



COMMERCIAL SERVICES COMMITTEE



MINUTES

11 April 2017

Commencing at 10.09am

**Held at the Council Chambers - Civic Centre,
101 Goondoon Street, Gladstone**

Please note: These minutes are to be read in conjunction with the preceding General Meeting Minutes.

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CSC/1. OPENING AND APOLOGIES

Committee Members

Councillor P J Sobhanian (Chair)
Mayor M J Burnett
Councillor C T Bush
Councillor G G Churchill
Councillor K Goodluck
Councillor R A Hansen
Councillor P J Masters
Councillor D V O'Grady
Councillor C A Trevor

Officers

Mr C F Dendle (Director Corporate and Community Services)
Mrs D Clarke (PA Corporate and Community Services)

APOLOGIES

Nil

CSC/2. DISCLOSURE OF INTEREST

Nil

CSC/3. CONFIRMATION OF MINUTES

CSC/3.1. CONFIRMATION AND ADOPTION OF THE COMMERCIAL SERVICES COMMITTEE MEETING MINUTES OF 14 MARCH 2017

File Ref: CM7.2

Purpose:

Confirmation of the minutes of the Commercial Services Committee held on 14 March 2017.

Officer's Recommendation:

That the minutes of the Commercial Services Committee of Council held on 14 March 2017 be confirmed.

CSC/17 /0106 Committee Recommendation:

Moved Cr Churchill
Seconded Cr Goodluck

That the Officer's Recommendation be adopted.

CARRIED

CSC/4. DEPUTATIONS

Nil

CSC/5. OFFICERS' REPORTS

CSC/5.1. WASTE SERVICES QUARTERLY REPORT APRIL 2017

File Ref: WM11.1 & RD12.1

Purpose:

The purpose of this report is to update Councillor's on the status of the 2016-2017 Waste Services Capital and Operational Budgets and works program, in particular covering the noteworthy issues from the previous month and the plans for the coming month. The report provides a basis to discuss the performance of the Department (including staff, consultants and contractors and customer feedback).

This is an information only report, and is not provided for the purpose of Council exercising its powers as a Local Government.

Officer's Recommendation:

That the Waste Services Quarterly Briefing Report – 3rd Quarter 2016/2017 be received for information.

CSC/17 /0107 Committee Recommendation:

Moved Cr Masters
Seconded Cr Churchill

That the Officer's Recommendation be adopted.

CARRIED

10.47am The Mayor left the meeting
11.00am The Mayor returned to the meeting

CSC/5.2. WATER SERVICES MONTHLY REPORT MARCH 2017

File Ref: WS5.1, WS9.1, SS4.1, SS10.1

Purpose:

The purpose of this report is to update the Councillors on the status of the 2016-2017 Water Services Capital and works program, in particular covering the noteworthy issues from the previous month and the plans for the coming month. The report provides a basis to discuss the performance of the Department (including staff, consultants and contractors and customer feedback).

This is an information only report, and is not provided for the purpose of Council exercising its powers as a Local Government.

Officer's Recommendation:

That the Water Services Monthly Report for March 2017 be received for information.

CSC/17 /0108 Committee Recommendation:

Moved Cr Hansen
Seconded Cr Bush

That the Officer's Recommendation be adopted.

CARRIED

CSC/5.3. FLEET SERVICES REPORT - MARCH 2017

File Ref: CM19.2

Purpose:

Presenting the Bi-monthly Report by Fleet Services for the period ended 31 March 2017.

Officer's Recommendation:

That the Bi-monthly Report by Fleet Services for the period ended 31 March 2017 be received.

CSC/17 /0109 Committee Recommendation:

Moved Cr Masters
Seconded Cr O'Grady

That the Officer's Recommendation be adopted.

CARRIED

CSC/5.4. FLEET BUSINESS PLAN

File Ref: PE10.1

Purpose:

Provide Council with information on the proposed revised Fleet Services Business Plan.

Officer's Recommendation:

That Council adopt the Fleet Services Business Plan attached as **Addendum 1** which includes revisions agreed at the meeting.

CSC/17 /0110 Committee Recommendation:

Moved Mayor Burnett
Seconded Cr Goodluck

That the Officer's Recommendation be adopted.

CARRIED

11.57am Cr Trevor left the meeting
12.00pm Cr Trevor returned to the meeting

**CSC/5.5. GLADSTONE ENTERTAINMENT CONVENTION CENTRE
MONTHLY REPORT FOR MARCH 2017**

File Ref: CM19.2

Purpose:

The purpose of the report is to provide the monthly report for Gladstone Entertainment Convention Centre for March 2017.

