Greater Hume Shire

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Greater Hume
Plant and Fleet Asset Management Plan

Document Control	Plant and Vehicle Asset Management Plan

Document Register Number: ENG.STRAT.0002.001

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	31 July 2013	First Edition	Manager Assets	Director Engineering	General Manager

Asset Management for Small, Rural or Remote Communities Practice Note

The Institute of Public Works Engineering Australia.

www.ipwea.org.au/AM4SRRC

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1. Executive Summary

Context

Council provides vehicles and plant to enable services to be delivered for the community. Due to the diversity of Councils services the useful life of our vehicles and plant varies dependant on how it is being used.

Council also has Rural Fire Service and State Emergency Service Plant on its register but as council does not control these vehicles and plant these will be excluded from this Asset Management Plan.

The Vehicle and Plant network comprises:

- Heavy Plant (graders, loaders, rollers, backhoes, trucks & trailers, water carts)
- Light Commercial (utilities, light trucks etc.)
- Trailers
- Mowers and tractors
- Passenger vehicles
- Miscellaneous equipment (generators, welders, slashers, flail mowers, etc)

Council provides funding for a plant replacement program and this Asset Management Plan will assist to operate and maintain the fleet to achieve the following tactical objectives.

1. Most economically advantageous life cycle costs.
2. Provide and actively seek emerging safety features in the acquisition of new items, while ensuring the fleet is maintained at a safe and functional standard.
3. Seek reductions in the emissions from fuels, vehicle components, oils and service methods.
4. Meet the functional requirements of the operation while enhancing productivity and personal attributes.
5. Limit exposure to fuel sustainability and price risks.

These objectives are conducted under the strategic objectives “Provide and develop good governance and financial management”.

These infrastructure assets have a replacement value of $9,885,000.

What does it Cost?

The projected cost to provide the services covered by this Asset Management Plan includes operations, maintenance, renewal and upgrade of existing assets over the 10 year planning period is $28,389,000 or $2,838,900 per year.

Council’s estimated available funding for this period is $29,746,000 or $2,974,600 per year which is 104.8% of the cost to provide the service. This is a funding excess of $135,700 per year. Projected and budgeted expenditure are shown in the table below. These costs are distorted due to 2011 to 2013 having carry-over budget from previous years.

Greater Hume SC >> Table 6.1 Sustainability of Service Delivery for (Plant and Vehicle V1S2)

Executive Summary - What does it cost?	
Cost over 10 years	**$28,389**
Cost per year	**$2,839**
Available funding over 10 years	**$29,746**
Funding per year	**$2,975**
Funding shortfall	**$136**
Percentage of cost	**105%**
Life Cycle Cost (long term)'($000)	
Life Cycle Cost [depreciation + ops. and maint. exp year 1]	**$2,535**
Life Cycle Exp. [capital renewal exp. + ops + mtce exp. yr 1]	**$2,859**
Life Cycle Gap [life cycle expenditure - life cycle cost [-ve = gap]	**$324**
Life Cycle Sustainability Indicator [life cycle expenditure / LCC]	**112.80%**
Medium Term (10 yrs) Sustainability	
10 yr Ops, Maint & Renewal Projected Expenditure	**$2,839**
10 yr Ops, Maint & Renewal Planned (Budget) Exp	**$2,975**
10 yr Funding Shortfall [10 yr proj. exp. - planned (Budget) exp.]	**$136**
10 yr Sustainability Indicator [10 yr planned exp. / proj. exp.]	**105%**
Short Term (5 yrs) Sustainability	
5 yr Ops, Maint & Renewal Projected Expenditure	**$3,011**
5 yr Ops, Maint & Renewal Planned (Budget) Exp	**$3,100**
5 yr Funding Shortfall [5 yr proj. exp. - planned (budget) exp.]	**$89**
5 yr Sustainability Indicator [5 yr planned exp. / proj. exp.]	**103%**
AIFMG Financial Sustainability Indicator 8.	
NPV Budget Expenditure / NPV Projected Expenditure	**100%**

As the "AIFMG financial sustainability indicator 8." is based on the first year's expenditure only, reporting on the next ten years the figure may not be a true indication over the life of the assets. One of the main purposes of the Asset Management Plan is to highlight any areas that need to be developed.

Managing the Risks

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

- Risk:- Failure of the plant causing loss of life, lost time or inconvenience
- Action:- Investigations to ensure appropriate plant is purchased, systems to maintain plant correctly and induction systems to ensure staff are trained to operate the plant in a safe and productive manner.
- Risk:- that the pricing estimates are too high or too low and the financial resources are planed incorrectly.
- Action:-The assumptions in this plan need to be verified and funding set aside to meet expected increases.

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

- Ensuring all plant is appropriate for the service it helps to provide
- Ensuring all plant is maintained in a safe and functional state
- Ensuring all persons operating plant are trained, licenced and capable.

The Next Steps

The actions resulting from this asset management plan are:

- Investigate that the plant is the most appropriate for the intended use
- Plant is serviced and maintained to maximise the potential life of the asset
- Whole of life costs are determined and used in the decision making when replacements are due.
- Develop the existing plant register to meet the need of asset management and finance staff.

Questions you may have ...

What is this plan about?

This asset management plan covers the assets that serve the Community's Plant and Vehicle needs. These assets include cars, trucks and machinery throughout the Council area that enable staff to deliver the required services.

What is an Asset Management Plan?

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

The Asset Management Plan details information about assets including actions required to provide an agreed level of service in the most cost effective manner. The Plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

What options do we have?

Improving the funding needs involves several steps:

1. Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels,
2. Improving our efficiency in operating, maintaining, replacing existing and purchasing new assets to optimise life cycle costs,
3. Identifying and managing risks associated with providing services from infrastructure,
4. Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure,
5. Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs
6. Consulting with the community to ensure that services and costs meet community needs and are affordable,
7. Developing partnership with other bodies, where appropriate to provide services;
8. Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

2. Introduction

2.1 Background

This asset management plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service.

The asset management plan is to be read with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Greater Hume Shire Council Community Strategic plan 2030
- Greater Hume Shire Council Delivery Plan 2012 – 2016
- Greater Hume Shire Council 10 year Financial plan

The infrastructure assets covered by this asset management plan are shown in Table 2.1.

Table 2.1: Assets covered by this Plan

Asset category	Dimension	Replacement Value
Heavy Plant	45 items of Heavy Plant	$6,240,435
Trailers	10 Light Trailers	$113,879
Light Commercial	34 Light Utilities and small trucks	$1,086,950
Mowers and Tractors	25 Mowers and Tractors	$1,092,535
Passenger vehicles	27 Passenger Vehicles	$838,258
Miscellaneous	23 Miscellaneous items of plant	$513,298
TOTAL	**164 Items of Plant**	**$9,885,355**

2.2 Goals and Objectives of Asset Management

The Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by council staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers.

The key elements of infrastructure asset management are:

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,

- Continuous improvement in asset management practices.[1]

The goal of this asset management plan is to:

- Document the services to be provided and the costs of providing the service,
- Communicate the consequences for service levels and risk, where desired funding is not available, and
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

This asset management plan is prepared under the direction of Council's vision, mission, goals and objectives.

Council's vision is:

Greater Hume Shire will be a prosperous rural Shire with vibrant sustainable communities, offering excellent quality of life, and supported by a thriving agricultural, commercial and industrial base that capitalizes on the unique opportunities available through the highest standards of ethics, service and efficiency.

Council's mission is:

To provide quality leadership through service and management that meets the needs of all communities, enhances their wellbeing and develops opportunities through community involvement.-

Relevant goals and objectives and how these are addressed in this asset management plan are shown in Table 2.2.

Table 2.2: Organisation Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in AMP
Organisational excellence	Provide and develop good governance and financial management	Analysis and planning of operational and capital expenditure associated with the vehicles, plant and equipment.

2.3 Plan Framework

Key elements of the plan are

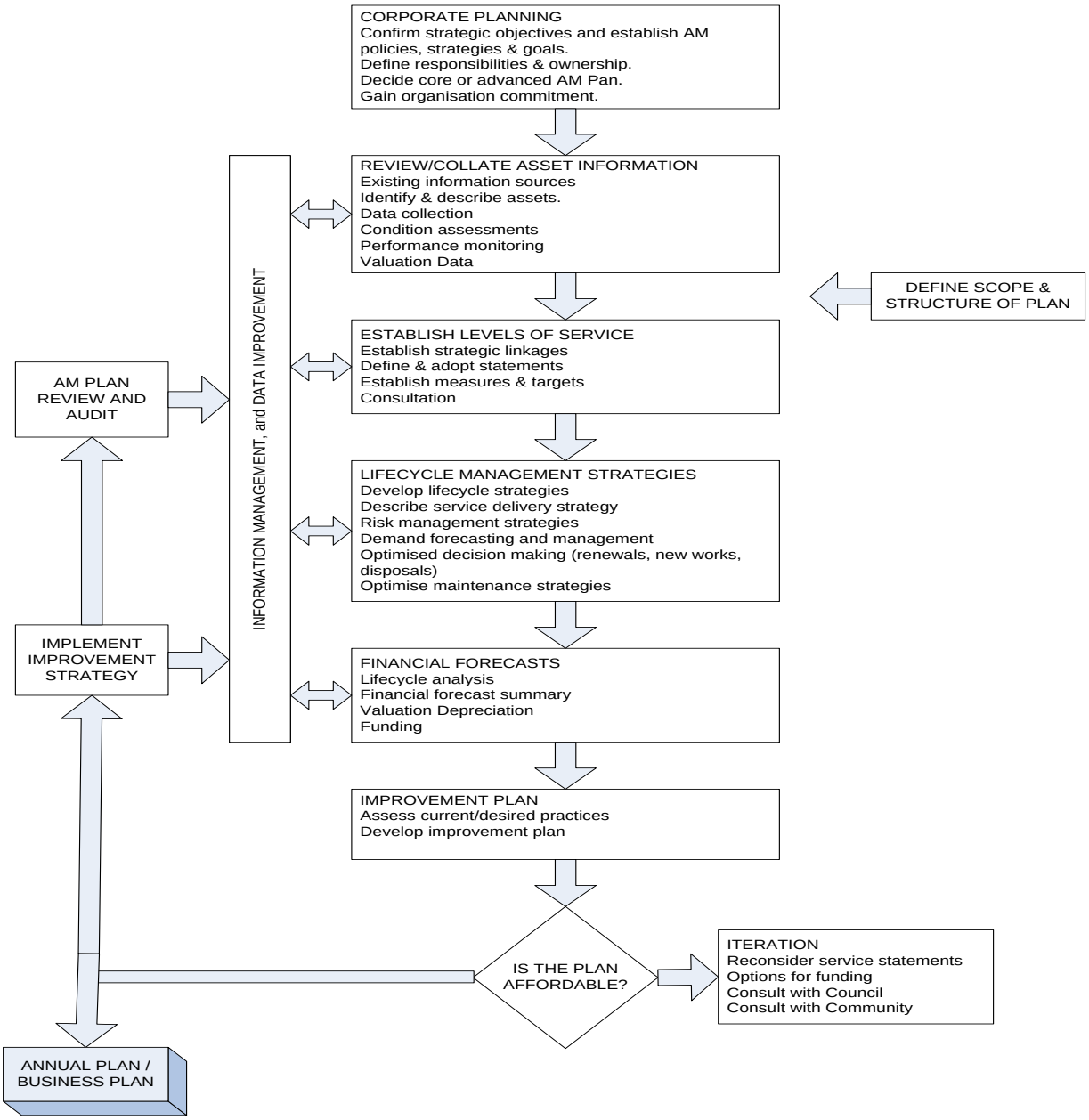
- Levels of service – specifies the services and levels of service to be provided by council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how the organisation will manage its existing and future assets to provide the required services

[1] IPWEA, 2006, *IIMM* Sec 1.1.3, p 1.3.

