COOMALIE COMMUNITY
GOVERNMENT COUNCIL

ASSET MANAGEMENT PLAN: FLEET

(plant, vehicles and equipment)

EXECUTIVE SUMMARY

Purpose of the Fleet Asset Management Plan

The Fleet Asset Management Plan (Fleet AMP) provides a structured approach to managing Coomalie Council's fleet, which includes its machinery (plant), vehicles and equipment. These assets are essential for road maintenance, waste management, parks and recreation, and general Council operations. This plan ensures Council's fleet is maintained, renewed, and replaced in a financially sustainable and operationally efficient manner.

Key Objectives

- Ensure service continuity by maintaining a reliable and well-functioning fleet.
- Optimise lifecycle costs through proactive maintenance and renewal strategies.
- Improve financial planning by aligning asset investment with funding capacity.
- Minimise risks associated with ageing assets, safety compliance, and operational downtime.
- Enhance fleet efficiency through data-driven decision-making and asset utilisation tracking.

Summary of Findings

1. Asset Portfolio & Condition

   Coomalie Council manages a diverse fleet of heavy machinery (plant), vehicles and equipment, classified into:

   - Heavy Plant: Including graders, loaders, rollers, excavators, and other earthmoving and road maintenance equipment.
   - Light Vehicles & Trucks: Including utilities, passenger vehicles and work trucks.
   - Small Plant & Equipment: Including mowers, trailers, generators, and support tools.
   - 48% of the fleet is in Very Poor condition, requiring urgent renewal or disposal.
   - 12% of assets are rated Poor, requiring increased maintenance or short-term replacement planning.
   - Few assets are in Excellent condition, indicating the need for a structured renewal strategy.

2. Key Challenges & Financial Summary
   - Ageing Fleet & Maintenance Costs: Older assets require frequent repairs, leading to increased operational downtime and higher costs.
   - Funding Constraints: No dedicated fleet renewal funding within the Long-Term Financial Plan (LTFP).
   - Projected annual maintenance costs require structured budgeting.

3. Future Planning & Risk Management
   - Risk-Based Asset Planning: Addressing risks related to the ageing fleet, safety compliance, and funding gaps.
   - Lifecycle-Based Renewal Strategy: Aligning maintenance and replacement with condition data.
   - Optimising Fleet Utilisation: Identifying underutilised or redundant assets for potential disposal.
   - Funding & Grant Applications: Exploring external funding sources for fleet renewal and sustainability initiatives.
   - Regular Monitoring & Updates: Ensuring the Fleet AMP is reviewed periodically and updated based on fleet performance data.

Draft ☒	Final ☐		
Identifier:	PD	Category:	Asset Management
Date Adopted:		Next Review Date:	

Version	Date	Revision Details	Author	Reviewer	Approver
1	31/01/2025	Working Draft	PP	LP	PP
2	03/03/2025	Final Draft	PP	LP	PP

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1. INTRODUCTION

1.1 BACKGROUND

The Coomalie Community Government Council (Coomalie Council) is responsible for managing a diverse fleet of plant, vehicles, and equipment that supports essential service delivery, including road maintenance, waste management, parks and recreation, and operational activities. The Fleet Asset Management Plan (Fleet AMP) provides a structured framework to ensure these assets are efficiently managed, maintained, and renewed in a financially sustainable manner.

1.2 STRATEGIC ASSET MANAGEMENT CONTEXT

Coomalie Council is responsible for the management, operation, and maintenance of various infrastructure asset classes. The development of Asset Management Plans (AMPs) for each asset category provides fit-for-purpose planning and also:

- Ensures the sustainable management of assets for the benefit of the community,
- Informs the Long-Term Financial Plan and financial sustainability strategies,
- Documents current practices and identifies opportunities for improvement,
- Addresses infrastructure-specific compliance with policy and reporting requirements,
- Supports business cases and funding applications; and
- Aligns asset management practices with community and organisational needs.

Coomalie Council's plant, vehicle and equipment assets are critical for service delivery across multiple operations. Effective asset management ensures these assets support community infrastructure, maintain operational efficiency, and comply with regulatory requirements.

The Fleet AMP is informed by the following key documents:

- Asset Management Policy (Council Resolution 2024/11/19/008),
- Strategic Asset Management Plan 2025,
- Long-Term Financial Plan 2024–2028,
- Coomalie Shire Plan 2024–2025, and
- Coomalie Strategic Plan 2023–2027.

The Fleet AMP is a living document, subject to regular review and updates to reflect changing community needs, funding availability and asset performance.

