

Front Page/Cover

# The Ashfield Sustainable Fleet Management Strategy 2025 – 2034

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**Chapter 1: Introduction**

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**Chapter 2: The Policy Drivers**

2.1 This chapter summarises the key policy drivers at a national and local level which have underpinned the development of the Ashfield Sustainable Fleet Management Strategy 2025 – 2034.

**National**

2.2 Aligned to national net zero targets, several policies related to the decarbonisation of UK transport have been introduced by the UK Government.

2.3 In November 2020, The UK Government published its Ten Point Plan for a Green Industrial Revolution. Within the Plan at Point 4, Government emphasised; Accelerating the shift to Zero Emission Vehicles and committed to banning sales of new petrol and diesel cars and vans by 2030. Government also went on and confirmed that the sale of hybrid cars and vans, which could drive a significant distance with no carbon coming out of the tailpipe, would be allowed until 2035. The Government reemphasised these commitments in its Net Zero Strategy: Build Back Greener in 2021.

2.4 These targets were amended in 2023 with the Government pushing back the end date for the sale of new petrol and diesel cars and vans to 2035. The Zero Emission Vehicle mandate sets the regulatory framework for these amended targets and uses a phased approach, whereby 80% of new cars and 70% of new vans sold in the UK are to be zero emissions by 2030.

- 2.5 Beyond cars and vans, the Net Zero Strategy: Build Back Greener (2021) also committed to take forward the pledge to end the sale of all new, non-zero emission road vehicles by 2040, from motorcycles to buses and Large Goods Vehicles (LGVs), subject to consultation.
- 2.6 The UK Government subsequently ran a consultation on the phasing out of new diesel LGVs from July to September 2021. The Government set out in its formal response to this consultation in May 2022 that LGV phase out dates will be applied according to vehicle weight. A 2035 phase out date will apply to rigid vehicles with a gross weight less than or equal to 26 tonnes, and any articulated LGVs with a gross combination weight less than or equal to 26 tonnes. A 2040 phase out date will apply to articulated LGVs with a gross combination weight greater than twenty-six tonnes.<sup>2</sup>

## **Local**

- 2.7 The Ashfield District Council Corporate Plan sets the vision for the Council to start the transition to be Net Zero within the Government timelines. The Council is playing a key role in creating a greener, cleaner environment and its effective response to climate change which is monitored through the Climate Change Delivery Plan and the progress, that the Council and partners are making towards reducing carbon emissions across Ashfield District
- 2.8 The Council provides a wide range of services to its residents across and is one of the largest employers in the area. These services include Housing, Parks and Green Spaces, Waste and Environmental Services, Environmental Health, Planning and Economic Regeneration. Therefore, the Council is well placed to have a positive impact on climate change in the area through:
- Establishing and understanding current emissions (carbon baseline)
  - Setting clear carbon reduction targets.
  - Introducing key actions to reduce carbon emissions (Carbon Management Plan).
  - Gathering and maintaining high quality emissions data and monitoring improvements.
  - Supporting other organisations in decarbonisation of the District.
- 2.9 As part of the Council's Policy Framework, it is important to have a clear strategy for the management and replacement of its fleet of operational vehicles. This includes

ensuring that its existing grey fleet arrangements are effectively managed and are able to transition to new alternative greener and cleaner ways of operating.