- Financial summary – what funds are required to provide the required services.
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation's objectives.
- Asset management improvement plan

Road Map for preparing an Asset Management Plan

Source: IIMM Fig 1.5.1, p 1.11



2.4 Core and Advanced Asset Management

This asset management plan is prepared as a first cut 'core' asset management plan in accordance with the International Infrastructure Management Manual[2]. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

2.5 Community Consultation

This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability to pay for the service.

[2] IPWEA, 2006.

3. Levels Of Service

3.1 Customer Research and Expectations

Council has a continuing informal research on customer expectations by talking with the operators and their supervisors when the vehicle or plant is due to be replaced to determine if the vehicle or plant has been efficient and effective and by regular checking of the operational costs. This will be investigated for future updates of the asset management plan.

3.2 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. Relevant legislation is shown in Table 3.2.

Table 3.2: Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. Specifies requirements relating to purchase and disposal of assets.
Road Traffic Act 1974	Requirement to licence vehicles to be driven on the road and all driving regulations
Road Traffic Amendment Act 2000	Requirement for the owner of the vehicle to be liable for drivers compliance with the regulations.
National Environmental Protection (Diesel Vehicle Emissions) Measure	Supporting legislation to the National Environmental Protection Council Act 1994 that requires monitoring and control of emissions from diesel vehicles.
Work Health and Safety Act 2011	Requirements for organisations and individuals to apply a duty of care to others. Including relating to undertaking modifications to vehicles.
Australian Design Rules	Requirement for all new vehicles sold in Australia to meet standards relating to anti-theft, safety and emissions.
Motor Vehicle Standards Act 1989,	Design and maintenance requirements for vehicles on Australian roads

3.3 Current Levels of Service

Council has defined service levels in two terms.

Community Levels of Service relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

Community levels of service measures used in the asset management plan are:

Quality	How good is the service?
Function	Does it meet users' needs?
Safety	Is the service safe?

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc. that the plant enables us to achieve.
- Maintenance – the activities necessary to retain an asset as near as practicable to its original condition (eg Servicing, Replacing tyres and windscreens as required, repairing any damage quickly to ensure minimal downtime).
- Renewal – replacing the plant at the most economic time that will ensure that we have current viable equipment that will continue to provide the service in a reliable sustainable way.
- Upgrade – purchasing the most efficient plant available that will enable services to be as efficient and cost effective as possible and to cover the changing needs as they arise.

Council's current service levels are detailed in Table 3.3.

Table 3.3: Current Service Levels

Key Performance Measure	Level of Service Objective	Performance Measure Process	Desired Level of Service	Current Level of Service
COMMUNITY LEVELS OF SERVICE				
Quality	Clean well maintained	Number of complaints	No complaints	No complaints
Function	The appropriate plant to perform service	Service provision	No Complaints	No Complaints
Safety	Plant causes no harm to the operator, public or the environment	Risk inspection at time of purchase	No uncontrolled risk	No uncontrolled risk
TECHNICAL LEVELS OF SERVICE				
Operations	Plant performs the task it was purchased for	Reports from operators/drivers	Satisfied with plant	Satisfied with plant
Maintenance	Plant is maintained to the appropriate level	Plant clean services on time	As per manufacturers schedule	As per manufacturers schedule
Renewal	Plant is replaced when appropriate	Plant replaced before it fails	Replaced at optimal time	Replaced at optimal time
Upgrade/New	Is there more efficient plant available to perform the task required?	Keep informed on plant development	Change as efficiencies dictate	Change as efficiencies dictate

3.4 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including residents' feedback to Councillors and staff, service requests and correspondence. Council will update quantifying desired levels of service. This will be done in future revisions of this asset management plan.

4. Future Demand

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1.

Table 4.1: Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	Greater Hume Shire population 10,423 people. (source: ABS 30 March 2012)	2021 – 11,076	Minimal
Demographics	Rural base small towns and villages	Aging population	Minor changes over time

4.2 Changes in Technology

Technology changes are forecast to have little effect on the delivery of services covered by this plan.

Changes in plant and vehicles are gradual developments and will have minimal effect on council's strategies.

Technology changes forecast to affect the delivery of services covered by this plan are detailed in Table 4.2.

Table 4.2: Changes in Technology and Forecast effect on Service Delivery

Technology Change	Effect on Service Delivery
More efficient engines	Less fuel and less pollution to offset rising prices
Higher safety levels in vehicles	Less fatalities and injuries from vehicle accidents

4.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management.

Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the council to own the assets. Examples of non-asset solutions include providing services from existing

infrastructure such as aquatic centres and libraries that may be in another council area or public toilets provided in commercial premises.

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

5. Lifecycle Management Plan

The lifecycle management plan details how Council plans to manage and operate the plant assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs. To undertake lifecycle asset management, means considering all management options and strategies as part of the asset lifecycle, from planning to disposal.

Above: Graphical representation of the asset lifecycle

5.1 Background Data

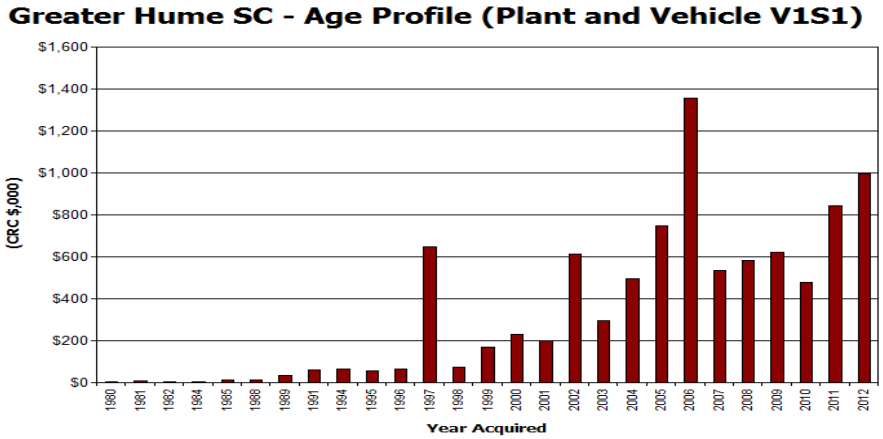
5.1.1 Physical parameters

The assets covered by this asset management plan are shown in Table 2.1.

The useful life of the plant and vehicles varies from as low as two years for high use regular turnover work utilities and vehicles for road overseers and managers to large plant that are kept for 10 years and trailers, tow behind rollers, etc. that may be kept longer.

The age profile of the assets include in this AM Plan is shown in Figure 2.

Figure 2: Asset Age Profile



5.1.2 Asset capacity and performance

Council's services are generally provided to meet design standards where these are available, where the capacity and performance of each vehicle or piece of plant are assessed carefully before purchase and throughout the working life.

5.1.3 Asset condition

Asset condition information is not relevant to Plant and Vehicles as they are short lived compared to roads and buildings and condition is maintained as part of the maintenance schedule and renew program.

5.1.4 Asset valuations

The value of assets recorded in the asset register as at 30-June -2012 covered by this asset management plan is shown below.

Current Replacement Cost	$9,885,355
Depreciable Amount	$9,885,355
Depreciated Replacement Cost	$6,616,000
Annual Depreciation Expense	$448,000

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Asset Consumption (Depreciation/Depreciable Amount)	11%
Asset renewal (Capital renewal exp/Depreciable amount)	14.2%
Annual Upgrade/New (Capital upgrade exp/Depreciable amount)	0%
Annual Upgrade/New (including contributed assets)	0%

Due to the backlog of plant replacements and the catch-up (for this year only[1]), Council is currently renewing assets at 129.9% of the rate they are being consumed and increasing its asset stock by 0% each year.
To provide services in a financially sustainable manner, Council will need to ensure that it is renewing assets at the rate they are being consumed over the medium-long term and funding the life cycle costs for all new assets and services in its long term financial plan.

[1]Council had carried over non-critical plant replacement while a review of the plant replacement was finalised.

It should be noted that Council's recorded depreciation expense is $448,000 per annum, whereas actual projected replacement expenditure is approximately $1,000,000 per annum.

During the 2013/2014 financial year Council will be undertaking a life cycle analysis of the complete plant fleet to determine the following:-

- Optimum replacement schedule
- Development of hire rates
- Justification of where plant should form part of Council's fleet or should be hired in as needed.

  (Buy or Hire scenario)

5.1.5 Asset hierarchy

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

Council's service hierarchy is shown is Table 5.1.5.

Table 5.1.5: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Heavy Plant	8 to 12 years
Light Trailers	12 years
Light Commercial	2 to 4 years
Light Trucks	8 to 12 years
Mowers and Tractors	3 to 12 years
Passenger vehicles	2 to 3 years
Miscellaneous	6 to 12 years

5.2 Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets is identifying critical risks that may result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, from this develops a risk rating, evaluates the risk and develop a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - require immediate corrective action and 'High' – require prioritised corrective action to be identified in the Infrastructure Risk Management Plan as it is developed.

5.3 Routine Maintenance Plan

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

5.3.1 Maintenance plan

Maintenance includes reactive, planned and specific maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through the manufacturers' maintenance and service delivery schedules.

Current budgeted maintenance expenditure levels are considered to be adequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels.

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

Deferred maintenance, ie works that are identified for maintenance and unable to be funded are to be included in the risk assessment process in the infrastructure risk management plan.

Maintenance is funded from the operating budget and grants where available. This is further discussed in Section 6.2.

5.3.2 Standards and specifications

Maintenance work is carried out in accordance with the Manufacturers Standards and Specifications.

5.4 Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.4.1 Renewal plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template".

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the *'Expenditure template'*.

Method 1 was used for this asset management plan.

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.4.1.

Table 5.4.1: Renewal Priority Ranking Criteria

Criteria	**Weighting**
Age of plant relative to expected useful life	50%
Utilization	25%
Meeting function requirements	25%
Total	**100%**

5.4.2 Renewal standards

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

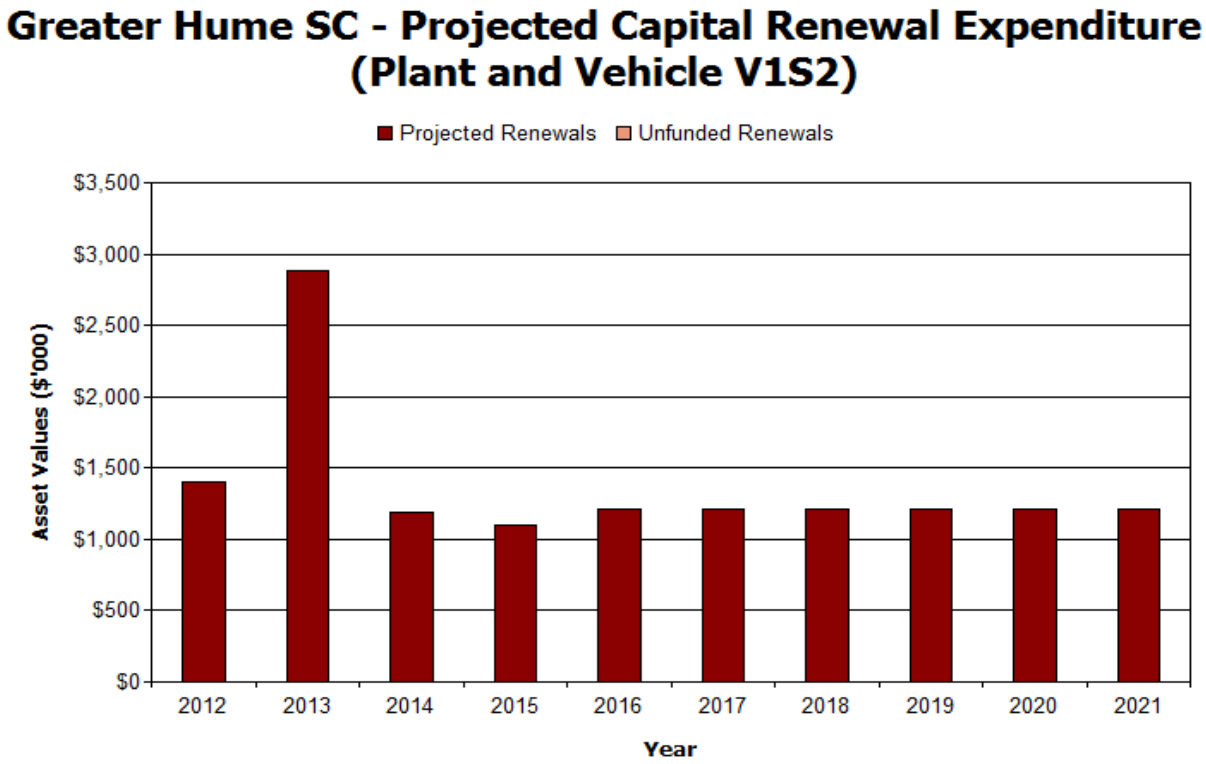
- Manufacturers design and maintenance Standards and Specifications

5.4.3 Summary of projected renewal expenditure

Projected future renewal expenditures are forecast to continue over time as the asset stock ages. The costs are summarised in Figure 5. Note that all costs are shown in 2012 dollar values.