Officer's Recommendation:

THAT the Gladstone Entertainment Convention Centre monthly report for March 2017 be 'received'.

CSC/17 /0111 Committee Recommendation:

Moved Cr Trevor
Seconded Cr Hansen

That the Officer's Recommendation be adopted.

CARRIED

CSC/6. URGENT BUSINESS

Nil

CSC/7. NOTICE OF MOTION

Nil

CSC/8. CONFIDENTIAL ITEMS

Nil

CSC/9. MEETING CLOSE

There being no further business the Chair formally closed the meeting.

THE MEETING CLOSED AT 12:01 pm

CERTIFICATION

I hereby confirm that I have read the minutes and they are a true and correct record of the proceedings of the meeting. I certify that these 22 pages form the official copy of Gladstone Regional Council Commercial Services Committee Minutes of the 11 April 2017.

.....
Cr P J Sobhanian

...../...../.....
Date

ATTACHMENTS

ADDENDUM 1



FLEET SERVICES

Business Plan

Prepared By: Mark Larney
Manager Fleet & Property Services

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1. Business Overview

This plan seeks to deliver 6 key objectives:

1. Improved two way communication,
2. Reduction in down time of plant,
3. Ensuring that the plant fleet meets the needs of customers;
4. Build greater respect of Council's plant fleet;
5. Further reductions in Council's fleet costs; and
6. Further refinement to the plant fleet mix to drive down unit costs.

There is still room to improve meaningful two way communication between fleet and its customers. If the other objectives identified above are to be achieved Fleet and its customers need to improve two way communication.

Operators must be accountable for maintaining clean and operational plant & equipment. Service level agreements are designed to establish expected standards for all parties.

Fleet Services is ultimately responsible for the plant pool and therefore it must be far more proactive and far more visible, out with crews working with them and improving two way communication. However Fleet also needs customers to contact Fleet when there are issues or problems.

Financially, Plant Services is in a strong financial position with the Plant Reserve projected to be \$9.8M as at 30 June 2017. There are currently approximately 580 items of capitalised plant items (\$36.7M Total Purchase Cost) and as many plant items below the capital threshold.

As is identified in the finances section of the plan, Fleet Services does make a profit of which, 50% of the Rate of Return is paid as a dividend to GRC's general budget.

Fleet Services comprises three related but ultimately separate activities:

- 1) The provision of vehicles, plant and equipment,
- 2) Sourcing (hiring) plant to meet the needs of our internal customers, and
- 3) Maintenance of those internal vehicles, plant and machinery. Much of this plan focusses on this area of service delivery.

This is a large and diverse fleet which takes a lot of resources to effectively manage them. The current Fleet Maintenance workforce is 16 made up of 12 mechanical staff and 4 office staff. The workforce includes 3 apprentices, include one adult apprentice. 3 Apprentices allows appropriate supervision and training opportunities.

Fleet Maintenance operates 3 workshops in Gladstone, Calliope and Miriam Vale as well as utilising outside contractors to fill the gaps in our ability to maintain the plant fleet. While ideally Council would operate only one workshop, the distances between centres

makes it impossible to do so from the perspectives of both Fleet Services and our internal customers.

To achieve best practice, Fleet Services must establish benchmarks and be held accountable for achieving those benchmarks or those services need to be provided externally. This business plan seeks to build on the progress that has been made by striving to improve the cost of the delivery and the effectiveness of this service, always remembering that down time can be significantly more costly than the actual servicing costs.

The purchasing and internal hire functions have been brought back into Fleet services during the last year to ensure a consistent customer response. This change has involved the transfer of two staff from Contracts and Procurement to Fleet Services.

The cost of downtime is not currently clearly defined or understood. For example if a grader is down for a week, the plant hire forgone (largely fixed costs) is approximately \$4,000. To dry hire a grader in for a week will cost that again and then there is the floating in and out from the job site of both graders. Therefore depending on where the grader is working, it could cost the organisation approximately \$10,000 for that grader to be down for a week. Fleet Services service trucks perform many routine services and minor breakdowns out in the field to minimise both down time and the need to float equipment.

Fleet continues to explore options to expand the service it provides. In recent times Fleet Services has provided pricing for the supply of landfill equipment which has been accepted by Waste Services. The pricing includes weekend servicing to ensure minimal downturn for our customer.