### Chapter 3: Our Green Fleet Vision & Objectives

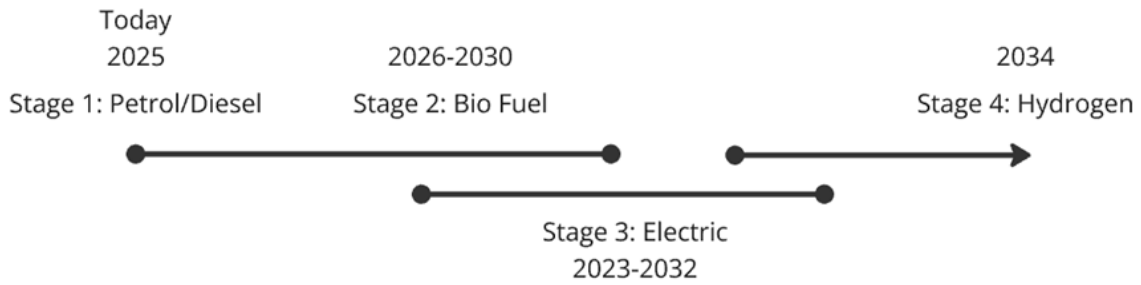
3.1 Effective management of fleet related assets is critical to the delivery and performance of Council services. The Council's vision is to provide an environmentally sustainable operational fleet which delivers safe, reliable services to our communities, and which is affordable to the Council.

3.2 To deliver this vision, the objectives of the Ashfield Sustainable Fleet Management Strategy are to ensure that the fleet is:

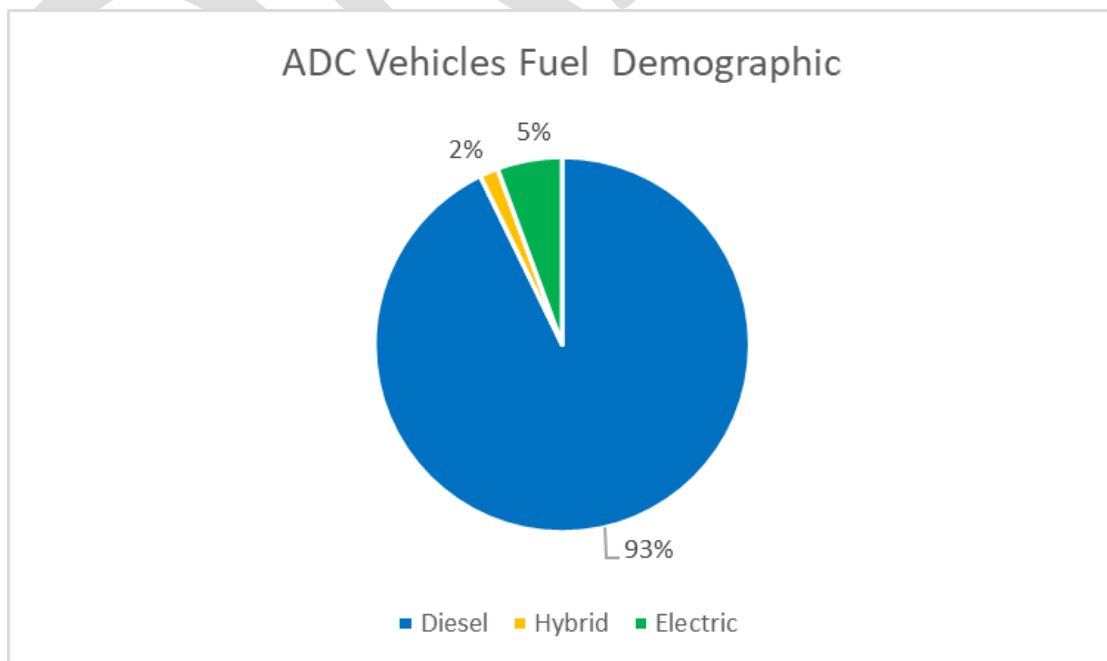
- I. **Safe & Compliant** - All assets which make up our fleet will be maintained in a safe and legal condition prior to use, to minimise health and safety risks to our staff and members of the public, and to ensure that they are suitable for their intended use(s) to enable effective service delivery.
- II. **Fit for Purpose, Offering Value for Money** - Assets will be treated as a corporate resource, and the fleet requirements within service delivery will be regularly reviewed. The performance of assets will be monitored and reported with the aim of eliminating unnecessary expenditure.
- III. **Environmentally Friendly** – Over the period of the strategy, the Council will work towards transitioning its fleet assets to net zero by 2034, considering their life cycle and component parts (including fuel). Replacement assets or related initiatives will also be expected to contribute to improving local air quality by reducing other harmful emissions where possible.
- IV. **Future Proof (Fossil Fuels / Hydrogen)** - The Council will over the period of the Strategy, undertake a vehicle replacement programme that supports the transition from existing fossil fuels to hydrogen.