1.3 PURPOSE OF THE FLEET AMP

The Fleet AMP outlines strategies for acquisition, operation, maintenance, renewal, and disposal of assets, ensuring they remain fit-for-purpose, cost-effective, and aligned with Council's operational needs.

The Fleet AMP aims to:

- **Ensure service continuity** by maintaining a reliable and efficient fleet of plant, vehicles and equipment.
- **Optimise lifecycle costs** through planned maintenance, renewal, and disposal strategies.
- **Enhance financial sustainability** by aligning renewal planning with funding capacity.
- **Minimise risks** related to asset failure, compliance, and workplace safety.
- **Improve asset utilisation** by monitoring fleet efficiency and right-sizing assets for operational needs.

By integrating asset planning, lifecycle cost management, and financial sustainability principles, the Fleet AMP ensures Coomalie Council's plant, vehicles and equipment remains safe, efficient, and capable of meeting operational needs for years to come.

2. ASSET OVERVIEW

2.1 OVERVIEW OF FLEET ASSETS

The Fleet AMP covers a diverse range of plant, vehicles and equipment assets that are essential for delivering core services. These assets are categorised into the following groups:

- **Heavy Plant & Machinery**: Includes earthmoving and road maintenance equipment such as loaders, backhoes, skid steers, hook trucks, tractors with implements, and tilt tray trucks.
- **Light Vehicles & Trucks:** Including utilities, passenger vehicles, and work trucks used across various council operations.
- **Small Plant & Equipment:** Includes mowers, trailers, generators, chainsaws, blowers, and other essential tools used for maintenance and service delivery.

Coomalie Council manages a total of 25 fleet assets, consisting of eight heavy plant assets, five vehicles, and 12 small plant and equipment assets. These assets play a crucial role in supporting road maintenance, waste management, and various Council operations.

Key Functions & Operational Use

- Road & Infrastructure Maintenance – Supports grading, earthmoving, and roadworks using heavy plant and machinery.
- Waste Management & Parks Maintenance – Facilitates vegetation control, facility upkeep, and waste operations with small plant and equipment.
- Emergency & General Council Operations – Provides transport, logistics, and service support through light vehicles and trucks.

Asset Valuation and Financial Summary

Based on the 2023 valuation report, the current fair value of Council's fleet assets is $1,118,880. However, key financial data, including replacement cost, accumulated depreciation, and the annual depreciation expense, was not provided in the report.

Fleet assets account for approximately 6% of Council's total asset portfolio, representing a relatively small portion of the overall infrastructure replacement value.

3. LEVELS OF SERVICE

3.1 INTRODUCTION TO LEVELS OF SERVICE

Levels of Service (LoS) define the standards to which Coomalie Council manages its fleet to ensure it remains functional, safe, and fit-for-purpose. These service levels are developed to balance community expectations, regulatory requirements, financial sustainability, and asset longevity.

Service Level Objectives
The following objectives ensure that fleet assets remain reliable, effective, and aligned with operational requirements.

- **Availability**: Ensure plant, vehicles and equipment are operational and available when required.
- **Safety & Compliance**: Maintain assets to meet occupational health and safety (OHS) and regulatory standards.
- **Reliability**: Minimise downtime and disruptions by implementing preventative maintenance schedules.
- **Cost-Effectiveness**: Optimise fleet investments through efficient lifecycle management and procurement strategies.
- **Sustainability**: Improve environmental efficiency by considering fuel economy and emissions reductions.

The Plant AMP outlines proposed levels of service, as Coomalie Council does not currently have formally documented service levels for fleet assets. These proposed service levels will be refined through ongoing assessments, community feedback, and strategic planning.

Service levels are classified into two categories:

1. **Community Levels of Service**: Focus on the outcomes experienced by stakeholders, including service reliability, responsiveness, and cost-effectiveness.

Table 1. Community Levels of Service

Performance Measure	Service Objective	Performance Target
Availability	Ensure fleet assets are available to meet operational needs.	90% of fleet assets are available when required.
Safety & Compliance	Maintain fleet in a safe and roadworthy condition.	100% compliance with safety regulations.
Environmental Impact	Reduce emissions and improve fuel efficiency.	Integrate sustainability considerations into fleet renewal decisions.

2. **Technical Levels of Service**: Define the operational performance, maintenance activities, and financial sustainability.

Table 2. Technical Levels of Service

Performance Measure	Service Objective	Performance Target
Planned Maintenance	Preventative maintenance to minimise breakdowns.	100% of fleet serviced as per schedule.
Asset Condition	Maintain assets in Fair or better condition.	80% of assets rated Fair or better condition.
Renewal Planning	Replace assets at the end of their useful life.	Implement a structured replacement plan via the LTFP.

