515 kms per year)
- 2023 Isuzu D-Max DG19LG - Roads Asset Unit (average utilisation of 4,758 kms per year)
- 2021 Mazda BT 50 DC41RM - Waste Management (average utilisation of 4,989 kms per year)
- 2021 Isuzu D-Max DB13NU - Training & Organisational Development (average utilisation of 5,331 kms per year)
- 2022 Isuzu D-Max DD35US - Waste Management (average utilisation of 5,778 kms per year)

Table 4.4 – Light Commercial Vehicle Utilisation

Fleet Classification	Count	Industry Utilisation Benchmark	Target Utilisation	Actual Average Utilisation	Minimum Utilisation	Average Utilisation	Maximum Utilisation	Number below 80% target utilisation	Number above 120% target utilisation
Bus/Van	26	32,500	20,000	15,299	0.8%	76.5%	136.2%	15	6
Utility - 2WD Single and Dual Cab	42	30,000	20,000	16,939	16.6%	84.7%	190.5%	20	7
Utility - 4WD Single and Dual Cab	197	30,000	25,000	23,990	1.4%	96.0%	256.8%	89	58

Source: AEC modelling of data supplied by Council

Figure 4.2 – Comparison of Light Commercial Vehicle Utilisation to Target



Source: AEC modelling of data supplied by Council

4.3.3 Trucks

Trucks contribute a significant $6 million (or 27.8%) to annual operating expenditure on fleet and plant, which is the highest category in terms of total operating expenditure. Trucks should therefore be a key focus for Shoalhaven City Council.

Utilisation is generally close to the target benchmark, the standard trucks are generally below the benchmark and some of the specialised trucks are above the benchmark. The street litter bin trucks (Truck – Waste Compactor) average 45,000 km per year, 114% of the annual target. The heavy (greater than 15.5 tonne) and medium trucks (between 7.5 and 15.5 tonne) have an average utilisation below the benchmark of 19,400 kms per year (96.8%) for heavy and 17,800 per year (89%) for the medium trucks. The small trucks (between 3.5 and 7.5 tonne), average 16,000 kms per year (80%). The prime mover is above target utilisation, and the road patching and road sweeping trucks are on average achieving below the target utilisation.

It should be noted there may be business justification for owning specialised trucks with low utilisation where there is a lack of local market supply and demand for the assets is inconsistent but necessary.

The following trucks should be further investigated to ensure the business justification is sufficient to continue owning the trucks:

- 2023 Hino XO86SH - District Engineer - Basin (average utilisation of 375 kms per year)
- 2012 Komatsu 30000895 - Waste Management (average utilisation of 916 kms per year)
- 2021 Hino XO87BL - District Engineer - Central (average utilisation of 4,078 kms per year)
- 2022 Hino XO83IE - Mechanical Services (average utilisation of 4,255 kms per year)
- 2022 Hino XO80IE - Waste Services Administration (average utilisation of 4,768 kms per year)
- 2017 Hino CO70KW - Waste Ulladulla Depot (average utilisation of 4,963 kms per year)
- 2023 Hino XO60OH - District Engineer - Basin (average utilisation of 5,077 kms per year)
- 2020 Hino XN71QD - Bereavement Services Administration (average utilisation of 5,359 kms per year)
- 2023 Hino XO01VH - Bereavement Services Administration (average utilisation of 5,566 kms per year)
- 2015 Hino XO35YU - Waste Huskisson Depot (average utilisation of 5,731 kms per year)
- 2023 Hino XO86TR - Bereavement Services Administration (average utilisation of 6,179 kms per year)

- 2023 Iveco XO56UH - Water Other Operational Expenses (average utilisation of 6,937 kms per year)
- 2018 Iveco CP50VK - Library (average utilisation of 7,196 kms per year)
- 2021 Hino XN80ZD - Mechanical Services (average utilisation of 7,405 kms per year)
- 2018 Iveco CR14TZ - Mechanical Services (average utilisation of 7,466 kms per year)
- 2018 Hino XN45BD - Waste Huskisson Depot (average utilisation of 7,702 kms per year)

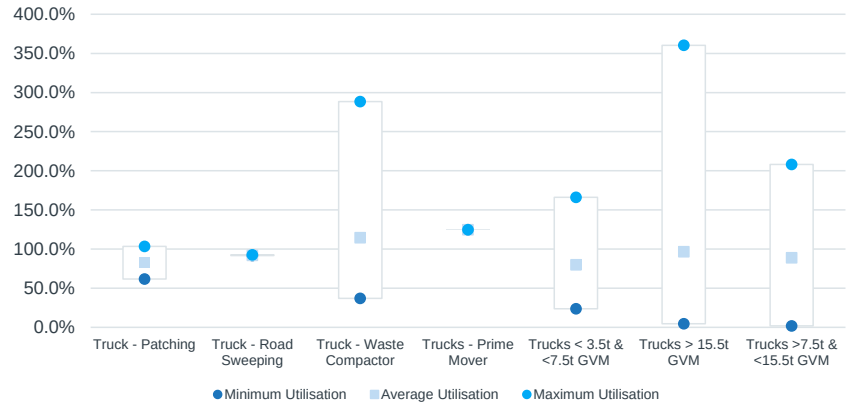
It should be noted that a truck with low utilisation may have a requirement for high idling time and may be well utilised e.g., crane trucks, water trucks and chipper trucks. There may therefore be limited opportunities to reduce such assets.

Table 4.5 – Truck Utilisation

Fleet Classification	Count	Industry Utilisation Benchmark	Target Utilisation	Actual Average Utilisation	Minimum Utilisation	Average Utilisation	Maximum Utilisation	Number below 80% target utilisation	Number above 120% target utilisation
Truck - Patching	2	25,000	20,000	16,495	61.6%	82.5%	103.4%	1	0
Truck - Road Sweeping	2	25,000	30,000	27,637	91.7%	92.1%	92.6%	0	0
Truck - Waste Compactor	7	25,000	40,000	45,784	37.0%	114.5%	288.5%	2	1
Trucks - Prime Mover	1	31,300	30,000	37,448	124.8%	124.8%	124.8%	0	1
Trucks < 3.5t & <7.5t GVM	64	21,500	20,000	15,966	23.8%	79.8%	166.1%	30	6
Trucks > 15.5t GVM	28	31,300	20,000	19,355	4.6%	96.8%	360.3%	12	6
Trucks >7.5t & <15.5t GVM	55	25,000	20,000	17,794	1.9%	89.0%	208.1%	25	9

Source: AEC modelling of data supplied by Council

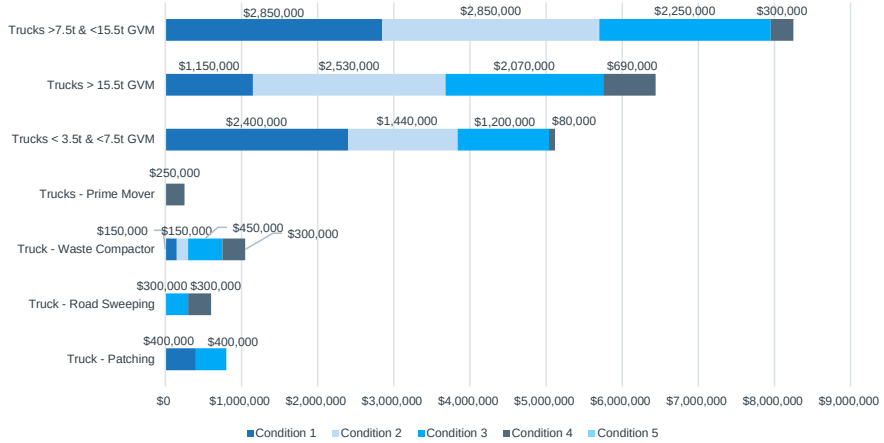
Figure 4.3 – Comparison of Truck Utilisation to Target



Source: AEC modelling of data supplied by Council

The Figure below indicates the total replacement value of assets grouped by the assessed condition score – AEC completed an onsite sight-only inspection of all assets found. Shoalhaven City Council has truck assets with a total replacement value of $1,920,000 in condition 4 – indicating that Council is not replacing the trucks with an optimal approach.

Figure 4.4 – Trucks Replacement Value by Condition Score



Source: AEC modelling of data supplied by Council and sight-only inspection completed by AEC

4.3.4 Heavy Plant

Heavy plant assets contribute a significant $5.4 million (or 24.6%) to annual operating expenditure on fleet and plant – the second largest contributing category to operating costs for plant and fleet. The use of materials handlers and excavators contribute the highest to operating costs within the category.

The following heavy plant should be further investigated to ensure the business justification is sufficient to continue owning the items:

- 2021 Loader Kubota 30003026 (average utilisation of 11 hours per year)
- 2022 Loader Kubota 24706E (average utilisation of 20 hours per year)
- 2023 Excavator Komatsu 43313E (average utilisation of 78 hours per year)
- 2019 Excavator Kubota 82359D (average utilisation of 79 hours per year)
- 2018 Loader Case 84041D (average utilisation of 87 hours per year)
- 2018 Skid Steer Caterpillar 30002055 (average utilisation of 93 hours per year)
- 2022 Excavator Komatsu 21160E (average utilisation of 98 hours per year)
- 2023 Excavator Komatsu 30004011 (average utilisation of 113 hours per year)
- 2023 Excavator Komatsu 30003825 (average utilisation of 123 hours per year)
- 2022 Excavator Caterpillar 30003313 (average utilisation of 127 hours per year)
- 2019 Excavator Kubota 9192D (average utilisation of 138 hours per year)
- 2017 Excavator Kubota 72012D (average utilisation of 142 hours per year)
- 2006 Loader Kubota 1535E (average utilisation of 145 hours per year)
- 2010 Loader Venieri BH00QK (average utilisation of 146 hours per year)
- 2014 Excavator Kubota 71180D (average utilisation of 150 hours per year)
- 2022 Skid Steer Bob Cat 27743E (average utilisation of 159 hours per year)
- 2016 Excavator Kubota 50065D (average utilisation of 159 hours per year)

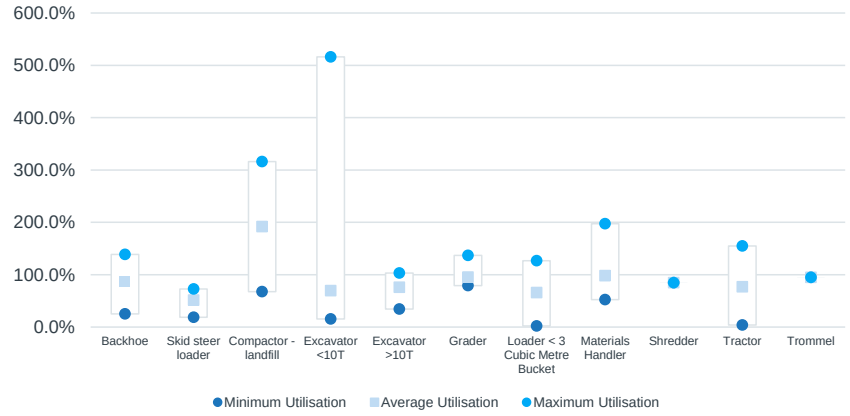
- 2023 Excavator Komatsu 30003796 (average utilisation of 164 hours per year)
- 2023 Excavator Kubota 42676E (average utilisation of 175 hours per year)
- 2023 Excavator Kubota 50465E (average utilisation of 190 hours per year)
- 2010 Loader Kubota 17548C (average utilisation of 202 hours per year)
- 2020 Excavator Komatsu 01050E (average utilisation of 206 hours per year)
- 2014 Excavator Komatsu 28558D (average utilisation of 308 hours per year)

Table 4.6 – Heavy Plant Utilisation

Fleet Classification	Count	Industry Utilisation Benchmark	Target Utilisation	Actual Average Utilisation	Minimum Utilisation	Average Utilisation	Maximum Utilisation	Number below 80% target utilisation	Number above 120% target utilisation
Backhoe	11	900	500	431	25.4%	86.2%	138.8%	6	2
Skid steer loader	6	800	500	258	18.6%	51.6%	72.8%	6	0
Compactor - landfill	2	N/A	600	1,152	67.7%	192.0%	316.3%	1	1
Excavator <10T	24	1,000	500	348	15.6%	69.6%	516.2%	19	2
Excavator >10T	5	1,000	900	684	34.3%	76.0%	103.0%	3	0
Grader	5	900	800	761	79.3%	95.1%	136.8%	1	1
Loader < 3 Cubic Metre Bucket	8	1,300	500	328	2.2%	65.7%	126.6%	5	2
Materials Handler	8	N/A	2,000	1,962	52.2%	98.1%	197.5%	2	1
Shredder	1	8	600	508	84.6%	84.6%	84.6%	0	0
Tractor	7	900	500	385	3.9%	77.0%	155.0%	3	1
Trommel	1	N/A	373	354	95.0%	95.0%	95.0%	0	0

Source: AEC modelling of data supplied by Council

Figure 4.5 – Comparison of Heavy Plant Utilisation to Target



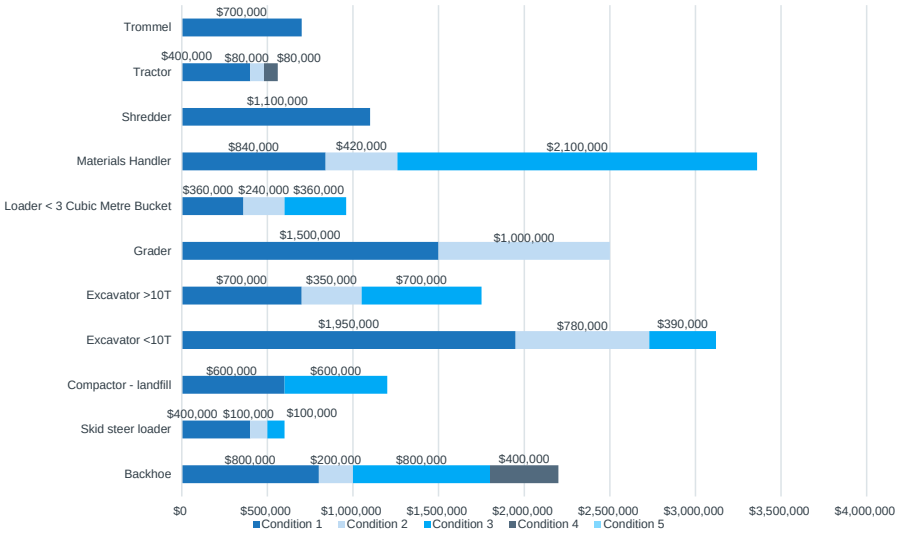
Source: AEC modelling of data supplied by Council

A large proportion of Council's heavy plant does not meet the industry or target utilisation, Council should investigate options for selling some heavy plant items and improving the utilisation by sharing the remaining items across the different teams.

It should be noted, similar to specialised trucks, there may be business justification for owning heavy plant items with low utilisation where there is a lack of local market supply and demand for the assets is inconsistent but necessary.

The Figure below indicates the total replacement value of assets grouped by the assessed condition score – AEC completed an onsite sight-only inspection of all assets found. Shoalhaven City Council has heavy plant assets with a total replacement value of $540,000 in condition 4 – indicating that Council has not replaced these items with an optimal approach. Council has two backhoes that in condition 4 which should be a matter of concern given higher risk of maintenance costs and breakdown.

Figure 4.6 – Heavy Plant Replacement Value by Condition Score



Source: AEC modelling of data supplied by Council and sight-only inspection completed by AEC

4.3.5 Rollers

Rollers contribute $ 367,250 (or 1.7%) to the total operating expenditure on fleet and plant. All rollers are achieving below the target. On average the five Multityre rollers are achieving below the target utilisation, there is high range in the individual utilisation – from minimum of 34.8%, indicating low utilisation up to 103%. The small tandem rollers are significantly below the target. If Council is able to share the rollers between work teams ensuring to address peak demand within the annual works program, the disposal of two or three rollers presents opportunity to achieve operational savings.

The following rollers should be further investigated to ensure the business justification is sufficient to continue owning the items:

- 2020 Wacker Neuson Tandem 99194D - District Engineer - Basin (average utilisation of 35 hours per year)
- 2020 Wacker Neuson Tandem 07175E - Plant Operations (average utilisation of 50 hours per year)
- 2009 Ammann Tandem 81909D - District Engineer - Southern (average utilisation of 97 hours per year)
- 2020 Wacker Neuson Tandem 99192D - District Engineer - Southern (average utilisation of 106 hours per year)
- 2020 Wacker Neuson Tandem 99193D - District Engineer - Central (average utilisation of 115 hours per year)
- 2015 Ammann Art 81910D - District Engineer - Southern (average utilisation of 134 hours per year)
- 2013 Ammann Tandem 1244U - District Engineer - Northern (average utilisation of 136 hours per year)
- 2015 Ammann Art 1243U - District Engineer - Southern (average utilisation of 151 hours per year)

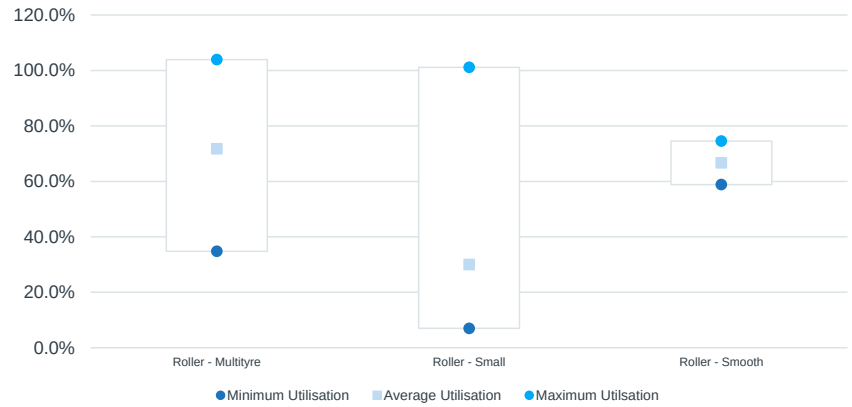
- 2022 Wacker Neuson Smooth 30001E - Waste Ulladulla Depot (average utilisation of 168 hours per year)
- 2014 Caterpillar Tyred 78298D - District Engineer - Basin (average utilisation of 174 hours per year)

Table 4.7 – Roller Utilisation

Fleet Classification	Count	Industry Utilisation Benchmark	Target Utilisation	Actual Average Utilisation	Minimum Utilisation	Average Utilisation	Maximum Utilisation	Number below 80% target utilisation	Number above 120% target utilisation
Roller - Multityre	5	700	500	359	34.8%	71.7%	103.9%	3	0
Roller - Small	10	700	500	150	7.0%	30.0%	101.1%	9	0
Roller - Smooth	2	700	500	333	58.8%	66.7%	74.5%	2	0

Source: AEC modelling of data supplied by Council

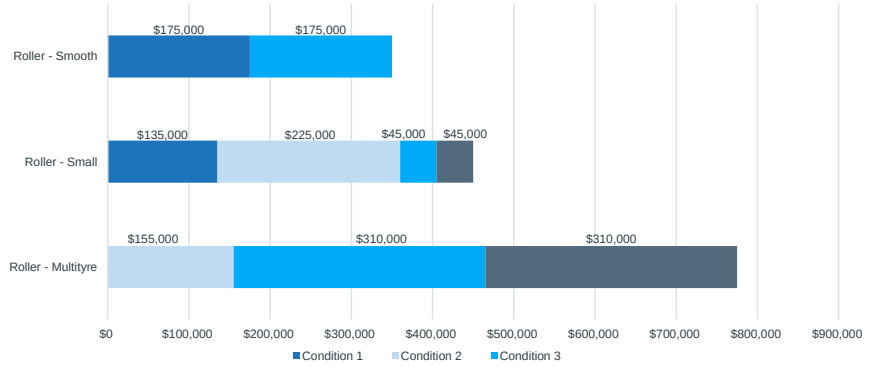
Figure 4.7 – Comparison of Roller Utilisation to Target



Source: AEC modelling of data supplied by Council

The figure below indicates the total replacement value of assets grouped by the assessed condition score – AEC completed an onsite sight-only inspection of all assets found. The Figure below indicates Council's rollers are generally in a good condition, there two multityred and one smooth roller with a condition rating 4 that are required to be replaced/disposed in the near future.

Figure 4.8 – Rollers Replacement Value by Condition Score



Source: AEC modelling of data supplied by Council and sight-only inspection completed by AEC

4.3.6 Mowers

Mowers contribute $829,000 (or 3.8%) to the total operating expenditure on fleet and plant. Council owns 21 front deck mowers and 65 ride-on or zero turn mowers. The analysis of the utilisation for the mowers is not complete as there were only 45 mowers with hour meter readings. The mowers with readings are significantly below the industry and target utilisation, the centralisation of the mowing service and the rationalisation of mowers will increase the overall utilisation of the mowing fleet. It is recommended that all the mowers are inspected to obtain their hour meter reading to gain a better understanding of the extent of the underutilisation.

The following mowers should be further investigated to ensure the business justification is sufficient to continue owning the items:

- 2020 John Deere Ride On 30001140 - Wastewater Other Operational Expenses (average utilisation of 30 hours per year)
- 2016 John Deere Zero Turn 30001527 - Water Other Operational Expenses (average utilisation of 32 hours per year)
- 2020 John Deere Zero Turn 30001105 - Bereavement Services Administration (average utilisation of 60 hours per year)
- 2022 John Deere Ride On 30003635 - Wastewater Other Operational Expenses (average utilisation of 62 hours per year)
- 2023 John Deere Zero Turn 30003608 - Operational Management & Administration (average utilisation of 67 hours per year)
- 2019 John Deere Ride On 30002274 - Wastewater Other Operational Expenses (average utilisation of 71 hours per year)
- 2022 John Deere Zero Turn 30003427 - SSF Northern Sports Precincts (average utilisation of 73 hours per year)
- 2021 John Deere Zero Turn 30002676 - Operational Management & Administration (average utilisation of 76 hours per year)
- 2023 John Deere Ride On 30003640 - Waste Ulladulla Depot (average utilisation of 78 hours per year)
- 2017 Toro Zero Turn 30001756 - SSF Northern Sports Precincts (average utilisation of 81 hours per year)
- 2023 John Deere Ride On 30003932 - SSF Northern Sports Precincts (average utilisation of 84 hours per year)
- 2020 John Deere Zero Turn 35000337 - Bereavement Services Administration (average utilisation of 86 hours per year)
- 2022 John Deere Zero Turn 30003448 - SSF Northern Sports Precincts (average utilisation of 88 hours per year)
- 2019 John Deere Zero Turn 30002285 - Holiday Haven Administration (average utilisation of 91 hours per year)
- 2018 John Deere Zero Turn 30002107 - Fleet and Mechanical Administration (average utilisation of 92 hours per year)
- 2021 John Deere Front Deck 30002908 - District Engineer - Central (average utilisation of 96 hours per year)
- 2022 John Deere Front Deck 30002911 - SSF Southern Sports Precincts (average utilisation of 102 hours per year)
- 2018 John Deere Ride On 30002091 - Sussex Waste Depot (average utilisation of 122 hours per year)
- 2023 John Deere Ride On 30003637 - Wastewater Other Operational Expenses (average utilisation of 124 hours per year)

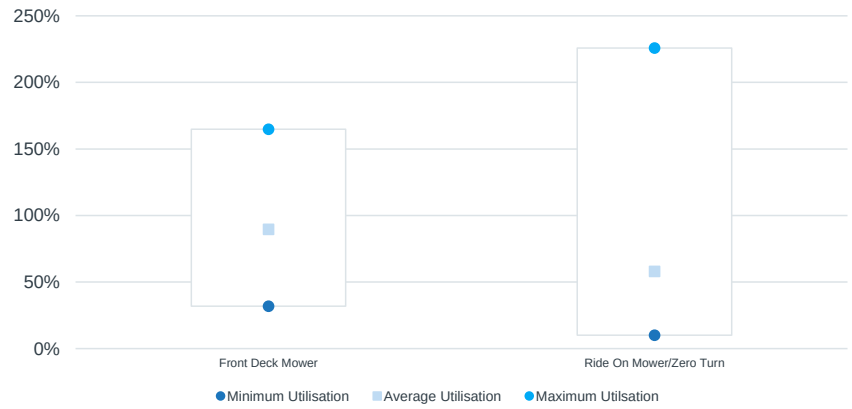
- 2020 John Deere Zero Turn 30002505 - District Engineer - Central (average utilisation of 135 hours per year)
- 2023 John Deere Ride On 30003636 - Wastewater Other Operational Expenses (average utilisation of 138 hours per year)

Table 4.8 – Mower Utilisation

Fleet Classification	Count	Industry Utilisation Benchmark	Target Utilisation	Actual Average Utilisation	Minimum Utilisation	Average Utilisation	Maximum Utilisation	Number below 80% target utilisation	Number above 120% target utilisation
Front Deck Mower	21	400	300	269	31.9%	89.6%	164.8%	7	3
Ride On Mower/Zero Turn	65	500	300	174	10.1%	57.9%	225.8%	58	5

Source: AEC modelling of data supplied by Council

Figure 4.9 – Comparison of Mower Utilisation to Target



Source: AEC modelling of data supplied by Council

4.4 HIRE RATES AND FULL COST RECOVERY

4.4.1 Estimated Operating Costs

The total replacement cost of plant and fleet assets considered by this review is $94 million with an estimated annual operating cost of $22 million – including annual depreciation expense of $7.6 million. Table 4.9 summarises the operating costs for each fleet category. The estimated operating cost for each Council fund is listed in Appendix H.

The depreciation that is charged by Shoalhaven City Council is more than what is calculated in the model, this is due to no residual value recorded for assets or the useful life is shorter. The depreciation expense calculated in this review is based on the target useful life of the asset at Council and the expected residual when the item is sold. AEC recommends that the residual value and useful life of fleet items are amended to reflect reality.

Council does not revalue the plant and equipment asset category, the value of the larger and longer lived assets can materially change during their life. It is recommended that the revaluation of plant and equipment occurs to ensure that the carrying amount does not differ materially from the fair value.

4.4.2 Full Cost Recovery Hire Rates

The following table 4.10, compares current internal hire rates to the rates required for full cost recovery. The full cost recovery rates are presented as the price per unit of utilisation (variable charging), as well as price assuming

permanent hire rates with a monthly, weekly, daily and hourly charge. The variable charge hourly rates assume the asset will be utilised as per the annual utilisation target. The external plant hire rate is the average rate from the panel for that item of plant. This rate is charged for the hours the item is on the job not the hours it is utilised.

Fleet Management currently charges fleet users a fixed weekly amount for fleet hire, this guarantees fleet management the fleet hire income. However, the process to charge fleet hire to projects is not ideal. The district engineers and Shoalhaven Water operations have a fleet suspense account where the weekly hire is charged and allocated to projects via hours entered on the timesheet of the operator. However, the calculation of this hourly rate is flawed, as the majority of items have a weekly assumed hours of 38. This causes the hourly rate to be low and the suspense account to be under recovered. The correct hourly rate is crucial for ensuring that projects (especially capital works, grant and natural disaster projects) are charged the correct amount of fleet hire. AEC recommends that the weekly hours used for calculating the fleet hire hourly rate are representative of the target utilisation for each fleet category. Variances are to be investigated quarterly and the appropriate action taken.

Table 4.9 – Estimated Annual Fleet Costs by Asset Class

Fleet Category	Count	Total Annual Operating Costs	Proportion of Feet Operating Costs	Depreciation	Return on Capital	Registration	Insurance	Garaging	Administration Overheads	Fuel and Oil	Maintenance/ Repairs
Passenger Vehicles	146	2,044,475	9.3%	635,601	261,700	117,126	57,785	9,550	72,670	690,926	199,116
Light Commercial	265	4,022,198	18.3%	1,431,746	376,737	215,079	93,328	15,460	117,371	1,230,664	541,812
Trucks	159	6,123,380	27.8%	1,963,139	553,843	174,091	176,160	30,248	221,541	1,359,140	1,645,219
Heavy Plant	79	5,412,615	24.6%	1,518,894	522,264	23,716	150,104	25,867	188,773	1,388,178	1,594,820
Small Plant	1,792	461,804	2.1%	324,895	136,909	-	-	-	-	-	-
Mowers	86	828,871	3.8%	188,103	63,942	3,487	16,668	2,580	20,962	264,266	268,863
Trailers	205	791,863	3.6%	219,568	83,400	63,485	31,143	5,249	39,166	-	349,853
Attachments	50	274,430	1.2%	184,541	7,897	173	11,695	1,935	14,708	-	53,482
Roller	17	367,254	1.7%	118,536	24,293	2,843	12,419	2,116	15,618	51,313	140,115
RFS	128	907,474	4.1%	593,262	314,211	-	48,000	-	-	120,000	250,000
Other	147	773,937	3.5%	385,758	52,658	-	50,696	6,994	69,189	1,919	206,722
Total	**3,074**	**22,008,302**	**100.0%**	**7,564,043**	**2,397,853**	**600,000**	**648,000**	**100,000**	**760,000**	**5,106,406**	**5,250,000**

Source: AEC modelling of data supplied by Council

Table 4.10 – Estimated Full Cost Recovery Rates by Fleet Type

Fleet Type	Asset Count	Total Annual Operating Costs	Total Estimated Utilisation (hrs)	Variable	Permanent Hire Arrangement				Current Total Annual Hire	Current hourly hire rate	Current hire rate Less calculated hire rate	External Hire Rate
				Effective Cost Rate ($/hour)	Monthly	Weekly	Daily	Hourly				
Backhoe	11	$ 464,231	4,743	$ 97.87	$ 3,517	$ 879	$ 195	$ 23.45	$ 508,901	$ 107.29	$ 9.42	$ 72.93
Skid steer loader	6	$ 167,483	1,549	$ 108.10	$ 2,326	$ 582	$ 129	$ 15.51	$ 161,196	$ 104.04	$ (4.06)	$ 42.17
Compactor - landfill	2	$ 478,061	2,304	$ 207.54	$ 19,919	$ 4,980	$ 1,107	$ 132.79	$ 323,758	$ 140.55	$ (66.99)	
Excavator <10T	24	$ 610,665	8,357	$ 73.08	$ 2,120	$ 530	$ 118	$ 14.14	$ 575,900	$ 68.92	$ (4.16)	$ 75.94
Excavator >10T	5	$ 443,984	3,422	$ 129.75	$ 7,400	$ 1,850	$ 411	$ 49.33	$ 429,952	$ 125.65	$ (4.10)	$ 78.21
Grader	5	$ 544,968	3,805	$ 143.22	$ 9,083	$ 2,271	$ 505	$ 60.55	$ 348,761	$ 91.66	$ (51.57)	$ 74.25
Loader < 3 Cubic Metre Bucket	8	$ 251,747	2,627	$ 95.84	$ 2,622	$ 656	$ 146	$ 17.48	$ 324,887	$ 123.69	$ 27.85	$ 80.30
Materials Handler	8	$ 1,822,988	15,694	$ 116.16	$ 18,989	$ 4,747	$ 1,055	$ 126.60	$ 763,949	$ 48.68	$ (67.48)	
Shredder	1	$ 223,996	508	$ 441.29	$ 18,666	$ 4,667	$ 1,037	$ 124.44	$ 176,062	$ 346.86	$ (94.43)	
Tractor	7	$ 152,059	2,694	$ 56.44	$ 1,810	$ 453	$ 101	$ 12.07	$ 171,846	$ 63.78	$ 7.34	$ 52.00
Trommel	1	$ 141,773	354	$ 400.00	$ 11,814	$ 2,954	$ 656	$ 78.76	$ 196,059	$ 553.16	$ 153.16	
Attachment - Bobcat/skidsteer	4	$ 2,624	800	$ 3.28	$ 55	$ 14	$ 3	$ 0.36	$ -	$ -	$ (3.28)	
Attachment - Tractor - Other	13	$ 81,914	2,600	$ 31.51	$ 525	$ 131	$ 29	$ 3.50	$ 111,705	$ 42.96	$ 11.46	
Attachment - Truck loading/crane	33	$ 189,893	6,600	$ 28.77	$ 480	$ 120	$ 27	$ 3.20	$ 238,575	$ 36.15	$ 7.38	
Bus/Van	26	$ 378,380	7,955	$ 47.56	$ 1,213	$ 303	$ 67	$ 8.09	$ 501,966	$ 63.10	$ 15.53	
Utility - 2WD Single and Dual Cab	42	$ 464,116	14,228	$ 32.62	$ 921	$ 230	$ 51	$ 6.14	$ 744,239	$ 52.31	$ 19.69	
Utility - 4WD Single and Dual Cab	197	$ 3,179,702	94,521	$ 33.64	$ 1,345	$ 336	$ 75	$ 8.97	$ 3,432,948	$ 36.32	$ 2.68	
Front Deck Mower	21	$ 348,801	5,643	$ 61.81	$ 1,384	$ 346	$ 77	$ 9.23	$ 471,840	$ 83.62	$ 21.80	
Ride On Mower/Zero Turn	65	$ 480,070	11,300	$ 42.48	$ 615	$ 154	$ 34	$ 4.10	$ 488,824	$ 43.26	$ 0.77	
Passenger - Electric/Hybrid	29	$ 287,931	15,604	$ 18.45	$ 827	$ 207	$ 46	$ 5.52	$ 463,881	$ 29.73	$ 11.28	
Passenger - Large	58	$ 931,544	38,394	$ 24.26	$ 1,338	$ 335	$ 74	$ 8.92	$ 982,790	$ 25.60	$ 1.33	
Passenger - Medium	58	$ 815,481	33,527	$ 24.32	$ 1,172	$ 293	$ 65	$ 7.81	$ 900,337	$ 26.85	$ 2.53	
Passenger - Small	1	$ 9,518	570	$ 16.71	$ 793	$ 198	$ 44	$ 5.29	$ 10,773	$ 18.91	$ 2.20	
Roller - Multityre	5	$ 202,957	1,793	$ 113.17	$ 3,383	$ 846	$ 188	$ 22.55	$ 129,514	$ 72.22	$ (40.95)	$ 39.02
Roller - Small	10	$ 92,307	1,499	$ 61.60	$ 769	$ 192	$ 43	$ 5.13	$ 91,008	$ 60.73	$ (0.87)	

Fleet Type	Asset Count	Total Annual Operating Costs	Total Estimated Utilisation (hrs)	Variable	Permanent Hire Arrangement				Current Total Annual Hire	Current hourly hire rate	Current hire rate Less calculated hire rate	External Hire Rate
				Effective Cost Rate ($/hour)	Monthly	Weekly	Daily	Hourly				
Roller - Smooth	2	$ 71,990	667	$ 107.98	$ 3,000	$ 750	$ 167	$ 20.00	$ 105,285	$ 157.92	$ 49.94	$ 32.68
Other >$10k	73	$ 447,723	52,604	$ 8.51	$ 511	$ 128	$ 28	$ 3.41	$ 591,773	$ 11.25	$ 2.74	
Forklift	8	$ 34,038	615	$ 55.32	$ 355	$ 89	$ 20	$ 2.36	$ 44,515	$ 72.34	$ 17.03	
Trailer - Fuel	7	$ 23,380	1,400	$ 16.70	$ 278	$ 70	$ 15	$ 1.86	$ 26,015	$ 18.58	$ 1.88	
Trailer - Heavy Transport	3	$ 80,825	60,000	$ 1.35	$ 2,245	$ 561	$ 125	$ 14.97	$ 127,563	$ 2.13	$ 0.78	
Trailer - Mobile Building, Caravan, Toilet	6	$ 23,983	60,000	$ 0.40	$ 333	$ 83	$ 19	$ 2.22	$ 24,331	$ 0.41	$ 0.01	
Trailer - More than one axle	95	$ 455,736	19,000	$ 23.99	$ 400	$ 100	$ 22	$ 2.67	$ 639,335	$ 33.65	$ 9.66	
Trailer - Sign/Light	11	$ 85,137	2,200	$ 38.70	$ 645	$ 161	$ 36	$ 4.30	$ 56,109	$ 25.50	$ (13.19)	
Trailer - Single Axle	83	$ 122,802	16,600	$ 7.40	$ 123	$ 31	$ 7	$ 0.82	$ 212,838	$ 12.82	$ 5.42	
Truck - Patching	2	$ 138,073	2,199	$ 62.78	$ 5,753	$ 1,438	$ 320	$ 38.35	$ 168,766	$ 76.73	$ 13.96	
Truck - Road Sweeping	2	$ 275,147	3,685	$ 74.67	$ 11,464	$ 2,866	$ 637	$ 76.43	$ 223,029	$ 60.52	$ (14.14)	$ 96.25
Truck - Waste Compactor	7	$ 479,087	21,366	$ 22.42	$ 5,703	$ 1,426	$ 317	$ 38.02	$ 314,609	$ 14.72	$ (7.70)	
Trucks - Prime Mover	1	$ 136,060	749	$ 181.66	$ 11,338	$ 2,835	$ 630	$ 75.59	$ 60,535	$ 80.83	$ (100.84)	
Trucks < 3.5t & <7.5t GVM	64	$ 1,510,193	20,437	$ 73.89	$ 1,966	$ 492	$ 109	$ 13.11	$ 1,530,777	$ 74.90	$ 1.01	
Trucks > 15.5t GVM	28	$ 1,675,454	10,839	$ 154.58	$ 4,986	$ 1,247	$ 277	$ 33.24	$ 1,436,613	$ 132.54	$ (22.04)	$ 105.76
Trucks >7.5t & <15.5t GVM	55	$ 1,909,367	19,573	$ 97.55	$ 2,893	$ 723	$ 161	$ 19.29	$ 1,943,434	$ 99.29	$ 1.74	
Centrifuge	1	$ 110,661	Not Available		$ 9,222	$ 2,305	$ 512	$ 61.48	$ 111,397	$ -		

Source: AEC modelling of data supplied by Council

5. KEY FOCUS AREA: ASTUTE PROCUREMENT

5.1 THE NEED FOR ASTUTE PROCUREMENT

Effective fleet utilisation starts with fit-for-purpose asset selection. Ensuring appropriate procurement is essential to optimising investment in fleet, with the funding required each year to replace plant and fleet often at least one third of a Council's annual capital expenditure. Furthermore, plant and fleet have a large impact on the efficiency of a Council's operations, particularly with respect to whether a purchased asset is a right fit for the job. Inappropriate selection of fleet assets, including fleet items that are not fit for purpose, will lead to poor utilisation and potential unnecessary expenditure on external hiring or leasing of more appropriate equipment.

Procurement of modern plant in particular can achieve operational savings through lower fuel consumption and less maintenance costs.

Procurement of fleet is therefore the second key focus area for best practice fleet management.

Whole-of-life costs for fleet assets are significantly influenced by purchase price and residual value realised on disposal. Depreciation of the asset an annual fixed cost component needing to be recovered and can contribute to 50% or more of the annual operating costs of plant and fleet (depending upon utilisation). The sourcing option and/or purchasing decision for a fleet asset must therefore carefully consider the whole-of-life costs when assessing what items to procure and how the items should be procured (i.e. purchased vs hired).

While right fit and whole-of-life costs are important considerations, it is also important that the organisation considers the safety aspects of operating the asset and the need to align the fleet with environmental objectives and commitments made by the organisation (e.g. emission reduction).

Council has a procurement policy prescribing the process and financial delegations. For fleet assets, Fleet staff use the NSW State Government panel for the supply of light passenger and commercial vehicles, and the Local Government Procurement panel for some plant and equipment. They also use RFQ's for other plant and equipment.

The procurement process is not clearly documented, and there appears to be inconsistency in the procurement approach including the preparation of specifications

There appears to currently be a lack of confidence from the customers/operators in the procurement approach.

5.2 USEFUL LIFE AND REPLACING ASSETS

Council currently applies the IPWEA recommended useful life assumptions for the planned replacement of plant and fleet (refer to Table 5.1).

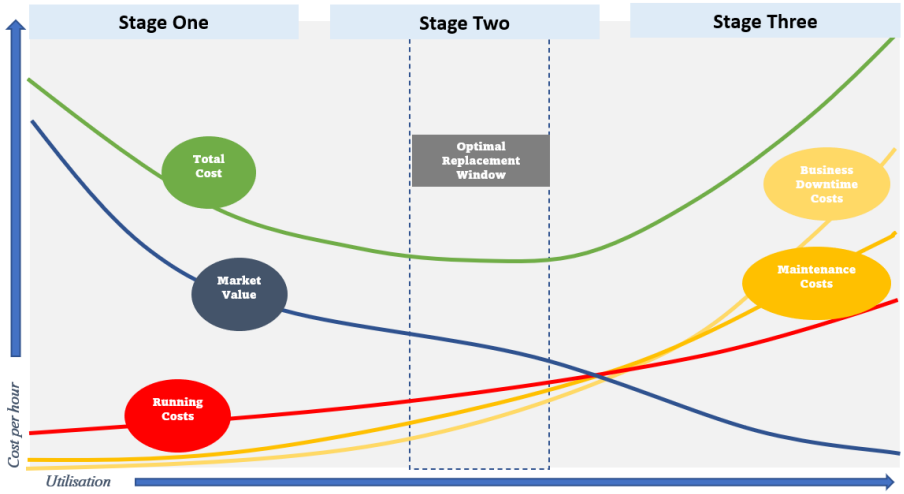
Planning for the replacement of fleet and plant begins with identifying the optimal replacement window and determining the useful life for each asset. To identify the optimal replacement window, the organisation needs to understand the total lifecycle costs and the annual cost profile of the asset throughout the lifecycle. As outlined in Figure 5.1, generally a fleet or plant asset progress through three phases, with each stage incurring a different cost that can be estimated:

- Phase One – Initial period of ownership during which there is a steep decline in the market value of the asset resulting in a high total cost per hour.
- Phase Two – Second period during which there is a slower decline in market value and maintenance costs and downtime remain relatively low.
- Phase Three – Final period in which maintenance cost and cost of downtime continue to increase, as well as a faster rate of decline in market value as buyers start considering the future maintenance costs in the price offering.

While each asset is different, the total cost per hour for most plant and fleet assets will follow a similar trend throughout the life of the asset. The most optimal time to replace an asset, is in the later part of phase two, prior to the market pricing in significant future maintenance costs and prior to major repairs and downtime costs.

The highest lifecycle cost of asset ownership is realised if the asset is either replaced too early, or too late.

Figure 5.1 – Optimal Asset Replacement Window



Source: AEC

How much to expect in terms of the residual value depends upon choices made with respect to how long to keep the asset for and the method of disposal. While industry benchmarks provide guidance on the period of optimal replacement, each organisation has unique characteristics that will impact on the optimal time to replace fleet assets. An astute fleet manager will be aware of market influences on asset sales and disposal transaction costs. Achieving the lowest whole of life costs (including capital costs, operating costs, maintenance costs and downtime costs) requires retaining ownership of the asset throughout the lowest cost stage in the asset's life and disposing of the asset at the optimal time.

The optimal time to replace an asset is impacted by:

- Whether the asset retains a reasonable residual value for a longer period.
- Whether the asset has additional specifications or specific tooling that may not add to the residual value at end of life – in such instances, the optimal replacement timeframe will be longer (for this reason, commercial vehicles tend to have a longer useful life).
- Whether the asset has been maintained in good condition for its age – in such instances, the asset will hold value longer and downtime costs will generally occur later in the asset's life.
- Whether the asset is causing higher than expected downtime costs and impacting the efficiency of recovery and repair processes.
- Whether the asset is at risk of technological obsolescence – this is currently a significant issue for electronic vehicles.

The better a Council is at managing the above factors, the longer the phase two of the asset's life is likely to be, and the optimal replacement window will be later in the asset's lifecycle.

While there are complex methods for calculating optimal replacement timing, such as economic lifecycle analysis, a reasonable estimate can be made by researching market sales and purchase prices, reviewing Council's maintenance history, analysing operating and maintenance costs and estimating the likelihood and cost of downtime for various asset types.

Many Council's follow industry benchmarks, in particular published benchmarks recommended by IPWEA. In addition to annual utilisation benchmarks, IPWEA provides optimal replacement timing for a range of local government assets (see Table 5.1 below), which is meant to be a guideline only. The suggested target for Council is based on the current utilisation of items, with the majority of assets utilised below the IPWEA benchmark the useful life of these can be extended. However, caution is required as assessing for replacement should be performed well before the asset reaches its target useful life. The impacts of condition, utilisation, technological obsolescence, downtime, future operational needs and residual value are to be considered. For trucks and major plant, the review should occur at least two years before the scheduled replacement date.

Table 5.1 – Comparison of Current Replacement Plan and IPWEA Optimum Replacement Timing

Type	IPWEA Recommended Replacement Benchmarks		Shoalhaven Current Replacement Plan	
	Years	KMs/Hours	Years	KMs/Hours
Passenger vehicles	4	100,000	4	100,000
Light commercial vehicles	4	120,000	4	100,000
Grader	9	8,000	10	8,000
Backhoe loader	7	6,000	10	6,000
Loader	7	9,000	10	7,000
Skid steer	7	5,000	10	5,000
Excavator (8T)	8	8,000	10	8,000
Heavy Duty Truck	8	250,000	10	250,000
Medium Duty Truck	8	200,000	10	200,000
Light Duty Truck	7	150,000	8	150,000
Rubber Tyre Roller	10	7,000	10	7,000
Tractor	6	5,000	10	5,000
Road Sweeper	8	200,000	7	200,000
Front Deck Mower	6	2,000	7	2,000
Ride On Mower	6	3,000	10	3,000
Zero Turn	6	2,000	10	3,000

Source: Institute of Public Works Engineering Australia, Plant, and Vehicle Management Manual and AEC

There is evidence obtained through the review that Shoalhaven City Council is replacing some fleet items too early and other items too late.

Council is currently replacing passenger and light commercial vehicles between 60,000 and 90,000 or five years. While some fleet managers are replacing passenger vehicles at 5 years or 150,000kms, the most popular replacement cycles for passenger vehicles are 3-4 years or 90,000-100,000kms for light passenger vehicles and 5 years or 150,000kms for light commercial vehicles. The passenger and light commercial vehicle replacement should occur before the manufacturer's warranty expires. The longer life being applied is predominantly due to the increase in the residual value of second hand vehicles from extended warranty periods being offered by most manufacturers, and particularly since COVID due to supply issues across vehicle supply chains. In January 2022 Moody's Analytics reported that the delays to new car deliveries caused by COVID has increased used car prices by 56% since early 2020. Better resale price on disposal enables Council to extend the period of ownership, increasing the optimal period to sell an asset.

It would appear from industry best practice Shoalhaven City Council should extend the replacement of passenger and light commercial vehicles to 4 years or 100,000 kms.

The annual procurement plan is prepared based solely on the actual year a particular asset is due for replacement without considering past and future utilisation. Assets due for replacement, with long lead times, are not planned, and, together with the current funding challenges, has resulted in critical assets being well overdue for replacement. E.g. Flocon and Jet patcher. Several garbage trucks have high odometer readings and could be grouped into a single procurement. Bulk procurement can assist with standardisation and price competitiveness due to the increased value of the tender.

5.3 BUSINESS CASES TO SUPPORT FLEET ADDITIONS

Council has an additional plant form but does not currently have a formal business case structure to be completed for consideration in the forward procurement plan for plant and fleet. If there are funds available from the user's work area to purchase and pay for the ongoing hire of the item, the additional plant form is approved and the item is purchased.

The requirement to prepare a business case for new or upgraded fleet assets is an important consideration in the purchasing process. For the proponent of a new asset, the business case will enable the benefits of the proposed asset to justify the cost of procuring a new asset. Equally, the business case is an excellent control for the sustainability of the fleet to ensure inappropriate purchases are not made and hiring options are considered as more cost effective solution.

Business cases should include:

- Specification of the proposed asset based on a fit for purpose process.
- Description of proposed utilisation, including estimated annual hours/kilometres used.
- Evaluation of alternative methods of sourcing the capability including wet and dry hire, rental, and lease.
- Estimated purchase cost, including all attachments and inclusions.
- Proposed procurement approach.
- Funding source.
- Risk assessment of the proposed asset.
- Management endorsement.
- Support or not for the proposed additional and commentary from the Fleet Coordinator.

5.4 CONSIDER ALL SOURCING OPTIONS (BUY/HIRE/LEASE)

Council currently owns a large majority of the fleet and plant required for operations and the delivery of the capital works program.

There are several factors to consider when deciding whether to purchase an asset (whether new or replacement) or whether hiring or leasing is the preferred option, including understanding the medium to long term plant and fleet requirements. However, there is little long term planning for both operations and capital works to inform a medium to long term demand pattern for fleet and plant. Ideally, Council would make sourcing decisions based on a known recurrent demand, supplementing the base demands with hired/leased equipment during demand peaks. Only through enhanced integration of works planning and scheduling, with oversight by the proposed Plant and Fleet Working Group, will an appropriate assessment of the optimal sourcing options be possible.

In general, dry hiring of fleet should only be used to supplement other options to address low volume, seasonal and peak needs, due to the higher cost comparison. Where there is a high reliance upon hiring assets, it may be appropriate to investigate further as to whether purchasing an asset may be more cost effective. Wet hiring of fleet is most commonly used for short term requirements for specialist plant (such as vacuum trucks), to address service needs outside of standard business hours and to address short term demand for plant that cannot be provided from within the owned portfolio of assets.

It was noted during the review of hiring options for Shoalhaven City Council that the process for engaging contractors form the panel lacks adequate controls and is guided by an internal document that is expected to deliver equity of engagement in preference to best value to Council. AEC recommends that the engagement of contractors is controlled by fleet management to ensure that Council receives best value for money, with the contractors able to submit revised rates on a six monthly basis and that fleet management will monitor the utilisation of the external plant hire in line with the utilisation (underutilisation) of its own fleet.

The decision to lease is to be evaluated on an individual item basis, having considered the total cost of the lease compared to the benefits from mitigating the risks for technological obsolescence, residual risk and the available funds for the capital expenditure. These three leasing benefits are explained below.

Leasing of vehicles may also be a more suitable option where there is significant risk of technological obsolescence (impacting upon the market value of the asset) – otherwise referred to as residual value risk. There is currently a significant risk in ownership of electronic vehicles (EV) due to the rapid advancement and decrease in the cost of EV vehicles.

An important consideration when making the decision to own rather than lease fleet assets is the residual value risk – that is, the risk is estimating the market value of the asset at the end of its planned life. Holding fleet assets for longer periods can reduce this risk, which must be considered in context of the optimal replacement window (discussed earlier). Acquiring assets that have relatively standard specifications and are commonly used in the general fleet industry, whether private or business, also reduces the risk of residual value. Where there is significant residual value risk, Council can transfer this risk through leasing the assets, although depending upon the negotiations, this will come at a higher cost.

Leasing can avoid the need for capital expenditure, as well as free up capital funds that may be used to generate better financial performance. This may be a consideration as Council operates under a profit centre approach for the management of fleet, whereupon the cost of capital to purchase low utilised plant may result in leasing being a preferred option. The cost of capital included in the operating lease needs to be compared to the internal cost of capital when comparing the options. Generally, local government is able to obtain capital at a lower cost than lease providers and therefore, all other costs being comparable, it is better to own than to lease assets. It is typical in local government that external leases can include cost of capital at 2-3% above the Council's internal cost of capital. Due to the avoidance of capital expenditure, leasing may be considered when the item is to be used for a short period of time, due to specific project requirements or a fixed term project position.

Leasing may be attractive to organisations that lack the fleet management capability to procure and maintain assets. Leases can be entered into, including full maintenance arranged by the lessor. A fully maintained operating lease will often include:

- Cost recovery of vehicle depreciation (difference between purchase price and residual value) and interest rate purchased over the contract term.
- Roadside assistance and breakdown service.
- Compulsory third-party insurance.
- Comprehensive insurance.
- Registration renewal cost per annum.
- Scheduled maintenance.

5.5 SPECIFICATIONS AND FIT FOR PURPOSE

A key consideration in the procurement of fleet and plant items is the preparation of the specification before approaching the market. The best practice process for procurement of plant and fleet is to maintain a current repository of specifications for each type of fleet, informed by the mandatory components of a specification (informed by the procurement policy and mandatory fleet requirements) as well as components that can be tailored to meet the specific procurement requirements.

With mandatory and flexible components to the specification templates, this enables a balance between compliance with policy and ensuring the specification is fit for purpose. It also assists with an efficient procurement process, with only flexible components and schedules to be prepared for each procurement process.

It will be important that relevant key stakeholders are engaged in the process of developing both the mandatory and flexible components of fleet specifications. With the mandatory components developed, each procurement should only require consultation with the stakeholders regarding the flexible components.

During the review it was noted that the Fleet staff do not have a fit for purpose methodology to develop specifications, relying heavily on the customer/operator defining what is required. This has resulted in several examples of over loaded trucks plus trailers not able to carry the designated plant.

Council needs to ensure that the fleet assets are properly designed, inducted, operated, and maintained.

A review of several different specifications identified inconsistencies in format, descriptions, standardisation and fit out requirements. There is a tendency to specify what is already in use without reviewing the current performance.

One of the key recommendations is for the creation of a Fleet Technical Officer position, with specific mechanical engineering design qualifications and experience, particularly with trucks, plant, and equipment.

The maintenance staff are not consulted sufficiently on the current performance of the fleet assets, nor are the maintenance records referred to in the assessment of past performance.

There appears to be a trend to use more Ford light passenger and commercial vehicles without full analysis of the actual long-term benefits to council, including the use of other OEM suppliers, including from outside the region. e.g. Wollongong. Vehicle purchased in Wollongong can be serviced in Nowra.

There is a limited attempt to standardise the fleet where practical to reduce the training requirement for operators and maintenance staff, to simplify spare parts sourcing which could be achieved by amalgamating procurement of several assets across multiple financial years into a single purchase.

A fit for purpose checklist has been provided in Appendix G.

5.6 WHOLE OF LIFE COSTS

An assessment of value for money should be based on accurate estimates of the whole-of-life costs for plant and fleet. To inform the assessment of whole of life costs, the invitation for quotation should require the supplier to submit with the quotation offer for servicing, including fixed service pricing. Maintenance contracts based on a fee per hour used should also be sought for major plant units such as graders.

The whole of life costs should be based upon accurate estimates of utilisation for the asset and the residual value based on the planned useful life and optimal replacement timing. The residual value should reflect both local operating and market conditions, emerging technology, and remarketing channels.

5.7 ENVIRONMENTAL CONSIDERATIONS

Transport costs typically account for at least one-third of a Council's carbon emissions, and therefore the plant and fleet are typically a key consideration in a Council's environmental sustainability policy and included in the asset selection specifications. Councils that are advanced in implementing an emissions reduction target are now requiring regular reporting on emissions from fleet and plant assets.

Councils servicing more remote regions combined with large travel distances to work sites often find it more challenging to reduce emissions, with efficiency in powertrains the key opportunity for improvement. Driver and operator training can also be beneficial in reducing emissions.

5.8 ASSETS SIGNIFICANTLY PASSED OPTIMAL REPLACEMENT

The following list outlines the assets that are currently significantly passed optimal replacement based upon age.