Hydrogen is a leading contender to replace fossil fuels in the heavy-duty transport sector, as it has higher energy density than fully electric batteries, making it suitable for vehicles carrying weighty loads and travels long distances. Hydrogen also creates no emissions when consumed and is efficient and quiet.

3.3 The Council Journey to a sustainable green fleet is broken down into four stages as shown below. The staged approach allows for review bi-yearly to assess the infrastructure and availability of hydrogen fuel in the UK with current projections suggesting its expanded implementation for LGV vehicles, vans and cars in 2032.



3.4 Today, the Council fleet is mainly petrol for small plant and machinery and diesel for small vans and LGV's, with a small proportion being of electric vehicles due to the limitations of onsite power and charging stations. The journey over the next nine years is set out above, to ensure that the Council can meet its targets and aspirations of being a clean green, low carbon operation. The diagram below shows the current makeup of the Council's fleet.



- 3.5 **Diesel & Petrol Fuel** - currently is the most used fuel in the UK for LGV & Light Commercial Vehicles, Euro 6 Engines are the latest emission standards for LGV Vehicles. Approximately 90% of ADC fleet vehicles comply to these emissions standards. The majority of ADC existing fleet is either Petrol or Diesel and only a small proportion is hybrid or electric (see breakdown below).
- 3.6 **HVO Fuel** - Provides a viable transitional alternative until alternative RCV markets (such as electric and/or hydrogen RCVs) mature. It significantly reduces emissions by up to 90% (compared with conventional fossil fuels), is similar in cost to diesel and has been successfully trialled and adopted by other councils.
- 3.7 **Electric** – provides a transitional arrangement for the Council, enabling the replacement of end-of-life vehicles with electric, whilst we wait for the developing hydrogen market to catch-up. The transition from Diesel and Biofuel to Electric as a mid-way point to hydrogen for large goods vehicles (LGV), will take place from 2026, when the Depot receives a new Sub-Station that will allow increased charging capacity to the site.
- 3.8 **Hydrogen** – Is the fuel of the future however, there are a number of barriers to using Hydrogen at this present time, which are; it is highly flammable and explosive in nature, not easily transported from one place to another and it can be generated as a bi-product of energy from waste, plastic processing of through the hydrolysis of water. Hydrogen is widely available across most of Europe however, it is not yet manufactured in sufficient quantities in the UK, which means it needs to be imported and is therefore expensive.
- 3.9 There are currently several trials and developments taking place across the UK and over the next five years to generate clean hydrogen at an affordable cost. We are expecting existing energy from waste facilities to be upgraded and new plant and processes to be introduced, that will make hydrogen freely available at a competitive price across the UK by 2032.
- 3.10 By 2030 it is expected that the ADC fleet is 70% carbon neutral.

#### **Chapter 4: Existing Fleet Profile & Operating Costs**

- 4.1 The Council's fleet assets are critical for the delivering statutory and non-statutory frontline services. Many of our fleet assets are used in the delivery of day-to-day services across the District.
- 4.2 As of 1 January 2025, the Council's fleet comprises of 125 vehicles of assorted sizes and fuel types. Set out below is the current Council fleet profile, including costs of maintenance and is broken down as follows:

| <b>Service</b>         | <b>Vehicle Type</b> | <b>Manufacturer</b> | <b>Weight</b>   | <b>Fuel</b>      |
|------------------------|---------------------|---------------------|-----------------|------------------|
| Housing                | Vans                | Ford                | 2,200-3,500 Kgs | Hybrid-Diesel-EV |
| Housing                | Tippers             | Ford                | 3,500 Kgs       | Diesel           |
| Housing                | Tippers             | Iveco               | 7,500 Kgs       | Diesel           |
| Environment            | Vans                | Ford                | 3,500 Kgs       | Diesel           |
| Environment            | Tippers             | Ford                | 3,500 Kgs       | Diesel           |
| Environment            | 4x4                 | Ford                | 3,200 Kgs       | Diesel           |
| Waste                  | RCV                 | Dennis Eagle        | 26,000 Kgs      | Diesel           |
| Waste                  | RCV                 | Dennis Eagle        | 32,000 Kgs      | Diesel           |
| Waste                  | Box Body            | DAF/Canter          | 7,500 Kgs       | Diesel           |
| Cleansing /Environment | Road Sweeper        | DAF / Boucher       | 16,000 Kgs      | Electric         |
| Cleansing/Environment  | Road Sweeper        | Boschung            | 2,300 Kgs       | Electric         |
| Others -Pest -CPO      | Vans                | Ford                | 2,900 Kgs       | Diesel           |

- 4.3 Service & Maintenance of the Councils Plant & Vehicles are conducted at the Northern Depot by the councils in house garage mechanics.

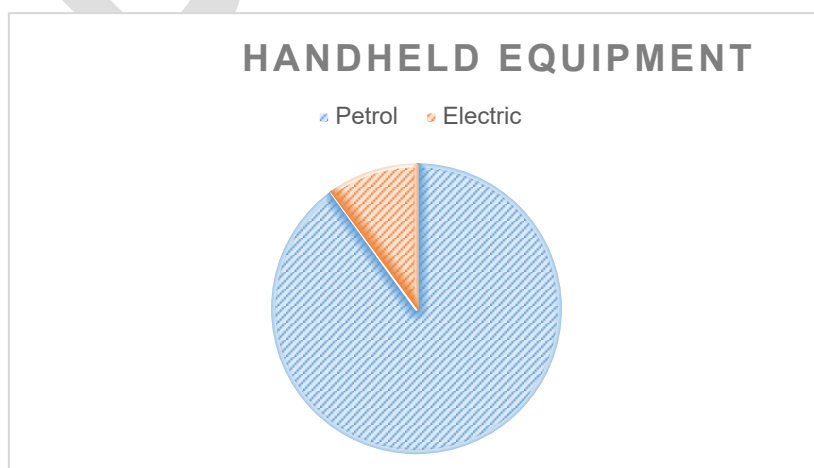
| <b>Service</b> | <b>Vehicles</b> | <b>Type</b>  | <b>Weight</b>  | <b>Annual Maintenance Costs</b> |
|----------------|-----------------|--------------|----------------|---------------------------------|
| Housing        | Vans            | Ford Custom  | 2200/3,500 kgs | £25,000                         |
| Housing        | Tippers         | Ford Chassis | 3500 kgs       | £25,000                         |

|                        |          |              |                     |                 |
|------------------------|----------|--------------|---------------------|-----------------|
| Housing                | Tippers  | Iveco        | 7,500 Kgs           | £3,400          |
| Environment            | Vans     | Ford Transit | 3,500 Kgs           | £25,000         |
| Environment            | Tippers  | Ford Chassis | 3,500 Kgs           | £15,000         |
| Environment            | 4x4      | Ford Ranger  | 3,200 Kgs           | £3,500          |
| Waste                  | RCV      | Dennis Eagle | 26,000 / 32,000 Kgs | £93,000         |
| Waste                  | RCV      | Dennis Eagle | 18,000 Kgs          | £3,400          |
| Waste                  | Box Body | Daf/Canter   | 7,500 Kgs           | £6,800          |
| Cleansing /Environment | Sweepers | Daf/Bucher   | 16,000 Kgs          | £5,100          |
| Cleansing /Environment | Sweepers | Boschung     | 2,300 Kgs           | £3,400          |
| Others                 | Vans     | Ford Custom  | 2,900 Kgs           | £10,200         |
| <b>Total Cost</b>      |          |              |                     | <b>£218,200</b> |

## Chapter 5: Fleet Assets (Equipment & Machinery)

5.1 The Council's vehicle fleet set out above, is maintained through servicing scheduling, Heavy Goods Vehicles (vehicles above 3,500 Kgs) are inspected on an eight-weekly cycle, this conforms to the DVSA maintenance guidelines, all other vehicles are inspected and maintained on an annual schedule, subject to mileage.

The Council owns and maintains approximately 250 items of handheld equipment and machinery that have several types of fuel. A percentage of these are battery operated





- 5.2 The Council's handheld equipment is maintained through a comprehensive winter servicing schedule, with the workshop undertaking day to day repairs when necessary.
- 5.3 The costs of maintaining and servicing different sized equipment and handheld items varies considerably. However, the average cost for servicing this type of equipment is £150.00 per year per machine. The replacement programme of these items is based on service need and annual condition assessment.
- 5.4 The transition for handheld tools and equipment from fossil fuels to electric is underway, however it is dependent upon the availability of types of machinery. Electric and battery operated is the Council's first choice, subject to availability.

## Chapter 6: Our Fleet Management Arrangements

- 6.1 **Transport Manager** - The role of the Local Authority Transport Manager is critical to the safe and efficient delivery of many Council services and to the reputation of the Council. The Traffic Commissioner requires that the transport manager must be of good repute and professionally competent. They must exercise continuous and effective management of their transport activities. Their responsibilities and skills required to carry out their role are extremely varied and wide-ranging.
- 6.2 Ashfield District Council has three qualified persons who hold the correct certification.
- 6.3 Responsibilities of a transport manager include:

|  |   |
|--|---|
| Drivers have a valid licence and CPC where appropriate                           | Drivers do not speed or break the drivers' hours rules  |
| Vehicles are taxed and insured   | The vehicle operator does not break safety rules  |
| Vehicles have a valid MOT and are properly maintained through safety inspections | Records for vehicle maintenance, drivers' hours and working time are kept for the appropriate length of time. |

|   |  |
|---|--|
| Vehicles are loaded safely and not overloaded | Holding a Transport Manager Certificate of Professional Competence (CPC) |
|---|--|

6.4 Ashfield District Council holds a Vehicle Operator’s Licence, that ensures the safe and proper use of goods vehicles and protects the environment around operating centres. This is a statutory requirement and is referenced in the following acts:

- The Goods Vehicles (Licensing of Operators) Act 1995
- The Goods Vehicles (Licensing of Operators) Regulations 1995
- The Road Transport Operator Regulations 2011, and
- The Goods Vehicles (Licensing of Operators) (Fees) Regulations 1995

6.5 A licence is required when operating goods vehicles that have a maximum laden weight over 3.5 tonnes to transport goods and is an essential requirement for the Council in the delivery of services such as refuse collection, street cleansing and housing.

6.6 To be a large goods vehicle (LGV) driver, our staff need a professional driving qualification called the Driver Certificate of Professional Competence (Driver CPC). This certificate of competence must be refreshed every five years. In addition, our LGV drivers need to undergo regular health and medical checks to maintain the LGV licence.

6.7 The Council uses a fleet management software to assist in maintaining its records. The system use by the Council is Fleetwave and maintains the following records as part of our fleet management system.

|   |  |
|---|--|
| Service Planning for all Vehicles & Plant | Taxi Testing (Compliance, Independent Engineers Reports) |
| MOT Testing (bookings)                    | Vehicle Records, V5.MOT, DVSA Compliance.                |
| Driving Licence Checks                    | Procurement Data   |

|   |  |
|---|--|
| Depreciation Records                      | Plant Equipment Service & Repair Data. |
| Vehicle & Plant Equipment Insurance Data. | Incident Investigation Records         |

## **Chapter 7: Grey Fleet Management**

7.1 The Council's Grey Fleet, which comprises of existing staff members, using their own vehicle for use on Council business, either as an essential user or a casual user needs to align with the Council's aspirations of cleaner, greener and a low carbon operation.

7.2 Moving forward the Grey Fleet Management will need to be redesigned to allow it to align and transition to an alternative greener approach as set out within the Ashfield Sustainable Fleet Management Strategy 2025 -2034.

7.3 The Council has two types of grey fleet users these being:

- **Essential User:** Monthly lump sum plus mileage expense on Council business.
- **Casual User:** Mileage Expense on Council business.

7.4 The Council currently has 53 essential user and 70 casual users, and the estimated annual cost of the grey fleet operation was £105,225 as shown below (estimates from April 2024-March 2025):

|                        | Number of people | Miles   | Cost (p.a) |
|------------------------|------------------|---------|------------|
| <b>Essential Users</b> | 53               | 83,108  | £37,398.78 |
| <b>Casual Users</b>    | 70               | 51,085  | £22,988.34 |
| <b>Total</b>           | 123              | 134,193 | £60,387.12 |

7.5 There is an additional cost of £44,839 (53 x £846) lump sum. This payment is solely made to essential car users.

7.6 The Council's Grey Fleet Policy is currently undergoing a full review, to explore alternative opportunities for the management of the grey fleet and align with the Councils Net Zero aspiration and alternative ways of working. Set out below are a few examples of the areas that the Council will be exploring as part of the review:

### Looking Ahead (Considerations)

- Pool Cars
- Car Sharing
- Pool Vans (Front line Operational)
- Cycle to Work Scheme
- Car Clubs.
- Travel to work plans.

7.7 The outcome of the grey fleet review and consideration of the future options, will feed into the new Grey Fleet Policy and the Ashfield Sustainable Fleet Management Strategy.

## **Chapter 8: Managing Occupational Road Risk**

- 8.1 Ashfield District Council recognises that many of their employees are engaged in occupational driving as part of their daily duties. It is therefore important to manage the risks associated to this activity appropriately.
- 8.2 Ashfield District Council Occupational Road Risk (ORR) is the joint responsibility of employer and employees. It is our policy to provide and maintain safe and healthy working conditions for all employees and to provide the information, instruction, training, and supervision required for this purpose. All employees should be aware of the organisation's ORR policy.
- 8.3 Overall responsibility for Occupational Road Risk (ORR) in the organisation is held by the Chief Executive. The daily responsibility is delegated to the relevant Service Managers and the Council's Transport Managers of which ADC has appointed three.
- 8.4 There are a number of key statements within the Council's ORR Policy which cover off key risks and provides guidance for all employees who drive for work.

## **Chapter 9: The Fleet Replacement**

- 9.1 The Council has reviewed the optimum time to replace vehicles based upon usage, age and life expectancy of the vehicle. For example, a small electric sweeper has an operational life expectancy of five years, and a large LGV vehicle has an average operational life expectancy of 8-9yrs.
- 9.2 A review of the existing fleet assets, based upon the above criteria identified that the transition of the existing fleet to a zero-carbon position would take until 2034 to

complete, with 109 vehicles being replaced by 2030. The below chart sets out the planned vehicle replacement across each service area. (see chart below)

**Replacement Profile (based on life of vehicle 109 asset replacements to 2030)**

| Vehicle Replacement 2024/2034 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 2033/2034 |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Housing Vehicle               | 6         | 3         | 7         | 8         | 8         | 8         | 6         | 6         | 7         |
| Waste Vehicles RCV            | 4         | 3         | 5         | 3         | 3         | 1         | 4         | 3         | 5         |
| Environment Vehicles          | 4         | 6         | 4         | 4         | 3         | 3         | 3         | 4         | 4         |
| Cleansing Sweepers            | 0         | 0         | 0         | 6         | 0         | 0         | 0         | 0         | 6         |
| Markets, Pest, CPO            | 3         | 3         | 2         | 0         | 0         | 3         | 2         | 2         | 2         |
| Grass Cutting Equipment       | 5         | 4         | 5         | 5         | 5         | 4         | 4         | 5         | 5         |
| <b>Total</b>                  | <b>22</b> | <b>19</b> | <b>23</b> | <b>26</b> | <b>19</b> | <b>19</b> | <b>19</b> | <b>20</b> | <b>29</b> |

9.3 The full replacement plan and capital costs is set out at appendix 2 below.

**Chapter 10: The Action Plan**

*Note: This section is still under development and form spart of the external consultation exercise to be undertaken during May/June 2025. See appendix 1 (the action plan)*

**Appendix 1****Action Plan (Detail)***To be developed as part of the consultation process*

| ID  | Description             | Action  | Timescale   |
|-----|-------------------------|---|---|
| Ts1 | Decarbonising the fleet | <ol style="list-style-type: none"> <li>1. To implement the fleet replacement programme in line with the strategy to transition to hydrogen by 2032</li> <li>2. Install HVO Fuel Tank to reduce the use of Diesel Fuels in Council Vehicles &amp; Plant Equipment</li> <li>3. Install Electric Sub Station- Increase E.V Charging Capacity.</li> <li>4. Review Vehicle Types (use smaller vehicles)</li> <li>5. Rationalise the Councils Fleet and use sustainable transport.</li> </ol>             | <p>March 2032</p> <p>August 2025</p> <p>March 2026</p>        |
| Ts2 | Vehicle telematics      | <ol style="list-style-type: none"> <li>1. Carryout audit of existing vehicle telematics systems and equipment used</li> <li>2. Reconfigure existing systems to central operational system (examples CRM, whitespace, Bartec, Confirm Connect or similar system) Where not possible develop a telematic equipment replacement plan to ensure alignment by 2027</li> <li>3. Audit all vehicles to ID which has In-cab technology installed and which requires a mobile/installation system</li> </ol> | <p>September 2025</p> <p>March 2027</p> <p>September 2025</p> |

|     |  |  |   |
|-----|--|--|---|
|     |  | 4. Upgrade vehicles to operate with in cab technology (mobile or installed, utilising Whitespace)  |   |
| Ts3 | Driver training                              | <ol style="list-style-type: none"> <li>1. Upskilling existing employees</li> <li>2. Apprenticeships for HGV Drivers</li> <li>3. In House Driver Training<br/>Driver CPC Modules.</li> <li>4. H&amp;S Accredited Training (IOSH)</li> </ol>   | On Going  |
| Ts4 | Route optimisation                           | <ol style="list-style-type: none"> <li>1. Carryout a route/round optimisation for Refuse and recycling vehicles</li> <li>2. Develop street cleansing routes for Road Sweepers and install on Whitespace</li> <li>3. Develop grass cutting routes and install on whitespace</li> <li>4. Monitor route efficiencies to enable less wasted journeys.</li> </ol> | <p>April 2025</p> <p>May 2025</p> <p>May 2025</p> <p>On-Going</p> |
|     | Skills training<br>Workshops                 | <ol style="list-style-type: none"> <li>1. Review Options for Train the Trainer</li> <li>2. Identify Opportunities for Electric, Hydrogen Systems Training</li> <li>3. Supplier In House Training Workshops.</li> </ol>   | <p>Jan 2026</p> <p>On Going</p> <p>On Going</p>                   |
| Ts5 | Sustainable Fleet Management Strategy Review | 1. To undertake a review of the strategy to ensure that the document remains fit for purpose.  | Jan 2030  |

|     |                   |   |                                      |
|-----|-------------------|---|--------------------------------------|
|     |                   | 2.To take stock and ensure that the route to hydrogen remains achievable within the timescales set out with the Strategy.   |                                      |
| Ts6 | Grey Fleet Review | <p>1. Identify Essential Car Users &amp; Casual Car users</p> <p>2. Assess Costs &amp; mileages</p> <p>3. Identify options for Travel during Council Working times.</p> <p>4. Align Vehicles to the Councils Net Zero Targets.</p> <p>5. Other Options include Car Share Pool Vehicles -Cars or Vans Cycle to work schemes. Public Transport.</p> | <p>On-going</p> <p>December 2025</p> |
|     |                   |   |                                      |

## Appendix 2

### Fleet Replacement Plan & Capital Spend Profile 2025 - 2034

| Vehicle Replacement 2024/2034 | 2025/202 | 2026/202 | 2027/202 | 2028/2029 | 2029/203 |
|-------------------------------|----------|----------|----------|-----------|----------|
| Housing Vehicles              | 6        | 3        | 7        | 8         | 8        |
| Waste Vehicles RCV            | 4        | 3        | 5        | 3         | 3        |
| Environment Vehicles          | 4        | 6        | 4        | 4         | 3        |
| Cleansing Sweepers            | 0        | 0        | 0        | 6         | 0        |
| Markets, Pest, CPO            | 3        | 3        | 2        | 0         | 0        |
| Grass Cutting Equipment       | 5        | 4        | 5        | 5         | 5        |
|                               |          |          |          |           |          |
| Vehicle Replacement 2024/2034 | 2030/203 | 2031/203 | 2032/203 | 2033/2034 |          |
| Housing Vehicles              | 1        | 2        | 3        | 7         |          |
| Waste Vehicles RCV            | 8        | 6        | 6        | 5         |          |
| Environment Vehicles          | 1        | 4        | 3        | 4         |          |
| Cleansing Sweepers            | 3        | 3        | 4        | 4         |          |
| Markets, Pest, CPO            | 0        | 0        | 0        | 6         |          |
| Grass Cutting Equipment       | 3        | 2        | 2        | 2         |          |
|                               | 4        | 4        | 5        | 5         |          |



Capital Costs Profile

|                                  |               |               |               |           |               |
|----------------------------------|---------------|---------------|---------------|-----------|---------------|
| Vehicle Replacement<br>2024/2034 | 2025/202<br>6 | 2026/202<br>7 | 2027/202<br>8 | 2028/2029 | 2029/203<br>0 |
| Housing Vehicles EV              | 6             | 3             | 7             | 8         | 8             |
| Waste Vehicles RCV EV            | 4             | 3             | 5             | 3         | 3             |
| Environment Vehicles EV          | 4             | 6             | 4             | 4         | 3             |
| Cleansing Sweepers EV            | 0             | 0             | 0             | 6         | 0             |
| Markets, Pest, CPO EV            | 3             | 3             | 2             | 0         | 0             |
| Grass Cutting Equipment EV       | 5             | 4             | 5             | 5         | 5             |
| Capital Costs                    | 2,481,000     | 2,059,00<br>0 | 1,846,000     | 4,179,000 | 2,405,96<br>0 |
| Vehicle Replacement<br>2024/2034 | 2030/203<br>1 | 2031/203<br>2 | 2032/203<br>3 | 2033/2034 |               |
| Housing Vehicles EV              | 8             | 6             | 6             | 7         |               |
| Waste Vehicles RCV EV            | 1             | 4             | 3             | 5         |               |
| Environment Vehicles EV          | 3             | 3             | 4             | 4         |               |
| Cleansing Sweepers EV            | 0             | 0             | 0             | 6         |               |
| Markets, Pest, CPO EV            | 3             | 2             | 2             | 2         |               |
| Grass Cutting Equipment EV       | 4             | 4             | 5             | 5         |               |
| Capital Costs                    | 1,240,360     | 2,777,08<br>0 | 2,241,760     | 5,608,160 |               |