4. FUTURE DEMAND

Coomalie Council's plant and fleet assets must adapt to evolving operational requirements, regulatory changes, and financial constraints. Future demand will be driven by growth in service requirements, technological advancements, and the need for cost-efficient and sustainable asset management.

Several key factors will influence future demand for Council's plant assets:

1. **Operational Growth:**
    - Increased service delivery expectations in waste management, road maintenance, and parks and recreation will require additional or upgraded fleet assets.
2. **Regulatory Compliance:**
    - Stricter workplace health and safety (WHS), emissions, and operational regulations will necessitate fleet upgrades to meet evolving standards.
3. **Technological Advancements:**
    - Innovations in fuel efficiency, hybrid/electric vehicles, and automation may influence future procurement decisions.
4. **Financial Constraints:**
    - Budget limitations will require careful fleet optimisation and prioritisation of renewals.
5. **Environmental Considerations:**
    - Reducing carbon emissions and improving fuel efficiency will be a priority for long-term sustainability.

4.1 FUTURE DEMAND PROJECTIONS

Based on the identified demand drivers, Coomalie Council anticipates:

- The need for additional fleet assets to meet increased service demands.
- Higher renewal requirements due to ageing assets and compliance with safety standards.
- Increased maintenance costs as older assets reach the end of their lifecycle.
- A transition to a more energy-efficient fleet with alternative fuel or hybrid/electric options.

4.2 DEMAND MANAGEMENT STRATEGIES

To effectively manage demand, Council will:

1. **Optimise Existing Fleet Usage**
    - Improve scheduling and asset-sharing strategies to reduce underutilisation.
    - Implement fleet monitoring to enhance efficiency.
2. **Implement Strategic Fleet Renewal Planning**
    - Prioritise renewals based on asset condition, maintenance costs, and service requirements.
    - Develop a structured replacement schedule to minimise downtime.
3. **Explore Alternative Fuel and Energy Efficiency Measures**
    - Investigate hybrid, electric, or low-emission vehicle options for future fleet purchases.
    - Assess potential cost savings through fuel-efficient technologies.
4. **Secure Funding for Fleet Expansion and Renewal**
    - Seek Northern Territory and national grants for plant and vehicle upgrades.
5. **Enhance Data-Driven Decision-Making**
    - Conduct regular fleet condition assessments to inform replacement and maintenance schedules.
    - Improve financial forecasting to ensure sustainable fleet investment.

By implementing these strategies, Coomalie Council can ensure its fleet remains reliable, cost-effective, and sustainable while meeting future operational demands.

5. LIFECYCLE MANAGEMENT PLAN

The Lifecycle Management Plan outlines how Coomalie Council manages its fleet assets to ensure they remain safe, functional, and cost-effective throughout their service life. Effective lifecycle planning balances acquisition, operation, maintenance, renewal, and disposal to optimise asset performance and financial sustainability.

5.1 ASSET LIFECYCLE PRACTICES

Coomalie Council follows a structured approach to managing its fleet assets, focusing on maximising asset efficiency, minimising costs, and ensuring compliance with operational and safety standards.

Table 3. Fleet Asset Lifecycle Practices

Lifecycle Stage	Current Practice	Opportunities for Improvement
Acquisition & Creation	New fleet assets are acquired based on service needs and funding availability.	Develop a structured procurement plan to align with long-term service requirements.
Operations & Maintenance	Fleet maintenance is conducted reactively, with routine servicing scheduled for some assets.	Implement a formal preventative maintenance program to reduce breakdowns and extend asset life.
Renewal & Replacement	Asset renewals are undertaken based on age, condition, and cost-effectiveness.	Develop a structured renewal plan linked to asset condition assessments.
Disposal & Rationalisation	Outdated or underutilised assets are decommissioned or sold based on operational needs.	Establish clear disposal criteria and assess opportunities for fleet rationalisation.

5.2 ASSET CONDITION ASSESSMENT FRAMEWORK

Coomalie Council assesses its fleet assets using a condition rating system that assigns a numerical score (1–5) based on their operational performance, maintenance history, and overall state (see Table 4). This system ensures objective and consistent evaluations, enabling effective resource allocation for maintenance, renewal, and disposal.

This condition assessment framework allows Council to prioritise fleet maintenance and renewal investments, ensuring continued service reliability and cost-effective asset management.

Table 4. Condition Assessment Criteria

Condition Rating	Condition Description	Colour	Criteria
5 (Excellent)	Perfect Condition	Bright Green	Only planned operational maintenance required.
4 (Good)	Minor Wear	Blue	Repairs as needed plus planned maintenance.
3 (Fair)	Noticeable Defects	Bright Yellow	Significant maintenance required to return to accepted level of service.
2 (Poor)	Serious Issues	Deep Orange	Significant maintenance or renewal required. Asset requires review to determine optimal action. Consider Renewal and/or Disposal options.
1 (Very Poor)	Failure Condition	Dark Red	Approaching Unserviceable. Consider Renewal, Removal and/or Disposal options.

5.3 MAINTENANCE AND RENEWAL STRATEGIES

A proactive maintenance and renewal strategy ensures fleet assets remain safe, reliable, and cost-efficient.

Maintenance Approach

- **Preventative Maintenance:** Scheduled servicing to extend the asset's lifespan and minimise breakdowns.
- **Reactive Maintenance:** Repairs performed when faults occur, leading to higher unplanned costs.
- **Condition-Based Maintenance:** Inspections identify when an asset requires servicing or replacement.

Renewal Strategy

Renewal is prioritised for assets that are:

- Beyond their useful life (e.g. Very Poor condition),
- Incurring high maintenance costs,
- No longer fit-for-purpose due to operational changes, or
- The replacement schedule will align with condition assessments to optimise capital investment.

5.4 DISPOSAL PLAN

The disposal of Council-owned fleet assets is governed by the Coomalie Council's Asset Management Policy. This policy establishes a structured approach to asset disposal, ensuring transparency, compliance, and financial accountability in decision-making.

Disposal is a key component of asset management, ensuring that assets that no longer provide value, have exceeded their useful life, or are no longer operationally efficient are appropriately decommissioned or sold. Consideration for disposal includes:

- **Operational Necessity**: Assessing whether an asset is still required for service delivery.
- **Condition & Maintenance Costs:** Evaluating if ongoing maintenance is cost-effective.
- **Utilisation Rates**: Determining if the asset is underutilised or redundant.
- **Resale Value**: Reviewing potential market value and trade-in opportunities.

Council follows structured disposal methods, including sale, auction, trade-in, or decommissioning, with proceeds reinvested into Council's fleet renewal program.

By maintaining a clear disposal framework, Coomalie Council ensures that fleet assets are managed responsibly, optimising resource allocation and financial sustainability.

5.5 RENEWAL TARGETS

To ensure financial sustainability and operational efficiency, the following renewal targets have been set based on asset condition and useful life estimates:

Table 5. Renewal Targets

Asset Category	Total Assets	Annual Target for Renewal	Key Considerations
Heavy Plant	8	1–2 per year	Prioritise assets rated Poor or Very Poor.
Light Vehicles & Trucks	5	1 per year	Align with expected lifecycle of 5 years.
Small Plant & Equipment	12	1–4 per year	Target high-maintenance assets nearing replacement.

Table 6. Useful Life Estimates Targets

Asset Category	Useful Life (Years)
Backhoe Loader	7 – 10 years
Loader	8 – 10 years
Truck	10 – 12 years
Mower (Front Deck)	5 years
Slasher Mower	7 – 10 years
Tractor	7 – 10 years
Slasher Deck	7 – 10 years
Trailer	10 – 15 years
Forklift	5 years
Cars & Utilities	4 – 5 years
Executive Cars	3 years

Key Considerations:

- Heavy Plant & Machinery (e.g. graders, loaders, rollers) generally have a longer service life due to robust construction but require higher maintenance costs as they age.
- Small Plant & Equipment (e.g. mowers, trailers, generators) generally have shorter life cycles due to higher operational strain and lower durability compared to larger assets.
- Vehicles (Cars, Utilities, Executive Cars) have shorter renewal cycles to maintain efficiency and resale value.

5.6 FINANCIAL SUMMARY

Effective financial planning is essential to ensure Coomalie Council's fleet assets remain operational, safe, and fit-for-purpose. This section outlines annual maintenance, renewal, and replacement costs based on asset condition, lifecycle needs, and available funding.

- Current Fair Value of Fleet Assets: $1,118,880 (2023 Valuation Report).
- Replacement Cost: Not provided in the 2023 valuation; an updated valuation is required.
- Annual Depreciation Expense: To be determined based on asset lifecycle analysis.

Table 7. Projected Lifecycle Costs

Category	Annual Maintenance ($)	Annual Operation ($)	Annual Capital Renewal ($)
Heavy Plant & Machinery	TBD	TBD	TBD
Light Vehicles & Trucks	TBD	TBD	TBD
Small Plant & Equipment	TBD	TBD	TBD

(*Note: Financial values to be confirmed based on updated valuation and asset renewal forecasts.*)

During the 2022/23 financial year, the allocated budget for plant and equipment repairs and maintenance was $35,000. However, actual expenditure reached $50,200, resulting in an overspend of $15,200.

Funding Challenges & Sustainability

- **Budget Constraints:** The current Long-Term Financial Plan does not provide dedicated fleet renewal funding.
- **Ageing Fleet:** Over 48% of assets are in Very Poor condition, requiring urgent renewal to avoid costly breakdowns.
- **Rising Maintenance Costs:** As assets age, repair and servicing costs increase, reducing cost-efficiency.
- **Limited External Funding:** Grant opportunities for fleet replacement are restricted, requiring Council to allocate internal resources.

Financial Strategy & Recommendations

To address funding gaps and ensure financial sustainability, Coomalie Council will:

1. **Develop a Structured Renewal Program:** Implement a 4-year rolling replacement schedule to plan future investments.
2. **Incorporate Fleet Renewal into the LTFP:** Establish dedicated budget allocations for maintenance, operation, and renewal.
3. **Optimise Asset Lifecycle Costs:** Extend asset life through preventative maintenance and fleet utilisation monitoring.
4. **Seek External Funding:** Identify grant opportunities for fleet sustainability initiatives (e.g. low-emission vehicles).
5. **Rationalise the Fleet:** Review underutilised assets and explore potential disposal or leasing options.

The LTFP currently lacks the necessary financial data to accurately forecast operations and maintenance budgets over the next four years.

6. CONDITION OVERVIEW

Effective asset management relies on a clear understanding of the current condition of fleet assets. Assessing asset condition helps identify maintenance priorities, renewal needs, and long-term sustainability strategies to ensure the fleet continues to meet service expectations.

Table 8. Condition Rating

Asset Category	Total Assets	Condition Rating Summary
Heavy Plant	8	1 Good, 2 Fair, 3 Poor, 2 Very Poor
Light Vehicles	5	2 Good, 3 Very Poor
Small Plant & Equipment	12	5 Fair, 7 Very Poor

Key Challenges

1. Ageing Fleet & Condition Decline:
    - 48% of assets are rated Very Poor, indicating urgent renewal needs
    - Many assets are at or beyond their useful life, leading to increased maintenance costs.
2. Maintenance & Operational Costs:
    - Older fleet assets require frequent repairs, leading to higher downtime and reduced efficiency.
    - Limited preventative maintenance programs increase the risk of unexpected failures.
3. Funding Constraints:
    - No dedicated funding framework for fleet renewal and maintenance needs in the LTFP.
2. Utilisation & Rationalisation:
    - Some plant and vehicles may be underutilised, while others are critical but require urgent replacement.
    - Fleet size and composition needs review to ensure assets align with operational needs.
3. Compliance & Safety Risks
    - Older vehicles and equipment may not meet modern safety or environmental standards.

Asset age is recorded in Council's asset register based on the year of manufacture. The remaining useful life of each fleet asset is determined using an optimum replacement schedule, which considers a combination of:

- Utilisation metrics (kilometres travelled or engine hours logged).
- Operational efficiency to maintain lowest annual cost over the asset's lifecycle.

This approach ensures cost-effective asset renewal, minimising excessive maintenance costs while maximising service life.

Understanding the age and condition of Council's assets is essential for effective lifecycle planning. The age profile of the assets included in the Fleet AMP is shown in Figure 1.

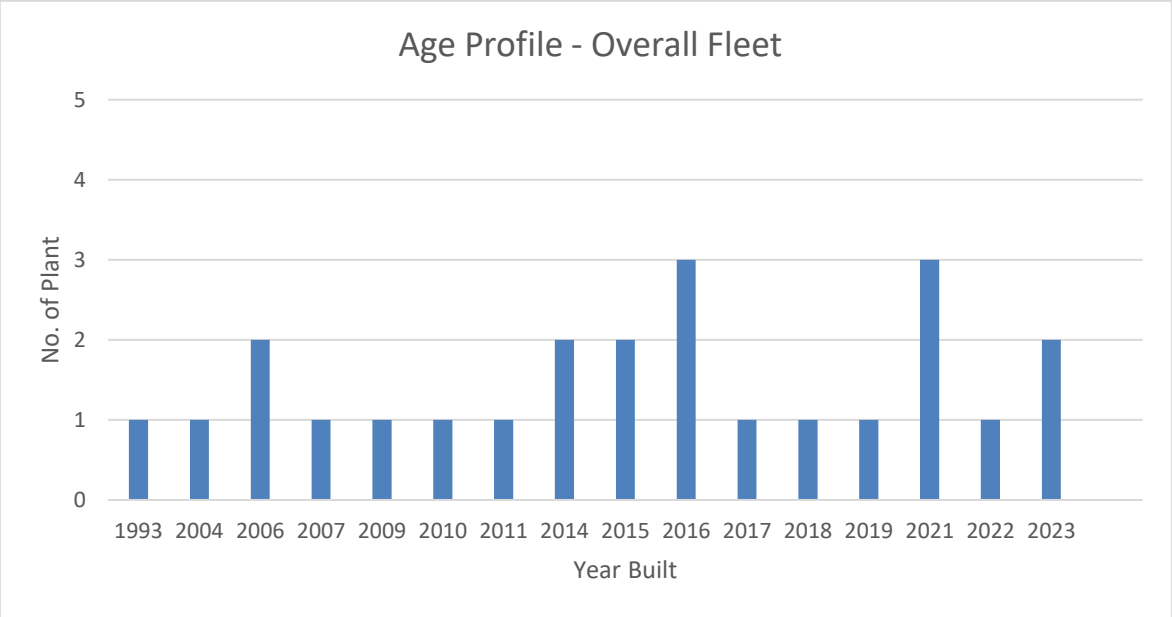

Figure 1. Asset Age Profile

Key observations from Figure 1:

- The fleet includes assets ranging from 1993 to 2023, indicating a wide variation in asset age.
- The highest concentration of fleet assets was acquired in 2016 and 2021, reflecting periodic investment cycles.
- Approximately 40% of assets are over 10 years old, highlighting the need for strategic renewal planning.
- Older assets (pre-2010) are likely nearing or exceeding their useful life, requiring higher maintenance costs and potential replacement.
- Recent acquisitions (2021–2023) indicate targeted investments in key areas, reducing immediate renewal pressures for certain asset categories.

These insights are critical for lifecycle planning, helping prioritise asset renewals, optimise maintenance strategies, and ensure long-term serviceability.

Priority Actions for Fleet Assets

1. **Targeted Renewal Planning**: Prioritise replacement of assets in Very Poor and Poor condition to maintain operational efficiency and reduce maintenance costs.
2. **Preventative Maintenance Programs:** Implement structured condition-based maintenance schedules to extend asset life and minimise unexpected failures.
3. **Fleet Optimisation:** Evaluate underutilised or redundant fleet assets for potential disposal, repurposing, or replacement to enhance efficiency.

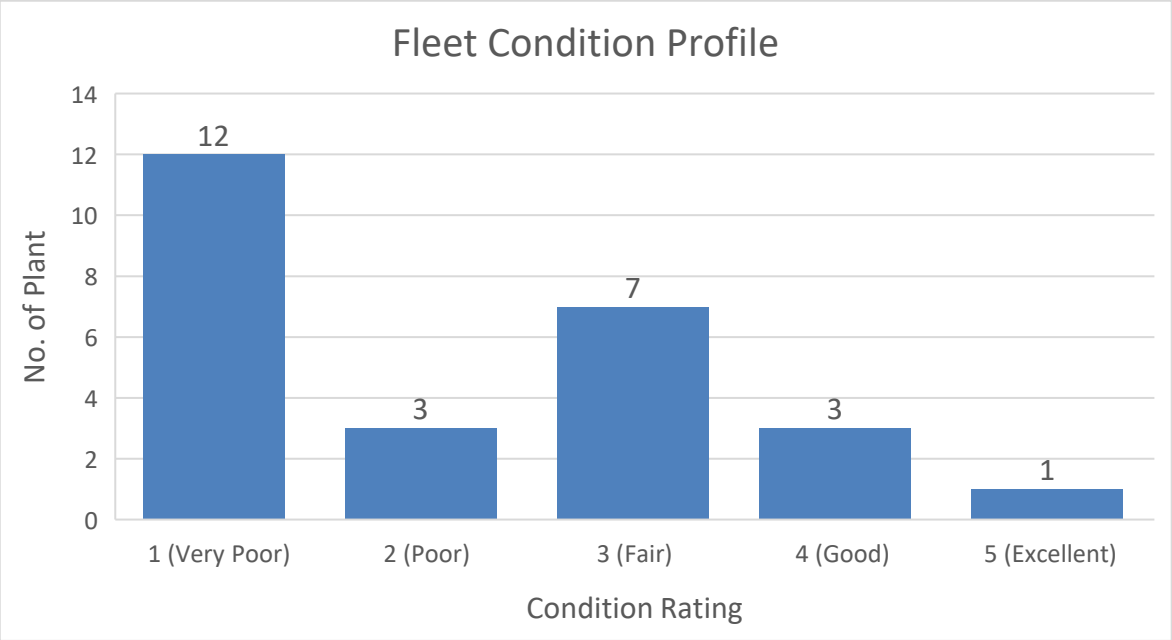

Figure 2. Asset Condition Profile 2024

Figure 2 visually represents the distribution of condition ratings for fleet assets, considering asset age, kilometres travelled, and engine hours logged. This provides an overview of asset wear, utilisation, and remaining service life, supporting informed maintenance and renewal planning.

The majority of the fleet is in Very Poor condition (1), with 12 assets nearing or exceeding the end of their service life. These assets require urgent renewal or disposal to prevent operational inefficiencies and increased maintenance costs.

Seven assets are in Fair (3) condition. They still have remaining service life but will require regular maintenance to prevent deterioration. These assets will likely need renewal within the next few years.

In contrast, only three assets are rated as Good (4), and one asset is in Excellent condition (5), which highlights the limited number of well-maintained or recently acquired fleet assets.

This condition profile indicates an urgent need for prioritised investment in maintenance, renewal planning, and strategic asset replacement to ensure the fleet remains operationally efficient and sustainable.

7. RISK MANAGEMENT

This section addresses the systematic identification, assessment, and treatment of risks associated with Council's fleet assets. It ensures that risks are managed proactively to minimise disruptions and maintain service levels, guided by the principles of ISO 31000:2018 – Risk Management: Guidelines.

Effective risk management is essential to ensuring the long-term sustainability and safety of Council's fleet assets. Risks associated with these assets can impact service delivery, financial sustainability, regulatory compliance, and public safety. This section outlines the key risks, assessment processes, and mitigation strategies.

7.1 KEY RISKS AND IMPACTS

Council has identified several potential risks that could affect the performance and lifecycle of its fleet assets:

- **Asset Failure Risks:** Ageing or over-utilised fleet assets leading to increased breakdowns, unplanned maintenance, and service disruptions.
- **Workplace Health & Safety Risks:** Malfunctioning or outdated fleet assets increasing the risk of workplace accidents, injuries, and non-compliance with workplace health and safety regulations.
- **Environmental Risks:** High fuel consumption and emissions from older assets contributing to environmental impacts.
- **Funding Constraints:** Limited budget allocations restricting timely renewals and maintenance, leading to increased lifecycle costs and operational inefficiencies.
- **Operational Risks:** Underutilisation of plant assets resulting in unnecessary holding costs, inefficient resource allocation, and potential redundancy.
- **Extreme Weather & Disaster Risks:** Exposure to cyclones, flooding, and extreme heat causing accelerated wear, damage, and potential loss of critical assets.

7.2 RISK ASSESSMENT AND MANGAGEMENT PROCESS

Council follows a structured approach to assessing and managing risks, in alignment with ISO 31000:2018 – Risk Management Principles and Guidelines:

1. **Risk Identification** – Recognising potential threats to asset performance and service delivery.
2. **Risk Assessment** – Evaluating risks based on likelihood and consequence to determine priority levels.
3. **Risk Treatment** – Implementing appropriate mitigation measures such as preventative maintenance, renewal strategies, or operational adjustments.
4. **Monitoring & Review** – Regularly reviewing and updating risk profiles to reflect changing conditions, asset performance, and funding availability.

7.3 MITIGATION STRATEGIES

To mitigate the identified risks, Council employs the following strategies:

- **Planned Maintenance & Inspections:** Regular condition assessments and scheduled maintenance to prevent unexpected failures.
- **Capital Renewal Programs:** Prioritising the replacement of high-risk and end-of-life assets based on condition ratings, lifecycle costs, and operational needs.
- **Compliance Audits:** Ensuring all fleet assets comply with workplace health and safety regulations, vehicle standards, and environmental requirements.
- **Emergency & Disaster Resilience Planning:** Implementing protective measures to safeguard assets from extreme weather events, such as cyclones, flooding, and excessive heat exposure.
- **Financial & Asset Planning:** Aligning asset management with long-term financial planning, securing external funding where possible, and ensuring sufficient reserves for ongoing renewal and maintenance needs.

7.4 RISK MONITORING AND REVIEW

To ensure effective risk management for fleet assets, Coomalie Council applies the following monitoring and review practices:

- **Regular Inspections:** Conducting routine condition assessments, particularly for high-risk assets, to identify potential issues before they lead to failures.
- **Risk Register Maintenance:** Maintaining a centralised risk register to document identified risks, mitigation strategies, and monitoring actions.
- **Annual Risk Reviews:** Evaluating the effectiveness of risk management strategies, updating assessments, and refining mitigation measures as required.
- **Stakeholder Engagement:** Consulting with operators, maintenance teams, and external stakeholders to refine risk priorities and implement best practices.

Risk management is integrated within the Strategic Asset Management Plan and aligns with the Long-Term Financial Plan to support risk-based decision-making for sustainable fleet management. By adopting a proactive risk management approach, Council can minimise unexpected failures, optimise financial resources, and ensure it has safe, efficient, and reliable fleet assets that support service delivery.

Coomalie Council is committed to enhancing risk assessment practices by systematically documenting potential risks associated with fleet assets within a comprehensive risk register to support informed decision-making.

8. IMPROVEMENT PLAN

To enhance the effectiveness of fleet asset management, Coomalie Council is committed to continuous improvement. This section identifies key areas for development and outlines strategies to improve asset management practices, data accuracy, financial planning, and operational efficiency.

8.1 KEY IMPROVEMENT AREAS

The following areas have been identified for improvement in the management of Council's fleet assets.

1. **Asset Data and Condition Assessments:** Improve the frequency and accuracy of condition inspections to inform maintenance planning, renewal priorities, and fleet replacement schedules.
2. **Service Level Documentation:** Develop and adopt service level standards to ensure alignment with operational requirements, funding capacity, and community expectations.
3. **Lifecycle Costing and Forecasting:** Enhance financial modelling to provide a realistic projection of maintenance, renewal, and replacement costs, ensuring long-term sustainability.
4. **Fleet Optimisation and Rationalisation**: Assess fleet utilisation to identify underutilised assets for potential disposal, redeployment, or alternative resourcing strategies.
5. **Risk Management Integration:** Strengthen the alignment between asset management planning and risk management processes to proactively address potential failures, operational risks, and compliance issues (as outlined in Section 7).
6. **Sustainability and Energy Efficiency:** Investigate opportunities to incorporate fuel-efficient technologies, alternative energy sources, and environmentally sustainable fleet management practices.
7. **Funding Strategies:** Strengthen external funding opportunities, including grants and partnerships, to supplement Council's financial capacity for asset renewal and fleet upgrades.
8. **Long-Term Financial Planning:** Develop a structured budgeting framework within the Long-Term Financial Plan that aligns with asset lifecycle costs, renewal needs, and funding constraints.

By addressing these key improvement areas, Coomalie Council will enhance the efficiency, reliability, and financial sustainability of its fleet assets, ensuring they continue to support essential services and meets the needs of the community.

9. MONITORING AND REVIEW

To ensure the effective implementation of asset management strategies, Coomalie Council will establish a structured monitoring and reporting framework. This will enable continuous assessment of asset performance, financial sustainability, and service delivery to ensure alignment with Council objectives and community expectations.

9.1 PERFORMANCE TRACKING

Coomalie Council will undertake the following actions to track asset performance:

- Annual Asset Condition Audits – Conduct inspections to assess the condition of fleet assets, identifying maintenance, renewal, and replacement needs.
- Utilisation Reviews – Monitor fleet usage, including engine hours, kilometres and locations, to determine whether assets are underutilised, overutilised, or due for replacement.
- Financial Performance Tracking – Ensure asset-related expenditures align with the Long-Term Financial Plan and budget forecasts.
- Maintenance and Renewal Monitoring – Track scheduled and completed maintenance and renewal works to ensure assets remain safe, functional, and cost-effective.
- Operational Efficiency Reviews – Evaluate fleet performance based on downtime, repair costs, and operational effectiveness to optimise asset management strategies**.**

9.2 FLEET AMP UPDATES

The Fleet AMP will be reviewed and updated to reflect new data, priorities, and resources:

- **Annual Updates:**
  - Integrate updated condition assessments, financial forecasts, and utilisation data.
  - Reassess risk mitigation strategies in response to emerging risks or changes in fleet performance and operational demands.
- **Comprehensive Reviews (every 4–5 years):**
  - Align the Plant AMP with updates to the Strategic Asset Management Plan, Long-Term Financial Plan, and Council's strategic objectives.
  - Incorporate findings from major reviews, such as fleet optimisation studies, or operational efficiency audits.

By implementing these monitoring and review processes, Coomalie Council aims to strengthen its asset management capabilities, ensuring its fleet assets remain reliable, cost-effective, and fit-for-purpose. Through proactive maintenance, informed decision-making, and continuous improvement, Council will optimise resources, extend asset life, and enhance operational efficiency.