Table 5.2 – List of Assets Significantly Passed Optimal Replacement (by age)

Asset Description	Item Plant #	Fleet Classification	Purchase Date/ Lease Start	Age (years)
SP - REG#:N49578-BROOKER-4.55M BOAT- PETROL 40HP-WHITE	30000014	Boat	22/10/2001	23
SE - REG#:DMK10L-VOLKSWAGEN-CRAFTER VAN4 VAN VAN-AUTO DIESEL 2.0-WHITE	30001682	Bus/Van	19/05/2017	7

Asset Description	Item Plant #	Fleet Classification	Purchase Date/ Lease Start	Age (years)
GF - REG#:CN57XA-HYUNDAI-ILOAD VAN4 VAN VAN-AUTO DIESEL 2.5-CREAMY WHITE	30001878	Bus/Van	8/01/2018	6
WM - REG#:N/A-LIEBHERR-LR634 TRAK CRAWL LOADER-HYDRA DIESEL 7.01 LT T-YELLOW	30001388	Materials Handler	28/01/2016	8
SP - QUICKSPRAY-9SBE600 SPRAYER- PETROL 600LT-WHITE	30002338	Other >$10k	24/06/1996	28
GF - REG#:CL47GY-ISUZU-MU-X SW4 LS-M 4X2 PASSENGER WAGON-AUTO DIESEL 3.0L-SPLASH WHITE	30001776	Passenger - Large	6/09/2017	7
GF - REG#:CJ83TL-NISSAN-X-TRAIL SW4 ST PASSENGER WAGON-AUTO PETROL 2.5-BURNING RED	30001623	Passenger - Medium	28/02/2017	7
SP - JOHN DEERE-Z727 54INM MOWER ZEROTURN-HYDRA PETROL 0.68LT-GREEN	30000176	Ride On Mower/Zero Turn	1/12/2004	19
SE - JOHN DEERE-X300 38IN CUT MOWER RIDEON-HYDRA PETROL 17HP-GREEN	30000546	Ride On Mower/Zero Turn	19/03/2009	15
GF - REG#:81907D-BOMAG-BW120AD-4 TANDEM VIBRATORY ROLLERS ROLLER-HYDRA DIESEL 2.6LT-YELLOW	30000401	Roller - Small	28/06/2007	17
GF - REG#:CN26CC-HINO-817 SERIES MANCO TRUCK GARBAGE SINGLCAB-AUTO DIESEL-YELLOW	30001462	Truck - Waste Compactor	15/06/2016	8
GF - REG#:CN44PF-HINO-817 SERIES MANCO TRUCK GARBAGE SINGLCAB-AUTO DIESEL-BLUE	30001463	Truck - Waste Compactor	15/06/2016	8
SP - JOHN DEERE-6FTX4FT TIP TRUCK DUMPER SINGLCAB- DIESEL 854CC-GREEN	30002358	Trucks < 3.5t & <7.5t GVM	11/08/1999	25
SE - REG#:CT62JR-FORD-RANGER SUPCA XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-COOL WHITE	30001874	Utility - 2WD Single and Dual Cab	4/12/2017	6
WM - REG#:CH97TK-FORD-RANGER S/CAB XL UTILITY SINGLCAB-AUTO DIESEL 2.2-WHITE	30001916	Utility - 2WD Single and Dual Cab	27/02/2018	6
GF - REG#:CN12ED-FORD-RANGER SUPCA XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-FROZEN WHITE	30001974	Utility - 2WD Single and Dual Cab	30/04/2018	6
WA - REG#:CF93AW-ISUZU-D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-WHITE	30001334	Utility - 4WD Single and Dual Cab	23/09/2015	9
GF - REG#:CN00ED-FORD-RANGER SUPCA N/A UTILITY DUALCAB-AUTO DIESEL 3.0-WHITE	30001915	Utility - 4WD Single and Dual Cab	27/02/2018	6
GF - REG#:CO32FW-MITSUBISHI-TRITON D/CAB GLX UTILITY DUALCAB-AUTO DIESEL 2.5-STERLING SILVER	30001931	Utility - 4WD Single and Dual Cab	27/03/2018	6
GF - REG#:DI00SC-FORD-RANGER SUPCA XL 4X4 UTILITY DUALCAB-AUTO DIESEL 3.2-COOL WHITE	30001973	Utility - 4WD Single and Dual Cab	30/04/2018	6

Source: AEC based on fleet data provided by Council

5.9 OPTIMISED REPLACEMENT PROGRAM

The following tables outline the investment required by Shoalhaven City Council to achieve an optimised portfolio of plant and fleet assets, replacing the assets based on age and utilisation. The optimised replacement program is compared to the funding available in the long term financial plan. Due to the lower utilisation of the plant, the useful life has been extended and the funds required for replacement are less than what is in the long term plan for general fund and waste management. Additionally, the sale proceeds in the general fund budget is 30% of the purchase price where it should be closer to 40%. There's annual savings of $1.8 million for the general fund and $750,000 for waste management. The water plant replacement budget is in line with the optimised replacement and the sewer fund's budget requires and additional $200,000 per year.

Based on age Council has $8.8 million (net cost) of assets in backlog to achieve an optimised plant and fleet portfolio, which reduces to $6.6 million (net cost) if the assessment is based on utilisation (hours or kilometres).

It is also worth noting how inaccurate depreciation is as a base for budgeting plant and fleet assets by comparing the annual depreciation expense to the required annual cash investments over the 10 year projected period.

Appendix E lists the fleet types under each category for renewal.

5.9.1 General Fund

Table 5.3 – General Fund – Historic Replacement Program (Capital Value)

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Heavy Plant	Backhoe	-	0	1	224,503	-	0	1	197,508	2	536,800	-	0
Heavy Plant	Skid steer loader	-	0	-	0	-	0	1	149,600	-	0	-	0
Heavy Plant	Excavator <10T	-	0	-	0	1	68,815	1	101,300	-	0	1	138,000
Heavy Plant	Excavator >10T	-	0	1	379,800	-	0	-	0	-	0	1	295,075
Heavy Plant	Grader	-	0	-	0	1	430,000	-	0	-	0	2	1,146,200
Heavy Plant	Tractor	-	0	-	0	2	155,231	-	0	-	0	1	130,893
Light Commercial	Bus/Van	4	139,331	2	63,721	5	185,944	3	117,786	4	157,043	-	0
Light Commercial	Utilities	35	1,159,090	37	1,320,915	34	1,256,961	29	1,191,291	35	1,388,604	23	1,070,376
Mowers	Front Deck Mower	-	0	1	26,047	-	0	1	27,636	4	252,065	5	239,363
Mowers	Ride On Mower/Zero Turn	2	154,909	7	195,875	2	31,206	1	8,030	-	0	2	48,570
Passenger Vehicles	Passenger Vehicles	36	1,120,896	26	813,537	38	1,357,776	24	1,097,755	31	1,467,467	33	1,620,709
Roller	Roller - Small	-	0	-	0	-	0	4	167,485	-	0	-	0
Roller	Roller - Smooth	-	0	-	0	-	0	-	0	-	0	1	226,270
Trailers	Trailers	1	8,799	2	197,187	1	15,550	4	124,044	3	25,171	2	22,584
Trucks	Truck - Patching	1	299,133	-	0	-	0	-	0	-	0	1	492,742
Trucks	Truck - Waste Compactor	-	0	1	190,492	-	0	-	0	1	58,760	-	0
Trucks	Trucks < 3.5t & <7.5t GVM	4	251,409	4	301,472	1	72,062	7	617,904	8	623,432	4	371,017
Trucks	Trucks > 15.5t GVM	1	150,643	-	0	2	311,016	1	272,453	2	551,211	-	0
Trucks	Trucks >7.5t & <15.5t GVM	6	572,662	1	84,921	7	730,479	2	492,585	3	647,604	1	113,030
		90	**3,856,872**	**83**	**3,798,470**	**94**	**4,615,040**	**79**	**4,565,379**	**93**	**5,708,156**	**77**	**5,914,829**

Source: AEC based on fleet data provided by Council

Table 5.4 – General Fund – Historic Additional Fleet Purchases (Capital Value)

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Heavy Plant	Backhoe	-	0	-	0	-	0	-	0	-	0	1	229,000
Heavy Plant	Skid steer loader	-	0	1	47,600	-	0	-	0	-	0	-	0
Heavy Plant	Excavator <10T	-	0	-	0	-	0	-	0	1	113,160	1	53,255
Heavy Plant	Loader < 3 Cubic Metre Bucket	-	0	-	0	-	0	-	0	1	32,527	-	0
Heavy Plant	Tractor	-	0	-	0	1	41,046	-	0	1	35,780	-	0
Light Commercial	Bus/Van	-	0	1	35,136	-	0	-	0	1	46,198	-	0
Light Commercial	Utilities	2	65,834	4	139,015	-	0	2	93,713	9	387,484	4	159,681
Mowers	Front Deck Mower	-	0	-	0	-	0	-	0	2	119,827	1	30,750

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Mowers	Ride On Mower/Zero Turn	1	7,527	2	25,636	3	27,387	2	16,060	2	36,253	2	43,294
Passenger Vehicles	Passenger Vehicles	3	93,057	7	282,602	2	62,976	1	34,259	11	545,256	4	207,449
Trailers	Trailers	2	21,454	3	33,079	2	163,316	1	1,000	12	204,817	3	49,775
Trucks	Truck - Waste Compactor	-	0	1	190,492	-	0	-	0	-	0	-	0
Trucks	Trucks < 3.5t & <7.5t GVM	2	159,282	-	0	-	0	-	0	2	153,188	2	161,034
Trucks	Trucks >7.5t & <15.5t GVM	-	0	-	0	-	0	-	0	1	160,790	2	451,493
		10	**347,154**	**19**	**753,560**	**8**	**294,725**	**6**	**145,032**	**43**	**1,835,281**	**20**	**1,385,731**

Source: AEC based on fleet data provided by Council

Table 5.5 – General Fund - Optimised Fleet and Plant Replacement Program (based on age)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles	532,387	5,978,000	54,600	89,600	626,450	90,650	583,650	842,150	626,450	90,650	583,650	842,150	626,450
Light Commercial	900,642	7,250,000	220,000	407,500	1,252,500	372,500	1,060,000	940,000	1,252,500	372,500	1,060,000	940,000	1,252,500
Trucks	1,131,415	13,110,000	488,000	1,712,000	680,000	795,500	184,000	872,000	1,584,000	740,000	2,512,000	1,192,000	1,104,000
Heavy Plant	428,755	6,710,000	410,000	410,000	322,000	-	441,000	490,000	245,000	70,000	610,000	322,000	550,000
Small Plant	155,725	2,451,000	324,300	376,000	168,700	76,150	37,800	16,500	202,850	200,900	169,100	165,150	150,050
Mowers	159,268	1,485,000	135,000	146,250	191,250	11,250	11,250	-	22,500	348,750	292,500	191,250	45,000
Trailers	101,494	2,296,000	675,150	738,900	119,850	39,000	66,300	30,600	96,900	30,600	25,500	20,400	51,000
Attachments	82,866	795,000	486,000	540,000	67,500	27,000	-	81,000	-	-	540,000	67,500	27,000
Roller	115,064	1,530,000	362,250	362,250	-	387,000	154,500	-	-	-	-	153,000	-
Other	234,009	3,762,000	505,750	519,350	29,750	1,919,000	166,600	136,850	181,050	187,850	123,250	6,800	-
Total	**3,841,626**	**45,367,000**	**3,661,050**	**5,301,850**	**3,458,000**	**3,718,050**	**2,705,100**	**3,409,100**	**4,211,250**	**2,041,250**	**5,916,000**	**3,900,250**	**3,806,000**

Source: AEC based on fleet data provided by Council

Table 5.6 – General Fund - Optimised Fleet and Plant Replacement Program (based on utilisation)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles	532,387	5,978,000	36,050	91,700	626,450	268,400	680,150	383,150	616,050	740,300	370,700	476,950	754,800

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Light Commercial	900,642	7,250,000	45,000	112,500	1,252,500	395,000	332,500	372,500	795,000	615,000	487,500	665,000	672,500
Trucks	1,131,415	13,110,000	371,500	859,500	680,000	976,000	432,000	432,000	856,000	484,000	1,171,500	1,048,000	488,000
Heavy Plant	428,755	6,710,000	60,000	60,000	322,000	140,000	-	140,000	350,000	490,000	190,000	595,000	-
Small Plant	155,725	2,451,000	291,900	311,200	168,700	43,750	37,800	16,500	202,850	200,900	169,100	100,350	117,650
Mowers	159,268	1,485,000	101,250	101,250	191,250	-	11,250	11,250	123,750	45,000	112,500	213,750	123,750
Trailers	101,494	2,296,000	675,150	738,900	119,850	39,000	66,300	30,600	96,900	30,600	25,500	20,400	51,000
Attachments	82,866	795,000	486,000	540,000	67,500	27,000	-	81,000	-	-	540,000	67,500	27,000
Roller	115,064	1,530,000	38,250	38,250	-	-	-	-	-	247,500	116,250	-	-
Other	234,009	3,762,000	505,750	519,350	29,750	1,919,000	166,600	136,850	181,050	187,850	123,250	6,800	-
Total	**3,841,626**	**45,367,000**	**2,610,850**	**3,372,650**	**3,458,000**	**3,808,150**	**1,726,600**	**1,603,850**	**3,221,600**	**3,041,150**	**3,306,300**	**3,193,750**	**2,234,700**

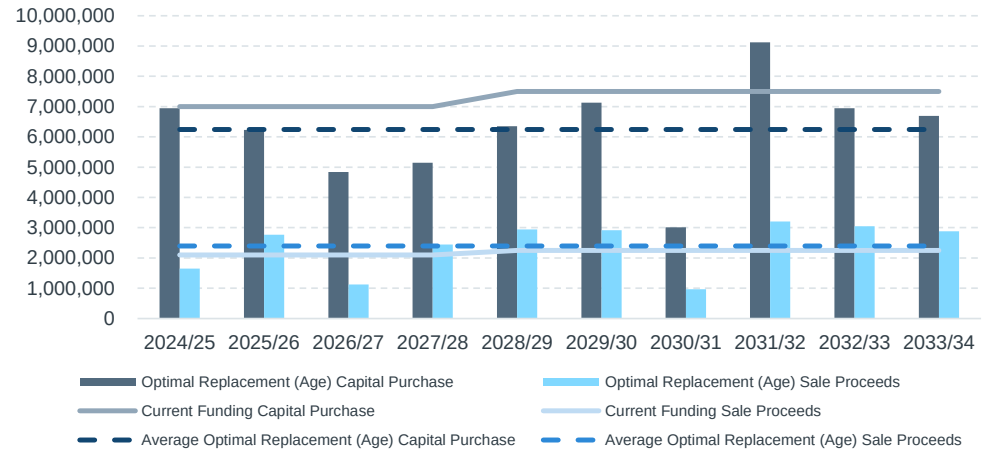
Source: AEC based on fleet data provided by Council

Table 5.7 – General Fund – Funding

		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Current Funding	Capital Purchase	7,000,000	7,000,000	7,000,000	7,000,000	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000
	Sale Proceeds	2,100,000	2,100,000	2,100,000	2,100,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
	Net Cost	**4,900,000**	**4,900,000**	**4,900,000**	**4,900,000**	**5,250,000**	**5,250,000**	**5,250,000**	**5,250,000**	**5,250,000**	**5,250,000**
Optimal Replacement (Age)	Capital Purchase	6,949,500	6,229,500	4,841,500	5,149,000	6,355,500	7,132,000	3,012,000	9,124,000	6,946,500	6,692,000
	Sale Proceeds	1,647,650	2,771,500	1,123,450	2,443,900	2,946,400	2,920,750	970,750	3,208,000	3,046,250	2,886,000
	Net Cost	**5,301,850**	**3,458,000**	**3,718,050**	**2,705,100**	**3,409,100**	**4,211,250**	**2,041,250**	**5,916,000**	**3,900,250**	**3,806,000**
Optimal Replacement (Utilisation)	Capital Purchase	4,263,500	6,229,500	5,232,500	3,466,000	2,879,500	5,584,000	5,531,000	5,031,000	5,346,500	4,434,000
	Sale Proceeds	890,850	2,771,500	1,424,350	1,739,400	1,275,650	2,362,400	2,489,850	1,724,700	2,152,750	2,199,300
	Net Cost	**3,372,650**	**3,458,000**	**3,808,150**	**1,726,600**	**1,603,850**	**3,221,600**	**3,041,150**	**3,306,300**	**3,193,750**	**2,234,700**

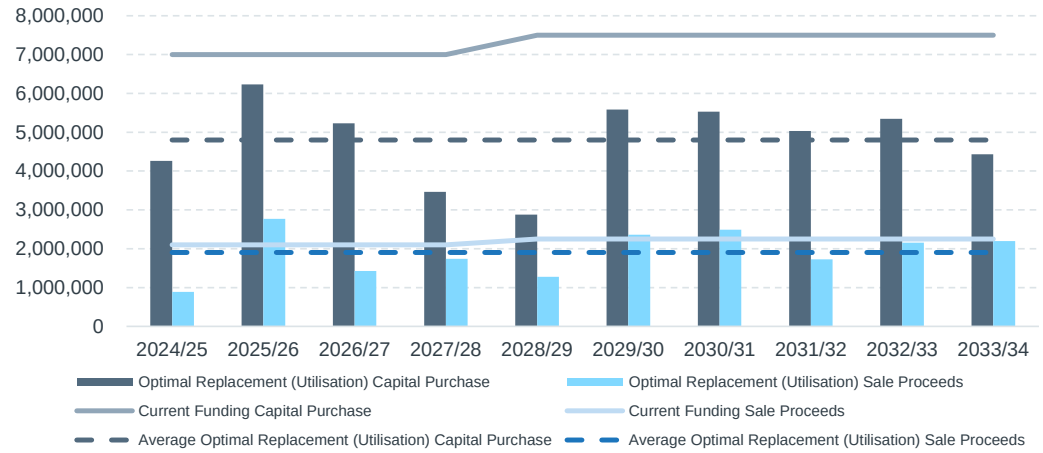
Source: AEC based on fleet data provided by Council

Figure 5.2 – General Fund Optimal Replacement (Age)



Source: AEC based on fleet data provided by Council

Figure 5.3 – General Fund Optimal Replacement (Utilisation)



Source: AEC based on fleet data provided by Council

5.9.2 Water Fund

Table 5.8 – Water Fund – Historic Replacement Program (Capital Value)

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Heavy Plant	Backhoe	-	0	-	0	-	0	-	0	-	0	1	267,850
Heavy Plant	Excavator <10T	2	90,025	1	61,459	1	34,966	1	65,450	1	70,062	1	76,663
Light Commercial	Bus/Van	1	36,938	2	75,245	5	187,890	2	75,220	4	172,217	-	0
Light Commercial	Utilities	13	443,017	4	143,903	6	234,721	12	509,625	12	488,149	11	500,876
Mowers	Ride On Mower/Zero Turn	-	0	-	0	-	0	-	0	1	6,985	-	0
Passenger Vehicles	Passenger Vehicles	3	87,076	1	32,747	2	63,871	5	235,174	4	212,455	6	302,252
Trailers	Trailers	2	17,282	-	0	4	69,131	1	10,294	3	95,988	2	160,040
Trucks	Trucks < 3.5t & <7.5t GVM	-	0	1	60,746	-	0	-	0	1	115,952	1	80,739
Trucks	Trucks > 15.5t GVM	-	0	-	0	1	304,898	-	0	-	0	1	285,303

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Trucks	Trucks >7.5t & <15.5t GVM	1	87,684	-	0	4	808,923	4	553,365	-	0	1	207,095
		22	**762,022**	**9**	**374,100**	**23**	**1,704,401**	**25**	**1,449,128**	**26**	**1,161,808**	**24**	**1,880,818**

Source: AEC based on fleet data provided by Council

Table 5.9 – Water Fund – Historic Additional Fleet Purchases (Capital Value)

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Heavy Plant	Skid steer loader	-	0	-	0	-	0	1	121,709	-	0	-	0
Heavy Plant	Excavator <10T	-	0	-	0	1	158,778	-	0	1	60,822	-	0
Heavy Plant	Tractor	-	0	1	37,446	-	0	-	0	-	0	-	0
Light Commercial	Utilities	-	0	-	0	-	0	-	0	1	32,098	3	132,529
Passenger Vehicles	Passenger Vehicles	-	0	2	68,868	-	0	-	0	1	36,226	-	0
Trailers	Trailers	-	0	-	0	1	39,877	1	20,378	-	0	1	13,935
Trucks	Trucks < 3.5t & <7.5t GVM	1	55,237	-	0	-	0	-	0	-	0	-	0
Trucks	Trucks >7.5t & <15.5t GVM	-	0	-	0	1	202,650	1	137,272	-	0	-	0
		1	**55,237**	**3**	**106,313**	**3**	**401,305**	**3**	**279,359**	**3**	**129,146**	**4**	**146,464**

Source: AEC based on fleet data provided by Council

Table 5.10 – Water Fund - Optimised Fleet and Plant Replacement Program (based on age)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles	75,721	832,000	-	-	85,000	18,550	33,750	159,600	85,000	18,550	33,750	159,600	85,000
Light Commercial	347,274	2,785,000	22,500	90,000	620,000	157,500	310,000	305,000	620,000	157,500	310,000	305,000	620,000
Trucks	336,968	3,880,000	184,000	184,000	376,000	64,000	120,000	304,000	120,000	-	128,000	1,264,000	312,000
Heavy Plant	131,095	3,080,000	420,000	560,000	693,000	-	-	-	91,000	151,000	91,000	161,000	518,000
Small Plant	85,166	864,500	195,550	227,250	42,150	48,900	10,900	5,650	21,050	55,000	97,500	61,250	52,200
Mowers	6,208	135,000	11,250	22,500	33,750	-	-	33,750	-	-	-	-	11,250
Trailers	45,576	846,000	107,100	107,100	40,800	-	61,200	-	76,500	-	5,100	5,100	-
Attachments	21,032	150,000	108,000	108,000	-	-	27,000	-	-	-	108,000	-	-
Other	27,950	312,000	155,550	155,550	-	-	29,750	-	-	29,750	6,800	29,750	-

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Total	**1,076,991**	**12,884,500**	**1,203,950**	**1,454,400**	**1,890,700**	**288,950**	**592,600**	**808,000**	**1,013,550**	**411,800**	**780,150**	**1,985,700**	**1,598,450**

Source: AEC based on fleet data provided by Council

Table 5.11 – Water Fund - Optimised Fleet and Plant Replacement Program (based on utilisation)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles	75,721	832,000	18,550	18,550	85,000	103,550	53,550	107,100	117,700	72,100	37,100	173,550	50,200
Light Commercial	347,274	2,785,000	-	45,000	620,000	135,000	107,500	112,500	220,000	287,500	192,500	270,000	265,000
Trucks	336,968	3,880,000	64,000	64,000	376,000	240,000	120,000	184,000	-	248,000	-	240,000	616,000
Heavy Plant	131,095	3,080,000	-	-	693,000	-	-	-	-	-	-	-	-
Small Plant	85,166	864,500	163,150	194,850	42,150	16,500	10,900	5,650	21,050	55,000	97,500	28,850	52,200
Mowers	6,208	135,000	11,250	11,250	33,750	-	-	-	-	-	-	-	22,500
Trailers	45,576	846,000	107,100	107,100	40,800	-	61,200	-	76,500	-	5,100	5,100	-
Attachments	21,032	150,000	108,000	108,000	-	-	27,000	-	-	-	108,000	-	-
Other	27,950	312,000	155,550	155,550	-	-	29,750	-	-	29,750	6,800	29,750	-
Total	**1,076,991**	**12,884,500**	**627,600**	**704,300**	**1,890,700**	**495,050**	**409,900**	**409,250**	**435,250**	**692,350**	**447,000**	**747,250**	**1,005,900**

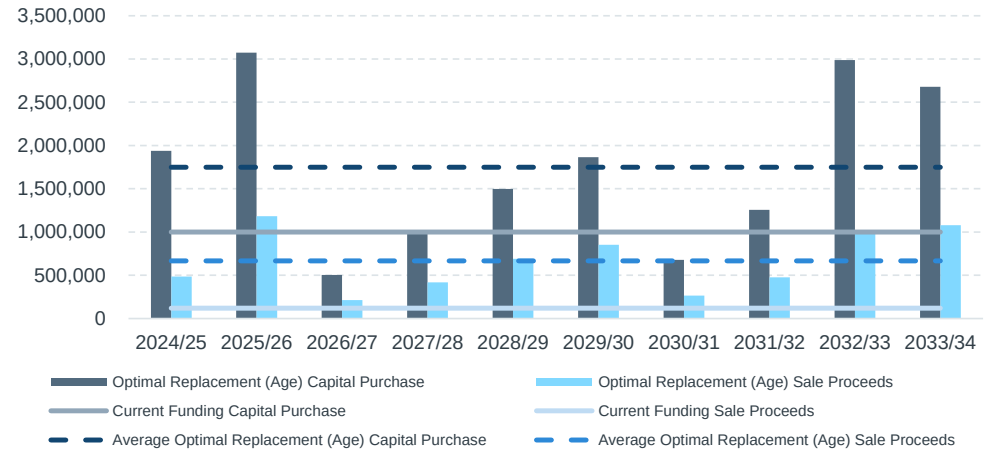
Source: AEC based on fleet data provided by Council

Table 5.12 – Water Fund – Funding

		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Current Funding	Capital Purchase	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Sale Proceeds	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
	Net Cost	**880,000**	**880,000**	**880,000**	**880,000**	**880,000**	**880,000**	**880,000**	**880,000**	**880,000**	**880,000**
Optimal Replacement (Age)	Capital Purchase	1,939,500	3,074,500	503,500	1,010,500	1,497,500	1,866,000	678,000	1,255,500	2,987,000	2,678,500
	Sale Proceeds	485,100	1,183,800	214,550	417,900	689,500	852,450	266,200	475,350	1,001,300	1,080,050
	Net Cost	**1,454,400**	**1,890,700**	**288,950**	**592,600**	**808,000**	**1,013,550**	**411,800**	**780,150**	**1,985,700**	**1,598,450**
Optimal Replacement (Utilisation)	Capital Purchase	901,500	3,074,500	874,500	667,500	767,500	874,000	1,191,000	745,500	1,400,000	1,529,500
	Sale Proceeds	197,200	1,183,800	379,450	257,600	358,250	438,750	498,650	298,500	652,750	523,600
	Net Cost	**704,300**	**1,890,700**	**495,050**	**409,900**	**409,250**	**435,250**	**692,350**	**447,000**	**747,250**	**1,005,900**

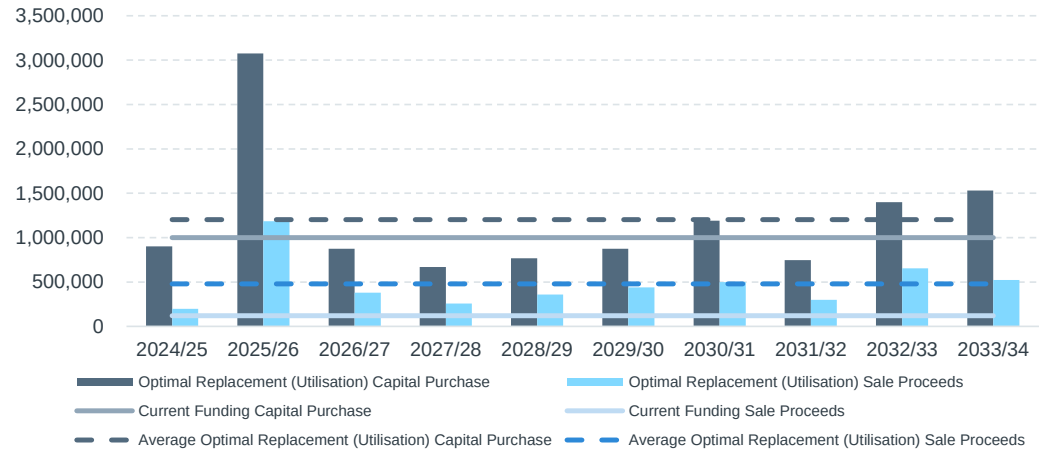
Source: AEC based on fleet data provided by Council

Figure 5.4 – Water Fund Optimal Replacement (Age)



Source: AEC based on fleet data provided by Council

Figure 5.5 – Water Fund Optimal Replacement (Utilisation)



Source: AEC based on fleet data provided by Council

5.9.3 Sewer Fund

Table 5.13 – Sewer Fund – Historic Replacement Program (Capital Value)

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Heavy Plant	Excavator <10T	1	51,201	-	0	1	34,966	-	0	-	0	-	0
Heavy Plant	Tractor	1	16,818	-	0	-	0	-	0	-	0	-	0
Light Commercial	Utilities	4	141,855	2	62,567	7	256,386	3	118,769	2	83,398	2	85,454
Mowers	Ride On Mower/Zero Turn	-	0	3	40,009	-	0	-	0	-	0	6	120,750
Passenger Vehicles	Passenger Vehicles	1	34,880	1	32,423	1	35,012	2	103,359	-	0	-	0
Trailers	Trailers	1	11,835	-	0	-	0	-	0	1	9,955	1	12,933
Trucks	Trucks < 3.5t & <7.5t GVM	6	394,312	-	0	1	75,703	1	143,642	-	0	1	80,739

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Trucks	Trucks >7.5t & <15.5t GVM	-	0	1	95,772	1	88,258	1	190,413	1	181,212	1	236,985
		14	**650,901**	**7**	**230,771**	**11**	**490,326**	**7**	**556,183**	**4**	**274,564**	**11**	**536,861**

Source: AEC based on fleet data provided by Council

Table 5.14 – Sewer Fund – Historic Additional Fleet Purchases (Capital Value)

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Light Commercial	Utilities	-	0	-	0	1	31,122	-	0	1	39,325	-	0
Mowers	Ride On Mower/Zero Turn	-	0	-	0	1	5,651	-	0	-	0	-	0
		-	**0**	**-**	**0**	**2**	**36,773**	**-**	**0**	**1**	**39,325**	**-**	**0**

Source: AEC based on fleet data provided by Council

Table 5.15 – Sewer Fund - Optimised Fleet and Plant Replacement Program (based on age)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles	9,246	106,000	-	-	37,100	-	-	-	37,100	-	-	-	37,100
Light Commercial	106,117	860,000	40,000	62,500	192,500	40,000	67,500	130,000	192,500	40,000	67,500	130,000	192,500
Trucks	222,861	2,700,000	-	312,000	192,000	184,000	376,000	368,000	64,000	184,000	120,000	248,000	312,000
Heavy Plant	89,438	2,280,000	252,000	343,000	182,000	-	140,000	-	-	-	91,000	-	-
Small Plant	72,605	714,500	293,150	316,950	1,600	35,400	33,850	14,750	19,450	9,250	26,800	87,900	13,300
Mowers	16,000	225,000	22,500	22,500	11,250	-	11,250	11,250	-	11,250	11,250	11,250	-
Trailers	47,797	614,000	411,000	411,000	40,800	-	13,500	20,400	-	18,600	-	20,400	-
Attachments	79,206	465,000	189,000	256,500	-	108,000	27,000	27,000	-	-	256,500	-	108,000
Other	117,778	1,061,000	538,050	567,800	-	-	119,000	59,500	59,500	-	89,250	-	6,800
Total	**761,047**	**9,025,500**	**1,745,700**	**2,292,250**	**657,250**	**367,400**	**788,100**	**630,900**	**372,550**	**263,100**	**662,300**	**497,550**	**669,700**

Source: AEC based on fleet data provided by Council

Table 5.16 – Sewer Fund - Optimised Fleet and Plant Replacement Program (based on utilisation)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles	9,246	106,000	-	-	37,100	18,550	18,550	-	37,100	-	18,550	18,550	18,550
Light Commercial	106,117	860,000	-	22,500	192,500	62,500	22,500	62,500	90,000	62,500	22,500	85,000	130,000
Trucks	222,861	2,700,000	-	128,000	192,000	-	312,000	128,000	248,000	184,000	-	488,000	64,000
Heavy Plant	89,438	2,280,000	-	-	182,000	-	-	-	224,000	-	-	-	-
Small Plant	72,605	714,500	228,350	252,150	1,600	35,400	33,850	14,750	19,450	9,250	26,800	23,100	13,300
Mowers	16,000	225,000	-	-	11,250	-	-	11,250	-	-	-	11,250	-
Trailers	47,797	614,000	411,000	411,000	40,800	-	13,500	20,400	-	18,600	-	20,400	-
Attachments	79,206	465,000	189,000	256,500	-	108,000	27,000	27,000	-	-	256,500	-	108,000
Other	117,778	1,061,000	538,050	567,800	-	-	119,000	59,500	59,500	-	89,250	-	6,800
Total	**761,047**	**9,025,500**	**1,366,400**	**1,637,950**	**657,250**	**224,450**	**546,400**	**323,400**	**678,050**	**274,350**	**413,600**	**646,300**	**340,650**

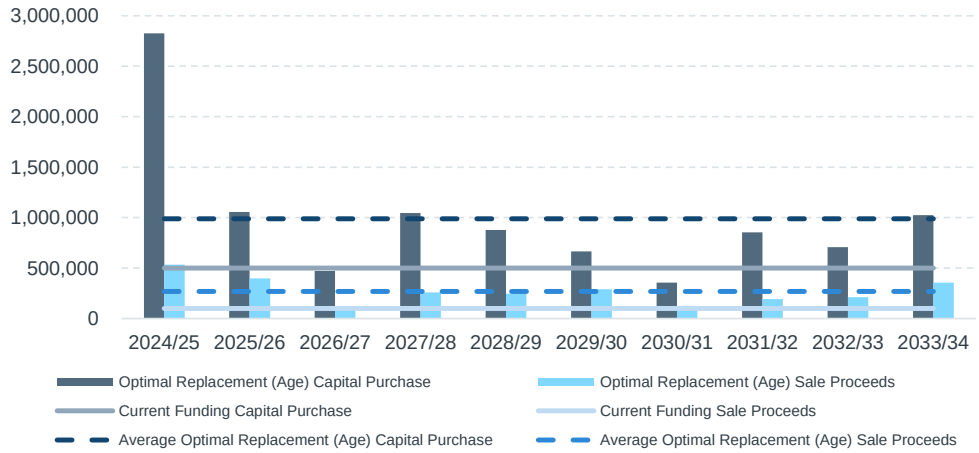
Source: AEC based on fleet data provided by Council

Table 5.17 – Sewer Fund – Funding

		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Current Funding	Capital Purchase	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
	Sale Proceeds	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Net Cost	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**
Optimal Replacement (Age)	Capital Purchase	2,826,500	1,056,000	472,000	1,046,000	876,500	664,000	357,000	854,500	708,000	1,024,500
	Sale Proceeds	534,250	398,750	104,600	257,900	245,600	291,450	93,900	192,200	210,450	354,800
	Net Cost	**2,292,250**	**657,250**	**367,400**	**788,100**	**630,900**	**372,550**	**263,100**	**662,300**	**497,550**	**669,700**
Optimal Replacement (Utilisation)	Capital Purchase	1,582,000	1,924,500	1,056,000	340,000	714,000	441,500	1,009,000	387,000	522,500	899,000
	Sale Proceeds	215,600	286,550	398,750	115,550	167,600	118,100	330,950	112,650	108,900	252,700
	Net Cost	**1,366,400**	**1,637,950**	**657,250**	**224,450**	**546,400**	**323,400**	**678,050**	**274,350**	**413,600**	**646,300**

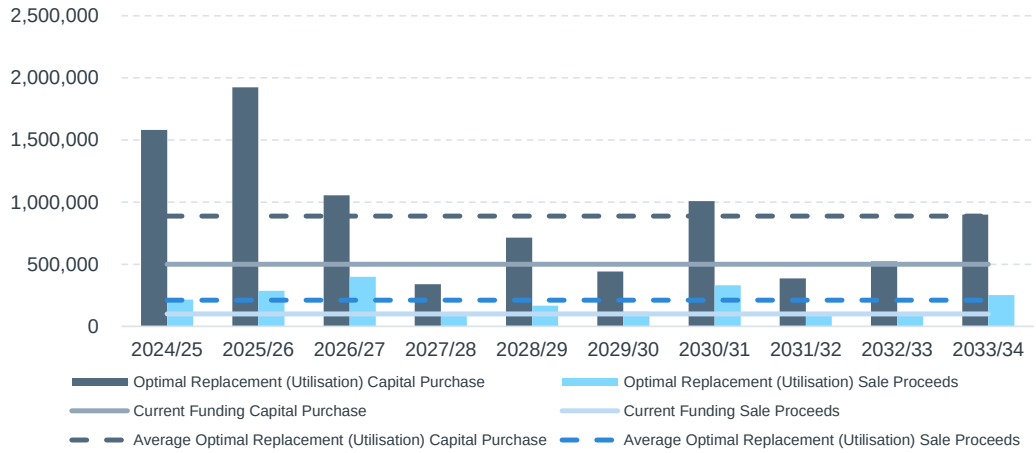
Source: AEC based on fleet data provided by Council

Figure 5.6 – Sewer Fund Optimal Replacement (Age)



Source: AEC based on fleet data provided by Council

Figure 5.7 – Sewer Fund Optimal Replacement (Utilisation)



Source: AEC based on fleet data provided by Council

5.9.4 Waste Management

Table 5.18 – Waste Management – Historic Replacement Program (Capital Value)

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Heavy Plant	Skid steer loader	-	0	-	0	-	0	-	0	1	109,450	-	0
Heavy Plant	Excavator >10T	1	387,500	1	433,600	-	0	-	0	-	0	-	0
Heavy Plant	Materials Handler	1	481,000	-	0	-	0	-	0	1	643,500	-	0
Light Commercial	Utilities	1	36,447	1	40,353	2	75,083	2	111,080	6	268,211	-	0
Mowers	Ride On Mower/Zero Turn	-	0	-	0	-	0	-	0	-	0	1	27,511
Passenger Vehicles	Passenger Vehicles	-	0	1	32,182	1	34,153	-	0	1	47,545	2	117,218
Trailers	Trailers	-	0	1	2,608	-	0	-	0	-	0	-	0
Trucks	Truck - Waste Compactor	-	0	-	0	-	0	-	0	-	0	1	64,712
Trucks	Trucks > 15.5t GVM	-	0	1	245,790	1	190,892	-	0	-	0	-	0

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Trucks	Trucks >7.5t & <15.5t GVM	-	0	-	0	-	0	-	0	-	0	2	512,240
		3	**904,947**	**5**	**754,534**	**4**	**300,129**	**2**	**111,080**	**9**	**1,068,706**	**6**	**721,680**

Source: AEC based on fleet data provided by Council

Table 5.19 – Waste Management – Historic Additional Fleet Purchases (Capital Value)

Fleet Classification		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
		Qty	$	Qty	$	Qty	$	Qty	$	Qty	$	Qty	$
Heavy Plant	Excavator >10T	-	0	-	0	-	0	1	121,390	-	0	-	0
Heavy Plant	Loader < 3 Cubic Metre Bucket	-	0	1	109,749	-	0	-	0	-	0	-	0
Heavy Plant	Materials Handler	-	0	-	0	-	0	-	0	-	0	1	503,800
Light Commercial	Utilities	1	28,619	-	0	1	33,436	-	0	2	76,905	1	40,125
Mowers	Ride On Mower/Zero Turn	-	0	3	48,341	-	0	-	0	-	0	-	0
Trailers	Trailers	-	0	4	301,397	1	2,568	-	0	-	0	-	0
Trucks	Truck - Waste Compactor	-	0	-	0	-	0	-	0	-	0	1	149,382
Trucks	Trucks < 3.5t & <7.5t GVM	-	0	1	59,590	-	0	-	0	1	66,100	-	0
Trucks	Trucks > 15.5t GVM	-	0	-	0	-	0	-	0	1	290,997	-	0
Trucks	Trucks >7.5t & <15.5t GVM	1	59,432	-	0	-	0	-	0	-	0	-	0
		2	**88,051**	**9**	**519,077**	**2**	**36,004**	**1**	**121,390**	**4**	**434,002**	**3**	**693,307**

Source: AEC based on fleet data provided by Council

Table 5.20 – Waste Management - Optimised Fleet and Plant Replacement Program (based on age)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles	18,247	191,000	-	-	15,200	-	17,500	36,050	15,200	-	17,500	36,050	15,200
Light Commercial	77,714	610,000	17,500	40,000	67,500	-	152,500	85,000	67,500	-	152,500	85,000	67,500
Trucks	271,894	2,820,000	184,000	184,000	120,000	120,000	-	432,000	360,000	184,000	248,000	-	184,000
Heavy Plant	869,606	7,180,000	882,000	1,176,000	595,000	-	245,000	784,000	2,058,000	-	84,000	-	1,064,000
Small Plant	11,398	141,500	2,550	2,550	11,650	5,900	800	3,350	9,250	5,900	18,750	9,900	1,600
Mowers	6,626	75,000	11,250	11,250	-	-	-	-	-	33,750	-	-	-
Trailers	24,701	150,000	18,600	18,600	20,400	-	-	5,100	17,850	-	-	-	20,400

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Attachments	1,436	30,000	27,000	27,000	-	-	-	-	-	-	27,000	-	-
Roller	3,472	45,000	-	-	-	-	-	-	-	-	-	-	-
Other	6,021	70,000	-	-	-	59,500	-	-	-	-	-	-	-
Total	**1,291,115**	**11,312,500**	**1,142,900**	**1,459,400**	**829,750**	**185,400**	**415,800**	**1,345,500**	**2,527,800**	**223,650**	**547,750**	**130,950**	**1,352,700**

Source: AEC based on fleet data provided by Council

Table 5.21 – Waste Management - Optimised Fleet and Plant Replacement Program (based on utilisation)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles	18,247	191,000	-	-	15,200	17,500	18,550	-	32,700	36,050	-	17,500	33,750
Light Commercial	77,714	610,000	-	-	67,500	22,500	-	85,000	45,000	22,500	22,500	67,500	67,500
Trucks	271,894	2,820,000	-	-	120,000	120,000	184,000	120,000	120,000	360,000	-	304,000	368,000
Heavy Plant	869,606	7,180,000	882,000	1,176,000	595,000	-	245,000	714,000	2,149,000	-	-	-	1,225,000
Small Plant	11,398	141,500	2,550	2,550	11,650	5,900	800	3,350	9,250	5,900	18,750	9,900	1,600
Mowers	6,626	75,000	-	-	-	-	-	-	11,250	-	-	-	-
Trailers	24,701	150,000	18,600	18,600	20,400	-	-	5,100	17,850	-	-	-	20,400
Attachments	1,436	30,000	27,000	27,000	-	-	-	-	-	-	27,000	-	-
Roller	3,472	45,000	-	-	-	-	-	-	-	-	-	-	-
Other	6,021	70,000	-	-	-	59,500	-	-	-	-	-	-	-
Total	**1,291,115**	**11,312,500**	**930,150**	**1,224,150**	**829,750**	**225,400**	**448,350**	**927,450**	**2,385,050**	**424,450**	**68,250**	**398,900**	**1,716,250**

Source: AEC based on fleet data provided by Council

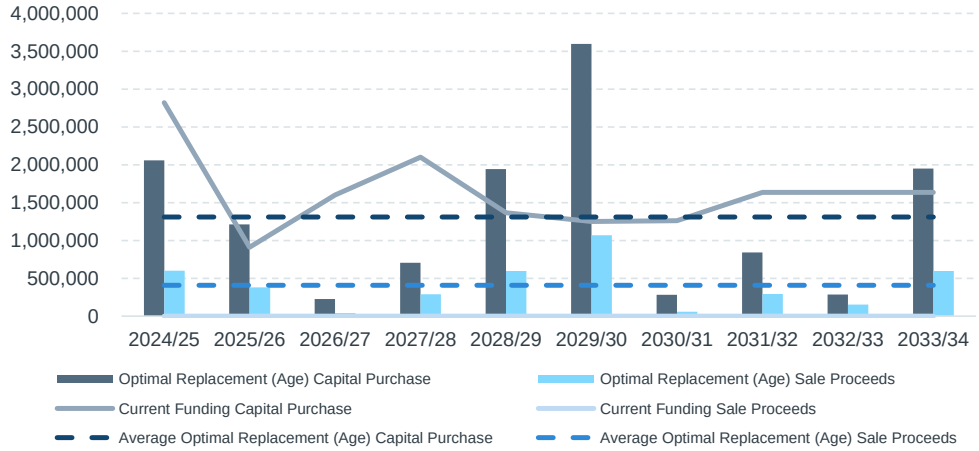
Table 5.22 – Waste Management – Future Funding Available

		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Current Funding	Capital Purchase	2,820,000	910,000	1,600,000	2,100,000	1,365,000	1,250,000	1,260,000	1,635,000	1,635,000	1,635,000
	Sale Proceeds	0	0	0	0	0	0	0	0	0	0
	Net Cost	**2,820,000**	**910,000**	**1,600,000**	**2,100,000**	**1,365,000**	**1,250,000**	**1,260,000**	**1,635,000**	**1,635,000**	**1,635,000**
Optimal Replacement (Age)	Capital Purchase	2,059,000	1,211,000	227,000	706,000	1,943,000	3,595,000	282,000	840,000	285,000	1,949,000
	Sale Proceeds	599,600	381,250	41,600	290,200	597,500	1,067,200	58,350	292,250	154,050	596,300
	Net Cost	**1,459,400**	**829,750**	**185,400**	**415,800**	**1,345,500**	**2,527,800**	**223,650**	**547,750**	**130,950**	**1,352,700**
	Capital Purchase	1,734,000	1,211,000	322,000	634,000	1,350,000	3,445,000	605,000	100,000	577,000	2,462,000
	Sale Proceeds	509,850	381,250	96,600	185,650	422,550	1,059,950	180,550	31,750	178,100	745,750

		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Optimal Replacement (Utilisation)	Net Cost	1,224,150	829,750	225,400	448,350	927,450	2,385,050	424,450	68,250	398,900	1,716,250

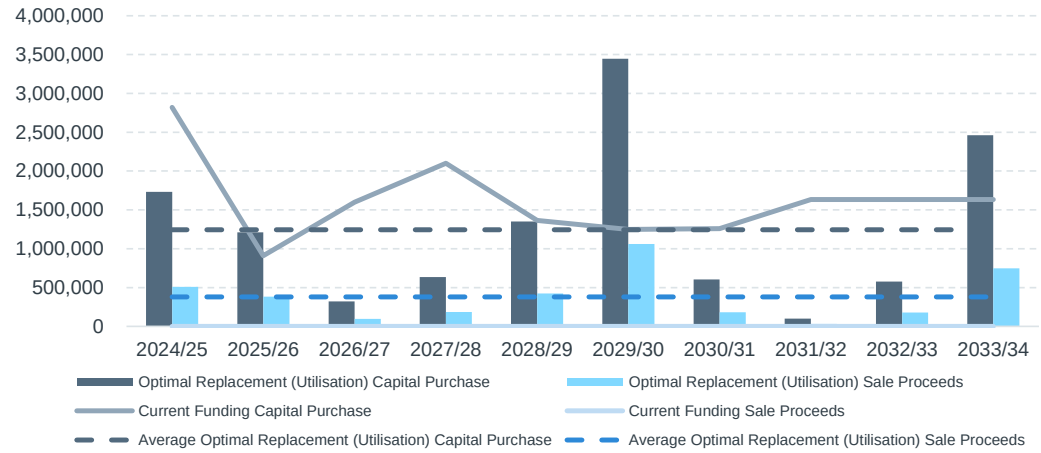
Source: AEC based on fleet data provided by Council

Figure 5.8 – Waste Management Optimal Replacement (Age)



Source: AEC based on fleet data provided by Council

Figure 5.9 – Waste Management Optimal Replacement (Utilisation)



Source: AEC based on fleet data provided by Council

5.9.5 Rural Fire Service

Table 5.23 – Rural Fire Service - Optimised Fleet and Plant Replacement Program (based on age)

Fleet Category	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
RFS	593,262	15,271,500	1,078,500	1,078,500	1,640,000	320,000	480,000	320,000	480,000	-	320,000	652,500	800,000
Total	**593,262**	**15,271,500**	**1,078,500**	**1,078,500**	**1,640,000**	**320,000**	**480,000**	**320,000**	**480,000**	**-**	**320,000**	**652,500**	**800,000**

Source: AEC based on fleet data provided by Council

Note: there is no utilisation data available for the RFS fleet

6. KEY FOCUS AREA: LIFECYCLE OPTIMISATION

6.1 THE NEED FOR LIFECYCLE OPTIMISATION

The previous two focus areas highlighted the requirement for Council to consider the utilisation and cost recovery of the fleet and to implement an astute approach to the procurement of the required fleet. This final section discusses the third key focus area – lifecycle optimisation.

Fleet optimisation is the process of ensuring the operations of the fleet are running as efficiently as possible. Optimisation leads to reduced costs, higher reliability, less redundant equipment, and a right sized fleet.

While there are examples of individual initiatives to improve the performance of the fleet, Council does not currently have a planned approach for optimising and standardising the portfolio of assets.

An integrated approach to lifecycle optimisation includes:

- Maintenance planning.
- Monitoring and reporting on the maintenance effectiveness and cost.
- Reducing fuel consumption and emissions.
- Planning and reporting on operational use.

Standardisation of the fleet enables the optimisation to be implemented consistently and enables the workshop to be adequately tooled, skilled and experienced in achieving the planned optimised lifecycle for plant and fleet.

6.2 MAINTENANCE PLANNING

6.2.1 Optimise Scheduled Maintenance

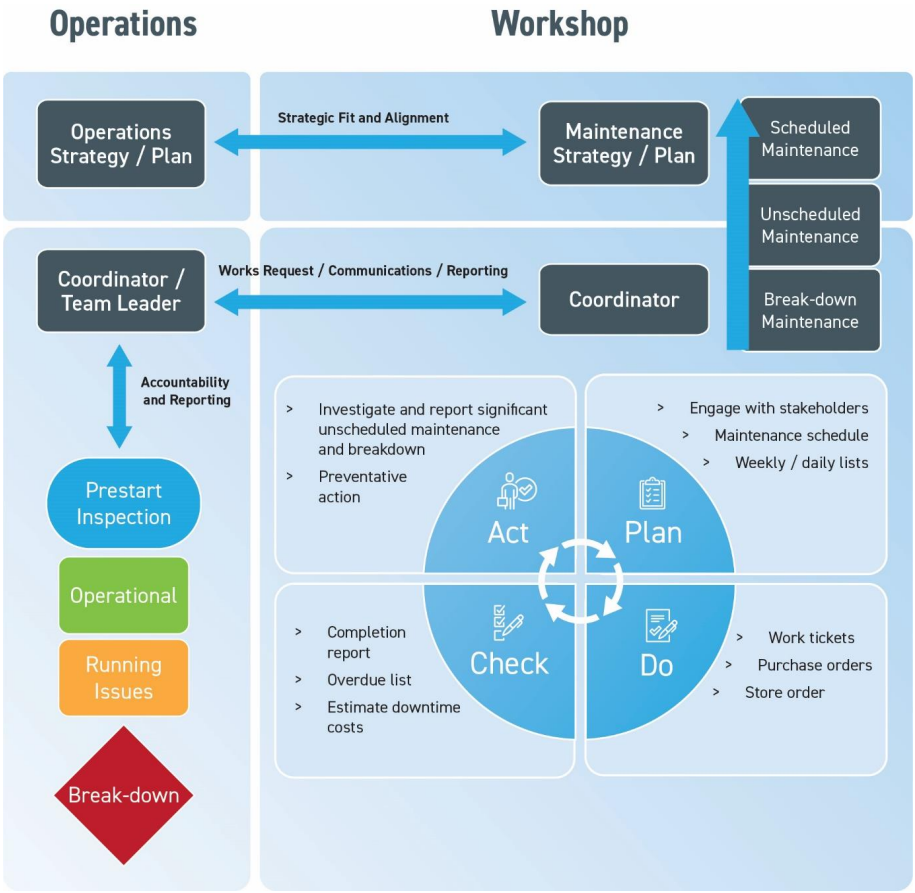
Optimisation of plant and fleet requires adequate planning and deployment of the maintenance plan – significantly enabled by standardising the fleet. Figure 6.1 presents the components of a best practice approach to maintenance planning, with the approach emphasising:

- Separate maintenance responsibilities of operations and the workshop, and coordination between the two functions.
- Accountability and timely reporting of pre-start inspections, running issues and breakdowns.
- Effective communication and reporting between operations and the workshops.
- Plan, Do, Check and Act responsibilities of the workshops.

A result of an effective maintenance plan is an increase in the proportion of workshop activity on scheduled maintenance and less on unscheduled and break-down maintenance. Unscheduled maintenance occurs in the workshops when defects are identified and are necessarily addressed or where there is mis use or inappropriate use of an item, increasing the time the asset is out of operation. The cost of unscheduled maintenance is approximately 1.5 times that of scheduled maintenance due to the need to obtain parts and complete unplanned works. Breakdown response is required in the field and often necessitates a mobile response to address the break-down at a cost of at least 3 times that of a scheduled maintenance.

A common objective of a maintenance plan should therefore be to improve the percentage of activity on scheduled works to reduce the overall cost of maintenance and to increase the overall capacity of the workshops and, in doing so, improving the productivity of the workshops.

Figure 6.1 – Fleet and Plant Maintenance Planning



Source: AEC

6.2.2 Strategic Fit and Alignment

The planning begins with an alignment between the operations strategy/plan and the maintenance strategy/plan. Schedules of operational works will determine the availability of assets to be maintained, which in turn will determine the strategic approach to providing the maintenance. For example, assets that are heavily utilised may require maintenance outside of business hours, which will impact on the delivery approach – including contracting out maintenance outside business hours.

6.2.3 Work Request, Communication and Reporting between Operations and Workshop

With an established strategy/plan, successful deployment relies upon communication and liaison between the works coordinators in operations and the Workshop Supervisor. With planned schedules for the life of the asset, servicing requirements can be forecast well in advance, providing sufficient notification to operations that assets are approaching a programmed service and a suitable time scheduled for the maintenance to be undertaken.

6.2.4 Accountability and Reporting within Operations

Pre-start inspections are an important component of the maintenance strategy and are the responsibility of the operator. The pre-start inspection includes:

- Checking and filling oils, fuel, and lubricants.
- Defect inspection.
- Check of necessary safety equipment, including protective equipment.
- Update records of meter/odometer readings.

It is appropriate that the respective Supervisor or Team Leader within operations ensures that pre-start inspections are completed and that any issues raised are reported to the Workshop Supervisor in a timely manner. The issue should be discussed between the two, including the risks and importance of the issue, and importantly a decision whether to remove the asset from operation due to a safety risk, to undertake unscheduled maintenance, or to continue with planned operations and address the issue by scheduling the maintenance later.

The requirement to complete daily pre-start checks is essential to control the risk of damage and/or injury to the operator (or another nearby person). If the procedure is too complex and includes checks that are unnecessary, then the rate of compliance will reduce. Pre-start checklists need to be relevant to the fleet type and consistent with OEM recommendations. During the review it was noted that the operators and drivers of trucks and plant do prestart checks and if they are in the depot, they can quickly advise the workshop and in many cases, have the defects repaired before starting work. If the asset is in the field, contact with the workshop is easy, to arrange repairs, either on site or, in extreme cases, transport back to the workshop or dealer is required. It was generally acknowledged that the current system works well with good response times and minimal downtime.

6.2.5 Workshop Operation – Plan, Do, Check, Act

6.2.5.1 Plan

Through engagement with stakeholders, a maintenance schedule can be developed based upon the OEM-recommended service requirements. The maintenance schedule will enable a long-term schedule to be developed, producing weekly and daily job lists well in advance. With an effective resource booking system, the asset can be booked for maintenance in advance, notifying the operations coordinator what assets are available. Again, through liaison and communications between operations and the Workshop Supervisor, schedules can be adjusted to best suit the evolving business requirements, but with the emphasis being that maintenance takes priority and is not unnecessarily delayed.