2. Products/Services

As discussed in the overview, Fleet Services comprises three distinct activities, the provision of plant and vehicles on an hourly or monthly hire basis, the internally sourcing of plant and the maintenance of those fleet items. While only one hire rate is set for each item of plant, the calculation of the rates does differentiate Capital costs (Rate of Return + Depreciation) from Maintenance costs (Fuel, servicing etc).

Provision of Vehicles, Plant and Equipment

Fleet Services currently provides over 1,000 fleet items from brush cutters to dozers and everything in between. In addition it also provides the capital for the purchase of some non-plant items such as survey equipment on what is in reality a lease arrangement. Fleet Services have the resources and the expertise to provide whatever fleet items that its customers require. The question that Council, Fleet Services and the internal customer must ask at budget time is, should we provide that item of plant internally or should it be sourced externally? If Fleet Services is to expand the fleet by replacing plant that is currently outsourced with internally provided equipment, it requires a commitment from our internal customers that appropriate utilisation hours will be achieved.

Traditionally Councils have generally purchased whatever they need to undertake the services they provide regardless of the likely utilisation of that plant. While the philosophy has been that items of plant may be difficult to obtain when required, the reality is that most plant items that Council uses are currently relatively easy to source, either via wet or dry hire. Therefore utilisation and plant hire rates need to be benchmarked and if more cost effectively to do so, the supply of that item of plant should be outsourced.

It is critical that a business plan is undertaken for all new major items of plant to justify the need to acquire these items of plant. A business plan must identify expected utilisation and then calculate hire rates if Fleet provides and maintains the item and compare that against the hire rates from external suppliers.

An agreement may also need to be entered into to guarantee that Fleet Services will get a return on that investment.

A standard specification requirement for all passenger and light commercial vehicles is a 5 star ANCAP rating. The Australasian New Car Assessment Program (ANCAP) is Australasia's leading independent vehicle safety advocate. To achieve the maximum 5 star ANCAP safety rating, a vehicle must perform to the highest level across all crash tests and assessments. The ANCAP website argues that you have twice the chance of being killed or seriously injured in a 3 star ANCAP safety rated car compared to a 5 star ANCAP safety rated car. Through its safety rating program, ANCAP provides consumers with transparent information on the level of occupant and pedestrian protection and collision avoidance capabilities provided by different vehicle models in the most common types of serious crashes.

Hiring of Vehicles, Plant and Equipment

Hiring of internal plant was brought back into Fleet Services almost 12 months ago to ensure that there was a better two way communication between Fleet and its customers. External hire of plant is still performed by Procurement.

In recent years a significant number of items of plant have been handed back to the pool because customers cannot justify continuing to hold the piece of plant. Over time if Fleet cannot increase corporate wide utilisation, the item of plant will need to be disposed of.

Clearly, if the internal plant item can be provided at a similar cost/price as the external provider, then preference must be given to the internal hire of that item. Ultimately however, if more expensive internally hired plant is given preference over external plant, costs of service delivery for Council services are artificially high, which is not an acceptable outcome for the residents of this region.

Provision of Maintenance Services

Fleet services provides a maintenance and breakdown response service for all of Council's fleet. This is provided via three workshops, Calliope, Gladstone and Miriam Vale along with substantial mobile capability. Due to geographical constraints, Agnes Water equipment is generally serviced by a local agent to remove significant travel time costs. Fleet Services also uses external providers for certain specialty services such as air-conditioning and as an overflow if the work can not be done in-house within a reasonable time frame.

Calliope is Fleet Services largest workshop due to the fact that it houses a large part of Council's road services section. In 2011, Council constructed a new workshop in Calliope which will meet the needs of the organisation well into the future. It is also the base for Fleet Services' Administration Office.

Fleet Services has targeted mobile servicing as a key goal for the future as it seeks to reduce down time and travel costs associated with the return of major plant to the workshop for minor services. Fleet Services has two service trucks at Calliope & Miriam Vale, which have been set up to undertake servicing including oil changes in the field.

3. Business Structure and Management

There has been two significant changes to Fleet Services in the last 6 months:

- Fleet Maintenance Coordinator not replaced
- Creation of a Maintenance Planner

When the Fleet Maintenance Coordinator resigned the decision was made not to replace the role and have the role performed by the Manager Fleet & Property Services. The three workshop supervisors and the Administration Officers now report to the Manager.