The projected capital renewal program is shown in Appendix B.

Figure 5: Projected Capital Renewal Expenditure



Deferred renewal, ie those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in the risk management plan.

Renewals are to be funded from capital works programs and grants where available. This is further discussed in Section 6.2.

5.5 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. These assets from growth are considered in Section 4.4.

5.5.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

The priority ranking criteria is detailed in Table 5.5.1.

Table 5.5.1: Upgrade/New Assets Priority Ranking Criteria

Criteria	Weighting
Age of plant relative to expected useful life	50%
Utilization	25%
Meeting function requirements	25%
Total	**100%**

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 Summary of projected upgrade/new assets expenditure

New assets and services are to be funded from capital works program and grants where available. This is further discussed in Section 6.2.

5.6 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any.

Where cashflow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

Plant is disposed of regularly and this is an ongoing process identified when formulating the budget. Currently plant is either traded or disposed of at auction

6. Financial Summary

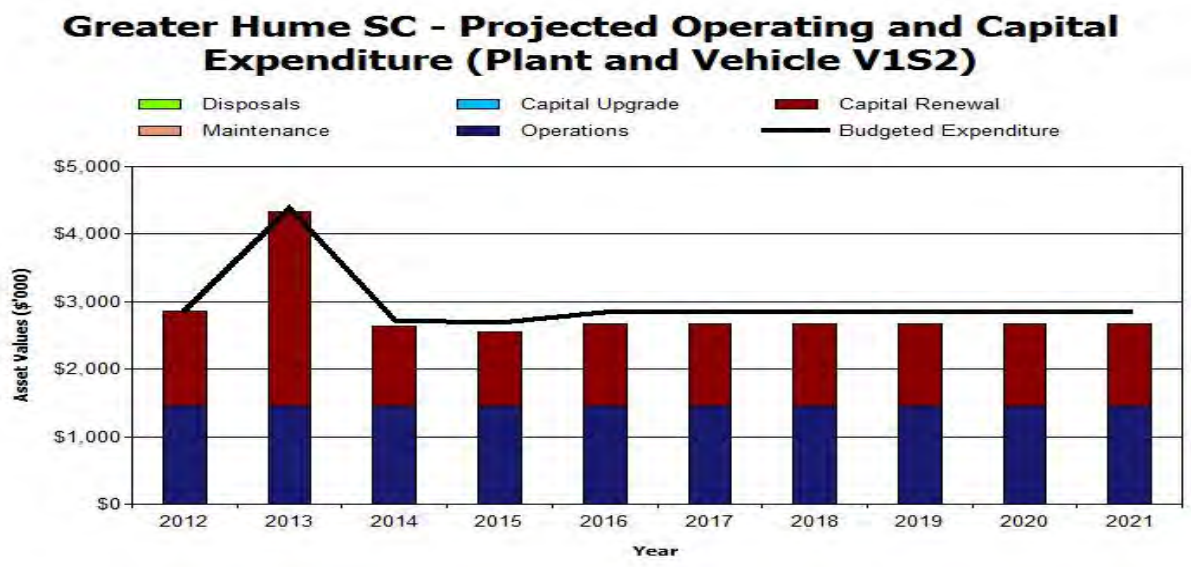
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial Statements and Projections

The financial projections are shown in Figure 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Note that all costs are shown in 2012 dollar values.

Figure 7: Projected Operating and Capital Expenditure and Budget



6.1.1 Financial sustainability in service delivery

There are three 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/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services

covered in this asset management plan is $2,535,000 per year (operations and maintenance expenditure plus depreciation expense in year 1).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is $2,859,000 (operations and maintenance expenditure plus budgeted capital renewal expenditure in year 1).

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

The life cycle surplus for services covered by this asset management plan is $324,000 per year (-ve = gap, +ve = surplus).

Life cycle expenditure is 112.8% of life cycle costs giving a life cycle sustainability index of 1.13

(The apparent surplus is caused by the unspent budget that was bought forward currently being applied to overcome the backlog of replacement plant since the amalgamations in 2006.)

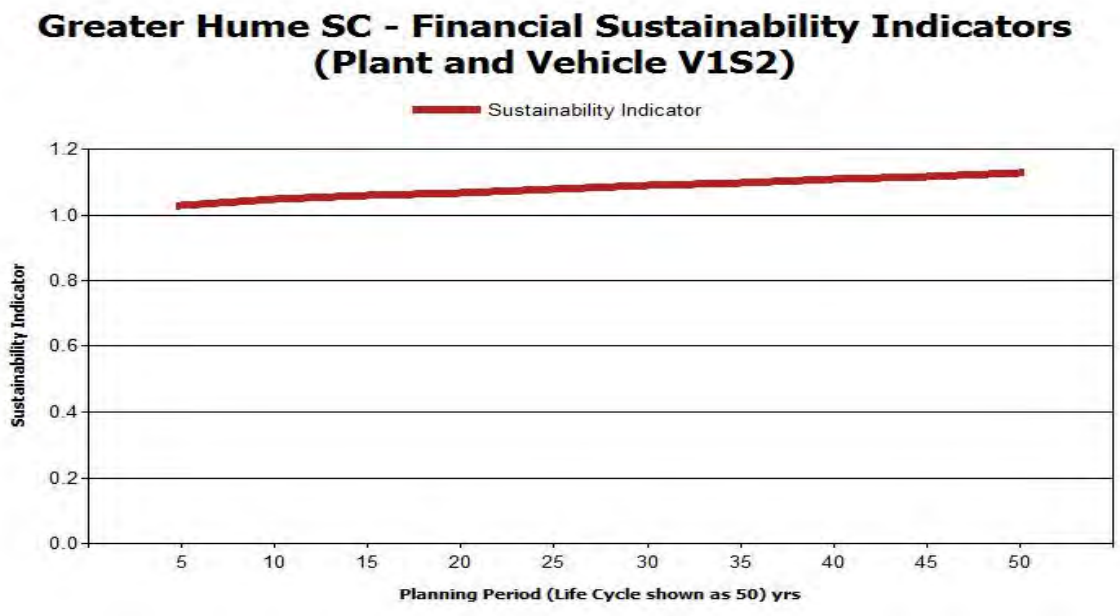
The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Financial Sustainability Indicators

Figure 7A shows the financial sustainability indicators over the 10 year planning period and for the long term life cycle.

Figure 7A: Financial Sustainability Indicators



Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and funding to achieve a financial sustainability indicator of 1.0 for the first years of the asset management plan and ideally over the 10 year life of the AM Plan.

Figure 8 shows the projected asset renewals in the 10 year planning period from Appendix B. The projected asset renewals are compared to budgeted renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period in Figure 8.

Figure 8: Projected and Budgeted Renewal Expenditure

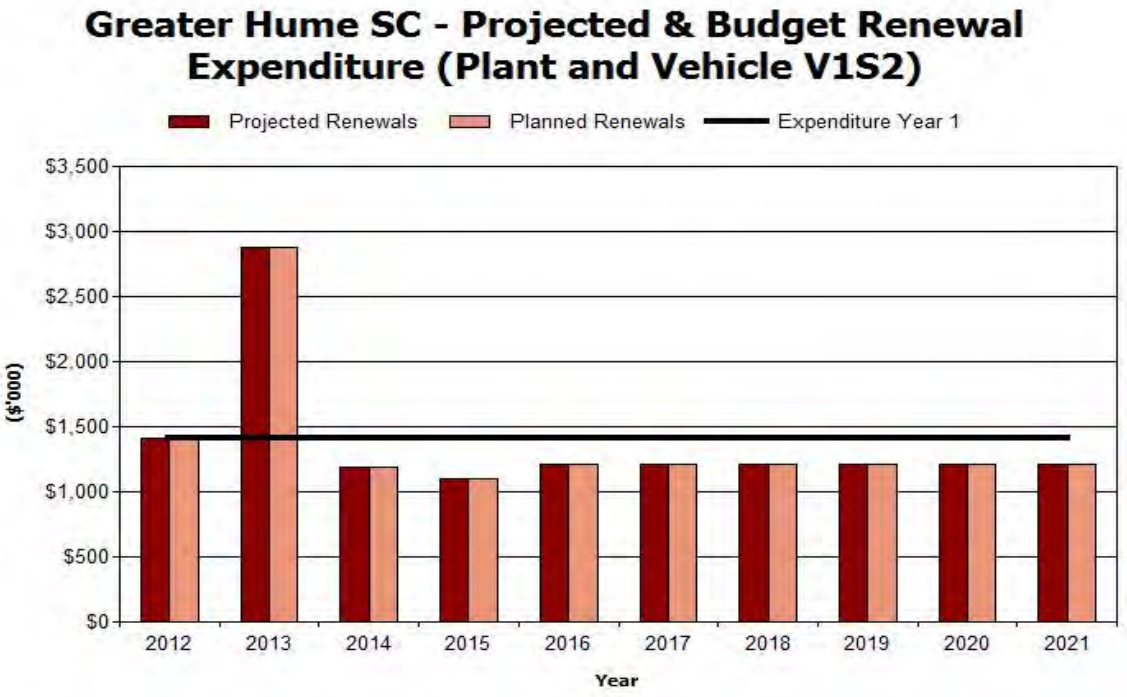


Table 6.1.1 shows the shortfall between projected and budgeted renewals

Table 6.1.1: Projected and Budgeted Renewals and Expenditure Shortfall

Year	Projected Renewals ($000)	Planned Renewal Budget ($000)	Renewal Funding Shortfall ($000) (-ve Gap, +ve Surplus)	Cumulative Shortfall ($000) (-ve Gap, +ve Surplus)
2012	$1,407.00	$1,407.00	$0.00	$0.00
2013	$2,880.00	$2,880.00	$0.00	$0.00
2014	$1,189.00	$1,189.00	$0.00	$0.00
2015	$1,103.00	$1,103.00	$0.00	$0.00
2016	$1,215.00	$1,215.00	$0.00	$0.00
2017	$1,215.00	$1,215.00	$0.00	$0.00
2018	$1,215.00	$1,215.00	$0.00	$0.00
2019	$1,215.00	$1,215.00	$0.00	$0.00
2020	$1,215.00	$1,215.00	$0.00	$0.00
2021	$1,215.00	$1,215.00	$0.00	$0.00

Note: A negative shortfall indicates a funding gap, a positive shortfall indicates a surplus for that year.

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewals, planned asset renewals and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.

We will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels and costs with the community.

To manage any gap we can assess the lives of some of the longer lived assets like trailers that tend to be rebuilt in house one worn component at a time to extend the useful lives.