6.2.5.2 Do

With a schedule of maintenance well in advance, job cards can be created and allocated to workshop staff, purchase orders can be processed in advance for supplies and parts (or contracted services) and stores orders submitted well in advance.

6.2.5.3 Check

Currently there is no formal failure or breakdown analysis to identify trends, frequencies, and failure types. The lack of records and an integrated maintenance management system are major constraints to the ability to investigate and review failures.

Following completion of works, it is important that works are checked by appropriate supervisors (if appropriate) prior to completing the work ticket. Unscheduled works can be identified, as well as any issues with the workshop performance and equipment that may have resulted in delays or additional costs of the scheduled service.

6.2.5.4 Act

Where checking of workshop activities has deviated from that which was planned, the Workshop Supervisor can act upon the deviation and take preventative action. This should include investigating and reporting to management of significant break-down maintenance that has caused downtime of business operations.

6.2.6 Fleet asset maintenance audit

The workshop facilities are adequate for the current fleet size and location. The main concern is the reliance on operators and drivers arranging the regular services. A sticker is placed on the upper windscreen to indicate the meter reading for the next scheduled service, but the Workshop staff do not have any report on current meter readings to do any forecasting of services nor assets overdue for service. This is a significant risk because it can result in assets being used beyond the OEM recommended service interval, possibly voiding future warranty claims, plus assets being used that are in an unsafe condition.

The focus needs to change so that the maintenance staff are in control of the scheduling. This would significantly reduce the risk, enable better workshop workload, and resource planning, optimise parts procurement, and quickly identify assets overdue for service. The Technology One system already includes a range of standard service schedules with some assets linked but they have not been used in the last 4 years.

It is proposed that a simplified maintenance schedule approach be adopted based in intervals rather than meter readings with the windscreen sticker indication the month when the next service is due and giving the workshop the ability to know in advance, every asset due in a particular month. The operator/driver would still be required to book a service, but the workshop staff would know at the start of each month which assets were not booked in and at the end of the month which assets were overdue.

The Fleet Technical Officer, in conjunction with the Workshop staff, would specify the schedule service requirements for each new asset.

Logbooks would still be used to record the service based on OEM requirements. It is important to inspect fleet assets at regular intervals, not only for servicing, but to check for damage and wear including tyres, lights, suspension, controls, corrosion, operator caused damage and possible overloading. Even low utilisation assets should be inspected regularly as a sound risk management strategy.

The recommended service intervals would be linked to each fleet asset with the provision to create a specific schedule for any significant asset that has unusual or particularly high use or adverse operating conditions.

The workshops do not consistently record the different types of maintenance activities, so it is not possible to assess the rate of breakdowns vs. planned maintenance. Both Workshop Supervisors assessed the level of planned maintenance to be approximately 70% of total maintenance. Of all breakdown maintenance, they estimated over 50% was due to operator error resulting in damage. The use of maintenance codes, in future, would assist in better maintenance analysis.

The Table below has suggested schedules, based on the recent inspections of the trucks and major plant by AEC and in consultation with Council maintenance and IT staff.

Table 6.1 – Suggested Maintenance Schedules

Maintenance Schedules	Fleet Units Included	Number in Fleet Inspected	%	Comments
1 and 2 months	Tana compactor, Tana Shark, high use Liebherr units, some trucks over 40,000 km per year (7).	12	5%	Consider outsource all maintenance on these special units with a service contract. Retain truck maintenance in SCC.

Maintenance Schedules	Fleet Units Included	Number in Fleet Inspected	%	Comments
3 months	All backhoes, graders, street sweepers, some excavators, some loaders, all trucks between 20,000km and 40,000km per year.	74	29%	
6 months	Forklifts, rollers, skid steers, tractors, some excavators, some loaders, all trucks under 20,000km per year. All minor plant. (number not known)	170	66%	Consider outsource all forklift maintenance with a service contract.
6 months	Trailers. Generators, pumps, caravans. All minor plant.	Number TBD		
6 months	Light passenger and commercial vehicles	Number TBD		Vehicles over 20,000 km per year revert to 3 months unless OEM requires reduced intervals.
Special schedules	Any units not included above with special OEM schedules. Ferry.	Number TBD		

Source: AEC

It is also recommended that the specialist plant at Waste, Nowra be maintained by the OEM agent, under a maintenance contract as they already share some of the maintenance with the Council staff. Trucks and vehicles would be maintained by Council staff.

Forklifts are a specialist asset, and it would be possible to put their maintenance under a single contract.

7. OPPORTUNITIES TO REDUCE CURRENT INVESTMENT

The following list of opportunities to reduce the current capital investment and operating costs has been combined from the observations and recommendations outlined previously in this report.

7.1 REDUCTION OF THE PLANT AND FLEET PORTFOLIO

The following plant and fleet should be investigated further as to whether there is business justification to continue owning the assets.

Passenger Vehicles

- 2023 Subaru Forester DJ60LM - City Design
- 2017 Isuzu MU-X CL47GY - Building Services Management
- 2023 Hyundai Staria DJ90WO - Building Services Unit
- 2019 Nissan X-Trail CV84LK - Environmental Health
- 2019 Hyundai Kona CS89SU - District Engineer - Southern
- 2023 Hyundai Santa Fe DF85WO - Development Engineers

Removing the above listed passenger vehicles from the fleet is estimated to deliver $6,379 in operational savings per vehicle each year (or $44,653 in total) and avoid further capital investment in replacing the vehicles of an estimated $294,000 over the medium to long term. Council may also receive $156,000 in the disposal of these passenger vehicles.

Light Commercial Vehicles

- 2015 Isuzu D-Max CF93AW - Building Services Unit
- 2023 Ford Transit DJ58KO - Bereavement Services Administration
- 2022 Mazda BT 50 DD66QK - Metal Fabrication
- 2023 Isuzu D-Max DG63LG - Compliance
- 2022 Isuzu D-Max DB23NU - Waste Services Administration
- 2021 Toyota Hilux DB78WZ - Building Services Management
- 2023 Isuzu D-Max DG19LG - Roads Asset Unit
- 2021 Mazda BT 50 DC41RM - Waste Management
- 2021 Isuzu D-Max DB13NU - Training & Organisational Development
- 2022 Isuzu D-Max DD35US - Waste Management

Removing the above listed light commercial vehicles from the fleet is estimated to deliver $5,720 in operational savings per vehicle each year (or $68,640 in total) and avoid further capital investment in replacing the vehicles of an estimated $510,000 over the medium to long term. Council may also receive $240,000 in the disposal of these utilities.

Trucks

- 2023 Hino XO86SH - District Engineer - Basin
- 2012 Komatsu 30000895 - Waste Management
- 2021 Hino XO87BL - District Engineer - Central

- 2022 Hino XO83IE - Mechanical Services
- 2022 Hino XO80IE - Waste Services Administration
- 2017 Hino CO70KW - Waste Ulladulla Depot
- 2023 Hino XO60OH - District Engineer - Basin
- 2020 Hino XN71QD - Bereavement Services Administration
- 2023 Hino XO01VH - Bereavement Services Administration
- 2015 Hino XO35YU - Waste Huskisson Depot
- 2023 Hino XO86TR - Bereavement Services Administration
- 2023 Iveco XO56UH - Water Other Operational Expenses
- 2018 Iveco CP50VK - Library
- 2021 Hino XN80ZD - Mechanical Services
- 2018 Iveco CR14TZ - Mechanical Services
- 2018 Hino XN45BD - Waste Huskisson Depot

Removing the above listed trucks from the fleet is estimated to deliver $286,000 in operational savings each year and avoid further capital investment in replacing the trucks of an estimated $2,140,000 over the medium to long term. Council may also receive up to $440,000 in the disposal of these trucks.

As outlined earlier in the report, a truck with low utilisation may have a requirement for high idling time and may be well utilised e.g., crane trucks and chipper trucks. There may therefore be limited opportunities to reduce such assets.

Heavy Plant

- 2021 Loader Kubota 30003026 - SSF Central Sports Precincts
- 2022 Loader Kubota 24706E - SSF Southern Sports Precincts
- 2023 Excavator Komatsu 43313E - Bereavement Services Administration
- 2019 Excavator Kubota 82359D - Wastewater Other Operational Expenses
- 2018 Loader Case 84041D - Water Other Operational Expenses
- 2018 Skid Steer Caterpillar 30002055 - Bereavement Services Administration
- 2022 Excavator Komatsu 21160E - Operational Management & Administration
- 2023 Excavator Komatsu 30004011 - Plant Operations
- 2023 Excavator Komatsu 30003825 - Wastewater Other Operational Expenses
- 2022 Excavator Caterpillar 30003313 - Wastewater Other Operational Expenses
- 2019 Excavator Kubota 9192D - Fleet and Mechanical Administration
- 2017 Excavator Kubota 72012D - Operational Management & Administration
- 2006 Loader Kubota 1535E - Shoalhaven Water
- 2010 Loader Venieri BH00QK - Wastewater Other Operational Expenses
- 2014 Excavator Kubota 71180D - Wastewater Other Operational Expenses
- 2022 Skid Steer Bob Cat 27743E - Waste Nowra Depot
- 2016 Excavator Kubota 50065D - Fleet and Mechanical Administration

- 2023 Excavator Komatsu 30003796 - Wastewater Other Operational Expenses
- 2023 Excavator Kubota 42676E - Water Other Operational Expenses
- 2023 Excavator Kubota 50465E - Water Other Operational Expenses
- 2010 Loader Kubota 17548C - Water Other Operational Expenses
- 2020 Excavator Komatsu 01050E - Bereavement Services Administration
- 2014 Excavator Komatsu 28558D - Operational Management & Administration

Removing the above listed heavy plant from the fleet is estimated to deliver $290,000 in operational savings each year and avoid further capital investment in replacing the heavy plant of an estimated $3,080,000 over the medium to long term. Council may also receive up to $460,000 in the disposal of this heavy plant.

Rollers

- 2020 Wacker Neuson Tandem 99194D - District Engineer - Basin
- 2020 Wacker Neuson Tandem 07175E - Plant Operations
- 2009 Ammann Tandem 81909D - District Engineer - Southern
- 2020 Wacker Neuson Tandem 99192D - District Engineer - Southern
- 2020 Wacker Neuson Tandem 99193D - District Engineer - Central
- 2015 Ammann Art 81910D - District Engineer - Southern
- 2013 Ammann Tandem 1244U - District Engineer - Northern
- 2015 Ammann Art 1243U - District Engineer - Southern
- 2022 Wacker Neuson Smooth 30001E - Waste Ulladulla Depot
- 2014 Caterpillar Tyred 78298D - District Engineer - Basin

Removing half of the above listed rollers from the fleet is estimated to deliver $38,000 in operational savings each year and avoid further capital investment in replacing the rollers of an estimated $280,000 over the medium to long term. Council may also receive up to $48,000 in the disposal of these rollers.

Mowers

- 2020 John Deere Ride On 30001140 - Wastewater Other Operational Expenses
- 2016 John Deere Zero Turn 30001527 - Water Other Operational Expenses
- 2020 John Deere Zero Turn 30001105 - Bereavement Services Administration
- 2022 John Deere Ride On 30003635 - Wastewater Other Operational Expenses
- 2023 John Deere Zero Turn 30003608 - Operational Management & Administration
- 2019 John Deere Ride On 30002274 - Wastewater Other Operational Expenses
- 2022 John Deere Zero Turn 30003427 - SSF Northern Sports Precincts
- 2021 John Deere Zero Turn 30002676 - Operational Management & Administration
- 2023 John Deere Ride On 30003640 - Waste Ulladulla Depot
- 2017 Toro Zero Turn 30001756 - SSF Northern Sports Precincts
- 2023 John Deere Ride On 30003932 - SSF Northern Sports Precincts
- 2020 John Deere Zero Turn 35000337 - Bereavement Services Administration
- 2022 John Deere Zero Turn 30003448 - SSF Northern Sports Precincts

- 2019 John Deere Zero Turn 30002285 - Holiday Haven Administration
- 2018 John Deere Zero Turn 30002107 - Fleet and Mechanical Administration
- 2021 John Deere Front Deck 30002908 - District Engineer - Central
- 2022 John Deere Front Deck 30002911 - SSF Southern Sports Precincts
- 2018 John Deere Ride On 30002091 - Sussex Waste Depot
- 2023 John Deere Ride On 30003637 - Wastewater Other Operational Expenses
- 2020 John Deere Zero Turn 30002505 - District Engineer - Central
- 2023 John Deere Ride On 30003636 - Wastewater Other Operational Expenses

Removing the above listed mowers from the fleet is estimated to deliver $120,000 in operational savings each year and avoid further capital investment in replacing the mowers plant of an estimated $375,000 over the medium to long term. Council may also receive up to $150,000 in the disposal of these mowers.

7.2 RETENTION OF ASSETS FOR OPERATIONAL PURPOSES

There are currently 40 assets that are still in use even though the replacement asset has been purchased. These items required further investigation into their need. If they were sold Council may receive up to $713,000. Appendix J lists these assets.

7.3 IMPROVED COST EFFICIENCY THROUGH ADOPTING A FLEXIBLE REPLACEMENT PROGRAM

Council has a reasonably modern fleet with some underutilisation the replacement program should be more flexible where assessment for replacement should be performed well before the asset reaches its scheduled replacement date. The impacts of condition, utilisation, technological obsolescence, downtime, future operational needs and residual value are to be considered. For trucks and major plant, the review should occur at least two years before the scheduled replacement date.

7.4 REDUCED MAINTENANCE AND BREAKDOWN COSTS THROUGH ENHANCING THE PLANNED PREVENTATIVE MAINTENANCE

The workshops do not record the different types of maintenance activities, so it is not possible to assess the rate of breakdowns vs. planned maintenance. Both Workshop Supervisors assessed the level of planned maintenance to be approximately 70% of total maintenance. Of all breakdown maintenance, they estimated over 50% was due to operator error resulting in damage. Operator damage due to error, training and conditions should be addressed through the Plant and Fleet Working Group.

Appendix I lists the suggested repair codes.

Reduced maintenance and breakdown costs could be achieved through better maintenance planning (as outlined earlier in the report) and better utilisation and integration of business systems to plan and report on maintenance. Accurate or current meter readings are essential to planning and identifying fleet and plant items that are due (or overdue) for scheduled maintenance. Currently there is too much reliance on operators and drivers to identify the need for scheduled maintenance for the transition to a higher percentage of maintenance being planned and scheduled.

8. BENCHMARKING

Benchmarking of the fleet management service of the Council was undertaken for comparison purposes. Benchmarking was based on a questionnaire that was distributed to ten councils, with seven returned.

The accuracy of the data included in this report is dependent upon the data published by the NSW Office of Local Government and the responses provided by the respective participating Councils. Whilst the benchmarking is useful for assessing how Council compares with other similar councils, caution should be exercised when drawing any conclusions based on the observations alone without further investigation.

AEC has prepared the following report for Shoalhaven and the intellectual property resides with the Shoalhaven City Councl. Request for copies of the report or to reproduce the data in the report should be addressed to the Shoalhaven City Council.

Table 8.1 below lists the comparison Councils with time series data published by the NSW Office of Local Government (OLG) - Your Council Report (2021/22).

Table 8.1 – Comparison Councils

Council	OLG Classification	Population	FTE	Area Km^2	Road Length	Open Public Space (ha)	Water and Sewer Services
Eurobodalla	Regional Town/City	40,453	526	3,428	1,019	1,226	Yes
Wingecarribee	Regional Town/City	52,456	359	2,689	1,242	550	Yes
Port Stephens	Regional Town/City	75,282	490	858	747	956	No
Coffs Harbour	Regional Town/City	78,738	563	1,174	901	1,621	Yes
Maitland	Regional Town/City	90,553	472	392	763	518	No
MidCoast	Regional Town/City	96,425	900	10,054	3,630	1,555	Yes
Shoalhaven	**Regional Town/City**	**108,497**	**1,134**	**4,567**	**1,839**	**2,177**	**Yes**

Source: OLG Time Series Data (2021/22)

Table 8.2 compares the types of fleet that are owned by the Councils. The councils were also asked if they leased fleet, three councils leased either three or five passenger vehicles and one council leased three light commercial vehicles. No councils leased heavy plant.

Table 8.2 – Fleet Composition

Fleet Category	Shoalhaven	Coffs Harbour	Eurobodalla	Maitland	MidCoast	Port Stephens	Wingecarribee
Passenger Vehicles	146	56	61	130	136	4	94
Utilities	239	120	122	65	228	78	79
Vans	26	11	19	3	9	3	8
Light rigid trucks	32	20	28	0	15	3	23
Medium rigid trucks	47	15	14	0	19	1	5
Heavy rigid trucks	22	2	3	0	22	0	24
Light tipper	32	10	6	0	9	16	13
Medium tipper	9	4	3	35	1	1	3
Heavy tipper	4	1	1	10	11	6	12
Water Cart	3	2	7	2	7	2	4
Prime Movers	1	2	1	0	1	1	0
Street Sweeper	2	2	2	1	2	2	2
Waste Compactor Truck	7	0	2	10	0	0	1
Backhoe	11	3	2	2	11	5	4
Grader	5	2	3	3	12	2	3
Skidsteer/Bobcat	6	2	0	1	2	3	4
Tractor	7	5	6	7	21	4	5
Loader	8	1	6	2	16	0	4

Fleet Category	Shoalhaven	Coffs Harbour	Eurobodalla	Maitland	MidCoast	Port Stephens	Wingecarribee
Excavator	29	6	0	2	22	5	9
Steel Drum Roller	2	2	1	2	10	2	5
Multi-tyre Roller	5	0	0	0	2	0	2
Other Roller	10	2	4	0	4	0	0
Front Deck Mower	21	6	0	1	17	5	6
Ride-on Mower	28	6	9	0	50	0	1
Zero Turn Mower	37	5	5	7	14	16	11

Source: AEC, benchmark questionnaire

8.1 GOVERNANCE OF FLEET MANAGEMENT

8.1.1 Fleet Structure

The larger the fleet, the more likely fleet management is consolidated under a centralised fleet management team, including responsibility for the workshop.

Smaller fleets are likely to have the passenger vehicles separated from the heavier vehicles and plant, primarily due to the larger administrative burden (e.g. pooled vehicle arrangements and the more frequent procurement requirements). Maintenance of light fleet is also very commonly outsourced, and therefore a procurement process rather than the workshop.

Fleet is managed by a centralised fleet management or workshop team in six of the seven councils, where half are located within corporate services and the others are located within the operations or infrastructure area. The one council with a decentralised approach has split the responsibilities with the heavy plant management by the operating or infrastructure department, passenger vehicles are managed by the store and small plant is managed by the individual work unit.

The councils were asked to list the advantages and disadvantages for their approach, the advantages of a centralised fleet management team were similar whether the fleet was managed within corporate services or operations, these are summarised below:

- Procurement in line with the plant specific procurement procedures
- Enables a review of intended purchases to help ensure they are valid and warranted
- Visibility of pool vehicles, maintenance and cleaning, condition reporting, replacement
- Benefits in addressing safety, compliance and risk management
- Easier to standardise vehicle choices
- Centralised point to ensure correct governance of fleet in regard to vehicle suitability, building standard vehicle specifications around roles, mandatory inspections and services to ensure compliance with warranty and safety standards are met
- For small plant, it ensures they are recorded in the asset register and the uniformity of the purchases

The disadvantages of a centralised system include:

- Needing a broad range of skill sets within the team to manage the different types of plant and accessories along with a good understanding of external regulatory controls to ensure the safety of the staff and community
- A large volume of assets to be maintained by one area
- Small plant is very specific to the individual departments that utilise these items and the knowledge of what is best for their business needs lies outside of Fleet

One of the Council's where the fleet was located in corporate services experienced a disconnect between fleet and the workshop. The Council where the small fleet is managed by the individual work unit had no control over what was bought and when.

8.1.2 Service Delivery Approach

8.1.2.1 Workshop

All the councils had a workshop for servicing and maintaining their fleet, six of the Councils located their workshop within the operations or infrastructure area and one has the workshop located in corporate services reporting to fleet management. The councils who have the workshop and fleet management located in the same department reported that it enables a direct line of communications and timely management of new assets requiring commissioning, and higher level strategic decision to be effectively made in regards to individual asset strategy, supply chain challenges, internal operator compliance concerns. One council where the workshop and fleet management were separated reported that the separation of duties ensured probity of fleet management but that silo syndrome existed and there was a lack of visibility of fleet maintenance, activities and costs.

8.1.2.2 Outsourcing

All of the councils outsourced some fleet management functions, the areas of outsourcing includes:

- Warranty, accident and incident damage repairs
- Service contracts for specialised heavy plant
- Electric vehicle servicing
- Cleaning of pool vehicles
- Heavy vehicle inspection
- Tyre replacement

One council outsources the passenger vehicle and pool car servicing.

8.1.3 Leaseback vehicles

Shoalhaven has 180 employees on a leaseback agreement where they can use their allocated passenger vehicle or light commercial vehicle for private use. These employees pay between $101 to $138 per week, depending on the type of vehicle.

Table 8.3 – Motor Vehicle Policy – vehicle listing (updated to current list)

Group	Make	Model	Series	Seats	Engine	Drive	Fuel	L/100km	ANCAP	Weekly Leaseback Fee
4WD	Ford	Everest	Trend	7	2	4WD	Diesel	7.0L	5	$ 138
7 Seater	Hyundai	Santa Fe	Elite	7	2.2	AWD	Diesel	7.5L	5	$ 130
Utility	Ford	Ranger	XLT	5	2	4WD	Diesel	7.4L	5	$ 134
Small SUV Hybrid	Subaru	Forester	2.0i-L Hybrid	5	2	AWD	Hybrid	6.7L	5	$ 128
Hatch Hybrid	Toyota	Corolla	Ascent Sport Hybrid	5	1.8	FWD	Hybrid	4.7L	5	$ 101
People Mover	Hyundai	Staria	SLX	8	2.5	RWD	Diesel	7.5L	5	TBD

Source: Shoalhaven City Council Leaseback Vehicle List

Each comparison council categorises leaseback vehicles and contributions differently, to enable a comparison the vehicles have been grouped together by their price. Additionally, fringe benefits tax (FBT) can be a large cost to organisations, only one of the comparison Council's covers the FBT with the leaseback charged and another

Council has a strategy in place to increase the leaseback charged to employees. The FBT expense reported in the financial statements for Shoalhaven in 2022-23 was $527,000 compared to $434,000 in 2021-22, $90,000 in 2020-21 and $111,000 in 2019-2020. The comparison table below includes the required leaseback amounts to ensure no FBT is payable for these vehicles (based on the statutory method). AEC recommends that Council reviews the leaseback contributions from employees to minimise or remove the fringe benefits tax.

Table 8.4 – Motor Vehicle Policy – vehicle listing (updated to current list)

Vehicle Purchase Price		Shoalhaven	Council 2	Council 3	Council 4	Council 5	Required leaseback amount for no FBT
$20,000 to $30,000	Vehicle Examples	Toyota Corolla Hybrid	Low total life cost/ high fuel efficient vehicles	Toyota Corolla Hybrid Mazda 3 G20 Pure Mitsubishi Eclipse Cross ES	No example, only the price range	No examples, leaseback is 20% of purchase cost	
	Weekly Leaseback Amount	$101	$108	$100	$115 increasing to $120 in 2024-25	$77-$116	$77-$116
$30,000 to $40,000	Vehicle Examples		Medium total life cost/ medium fuel efficient vehicles	Ford Escape FWD Mazda CX5 Mass FWD Toyota Camry Ascent	No example, only the price range	No examples, leaseback is 20% of purchase cost	
	Weekly Leaseback Amount		$115	$115 - $120	$136 increasing to $154 by 2025/26	$116-$154	$116-$154
$40,000 to $50,000	Vehicle Examples	Subaru Forester Hybrid		Subaru Forester Hybrid Nissan X-Trail ST AWD Subaru Crosstrak	No example, only the price range	No examples, leaseback is 20% of purchase cost	
	Weekly Leaseback Amount	$128		$125-$130	$179 increasing to $193 by 2025/26	$154-$193	$154-$193
$50,000 to $60,000	Vehicle Examples	Ford Everest Trend Ford Ranger XLT Hyundai Santa Fe	High total life cost/ low fuel efficient vehicles	Ford Ranger XL Isuzu DMax SX Kia Sorento S AWD Hyundai Santa F Toyota Rav 4 GX Hybrid AWD	No example, only the price range	No examples, leaseback is 20% of purchase cost	
	Weekly Leaseback Amount	$130 - $138	$140	$145 - $170	$178 increasing to $231 by 2026-27	$193-$231	$193-$231

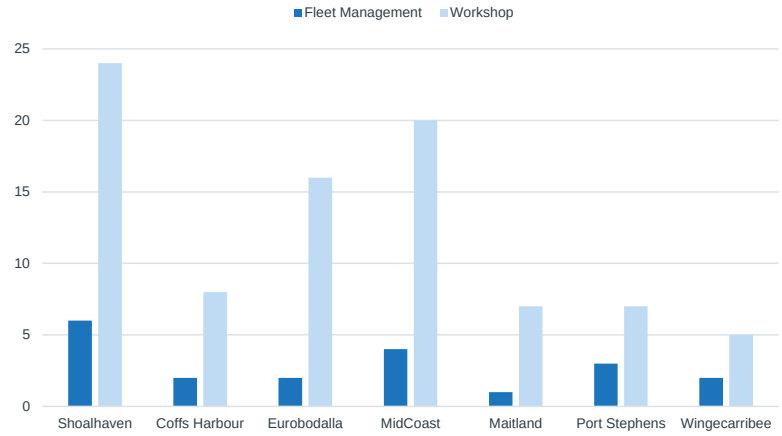
Source: AEC, benchmark questionnaire

8.2 SERVICE ENABLERS

8.2.1 People

Figure 8.1 illustrates the staffing levels for fleet management and the workshop(s).

Figure 8.1 – Fleet Management and Workshop Staffing



Source: AEC (unpublished)

8.2.2 Technology

Councils were asked for the information systems they use for various functions. The tables below represent the systems that are used and the number of Councils using them.

Table 8.5 – Fleet Asset Register

Technology One	Ausfleet	MEX
4	2	1

Source: AEC (unpublished)

Table 8.6 – Maintenance Management

Technology One	Ausfleet	MEX	Internally Built	Job Cards
2	1	1	1	1

Source: AEC (unpublished)

Table 8.7 – Risk Assessment

Technology One	Manual
1	4

Source: AEC (unpublished)

Table 8.8 – Internal Fuel Management

Datafuel	SmartFuel
3	1

Source: AEC (unpublished)

Table 8.9 – GPS Tracking

Teletrac Navman	Bigmate	Formbird	Intellifleet
3	1	1	1

Source: AEC (unpublished)

8.3 KEY FOCUS AREA: UTILISATION

Annual utilisation targets were provided by three comparative councils, table 8.10 below compares the data provided by Coffs Harbour, MidCoast and Port Stephens Council against the IPWEA benchmark and Shoalhaven's target.

Table 8.10 – Annual Utilisation Target

Fleet Category	Hours or Kms	IPWEA Benchmark	Shoalhaven	Coffs Harbour	MidCoast	Port Stephens
Passenger Vehicles	Kms	25,000	30,000	25,000	30,000	30,000
Utilities	Kms	30,000	25,000	30,000	30,000	30,000
Vans	Kms	32,500	20,000	32,500	30,000	30,000
Light rigid trucks	Kms	21,500	30,000	21,500	37,500	
Medium rigid trucks	Kms	25,000	20,000	25,000	30,000	
Heavy rigid trucks	Kms	31,500	20,000	31,500	50,000	
Light tipper	Kms	21,500	30,000	21,500	37,500	
Medium tipper	Kms	25,000	20,000	25,000	30,000	
Heavy tipper	Kms	31,500	20,000	31,500	50,000	
Water Cart	Kms	25,000	25,000	25,000	50,000	
Prime Movers	Kms	31,300	30,000	31,300	66,667	
Street Sweeper	Hours	1,000	30,000 km	1,000	1,000	
Waste Compactor Truck	Hours	1,000	40,000 km	1,000		
Backhoe	Hours	900	500	900	714	1,000
Grader	Hours	900	800	900	1,000	1,000
Skidsteer/Bobcat	Hours	800	500	800	1,000	800
Tractor	Hours	900	500	900	714	800
Loader	Hours	1,300	500	1,300	900	
Excavator	Hours	1,000	500	1,000	800	800
Steel Drum Roller	Hours	700	500	700	625	600
Multi-tyre Roller	Hours	700	500	700	625	
Other Roller	Hours	700	500	700	625	
Front Deck Mower	Hours	400	300	400	500	400
Ride-on Mower	Hours	500	300	500	500	
Zero Turn Mower	Hours	500	300	500	500	400

Source: IPWEA, AEC, benchmark questionnaire

8.4 KEY FOCUS AREA: ASTUTE PROCUREMENT

Replacement targets were received from the comparison councils. Five councils replaced according to utilisation and two replaced according to age. The replacement targets were either the same as the IPWEA benchmark or very close.

Table 8.11 – Replacement Target

Fleet Category	Hours or Kms	IPWEA Benchmark		Shoalhaven	Coffs Harbour	Eurobodalla	Maitland	MidCoast	Port Stephens	Wingecarribee
		Kms / Hours	Years							
Passenger Vehicles	Kms	100,000	4 years	100,000	100,000	4 years	2 years	120,000	150,000	80,000
Utilities	Kms	120,000	4 years	100,000	120,000	6 years	5 years	150,000	150,000	100,000
Vans	Kms	130,000	4 years	100,000	130,000	6 years	5 years	150,000	150,000	100,000
Light rigid trucks	Kms	150,000	7 years	150,000	150,000	10 years		300,000	150,000	100,000
Medium rigid trucks	Kms	200,000	8 years	200,000	200,000	10 years		300,000	150,000	100,000
Heavy rigid trucks	Kms	250,000	8 years	250,000	250,000	10 years		500,000		100,000
Light tipper	Kms	150,000	7 years	150,000	150,000	10 years		300,000	150,000	200,000
Medium tipper	Kms	200,000	8 years	200,000	200,000	10 years	7 years	300,000	150,000	200,000
Heavy tipper	Kms	250,000	8 years	250,000	250,000	10 years	8 years	500,000	200,000	250,000
Water Cart	Kms	200,000	8 years	200,000	200,000		8 years	500,000		200,000
Prime Movers	Kms	250,000	8 years	250,000	250,000	8 years		1,000,000		
Street Sweeper	Hours	6,000	6 years	200,000 km	6,000	8 years	8 years	8,000		
Waste Compactor Truck	Hours	7,000	7 years	200,000 km	7,000	15 years	6	0	0	8,000
Backhoe	Hours	6,000	7 years	6,000	6,000	10 years	7 years	5,000	8,000	5,000
Grader	Hours	8,000	9 years	8,000	8,000	10 years	8 years	10,000	10,000	8,000
Skidsteer/Bobcat	Hours	5,000	7 years	5,000	5,000	0	7 years	8,000	8,000	5,000
Tractor	Hours	5,000	6 years	5,000	5,000	10 years	7 years	5,000	8,000	5,000
Loader	Hours	9,000	7 years	7,000	9,000	10 years	8 years	9,000		8,000
Excavator	Hours	8,000	8 years	8,000	8,000		7 years	8,000	10,000	5,000-8,000
Steel Drum Roller	Hours	6,000	9 years	6,000	6,000	10 years	8 years	5,000	6,000	2,500-5,000
Multi-tyre Roller	Hours	7,000	10 years	7,000	7,000			5,000		2,500-5,000
Other Roller	Hours	6,000	9 years	5,000	6,000	10 years		5,000		
Front Deck Mower	Hours	2,000	6 years	2,000	2,000		3 years	3,000	2,000	1,500
Ride-on Mower	Hours	3,000	6 years	3,000	3,000	6 years		3,000		1,500
Zero Turn Mower	Hours	2,000	6 years	3,000	2,000	6 years	3 years	3,000	2,000	1,500

Source: IPWEA, AEC, benchmark questionnaire

8.5 RECENT ACHIEVEMENTS AND FUTURE IMPROVEMENTS

8.5.1 Recent Achievements

Councils were asked to share recent examples of service improvements or cost efficiencies achieved. They included:

- Replacement program category review
- Auto electrician quantity review (frequently more electronics on plant)
- Revision of plant definitions, lease vehicle categories and vehicle lsit
- Moving the Pool Car Booking from Outlook to Asset Booking Schedule in Tech One
- Establishing maintenance schedules for passenger vehicles
- Continual development of improved systems and processes
- Moving our Accident/Incident process into Tech One
- Moving Disposal Process from Excel into Tech One
- Establishment of CO2 reporting function
- Introduction of Field service truck - Replaced existing field service utility and significantly expanded capability

8.5.2 Future Improvements

Councils were asked to share improvements they would like to make. The future improvements included:

- Replacement of outdated GPS system with modern IVMS, fitted to all vehicles. This will meet our safety obligations, enable accurate utilisation tracking, data capture for transition to EV planning, fuel tax credit capture, and maintenance planning.
- Standardise specifications for plant across various sections - reduces asset costs and procurement time process (manhours) - allows for better service management due to reduced quantity of varied/custom components
- Currently reviewing light fleet and updating policies and procedures
- Enhance key system and reporting around pool car usage and introduce charge back to user department
- Developing and improving maintenance schedules and booking systems with integration into the information systems
- Establishing and developing dashboard views for improved fleet analytics
- Introduce whole of life costs to asset (currently only expenses are shown against individual assets)
- Digital pre start checks
- Pre purchase and mid asset life risk assessments

9. KEY FINDINGS AND RECOMMENDATIONS

Function	Finding	Recommendation
Corporate Governance		
1 Vision and Strategy	1.1 Council does not currently have a strategy or a fully funded long-term replacement plan for the future delivery of plant and fleet. The management and planning for plant and fleet is predominantly focused on short term needs and requirements as determined by the operators of the plant and fleet.	1.1 A 10-Year Plant and Fleet Replacement Program to be developed to enable the delivery of the forward capital works plan and service planning and integrated with the Long Term Financial Plan – prepared by the Plant and Fleet Working Group, endorsed by Executive and adopted by Council.
2 Planning and Structure	2.1 There is currently no formal working group or a stakeholder group tasked with responsibility for ensuring stakeholders are engaged, monitor reporting of performance indicators, consider business cases for new plant/fleet, investigate major breakdowns/downtime, develop recommendations to EMT/Council and coloration in planning for future replacement and demand for plant and fleet.	2.1 The establishment of a Plant and Fleet Working Group is a key consideration., reporting on routing performance indicators and providing advice to the Executive and the Council. The Plant and Fleet Working Group will enable stronger governance to ensure that there is appropriate planning for plant and fleet, integrated with operations and capital works planning, with enhanced accountability for high performance of plant and fleet
	2.2 Shoalhaven City Council has three fleet reserves (General, Water and Sewer) and the waste fleet is funded within the waste budget and reserve. The general fund plant replacement reserve has been used to fund other capital projects and new plant items (rather than replacement), causing the balance of this reserve to fall below the level to fund the required replacements.	2.2 Ensure that the plant replacement reserves are not used for other purposes.
	2.3 Council has a panel arrangement for external plant hire with 55 contractors currently listed. The process for engaging contractors from the panel lacks adequate controls and is guided by an internal document that is expected to deliver equity of engagement in preference to best value to Council.	2.3 The administration of the external plant hire is to be controlled by fleet management to ensure that Council receives best value for money, with the contractors able to submit revised rates on a six monthly basis and that fleet management will monitor the utilisation of the external plant hire in line with the utilisation (underutilisation) of its own fleet
	2.4 The leaseback contributions paid by Shoalhaven employees is low compared to the benchmarked councils, resulting in a large fringe benefits tax expense	2.4 Review the leaseback contributions to minimise or remove the fringe benefits tax
3 Reporting	3.1 There is currently limited reporting on the performance of Council's fleet service. There is no monitoring of fuel use, no useful reporting on fuel consumption and insufficient controls in place.	3.1 Through the Plant and Fleet Working Group, performance reporting could be provided to the Executive Management Team that includes the key performance indicators as outlined in the report.
	3.2 The meter readings are not being entered at the time of purchase of fuel and the readings that are entered do not always progress into the asset register due to data errors on the import.	3.2 Make the entering of meter readings compulsory and report non-conformance.

Function	Finding	Recommendation
4 Policy	4.1 Council has a current Motor Vehicle Policy that mostly governs the provision and responsibilities for private use privileges. Council currently does not have policy that sets the Council's management objectives, decision making criteria (and thresholds), defines roles and responsibilities and requires reporting back to the Council to ensure the objectives of the policy are being achieved.	4.1 Council to adopt a Fleet Management Policy and the revised Motor Vehicle Policy with the proposed embellishments as provided in the Appendix to this report. The Fleet Management Policy will establish the selection criteria, optimal replacement time for plant and fleet and the planning and performance reporting requirements and responsibilities
Service Enablers		
5 People	5.1 There is a dedicated fleet manager with adequate administrative support but the lack of adequate fleet reporting results in ad hoc decisions and a reactive fleet management environment. While the fleet management functions are centralised, there is little to no benefits being realised by the centralisation. The benefits of centralisation that are not being realised include standardisation, data management, automation of processes, quality control of specifications, optimisation of investments, performance reporting, sharing of plant and fleet and accountability for utilisation and optimisation of the plant and fleet 5.2 The Workshop Supervisor undertakes fleet administrative duties such as parts procurement and entering data	5.1 Creation of a new position, Fleet Technical Officer to administer and monitor the external plant hire, facilitate the preparation of all procurement specifications, arrange the procurement of all trucks and plant, use fit for purpose methodology for all fleet specifications, ensure an accurate asset register is maintained, ensure all fleet assets have appropriate maintenance schedules and liaise with the workshops to review maintenance performance 5.2 Work with the adjacent store for procuring parts for scheduled servicing. A broader review of workshop procurement practices to assist with the efficiency of the workshop is necessary. Additional administration support is required at the workshops, particularly to assist with maintenance planning and tracking overdue servicing, as well as facilitating external hiring of plant and fleet. An additional 0.5 FTE of admin support is required at least across the workshops..
6 Technology	6.1 The configuration or reporting and integration within Technology One appears to be lacking, and the system is not being used as a maintenance management system.	6.1 Council to improve the configuration of the Enterprise Asset Management - Fleet Management to support and enable the Maintenance Plan and to enable performance reporting as required by the Plant and Fleet Working Group.
7 Systems & Processes	7.1 The fleet servicing functions, including maintenance, are predominantly undertaken by Council staff. There is some outsourcing of tasks, primarily relating to specialised plant at the Waste Depot in West Nowra	7.1 Investigate the opportunity to outsource the maintenance of high use, key fleet assets at the waste depot under a contract arrangement with the OEM / supplier
8 Assets	8.1 The depots at Bomaderry, Ulladulla and Woollamia appear to have adequate storage and manoeuvring space for the current fleet with some spare capacity for additional dry hire plant. The layout of the workspace in the fabrication workshop is not ideal. 8.2 There is a lack on controls in fuel management.	8.1 Investigate moving the fabrication workshop to a new purpose built facility. One boiler maker to remain at the Bomaderry workshop for repairs on plant. 8.2 Need to implement more controls and exception reporting in fuel management

Function	Finding	Recommendation
Key Management Focus Areas		
9 Utilisation	9.1 Council has not set annual utilisation targets. 9.2 Fleet items with average utilisation well below benchmarks have been highlighted with the potential savings to Council if the assets were disposed of and not replaced. 9.3 The depreciation that is charged by Shoalhaven City Council is more than what is calculated in the model, this is due to no residual value recorded for assets or the useful life is shorter. 9.4 The current internal hire charge to recover the cost of providing plant and fleet does not reflect the actual cost of the use of the assets 9.5 Council does not revalue the plant and equipment asset category.	9.1 Council set utilisation targets to enable reporting against the target. 9.2 Fleet items identified through this review that have a low utilisation to be disposed and the demand absorbed through other existing fleet and plant or replaced by a hire arrangement. Plant that has low utilisation but required for emergency situations will be assessed based on risk. Obtain the hour meter readings from the mowers to measure their utilisation. Investigate the option to share underutilised fleet between the work teams. Formalise the offering of leaseback agreement or vehicle allowance within a Council policy. 9.3 The useful life and residual values are amended in the asset register to ensure correct depreciation is charged. 9.4 Hire rates are set and regularly reviewed to ensure full cost recovery. Use the target utilisation to calculate the hire rates to ensure that projects are correctly charged for fleet and plant. Utilisation targets are to be review annually with poor performing assets further investigated to identify and correct the root cause of low utilisation 9.5 The revaluation of plant and equipment, to ensure that the carrying amount does not differ materially from the fair value.
10 Astute Procurement	10.1 Council is currently replacing motor vehicles between 60,000 and 90,000kms or five years, which is likely to be under the optimal replacement period. There is a current backlog to restore the plant and fleet to an optimised portfolio of assets (in total estimated to be $7.1 million). There is minimal integration of planning for plant and fleet with the capital works planning or service planning.	10.1 Decisions regarding purchasing new assets and replacing/retaining existing assets should be based on a review of historical utilisation and projected future business use, not solely upon the industry benchmarks. Where a change in technology or the delivery of operations or capital work programming is expected to impact fleet utilisation, these impacts should also be considered in the decision making process
11 Lifecycle Optimisation	11.1 There is a reliance on operators and drivers arranging the regular services. 11.2 The workshops do not record the different types of maintenance activities	11.1 A simplified maintenance schedule approach be adopted based on intervals rather than meter readings. 11.2 Scheduled maintenance is programmed and planned, and adhered to consistently by both workshops and operators, with aim to achieve 70% of all work tickets as scheduled maintenance

10. REFERENCES

Institute of Public Works Engineering Australia (IPWEA) Plant and Vehicle Management Manual, 3rd Edition

APPENDIX A: PROPOSED CHANGES IN THE MOTOR VEHICLE POLICY

The following format should be considered in a revised Motor Vehicle Policy by Council and implement as soon as possible.

Existing Policy sections are in blue

Purpose

Include objectives from section 1 with an additional objective

- set standards and seek to achieve standardisation across the fleet for all Council vehicles.

Policy Statement

2.1 Scope

2.2 Policy Principles

In 2.2.5 include additional characteristics of: must be fit for purpose, provide value for money

2.3 Definitions (remove)

2.4 Relationship to other codes or Policies

Include a reference to the Fleet Management Policy and the Work Health and Safety Policy

Policy Content

Fleet Purchase

Council's fleet is purchased in line with Council's procurement policy

Replacement Schedule

The table below provides a guide to when fleet assets are replaced. The Unit Manager – Mechanical and Fleet Services may adjust the term if it provides an operational and / or financial benefit to Council

Category	Years	Distance
Leaseback Vehicles	4	100,000
Pool Vehicles	4	100,000
Light Commercial Vehicles	4	100,000

Fleet Specifications

Standard Equipment

All fleet will be purchase and / or supplied to the user with the following as standard equipment"

- Front & rear door floor mats
- First aid kits
- Fire extinguisher

In addition to the above equipment the following will be supplied for operational vehicles, where required (Section 3.5):

- Seat covers
- Spill kits
- Two way radio
- Mobile device holder
- Tow bar
- Roof racks
- Cargo barrier

First aid kits

All fleet assets are supplied with first aid kits as part of delivery process. It is the responsibility of the operators and supervisors to ensure the following:

- Items are sourced from the store and replaced when used
- Ensure that the items are within the expiry date

Staff must ensure that any incidents are reported according to the Work Health and Safety Policy.

Private Accessories (Leaseback only)

Relevant parts from Section 3.5

Fleet Branding

Section 3.2.6

Vehicle Management Systems

Section 3.2.5

Roles and responsibilities

- **Oversight** – outline the responsibilities of the Director of City Services, Manager – Commercial Services, Unit Manager – Mechanical and Fleet Services, Workshop supervisors and the Fleet Unit administration.
- **Ownership –** (section 3.2.1, 3.2.3)
- **Availability and general use –** (sections 3.2.2, 3.2.7 to 3.2.10)
- **Commissioning and decommissioning** - The fleet unit is responsible for commissioning and decommissioning of all fleet and plant assets in conjunction with the Finance Team covering:
  - Obtaining CTP during the delivery process.
  - Arranging application and removal of livery.
  - Installation and removal of any technology (two-way radio or VMS systems).
  - Installation and removal of any ancillary equipment.
  - Ordering and cancelation of fuel cards.
- **Registration** - The fleet team is responsible for the ongoing management of registration renewals and inspections that are required. Staff are required to support the fleet team during the registration process

to ensure that any relevant inspections are completed on time. This may include support in delivering the asset to the relevant inspection station and or vendor to complete the required inspections. Registration inspections should be aligned with any planned services where possible to reduce downtime of fleet assets.

- **Servicing** - All servicing is completed in accordance with the manufacturer's recommended servicing schedules to ensure safety, efficient operation, and to maintain warranty terms on all fleet. The workshop team is responsible for contacting drivers or supervisors to schedule services to ensure that they are completed on time. Fleet and plant assets must be made available on the due date or arrangements must be agreed to ensure that they are completed on time. It is also the driver's responsibility to check the service sticker within the vehicle to ensure that the vehicle service is not due. If the vehicle is due for service, the driver must contact the workshop team. Fleet users will be required to notify the fleet team of any known issues with the vehicle during the booking process to ensure that they are addressed. (section 3.3.3, 3.3.4)
- **Repairs and maintenance** - The workshop team is responsible for management of repairs and maintenance required on plant and fleet assets, and to ensure there is minimal downtime in completing repairs to avoid impact on Council's ability to deliver services. The workshop team will check repair requirements and determine the appropriate course of action to ensure works are carried out promptly.
- **Safety Recalls** - From time-to-time manufacturers of plant and fleet may issue safety related recalls. It is the responsibility of the fleet team to contact the relevant staff to organise for the recall to be completed. All safety recalls must be actioned at the earliest opportunity subject to parts availability and type or safety recall. Staff must ensure that they work closely with the fleet team to arrange a suitable time for the rectification work to be completed.
- **Tyres** - Council has arrangements in place with approved vendors to complete tyre servicing on all plant and fleet assets. Staff are required to contact the fleet team for vehicles.
- **User responsibilities**
  - **Licencing** - Drivers must hold a current driver licence for the type of fleet being driven by class and continue to ensure that it is valid (this will need to also be sighted by their supervisor). Notification must be provided immediately to your supervisor if you have lost your driver licence. (sections 3.3.20, 3.2.22)
  - **Fleet image and amenity** - Staff are required to ensure that all plant and fleet is kept clean with any rubbish removed. In the event fleet is not returned in a clean condition (from time of use), staff members may be responsible for any associated cleaning cost. (section 3.3.1, 3.3.5 to 3.3.7)
  - **Fleet modification** - Operators are not to make any alterations and or modifications to fleet assets. Where changes are required, please consult with the workshop team.
  - **Road user rules and parking** - The driver is responsible for always adhering to the road rules. The driver must adhere to all applicable laws regarding the use of controlled substances (drugs) and alcohol when driving. (Refer to Transport for NSW for further details on your requirements and limits.) Drivers will be personally responsible for any traffic violations incurred. When parking limited private use vehicles at home, the vehicle should be parked off the street where possible. (sections 3.3.2, 3.2.19, 3.2.21)
  - **Use of Electronic Devices** - Drivers must obey the road rules regarding the use of mobile phones and electronic devices. Where appropriate drivers must connect their phone via Bluetooth or cable to enable handsfree operation prior to commencement of their journey.
  - **Pre and post fleet inspections** - Your vehicle is your workplace, and your safety starts before you enter your vehicle. Drivers are required to complete pre and post vehicle inspections on all fleet and plant assets and report any issues immediately to your supervisor and the mechanical workshop. Visually inspect vehicles and trailers to ensure they are coupled correctly.

- **Carrying loads and loose items** - Where any loose items are required to be carried within fleet, staff must ensure that they are stowed either in the boot or restrained to ensure they do not move during transit. Operational plant assets that are carried within any tipper, tray, or trailer must be restrained in accordance with Schedule 7 of the Heavy Vehicle (Mass, Dimension and Loading) National Regulation. Staff should also ensure that any loose items including and not limited to laptops, phone or valuables are not to be left unattended when parking any fleet or plant
- **Use of fuel cards** - Drivers must ensure fuel cards are only used for the assigned asset (cannot be used for refuelling a different asset). Drivers are not to share the identification pin number with any non-approved users or external third parties. Drivers must only purchase the recommended fuel for the asset (this is normally labelled within the filler cap or fuel cap) unless the fuel type is not available at time of purchase. Drivers must ensure that the fuel card is returned to the fleet team when any new or replacement fuel cards have been supplied for disposal. Drivers must ensure the fuel card is always kept in the vehicle, and kilometre, or hour readings, must be given each time when refuelling at the service station. If a card is lost or stolen, drivers must report it immediately to the fleet team. (section 3.9.1.9)
- **Smoking and vaping** - Smoking and vaping are not permitted in any Council fleet assets or hire fleet. Staff caught smoking in any fleet will be liable for any associated cleaning cost and face disciplinary action. (section 3.2.4)
- **Requesting repairs** - The fleet team should be contacted immediately by phone and or email during normal business hours, being between 6.00am to 4pm Monday to Friday (excluding public holidays) for all other times the on-call mechanic should be contacted. Leaseback, operational utilities, and pool vehicles are provided with Roadside Assist. (section 3.4)
- **Motor vehicle accident** – (section 3.2.23, 3.2.12, 6.5)
- **Non-employee drivers** - (Section 3.2.11)

Driver Induction

As part of the supply of fleet, Fleet Management will arrange through either internal staff or the supplier an induction for drivers as part of the delivery process. The fleet team is to be advised when a new starter commences with the Council to arrange an induction.

Leaseback Vehicles

Sections 3.2.13 to 3.2.18, 3.6, 3.9.1

Short Term and Long Term hire of fleet

Describe the process for booking a vehicle for up to 30 days and over 30 days, include the driver responsibilities of refuelling, vehicle inspection and maintaining in a clean condition. (section 3.10)

Grey fleet

For the use of privately owned vehicles for conducting official council business. *Does this use require approval? If so, at what level. Does council require evidence that the vehicle is registered, roadworthy, fully insured and fit for purpose.* The reimbursement or payment of a car allowance.

Limited Private Use Operational Vehicle

(section 3.7, 3.8)

Policy Review

Define when the policy will be reviewed.

Definitions

Define some terms that are commonly referred to through the policy eg, fleet, fleet unit, grey fleet, hire fleet, leaseback vehicle, light commercial vehicle, limited private use operational vehicle, operational vehicle.

Forms

Insert any forms to be used.

APPENDIX B: PROPOSED CONTENT FOR INCLUSION IN A FLEET MANAGEMENT POLICY

The following outlined of roles and responsibilities and policy statements should be adopted in a new Fleet Management Policy by Council and implemented as soon as possible.

ROLES AND RESPONSIBILITIES

Council

- Establish the governance and guidelines for the management of plant and fleet by approving, and reviewing the performance of the organisations against, the Fleet Management Policy and Motor Vehicle Policy.
- Resourcing the provision and management of plant and fleet consistent with the adopted polices, including allocation of capital and operating budgets consistent with the optimal lifecycle management for plant and fleet.
- Holding the Chief Executive Officer accountable to organisational performance in the use and management of plant and fleet, with focus upon the key performance indicators outlined in this policy.

Chief Executive Officer

- Implement the Fleet Management Policy and Motor Vehicle Policy and ensure compliance and accountability for plant and fleet responsibilities across the organisation.

Director City Services

- Planning and management of plant and fleet consistent with the Fleet Management Policy and Motor Vehicle Policy.
- Longer term planning for plant and fleet is completed and maintain current, aligned to the demand outlined in approved service planning and long term capital works planning.
- Chair the Plant and Fleet Working Group, ensuring the working group is adequately informed with regular reporting and other ad hoc information (including plant, fleet and workshop performance reports) to enable the working group to provide best advice to the Executive Management Team.

Director City Performance

- Ensure that the corporate fleet management information systems and other business support systems are adequate to support and enable the management and operation of plant and fleet as required by this policy – this includes maintenance management systems, financial processes and fuel and stock management.
- Maintain a current list of external suppliers for the provision of dry hire and wet hire of plant and fleet.

Workshop Supervisor

- Planning and delivery for the maintenance of Councils plant and fleet consistent with the OEM recommendations and planned lifecycle approach to the plant and fleet
- Maintain and monitor a high level of performance of the workshop and external suppliers of goods and maintenance services.
- Provide advice to the Plant and Fleet Working Group, including reporting and investigations as required.
- Lead the purchase of plant and fleet consistent with this policy, approved specifications and in liaison with the user of the plant or fleet assets.

Plant and Fleet Operators

- Operation of plant and fleet within the OEM guidelines for use and compliance with training and instructions provided.
- Completion of daily prestart checks of plant and fleet items
- Report to the workshop in a timely manner any damage or mechanical issues with the plant and fleet.

POLICY STATEMENTS

Fleet and Plant Working Group

Council will maintain an effective and efficient Fleet and Plant Working Group.

A Plant and Fleet Working Group's focus include the following:

- Medium to long term integration of service and capital works planning with forecasting future requirements – appropriateness of the current composition of plant and fleet to meet the future requirements of planned services and capital works.
- Regular (quarterly) monitoring of key performance indicators of fleet management and reporting to the Executive Management Team on an annual basis (prior to budget deliberations).
- Consideration and propose forward replacement program for fleet and plant to be considered by Executive Management Team.
- Investigation and consideration of business cases for new plant and fleet.
- Review of major breakdowns and significant incidents, including safety and environmental incidents.
- Undertake further investigations and provide advice as delegated by Executive Management Team.

Internal Hire Charges

The use of plant and fleet will be recovered from the service using the plant and fleet on either a permanent hire arrangement or a variable charge. The permanent hire rate and variable hire rate will be set by Finance Department to ensure the total internal recovery will meet all operational costs of the item, including depreciation expense.

The hire rate for variable hire arrangement will be calculated using the target annual utilisation hours or kilometres.

The variable charge will be applied to the total time the plant or fleet item is not available for other users to hire the plant or fleet.

Internal hire charges are to be reviewed annually and compared to the external hire rates available through the Plant and Fleet External Hire Panel.

External Hire Panel

The Council is to maintain a current external hire panel for relevant plant and fleet items. The panel should include all items that are frequently required by Council. Establishing of the panel must comply with the Council's Procurement Policy.

Purchase of Plant and Fleet

The purchase and disposal of plant and vehicles must adhere to the general principles outlined in the Procurement Policy and the Fleet Management Policy.

Requirement for the purchase of new or upgraded fleet or plant must be supported with a Business Case that is endorsed by the Plant and Fleet Working Group and the Executive

Anticipated utilisation estimate of the whole of life costs and a buy/hire analysis must be considered in the Business Case.

The Business Case must state how the average annual whole of life costs will be recovered.

Specification for fleet items must be kept current and needs to be developed in consultation with the operators of the asset. Where possible, the specification should state any ancillary equipment or attachments required.

A risk assessment must be conducted on all new and upgraded assets prior to purchase to ensure the proposed asset does not introduce an unacceptable risk to the fleet, operator or general public.