One of Fleet's Administration Officer left Council around the same time. This role was redesigned to create a Maintenance Planner. This role is now scheduling all maintenance work and responding to breakdowns to centralise the response regardless of the location of the item of plant. Given the number of workshop staff, it is critical to create a single point of contact regardless of location to ensure quick responses to breakdowns and the completion of scheduled maintenance in a timely manner.

4. Competition

Under the currently arrangements there is no actual competition for the provision of fleet services. External services providers are used in the area of wet and dry hiring of plant to fill gaps and cover breakdowns in Council's fleet and plant operator absences. In relation to servicing, external maintenance agents are used to supplement rather than operate in competition.

The Gladstone region is an industrial hub and as such there is an ample supply of competition in the provision of plant and the servicing of all equipment from brush cutters to dozers. Currently there are a significant number of plant items that Council regularly wet and dry hire. A number of companies have over the years approached Fleet Services to undertake servicing of components of Council's plant fleet.

Many of these companies would be prepared to enter into contracts for the servicing of the whole fleet or predetermined groups of plant items, however they are less willing to be a supplier of overflow servicing. That is presumably because the work is unreliable and could interfere with the timely servicing of major mining companies.

There are a number of competitors in the servicing of passenger and light commercial market, lead predominately by the various car dealers.

Hourly rates for the servicing of heavy plant and machinery tend to be significantly higher than rates for passenger and light commercial vehicles and therefore Fleet Services need to be outsourcing lower value work when bottle necks occur.

5. Finances

Financially, Fleet Services is in a strong position with a significant cash reserve. This strength is in large part due to the fact that Fleet Services currently has a largely captive customer base and its hire rates can reflect the money required to maintain that strength rather than a reflection of market forces, however Fleet Services does benchmark rates to ensure that it is competitive with the external service providers.

FLEET BUDGET 2016/17

Description		Actual 15/16	Budget 16/17
<u>Revenue</u>			
	Plant & Equipment Hire	\$11,432,000	\$10,100,000
	Admin Overhead	\$204,000	\$200,000
	Fuel Subsidy	\$382,000	\$375,000
	Other Revenue	\$18,000	\$27,000
		\$12,036,000	\$10,702,000
<u>Expenses</u>			
	Salary & Wages	\$1,386,000	\$1,416,000
	Employee Related Costs	\$16,000	\$12,000
	Fuel, Oils & Lubricant	\$1,266,000	\$1,302,000
	Tyres	\$270,000	\$250,000
	Insurance	\$102,000	\$96,000
	Registrations	\$350,000	\$370,000
	Minor Plant Purchases	\$25,000	\$90,000
	Other Expenses	\$1,672,000	\$1,433,000
	Oncost	\$309,000	\$309,000
	FBT	\$162,000	\$140,000
	Depreciation	\$3,446,000	\$3,095,000
		\$9,004,000	\$8,513,000
<u>Net Income</u>		\$3,032,000	\$2,189,000
<u>Net Capital Expenditure</u>		\$1,000,000	\$5,000,000
<u>Reserve</u>			
	Opening Position - Actual		\$18,518,000
	Dividend Paid		\$ 9,000,000
	Closing Position - Estimated		\$ 9,763,000

The above budget includes the payment of 50% of the Rate of Return back to Council's general budget, which can be used for Council service delivery. The remaining profit is used to cover the inflationary creep of the value of the plant fleet, a buffer against lower income in a wet year and the purchase of additional plant.

The above figures also include a one off dividend of \$8M to the Future Capital Works & Road Reserves.

Capital replacement programs tend to vary from year to year and therefore it is important to maintain cash reserves. Also, each year there are numerous requests for additional plant. Without cash reserves these purchases would need to come from the general budget.

Fuel, oil & lubricant represents a third of Fleet services costs (excl. Depreciation, FBT and Corporate Oncosts) and therefore any reduction in these costs will have a significant impact on overall costs. During the current year we have seen a small rebound in oil prices which are reflected in higher petrol and diesel prices. Council needs to ensure that it is seeking to improve its fuel efficiency.

Tyre costs while small in comparison to fuel should also be monitored as there is a clear linkage between tyre under-inflation and both tyre wear and fuel economy.

Some individuals or areas are particularly hard on plant and equipment which impacts on costs. While Fleet Services has strived to create uniform costs, there needs to be a cost disadvantage of poor practices. Dry hire companies would not accept damage to equipment and nor should Fleet Services.

Nearly 50% of plant hire rates comprise the capital costs (Depreciation and the Rate of Return/profit). It is by far the greatest cost in relation to owning the plant fleet. This means that regardless of whether an engine is turned on in a year, the capital costs will be well over \$5M per year. That is why utilisation is critical to keeping hire rates down and why Council should not strive to own all of the plant that it uses.