6.1.2 Expenditure projections for long term financial plan

Table 6.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

Table 6.1.2: Expenditure Projections for Long Term Financial Plan ($000)

Greater Hume SC >> Planned Expenditures for Long Term Financial Plan (Plant and Vehicle V1S2)					
Year End Jun-30	Total Operations Expenditure ($'000)	Total Maintenance ($'000)	Projected Capital Renewal ($'000)	Planned Capital Upgrade / New ($'000)	Net Disposals ($'000)
2012	$1,452.00	$0.00	$1,407.00	$0.00	$0.00
2013	$1,452.00	$0.00	$2,880.00	$0.00	$0.00
2014	$1,452.00	$0.00	$1,189.00	$0.00	$0.00
2015	$1,452.00	$0.00	$1,103.00	$0.00	$0.00
2016	$1,452.00	$0.00	$1,215.00	$0.00	$0.00
2017	$1,452.00	$0.00	$1,215.00	$0.00	$0.00
2018	$1,452.00	$0.00	$1,215.00	$0.00	$0.00
2019	$1,452.00	$0.00	$1,215.00	$0.00	$0.00
2020	$1,452.00	$0.00	$1,215.00	$0.00	$0.00
2021	$1,452.00	$0.00	$1,215.00	$0.00	$0.00

6.2 Funding Strategy

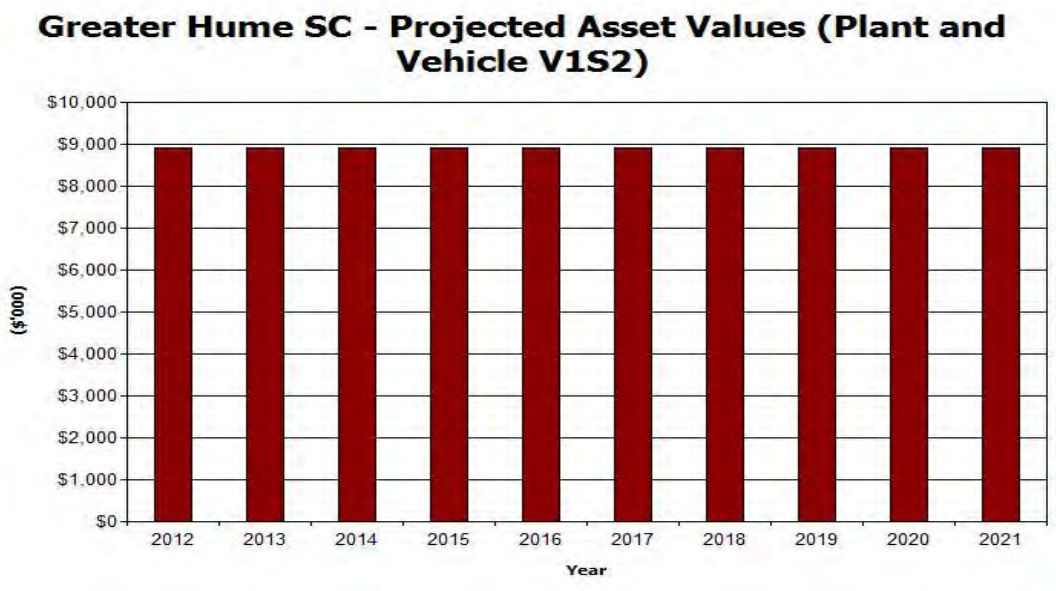
Projected expenditure identified in Section 6.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10 year long term financial plan.

6.3 Valuation Forecasts

Asset values are forecast to increase if additional assets are added to the asset stock for construction and any additions to Council services

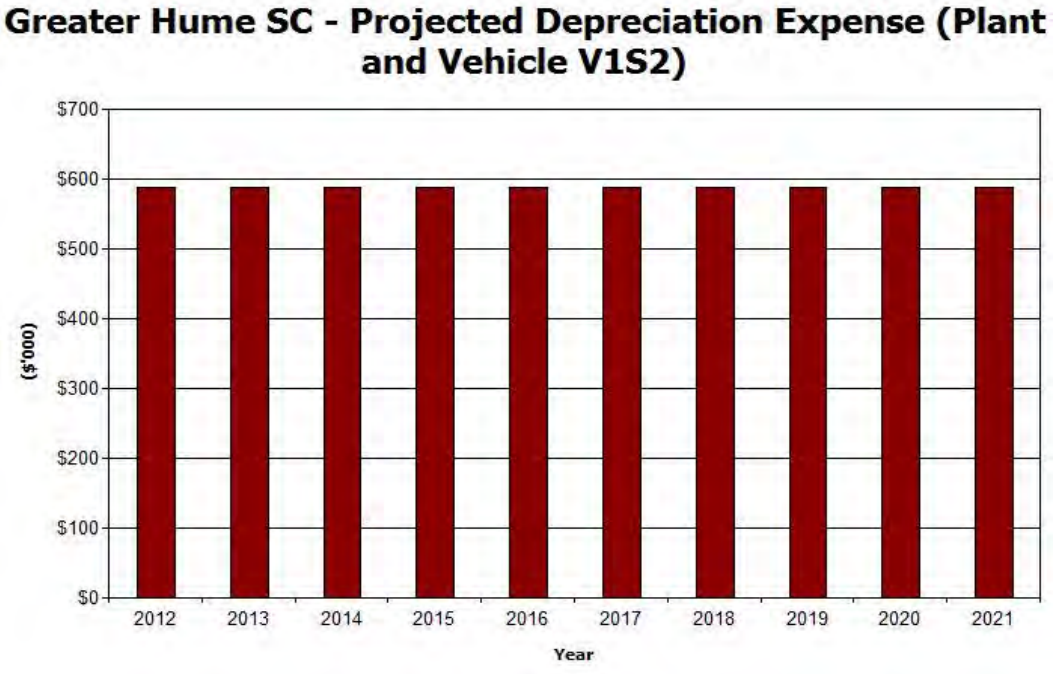
Figure 9 shows the current projected replacement cost asset values over the planning period in 2012 dollar values.

Figure 9: Projected Asset Values



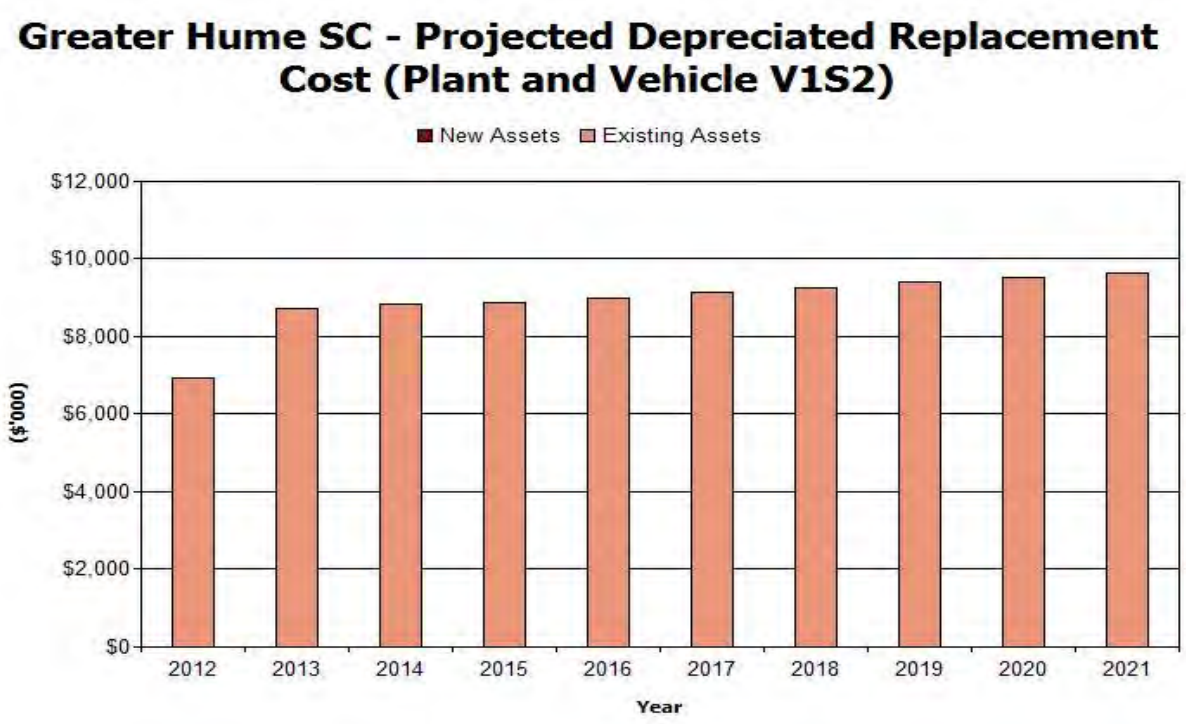
Depreciation expense values are forecast in line with asset values as shown in Figure 10.

Figure 10: Projected Depreciation Expense



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. Forecast of the assets' depreciated replacement cost is shown in Figure 11. The effect of contributed and new assets on the depreciated replacement cost is shown in the darker colour and as only the existing plant is being replaced with no additional plant included no new assets appear.

Figure 11: Projected Depreciated Replacement Cost



6.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- This data is prepared using current budget figures with no allowance for budget carried forward
- This plant number and cost is based on the asset register
- The plant numbers and composition will remain constant
- The finance data will develop as direction is refined due to needs and available budget

7. Asset Management Practices

7.1 Accounting/Financial Systems

7.1.1 Accounting and financial systems

Greater Hume Shire Council uses Civica PCS (Practical) as its primary accounting & financial system.

7.1.2 Accountabilities for financial systems

The Chief Financial Officer is accountable for the financial system

7.1.3 Accounting standards and regulations

AAS27, Financial reporting by Local Governments, Australian Accounting Standards, June 1996.

AASB1031, Materiality, Australian Accounting Standards Board, July 2004.

AASB116, Property, Plant and Equipment, Australian Accounting Standards Board, July 2004

7.1.4 Capital/maintenance threshold

Council does not have a Capital/maintenance threshold Policy

7.1.5 Required changes to accounting financial systems arising from this AM Plan

Separating operations and maintenance to enable better management.

7.2 Asset Management Systems

7.2.1 Asset management system

Greater Hume Shire Council uses Microsoft Excel spread sheet and Word based Plant identification sheets as its Plant and Vehicle asset register.

7.2.2 Asset registers

The asset register is located within the Culcairn “O” drive in the computer system and also as a hard copy in the engineering department.

7.2.3 Linkage from asset management to financial system

All links between the asset management system and the financial system are manual. These are not linked systems.

7.2.4 Accountabilities for asset management system and data

The Manager Infrastructure & Traffic is accountable for maintaining, developing and updating the plant register.

7.2.5 Required changes to asset management system arising from this AM Plan

The continued updating and refining of the plant and vehicle register is required to improve the accuracy and reliability of the data, developing appropriate life expectancy, maintenance schedules and verifying the costs with actual costs as projects are completed.

7.3 Information Flow Requirements and Processes

The key information flows into this asset management plan are:

- Council strategic and operational plans,
- Service requests from the community,
- Network assets information,
- The unit rates for categories of work/materials,
- Current levels of service, expenditures, service deficiencies and service risks,
- Projections of various factors affecting future demand for services and new assets acquired by Council,
- Future capital works programs,
- Financial asset values.

The key information flows from this asset management plan are:

- The projected plant and vehicle replacement program,
- The resulting budget and long term financial plan expenditure projections,
- Financial sustainability indicators.

These will impact the Long Term Financial Plan, Strategic Longer-Term Plan, annual budget and departmental business plans and budgets.

7.4 Standards and Guidelines

Standards, guidelines and policy documents referenced in this asset management plan are:

- AAS27, Financial reporting by Local Governments, Australian Accounting Standards, June 1996.
- AASB1031, Materiality, Australian Accounting Standards Board, July 2004.
- AASB116, Property, Plant and Equipment, Australian Accounting Standards Board, July 2004
- 2010-2013 Management Plan Greater Hume Shire Council
- International Infrastructure Management Manual, Institute of Public Works Engineering Australia, 2006
- Local Government Asset Accounting Manual, Department of Local Government, New South Wales, Update No. 4, 1999.