Decisions with respect to the purchase of plant and vehicles will be made taking into consideration the following compliance and qualitative criteria:

Compliance Criteria (Y/N)

- Compliance with the specification contained in the Tender
- Compliance with the Condition of Tendering
- Quality Assurance requirement for the Tender
- Meets requirements for safe operations
- Compliance with the completion of the Price Schedule
- Warranty – must have a minimum of 2 years warranty for heavy plant and 3 years warranty for light fleet items.

Qualitative Criteria Weighting

- Functional capability meets the requirements to perform tasks - 40%
- Mechanical assessment and service support (preferably local) - 10%
- Environmental impact - 10%
- Whole of life costs - 40%

Optimal Replacement and Renewal of Plant and Fleet

The following table outlines the target optimal replacement for plant and fleet, compared to the IPWEA benchmarks.

The Council will generally adhere to the replacement of plant and fleet when the years or KM/Hours reaches the optimal period outlined below (whichever occurs first).

A plan for procurement to replace plant or fleet asset must be completed so that the assets are replaced and disposed of as close to the target as possible – procurement should begin before the asset reaches the target and should include in the planning an estimate of the time required to achieve supply of the asset and disposal of the existing asset.

Exceptions to exceed the replacement period can be approved by the Chief Executive Officer. Where exceptions to the optimal replacement (either before or after the optimal time) are approved, the reason should be recorded, and the reason revised each year when the Fleet and Plant Replacement Plan is reviewed.

Type	IPWEA Recommended Replacement Benchmarks		Shoalhaven Current Replacement Plan	
	Years	KMs/Hours	Years	KMs/Hours
Passenger vehicles	4	100,000	4	100,000
Light commercial vehicles	4	120,000	4	100,000
Grader	9	8,000	10	8,000
Backhoe loader	7	6,000	10	6,000
Loader	7	9,000	10	7,000
Skid steer	7	5,000	10	5,000
Excavator (8T)	8	8,000	10	8,000
Heavy Duty Truck	8	250,000	10	250,000
Medium Duty Truck	8	200,000	10	200,000
Light Duty Truck	7	150,000	8	150,000

Type	IPWEA Recommended Replacement Benchmarks		Shoalhaven Current Replacement Plan	
	Years	KMs/Hours	Years	KMs/Hours
Rubber Tyre Roller	10	7,000	10	7,000
Tractor	6	5,000	10	5,000
Road Sweeper	8	200,000	7	200,000
Front Deck Mower	6	2,000	7	2,000
Ride On Mower/Zero Turn	6	3,000	10	3,000

Performance Management of Plant and Fleet

The Plant and Fleet Working Group will provide a Plant and Fleet Performance Report to the Executive Management Team on an annual basis. The Report will include the following performance measures – where measures cannot be provided, the report should outline how the Working Group is improving systems to enable future reporting of the measure.

Performance Measure	Example of Measure
Profit/Loss of the Plant and Fleet Portfolio	Operating surplus or deficit
Whole of Life (WOL) Costs by Asset	Total WOL costs ($) Annual WOL costs per KM/HR compared to existing hire rate. To review hire rates annually.
Total fleet	Total operating cost vs. budget (%).
External hire	Total external fleet hire $ vs. budget (%)
Fuel use	Fuel used ($ and volume) vs budget
Planned maintenance effectiveness	Total breakdown maintenance ($) vs. total of all maintenance ($). Target = 30% maximum
Asset Utilisation	KMs/HRs per year % of target annual utilisation for each asset and asset class average. To review allocations and external hire use
Optimal Asset Replacement	Overdue replacements % of annual planned replacement completed on time. To assess carryover funding and planning effectiveness.
Planned Maintenance Completion	% of assets overdue for scheduled maintenance at the end of each month. To assess effectiveness of planned maintenance system.
Major Breakdown Investigation	Investigation report completed for each major breakdown to identify root cause and provide recommendations to prevent future major breakdown, including basic design, operational and specification issues
Customer satisfaction	Number satisfaied. Target 75% or better. Currently 45%. Use Review template.

APPENDIX C: CURRENT ASSET REGISTER AND UTILISATION OF PLANT AND FLEET

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - REG#:81905D-JOHN DEERE-315SJ EXT+T BACKHOE- DIESEL 69KW-YELLOW	30000725	Backhoe	30/03/2011	13	500	6,000	200,000	396
SP - REG#:71218D-JCB-3CX ECO BACKHOE-AUTO DIESEL 4.4-YELLOW	30000930	Backhoe	12/12/2012	11	500	6,000	200,000	526
WA - REG#:81904D-VOLVO-BL71B EXT+T BACKHOE-DIESEL 5LT-YELLOW	30001068	Backhoe	5/11/2013	10	500	6,000	200,000	268
SE - REG#:1242U-CATERPILLAR-432F EXT+4 BACKHOE-AUTO DIESEL 4LT-YELLOW	30001413	Backhoe	2/03/2016	8	500	6,000	200,000	534
GF - REG#:10679E-CATERPILLAR-432F EXT+4 BACKHOE-AUTO DIESEL 4LT-YELLOW	30001668	Backhoe	27/04/2017	7	500	6,000	200,000	392
GF - REG#:89841D-CATERPILLAR-432F EXT+4 BACKHOE-AUTO DIESEL 4LT-YELLOW	30002267	Backhoe	17/05/2019	5	500	6,000	200,000	694
GF - REG#:06955E-CASE 695ST BACKHOE	30002417	Backhoe	4/09/2020	4	500	6,000	200,000	371
GF - CAT 432F2 Backhoe	30002919	Backhoe	20/05/2022	2	500	6,000	200,000	369
GF - CAT 432F2 Backhoe	30002920	Backhoe	20/05/2022	2	500	6,000	200,000	624
WA - CAT 432 Backhoe	30003313	Backhoe	31/10/2022	1	500	6,000	200,000	127
GF - CAT 432 Backhoe - REG#39134E	30003521	Backhoe	30/06/2023	1	500	6,000	200,000	443
SE - REG#:DMK10L-VOLKSWAGEN-CRAFTER VAN4 VAN VAN-AUTO DIESEL 2.0-WHITE	30001682	Bus/Van	19/05/2017	7	20,000	130,000	45,000	24,969
GF - REG#:CN57XA-HYUNDAI-ILOAD VAN4 VAN VAN-AUTO DIESEL 2.5-CREAMY WHITE	30001878	Bus/Van	8/01/2018	6	20,000	130,000	45,000	14,909
WA - REG#:CT39SK-HYUNDAI-ILOAD VAN4 VAN VAN-AUTO DIESEL 2.5-CREAMY WHITE	35000135	Bus/Van	12/08/2019	5	20,000	130,000	45,000	25,981
GF - REG#:CW14LX-TOYOTA-HIACE LWB VAN-AUTO DIESEL 2.8L-WHITE FRENCH VANILLA	35000306	Bus/Van	22/04/2020	4	20,000	130,000	45,000	25,812
GF - REG#:CW15LX-TOYOTA-HIACE LWB VAN-AUTO DIESEL 2.8L-WHITE FRENCH VANILLA	35000307	Bus/Van	24/04/2020	4	20,000	130,000	45,000	10,535
GF - REG#:CZ50KU-TOYOTA HIACE LWB VAN	30002578	Bus/Van	20/07/2020	4	20,000	130,000	45,000	7,924
WA - REG#:CY80PR-HYUNDAI-ILOAD- VAN4 VAN-AUTODIESEL 2.5	30002504	Bus/Van	3/11/2020	3	20,000	130,000	45,000	16,919
GF - REG#:CZ50RQ-HYUNDAI-ILOAD- VAN4 VAN-AUTODIESEL 2.5 CREAMY WHITE	30002662	Bus/Van	11/03/2021	3	20,000	130,000	45,000	13,169
GF - REG#:DA96ZM-TOYOTA HIACE LWB VAN -AUTO DIESEL 2.8L WHITE	30002696	Bus/Van	24/05/2021	3	20,000	130,000	45,000	11,905
WA - REG#:DC47RL-TOYOTA HIACE LWB VAN	30003095	Bus/Van	29/11/2021	2	20,000	130,000	45,000	17,064
GF - REG#:DC48RL-TOYOTA HIACE LWB VAN	30003096	Bus/Van	30/11/2021	2	20,000	130,000	45,000	23,795
GF - REG#: DC49RL - TOYOTA HIACE LWB VAN	30003097	Bus/Van	30/11/2021	2	20,000	130,000	45,000	16,517
WA - REG#: DD31MP - TOYOTA HIACE LWB VAN	30003047	Bus/Van	18/02/2022	2	20,000	130,000	45,000	27,235
WA - REG#: DD30MP - TOYOTA HIACE LWB VAN	30003094	Bus/Van	21/02/2022	2	20,000	130,000	45,000	25,066

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - REG#: DD45MP - TOYOTA HIACE LWB VAN	30003327	Bus/Van	25/02/2022	2	20,000	130,000	45,000	15,348
GF - REG#: DD08UR-TOYOTA HIACE LWB VAN	30003309	Bus/Van	29/03/2022	2	20,000	130,000	45,000	12,207
WA - TOYOTA HIACE LWB VAN	30003301	Bus/Van	13/04/2022	2	20,000	130,000	45,000	12,406
GF - REG#: DD28US - HYUNDAI-STARIA-LOAD-VAN4 VAN-AUTODIESEL 2.5	30002897	Bus/Van	10/05/2022	2	20,000	130,000	45,000	18,559
WA - REG#: DJ89KN - TOYOTA HIACE LWB VAN	30003570	Bus/Van	4/09/2023	1	20,000	130,000	45,000	11,906
WA - REG#: DJ98KN - TOYOTA HIACE LWB VAN	30003572	Bus/Van	4/09/2023	1	20,000	130,000	45,000	14,547
GF - REG#: DJ58KO - Ford Transit Custom LWB	30003961	Bus/Van	29/09/2023	1	20,000	130,000	45,000	1,242
TOYOTREG#: DI85BO - TOYOTA HIACE LWB VAN	30003617	Bus/Van	13/11/2023	0	20,000	130,000	45,000	26,691
GF - REG#: DI90NH - TOYOTA HIACE LWB VAN	30003477	Bus/Van	9/01/2024	0	20,000	130,000	45,000	3,272
WA - REG#: DI75SA - TOYOTA HIACE LWB VAN	30003498	Bus/Van	1/02/2024	0	20,000	130,000	45,000	15,678
WA - REG#: DI06SE - TOYOTA HIACE LWB VAN	30003493	Bus/Van	4/03/2024	0	20,000	130,000	45,000	158
WA - REG#: DI10SE - TOYOTA HIACE LWB VAN	30003491	Bus/Van	5/03/2024	0	20,000	130,000	45,000	3,954
SE - REG#:YN60RF-ALFA LAVAL- CENTRIFUGE CUSTOM TRAILER CUSTOM--BLUE/WHITE	30001167	Centrifuge	18/03/2014	10	0	0	1,200,000	0
WM - TANA-E520 52T LANDFILL COMPACTOR-AUTO DIESEL 15 LT-YELLOW	30001531	Compactor - landfill	21/11/2016	7	600	0	600,000	1,898
WM - Liebherr L506C Compact wheeled loader	30003921	Compactor - landfill	11/07/2023	1	600	0	600,000	406
WA - REG#:02082C-KUBOTA-KX71-3S MINI EXCAVATOR-AUTO DIESEL 1.5LITRE-ORANGE	30000734	Excavator <10T	6/04/2011	13	500	8,000	130,000	250
SE - REG#:71180D-KUBOTA-KX018-4 EXCAVATOR-AUTO DIESEL 900CC-ORANGE	30001101	Excavator <10T	29/01/2014	10	500	8,000	130,000	150
SP - REG#:50065D-KUBOTA-U25-3 RUBBER TRACKS EXCAVATOR-AUTO DIESEL 1123-ORANGE	30001392	Excavator <10T	9/02/2016	8	500	8,000	130,000	159
WA - REG#:72012D-KUBOTA-U17-3 EXCAVATOR-AUTO DIESEL-ORANGE	30001866	Excavator <10T	12/12/2017	6	500	8,000	130,000	142
WA - REG#:82077D-KOMATSU-PC30MR-3 EXCAVATOR-AUTO DIESEL 1.6-YELLOW	30002261	Excavator <10T	13/03/2019	5	500	8,000	130,000	260
SE - REG#:82359D-KUBOTA-U17-3 EXCAVATOR-AUTO DIESEL-ORANGE	35000227	Excavator <10T	30/08/2019	5	500	8,000	130,000	79
WA - REG#:91920D-KUBOTA-U17-3 EXCAVATOR-AUTO DIESEL-ORANGE	35000228	Excavator <10T	30/08/2019	5	500	8,000	130,000	138
WA - REG#:95067D-KOMATSU-PC88 TRAK EXCAVATOR-AUTO DIESEL 3.2LT-YELLOW	35000334	Excavator <10T	7/05/2020	4	500	8,000	130,000	545
GF - REG#:01050E-KOMATSU-PC30MR-3 EXCAVATOR-AUTO-DIESEL-1.6-Yellow	30000846	Excavator <10T	24/06/2020	4	500	8,000	130,000	206
GF - REGO#: 07344E - Komatsu PC55MR-5 Excavator A/C Cabin	30002570	Excavator <10T	1/11/2020	3	500	8,000	130,000	555
WA - REG#: 65894E - Komatsu Excavator PC30MR-5	30002679	Excavator <10T	24/06/2021	3	500	8,000	130,000	316
WA - REGO#: 05670E - KOMATSU-PC30MR-3 EXCAVATOR	30002818	Excavator <10T	2/07/2021	3	500	8,000	130,000	279
GF - REG#: 5751U - KOMATSU-PC55MR-3 EXCAVATOR	30003029	Excavator <10T	22/12/2021	2	500	8,000	130,000	538
WA - REGO#: 21160E - KOMATSU-PC18MR EXCAVATOR	30003242	Excavator <10T	7/04/2022	2	500	8,000	130,000	98

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - REG#:38904E CATERPILLAR 305-CR Excavator	30003623	Excavator <10T	28/04/2023	1	500	8,000	130,000	695
WA - KOMATSU-PC30MR-5 EXCAVATOR	30003796	Excavator <10T	30/05/2023	1	500	8,000	130,000	164
GF - Reg#: 43313E - KOMATSU-PC18MR-3 EXCAVATOR	30003778	Excavator <10T	8/06/2023	1	500	8,000	130,000	78
WA - REG#42646E Kubota U27-4 Excavator Rubber Tracks	30003737	Excavator <10T	31/07/2023	1	500	8,000	130,000	258
SE - KOMATSU-PC30MR-3 EXCAVATOR	30003825	Excavator <10T	15/09/2023	1	500	8,000	130,000	123
WA - REG#: 50465E - Kubota U25-3 Excavator	30003765	Excavator <10T	1/11/2023	0	500	8,000	130,000	190
WA - REG#: 42676E - KUBOTA U27-4 EXCAVATOR WITH TILT HITCH AND HAMMER	30003840	Excavator <10T	1/11/2023	0	500	8,000	130,000	175
SE - KUBOTA U27-4 EXCAVATOR	30003786	Excavator <10T	20/11/2023	0	500	8,000	130,000	264
CAT 3CAT 305AC	30004011	Excavator <10T	20/11/2023	0	500	8,000	130,000	113
TANA TANA H450 LANDFILL COMPACTOR	30003828	Excavator <10T	5/03/2024	0	500	8,000	130,000	2,581
WA - REG#:28558D-KOMATSU-PC30MR-3 EXCAVATOR-HYDRA DIESEL 1.6-YELLOW	30001106	Excavator >10T	5/02/2014	10	900	8,000	350,000	308
WM - REG#:N/A-KOMATSU-PC450LC-8 TRAK EXCAVATOR-AUTO DIESEL 11LT-YELLOW	30001539	Excavator >10T	28/11/2016	7	900	8,000	350,000	927
GF - REG#:83515D-LIEBHERR-A914 4X4 EXCAVATOR-AUTO DIESEL 4-YELLOW/WHITE	30002229	Excavator >10T	9/04/2019	5	900	8,000	350,000	710
GF - REG#: 36790E - Komatsu PC210LC-11 Excavator	30003351	Excavator >10T	1/11/2022	1	900	8,000	350,000	685
WA KoWA Kobelco SK135SR-7	30004043	Excavator >10T	16/11/2023	0	900	8,000	350,000	792
MC - REG#:N/A-KUBOTA-F2100E 5FT DE MOWER FINISH- DIESEL-ORANGE	30002337	Front Deck Mower	19/11/1992	31	300	2,000	45,000	269
MC - SITREX-SM180L 6FT DE MOWER FINISH-	30002387	Front Deck Mower	28/08/1998	26	300	2,000	45,000	269
GF - REG#: 15394E - Kubota F3690 Mower Out Front Rear discharge	30002880	Front Deck Mower	3/06/2021	3	300	2,000	45,000	243
GF - REG#:8726U-John Deere 1600 WAM	30002907	Front Deck Mower	27/07/2021	3	300	2,000	45,000	244
GF - REG#:16112E-John Deere 1600 WAM	30002908	Front Deck Mower	2/08/2021	3	300	2,000	45,000	96
GF - REG#:16113E-John Deere 1600 WAM	30002909	Front Deck Mower	18/11/2021	2	300	2,000	45,000	207
GF - REG#: 20152E - Kubota F3690 Mower 72" rear discharge deck canopy rego kit	30003135	Front Deck Mower	14/12/2021	2	300	2,000	45,000	377
GF - REG#: 20150E - Kubota F3690 Mower 72" rear discharge deck canopy rego kit	30003137	Front Deck Mower	14/12/2021	2	300	2,000	45,000	154
GF - REG#:24610E-John Deere 1600 WAM	30002911	Front Deck Mower	10/02/2022	2	300	2,000	45,000	102
GF - REG#:24611E-John Deere 1600 WAM	30002910	Front Deck Mower	16/02/2022	2	300	2,000	45,000	340
GF - REG#: 27739E - John Deere 1575 72" deck	30003076	Front Deck Mower	22/03/2022	2	300	2,000	45,000	269
GF - John Deere 1575 72" deck	30003084	Front Deck Mower	30/06/2022	2	300	2,000	45,000	269
GF - REG#: 31125E - KUBOTA-F3690 72IN D RIDEON MOWER 4X4-AUTO DIESEL 36 HP-ORANGE	30003252	Front Deck Mower	17/11/2022	1	300	2,000	45,000	213
GF - KUBOTA-F3690 72IN D RIDEON MOWER 4X4-AUTO DIESEL 36 HP-ORANGE	30003255	Front Deck Mower	17/11/2022	1	300	2,000	45,000	494
GF - Kubota F3690 Mower	30003310	Front Deck Mower	10/02/2023	1	300	2,000	45,000	238
GF - REG#: 37664E - Kubota F3690 Mower 72" Rear Discharge	30003391	Front Deck Mower	31/03/2023	1	300	2,000	45,000	209

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - Kubota F3690 Mower 72" Rear Discharge deck	30003392	Front Deck Mower	31/03/2023	1	300	2,000	45,000	369
GF - REG#:42320E - John Deere WAM 1600	30003659	Front Deck Mower	11/05/2023	1	300	2,000	45,000	340
GF - REG#: 42655E - Kubota F3690 Mower 72" Rear Discharge Deck	30003402	Front Deck Mower	18/08/2023	1	300	2,000	45,000	331
GF - Stealth SR S3 Finishing mower	30003755	Front Deck Mower	18/10/2023	1	300	2,000	45,000	269
GF - REG#: 42672E - Kubota F3690 Mower 72" Rear Discharge Deck	30003403	Front Deck Mower	20/10/2023	1	300	2,000	45,000	342
GF - REG#:71216D-CATERPILLAR-12M ART GRADER- DIESEL 6.6LT-YELLOW	30001319	Grader	24/06/2015	9	800	8,000	500,000	701
GF - REG#:55494D-CATERPILLAR-12M ART GRADER- DIESEL 6.6LT-YELLOW	30001586	Grader	20/12/2016	7	800	8,000	500,000	710
GF - REG#:93498D-CATERPILLAR-12M ART GRADER-AUTO DIESEL 6.6LT-YELLOW	35000148	Grader	31/07/2019	5	800	8,000	500,000	665
GF - CAT 150 AWD Grader	30003337	Grader	30/03/2023	1	800	8,000	500,000	1,094
GF - CAT 150 AWD Grader	30003338	Grader	30/03/2023	1	800	8,000	500,000	634
WA - REG#:1535U-KUBOTA-R420S ART LOADER-HYDRA DIESEL 1.5LT-ORANGE	30000266	Loader < 3 Cubic Metre Bucket	24/01/2006	18	500	9,000	120,000	145
SE - REG#:3215T-JOHN DEERE-4X4 AWD TRUCK DUMPER SINGLCAB-AUTO DIESEL 0.854 LT-GREEN	30000617	Loader < 3 Cubic Metre Bucket	22/04/2010	14	500	9,000	120,000	500
SE - REG#:BH00QK-VENIERI-VF1.33 RT LOADER-AUTO DIESEL 2.21-YELLOW	30000678	Loader < 3 Cubic Metre Bucket	10/09/2010	14	500	9,000	120,000	146
SE - REG#:17548C-KUBOTA-R420S ART LOADER-AUTO DIESEL 1.5LT-ORANGE	30000681	Loader < 3 Cubic Metre Bucket	13/12/2010	13	500	9,000	120,000	202
WM - REG#:92644D-LIEBHERR-506 LOADER-AUTO DIESEL 4.4-YELLOW	30002279	Loader < 3 Cubic Metre Bucket	27/06/2019	5	500	9,000	120,000	633
GF - Kubota L3800 Tractor with Loader and 4in1 Bucket	30003026	Loader < 3 Cubic Metre Bucket	27/07/2021	3	500	9,000	120,000	11
LiebhLiebherr LH22 Material Handler	30004070	Loader < 3 Cubic Metre Bucket	22/01/2024	0	500	9,000	120,000	616
JCB 5JCB 525-60 T4 Telehandler	30004098	Loader < 3 Cubic Metre Bucket	26/03/2024	0	500	9,000	120,000	375
WM - REG#:N/A-LIEBHERR-LR634 TRAK CRAWL LOADER-HYDRA DIESEL 7.01 LT T-YELLOW	30001388	Materials Handler	28/01/2016	8	2,000	0	420,000	1,045
WM - REG#:56747D-LIEBHERR-LH24 MATER EXCAVATOR-AUTO DIESEL 7L-YELLOW	30001511	Materials Handler	19/10/2016	8	2,000	0	420,000	1,415
WM - REG#:N/A-LIEBHERR-LH22 MH LOADER EXCAVATOR- DIESEL 4.6LT-YELLOW	30001796	Materials Handler	26/09/2017	7	2,000	0	420,000	1,678
WM - REG#:85391D-LIEBHERR-LH22 MH LOADER EXCAVATOR-AUTO DIESEL 4.6LT-YELLOW	30002179	Materials Handler	7/01/2019	5	2,000	0	420,000	1,713
WM - Liebherr LR636 G8.0	30003188	Materials Handler	10/12/2021	2	2,000	0	420,000	1,956
WM - Liebherr LH24 Material Handler	30003387	Materials Handler	11/07/2022	2	2,000	0	420,000	2,001
WM - Liebherr LH24 Material Handler	30003388	Materials Handler	11/07/2022	2	2,000	0	420,000	3,949
WM - Liebherr LH22 Material Handler	30003653	Materials Handler	10/02/2023	1	2,000	0	420,000	1,938
GF - REG: DC72DA TOYOTA COROLLA HYBRID ASCENT SPORT	30003166	Passenger - Electric/Hybrid	18/10/2021	3	30,000	100,000	38,000	20,436

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - REG#:DC59MR - SUBARU FORESTER 2.0i-L HYBRID WAGON	30002616	Passenger - Electric/Hybrid	6/12/2021	2	30,000	100,000	38,000	23,556
WA - REG#: DC19RM - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003245	Passenger - Electric/Hybrid	8/12/2021	2	30,000	100,000	38,000	42,916
GF - REG#:DC12RM -TOYOTA C-HR KOBA AWD WAGON	30002847	Passenger - Electric/Hybrid	1/02/2022	2	30,000	100,000	38,000	23,025
GF - REG#: DC71MR - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003172	Passenger - Electric/Hybrid	1/02/2022	2	30,000	100,000	38,000	17,633
GF - REG#: DC72MR - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003051	Passenger - Electric/Hybrid	14/02/2022	2	30,000	100,000	38,000	25,560
GF - REG#: DD72QK - TOYOTA-KLUGER SW4 PASSENGER WAGON-AUTO HYBRID 2.5L-GREY	30003333	Passenger - Electric/Hybrid	1/03/2022	2	30,000	100,000	38,000	36,464
GF - REG#: DD94MA - SUBARU FORESTER 2.0i-S HYBRID WAGON	30003262	Passenger - Electric/Hybrid	5/07/2022	2	30,000	100,000	38,000	24,705
GF - REG#: DD96MA - MITSUBISHI ECLIPSE ES HYBRID	30003434	Passenger - Electric/Hybrid	21/07/2022	2	30,000	100,000	38,000	19,976
GF - REG#:DG39JD-SUBARU FORESTER 2.0i-L HYBRID WAGON-AUTO-PETROL-2.0L-CRIMSON RED	30003500	Passenger - Electric/Hybrid	3/02/2023	1	30,000	100,000	38,000	34,996
GF - REG#: DG82JX - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003787	Passenger - Electric/Hybrid	30/03/2023	1	30,000	100,000	38,000	58,089
GF - REG#: DG88VT - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003546	Passenger - Electric/Hybrid	3/04/2023	1	30,000	100,000	38,000	18,350
GF - REG#: DG18VU - MITSUBISHI ECLIPSE ES HYBRID	30003627	Passenger - Electric/Hybrid	16/05/2023	1	30,000	100,000	38,000	25,652
GF - REG#: DG36VU - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003517	Passenger - Electric/Hybrid	17/05/2023	1	30,000	100,000	38,000	50,876
GF - REG #: DJ36BO - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003614	Passenger - Electric/Hybrid	7/08/2023	1	30,000	100,000	38,000	32,995
GF - REG#: DJ88KN - TOYOTA COROLLA HYBRID ASCENT SPORT	30003613	Passenger - Electric/Hybrid	28/08/2023	1	30,000	100,000	38,000	16,615
WM - REG#: DJ50LM SUBARU FORESTER 2.0i-S HYBRID WAGON	30003488	Passenger - Electric/Hybrid	19/09/2023	1	30,000	100,000	38,000	29,822
GF - REG#: DJ60LM - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003804	Passenger - Electric/Hybrid	19/09/2023	1	30,000	100,000	38,000	8,622
GF - REG#: DJ58LM - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003519	Passenger - Electric/Hybrid	9/10/2023	1	30,000	100,000	38,000	18,239
WA - REG#: DJ03WC - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003677	Passenger - Electric/Hybrid	24/10/2023	1	30,000	100,000	38,000	39,242
WA - REG: DJ24WC - SUBARU FORESTER 2.0i-L HYBRID WAGON	30004022	Passenger - Electric/Hybrid	28/10/2023	1	30,000	100,000	38,000	25,331
GF - REG#: DI86BO - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003766	Passenger - Electric/Hybrid	9/11/2023	0	30,000	100,000	38,000	23,031
SUBARREG#: DI88BO - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003806	Passenger - Electric/Hybrid	13/11/2023	0	30,000	100,000	38,000	26,904
GF - REG#: DI35FI - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003847	Passenger - Electric/Hybrid	15/11/2023	0	30,000	100,000	38,000	30,130
GF - REG#: DI68NH - SUBARU FORESTER 2.0i-L HYBRID WAGON	30004009	Passenger - Electric/Hybrid	15/01/2024	0	30,000	100,000	38,000	18,170
GF - REG#: DI69NH - SUBARU FORESTER 2.0i-L HYBRID WAGON	30004018	Passenger - Electric/Hybrid	15/01/2024	0	30,000	100,000	38,000	16,953
GF - REG#: FEG24P - MAZDA CX-60 GT VISION WAGON	30004080	Passenger - Electric/Hybrid	16/01/2024	0	30,000	100,000	38,000	16,664

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GF - REG#: DI57SA - SUBARU FORESTER 2.0i-L HYBRID WAGON	30003981	Passenger - Electric/Hybrid	23/01/2024	0	30,000	100,000	38,000	28,516
GF - REG#: DI52SA - SUBARU FORESTER 2.0i-S HYBRID WAGON	30003559	Passenger - Electric/Hybrid	30/01/2024	0	30,000	100,000	38,000	26,748
GF - REG#:CL47GY-ISUZU-MU-X SW4 LS-M 4X2 PASSENGER WAGON-AUTO DIESEL 3.0L-SPLASH WHITE	30001776	Passenger - Large	6/09/2017	7	30,000	100,000	53,000	9,465
GF - REG#:CS07NJ-ISUZU-MU-X SW4 LS-M 4X2 PASSENGER WAGON-AUTO DIESEL 3.0L-SPLASH WHITE	30002204	Passenger - Large	19/03/2019	5	30,000	100,000	53,000	28,202
GF - REG#:CS90YF-ISUZU-MU-X SW4 LS-M 4X2 PASSENGER WAGON-AUTO DIESEL 3.0L-SILKY PEARL WHITE	35000317	Passenger - Large	19/05/2020	4	30,000	100,000	53,000	32,137
GF - REG#:CX25YU-ISUZU-MU-X SW4 LS-M 4X2 PASSENGER WAGON-AUTO DIESEL 3.0L-OBSIDIAN GREY	35000359	Passenger - Large	22/06/2020	4	30,000	100,000	53,000	23,321
GF - REG#:CZ79PJ-FORD EVEREST TREND WAGON AWD AUTO DIESEL GREY	30002492	Passenger - Large	12/03/2021	3	30,000	100,000	53,000	39,871
WA - REGO#:-CZ90PJ-FORD EVEREST TREND WAGON AWD	30002501	Passenger - Large	30/04/2021	3	30,000	100,000	53,000	64,964
GF - REG#:CZ98PJ-FORD EVEREST TREND WAGON AWD	30002603	Passenger - Large	31/05/2021	3	30,000	100,000	53,000	39,439
GF - REG#:DA06QT-FORD EVEREST TREND WAGON AWD	30002643	Passenger - Large	24/06/2021	3	30,000	100,000	53,000	22,692
GF - REG#:DA05QT-FORD EVEREST TITANIUM 4X4-AUTO DIESEL 2.0L	30002625	Passenger - Large	26/06/2021	3	30,000	100,000	53,000	27,732
GF - REG#:DA14QT-FORD EVEREST TITANIUM 4X4	30002642	Passenger - Large	29/07/2021	3	30,000	100,000	53,000	56,807
GF - REG#:DA15QT-FORD EVEREST TITANIUM 4X4	30002693	Passenger - Large	29/07/2021	3	30,000	100,000	53,000	26,615
GF - REG#:FORD EVEREST TREND WAGON AWD	30002691	Passenger - Large	20/08/2021	3	30,000	100,000	53,000	29,490
GF - REG#:DA23QT-FORD EVEREST TREND WAGON AWD	30002692	Passenger - Large	27/08/2021	3	30,000	100,000	53,000	30,639
GF - REG#:DA20QT-FORD EVEREST TREND WAGON AWD	30002694	Passenger - Large	27/08/2021	3	30,000	100,000	53,000	29,859
GF - REG#:DA21QT-FORD EVEREST TREND WAGON AWD	30002699	Passenger - Large	27/08/2021	3	30,000	100,000	53,000	26,315
GF - REG#:DB05NU-ISUZU-MU-X SW4 LS-M 4X2 PASSENGER WAGON-AUTO DIESEL 3.0L	30003100	Passenger - Large	10/09/2021	3	30,000	100,000	53,000	22,737
GF - REG#:DB81NU-FORD EVEREST TITANIUM 4X4	30002688	Passenger - Large	30/09/2021	3	30,000	100,000	53,000	28,564
GF - REG#:DB77NU-FORD EVEREST TITANIUM 4X4	30003142	Passenger - Large	30/09/2021	3	30,000	100,000	53,000	49,543
GF - REG#:DB82NU-FORD EVEREST TREND WAGON AWD	30002896	Passenger - Large	8/10/2021	3	30,000	100,000	53,000	30,477
GF - REG#: DB91NU - FORD EVEREST TREND WAGON AWD	30002893	Passenger - Large	29/10/2021	3	30,000	100,000	53,000	50,303
GF - REG#: AJP000 - FORD EVEREST TREND WAGON AWD	30003021	Passenger - Large	1/11/2021	2	30,000	100,000	53,000	31,884
GF - REG#:DB33BC - FORD EVEREST TREND WAGON AWD	30003054	Passenger - Large	17/12/2021	2	30,000	100,000	53,000	30,143
WA - REG#:DB36BC - FORD EVEREST TREND WAGON AWD DIESEL GREY	30003278	Passenger - Large	14/01/2022	2	30,000	100,000	53,000	31,563
GF - REG#: DB38BC - FORD EVEREST TREND WAGON AWD	30003072	Passenger - Large	17/01/2022	2	30,000	100,000	53,000	27,917

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GF - REG#: DB40BC - FORD EVEREST TREND WAGON AWD	30003090	Passenger - Large	18/02/2022	2	30,000	100,000	53,000	49,290
GF - REG#: DB41BC - FORD EVEREST TITANIUM 4X4-AUTO DIESEL 2.0	30002828	Passenger - Large	28/02/2022	2	30,000	100,000	53,000	27,938
GF - FORD EVEREST TREND WAGON AWD	30003357	Passenger - Large	20/05/2022	2	30,000	100,000	53,000	40,574
GF - REG#: DC77RM - FORD EVEREST TREND WAGON AWD	30003350	Passenger - Large	27/05/2022	2	30,000	100,000	53,000	35,401
GF - REG#: DC81RM - FORD EVEREST TREND WAGON AWD	30003378	Passenger - Large	18/07/2022	2	30,000	100,000	53,000	48,720
GF - REG#: DC82RM - FORD EVEREST TREND WAGON AWD	30003204	Passenger - Large	26/07/2022	2	30,000	100,000	53,000	35,575
GF - REG#: DC87RM - FORD EVEREST TREND WAGON AWD	30003173	Passenger - Large	31/08/2022	2	30,000	100,000	53,000	31,217
WA - REG#: DF75RZ - FORD EVEREST TREND WAGON AWD	30003460	Passenger - Large	11/11/2022	1	30,000	100,000	53,000	52,489
GF - DF75WO HYUNDAI STARIA ELITE 30003467	30003467	Passenger - Large	29/11/2022	1	30,000	100,000	53,000	52,332
GF - REG#: DF78RZ - FORD EVEREST TREND WAGON AWD	30003470	Passenger - Large	14/12/2022	1	30,000	100,000	53,000	47,106
GF - REG#: DF82RZ - FORD EVEREST TREND WAGON AWD	30003462	Passenger - Large	18/01/2023	1	30,000	100,000	53,000	24,280
WA - REG#: DF83RZ - FORD EVEREST TREND WAGON AWD	30003483	Passenger - Large	18/01/2023	1	30,000	100,000	53,000	23,985
GF - REGO#: DF81RZ - FORD EVEREST TREND WAGON AWD	30003499	Passenger - Large	18/01/2023	1	30,000	100,000	53,000	41,485
GF - REG#: DF90WO - HYUNDAI STARIA ELITE	30003634	Passenger - Large	16/02/2023	1	30,000	100,000	53,000	10,523
GF - REG#: DG66LG - HYUNDAI STARIA ELITE	30003647	Passenger - Large	24/03/2023	1	30,000	100,000	53,000	20,174
WM - REG#: DG03LG - FORD EVEREST TREND WAGON AWD DG03LG	30003484	Passenger - Large	26/04/2023	1	30,000	100,000	53,000	44,755
GF - DH54VG:FORD EVEREST TREND WAGON AWD	30003523	Passenger - Large	13/07/2023	1	30,000	100,000	53,000	15,636
GF - REG# DH56VG - FORD EVEREST TREND WAGON AWD	30003516	Passenger - Large	28/07/2023	1	30,000	100,000	53,000	22,231
GF - REG#: DH61VG - FORD EVEREST PLATINUM 4X4	30003891	Passenger - Large	17/08/2023	1	30,000	100,000	53,000	38,390
GF - REG#: DH68VG - FORD EVEREST TREND WAGON AWD	30003518	Passenger - Large	24/08/2023	1	30,000	100,000	53,000	27,939
GF - REG#: DJ57KO - FORD EVEREST TREND WAGON AWD	30003530	Passenger - Large	27/09/2023	1	30,000	100,000	53,000	52,850
GF - REG#: DJ60KO - FORD EVEREST TREND WAGON AWD	30003579	Passenger - Large	18/10/2023	1	30,000	100,000	53,000	44,351
WA - REG# DJ66KO - FORD EVEREST TREND WAGON AWD	30003577	Passenger - Large	26/10/2023	1	30,000	100,000	53,000	36,997
GE - REG#: DI75BP - FORD EVEREST TREND WAGON AWD	30003431	Passenger - Large	22/11/2023	0	30,000	100,000	53,000	22,932
SE - REG#: DI77BP - FORD EVEREST TREND WAGON AWD	30003742	Passenger - Large	30/11/2023	0	30,000	100,000	53,000	37,870
SE - REG#: DI85BP - FORD EVEREST TREND WAGON AWD	30003738	Passenger - Large	17/01/2024	0	30,000	100,000	53,000	51,356
GF - REG#: DI98BP - FORD EVEREST PLATINUM 4X4	30004099	Passenger - Large	29/02/2024	0	30,000	100,000	53,000	26,340
GF - REG#: DI95BP - FORD EVEREST TREND WAGON AWD	30003620	Passenger - Large	14/03/2024	0	30,000	100,000	53,000	27,414

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GF - REG#: DI97BP - FORD EVEREST TREND WAGON AWD	30003902	Passenger - Large	14/03/2024	0	30,000	100,000	53,000	21,070
GF - REG#: DI96BP - FORD EVEREST TREND WAGON AWD	30003814	Passenger - Large	21/03/2024	0	30,000	100,000	53,000	17,366
GF - REG#: BD0769 - FORD EVEREST TREND WAGON AWD	30003564	Passenger - Large	27/03/2024	0	30,000	100,000	53,000	24,042
GF - REG#: DI00SF - FORD EVEREST TREND WAGON AWD	30003578	Passenger - Large	27/03/2024	0	30,000	100,000	53,000	9,308
GF - REG#: DI03SF - FORD EVEREST TREND WAGON AWD	30003593	Passenger - Large	27/03/2024	0	30,000	100,000	53,000	49,047
WA - REG#: DI04SF - FORD EVEREST TREND WAGON AWD	30003619	Passenger - Large	28/03/2024	0	30,000	100,000	53,000	18,047
GF - REG#:CJ83TL-NISSAN-X-TRAIL SW4 ST PASSENGER WAGON-AUTO PETROL 2.5-BURNING RED	30001623	Passenger - Medium	28/02/2017	7	30,000	100,000	50,000	18,883
GF - REG#:CS89SU-HYUNDAI-KONA SWE EV ELITE PASSENGER WAGON-AUTO ELECT 150KW-LAKE SILVER	30002269	Passenger - Medium	4/06/2019	5	30,000	100,000	50,000	14,270
GF - REG#:CV84LK-NISSAN-X-TRAIL SW4 PASSENGER WAGON-AUTO PETROL 2.5-BRILLANT SILVER	35000214	Passenger - Medium	7/11/2019	4	30,000	100,000	50,000	13,503
GF - REG#:CX84PK-SUBARU-OUTBACK SW4 2.5I PASSENGER WAGON - AUTO PETROL 2.5	30000774	Passenger - Medium	30/06/2020	4	30,000	100,000	50,000	29,500
GF - REG#:CY29BO-NISSAN-X-TRAIL SW4 ST PASSANGER WAGON - AUTO PETROL 2.5	30000391	Passenger - Medium	31/07/2020	4	30,000	100,000	50,000	21,110
GF - REGO#:CZ57RQ-HYUNDAI SANTA FE ELITE WAGON AWD AUTO 2.2L DIESEL-TYPHOON SILVER	30002628	Passenger - Medium	6/05/2021	3	30,000	100,000	50,000	20,877
GF - REG#:CZ69RQ-HYUNDAI SANTA FE ELITE WAGON AWD	30002636	Passenger - Medium	8/06/2021	3	30,000	100,000	50,000	22,811
GF - REG#:ENV80P-VOLKSWAGON TIGUAN COMFORTLINE WAGON 2WD	30002649	Passenger - Medium	24/06/2021	3	30,000	100,000	50,000	18,164
GF - REG#:DB04NU - HYUNDAI SANTA FE ELITE WAGON AWD	30002918	Passenger - Medium	6/09/2021	3	30,000	100,000	50,000	23,513
WM - REG#:DB10NU HYUNDAI SANTA FE ELITE WAGON AWD	30003053	Passenger - Medium	19/10/2021	3	30,000	100,000	50,000	38,001
GF - REG#:DB25BC-VOLKSWAGON TIGUAN COMFORTLINE WAGON 2WD	30002472	Passenger - Medium	25/11/2021	2	30,000	100,000	50,000	16,347
GF - REG#:DB27BC-VW TIGUAN 162TSI HIGHLINE	30002514	Passenger - Medium	25/11/2021	2	30,000	100,000	50,000	30,006
GF - REG#:DRZ001-Volkswagon Tiguan 147TDI Elegance	30002827	Passenger - Medium	25/11/2021	2	30,000	100,000	50,000	42,414
GF - REG#:DB28BC - VW TIGUAN COMFORTLINE	30002633	Passenger - Medium	15/12/2021	2	30,000	100,000	50,000	20,561
GF - REG#:DD27US - HYUNDAI SANTA FE HIGHLANDER WAGON AWD	30002993	Passenger - Medium	6/05/2022	2	30,000	100,000	50,000	46,908
WA - REG#:DD26US-HYUNDAI SANTA FE HIGHLANDER WAGON AWD	30003167	Passenger - Medium	6/05/2022	2	30,000	100,000	50,000	49,999
WA - REG#:DD32US:HYUNDAI SANTA FE ELITE WAGON AWD	30002939	Passenger - Medium	11/05/2022	2	30,000	100,000	50,000	25,762
GF - REG#: DD31US - HYUNDAI SANTA FE ELITE WAGON AWD	30003233	Passenger - Medium	11/05/2022	2	30,000	100,000	50,000	33,724
GF - REG#: DD30US = HYUNDAI SANTA FE ELITE WAGON AWD	30003234	Passenger - Medium	11/05/2022	2	30,000	100,000	50,000	45,517

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - REG#: DD34US - HYUNDAI SANTA FE ELITE WAGON AWD	30003328	Passenger - Medium	18/05/2022	2	30,000	100,000	50,000	26,881
GF - REG#:HYUNDAI SANTA FE ELITE WAGON AWD	30003019	Passenger - Medium	19/05/2022	2	30,000	100,000	50,000	40,237
GF - REG#:HYUNDAI SANTA FE ELITE WAGON AWD	30003022	Passenger - Medium	19/05/2022	2	30,000	100,000	50,000	39,380
WA - REG#:HYUNDAI SANTA FE ELITE WAGON AWD	30003073	Passenger - Medium	19/05/2022	2	30,000	100,000	50,000	39,398
GF - REGO#: DD43US - HYUNDAI SANTA FE ELITE WAGON AWD	30003441	Passenger - Medium	7/07/2022	2	30,000	100,000	50,000	35,798
GF - REG#: DC83RM - VOLKSWAGON TIGUAN LIFE WAGON 2WD	30003349	Passenger - Medium	4/08/2022	2	30,000	100,000	50,000	27,410
GF - REG#:DD45US - HYUNDAI SANTA FE HIGHLANDER WAGON AWD	30003512	Passenger - Medium	17/08/2022	2	30,000	100,000	50,000	26,748
WA - REG#: DC85RM - VOLKSWAGON TIGUAN LIFE WAGON 2WD	30003522	Passenger - Medium	29/08/2022	2	30,000	100,000	50,000	31,019
GF - REG#: DD46US - HYUNDAI SANTA FE ELITE WAGON AWD	30003393	Passenger - Medium	23/09/2022	2	30,000	100,000	50,000	26,158
GF - REG#: DD47US - HYUNDAI SANTA FE ELITE WAGON AWD	30003407	Passenger - Medium	8/11/2022	1	30,000	100,000	50,000	22,813
GF - REG#: DD49US - HYUNDAI SANTA FE ELITE WAGON AWD	30003463	Passenger - Medium	8/11/2022	1	30,000	100,000	50,000	20,468
WA - REG: DD48US - HYUNDAI SANTA FE ELITE WAGON AWD	30003486	Passenger - Medium	8/11/2022	1	30,000	100,000	50,000	26,322
WM - REG#: DF76WO - HYUNDAI SANTA FE ELITE WAGON AWD	30003525	Passenger - Medium	6/12/2022	1	30,000	100,000	50,000	17,014
WA - REG#: DF77WO - HYUNDAI SANTA FE ELITE WAGON AWD- DIESEL AUTO 2.2L - SILVER	30003531	Passenger - Medium	6/12/2022	1	30,000	100,000	50,000	29,321
GF - DF79WO HYUNDAI SANTA FE ELITE WAGON AWD	30003592	Passenger - Medium	22/12/2022	1	30,000	100,000	50,000	45,346
GF - REG#: DF82WO - HYUNDAI SANTA FE ELITE WAGON AWD	30003464	Passenger - Medium	19/01/2023	1	30,000	100,000	50,000	37,175
GF - REG#: DF81WO - HYUNDAI SANTA FE ELITE WAGON AWD	30003587	Passenger - Medium	19/01/2023	1	30,000	100,000	50,000	36,122
GF - REG#:DF80WO-HYUNDAI SANTA FE ELITE WAGON AWD	30003612	Passenger - Medium	19/01/2023	1	30,000	100,000	50,000	42,059
GF - REG#: DF83WO - HYUNDAI SANTA FE ELITE WAGON AWD	30003487	Passenger - Medium	30/01/2023	1	30,000	100,000	50,000	27,802
GF - REG#: DF84WO - HYUNDAI SANTA FE ELITE WAGON AWD	30003589	Passenger - Medium	30/01/2023	1	30,000	100,000	50,000	37,054
WA - REGO#:DF86WO-HYUNDAI SANTA FE ELITE WAGON AWD-DIESEL-BLUE	30003588	Passenger - Medium	1/02/2023	1	30,000	100,000	50,000	20,933
GF - REG#:DF85WO-HYUNDAI SANTA FE ELITE WAGON AWD	30003590	Passenger - Medium	1/02/2023	1	30,000	100,000	50,000	14,948
GF - REG#:DF88WO-HYUNDAI SANTA FE ELITE WAGON AWD-DIESEL-WHITE	30003726	Passenger - Medium	7/02/2023	1	30,000	100,000	50,000	18,827
GF - REGO#:DF87WO-HYUNDAI SANTA FE ELITE WAGON AWD-DIESEL-WHITE	30003727	Passenger - Medium	8/02/2023	1	30,000	100,000	50,000	30,536
GF - REG#: DG65LG - HYUNDAI SANTA FE HIGHLANDER WAGON AWD	30003754	Passenger - Medium	10/03/2023	1	30,000	100,000	50,000	22,645
GF - REG#: DG67LG - HYUNDAI SANTA FE ELITE WAGON AWD	30003752	Passenger - Medium	24/03/2023	1	30,000	100,000	50,000	48,794
GF - REG#: DG68LG - HYUNDAI SANTA FE ELITE WAGON AWD	30003769	Passenger - Medium	28/03/2023	1	30,000	100,000	50,000	24,534

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GF - REG#: DG69LG - HYUNDAI SANTA FE ELITE WAGON AWD	30003771	Passenger - Medium	28/03/2023	1	30,000	100,000	50,000	32,812
GF - REG#: DG71LG - HYUNDAI SANTA FE ELITE WAGON AWD	30003808	Passenger - Medium	21/04/2023	1	30,000	100,000	50,000	23,039
GF - REG#: DG72LG - HYUNDAI SANTA FE ELITE WAGON AWD DG72LG	30003770	Passenger - Medium	28/04/2023	1	30,000	100,000	50,000	19,297
GF - DG16LG:HYUNDAI SANTA FE ELITE WAGON AWD	30003904	Passenger - Medium	5/07/2023	1	30,000	100,000	50,000	24,705
GF - REG#: DH53VG - Volkswagen Tiguan 147TDI Elegance	30003240	Passenger - Medium	11/07/2023	1	30,000	100,000	50,000	22,491
GF - REG#: DJ75LL - HYUNDAI SANTA FE HIGHLANDER WAGON AWD	30003937	Passenger - Medium	1/09/2023	1	30,000	100,000	50,000	27,212
GF - REG#: DJ76LL - HYUNDAI SANTA FE ELITE WAGON AWD	30003940	Passenger - Medium	7/09/2023	1	30,000	100,000	50,000	26,261
GF - REG#: DG24LG - HYUNDAI SANTA FE HIGHLANDER WAGON AWD	30003965	Passenger - Medium	12/09/2023	1	30,000	100,000	50,000	29,554
GF - REG#: DJ86LL - HYUNDAI SANTA FE ELITE WAGON AWD	30003978	Passenger - Medium	18/10/2023	1	30,000	100,000	50,000	24,675
GF - REG#: DJ89LL - HYUNDAI SANTA FE ELITE WAGON AWD	30004052	Passenger - Medium	20/11/2023	0	30,000	100,000	50,000	21,175
WA - REG#: DJ90LL - HYUNDAI SANTA FE HIGHLANDER WAGON AWD	30004066	Passenger - Medium	14/12/2023	0	30,000	100,000	50,000	43,731
GF - REG#: DI23SA - HYUNDAI SANTA FE ELITE WAGON AWD	30004008	Passenger - Medium	24/01/2024	0	30,000	100,000	50,000	33,797
GF - REG#: DI89JB - TOYOTA COROLLA SX	30003751	Passenger - Small	30/11/2023	0	30,000	100,000	31,000	28,480
MC - AGRIFARM- 5FT DE ROLLER MOWER FINISH--GREEN	30002301	Ride On Mower/Zero Turn	5/07/1997	27	300	3,000	15,000	174
MC - MASSEY FERGUSON-2516H 38IN CUT MOWER RIDEON-MANUAL PETROL 16HP-RED	30000051	Ride On Mower/Zero Turn	1/07/2002	22	300	3,000	15,000	174
MC - GREAT DANE-25KHE 61IN MOWER RIDEON-HYDRA PETROL 25HP-YELLOW	30000126	Ride On Mower/Zero Turn	5/02/2004	20	300	3,000	15,000	174
SP - JOHN DEERE-Z727 54INM MOWER ZEROTURN-HYDRA PETROL 0.68LT-GREEN	30000176	Ride On Mower/Zero Turn	1/12/2004	19	300	3,000	15,000	174
MC - BAD BOY MOWERS-ZT2600 50IN MOWER ZEROTURN-HYDRA PETROL 26HP-YELLOW	30000542	Ride On Mower/Zero Turn	12/09/2007	17	300	3,000	15,000	174
MC - JOHN DEERE-Z830A 60IN D MOWER ZEROTURN-HYDRA PETROL 0.852LT-GREEN	30000514	Ride On Mower/Zero Turn	22/10/2008	16	300	3,000	15,000	174
SE - JOHN DEERE-X300 38IN CUT MOWER RIDEON-HYDRA PETROL 17HP-GREEN	30000546	Ride On Mower/Zero Turn	19/03/2009	15	300	3,000	15,000	174
WM - JOHN DEERE-X748 60IN D MOWER RIDEON-HYDRA DIESEL 24HP-GREEN	30000565	Ride On Mower/Zero Turn	9/07/2009	15	300	3,000	15,000	174
MC - KUBOTA-ZD326 60IN D MOWER ZEROTURN-HYDRA DIESEL 26HP-ORANGE	30000614	Ride On Mower/Zero Turn	3/03/2010	14	300	3,000	15,000	174
SE - REG#:N/A-JOHN DEERE-X300 38IN CUT MOWER RIDEON-HYDRA PETROL 17HP-GREEN	30000911	Ride On Mower/Zero Turn	22/11/2012	11	300	3,000	15,000	174
MC - REG#:N/A-JOHN DEERE-X500 48IN CUT MOWER RIDEON-AUTO PETROL 25HP-GREEN	30001045	Ride On Mower/Zero Turn	3/09/2013	11	300	3,000	15,000	174

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WA - REG#:0-JOHN DEERE-Z425 48IN CUT MOWER ZEROTURN-HYDRA PETROL 23HP-GREEN	30001100	Ride On Mower/Zero Turn	16/01/2014	10	300	3,000	15,000	174
GF - REG#:N/A-JOHN DEERE-Z915B 48IN CUT MOWER ZEROTURN-HYDRA PETROL 24 HP-GREEN	30001267	Ride On Mower/Zero Turn	18/03/2015	9	300	3,000	15,000	174
MC - REG#:N/A-JOHN DEERE-X320 48IN CUT MOWER RIDEON-AUTO PETROL 22HP-GREEN	30001330	Ride On Mower/Zero Turn	9/09/2015	9	300	3,000	15,000	174
SE - REG#:N/A-JOHN DEERE-Z930M 60IN D MOWER ZEROTURN-AUTO PETROL 27HP-GREEN	30001369	Ride On Mower/Zero Turn	3/12/2015	8	300	3,000	15,000	174
SE - JOHN DEERE-X570 48IN CUT MOWER RIDEON-HYDRA PETROL 24 HP-GREEN	30001524	Ride On Mower/Zero Turn	31/10/2016	8	300	3,000	15,000	174
WA - JOHN DEERE-Z525E 48IN CUT MOWER ZEROTURN-HYDRA PETROL 22 HP-GREEN	30001527	Ride On Mower/Zero Turn	1/11/2016	7	300	3,000	15,000	32
WA - JOHN DEERE-Z920M 54IN CUT MOWER ZEROTURN-HYDRA PETROL 24 HP-GREEN	30001528	Ride On Mower/Zero Turn	1/11/2016	7	300	3,000	15,000	174
WA - JOHN DEERE-Z540M 48IN CUT MOWER ZEROTURN-HYDRA PETROL 24 HP-GREEN	30001523	Ride On Mower/Zero Turn	11/11/2016	7	300	3,000	15,000	205
GF - REG#:6655U-TORO-4000D 11FT MOWER 4X4-AUTO DIESEL 1.5LT T-RED	30001756	Ride On Mower/Zero Turn	8/08/2017	7	300	3,000	15,000	81
GF - REG#:N/A-JOHN DEERE-Z540M 48IN CUT MOWER ZEROTURN-AUTO PETROL 24 HP-GREEN	30001786	Ride On Mower/Zero Turn	11/09/2017	7	300	3,000	15,000	174
WM - REG#:N/A-JOHN DEERE-1023E 60IN D 4X4 TRACTOR 4X4-AUTO DIESEL 23 HP-GREEN	30002089	Ride On Mower/Zero Turn	21/09/2018	6	300	3,000	15,000	174
WM - REG#:N/A-JOHN DEERE-1023E 60IN D 4X4 TRACTOR 4X4-AUTO DIESEL 23 HP-GREEN	30002090	Ride On Mower/Zero Turn	21/09/2018	6	300	3,000	15,000	174
WM - REG#:N/A-JOHN DEERE-1023E 54IN C 4X4 TRACTOR 4X4-AUTO DIESEL 23HP-GREEN	30002091	Ride On Mower/Zero Turn	21/09/2018	6	300	3,000	15,000	122
GF - REG#:79330D-KUBOTA-F3690 72IN D RIDEON MOWER 4X4-AUTO DIESEL 36 HP-ORANGE	30002083	Ride On Mower/Zero Turn	23/09/2018	6	300	3,000	15,000	174
GF - REG#:79331D-KUBOTA-F3690 72IN D RIDEON MOWER 4X4-AUTO DIESEL 36 HP-ORANGE	30002084	Ride On Mower/Zero Turn	23/09/2018	6	300	3,000	15,000	174
GF - REG#:1421U-JOHN DEERE-7700 2.0MT MOWER RIDEON-AUTO DIESEL 1.5LT-GREEN	30002102	Ride On Mower/Zero Turn	12/10/2018	6	300	3,000	15,000	258
GF - REG#:N/A-JOHN DEERE-Z915E 54IN CUT MOWER ZEROTURN- PETROL 25HP-JOHN DEERE GREEN	30002107	Ride On Mower/Zero Turn	17/10/2018	6	300	3,000	15,000	92
SE - REG#:N/A-JOHN DEERE-Z535M 54IN M MOWER RIDEON-AUTO PETROL 22HP-GREEN	30002277	Ride On Mower/Zero Turn	26/03/2019	5	300	3,000	15,000	174
SE - REG#:N/A-JOHN DEERE-1023E 60IN D 4X4 TRACTOR 4X4-AUTO DIESEL 23 HP-GREEN	30002274	Ride On Mower/Zero Turn	18/06/2019	5	300	3,000	15,000	71
GF - REG#:N/A-JOHN DEERE-Z525E 48IN C MOWER RIDEON-HYDRA PETROL 22 HP-GREEN	30002283	Ride On Mower/Zero Turn	23/07/2019	5	300	3,000	15,000	174

