

Infrastructure and Asset Management Plan 2023-2033

Chapter 5 Plant and Equipment

Document Control

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¹ Manager Operations

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1. EXECUTIVE SUMMARY

This IAMP, Chapter 6, is to be read with IAMP Chapter 1 – General Statements.

1.1 The Purpose of the Plan

Refer Chapter 1 – General Statements.

This chapter covers the plant and equipment assets that underpin Council's operations.

1.2 Asset Description

Assets included in this IAMP – Chapter 6, Plant and Equipment are:

- Heavy/Yellow Plant
- Heavy Vehicles
- Light Vehicles
- Attachments
- Plant
- Equipment

The Plant and Equipment network has a total replacement value of \$9,639,528². Plant and Equipment valued at \$5,000 has been excluded at this time but will be considered for inclusion in future iterations of this IAMP.

1.3 What Does it Cost?

The key indicators of cost in providing levels of service used in this IAMP are lifecycle costs and maintenance and renewal expenditure.

1.3.1 Lifecycle Costs (Long Terms costs)

Lifecycle costs are the average costs that are required to sustain the service levels for the longest asset life. Lifecycle costs include maintenance and asset consumption (depreciation expense). Lifecycle expenditure is maintenance plus capital renewal expenditure.

1.3.2 Planned Maintenance and Renewal Expenditure (Medium term costs)

The projected maintenance and capital renewal expenditure to deliver existing service levels for the period 2023 to 2033

versus Council's planned maintenance and capital renewal expenditure is shown in Table 2.

Table 1: Lifecycle Costs

Asset Category	Plant & Equipment
Average Annual Lifecycle Cost	\$2,704,537
Average Lifecycle Expenditure	\$2,482,575
Life Cycle Gap	\$221,962
Sustainability Index	92%

Table 2: Planned Maintenance and Renewal Expenditure

Asset Category	Plant & Equipment
Total 10 Year Maintenance & Capital Expenditure	\$24,825,750
Average 10 Year Maintenance & Capital Renewal	\$2,482,575
Planned Maintenance & Capital Renewal Expenditure (2023-24)	\$3,683,047
Average 10 Year Planned Maintenance & Capital Renewal Expenditure	\$2,479,281
Sustainability Index	148%

For further information on financial indicators, refer to Section 6 of this Chapter of the Infrastructure and Asset Management Plan.

1.4 Plans for the Future

Refer Chapter 1 – General Statements.

1.5 Measuring our Performance

Refer Chapter 1 – General Statements.

1.6 The Next Steps

Refer Chapter 1 – General Statements.

² This replacement cost is based on current replacement values (Rod Williams Plant Consultancy, 2021) or Council's finance register where data was not available. This figure is higher than the finance register figure as these are values the 2017 valuation

or purchase cost since and thus would be lower than current day replacement costs.

2. INTRODUCTION

2.1 Background

This IAMP, Chapter 6, is to be read with IAMP Chapter 1 – General Statements.

This Chapter covers the Plant and Equipment assets on Kangaroo Island and represents the asset base as at 30 June 2023.

2.1.1 Strategic Linkages

In addition to the documents listed in Chapter 1, this infrastructure and asset management plan has considered and is aligned with the following strategic and planning documents:-

- Local Government Association Guidelines
- Major Plant Review (UHY Hanies Norton, 2011)
- Plant and Vehicle Management Manual (IPWEA)
- Plant Replacement Program Update (Rod Williams Plant Consultancy, 2021)

2.1.2 Infrastructure and Assets included in the plan

This infrastructure and asset management plan covers the following infrastructure assets:

Table 3: Assets Covered by the IAMP – Plant & Equipment

Asset Category	Quantity	Replacement Value (\$)
Attachment	15	\$955,403
Equipment	2	\$18,200
Heavy Vehicle	14	\$2,395,530
Light Vehicle	5	\$264,645
Minor Plant	13	\$123,299
Plant	53	\$1,752,673
Yellow Plant	16	\$4,129,778
TOTAL	118	\$9,639,528

Note: In addition Council has 17 leased light vehicles. These vehicles are not depreciated and currently not included within the renewal schedule³ however they are included within the maintenance costs.

2.2 Goals and Objectives of Asset Management

Refer Chapter 1 – General Statements.

2.3 Plan Framework

The key elements of this IAMP are:-

- Levels of service
specifies the services and levels of service to be provided by Council.
- Future demand
how this will impact on future service delivery and how this is to be met.
- Life cycle management
how Council will manage its existing and future assets to provide the required services.
- Financial Summary
what funds are required to provide the services.
- Asset Management Practices
what systems, standards and guidelines are utilised to maintain and further develop asset management practices.
- Plan Improvement and Monitoring
how the plan will be assessed to ensure it is meeting Council's objectives.

³ Inclusion within the renewal schedule will be included within future iterations of this IAMP.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

Refer Chapter 1 – General Statements.

3.2 Strategic and Corporate Goals

Refer Chapter 1 – General Statements.

There are no Council's Strategic objectives specific to Plant and Equipment. (Kangaroo Island Council, 2020)

Council's Vision and Mission are addressed in this infrastructure and asset management plan by:

- Procurement and disposal of plant and equipment in a timely and cost effective manner.
- Ensure assets are fit for purpose.

3.3 Legislative Requirements

In addition to the Legislation listed in Chapter 1 – General Statements, the Legislation listed in Table 4 are also relevant for Plant and Equipment.

3.4 Levels of Service

Refer Chapter 1 – General Statements.

3.4.1 Customer Values

Council's Customer Values for Plant and Equipment are set out in Table 5.

3.4.2 Community Levels of Service

Plant and Equipment is considered to be internal focussed thus there are no specific Community Levels of Service identified.

3.4.3 Technical Levels of Service

Technical Levels of Service are outlined in Table 6.

Table 4: Legislative and Other Requirements

Standard	Requirement
Relevant Australian Standards specifications or equivalent International Standards ⁴	Sets the minimum requirements for operational and design standards.
Relevant Australian Design Rules	National standards for vehicle safety, anti-theft and emissions.
Relevant registration requirements of the Department for Infrastructure and Transport – South Australia	Ensures vehicles are registered correctly.
Council By-Laws and Policies with relevance to asset management	
Use of Council Motor Vehicles Policy	

Table 5: Customer Values

Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Council has sufficient and suitable Plant and Equipment to manage and maintain its infrastructure to meet the levels of service expected by the Community	Customer Complaints	Complaints usually refer to not having sufficient graders or not doing sufficient roadside vegetation clearance	Not expected to change as unlikely to change number of graders. Equipment for roadside vegetation is sufficient for minor works but not for larger scale tasks.

⁴ Most likely ISO (International Standardization Organization) which have strong links to Australian Standards.

Table 6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance ⁵	Recommended Performance
Acquisition	Upgrade of Plant and Equipment assets are identified through inspections, design, new technology and new work practices.	Assets are upgraded as per upgrade plans in IAMP.	Upgrades scheduled as per the IAMP	Identified upgrade of plant and equipment is funded each year and occurs as per adopted IAMP
		Budget	\$789,537 total (10 years)	\$789,538 total (10 years)
Operation and maintenance	Plant and Equipment operates at expected level	Inspections and feedback from managers and operators of the plant and equipment	Equipment not operating at expected level due to aging fleet. Maintenance costs increasing. Should improve once IAMP renewal, upgrade and disposal plan progresses.	Performance of Plant and Equipment meets expectations. Maintenance costs lower with newer fleet.
	Plant and Equipment is well maintained	Regular servicing and maintenance program for all plant and equipment	Equipment failures/unscheduled maintenance pushing back regular maintenance. Mileages not being inputted as often as required to enable allocation of scheduled services.	Planned service and maintenance is undertaken as planned and required. Implementation of telematics across the fleet with assist with mileage notifications.
		Scheduled/unscheduled maintenance ratio	Scheduled/unscheduled maintenance ratio is 50:50 due to frequency of plant breakdowns	Ratio should be closer to 70:30
		Budget	\$14,191,257 total (10 years)	\$14,930,892 total (10 years)⁶
Renewal	Renewal of Plant and Equipment as required and at the optimum time frame	Renewals in accordance with Plant and Equipment replacement plans based on optimise renewals	Renewal previously not occurring or possibly occurring on failure of plant and equipment. Renewal now scheduled to commence. Higher frequency of plant failure.	Identified renewal of plant and equipment is funded each year and occurs as per adopted IAMP. This also reduces likelihood of plant failure.
		Specifications for plant and equipment meets operator needs. Monitoring of utilisation of Plant and Equipment	History of buying second hand equipment and/or equipment that is not exactly fit for purpose to save money has resulted in equipment not always meeting operator needs.	Renewal of equipment takes into account utilisation and user requirements. New equipment to be more specific and appropriate.
		Budget	\$9,905,291 total (10 years)	\$9,894,858 total (10 years)
Disposal	Disposal of Plant and Equipment as required and at the optimum time frame	Disposals in accordance with Plant and Equipment replacement plans based on optimise renewals	Disposal previously occurring ad hoc but now scheduled	Identified disposals of plant and equipment occurs as per adopted IAMP
		Budget	\$368,700 total (10 years)	\$368,700 total (10 years)

⁵ Current activities related to Planned Budget.

⁶ If the acquisitions and renewals are not met, the operations and maintenance budget would need to increase.

4. FUTURE DEMAND

4.1 Demand Drivers and Forecast

Refer Chapter 1 – General Statements.

4.2 Climate Change

Refer Chapter 1 – General Statements.

Council will take Emission Standards into consideration when purchasing new or replacement plant or equipment.

4.3 Legislation change

There are no anticipated legislation changes that will impact on Plant and Equipment at the present time.

4.4 Changes in Technology

Technology changes are forecast to affect the delivery of services covered by this Plant and Equipment IAMP.

4.5 Demand Impact and Demand Management Plan

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

Demand impacts and opportunities identified to date for demand management are shown in Table 8.

Table 7: Technology Changes

Technology Change	Effect on Service Delivery	Planned Action
Equipment technology increasing	Change in equipment (such as telematics or battery operated plant) will provide increased capacity, work efficiency, fuel efficiency, operator comfort, and safety etc. Increased minimum intervention standards of emission control.	Annual review of plant and equipment (refer section 8.2) will include review of utilisation levels as well as consideration of new technology for renewal or upgrade of equipment.

4.6 New Assets from Growth

The new assets required to meet growth will be acquired by the Council. New assets are discussed in section 5.5.

Acquiring these new assets will commit the Council to fund ongoing operations, maintenance and renewal costs for the period that the service provided by these assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs in Section 5.

Table 8: Demand Trends Impact on Services

Demand factor	Projection	Impact on services	Demand Management Plan
Population	Population expected to increase and spread out	More pressure for better roads which would require a higher workload for plant and equipment (either additional hours or additional plant and equipment)	Continue implementation of work as scheduled through the IAMP, annual plan and annual budget as well as the yearly review of utilisation and effectiveness of plant and equipment.
Tourism	Tourism expected to eventually recover and increase	Increased demand for grading of roads, maintenance of parks which would require a higher workload for plant and equipment (either additional hours or additional plant and equipment)	Continue implementation of work as scheduled through the IAMP, annual plan and annual budget. Review work requirements versus appropriate plant at each plant and equipment renewal (ie not necessarily renew like for like)
Industry	New or altered industry	Increased demand for grading of roads, maintenance of parks which would require a higher workload for plant and equipment (either additional hours or additional plant and equipment)	Continue implementation of work as scheduled through the IAMP, annual plan and annual budget. Review work requirements versus appropriate plant at each plant and equipment renewal

Demand factor	Projection	Impact on services	Demand Management Plan
Demographics and household income	Aging population and average household income on Kangaroo Island is also \$250 less per week than on the mainland	Less capacity to absorb increases in rates, particularly as the plant and equipment ages resulting in either increased maintenance costs or need for renewal and upgrade	Costs associated with maintenance, renewal and upgrade need to be within existing budgets where possible or consideration given to borrowing funds.
Capital works program	Road upgraded from sheeted to seal, to higher class sheet or roads opening	Increased demand on Council's plant and equipment to deliver the works	Estimations of the future demand on Council's plant and equipment usage has been included in the calculations for optimum renewal timing. Consider equipment hire and outsourcing of work where appropriate, particularly when increased demand for equipment will only be for a short period of time. Better forward planning on large projects to enable early booking of hire equipment when needed.
Growing infrastructure asset base	Growing infrastructure asset base	Change in road surface results in different plant and equipment required for maintenance thus changing increase or decrease in demand for particular pieces of plant and equipment	Annual review of work requirements versus appropriate plant at each plant and equipment renewal. Review hire out rates for items with lower usage (i.e. VMS signs, generators)

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed service levels while optimising lifecycle costs.

5.1 Background Data

5.1.1 Physical Parameters

The assets covered by this infrastructure asset management plan are shown in Table 9. The majority of Plant and Equipment located at the Kangaroo Island Resource Recovery Centre (KIRRC) are owned by FRWA and are not included in this IAMP.

Table 9: Physical Parameters, including age profile

Asset Category	Quantity	Useful Life (years) ⁷	Average Age (years)
Attachment	15	8-25	20
Equipment	2	10-15	8
Heavy Vehicle	14	8-12	9
Light Vehicle	5	4-8	11
Minor Plant	13	8-15	15
Plant	53	8-25	15
Yellow Plant	16	10-15	12

5.1.2 Asset Capacity and Performance

Council's services are generally provided to meet design standards where these are available. Asset components where deficiencies in service performance are known are detailed in Table 10. The service deficiencies have been identified from local knowledge.

5.1.3 Asset Condition

The condition of the plant and equipment fleet is based on inspection by a qualified mechanic each time the item receives a scheduled service. In between services, a visual inspection occurs by operators and any defects recorded on daily inspection sheets.

Regular monitoring of condition of plant and equipment is undertaken however a full condition profile is not deemed

suitable for this asset class as condition of plant and equipment changes so quickly. The report Plant Replacement Program Update (Rod Williams Plant Consultancy, 2021) indicates that overall the fleet is aging with over 40 large plant now due for replacement.

5.1.4 Asset Valuation

The value of Plant and Equipment assets as at 30 June 2023 covered by this infrastructure and asset management plan is summarised below in Table 11. Assets are valued at brownfield rates. This data is from the 2017 valuation (Maloney Field Services, 2014) and assets purchased since then.

These figures are based on existing Finance data which is based on the 2017 valuation of Plant and Equipment (Maloney Field Services, 2017) and thus has lower values than current replacement values (Rod Williams Plant Consultancy, 2021).

Table 10: Service Deficiencies

Asset component	Service Deficiency	Council response
Aging fleet	The majority of the plant and equipment has reached or passed its optimum renewal time.	10 year replacement program developed and adopted by Council to address this over time.
Capacity	Plant and equipment is not always the most suitable available for the current projects undertaken.	Planned annual review of the 10 year replacement program ensure that this is taken into consideration ongoing.
Utilisation	Ongoing reviews of plant and equipment utilisation and need is required taking into account current work schedule.	The Improvement Plan includes an action to review the 10 year replacement program annually.

⁷ Source: (Rod Williams Plant Consultancy, 2021). The long term goal is that as Plant and Equipment is replaced, these baselives are replaced with IPWEA figures where appropriate.

Table 11: Valuation Summary as at 30 June 2023

Asset Class ⁸	Current Replacement Cost (CRC)	Depreciable Amount	Accumulated Depreciation	Carrying Amount (WDV)	Annual Depreciation
Plant and Equipment Asset Total	\$7,395,753	\$7,395,753	\$4,825,708	\$2,570,045	\$212,250

5.1.5 Measures of asset consumption, renewal and upgrade

Asset Sustainability Ratio

Capital Renewal Expenditure 2023/24 = \$ 2,255,921
 Depreciation Expense 2023/24 = \$ 212,250
 Therefore Asset Sustainability Ratio = 1063%

Council's target is that this ratio should be greater than 90% and less than 110% over a rolling 3 year period. This ratio is distorted as the depreciation expense is based on purchase of second hand plant and old replacement costs (making the depreciation expense lower than it should). The ratio is also high as there is a significant backlog of renewals as outlined in the 10 Year Replacement Program and which requires higher renewal expenditure over the term of the program to get the renewals back on schedule.

Asset Consumption Ratio

Depreciated Replacement Cost 2023/24 = \$2,570,045
 Current Replacement Cost 2023/24 = \$9,639,528
 Therefore Asset Consumption Ratio = 27%

Council's target is that this ratio should be greater than 40% and less than 80%.

The ratio is below Council's target rate with is consistent with the knowledge that much of the Plant & Equipment fleet is overdue for renewal.

Asset Renewal Funding Ratio

IAMP projected 10 year expenditure = \$ 9,894,858
 LTFP⁹ projected 10 year expenditure = \$ 9,891,921
 Therefore Asset Renewal Funding Ratio = 100%

The ratio means that the assets will be renewed as planned.

5.2 Risk Management Plan

Refer Chapter 1 – General Statements.

Risk management assessments in previous plans identified a number of critical risks. Work has been undertaken to address some/all of these risks as summarised in Table 12.

Table 12: Risk Assessment Summary

Service or Asset at Risk	What can happen	Risk Rating	Risk Treatment Plan	Residual risk	Cost of Risk Treatment Plan
Aging fleet or technical obsolescence	High incidence of breakdowns Increased maintenance costs Increased downtime Increase product costs and poor efficiency Work programs run behind schedule Plant available is not appropriate for tasks Increased frequency of accidents of varying severity / financial implications / legal implications	High	Service in accordance with manufacturers requirements Investigate and replace equipment at optimal time to give the lowest lifecycle cost – 10 year replacement program has been developed. Regular condition assessment of key equipment to assist in predicting maintenance and renewal needs Maintenance is appropriately managed at operational level. Annually assessment of utilisation and renewal, factoring in maintenance costs.	High ¹⁰	Current maintenance budget plus renewal budget as specified in section 5.4. \$3,000 per year for external review of replacement program.

⁸ Additional detail will be provided in future iterations.

⁹ The LTFP currently ends with year 2029/2030 and has been extrapolated in a straight line for the remaining 3 years of the IAMP.

¹⁰ While these do not reduce the risk rating due to the amount of money involved, they are still important to action to decrease the likelihood and consequences.

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Service or Asset at Risk	What can happen	Risk Rating	Risk Treatment Plan	Residual risk	Cost of Risk Treatment Plan
Maintenance schedule	Insufficient resources to maintain plant and equipment	High	Monitor and maintain resourcing	Medium	Maintain current budget levels
Finance budget	Failure of large number of plant and equipment at the same time resulting in significant expenses through maintenance costs – labour plus spare parts, hire costs, capital replacement and project delays	High	Renew items in accordance with the 10 year replacement program	High	Built into proposed renewal and upgrade costs
Renewal times for plant and equipment	Storage of plant and equipment outside can lead to: Faster deterioration Decreased useful life Decreased resale value Increased maintenance costs	High	Build shelter to allow plant and equipment to be stored outside	High ¹¹	Included in Buildings and Complexes IAMP

¹¹ Cost of renewing the equipment does not change however increasing the life of the plant and equipment allows for the costs to be spread over a longer period of time and means the equipment will not need to be renewed as often.

5.3 Maintenance Plan

5.3.1 Maintenance Types

Refer Chapter 1 – General Statements.

5.3.2 Maintenance Arrangements

The following is a summary of maintenance arrangements:

- Council staff undertake maintenance of plant and equipment.
- High level technical assistance brought to Kangaroo Island when required
- Plant and Equipment sent off Island when required.

Table 13: Planned Maintenance Strategies

Strategy	Activities
Driver/Operator initiated	Daily and Weekly inspections by drivers/operators Documenting/reporting defects to workshop staff Arrange unscheduled work if required Document failures in Plant & Equipment systems (including failures due to operational errors)
Planned Maintenance Servicing	Maintenance schedules as per manufacturers' specification Recording of maintenance performed, labour and materials used Maintain register of maintenance issues and condition reports Prioritisation of maintenance work to minimise operational downtime Maximising the occurrence of proactive maintenance to maximise plant reliability and availability

5.3.3 Standards and Specifications

Maintenance work is undertaken in accordance with the following Standards and Specifications:

- Manufacturers recommended maintenance and servicing requirements and, in this absence, to be

Table 14: Historic Maintenance Expenditure

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Budget
Plant and Equipment	\$1,190,176	\$1,344,261	\$1,289,054	\$1,377,269	\$1,253,568	\$1,419,126
TOTAL	\$1,190,176	\$1,344,261	\$1,289,054	\$1,377,269	\$1,253,568	\$1,419,126

done in accordance with the recommendations of a competent person.

- *South Australian Work Health and Safety Act 2012* and *Work Health and Safety Regulations 2012*, and associated Codes of Practice and Alerts, for:
 - The execution of safe maintenance.
 - Annual and other inspections as specified and regulated for some plant (e.g. cranes, hoists, and pressure vessels) and again specified in Codes of Practice and relevant Australian Standards.

5.3.4 Maintenance Expenditure Patterns

Previous Maintenance expenditure is shown in Table 14.

The figures exclude depreciation and finance costs (ie interest on loans).

5.3.5 Future Maintenance Expenditure

Maintenance expenditure projections for the next ten years are detailed in Figure 1.

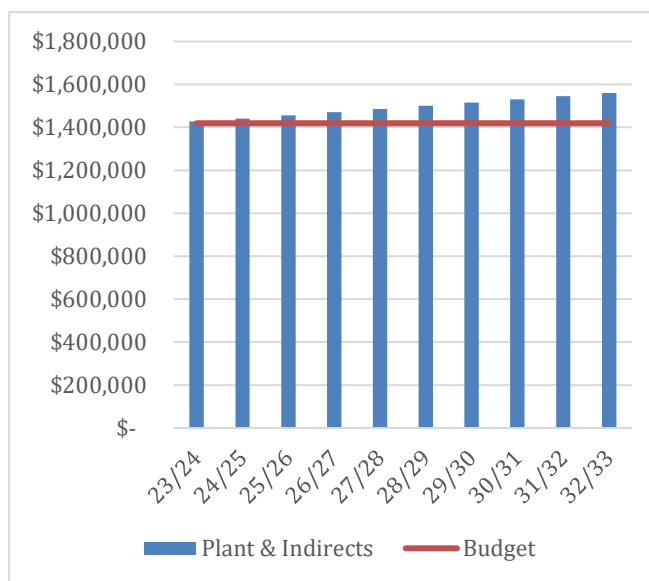


Figure 1: Maintenance Expenditure Projections

It can be seen from Figure 1 that operations and maintenance costs for Plant & Equipment will remain reasonably consistent over the period of this IAMP. This is due to an assumption that as assets are replaced, their maintenance costs will decrease however other assets which have had their renewals delayed may result in increased maintenance. More investigation into these costs will be included in future iterations of this IAMP.

5.4 Renewal Plan

Refer Chapter 1 – General Statements.

Where the data is available, this IAMP uses optimum replacement timing to identify assets requiring renewal. As per the Plant and Vehicle Management Manual 4th Edition (IPWEA):

The useful life of an item of plant or vehicle is the period over which it is expected to be available for use by an entity. Useful life is determined by considering a range of factors to establish the optimum replacement point based on either age (in years or months) or total utilisation (in kilometres or hours).

The optimum replacement timing differs for each item of plant and equipment. Factors considered in establishing the optimum replacement point include economic life, safety, environment, condition, serviceability and obsolescence¹². The economic life, the point when the total cost of owning and operating the asset is at its lowest, is a key consideration. It “takes into account the decreasing expense of depreciation and the increasing cost of maintenance and repair (including downtime cost and predicted future maintenance costs” (IPWEA). Refer Figure 2.

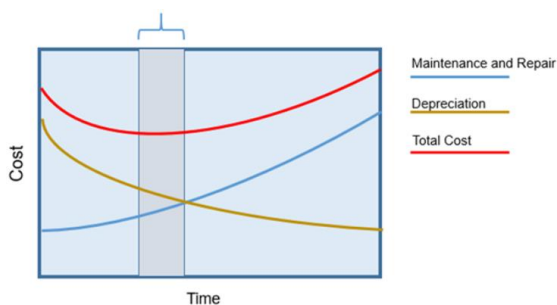


Figure 2: Optimum Replacement Timing

5.4.1 Renewal Priority

Refer Chapter 1 – General Statements.

In recent years, Council has delayed the renewal of its plant and equipment. As highlighted by IPWEA:

Delaying replacement beyond the optimum point without a risk analysis (including condition assessment) exposes the organisation to potentially higher maintenance and downtime costs, increased operational risk and increased WHS risk.

This delay has resulted in Council now having a significant number of plant and equipment assets that are past their optimal renewal. A program has been developed to allow for the replacement of these assets over a 10 year period. It includes “smoothing” of annual expenditure requirements and the adoption of replacement lifecycle timeframes that sit outside those recommended by IPWEA based on Council’s ability to fund current renewals. It is envisaged that over time, the scheduling will eventually better align with IPWEA renewal recommendations. A full listing of the replacement lifecycles used is provided in Appendix D.

The renewal program has been developed taking into consideration utilisation, criticality of the plant to capital program, availability of hire equipment, equipment condition, safety and suitability of equipment for current works. Any reviews of the program will consider the same factors as well as:

- Consideration of recommended Eco-life of the Rod Williams Plant Consultancy report, particularly for the more moderate used items. The IPWEA recommendations are more appropriate for high usage plant.
- Manufacturer’s available specifications to explore:
 - opportunity for improved workplace safety (as have an obligation to improve continuously as per the Act)
 - opportunity for improved productivity and suitability for the workplace needs, including a review of alternative operation
 - opportunity for greater sustainability and efficiency.

5.4.2 Renewal Standards

Renewal work is carried out in accordance with the following Standards and Specifications:

- South Australian Work Health and Safety Act 2012 and Work Health and Safety Regulations 2012, and any relevant Codes of Practice and Alerts. Applicable in the general sense, plus

¹² For older plant, parts may not be available or are unreasonably costly or difficult to source.

identify opportunities, where practical, for improved workplace safety with new purchases or upgrades

- The requirements of relevant Australian Standards specifications or equivalent International Standards
- The relevant Australian Design Rules
- The relevant registration requirements of the Department for Infrastructure and Transport - South Australia
- South Australian Government and Council's purchasing policy
- IPWEA Plant and Vehicle Manual (IPWEA)
- Emission standards
- Consideration of new technology available

5.4.3 Summary of future renewal expenditure

Projected future renewal expenditure is summarised in Figure 3.

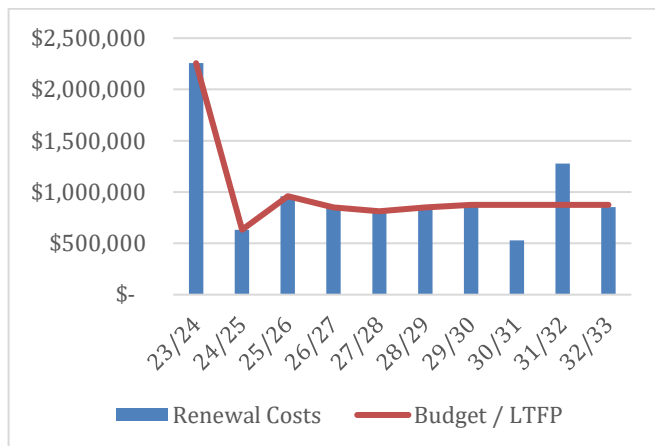


Figure 3: Projected Renewal Expenditure

5.4.4 Renewal Back log

Many Plant and Equipment Assets are overdue for renewal. These have been incorporated into the renewal projection.

5.4.5 Renewal Projection

Specific renewals each year were determined through the 2021 Review (Rod Williams Plant Consultancy, 2021) and adopted by Council in 2021.

Refer to Appendix E for Renewal Priorities. These renewals priorities will be reviewed annually.

5.5 Upgrade Plan

5.5.1 Selection Criteria

Refer Chapter 1 – General Statements.

Consistent with the renewal program, any plant and equipment upgrades will take the following in consideration: potential utilisation, criticality of the plant to capital program and availability of hire equipment. Any reviews of the program will consider the same factors.

5.5.2 Standards and Specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

5.5.3 Future upgrades/new assets expenditure

Projected new and upgrade expenditure is summaries in Figure 4.¹³

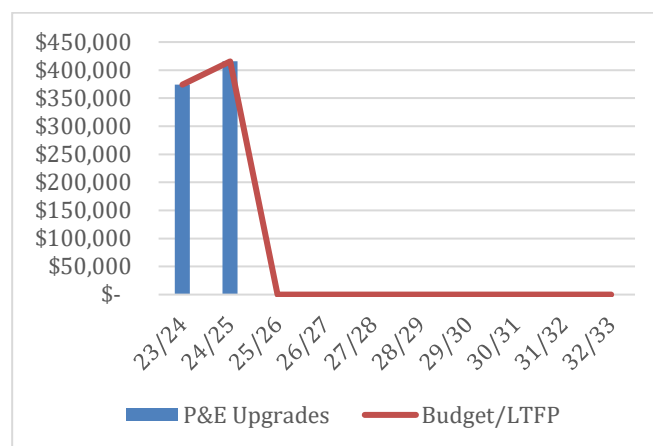


Figure 4: New and Upgrade Forecast

Upgraded assets and services will be funded from Council's capital works program and grants where available.

A discussion of proposed upgrades for Plant and Equipment all of which are part of the rationalisation process which reduces overall plant capital cost is provided in Table 15.

¹³ The budget is taken from the current year's budget and information contained in the 2021-2030 Long Term Financial Plan.

Table 15: Plant and Equipment – New and Upgrades

Description	Rationale	Cost Estimate	Scheduled Year
Small truck (4.5 T GVM)	To allow easier movement of worksites (by towing truck with wheeled excavator purchased in year 4). (Replaces P188 - see disposal list)	\$72,115	2023/24
Small truck (4.5 T GVM)	To allow easier movement of worksites (by towing truck with grader) (Replaces P190 - see disposal list)	\$72,115	2023/24
2.5 T excavator	For cemetery & small construction work (replaces P201 - see disposal list)	\$67,744	2023/24
Telematics	As per Improvement Plan	\$162,000	2023/24
13-15 T wheeled type excavator with rotary hitch	To allow operation with groomer) as part of combining the roles for P448 & P215 (replaces P215 - see disposal list)	\$415,563	2024/25

5.6 Disposal Plan

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

At the time of writing this report, the assets in Table 16 have been proposed for disposal. Disposal of assets that are to be renewed are not included within this list.

Table 16: Proposed Disposals

Scheduled Year	Plant Number	Description
2023/24	P188	Navara Single cab
2023/24	P190	Navara Utility single cab
2023/24	P312	Scania Truck (P112M 6x2) with Bitumen Spray Unit and Tank
2023/24	P201	Cat 428C backhoe loader - standard spec
2023/24	P405	Caterpillar Dozer D6
2023/24	P629	Caterpillar CS563E 12 T Vibratory Single Drum Smooth Drum Roller
2023/24	P213	John Deere Tractor model 7430 165 Hp/ 124 kW 8 Kirpy rock crusher P438 and FAE Vegetation Groomer P632
2023/24	P314	Plant Trailer 2 axle approx 17.5T ATM, ring feeder hitch
2023/24	P626	Tri Axle Super Dog Trailer (towed by P325) ^{Error! Bookmark not defined.}
2023/24	P636	Ferris Mower IS3100Z Kingscote Petrol 1.5 m deck
2023/24	P413	Hyster Grid Roller
2023/24	P614	Kingscote Flail Slasher
2023/24	P438	Kirpy Rock Crusher BPB200
2023/24	P632	FAE Universal Forestry Mulcher/groomer UMM/DT225
2023/24	NCP005	Fulcrum 3D Wind monitoring trailer and equipment
2023/24	P904	EXSL500 Autobaler Conver
2024/25	P448	Caterpillar 444E Backhoe (4 large wheels), extra hoe, joystick controls
2024/25	P215	Hitachi Hydraulic Excavator ZX210LC-5 + Grab (21 T) ¹⁴
2025/26	P307	Low Loader/float Southern Cross 3 axle outriggers ¹⁵

¹⁴ Disposal may be brought forward as plant currently not in use

¹⁵ Disposal may be brought forward if disposal of P215 is brought forward

6 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this infrastructure and asset management plan.

6.1 Financial Statements and Projections

The financial projections shown in Figure 5 are for operating (reactive and planned maintenance), capital renewal expenditure and capital upgrade expenditure. Appendix B shows the actual figures used to obtain this graph.

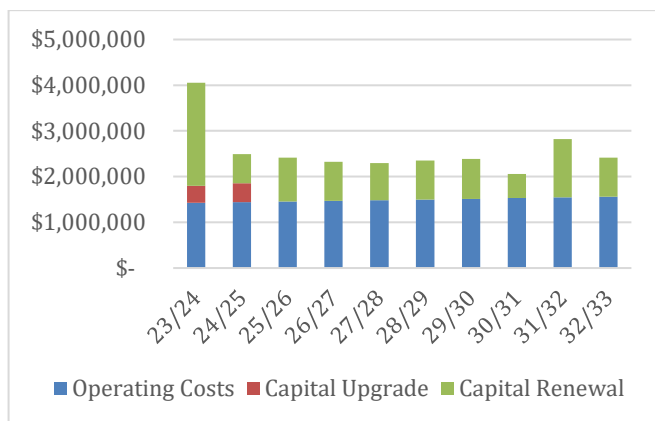


Figure 5: Financial Projections - Operating, Capital Upgrade and Capital Renewal

6.1.1 Sustainability of Service Delivery

Refer to Chapter 1 – General Statements for discussion on key indicators for financial sustainability.

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long Term – Life Cycle Cost

Table 17: Lifecycle Costs

Asset Category	Plant & Equipment
Average Annual Lifecycle Cost	\$2,704,537
Average Lifecycle Expenditure	\$2,482,575
Life Cycle Gap	\$221,962
Sustainability Index	92%

Medium term – 10 year financial planning period

Figure 6 shows the projected asset renewals versus the planned renewal expenditure in the capital works program in the 10 year planning period.

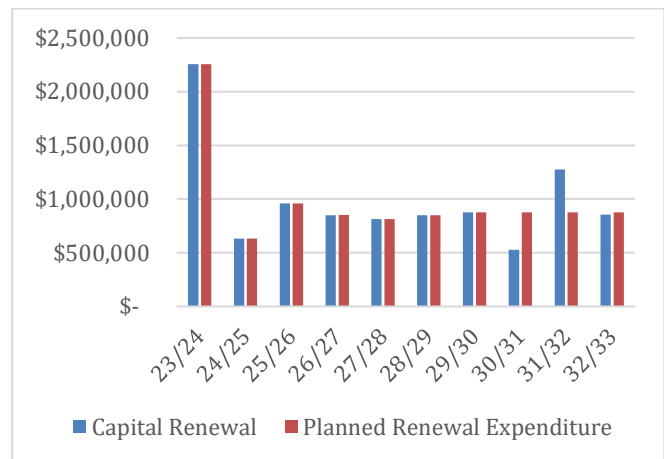


Figure 6: Projected Asset Renewals

Table 18 shows the annual and cumulative funding gap between projected and planned renewals for Plant and Equipment.

Table 18: Accumulative Renewal Funding Gap

Year	Planned Renewals	Projected Renewals	Renewal Funding Gap	Cumulative Gap
23/24	\$2,255,921	\$2,255,921	\$0	\$0
24/25	\$633,000	\$632,602	\$398	\$398
25/26	\$959,000	\$958,679	\$321	\$719
26/27	\$851,000	\$850,777	\$223	\$942
27/28	\$813,000	\$812,881	\$119	\$1,061
28/29	\$850,000	\$849,621	\$379	\$1,440
29/30	\$875,000	\$875,250	-\$250	\$1,190
30/31	\$875,000	\$528,456	\$346,544	\$347,734
31/32	\$875,000	\$1,276,181	-\$401,181	-\$53,447
32/33	\$875,000	\$854,490	\$20,510	-\$32,937

The variation in the last three years is reflective of LTFP currently ending with year 2029/2030 and being extrapolated in a straight line for the remaining 3 years of the IAMP.

6.2 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from Council’s operating and capital budgets. The funding strategy is detailed in the Council’s 10 year long term financial plan.

To achieve the financial strategy Council will require:-

- Continued review of the plant replacement strategy
- Ongoing review of equipment required and upcoming works.

6.3 Valuation Forecasts

Plant and Equipment is currently not revalued thus asset value remains relatively stable other than upgrades and disposals. The Current Replacement Forecast is shown in Figure 7.

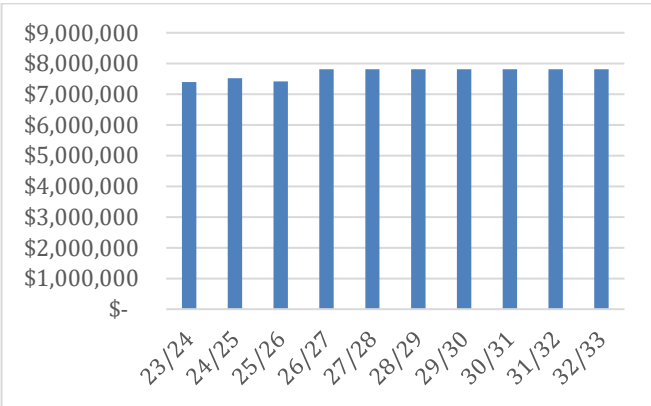


Figure 7: Current Replacement Cost Forecast

Depreciation expense values are forecast in line with asset values as shown in Figure 8. Note: This is based on the existing Finance depreciation schedule and may change as replacement costs are replaced with actual purchase costs.

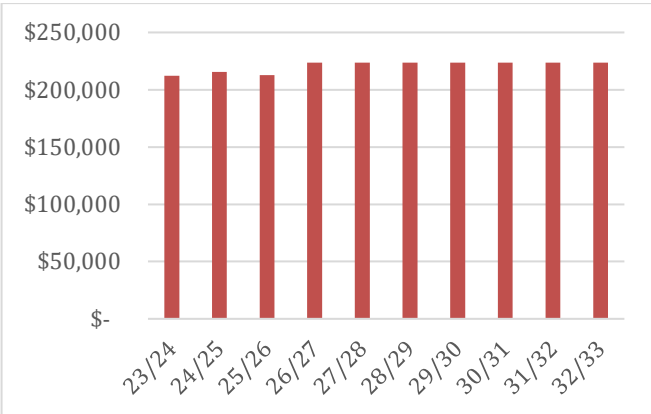


Figure 8: Depreciation Forecast

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets as shown in Figure 9. As above, this is based on the existing Finance depreciation schedule and may change as replacement costs are replaced with actual purchase costs.

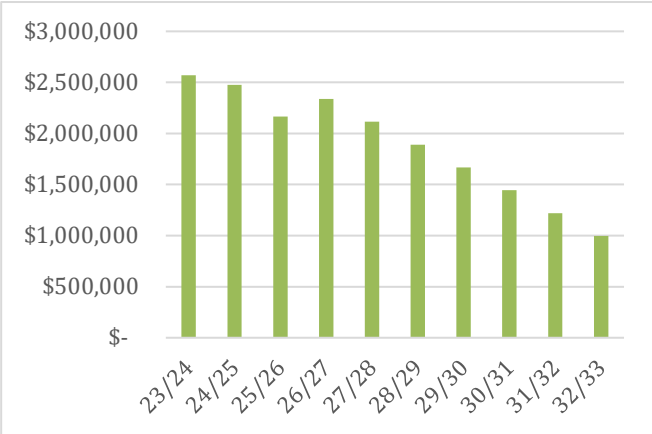


Figure 9: Depreciated Replacement Cost Forecast

6.4 Key Assumptions made in Financial Forecasts

Refer section 1.

Key assumptions made specific to this infrastructure and asset management plan are:

- Asset data for Plant and Equipment assets was revised by Kangaroo Island Council staff in 2020/21 and the information in this IAMP incorporates the latest data.
- The finance data used in this report is a combination of:
 - Replacement Costs and useful life from Rod Williams in 2021 (Rod Williams Plant Consultancy, 2021).
 - Where not available above, the useful life and replacement costs of the assets were determined by Maloney Field Services in July 2017 (Maloney Field Services, 2017) or purchase cost rather than replacement cost is used for assets acquired after this date.
 - Depreciation expenses were based on the existing Finance reports which are based on Maloney Field Services data (Maloney Field Services, 2017).

7 ASSET MANAGEMENT PRACTICES

7.1 Accounting/Financial Systems

Refer Chapter 1 – General Statements.

7.2 Asset Information System

Refer Chapter 1 – General Statements.

7.3 Information Flow Requirements and Processes

Refer Chapter 1 – General Statements.

7.4 Standards and Guidelines

Refer Chapter 1 – General Statements.

8 PLAN IMPROVEMENT AND MONITORING

8.1 Performance Measures

Refer Chapter 1 – General Statements.

8.2 Improvement Plan

Refer Chapter 1 – General Statements.

The asset management improvement plan generated from this infrastructure and asset management plan is shown in Table 19.

8.3 Monitoring and Review Procedures

Refer Chapter 1 – General Statements.

Table 19: Improvement Plan

Task No	Task	Update	Timeline	Estimated Cost	Area
1	Introduction of telematics across yellow fleet and depot based white fleet	Quotes received indicate that cost was higher than originally estimated. Not fully funded in this financial year thus delayed	Jun 2024	\$162,000	Capital renewals
2	Decide on best system for recording maintenance of plant and equipment (Synergy or SkyTrust)	Assessment underway	Jun 2025	Within existing salaries	Maintenance
3	Review Council's Use of Council Motor Vehicle Policy to include requirement for staff to drive appropriately (thus reducing maintenance costs and increasing resale value)	Policy already contains information on this "Drivers must comply with ... the relevant Road Traffic Act and Regulations" and "Employees are required to observe the need to optimise fuel efficiency and emission performance by ensuring good driving habits are applied."	Complete	-	-
4	Evaluate the use of technology such as GPS tracking devices to assist outside works department management in planning the most efficient deployment of current and future major plant items, particularly patrol graders. (refer Appendix C)	The telematics from item 1 allows for this. The new graders purchased this financial year also have inbuilt GPS.	Complete	-	-
5	Consolidate plant and equipment maintenance information in to single system (as per task no 2) (and then maintain)	Delayed waiting on item 2	Dec 2026	\$5,000 annually	Maintenance
6	Review of utilisation and Plant Replacement Program	Ongoing	Annually - Jan	\$3,000	Maintenance
7	Review Council's white fleet including review of needs, comparison of leasing via purchasing and future management	Delayed – prioritisation of renewal and acquisition of other plant	Dec 2024	Within existing budget	Maintenance
8	Incorporate review from item 7 into IAMP	Delayed as per item 7	Dec 2025	Within existing salaries	Maintenance

9 REFERENCES

AsselVal. (2021). *Kangaroo Island Council: Land, Buildings, Structures and Site Improvements - Financial Reporting Valuation*.

IPWEA. (n.d.). *Plant and Vehicle Management Model 4th Edition*.

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NRSS Inquiry Panel. (2018). *Inquiry into the National Road Safety Strategy 2011-2020*.

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UHY Hanyes Norton. (2011). *Major Plant Review, Kangaroo Island Council*.

APPENDIX A – Plant and Equipment Planned operating, capital renewal and capital upgrade expenditure

	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Operating	\$1,427,126	\$1,441,397	\$1,455,811	\$1,470,369	\$1,485,073	\$1,499,923	\$1,514,923	\$1,530,072	\$1,545,373	\$1,560,826
Capital Renewal	\$2,255,921	\$632,602	\$958,679	\$850,777	\$812,881	\$849,621	\$875,250	\$528,456	\$1,276,181	\$854,490
Capital Upgrade	\$373,974	\$415,563	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL COSTS	\$4,057,021	\$2,489,563	\$2,414,490	\$2,321,146	\$2,297,954	\$2,349,545	\$2,390,173	\$2,058,528	\$2,821,554	\$2,415,316

APPENDIX B – Plant and Equipment Rules for Finance and Asset Finda

The following sub-department have been included in all finance calculations:

- 044 Plant & Indirects
- 057 Workshop Operations

The following expenses have been excluded from all finance calculations:

- Depreciation
- Bank charges
- General Interest Expenses
- Capital Cost Allocation

Asset Finda:

The following rules have been applied when entering data into Asset Finda:

- Communities
All Assets allocated to the Community of Kangaroo Island
- Categories:
Assets are divided into 3 categories:
 - Major Plant
 - Minor Plant
 - Leased
- Asset Classes:
Assets are all in the asset class Plant & Equipment

Asset Class	Asset Finda Template	Examples of Asset Types	Asset Numbers
Plant and equipment	Transport	Heavy Vehicles, Light Vehicles, Plant, Minor Plant, Equipment, Attachments, Yellow Plant	PXXX
		Non Costed Plant	NCPXXX

APPENDIX C – Strategic Document Recommendations

Strategic Document	Note/Recommendations	Council Comments
Inquiry into the National Road Safety Strategy 2011-2020 (NRSS Inquiry Panel, 2018)	Vehicle fleet purchasing requirements to include specification of safety related driver assistance technologies and five-star crash performance, along with telematics solutions that encourage safe road user behaviour.	To be considered when renewing / upgrading plant and equipment
Major Plant Review (UHY Hanies Norton, 2011)	<ol style="list-style-type: none"> 1. It is recommended that Council maintain a pool of major plant at least at the current level and composition. This pool ought to be dedicated primarily to routine maintenance of existing Council infrastructure assets and public areas. 2. It is recommended that Council resource contingent projects for major plant and equipment within the constraints of the capacity of the existing pool as a secondary priority, and from supplementary procurement and outsourcing as appropriate. 3. It is recommended that Council prioritise major plant relating to servicing its unsealed road network for capital budgeting purposes. 4. It is recommended that Council perform a review of the operation and usage of the Plant Cost Recovery system with the view to ensuring all operating costs and captured and depreciation charges are incorporated. The results of this review may prompt a supplementary review of the management of internal plant hire charge rates. 5. It is recommended that Council evaluate the use of technology such as GPS tracking devices to assist outside works department management in planning the most efficient deployment of current and future major plant items, particularly patrol graders. 6. It is recommended that Council analyse the information accumulated from the results of implementing the above recommendations and be used in conjunction with consultation with outside works department management to develop complementary components of the Asset Management Plans, Annual Budget and Long Term Financial Plans of Council in order to provide the major plant requirements of Council at optimal cost efficiency. 7. It is recommended that Council explore the functionality of the plant module and asset register components of its Synergy system, along with potential alternatives, to support its financial management function, as well as enhance decision-making in relation to its future plant and equipment requirements. 	<p>Ongoing – Implementation of this IAMP will address this.</p> <p>Ongoing</p> <p>To be considered in Annual budget process</p> <p>Review completed. Charge rates are reviewed each year.</p> <p>Refer section 8.2</p> <p>Review completed in 2021 and output of this incorporated into the IAMP and will be for the LTFP and Annual Budget. Regular reviews scheduled to continue this.</p> <p>Plant and Equipment assets are being entered into AssetFinda for the financial components. Refer to section 8.2 for a review of the maintenance components.</p>

APPENDIX D – Plant and Equipment Replacement Lifecycles

Plant/Fleet Type	Recommended Policy ¹⁶		IPWEA		Comment on proposed policy
	Years	Km/hr	Years	Km	
Light Fleet					
Utilities	4	120,000km	5	100,000km	Generally low to medium usage resulting in 4 year life
Utility with crane	4	165,000km	5	100,000km	For this high km usage case, ideally need to set up replacement cycles that achieves 10 year life for the crane (mandated) through moving tray and crane to new cab chassis
Light Trucks					
<9 T GVM	8	200,000km	6	150,000km	
Workshop field service truck (P324) and Crane truck (P339)	10	200,000km	6	150,000km	10 year life controlled by crane
Medium Trucks					
>9 T GVM, <16 T GVM	12	300,000km	8	200,000km	
Heavy Trucks					
>16 t GVM					
Medium duty tandem drive tipper	12	350,000km	8	500,000km	Medium duty units with dog trailer in tow
Heavy duty tandem drive prime mover with quick change tipper body	12	400,000km	8	500,000km	
Bitumen Spray Truck	12	12000 hr	8	500,000km	
Major Plant					
Backhoe Loaders	10	6,500hr	7	5,000hr	
Dozer					
D6 size	15	9,000hr			
Excavator					
13-22 T	12	6,500hr	10	8,000	
<13 T	10	5,000hr			
< 5 T	10	3,500hr			
Graders	12	10,000hr	10	8,000hr	
Wheel Loaders					
12-18 T	12	8,500hr	8	8,000hr	
Skid Steer Loader	12	3,500hr	5	5,000hr	
Forklift	15	5,000hr	-	-	For low engine hour cases, it may be possible to extend the life if condition is good
Tractors					

¹⁶ Whichever utilisation/age occurs first

Plant/Fleet Type	Recommended Policy ¹⁶		IPWEA		Comment on proposed policy
	Years	Km/hr	Years	Km	
>125 kw	12	7,000hr	7	5,000hr	
>70 kw	12	6,000hr	7	5,000hr	
<70 kw	12	5,000hr	7	5,000hr	
Rollers – Self Propelled					
Multi-wheel type	15	7,000hr	10	5,000hr	For low engine hour cases, it may be possible to extend the life if condition is good
Vibratory steel drum (10-12T)	12	6,000hr	8	5,000hr	
Twin drum (<4T)	12	3,500hr	8	5,000hr	
Rollers – Drawn					
Grid Roller	25	-	50	-	
Combination Roller	20	-	50	-	
Multi-wheeled	20	-	50	-	
Roller – self propelled pedestrian	15	-	15	-	May be possible to extend life if usage is moderate & condition good
Trailers – Heavy					
Low loader	20+	-	15	-	
Plant trailer (tag type)					
Heavy 2 & 3 axle type	18	-	15	-	
Lighter 2 axle (P641)	15	-	15	-	
Tipping dog trailer	15	-	15	-	
Bitumen tanker (semi-trailer type)	20	-	15	-	
Implements – Tractor and Excavator					
Slashers					
3PL mounted	7-15	-	30	-	Assuming moderate usage – if usage higher and in rough conditions, shorter life will be required.
Road broom					
3PI mounted	18	-	30	-	Assuming moderate usage
Rock crusher (P614)					
3PL mounted	10	-	30	-	Assuming moderate usage – if usage higher, shorter life will be required
Vegetation groomer / mulcher (P632 & P645)					
3PI or excavator mounted	8	-	30	-	Assuming moderate usage – if usage higher, shorter life will be required
Mower Ride-on					
Zero turn & out front deck (diesel engine)	8	2,000hr	5	2,000hr	For roadside reserves & ovals
Zero turns & mid mounts (petrol engine)	8	1,500hr	5	2,000hr	
Generator Sets					

Plant/Fleet Type	Recommended Policy ¹⁶		IPWEA		Comment on proposed policy
	Years	Km/hr	Years	Km	
Diesel-powered back-up	12-20	-	10	-	
Water tanks					
Water tank (slip or chassis mounted types)	15	-	-	-	Moderate use items operate longer. Assess on structural & overall condition
Trailers - specialised					
Bitumen spray trailer	12-18	-	20	-	Maybe possible to extend a bit if usage is moderate & condition good
Drain cleaning jetting trailer	12-18	-	10	-	
Trailers – light					
Light – moderately used	15-20	-	15	-	Assess all for structural & overall condition, particularly moderate use items.
Tandem trailer	10-20	-	15	-	
Trailer – mower transportation	8-16	-	15	-	Lower usage unite, may be viable to operate longer.
Trailer – toilet	10-20	-	15	-	
Trailer – traffic light set	10-15	-	15	-	
Trailer – wash-down	10-15	-	15	-	
Trailer – Variable message board	10-15	-	15	-	
Trailer – other specialised (e.g. weather, welder)	15-20	-	15	-	
Miscellaneous Equipment					
Line marker (pedestrian type)	10-15	-	-	-	
Spraying equipment	8-12	-	10	-	
Diesel pump sets (for emergency pumping)	10-20	-	-	-	
Vehicle hoist	10	-	-	-	
Aggregate spreader	12-20	-	6-30	-	
Concrete mixer	12-25	-	20	-	

APPENDIX E – Renewal Priorities

Year	Plant Number	Description	Change-over Costs \$
2023/24	P179	Toyota Hilux 4x2	\$37,238
2023/24	P323 ¹⁷	UD Nissan CW445 6x4 Prime Mover	\$271,413
2023/24	P210	Caterpillar 428D Backhoe Loader	\$151,768
2023/24	P439	John Deere 670D Grader	\$455,413
2023/24	P441	John Deere Grader 670GP	\$421,029
2023/24	P191	Navara C/C	\$38,892
2023/24	P324	Mitsubishi Canter 3.5 Super Cab	\$118,168
2023/24	P328	ISUZU NPR 400 3 Way Tipper Truck 7.5 T GVM	\$95,495
2023/24	P329	Mitsubishi Fuso Canter Crew Tipper Truck Dual Cab	\$103,280
2023/24	P442	John Deere Grader 670GP	\$429,597
2023/24	P211	Case CX60 2WD Cab Tractor 60 HP	\$60,376
2023/24	P621	Ferris Mower IS5100	\$33,098
2023/24	P622	Ferris Mower IS5100	\$33,098
2023/24	NPC008	Molnar 2 post hoist	\$7,057
2024/25	P189	Navara single cab 4wd	\$37,115
2024/25	P331	Hino 300/300WC 917 Series with 3 way tipper body	\$92,463
2024/25	P449	Caterpillar 12M Grader	\$420,268
2024/25	P645	FAE UML EX 150 Vegetation Groomer	\$48,809
2024/25	P617	Drain Spray Unit	\$33,947
2025/26	P330	Volvo FMX/FM11 Prime Mover with quick change tipper body	\$274,714
2025/26	P440	Catepillar Loader IT14G	\$252,288
2025/26	P644	Cat PF300C Rubber tyred Self Powered Roller 21 T	\$97,322
2025/26	P625	Tri Axle Super Dog Trailer	\$77,767
2025/26	P333 ¹⁷	12,000L plastic water tank on skid	\$56,636
2025/26	P424	Pohlner Combination Roller towed by P442	\$144,886
2025/26	P432	Fieldmaster Slasher	\$13,595
2025/26	P434	Slasher	\$13,503
2025/26	P900	Genset 44KVA	\$27,968
2026/27	P336	Hino 300 series 4.5 T GVM	\$63,471
2026/27	P338	Hino 300 series 4.5 T GVM	\$60,625
2026/27	P453	Caterpillar 938K Loader	\$271,659
2026/27	P643	Cat CS56 Roller Vib smooth drum 11 T	\$153,227
2026/27	P616	Vibrating Roller	\$13,501
2026/27	P212	Komatsu FD25 Forklift	\$35,255
2026/27	P437	Pohlner Multi Tyred Roller	\$46,599
2026/27	P414	Road Broom	\$14,229

¹⁷ Item was burnt but still needs to be replaced

Year	Plant Number	Description	Change-over Costs \$
2026/27	P605	Trailer	\$7,915
2026/27	P618	Trailer	\$7,810
2026/27	P600	Trailer	\$7,968
2026/27	P604	Trailer	\$6,185
2026/27	P620	Trailer	\$7,757
2026/27	P627	Trailer	\$9,493
2026/27	P613	Trailer	\$2,013
2026/27	P601	Trailer	\$10,143
2026/27	P606	Trailer	\$16,510
2026/27	P208	Kubota Mower tractor with Aggregate Spreader	\$22,692
2026/27	P450	Bitumen Spray Unit and Trailer	\$28,347
2026/27	P179 2nd renewal	Toyota Hilux 4x2	\$33,935
2026/27	P189 2nd renewal	Navara single cab 4wd	\$31,443
2027/28	P337	Hino 300 series 4.5 T GVM	\$63,599
2027/28	P630	Cat Skid Steer 272C	\$168,218
2027/28	P623	8.4 m Freightmaster Tri-Axle Flat Top	\$57,329
2027/28	P313	Tri-Axle Emulsion Tanker/ Trailer	\$283,728
2027/28	P445	Pohlner Combination Roller	\$128,879
2027/28	P639	Trailer	\$7,530
2027/28	P612	Trailer	\$4,766
2027/28	P619	Trailer	\$8,286
2027/28	P609	Lincoln Welder	\$11,714
2027/28	P633	Dual Mobile Portable Toilet on Trailer	\$21,132
2027/28	P638	Traffic Light Trailer set	\$24,171
2027/28	P191 2nd renewal	Navara C/C	\$33,528
2028/29	P334	Nissan UD Bitumen Spray Tar Truck 6x4	\$648,855
2028/29	P649	Ferris IS5100Z Zeroturn Mower	\$34,456
2028/29	NCP009	8000 L plastic water tank	\$37,642
2028/29	P635	Trailer	\$9,574
2028/29	P905	VMS Trailer	\$39,698
2028/29	P906	VMS Trailer	\$39,698
2028/29	P907	VMS Trailer	\$39,698
2029/30	P332	Nissan UD Tipper	\$256,816
2029/30	P339	Mitsubishi Fuso Canter	\$99,550
2029/30	P447	Caterpillar CB224E	\$51,866
2029/30	P214	New Holland Tractor	\$91,735
2029/30	P637	Tri Axle Super Dog Trailer	\$80,822
2029/30	P624	Cement Mixer	\$2,478
2029/30	P628	Trailer	\$6,312
2029/30	P631	Trailer	\$5,826
2029/30	P202	Maxilift ML150D-2 ERS 12 Volt Crane	\$28,347

Year	Plant Number	Description	Change-over Costs \$
2029/30	P640	Drain Cleaning Jetter Unit	\$50,359
2029/30	P647	Hardi PU300 Honda Rigid Boom	\$9,419
2029/30	P648	Sprayer 12V 250ltr	\$2,149
2029/30	P650	Sprayer	\$2,087
2029/30	NCP007	Graco LineLazer	\$19,323
2029/30	P188 upgrade 1st renewal	Small Truck	\$66,421
2029/30	P190 upgrade 1st renewal	Small Truck	\$66,421
2029/30	P622 2nd renewal	Ferris Mower IS5100	\$35,318
2030/31	P179 3rd renewal	Toyota Hilux 4x2	\$37,457
2030/31	P621 2nd renewal	Ferris Mower IS5100	\$36,201
2030/31	P449 2nd renewal	Caterpillar 12M Grader	\$454,798
2031/32	P191 3rd renewal	Ute	\$37,008.
2031/32	P328 2nd renewal	Tipper Truck	\$109,194
2031/32	P329 2nd renewal	Tipper Truck	\$120,110
2031/32	P441 2nd renewal	Grader	\$513,879
2031/32	P442 2nd renewal	Grader	\$495,987
2032/33	P189 3rd renewal	Ute	\$34,707.00
2032/33	P335	Medium Trucl	\$181,174.00
2032/33	P331 2nd renewal	Light truck	\$109,478.84
2032/33	P201	Backhoe loader	\$62,266.00
2032/33	P210 2nd renewal	Backhoe loader	\$180,826.00
2032/33	NCP010	Water tank	\$24,489.00
2032/33	P444	Roller	\$148,994.00
2032/33	P645 2nd renewal	Vegetation groomer	\$50,030.00
2032/33	P910	Generator	\$16,672.00
2032/33	P911	Generator	\$18,667.00
2032/33	P912	Generator	\$18,667.00
2032/33	P909	Trailer	\$8,519.00