8. Plan Improvement And Monitoring

8.1 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required cashflows identified in this asset management plan are incorporated into the organisation's long term financial plan and Community/Strategic Planning processes and documents,
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan;

8.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Improve integration of finance with plant and vehicle register	MI&T, DE	Staff time	Ongoing
2	Development of Plant and Vehicle Register	MI&T,MA	Staff time	Ongoing

8.3 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

References

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IPWEA, 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/AIFMG.

IPWEA, 2011, *Asset Management for Small, Rural or Remote Communities* Practice Note, Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au/AM4SRRC.

Appendices

Appendix A Projected 10 year Capital Renewal Works Program

Appendix B Abbreviations

Appendix C Glossary

Appendix A Projected 10 year Capital Renewal Works Program

Greater Hume SC >> Renewal Program (Plant and Vehicle V1S1)

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
PLANT227	Trailers	Box Trailer for pump hmade	-30	1982	$1,500	12
					$1,500	
PLANT216	Trailers	6 x4 TipBox Trailer	-25	1987	$1,500	12
PLANT201	Trailers	Box Trailer with Shadecloth cover	-25	1987	$2,000	12
					$3,500	
PLANT660	Miscellaneous	Siteacom Caravan (6604) - CP9638 Plant 6604	-21	1991	$10,000	10
					$10,000	
PLANT666	Trailers	Tandem Trailer (6661) - C47207 Plant 6661	-20	1992	$4,000	12
					$4,000	
PLANT040	Heavy Plant	Caterpillar V53 Forklift 1982 (407) - No Rego Plant 0407	-18	1994	$4,000	12
PLANT203	Heavy Plant	Forklift - No Rego Plant 2039 - Active	-18	1994	$4,000	10
					$8,000	
PLANT089	Mowers and Tractors	Culcairn Golf Club Tractor	-17	1995	$10,000	10
					$10,000	
PLANT070	Heavy Plant	Broons Multi Smooth Roller - No Rego Plant 0704	-13	1999	$3,000	12
PLANT670	Light Commercial	Mitsubishi Duel Cab (6701) - QQP758 Plant 6701	-13	1999	$25,000	3
					$28,000	
PLANT200	Heavy Plant	Tieman Tanker	-12	2000	$70,000	12
PLANT664	Trailers	Single axel Box Trailer & Pump - RX3218 Plant 6648	-12	2000	$12,000	12
					$82,000	
PLANT671	Heavy Plant	FL150 Wheel Loader 1991 Furukawa Model - YZF328 Plant 6712	-11	2001	$30,000	10
PLANT671	Heavy Plant	Nissan Forklift 1991 YZF456 - YZF456 Plant 6714	-11	2001	$10,000	10
PLANT206	Miscellaneous	Site Van - Plant 782 - P52267 Plant 2065	-11	2001	$10,000	10
					$50,000	
PLANT203	Heavy Plant	Trailer - Low Loader (Plant 37) - H49792 Plant 2037	-8	2004	$40,000	10
PLANT206	Miscellaneous	Site Van- Plant 781 - P52264 Plant 2064	-8	2004	$10,000	10
PLANT003	passenger vehicle	Ford - AuII Wagon - (Gas) Hostel Pool Ca - XHD464 Plant 0031 Hostel	-8	2004	$15,000	3
					$65,000	
PLANT006	Light Commercial	Triton Ute -(HACC-DVA) - YJW799 Plant 0069	-7	2005	$15,000	3
PLANT505	Miscellaneous	Toilet	-7	2005	$3,500	12
PLANT075	Mowers and Tractors	Ford 7840SL4wd Tractor - TZW168 Plant 0753 - Active	-7	2005	$40,000	10
PLANT180	Mowers and Tractors	Husqvarna YTH2242TDRF Ride-On Mower - Community Aged Care	-7	2005	$4,000	5
PLANT182	Mowers and Tractors	John Deere X300 Lawn Tractor	-7	2005	$4,000	5

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
PLANT213	Mowers and Tractors	Lawn Tractor John Deere LT150H - No Rego Plant 2132	-7	2005	$4,000	5
					$70,500	
PLANT606	Heavy Plant	Cat 12H Grader - URR812 Plant 6065	-5	2007	$200,000	10
PLANT220	Heavy Plant	Grader CAT 12H - UQK088 Plant 2200	-5	2007	$200,000	10
PLANT219	Heavy Plant	Truck - Mitsubishi Tip Truck - UQP055 Plant 2190	-5	2007	$50,000	10
PLANT000	passenger vehicle	Toyota Commuter Bus Jindera - UPW808 Plant 0001 Hostel	-5	2007	$34,927	10
					$484,927	
PLANT619	Heavy Plant	Tri-axle Machinery Float - VQS614 Plant 6198	-4	2008	$40,000	10
PLANT048	Light Commercial	Commodore Ute - AH53DL Plant 0481- B Piltz	-4	2008	$20,000	3
PLANT047	Light Commercial	Ford Courier AF89WF - Plant 0471 S Harrison	-4	2008	$20,000	3
PLANT221	Trailers	Dual axle Trailer McFab	-4	2008	$3,000	12
					$83,000	
PLANT624	Heavy Plant	Case 580SLE Backhoe/Loader - WIN992 Plant 6247	-3	2009	$100,000	10
PLANT055	Light Commercial	Ford PH Courier AK99BW Manual Ute - Jindera Depot	-3	2009	$15,000	3
PLANT053	Light Commercial	Ford PJ Ranger XL AL08XR Ute Manual - Dave Parker	-3	2009	$15,000	3
PLANT045	Light Commercial	Rodeo 4x2 C/Cab Ute AL91LT Manual - Paul Bevan	-3	2009	$10,000	3
PLANT040	Miscellaneous	Water Jetter 20hp Racejet - No Rego Plant 0400	-3	2009	$9,000	5
PLANT624	Mowers and Tractors	New Holland Ford TS100 2WD Tractor-P.D.-WKC509 Plant 6245	-3	2009	$40,000	10
PLANT222	Trailers	Dual axle Trailer McFab	-3	2009	$3,000	12
					$192,000	
PLANT162	Heavy Plant	Drawn rubber tyred Roller - Culcairn Depot	-2	2010	$40,000	10
PLANT163	Heavy Plant	Drawn Steel Drum Combination Roller - Culcairn Depot	-2	2010	$40,000	10
PLANT160	Heavy Plant	Drawn Steel Drum Combination Roller - Holbrook Depot	-2	2010	$40,000	10
PLANT161	Heavy Plant	Drawn Steel Drum Combination Roller - Holbrook Depot	-2	2010	$40,000	10
PLANT663	Heavy Plant	Grid Roller (Const) - No Rego Plant 6634	-2	2010	$25,000	10
PLANT086	Heavy Plant	ISUZU FRR500 Medium - YJW765 Plant 0862	-2	2010	$60,000	8
PLANT663	Heavy Plant	Sheepsfoot Roller Grid - No Rego Plant 6633	-2	2010	$25,000	10
PLANT044	Light Commercial	Ford PJ Ranger AP45ZH - Holbrook Depot	-2	2010	$10,000	3
PLANT079	Light Commercial	Ford PJ Ranger AR76QI Crew Cab - Ray McLellan	-2	2010	$15,000	3
PLANT035	Light Commercial	Holden VE Omega AP97ZF Ute - Paul Carey	-2	2010	$15,000	3
PLANT050	Light Commercial	PJ Ranger Crew Cab AN33LF Manual - Les Brown	-2	2010	$15,000	3
PLANT481	Miscellaneous	Bulk Water Tank - 10,000 litres Bill Heriot with plant 1111	-2	2010	$30,000	10
PLANT482	Miscellaneous	Bulk Water Tank - fitted to Pl 2190 - No Rego Plant 4821	-2	2010	$30,000	10
PLANT553	Mowers and Tractors	6' No HP Limit Extra Heavy Duty Slasher - Plant 5532 - Phil Downs	-2	2010	$4,000	10
PLANT183	Mowers and Tractors	John Deere Mower - AH65NK Plant 1831- B Piltz	-2	2010	$30,000	5
PLANT205	Trailers	Box Trailer	-2	2010	$1,500	12
PLANT206	Trailers	Murray Box Trailer	-2	2010	$1,500	12
					$422,000	
PLANT626	Heavy Plant	Steel Superdog Trailer - N37638 Plant 6261	-1	2011	$40,000	10
PLANT202	Heavy Plant	Truck - ISUZU GVD 4X2 Prime Mover - XJS481 Plant 2021	-1	2011	$70,000	10
PLANT034	Light Commercial	Ford PJ Ranger AR81QI Crew Cab - Jim Holder	-1	2011	$15,000	3
PLANT033	Light Commercial	Ford PJ Ranger AR88QI Crew Cab - Overseer - Colin Barrett	-1	2011	$15,000	3
PLANT551	Miscellaneous	Quickspray Weedspray unit - No Rego Plant 5516	-1	2011	$9,475	6
PLANT551	Miscellaneous	Quickspray Weedspray unit - No Rego Plant 5517	-1	2011	$9,475	6
PLANT201	Mowers and Tractors	Tractor - Massey Ferguson - XIA898 Plant 2014	-1	2011	$30,000	10
PLANT067	passenger vehicle	AW71DF Ford LT Focus Hatch - ComPacks	-1	2011	$15,000	3