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GF - REG#:N/A-JOHN DEERE-Z335E 42IN MOWER ZEROTURN-HYDRA PETROL 20HP-GREEN	30002285	Ride On Mower/Zero Turn	23/07/2019	5	300	3,000	15,000	91
GF - REG#:N/A-JOHN DEERE-Z920M 48IN CUT MOWER ZEROTURN-AUTO PETROL 24 HP-GREEN	35000337	Ride On Mower/Zero Turn	20/05/2020	4	300	3,000	15,000	86
GF - JOHN DEERE-Z920M 48IN CUT MOWER ZEROTURN PETROL 24 HP GREEN	30001105	Ride On Mower/Zero Turn	16/06/2020	4	300	3,000	15,000	60
SP - JOHN DEERE-X350 42IN CUT MOWER RIDEON - HYDRA PETROL 600CC - GREEN	30001140	Ride On Mower/Zero Turn	25/06/2020	4	300	3,000	15,000	30
GF - REG#:5695U-JOHN DEERE-Z540M 48IN MOWER ZEROTURN-HYDRA PETROL 25HP-GREEN	30002505	Ride On Mower/Zero Turn	15/09/2020	4	300	3,000	15,000	135
GF - REG#:N/A-JOHN DEERE-Z540M 48IN MOWER ZEROTURN-HYDRA PETROL 25HP-GREEN	30002462	Ride On Mower/Zero Turn	16/10/2020	4	300	3,000	15,000	174
GF - REG#:N/A-JOHN DEERE-Z540M 48IN MOWER ZEROTURN-HYDRA PETROL 25HP-GREEN	30002463	Ride On Mower/Zero Turn	16/10/2020	4	300	3,000	15,000	174
WA - JOHN DEERE-Z515E 48IN MOWER ZEROTURN	30002676	Ride On Mower/Zero Turn	8/07/2021	3	300	3,000	15,000	76
GF - REG#:19082E-JOHN DEERE-Z930M 60IN CUT MOWER ZEROTURN	30002967	Ride On Mower/Zero Turn	13/08/2021	3	300	3,000	15,000	155
GF - REG#:19081E-JOHN DEERE-Z930M 60IN CUT MOWER ZEROTURN	30002968	Ride On Mower/Zero Turn	13/08/2021	3	300	3,000	15,000	384
GF - REGO#: 22901E - JOHN DEERE-Z530M 48IN CUT MOWER ZEROTURN	30003139	Ride On Mower/Zero Turn	18/11/2021	2	300	3,000	15,000	529
GF - REGO#: 22900E - JOHN DEERE-Z530M 48IN CUT MOWER ZEROTURN	30003140	Ride On Mower/Zero Turn	18/11/2021	2	300	3,000	15,000	174
GF - REG#: 31089E - John Deere Z930M 54" Deck	30003427	Ride On Mower/Zero Turn	12/08/2022	2	300	3,000	15,000	73
GF - REG#: 31088E - John Deere Z930M 54" Deck	30003448	Ride On Mower/Zero Turn	12/08/2022	2	300	3,000	15,000	88
GF - REG#: 31087E - John Deere Z930M 54" Deck	30003449	Ride On Mower/Zero Turn	18/08/2022	2	300	3,000	15,000	174
SP - REG#: 34981E - John Deere Z515E 54" Deck	30003390	Ride On Mower/Zero Turn	20/10/2022	2	300	3,000	15,000	174
SE - JOHN DEERE-X570 48IN CUT MOWER RIDEON-HYDRA PETROL 24 HP-GREEN	30003635	Ride On Mower/Zero Turn	18/11/2022	1	300	3,000	15,000	62
SE - JOHN DEERE-X570 48IN CUT MOWER RIDEON-HYDRA PETROL 24 HP-GREEN	30003641	Ride On Mower/Zero Turn	18/11/2022	1	300	3,000	15,000	174
SE - JOHN DEERE-X570 48IN CUT MOWER RIDEON-HYDRA PETROL 24 HP-GREEN	30003642	Ride On Mower/Zero Turn	18/11/2022	1	300	3,000	15,000	174
SE - JOHN DEERE-X570 48IN CUT MOWER RIDEON-HYDRA PETROL 24 HP-GREEN	30003643	Ride On Mower/Zero Turn	18/11/2022	1	300	3,000	15,000	174
GF - ECOTEQ Rival 52" Mower full electric	30003598	Ride On Mower/Zero Turn	22/02/2023	1	300	3,000	15,000	370
SE - JOHN DEERE 1023E	30003637	Ride On Mower/Zero Turn	15/03/2023	1	300	3,000	15,000	124

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SE - JOHN DEERE 1023E	30003639	Ride On Mower/Zero Turn	15/03/2023	1	300	3,000	15,000	232
WM - JOHN DEERE X758	30003640	Ride On Mower/Zero Turn	13/04/2023	1	300	3,000	15,000	78
SE - REG#: 9376U - JOHN DEERE 1023E MOWER	30003636	Ride On Mower/Zero Turn	27/04/2023	1	300	3,000	15,000	138
GF - JOHN DEERE-Z930M 54IN CUT MOWER ZEROTURN	30003595	Ride On Mower/Zero Turn	11/05/2023	1	300	3,000	15,000	365
GF - REG#:42334E - JOHN DEERE-Z930M 54IN CUT MOWER ZEROTURN	30003596	Ride On Mower/Zero Turn	12/05/2023	1	300	3,000	15,000	677
GF - REG#50935E JOHN DEERE 7500A E-Cut Hybrid Fairway Mower 178DTC	30003932	Ride On Mower/Zero Turn	15/08/2023	1	300	3,000	15,000	84
GF - REG#:42674E - Kubota zero turn mower ZG222 48" Deck Petrol 22hp	30003972	Ride On Mower/Zero Turn	12/09/2023	1	300	3,000	15,000	276
GF - REG#: 42673E - Kubota ZG222 MOWER 48" Deck	30003985	Ride On Mower/Zero Turn	12/09/2023	1	300	3,000	15,000	174
WA - REG#: 53576E - John Deere Z730E 60" deck	30003608	Ride On Mower/Zero Turn	6/11/2023	0	300	3,000	15,000	67
WA - REG#: 53577E - John Deere Z515E 48" deck	30003609	Ride On Mower/Zero Turn	6/11/2023	0	300	3,000	15,000	174
WA - REG#: 53578E - John Deere Z545R 54in Deck	30003611	Ride On Mower/Zero Turn	6/11/2023	0	300	3,000	15,000	174
SE - REG - 53568E - John Deere Z920M 60" Deck	30003604	Ride On Mower/Zero Turn	19/11/2023	0	300	3,000	15,000	174
GF - REG#:81908D-AMMANN-AP240 PNEUMATIC TYRED ROLLER ROLLER- DIESEL 4.5LT-YELLOW	30000376	Roller - Multityre	7/06/2007	17	500	7,000	155,000	329
GF - REG#:78298D-CATERPILLAR-CW34 PNEUMATIC TYRED ROLLER ROLLER-AUTO DIESEL 4.4LT-YELLOW	30001257	Roller - Multityre	11/12/2014	9	500	7,000	155,000	174
GF - REG#:78286D-CATERPILLAR-CW34 PNEUMATIC TYRED ROLLER ROLLER-AUTO DIESEL 4.4LT-YELLOW	30001260	Roller - Multityre	5/03/2015	9	500	7,000	155,000	368
GF - REG#:78284D-CATERPILLAR-CW34 PNEUMATIC TYRED ROLLER ROLLER-AUTO DIESEL 4.4LT-YELLOW	30001261	Roller - Multityre	5/03/2015	9	500	7,000	155,000	520
GF - REG#:78283D-CATERPILLAR-CW34 PNEUMATIC TYRED ROLLER ROLLER-AUTO DIESEL 4.4LT-YELLOW	30001259	Roller - Multityre	21/05/2015	9	500	7,000	155,000	403
GF - REG#:81907D-BOMAG-BW120AD-4 TANDEM VIBRATORY ROLLERS ROLLER-HYDRA DIESEL 2.6LT-YELLOW	30000401	Roller - Small	28/06/2007	17	500	6,000	45,000	506
GF - REG#:81909D-AMMANN-AV26-2 TANDEM VIBRATORY ROLLERS ROLLER-HYDRA DIESEL-GREEN/YELLOW	30000597	Roller - Small	2/12/2009	14	500	6,000	45,000	97
GF - REG#:1244U-AMMANN-AV26-2 TANDEM VIBRATORY ROLLERS ROLLER-HYDRA DIESEL-YELLOW/GREEN	30000940	Roller - Small	13/02/2013	11	500	6,000	45,000	136
GF - REG#:1243U-AMMANN-ARX26K ART ROLLER-AUTO DIESEL 1.6LT-GREEN/YELLOW	30001252	Roller - Small	24/02/2015	9	500	6,000	45,000	151
GF - REG#:81910D-AMMANN-ARX26K ART ROLLER-AUTO	30001299	Roller - Small	29/05/2015	9	500	6,000	45,000	134

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
DIESEL 1.6LT-GREEN/YELLOW								
GF - REG#:99193D-WACKER NEUSON RD27-120 TANDEM SMOOTH DRUM ROLLER	30002419	Roller - Small	4/08/2020	4	500	6,000	45,000	115
GF - REG#:99192D-WACKER NEUSON RD27-120 TANDEM SMOOTH DRUM ROLLER	30002420	Roller - Small	4/08/2020	4	500	6,000	45,000	106
GF - REG#:99194D-WACKER NEUSON RD27120 TANDEM SMOOTH DRUM ROLLER	30002421	Roller - Small	4/08/2020	4	500	6,000	45,000	35
GF - REG#:07175E-WACKER NEUSON RD27-120 TANDEM SMOOTH DRUM ROLLER	30002670	Roller - Small	4/08/2020	4	500	6,000	45,000	50
WM - REG#:30001E-WACKER NEUSON RC180T3 Smooth Drum Roller	30003085	Roller - Small	11/07/2022	2	500	6,000	45,000	168
GF - REG#:10305D-HAMM-3414 SMOOT ROLLER-AUTO DIESEL 100KW-ORANGE	30000803	Roller - Smooth	16/03/2012	12	500	6,000	175,000	373
GF - REG#: 38887E - Hamm 3518HT Smooth Drum Roller 18T	30003324	Roller - Smooth	8/02/2023	1	500	6,000	175,000	294
WM - Tana Shark Slow speed Shredder	30002820	Shredder	3/05/2021	3	600	5,000	1,100,000	508
GF - REG#:19481D-BOBCAT-S630 SKID STEER LOAD-HYDRA DIESEL 73HP-WHITE	30000898	Skid Steer Loader	6/11/2012	11	500	5,000	100,000	300
WM - REG#:54301D-BOBCAT-T650 RUBT SKID STEER LOAD-HYDRA DIESEL 3.3-WHITE	30001454	Skid Steer Loader	10/06/2016	8	500	5,000	100,000	349
GF - REG#:N/A-CATERPILLAR-216B SERIES 3 SKID STEER LOAD-AUTO DIESEL 2.2LT-YELLOW	30002055	Skid Steer Loader	7/08/2018	6	500	5,000	100,000	93
WA - REG#:12682E-Bobcat T76 Skid Steer	30002611	Skid Steer Loader	2/03/2021	3	500	5,000	100,000	285
GF - Bobcat T76 Skid Steer	30002639	Skid Steer Loader	3/05/2021	3	500	5,000	100,000	364
GF - REG#:27743E-Bobcat T76 Skid Steer	30003225	Skid Steer Loader	30/06/2022	2	500	5,000	100,000	159
MC - REG#:VDZ254-SOLARIS-SOL96 SOLARIS 4X4 TRACTOR 4X4- DIESEL 1566.-ORANGE	30002371	Tractor	2/09/1998	26	500	5,000	80,000	500
WA - REG#:84041D-CASE-60B LOADER TRACTOR 4X4-AUTO DIESEL 60HP-RED	30002164	Tractor	4/12/2018	5	500	5,000	80,000	87
GF - REG#:4628U-CASE-95C LOADER TRACTOR 4X4-AUTO DIESEL 3.4LT-RED	35000353	Tractor	8/04/2020	4	500	5,000	80,000	254
GF - REG#:4629U-CASE-95C LOADER TRACTOR 4X4-AUTO DIESEL 3.4LT-RED	35000354	Tractor	8/04/2020	4	500	5,000	80,000	517
GF - REG#:24706E-Kubota L3800 Tractor with Loader and 4in1 Bucket	30003025	Tractor	10/03/2022	2	500	5,000	80,000	20
GF - REG#: 1151V - John Deere 6090M with Loader	30003341	Tractor	20/07/2022	2	500	5,000	80,000	775
GF - REG#: 1143V - John Deere 6090M WOODS SLASHER BB72.50 S/N 10008524300002	30003322	Tractor	20/08/2022	2	500	5,000	80,000	542
WM - Terex Ecotec TT620T Tracked Trommel	30003728	Trommel	6/02/2023	1	373	0	700,000	354
GF - REG#: XO34YU - HINO-FG1828 REPU FLOCON TRUCK DUALCAB-AUTO DIESEL 7.7LT-WHITE	30002025	Truck - Patching	22/06/2018	6	20,000	200,000	400,000	20,673
GF - REG#: XO62LS - UD Quan CW26 390 with Jetmaster Body	30002931	Truck - Patching	14/11/2022	1	20,000	200,000	400,000	12,318
GF - REG#:CL43SR-HINO-SUCT ROAD SWEEP-AUTO DIESEL 6.4LT-WHITE	30001649	Truck - Road Sweeping	21/03/2017	7	30,000	200,000	300,000	27,503

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GF - REG#:CL74SU-HINO-SUCT ROAD SWEEP-AUTO DIESEL 6.4LT-WHITE	30001659	Truck - Road Sweeping	26/04/2017	7	30,000	200,000	300,000	27,772
GF - REG#:CN26CC-HINO-817 SERIES MANCO TRUCK GARBAGE SINGLCAB-AUTO DIESEL-YELLOW	30001462	Truck - Waste Compactor	15/06/2016	8	40,000	200,000	150,000	42,216
GF - REG#:CN44PF-HINO-817 SERIES MANCO TRUCK GARBAGE SINGLCAB-AUTO DIESEL-BLUE	30001463	Truck - Waste Compactor	15/06/2016	8	40,000	200,000	150,000	30,410
GF - REG#:XN48BD-FUSO-F1124 COMP TRUCK GARBAGE SINGLCAB-AUTO DIESEL 7.5-WHITE	30002126	Truck - Waste Compactor	18/10/2018	6	40,000	200,000	150,000	37,944
GF - REG#:XN47BD-FUSO-F1124 COMP TRUCK GARBAGE SINGLCAB-AUTO DIESEL 7.5-WHITE	30002127	Truck - Waste Compactor	18/10/2018	6	40,000	200,000	150,000	35,455
GF - REG#: XO86BL - Hino 921 Auto Garbage Truck (body swap from existing)	30002936	Truck - Waste Compactor	18/10/2021	3	40,000	200,000	150,000	44,258
WM - Fuso 1224 Manco 12m3 Tomcat Compactor Body	30003469	Truck - Waste Compactor	2/08/2022	2	40,000	200,000	150,000	115,416
WM - REG#: XO88LK - Hino 921 Rear Loader Manco Garbage Truck	30003217	Truck - Waste Compactor	13/09/2022	2	40,000	200,000	150,000	14,787
GF - REG#:XO91CG-FREIGHTLINER-CORONADO T6X4 QFIT TRUCK SINGLCAB-MANUAL DIESEL 15LT-WHITE	30001354	Trucks - Prime mover	28/10/2015	9	30,000	250,000	250,000	37,448
SP - JOHN DEERE-6FTX4FT TIP TRUCK DUMPER SINGLCAB- DIESEL 854CC-GREEN	30002358	Trucks < 3.5t & <7.5t GVM	11/08/1999	25	20,000	150,000	80,000	20,000
GF - REG#:XO03LL-HINO-300 SERIES TIPPER TRUCK TIP SINGLE CAB-AUTO DIESEL 4LT-WHITE	30001298	Trucks < 3.5t & <7.5t GVM	19/05/2015	9	20,000	150,000	80,000	16,694
GF - REG#: XO42OX -HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	30001297	Trucks < 3.5t & <7.5t GVM	20/05/2015	9	20,000	150,000	80,000	21,221
SE - REG#:N/A-JOHN DEERE-6FTX4FT TIP TRUCK DUMPER SINGLCAB-AUTO DIESEL 854CC-GREEN	30001373	Trucks < 3.5t & <7.5t GVM	17/07/2015	9	20,000	150,000	80,000	20,000
GF - REG#:CG60EL-HINO-300 SERIES TIPPER TRUCK TIP MANUAL DIESEL 4LT-WHITE	30001380	Trucks < 3.5t & <7.5t GVM	4/12/2015	8	20,000	150,000	80,000	14,707
GF - REG#:CG61EL-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-MANUAL DIESEL 4LT-WHITE	30001381	Trucks < 3.5t & <7.5t GVM	4/12/2015	8	20,000	150,000	80,000	18,006
SE - REG#: DJ47WX - FUSO-CANTER FEA61BR4SF TRUCK SINGLCAB-MANUAL DIESEL 3.0L-WHITE	30001376	Trucks < 3.5t & <7.5t GVM	15/12/2015	8	20,000	150,000	80,000	10,205
GF - REG#:CG77KM-HINO-300 SERIES TOOLB TRUCK DUALCAB-MANUAL DIESEL 4LT-WHITE	30001391	Trucks < 3.5t & <7.5t GVM	15/12/2015	8	20,000	150,000	80,000	16,108
WA - REG#:XO26QS-HINO-300 SERIES TOOLB TRUCK DUALCAB-MANUAL DIESEL 4LT-WHITE/BLUE	30001469	Trucks < 3.5t & <7.5t GVM	18/07/2016	8	20,000	150,000	80,000	26,486
SE - REG#: DI33SC - IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30001825	Trucks < 3.5t & <7.5t GVM	26/09/2017	7	20,000	150,000	80,000	28,242
SE - REG#:CN70NS-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30001829	Trucks < 3.5t & <7.5t GVM	26/09/2017	7	20,000	150,000	80,000	18,516
SP - REG#:N/A-JOHN DEERE-6FTX4FT TIP TRUCK TIPPER-AUTO DIESEL 854CC-GREEN	35000190	Trucks < 3.5t & <7.5t GVM	21/12/2017	6	20,000	150,000	80,000	20,000
SE - REG#:CO03MT-IVECO-DAILY S/CAB 50C17 TRUCK	30001886	Trucks < 3.5t & <7.5t GVM	2/01/2018	6	20,000	150,000	80,000	19,242

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SINGLCAB-AUTO DIESEL 3.0-WHITE								
SE - REG#:CP84DI-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30001944	Trucks < 3.5t & <7.5t GVM	13/03/2018	6	20,000	150,000	80,000	17,885
GF - REG#:CP50VK-IVECO-DAILY S/CAB 50C17 VAN Library Van-AUTO DIESEL 3.0-WHITE	30002026	Trucks < 3.5t & <7.5t GVM	7/06/2018	6	20,000	150,000	80,000	7,196
GF - REG#:CP11TT-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	30002019	Trucks < 3.5t & <7.5t GVM	18/06/2018	6	20,000	150,000	80,000	17,192
SE - REG#:CQ83EQ-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30002021	Trucks < 3.5t & <7.5t GVM	18/06/2018	6	20,000	150,000	80,000	23,037
GF - REG#:CQ46RC-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30002040	Trucks < 3.5t & <7.5t GVM	18/06/2018	6	20,000	150,000	80,000	28,169
GF - REG#:CP17TT-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	30002017	Trucks < 3.5t & <7.5t GVM	22/06/2018	6	20,000	150,000	80,000	26,864
GF - REG#:DF19HQ-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30002018	Trucks < 3.5t & <7.5t GVM	26/06/2018	6	20,000	150,000	80,000	11,891
WM - REG#:XN45BD-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	30002106	Trucks < 3.5t & <7.5t GVM	10/10/2018	6	20,000	150,000	80,000	7,702
GF - REG#:CR14TZ-IVECO-DAILY S/CAB 45C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30002137	Trucks < 3.5t & <7.5t GVM	16/10/2018	6	20,000	150,000	80,000	7,466
WA - REG#:CR20TZ-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30002192	Trucks < 3.5t & <7.5t GVM	17/10/2018	6	20,000	150,000	80,000	16,014
GF - REG#:CT98JH-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	30002207	Trucks < 3.5t & <7.5t GVM	20/03/2019	5	20,000	150,000	80,000	19,848
GF - REG#:XN78HC-IVECO-DAILY SERV 70C TRUCK SINGLCAB-AUTO DIESEL 3-WHITE	30002264	Trucks < 3.5t & <7.5t GVM	27/05/2019	5	20,000	150,000	80,000	19,456
GF - REG#:XN39IO-HINO-300 TIP TRUCK TIPPER-AUTO DIESEL 4LT-WHITE	35000153	Trucks < 3.5t & <7.5t GVM	24/06/2019	5	20,000	150,000	80,000	16,984
SE - REG#:XN82LQ-IVECO-DAILY SERV 70C TRUCK SINGLCAB-AUTO DIESEL 3-WHITE	35000351	Trucks < 3.5t & <7.5t GVM	29/09/2019	5	20,000	150,000	80,000	18,795
GF - REG#:XN72QD-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 4LT-WHITE	35000352	Trucks < 3.5t & <7.5t GVM	31/03/2020	4	20,000	150,000	80,000	9,720
GF - HINO-300 SERIES TIPPER TRUCK TIP-MANUAL DIESEL 4LT-WHITE	30002437	Trucks < 3.5t & <7.5t GVM	7/08/2020	4	20,000	150,000	80,000	16,108
GF - HINO-300 SERIES TIPPER TRUCK TIP-MANUAL DIESEL 4LT-WHITE	30002438	Trucks < 3.5t & <7.5t GVM	7/08/2020	4	20,000	150,000	80,000	17,935
GF - IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO-DIESEL 3.0-WHITE	30002436	Trucks < 3.5t & <7.5t GVM	11/08/2020	4	20,000	150,000	80,000	11,967
SE - REG#:CZ09AB-Iveco Daily - 50C - Crane Truck - Hiab	30002499	Trucks < 3.5t & <7.5t GVM	16/09/2020	4	20,000	150,000	80,000	11,966
GF - REG#:XN80UP-IVECO-DAILY SERV 70C TRUCK SINGLCAB-AUTO DIESEL 3-WHITE- MAXILIFT CRANE - ML270-2 - SN# 34690	30002486	Trucks < 3.5t & <7.5t GVM	23/10/2020	4	20,000	150,000	80,000	17,120
GF - REG#:XN78UP-IVECO-DAILY SERV 70C TRUCK SINGLCAB-AUTO DIESEL 3-	30002487	Trucks < 3.5t & <7.5t GVM	23/10/2020	4	20,000	150,000	80,000	9,923

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WHITE- MAXILIFT CRANE - ML270-2 - SN# 33668								
GF - REG#: XN73ZD - Hino 716 Auto Tipper	30002866	Trucks < 3.5t & <7.5t GVM	24/06/2021	3	20,000	150,000	80,000	15,100
GF - REG#: XN74ZD - Hino 716 Auto Tipper	30002867	Trucks < 3.5t & <7.5t GVM	24/06/2021	3	20,000	150,000	80,000	14,220
GF - REG#:XO47BD-Hino 716 Auto Tipper	30002868	Trucks < 3.5t & <7.5t GVM	7/07/2021	3	20,000	150,000	80,000	10,438
WA - REG#:DB22ZO-Iveco Daily 45C with Hiab HiDuo 023	30002817	Trucks < 3.5t & <7.5t GVM	5/08/2021	3	20,000	150,000	80,000	8,554
WA - Iveco Daily 70C service body	30002681	Trucks < 3.5t & <7.5t GVM	27/09/2021	3	20,000	150,000	80,000	32,543
GF - REGO#: XO49CY - Hino 716 Auto Tipper	30002869	Trucks < 3.5t & <7.5t GVM	16/12/2021	2	20,000	150,000	80,000	14,297
GF - REG#: XO52CY - Hino 716 Auto Tipper	30002871	Trucks < 3.5t & <7.5t GVM	20/12/2021	2	20,000	150,000	80,000	17,845
GF - REGO#: XO56CY - Hino 716 Auto Tipper	30002873	Trucks < 3.5t & <7.5t GVM	20/12/2021	2	20,000	150,000	80,000	8,469
GF - REGO#: XO58CY - Hino 716 Auto Tipper	30002874	Trucks < 3.5t & <7.5t GVM	20/12/2021	2	20,000	150,000	80,000	10,442
GF - REGO#: XO55CY - Hino 716 Auto Tipper	30002876	Trucks < 3.5t & <7.5t GVM	20/12/2021	2	20,000	150,000	80,000	19,085
GF - REGO#: XO57CY - Hino 716 Auto Tipper	30002877	Trucks < 3.5t & <7.5t GVM	20/12/2021	2	20,000	150,000	80,000	11,625
GF - REGO#: DD35UR - Iveco Daily 45C18 3750mm WB	30003314	Trucks < 3.5t & <7.5t GVM	16/03/2022	2	20,000	150,000	80,000	12,720
GF - REG#: DD36UR - Iveco Daily 45C18 3750mm WB	30003315	Trucks < 3.5t & <7.5t GVM	16/03/2022	2	20,000	150,000	80,000	12,816
WM - REG#:XO80IE-Hino 716 Tipper	30003246	Trucks < 3.5t & <7.5t GVM	26/04/2022	2	20,000	150,000	80,000	4,768
GF - REG#: XO28IR - Hino 716 Auto Tipper	30003107	Trucks < 3.5t & <7.5t GVM	28/06/2022	2	20,000	150,000	80,000	21,800
GF - REG#: XO38IR - Hino 716 Tipper Parks Spec	30003401	Trucks < 3.5t & <7.5t GVM	13/07/2022	2	20,000	150,000	80,000	9,059
GF - REG#: XO37IR - Hino 716 Tipper Auto	30003408	Trucks < 3.5t & <7.5t GVM	13/07/2022	2	20,000	150,000	80,000	22,247
GF - REG#: XO29IR - Hino 716 Auto Tipper	30003108	Trucks < 3.5t & <7.5t GVM	28/07/2022	2	20,000	150,000	80,000	33,226
GF - REG#: XO56NM - Hino 721 Trade Ace	30003687	Trucks < 3.5t & <7.5t GVM	25/01/2023	1	20,000	150,000	80,000	14,507
GF - REG#: XO41OX - Iveco Daily 70C Side Tipper with Crane	30002704	Trucks < 3.5t & <7.5t GVM	30/01/2023	1	20,000	150,000	80,000	10,087
WA - Rego# XO87SH - HINO 300 716 FACTORY TIPPER WITH TOOLBOX	30003692	Trucks < 3.5t & <7.5t GVM	26/05/2023	1	20,000	150,000	80,000	18,907
SE - REG#: XO84SH - HINO 716 AUTO TIPPER	30003756	Trucks < 3.5t & <7.5t GVM	26/05/2023	1	20,000	150,000	80,000	8,725
GF - Hino 300 716 Auto Tipper - Parks spec Rego#XO43RD	30003890	Trucks < 3.5t & <7.5t GVM	29/06/2023	1	20,000	150,000	80,000	21,574
GF - REG#: XO95TR - Hino 716 Auto Tipper	30003573	Trucks < 3.5t & <7.5t GVM	8/09/2023	1	20,000	150,000	80,000	10,916
GF - REG#: XO93TR - Hino 716 Auto Tipper	30003574	Trucks < 3.5t & <7.5t GVM	8/09/2023	1	20,000	150,000	80,000	10,236
WA - Iveco Daily 70C Toolbox Truck	30003829	Trucks < 3.5t & <7.5t GVM	15/09/2023	1	20,000	150,000	80,000	6,937
GF - REG#: XO01VH - Hino 716 Auto Tipper	30003693	Trucks < 3.5t & <7.5t GVM	22/09/2023	1	20,000	150,000	80,000	5,566
WA - REG#: DI37SC - Iveco Daily 50C with Crane	30004013	Trucks < 3.5t & <7.5t GVM	7/02/2024	0	20,000	150,000	80,000	20,000
SE - REG#: DI35SC - Iveco Daily 50C with Crane	30004014	Trucks < 3.5t & <7.5t GVM	7/02/2024	0	20,000	150,000	80,000	20,000
SE - REG#: DI36SC - Iveco Daily 50C with Crane	30004015	Trucks < 3.5t & <7.5t GVM	7/02/2024	0	20,000	150,000	80,000	12,476
GF - REG#:XN69PD-HINO-500 SERIES T6X4 TIP TRUCK SINGLCAB-MANUAL DIESEL 7.6LT-WHITE	30000724	Trucks > 15.5t GVM	28/03/2011	13	20,000	250,000	230,000	11,626
WA - REG#: XN97HP-ISUZU-FXZ1500 TBOD TIP TRUCK SINGLCAB-MANUAL DIESEL 9.2LT-WHITE	30000738	Trucks > 15.5t GVM	13/10/2011	13	20,000	250,000	230,000	10,190
WM - REG#:N/A-KOMATSU-MH300 TIP TRUCK DUMPER SINGLCAB-AUTO DIESEL 11LT-YELLOW	30000895	Trucks > 15.5t GVM	7/11/2012	11	20,000	250,000	230,000	916
SE - REG#:XN89LQ-IVECO-STRALIS T6X4 QFIT TRUCK	30001046	Trucks > 15.5t GVM	5/09/2013	11	20,000	250,000	230,000	8,676

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
SINGLCAB-AUTO DIESEL 10LT-WHITE/BLUE								
GF - REG#:XO00GP-ISUZU-FVD1000 TIP TRUCK >5T SINGLCAB-MANUAL DIESEL 7.8LT-WHITE	30001074	Trucks > 15.5t GVM	20/11/2013	10	20,000	250,000	230,000	26,796
GF - REG#:XO26YU-ISUZU-FVR1000 TIP TRUCK >5T SINGLCAB-AUTO DIESEL 7.8LT-WHITE	30001149	Trucks > 15.5t GVM	12/05/2014	10	20,000	250,000	230,000	11,853
GF - REG#:XO43SE-HINO-700 SERIES TIP TRUCK SINGLCAB-AUTO DIESEL-WHITE	30001226	Trucks > 15.5t GVM	2/12/2014	9	20,000	250,000	230,000	19,603
SE - REG#:XO29YU - ISUZU-FXY1500 T6X4 TIP TRUCK SINGLCAB-MANUAL DIESEL 9.8LT-WHITE/BLUE	30001232	Trucks > 15.5t GVM	23/12/2014	9	20,000	250,000	230,000	24,634
SE - REG#:XO92CG-ISUZU-FYJ2000 TIP TRUCK SINGLCAB-AUTO DIESEL 9.8LT-WHITE	30001438	Trucks > 15.5t GVM	12/05/2016	8	20,000	250,000	230,000	22,918
GF - REG#:CK40NW-HINO-500SERIES TIP TRUCK >5T SINGLE-AUTO DIESEL 7.6LT-WHITE	30001578	Trucks > 15.5t GVM	15/12/2016	7	20,000	250,000	230,000	25,955
WM - REG#:CK42NW-HINO-500 SERIES TRAY GH1728 TRUCK SINGLCAB-AUTO DIESEL 280-WHITE	30001585	Trucks > 15.5t GVM	20/12/2016	7	20,000	250,000	230,000	16,728
WM - REG#:-XO99KP - ISUZU-FYJ2000 TIP TRUCK SINGLCAB-AUTO DIESEL 9.8LT-WHITE	30001673	Trucks > 15.5t GVM	17/03/2017	7	20,000	250,000	230,000	18,189
GF - REG#:CL29MJ-HINO-500 SERIES WATC FM2632 TRUCK SINGLCAB-AUTO DIESEL 8.8LT-WHITE	30001703	Trucks > 15.5t GVM	17/05/2017	7	20,000	250,000	230,000	10,567
GF - REG#:CL28MJ-HINO-500 SERIES WATC FM2632 TRUCK SINGLCAB-AUTO DIESEL 8.8LT-WHITE	30001704	Trucks > 15.5t GVM	17/05/2017	7	20,000	250,000	230,000	12,215
GF - REG#:CO52KW-HINO-GH 1828 TRUCK SINGLCAB-AUTO DIESEL 280HP-WHITE	30001868	Trucks > 15.5t GVM	6/09/2017	7	20,000	250,000	230,000	14,106
WM - REG#:XN98HY-ISUZU-FYJ2000 TIP TRUCK SINGLCAB-AUTO DIESEL 9.8LT-WHITE	30002228	Trucks > 15.5t GVM	12/04/2019	5	20,000	250,000	230,000	17,529
GF - REG#:XN65MF-HINO-GH 1828 TRUCK-AUTO DIESEL 7.6LT-WHITE	35000187	Trucks > 15.5t GVM	18/09/2019	5	20,000	250,000	230,000	20,066
GF - REG#:XN84MF-HINO-500SERIES TIP TRUCK TIPPER-AUTO DIESEL 7.6LT-WHITE	35000217	Trucks > 15.5t GVM	21/10/2019	5	20,000	250,000	230,000	15,710
WM - REG#:XN23RL-MERCEDES-BENZ-ECONIC 1830 TRUCK SINGLCAB-AUTO DIESEL 7.7LT-WHITE	35000355	Trucks > 15.5t GVM	24/04/2020	4	20,000	250,000	230,000	41,875
WA - REG#:XN06QI-ISUZU-FYJ2000 TIP TRUCK SINGLCAB-AUTO DIESEL 9.8LT-WHITE	35000357	Trucks > 15.5t GVM	7/05/2020	4	20,000	250,000	230,000	10,254
GF - REG#:XN96RP-HINO 2632 TIPPER 6X4 WITH HIAB XS108 CRANE REMOTE	30002457	Trucks > 15.5t GVM	4/08/2020	4	20,000	250,000	230,000	12,696
WM - REG#:XN90ZD-Fuso Shogun 8x4 Hooklift Truck	30002610	Trucks > 15.5t GVM	31/08/2021	3	20,000	250,000	230,000	20,895
GF - REGO#: XO87BL - HINO-500 SERIES GH1832 CRANE TRUCK - AUTO DIESEL 5.1 LT	30002711	Trucks > 15.5t GVM	18/10/2021	3	20,000	250,000	230,000	4,078
GF - REG#:XO83DW-Kenworth T610 SAR all as per LGP REF 61155E	30002677	Trucks > 15.5t GVM	12/11/2021	2	20,000	250,000	230,000	72,057
WM - REG#: XO08NK - Fuso Shogun 8x4 Hooklift Truck	30003323	Trucks > 15.5t GVM	15/11/2022	1	20,000	250,000	230,000	23,038
WA - Hino 700 SS 6x4 Tipper	30003256	Trucks > 15.5t GVM	15/03/2023	1	20,000	250,000	230,000	19,574

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - Kenworth SAR410 Tipper	30003259	Trucks > 15.5t GVM	15/09/2023	1	20,000	250,000	230,000	16,292
WA - REG#: XO16QQ - Isuzu 110/260 Jetter Truck	30003964	Trucks > 15.5t GVM	26/09/2023	1	20,000	250,000	230,000	32,904
GF - REG#:XO25YU-HINO-FD1124 DCTR TRUCK SINGLCAB-AUTO DIESEL 6.4LT-WHITE	30001166	Trucks >7.5t & <15.5t GVM	11/07/2014	10	20,000	200,000	150,000	24,539
GF - REG#:XO71SY-HINO-FG1628 REPU TRUCK DUALCAB-AUTO DIESEL 7.6LT-WHITE	30001251	Trucks >7.5t & <15.5t GVM	23/02/2015	9	20,000	200,000	150,000	19,268
WM - REG#:XO36YU-HINO-500SERIES WATK TRUCK >5T SINGLCAB-AUTO DIESEL 7.6LT-WHITE	30001281	Trucks >7.5t & <15.5t GVM	16/04/2015	9	20,000	200,000	150,000	5,731
WA - REG#:XO97KP-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 4LT-WHITE	30001314	Trucks >7.5t & <15.5t GVM	2/07/2015	9	20,000	200,000	150,000	22,788
SE - REG#:CE28XG-HINO-500 SERIES SERV TRUCK SINGLCAB-AUTO DIESEL 220HP-WHITE	30001328	Trucks >7.5t & <15.5t GVM	8/09/2015	9	20,000	200,000	150,000	15,767
GF - REG#:XO44BM-ISUZU-NQR450 SP TRUCK DUALCAB-MANUAL DIESEL 4.8LT-WHITE	30001367	Trucks >7.5t & <15.5t GVM	25/11/2015	8	20,000	200,000	150,000	14,857
WA - REG#:CH44PX-HINO-500 SERIES SERV TRUCK SINGLCAB-MANUAL DIESEL 220HP-WHITE/BLUE	30001436	Trucks >7.5t & <15.5t GVM	3/05/2016	8	20,000	200,000	150,000	23,441
GF - REG#:CH66PX-FUSO-815 SERIES SP TRUCK-AUTO DIESEL 3LT-WHITE	30001451	Trucks >7.5t & <15.5t GVM	20/05/2016	8	20,000	200,000	150,000	19,232
SE - REG#:CJ99EA-HINO-500 SERIES TTF FD1124 TRUCK SINGLCAB-MANUAL DIESEL 6.4-WHITE/BLUE	30001525	Trucks >7.5t & <15.5t GVM	7/11/2016	7	20,000	200,000	150,000	14,538
WA - REG#:CK41NW-HINO-500 SERIES SERV TRUCK SINGLCAB-MANUAL DIESEL 220HP-WHITE/BLUE	30001571	Trucks >7.5t & <15.5t GVM	15/12/2016	7	20,000	200,000	150,000	26,480
GF - REG#:CN54WS-HINO-300 SERIES SERV TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	30001820	Trucks >7.5t & <15.5t GVM	24/10/2017	7	20,000	200,000	150,000	16,791
GF - REG#:CN73WS-FUSO-918 SERIES SERV TRUCK-MANUAL DIESEL 3LT-WHITE	30001840	Trucks >7.5t & <15.5t GVM	10/11/2017	6	20,000	200,000	150,000	21,286
GF - REG#:CO50KW-FUSO-FEB91GR4WF SERV TRUCK DUALCAB-AUTO DIESEL 3LT-WHITE	30001865	Trucks >7.5t & <15.5t GVM	1/12/2017	6	20,000	200,000	150,000	15,644
WM - REG#:CO70KW-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	30001999	Trucks >7.5t & <15.5t GVM	20/12/2017	6	20,000	200,000	150,000	4,963
WA - REG#:CP06TS-HINO-FD1124 BEAV TRUCK SINGLCAB-MANUAL DIESEL 6.4LT-WHITE	30001948	Trucks >7.5t & <15.5t GVM	13/04/2018	6	20,000	200,000	150,000	16,172
GF - REG#:CQ26RR-HINO-921 SERIES SERV TRUCK-AUTO DIESEL 5.1LT-WHITE	30002027	Trucks >7.5t & <15.5t GVM	28/06/2018	6	20,000	200,000	150,000	11,839
SE - REG#:XN54BD-HINO-300 SERIES SERV TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	30002125	Trucks >7.5t & <15.5t GVM	1/11/2018	5	20,000	200,000	150,000	17,645
GF - REG#:XN29IO-HINO-FC1124 TIP TRUCK SINGLCAB-MANUAL DIESEL 5.1LT-WHITE	30002273	Trucks >7.5t & <15.5t GVM	11/06/2019	5	20,000	200,000	150,000	22,381
GF - REG#:XN95IN-ISUZU-FRR TTF TRUCK-AUTO DIESEL 7.8-WHITE	35000152	Trucks >7.5t & <15.5t GVM	19/08/2019	5	20,000	200,000	150,000	8,062
GF - REG#:XN70KF-HINO-500SERIES TIP TRUCK TIPPER-AUTO DIESEL 7.6LT-WHITE	35000150	Trucks >7.5t & <15.5t GVM	23/08/2019	5	20,000	200,000	150,000	15,741

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
SE - REG#:XN10OE-HINO-921 SERIES SERV TRUCK-AUTO DIESEL 5.1LT-WHITE/BLUE	35000344	Trucks >7.5t & <15.5t GVM	10/12/2019	4	20,000	200,000	150,000	15,189
GF - REG#:XN33OE-HINO-921 TRUCK SINGLCAB-AUTO DIESEL 5.1LT-WHITE	35000272	Trucks >7.5t & <15.5t GVM	21/02/2020	4	20,000	200,000	150,000	11,705
GF - REG#:XN34OE-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	35000347	Trucks >7.5t & <15.5t GVM	21/02/2020	4	20,000	200,000	150,000	13,905
GF - REG#:XN38OE-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	35000346	Trucks >7.5t & <15.5t GVM	25/02/2020	4	20,000	200,000	150,000	18,780
GF - REG#:XN67QD-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	35000349	Trucks >7.5t & <15.5t GVM	19/03/2020	4	20,000	200,000	150,000	18,753
GF - REG#:XN71QD-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-MANUAL DIESEL 4LT-WHITE	35000350	Trucks >7.5t & <15.5t GVM	31/03/2020	4	20,000	200,000	150,000	5,359
WA - REG#:XN39QV-HINO-500 SERIES 1124 CRANE TRUCK - AUTO DIESEL 5.1 LT - WHITE	30000323	Trucks >7.5t & <15.5t GVM	26/05/2020	4	20,000	200,000	150,000	18,530
WA - REG#:XN64RP-HINO-500 SERIES 1124 CRANE TRUCK - AUTO DIESEL 5.1 LT - WHITE	30000190	Trucks >7.5t & <15.5t GVM	9/06/2020	4	20,000	200,000	150,000	16,375
WA - HINO-921 TRUCK SINGL with Tadano Crane	30002428	Trucks >7.5t & <15.5t GVM	28/06/2020	4	20,000	200,000	150,000	14,497
WA - HINO-921 TRUCK SINGL with Tadano Crane	30002430	Trucks >7.5t & <15.5t GVM	28/06/2020	4	20,000	200,000	150,000	19,612
WA - HINO-921 TRUCK SINGL with Tadano Crane	30002433	Trucks >7.5t & <15.5t GVM	28/06/2020	4	20,000	200,000	150,000	14,010
WA - REG#:XN06UF-ISUZU-FRR110-260 TRUCK-BEAVERTAIL-AUTO-DIESEL-WHITE	30002589	Trucks >7.5t & <15.5t GVM	9/12/2020	3	20,000	200,000	150,000	27,850
WA - REG#:XN07UF-ISUZU-FRR110-260 TRUCK-BEAVERTAIL-AUTO-DIESEL-WHITE	30002590	Trucks >7.5t & <15.5t GVM	11/12/2020	3	20,000	200,000	150,000	21,095
GF - REG#: XN48US - Hino-GH1828 TIPPER with HIAB X082 CRANE	30002613	Trucks >7.5t & <15.5t GVM	23/12/2020	3	20,000	200,000	150,000	18,904
SE - Isuzu NQR87-190 AMT service body with crane	30002682	Trucks >7.5t & <15.5t GVM	11/02/2021	3	20,000	200,000	150,000	21,000
GF - REG#:XN64VG-Hino GH1832 Auto Tipper with Hiab XS092	30002596	Trucks >7.5t & <15.5t GVM	8/04/2021	3	20,000	200,000	150,000	18,137
WA - REG#:XN77VG-Hino FD1124 Service body	30002660	Trucks >7.5t & <15.5t GVM	15/04/2021	3	20,000	200,000	150,000	35,749
WA - REG#:XN67VG-Hino FD1124 with service body	30002675	Trucks >7.5t & <15.5t GVM	20/04/2021	3	20,000	200,000	150,000	12,403
WA - REG#:XN69ZU-Isuzu FRR110 260 Service Body Truck	30002669	Trucks >7.5t & <15.5t GVM	22/06/2021	3	20,000	200,000	150,000	13,072
GF - REG:#XO56BD-Hino FE1426 Fuel Truck	30002651	Trucks >7.5t & <15.5t GVM	5/08/2021	3	20,000	200,000	150,000	35,994
GF - REG#:XN80ZD-Hino 921 Service Body with Hiab 023Crane	30002678	Trucks >7.5t & <15.5t GVM	10/08/2021	3	20,000	200,000	150,000	7,405
SE - Hino 921 Service Body with Tadano Crane	30002937	Trucks >7.5t & <15.5t GVM	30/09/2021	3	20,000	200,000	150,000	15,954
GF - REG: XO47CY - Hino 921 with EWP	30002680	Trucks >7.5t & <15.5t GVM	16/12/2021	2	20,000	200,000	150,000	15,341
GF - Hino 921 Service Body with Crane Workshop Truck	30003389	Trucks >7.5t & <15.5t GVM	10/05/2022	2	20,000	200,000	150,000	4,255
WA - REG#: XO09NK - Hino FC1124 Factory Tipper	30003339	Trucks >7.5t & <15.5t GVM	15/11/2022	1	20,000	200,000	150,000	13,386
SE - REG#: XO16NK - Hino FD1124 W/ Hiab XS062 Crane	30003241	Trucks >7.5t & <15.5t GVM	2/12/2022	1	20,000	200,000	150,000	16,101
WA - REG#: XO54NM - Hino 921 Service Body with Crane	30003718	Trucks >7.5t & <15.5t GVM	18/01/2023	1	20,000	200,000	150,000	17,075
GF - Hino FD1124 with EWP REGO#:XO60OH	30003377	Trucks >7.5t & <15.5t GVM	16/02/2023	1	20,000	200,000	150,000	5,077
GF - REG#: XO69OH - Hino FC1124 Factory Tipper	30003340	Trucks >7.5t & <15.5t GVM	3/03/2023	1	20,000	200,000	150,000	31,628
GF - REG#: XO68OH - Hino FC1124 Factory Tipper	30003753	Trucks >7.5t & <15.5t GVM	3/03/2023	1	20,000	200,000	150,000	16,623

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
WM - Hino FC1124 Manco Compactor	30003275	Trucks >7.5t & <15.5t GVM	27/04/2023	1	20,000	200,000	150,000	38,149
WM - Hino FC1124 Manco Compactor	30003276	Trucks >7.5t & <15.5t GVM	27/04/2023	1	20,000	200,000	150,000	41,630
GF - HINO FE1426 with Chipper Bin body	30003344	Trucks >7.5t & <15.5t GVM	5/05/2023	1	20,000	200,000	150,000	375
WM - Hino FE1426 Manco Compactor	30003274	Trucks >7.5t & <15.5t GVM	1/08/2023	1	20,000	200,000	150,000	41,409
GF - Hino 917 Auto Tipper	30003694	Trucks >7.5t & <15.5t GVM	31/08/2023	1	20,000	200,000	150,000	6,179
SE - REG#:CT62JR-FORD-RANGER SUPCA XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-COOL WHITE	30001874	Utility - 2WD Single and Dual Cab	4/12/2017	6	20,000	120,000	35,000	17,296
WM - REG#:CH97TK-FORD-RANGER S/CAB XL UTILITY SINGLCAB-AUTO DIESEL 2.2-WHITE	30001916	Utility - 2WD Single and Dual Cab	27/02/2018	6	20,000	120,000	35,000	14,827
GF - REG#:CN12ED-FORD-RANGER SUPCA XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-FROZEN WHITE	30001974	Utility - 2WD Single and Dual Cab	30/04/2018	6	20,000	120,000	35,000	18,106
GF - REG#:CL97LA-FORD-RANGER SUPCA UTILITY-AUTO DIESEL 2.2-ARCTIC WHITE	35000144	Utility - 2WD Single and Dual Cab	20/08/2019	5	20,000	120,000	35,000	10,183
GF - REG#:CV22LK-ISUZU-D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-SPLASH WHITE	35000268	Utility - 2WD Single and Dual Cab	27/02/2020	4	20,000	120,000	35,000	9,101
GF - REG#:CL49LA-FORD-RANGER CREW XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-ARCTIC WHITE	35000308	Utility - 2WD Single and Dual Cab	28/04/2020	4	20,000	120,000	35,000	25,261
GF - REG#:CS88YF-ISUZU-D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-SPLASH WHITE	35000313	Utility - 2WD Single and Dual Cab	15/05/2020	4	20,000	120,000	35,000	17,445
SE - REG#:CX85FS-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.2	30002402	Utility - 2WD Single and Dual Cab	2/09/2020	4	20,000	120,000	35,000	23,794
GF - REG#:CZ76PJ-FORD-RANGER S/CAB XL UTILITY SINGLECAB - AUTO - DIESEL 2.2 - LOW RIDE	30002598	Utility - 2WD Single and Dual Cab	10/02/2021	3	20,000	120,000	35,000	25,108
WA - REG#:DA03QT-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.2	30002650	Utility - 2WD Single and Dual Cab	23/06/2021	3	20,000	120,000	35,000	38,100
GF - REG#DA04QT FORD-RANGER S/CAB XL UTILITY SINGLECAB - AUTO - DIESEL 2.2	30002664	Utility - 2WD Single and Dual Cab	23/06/2021	3	20,000	120,000	35,000	12,552
GF - REG#:DB01NU-ISUZU D-MAX DUAL CAB SX UTE 4X2 TUB	30002884	Utility - 2WD Single and Dual Cab	16/07/2021	3	20,000	120,000	35,000	26,059
GF - REG#: DA12QT - FORD-RANGER S/CAB XL UTILITY SINGLECAB - AUTO - DIESEL 2.2	30002652	Utility - 2WD Single and Dual Cab	28/07/2021	3	20,000	120,000	35,000	20,719
GF - REG#:DA13QT-FORD-RANGER S/CAB XL UTILITY SINGLECAB - AUTO - DIESEL 2.2	30002653	Utility - 2WD Single and Dual Cab	28/07/2021	3	20,000	120,000	35,000	11,596
GF - REG#:DA17QT-FORD-RANGER S/CAB XL UTILITY SINGLECAB - AUTO - DIESEL 2.2	30002663	Utility - 2WD Single and Dual Cab	2/08/2021	3	20,000	120,000	35,000	20,651
GF - REG#:DA16QT-FORD RANGER XLSINGLE CAB	30002698	Utility - 2WD Single and Dual Cab	2/08/2021	3	20,000	120,000	35,000	9,867
GF - REG#:DB78WZ-TOYOTA HILUX WORKMATE DOUBLE CAB	30002823	Utility - 2WD Single and Dual Cab	13/08/2021	3	20,000	120,000	35,000	3,515
GF - REGO: DB13NU - ISUZU D-MAX DUAL CAB SX UTE 4X2 TUB	30002990	Utility - 2WD Single and Dual Cab	24/11/2021	2	20,000	120,000	35,000	5,331

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - REG#: DB89NU-Ford Ranger Dual Cab Ute 4x2	30002985	Utility - 2WD Single and Dual Cab	29/11/2021	2	20,000	120,000	35,000	16,347
GF - REG#:DB31BC-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.2	30002861	Utility - 2WD Single and Dual Cab	8/12/2021	2	20,000	120,000	35,000	15,695
GF - REG#: DB32BC - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.2	30002895	Utility - 2WD Single and Dual Cab	8/12/2021	2	20,000	120,000	35,000	15,956
WM - REG#: DB23NU - ISUZU D-MAX DUAL CAB SX UTE 4X2 TUB	30003086	Utility - 2WD Single and Dual Cab	31/03/2022	2	20,000	120,000	35,000	3,313
SP - REG#:DB21NU - ISUZU D-MAX DUAL CAB SX UTE 4X2 TUB	30003152	Utility - 2WD Single and Dual Cab	6/04/2022	2	20,000	120,000	35,000	18,325
GF - REG#: DB22NU - ISUZU D-MAX DUAL CAB SX UTE 4X2 TUB	30003264	Utility - 2WD Single and Dual Cab	6/04/2022	2	20,000	120,000	35,000	18,013
WA - REG#:FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.2	30003041	Utility - 2WD Single and Dual Cab	12/05/2022	2	20,000	120,000	35,000	11,986
WA - REG#: DC78RM - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.2	30003042	Utility - 2WD Single and Dual Cab	26/05/2022	2	20,000	120,000	35,000	21,810
GF - REG#: DC79RM - FORD RANGER XLSINGLE CAB	30003396	Utility - 2WD Single and Dual Cab	31/05/2022	2	20,000	120,000	35,000	10,012
GF - REG#: DC80RM - FORD-RANGER S/CAB XL UTILITY SINGLECAB - AUTO - DIESEL 2.2	30003432	Utility - 2WD Single and Dual Cab	1/07/2022	2	20,000	120,000	35,000	22,026
GF - REG#:DG01JG-ISUZU-D-MAX DUALCAB SX UTE 4X2 TUB-AUTO DIESEL 3.0-MINERAL WHITE	30003192	Utility - 2WD Single and Dual Cab	23/01/2023	1	20,000	120,000	35,000	17,498
GF - REG#: DG47LG - ISUZU D-MAX DUAL CAB SX UTE 4X2 TUB	30003361	Utility - 2WD Single and Dual Cab	27/02/2023	1	20,000	120,000	35,000	13,533
GF - ISUZU D-MAX DUAL CAB SX UTE 4X2 TUB DG70LG	30003436	Utility - 2WD Single and Dual Cab	6/04/2023	1	20,000	120,000	35,000	12,821
GF - Isuzu D-Max Crew Cab ute 4x2 DG94YB	30003489	Utility - 2WD Single and Dual Cab	6/04/2023	1	20,000	120,000	35,000	30,444
GF - REG#: DG04LG - FORD RANGER XL SINGLE CAB 4X2 White Cab Chassis	30003703	Utility - 2WD Single and Dual Cab	3/05/2023	1	20,000	120,000	35,000	9,902
SE - REG#: DH57VG - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.0	30003618	Utility - 2WD Single and Dual Cab	31/07/2023	1	20,000	120,000	35,000	26,279
SE - REG#: DH63VG - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.0	30003567	Utility - 2WD Single and Dual Cab	21/08/2023	1	20,000	120,000	35,000	17,684
WA - REG#: DH67VG - Ford Ranger Dual Cab Ute 4x2	30003938	Utility - 2WD Single and Dual Cab	24/08/2023	1	20,000	120,000	35,000	30,468
GF - REG#: DJ49KO - Isuzu D-Max Space Cab ute 4x2	30003705	Utility - 2WD Single and Dual Cab	1/09/2023	1	20,000	120,000	35,000	13,391
GF - REG#: DI48FI - TOYOTA HILUX SR DOUBLE CAB UTE 4X2	30003994	Utility - 2WD Single and Dual Cab	22/11/2023	0	20,000	120,000	35,000	21,983
WA - REG#: DI21SA - Isuzu D-Max Space Cab ute 4x2	30003953	Utility - 2WD Single and Dual Cab	15/01/2024	0	20,000	120,000	35,000	23,655
GF - REG#: DI22SA - ISUZU D-MAX DUAL CAB SX UTE 4X2 TUB	30003704	Utility - 2WD Single and Dual Cab	24/01/2024	0	20,000	120,000	35,000	11,330
GF - REG#: DI24SA - ISUZU-D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-WHITE	30003955	Utility - 2WD Single and Dual Cab	24/01/2024	0	20,000	120,000	35,000	10,393