The calculation of a rate of return uses a 5 year rolling average WACC provided by QTC. Over the last few years this rate of return has consistently fallen based on falling interest rates. This will not be the case forever and while the 5 year average will mitigate increases once interest rates rise, it will not prevent future increases. It is important that further reductions in costs and improvements in utilisation rates are achieved to offset these future increases.

6. Action Plan

The following tasks are designed to ensure that fleet costs are kept to a minimum and that Fleet Services are meeting the needs of its internal customers. This business plan must be a living document because the only constant is change. However many of these tasks will not change and must be achieved if Fleet Services is to continue to improve its service delivery.

Segments	Task	By Whom	By When
Fleet Services			
	Establish Engineering Services - Service Level Agreements	ML	June 2017
	Continue to develop TechOne Fleet system and associated software	Various	Ongoing
	Monitor under-utilised plant and dispose of plant that can be more cost effectively supplied by external providers	ML	Ongoing
	Work with departments to improve maintenance of plant and equipment	ML	Ongoing
	Progressively rollout GPS units as needs basis	MD, ML	Ongoing
Plant Hire			
	Benchmark hire rates with external providers	CS, ML	Ongoing
	Establish hire rate ceiling based on external benchmarks	CS, ML	Ongoing
	Monthly diary of crews and locations visited and issues identified.	CS	Ongoing
Plant Procurement & Disposal			
	Ensure replacement program is up to date	MD, ML	Ongoing
	All new passenger and light commercial vehicles must achieve five star ANCAP rating.	MD, ML	Ongoing
	Engage with customers to ensure that plant and equipment meet departmental needs.	MD, ML	Ongoing
	Business case procedure/template be established and used on all new and major plant purchases	MD, ML	Ongoing
	Dispose of plant and Equipment that is surplus to demand	MD, ML	Ongoing
Fleet Servicing			
	Review current practices and procedures and implement any Changes	ML	Ongoing
	Benchmark Internal servicing with external competitors.	ML	Ongoing
	Enhance field servicing unit	ML	Ongoing
	Establish agreements with customers on workshop downtimes	ML	Ongoing
	Implement procedure for monitoring and analysing fuel consumption	ML	Ongoing
	Implement procedure for monitoring tyre inflation & condition	ML	Ongoing
	Regular meeting with all major customers to gauge understanding of issues.	CS, ML	Ongoing

7. Key Performance Indicators

The following key Performance Indicators are designed to ensure that Fleet Services are on target with its Action Plan and taking advantage of opportunities and mitigating threats.

Key Objectives	Key Performance Indicators	Timelines
Fleet Services		
	Service Level Agreements with key internal customers are in place	June 2018
	10 Year financial plan is in place	Annually
	Review of all under-utilised plant	Annually
	Provide plant hire rates for subsequent financial year	February each year
Plant Hire		
	Benchmark hire rates with external providers	Annually
	Review externally provided plant	annually
Plant Procurement & Disposal		
	Replacement program is completed by the end of the financial year	June annually
	Engagement with customers for all plant and equipment purchases	Quarterly meetings with key customers
	Business cases produced for all new and major plant purchases	Ongoing
	Review disposal method for all plant and Equipment	Periodically
Fleet Servicing		
	Benchmark Internal servicing with external competitors	Annually
	Benchmark plant downtime	June 2018, then annually
	95% of all plant out of workshop within agreed timeframes	Annually
	Establish system to monitor fuel consumption	December 2017
	Establish system to monitor tyre inflation & condition	December 2017
	Deliver plant maintenance training programs to relevant operators	Annually