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
PLANT063	passenger vehicle	BFM42T Astra CDX Wagon - Family Day Care	-1	2011	$13,376	3
PLANT060	passenger vehicle	BFM42U Astra 60th Anniv Hatch - CACP	-1	2011	$8,145	3
PLANT061	Slasher	Howard EHD 180 Slasher	-1	2011	$20,000	12
PLANT062	Slasher	Howard EHD 180 Slasher	-1	2011	$20,000	12
PLANT228	Trailers	Box Trailer murray Holbrook	-1	2011	$1,500	12
PLANT223	Trailers	Dual axle Trailer McFab	-1	2011	$3,000	12
					$269,971	
PLANT030	Heavy Plant	Grader - Caterpillar 12H - XWJ 995 Plant 0303	0	2012	$200,000	10
PLANT086	Heavy Plant	Nissan UD Truck Tipping Tray - ZDX905 Plant 0864	0	2012	$60,000	8
PLANT086	Heavy Plant	Nissan UD Truck Tipping Tray - ZDX906 Plant 0865	0	2012	$60,000	8
PLANT047	Light Commercial	Ford PK Ranger Crew Cab 2009 AZ63FR	0	2012	$15,000	3
PLANT070	Light Commercial	Holden VE Omega V6 Ute BA22UE - Wayne Allen	0	2012	$15,000	3
PLANT400	Mowers and Tractors	Flail Mower	0	2012	$20,000	12
PLANT401	Mowers and Tractors	Flail Mower	0	2012	$20,000	12
PLANT402	Mowers and Tractors	Flail Mower	0	2012	$20,000	12
PLANT403	Mowers and Tractors	Flail Mower	0	2012	$20,000	12
PLANT185	Mowers and Tractors	John Deere Mower - AH64NK Plant 1851-T Burns	0	2012	$30,000	7
PLANT181	Mowers and Tractors	John Deere X300 Lawn Tractor - Henty Town Maintenance	0	2012	$4,840	5
PLANT404	Mowers and Tractors	Mulcher / Slasher	0	2012	$20,000	12
PLANT004	passenger vehicle	Ford Mondeo Hatch Sedan BD15CF - Mike Davies	0	2012	$20,000	3
					$504,840	
PLANT037	Light Commercial	Ford 2010 PK Ranger BG69AC - Tom Plunkett	1	2013	$15,000	3
PLANT032	Light Commercial	Holden Colorado Crew Cab BF71SF - Dave Morris	1	2013	$15,000	3
PLANT079	Light Commercial	Holden Colorado LX BF70SF - Ray McLellan	1	2013	$15,000	3
PLANT071	Light Commercial	Holden Colorado LX Crew Cab Ute BF52SF - Charlie Clarke	1	2013	$20,000	3
PLANT202	Light Commercial	Truck - ISUZU NPR 400 Crew Cab - YZL773 Plant 2023	1	2013	$35,000	10
PLANT626	Miscellaneous	Trailer Noxious Weeds - P59106 Plant 6264	1	2013	$2,500	10
PLANT270	Mowers and Tractors	Tractor - John Deere 6520 & Frontend Loader - ZAW590 Plant 2700	1	2013	$75,000	10
PLANT201	Mowers and Tractors	Tractor-John Deere 5220 - YOV757 Plant 2015	1	2013	$35,000	10
PLANT015	passenger vehicle	Holden BD21WH Omega Sedan - Suzanne Klemke	1	2013	$20,000	3
PLANT027	passenger vehicle	Holden Omega Sportswagon BPV35V- Andrew	1	2013	$20,000	3
PLANT013	passenger vehicle	Holden Omega BMY98U Sportswagon - Asset Engineer	1	2013	$20,000	3
PLANT011	passenger vehicle	Holden Omega V6 Sportswagon BMY98S - Michael Oliver	1	2013	$20,000	3
PLANT004	passenger vehicle	Toyota Kluger BH15LD 4x2 - Colin Kane	1	2013	$19,314	3
PLANT018	passenger vehicle	VE Omega Auto Sedan BA51YE - Ian Gilbert	1	2013	$12,191	3
					$324,005	
PLANT671	Heavy Plant	3 Axle Dog Trailer - P38606 Plant 6710	2	2014	$40,000	12
PLANT290	Heavy Plant	Backhoe - New Holland LB110 - ZGZ635 Plant 2900	2	2014	$100,000	10
PLANT670	Heavy Plant	Volvo FM12 420 Truck - XWY275 Plant 6706	2	2014	$100,000	12
PLANT036	Light Commercial	Ford 2011 PK Ranger BI31RM - Aaron Dixon - Depot	2	2014	$15,000	3
PLANT072	Light Commercial	Ford 2011 PK Ranger BI32RM - Weeds L Blaublum	2	2014	$20,000	3
PLANT077	Light Commercial	Ford PK Ranger C/Cab BI38RM - Wolfgang Dittko	2	2014	$15,000	3
PLANT078	Light Commercial	Ford PK Ranger Crew Cab BI28RM - Depot	2	2014	$15,000	3
PLANT076	Light Commercial	Ford PK Ranger XL SuperCab BI36RM - Phil Downs	2	2014	$15,000	3
PLANT043	Light Commercial	Ford Ranger S/Cab BL80ND - Anthony Burns	2	2014	$20,836	3
PLANT010	Light Commercial	Holden Colorado Crew Cab BM52VL - Phil McDonald	2	2014	$20,863	3
PLANT038	Light Commercial	Holden Colorado S/Cab CDW86B - Justin Dobbs	2	2014	$15,000	3
PLANT672	Light Commercial	Isuzu FRR550 2004 Crew Cab - AC03KZ Plant 6720 Ray McLellan	2	2014	$85,000	10

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
PLANT075	Light Commercial	Nissan Navara Diesel Space Cab BJ76XN- Weeds - G Coysh	2	2014	$20,000	3
PLANT074	Light Commercial	Nissian Navara ST CDW86D - Neil Hibberson	2	2014	$17,464	2
PLANT186	Mowers and Tractors	John Deere 1445 Mower	2	2014	$37,900	7
PLANT184	Mowers and Tractors	John Deere X748 Mower (No Rego) - Parks	2	2014	$15,860	3
PLANT184	Mowers and Tractors	Kubota BX2350 Mower 71524C	2	2014	$15,000	7
PLANT184	Mowers and Tractors	Kubota Tractor 18016C - Holbrook Parks	2	2014	$45,100	3
PLANT003	passenger vehicle	Falcon 2011 G6E Sedan BSS88J - David Smith	2	2014	$15,000	3
PLANT016	passenger vehicle	Ford 2011 Mondeao Zetec Hatch BSS88S - Dean Hart	2	2014	$20,000	3
PLANT024	passenger vehicle	Ford Focus BL77ND - Youth	2	2014	$11,663	3
PLANT062	passenger vehicle	Ford Focus BL93ND - Helen McDougall	2	2014	$11,878	3
PLANT012	passenger vehicle	Holden Captiva BM55VL - Mark Stephenson	2	2014	$19,304	3
PLANT030	passenger vehicle	Holden Cruze CD Sedan BPV35X - Road Safety Officer	2	2014	$10,414	3
PLANT064	passenger vehicle	Holden Cruze BWR12G - Family Day Care	2	2014	$22,127	3
PLANT002	passenger vehicle	Nissan Pathfinder Auto Wagon BJ77XN - Greg Blackie	2	2014	$15,336	3
PLANT904	passenger vehicle	Toyota Hiace Commuter Bus - ZDX849 Plant 9042 Hostel	2	2014	$46,955	10
PLANT065	passenger vehicle	Toyota Hybrid BL81TJ - COPTS	2	2014	$29,000	3
					$814,700	
PLANT035	Heavy Plant	Loader LB110B New Holland- AE00WB Plant 0355	3	2015	$80,000	10
PLANT103	Heavy Plant	Pro 10 Medium Ace Tipper AQ65RA	3	2015	$96,226	8
PLANT081	Heavy Plant	Three Axle Dog Trailer - P85772 Plant 0811	3	2015	$40,000	12
PLANT081	Heavy Plant	Three Axle Dog Trailer - Q19199 Plant 0812	3	2015	$40,000	12
PLANT048	Light Commercial	Commodore Ute - AH53DL Plant 0481- B Piltz	3	2015	$20,000	3
PLANT047	Light Commercial	Ford Courier AF89WF - Plant 0471 S Harrison	3	2015	$20,000	3
PLANT055	Light Commercial	Ford PH Courier AK99BW Manual Ute - Jindera Depot	3	2015	$15,000	3
PLANT044	Light Commercial	Ford PJ Ranger AP45ZH - Holbrook Depot	3	2015	$10,000	3
PLANT079	Light Commercial	Ford PJ Ranger AR76QI Crew Cab - Ray McLellan	3	2015	$15,000	3
PLANT034	Light Commercial	Ford PJ Ranger AR81QI Crew Cab - Jim Holder	3	2015	$15,000	3
PLANT033	Light Commercial	Ford PJ Ranger AR88QI Crew Cab - Overseer - Colin Barrett	3	2015	$15,000	3
PLANT053	Light Commercial	Ford PJ Ranger XL AL08XR Ute Manual - Dave Parker	3	2015	$15,000	3
PLANT047	Light Commercial	Ford PK Ranger Crew Cab 2009 AZ63FR	3	2015	$15,000	3
PLANT073	Light Commercial	Ford PK Ranger XL Super Cab BQ26PI - James Waite	3	2015	$20,000	3
PLANT040	Light Commercial	Ford Ranger PX BL82ND - Colin Summers	3	2015	$21,745	3
PLANT035	Light Commercial	Holden VE Omega AP97ZF Ute - Paul Carey	3	2015	$15,000	3
PLANT070	Light Commercial	Holden VE Omega V6 Ute BA22UE - Wayne Allen	3	2015	$15,000	3
PLANT208	Light Commercial	Mitsubishi Dual Cab - AE05KH Plant 2088	3	2015	$30,000	10
PLANT670	Light Commercial	Mitsubishi Duel Cab (6701) - QQP758 Plant 6701	3	2015	$25,000	3
PLANT050	Light Commercial	PJ Ranger Crew Cab AN33LF Manual - Les Brown	3	2015	$15,000	3
PLANT045	Light Commercial	Rodeo 4x2 C/Cab Ute AL91LT Manual - Paul Bevan	3	2015	$10,000	3
PLANT006	Light Commercial	Triton Ute -(HACC-DVA) - YJW799 Plant 0069	3	2015	$15,000	3
PLANT025	Miscellaneous	Air Compressor SN-HF203320 X	3	2015	$2,591	10
PLANT800	Miscellaneous	Blastmaster Line Lazer 3400 - (Roadmarker)	3	2015	$7,860	10
PLANT500	Miscellaneous	Boone road broom	3	2015	$25,000	12
PLANT204	Miscellaneous	Hydraulic Trailer Broom- No Rego Plant 2046	3	2015	$35,460	10
PLANT070	Miscellaneous	Sewell B200 Tractor Hydraulic 3 Point Li - No Rego Plant 0708	3	2015	$5,000	10
PLANTXW(	Miscellaneous	Spitwater Pressure Wash	3	2015	$5,906	10
PLANT028	Miscellaneous	Vibrating Concrete Screed Z	3	2015	$3,141	10
PLANT093	Mowers and Tractors	JD 6520SE Tractor - AG38FL Plant 0931- R Brown	3	2015	$50,000	10
PLANT067	passenger vehicle	AW71DF Ford LT Focus Hatch - ComPacks	3	2015	$15,000	3
PLANT063	passenger vehicle	BFM42T Astra CDX Wagon - Family Day Care	3	2015	$13,376	3
PLANT060	passenger vehicle	BFM42U Astra 60th Anniv Hatch - CACP	3	2015	$8,145	3