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GF - REG#: DI46SB - ISUZU-D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-WHITE	30003594	Utility - 2WD Single and Dual Cab	5/02/2024	0	20,000	120,000	35,000	9,045
WA - REG#:CF93AW-ISUZU-D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-WHITE	30001334	Utility - 4WD Single and Dual Cab	23/09/2015	9	25,000	120,000	45,000	869
GF - REG#:CN00ED-FORD-RANGER SUPCA N/A UTILITY DUALCAB-AUTO DIESEL 3.0-WHITE	30001915	Utility - 4WD Single and Dual Cab	27/02/2018	6	25,000	120,000	45,000	17,983
GF - REG#:CO32FW-MITSUBISHI-TRITON D/CAB GLX UTILITY DUALCAB-AUTO DIESEL 2.5-STERLING SILVER	30001931	Utility - 4WD Single and Dual Cab	27/03/2018	6	25,000	120,000	45,000	29,191
GF - REG#:DI00SC-FORD-RANGER SUPCA XL 4X4 UTILITY DUALCAB-AUTO DIESEL 3.2-COOL WHITE	30001973	Utility - 4WD Single and Dual Cab	30/04/2018	6	25,000	120,000	45,000	28,767
GF - REG#:CN15ED-FORD-RANGER SUPCA XL 4X4 UTILITY DUALCAB-AUTO DIESEL 3.2-COOL WHITE	30001989	Utility - 4WD Single and Dual Cab	23/05/2018	6	25,000	120,000	45,000	10,265
GF - REG#:CU25RT-ISUZU-D-MAX D/CAB SX UTILITY DUALCAB-AUTO DIESEL 3.0-SPLASH WHITE	30002116	Utility - 4WD Single and Dual Cab	1/11/2018	5	25,000	120,000	45,000	13,049
GF - REG#:CR15LN-MITSUBISHI-TRITON D/CAB GLX UTILITY DUALCAB-AUTO DIESEL 2.4L-STERLING SILVER	30002129	Utility - 4WD Single and Dual Cab	15/11/2018	5	25,000	120,000	45,000	26,111
GF - REG#:CL80LA-FORD-RANGER S/CAB XL 4X4 UTILITY SINGLCAB-AUTO DIESEL 3.2-ARTIC WHITE	30002171	Utility - 4WD Single and Dual Cab	22/01/2019	5	25,000	120,000	45,000	19,469
GF - REG#:CL79LA-FORD-RANGER SUPCA XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-ARTIC WHITE	30002173	Utility - 4WD Single and Dual Cab	22/01/2019	5	25,000	120,000	45,000	16,439
GF - REG#:CT25SK-ISUZU-D-MAX CREW SX UTILITY DUALCAB-AUTO DIESEL 3.0-SPASH WHITE	30002256	Utility - 4WD Single and Dual Cab	23/05/2019	5	25,000	120,000	45,000	6,085
GF - REG#:CT94PB-MITSUBISHI-TRITON 54IN CUT UTILITY DUALCAB-AUTO DIESEL 2.4L-WHITE	30002282	Utility - 4WD Single and Dual Cab	18/07/2019	5	25,000	120,000	45,000	16,454
MITSUREG#:CU93XE-MITSUBISHI-TRITON D/CAB UTILITY D/CAB-AUTO DIESEL 2.4L-SILVER	35000169	Utility - 4WD Single and Dual Cab	17/09/2019	5	25,000	120,000	45,000	36,900
GF - REG#:CL32LA-FORD-RANGER SUPCA UTILITY-AUTO DIESEL 2.2-ARCTIC WHITE	35000212	Utility - 4WD Single and Dual Cab	14/11/2019	4	25,000	120,000	45,000	13,766
WA - REG#:CV28TF-MITSUBISHI-TRITON D/CAB UTILITY D/CAB-AUTO DIESEL 2.4L-IMPULSE BLUE	35000221	Utility - 4WD Single and Dual Cab	29/11/2019	4	25,000	120,000	45,000	33,900
WM - REG#:DH37GC-HOLDEN-COLARADO UTILITY S/CAB-AUTO DIESEL 2.8L-SUMMIT WHITE	35000232	Utility - 4WD Single and Dual Cab	13/12/2019	4	25,000	120,000	45,000	19,111
SE - REG#:CL38LA-FORD-RANGER CREW XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-ARCTIC WHITE	35000264	Utility - 4WD Single and Dual Cab	31/01/2020	4	25,000	120,000	45,000	19,341
GF - REG#:CL42LA-FORD-RANGER CREW XL UTILITY DUALCAB-AUTO DIESEL 2.2-ARTIC WHITE	35000296	Utility - 4WD Single and Dual Cab	27/03/2020	4	25,000	120,000	45,000	22,337
GF - REG#:CX46BO-MITSUBISHI-TRITON D/CAB GLS UTILITY DUALCAB-AUTO DIESEL 2.4L-STERLING SILVER	35000315	Utility - 4WD Single and Dual Cab	11/05/2020	4	25,000	120,000	45,000	20,603

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GF - REG#:CX45BO-MITSUBISHI-TRITON D/CAB GLS UTILITY DUALCAB-AUTO DIESEL 2.4L-WHITE DIAMOND	35000327	Utility - 4WD Single and Dual Cab	2/06/2020	4	25,000	120,000	45,000	43,940
GF - REG#:CX49BO-MITSUBISHI-TRITON D/CAB GLS UTILITY DUALCAB-AUTO DIESEL 2.4L-DIAMOND WHITE	35000328	Utility - 4WD Single and Dual Cab	3/06/2020	4	25,000	120,000	45,000	45,336
GF - REG#:CX82PK-MITSUBISHI-TRITON D/CAB GLX+ UTILITY - AUTO - DIESEL 2.4	30000178	Utility - 4WD Single and Dual Cab	28/07/2020	4	25,000	120,000	45,000	36,798
GF - REG#:CY30BO-MITSUBISHI-TRITON D/CAB GLX+ UTILITY - AUTO - DIESEL 2.4L	30000083	Utility - 4WD Single and Dual Cab	29/07/2020	4	25,000	120,000	45,000	23,401
SE - REG#:CX81FS-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 3.2	30001340	Utility - 4WD Single and Dual Cab	7/08/2020	4	25,000	120,000	45,000	28,500
WA - REG#:CY82PR-Isuzu D-Max SX Crew Cab ute 4x4	30002518	Utility - 4WD Single and Dual Cab	14/08/2020	4	25,000	120,000	45,000	34,180
GF - REG#:CY33BO-MITSUBISHI-TRITON D/CAB GLX+ UTILITY - AUTO - DIESEL 2.4	30002399	Utility - 4WD Single and Dual Cab	20/08/2020	4	25,000	120,000	45,000	31,287
GF - REG#:CX93FS-Ford Ranger Dual Cab Ute 4x4	30002496	Utility - 4WD Single and Dual Cab	27/08/2020	4	25,000	120,000	45,000	38,442
WA - REG#:CY83PR-Isuzu D-Max SX Crew Cab ute 4x4	30002517	Utility - 4WD Single and Dual Cab	27/08/2020	4	25,000	120,000	45,000	27,424
WA - REG#:DA63LZ-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 3.2	30002413	Utility - 4WD Single and Dual Cab	16/09/2020	4	25,000	120,000	45,000	34,656
GF - REG#:CX89FS-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 3.2	30002414	Utility - 4WD Single and Dual Cab	16/09/2020	4	25,000	120,000	45,000	17,162
WA - REG:#CX88FS-Ford Ranger Dual Cab Ute 4x4	30002415	Utility - 4WD Single and Dual Cab	16/09/2020	4	25,000	120,000	45,000	35,290
GF - REG#:CX47YU: ISUZU-D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-WHITE	30002425	Utility - 4WD Single and Dual Cab	22/09/2020	4	25,000	120,000	45,000	11,012
WA - REG#:CX96FS-FORD RANGER DUAL CAB XLT UTE 4X4	30002476	Utility - 4WD Single and Dual Cab	23/10/2020	4	25,000	120,000	45,000	27,541
GF - REG#:CX91FS-FORD RANGER DUAL CAB XL UTE 4X4	30002498	Utility - 4WD Single and Dual Cab	2/11/2020	3	25,000	120,000	45,000	33,393
GF - REG#:CY93PR-Isuzu D-Max SX Crew Cab ute 4x4	30002600	Utility - 4WD Single and Dual Cab	22/01/2021	3	25,000	120,000	45,000	24,831
GF - REG#:CZ52RQ-Isuzu D-Max SX Crew Cab 4x4 AUTO-WHITE	30002601	Utility - 4WD Single and Dual Cab	29/03/2021	3	25,000	120,000	45,000	13,142
GF - REG#:CZ88PJ-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 3.2	30002668	Utility - 4WD Single and Dual Cab	6/04/2021	3	25,000	120,000	45,000	17,728
WA - REG#:-DC56RM-FORD RANGER DUAL CAB XLT UTE 4X4	30002510	Utility - 4WD Single and Dual Cab	30/04/2021	3	25,000	120,000	45,000	32,287
WA - REG#:DI82BP-FORD RANGER-DUAL CAB XLT UTE 4X4-AUTO 2.0L DIESEL-WHITE	30002516	Utility - 4WD Single and Dual Cab	12/05/2021	3	25,000	120,000	45,000	6,127
SE - REG#:CZ97PJ-FORD RANGER DUAL CAB XLT UTE 4X4-AUTO 2.0L DIESEL-WHITE	30002604	Utility - 4WD Single and Dual Cab	13/05/2021	3	25,000	120,000	45,000	40,860
GF - REG#:CZ96PJ-FORD RANGER DUAL CAB XLT UTE	30002607	Utility - 4WD Single and Dual Cab	13/05/2021	3	25,000	120,000	45,000	39,441

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4X4-AUTO DIESEL 2.0L-WHITE								
GF - REG#:CZ99PJ-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 3.2	30002703	Utility - 4WD Single and Dual Cab	31/05/2021	3	25,000	120,000	45,000	7,167
GF - REG#:CZ71RQ-Isuzu D-Max Crew Cab Ute 4x4-Auto Diesel 3.0L-White	30002830	Utility - 4WD Single and Dual Cab	16/06/2021	3	25,000	120,000	45,000	16,207
GF - REG#:DA08QT-FORD RANGER DUAL CAB XLT UTE 4X4	30002821	Utility - 4WD Single and Dual Cab	29/06/2021	3	25,000	120,000	45,000	20,684
GF - REG#:DB02NU-Isuzu D-Max Crew Cab ute 4x4	30002667	Utility - 4WD Single and Dual Cab	15/07/2021	3	25,000	120,000	45,000	9,827
GF - REG#:DB88KP-TOYOTA HILUX SR EXTRA CAB UTE	30002702	Utility - 4WD Single and Dual Cab	2/08/2021	3	25,000	120,000	45,000	22,602
GF - Ford Ranger Dual Cab Ute 4x4	30002654	Utility - 4WD Single and Dual Cab	20/08/2021	3	25,000	120,000	45,000	20,258
GF - REG#:-TOYOTA HILUX SR DOUBLE CAB UTE 4X4	30002863	Utility - 4WD Single and Dual Cab	24/08/2021	3	25,000	120,000	45,000	17,783
GF - REG#: DB85NU - Ford Ranger Dual Cab Ute 4x4	30002655	Utility - 4WD Single and Dual Cab	14/10/2021	3	25,000	120,000	45,000	18,835
GF - REG#:DB90NU - FORD RANGER DUAL CAB XLT UTE 4X4	30002988	Utility - 4WD Single and Dual Cab	22/10/2021	3	25,000	120,000	45,000	37,598
WM - REG#: DB21RO - MAZDA BT50 XT SINGLE CAB	30003164	Utility - 4WD Single and Dual Cab	26/10/2021	3	25,000	120,000	45,000	6,164
WM - REG#: DB20RO - MAZDA BT50 XT SINGLE CAB	30003163	Utility - 4WD Single and Dual Cab	27/10/2021	3	25,000	120,000	45,000	15,354
GF - REG#: DB88NU - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 3.2	30002615	Utility - 4WD Single and Dual Cab	29/10/2021	3	25,000	120,000	45,000	42,000
GF - REG#: DB92NU - FORD EVEREST TREND WAGON 4x4	30003016	Utility - 4WD Single and Dual Cab	29/10/2021	3	25,000	120,000	45,000	19,585
GF - REG#:DC41NM-MAZDA BT50 XT SINGLE CAB	30003165	Utility - 4WD Single and Dual Cab	15/11/2021	2	25,000	120,000	45,000	39,693
GF - REG#:DC39NM-MAZDA BT50 XT FREESTYLE	30003170	Utility - 4WD Single and Dual Cab	15/11/2021	2	25,000	120,000	45,000	22,964
WA - REG#: DC38NM - MAZDA BT50 XT FREESTYLE	30003175	Utility - 4WD Single and Dual Cab	15/11/2021	2	25,000	120,000	45,000	18,226
SE - REG#: DC40NM - MAZDA BT50 XT FREESTYLE	30003206	Utility - 4WD Single and Dual Cab	15/11/2021	2	25,000	120,000	45,000	24,380
GF - REG#:DB96NU-FORD RANGER XL SPACE CAB 4X4 UTE	30002860	Utility - 4WD Single and Dual Cab	19/11/2021	2	25,000	120,000	45,000	19,326
GF - REG#:DB98NU-FORD RANGER DUAL CAB XLT UTE 4X4	30002986	Utility - 4WD Single and Dual Cab	19/11/2021	2	25,000	120,000	45,000	29,807
GF - REG#:DB97NU-FORD RANGER DUAL CAB XLT UTE 4X4	30002992	Utility - 4WD Single and Dual Cab	19/11/2021	2	25,000	120,000	45,000	29,675
WM - REG#:DB12NU- Isuzu D-Max Crew Cab Ute 4x4	30003017	Utility - 4WD Single and Dual Cab	23/11/2021	2	25,000	120,000	45,000	18,123
WA - REG#: DB30BC - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.2	30002614	Utility - 4WD Single and Dual Cab	15/12/2021	2	25,000	120,000	45,000	15,873
GF - REG#: DC36RL - TOYOTA HILUX SR DOUBLE CAB UTE 4X4	30003159	Utility - 4WD Single and Dual Cab	15/12/2021	2	25,000	120,000	45,000	41,335
GF - REG#: DC56UB - MAZDA BT50 XT FREESTYLE	30003207	Utility - 4WD Single and Dual Cab	20/12/2021	2	25,000	120,000	45,000	30,684
WM - REG#: DC41RM-MAZDA BT50 XT FREESTYLE	30003216	Utility - 4WD Single and Dual Cab	24/12/2021	2	25,000	120,000	45,000	4,989

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GF - MAZDA BT50 XT SINGLE CAB	30003265	Utility - 4WD Single and Dual Cab	24/12/2021	2	25,000	120,000	45,000	31,900
GF - REG#: DB37BC - FORD RANGER DUAL CAB XLT UTE 4X4	30002894	Utility - 4WD Single and Dual Cab	13/01/2022	2	25,000	120,000	45,000	24,149
GF - REG#: DB14NU - Isuzu D-Max Crew Cab ute 4x4	30003160	Utility - 4WD Single and Dual Cab	18/01/2022	2	25,000	120,000	45,000	27,307
WM - REG#:DB39BC-FORD RANGER DUAL CAB XLT UTE 4X4	30003015	Utility - 4WD Single and Dual Cab	24/01/2022	2	25,000	120,000	45,000	28,506
WA - REG#: DB15NU - ISUZU-D-MAX S/CAB SX UTILITY SPACECAB-AUTO DIESEL 3.0-WHITE	30003044	Utility - 4WD Single and Dual Cab	10/02/2022	2	25,000	120,000	45,000	15,320
GF - REG#: DD49MP - MAZDA BT50 XT FREESTYLE	30003189	Utility - 4WD Single and Dual Cab	22/02/2022	2	25,000	120,000	45,000	14,318
WA - REG#: DG12YC - MAZDA BT50 XT FREESTYLE	30003307	Utility - 4WD Single and Dual Cab	23/02/2022	2	25,000	120,000	45,000	22,996
GF - REG#: DB16NU - Isuzu D-Max Extra Cab ute 4x4	30003171	Utility - 4WD Single and Dual Cab	24/02/2022	2	25,000	120,000	45,000	17,147
GF - REG#: DD50QK - MAZDA BT50 XT FREESTYLE	30003235	Utility - 4WD Single and Dual Cab	24/02/2022	2	25,000	120,000	45,000	19,778
WA - REG#: DD55QK - MAZDA BT50 XT FREESTYLE	30003263	Utility - 4WD Single and Dual Cab	24/02/2022	2	25,000	120,000	45,000	28,581
GF - REG#: DB17NU - ISUZU D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-WHITE	30003174	Utility - 4WD Single and Dual Cab	25/02/2022	2	25,000	120,000	45,000	14,919
GF - REG#: DD57QK - MAZDA BT50 XT FREESTYLE	30003193	Utility - 4WD Single and Dual Cab	25/02/2022	2	25,000	120,000	45,000	15,337
GF - REG#: DD54QK - MAZDA BT50 XT FREESTYLE	30003236	Utility - 4WD Single and Dual Cab	25/02/2022	2	25,000	120,000	45,000	9,673
GF - REG#: DD66QK - MAZDA BT50 XT FREESTYLE	30003237	Utility - 4WD Single and Dual Cab	25/02/2022	2	25,000	120,000	45,000	2,162
GF - REG#: DD52QK - MAZDA BT50 XT FREESTYLE	30003261	Utility - 4WD Single and Dual Cab	25/02/2022	2	25,000	120,000	45,000	15,535
WA - REG#: DB42BC - FORD RANGER DUAL CAB XLT UTE 4X4	30002987	Utility - 4WD Single and Dual Cab	4/03/2022	2	25,000	120,000	45,000	24,611
WA - REG#: DD51QK - MAZDA BT50 XT FREESTYLE	30003343	Utility - 4WD Single and Dual Cab	16/03/2022	2	25,000	120,000	45,000	19,738
SE - REG#: DD56QK - MAZDA BT50 XT FREESTYLE	30003352	Utility - 4WD Single and Dual Cab	25/03/2022	2	25,000	120,000	45,000	7,651
WM - REG#: DB45BC - FORD RANGER DUAL CAB XLT UTE 4X4	30003014	Utility - 4WD Single and Dual Cab	29/03/2022	2	25,000	120,000	45,000	24,301
WA - REG#:- DD19UR - TOYOTA HILUX SR EXTRA CAB UTE	30003074	Utility - 4WD Single and Dual Cab	29/03/2022	2	25,000	120,000	45,000	32,027
GF - REG#: DB46BC - FORD RANGER DUAL CAB XLT UTE 4X4	30003020	Utility - 4WD Single and Dual Cab	6/04/2022	2	25,000	120,000	45,000	31,893
GF - REG#: DD00YV - MAZDA BT50 XT SINGLE CAB	30003356	Utility - 4WD Single and Dual Cab	6/04/2022	2	25,000	120,000	45,000	10,745
WA - REG#: DD25US-ISUZU-D-MAX CREW CAB UTE 4X4 AUTO DIESEL 3.0-SPLASH WHITE	30003303	Utility - 4WD Single and Dual Cab	2/05/2022	2	25,000	120,000	45,000	14,180
WA - REG#:DB49BC-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.2	30002940	Utility - 4WD Single and Dual Cab	12/05/2022	2	25,000	120,000	45,000	20,541
GF - REG#: DE42AX - TOYOTA HILUX SR DOUBLE CAB UTE 4X4	30003055	Utility - 4WD Single and Dual Cab	12/05/2022	2	25,000	120,000	45,000	14,619

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WM - REG#DD35US :-Isuzu D-Max Crew Cab ute 4x4	30003018	Utility - 4WD Single and Dual Cab	18/05/2022	2	25,000	120,000	45,000	5,778
GF - Isuzu D-Max Space Cab ute 4x4	30003306	Utility - 4WD Single and Dual Cab	18/05/2022	2	25,000	120,000	45,000	39,947
GF - REG#: DD40US - Isuzu D-Max Crew Cab Ute 4x4	30003212	Utility - 4WD Single and Dual Cab	26/05/2022	2	25,000	120,000	45,000	18,416
SE - REG#: DD39US - Isuzu D-Max Crew Cab Ute 4x4	30003308	Utility - 4WD Single and Dual Cab	26/05/2022	2	25,000	120,000	45,000	23,675
SE - REG#: DE55SE - TOYOTA HILUX SR EXTRA CAB UTE	30003075	Utility - 4WD Single and Dual Cab	8/07/2022	2	25,000	120,000	45,000	13,710
GF - REG#: DD44US - Isuzu D-Max Crew Cab ute 4x4	30003347	Utility - 4WD Single and Dual Cab	26/07/2022	2	25,000	120,000	45,000	13,058
GF - REG#: DC84RM - FORD RANGER DUAL CAB XLT UTE 4X4	30002991	Utility - 4WD Single and Dual Cab	4/08/2022	2	25,000	120,000	45,000	28,345
GF - REG#: DF66HR - TOYOTA HILUX SR EXTRA CAB UTE	30003168	Utility - 4WD Single and Dual Cab	10/10/2022	2	25,000	120,000	45,000	14,633
GF - REG#: DC89RM - FORD RANGER DUAL CAB XLT UTE 4X4	30003049	Utility - 4WD Single and Dual Cab	19/10/2022	2	25,000	120,000	45,000	64,195
GF - REG#: EMB45S - FORD RANGER DUAL CAB XLT UTE 4X4	30003268	Utility - 4WD Single and Dual Cab	19/10/2022	2	25,000	120,000	45,000	27,111
WA - REG#: DG21AE - Isuzu D-Max Crew Cab ute 4x4	30003048	Utility - 4WD Single and Dual Cab	29/11/2022	1	25,000	120,000	45,000	22,988
GF - REG#: DF77RZ - FORD RANGER DUAL CAB XLT UTE - AUTO DIESEL 2.0L - GREY	30003266	Utility - 4WD Single and Dual Cab	8/12/2022	1	25,000	120,000	45,000	36,572
WA - REG#: DF76RZ - Ford Ranger Dual Cab Ute 4x4	30003497	Utility - 4WD Single and Dual Cab	8/12/2022	1	25,000	120,000	45,000	26,445
GF - REG#: DF79RZ - FORD RANGER DUAL CAB XLT UTE 4X4	30003040	Utility - 4WD Single and Dual Cab	14/12/2022	1	25,000	120,000	45,000	40,963
WA - REG#: DG24JG - Isuzu D-Max Crew Cab ute 4x4	30003045	Utility - 4WD Single and Dual Cab	18/01/2023	1	25,000	120,000	45,000	20,186
GF - REG#: DG49JF - Isuzu D-Max Crew Cab ute 4x4	30003208	Utility - 4WD Single and Dual Cab	18/01/2023	1	25,000	120,000	45,000	7,169
WM - REGO#:DF89WO-ISUZU D-MAX CREW CAB UTE 4X4-DIESEL-WHITE	30003479	Utility - 4WD Single and Dual Cab	7/02/2023	1	25,000	120,000	45,000	16,366
WA - ISUZU D-MAX CREW CAB UTE 4X4 - 30003496-REG#:DG67JC-AUTO-DIESEL-WHITE	30003496	Utility - 4WD Single and Dual Cab	7/02/2023	1	25,000	120,000	45,000	13,045
GF - REG#: DG48LG - ISUZU D-MAX DUAL CAB SX UTE 4X4 TUB	30003101	Utility - 4WD Single and Dual Cab	28/02/2023	1	25,000	120,000	45,000	12,513
WA - REG#: DG55SB - Isuzu D-Max Crew Cab Ute 4x4	30003052	Utility - 4WD Single and Dual Cab	1/03/2023	1	25,000	120,000	45,000	16,393
GF - REG#: DG49LG - Isuzu D-Max Crew Cab ute 4x4	30003490	Utility - 4WD Single and Dual Cab	10/03/2023	1	25,000	120,000	45,000	8,478
GF - REG#: DG63LG - Isuzu D-Max Crew Cab ute 4x4	30003502	Utility - 4WD Single and Dual Cab	10/03/2023	1	25,000	120,000	45,000	2,782
GF - REG#: DG64LG - ISUZU D-MAX SX CREW CAB UTE 4X4	30003527	Utility - 4WD Single and Dual Cab	13/03/2023	1	25,000	120,000	45,000	31,788
GF - REG#: DG78VT - Isuzu D-Max Space Cab ute 4x4	30003580	Utility - 4WD Single and Dual Cab	24/03/2023	1	25,000	120,000	45,000	35,529
GF - REG#: DG01LG - FORD RANGER DUAL CAB XLT UTE 4X4	30003215	Utility - 4WD Single and Dual Cab	29/03/2023	1	25,000	120,000	45,000	31,843
WA - REG#: DG00LG - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.0	30003571	Utility - 4WD Single and Dual Cab	29/03/2023	1	25,000	120,000	45,000	18,759

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
SE - REG#: DG92JX - TOYOTA HILUX SR EXTRA CAB UTE	30003089	Utility - 4WD Single and Dual Cab	4/04/2023	1	25,000	120,000	45,000	26,901
GF - DG02LG FORD RANGER DUAL CAB XLT UTE 4X4	30003213	Utility - 4WD Single and Dual Cab	27/04/2023	1	25,000	120,000	45,000	32,679
GF - DG05LG FORD-RANGER XL UTILITY SPACECAB - AUTO - DIESEL 2.0 BiTurbo 4X4 CAB CHASSIS WHITE	30003087	Utility - 4WD Single and Dual Cab	3/05/2023	1	25,000	120,000	45,000	9,522
GF - DG39VU: TOYOTA HILUX WORKMATE DOUBLE CAB	30003650	Utility - 4WD Single and Dual Cab	22/05/2023	1	25,000	120,000	45,000	16,984
WA - DG38VU: TOYOTA HILUX WORKMATE DOUBLE CAB	30003651	Utility - 4WD Single and Dual Cab	22/05/2023	1	25,000	120,000	45,000	17,374
WA - DG40VU: TOYOTA HILUX WORKMATE DOUBLE CAB	30003652	Utility - 4WD Single and Dual Cab	22/05/2023	1	25,000	120,000	45,000	19,544
WA - DH28GC:FORD RANGER XL SPACE CAB 4X4 UTE WHITE AUTOMATIC	30003043	Utility - 4WD Single and Dual Cab	23/05/2023	1	25,000	120,000	45,000	16,729
WA - DH25GC:FORD RANGER DUAL CAB XLT UTE 4X4 30003046 SILVER	30003046	Utility - 4WD Single and Dual Cab	23/05/2023	1	25,000	120,000	45,000	17,549
GF - REG#: DH26GC - FORD RANGER DUAL CAB XLT UTE 4X4	30003104	Utility - 4WD Single and Dual Cab	23/05/2023	1	25,000	120,000	45,000	30,568
GF - DH27GC:FORD RANGER XL SPACE CAB 4X4 UTE 30003348	30003348	Utility - 4WD Single and Dual Cab	23/05/2023	1	25,000	120,000	45,000	23,990
WA - DH34GD: TOYOTA HILUX SR DOUBLE CAB UTE 4X4 30003616 WHITE	30003616	Utility - 4WD Single and Dual Cab	8/06/2023	1	25,000	120,000	45,000	23,160
WA - DH31GC:FORD RANGER DUAL CAB XLT UTE 4X4	30003386	Utility - 4WD Single and Dual Cab	22/06/2023	1	25,000	120,000	45,000	33,041
GF - DH30GC:FORD RANGER DUAL CAB XLT UTE 4X4 WHITE XLT CANOPY	30003476	Utility - 4WD Single and Dual Cab	22/06/2023	1	25,000	120,000	45,000	51,313
WA - DH32GC:FORD RANGER DUAL CAB XLT UTE 4X4	30003209	Utility - 4WD Single and Dual Cab	29/06/2023	1	25,000	120,000	45,000	15,779
WA - DH34GC: FORD RANGER DUAL CAB XLT UTE 4X4 WHITE	30003210	Utility - 4WD Single and Dual Cab	30/06/2023	1	25,000	120,000	45,000	18,374
GF - DH33GC FORD RANGER DUAL CAB XLT UTE 4X4 WHITE	30003211	Utility - 4WD Single and Dual Cab	30/06/2023	1	25,000	120,000	45,000	40,298
GF - REG#: DH50VG - FORD Ranger S/Cab Chassis XL 4x4	30003818	Utility - 4WD Single and Dual Cab	6/07/2023	1	25,000	120,000	45,000	6,512
GF - REG#: DH52VG FORD RANGER XL SPACE CAB 4X4 UTE	30003190	Utility - 4WD Single and Dual Cab	10/07/2023	1	25,000	120,000	45,000	17,120
GF - REG#: DH51VG - FORD RANGER XL SPACE CAB 4X4 UTE	30003191	Utility - 4WD Single and Dual Cab	10/07/2023	1	25,000	120,000	45,000	26,795
GF - REG#: DG19LG - Isuzu D-Max Crew Cab ute 4x4	30003565	Utility - 4WD Single and Dual Cab	19/07/2023	1	25,000	120,000	45,000	4,758
GF - REG #: DG18LG - Isuzu D-Max Crew Cab ute 4x4	30003576	Utility - 4WD Single and Dual Cab	19/07/2023	1	25,000	120,000	45,000	14,075
GF - REGO#DJ06BO Isuzu D-Max Crew Cab ute 4x4	30003758	Utility - 4WD Single and Dual Cab	28/07/2023	1	25,000	120,000	45,000	18,663

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - REG#: DH58VG - FORD RANGER DUAL CAB XLT UTE 4X4	30003260	Utility - 4WD Single and Dual Cab	31/07/2023	1	25,000	120,000	45,000	59,421
GF - REG#: DH55VG - FORD RANGER DUAL CAB XLT UTE 4X4	30003524	Utility - 4WD Single and Dual Cab	31/07/2023	1	25,000	120,000	45,000	62,223
WA - Rego # DH59VG FORD RANGER DUAL CAB XLT UTE 4X4	30003529	Utility - 4WD Single and Dual Cab	31/07/2023	1	25,000	120,000	45,000	28,748
SE - REG#: DJ79EX - Isuzu D-Max Space Cab ute 4x4	30003622	Utility - 4WD Single and Dual Cab	11/08/2023	1	25,000	120,000	45,000	22,090
GF - REG#: DH70VG - DH70VG FORD RANGER DUAL CAB XLT UTE 4X4	30003478	Utility - 4WD Single and Dual Cab	21/08/2023	1	25,000	120,000	45,000	29,865
SE - REG#: DH64VG - FORD RANGER XL SPACE CAB 4X4 UTE	30003568	Utility - 4WD Single and Dual Cab	21/08/2023	1	25,000	120,000	45,000	17,094
WA - REG#: DH62VG - FORD RANGER XL SPACE CAB 4X4 UTE	30003569	Utility - 4WD Single and Dual Cab	21/08/2023	1	25,000	120,000	45,000	8,140
WA - REG#:DH65VG - FORD RANGER DUAL CAB XLT UTE 4X4	30003300	Utility - 4WD Single and Dual Cab	23/08/2023	1	25,000	120,000	45,000	24,510
GF - REG#: DH66VG - FORD RANGER DUAL CAB XLT UTE 4X4	30003646	Utility - 4WD Single and Dual Cab	23/08/2023	1	25,000	120,000	45,000	29,318
GF - REG#:MJT202 - FORD RANGER DUAL CAB XLT UTE 4X4	30003267	Utility - 4WD Single and Dual Cab	24/08/2023	1	25,000	120,000	45,000	34,574
GF - REG#: DH71VG - FORD RANGER DUAL CAB XLT UTE 4X4	30003526	Utility - 4WD Single and Dual Cab	24/08/2023	1	25,000	120,000	45,000	36,226
WM - REG#: DH69VG - FORD RANGER DUAL CAB XLT UTE 4X4	30003671	Utility - 4WD Single and Dual Cab	24/08/2023	1	25,000	120,000	45,000	45,784
GF - REG#: DH74VG - FORD RANGER DUAL CAB XLT UTE 4X4	30003205	Utility - 4WD Single and Dual Cab	29/08/2023	1	25,000	120,000	45,000	48,987
GF - REG#: DH73VG - FORD RANGER DUAL CAB XLT UTE 4X4	30003232	Utility - 4WD Single and Dual Cab	30/08/2023	1	25,000	120,000	45,000	41,518
GF - REG#: DJ50KO - FORD Ranger S/Cab Chassis XL 4x4	30003856	Utility - 4WD Single and Dual Cab	30/08/2023	1	25,000	120,000	45,000	16,420
GF - REG#: DJ51KO - FORD RANGER XL SPACE CAB 4X4 UTE	30003956	Utility - 4WD Single and Dual Cab	30/08/2023	1	25,000	120,000	45,000	9,796
GF - REG#: DJ52KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003558	Utility - 4WD Single and Dual Cab	31/08/2023	1	25,000	120,000	45,000	34,907
GF - REG#: DJ53KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003520	Utility - 4WD Single and Dual Cab	22/09/2023	1	25,000	120,000	45,000	37,700
GF - REG#: DJ54KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003695	Utility - 4WD Single and Dual Cab	22/09/2023	1	25,000	120,000	45,000	22,884
WM - REG#: DJ59KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003485	Utility - 4WD Single and Dual Cab	27/09/2023	1	25,000	120,000	45,000	19,857
GF - REG#: DJ61KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003633	Utility - 4WD Single and Dual Cab	18/10/2023	1	25,000	120,000	45,000	24,061
GF - REG#: DJ62KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003071	Utility - 4WD Single and Dual Cab	23/10/2023	1	25,000	120,000	45,000	17,387
GF - REG#: DJ63KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003501	Utility - 4WD Single and Dual Cab	23/10/2023	1	25,000	120,000	45,000	31,027
GF - REG#: DJ65KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003547	Utility - 4WD Single and Dual Cab	26/10/2023	1	25,000	120,000	45,000	39,514
WM - REG#: DJ64KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003667	Utility - 4WD Single and Dual Cab	26/10/2023	1	25,000	120,000	45,000	30,351
IsuzuREG#: DJ87LL - Isuzu D-Max SX Crew Cab ute 4x4	30003909	Utility - 4WD Single and Dual Cab	7/11/2023	0	25,000	120,000	45,000	21,183

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
SE - REG#: DJ69KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003723	Utility - 4WD Single and Dual Cab	8/11/2023	0	25,000	120,000	45,000	31,576
GF - REG#: DJ68KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003790	Utility - 4WD Single and Dual Cab	8/11/2023	0	25,000	120,000	45,000	19,498
GF - REG#: DJ67KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003861	Utility - 4WD Single and Dual Cab	8/11/2023	0	25,000	120,000	45,000	41,608
GF - REG#: DJ72KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003575	Utility - 4WD Single and Dual Cab	14/11/2023	0	25,000	120,000	45,000	28,752
GF - REG# DJ70KO - FORD RANGER DUAL CAB XLT UTE 4X4	30003666	Utility - 4WD Single and Dual Cab	14/11/2023	0	25,000	120,000	45,000	42,569
WA - REG#: MGZ182 - FORD RANGER DUAL CAB XLT UTE 4X4	30003670	Utility - 4WD Single and Dual Cab	14/11/2023	0	25,000	120,000	45,000	41,083
GF - REG#: DI36FI - TOYOTA HILUX SR DOUBLE CAB UTE 4X4	30004045	Utility - 4WD Single and Dual Cab	15/11/2023	0	25,000	120,000	45,000	29,490
GF - REG#: DI37FI - TOYOTA HILUX SR DOUBLE CAB UTE 4X4	30004046	Utility - 4WD Single and Dual Cab	17/11/2023	0	25,000	120,000	45,000	23,445
GF - REG#: DI38FI - TOYOTA HILUX SR DOUBLE CAB UTE 4X4	30004047	Utility - 4WD Single and Dual Cab	17/11/2023	0	25,000	120,000	45,000	35,974
GF - REG#: DI05FI - TOYOTA HILUX SR DOUBLE CAB UTE 4X4	30003993	Utility - 4WD Single and Dual Cab	20/11/2023	0	25,000	120,000	45,000	10,521
SE - REG#: DI76BP - FORD RANGER DUAL CAB XLT UTE 4X4	30003153	Utility - 4WD Single and Dual Cab	30/11/2023	0	25,000	120,000	45,000	34,219
WA - REG#: DI78BP - FORD RANGER DUAL CAB XLT UTE 4X4	30003365	Utility - 4WD Single and Dual Cab	30/11/2023	0	25,000	120,000	45,000	57,180
GF - REG#: DI80BP - FORD RANGER DUAL CAB XLT UTE 4X4	30003665	Utility - 4WD Single and Dual Cab	19/12/2023	0	25,000	120,000	45,000	25,545
GF - REG#: DI79BP - FORD RANGER XL SPACE CAB 4X4 Cab Chassis	30003820	Utility - 4WD Single and Dual Cab	19/12/2023	0	25,000	120,000	45,000	12,605
GF - REG#: DI81BP - FORD RANGER DUAL CAB XLT UTE 4X4	30003655	Utility - 4WD Single and Dual Cab	21/12/2023	0	25,000	120,000	45,000	52,879
SE - REG#: BT1121 - FORD RANGER DUAL CAB XLT UTE 4X4	30003739	Utility - 4WD Single and Dual Cab	22/12/2023	0	25,000	120,000	45,000	46,994
WA - REG#: DI23NH - Isuzu D-Max Extra Cab ute 4x4	30003648	Utility - 4WD Single and Dual Cab	10/01/2024	0	25,000	120,000	45,000	13,781
WA - REG#: DI24NH - Isuzu D-Max Crew Cab ute 4x4	30004023	Utility - 4WD Single and Dual Cab	10/01/2024	0	25,000	120,000	45,000	34,464
WA - REG#: DI83BP - FORD RANGER DUAL CAB XL UTE 4X4	30003621	Utility - 4WD Single and Dual Cab	17/01/2024	0	25,000	120,000	45,000	13,081
WA - REG#: MAD983 - FORD RANGER DUAL CAB XLT UTE 4X4	30004051	Utility - 4WD Single and Dual Cab	17/01/2024	0	25,000	120,000	45,000	18,892
GF - REG#: DI87BP - Ford Ranger Dual Cab Ute 4x4	30003711	Utility - 4WD Single and Dual Cab	31/01/2024	0	25,000	120,000	45,000	7,247
SE - REG#: DI88BP - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.0	30003789	Utility - 4WD Single and Dual Cab	31/01/2024	0	25,000	120,000	45,000	13,652
WA - REG#ACM286-FORD RANGER DUAL CAB XLT UTE 4X4	30003936	Utility - 4WD Single and Dual Cab	6/02/2024	0	25,000	120,000	45,000	31,933
GF - REG#: DI89BP - FORD RANGER DUAL CAB XLT UTE 4X4	30003966	Utility - 4WD Single and Dual Cab	6/02/2024	0	25,000	120,000	45,000	32,434
GF - REG#: DI91BP - FORD RANGER DUAL CAB XLT UTE 4X4	30004100	Utility - 4WD Single and Dual Cab	14/02/2024	0	25,000	120,000	45,000	23,982
WA - REG#: DI47SB - Isuzu D-Max Space Cab ute 4x4	30003980	Utility - 4WD Single and Dual Cab	20/02/2024	0	25,000	120,000	45,000	14,129

Asset Description	Item Plant #	Fleet Category	Purchase Date	Age	Annual Utilisation Target	Optimal Replacement	Replacement Cost $	Assumed Annual Utilisation (Hrs/KMs)
GF - REG#: DI99BP - FORD RANGER DUAL CAB XLT UTE 4X4	30003719	Utility - 4WD Single and Dual Cab	14/03/2024	0	25,000	120,000	45,000	13,443
GF - DI94BP - FORD RANGER DUAL CAB XLT UTE 4X4	30003664	Utility - 4WD Single and Dual Cab	21/03/2024	0	25,000	120,000	45,000	29,285
SE - REG#: DI93BP - FORD RANGER DUAL CAB XLT UTE 4X4	30003740	Utility - 4WD Single and Dual Cab	21/03/2024	0	25,000	120,000	45,000	15,604
GF - REG#: DI49SB - Isuzu D-Max Crew Cab Ute 4x4	30003905	Utility - 4WD Single and Dual Cab	22/03/2024	0	25,000	120,000	45,000	358
GF - REG#: DI48SB - Isuzu D-Max Crew Cab ute 4x4	30003846	Utility - 4WD Single and Dual Cab	23/03/2024	0	25,000	120,000	45,000	399
SE - REG#: DO07SF - FORD RANGER DUAL CAB XLT UTE 4X4	30003722	Utility - 4WD Single and Dual Cab	4/04/2024	0	25,000	120,000	45,000	11,390
GF - FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 2.0	30004128	Utility - 4WD Single and Dual Cab	4/04/2024	0	25,000	120,000	45,000	21,535

Source: AEC

APPENDIX D: WHOLE OF LIFE AND LIFECYCLE COST ASSUMPTIONS

Fleet Type	Fleet Category	Unit	Fuels/Oils (L / unit)	Tyres (life in units)	Tyres ($ / life)	Est. Annual Tyre	Scheduled Maint Cost (per service)	Maint. Interval (Hours/ KMs)	Maint. Interval (Months)	Maint. Intervals per year	Estimated Annual Maint. Cost	Registration (annual cost)	Insurance (annual cost)
Backhoe	Heavy Plant	hours	7.00	1,500	$ 2,500	$ 833	$ 1,500	300	6	2.00	$ 3,000		$ 1,600
Skid steer loader	Heavy Plant	hours	8.00	1,200	$ 1,000	$ 417	$ 800	200	6	2.50	$ 2,000		$ 800
Centrifuge	Heavy Plant	hours											$ 9,600
Compactor - landfill	Heavy Plant	hours	20.00	1,500	$ 12,000	$ 4,800	$ 3,500	400	6	2.00	$ 7,000		$ 4,800
Excavator <10T	Heavy Plant	hours	10.00				$ 1,500	300	6	2.00	$ 3,000		$ 1,040
Excavator >10T	Heavy Plant	hours	15.00				$ 2,000	400	6	2.25	$ 4,500		$ 2,800
Grader	Heavy Plant	hours	15.00	1,500	$ 12,000	$ 6,400	$ 3,500	400	6	2.00	$ 7,000	$ 2,310	$ 4,000
Loader < 3 Cubic Metre Bucket	Heavy Plant	hours	15.00	1,200	$ 2,000	$ 833	$ 1,500	300	6	2.00	$ 3,000		$ 960
Materials Handler	Heavy Plant	hours	25.00	1,200	$ 3,000	$ 5,000	$ 2,000	400	6	5.00	$ 10,000		$ 3,360
Shredder	Heavy Plant	hours	15.00	1,200	$ 1,000	$ 500	$ 800	200	6	3.00	$ 2,400		$ 8,800
Tractor	Heavy Plant	hours	10.00	800	$ 2,000	$ 1,250	$ 2,000	300	6	2.00	$ 4,000	$ 876	$ 640
Trommel	Heavy Plant	hours	60.00				$ 2,000	400	6	2.00	$ 4,000		$ 5,600
Attachment - Bobcat/skidsteer	Attachments	hours					$ 250	200	12	1.00	$ 250		$ 120
Attachment - Tractor - Other	Attachments	hours		600	$ 400	$ 133	$ 500	200	12	1.00	$ 500		$ 240
Attachment - Truck loading/crane	Attachments	hours					$ 250	200	12	1.00	$ 250		$ 240
Bus/Van	Light Commercial	km	0.15	40,000	$ 1,500	$ 750	$ 800	10,000	6	2.00	$ 1,600	$ 1,093	$ 675
Utility - 2WD Single and Dual Cab	Light Commercial	km	0.08	40,000	$ 1,000	$ 500	$ 350	10,000	6	2.00	$ 700	$ 1,217	$ 420
Utility - 4WD Single and Dual Cab	Light Commercial	km	0.12	40,000	$ 1,000	$ 625	$ 400	10,000	6	2.50	$ 1,000	$ 1,217	$ 540
Front Deck Mower	Mowers	hours	12.00	600	$ 600	$ 300	$ 500	200	6	2.00	$ 1,000	$ 876	$ 360
Ride On Mower/Zero Turn	Mowers	hours	7.00	600	$ 400	$ 200	$ 300	200	6	2.00	$ 600		$ 120
Passenger - Electric/Hybrid	Passenger Vehicles	km	0.05	40,000	$ 1,000	$ 750	$ 500	10,000	6	3.00	$ 1,500	$ 1,343	$ 456

Fleet Type	Fleet Category	Unit	Fuels/Oils (L / unit)	Tyres (life in units)	Tyres ($ / life)	Est. Annual Tyre	Scheduled Maint Cost (per service)	Maint. Interval (Hours/ KMs)	Maint. Interval (Months)	Maint. Intervals per year	Estimated Annual Maint. Cost	Registration (annual cost)	Insurance (annual cost)
Passenger - Large	Passenger Vehicles	km	0.10	40,000	$ 1,000	$ 750	$ 400	10,000	6	3.00	$ 1,200	$ 1,343	$ 636
Passenger - Medium	Passenger Vehicles	km	0.09	40,000	$ 1,000	$ 750	$ 350	10,000	6	3.00	$ 1,050	$ 1,343	$ 600
Passenger - Small	Passenger Vehicles	km	0.07	40,000	$ 1,000	$ 750	$ 300	10,000	6	3.00	$ 900	$ 1,343	$ 372
Roller - Multityre	Roller	hours	8.00	800	$ 3,000	$ 1,875	$ 1,500	250	6	2.00	$ 3,000		$ 1,240
Roller - Small	Roller	hours	5.00				$ 1,000	100	6	5.00	$ 5,000		$ 360
Roller - Smooth	Roller	hours	10.00				$ 1,500	250	6	2.00	$ 3,000		$ 1,400
Boat	Other	hours		600	$ 800		$ 500	250	6	2.00	$ 1,000	$ 876	$ 240
Ferry	Other	hours					$ 3,500	400	6	2.00	$ 7,000		
Workshop Fixtures	Other	hours		600	$ 800		$ 500	250	6	2.00	$ 1,000	$ 876	$ 64
Other >$10k	Other	hours		600	$ 800		$ 500	250	6	2.00	$ 1,000	$ 876	$ 280
Forklift	Small Plant	hours	12.00	600	$ 800	$ 667	$ 500	250	6	2.00	$ 1,000	$ 876	$ 288
Electric Cart	Small Plant	hours		600	$ 800	$ 667	$ 500	250	6	2.00	$ 1,000	$ 876	$ 120
Boat Small	Small Plant	hours		600	$ 800	$ 667	$ 500	250	6	2.00	$ 1,000	$ 876	$ 40
Small Earthmoving Plant	Small Plant	hours		800	$ 800	$ 300	$ 500	150	6	2.00	$ 1,000		$ 200
Trailer - Fuel	Trailers	hours		600	$ 800	$ 267	$ 250	200	12	1.00	$ 250	$ 104	$ 120
Trailer - Heavy Transport	Trailers	km		60,000	$ 2,500	$ 833	$ 2,000	15,000	6	2.00	$ 4,000	$ 2,984	$ 1,840
Trailer - Mobile Building, Caravan, Toilet	Trailers	hours		600	$ 1,000	$ 16,667	$ 1,000	500	12	20.00	$ 20,000	$ 1,396	$ 136
Trailer - More than one axle	Trailers	hours		600	$ 800	$ 267	$ 250	200	12	1.00	$ 250	$ 104	$ 192
Trailer - Sign/Light	Trailers	hours		600	$ 400	$ 133	$ 350	200	12	1.00	$ 350	$ 104	$ 168
Trailer - Single Axle	Trailers	hours		600	$ 400	$ 133	$ 250	200	12	1.00	$ 250	$ 104	$ 48
Truck - Patching	Trucks	km	0.30	40,000	$ 2,000	$ 1,000	$ 3,000	10,000	6	2.00	$ 6,000	$ 1,698	$ 3,200
Truck - Road Sweeping	Trucks	km	0.30	2,000	$ 2,000	$ 30,000	$ 3,000	10,000	6	3.00	$ 9,000	$ 1,698	$ 2,400

Fleet Type	Fleet Category	Unit	Fuels/Oils (L / unit)	Tyres (life in units)	Tyres ($ / life)	Est. Annual Tyre	Scheduled Maint Cost (per service)	Maint. Interval (Hours/ KMs)	Maint. Interval (Months)	Maint. Intervals per year	Estimated Annual Maint. Cost	Registration (annual cost)	Insurance (annual cost)
Truck - Waste Compactor	Trucks	km	0.30	40,000	$ 2,000	$ 2,000	$ 3,000	10,000	6	4.00	$ 12,000	$ 1,698	$ 1,200
Trucks - Prime Mover	Trucks	km	0.30	40,000	$ 6,000	$ 4,500	$ 3,000	20,000	6	2.00	$ 6,000	$ 1,698	$ 2,000
Trucks < 3.5t & <7.5t GVM	Trucks	km	0.22	40,000	$ 2,400	$ 1,200	$ 1,500	10,000	6	2.00	$ 3,000	$ 1,698	$ 640
Trucks > 15.5t GVM	Trucks	km	0.28	40,000	$ 4,000	$ 2,000	$ 3,000	10,000	6	2.00	$ 6,000	$ 1,698	$ 1,840
Trucks >7.5t & <15.5t GVM	Trucks	km	0.25	40,000	$ 3,000	$ 1,500	$ 2,500	10,000	6	2.00	$ 5,000	$ 1,698	$ 1,200

Source: AEC

Note: the maintenance cost used to calculate the whole of life costs was based on actual maintenance costs for each category of fleet.

APPENDIX E: REPLACEMENT PROGRAM (10 YEAR) – BASED ON UTILISATION

GENERAL FUND

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles													
Passenger - Electric/Hybrid	98,959	950,000	-	-	212,800	30,400	45,600	60,800	152,000	76,000	76,000	60,800	167,200
Passenger - Large	224,998	2,597,000	18,550	74,200	259,700	185,500	389,550	129,850	222,600	296,800	259,700	241,150	241,150
Passenger - Medium	204,951	2,400,000	17,500	17,500	140,000	52,500	245,000	192,500	227,500	367,500	35,000	175,000	332,500
Passenger - Small	3,479	31,000	-	-	13,950	-	-	-	13,950	-	-	-	13,950
Light Commercial													
Bus/Van	70,684	630,000	-	-	67,500	-	22,500	22,500	22,500	22,500	22,500	67,500	22,500
Utility - 2WD Single and Dual Cab	133,306	1,085,000	-	-	105,000	35,000	17,500	35,000	52,500	52,500	105,000	35,000	87,500
Utility - 4WD Single and Dual Cab	696,652	5,535,000	45,000	112,500	1,080,000	360,000	292,500	315,000	720,000	540,000	360,000	562,500	562,500
Trucks													
Truck - Patching	56,105	800,000	-	-	-	-	-	-	-	300,000	-	-	-
Truck - Road Sweeping	69,090	600,000	-	-	-	480,000	-	-	-	-	-	-	-
Truck - Waste Compactor	122,953	750,000	120,000	240,000	-	240,000	-	120,000	120,000	-	120,000	240,000	120,000
Trucks - Prime Mover	21,521	250,000	187,500	187,500	-	-	-	-	-	-	187,500	-	-
Trucks < 3.5t & <7.5t GVM	341,506	3,440,000	64,000	128,000	256,000	256,000	128,000	128,000	192,000	64,000	320,000	448,000	128,000
Trucks > 15.5t GVM	231,748	3,220,000	-	184,000	184,000	-	184,000	184,000	184,000	-	184,000	-	-
Trucks >7.5t & <15.5t GVM	288,493	4,050,000	-	120,000	240,000	-	120,000	-	360,000	120,000	360,000	360,000	240,000
Heavy Plant													
Backhoe	113,624	1,600,000	-	-	140,000	140,000	-	140,000	-	140,000	-	-	-
Skid steer loader	26,420	400,000	-	-	-	-	-	-	-	-	70,000	-	-
Excavator <10T	42,872	910,000	-	-	182,000	-	-	-	-	-	-	-	-
Excavator >10T	51,034	700,000	-	-	-	-	-	-	-	-	-	245,000	-
Grader	155,855	2,500,000	-	-	-	-	-	-	350,000	350,000	-	350,000	-
Loader < 3 Cubic Metre Bucket	2,277	120,000	-	-	-	-	-	-	-	-	-	-	-
Tractor	36,672	480,000	60,000	60,000	-	-	-	-	-	-	120,000	-	-
Small Plant													

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Forklift	19,457	144,000	-	-	32,400	-	-	-	-	-	-	-	-
Electric Cart	24,876	285,000	13,500	13,500	13,500	-	-	-	67,500	67,500	27,000	13,500	54,000
Boat Small	1,423	20,000	18,000	18,000	-	-	-	-	-	-	-	-	-
Small Earthmoving Plant	11,644	125,000	-	-	37,500	-	-	-	-	18,750	37,500	37,500	-
Small Plant - Chainsaw, brushcutter, push mower, edger, blower, trimmer	34,407	578,000	55,200	61,600	40,000	6,400	14,400	4,800	17,600	17,600	17,600	12,000	15,200
Small Plant - Construction tools, concrete cutter, compactor etc	17,750	159,000	44,550	47,250	12,150	6,750	8,100	4,050	8,100	2,700	5,400	6,750	-
Small Plant - Mobile compressor, generator, welder	46,169	1,140,000	160,650	170,850	33,150	30,600	15,300	7,650	109,650	94,350	81,600	30,600	48,450
Mowers													
Front Deck Mower	104,038	945,000	67,500	67,500	135,000	-	-	-	101,250	33,750	101,250	202,500	101,250
Ride On Mower/Zero Turn	55,231	540,000	33,750	33,750	56,250	-	11,250	11,250	22,500	11,250	11,250	11,250	22,500
Trailers													
Trailer - Fuel	1,306	60,000	27,000	27,000	-	13,500	-	-	-	-	-	-	-
Trailer - Heavy Transport	5,724	230,000	207,000	207,000	-	-	-	-	-	-	-	-	-
Trailer - Mobile Building, Caravan, Toilet	1,770	68,000	45,900	61,200	-	-	-	-	-	-	-	-	-
Trailer - More than one axle	66,477	1,464,000	285,600	306,000	61,200	20,400	20,400	20,400	81,600	20,400	20,400	20,400	40,800
Trailer - Sign/Light	11,751	210,000	17,850	35,700	53,550	-	35,700	-	-	-	-	-	-
Trailer - Single Axle	14,465	264,000	91,800	102,000	5,100	5,100	10,200	10,200	15,300	10,200	5,100	-	10,200
Attachments													
Attachment - Bobcat/skidsteer	1,597	45,000	27,000	27,000	13,500	-	-	-	-	-	27,000	13,500	-
Attachment - Tractor - Other	39,279	360,000	162,000	216,000	54,000	-	-	54,000	-	-	216,000	54,000	-
Attachment - Truck loading/crane	41,991	390,000	297,000	297,000	-	27,000	-	27,000	-	-	297,000	-	27,000
Roller													
Roller - Multityre	57,072	775,000	-	-	-	-	-	-	-	116,250	116,250	-	-
Roller - Small	32,436	405,000	38,250	38,250	-	-	-	-	-	-	-	-	-

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Roller - Smooth	25,556	350,000	-	-	-	-	-	-	-	131,250	-	-	-
Other													
Ferry	127,208	2,000,000	-	-	-	1,800,000	-	-	-	-	-	-	-
Boat	5,277	60,000	-	-	-	-	-	-	25,500	25,500	-	-	-
Workshop Fixtures	20,600	512,000	238,000	251,600	-	-	47,600	47,600	6,800	13,600	34,000	6,800	-
Other >$10k	80,925	1,190,000	267,750	267,750	29,750	119,000	119,000	89,250	148,750	148,750	89,250	-	-

Source: AEC based on fleet data provided by Council

WATER FUND

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles													
Passenger - Electric/Hybrid	11,209	114,000	-	-	30,400	30,400	-	-	45,600	-	-	30,400	15,200
Passenger - Large	28,440	318,000	18,550	18,550	37,100	55,650	18,550	37,100	37,100	37,100	37,100	55,650	-
Passenger - Medium	36,072	400,000	-	-	17,500	17,500	35,000	70,000	35,000	35,000	-	87,500	35,000
Light Commercial													
Bus/Van	59,827	495,000	-	-	112,500	-	22,500	22,500	22,500	22,500	22,500	-	45,000
Utility - 2WD Single and Dual Cab	20,759	175,000	-	-	35,000	-	17,500	-	17,500	17,500	35,000	-	17,500
Utility - 4WD Single and Dual Cab	266,687	2,115,000	-	45,000	472,500	135,000	67,500	90,000	180,000	247,500	135,000	270,000	202,500
Trucks													
Trucks < 3.5t & <7.5t GVM	76,326	560,000	64,000	64,000	192,000	-	-	64,000	-	128,000	-	-	192,000
Trucks > 15.5t GVM	83,088	920,000	-	-	184,000	-	-	-	-	-	-	-	184,000
Trucks >7.5t & <15.5t GVM	177,554	2,400,000	-	-	-	240,000	120,000	120,000	-	120,000	-	240,000	240,000
Heavy Plant													
Backhoe	26,029	400,000	-	-	-	-	-	-	-	-	-	-	-
Skid steer loader	7,746	100,000	-	-	-	-	-	-	-	-	-	-	-
Excavator <10T	54,804	1,560,000	-	-	364,000	-	-	-	-	-	-	-	-
Excavator >10T	24,699	700,000	-	-	245,000	-	-	-	-	-	-	-	-
Loader < 3 Cubic Metre Bucket	15,009	240,000	-	-	84,000	-	-	-	-	-	-	-	-
Tractor	2,808	80,000	-	-	-	-	-	-	-	-	-	-	-

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Small Plant													
Forklift	8,471	72,000	-	-	-	-	-	-	-	-	-	-	-
Small Earthmoving Plant	5,904	50,000	37,500	37,500	-	-	-	-	-	-	37,500	-	-
Small Plant - Chainsaw, brushcutter, push mower, edger, blower, trimmer	4,028	78,000	13,600	19,200	7,200	2,400	1,600	1,600	3,200	4,000	-	800	2,400
Small Plant - Construction tools, concrete cutter, compactor etc	5,750	79,500	20,250	31,050	9,450	1,350	6,750	4,050	-	-	1,350	-	1,350
Small Plant - Mobile compressor, generator, welder	61,013	585,000	91,800	107,100	25,500	12,750	2,550	-	17,850	51,000	58,650	28,050	48,450
Mowers													
Ride On Mower/Zero Turn	6,208	135,000	11,250	11,250	33,750	-	-	-	-	-	-	-	22,500
Trailers													
Trailer - Heavy Transport	7,008	230,000	-	-	-	-	-	-	-	-	-	-	-
Trailer - Mobile Building, Caravan, Toilet	4,135	34,000	-	-	-	-	-	-	15,300	-	-	-	-
Trailer - More than one axle	27,426	480,000	61,200	61,200	40,800	-	61,200	-	61,200	-	-	-	-
Trailer - Single Axle	7,006	102,000	45,900	45,900	-	-	-	-	-	-	5,100	5,100	-
Attachments													
Attachment - Tractor - Other	720	30,000	27,000	27,000	-	-	-	-	-	-	27,000	-	-
Attachment - Truck loading/crane	20,312	120,000	81,000	81,000	-	-	27,000	-	-	-	81,000	-	-
Other													
Workshop Fixtures	7,914	32,000	6,800	6,800	-	-	-	-	-	-	6,800	-	-
Other >$10k	20,036	280,000	148,750	148,750	-	-	29,750	-	-	29,750	-	29,750	-

Source: AEC based on fleet data provided by Council

SEWER FUND

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles													
Passenger - Large	9,246	106,000	-	-	37,100	18,550	18,550	-	37,100	-	18,550	18,550	18,550
Light Commercial													
Bus/Van	5,568	45,000	-	22,500	-	-	-	-	-	22,500	-	-	-
Utility - 2WD Single and Dual Cab	15,982	140,000	-	-	35,000	17,500	-	17,500	-	17,500	-	17,500	17,500
Utility - 4WD Single and Dual Cab	84,567	675,000	-	-	157,500	45,000	22,500	45,000	90,000	22,500	22,500	67,500	112,500
Trucks													
Trucks < 3.5t & <7.5t GVM	104,598	960,000	-	128,000	192,000	-	128,000	128,000	64,000	64,000	-	128,000	64,000
Trucks > 15.5t GVM	43,911	690,000	-	-	-	-	184,000	-	184,000	-	-	-	-
Trucks >7.5t & <15.5t GVM	74,352	1,050,000	-	-	-	-	-	-	-	120,000	-	360,000	-
Heavy Plant													
Backhoe	12,078	200,000	-	-	-	-	-	-	140,000	-	-	-	-
Excavator <10T	14,529	520,000	-	-	182,000	-	-	-	-	-	-	-	-
Loader < 3 Cubic Metre Bucket	12,012	360,000	-	-	-	-	-	-	84,000	-	-	-	-
Centrifuge	50,820	1,200,000	-	-	-	-	-	-	-	-	-	-	-
Small Plant													
Forklift	3,811	72,000	-	-	-	-	-	-	-	-	-	-	-
Boat Small	508	10,000	9,000	9,000	-	-	-	-	-	-	-	-	-
Small Earthmoving Plant	2,979	25,000	-	-	-	-	-	-	-	-	18,750	-	-
Small Plant - Chainsaw, brushcutter, push mower, edger, blower, trimmer	25,651	120,000	36,800	38,400	1,600	4,800	18,400	3,200	1,600	1,600	1,600	-	1,600
Small Plant - Construction tools, concrete cutter, compactor etc	4,111	64,500	27,000	36,450	-	-	2,700	1,350	-	-	1,350	2,700	4,050
Small Plant - Mobile compressor, generator, welder	35,544	423,000	155,550	168,300	-	30,600	12,750	10,200	17,850	7,650	5,100	20,400	7,650
Mowers													

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Ride On Mower/Zero Turn	16,000	225,000	-	-	11,250	-	-	11,250	-	-	-	11,250	-
Trailers													
Trailer - Fuel	1,560	30,000	-	-	-	-	13,500	-	-	13,500	-	-	-
Trailer - Heavy Transport	29,012	230,000	207,000	207,000	-	-	-	-	-	-	-	-	-
Trailer - More than one axle	13,318	264,000	142,800	142,800	40,800	-	-	20,400	-	-	-	20,400	-
Trailer - Single Axle	3,907	90,000	61,200	61,200	-	-	-	-	-	5,100	-	-	-
Attachments													
Attachment - Bobcat/skidsteer	463	15,000	-	13,500	-	-	-	-	-	-	13,500	-	-
Attachment - Truck loading/crane	78,743	450,000	189,000	243,000	-	108,000	27,000	27,000	-	-	243,000	-	108,000
Other													
Boat	1,283	30,000	25,500	25,500	-	-	-	-	-	-	-	-	-
Workshop Fixtures	1,532	16,000	6,800	6,800	-	-	-	-	-	-	-	-	6,800
Other >$10k	114,964	1,015,000	505,750	535,500	-	-	119,000	59,500	59,500	-	89,250	-	-

Source: AEC based on fleet data provided by Council

WASTE MANAGEMENT

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Passenger Vehicles													
Passenger - Electric/Hybrid	4,233	38,000	-	-	15,200	-	-	-	15,200	-	-	-	15,200
Passenger - Large	5,320	53,000	-	-	-	-	-	18,550	-	-	-	18,550	-
Passenger - Medium	8,694	100,000	-	-	-	-	17,500	17,500	-	-	17,500	17,500	-
Light Commercial													
Utility - 2WD Single and Dual Cab	8,205	70,000	17,500	17,500	-	-	17,500	17,500	-	-	17,500	17,500	-
Utility - 4WD Single and Dual Cab	69,509	540,000	-	22,500	67,500	-	135,000	67,500	67,500	-	135,000	67,500	67,500

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Trucks													
Truck - Waste Compactor	33,221	300,000	-	-	-	-	-	-	240,000	-	-	-	-
Trucks < 3.5t & <7.5t GVM	12,738	160,000	-	-	-	-	-	64,000	-	-	64,000	-	-
Trucks > 15.5t GVM	152,826	1,610,000	184,000	184,000	-	-	-	368,000	-	184,000	184,000	-	184,000
Trucks >7.5t & <15.5t GVM	73,108	750,000	-	-	120,000	120,000	-	-	120,000	-	-	-	-
Heavy Plant													
Skid steer loader	7,201	100,000	-	-	-	-	-	70,000	-	-	-	-	-
Compactor - landfill	77,406	1,200,000	-	-	420,000	-	-	420,000	-	-	-	-	-
Excavator <10T	96,608	130,000	-	-	91,000	-	-	-	-	-	-	-	-
Excavator >10T	45,010	350,000	-	-	-	-	245,000	-	-	-	-	-	-
Loader < 3 Cubic Metre Bucket	49,719	240,000	-	-	84,000	-	-	-	-	-	84,000	-	-
Materials Handler	467,277	3,360,000	882,000	1,176,000	-	-	-	294,000	2,058,000	-	-	-	294,000
Shredder	77,385	1,100,000	-	-	-	-	-	-	-	-	-	-	770,000
Trommel	49,000	700,000	-	-	-	-	-	-	-	-	-	-	-
Small Plant													
Small Earthmoving Plant	5,502	25,000	-	-	-	-	-	-	-	-	18,750	-	-
Small Plant - Chainsaw, brushcutter, push mower, edger, blower, trimmer	806	25,000	-	-	4,000	800	800	800	1,600	800	-	4,800	1,600
Small Plant - Construction tools, concrete cutter, compactor etc	179	1,500	-	-	-	-	-	-	-	-	-	-	-
Small Plant - Mobile compressor, generator, welder	4,912	90,000	2,550	2,550	7,650	5,100	-	2,550	7,650	5,100	-	5,100	-
Mowers													
Ride On Mower/Zero Turn	6,626	75,000	11,250	11,250	-	-	-	-	-	33,750	-	-	-
Trailers													
Trailer - Fuel	3,102	15,000	13,500	13,500	-	-	-	-	-	-	-	-	-
Trailer - More than one axle	19,731	72,000	-	-	20,400	-	-	-	-	-	-	-	20,400
Trailer - Sign/Light	851	21,000	-	-	-	-	-	-	17,850	-	-	-	-
Trailer - Single Axle	1,017	42,000	5,100	5,100	-	-	-	5,100	-	-	-	-	-

Fleet Classification	Annual Depreciation	Total Replacement Cost	Backlog Net Cost	Year 1 Net Cost	Year 2 Net Cost	Year 3 Net Cost	Year 4 Net Cost	Year 5 Net Cost	Year 6 Net Cost	Year 7 Net Cost	Year 8 Net Cost	Year 9 Net Cost	Year 10 Net Cost
Attachments													
Attachment - Truck loading/crane	1,436	30,000	27,000	27,000	-	-	-	-	-	-	27,000	-	-
Roller													
Roller - Small	3,472	45,000	-	-	-	-	-	-	-	-	-	-	-
Other													
Other >$10k	4,014	70,000	-	-	-	-	-	-	-	-	59,500	-	-

Source: AEC based on fleet data provided by Council

APPENDIX F: AEC ENQUIRY INTO ASSETS WITH LOW UTILISATION AND MANAGEMENT RESPONSE

AEC has identified the following plant and fleet as historically being underutilised compared to the industry utilisation benchmarks and therefore should be investigated further as to whether there is business justification to continue owning the assets. In the table below please complete the columns to identify the current business use for the vehicle or plant, if disposed could the demand be placed on other owned asset, or a hire arrangement and any other concern should the vehicle of plant item be disposed of.

Passenger Vehicles

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2023 Subaru Forester DJ60LM - City Design	8,622	leaseback	
2017 Isuzu MU-X CL47GY - Building Services Management	9,465	pool car	already replaced, awaiting funding to purchase car - been on loan since 2022
2023 Hyundai Staria DJ90WO - Building Services Unit	10,523	leaseback	
2019 Nissan X-Trail CV84LK - Environmental Health	13,503	former leaseback, currently used as pool car pending recruitment	
2019 Hyundai Kona CS89SU - District Engineer - Southern	14,270	Depot pool car - used mostly by SIO southern	
2023 Hyundai Santa Fe DF85WO - Development Engineers	14,948	leaseback	

Source: AEC based on fleet data provided by Council

Removing the above listed passenger vehicles from the fleet is estimated to deliver $6,379 in operational savings per vehicle each year (or $44,653 in total) and avoid further capital investment in replacing the vehicles of an estimated $294,000 over the medium to long term. Council may also receive $156,000 in the disposal of these passenger vehicles.

Light Commercial Vehicles

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2015 Isuzu D-Max CF93AW - Building Services Unit	869	Public amenities cleaning	already replaced, awaiting funding to purchase car - been on loan since 2021
2023 Ford Transit DJ58KO - Bereavement Services Administration	1,242	Transportation of deceased between chapel and crematorium, staff transport	
2022 Mazda BT 50 DD66QK - Metal Fabrication	2,162	Was service ute for Fabrication shop, returned to fleet	Returned to fleet, replaced with leaseback for new supervisor
2023 Isuzu D-Max DG63LG - Compliance	2,782	Operational vehicle for Senior Compliance Officer	
2022 Isuzu D-Max DB23NU - Waste Services Administration	3,313	Transport of staff around and between waste depots	
2021 Toyota Hilux DB78WZ - Building Services Management	3,515	Operational vehicle for BS project manager, currently vacant	
2023 Isuzu D-Max DG19LG - Roads Asset Unit	4,758	Operational vehicle for Roads Unit Civil Engineer	

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2021 Mazda BT 50 DC41RM - Waste Management	4,989	Transport of staff around and between waste depots	
2021 Isuzu D-Max DB13NU - Training & Organisational Development	5,331	Pool car for training team, capacity to tow required	
2022 Isuzu D-Max DD35US - Waste Management	5,778	Transport of staff around and between waste depots	

Source: AEC based on fleet data provided by Council

Removing the above listed light commercial vehicles from the fleet is estimated to deliver $5,720 in operational savings per vehicle each year (or $68,640 in total) and avoid further capital investment in replacing the vehicles of an estimated $510,000 over the medium to long term. Council may also receive $240,000 in the disposal of these utilities.

Trucks

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2023 Hino XO86SH - District Engineer - Basin	375	Chipper body truck purchased for additional tree crew under EPA funding, no crew	
2012 Komatsu 30000895 - Waste Management	916	Dump Truck at Waste Facility	
2021 Hino XO87BL - District Engineer - Central	4,078	Large crane truck, used by Bridge & Jetty Crew to transport pontoons etc	
2022 Hino XO83IE - Mechanical Services	4,255	Mech workshop service truck, field servicing/breakdowns. Kept at depot	
2022 Hino XO80IE - Waste Services Administration	4,768	Tipper at waste depot	
2017 Hino CO70KW - Waste Ulladulla Depot	4,963	Tipper at waste depot	
2023 Hino XO60OH - District Engineer - Basin	5,077	EWP truck purchased for additional tree crew under EPA funding, no crew - used when older truck off road	
2020 Hino XN71QD - Bereavement Services Administration	5,359	Transport of staff /machinery between & around work sites	
2023 Hino XO01VH - Bereavement Services Administration	5,566	Transport of staff /machinery between & around work sites	Replaced, due to be returned for sale
2015 Hino XO35YU - Waste Huskisson Depot	5,731	Tipper at waste depot	
2023 Hino XO86TR - Bereavement Services Administration	6,179	Transport of staff /machinery between & around work sites	
2023 Iveco XO56UH - Water Other Operational Expenses	6,937	Water treatment plant vehicle, based at plant	
2018 Iveco CP50VK - Library	7,196	Mobile library	
2021 Hino XN80ZD - Mechanical Services	7,405	Mech workshop service truck, field servicing/breakdowns. Kept at depot	
2018 Iveco CR14TZ - Mechanical Services	7,466	Fabrication field work unit with Crane	
2018 Hino XN45BD - Waste Huskisson Depot	7,702	Tipper at waste depot	

Source: AEC based on fleet data provided by Council

Removing the above listed trucks from the fleet is estimated to deliver $286,000 in operational savings each year and avoid further capital investment in replacing the trucks of an estimated $2,140,000 over the medium to long term. Council may also receive up to $440,000 in the disposal of these trucks.

As outlined earlier in the report, a truck with low utilisation may have a requirement for high idling time and may be well utilised e.g., crane trucks and chipper trucks. There may therefore be limited opportunities to reduce such assets.

Heavy Plant

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2021 Loader Kubota 30003026 - SSF Central Sports Precincts	11		
2022 Loader Kubota 24706E - SSF Southern Sports Precincts	20		
2023 Excavator Komatsu 43313E - Bereavement Services Administration	78	Digging graves	
2019 Excavator Kubota 82359D - Wastewater Other Operational Expenses	79	Digging/refilling trenches for water asset maintenance	
2018 Loader Case 84041D - Water Other Operational Expenses	87	Digging/refilling trenches for water asset maintenance	
2018 Skid Steer Caterpillar 30002055 - Bereavement Services Administration	93	Grounds maintenance at cemetery	
2022 Excavator Komatsu 21160E - Operational Management & Administration	98	Digging/refilling trenches for water asset maintenance	
2023 Excavator Komatsu 30004011 - Plant Operations	113	Construction work under internal wet hire machine. Only commenced in service April 2024	
2023 Excavator Komatsu 30003825 - Wastewater Other Operational Expenses	123	Digging/refilling trenches for water asset maintenance	
2022 Excavator Caterpillar 30003313 - Wastewater Other Operational Expenses	127	Digging/refilling trenches for water asset maintenance	
2019 Excavator Kubota 9192D - Fleet and Mechanical Administration	138	Digging/refilling trenches for water asset maintenance	
2017 Excavator Kubota 72012D - Operational Management & Administration	142	Digging/refilling trenches for water asset maintenance	
2006 Loader Kubota 1535E - Shoalhaven Water	145	Digging/refilling trenches for water asset maintenance	
2010 Loader Venieri BH00QK - Wastewater Other Operational Expenses	146	Digging/refilling trenches for water asset maintenance & construction	
2014 Excavator Kubota 71180D - Wastewater Other Operational Expenses	150	Digging/refilling trenches for water asset maintenance	
2022 Skid Steer Bob Cat 27743E - Waste Nowra Depot	159	Maintenance at waste depot	
2016 Excavator Kubota 50065D - Fleet and Mechanical Administration	159	Replaced, pending auction	
2023 Excavator Komatsu 30003796 - Wastewater Other Operational Expenses	164	Digging/refilling trenches for water asset maintenance	
2023 Excavator Kubota 42676E - Water Other Operational Expenses	175	Digging/refilling trenches for water asset maintenance	
2023 Excavator Kubota 50465E - Water Other Operational Expenses	190	Digging/refilling trenches for water asset maintenance	

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2010 Loader Kubota 17548C - Water Other Operational Expenses	202	Digging/refilling trenches for water asset maintenance	
2020 Excavator Komatsu 01050E - Bereavement Services Administration	206	Digging graves	
2014 Excavator Komatsu 28558D - Operational Management & Administration	308	Digging/refilling trenches for water asset maintenance	

Source: AEC based on fleet data provided by Council

Removing the above listed heavy plant from the fleet is estimated to deliver $290,000 in operational savings each year and avoid further capital investment in replacing the heavy plant of an estimated $3,080,000 over the medium to long term. Council may also receive up to $460,000 in the disposal of this heavy plant.

Rollers

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2020 Wacker Neuson Tandem 99194D - District Engineer - Basin	35		
2020 Wacker Neuson Tandem 07175E - Plant Operations	50	Used by Fleet Wet Hire business, was spare so transferred to Fleet to utilise	
2009 Ammann Tandem 81909D - District Engineer - Southern	97		
2020 Wacker Neuson Tandem 99192D - District Engineer - Southern	106		
2020 Wacker Neuson Tandem 99193D - District Engineer - Central	115		
2015 Ammann Art 81910D - District Engineer - Southern	134		
2013 Ammann Tandem 1244U - District Engineer - Northern	136		
2015 Ammann Art 1243U - District Engineer - Southern	151		
2022 Wacker Neuson Smooth 30001E - Waste Ulladulla Depot	168	Waste depot maintenance - shared amongst all sites	
2014 Caterpillar Tyred 78298D - District Engineer - Basin	174		

Source: AEC based on fleet data provided by Council

Removing half of the above listed rollers from the fleet is estimated to deliver $38,000 in operational savings each year and avoid further capital investment in replacing the rollers of an estimated $280,000 over the medium to long term. Council may also receive up to $48,000 in the disposal of these rollers.

Mowers

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2020 John Deere Ride On 30001140 - Wastewater Other Operational Expenses	30	Treatment Plant mowing	
2016 John Deere Zero Turn 30001527 - Water Other Operational Expenses	32	Treatment Plant mowing	

Asset Description	Average Annual Utilisation	Specifically, what is the vehicle/plant currently used for?	Management Response - If disposed of comment on whether the demand for the asset could not be catered by other owned asset or a hire arrangement.
2020 John Deere Zero Turn 30001105 - Bereavement Services Administration	60	Grounds maintenance at cemetery	
2022 John Deere Ride On 30003635 - Wastewater Other Operational Expenses	62	Treatment Plant mowing	
2023 John Deere Zero Turn 30003608 - Operational Management & Administration	67	Treatment Plant mowing	
2019 John Deere Ride On 30002274 - Wastewater Other Operational Expenses	71	Treatment Plant mowing	
2022 John Deere Zero Turn 30003427 - SSF Northern Sports Precincts	73	Bomaderry sports mowing	
2021 John Deere Zero Turn 30002676 - Operational Management & Administration	76	Treatment Plant mowing	
2023 John Deere Ride On 30003640 - Waste Ulladulla Depot	78	Mowing at Ulladulla Waste facility	
2017 Toro Zero Turn 30001756 - SSF Northern Sports Precincts	81	nowra showground mower	
2023 John Deere Ride On 30003932 - SSF Northern Sports Precincts	84	Mower for Artie Smith Oval	
2020 John Deere Zero Turn 35000337 - Bereavement Services Administration	86	Grounds maintenance at cemetary	Replaced early with more suitable machine capable of fitting between headstones/lawnbeams
2022 John Deere Zero Turn 30003448 - SSF Northern Sports Precincts	88	Berry Rotary Park	
2019 John Deere Zero Turn 30002285 - Holiday Haven Administration	91	Mowing at Holiday Haven Swan Lake	
2018 John Deere Zero Turn 30002107 - Fleet and Mechanical Administration	92	Mowing at Holiday Haven Bendalong	
2021 John Deere Front Deck 30002908 - District Engineer - Central	96	Mowing in Central District	
2022 John Deere Front Deck 30002911 - SSF Southern Sports Precincts	102	Showground Mower (was milton, now up at Berry)	
2018 John Deere Ride On 30002091 - Sussex Waste Depot	122	Mowing at Waste facility	
2023 John Deere Ride On 30003637 - Wastewater Other Operational Expenses	124	Treatment Plant mowing	
2020 John Deere Zero Turn 30002505 - District Engineer - Central	135	Mowing in Central District	
2023 John Deere Ride On 30003636 - Wastewater Other Operational Expenses	138	Treatment Plant mowing	

Source: AEC based on fleet data provided by Council

Removing the above listed mowers from the fleet is estimated to deliver $120,000 in operational savings each year and avoid further capital investment in replacing the mowers plant of an estimated $375,000 over the medium to long term. Council may also receive up to $150,000 in the disposal of these mowers.

APPENDIX G: FIT FOR PURPOSE CHECKLIST

FLEET ASSETS - FIT FOR PURPOSE CHECKLIST

This checklist is to be used by **INSERT NAME** staff to determine the operational requirements prior to the procurement of all fleet vehicles, trucks and plant. The final approved checklist is to be used by the FLEET Team (FLEET) together with any necessary trials and demonstrations to prepare all relevant specifications, designs, and drawings, which will then be required to be reviewed by the relevant Manager before procurement commences. The final checklist **shall only be amended, or a new checklist developed** if there is a demonstrated change in operational requirements, new technology, and changes to Legislation or emerging safety and environmental issues that necessitate a review.

Each item is to be used to identify any special requirements, quantities, or operating conditions applying to the equipment or vehicle. These should be noted as comments to enable FLEET to facilitate the preparation of the final designs and specifications.

FLEET ASSET CLASS: _____

ASSET DESCRIPTION:

SUMMARY OF KEY TASKS:

1. _____

2. _____

3. _____

4. _____

ITEM	ISSUE ADDRESSED	NOT APPLICABLE	COMMENTS	COMPLETED BY	DATE COMPLETED	IS REVIEW REQUIRED & WHEN?
1. **OPERATING ENVIRONMENT & GENERAL CONDITIONS**						
1.1. Primary location - metropolitan, no off-road use.						
1.2. Primary location – off road, construction, beach, corrosive environment.						
1.3. Drive configuration. 4X2, 4X4, 6X4, 8X4, diff locks for off road use. Automatic or manual transmission. Automatic preferred.						
1.4. Regular night operations, task lighting. E.g. flood, spot lights						
1.5. Unit size, parking, manoeuvring, space or height restrictions.						
1.6. Multi shift, different drivers/operators.						
1.7. Driving distances & fatigue management, seating arrangements and comfort level.					/ /	
1.8. Fuel type, tank sizes & range, including BEV range and charging.						
1.9. Engine power & transmission/drive line suitable for the application & towing.						
1.10. All instrumentation to be correctly labelled.						
1.11. Additional battery capacity. If inverter required, state type of load.						
1.12. Towing requirements including braking type. E.g. hitch type & capacity, electric or air brakes.						

ITEM	ISSUE ADDRESSED	NOT APPLICABLE	COMMENTS	COMPLETED BY	DATE COMPLETED	IS REVIEW REQUIRED & WHEN?
2. LOADS & EQUIPMENT						
2.1. All significant loads other than standard equipment, tools and materials, which may be carried on the unit, are identified including types and weight. A list is to be provided with this checklist.						
2.2. Standard equipment, materials & tools lists including weights of each item are to be provided with this checklist.						
2.3. Tipper body is required. State capacity, configuration & load types. Load cover may be required.						
2.4. Any special requirements regarding equipment storage and retrieval in the correct order.						
2.5. Logistics options to carrying loads on the vehicles have been considered & adopted where practical.					/ /	
2.6. GP crane required & capacity in tonne metres. Location of crane.						
2.7. Security of loads has been included. Refer to the Load Restraint Guide for additional information.						
2.8. Carrying of hazardous substances. E.g. LP Gas, OXY/acetylene, fuel, solvents, asbestos, waste.						
2.9. Approved compartments or storage facilities provided. Final layout to be approved by User prior to procurement.						

ITEM	ISSUE ADDRESSED	NOT APPLICABLE	COMMENTS	COMPLETED BY	DATE COMPLETED	IS REVIEW REQUIRED & WHEN?
2.10. Physical security from theft.						
2.11. Loads are carried that may create dust or projectiles.						
2.12. Cargo barriers are required.						
2.13. High or low temperature considerations for loads or materials.						
2.14. Loading & unloading of equipment & materials - cranes, forklifts, manual handling has been assessed and solutions developed.					/ /	
2.15. Weather protection for materials not in secure storage.						
2.16. Unit GVM and axle capacities not to be exceeded. Design calculations & or trials may be required from FLEET before the final design is approved.						
2.17. The tare weight and loads of all trailers that may be towed by this unit have been identified and will be assessed by FLEET as part of the GVM plus axle loadings and GCM calculations before the final design is approved.						

ITEM	ISSUE ADDRESSED	NOT APPLICABLE	COMMENTS	COMPLETED BY	DATE COMPLETED	IS REVIEW REQUIRED & WHEN?
3. TRAILERS						
3.1. The trailer size is adequate for the loads and equipment to be carried.						
3.2. The trailer braking system is matched to the towing unit.						
3.3. The ergonomics when connecting & disconnecting the trailer. E.g. coupling type and tow ball down force, jockey wheel arrangement.						
3.4. Ergonomics and safety when loading/unloading trailers including drop down ramps and sides.						
3.5. Load tie down points on sides not floor where possible. Check trailer load rating.						
3.6. Rear visibility for the driver of the tow unit. Reversing camera.					/ /	
3.7. Trailer parking brake arrangement.						
3.8. Tipping trailers including stability when raised.						
3.9. Rear/front stabiliser legs.						
4. DRIVERS & PASSENGERS						
4.1. The driver has the required training. E.g. 4WD, towing trailers, operation of specialised equipment fitted to the unit.					/ /	

ITEM	ISSUE ADDRESSED	NOT APPLICABLE	COMMENTS	COMPLETED BY	DATE COMPLETED	IS REVIEW REQUIRED & WHEN?
4.2. The number of passengers regularly carried and their tools & equipment. Storage for harness, rain gear, food containers, personal tools, apprentice tools.						
4.3. Are members of the public or children carried in the unit?					/ /	
5. SAFETY						
5.1. Machine guards, interlocks, support props, failsafe devices, operating & warning signs and lights fitted.						
5.2. Noise levels for operator, bystanders & customers. E.g. reverse alarms, pumps, motors and generators. Comply with statutory requirements. Tests required.						
5.3. Remote controls & emergency stops. Remotes to replicate the main control functions. Storage for remotes. Consider interference with other transmitters.					/ /	
5.4. Ergonomics for equipment & materials handling.						
5.5. Hot surfaces & liquids, sharp edges, slippery surfaces, when wet.						
5.6. Fumes, gases & vapours. E.g. exhaust diversion and confined spaces/storages.						
5.7. First aid kit and fire extinguisher in some units.						

ITEM	ISSUE ADDRESSED	NOT APPLICABLE	COMMENTS	COMPLETED BY	DATE COMPLETED	IS REVIEW REQUIRED & WHEN?
5.8. Physical access on to & around the unit including Australian Standard specifications. E.g. kerbside access, head height.						
5.9. Unit to have ABS, AEB, & Electronic Stability Control, Traction Control or Diff Locks where available.						
5.10.ANCAP rating where applicable, minimum 5.						
5.11.Radar cruise control, air-conditioning where applicable & available.						
5.12.All relevant Australian Standards & Statutory requirements identified and complied with.					/ /	
5.13.Tyre pressure monitoring where available. Wheel nut indicators.						
5.14.Reversing sensors & camera where available.						
5.15.Headlights on/daylight running lights.						
5.16.Driver, passenger, curtain, knee, side airbags where available.						
5.17.No sharp objects in the cabin. E.g. fire extinguishers, location of computer to be in accordance with ADR rules.						

ITEM	ISSUE ADDRESSED	NOT APPLICABLE	COMMENTS	COMPLETED BY	DATE COMPLETED	IS REVIEW REQUIRED & WHEN?
6. VEHICLE FITOUT, BODY DESIGN & ADDITIONAL ACCESSORIES						
6.1. All accessories are approved by the OEM or are designed by an appropriately qualified person.						
6.2. Lightweight materials are used where practical. E.g. marine grade aluminium, high strength steels.						
6.3. Body configuration & storage cupboards, trays, racks, and hooks suitable for the intended operational tasks & to match the approved equipment, tools & materials lists. Weight distribution is to be considered by FLEET before the final design is approved.						
6.4. Storage accessibility for regularly used equipment on kerbside. E.g. safety cones, ladders.					/ /	
6.5. Durability of construction consistent with the intended life of the body. E.g. minimum of three rotations.						
6.6. Task lighting & interior cupboard lighting, LED where possible.						
6.7. Weatherproofing of storage cupboards						
6.8. Specialised additional equipment supplier to be consulted about fitment and operation including risks.						

ITEM	ISSUE ADDRESSED	NOT APPLICABLE	COMMENTS	COMPLETED BY	DATE COMPLETED	IS REVIEW REQUIRED & WHEN?
7. OPERATING COSTS AND SUPPORT						
7.1. Standard unit operating costs are available. E.g. cost per km, average total cost per year						
7.2. Life cycle costs estimated and hire rate calculated.						
7.3. Are alternative units available.					/ /	
7.4. Product support required, spare parts availability, special service tools. OEM local support.						
7.5. Is hire/rental/lease option available.						
8. CONSULTATION & INDUCTION						
8.1. Is risk assessment required?						
8.2. All key stakeholders identified and consulted as appropriate.					/ /	
8.3. Any special handover & induction training required – operations and maintenance. All induction and training to be provided by the OEM or a qualified trainer and properly recorded.						

9. APPROVALS & ENDORSEMENTS

FLEET ASSET CLASS _____

DESCRIPTION:_____

NAME	TITLE	INTEREST	SIGNATURE	DATE
	Fleet Manager	Endorsement. **FLEET has been consulted.**		/ /
	User Manager/Customer	Endorsement. **User Managers have been consulted**		/ /
Relevant DIRECTOR	DIRECTOR	Approval		/ /

APPENDIX H: OPERATING COSTS PER FUND

GENERAL FUND

Fleet Category	Count	Total Annual Operating Costs	Proportion of Feet Operating Costs	Depreciation	Return on Capital	Registration	Insurance	Garaging	Administration Overheads	Fuel and Oil	Maintenance/ Repairs
Passenger Vehicles	123	1,528,977	13.9%	532,387	217,747	98,610	48,353	7,623	60,809	396,463	166,985
Light Commercial	168	2,307,835	21.0%	900,642	234,245	136,352	58,708	9,874	73,832	552,186	341,994
Trucks	94	3,289,433	30.0%	1,085,066	300,751	99,320	98,071	18,162	123,335	538,434	1,026,294
Heavy Plant	33	1,629,613	14.8%	393,090	189,451	8,822	48,963	9,629	61,577	432,387	485,694
Small Plant	1,096	215,586	2.0%	155,725	59,861	-	-	-	-	-	-
Mowers	57	577,270	5.3%	159,268	52,439	2,313	13,536	2,023	17,022	149,338	181,331
Trailers	124	448,135	4.1%	101,494	44,687	37,074	14,524	2,546	18,265	-	229,546
Attachments	28	139,139	1.3%	82,866	5,200	159	5,252	1,083	6,604	-	37,975
Roller	16	376,579	3.4%	94,498	29,675	2,676	12,086	2,036	15,200	82,855	137,553
Other	101	467,120	4.3%	207,034	41,861	-	37,055	5,124	50,326	491	125,229
Total	**1,840**	**10,979,687**	**100.0%**	**3,712,071**	**1,175,917**	**385,326**	**336,548**	**58,100**	**426,971**	**2,152,154**	**2,732,601**

Source: AEC modelling of data supplied by Council

WATER FUND

Fleet Category	Count	Total Annual Operating Costs	Proportion of Feet Operating Costs	Depreciation	Return on Capital	Registration	Insurance	Garaging	Administration Overheads	Fuel and Oil	Maintenance/ Repairs
Passenger Vehicles	17	227,880	7.5%	75,721	31,913	13,684	6,921	1,054	8,704	66,317	23,566
Light Commercial	63	892,607	29.5%	347,274	94,810	51,132	22,637	3,793	28,469	213,583	130,909
Trucks	27	945,045	31.3%	320,351	122,143	27,509	32,377	5,393	40,718	161,497	235,055

Fleet Category	Count	Total Annual Operating Costs	Proportion of Feet Operating Costs	Depreciation	Return on Capital	Registration	Insurance	Garaging	Administration Overheads	Fuel and Oil	Maintenance/ Repairs
Heavy Plant	20	545,128	18.0%	101,917	61,937	6,738	14,918	4,277	18,762	146,738	189,841
Small Plant	330	123,653	4.1%	85,166	38,486	-	-	-	-	-	-
Mowers	9	48,691	1.6%	6,208	2,135	365	674	184	848	11,113	27,164
Trailers	40	159,123	5.3%	45,576	23,730	13,485	6,464	827	8,130	-	60,911
Attachments	5	29,757	1.0%	21,032	431	13	1,333	204	1,676	-	5,067
Other	12	51,935	1.7%	21,271	6,744	-	1,921	425	3,846	-	17,728
Total	**523**	**3,023,818**	**100.0%**	**1,024,517**	**382,330**	**112,927**	**87,246**	**16,157**	**111,153**	**599,248**	**690,241**

Source: AEC modelling of data supplied by Council

SEWER FUND

Fleet Category	Count	Total Annual Operating Costs	Proportion of Feet Operating Costs	Depreciation	Return on Capital	Registration	Insurance	Garaging	Administration Overheads	Fuel and Oil	Maintenance/ Repairs
Passenger Vehicles	2	32,093	1.8%	9,246	4,405	1,623	861	136	1,083	11,344	3,395
Light Commercial	20	273,264	15.1%	106,117	27,815	16,232	6,917	1,171	8,699	65,804	40,508
Trucks	22	629,910	34.8%	214,079	62,049	21,512	20,035	3,725	25,197	115,428	167,883
Heavy Plant	9	261,632	14.5%	78,545	35,590	4,129	12,777	3,105	16,068	54,170	57,248
Small Plant	309	106,065	5.9%	72,605	33,460	-	-	-	-	-	-
Mowers	15	93,071	5.1%	16,000	7,173	608	1,738	306	2,186	19,787	45,273
Trailers	29	117,959	6.5%	47,797	3,735	9,956	6,628	538	8,336	-	40,968
Attachments	16	103,224	5.7%	79,206	2,266	-	5,020	633	6,313	-	9,786
Other	32	192,115	10.6%	79,457	25,107	-	11,143	1,445	14,291	864	59,807
Total	**454**	**1,809,332**	**100.0%**	**703,051**	**201,600**	**54,061**	**65,120**	**11,061**	**82,173**	**267,397**	**424,870**

Source: AEC modelling of data supplied by Council

WASTE MANAGEMENT

Fleet Category	Count	Total Annual Operating Costs	Proportion of Feet Operating Costs	Depreciation	Return on Capital	Registration	Insurance	Garaging	Administration Overheads	Fuel and Oil	Maintenance/ Repairs
Passenger Vehicles	4	52,105	1.3%	18,247	7,634	3,209	1,650	242	2,075	13,880	5,167
Light Commercial	14	187,253	4.7%	77,714	19,867	11,363	5,066	831	6,371	37,649	28,393
Trucks	16	783,241	19.7%	241,328	93,751	25,749	25,677	3,875	32,291	144,606	215,963
Heavy Plant	17	2,811,074	70.8%	723,221	270,578	4,027	73,446	9,262	92,366	776,090	862,084
Small Plant	57	16,500	0.4%	11,398	5,102	-	-	-	-	-	-
Mowers	5	32,257	0.8%	6,626	2,195	203	720	102	905	6,415	15,091
Trailers	12	65,483	1.6%	24,701	11,247	2,970	3,527	180	4,436	-	18,423
Attachments	1	2,335	0.1%	1,436	-	-	91	41	114	-	652
Roller	1	11,053	0.3%	3,472	1,487	167	333	54	419	2,560	2,560
RFS	-	-	0.0%	-	-	-	-	-	-	-	-
Other	2	10,826	0.3%	4,014	1,459	-	577	95	726	-	3,955
Total	**129**	**3,972,126**	**100.0%**	**1,112,158**	**413,320**	**47,687**	**111,086**	**14,682**	**139,703**	**981,200**	**1,152,289**

Source: AEC modelling of data supplied by Council

APPENDIX I: REPAIR CODES

Group	Code	Description
01 Engine	01A	Engine Overhaul
	01B	Exhaust System Repairs
	01C	Muffler Repairs
	01D	Engine Oil Leak Repairs
	01E	Emission Control Repairs
	01F	Turbo Charger Repairs
	01G	Tune Motor
	01H	Miscellaneous Engine Repairs
02 Transmission / Gearbox	02A	Transmission / Gearbox Overhaul
	02B	Repair Clutch Linings / Packs
	02C	Clutch Adjustments
	02D	Miscellaneous Repairs Trans / Gearbox
03 Drives	03A	Universal Joint Repairs
	03B	Drive Chain Repairs
	03C	Drive Gear Repairs
	03D	Reduction Box Repairs
04 Differentials / Axles / Hubs	04A	Differentials / Axles / Hubs Overhauls
	04B	Two Speed Repairs
	04C	Diff Lock Repairs
	04D	Front Axle Replacement
	04E	Trailer Hub Repairs
	04F	Miscellaneous Repairs Differentials / Axles / Hubbs
05 Final Drives Heavy Equipment	05A	Final Drive Overhaul
	05B	Oil Leak Repairs – Final Drive
	05C	Repair Worn Idler / Rollers
	05D	Track Adjuster Repairs
	05E	Miscellaneous Repairs To Final Drive
06 Ground Contact / Tyres	06A	Replacement Due To Wear
	06B	Puncture Repairs
	06C	Repair / Replace Wheel
	06D	Wheel Bearings Replaced
07 Brakes	07A	Brake System Overhaul
	07B	Lining Replacement
	07C	Drum / Hub / Disc Machine
	07D	Brake Line Repaired
	07E	Adjust Brakes
	07F	Master Cylinder Repairs
	07G	Handbrake Repairs
	07H	Miscellaneous Brake Repairs
08 Lubrication	08A	Lube Pump Overhaul
	08B	Oil Cooler Repairs
	08C	Miscellaneous Lubrication Repairs
09 Steering	09A	Steering Ball Joint Repairs
	09B	Steering Alignment
	09C	Tie Rods Repairs
	09D	Wheel Bearings Replaced
	09E	Repair To Steering Column

Group	Code	Description
	09F	Miscellaneous Steering Repairs
10 Cab / Bodywork	10A	Repair Non Accident Cab / Body Damage
	10B	Accident Repair Cab / Body
	10C	Paint Cab / Body
	10D	Replace Glass
	10E	Repair Steps / Ladders
	10F	Repair Trim
	10G	Repair / Replace Seat
	10H	Replace Seat Belt
	10J	Miscellaneous Repairs To Cab Body
11 Suspension	11A	Replace Shock Absorbers
	11B	Repair / Replace Spring
	11C	Pin / Shackles Repairs
	11D	Replace Air Bag
	11E	Suspension Damage Repaired
	11F	Reset Springs
	11G	U' Bolts Replaced
	11H	Miscellaneous Suspension Repairs
12 Frame	12A	Repair Cracks In Frame
	12B	Modification To Frame
	12C	Mechanical Frame Damage Repairs
	12D	Straighten Frame Members
	12E	Tow Point Repairs
	12F	Cutting Deck Repairs
	12G	Miscellaneous Repairs to Frame
13 Tray	13A	Weld Repair Cracks In Frame
	13B	Replace Tray Lining
	13C	Repair Catches / Hinges Tray
	13D	Inspect Tray
	13E	Miscellaneous Repairs to Tray
14 Ground And Other Cutting	14A	Wear Replacement
	14B	Damage Repair Cutting Gear
	14C	Repair LPG Gas
	14D	Miscellaneous Repairs To Ground / Cut
15 Accident	15A	Operator Caused Damage
	15B	Unavoidable Damage
	15C	Accident 3rd Party Outside
	15D	Vandalism
	15E	Miscellaneous Accident Repairs
16 Electrical Systems	16A	Replace Electrical Harness
	16B	Repair Replace Instruments
	16C	Starter Motor Overhaul
	16D	Alternator / Generator Over Haul
	16E	Repair Warning Lights
	16F	Safety Shutdown System Repairs
	16G	Lighting Repairs
	16H	Hour meter Repairs
	16J	Battery Replace
	16K	Computer Replacement

Group	Code	Description
	16L	Miscellaneous Accident Repairs
17 Air Brakes	17A	Air Brake Compressor Repairs
	17B	Miscellaneous Repairs To Air Brakes
18 Hydraulic	18A	Overhaul Hydraulic Pump
	18B	Overhaul Hydraulic Ram
	18C	Test Hydraulic System
	18D	Miscellaneous Repairs To Hydraulic System
19 Cooling	19A	Repair Radiator
	19B	Replace Radiator Hoses
	19C	Flush / Treat Cooling System
	19D	Water Pump Repairs
	19E	Replace Fan Belts
	19F	Miscellaneous Repairs To Cooling System
20 Service	20A	Service Out Of Sequence
	20B	250HR / 15000KM Lube
	20C	500HR / 30000KM Lube
	20D	1000HR / 45000KM Lube
	20E	Engine Oil Change & Filter
	20F	Clean Screen Filters
	20G	Service By Dealer
	20H	Oil Sample Taken
	20J	Routine Service
	20K	Service As Comments Screen
	20L	PM Service 6 Monthly
	20M	PM Service 12 Monthly
	20N	Miscellaneous Repairs To Cooling System
21 Air Conditioning	21A	Overhaul Air Conditioning
	21B	Recharge Air Conditioning
	21C	Inspect Air Conditioning
	21D	Miscellaneous Repairs To Cooling System
22 Vacuum	22A	Overhaul Vacuum Pump
	22B	Replace Vacuum Belts
	22C	Miscellaneous Repairs To Cooling System
23 Warranty	22A	Miscellaneous Warranty Repairs
24 Return	24A	Checked For Service Return
	24B	Prepare For Service (New Plant)
	24C	Prepare For Disposal
	24D	Roadworthy Inspection
	24E	Machinery
	24F	Certificate Of Inspection
	24G	Miscellaneous Machinery Repairs
25 Pumps	25A	Miscellaneous Pump Repairs
26 Compressor Unit	26A	Compressor Over Haul
	26B	Miscellaneous Compressor Unit Repairs
27 Fuel System	27A	Fuel Injectors
	27B	Fuel Lift Pump Overhaul
	27C	Fuel Tank Repairs
	27D	Carburettor Repairs
	27E	Replace Fuel Filter

Group	Code	Description
	27F	Miscellaneous Fuel System Repairs
28 Welding Repairs	28A	Build Up Hard Face
	28B	Manufacture
	28C	Bucket Repaired
	28D	Miscellaneous Welding Work
29 Miscellaneous	29A	Replace Wire Rope
	29B	Hook Repaired
	29C	Pneumatic Tools Repairs
	29D	Repair Hose & Couplings
30 Road Sweepers & Flushers	30A	Replace Gutter Brooms
	30B	Replace Wide Sweep Broom
	30C	Replace Water Sprays
	30D	Replace Wear Plates
	30E	Repair Flusher Water Pumps
	30F	Miscellaneous Repairs To Road Sweepers

Source: AEC

APPENDIX J: REPLACED ASSETS STILL IN USE

Asset Description	Item Plant #	Department	Acquisition Date	Exp Replacement Date	Exp Sale Price	Status
GF - REG#:Y40081-DEAN- PLANT TRAILER PLANT--WHITE	30000899	Works and Services	6/11/2012	6/11/2020	$ 4,050	Replaced, not returned
GF - REG#:TJ61QR-EGR- GALV MOWER PLANT TRAILER PLANT--GAL	30000816	Works and Services	18/05/2012	18/05/2022	$ 1,013	Replaced, not returned
GF - REG#:10679E-CATERPILLAR-432F EXT+4 BACKHOE-AUTO DIESEL 4LT-YELLOW	30001668	Works and Services	27/04/2017	27/04/2024	$ 61,999	Replaced, not returned
GF - REG#:81905D-JOHN DEERE-315SJ EXT+T BACKHOE-DIESEL 69KW-YELLOW	30000725	Works and Services	30/03/2011	30/03/2018	$ 40,688	Replaced, not returned
GF - REG#:CN00ED-FORD-RANGER SUPCA N/A UTILITY DUALCAB-AUTO DIESEL 3.0-WHITE	30001915	Works and Services	27/02/2018	27/02/2021	$ 19,043	Temporary Hire - no funding
GF - REG#:DI00SC-FORD-RANGER SUPCA XL 4X4 UTILITY DUALCAB-AUTO DIESEL 3.2-COOL WHITE	30001973	Building Services	30/04/2018	30/04/2021	$ 18,430	Temporary Hire - no funding
GF - REG#:CN12ED-FORD-RANGER SUPCA XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-FROZEN WHITE	30001974	Works and Services	30/04/2018	30/04/2021	$ 15,211	Temporary Hire - no funding
GF - REG#:CN15ED-FORD-RANGER SUPCA XL 4X4 UTILITY DUALCAB-AUTO DIESEL 3.2-COOL WHITE	30001989	Shoalhaven Water Operations & Maintenance	23/05/2018	22/05/2021	$ 20,328	Temporary Hire - no funding
GF - REG#: XO42OX -HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	30001297	Works and Services	20/05/2015	20/05/2022	$ 11,911	Replaced, not returned
GF - REG#:CG77KM-HINO-300 SERIES TOOLB TRUCK DUALCAB-MANUAL DIESEL 4LT-WHITE	30001391	Works and Services	15/12/2015	15/12/2020	$ 9,700	Replaced, not returned
GF - REG#:CL32LA-FORD-RANGER SUPCA UTILITY-AUTO DIESEL 2.2-ARCTIC WHITE	35000212	Works and Services	14/11/2019	14/11/2022	$ 16,582	Replaced, not returned
GF - REG#:CG61EL-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-MANUAL DIESEL 4LT-WHITE	30001381	Works and Services	4/12/2015	4/12/2021	$ 11,972	Replaced, not returned
GF - REG#:CX89FS-FORD-RANGER SP/CAB XL UTILITY SPACECAB - AUTO - DIESEL 3.2	30002414	Works and Services	16/09/2020	16/09/2023	$ 19,384	Replaced, not returned
GF - REG#:CN57XA-HYUNDAI-ILOAD VAN4 VAN VAN-AUTO DIESEL 2.5-CREAMY WHITE	30001878	Building Services	8/01/2018	8/01/2021	$ 17,954	Temporary Hire - no funding
GF - REG#:CT94PB-MITSUBISHI-TRITON 54IN CUT UTILITY DUALCAB-AUTO DIESEL 2.4L-WHITE	30002282	Building Services	18/07/2019	18/07/2022	$ 18,002	Temporary Hire - no funding
GF - REG#:CL49LA-FORD-RANGER CREW XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-ARCTIC WHITE	35000308	Shoalhaven Swim Sport Fitness	28/04/2020	28/04/2023	$ 16,076	Temporary Hire - no funding
GF - REG#:CU25RT-ISUZU-D-MAX D/CAB SX UTILITY DUALCAB-AUTO DIESEL 3.0-SPLASH WHITE	30002116	Works and Services	1/11/2018	1/11/2021	$ 15,096	Temporary Hire - no funding
GF - REG#:79330D-KUBOTA-F3690 72IN D RIDEON MOWER 4X4-AUTO DIESEL 36 HP-ORANGE	30002083	Works and Services	23/09/2018	24/09/2021	$ 6,513	Replaced, not returned
GF - REG#:CL80LA-FORD-RANGER S/CAB XL 4X4 UTILITY SINGLCAB-AUTO DIESEL 3.2-ARTIC WHITE	30002171	Natural Disasters	22/01/2019	22/01/2022	$ 20,697	Temporary Hire - no funding

Asset Description	Item Plant #	Department	Acquisition Date	Exp Replacement Date	Exp Sale Price	Status
GF - REG#:CL47GY-ISUZU-MU-X SW4 LS-M 4X2 PASSENGER WAGON-AUTO DIESEL 3.0L-SPLASH WHITE	30001776	Building Services	6/09/2017	6/09/2020	$ 20,001	Temporary Hire - no funding
GF - REG#:TJ61QR-EGR- GALV MOWER PLANT TRAILER PLANT--GAL	30000816	Works and Services	18/05/2012	18/05/2022	$ 1,013	Replaced, not returned
GF - REG#:6655U-TORO-4000D 11FT MOWER 4X4-AUTO DIESEL 1.5LT T-RED	30001756	Shoalhaven Swim Sport Fitness	8/08/2017	8/08/2022	$ 19,364	Replaced, not returned
GF - REG#:TH04DS-SEWELL-TB2000E TRAIL BROOM ROAD SWEEP- DIESEL 3CYL-YELLOW	30000758	Works and Services	22/06/2011	22/06/2021	$ 4,830	Replaced, not returned
GF - REG#:CX93FS-Ford Ranger Dual Cab Ute 4x4	30002496	Certification & Compliance Services	27/08/2020	14/11/2023	$ 22,860	Temporary Hire - no funding
GF - REG#:CX91FS-FORD RANGER DUAL CAB XL UTE 4X4	30002498	Certification & Compliance Services	2/11/2020	10/11/2023	$ 22,949	Temporary Hire - no funding
GF - REG#:81907D-BOMAG-BW120AD-4 TANDEM VIBRATORY ROLLERS ROLLER-HYDRA DIESEL 2.6LT-YELLOW	30000401	Waste Management Services	28/06/2007	30/06/2017	$ 6,389	Replaced, not returned
GF - REG#:81909D-AMMANN-AV26-2 TANDEM VIBRATORY ROLLERS ROLLER-HYDRA DIESEL-GREEN/YELLOW	30000597	Works and Services	2/12/2009	2/11/2019	$ 6,750	Replaced, not returned
SE - REG#:N/A-JOHN DEERE-6FTX4FT TIP TRUCK DUMPER SINGLCAB-AUTO DIESEL 854CC-GREEN	30001373	Shoalhaven Water Operations & Maintenance	17/07/2015	17/07/2020	$ 4,213	Replaced, not returned
SE - REG#: DJ47WX - FUSO-CANTER FEA61BR4SF TRUCK SINGLCAB-MANUAL DIESEL 3.0L-WHITE	30001376	Shoalhaven Water Operations & Maintenance	15/12/2015	15/12/2020	$ 8,458	Replaced, not returned
SE - REG#:CT62JR-FORD-RANGER SUPCA XL UTILITY DUALCAB-AUTO DIESEL 2.2TD-COOL WHITE	30001874	Works and Services	4/12/2017	4/12/2020	$ 14,815	Replaced, not returned
GF - REG#:CW14LX-TOYOTA-HIACE LWB VAN-AUTO DIESEL 2.8L-WHITE FRENCH VANILLA	35000306	Building Services	22/04/2020	22/04/2023	$ 19,665	Temporary Hire - no funding
WA - REG#:81904D-VOLVO-BL71B EXT+T BACKHOE- DIESEL 5LT-YELLOW	30001068	Shoalhaven Water Operations & Maintenance	5/11/2013	5/11/2020	$ 38,503	Replaced, not returned
SE - REG#:XO29YU - ISUZU-FXY1500 T6X4 TIP TRUCK SINGLCAB-MANUAL DIESEL 9.8LT-WHITE/BLUE	30001232	Shoalhaven Water Operations & Maintenance	23/12/2014	23/12/2021	$ 35,434	Replaced, not returned
WA - REG#:CF93AW-ISUZU-D-MAX S/CAB SX UTILITY SINGLCAB-AUTO DIESEL 3.0-WHITE	30001334	Building Services	23/09/2015	23/09/2018	$ 15,261	Temporary Hire - no funding
WA - REG#:XO26QS-HINO-300 SERIES TOOLB TRUCK DUALCAB-MANUAL DIESEL 4LT-WHITE/BLUE	30001469	Shoalhaven Water Operations & Maintenance	18/07/2016	18/07/2022	$ 11,818	Replaced, not returned
WA - REG#:28558D-KOMATSU-PC30MR-3 EXCAVATOR-HYDRA DIESEL 1.6-YELLOW	30001106	Shoalhaven Water Operations & Maintenance	5/02/2014	5/02/2020	$ 19,091	Replaced, not returned
WA - REG#:02082C-KUBOTA-KX71-3S MINI EXCAVATOR-AUTO DIESEL 1.5LITRE-ORANGE	30000734	Shoalhaven Water Operations & Maintenance	6/04/2011	6/04/2016	$ 16,658	Replaced, not returned

Asset Description	Item Plant #	Department	Acquisition Date	Exp Replacement Date	Exp Sale Price	Status
GF - REG#:CN26CC-HINO-817 SERIES MANCO TRUCK GARBAGE SINGLCAB-AUTO DIESEL-YELLOW	30001462	Waste Management Services	15/06/2016	15/06/2022	$ 31,570	Replaced, not returned
GF - REG#:CN44PF-HINO-817 SERIES MANCO TRUCK GARBAGE SINGLCAB-AUTO DIESEL-BLUE	30001463	Waste Management Services	15/06/2016	15/06/2022	$ 31,573	Replaced, not returned
GF - REG#:CO32FW-MITSUBISHI-TRITON D/CAB GLX UTILITY DUALCAB-AUTO DIESEL 2.5-STERLING SILVER	30001931	Works and Services	27/03/2018	27/03/2021	$ 17,309	Temporary Hire - no funding

Source: AEC based on fleet data provided by Council

APPENDIX K: CONDITION ASSESSMENT

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30000725	81905D	REG#:81905D-JOHN DEERE-315SJ EXT+T BACKHOE- DIESEL 69KW-YELLOW	30/03/2011	13.1	5,188	Backhoe	Works and Services	District Engineer - Basin	4	
30000930		REG#:71218D-JCB-3CX ECO BACKHOE-AUTO DIESEL 4.4-YELLOW	12/12/2012	11.4	5,985	Backhoe	Works and Services		3	Bomaderry yard m/c
30001068		Volvo backhoe	5/11/2013	10.5	2,813	Backhoe	Shoalhaven Water Operations & Maintenance	Operational Management & Administration	4	
30001413	1242U	REG#:1242U-CATERPILLAR-432F EXT+4 BACKHOE-AUTO DIESEL 4LT-YELLOW	2/03/2016	8.2	4,361	Backhoe	Shoalhaven Water Operations & Maintenance	Operational Management & Administration	3	
30001668		CAT 432F 10679E	27/04/2017	7.0	2,750	Backhoe	Works and Services	District Engineer - Southern	3	Ulladulla yard m/c
30002267	89841D	REG#:89841D-CATERPILLAR-432F EXT+4 BACKHOE-AUTO DIESEL 4LT-YELLOW	17/05/2019	5.0	3,441	Backhoe	Commercial Services	Fleet & Mechanical Services	2	
30002417	06955E	REG#:06955E-CASE 695ST BACKHOE	4/09/2020	3.7	1,356	Backhoe	Works and Services	District Engineer - Northern	3	Major repairs, retain
30002920	28863E	CAT 432F2 Backhoe REG 28863E	20/05/2022	1.9	1,215	Backhoe	Works and Services	District Engineer - Basin	1	
30002919	28864E	CAT 432F2 Backhoe REG 28864E	20/05/2022	1.9	719	Backhoe	Works and Services	District Engineer - Southern	1	10 years plus
30003313	36764E	CAT 432 Backhoe REG 36764E	31/10/2022	1.5	190	Backhoe	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	
30003521	39134E	CAT 432 Backhoe - REG#39134E	30/06/2023	0.8	370	Backhoe	Works and Services	Roads Construction Unit Management	1	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30001531		TANA-E520 52T LANDFILL COMPACTOR-AUTO DIESEL 15 LT-YELLOW	21/11/2016	7.4	14,125	Compactor - landfill	Waste Management Services	Waste Depot Operations	3	For disposal To be auctioned on site
30003921		Liebherr L506C Compact wheeled loader	11/07/2023	0.8	327	Compactor - landfill	Waste Management Services	Waste Depot Operations	1	
30000734	02082C	REG#:02082C-KUBOTA-KX71-3S MINI EXCAVATOR-AUTO DIESEL 1.5LITRE-ORANGE	6/04/2011	13.1	3,271	Excavator <10T	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	
30001101	71180D	REG#:71180D-KUBOTA-KX018-4 EXCAVATOR-AUTO DIESEL 900CC-ORANGE	29/01/2014	10.3	1,537	Excavator <10T	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
30001392		Kubota excavator U2513	9/02/2016	8.2	1,309	Excavator <10T	Commercial Services	Fleet & Mechanical Services	3	To go to auction
30001866	72012D	REG#:72012D-KUBOTA-U17-3 EXCAVATOR-AUTO DIESEL-ORANGE	12/12/2017	6.4	904	Excavator <10T	Shoalhaven Water Operations & Maintenance	Operational Management & Administration	3	
30002261	82077D	REG#:82077D-KOMATSU-PC30MR-3 EXCAVATOR-AUTO DIESEL 1.6-YELLOW	13/03/2019	5.1	1,334	Excavator <10T	Shoalhaven Water Operations & Maintenance	Operational Management & Administration	2	
35000228	91920D	REG#:91920D-KUBOTA-U17-3 EXCAVATOR-AUTO DIESEL-ORANGE	30/08/2019	4.7	646	Excavator <10T	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
35000227	82359D	REG#:82359D-KUBOTA-U17-3 EXCAVATOR-AUTO DIESEL-ORANGE	30/08/2019	4.7	370	Excavator <10T	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	
35000334	95067D	REG#:95067D-KOMATSU-PC88 TRAK EXCAVATOR-AUTO DIESEL 3.2LT-YELLOW	7/05/2020	4.0	2,173	Excavator <10T	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	2	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30000846	01050E	REG#:01050E-KOMATSU-PC30MR-3 EXCAVATOR-AUTO-DIESEL-1.6-Yellow	24/06/2020	3.9	794	Excavator <10T	Commercial Services	Bereavement Services Operating	2	
30002570	07344E	REGO#: 07344E - Komatsu PC55MR-5 Excavator A/C Cabin	1/11/2020	3.5	1,940	Excavator <10T	Works and Services	District Engineer - Northern	2	
30002679	05677E	REG#: 65894E - Komatsu Excavator PC30MR-5	24/06/2021	2.9	900	Excavator <10T	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30002818	05670E	REGO#: 05670E - KOMATSU-PC30MR-3 EXCAVATOR	2/07/2021	2.8	789	Excavator <10T	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30003029	5751-U	REG#: 5751U - KOMATSU-PC55MR-3 EXCAVATOR	22/12/2021	2.4	1,268	Excavator <10T	Works and Services	District Engineer - Southern	1	
30003242	21160E	REGO#: 21160E - KOMATSU-PC18MR EXCAVATOR	7/04/2022	2.1	203	Excavator <10T	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30003623	38904E	REG#:38904E CATERPILLAR 305-CR Excavator	28/04/2023	1.0	701	Excavator <10T	Commercial Services	Fleet & Mechanical Services	1	
30003796	43310E	KOMATSU-PC30MR-5 EXCAVATOR	30/05/2023	0.9	151	Excavator <10T	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	
30003778	43313E	Reg#: 43313E - KOMATSU-PC18MR-3 EXCAVATOR	8/06/2023	0.9	70	Excavator <10T	Commercial Services	Bereavement Services Operating	1	
30003737	42646E	REG#42646E Kubota U27-4 Excavator Rubber Tracks	31/07/2023	0.8	194	Excavator <10T	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30003825	51129E	KOMATSU-PC30MR-3 EXCAVATOR	15/09/2023	0.6	77	Excavator <10T	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	Ulladulla
30003765	50465E	REG#: 50465E - Kubota U25-3 Excavator	1/11/2023	0.5	94	Excavator <10T	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30003840	42676E	REG#: 42676E - KUBOTA U27-4 EXCAVATOR WITH TILT HITCH AND HAMMER	1/11/2023	0.5	87	Excavator <10T	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30003828		TANA H450 LANDFILL COMPACTOR	5/03/2024	0.2	396	Excavator <10T	Waste Management Services	Waste Depot Operations	1	
30004011		CAT excavator 58660F	10/04/2024	0.1	50	Excavator <10T	Commercial Services	Fleet & Mechanical Services	1	New m/c
30001106		Komatsu excavator	5/02/2014	10.2	3,157	Excavator >10T	Shoalhaven Water Operations & Maintenance	Operational Management & Administration	3	
30001539		REG#:N/A-KOMATSU-PC450LC-8 TRAK EXCAVATOR-AUTO DIESEL 11LT-YELLOW	28/11/2016	7.4	6,883	Excavator >10T	Waste Management Services	Waste Depot Operations	3	
30002229	83515D	REG#:83515D-LIEBHERR-A914 4X4 EXCAVATOR-AUTO DIESEL 4-YELLOW/WHITE	9/04/2019	5.1	3,596	Excavator >10T	Works and Services	District Engineer - Northern	2	10 years plus
30003351	36790E	REG#: 36790E - Komatsu PC210LC-11 Excavator	1/11/2022	1.5	1,024	Excavator >10T	Commercial Services	Fleet & Mechanical Services	1	
30004043	56547E	WA Kobelco SK135SR-7 REG 56547E	22/12/2023	0.4	360	Excavator >10T	Shoalhaven Water Asset Planning & Development	Asset Planning & Development Services	1	
30000267		CROWN-CL30PTL P/S RT FORKLIFT- GAS 3.0LT-BEIGE	24/01/2006	18.3	537	Forklift	Financial Services	Supply Chain	3	
30000555		CROWN-CG25P-5 P/S RT FORKLIFT- GAS 2.4LT-GREY	17/09/2008	15.6	1,702	Forklift	Shoalhaven Water Operations & Maintenance	Operational Management & Administration	3	
30001320		REG#:N/A-KOMATSU-FD30T FORK FORKLIFT-AUTO DIESEL 3.3-YELLOW	5/08/2015	8.7	556	Forklift	Works and Services	District Engineer - Basin	2	Huskisson Depot

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30001476		REG#:N/A-CROWN-RR5700 REACH FORKLIFT- ELECT-GREY/CREAM	21/05/2016	7.9	144	Forklift	Shoalhaven Water Operations & Maintenance	Operational Management & Administration	2	
30001536		Komatsu forklift	23/11/2016	7.4	1,743	Forklift	Commercial Services	Fleet & Mechanical Services	2	
30003880	43917E	Mitsubishi FG30N LPG Forklift Reg#43917E	29/06/2023	0.8	6	Forklift	Financial Services	Supply Chain	1	Bombaderry
30001319	71216D	REG#:71216D-CATERPILLAR-12M ART GRADER- DIESEL 6.6LT-YELLOW	24/06/2015	8.9	6,212	Grader	Works and Services	District Engineer - Northern	2	
30001586	55494D	REG#:55494D-CATERPILLAR-12M ART GRADER- DIESEL 6.6LT-YELLOW	20/12/2016	7.4	5,229	Grader	Works and Services	District Engineer - Southern	2	
35000148	93498D	REG#:93498D-CATERPILLAR-12M ART GRADER-AUTO DIESEL 6.6LT-YELLOW	31/07/2019	4.8	3,162	Grader	Works and Services	Roads Construction Unit Management	1	
30003337	38839E	CAT 150 AWD Grader REG 38839E	30/03/2023	1.1	1,190	Grader	Works and Services	District Engineer - Northern	1	
30003338	39019E	CAT 150 AWD Grader REG 390189E	30/03/2023	1.1	690	Grader	Works and Services	District Engineer - Basin	1	
30000266	1535U	REG#:1535U-KUBOTA-R420S ART LOADER-HYDRA DIESEL 1.5LT-ORANGE	24/01/2006	18.3	2,647	Loader < 3 Cubic Metre Bucket	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	Replaced and retained
30000678	BH00QK	REG#:BH00QK-VENIERI-VF1.33 RT LOADER-AUTO DIESEL 2.21-YELLOW	10/09/2010	13.6	1,986	Loader < 3 Cubic Metre Bucket	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
30000681	17548C	REG#:17548C-KUBOTA-R420S ART LOADER-AUTO DIESEL 1.5LT-ORANGE	13/12/2010	13.4	2,698	Loader < 3 Cubic Metre Bucket	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	
30002279	92644D	REG#:92644D-LIEBHERR-506 LOADER-AUTO DIESEL 4.4-YELLOW	27/06/2019	4.8	3,067	Loader < 3 Cubic Metre Bucket	Waste Management Services	Waste Depot Operations	2	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30003026	20151E	Kubota L3800 Tractor with Loader REG 20151E	27/07/2021	2.8	30	Loader < 3 Cubic Metre Bucket	Shoalhaven Swim Sport Fitness	SSF Central Precinct	1	
30004070		Liebherr LH22 Material Handler	22/01/2024	0.3	167	Loader < 3 Cubic Metre Bucket	Waste Management Services	Waste Depot Operations	1	
30004098	57014E	JCB 525-60 T4 Telehandler REG 57014E	26/03/2024	0.1	36	Loader < 3 Cubic Metre Bucket	Shoalhaven Water Asset Planning & Development	Asset Planning & Development Services	1	
30001388		REG#:N/A-LIEBHERR-LR634 TRAK CRAWL LOADER-HYDRA DIESEL 7.01 LT T-YELLOW	28/01/2016	8.3	8,631	Materials Handler	Waste Management Services	Waste Depot Operations	3	
30001511	56747D	REG#:56747D-LIEBHERR-LH24 MATER EXCAVATOR-AUTO DIESEL 7L-YELLOW	19/10/2016	7.5	10,658	Materials Handler	Waste Management Services	Waste Depot Operations	3	
30001796		REG#:N/A-LIEBHERR-LH22 MH LOADER EXCAVATOR- DIESEL 4.6LT-YELLOW	26/09/2017	6.6	11,068	Materials Handler	Waste Management Services	Waste Depot Operations	3	
30002179	85391D	REG#:85391D-LIEBHERR-LH22 MH LOADER EXCAVATOR-AUTO DIESEL 4.6LT-YELLOW	7/01/2019	5.3	9,104	Materials Handler	Waste Management Services	Waste Depot Operations	3	
30003188		Liebherr LR636 G8.0	10/12/2021	2.4	4,672	Materials Handler	Waste Management Services	Waste Depot Operations	3	
30003387	55385E	Liebherr LH24 Material Handler REG 55385E	11/07/2022	1.8	3,613	Materials Handler	Waste Management Services	Waste Depot Operations	1	
30003388	55384e	Liebherr LH24 Material Handler REG 55384E	11/07/2022	1.8	7,130	Materials Handler	Waste Management Services	Waste Depot Operations	2	High use
30003653		Liebherr LH22 Material Handler	10/02/2023	1.2	2,363	Materials Handler	Waste Management Services	Waste Depot Operations	1	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30000376	81908D	REG#:81908D-AMMANN-AP240 PNEUMATIC TYRED ROLLER ROLLER-DIESEL 4.5LT-YELLOW	7/06/2007	16.9	5,566	Roller - Multityre	Works and Services	District Engineer - Southern	4	To be replaced
30001257	78298D	REG#:78298D-CATERPILLAR-CW34 PNEUMATIC TYRED ROLLER ROLLER-AUTO DIESEL 4.4LT-YELLOW	11/12/2014	9.4	1,634	Roller - Multityre	Works and Services	District Engineer - Basin	4	To be replaced
30001261	78284D	REG#:78284D-CATERPILLAR-CW34 PNEUMATIC TYRED ROLLER ROLLER-AUTO DIESEL 4.4LT-YELLOW	5/03/2015	9.2	4,760	Roller - Multityre	Works and Services	District Engineer - Central	3	
30001260	78286D	REG#:78286D-CATERPILLAR-CW34 PNEUMATIC TYRED ROLLER ROLLER-AUTO DIESEL 4.4LT-YELLOW	5/03/2015	9.2	3,372	Roller - Multityre	Works and Services	District Engineer - Northern	3	
30001259	78283D	REG#:78283D-CATERPILLAR-CW34 PNEUMATIC TYRED ROLLER ROLLER-AUTO DIESEL 4.4LT-YELLOW	21/05/2015	9.0	3,604	Roller - Multityre	Works and Services	Roads Construction Unit Management	2	
30000401	81907D	REG#:81907D-BOMAG-BW120AD-4 TANDEM VIBRATORY ROLLERS ROLLER-HYDRA DIESEL 2.6LT-YELLOW	28/06/2007	16.9	8,520	Roller - Small	Waste Management Services	Waste Depot Operations	4	Flood damage
30000597		Amman roller 81909D	2/12/2009	14.4	1,400	Roller - Small	Works and Services	District Engineer - Southern	3	
30000940	1244U	REG#:1244U-AMMANN-AV26-2 TANDEM VIBRATORY ROLLERS ROLLER-HYDRA DIESEL-YELLOW/GREEN	13/02/2013	11.2	1,524	Roller - Small	Works and Services	District Engineer - Northern	2	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30001252	1243U	REG#:1243U-AMMANN-ARX26K ART ROLLER-AUTO DIESEL 1.6LT-GREEN/YELLOW	24/02/2015	9.2	1,388	Roller - Small	Works and Services	District Engineer - Southern	2	
30001299	81910D	REG#:81910D-AMMANN-ARX26K ART ROLLER-AUTO DIESEL 1.6LT-GREEN/YELLOW	29/05/2015	8.9	1,200	Roller - Small	Works and Services	District Engineer - Southern	2	
30002421	99194D	REG#:99194D-WACKER NEUSON RD27120 TANDEM SMOOTH DRUM ROLLER	4/08/2020	3.7	131	Roller - Small	Works and Services	District Engineer - Basin	1	Huskisson Depot
30002419	99193D	REG#:99193D-WACKER NEUSON RD27-120 TANDEM SMOOTH DRUM ROLLER	4/08/2020	3.7	430	Roller - Small	Works and Services	District Engineer - Central	2	
30002420	99192D	REG#:99192D-WACKER NEUSON RD27-120 TANDEM SMOOTH DRUM ROLLER	4/08/2020	3.7	398	Roller - Small	Works and Services	District Engineer - Southern	2	
30002670	07175E	REG#:07175E-WACKER NEUSON RD27-120 TANDEM SMOOTH DRUM ROLLER	4/08/2020	3.7	188	Roller - Small	Commercial Services	Fleet & Mechanical Services	1	
30003085	30001E	REG#:30001E-WACKER NEUSON RC180T3 Smooth Drum Roller	11/07/2022	1.8	303	Roller - Small	Waste Management Services	Waste Depot Operations	1	
30000803	10305D	REG#:10305D-HAMM-3414 SMOOT ROLLER-AUTO DIESEL 100KW-ORANGE	16/03/2012	12.1	4,522	Roller - Smooth	Works and Services	District Engineer - Central	3	
30003324	38887E	REG#: 38887E - Hamm 3518HT Smooth Drum Roller 18T	8/02/2023	1.2	360	Roller - Smooth	Works and Services	Roads Construction Unit Management	1	
30002820		TANA SHARK	3/05/2021	3.0	1,520	Shredder	Waste Management Services	Waste Depot Operations	1	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30000898	19481D	REG#:19481D-BOBCAT-S630 SKID STEER LOAD-HYDRA DIESEL 73HP-WHITE	6/11/2012	11.5	3,445	Skid Steer Loader	Commercial Services	Fleet & Mechanical Services	3	
30001454	54301D	REG#:54301D-BOBCAT-T650 RUBT SKID STEER LOAD-HYDRA DIESEL 3.3-WHITE	10/06/2016	7.9	2,752	Skid Steer Loader	Waste Management Services	Waste Depot Operations	2	
30002055		REG#:N/A-CATERPILLAR-216B SERIES 3 SKID STEER LOAD-AUTO DIESEL 2.2LT-YELLOW	7/08/2018	5.7	533	Skid Steer Loader	Commercial Services	Bereavement Services Operating	1	
30002611	12682E	REG#:12682E-Bobcat T76 Skid Steer	2/03/2021	3.2	901	Skid Steer Loader	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30002639	15381E	Bobcat T76 Skid Steer REG 15381E	3/05/2021	3.0	1,090	Skid Steer Loader	Works and Services	District Engineer - Central	1	
30003225	27743E	REG#:27743E-Bobcat T76 Skid Steer	30/06/2022	1.8	292	Skid Steer Loader	Waste Management Services	Waste Depot Operations	1	
30003424		Wacker Neuson DT08 High Tip tracked dumpy	15/02/2023	1.2	23	Small Earthmoving Plant	Commercial Services	Bereavement Services Operating	1	
30002164	84041D	REG#:84041D-CASE-60B LOADER TRACTOR 4X4-AUTO DIESEL 60HP-RED	4/12/2018	5.4	471	Tractor	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	Low use, needed on site
35000354	4629U	REG#:4629U-CASE-95C LOADER TRACTOR 4X4-AUTO DIESEL 3.4LT-RED	8/04/2020	4.1	2,099	Tractor	Works and Services	District Engineer - Basin	2	
35000353	4628U	REG#:4628U-CASE-95C LOADER TRACTOR 4X4-AUTO DIESEL 3.4LT-RED	8/04/2020	4.1	1,033	Tractor	Works and Services	District Engineer - Southern	1	
30003025	24706E	REG#:24706E-Kubota L3800 Tractor with Loader and 4in1 Bucket	10/03/2022	2.1	42	Tractor	Shoalhaven Swim Sport Fitness	SSF Southern Precinct	1	
30003341	1151V	REG#: 1151V - John Deere 6090M with Loader	20/07/2022	1.8	1,380	Tractor	Shoalhaven Swim Sport Fitness	SSF Northern Precinct	1	At Warranty

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30003322		John Deere tractor	20/08/2022	1.7	919	Tractor	Works and Services	District Engineer - Northern	1	
30003728		Terex Ecotec TT620T Tracked Trommel	6/02/2023	1.2	436	Trommel	Waste Management Services	Waste Depot Operations	1	
30002025	XO34YU	REG#: XO34YU - HINO-FG1828 REPU FLOCON TRUCK DUALCAB-AUTO DIESEL 7.7LT-WHITE	22/06/2018	5.9	121,149	Truck - Patching	Works and Services	District Engineer - Basin	3	
30002931	XO62LS	REG#: XO62LS - UD Quan CW26 390 with Jetmaster Body	14/11/2022	1.5	17,987	Truck - Patching	Works and Services	District Engineer - Southern	1	
30001649	CL43SR	REG#:CL43SR-HINO-SUCT ROAD SWEEP-AUTO DIESEL 6.4LT-WHITE	21/03/2017	7.1	195,684	Truck - Road Sweeping	Works and Services	District Engineer - Central	4	Replacement ordered
30001659	CL74SU	REG#:CL74SU-HINO-SUCT ROAD SWEEP-AUTO DIESEL 6.4LT-WHITE	26/04/2017	7.0	194,861	Truck - Road Sweeping	Works and Services	District Engineer - Southern	3	
30001462	CN26CC	REG#:CN26CC-HINO-817 SERIES MANCO TRUCK GARBAGE SINGLCAB-AUTO DIESEL-YELLOW	15/06/2016	7.9	332,640	Truck - Waste Compactor	Waste Management Services	Waste Administration	4	
30001463	CN44PF	REG#:CN44PF-HINO-817 SERIES MANCO TRUCK GARBAGE SINGLCAB-AUTO DIESEL-BLUE	15/06/2016	7.9	239,612	Truck - Waste Compactor	Waste Management Services	Waste Administration	4	To be replaced
30002126	XN48BD	REG#:XN48BD-FUSO-F1124 COMP TRUCK GARBAGE SINGLCAB-AUTO DIESEL 7.5-WHITE	18/10/2018	5.5	210,098	Truck - Waste Compactor	Waste Management Services	Waste Administration	3	
30002127	XN47BD	REG#:XN47BD-FUSO-F1124 COMP TRUCK GARBAGE SINGLCAB-AUTO DIESEL 7.5-WHITE	18/10/2018	5.5	196,313	Truck - Waste Compactor	Waste Management Services	Waste Administration	3	
30002936	XO86BL	REG#: XO86BL - Hino 921 Auto Garbage Truck (body swap from existing)	18/10/2021	2.5	112,161	Truck - Waste Compactor	Waste Management Services	Waste Depot Operations	2	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30003469	XN93MF	REG XN93MF Fuso 1224 Manco 12m3 Tomcat Compactor Body	2/08/2022	1.7	201,425	Truck - Waste Compactor	Waste Management Services	Waste Depot Operations	3	
30003217	XO88LK	REG#: XO88LK - Hino 921 Rear Loader Manco Garbage Truck	13/09/2022	1.6	24,105	Truck - Waste Compactor	Waste Management Services	Waste Administration	1	Old compactor, new truck
30001354	XO91CG	REG#:XO91CG-FREIGHTLINER-CORONADO T6X4 QFIT TRUCK SINGLCAB-MANUAL DIESEL 15LT-WHITE	28/10/2015	8.5	318,770	Trucks - Prime mover	Commercial Services	Fleet & Mechanical Services	4	
30001298	XO03LL	REG#:XO03LL-HINO-300 SERIES TIPPER TRUCK TIP SINGLE CAB-AUTO DIESEL 4LT-WHITE	19/05/2015	9.0	149,516	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Basin	3	
30001297		Hino XO42OX	20/05/2015	9.0	190,000	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Northern	4	Loan unit, has been replaced
30001381	CG61EL	REG#:CG61EL-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-MANUAL DIESEL 4LT-WHITE	4/12/2015	8.4	151,448	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Central	3	
30001380	CG60EL	REG#:CG60EL-HINO-300 SERIES TIPPER TRUCK TIP MANUAL DIESEL 4LT-WHITE	4/12/2015	8.4	123,696	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Southern	3	
30001391		Hino CG77KM	15/12/2015	8.4	135,000	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Northern	3	Loan unit, has been replaced
30001376		Fuso tipper DJ47WX	15/12/2015	8.4	85,528	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
30001825	DI33SC	REG#: DI33SC - IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	26/09/2017	6.6	186,321	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	3	To be replaced

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30001829	CN70NS	REG#:CN70NS-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	26/09/2017	6.6	122,154	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	3	
30001886	CO03MT	REG#:CO03MT-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	2/01/2018	6.3	121,780	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	3	Crane problems
30001944	CP84DI	REG#:CP84DI-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	13/03/2018	6.1	109,762	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	To be replaced
30002026	CP50VK	REG#:CP50VK-IVECO-DAILY S/CAB 50C17 VAN Library Van-AUTO DIESEL 3.0-WHITE	7/06/2018	5.9	42,467	Trucks < 3.5t & <7.5t GVM	Library Services	Library Services	2	
30002040	CQ46RC	REG#:CQ46RC-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	18/06/2018	5.9	165,387	Trucks < 3.5t & <7.5t GVM	Commercial Services	Tourist Parks Operations	3	To be replaced
30002021	CQ83EQ	REG#:CQ83EQ-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	18/06/2018	5.9	135,255	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	3	
30002019	CP11TT	REG#:CP11TT-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	18/06/2018	5.9	100,940	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Northern Precinct	3	
30002017	CP17TT	REG#:CP17TT-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	22/06/2018	5.9	157,433	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Central Precinct	3	
30002018	DF19HQ	REG#:DF19HQ-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	26/06/2018	5.8	69,554	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Southern	2	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30002106	XN45BD	REG#:XN45BD-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	10/10/2018	5.6	42,817	Trucks < 3.5t & <7.5t GVM	Waste Management Services	Waste Depot Operations	2	
30002137	CR14TZ	REG#:CR14TZ-IVECO-DAILY S/CAB 45C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	16/10/2018	5.5	41,379	Trucks < 3.5t & <7.5t GVM	Commercial Services	Fleet & Mechanical Services	2	
30002192	CR20TZ	REG#:CR20TZ-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	17/10/2018	5.5	88,713	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Mechanical & Electrical Unit	2	
30002207	CT98JH	REG#:CT98JH-IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO DIESEL 3.0-WHITE	20/03/2019	5.1	101,580	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Central	2	
30002264	XN78HC	REG#:XN78HC-IVECO-DAILY SERV 70C TRUCK SINGLCAB-AUTO DIESEL 3-WHITE	27/05/2019	4.9	95,948	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Basin	2	
35000153	XN39IO	REG#:XN39IO-HINO-300 TIP TRUCK TIPPER-AUTO DIESEL 4LT-WHITE	24/06/2019	4.9	82,452	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Southern Precinct	2	
35000351	XN82LQ	REG#:XN82LQ-IVECO-DAILY SERV 70C TRUCK SINGLCAB-AUTO DIESEL 3-WHITE	29/09/2019	4.6	86,253	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	2	
35000352	XN72QD	REG#:XN72QD-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 4LT-WHITE	31/03/2020	4.1	39,705	Trucks < 3.5t & <7.5t GVM	Commercial Services	Bereavement Services Operating	2	
30002437	XN44SZ	HINO-300 SERIES TIPPER TRUCK TIP-MANUAL DIESEL 4LT-WHITE XN44SZ	7/08/2020	3.7	60,107	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Southern	2	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30002438	XN43SZ	REG XN43SZ HINO-300 SERIES TIPPER TRUCK TIP-	7/08/2020	3.7	66,925	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Southern Precinct	2	
30002436	CY31UR	REG CY31UR IVECO-DAILY S/CAB 50C17 TRUCK SINGLCAB-AUTO-DIESEL	11/08/2020	3.7	44,524	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Southern	2	
30002499	CZ09AB	REG#:CZ09AB-Iveco Daily - 50C - Crane Truck - Hiab	16/09/2020	3.6	43,339	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
30002486	XN80UP	REG#:XN80UP-IVECO-DAILY SERV 70C TRUCK SINGLCAB-AUTO DIESEL 3-WHITE- MAXILIFT CRANE - ML270-2 - SN# 34690	23/10/2020	3.5	60,273	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Central	2	
30002487	XN78UP	REG#:XN78UP-IVECO-DAILY SERV 70C TRUCK SINGLCAB-AUTO DIESEL 3-WHITE- MAXILIFT CRANE - ML270-2 - SN# 33668	23/10/2020	3.5	34,934	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Northern	2	
30002867	XN74ZD	REG#: XN74ZD - Hino 716 Auto Tipper	24/06/2021	2.9	40,556	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Basin	1	
30002866	XN73ZD	REG#: XN73ZD - Hino 716 Auto Tipper	24/06/2021	2.9	43,067	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Northern	1	
30002868	XO47BD	REG#:XO47BD-Hino 716 Auto Tipper	7/07/2021	2.8	29,399	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Southern Precinct	1	
30002817	DB22ZO	REG#:DB22ZO-Iveco Daily 45C with Hiab HiDuo 023	5/08/2021	2.7	23,411	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	
30002681	XO30CB	REG X03OCB Iveco Daily 70C service body	27/09/2021	2.6	84,345	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30002869	XO49CY	REGO#: XO49CY - Hino 716 Auto Tipper	16/12/2021	2.4	33,921	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Northern	1	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30002873	XO56CY	REGO#: XO56CY - Hino 716 Auto Tipper	20/12/2021	2.4	20,000	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Central	1	
30002874	XO58CY	REGO#: XO58CY - Hino 716 Auto Tipper	20/12/2021	2.4	24,661	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Central	1	
30002871	XO52CY	REG#: XO52CY - Hino 716 Auto Tipper	20/12/2021	2.4	42,144	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Southern	1	
30002877	XO57CY	REGO#: XO57CY - Hino 716 Auto Tipper	20/12/2021	2.4	27,453	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Southern	1	
30002876	XO55CY	REGO#: XO55CY - Hino 716 Auto Tipper	20/12/2021	2.4	45,073	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Basin	1	
30003314	DD35UR	REGO#: DD35UR - Iveco Daily 45C18 3750mm WB	16/03/2022	2.1	27,044	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Southern	1	
30003315	DD36UR	REG#: DD36UR - Iveco Daily 45C18 3750mm WB	16/03/2022	2.1	27,248	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Southern	1	
30003246	XO80IE	REG#:XO80IE-Hino 716 Tipper	26/04/2022	2.0	9,601	Trucks < 3.5t & <7.5t GVM	Waste Management Services	Waste Depot Operations	1	
30003107	XO28IR	REG#: XO28IR - Hino 716 Auto Tipper	28/06/2022	1.8	40,136	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Basin	1	
30003401	XO38IR	REG#: XO38IR - Hino 716 Tipper Parks Spec	13/07/2022	1.8	16,307	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Central	1	
30003408	XO37IR	REG#: XO37IR - Hino 716 Tipper Auto	13/07/2022	1.8	40,045	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Northern Precinct	1	
30003108	XO29IR	REG#: XO29IR - Hino 716 Auto Tipper	28/07/2022	1.8	58,441	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Northern Precinct	1	
30003687	XO56NM	REG#: XO56NM - Hino 721 Trade Ace	25/01/2023	1.3	18,322	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Central Precinct	1	
30002704	XO41OX	REG#: XO41OX - Iveco Daily 70C Side Tipper with Crane	30/01/2023	1.2	12,602	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Central	1	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30003692	XO87SH	Rego# XO87SH - HINO 300 716 FACTORY TIPPER WITH TOOLBOX	26/05/2023	0.9	17,612	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30003756	XO84SH	REG#: XO84SH - HINO 716 AUTO TIPPER	26/05/2023	0.9	8,127	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	
30003890	XO43RD	Hino 300 716 Auto Tipper - Parks spec Rego#XO43RD	29/06/2023	0.8	18,087	Trucks < 3.5t & <7.5t GVM	Shoalhaven Swim Sport Fitness	SSF Northern Precinct	1	
30003574	XO93TR	REG#: XO93TR - Hino 716 Auto Tipper	8/09/2023	0.6	6,590	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Northern	1	
30003573	XO95TR	REG#: XO95TR - Hino 716 Auto Tipper	8/09/2023	0.6	7,028	Trucks < 3.5t & <7.5t GVM	Works and Services	District Engineer - Northern	1	
30003829	XO56UH	REG X056UH Iveco Daily 70C Toolbox Truck	15/09/2023	0.6	4,333	Trucks < 3.5t & <7.5t GVM	Commercial Services	Fleet & Mechanical Services	1	
30003693	XO01VH	REG#: XO01VH - Hino 716 Auto Tipper	22/09/2023	0.6	3,370	Trucks < 3.5t & <7.5t GVM	Commercial Services	Bereavement Services Operating	1	
30004013	DI37SC	REG#: DI37SC - Iveco Daily 50C with Crane	7/02/2024	0.2	0	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30004014	DI36SC	REG#: DI35SC - Iveco Daily 50C with Crane	7/02/2024	0.2	0	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30004015	DI36SC	REG#: DI36SC - Iveco Daily 50C with Crane	7/02/2024	0.2	2,837	Trucks < 3.5t & <7.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30000724	XN69PD	REG#:XN69PD-HINO-500 SERIES T6X4 TIP TRUCK SINGLCAB-MANUAL DIESEL 7.6LT-WHITE	28/03/2011	13.1	152,310	Trucks > 15.5t GVM	Commercial Services	Fleet & Mechanical Services	4	To be replaced
30000738	XN97HP	REG#: XN97HP-ISUZU-FXZ1500 TBOD TIP TRUCK SINGLCAB-MANUAL DIESEL 9.2LT-WHITE	13/10/2011	12.6	127,944	Trucks > 15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	Has been rebuilt - retain

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30000895		REG#:N/A-KOMATSU-MH300 TIP TRUCK DUMPER SINGLCAB-AUTO DIESEL 11LT-YELLOW	7/11/2012	11.5	10,515	Trucks > 15.5t GVM	Waste Management Services	Waste Depot Operations	2	Retain to 20,000 hrs? Good condition
30001046	XN89LQ	REG#:XN89LQ-IVECO-STRALIS T6X4 QFIT TRUCK SINGLCAB-AUTO DIESEL 10LT-WHITE/BLUE	5/09/2013	10.7	92,461	Trucks > 15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
30001074		Isuzu crane truck XO00GP	20/11/2013	10.4	280,000	Trucks > 15.5t GVM	Waste Management Services	Waste Depot Operations	3	
30001149	XO26YU	REG#:XO26YU-ISUZU-FVR1000 TIP TRUCK >5T SINGLCAB-AUTO DIESEL 7.8LT-WHITE	12/05/2014	10.0	118,235	Trucks > 15.5t GVM	Works and Services	District Engineer - Central	3	
30001226	XO43SE	REG#:XO43SE-HINO-700 SERIES TIP TRUCK SINGLCAB-AUTO DIESEL-WHITE	2/12/2014	9.4	184,592	Trucks > 15.5t GVM	Commercial Services	Fleet & Mechanical Services	3	
30001232		Isuzu XO29YU	23/12/2014	9.4	230,551	Trucks > 15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	
30001438	XO92CG	REG#:XO92CG-ISUZU-FYJ2000 TIP TRUCK SINGLCAB-AUTO DIESEL 9.8LT-WHITE	12/05/2016	8.0	182,717	Trucks > 15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	
30001578	CK40NW	REG#:CK40NW-HINO-500SERIES TIP TRUCK >5T SINGLE-AUTO DIESEL 7.6LT-WHITE	15/12/2016	7.4	191,495	Trucks > 15.5t GVM	Works and Services	District Engineer - Central	4	
30001585	CK42NW	REG#:CK42NW-HINO-500 SERIES TRAY GH1728 TRUCK SINGLCAB-AUTO DIESEL 280-WHITE	20/12/2016	7.4	123,189	Trucks > 15.5t GVM	Waste Management Services	Waste Depot Operations	3	Curtain side
30001673	XO99KP	REG#:-XO99KP - ISUZU-FYJ2000 TIP TRUCK SINGLCAB-AUTO DIESEL 9.8LT-WHITE hook lift	17/03/2017	7.1	129,612	Trucks > 15.5t GVM	Waste Management Services	Waste Depot Operations	3	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30001703	CL29MJ	REG#:CL29MJ-HINO-500 SERIES WATC FM2632 TRUCK SINGLCAB-AUTO DIESEL 8.8LT-WHITE	17/05/2017	7.0	73,534	Trucks > 15.5t GVM	Works and Services	District Engineer - Central	2	
30001704	CL28MJ	REG#:CL28MJ-HINO-500 SERIES WATC FM2632 TRUCK SINGLCAB-AUTO DIESEL 8.8LT-WHITE	17/05/2017	7.0	85,000	Trucks > 15.5t GVM	Works and Services	District Engineer - Northern	2	
30001868	CO52KW	REG#:CO52KW-HINO-GH 1828 TRUCK SINGLCAB-AUTO DIESEL 280HP-WHITE	6/09/2017	6.7	93,833	Trucks > 15.5t GVM	Works and Services	District Engineer - Central	2	
30002228	XN98HY	REG#:XN98HY-ISUZU-FYJ2000 TIP TRUCK SINGLCAB-AUTO DIESEL 9.8LT-WHITE	12/04/2019	5.1	88,604	Trucks > 15.5t GVM	Waste Management Services	Waste Depot Operations	3	
35000187	XN65MF	REG#:XN65MF-HINO-GH 1828 TRUCK-AUTO DIESEL 7.6LT-WHITE	18/09/2019	4.6	92,689	Trucks > 15.5t GVM	Works and Services	District Engineer - Central	2	
35000217	XN84MF	REG#:XN84MF-HINO-500SERIES TIP TRUCK TIPPER-AUTO DIESEL 7.6LT-WHITE	21/10/2019	4.5	71,149	Trucks > 15.5t GVM	Works and Services	District Engineer - Southern	2	
35000355	XN23RL	REG#:XN23RL-MERCEDES-BENZ-ECONIC 1830 TRUCK SINGLCAB-AUTO DIESEL 7.7LT-WHITE	24/04/2020	4.0	168,302	Trucks > 15.5t GVM	Waste Management Services	Waste Depot Operations	3	
35000357	XN06QI	REG#:XN06QI-ISUZU-FYJ2000 TIP TRUCK SINGLCAB-AUTO DIESEL 9.8LT-WHITE	7/05/2020	4.0	40,848	Trucks > 15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	2	
30002457	XN96RP	REG#:XN96RP-HINO 2632 TIPPER 6X4 WITH HIAB XS108 CRANE REMOTE	4/08/2020	3.7	47,479	Trucks > 15.5t GVM	Works and Services	District Engineer - Southern	2	
30002610	XN90ZD	REG#:XN90ZD-Fuso Shogun 8x4 Hooklift Truck hook lift	31/08/2021	2.7	55,702	Trucks > 15.5t GVM	Waste Management Services	Waste Depot Operations	1	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30002711	XO87BL	REGO#: XO87BL - HINO-500 SERIES GH1832 CRANE TRUCK - AUTO DIESEL 5.1 LT	18/10/2021	2.5	10,335	Trucks > 15.5t GVM	Works and Services	District Engineer - Central	1	
30002677	XO83DW	REG#:XO83DW-Kenworth T610 SAR all as per LGP REF 61155E	12/11/2021	2.5	177,674	Trucks > 15.5t GVM	Commercial Services	Fleet & Mechanical Services	2	
30003323	XO08NK	REG#: XO08NK - Fuso Shogun 8x4 Hooklift Truck	15/11/2022	1.5	33,578	Trucks > 15.5t GVM	Waste Management Services	Waste Depot Operations	4	Flood damage
30003256	XO72OH	REG X072OH Hino 700 SS 6x4 Tipper	15/03/2023	1.1	22,095	Trucks > 15.5t GVM	Shoalhaven Water Operations & Maintenance	Operational Management & Administration	1	
30003259	XO78RV	REG X078RV Kenworth SAR410 Tipper	15/09/2023	0.6	10,177	Trucks > 15.5t GVM	Commercial Services	Fleet & Mechanical Services	1	Fleet hire unit
30003964	XO16QQ	REG#: XO16QQ - Isuzu 110/260 Jetter Truck	26/09/2023	0.6	19,562	Trucks > 15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	
30001166	XO25YU	REG#:XO25YU-HINO-FD1124 DCTR TRUCK SINGLCAB-AUTO DIESEL 6.4LT-WHITE	11/07/2014	9.8	240,750	Trucks >7.5t & <15.5t GVM	Library Services	Library Services	4	Library truck, pending decommission then to auction
30001251	XO71SY	REG#:XO71SY-HINO-FG1628 REPU TRUCK DUALCAB-AUTO DIESEL 7.6LT-WHITE	23/02/2015	9.2	177,051	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Northern	3	
30001281	XO36YU	REG#:XO36YU-HINO-500SERIES WATK TRUCK >5T SINGLCAB-AUTO DIESEL 7.6LT-WHITE hook lift	16/04/2015	9.0	51,850	Trucks >7.5t & <15.5t GVM	Waste Management Services	Waste Depot Operations	3	
30001314	XO97KP	REG#:XO97KP-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 4LT-WHITE	2/07/2015	8.8	201,347	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	4	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30001314		Hino service truck XO97KP	2/07/2015	8.8	201,604	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Mechanical & Electrical Unit	3	
30001328		Hino CE28XG	8/09/2015	8.6	136,378	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	3	
30001367	XO44BM	REG#:XO44BM-ISUZU-NQR450 SP TRUCK DUALCAB-MANUAL DIESEL 4.8LT-WHITE	25/11/2015	8.4	125,328	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Northern	3	
30001436	CH44PX	REG#:CH44PX-HINO-500 SERIES SERV TRUCK SINGLCAB-MANUAL DIESEL 220HP-WHITE/BLUE	3/05/2016	8.0	187,463	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	
30001451	CH66PX	REG#:CH66PX-FUSO-815 SERIES SP TRUCK-AUTO DIESEL 3LT-WHITE	20/05/2016	8.0	152,905	Trucks >7.5t & <15.5t GVM	Works and Services	Roads Construction Unit Management	3	
30001525	CJ99EA	REG#:CJ99EA-HINO-500 SERIES TTF FD1124 TRUCK SINGLCAB-MANUAL DIESEL 6.4-WHITE/BLUE	7/11/2016	7.5	108,777	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	
30001571	CK41NW	REG#:CK41NW-HINO-500 SERIES SERV TRUCK SINGLCAB-MANUAL DIESEL 220HP-WHITE/BLUE	15/12/2016	7.4	195,375	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	
30001820	CN54WS	REG#:CN54WS-HINO-300 SERIES SERV TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	24/10/2017	6.5	109,484	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Southern	3	
30001840	CN73WS	REG#:CN73WS-FUSO-918 SERIES SERV TRUCK-MANUAL DIESEL 3LT-WHITE	10/11/2017	6.5	137,808	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Basin	3	To be replaced

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30001865	CO50KW	REG#:CO50KW-FUSO-FEB91GR4WF SERV TRUCK DUALCAB-AUTO DIESEL 3LT-WHITE	1/12/2017	6.4	100,377	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Central	2	
30001999	CO70KW	REG#:CO70KW-HINO-300 SERIES TIPPER TRUCK TIP DUALCAB-AUTO DIESEL 4LT-WHITE	20/12/2017	6.4	31,589	Trucks >7.5t & <15.5t GVM	Waste Management Services	Waste Depot Operations	3	Flood damage
30001948	CP06TS	REG#:CP06TS-HINO-FD1124 BEAV TRUCK SINGLCAB-MANUAL DIESEL 6.4LT-WHITE	13/04/2018	6.1	97,871	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	2	
30002027	CQ26RR	REG#:CQ26RR-HINO-921 SERIES SERV TRUCK-AUTO DIESEL 5.1LT-WHITE	28/06/2018	5.8	69,183	Trucks >7.5t & <15.5t GVM	Commercial Services	Fleet & Mechanical Services	3	
30002125	XN54BD	REG#:XN54BD-HINO-300 SERIES SERV TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	1/11/2018	5.5	97,023	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
30002273	XN29IO	REG#:XN29IO-HINO-FC1124 TIP TRUCK SINGLCAB-MANUAL DIESEL 5.1LT-WHITE	11/06/2019	4.9	109,450	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Southern	3	
35000152	XN95IN	REG#:XN95IN-ISUZU-FRR TTF TRUCK-AUTO DIESEL 7.8-WHITE	19/08/2019	4.7	37,902	Trucks >7.5t & <15.5t GVM	Commercial Services	Fleet & Mechanical Services	2	
35000150	XN70KF	REG#:XN70KF-HINO-500SERIES TIP TRUCK TIPPER-AUTO DIESEL 7.6LT-WHITE	23/08/2019	4.7	73,833	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Northern	2	
35000344	XN10OE	REG#:XN10OE-HINO-921 SERIES SERV TRUCK-AUTO DIESEL 5.1LT-WHITE/BLUE	10/12/2019	4.4	66,708	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
35000272	XN33OE	REG#:XN33OE-HINO-921 TRUCK SINGLCAB-AUTO DIESEL 5.1LT-WHITE	21/02/2020	4.2	49,064	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Southern	2	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
35000347	XN34OE	REG#:XN34OE-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	21/02/2020	4.2	58,286	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Central	2	
35000346	XN38OE	REG#:XN38OE-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	25/02/2020	4.2	78,515	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Basin	2	
35000349	XN67QD	REG#:XN67QD-HINO-300 SERIES TOOLB TRUCK DUALCAB-AUTO DIESEL 5.1LT-WHITE	19/03/2020	4.1	77,223	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Southern	2	
35000350		Hino XN71QD	30/03/2020	4.1	21,893	Trucks >7.5t & <15.5t GVM	Commercial Services	Bereavement Services Operating	3	
30000323	XN39QV	REG#:XN39QV-HINO-500 SERIES 1124 CRANE TRUCK - AUTO DIESEL 5.1 LT - WHITE	26/05/2020	3.9	72,850	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
30000190	XN64RP	REG#:XN64RP-HINO-500 SERIES 1124 CRANE TRUCK - AUTO DIESEL 5.1 LT - WHITE	9/06/2020	3.9	63,749	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	2	
30002428	XN94RP	REG XN94RP HINO-921 TRUCK SINGL with Tadano Crane	28/06/2020	3.8	55,683	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Mechanical & Electrical Unit	2	
30002430	XN87RP	REG XN87RP HINO-921 TRUCK SINGL with Tadano Crane	28/06/2020	3.8	75,332	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Mechanical & Electrical Unit	2	
30002433	XN46SZ	REG XN46SZ. HINO-921 TRUCK SINGL with Tadano Crane	28/06/2020	3.8	53,814	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	Check allocation
30002589	XN06UF	REG#:XN06UF-ISUZU-FRR110-260 TRUCK-BEAVERTAIL-AUTO-DIESEL-WHITE	9/12/2020	3.4	94,461	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	2	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30002590	XN07UF	REG#:XN07UF-ISUZU-FRR110-260 TRUCK-BEAVERTAIL-AUTO-DIESEL-WHITE	11/12/2020	3.4	71,433	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30002613	XN48US	REG#: XN48US - Hino-GH1828 TIPPER with HIAB X082 CRANE	23/12/2020	3.4	63,394	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Basin	2	
30002682	XN73YE	REG XN73YE Isuzu NQR87-190 AMT service body with crane	11/02/2021	3.2	67,544	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	2	
30002596	XN64VG	REG#:XN64VG-Hino GH1832 Auto Tipper with Hiab XS092	8/04/2021	3.1	55,555	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Basin	1	
30002660	XN77VG	REG#:XN77VG-Hino FD1124 Service body	15/04/2021	3.0	108,815	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	3	
30002675	XN67VG	REG#:XN67VG-Hino FD1124 with service body	20/04/2021	3.0	37,583	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	2	
30002669	XN69ZU	REG#:XN69ZU-Isuzu FRR110 260 Service Body Truck	22/06/2021	2.9	37,353	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30002651	XO56BD	REG:#XO56BD-Hino FE1426 Fuel Truck	5/08/2021	2.7	98,516	Trucks >7.5t & <15.5t GVM	Commercial Services	Fleet & Mechanical Services	1	
30002678	XN80ZD	REG#:XN80ZD-Hino 921 Service Body with Hiab 023Crane	10/08/2021	2.7	20,167	Trucks >7.5t & <15.5t GVM	Commercial Services	Fleet & Mechanical Services	1	
30002937	XN96ZD	REG XN96ZD Hino 921 Service Body with Tadano Crane	30/09/2021	2.6	41,217	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	
30002680	XO47CY	REG: XO47CY - Hino 921 with EWP	16/12/2021	2.4	36,397	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Basin	1	
30003389	XO83IE	REG X083IE Hino 921 Service Body with Crane Workshop Truck	10/05/2022	2.0	8,405	Trucks >7.5t & <15.5t GVM	Commercial Services	Fleet & Mechanical Services	1	

Asset	RMS Rego	Details	Acquisition Date	Age years	On Site Reading	Asset Category	Department	Function	Condition 1 to 5	General comments
30003339	XO09NK	REG#: XO09NK - Hino FC1124 Factory Tipper	15/11/2022	1.5	19,511	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Water Operations & Maintenance Unit	1	
30003241	XO16NK	REG#: XO16NK - Hino FD1124 W/ Hiab XS062 Crane	2/12/2022	1.4	22,718	Trucks >7.5t & <15.5t GVM	Waste Management Services	Waste Administration	1	On loan from Fleet
30003718	XO54NM	REG#: XO54NM - Hino 921 Service Body with Crane	18/01/2023	1.3	21,893	Trucks >7.5t & <15.5t GVM	Shoalhaven Water Operations & Maintenance	Wastewater Operations & Management Unit	1	
30003377	XO60OH	Hino FD1124 with EWP REGO#:XO60OH	16/02/2023	1.2	6,106	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Basin	1	
30003753	XO68OH	REG#: XO68OH - Hino FC1124 Factory Tipper	3/03/2023	1.2	19,310	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Basin	1	
30003340	XO69OH	REG#: XO69OH - Hino FC1124 Factory Tipper	3/03/2023	1.2	36,740	Trucks >7.5t & <15.5t GVM	Works and Services	Roads Construction Unit Management	1	
30003275	XO30QN	REG X03OQN Hino FC1124 Manco Compactor	27/04/2023	1.0	38,567	Trucks >7.5t & <15.5t GVM	Waste Management Services	Waste Administration	1	
30003276	XO31QN	REG X031OQN Hino FC1124 Manco Compactor rear lift	27/04/2023	1.0	42,086	Trucks >7.5t & <15.5t GVM	Waste Management Services	Waste Administration	1	
30003344	XO86SH	REG X086SH HINO FE1426 with Chipper Bin body	5/05/2023	1.0	371	Trucks >7.5t & <15.5t GVM	Works and Services	District Engineer - Basin	1	
30003274	XO52RD	REG X052RD Hino FE1426 Manco Compactor rear lift	1/08/2023	0.7	30,972	Trucks >7.5t & <15.5t GVM	Waste Management Services	Waste Administration	1	
30003694	XO86TR	REG X086TR Hino 917 Auto Tipper	31/08/2023	0.7	4,114	Trucks >7.5t & <15.5t GVM	Commercial Services	Bereavement Services Operating	1	

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BRISBANE
Level 5, 131 Leichhardt Street
Spring Hill QLD 4000
Australia
T: +61 (0)7 3831 0577

TOWNSVILLE
233 Flinders Street East
Townsville QLD 4810
Australia
T: +61 (0)7 4771 5550

SYDNEY
Level 14, 25 Bligh Street,
Sydney NSW 2000
Australia
T: +61 (0) 2 9283 8400

AFFILIATED OFFICES:

BANGKOK
2024/129-130 Sukhumvit 50
Prakanong Klongtoey,
Bangkok, Thailand 10260
T: +66 2 107 0189

DARWIN
Level 1, 48-50 Smith Street
Darwin NT 0800
Australia
T: 1300 799 343

MELBOURNE
Level 13, 200 Queen Street
Melbourne VIC 3000
Australia
T: +61 (0)3 8648 6586

PERTH
Level 2, 580 Hay Street
Perth WA 6000
Australia
T: +61 (0) 8 6555 4940

SHANGHAI
Level 35, 1st Building,
700 Liquan Road, Putuo District,
Shanghai, China 200333
T: +8618 516293312

aecgroupltd.com

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