Appendix I: Strategic SWOT Analysis

	Strengths	Weaknesses
	<ul style="list-style-type: none"> Consistent good utilisation of majority of plant which makes revenue streams reliable; Fleet is relatively new and regularly serviced; Well resourced workshops and mobile servicing equipment; Customers are internal and therefore it is easier to ensure needs are met; Can respond very quickly throughout the region; Reasonable supply of alternate Wet & dry hire and external mechanical support 	<ul style="list-style-type: none"> Dispersed area which makes service delivery by one combined workshop difficult; Poor two way communication with customers;
Opportunities	Strategies using strengths to address opportunities	Strategies to reverse weaknesses to address opportunities
<ul style="list-style-type: none"> Cost reductions should be achieved by looking at current practices; Outsourcing of both plant hire and servicing is readily available 	<ul style="list-style-type: none"> Greater use of field servicing truck to undertake servicing where the plant is working; Establish systems or procedures to monitor costs and undertake remedial work to reduce costs; Review/benchmark existing costs to determine areas which can be improved, including outsourcing; Assess whole of life costs and alternate costs for all new plant purchases. 	<ul style="list-style-type: none"> Utilise external service providers to manage disperse areas e.g. Agnes Water. Worksite visits and regular meeting with customers.
Threats	Strategies to counter threats with strengths	Strategies to fix vulnerabilities
<ul style="list-style-type: none"> Lack of confidence and/or support from customers; Employees not maintaining equipment appropriately, leading to increased costs; Failure to properly record usage leading to a fall in revenue; Further reductions in fleet makes oncosts and overheads a larger percentage of total costs 	<ul style="list-style-type: none"> Communicating and working with customers to establish needs and develop strategies to reduce costs; Develop and deliver training programs and reporting incidences of poor maintenance; Work with departments to establish or maintain systems which capture revenue; Review departmental fleet needs and replace/dispose inappropriate or underutilised plant; Establish service standards with external service providers; Review utilisation reports and speak to departments about exceptions. 	<ul style="list-style-type: none"> Review departmental fleet needs and replace inappropriate or underutilised plant; Undertake Business Plans for all new plant to ensure business case stacks up. Work with internal customers to ensure that Fleet Services are meeting needs.

Appendix II: 10 Year Finance Plan

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Original Asset Value	\$0	\$3,858,705	\$4,629,902	\$5,573,434	\$4,642,366	\$2,573,625	\$6,576,812	\$6,168,766	\$5,750,355	\$3,856,247	\$3,281,497
Written Down Value	\$1,000,000	\$1,102,103	\$1,519,322	\$1,710,373	\$1,213,940	\$701,342	\$1,876,019	\$1,916,638	\$1,655,772	\$1,112,347	\$835,089
Replacement Costs	\$4,100,000	\$5,116,241	\$6,598,976	\$6,772,489	\$5,869,424	\$3,408,910	\$8,441,195	\$8,688,395	\$7,986,476	\$5,744,290	\$5,346,822
New Equipment	\$1,900,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Changeover Values	\$5,000,000	\$4,264,138	\$5,329,654	\$5,312,116	\$4,905,483	\$2,957,568	\$6,815,177	\$7,021,757	\$6,580,704	\$4,881,943	\$4,761,733
Depreciation & Rate of Return	\$5,331,987	\$5,331,987	\$5,674,375	\$5,919,233	\$6,125,912	\$6,139,616	\$6,529,335	\$6,984,021	\$7,355,717	\$7,548,915	\$7,734,433
Dividend to the General Budget	-\$801,077	-\$801,077	-\$850,222	-\$892,953	-\$915,054	-\$862,216	-\$940,784	-\$1,015,798	-\$1,064,909	-\$1,043,915	-\$1,009,332
Surplus / (Deficit)	-\$469,090	\$266,771	-\$505,501	-\$285,836	\$305,374	\$2,319,832	-\$1,226,626	-\$1,053,534	-\$289,895	\$1,623,056	\$1,963,368
Reserve Opening Balance	\$18,518,000	\$9,762,876	\$10,034,241	\$9,528,740	\$9,242,904	\$9,548,278	\$11,868,110	\$10,641,484	\$9,587,951	\$9,298,055	\$10,921,111
Gross profit	\$5,244,876	\$5,336,581	\$5,674,375	\$5,919,233	\$6,125,912	\$6,139,616	\$6,529,335	\$6,984,021	\$7,355,717	\$7,548,915	\$7,734,433
Net Capital Expenditure	-\$5,000,000	-\$4,264,138	-\$5,329,654	-\$5,312,116	-\$4,905,483	-\$2,957,568	-\$6,815,177	-\$7,021,757	-\$6,580,704	-\$4,881,943	-\$4,761,733
Dividend	-\$1,000,000	-\$801,077	-\$850,222	-\$892,953	-\$915,054	-\$862,216	-\$940,784	-\$1,015,798	-\$1,064,909	-\$1,043,915	-\$1,009,332
One Off Dividend	-\$8,000,000										
Reserve Closing Balance	\$9,762,876	\$10,034,241	\$9,528,740	\$9,242,904	\$9,548,278	\$11,868,110	\$10,641,484	\$9,587,951	\$9,298,055	\$10,921,111	\$12,884,479