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
PLANT003	passenger vehicle	Ford - AuII Wagon - (Gas) Hostel Pool Ca - XHD464 Plant 0031 Hostel	3	2015	$15,000	3
PLANT061	passenger vehicle	Ford Falcon BL91ND - Lyn Gibb	3	2015	$17,711	3
PLANT005	passenger vehicle	Ford FG11 Falcon G6 Sedan	3	2015	$36,861	3
PLANT023	passenger vehicle	Ford Focus BL95ND - Riverina Noxious Weeds	3	2015	$11,215	3
PLANT004	passenger vehicle	Ford Mondeo Hatch Sedan BD15CF - Mike Davies	3	2015	$20,000	3
PLANT001	passenger vehicle	Ford Territory TX RWD BL84ND - Steven Pinnuck	3	2015	$23,169	3
PLANT031	passenger vehicle	Holden Captiva Series II CDW86C - Kate Larnach	3	2015	$9,399	3
PLANT017	passenger vehicle	Holden Omega CDW86G - Peter Dale	3	2015	$16,364	3
PLANT207	Trailers	Box Trailer	3	2015	$1,500	12
PLANT204	Trailers	Box trailer	3	2015	$1,500	12
PLANT225	Trailers	Trailer - 1510 - (HACC - DVA) - P67962 Plant 2251	3	2015	$1,500	12
					$888,669	
PLANT100	Heavy Plant	Isuzu 2008 NPR300 Crew Cab AY22NB	4	2016	$40,000	8
PLANT121	Heavy Plant	Isuzu FVY1400 Paveline - AM61GC	4	2016	$150,000	10
PLANT154	Heavy Plant	Kawasaki Loader 80ZV AJ42DX	4	2016	$200,000	10
PLANT152	Heavy Plant	Kawasaki Loader 80ZV AM24BC	4	2016	$200,000	10
PLANT037	Light Commercial	Ford 2010 PK Ranger BG69AC - Tom Plunkett	4	2016	$15,000	3
PLANT032	Light Commercial	Holden Colorado Crew Cab BF71SF - Dave Morris	4	2016	$15,000	3
PLANT079	Light Commercial	Holden Colorado LX BF70SF - Ray McLellan	4	2016	$15,000	3
PLANT071	Light Commercial	Holden Colorado LX Crew Cab Ute BF52SF - Charlie Clarke	4	2016	$20,000	3
PLANT074	Light Commercial	Nissian Navara ST CDW86D - Neil Hibberson	4	2016	$17,464	2
PLANT900	Miscellaneous	Radar Traffic Counter	4	2016	$4,490	5
PLANT700	Miscellaneous	VMS Message Boards - Road Safety Officer	4	2016	$23,859	5
PLANT700	Miscellaneous	VMS Message Boards - Road Safety Officer	4	2016	$23,859	5
PLANT700	Miscellaneous	VMS Message Boards - Road Safety Officer	4	2016	$23,859	5
PLANT015	passenger vehicle	Holden BD21WH Omega Sedan - Suzanne Klemke	4	2016	$20,000	3
PLANT027	passenger vehicle	Holden Omega Sportswagon BPV35V- Andrew	4	2016	$20,000	3
PLANT013	passenger vehicle	Holden Omega BMY98U Sportswagon - Asset Engineer	4	2016	$20,000	3
PLANT011	passenger vehicle	Holden Omega V6 Sportswagon BMY98S - Michael Oliver	4	2016	$20,000	3
PLANT004	passenger vehicle	Toyota Kluger BH15LD 4x2 - Colin Kane	4	2016	$19,314	3
PLANT018	passenger vehicle	VE Omega Auto Sedan BA51YE - Ian Gilbert	4	2016	$12,191	3
					$860,036	
PLANT120	Heavy Plant	Rosmech Scarab Mistral Street - Sweeper BC22EE - Brian Piltz	5	2017	$308,466	8
PLANT130	Heavy Plant	Volvo G710B Grader - AG39FL Plant 1301- B McAliece	5	2017	$200,000	12
PLANT036	Light Commercial	Ford 2011 PK Ranger BI31RM - Aaron Dixon - Depot	5	2017	$15,000	3
PLANT072	Light Commercial	Ford 2011 PK Ranger BI32RM - Weeds L Blaublum	5	2017	$20,000	3
PLANT077	Light Commercial	Ford PK Ranger C/Cab BI38RM - Wolfgang Dittko	5	2017	$15,000	3
PLANT078	Light Commercial	Ford PK Ranger Crew Cab BI28RM - Depot	5	2017	$15,000	3
PLANT076	Light Commercial	Ford PK Ranger XL SuperCab BI36RM - Phil Downs	5	2017	$15,000	3
PLANT043	Light Commercial	Ford Ranger S/Cab BL80ND - Anthony Burns	5	2017	$20,836	3
PLANT010	Light Commercial	Holden Colorado Crew Cab BM52VL - Phil McDonald	5	2017	$20,863	3
PLANT038	Light Commercial	Holden Colorado S/Cab CDW86B - Justin Dobbs	5	2017	$15,000	3
PLANT075	Light Commercial	Nissan Navara Diesel Space Cab BJ76XN- Weeds - G Coysh	5	2017	$20,000	3
PLANT220	Miscellaneous	Project Muni Jetter & Trailler S97976	5	2017	$39,982	10
PLANT900	Miscellaneous	Smoke Detector Unit 470 - Sewerage Treatment Works	5	2017	$5,428	10
PLANT551	Miscellaneous	Spray Unit 400Lt UTV - Weeds	5	2017	$8,373	6
PLANT553	Miscellaneous	Spray Unit 600Lt - Weeds	5	2017	$5,089	6
PLANT552	Miscellaneous	Spray Unit 9SDE 600L	5	2017	$8,373	6
PLANT204	Miscellaneous	Vertical compactor BS500	5	2017	$4,000	12

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
PLANT900	Miscellaneous	VMS Message Boards - Road Safety Officer	5	2017	$65,070	5
PLANT040	Miscellaneous	Water Jetter 20hp Racejet - No Rego Plant 0400	5	2017	$9,000	5
PLANT182	Mowers and Tractors	Husqvarna Ride on Mower	5	2017	$7,906	5
PLANT189	Mowers and Tractors	Husqvarna Ride-on Mower - Holbrook P & G	5	2017	$4,268	5
PLANT180	Mowers and Tractors	Husqvarna YTH2242TDRF Ride-On Mower - Community Aged Care	5	2017	$4,000	5
PLANT095	Mowers and Tractors	John Deere 6520SE Tractor	5	2017	$73,600	10
PLANT183	Mowers and Tractors	John Deere Mower - AH65NK Plant 1831- B Piltz	5	2017	$30,000	5
PLANT188	Mowers and Tractors	John Deere Mower Z910/48 - Jindera P&G	5	2017	$9,210	5
PLANT182	Mowers and Tractors	John Deere X300 Lawn Tractor	5	2017	$4,000	5
PLANT181	Mowers and Tractors	John Deere X300 Lawn Tractor - Henty Town Maintenance	5	2017	$4,840	5
PLANT184	Mowers and Tractors	John Deere X748 Mower (No Rego) - Parks	5	2017	$15,860	3
PLANT088	Mowers and Tractors	Kubota Tractor - AH67NK Plant 0881- T Hensel	5	2017	$30,000	12
PLANT184	Mowers and Tractors	Kubota Tractor 18016C - Holbrook Parks	5	2017	$45,100	3
PLANT213	Mowers and Tractors	Lawn Tractor John Deere LT150H - No Rego Plant 2132	5	2017	$4,000	5
PLANT183	Mowers and Tractors	Toro Grounds master 360 Mower	5	2017	$50,284	5
PLANT003	passenger vehicle	Falcon 2011 G6E Sedan BSS88J - David Smith	5	2017	$15,000	3
PLANT016	passenger vehicle	Ford 2011 Mondeao Zetec Hatch BSS88S - Dean Hart	5	2017	$20,000	3
PLANT024	passenger vehicle	Ford Focus BL77ND - Youth	5	2017	$11,663	3
PLANT062	passenger vehicle	Ford Focus BL93ND - Helen McDougall	5	2017	$11,878	3
PLANT012	passenger vehicle	Holden Captiva BM55VL - Mark Stephenson	5	2017	$19,304	3
PLANT030	passenger vehicle	Holden Cruze CD Sedan BPV35X - Road Safety Officer	5	2017	$10,414	3
PLANT064	passenger vehicle	Holden Cruze BWR12G - Family Day Care	5	2017	$22,127	3
PLANT002	passenger vehicle	Nissan Pathfinder Auto Wagon BJ77XN - Greg Blackie	5	2017	$15,336	3
PLANT065	passenger vehicle	Toyota Hybrid BL81TJ - COPTS	5	2017	$29,000	3
PLANT203	Trailers	Trailer 1.8m x 3m - R54561 Plant 2036 Culcairn	5	2017	$8,000	12
					$1,256,270	
PLANT123	Heavy Plant	Hino 700 Tip Truck - AI88RM Plant 1231- J Warren	6	2018	$100,000	12
PLANT124	Heavy Plant	Hino 700 Tip Truck - AI89RM Plant 1241- A Franks	6	2018	$100,000	12
PLANT125	Heavy Plant	Hino Tipper AM25GC 700 - 4562	6	2018	$100,000	12
PLANT151	Heavy Plant	Kawasaki Loader 50ZV AW36YJ	6	2018	$136,268	10
PLANT048	Light Commercial	Commodore Ute - AH53DL Plant 0481- B Piltz	6	2018	$20,000	3
PLANT047	Light Commercial	Ford Courier AF89WF - Plant 0471 S Harrison	6	2018	$20,000	3
PLANT055	Light Commercial	Ford PH Courier AK99BW Manual Ute - Jindera Depot	6	2018	$15,000	3
PLANT044	Light Commercial	Ford PJ Ranger AP45ZH - Holbrook Depot	6	2018	$10,000	3
PLANT079	Light Commercial	Ford PJ Ranger AR76QI Crew Cab - Ray McLellan	6	2018	$15,000	3
PLANT034	Light Commercial	Ford PJ Ranger AR81QI Crew Cab - Jim Holder	6	2018	$15,000	3
PLANT033	Light Commercial	Ford PJ Ranger AR88QI Crew Cab - Overseer - Colin Barrett	6	2018	$15,000	3
PLANT053	Light Commercial	Ford PJ Ranger XL AL08XR Ute Manual - Dave Parker	6	2018	$15,000	3
PLANT047	Light Commercial	Ford PK Ranger Crew Cab 2009 AZ63FR	6	2018	$15,000	3
PLANT073	Light Commercial	Ford PK Ranger XL Super Cab BQ26PI - James Waite	6	2018	$20,000	3
PLANT040	Light Commercial	Ford Ranger PX BL82ND - Colin Summers	6	2018	$21,745	3
PLANT035	Light Commercial	Holden VE Omega AP97ZF Ute - Paul Carey	6	2018	$15,000	3
PLANT070	Light Commercial	Holden VE Omega V6 Ute BA22UE - Wayne Allen	6	2018	$15,000	3
PLANT670	Light Commercial	Mitsubishi Duel Cab (6701) - QQP758 Plant 6701	6	2018	$25,000	3
PLANT074	Light Commercial	Nissian Navara ST CDW86D - Neil Hibberson	6	2018	$17,464	2
PLANT050	Light Commercial	PJ Ranger Crew Cab AN33LF Manual - Les Brown	6	2018	$15,000	3
PLANT045	Light Commercial	Rodeo 4x2 C/Cab Ute AL91LT Manual - Paul Bevan	6	2018	$10,000	3
PLANT006	Light Commercial	Triton Ute -(HACC-DVA) - YJW799 Plant 0069	6	2018	$15,000	3
PLANT551	Miscellaneous	Quickspray Weedspray unit - No Rego Plant 5516	6	2018	$9,475	6
PLANT551	Miscellaneous	Quickspray Weedspray unit - No Rego Plant 5517	6	2018	$9,475	6

