



Asset Management Plan

Plant, Equipment & Light Fleet



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3	10 Nov 2025	Audit & Risk Committee Resolution A11-25/010 1.The Draft S1V1 Plant, Equipment & Light Fleet Asset Management Plan Report on the Audit & Risk Committee Agenda of 10 November 2025 be received. 2.The Audit & Risk Committee recommends to Council that the Draft S1V1 Plant, Equipment & Light Fleet Asset Management Plan (Attachment 2, 7.9 Audit & Risk Committee meeting 10 November 2025) be approved to be released for public consultation in accordance with Council’s Public Consultation Policy. 3.Subject to the outcomes of the public consultation process, Council receive a further report to consider and endorse the Draft S1V1 Plant, Equipment & Light Fleet Asset Management Plan for adoption.	Coordinator Asset Management (GS)	Audit & Risk Committee	Audit & Risk Committee

4	18 Nov 2025	Ordinary Council Meeting Resolution C11-25/011 1. The Draft Plant, Equipment & Light Fleet Asset Management Plan Report on the Council Agenda of 18 November 2025 be received. 2. Council approve the draft S1V1 Plant, Equipment & Light Fleet Asset Management Plan (Version 2) (Attachment 2, Item 10.5 Council Meeting, 18 November 2025) to be released for public consultation in accordance with Council's Public Consultation Policy and the developed Engagement Plan. 3. Council receive a further report to consider any feedback from the public consultation process and adoption of the draft S1V1 Plant, Equipment & Light Fleet Asset Management Plan.	Coordinator Asset Management (GS)	Ordinary Council Meeting	Ordinary Council Meeting
5	3 Dec 2025	Public Consultation Period: Wednesday, December 3 rd , 2025, to Tuesday, December 23 rd , 2025			
6	27 Jan 2026	Ordinary Council Meeting 27 January 2026 Resolution C01-26/009 1.The Draft Plant, Equipment & Light Fleet Asset Management Plan – Revision Report on the Council Agenda of 27 January 2026 be received. 2. Council adopts the draft S1V1 Plant, Equipment & Light Fleet Asset Management Plan (Version 2) (Attachment 2, Item 10.5 Council Meeting, 27 January 2026).	Coordinator Asset Management (GS)	Ordinary Council Meeting	Ordinary Council Meeting

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EXECUTIVE SUMMARY

What is an Asset Management Plan?

Asset management planning is essential for delivering our services in a financially sustainable and organised way. By taking a comprehensive approach, we can allocate our resources effectively and achieve our service delivery goals.

What is this plan about:

The Asset Management Plan, which focuses on the infrastructure supporting the Mid Murray Council Community's Plant, Equipment & Light Fleet. We manage 204 Plant, Equipment & Light Fleet items and their success depend on proper care and ongoing scheduled maintenance.

Our main objective is to ensure these assets are safe, well-maintained, and fit for purpose. By prioritising renewal and maintenance, we can enhance service delivery and ensure the safety and satisfaction of our community. This plan highlights the necessity and importance of our Plant, Equipment & Light Fleet.

These services provide the following:

"Plant, Equipment & Light Fleet" provides strategic management and support for an organization's or council's assets, including cars, trucks, heavy machinery, and other equipment, to ensure safe, efficient, and cost-effective service delivery and asset maintenance over their entire life cycle. Key functions involve maintaining asset value, optimizing replacement timing, balancing costs with service levels, and aligning asset strategies with broader financial and strategic plans.

Managing 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:

- Poor efficiency due to ageing equipment
- Increased downtime if maintenance and renewal is not adequate
- Obsolete equipment

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

- Providing recommended servicing
- Optimising the replacement program
- Monitoring costs of equipment
- Reviewing and continuously looking for opportunities where we can improve.

Premature Fail of Assets:

To address non-routine maintenance, we should establish a schedule for regular assessments. This proactive approach will help us avoid unexpected failures.

What we cannot do:

Replacement of all Plant, Equipment & Light Fleet within one financial year. Replacement is typically managed through a strategic, phased approach, such as replacement based on optimum operational timing, such as when repair costs exceed a certain point, or when assets reach the end of their useful life.

What Does it Cost Council?

Projected 10-Yr. Renewal Expenditure (AMP)

An overview of the projected expenditure outlay necessary to deliver the services outlined in the Asset Management Plan for Capital Renewals over the upcoming 10-year planning period. The total projected expenditure is estimated at **\$16,078,022**, which translates to an average annual cost of **\$1,607,802**. This figure represents the necessary investment to ensure that council can provide the services in accordance with the outlined plan, noting that this projection does not include annual indexation, which may affect the overall expenditure in the future.

Planned 10-Yr. Renewal Expenditure (LTFP)

The planned expenditure for Capital Renewals as outlined in councils 10-Year Long Term Financial Plan. Currently, the estimated available funding for this initiative stands at **\$17,037,469**. This amount averages out to approximately **\$1,703,746** per year, noting that this figure does account for annual indexation.

Projected & Planned Renewal Expenditure Difference (AMP/LTFP)

The result of the recent comprehensive valuation regarding the projected renewal expenditure for the Asset Management Plan (AMP) in comparison to the Long-Term Financial Plan (LTFP). The analysis indicates that the projected renewal expenditure is anticipated to be **\$959,447** (or 5.6%) less than the current planned expenditure over the next 10 years.

Projected 10-Yr. Capital New/Upgrade Expenditure (AMP)

An overview of the projected expenditure outlay necessary to deliver the services outlined in the Asset Management Plan for Capital New/Upgrades over the next 10 years. The total projected expenditure (Yr1. Only) is estimated at **\$1,294,500**, which translates to an average annual cost of **\$129,450**. This figure represents the necessary investment to ensure that council can provide the services in accordance with the outlined plan.

Projected 10-Yr. Total Expenditure (AMP)

An overview of the projected outlays necessary to deliver the services outlined in the AMP over the upcoming 10-year planning period. The total projected expenditure, which encompasses Operating, Maintenance, Capital Renewals and New/Upgrades, is estimated at **\$38,077,012**. This equates to an average annual cost of approximately **\$3,807,701** in today's dollars (as of August 2025), noting that this figure does not account for annual indexation, which may impact future costs.

These costs will be reviewed on an annual basis to ensure the capital renewals, new/upgrades are still required in the listed timeline and appropriate expenditure values have been confirmed.

Confidence Levels:

This Asset Management Plan is based on high level of confidence information.

Current Replacement Value:

Total replacement value of our Council's Plant, Equipment & Light Fleet **\$19,983,153** at September 1, 2025. This significant investment reinforces the importance of maintaining and enhancing these assets for our community.

The Next Steps:

The actions resulting from this asset management plan are:

- Ongoing review of service levels
- Continuation implementation of service levels
- Annual review of the 10 Year Rolling Capital Replacement Program (RCRP)
- Review Useful Lives
- Implementation of Improvement Plan

What will we do?

Council is committed to enhancing the Plant, Equipment & Light Fleet assets by addressing key needs in the following areas.

Regular Maintenance: as per the manufacturer's specification follows the schedule and instructions provided by the product's maker to ensure it functions correctly, remains reliable, and avoids breakdowns. This includes tasks like scheduled inspections, cleaning, and replacements, all detailed in the manufacturer's maintenance guidelines, which will help extend the Plant, Equipment & Light Fleets life and avoid costly repairs.

Reporting & Record Keeping: plant, equipment, and light fleet reporting and record-keeping involves tracking maintenance, fuel, usage, and asset lifecycle to ensure efficiency, compliance, and cost reduction. Key records include vehicle maintenance logs, fuel consumption data, driver information, and asset utilisation metrics, all managed through software or manual systems to optimise asset performance and safety.

Procurement: buy new plant, equipment, and light fleet, council will prepare a whole-of-life (WOL) budget, consider finance options like loans or leases to manage cash flow, and research brands and models based on whole-of-life costs and resale value, not just upfront price. We will also assess the specific needs of our business to ensure the equipment is right for the job.

Environmental Benefits: explore and consider options from standard hybrids (HEVs), which blend a gas engine and electric motor, to full Battery Electric Vehicles (BEVs) that run solely on electricity. Plug-in Hybrids (PHEVs), which can be plugged in for a longer electric-only range. Options need to consider driving needs, charging accessibility, and budget.

INTRODUCTION

Background

The Plant, Equipment & Light Fleet Asset Management Plan is a comprehensive strategy aimed at optimising the management of Council's Plant, Equipment & Light Fleet, which collectively hold a total replacement value of \$19,983,153 million. Our primary goal is to ensure that these vital community assets are maintained and enhanced to meet the future needs and expectations of our residents.

This plan is designed to align with the Council's key strategic documents, ensuring that our asset management practices reflect the community's desired levels of service while being mindful of available financial and human resources. By focusing on responsible management, we aim to deliver high-quality services that enhance the overall quality of life for our community.

The Council is committed to developing service levels and executing asset renewal projects that are informed by user needs, regulatory standards, industry best practices, and legislative codes of practice. This initiative-taking approach ensures that our plant, equipment & light fleet not only meet current demands but are also prepared for future challenges.

The Plant, Equipment & Light Fleet Asset Management Plan should be read in conjunction with the Asset Management Policy and other critical planning documents, including the Strategic Plan, Annual Business Plan, and Long-Term Financial Plan. Together, these documents create a robust framework for decision-making and prioritisation, guiding our efforts to sustain and improve our Plant, Equipment & Light Fleet.

Table 2.1.0: Asset Current Replacement Costs at 1 July 2025

Asset Description	Qty.	Replacement Cost (\$)
Aggregate Spreader Boxes	2	72,000.00
Air Compressor, Trailer Mounted	1	27,000.00
Backhoe Loaders	2	475,000.00
Cement Mixers	4	8,400.00
Commercial Vehicles	22	1,071,000.00
Commercial Vehicle (Bus)	1	81,000.00
Commercial Vehicles (Van)	2	106,000.00
Excavator > 24T	1	428,000.00
Excavator > 4T	1	87,000.00
Extension Broom	1	4,500.00
Forklifts	3	127,200.00
Front Deck Mowers	7	348,000.00
Front End Loaders >7T	6	1,926,000.00
Front Mower Deck	1	5,142.00
Generators	2	34,000.00
Graders	6	2,952,000.00
Interchange System	1	23,000.00
Landfill Compactor	1	1,200,000.00
Lifter	1	89,000.00
Live Bottom Trailer	1	186,500.00
Low Loader	1	46,000.00
Mulcher	1	34,000.00
Passenger Vehicles	12	499,000.00
Passenger Vehicles (Pooled)	3	121,500.00
Pressure Washers	4	33,700.00
Quad Bikes	2	71,000.00
Quad Dog Trailer	1	134,000.00

Rollers (Combination)	6	1,085,000.00
Rollers (Grid)	3	535,500.00
Rotary Sweepers	2	43,400.00
Self-Propelled Roller < 11T	1	156,500.00
Self-Propelled Roller < 13T	1	167,950.00
Self-Propelled Roller < 3T	1	53,000.00
Semi-Trailers	3	377,000.00
Semi-Trailer Tippers	7	988,200.00
Skid Steer Loaders	2	212,000.00
Slashers	3	51,000.00
Soil Aerator	1	8,000.00
Street Sweeper	1	524,772.00
Tandem Axle Plant Mover Trailer	1	66,000.00
Toilets, Portable	4	32,702.00
Tractors < 100Hp	2	192,000.00
Traffic Lights	1	40,500.00
Trailers	38	307,090.00
Trench Ripper	1	7,500.00
Trencher, Ditch Witch	1	115,000.00
Trucks	20	4,127,300.00
Truck Body	1	45,000.00
Twin Steer Hook lift Truck	1	410,000.00
VMS Boards	2	50,000.00
Water Pump	1	4,700.00
Water Pumps (Trailer Mounted)	2	23,200.00
Water Tanks	3	47,397.00
Weed Spray Tanks	3	12,850.00
Weed Sprayer (Trailer Mounted)	1	1,650.00
Woodchipper	1	108,000.00
	204	\$19,983,153.00

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.1.1

Table 2.1.1: Key Stakeholders in the Asset Management Plan

The legislation and relevant Standards that inform the Service is outlined in the table below.

Key Stakeholder/Legislation	Requirements
Relevant Heavy Vehicle National Law and Regulations	Laws and regulations related to heavy vehicles over 4.5 tonnes gross vehicle mass.
Local Government Act (1999)	Sets out role, purpose, responsibilities and powers of local governments including the preparation of LTFP supported by asset management plans for sustainable service delivery.
Local Government (Financial Management and Rating) Amendment Act 2005	Impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan, and LTFP.
Planning, Development, and Infrastructure Act (2016)	Sets requirements for development and building approval and requirements.
Work Health and Safety Act 2012 (SA)	An Act to provide for the health, safety, and welfare of persons at work; and for other purposes.
SafeWork SA Relevant to Fleet Management	Registering relevant plant with Safe work SA Code of Practice — Managing risks of plant in the workplace.

Motor Vehicles Standards Act 1989 (Australian Design Rules)	National standards for vehicle safety, anti-theft, and emissions.
Climate Change and Greenhouse Emissions Reduction Act 2007	An Act to provide for measures to address climate change with a view to assisting to achieve a sustainable future.
Disability Discrimination Act 1992 and other relevant disability legislation	To eliminate, as much as possible, discrimination against persons on the grounds of disability. Sets the standard for accessibility.
Insurer	Local Government Mutual Liability Scheme (LGMLS)
SA Government	Essential Services Commission of South Australia (ESCOSA)
Council	To act as custodians of community assets. To set Asset Management Policy and vision. Allocate resources to meet Council objectives in providing services while managing risks.
Senior Management Team	Responsible for the development, management and review of an Asset Management Strategy, associated plans, practices and reporting on the status and effectiveness of Council's asset management. To monitor and review the performance of employees in achieving the asset management strategy, plans and practices. To ensure sufficient resources are applied to manage the assets to legislative requirements; and Accountable for the management of assets within their areas of responsibility.

2.2 Goals and Objectives of Asset Ownership

Our Infrastructure Asset Management Strategy is dedicated to ensuring that we meet the defined levels of service for our community in the most cost-effective manner, catering to both present and future consumers. Our mission is to create a sustainable framework that not only addresses current needs but also anticipates future demands, ensuring the longevity and reliability of our infrastructure assets.

Key elements of our infrastructure asset management approach include:

Defining and Monitoring Service Levels: We establish clear service level definitions and continuously monitor performance to ensure that we meet or exceed community expectations. This ongoing assessment allows us to make informed adjustments as needed.

Managing Growth Impact: We proactively manage the impact of growth through effective demand management strategies and targeted infrastructure investments. This ensures that our infrastructure can accommodate increasing community needs without compromising service quality.

Lifecycle Approach: Our strategy employs a lifecycle approach to develop cost-effective management strategies that align with our defined levels of service. By considering the entire lifecycle of our assets, we can optimise maintenance, renewal, and replacement decisions.

Risk Management: We prioritise the identification, assessment, and appropriate control of risks associated with our infrastructure assets. This proactive risk management ensures that we are prepared for potential challenges and can mitigate their impact on service delivery.

Linking to Long-Term Financial Planning: Our strategy is closely linked to a Long-Term Financial Plan that outlines required and affordable forecast costs, as well as how these costs will be allocated. This financial foresight enables us to make strategic investments that are sustainable and aligned with community priorities.

By implementing this comprehensive Infrastructure Asset Management Strategy, we are committed to delivering high-quality services that meet the needs of our community today and into the future. Our focus on cost-effectiveness, risk management, and strategic planning positions us to build a resilient infrastructure that supports the well-being and growth of our community.

Key elements of the planning framework are:

1. Service Levels Definition: Work closely with the community to specify the services and levels of service required, ensuring clarity and alignment with organisational goals.

2. Risk Management: Identifies potential risks associated with asset management and develops robust strategies to mitigate these risks, safeguarding your investments and service delivery.

3. Future Demand Analysis: Assess future demand trends and their implications on service delivery, providing actionable insights on how to adapt and meet evolving needs.

4. Lifecycle Management: Our approach to lifecycle management focuses on optimising the performance and longevity of existing and future assets, ensuring that defined service levels are consistently met.

5. Financial Planning: Provide comprehensive financial summaries that outline the funding required to deliver the defined services, enabling informed decision-making and budget allocation.

6. Asset Management Practices: Expertise in asset management practices ensures that services are delivered efficiently and effectively.

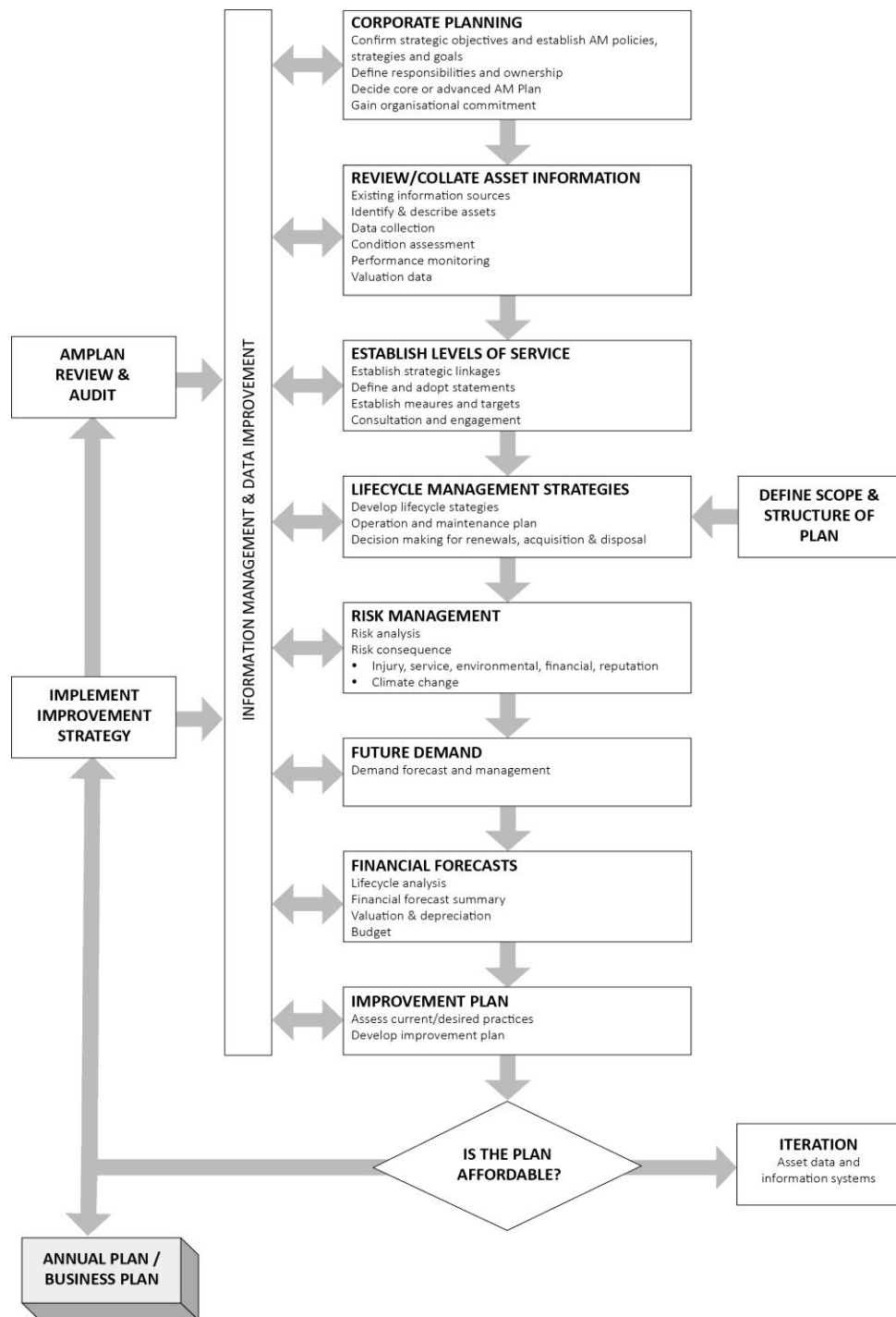
7. Monitoring and Evaluation: Implement monitoring frameworks to track progress and ensure that objectives are met, allowing for timely adjustments and continuous improvement.

8. Asset Management Improvement Plan: We develop tailored improvement plans aimed at increasing asset management maturity, helping organisations to evolve and enhance their asset management capabilities.

9. Standards and Frameworks: Our asset methodologies are grounded in recognised standards, including the International Infrastructure Management Manual (IIMM) and ISO 55000 Asset Management Standards. This commitment to excellence ensures that our clients benefit from the latest insights and practices in asset management.

Figure 1: Road Map for Preparing an Asset Management Plan

Source: IPWEA IIMM, Fig 1.5.1, p 1.11



SERVICE LEVELS

The community's expectation is that a Council will have the correct plant, equipment, and light fleet to efficiently perform its capital, operational, and maintenance work, a standard that is supported by local government legislation. Councils manage this through Asset Management Plans, which forecast necessary expenditures for maintaining and upgrading their fleet to meet service levels in a cost-effective and sustainable way.

Community Service: Levels of Service detail what is important to our customers in council's operations teams. These teams understand the service they are providing the community and in turn, inform their requirements for fleet assets service to be provided. Council adopts the following service parameters for these assets:

- Condition: Does the asset provide a safe and quality service?
- Function: Is the asset fit for purpose?
- Capacity: Is the service over or under used?

Technical Service: Technical Levels of Service detail what we do to deliver our services. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. It is important to monitor the levels of service regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

Table 3: Community & Technical Service Levels

Key Performance Measure	Level of Service Objective	Performance Measure Process
CUSTOMER (COMMUNITY) LEVEL OF SERVICE		
Condition	Assets are safe and have all manufacturers features operable.	- Assets are kept in operational condition by proactive maintenance. - Strategic replacement is undertaken while the asset is in good working condition to maintain value.
Function	Assets are correctly specified and have the desired features to meet future demand.	- Feedback from the operations teams on fleet capabilities. - Monitoring external drivers such as energy efficiency and ease of use.
Capacity	Assets are optimal in quantity to meet council's service to community with contingency for equipment failure.	- Monitoring the needs of the operations team's outlook on delivery of community services. - Ensuring contingencies exist in place the event of unplanned fleet loss.

TECHNICAL LEVEL OF SERVICE		
Planning	Planning in line with a 10-year asset replacement program based on optimum replacement.	- Assets planned through 10-year Fleet Replacement Program Assets are provided to meet design standards. - Annual Utilisation Analysis against Motor Vehicle Policy and Fleet Replacement Matrix Annual Replacement - Program Budget developed and Long-Term Financial Plan updated.
New/Upgrade (Capital)	Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs, predicted utilisation and internal hire rates.	- Assets created to maintain Levels of Service through annual review of the 10-year Fleet Replacement Program. - All procurement to follow the Councils procedure with asset specification and business requirements defined as required. - Plant Pre-Purchase Health Safety and Environment Checklist, Pre Delivery and Post Delivery Inspections, Pre Hand-Over Training and Risk Assessments are conducted. - Plant, Equipment & Light Fleet are inspected by Infrastructure Field Services Staff as part of the fleet commissioning process.
Operation	Operation of an asset in the manner it was designed to be used for.	- Safe Work SA's Code of Practice for Fleet is followed. - Training Database is maintained, including checks for Heavy Vehicle and High-Risk Licencing. - Training provided to operators as part of the asset commissioning process, and on an as-required basis. - Daily pre-start inspections by drivers/operators with defects reported to their supervisor. - Service schedules are based on date/kilometres or hours of use. Items deemed unserviceable are tagged out of service, pending investigation, repair or replacement.
Monitoring	Monitoring utilisation and recording asset downtime.	- Fleet and Plant timesheets completed. - Regular fuel invoice analysis conducted. - Annual utilisation analysis against Motor Vehicle Policy and Fleet Replacement Matrix. - Recording asset downtime (out of service).
Maintenance	All servicing to conform to OEM (Original Equipment Manufacturer) specifications. Comprehensive records created & maintained through council's corporate records management system.	- Scheduled maintenance is compliant with industry standards and manufacturers specification. - Maintenance issues and condition reports are maintained within the Plant Register, Sky trust and the financial management program recording maintenance performed, labour and materials used.
Renewal (Capital)	Renewal in accordance with optimum replacement timing	- Assets are programmed to be replaced based on utilisation triggers to keep them in good condition. - Assets renewed though 10-year Fleet Replacement Program.

	principles based on whole of life costs.	- Annual Utilisation Analysis against Motor Vehicle Policy and Fleet Replacement Matrix. - Annual Replacement Program Budget developed, and Long-Term Financial Plan updated.
Disposal	Disposal where Plant, Equipment & Light Fleet assets fail to meet minimum utilisation benchmarks or is no longer required.	- Complies with legislative requirements including councils Motor Vehicle Policy, and Disposal of Land and Assets Policy.

FUTURE DEMAND

4.1 Demand Forecasts

Insights on the key drivers affecting demand for our services. Factors such as population changes, demographic shifts, seasonal variations, consumer preferences, technological advancements, economic conditions, agricultural practices, and environmental awareness all play a significant role.

We regularly examine the impact of these trends and recommend demand management strategies to adjust demand while maintaining customer satisfaction.

The Population Projections by Local Government Area predicts the Estimated Resident Population will increase as follows:

Several key factors affecting demand for our services, including demographic changes, customer preferences and expectations, and economic conditions. For a detailed overview, please refer to Table 4.1.0, which summarises the trends and impacts of these demand factors on our service delivery.

Table 4.1.0: Demand Factors, Projections, and Impact on Services

Description	Demand Forecast	Demand Impact (Projection)	Impact on Services
Population Increase	At any given time, there are significantly more additional visitors residing in the community as tourists or people frequenting their holiday home. At peak tourist season from December to February the population grows to almost 20,000	The population estimate for Mid Murray Council area as of the 30th of June 2023 is 9,496 Since the previous year, the population has grown by 0.86%. Seasonal impact from December to February the population swells to almost 20,000	Increased demand and use of assets will affect the useful life of the assets which will likely increase the maintenance and renewal program.
Population	The 2023 estimated resident population for Mid Murray Council area is 9,496, with a population density of 1.51 persons per square kilometre. Land area 6,273 square km. (2023 ABS ERP)	In 2021, the largest age in Mid Murray Council area was 65–69-year-olds. The group that changed the most since 2016 was 70 to 74-year-olds, increasing by 240 people.	
Demographics	The census usual resident population of Mid Murray Council area is 2021 was 9,164 living in 7,416 dwellings with an average household size of 2.07	Future growth from 2016 to 2021 'usual population' has grown from 8,642 to 9,164 +522 (Source: Australian Bureau of Statistics)	

4.2 Demand Impact and 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. Council will determine the ability of the existing systems to manage increased requirements. Opportunities identified to date for demand management are shown in Table 4.2.0

Further opportunities will be developed in future revisions of this asset management plan.

Table 4.2.0: Demand Management Plan

Demand Impact	Demand Management	Impact on Assets
Increase in roadside tree canopy that will require additional specialised resourcing, including fleet.	Development of a Tree Management Plan to provide indications of any effect on Council's fleet.	Changed fleet and operating costs to adapt to changing environments.
Greater environmental sustainability requirements for the construction industry focus on minimising pollution, conserving resources, and reducing waste throughout a project's lifecycle.	Consider environmentally friendly electric vehicles as an alternative. Prime mover truck engine capacity increased to apply larger sized trailers, bogie axle dollies for haulage.	Capital and operational costs associated with energy and larger efficient and effective fleet to be considered.

LIFECYCLE MANAGEMENT PLAN

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

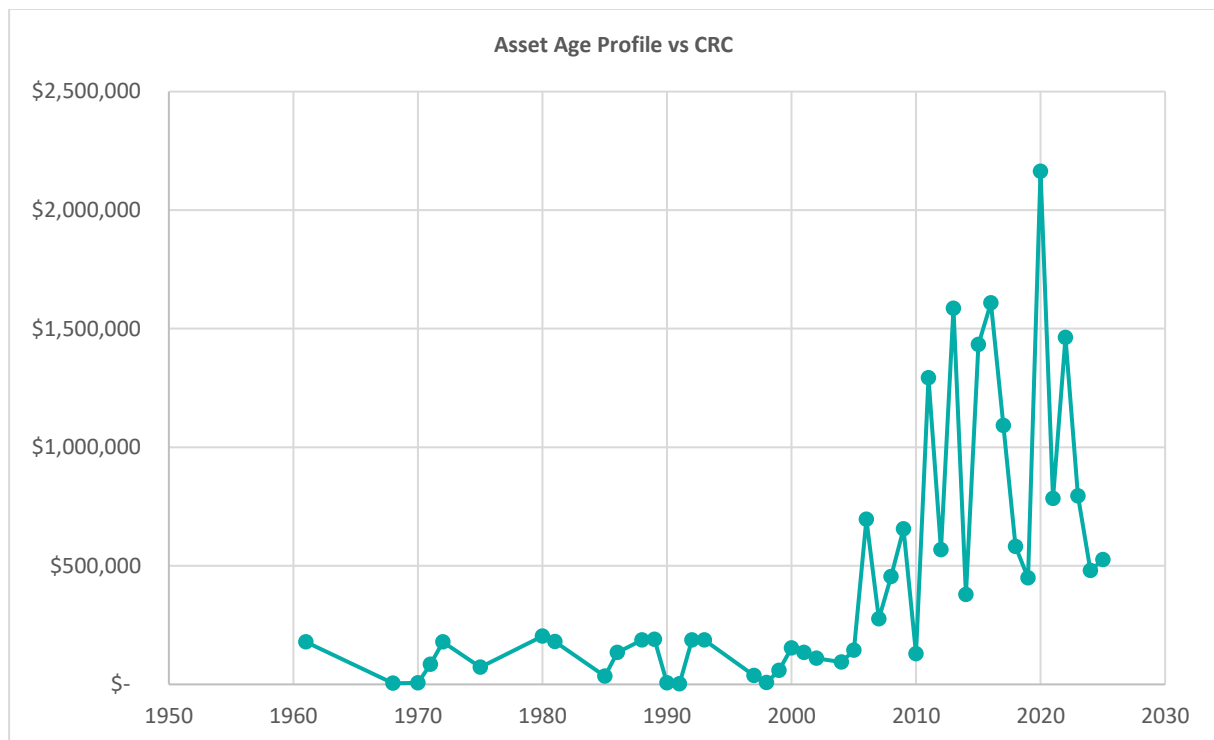
5.1 Background Data

This asset management plan covers the following infrastructure assets owned and operated by the Mid Murray Council:

- Plant, Equipment & Light Fleet

The age profile of the assets include in this Asset Management Plan is shown in Figure 1.

Figure 1: Asset Age Profile and Value



5.2 Asset Capacity and Performance

Council's services are generally provided to meet design standards where these are available. Locations where deficiencies in service performance are known are detailed in Table 5.2.0

Table 5.2.0: Known Service Performance Deficiencies

Assets	Service Deficiency
Disposal of Assets (Refer 5.12 Disposal Plan)	Surplus to requirements and acquiring suitable Plant, Equipment & Light Fleet replacements.

The above service deficiencies were identified and are being considered and prioritised. Refer to above Demand Management Plan.

5.3 Asset Condition

Site inspection of all Plant, Equipment & Light Fleet was conducted for the asset revaluation.

Condition is measured using a 0-6 grading system¹ as detailed in Table 5.3.0. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the Asset Management Plan results are translated to a 0-6 grading scale for ease of communication.

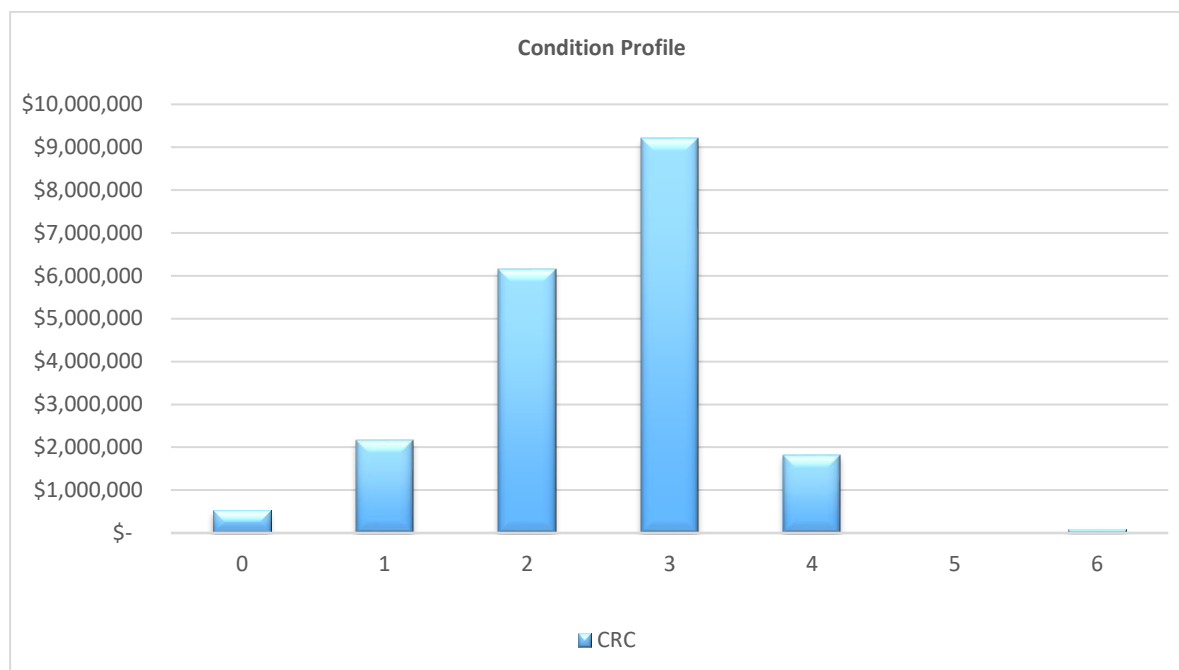
Table 5.3.0: Condition Grading System

Condition Rating	Description	Description of Condition
0	Brand New	Asset is brand new.
1	Very Good	Assets are in very good condition, no visible signs of wear, appears relatively new or recently renovated, scheduled maintenance only, low or no risk.
2	Good	Asset is in good condition, little wear, no longer new, scheduled maintenance only, low or no risk.
3	Fair	Asset is in average condition, visible signs of wear, asset is functional, scheduled maintenance, possible unscheduled maintenance, low risk.
4	Poor	Asset is in poor condition, high levels of wear, possible defects, scheduled maintenance, regular un-scheduled maintenance, higher risk.
5	Very Poor	Asset is in very poor condition, has visibly failed, may not be operational, may be un-serviceable, may represent a high risk, immediate attention required.
6	End of Life	Asset is unserviceable and provides no service. Asset cannot be used.

The overall condition score and subsequent consumption of the Plant, Equipment & Light Fleet assets have been estimated based on a combination of available data such as age and the standard useful life of the asset. The condition profile of Council's assets is shown in Figure 2.

¹ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Figure 2: Asset Condition Profile

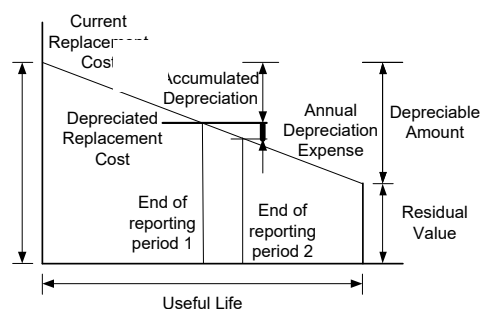


Condition	CRC (\$)	Weight (%)
0	\$525,900	2.63%
1	\$2,155,700	10.79%
2	\$6,162,500	30.84%
3	\$9,208,509	46.08%
4	\$1,823,842	9.13%
5	\$8,500	0.04%
6	\$98,202	0.49%
\$19,983,153		100%

5.4 Asset Valuations

The value of assets recorded in the asset register as at **1 September 2025** covered by this asset management plan is shown below. Assets were last revalued at **1 July 2025**. Assets are valued at fair-value asset accounting based on AASB116 (Australian Accounting Standard Board).

Current Replacement Cost	\$19,983,153
Accumulated Depreciation (CRC - Fair Value)	\$15,401,253
Fair Value (CWDV)	\$4,581,900
Forecast Annual Depreciation Expense	\$256,800.55



Useful lives were reviewed in **2025** by detailed condition analysis.

Key assumptions made in preparing the valuations were:

- Product Supplier (New Purchase Prices)
- Product Supplier (Trade-In Values)
- Pickles (Auction)

5.5 Operating and Maintenance Plan

Operating costs include regular activities to provide services, such as registration, fuels, lubricants, and insurance expenses.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

The trend in operating and maintenance budgets are shown in Tables 5.5.0

Tables 5.5.0: Maintenance Budget Trends

Year	COA	Expenditure (\$)	Budget/Actual
2025-26	150203550	\$1,035,224.50	Budget
2024-25	150203550	\$1,228,757.84	Actual
2023-24	150203550	\$976,053.68	Actual
2022-23	150203550	\$963,734.62	Actual

Table 5.5.0: Operating Budget Trends

Year	COA	Expenditure (\$)	Budget/Actual
2025-26	150203550	\$1,035,224.50	Budget
2024-25	150203550	\$1,066,554.99	Actual
2023-24	150203550	\$1,168,136.49	Actual
2022-23	150203550	\$1,202,504.09	Actual

5.6 Renewal Plan

Our approach to asset renewal, plays a crucial role in maintaining our service standards. Renewal focuses on restoring, rehabilitating, or replacing existing assets to their original service potential without significantly altering their function.

We identify assets needing renewal through two methods in our Lifecycle Model:

- 1. Asset Register Data:** This method projects renewal costs based on the current replacement cost and determines renewal timing by adding the acquisition year to the remaining useful life.
- 2. Alternative Approaches:** This includes condition grading, staff judgment, and average network renewals to estimate both timing and costs for forecast renewal work.

The useful lives of assets used to develop projected asset renewal forecasts sample is shown in Table 5.6.0

Asset useful lives were last reviewed **1 August 2025**

Table 5.6.0: Useful Lives of Assets Yrs.

Asset Type	Useful Life (Yrs)
Backhoe Loader	15
Commercial Vehicle	7
Commercial Bus/Van	10
Excavator > 24T	12
Excavator > 4T	10
Forklift	20
Front Deck Mowers	7
Front End Loader >7T	12
Grader	10
Landfill Compactor	20
Passenger Vehicle	5
Roller (Combination)	30
Self Propelled Roller	15
Semi Trailer	20
Semi Trailer Tipper	12
Skid Steer	15
Street Sweeper	15
Tractor < 100Hp	15
Trailer	25
Truck	10
Woodchipper	10

5.7 Selection Criteria

Prioritising Asset Renewal for Enhanced Infrastructure Reliability

To ensure our infrastructure remains reliable and meets service requirements, we need to prioritise asset renewals effectively. Here are key factors to consider:

- 1. Consequence of Failure:** Focus on assets with a high risk of failure that could significantly impact service delivery.
- 2. Remaining Useful Life:** Assess the remaining lifespan of assets to determine urgency for renewal.
- 3. Condition Grading:** Evaluate the current condition of assets to identify those needing immediate attention.
- 4. Usage Impact:** Prioritise assets that are heavily utilised, as their failure would greatly affect users.
- 5. Operational Costs:** Consider assets with unexpectedly high maintenance costs that could be reduced through renewal.
- 6. Lifecycle Cost Reduction:** Identify opportunities to replace aging assets with modern equivalents that offer better service at lower lifecycle costs.

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.7.0

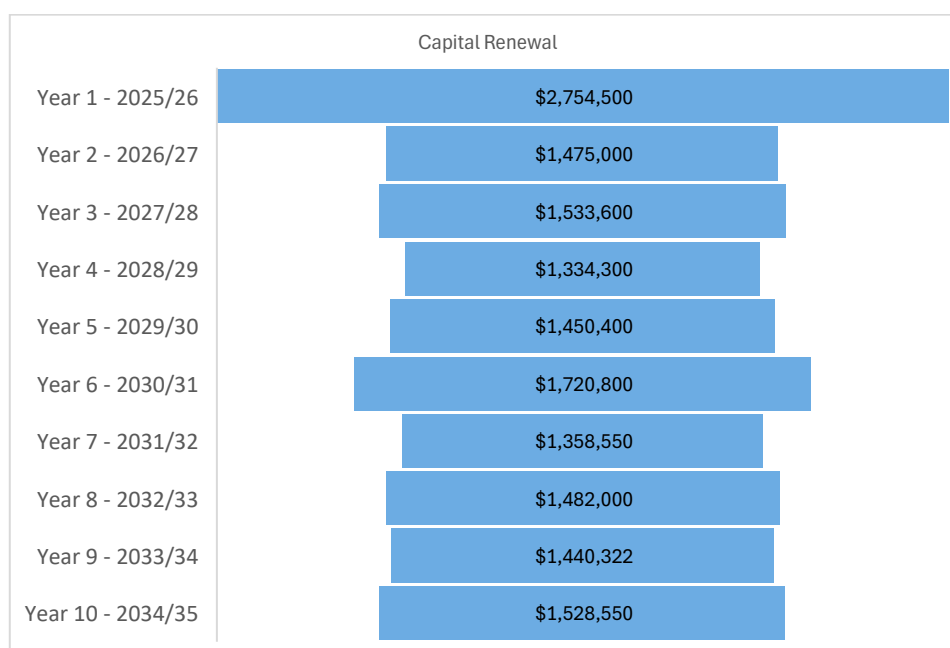
Table 5.7.0: Renewal Priority Ranking Criteria

Criteria	Weighting
Consequence of Failure	20
Remaining Useful Life (RUL)	20
Condition Grading	20
Usage Impact	10
Operational Costs	15
Lifecycle Cost Reduction	15

5.8 Summary of Future Renewal Costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 3. A detailed summary of the forecast renewal costs is shown in **Appendix A**.

The financial projections from this asset plan are shown in Figure 4 and Table 5.13.2. These projections include forecast expenditure for Capital Renewal and New/Upgrade values shown in today's dollars, (August 2025), Excludes GST and Grant Funding. Shown forecast expenses are not indexed.

Figure 4: Forecast Renewal Costs

5.9 Capital New/Upgrade Plan

Understanding Asset Acquisition and Upgrades

Acquisition involves obtaining new assets that either did not exist before or upgrading existing assets to enhance their capacity. These initiatives often arise from growth, increased demand, or social and environmental needs.

Additionally, we should consider assets that may be donated or gifted to the Council, as they can significantly contribute to our resources.

5.10 Selection Criteria

Review and Prioritisation of Proposed Asset Acquisitions and Upgrades

The need to evaluate the proposed acquisition of new assets and upgrades to existing ones. These proposals often arise from community requests, strategic plans, or partnerships.

To ensure these initiatives align with Council's needs, we should:

- 1. Verify Necessity R&D Business Case:** Review each proposal to confirm its essentiality for council operations.
- 2. Develop Preliminary Estimates & Whole of Costing Analysis:** Create initial renewal cost estimates to assess Whole of Life costs. Benefit Cost Ratio (BCR).
- 3. Rank Proposals:** Once verified, we can prioritise these proposals based on urgency and available funding, scheduling them into our future works programs.

Table 5.10.0: New/Upgrade Assets Priority Ranking Criteria

Criteria	Weighting
Verify Necessity via a Business Case	80
Develop Preliminary Estimates & Whole of Costing Analysis	10
Rank Proposals	10

5.11 Summary of future asset Capital New/Upgrade

Forecast New/Upgrade asset costs are summarised in Figure 5 and shown relative to the proposed new/upgrade budget. The forecast capital new/upgrade works program is shown in **Appendix A**. The financial projections from this asset plan are shown in Table 5.13.0 and Figure 8. These projections include forecast expenditure for Capital Renewal and New/Upgrade values shown in today's dollars, (August 2025). Excludes GST and Grant Funding. Shown forecast expenses are not indexed.

Figure 5: Capital New/Upgrade Summary

Capital New/Upgrade	
Year 1 - 2025/26	\$1,294,500
Year 2 - 2026/27	
Year 3 - 2027/28	
Year 4 - 2028/29	
Year 5 - 2029/30	
Year 6 - 2030/31	
Year 7 - 2031/32	
Year 8 - 2032/33	
Year 9 - 2033/34	
Year 10 - 2034/35	

5.12 Disposal Plan

Broad definition of 'disposal,' which includes getting rid of assets that are no longer needed (surplus to need), replacing them with new equipment for productivity gains, or when tasks change. Trade-in is a common method where a new asset is purchased by giving the old one as part payment. Disposal method, refer to Councils Disposal of Land and Assets Policy.

Disposal Yr1. 2025/26

Asset ID	Plant #	Asset Description
PEF017	P043	2002 John Deere 5220 Tractor (KPS196)
PEF032	P137	2008 Caterpillar IT14G Integrated Tool Carrier (S16SPS)
PEF080	P274	2004 Howard B Series Slasher - 1.9 Metres Wide
PEF082	P276	2016 Isuzu D-Max Space Cab Utility Hi-Ride 4x2 3.0 Litre Auto
PEF104	P309	2018 Subaru Station Wagon Outback 2.0 Diesel Premium Auto MY18 (S865BVF)
PEF106	P311	2018 Isuzu D-Max SX Extra Cab 4x2 IOR7037 (S675BVT)
PEF111	P318	2019 Isuzu 4x4 Crew Cab SX IOR9018 Ute (S172CAN)
PEF120	P332	2020 Hyundai Elantra Active Smart Sense (S198CEB)
PEF138	P356	2021 Mazda CX-8 D6 Auto Sport Diesel AWD (S522CJU)
PEF170	P397	2005 Jet Wave Pressure Washer, 3000PSI at 15Lires/Min

Potential Items for Disposal

Asset ID	Plant #	Asset Description
PEF031	P125	1981 Hyster Grid Roller (TUJ790)
PEF037	P186	1972 Coates Crushroll Roller (TOL829)
PEF050	P221	1990 Delta Built, Tandem 7'x4' Trailer (TBS948)
PEF053	P224	1989 Industrial Cement Mixer Trailer (TCG201)
PEF056	P230	1997 Cement Mixer (TOL174)
PEF059	P233	1997 Cement Mixer Lightburn (TRL026)
PEF064	P242	1970 Single Axle Trailer (Fuel Cart) (YBJ565)
PEF067	P246	1997 Modern Built, Flat Top Tandem Axle Trailer (YBT740)
PEF073	P261	2004 Tough Built, Tandem Axle 5'x8' Tipping Trailer (YFM607)

PEF077	P269	2012 Hustler 'Z' Diesel 25HP 54" Cut VX4 Deck, Includes Mulch Kit to Suit 54" VX4 Deck. (Sold, Blanchetown & Swan Reach Redbacks).
PEF184	TBA	1980 Water Tank
PEF197	TBA	2007 Sewell Hydraulic Rotary Sweeper 200 (2m wide)

5.13 Summary of Asset Forecast Costs

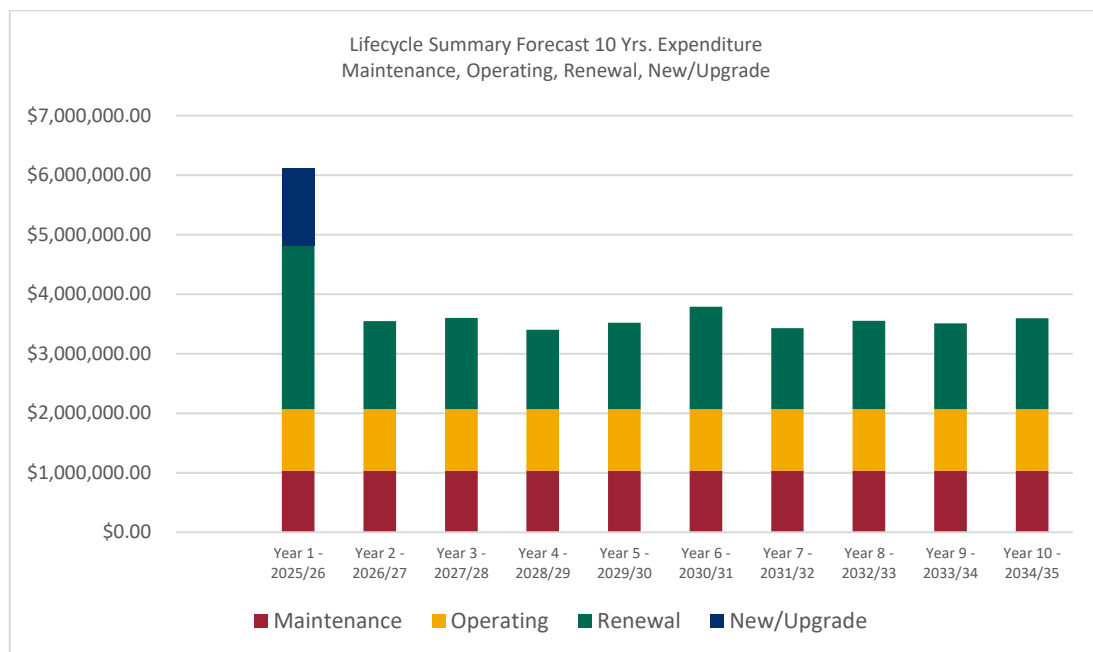
The financial projections from this asset plan are shown in Table 5.13.0 and Figures 6. These projections include forecast expenditure for Capital Renewals, Capital New/Upgrades, Operating and Maintenance values shown in todays dollars, (August 2025). Excludes GST and Grant Funding. Shown forecast expenses are not indexed.

Table 5.13.0: Lifecycle Summary Forecast 10 Yrs. Expenditure

Today's Dollars (August 2025)

Year	Maintenance	Operating	Renewal	Capital
				New/Upgrade
Year 1 - 2025/26	\$1,035,224.50	\$1,035,224.50	\$ 2,754,500	\$ 1,294,500
Year 2 - 2026/27	\$1,035,224.50	\$1,035,224.50	\$ 1,475,000	\$ -
Year 3 - 2027/28	\$1,035,224.50	\$1,035,224.50	\$ 1,533,600	\$ -
Year 4 - 2028/29	\$1,035,224.50	\$1,035,224.50	\$ 1,334,300	\$ -
Year 5 - 2029/30	\$1,035,224.50	\$1,035,224.50	\$ 1,450,400	\$ -
Year 6 - 2030/31	\$1,035,224.50	\$1,035,224.50	\$ 1,720,800	\$ -
Year 7 - 2031/32	\$1,035,224.50	\$1,035,224.50	\$ 1,358,550	\$ -
Year 8 - 2032/33	\$1,035,224.50	\$1,035,224.50	\$ 1,482,000	\$ -
Year 9 - 2033/34	\$1,035,224.50	\$1,035,224.50	\$ 1,440,322	\$ -
Year 10 - 2034/35	\$1,035,224.50	\$1,035,224.50	\$ 1,528,550	\$ -
10Yr. Forecast (no indexation applied)	\$10,352,245.00	\$ 10,352,245.00	\$ 16,078,022.00	\$ 1,294,500.00

Figure 6: Lifecycle Summary Forecast 10 Yrs. Expenditure



RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk Management – Principles and Guidelines. Risk Management is defined in ISO 31000:2018 as: coordinated activities to direct and control regarding risk².

An assessment of risks³ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1.0. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1.0 : Critical Assets

Critical Assets	Failure Mode	Impact
Plant, Equipment & Light Fleet	Breakdowns	Requirement for Natural Disasters: i.e. Fire, Floods & Storms

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

The risk management process used is shown in Figure 7 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018

² ISO 31000:2018

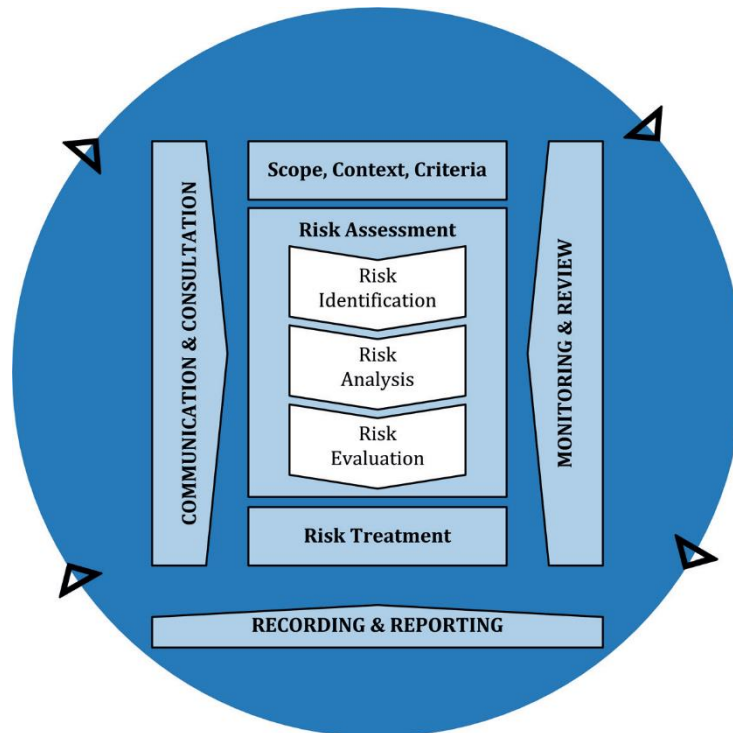


Figure 7: Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from fleet assets, using Council’s risk matrix, has identified the hazards that will result in significant loss, ‘financial shock’ or a reduction in service:

The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2.0. It is essential that these critical risks and costs are reported to the Senior Management Team.

Table 6.2.0 : Risks and Treatment Plan

Service or Asset at Risk	Current Controls	Risk Rating	Risk Treatment Plan	Residual* Risk
Ageing fleet or technical obsolescence: • High incidence of breakdowns • Increased maintenance costs • Increased downtime • Increased product costs and poor efficiency • Work programs run behind schedule • Increase risk of reactive plant maintenance and down time	Serviced and inspected in accordance with Manufacturer's requirements, including six monthly safety inspections Replace equipment at optimal time. Regular condition assessment of key equipment to assist in predicting maintenance and renewal needs. Maintenance managed appropriately at an operational level. Servicing designed to meet current maintenance requirements.	Low	Explore the option of undertaking a review of council's maintenance (and plant inspection processes) to ensure Council's services are optimised to meet current and future fleet maintenance requirements. Explore alternative asset management systems to monitor servicing schedules, record maintenance activities undertaken, and impacts of asset downtime.	Low
Injury to operators.	Implement WHS Management Plan including safe work procedures and safe work method statements. Appropriate measures are undertaken to ensure that the plant is suitable and is not introducing unnecessary risks to employees, including: • Consultation on purchase. • Undertaking of risk assessment. • Implementing risk controls; and	Low	Nil	Low

	Monitoring and reviewing of risk controls.			
Damaged fleet assets due to incorrect use.	Staff trained in use of new equipment as part of asset commissioning process. Staff have current, appropriate licenses to operate plant. Training provision and competency levels monitored through Corporate Training Registers.	Low	Nil	Low
Inadequate car fleet availability at times.	Use of fleet booking system. Annual Review of Fleet replacement program.	Low	Nil	Low
Underutilised assets because of staffing, seasonal weather and communication across departments.	Utilisation reviewed annually as part of update of Fleet Replacement Program and fed into replace/dispose decision making.	Low	Nil	Low

*Note: The residual risk is the risk remaining after the selected risk treatment plan is implemented.

Table 6.2.1: Extract Risk Management Framework, Policy Number: PRO-RISKV3

When a risk has been identified or reassessed, the following table provides guidance on the action to be taken for each risk rating level:

Risk level	Managing risk – priority rating
Extreme	Add risk to Risk Register Escalate risk issue immediately to CEO CEO to: • Refer risk to risk owner • Identify and develop treatment strategies for immediate action • Monitor and review actions/strategies • Provide direction and information to relevant stakeholders • Inform the next meeting of the Council or Audit & Risk Committee of the risk issue, the actions taken to mitigate the risk and the outcome (or current status) • Consider cessation/suspension of the activity giving rise to the risk until such time as CEO/Management Team authorises its continuation and/or whilst other risk treatment strategies are being developed/implemented For WHS related risks, the following applies: • Operation of item or activity shall not be allowed to continue until the risk level has been reduced • Will commonly be an unacceptable level of risk • May include both short and long term control measures
High	Add risk to Risk Register Escalate risk issue to member of Senior Management Team or WHSRC Member of Senior Management Team or WHSRC: • Refer to relevant risk owner • Identify and develop treatment strategies with appropriate timeframes • Monitor and review actions/strategies to manage risk to an acceptable level • Provide direction and information to relevant stakeholders • Inform the next meeting of the Audit & Risk Committee or Senior Management Team, (as relevant) of the risk issue, the actions taken to mitigate the risk and the outcome (or current status) For WHS related risks, the following applies: • Reduce the risk rating so far as is reasonably practicable • Should only be an acceptable level of risk for 'Major' or 'Significant' consequences
Moderate	Add risk to Risk Register Escalate risk to Department Manager/ Supervisors/Team Leaders Department manager/Supervisor/Team Leader to coordinate with relevant work group to: • Identify and develop treatment strategies with appropriate timeframes • Monitor and review actions/strategies to manage risk to an acceptable level For WHS related risks, the following applies: • Reduce the risk rating so far as is reasonably practicable. • May be an acceptable level of risk
Low	Add to Risk Register Undertake localised risk management & actions (if required) Review within the department parameters and routine procedures For WHS related risks, the following applies: • Reduce the risk rating so far as is reasonably practicable. • Commonly is an acceptable level of risk

ASSET RENEWAL FUNDING RATIO

The Asset Renewal Funding Ratio is the most important indicator and reveals that over the next 10 years, Council is forecasting that it will have **100%** of the funds required for the optimal renewal and replacement of its assets.

Asset Renewal Funding Ratio⁴ **100%**

Sustainability performance targets ensure that long term financial sustainability of Council covering capital renewals, maintenance of assets. Councils adopted Asset Renewal Funding Ratio Target 85-115%

Projected 10-Yr. Renewal Expenditure (AMP)

An overview of the projected expenditure outlay necessary to deliver the services outlined in the Asset Management Plan for Capital Renewals over the upcoming 10-year planning period. The total projected expenditure is estimated at **\$16,078,022**, which translates to an average annual cost of **\$1,607,802**. This figure represents the necessary investment to ensure that council can provide the services in accordance with the outlined plan, noting that this projection does not include annual indexation, which may affect the overall expenditure in the future.

Planned 10-Yr. Renewal Expenditure (LTFP)

The planned expenditure for Capital Renewals as outlined in councils 10-Year Long Term Financial Plan. Currently, the estimated available funding for this initiative stands at **\$17,037,469**. This amount averages out to approximately **\$1,703,746** per year, noting that this figure does account for annual indexation.

Projected & Planned Renewal Expenditure Difference (AMP/LTFP)

The result of the recent comprehensive valuation regarding the projected renewal expenditure for the Asset Management Plan (AMP) in comparison to the Long-Term Financial Plan (LTFP). The analysis indicates that the projected renewal expenditure is anticipated to be **\$959,447** (or 5.6%) less than the current planned expenditure over the next 10 years.

Projected 10-Yr. Capital New/Upgrade Expenditure (AMP)

An overview of the projected expenditure outlay necessary to deliver the services outlined in the Asset Management Plan for Capital New/Upgrades over the next 10 years. The total projected expenditure (Yr1. Only) is estimated at **\$1,294,500**, which translates to an average annual cost of **\$129,450**. This figure represents the necessary investment to ensure that council can provide the services in accordance with the outlined plan.

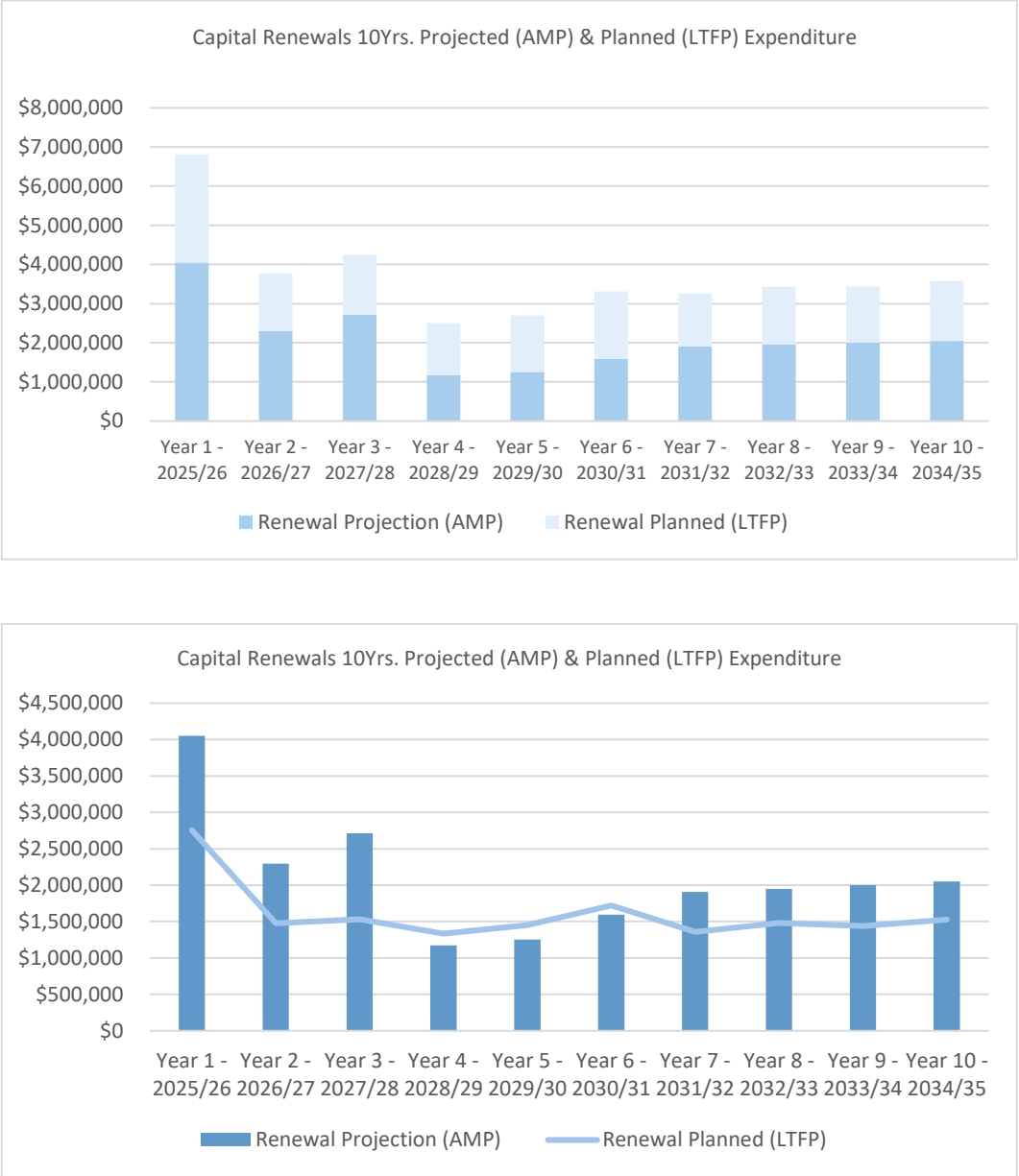
Projected 10-Yr. Total Expenditure (AMP)

An overview of the projected outlays necessary to deliver the services outlined in the AMP over the upcoming 10-year planning period. The total projected expenditure, which encompasses Operating, Maintenance, Capital Renewals and New/Upgrades, is estimated at **\$38,077,012**. This equates to an average annual cost of approximately **\$3,807,701.20** in today's dollars (as of August 2025), noting that this figure does not account for annual indexation, which may impact future costs.

These costs will be reviewed on an annual basis to ensure the capital renewals, new/upgrades are still required in the listed timeline and appropriate expenditure values have been confirmed.

⁴ AIFMG, 2012, Version 1.3, Financial Sustainability Indicator 4, Sec 2.6, p 2.16

Figure 8: Capital Renewals 10Yrs. Projected (AMP) & Planned (LTFP) Expenditure



7.1 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure 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 and risks that these may change are shown in Table 7.1.0

Table 7.1.0: Key Assumptions made in Asset Management Plan and Risks of Change

Key Assumptions	Risks - Change to Assumptions
Expenditures	All Capital Renewals, New/Upgrades, Maintenance and Operating values are shown in today's dollars, (August 2025). Excludes GST and Grant Funding. Capital Renewals, New/Upgrades, Maintenance and Operating expenditures does not allow for annual indexation increases.
Initial renewal and new/upgrade costs have been based on historical costs, condition deterioration work, and compared to the depreciation provision and the funding available. Renewal costs typically increase by an average of 2-4% per annum over the life of the Plan to allow for the impact of an enlarged asset base.	All Capital Renewals, New/Upgrades, Maintenance and Operating values are shown in today's dollars, (August 2025). Excludes GST and Grant Funding. Capital Renewals, New/Upgrades, Maintenance and Operating expenditures does not allow for annual indexation increases.
Continuation of the current rate and pattern of development.	Population growth factor of 0.86% per year has been included.
Capital forecast costs for Renewals and New/Upgrades have been placed into their respective categories, based on the information provided.	Cost assumptions are based on past and known costs to reflect Renewal and New/Upgrade capital costs. Renewals took into consideration the Current Replacement Costs.

7.2 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A-E level scale⁵ in accordance with Table 7.2.0

Table 7.2.0: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$

⁵ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this Asset Management Plan is shown in Table 7.2.1.

Table 7.2.1: Data Confidence Assessment for Data used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand Drivers	High	Strategic Plan Annual Business Plan
Growth Projections	High	Strategic Plan Annual Business Plan ABS Data
New/Upgrade Forecast	Very High	Strategic Plan Annual Business Plan Long Term Financial Plan Annual Budget Prepared in conjunction with relevant staff
Operating Forecast	Very High	Extrapolated from previous years expenditure Annual Budget Long Term Financial Plan
Maintenance Forecast	Very High	Extrapolated from previous years expenditure Annual Budget Long Term Financial Plan
Renewal Forecast	Very High	Strategic Plan Annual Business Plan Long Term Financial Plan Annual Budget Prepared in conjunction with relevant staff
Remaining Useful Life (RUL)	Very High	Asset Revaluation
Condition Modelling	Very High	Reviewed in accordance with the valuation/asset register, Remaining Useful Life (RUL) and Condition Grading.
Disposal Forecast	Very High	YR.1 2025/26 Outlined in Disposal Plan and Other Identified Assets

The estimated confidence level for and reliability of data used in this Asset Management Plan is considered High

IMPROVEMENT AND MONITORING PLAN

8.1 Status of Asset Management Practices

Accounting and financial data sources.

This Asset Management Plan utilises accounting, financial data and asset register data.

Currently, we are utilising data from Microsoft Excel spreadsheets to manage our assets effectively. While this approach has served us well, we are actively exploring the possibility of implementing a dedicated Asset Management software system to enhance our efficiency and data management capabilities.

8.2 Improvement and Monitoring Plan

The following tasks have been identified for improving future versions of the Plan.

Table 8.2.0: Improvement and Monitoring Plan

Task No.	Task	Responsibility	Timeline
1	Review Service Levels	Director Infrastructure & Field Services. Coordinator Asset Management	Annually
2	Creation of plant numbers for all plant, equipment and light fleet for asset tracking and recording purposes.	Director, Corporate & Financial Services	Jan 2026
3	Review of asset register to ensure all assets are accounted for and for the continued maintenance of the register. Update with capital additions, renewal and disposals.	Coordinator Asset Management	Ongoing
4	Review, check, amend Insurance Policy Schedule regarding premium costs to Council, interest insured, limits of liability, deductible excess and policy wording and conditions are appropriate for the assets.	Work Health Safety & Risk Management Coordinator	Annually
5	Review, check, amend accordingly Council Motor Vehicle Policy (POL-MVV3)	Corporate & Financial Services	In accordance with Policy
6	Monitor and review, the need to apply dollar and/or % increases to operating, maintenance and capital expenditure.	Director, Corporate & Financial Services and Accountant	Annually
7	That all plant, equipment, and light fleet assets at Infrastructure Field Service sites must have their assigned plant number clearly marked and displayed on the physical asset for identification and management purposes. This practice ensures accountability and simplifies tracking for maintenance, safety, and record-keeping, which is critical for compliance with safety regulations and efficient asset management.	Construction Coordinator Infrastructure Coordinator Maintenance Coordinator	Immediately/ Ongoing

8	Asset Management Plan has a maximum life of 5 years and is due for complete revision and updating within 2 years of each council election.	Coordinator Asset Management	2029-30
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Annual Budget Planning Review

We will review this plan during our annual budget planning process. If there are any significant changes in service levels or available resources due to budget decisions, we will amend the plan accordingly.

8.3 Performance Measures

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

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the long-term financial plan.
- The degree to which the 1-5-year detailed works programs, budgets, business plans and corporate structures consider the global works program trends provided by the Asset Management Plan.
- Sustainability performance targets ensure that long term financial sustainability of Council covering the maintenance and development of the community assets as well as providing appropriate services. Councils adopted Asset Renewal Funding Ratio Target 85-115%.

REFERENCES

- IPWEA International Infrastructure Management Manual
- IPWEA NAMS.PLUS Asset Management
- IPWEA Australian Infrastructure Financial Management Manual
- IPWEA International Infrastructure Financial Management Manual
- IPWEA 2012 Practice Note 6 - Long Term Financial Planning
- IPWEA 2014 Practice Note 8 - Levels of Service & Community Engagement
- IPWEA Practice Note 12 (Useful life of infrastructure)
- IPWEA Practice Note 12.1: Climate Change Impacts on the Useful Life of Infrastructure
- IPWEA Plant and Vehicle Management Manual (PVMM)
- IPWEA Plant & Vehicle Maintenance Safe Practice Guide
- ISO 55000:2014 Overview, Principles and Terminology
- ISO 31000:2018 Risk Management – Guidelines
- Essential Services Commission of South Australia (ESCOSA)
- SA Local Government Act 1999
- APV Valuers - Valuation 1st July 2025
- Mid Murray Council Strategic Plan
- Mid Murray Council Annual Business Plan and Budget
- Mid Murray Council Long Term Financial Plan 2025-26/2034-35 (Adopted 15 July 2025)
- Mid Murray Council Risk Management Framework (PRO-RISKV3)
- Mid Murray Council Asset Accounting Policy (POL-AACCV3)
- Mid Murray Council Asset Management Policy (POL-AMGMTV4)
- Mid Murray Council Public Consultation Policy (POL-PCONSV6)
- Mid Murray Council Motor Vehicle Policy (POL-MVV3)
- Mid Murray Council Disposal of Land and Assets Policy (POL-DISPLNDV4)
- Mid Murray Council Procurement Policy (POL-PROCV7)

APPENDIX A: RENEWALS, NEW/UPGRADES 15 YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

Year 1 - 2025/26

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 4,049,000.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2025/26		
PEF011	P027	2012 Isuzu NPR 400 Tipper (SB83GC)	Relocate P027 to Tourism/VIC. Purchase new for replacement.	\$ 145,000.00	\$ -	\$ 145,000.00		
PEF017	P043	2002 John Deere 5220 Tractor (KPS196)	Reference AMP 5.12 Disposal Plan	\$ -	-\$ 12,000.00	-\$ 12,000.00		
PEF021	P054	RENEWAL & NEW/UPGRADE 2013 Caterpillar 226B3 Skid Steer Loader (S46SYT)	Renewal 50%, New/Upgrade 50%	\$ 208,000.00	-\$ 15,000.00	\$ 193,000.00	\$ 96,500.00	\$ 96,500.00
PEF025	P061	2014 Volvo FM L1EH1 Day Cab Truck (SB15JA)		\$ 420,000.00	-\$ 42,000.00	\$ 378,000.00		
PEF032	P137	2008 Caterpillar IT14G Integrated Tool Carrier (S16SPS)	Reference AMP 5.12 Disposal Plan	\$ -	-\$ 35,000.00	-\$ 35,000.00		
PEF043	P212	2009 Yamaha YFM450FAY Quad Cycle (S62SRN)	Not WHS Compliant	\$ 35,500.00	-\$ 1,300.00	\$ 34,200.00		
PEF046	P215	2011 Honda 4WD Quad Cycle (S69SUV)	Not WHS Compliant	\$ 35,500.00	-\$ 1,350.00	\$ 34,150.00		
PEF071	P256	2015 Isuzu Giga CAZ 415 Premium Prime Mover (SB15LD)	Replace approx. 550HP	\$ 350,000.00	-\$ 60,000.00	\$ 290,000.00		
PEF080	P274	2004 Howard B Series Slasher - 1.9 Metres Wide	Trade-in and purchase new off set slasher.	\$ 25,000.00	-\$ 1,500.00	\$ 23,500.00		
PEF082	P276	2016 Isuzu D-Max Space Cab Utility Hi-Ride 4x2 3.0 Litre Auto	Reference AMP 5.12 Disposal Plan. Maintenance vehicle, replace with P319	\$ -	-\$ 6,800.00	-\$ 6,800.00		
PEF084	P280	2016 Toyota Hilux SCC 4x2 2.4 Litre Workmate Utility (S449BKK)	SK. Maintenance Grading Utility. 24.9.25 Trade-in and purchase new. New vehicle to have a manual transmission for towing reasons.	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00		
PEF092	P292	2017 Isuzu Ute 4x2 Single Cab (S481BRF)	Berry/Jason. Maintenance Grading Utility. Trade-In and purchase new. New vehicle to have a manual transmission for towing reasons.	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00		
PEF104	P309	2018 Subaru Station Wagon Outback 2.0 Diesel Premium Auto MY18 (S865BVF)	Reference AMP 5.12 Disposal Plan	\$ -	-\$ 14,000.00	-\$ 14,000.00		
PEF106	P311	2018 Isuzu D-Max SX Extra Cab 4x2 IOR7037 (S675BVT)	Reference AMP 5.12 Disposal Plan	\$ -	-\$ 11,000.00	-\$ 11,000.00		
PEF110	P316	2007 Hino GD Tipper Truck (XS39BK)	Trade-In and Purchase.	\$ 201,000.00	-\$ 14,000.00	\$ 187,000.00		
PEF111	P318	2019 Isuzu 4x4 Crew Cab SX IOR9018 Ute (S172CAN)	Reference AMP 5.12 Disposal Plan	\$ -	-\$ 9,000.00	-\$ 9,000.00		
PEF112	P319	2019 Isuzu 4x2 Space Cab SX IOR9037 Ute (S171CAN)	No Trade-in.	\$ 50,000.00	\$ -	\$ 50,000.00		
PEF120	P332	2020 Hyundai Elantra Active Smart Sense (S198CEB)	Reference AMP 5.12 Disposal Plan	\$ -	-\$ 9,000.00	-\$ 9,000.00		

PEF121	P333	2020 Hyundai Elantra Active Smart Sense (S196CEB)	Trade-in and purchase new.	\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF126	P342	2020 John Deere 620G Grader (S63SHS)	Grader inc 1361 - Static Roller. Normally used with P052.	\$ 495,000.00	-\$ 125,000.00	\$ 370,000.00
PEF128	P344	2020 Isuzu FSR 120-240 Automated Manual Transmission (AMT) Long Wheelbase Cab Chassis (XS41DA)		\$ 201,000.00	-\$ 58,500.00	\$ 142,500.00
PEF132	P348	2020 Nissan X-Trail DSL TS Series 3 Diesel (S045CGF)	Vehicle will be held, issued as Cambrai Office as pooled car. Purchase new vehicle only.	\$ 45,000.00	\$ -	\$ 45,000.00
PEF133	P349	2020 Mitsubishi Triton GLX D6 M/T 4x4 (S145CGH)	Trade-in and purchase new.	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF134	P351	2021 Mitsubishi Triton GLX 2.4L D 6A/T 4x4 DC CC (S531CHX)	Trade-in and purchase new.	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF135	P352	2020 Hyundai Elantra Active Smart Sense (S530CHX)	Trade-in and purchase new.	\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF138	P356	2021 Mazda CX-8 D6 Auto Sport Diesel AWD (S522CJU)	Reference AMP 5.12 Disposal Plan	\$ -	-\$ 14,000.00	-\$ 14,000.00
PEF170	P397	2005 Jet Wave Pressure Washer, 3000PSI at 15Lires/Min	Trade-in and purchase new.	\$ 8,500.00	-\$ 300.00	\$ 8,200.00
PEF189	TBA	1995 Portable Toilets x2	Disposal	\$ -	-\$ 100.00	-\$ 100.00
PEF199	TBA	2005 Jet Wave Pressure Washer, 3000PSI at 15Lires/Min	Disposal	\$ -	-\$ 100.00	-\$ 100.00
PEF204	P421	2025 Isuzu MU-X 4X4 LST 3.0 L Automatic (UJOR506)	P421 purchased new only, no trade-in. Former vehicle P356 Auction Off.	\$ 62,066.00	\$ -	\$ 62,066.00
PEF205	P422	2025 Ford Everest 2025.50 SUV TREND 4x4 2.0L BIT, 10 SPD (S584DGL)	Previous vehicle Mazda 5, to be held and issued to the Mayor. Purchase new vehicle only, no trade-in.	\$ 57,574.00	\$ -	\$ 57,574.00
PEF206	TBA	NEW/UPGRADE 100% - Trout River Standard Capacity Trailer	29.8.25 Quote No.QUO0000041648	\$ 188,000.00	\$ -	\$ 188,000.00
PEF207	P390	RENEWAL 2025 Isuzu DMax 4x4 Space Cab Chassis SA 3.0L Diesel (TBA)	30.9.25 P330 still driving due to replacement not yet available. New 2025 Isuzu DMax 4x4 Space Cab Chassis SA 3.0L Diesel (TBA)	\$ 66,870.00	-\$ 11,000.00	\$ 55,870.00
PEF208	TBA	RENEWAL Passenger Vehicle	Insurance to cover approx. \$28K, council balance for replacement of vehicle. No trade-in, purchase new only.	\$ 27,000.00	\$ -	\$ 27,000.00
PEF209	TBA	NEW/UPGRADE 100% - Passenger Vehicle	Proposed New Planning Regulatory Officer	\$ 45,000.00	\$ -	\$ 45,000.00
PEF210	TBA	NEW/UPGRADE 100% - Trailer Mounted Lunchroom		\$ 65,000.00	\$ -	\$ 65,000.00
PEF211	TBA	NEW/UPGRADE NEW/UPGRADE 100% - Bogie axle dolly to be used with side-tipper trailers		\$ 50,000.00	\$ -	\$ 50,000.00
PEF212	TBA	NEW/UPGRADE 100% - Twin Steer Water Cart 18000 Litres		\$ 385,000.00	\$ -	\$ 385,000.00
PEF213	TBA	RENEWAL Utility 4x4 Dual Cab	New Utility 4x4	\$ 50,000.00	\$ -	\$ 50,000.00

PEF214	TBA	NEW/UPGRADE 100% - Tri-Axle Trailer, Water Tanker 25000 Litres Capacity	Purchase Only	\$ 140,000.00	\$ -	\$ 140,000.00			
PEF215	TBA	NEW/UPGRADE 100% - Rotating Telehandler/Telescopic Handler with Tree Saw	Price allows for tree cutter head, total cost \$300K. 25.9.25 DH advise increase to \$325K	\$ 325,000.00	\$ -	\$ 325,000.00			
		RENEWAL (UNALLOCATED)	RENEWAL	\$ 572,940.00	\$ -	\$ 572,940.00	Renewal	New/Upgrade	Total
Yr.1 PROJECTED				\$ 4,543,950.00	-\$ 494,950.00	\$ 4,049,000.00	\$ 2,754,500.00	\$ 1,294,500.00	\$ 4,049,000.00

Year 2 - 2026/27

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,475,000.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2026/27			
PEF006	P018	2011 Caterpillar 12M Motor Grader (S48SVZ)	Normally used with P091. High hours. SOS oil samples showing internal wear.	\$ 495,000.00	-\$ 75,000.00	\$ 420,000.00			
PEF008	P022	2011 JCB 4CX-4WS-SM Sitemaster Backhoe Loader (S72SWE)	Cambrai Depot	\$ 260,000.00	-\$ 27,000.00	\$ 233,000.00			
PEF010	P025	2011 JCB 4CX ECO Loader Backhoe (S00SWY)	Mannum Waste Facility	\$ 260,000.00	-\$ 28,000.00	\$ 232,000.00			
PEF014	P032	2013 Toyota HiAce Bus 12 Seater 3 Litre Diesel Auto (S953AXC)	Passenger Bus	\$ 77,000.00	-\$ 11,000.00	\$ 66,000.00			
PEF016	P040	2015 Isuzu Giga CXZ 415 Premium with Water Tank / Turntable (SB58KK)		\$ 265,000.00	-\$ 85,000.00	\$ 180,000.00			
PEF019	P051	2006 Mitsubishi Fuso Fighter 10.0 Truck (XML177)		\$ 256,000.00	-\$ 15,000.00	\$ 241,000.00			
PEF093	P293	2017 Isuzu Ute 4x4 Space Cab C/C SX (S479BRF)	Next changeover replace with a Dual Cab.	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF105	P310	2018 Isuzu D-Max SX Space Cab 4x4 IOR7014 (S956BVP)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF119	P331	2020 John Deere Petrol Z9420M Ride On Mower		\$ 26,000.00	-\$ 5,000.00	\$ 21,000.00	Renewal	New/Upgrade	Total
Yr.2 PROJECTED				\$ 1,739,000.00	-\$ 264,000.00	\$ 1,475,000.00	\$ 1,475,000.00	\$ -	\$ 1,475,000.00

Year 3 - 2027/28

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,533,600.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2027/28
PEF088	P286	2016 Caterpillar 12M Motor Grader (S23SDE)	Normally used with P078	\$ 497,000.00	-\$ 110,000.00	\$ 387,000.00
PEF095	P295	2016 VMS Amber LED-VM2650X1720 Artcraft Trailer (S27SDA)	VMS Boards are faulty and do not work very well.	\$ 25,000.00	-\$ 700.00	\$ 24,300.00
PEF096	P296	2016 VMS Amber LED-VM2650X1720 Artcraft Trailer (S28SDA)	VMS Boards are faulty and do not work very well.	\$ 25,000.00	-\$ 700.00	\$ 24,300.00
PEF103	P306	2017 Hino FS 2848 Prime Mover (SB93NT)	Normally used with P315. Semi Primemover inc 1366 & 1367 Semi Trailer	\$ 265,000.00	-\$ 43,000.00	\$ 222,000.00
PEF113	P321	2019 Isuzu 4x4 Crew Cab SX Auto (S988CCA)	Retain, transfer utility to Mannum Depot Ute.	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF115	P324	2013 Nissan Navara RX, Tray Top (S104BZJ)	Morgan depot, utility	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF122	P336	2020 Mitsubishi Triton GLS (S257CEB)	Waste Transfer Facility	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF130	P346	2020 Nissan X-Trail DSL TS Series 3 Diesel (S043CGF)	Pooled Vehicle	\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF131	P347	2020 Nissan X-Trail DSL TS Series 3 Diesel (S044CGF)	Pooled Vehicle	\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF136	P353	2023 Isuzu Crew Cab SX 4x4 Utility 3.0 Ltr Auto (S965CVK)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF137	P354	2022 Isuzu Ute Cab Crew SX Auto 3.0Ltr (S940CTW)	Facilities Officer	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF139	P357	2021 John Deere Diesel Comfort Cab 1575 Front Deck Mower	13.8.25 Supplier advice, \$80,000 now have to change to higher spec 1585, cab 1575 no longer available.	\$ 80,000.00	-\$ 19,000.00	\$ 61,000.00
PEF141	P359	2021 John Deere Diesel Open Cab 1570 Front Deck Mower		\$ 53,000.00	-\$ 10,000.00	\$ 43,000.00
PEF142	P360	2021 John Deere Diesel Comfort Cab 1575 Front Deck Mower	13.8.25 Supplier advice, \$80,000 now have to change to higher spec 1585, cab 1575 no longer available.	\$ 80,000.00	-\$ 19,000.00	\$ 61,000.00
PEF154	P374	2022 John Deere Grader 620GP (S24SNA)	Normally used with P185. Grader inc 1361 - Static Roller.	\$ 495,000.00	-\$ 220,000.00	\$ 275,000.00
PEF165	P389	2024 Isuzu DMax 4x4 Crew Cab Chassis SX 3.0L Diesel (S785DDA)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF166	P391	2023 KIA Sportage SX GSL 2. L Petrol Wagon (S299CZI)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00

PEF167	P394	2023 Isuzu Ute 4x4 Crew Cab SX Auto 3.0L (S846CXM)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF168	P395	2023 Isuzu Crew Cab SX Auto 3Ltr (S847CXM)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00	Renewal	New/Upgrade	Total
				\$ 2,055,000.00	-\$ 521,400.00	\$ 1,533,600.00	\$ 1,533,600.00	\$ -	\$ 1,533,600.00

Year 4 - 2028/29

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,334,300.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2028/29			
PEF003	P007	2009 Caterpillar 930H Wheel Loader (S37STX)	Trade-in and purchase new.	\$ 348,000.00	-\$ 55,000.00	\$ 293,000.00			
PEF004	P013	2011 Scania Cab Chassis Hook lift, Twin Steer Hook Lift Truck (SB40FC)	New motor placed yr 2021.	\$ 410,000.00	-\$ 37,000.00	\$ 373,000.00			
PEF018	P049	2014 New Holland T4.75 PowerstarTractor (S21SYM)		\$ 82,000.00	-\$ 27,000.00	\$ 55,000.00			
PEF030	P104	2005 Caterpillar 248B Skid Steer Loader (FVP922)		\$ 122,000.00	-\$ 14,000.00	\$ 108,000.00			
PEF060	P235	1985 Single Axle 6'x4'Trailer (TSN037)		\$ 4,100.00	-\$ 700.00	\$ 3,400.00			
PEF065	P243	2000 Portable Toilet Trailer (YBJ567)		\$ 7,100.00	-\$ 700.00	\$ 6,400.00			
PEF070	P249	2004 Migel Built, Tandem Axle 16'x8' Flat Top Tipper for Plant Use (YFK441)		\$ 15,500.00	-\$ 2,000.00	\$ 13,500.00			
PEF085	P282	2016 Isuzu Giga CXZ 415 AMT Cab Chassis with Tandem Tipper (SB86LW)	22.9.25 recorded 7061 hours.	\$ 310,000.00	-\$ 75,000.00	\$ 235,000.00			
PEF140	P358	2021 John Deere Diesel Open Cab 1570 Front Deck Mower	CWMS Mower	\$ 53,000.00	-\$ 11,500.00	\$ 41,500.00			
PEF155	P375	2022 Isuzu Ute 4x4 Crew Cab 3.0Ltr (S938CTW)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF156	P376	2022 Isuzu 4x4 Ute (S939CTW)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF162	P386	2023 Mazda CX-8 E 6sp Auto D35 Sports Diesel AWD (S178CWM)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF163	P387	2024 ZM Outlander ES 2.5L CVT AWD 5S (S896DAW)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF178	P420	2025 Subaru Outback MY25 2.5i Petrol Sport AWD CVT Wagon (S505DFS)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF192	TBA	2007 Howard Slasher - 1.9 Metres Wide		\$ 17,000.00	-\$ 1,500.00	\$ 15,500.00	Renewal	New/Upgrade	Total
Yr.4 PROJECTED				\$ 1,603,700.00	-\$ 269,400.00	\$ 1,334,300.00	\$ 1,334,300.00	\$ -	\$ 1,334,300.00

Year 5 - 2029/30

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,450,400.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2028/30
PEF012	P028	1961 Grid Roller (TLE814)		\$ 179,000.00	-\$ 9,000.00	\$ 170,000.00
PEF023	P056	2015 John Deere 624K Wheel Loader (S00SAI)	Normally used with P078	\$ 355,000.00	-\$ 70,000.00	\$ 285,000.00
PEF061	P237	1981 Treg Built, Single Axle 6'x4' Trailer (TWK412)		\$ 1,700.00	-\$ 100.00	\$ 1,600.00
PEF063	P241	1968 Silver Mobile Fuel Tank No13, on Tandem Trailer (YBJ563)		\$ 5,000.00	-\$ 100.00	\$ 4,900.00
PEF066	P244	1997 Olympic Built, Tandem 5'x8' Trailer (YBS428)		\$ 3,500.00	-\$ 1,200.00	\$ 2,300.00
PEF089	P288	2016 Caterpillar 924K Wheel Loader (S03SDF)		\$ 310,000.00	-\$ 110,000.00	\$ 200,000.00
PEF090	P289	2017 Hyundai iMax TQ3 2.5D E5 Auto Van (S685BPL)	Community services vehicle.	\$ 51,000.00	-\$ 8,000.00	\$ 43,000.00
PEF091	P290	2017 Hyundai iMax TQ3 2.5D E5 Auto Van (S686BPL)		\$ 51,000.00	-\$ 8,000.00	\$ 43,000.00
PEF099	P300	2017 Kubota KX040-4SGADL Angle Blade Excavator (S25SDU)		\$ 87,000.00	-\$ 31,500.00	\$ 55,500.00
PEF116	P325	2019 Isuzu NPR 75-190 Crew Cab Truck (XS95CK)		\$ 148,000.00	-\$ 38,500.00	\$ 109,500.00
PEF117	P326	2019 Isuzu NPR 75-190 Crew Cab Truck (XS96CK)		\$ 148,000.00	-\$ 39,000.00	\$ 109,000.00
PEF125	P341	2020 Quon UD 6x4 D11L460 Semi Prime Mover (XS85CS)		\$ 235,000.00	-\$ 79,500.00	\$ 155,500.00
PEF147	P365	2020 Prinoth M450E-900 Hydraulic Driven Mulcher		\$ 34,000.00	-\$ 6,000.00	\$ 28,000.00
PEF157	P377	2023 Isuzu 4x2 Space Cab C/C SX Auto 3Ltr (S990CWV)	Toilet cleaners utility	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF161	P384	2025 KIA Sportage SX+ AWD DSL 2.0L Turbo Diesel 137kW 8Spd Auto - Wagon MY25 Model: GYWD2RC5KGG0MS25 (S853DEL)		\$ 52,000.00	-\$ 9,000.00	\$ 43,000.00
PEF164	P388	2025 KIA Sportage SX AWD DSL 2.0L Turbo (S861DEL)	BS Driving - IFS Civil Projects vehicle.	\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF169	P396	2025 Kia Sportage SX AWD Diesel (S610DDJ)	KG IFS Projects	\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00

PEF204	P421	2025 Isuzu MU-X 4x4 LST 3.0 L Automatic (UJOR506)	GM D. P421 purchased new only, no trade-in. Former vehicle P356 Auction Off.	\$ 62,100.00	-\$ 17,000.00	\$ 45,100.00			
PEF205	P422	2025 Ford Everest 2025.50 SUV TREND 4x4 2.0L BIT, 10 SPD (S584DGL)		\$ 58,000.00	-\$ 16,000.00	\$ 42,000.00	Renewal	New/Upgrade	Total
				\$ 1,920,300.00	-\$ 469,900.00	\$ 1,450,400.00	\$ 1,450,400.00	\$ -	\$ 1,450,400.00

Year 6 - 2030/31

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,720,800.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2030/31
PEF015	P036	1999 Blue Skid Steer Trailer (YCS083)		\$ 16,500.00	-\$ 3,000.00	\$ 13,500.00
PEF038	P203	1999 Toyota 02-7FD25 H368S Forklift (KVP839)		\$ 39,200.00	-\$ 4,900.00	\$ 34,300.00
PEF068	P247	1999 Modern Built, Tandem Axle Flat Top Trailer	Development and Regulation Services trailer, located at Cambrai Office.	\$ 12,000.00	-\$ 2,000.00	\$ 10,000.00
PEF069	P248	2000 Modern Built, Electric Tandem Tipper Trailer 8'x5' (YDD884)		\$ 12,000.00	-\$ 2,000.00	\$ 10,000.00
PEF083	P278	2016 Isuzu FRR 600 Medium Cab Chassis with Tipper Body (SB61LN)		\$ 183,000.00	-\$ 43,500.00	\$ 139,500.00
PEF084	P280	2016 Toyota Hilux SCC 4x2 2.4 Litre Workmate Utility (S449BKX)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF092	P292	2017 Isuzu Ute 4x2 Single Cab (S481BRF)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF102	P305	2017 John Deere 6790GP Motor Grader (S45SEM)		\$ 500,000.00	-\$ 141,000.00	\$ 359,000.00
PEF112	P319	2019 Isuzu 4x2 Space Cab SX IOR9037 Ute (S171CAN)		\$ 59,000.00	-\$ 9,000.00	\$ 50,000.00
PEF118	P328	2020 Isuzu FRR 110-260 Auto MWB Chipper Truck (XS13CN)	23.9.2025 recorded 3697 hrs.	\$ 230,000.00	-\$ 68,000.00	\$ 162,000.00
PEF121	P333	2020 Hyundai Elantra Active Smart Sense (S196CEB)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF126	P342	2020 John Deere 620G Grader (S63SHS)	Grader inc 1361 - Static Roller. Normally used with P052.	\$ 495,000.00	-\$ 125,000.00	\$ 370,000.00
PEF127	P343	2020 Isuzu NQR 87-190 Auto Medium-Long Wheelbase Tipper Truck (XS98CR)		\$ 144,000.00	-\$ 47,500.00	\$ 96,500.00
PEF132	P348	2020 Nissan X-Trail DSL TS Series 3 Diesel (S045CGF)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF133	P349	2020 Mitsubishi Triton GLX D6 M/T 4x4 (S145CGH)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF134	P351	2021 Mitsubishi Triton GLX 2.4L D 6A/T 4x4 DC CC (S531CHX)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF135	P352	2020 Hyundai Elantra Active Smart Sense (S530CHX)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF176	P418	2024 Hustler Petrol Super Z 54" Zero Turn Mower, Includes Mulcher Kit		\$ 25,000.00	-\$ 2,000.00	\$ 23,000.00

PEF207	P390	2025 Isuzu DMax 4x4 Space Cab Chassis SA 3.0L Diesel (TBA)		\$ 68,000.00	-\$ 14,000.00	\$ 54,000.00			
PEF208	TBA	Passenger Vehicle		\$ 60,000.00	-\$ 10,000.00	\$ 50,000.00			
PEF209	TBA	Passenger Vehicle		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF213	TBA	Utility 4x4 Dual Cab		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00	Renewal	New/Upgrade	Total
Yr.6 PROJECTED				\$ 2,273,700.00	-\$ 552,900.00	\$ 1,720,800.00	\$ 1,720,800.00	\$ -	\$ 1,720,800.00

Year 7 - 2031/32

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,358,550.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2031/32			
PEF002	P003	2001 Barry Stoodley Semi Trailer (YDO638)		\$ 125,000.00	-\$ 15,000.00	\$ 110,000.00			
PEF020	P052	2013 Broons eCombi Roller (S75SXF)	Normally used with P342	\$ 120,000.00	-\$ 30,000.00	\$ 90,000.00			
PEF024	P057	2000 Barry Stoodley Semi Trailer (YCZ915)		\$ 125,000.00	-\$ 9,000.00	\$ 116,000.00			
PEF029	P091	1992 Broons BH-1830 Combination Roller (EVP110)	Normally used with P018	\$ 187,000.00	-\$ 9,500.00	\$ 177,500.00			
PEF034	P156	2004 Ingersoll-Rand Vibratory Compactor Roller. Self-Propelled <3T. Model: DD-16, 1 Metre Wide Drum (BVP331)	Make no longer manufactured.	\$ 53,000.00	-\$ 3,000.00	\$ 50,000.00			
PEF036	P185	1980 Ahrens Stone Roller (TUV297)		\$ 187,000.00	-\$ 3,700.00	\$ 183,300.00			
PEF054	P225	1991 Water Trailer 1000 Litres (TCW525)		\$ 1,650.00	-\$ 700.00	\$ 950.00			
PEF055	P228	1997 Construction Water Pump on Single Axle Trailer (TKW731)		\$ 8,000.00	-\$ 400.00	\$ 7,600.00			
PEF062	P240	1985 Construction Water Pump on Single Axle 6'x4' Trailer (TZH277)		\$ 8,000.00	-\$ 400.00	\$ 7,600.00			
PEF072	P260	2016 Bomag BW211 D-4 Self Propelled Roller (S95SBJ)		\$ 156,600.00	-\$ 45,000.00	\$ 111,600.00			
PEF075	P264	2006 Modern Built, Tandem Axle Lawnmower Trailer (YHG065)		\$ 8,500.00	-\$ 700.00	\$ 7,800.00			
PEF086	P283	1988 Broons Steelweld Combination Roller (CVS281)		\$ 187,000.00	-\$ 5,000.00	\$ 182,000.00			
PEF093	P293	2017 Isuzu Ute 4x4 Space Cab C/C SX (S479BRF)	Changeover replace with a Dual Cab.	\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF105	P310	2018 Isuzu D-Max SX Space Cab 4x4 IOR7014 (S956BVP)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF153	P370	2021 Iveco Stralis X-Way AT 460 6x4 Sleeper Cab Prime Mover (XS29FG)		\$ 265,000.00	-\$ 63,500.00	\$ 201,500.00			
PEF190	TBA	2007 Sewell Hydraulic Rotary Sweeper 200 (2m wide)		\$ 23,700.00	-\$ 2,000.00	\$ 21,700.00			
PEF194	TBA	2004 Side Arm Broom, Hydraulic		\$ 4,500.00	-\$ 100.00	\$ 4,400.00			
PEF201	TBA	2005 Water Pump, Portable Unit with a Honda Stationary Engine GX160		\$ 4,700.00	-\$ 100.00	\$ 4,600.00	Renewal	New/Upgrade	Total
Yr.7 PROJECTED				\$ 1,564,650.00	-\$ 206,100.00	\$ 1,358,550.00	\$ 1,358,550.00	\$ -	\$ 1,358,550.00

Year 8 - 2032/33

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,482,000.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2032/33
PEF001	P001TR	2009 Mars Side Tandem Axle Tipper Trailer (SY45AV)		\$ 125,000.00	-\$ 15,000	\$ 110,000.00
PEF007	P020	2009 Mars Bogle Side Tipper Tandem Axle Trailer (SY46AV)		\$ 125,000.00	-\$ 17,000	\$ 108,000.00
PEF026	P063	2007 Ingersoll-Rand 7/41E Portable & Towable Air Compressor. Capacity 140cfm @100psi (YHP272)		\$ 27,000.00	-\$ 2,500	\$ 24,500.00
PEF027	P078	1989 Broons BH-1830 Combination Roller (TBO203)		\$ 187,000.00	-\$ 13,000	\$ 174,000.00
PEF074	P263	2006 Modern Built, Trailer with Hard Cover/Gage (YGK222)		\$ 23,000.00	-\$ 1,000	\$ 22,000.00
PEF076	P265	2007 Modern Built, Tandem Axle 5'x7' Sign Trailer (YHP647)		\$ 5,000.00	-\$ 700	\$ 4,300.00
PEF078	P270	2007 Modern Built, Single Axle 6'x4'Trailer (YHV256)		\$ 3,600.00	-\$ 700	\$ 2,900.00
PEF113	P321	2019 Isuzu 4x4 Crew Cab SX Auto (S988CCA)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF115	P324	2013 Nissan Navara RX, Tray Top (S104BZJ)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF122	P336	2020 Mitsubishi Triton GLS (S257CEB)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF130	P346	2020 Nissan X-Trail DSL TS Series 3 Diesel (S043CGF)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00
PEF131	P347	2020 Nissan X-Trail DSL TS Series 3 Diesel (S044CGF)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00
PEF136	P353	2023 Isuzu Crew Cab SX 4x4 Utility 3.0 ltr Auto (S965CVK)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF137	P354	2022 Isuzu Ute Cab Crew SX Auto 3.0Ltr (S940CTW)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF143	P361	2022 Isuzu NPR 75-190 Medium-Long Wheelbase 4x2 (XS03GB)		\$ 144,000.00	-\$ 49,000	\$ 95,000.00
PEF144	P362	2022 Hino 500FC 1124 MT Tipper Truck (XS38GA)		\$ 183,000.00	-\$ 76,000	\$ 107,000.00
PEF145	P363	2022 Isuzu NQR 87-190 LWB 4x2 Truck (XS14GW)		\$ 155,000.00	-\$ 48,000	\$ 107,000.00

PEF154	P374	2022 John Deere Grader 620GP (S24SNA)		\$ 495,000.00	-\$ 220,000	\$ 275,000.00			
PEF165	P389	2024 Isuzu DMax 4x4 Crew Cab Chassis SX 3.0L Diesel (S785DDA)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF166	P391	2023 KIA Sportage SX GSL 2. L Petrol Wagon (S299CZI)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00			
PEF167	P394	2023 Isuzu Ute 4x4 Crew Cab SX Auto 3.0L (S846CXM)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF168	P395	2023 Isuzu Crew Cab SX Auto 3Ltr (S847CXM)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF191	TBA	2018 Slasher - 1.9 Metres Wide		\$ 17,000.00	-\$ 700	\$ 16,300.00	Renewal	New/Upgrade	Total
Yr.8 PROJECTED				\$ 2,024,600.00	-\$ 542,600	\$ 1,482,000.00	\$ 1,482,000.00	\$ -	\$ 1,482,000.00

Year 9 - 2033/34

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,440,322.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2033/34			
PEF028	P087	2008 Barry Stoodley Tri Axle Machinery Float (SY01AZ)		\$ 157,000.00	-\$ 35,000.00	\$ 122,000.00			
PEF033	P142	1993 Broons BH-1830 Combination Roller Mono-Drum (TDR783)		\$ 187,000.00	-\$ 10,000.00	\$ 177,000.00			
PEF035	P180	1986 Fruehauf Water Tanker Trailer (TWV289)		\$ 135,000.00	-\$ 10,000.00	\$ 125,000.00			
PEF052	P223	1971 Freightler Tandem Axle Semi Trailer (TCD173)		\$ 85,000.00	-\$ 13,500.00	\$ 71,500.00			
PEF108	P314	2018 Bomag BW213 D-5 Self Propelled Roller (S01SFC)		\$ 167,950.00	-\$ 55,000.00	\$ 112,950.00			
PEF114	P322	2018 Vermeer BC1000XL Wood Chipper (S58SGY)		\$ 108,000.00	-\$ 17,500.00	\$ 90,500.00			
PEF119	P331	2020 John Deere Petrol Z9420M Ride On Mower		\$ 26,000.00	-\$ 5,000.00	\$ 21,000.00			
PEF152	P369	2015 Scarab Mistral Hino FE 1426 Street Sweeper (XS90GC)	Consider a low use second hand unit when due for replacement.	\$ 554,772.00	-\$ 30,000.00	\$ 524,772.00			
PEF155	P375	2022 Isuzu Ute 4x4 Crew Cab 3.0Ltr (S938CTW)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF156	P376	2022 Isuzu 4x4 Ute (S939CTW)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF162	P386	2023 Mazda CX-8 E 6sp Auto D35 Sports Diesel AWD (S178CWM)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF163	P387	2024 ZM Outlander ES 2.5L CVT AWD 5S (S896DAW)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF178	P420	2025 Subaru Outback MY25 2.5i Petrol Sport AWD CVT Wagon (S505DFS)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF182	TBA	2008 Fiberglass Water Tank (10000 litres)		\$ 10,500.00	-\$ 4,900.00	\$ 5,600.00	Renewal	New/Upgrade	Total
Yr.9 PROJECTED				\$ 1,666,222.00	-\$ 225,900.00	\$ 1,440,322.00	\$ 1,440,322.00	\$ -	\$ 1,440,322.00

Year 10 - 2034/35

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,528,550.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2034/35
PEF049	P220	1998 Wartz Built, Enclosed Trailer (TBC248)		\$ 8,000.00	-\$ 700	\$ 7,300.00
PEF051	P222	1990 Wartz Built, 6'x4' Box Trailer (TCB076)		\$ 1,700.00	-\$ 100	\$ 1,600.00
PEF057	P231	1997 Tandem Axle 6'x13' Trailer (TPB440)		\$ 5,900.00	-\$ 700	\$ 5,200.00
PEF071	P256	2015 Isuzu Giga CAZ 415 Premium Prime Mover (SB15LD)		\$ 350,000.00	-\$ 60,000	\$ 290,000.00
PEF079	P272	2009 Tough Built, Tandem Axle Tipping 4'x7' Trailer with Gage (YU450)		\$ 3,600.00	-\$ 700	\$ 2,900.00
PEF094	P294	2010 Ventech Solar Powered Traffic Lights (S839TBE)		\$ 40,500.00	-\$ 700	\$ 39,800.00
PEF097	P298	1980 Homemade Single Axle 6'x4' Enclosed Trailer (TLW168)	Tourism used for luggage carrying.	\$ 3,400.00	-\$ 100	\$ 3,300.00
PEF107	P313	1997 Colour Green - Homemade Land Implement Trailer (YBN072)		\$ 3,200.00	-\$ 100	\$ 3,100.00
PEF110	P316	2007 Hino GD Tipper Truck (XS39BK)		\$ 201,000.00	-\$ 14,000	\$ 187,000.00
PEF128	P344	2020 Isuzu FSR 120-240 Automated Manual Transmission (AMT) Long Wheelbase Cab Chassis (XS41DA)		\$ 201,000.00	-\$ 58,500	\$ 142,500.00
PEF139	P357	2021 John Deere Diesel Comfort Cab 1575 Front Deck Mower		\$ 80,000.00	-\$ 19,000	\$ 61,000.00
PEF141	P359	2021 John Deere Diesel Open Cab 1570 Front Deck Mower		\$ 53,000.00	-\$ 10,000	\$ 43,000.00
PEF142	P360	2021 John Deere Diesel Comfort Cab 1575 Front Deck Mower		\$ 80,000.00	-\$ 19,000	\$ 61,000.00
PEF148	P366	2020 John Deere 544K-II Loader (S42SKR)		\$ 323,000.00	-\$ 65,000	\$ 258,000.00
PEF157	P377	2023 Isuzu 4x2 Space Cab C/C SX Auto 3Ltr (S990CWV)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF161	P384	2025 KIA Sportage SX+ AWD DSL 2.0L Turbo Diesel 137kW 8Spd Auto - Wagon MY25 Model: GYWD2RC5KGG0MS25 (S853DEL)		\$ 52,000.00	-\$ 9,000	\$ 43,000.00
PEF164	P388	2025 KIA Sportage SX AWD DSL 2.0L Turbo (S861DEL)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00
PEF169	P396	2025 Kia Sportage SX AWD Diesel (S610DDJ)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00

PEF173	P415	2024 Caterpillar 950GC Wheel Loader (S61ZBC)		\$ 353,000.00	-\$ 245,000	\$ 108,000.00			
PEF174	P416	2025 Isuzu NPR 45/55-155 AMT MWB Tradeback Premium (XS91KE)		\$ 100,200.00	-\$ 37,500	\$ 62,700.00			
PEF186	TBA	2020 Weed Spray Tank		\$ 1,750.00	-\$ 700	\$ 1,050.00			
PEF202	TBA	2020 Weed Spray Tank 500L, Portable with a Honda Stationary Engine GX 160		\$ 6,100.00	-\$ 1,500	\$ 4,600.00			
PEF203	TBA	2020 Weed Spray Tank 250L, Portable with a Honda Stationary Engine GX 160		\$ 5,000.00	-\$ 1,500	\$ 3,500.00			
PEF204	P421	2025 Isuzu MU-X 4X4 LST 3.0 L Automatic (UJOR506)		\$ 62,000.00	-\$ 17,000	\$ 45,000.00			
PEF205	P422	2025 Ford Everest 2025.50 SUV TREND 4x4 2.0L Bit, 10 SPD (S584DGL)		\$ 58,000.00	-\$ 16,000	\$ 42,000.00	Renewal	New/Upgrade	Total
Yr.10 PROJECTED				\$ 2,132,350.00	-\$ 603,800	\$ 1,528,550.00	\$ 1,528,550.00	\$ -	\$ 1,528,550.00

Year 11 - 2035/36
15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

Changeover (\$)
\$ 1,789,050.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2035/36
PEF011	P027	2012 Isuzu NPR 400 Tipper (SB83GC)		\$ 157,000.00	-\$ 12,000	\$ 145,000.00
PEF022	P055	2006 Caterpillar 324D Hydraulic Excavator (LVP399)		\$ 428,000.00	-\$ 35,000	\$ 393,000.00
PEF043	P212	2009 Yamaha YFM450FAY Quad Cycle (S62SRN)		\$ 35,500.00	-\$ 1,300	\$ 34,200.00
PEF046	P215	2011 Honda 4WD Quad Cycle (S69SUV)		\$ 35,500.00	-\$ 1,350	\$ 34,150.00
PEF084	P280	2016 Toyota Hilux SCC 4x2 2.4 Litre Workmate Utility (S449BKX)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF092	P292	2017 Isuzu Ute 4x2 Single Cab (S481BRF)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF112	P319	2019 Isuzu 4x2 Space Cab SX IOR9037 Ute (S171CAN)		\$ 59,000.00	-\$ 9,000	\$ 50,000.00
PEF121	P333	2020 Hyundai Elantra Active Smart Sense (S196CEB)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00
PEF126	P342	2020 John Deere 620G Grader (S63SHS)		\$ 495,000.00	-\$ 125,000	\$ 370,000.00
PEF132	P348	2020 Nissan X-Trail DSL TS Series 3 Diesel (S045CGF)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00
PEF133	P349	2020 Mitsubishi Triton GLX D6 M/T 4x4 (S145CGH)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF134	P351	2021 Mitsubishi Triton GLX 2.4L D 6A/T 4x4 DC CC (S531CHX)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00
PEF135	P352	2020 Hyundai Elantra Active Smart Sense (S530CHX)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00
PEF140	P358	2021 John Deere Diesel Open Cab 1570 Front Deck Mower		\$ 53,000.00	-\$ 11,500	\$ 41,500.00

PEF160	P380	2023 John Deere Grader 620GP (S63ZAU)		\$ 495,000.00	-\$ 240,000	\$ 255,000.00			
PEF193	TBA	2010 Water Tank		\$ 18,000.00	-\$ 4,800	\$ 13,200.00			
PEF207	P390	2025 Isuzu DMax 4x4 Space Cab Chassis SA 3.0L Diesel (TBA)		\$ 65,000.00	-\$ 11,000	\$ 54,000.00			
PEF208	TBA	Passenger Vehicle		\$ 59,000.00	-\$ 9,000	\$ 50,000.00			
PEF209	TBA	Passenger Vehicle		\$ 45,000.00	-\$ 9,000	\$ 36,000.00			
PEF213	TBA	Utility 4x4 Dual Cab		\$ 50,000.00	-\$ 9,000	\$ 41,000.00	Renewal	New/Upgrade	Total
Yr.11 PROJECTED				\$ 2,330,000.00	-\$ 540,950.00	\$ 1,789,050.00	\$ 1,789,050.00	\$ -	\$ 1,789,050.00

Year 12 - 2036/37

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,923,500.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2036/37
PEF005	P013TR	2012 RMB 4 Axle Quad Dog Trailer (SY95DB)		\$ 125,000.00	-\$ 15,000.00	\$ 110,000.00
PEF006	P018	2011 Caterpillar 12M Motor Grader (S48SVZ)		\$ 495,000.00	-\$ 75,000.00	\$ 420,000.00
PEF009	P022TR	2011 Boomer Tandem Axle Pig Trailer (SY82DC)		\$ 66,000.00	-\$ 9,000.00	\$ 57,000.00
PEF014	P032	2013 Toyota HiAce Bus 12 Seater 3 Litre Diesel Auto (S953AXC)		\$ 77,000.00	-\$ 11,000.00	\$ 66,000.00
PEF016	P040	2015 Isuzu Giga CXZ 415 Premium with Water Tank / Turntable (SB58KK)		\$ 265,000.00	-\$ 85,000.00	\$ 180,000.00
PEF019	P051	2006 Mitsubishi Fuso Fighter 10.0 Truck (XML177)		\$ 256,000.00	-\$ 15,000.00	\$ 241,000.00
PEF025	P061	2014 Volvo FM L1EH1 Day Cab Truck (SB15JA)		\$ 420,000.00	-\$ 42,000.00	\$ 378,000.00
PEF039	P204	2011 HMF Built, Construction Pump Trailer 6' x 4' Single Axle Enclosed Trailer (S110TBW)		\$ 2,800.00	-\$ 700.00	\$ 2,100.00
PEF040	P205	2011 League Built, Single Axle Enclosed Trailer, for 'Fun For Youth' (S167TBG)		\$ 6,500.00	-\$ 100.00	\$ 6,400.00
PEF041	P206	2011 Modern Built, Single Axle Enclosed Trailer (S232TCV)		\$ 6,500.00	-\$ 700.00	\$ 5,800.00
PEF048	P217	2011 League Built, Tandem Axle Plant Trailer (S845TBJ)		\$ 22,000.00	-\$ 700.00	\$ 21,300.00
PEF081	P275	2010 Tandem Trailer, Mobile Fun Box Skate Park' (S414TAU)		\$ 47,000.00	-\$ 9,000.00	\$ 38,000.00
PEF093	P293	2017 Isuzu Ute 4x4 Space Cab C/C SX (S479BRF)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF098	P299	2011 Homemade Tandem Axle Trailer 'Women of the River Trailer' (S365TDU)		\$ 17,600.00	-\$ 3,000.00	\$ 14,600.00
PEF105	P310	2018 Isuzu D-Max SX Space Cab 4x4 IOR7014 (S956BVP)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00

PEF109	P315	2018 Barry Stoodley Side Tri-Axle Tipping Trailer (YS64AN)		\$ 148,000.00	-\$ 31,000.00	\$ 117,000.00			
PEF146	P364	2022 Maxitrans Live Bottom Trailer (YS05DG)		\$ 186,500.00	-\$ 110,000.00	\$ 76,500.00			
PEF150	P368	2022 Hydralada Maxi 540 Hi Lift (S73SLR)		\$ 89,000.00	-\$ 38,500.00	\$ 50,500.00			
PEF151	P368TR	2017 Galvanised Model 540 Tilt Trailer (S548TFO)		\$ 3,100.00	-\$ 900.00	\$ 2,200.00			
PEF171	P398	2022 Australian Statesman Portable Toilet on Trailer		\$ 7,100.00	-\$ 700.00	\$ 6,400.00			
PEF172	P399	2022 Australian Statesman Portable Toilet on Trailer		\$ 7,100.00	-\$ 700.00	\$ 6,400.00			
PEF180	TBA	2011 Modern Built, Single Axle 7'x4' Sign Trailer		\$ 5,500.00	-\$ 700.00	\$ 4,800.00			
PEF183	TBA	2008 Barry Stoodley Tipper Body (approx. 10M3 Capacity)		\$ 47,000.00	-\$ 9,500.00	\$ 37,500.00	Renewal	New/Upgrade	Total
Yr.12 PROJECTED				\$ 2,399,700.00	-\$ 476,200.00	\$ 1,923,500.00	\$ 1,923,500.00	\$ -	\$ 1,923,500.00

Year 13 - 2037/38

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,575,200.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2037/38			
PEF045	P214	2012 Modern Built, Single Axle 4x7 Trailer (S627TCE)		\$ 6,700.00	-\$ 700	\$ 6,000.00			
PEF085	P282	2016 Isuzu Giga CXZ 415 AMT Cab Chassis with Tandem Tipper (SB86LW)		\$ 310,000.00	-\$ 75,000	\$ 235,000.00			
PEF088	P286	2016 Caterpillar 12M Motor Grader (S23SDE)		\$ 497,000.00	-\$ 110,000	\$ 387,000.00			
PEF095	P295	2016 VMS Amber LED-VM2650X1720 Aricraft Trailer (S27SDA)		\$ 25,000.00	-\$ 700	\$ 24,300.00			
PEF096	P296	2016 VMS Amber LED-VM2650X1720 Aricraft Trailer (S28SDA)		\$ 25,000.00	-\$ 700	\$ 24,300.00			
PEF100	P301	2012 Homemade Wood Splitting Trailer (S282TCH)		\$ 6,500.00	-\$ 1,500	\$ 5,000.00			
PEF113	P321	2019 Isuzu 4x4 Crew Cab SX Auto (S988CCA)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF115	P324	2013 Nissan Navara RX, Tray Top (S104BZJ)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF122	P336	2020 Mitsubishi Triton GLS (S257CEB)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF130	P346	2020 Nissan X-Trail DSL TS Series 3 Diesel (S043CGF)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00			
PEF131	P347	2020 Nissan X-Trail DSL TS Series 3 Diesel (S044CGF)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00			
PEF136	P353	2023 Isuzu Crew Cab SX 4x4 Utility 3.0 ltr Auto (S965CVK)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF137	P354	2022 Isuzu Ute Cab Crew SX Auto 3.0Ltr (S940CTW)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF149	P367	2021 Barry Stoodley Semi Side Tipper Trailer (YS89CU)		\$ 156,000.00	-\$ 33,000	\$ 123,000.00			
PEF154	P374	2022 John Deere Grader 620GP (S24SNA)		\$ 495,000.00	-\$ 220,000	\$ 275,000.00			
PEF159	P379	2022 Gears 'N' Googs Built, Tandem Axle Trailer for Waste Management Cardboard Collection (S875TJM)		\$ 17,000.00	-\$ 3,000	\$ 14,000.00			
PEF165	P389	2024 Isuzu DMax 4x4 Crew Cab Chassis SX 3.0L Diesel (S785DDA)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF166	P391	2023 KIA Sportage SX GSL 2. L Petrol Wagon (S299CZI)		\$ 45,000.00	-\$ 9,000	\$ 36,000.00			
PEF167	P394	2023 Isuzu Ute 4x4 Crew Cab SX Auto 3.0L (S846CXM)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF168	P395	2023 Isuzu Crew Cab SX Auto 3Ltr (S847CXM)		\$ 50,000.00	-\$ 9,000	\$ 41,000.00			
PEF176	P418	2024 Hustler Petrol Super Z 54" Zero Turn Mower, Includes Mulcher Kit		\$ 25,000.00	-\$ 2,000	\$ 23,000.00			
PEF185	TBA	2019 Two Metre Wide Soil Aerator, Series 100		\$ 7,800.00	-\$ 100	\$ 7,700.00			
PEF198	TBA	2022 Nilfisk Jet Wave Pressure Washer, 14050PSI 11.1Litres/Min		\$ 8,500.00	-\$ 1,500	\$ 7,000.00			
PEF200	TBA	2023 Spit Water Pressure Washer Model: SW110S Hot/Cold Water Cleaner Electric Coil 1650PSI 12L/Min		\$ 9,100.00	-\$ 1,200	\$ 7,900.00	Renewal	New/Upgrade	Total
Yr.13 PROJECTED				\$ 2,123,600.00	-\$ 548,400	\$ 1,575,200.00	\$ 1,575,200.00	\$ -	\$ 1,575,200.00

Year 14 - 2038/39

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,494,200.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2038/39			
PEF013	P030	2013 Tana GX260 Landfill Compactor (Engine 22048474)		\$ 1,187,000.00	-\$ 120,000.00	\$ 1,067,000.00			
PEF042	P210	2013 HMF Built, Tandem Axle Enclosed 5'x7" Trailer (S423TCY)		\$ 9,100.00	-\$ 700.00	\$ 8,400.00			
PEF047	P216	2013 League Built, Tandem Axle Trailer (S812TCP)		\$ 7,500.00	-\$ 700.00	\$ 6,800.00			
PEF103	P306	2017 Hino FS 2848 Prime Mover (SB93NT)		\$ 265,000.00	-\$ 43,000.00	\$ 222,000.00			
PEF155	P375	2022 Isuzu Ute 4x4 Crew Cab 3.0Ltr (S938CTW)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF156	P376	2022 Isuzu 4x4 Ute (S939CTW)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00			
PEF162	P386	2023 Mazda CX-8 E 6sp Auto D35 Sports Diesel AWD (S178CWM)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF163	P387	2024 ZM Outlander ES 2.5L CVT AWD 5S (S896DAW)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00			
PEF178	P420	2025 Subaru Outback MY25 2.5i Petrol Sport AWD CVT Wagon (S505DFS)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00	Renewal	New/Upgrade	Total
Yr.14 PROJECTED				\$ 1,703,600.00	-\$ 209,400.00	\$ 1,494,200.00	\$ 1,494,200.00	\$ -	\$ 1,494,200.00

Year 15 - 2039/40

Changeover (\$)

15YR. ROLLING CAPITAL REPLACEMENT PROGRAM (RCRP)

\$ 1,671,450.00

Asset Id.	Plant No.	Description 1.	NOTES	Purchase Cost at August 25 (Ex GST)	Trade/Auction Price at Aug 25 (Ex GST)	2039/40
PEF003	P007	2009 Caterpillar 930H Wheel Loader (S37STX)		\$ 348,000.00	-\$ 55,000.00	\$ 293,000.00
PEF004	P013	2011 Scania Cab Chassis Hook lift, Twin Steer Hook Lift Truck (SB40FC)		\$ 410,000.00	-\$ 37,000.00	\$ 373,000.00
PEF044	P213	2014 Brooks Built, Tandem Axle 11'x8' Trailer (S605TDI)		\$ 10,200.00	-\$ 1,250.00	\$ 8,950.00
PEF090	P289	2017 Hyundai iMax TQ3 2.5D E5 Auto Van (S685BPL)		\$ 51,000.00	-\$ 8,000.00	\$ 43,000.00
PEF091	P290	2017 Hyundai iMax TQ3 2.5D E5 Auto Van (S686BPL)		\$ 51,000.00	-\$ 8,000.00	\$ 43,000.00
PEF099	P300	2017 Kubota KX040-4SGADL Angle Blade Excavator (S25SDU)		\$ 87,000.00	-\$ 31,500.00	\$ 55,500.00
PEF116	P325	2019 Isuzu NPR 75-190 Crew Cab Truck (XS95CK)		\$ 148,000.00	-\$ 38,500.00	\$ 109,500.00
PEF117	P326	2019 Isuzu NPR 75-190 Crew Cab Truck (XS96CK)		\$ 148,000.00	-\$ 39,000.00	\$ 109,000.00
PEF123	P339	2020 Toyota 62-8FD30 Forklift (S40SIJ)		\$ 44,000.00	-\$ 19,000.00	\$ 25,000.00
PEF124	P340	2020 Toyota FD35 Forklift (S39SIJ)		\$ 44,000.00	-\$ 19,000.00	\$ 25,000.00
PEF125	P341	2020 Quon UD 6x4 D11L460 Semi Prime Mover (XS85CS)		\$ 235,000.00	-\$ 79,500.00	\$ 155,500.00
PEF157	P377	2023 Isuzu 4x2 Space Cab C/C SX Auto 3Ltr (S990CWV)		\$ 50,000.00	-\$ 9,000.00	\$ 41,000.00
PEF161	P384	2025 KIA Sportage SX+ AWD DSL 2.0L Turbo Diesel 137kW 8Spd Auto - Wagon MY25 Model: GYWD2RC5KGG0MS25 (S853DEL)		\$ 52,000.00	-\$ 9,000.00	\$ 43,000.00
PEF164	P388	2025 KIA Sportage SX AWD DSL 2.0L Turbo (S861DEL)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00
PEF169	P396	2025 Kia Sportage SX AWD Diesel (S610DDJ)		\$ 45,000.00	-\$ 9,000.00	\$ 36,000.00

PEF204	P421	2025 Isuzu MU-X 4X4 LST 3.0 L Automatic (UJOR506)		\$ 62,000.00	-\$ 17,000.00	\$ 45,000.00			
PEF205	P422	2025 Ford Everest 2025.50 SUV TREND 4x4 2.0L BiT, 10 SPD (S584DGL)		\$ 58,000.00	-\$ 16,000.00	\$ 42,000.00			
PEF206	TBA	NEW Trout River Standard Capacity Trailer		\$ 198,000.00	-\$ 10,000.00	\$ 188,000.00	Renewal	New/Upgrade	Total
Yr.15 PROJECTED				\$ 2,086,200.00	-\$ 414,750.00	\$ 1,671,450.00	\$ 1,671,450.00	\$ -	\$ 1,671,450.00