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
PLANT0671	passenger vehicle	AW71DF Ford LT Focus Hatch - ComPacks	6	2018	$15,000	3
PLANT0632	passenger vehicle	BFM42T Astra CDX Wagon - Family Day Care	6	2018	$13,376	3
PLANT0605	passenger vehicle	BFM42U Astra 60th Anniv Hatch - CACP	6	2018	$8,145	3
PLANT0031	passenger vehicle	Ford - Aull Wagon - (Gas) Hostel Pool Ca - XHD464 Plant 0031 Hostel	6	2018	$15,000	3
PLANT0615	passenger vehicle	Ford Falcon BL91ND - Lyn Gibb	6	2018	$17,711	3
PLANT0050	passenger vehicle	Ford FG11 Falcon G6 Sedan	6	2018	$36,861	3
PLANT0232	passenger vehicle	Ford Focus BL95ND - Riverina Noxious Weeds	6	2018	$11,215	3
PLANT0044	passenger vehicle	Ford Mondeo Hatch Sedan BD15CF - Mike Davies	6	2018	$20,000	3
PLANT0014	passenger vehicle	Ford Territory TX RWD BL84ND - Steven Pinnuck	6	2018	$23,169	3
PLANT0311	passenger vehicle	Holden Captiva Series II CDW86C - Kate Larnach	6	2018	$9,399	3
PLANT0171	passenger vehicle	Holden Omega CDW86G - Peter Dale	6	2018	$16,364	3
PLANT2026	Trailers	Trailer 1.8m x 3m R98701 - Henty Town Maintenance	6	2018	$8,000	12
					$943,667	
PLANT0801	Heavy Plant	1989 Caterpillar D7H Bulldozer 77382C	7	2019	$38,000	12
PLANT0375	Light Commercial	Ford 2010 PK Ranger BG69AC - Tom Plunkett	7	2019	$15,000	3
PLANT0326	Light Commercial	Holden Colorado Crew Cab BF71SF - Dave Morris	7	2019	$15,000	3
PLANT0792	Light Commercial	Holden Colorado LX BF70SF - Ray McLellan	7	2019	$15,000	3
PLANT0712	Light Commercial	Holden Colorado LX Crew Cab Ute BF52SF - Charlie Clarke	7	2019	$20,000	3
PLANT9000	Miscellaneous	Dual Fuel Bowser System - Jindera Depot	7	2019	$26,306	12
PLANT1851	Mowers and Tractors	John Deere Mower - AH64NK Plant 1851-T Burns	7	2019	$30,000	7
PLANT1862	Mowers and Tractors	John Deere Mower - Henty P & G	7	2019	$37,853	7
PLANT1852	Mowers and Tractors	Kobota F3680 out front mower	7	2019	$49,099	7
PLANT0154	passenger vehicle	Holden BD21WH Omega Sedan - Suzanne Klemke	7	2019	$20,000	3
PLANT0271	passenger vehicle	Holden Omega Sportswagon BPV35V- Andrew	7	2019	$20,000	3
PLANT0130	passenger vehicle	Holden Omega BMY98U Sportswagon - Asset Engineer	7	2019	$20,000	3
PLANT0114	passenger vehicle	Holden Omega V6 Sportswagon BMY98S - Michael Oliver	7	2019	$20,000	3
PLANT0045	passenger vehicle	Toyota Kluger BH15LD 4x2 - Colin Kane	7	2019	$19,314	3
PLANT0183	passenger vehicle	VE Omega Auto Sedan BA51YE - Ian Gilbert	7	2019	$12,191	3
					$357,763	
PLANT0862	Heavy Plant	ISUZU FRR500 Medium - YJW765 Plant 0862	8	2020	$60,000	8
PLANT1111	Heavy Plant	Iveco Powerstar ADN450 Cab Chasis AZ27FR	8	2020	$216,052	12
PLANT0864	Heavy Plant	Nissan UD Truck Tipping Tray - ZDX905 Plant 0864	8	2020	$60,000	8
PLANT0865	Heavy Plant	Nissan UD Truck Tipping Tray - ZDX906 Plant 0865	8	2020	$60,000	8
PLANT0361	Light Commercial	Ford 2011 PK Ranger BI31RM - Aaron Dixon - Depot	8	2020	$15,000	3
PLANT0721	Light Commercial	Ford 2011 PK Ranger BI32RM - Weeds L Blaublum	8	2020	$20,000	3
PLANT0772	Light Commercial	Ford PK Ranger C/Cab BI38RM - Wolfgang Dittko	8	2020	$15,000	3
PLANT0782	Light Commercial	Ford PK Ranger Crew Cab BI28RM - Depot	8	2020	$15,000	3
PLANT0762	Light Commercial	Ford PK Ranger XL SuperCab BI36RM - Phil Downs	8	2020	$15,000	3
PLANT0432	Light Commercial	Ford Ranger S/Cab BL80ND - Anthony Burns	8	2020	$20,836	3
PLANT0105	Light Commercial	Holden Colorado Crew Cab BM52VL - Phil McDonald	8	2020	$20,863	3
PLANT0383	Light Commercial	Holden Colorado S/Cab CDW86B - Justin Dobbs	8	2020	$15,000	3
PLANT0752	Light Commercial	Nissan Navara Diesel Space Cab BJ76XN- Weeds - G Coysh	8	2020	$20,000	3
PLANT0743	Light Commercial	Nissian Navara ST CDW86D - Neil Hibberson	8	2020	$17,464	2
PLANT2510	Miscellaneous	Fuel tank	8	2020	$3,000	20
PLANT2520	Miscellaneous	Fuel tank	8	2020	$3,000	20
PLANT2540	Miscellaneous	Fuel tank	8	2020	$3,000	20
PLANT1842	Mowers and Tractors	John Deere X748 Mower (No Rego) - Parks	8	2020	$15,860	3
PLANT1843	Mowers and Tractors	Kubota Tractor 18016C - Holbrook Parks	8	2020	$45,100	3
PLANT0036	passenger vehicle	Falcon 2011 G6E Sedan BSS88J - David Smith	8	2020	$15,000	3
PLANT0164	passenger vehicle	Ford 2011 Mondeao Zetec Hatch BSS88S - Dean Hart	8	2020	$20,000	3
PLANT0243	passenger vehicle	Ford Focus BL77ND - Youth	8	2020	$11,663	3
PLANT0624	passenger vehicle	Ford Focus BL93ND - Helen McDougall	8	2020	$11,878	3

Asset ID	Sub Category	Asset Name	Rem Life (Years)	Planned Renewal Year	Renewal Cost ($)	Useful Life (Years)
PLANT0122	passenger vehicle	Holden Captiva BM55VL - Mark Stephenson	8	2020	$19,304	3
PLANT0308	passenger vehicle	Holden Cruze CD Sedan BPV35X - Road Safety Officer	8	2020	$10,414	3
PLANT0641	passenger vehicle	Holden Cruze BWR12G - Family Day Care	8	2020	$22,127	3
PLANT0023	passenger vehicle	Nissan Pathfinder Auto Wagon BJ77XN - Greg Blackie	8	2020	$15,336	3
PLANT0651	passenger vehicle	Toyota Hybrid BL81TJ - COPTS	8	2020	$29,000	3
					$794,897	
PLANT1081	Heavy Plant	Iveco Powerstar ADN 450 Tipper AZ24FT	9	2021	$202,727	12
PLANT1421	Heavy Plant	JCB 3CX Backhoe BL14WO - Culcairn Depot	9	2021	$150,261	10
PLANT0481	Light Commercial	Commodore Ute - AH53DL Plant 0481- B Piltz	9	2021	$20,000	3
PLANT0471	Light Commercial	Ford Courier AF89WF - Plant 0471 S Harrison	9	2021	$20,000	3
PLANT0551	Light Commercial	Ford PH Courier AK99BW Manual Ute - Jindera Depot	9	2021	$15,000	3
PLANT0441	Light Commercial	Ford PJ Ranger AP45ZH - Holbrook Depot	9	2021	$10,000	3
PLANT0791	Light Commercial	Ford PJ Ranger AR76QI Crew Cab - Ray McLellan	9	2021	$15,000	3
PLANT0343	Light Commercial	Ford PJ Ranger AR81QI Crew Cab - Jim Holder	9	2021	$15,000	3
PLANT0333	Light Commercial	Ford PJ Ranger AR88QI Crew Cab - Overseer - Colin Barrett	9	2021	$15,000	3
PLANT0531	Light Commercial	Ford PJ Ranger XL AL08XR Ute Manual - Dave Parker	9	2021	$15,000	3
PLANT0472	Light Commercial	Ford PK Ranger Crew Cab 2009 AZ63FR	9	2021	$15,000	3
PLANT0733	Light Commercial	Ford PK Ranger XL Super Cab BQ26PI - James Waite	9	2021	$20,000	3
PLANT0402	Light Commercial	Ford Ranger PX BL82ND - Colin Summers	9	2021	$21,745	3
PLANT0356	Light Commercial	Holden VE Omega AP97ZF Ute - Paul Carey	9	2021	$15,000	3
PLANT0709	Light Commercial	Holden VE Omega V6 Ute BA22UE - Wayne Allen	9	2021	$15,000	3
PLANT6701	Light Commercial	Mitsubishi Duel Cab (6701) - QQP758 Plant 6701	9	2021	$25,000	3
PLANT0502	Light Commercial	PJ Ranger Crew Cab AN33LF Manual - Les Brown	9	2021	$15,000	3
PLANT0451	Light Commercial	Rodeo 4x2 C/Cab Ute AL91LT Manual - Paul Bevan	9	2021	$10,000	3
PLANT0069	Light Commercial	Triton Ute -(HACC-DVA) - YJW799 Plant 0069	9	2021	$15,000	3
PLANT9003	Miscellaneous	Above-ground Fuel Tank 10,000Lt - Jindera Depot	9	2021	$30,100	10
PLANT2301	Miscellaneous	Box Trailer with Yanmar Diesel Pump	9	2021	$7,155	10
PLANT9001	Miscellaneous	Fleetline Bowsers Electronic Fuel Man System-TT3000	9	2021	$16,770	10
PLANT9005	Miscellaneous	Radar Traffic Counter	9	2021	$4,490	5
PLANT7001	Miscellaneous	VMS Message Boards - Road Safety Officer	9	2021	$23,859	5
PLANT7002	Miscellaneous	VMS Message Boards - Road Safety Officer	9	2021	$23,859	5
PLANT7003	Miscellaneous	VMS Message Boards - Road Safety Officer	9	2021	$23,859	5
PLANT1861	Mowers and Tractors	John Deere 1445 Mower	9	2021	$37,900	7
PLANT1841	Mowers and Tractors	Kubota BX2350 Mower 71524C	9	2021	$15,000	7
PLANT1871	Mowers and Tractors	Kubota Tractor BB37XB L4240HDC	9	2021	$39,180	12
PLANT0671	passenger vehicle	AW71DF Ford LT Focus Hatch - ComPacks	9	2021	$15,000	3
PLANT0632	passenger vehicle	BFM42T Astra CDX Wagon - Family Day Care	9	2021	$13,376	3
PLANT0605	passenger vehicle	BFM42U Astra 60th Anniv Hatch - CACP	9	2021	$8,145	3
PLANT0031	passenger vehicle	Ford - AuII Wagon - (Gas) Hostel Pool Ca - XHD464 Plant 0031 Hostel	9	2021	$15,000	3
PLANT0615	passenger vehicle	Ford Falcon BL91ND - Lyn Gibb	9	2021	$17,711	3
PLANT0050	passenger vehicle	Ford FG11 Falcon G6 Sedan	9	2021	$36,861	3
PLANT0232	passenger vehicle	Ford Focus BL95ND - Riverina Noxious Weeds	9	2021	$11,215	3
PLANT0044	passenger vehicle	Ford Mondeo Hatch Sedan BD15CF - Mike Davies	9	2021	$20,000	3
PLANT0014	passenger vehicle	Ford Territory TX RWD BL84ND - Steven Pinnuck	9	2021	$23,169	3
PLANT0311	passenger vehicle	Holden Captiva Series II CDW86C - Kate Larnach	9	2021	$9,399	3
PLANT0171	passenger vehicle	Holden Omega CDW86G - Peter Dale	9	2021	$16,364	3
PLANT2291	Trailers	7 x 5 Box Trailer austrn	9	2021	$2,000	12
PLANT2261	Trailers	Tandem Trailer V82389 (Weeds)	9	2021	$3,500	12
					$1,043,645	
					$9,572,888	

Appendix B Abbreviations

AAAC Average annual asset consumption

AMP Asset management plan

ARI Average recurrence interval

BOD Biochemical (biological) oxygen demand

CRC Current replacement cost

CWMS Community wastewater management systems

DA Depreciable amount

EF Earthworks/formation

IRMP Infrastructure risk management plan

LCC Life Cycle cost

LCE Life cycle expenditure

MMS Maintenance management system

PCI Pavement condition index

RV Residual value

SS Suspended solids

vph Vehicles per hour

Appendix C Glossary

Annual service cost (ASC)

1) Reporting actual cost
   The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
2) For investment analysis and budgeting
   An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided**.**

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no

impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade
Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding
Funding to pay for capital expenditure.

Capital grants
Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure
See capital expenditure definition

Capitalisation threshold
The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets
See asset class definition

Component
Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Cost of an asset
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Depreciable amount
The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life
See useful life definition.

Expenditure
The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Funding gap
A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating

revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels**.**

Heritage asset
An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss
The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets
Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Investment property
Property held to earn rentals or for capital appreciation or both, rather than for:
(a) use in the production or supply of goods or services or for administrative purposes; or
(b) sale in the ordinary course of business.

Key performance indicator
A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service
The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost
1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure
The Life Cycle Expenditure (LCE) is the actual or planned annual operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

Loans / borrowings
See borrowings.

Maintenance
All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Planned maintenance
Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Reactive maintenance
Unplanned repair work, that is carried out in response to service requests and management/supervisory directions.

Significant maintenance
Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance budget.

Unplanned maintenance

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal gap

Difference between estimated budgets and projected, required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Pavement management system

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade

A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount
The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure
Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding
Funding to pay for recurrent expenditure.

Rehabilitation
See capital renewal expenditure definition above.

Remaining useful life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal
See capital renewal expenditure definition above.

Residual value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment
A self-contained part or piece of an infrastructure asset.

Service potential
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining
A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Longer-Term Plan
A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Specific Maintenance
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Sub-component
Smaller individual parts that make up a component part.

Useful life
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council.

Value in Use
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on

the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary