

REFRIGERATED WAREHOUSE & TRANSPORT ASSOCIATION OF AUSTRALIA LTD

cold running

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2009 FRANK VALE AWARD WINNER

Mr Jason Goodenough, Operations Manager for Rand Refrigerated Logistics, Queensland is the proud winner of the 2009 Frank Vale Award.

Jason was selected by a national judging panel at the 2009 RWTA National Conference and Exhibition recently held at the Sofitel Hotel Brisbane and the announcement was made at the Conference Gala Dinner, attended by 173 delegates, their partners and guests.

Jason is pictured below with Mr Martin Porter, Managing Director of Retracom Group (left) and Mr David O'Brien, Chairman of the RWTA Queensland Division and Managing Director of Doboy Cold Store (right).

Retracom Group generously sponsored a \$5,000 travel prize for this year's Frank Vale Award winner and for the foreseeable future. This prize will enable Jason to attend the 2010



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2009 FRANK VALE AWARD WINNER (Cont'd)

Global Cold Chain Alliance Convention to be held in Scottsdale Arizona, USA next April.

There were 10 nominations for the 2009 Frank Vale Award, resulting in finalists from 5 states. Jason was selected, in a very close contest, from the other 4 state finalists, namely:

- Ms Sarah Dyson, Administration and PA to Manager Cold Stores, Tasports, representing Tasmania;
- Mr Shane Haggi, Warehouse 2IC, Kailis Brothers, representing WA;
- Mr Scott Ford, NSW Transport Supervisor, Swire Cold Storage, representing NSW; and

- Mr David Wheeler, Warehouse Supervisor, Oxford Cold Storage, representing VIC.

Those present at the Conference and Gala Dinner were most impressed with the professionalism and exemplary conduct of the five state finalists, each of whom would have been a worthy national winner. They are all a credit to their employers and the Australian Cold Chain.

Our warmest congratulations go to Jason Goodenough as the winner of the 2009 Frank Vale Award.

2009 RWTA NATIONAL CONFERENCE REPORT



The 2009 RWTA National Conference and Exhibition, held at Sofitel Grand Central Hotel, Brisbane from 23-25 August, was another great success.

The Conference informally opened on Sunday night with a superb Welcome Cocktail function on the rooftop deck of the Sofitel Hotel, supported by opera singers and entertainers in keeping with the Conference theme "Boom, Crash, Opera". The Conference was

officially opened on Monday morning by the Honourable Paul Lucas, Deputy Premier of Queensland.

Michael Pascoe and Craig James gave excellent presentations on the Australian and international economic position and outlook for the next 12 months. The financial coverage was further extended with a terrific presentation from Paul Hockridge, Partner Deloitte Private, on corporate and private structuring for tax, asset protection and succession planning.

Tim Bolam, new CEO of Costa Logistics gave delegates a great insight into the very successful "People First" policy and the significant advances made by the Costa Group in fresh food production, distribution and retailing in the past 5 years.

The retail end was well covered, firstly by Alistair Gray, Inbound Manager Coles Direct, on the latest developments with the Coles DC transformation programme and discussing how we can work together to improve the effectiveness and efficiency of the Supply Chain. Ian Ross, Program Director for the Australian Logistics Council, made a well received presentation on the evolution and latest developments in the Retail Code of Conduct.

The real estate market implications for our industry were comprehensively covered in 2 presentations. David Allen, Development Manager for our very new member, Vaughan

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2009 RWTA NATIONAL CONFERENCE REPORT (Cont'd)

Constructions, gave an excellent joint presentation with Jordan Grigg, Marketing Manager, on successful design and construction of cold stores. Voyt Reich, Transport and Logistics Sales and Leasing Executive for Raine and Horne Commercial, provided delegates with a professional overview on the challenges and opportunities in cold storage real estate.

The latest technological advances in cold store picking technology were covered by Adam Barnier, Systems Engineering Manager for Intermecc and Nathan Taylor, General Manager of Dematic's Real Time Logistics Group.

Delegates were also given a detailed report from Steve Newton, General Manager Risk for Metcash Australia, on the real pandemic facing Australia and its impact on the food chain.

The five state finalists for the 2009 Frank Vale Award made short, but most professional, presentations in the lead up to facing the National Judging Panel. Our 2008 Frank Vale Award Winner, Ms Lauren Cavasin from Bidvest, also gave a spirited presentation on the great opportunities that have opened up for her since winning the award and attending the GCCA Convention in the USA in April this year, where she presented at the Leadership Dinner and received a standing ovation from the leaders of the USA and international cold chain operators.

During the course of the Conference, delegates were entertained by 3 keynote speakers - Olympian Steven Bradbury, author Peter Fitzsimons and hero adventurer Peter Davidson - who gave inspirational and, at times, humorous accounts of their outstanding success stories.

The Conference culminated with an outstanding Gala Dinner, attended by 175 members and their guests, appropriately themed for the opera, with first class entertainment and music. The winners of the 2009 Frank Vale Award and the inaugural Greg Montague Award were announced at the dinner (see stories in this issue).

125 Delegates and Partners attended the Conference, slightly down on the previous year. This was expected in the middle of the international and domestic economic slowdown. There were 18 exhibitors, the same number as for 2008, including 7 first time exhibitors.

The feedback received from delegates, sponsors, exhibitors and partners has been extremely positive and we can expect this confidence to be carried forward to 2010.

We can all look forward to another great national conference and exhibition in Melbourne in 2010. Venue, dates and format will be announced shortly.



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Inaugural Greg Montague Award



At this year's RWTA National Conference and Exhibition, we saw the introduction of a new award to recognize exceptional contributions made by members of the Cold Chain Industry. This award has been named the Greg Montague Award, in memory of a man who was well known within the industry and a dear friend to many.

For the past 20 years, Greg was the driving force in developing the Montague Cold Storage business into an influential player in the

industry. He was a man of great charm and drive, as well as highly intelligent and a great conceptual thinker. He also greatly enjoyed his involvement in the industry and made many friends amongst the people involved.

Sadly, Greg died in a tragic car accident last year. It was suggested by his brother, Ray, that this award be introduced by the RWTA and sponsored by the Montague Family to commemorate his life and exceptional involvement within the industry. The RWTA Board agreed that an award to recognize outstanding service by people who might not otherwise qualify for RWTA recognition as Life Members was indeed a welcome innovation.

Accordingly, a selection committee, consisting of Ray Tanner, Barry Harvey and Peter Quinn was appointed to decide on who would be the recipient of the inaugural Greg Montague Award. Greg Montague's son, Andrew, was given the honour of presenting the award at the 2009 RWTA National Conference and Exhibition to the first winner, Peter Shand, Technical Director-Cold Storage, Beca Pty Ltd. Andrew is pictured at left with Peter Shand and Ray Montague on the right.

Peter is well known within the Cold Chain Industry, and has had some involvement with or made some contribution to most cold stores around Australia. He certainly has had a very influential role in anything built in the last 30 years by Swire and by Montague, and by the former Cleland organisation. As a design engineer, he has been at the forefront of innovation and good design for many years.

Congratulations once again to Peter Shand for winning the first Greg Montague Award for his fantastic contribution to the Cold Chain Industry.

ADVERTORIAL

Fine-Tuning Your Business

With the end of the downturn in sight, you need to be ready for the recovery. That means taking the time to work on your business as well as in it, says Gary Pretty.

Could the end of the global financial crisis be in sight? While it's still too early to make a call, there are some very promising signs.

Here's one you might have missed. Remember how it all started with a collapse in the US housing market, which caused a chain reaction around the world? Well, existing US house prices surged by an amazing 7% in July, the fourth straight month of gains. While they're still 32% down from their 2006 peak, they're stabilising, along with the US employment market.

There are certainly some commentators and analysts that consider a continuation of the continuing economic conditions. If US demand starts to pull in more Chinese expats, China's already strong appetite for Australian resources will grow again. That will put millions of dollars more into our economy.

Getting ready for the recovery

What does all of this mean for Australia's business owners?

Firstly, you've almost made it through. Well done — there are plenty of bigger businesses that haven't.

But it's not over yet. The Reserve Bank still forecasts that unemployment will rise to around 7%, which could put a significant dent in consumer spending, with painful effects on your sales. Research from the Commonwealth Bank and the Australian Chamber of Commerce and Industry shows that, as recently as June, more than 40% of businesses were expecting weaker conditions over the next 12 months.

That makes it the ideal time to fine-tune your business systems so you can be confident you can keep going until the recovery arrives, then make the most of it when it does. In other words, it's time to start working on your business as well as in it.

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Fine-Tuning Your Business (Cont'd)

Make every second count

Now, I realise what many of you are thinking — you know you need to work on your business, you just don't have the time. For business owners, time is the most precious of all resources, and the scarcest, which is why you need to spend it wisely.

The truth is that you can't afford not to spend time developing systems to make your business run more efficiently. By taking the knowledge and expertise that's currently locked up inside your head and transforming it into a system that others can follow, you multiply the productivity of your business and free up extra time that you can spend on the things that really matter.

Some people say you've got to spend money to make money, and the same is true of time: you've got to invest time to save time. Remember, whenever you simply do a job instead of writing down how to do it, you run a heightened risk of condemning yourself to doing it again.

Five benefits of better systems

Systems don't just save you time. Here are some of the other ways they'll benefit your business:

- 1. Deliver reliably, every time.** You have a great value proposition, but do you always live up to it? Great global businesses deliver the same product, with the same quality, all over the world, because they have a great system.
- 2. Solve the staffing challenge.** We all know how hard it is to find great people — and how much they cost when you do find them. But when you have a system that anyone can follow, you can hire people who are less experienced and less expensive. Often, you can deliver a better and more consistent service at the same time.
- 3. Stop knowledge walking out the door.** When your business relies on the expertise of your staff instead of the quality of your systems, then you lose valuable intellectual property every time someone leaves. Wouldn't it be better if you could have them record that knowledge and leave it behind when they go?

4. Build something you can sell. In the long term, your aim is to turn your business into a valuable asset that you can eventually sell, creating real wealth for yourself and your family. But until your business can run without you, it's unlikely to be attractive to a buyer.

5. Create, measure, innovate. Documenting your systems is essential, but it's not the end of the journey. The next step is to measure their effectiveness, then think about ways to improve them.

The next step

While it's essential to document your current processes, that's only the first step. Once they're on paper, you're ready to start measuring their effectiveness, then working to improve them.

The trick is to keep innovating, then keep what works and discard what doesn't. That way, you can give your business the best chance of success, whatever the economic weather.

In addition, no matter what the economic climate and despite business performance, it is always important to be as alert as possible when running your business. Conducting a regular 'health check' within the intricacies of your business, like the financial side of things, will help to ensure that the business is operating at optimum efficiency and identify any areas that need to be addressed. Ultimately, this is a good way to gauge whether your business has the strength to withstand any further downturns in the wider economy.

Gary Pretty is an Area Manager at Laverton Victoria for the Commonwealth Bank's Corporate Financial Services division, a specialist division dedicated to the needs of business clients.

To find out more information, contact Gary on 0414 789 431 or prettygj@cba.com.au.

**A proud partner of the Refrigerated Warehouse and Transport Association of Australia.
All the best for 2009.**

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Ironbark Software has innovated and developed ERP software for over three decades.

Cold Storage (3PL) operations have benefited from this experience and the result is a reliable, accurate and efficient system showcasing the latest innovations, such as POD digital signatures on touch tablets for transport dispatch manifests. When signed, these are automatically emailed as PDF documents to the supplier and customer.

Ironbark customers are generally in the 3000 to 6000 pallet storage range. Our customers (such as Kalypso, Rizzi & Polar) provide niche facilities for a wide range of customers. The sites typically move about 200 pallets a day, but in peak periods this can rise to over 800. The products range from frozen/chilled seafood, meat and bulk liquids. Many of these products have single carton pick requirement. With meat, weight traceability is important.

The Cold Storage Industry has competitive low margins and is very reliant on efficient systems to reduce labour and stock losses. The need for very accurate stock control and transparency of stock to the customer is critical. Efficient layout of the warehouse and product placement depending on demand and volume is also a factor.

The key to success is efficient communication with Customers, Suppliers, Freight Inwards/Outwards; with Ironbark's automatic movement advices, you will benefit from synergy and efficiency in the chain. During these challenging times, the ability to handle and adapt to complex customer requirements without increased labour costs is a distinct competitive advantage.

Cold storage can benefit from process improvement to optimise product handling.

Cross Docking and Staging Areas are prime targets and require good IT systems in the process.

Product bin location is critical, i.e. high volume/minimum distance. With cartons, Pick Faces & Automatic Alerts for bulk fill transfers make a real difference. Regular monitoring of storage days and batch expiry with efficient FIFO pick allocation ensure correct stock rotation. Forklift KPI's, such as pallets moved per shift and distance travelled, are good indicators of pick order sequence and

warehouse layout as well as labour efficiency. Random stock level confirmation during picks raise Stock Alerts well before a problem becomes serious.

The integration of technology is paramount these days for any business to stay competitive. Our electronic movement advices with RF and RFID pallet identification are already greatly reducing administration costs and improving stock accuracy. Within the next 5 years, the key technology growth will happen with complete E-Commerce in the supply chain and the team at Ironbark is looking forward to offering this great tool to our clientele.

Case Study: Kalypso Kold Stores – Brisbane

Kalypso Kold Store was founded in 2002 and has since doubled in size. It is now controlling more than 5000 pallets and up to 25,000 pallets movements a month.

"Our ability to change rapidly to our clients' needs is essential as this enables us to continue to expand... We were looking for a system that is easy to operate and requires little training. Ironbark delivers this", says Ian Lovell – Managing Director.

Along with providing dedicated support that is constantly evolving with the changes in their clients' requirements, Ironbark has implemented a number of latest technology tools to improve their day-to-day business:

Ironbark Supplier Portal allows KKS customers to browse online for Stock Movements (Inwards/Outwards), Stock On Hand and Discrepancy Reports. This has not only given the customer instant access to critical operational data, but has also reduced load on KKS staff for preparing, faxing and emailing reports daily.

Ironbark provides **Electronic Interfaces (EDI)** for Inwards/Outwards advice notification and **full RF based Put & Pick Scanning** integration for all movements.

"Our business is service", says Ian Lovell, "Without this kind of system, we would not be able to operate effectively".

For more information, call the Ironbark Team on 1800 649 524 or email sales@ironbark.com.au

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Innovative Lighting Results in Huge Power Savings

Oxford Cold Storage Company installed 257 single diode LED high bay lights, supplied by Ecolites Australia, at its latest freezer and chiller facility in Laverton North, Victoria. The innovative design delivers massive power and carbon emission savings of up to 70% and reduced maintenance costs for Oxford Cold Storage. The LED lights installed are as efficient as fluorescent lamps, as flexible as halogen and incandescent lamps, and much longer lasting than any of these. The latest design single diode chip option was chosen as it delivers up to 95% efficiency and it has excellent directional lighting capabilities.

Efficiency and power

Light Emitting Diodes (LEDs) were originally developed for use as indicator lights. The light power emitted by LEDs has grown steadily over the years – and at the same time efficiency has improved. LEDs are a solid state technology based on semiconductors, and their performance is affected by a range of factors, the most critical being the temperature of the junction. The low temperatures in chillers and freezers helps to maintain a low junction temperature and theoretically these lights will have a life well in excess of the 50,000 hours claimed by the chip manufacturers.

Lasting up to five times as long as fluorescent tubes, three times as long as vapour discharge lamps and using one-third the energy of other lamps, the Return on Investment (ROI) in terms of reduced maintenance and energy cost justifies their installation in new and refurbished buildings. Highly robust and especially low power consumption means that they can operate from a battery source or from solar panels.

Halogen and incandescent lamps

Halogen lights have been used for cold store lighting, but their comparative inefficiency and relatively short life makes them costly to the operator. Typical life is 2,000 - 4,000 hours for halogen, as compared to 10-20,000 hours for fluorescent tubes. For LEDs, a typical life is 50,000 - 100,000 hours, eliminating the need to replace light globes as part of the regular maintenance. Reduced energy consumption is another benefit. Halogen lamps offer around 20 lumens per watt, generating the 'waste' energy output as heat and infra-red radiation. LEDs have an efficiency of 70 to 100 lumens

per watt. The lighting heat load on the refrigeration system leads to additional energy costs.

The trouble with fluorescent lamps (Fig 1)

Fluorescent tubes, especially in the compact form, have become the energy efficient light source of choice. Indeed several energy companies have taken to shipping their customers free compact fluorescent lamps to bolster their green credentials. Offering 40 – 80 lumens per watt, they are indeed much more efficient than halogen or incandescent lamps, as well as longer lasting. Although fluorescent lights have lifetimes of 10,000-20,000 hours, this is less than a third of the life of an LED fitting. Fluorescent lamps suffer from reduced output and life expectancy when operating at low temperatures. The life of the tubes are also reduced with frequent switching. The tubes are fragile and hard to protect against accident or vandalism. Once damaged, the poisonous phosphor layer on the inside of the glass is exposed, making glass cuts particularly dangerous. The latest LEDs are at least as efficient, matching or exceeding the 70 lumens per Watt typically achieved, allowing for power conversion and/or inverter losses.



Fluorescent Light (1)

Metal Halide and High Pressure Sodium Vapour Discharge Lamps (Fig 2)

In most warehouses and cold stores, vapour discharge lamps such as Metal Halide (MH) or High Pressure Sodium Lamps (HPS) are used to provide high bay lighting. These lights are usually rated 360W for the globe and 40W for the control gear. The 400W required to produce the light puts 400W of heat into the environment. This heat has to be removed by the refrigeration system. Apart from the fact that these lamps use



HPS High Bay Light (2)

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Innovative Lighting Results in Huge Power Savings (Cont'd)

75% more electricity than LED lamps, a major disadvantage of this type of light is the 10 minute warming up time after loss of power. The average life of a MH lamp is 15,000 hours and that of an HPS lamp is 22,000 hours. The 360W MH and HPS luminaries are very efficient sources of light, providing 100 lumens/watt or 36,000 lumens. The 110W single chip LED lights installed at Oxford Cold Storage have 91% efficiency, producing 10,000 lumens of light and 110W of heat. So how does the LED light provide the same level of illumination as the discharge lamps?

The reason for using single chip LED lights

The number of LED lights installed was 50% more than what would have been required had Oxford used discharge lamps. With the latest 120W and 140W single chip LED lights the number of additional units required should substantially reduce and come close to one for one. Discharge lamps produce light in a spherical direction whereas the single chip LED light is a flat, unidirectional 4.0 cm² light source.

Cheaper vapour discharge lamps using standard reflectors have a low light output. More expensive reflectors can increase the luminaries' efficiency by more efficiently dispersing the scattered rays of light emitted from a spherical globe. Oxford's experience with discharge lamps was that most of the light was near the ceiling and near the top of the racking system. The useable light reaching the floor was a combination of reflected light from the ceiling and direct light from the lamp.

Traditional solid state high bay lights use arrays of low powered LEDs located at the widest part of the reflectors to achieve the required light output (Fig 3). These arrayed lights were trialed at Oxford Cold Storage, but were found to be expensive, had to be closely spaced and large numbers were required to provide the minimum 180 lumens level at 1 metre from the floor. The area near



Arrays of LEDs (3)

the lamp was flooded with light in a similar fashion to the discharge lamps and the floor area remained relatively dark.

Single chip LED lights (Fig 4) uses a flat unidirectional 4.0 cm² light source (Fig 5). The LED chip is located at the top end of the reflector and with the correct choice of reflector we were able to achieve 180 Lux at 1 metre from the floor with the lights spaced at 5 metres and at a height of 11 metres. The light produced does not bounce around the inside of the reflector losing intensity but it is directed vertically towards the floor of the aisle located in between the 10 metre high racks. The area above the racking remains relatively dark as all the light is used where it is required.



Single LED High Bay Light (4)



Single chip LED diode (5)

Energy Savings

The table below compares the cost and energy savings of the LED lamps when compared to the 159 HPS lamps that would have been required to achieve the same level of illumination. The ROI of 1.94 years was based on the \$75,000 cost for the additional units required and the increased cost of the luminaries. This chamber will operate approximately 312 days per year, so the electricity cost was averaged to include the off-peak rates during the full week. The total savings in energy costs are estimated at 63%.

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Innovative Lighting Results in Huge Power Savings (Cont'd)

FREEZER 11E LIGHTING DAILY RUNNING COSTS 100W FREEZER GRADE LED HIGH BAY LIGHTS												
	LIGHTS NUMBER	INPUT LOAD PER LIGHT WATTS			HEAT REMOVAL LOAD		24 HOURS RUNNING COST			RUNNING COST 312 DAYS	COST PER LAMP	COST ALL LAMPS
		INTERNAL	EXTERNAL	TOTAL KW	COP	TOTAL KW	AV.ELECT. COST \$/KWH	OPERATING HOURS	RUNNING COST PER DAY			
FREEZER	88	110	0	9.68	2.4	4.03	0.09	24	\$ 29.62	\$ 9,241.69	\$ 675.00	\$ 59,400.00
CHILLER	120	110	0	13.2	1.2	11.00	0.09	24	\$ 52.27	\$ 16,308.88	\$ 675.00	\$ 81,000.00
DOCK	43	110	0	4.73	1.2	3.94	0.09	24	\$ 18.73	\$ 5,844.01	\$ 675.00	\$ 29,025.00
BATTERY	6	66	0	0.396	1.2	0.33	0.09	24	\$ 1.57	\$ 489.27	\$ 656.00	\$ 3,936.00
	257			28.006					\$ 102.19	\$ 31,883.83		\$ 173,361.00
					PAYBACK YEARS		1.35		SAVING PER YEAR	\$ 55,353.73	XTRA COST	\$ 75,003.00
					PAY FOR ALL LAMPS IN YEARS		3.13					

Allowing for replacing 2.5 light globes over the 50,000 hours (5.7 years) minimum estimated life of the LED lights the additional savings are \$12,230 per year. This increases the annual savings to \$67,583.73, reducing the ROI for the additional costs to 1.35 years. The total yearly savings, at current costs of labour and electricity, are 78%.

The LED lights use 354,264 kWh less electricity annually. They reduce the Maximum Demand by 40kW. The annual reduction in carbon is 464tons. (Ref: www.carbonconscious.com.au)

It is reasonable to conclude that LEDs are not just new technology, but are the choice of cold store lights of the future.



LED Lights at Oxford Cold Storage

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Loscam steps up fight against European House Borer (EHB)

European House Borer is a **destructive quarantine pest** that causes severe damage to untreated pine wood. We need **your help** to stop it...

In line with concerns raised by the Western Australia Department of Agriculture and Food, Loscam has undertaken significant measures to prevent the spread of the European House Borer (EHB) and eradicate it from affected pallets if required. The Department has stepped up its efforts to publicise the extent of this pest and has actively called for industry cooperation. Over many months, Loscam has developed a set of procedures to deal with the issue and put to rest any concerns customers may have about using pallets.

The proposed process has satisfied the Department, whose officials signed off the plan in June and will be working in conjunction with Loscam representatives to conduct regular audits to ensure its success. Loscam was the first pallet company to receive the department's approval.

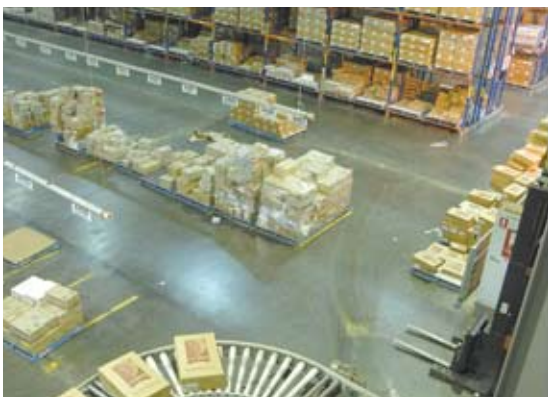
"Naturally we want our customers to retain their confidence in using Loscam pallets," said Paul Hallett, Loscam's National Quality, Safety & Environment Manager. "It has taken a fair amount of time to work with the Department and get the right procedures in place. This is obviously an issue that affects a number of industries and we're sure we've got the balance right to minimise the impact upon our customers. We'll work with them to keep up the flow of information

about the EHB and assist them in removing exposed pallets if need be."

The announcement is timely, given the flying season of the EHB commences in September (and extends through to March). The pest attacks seasoned timber and has been found in pine furniture and untreated timber. Loscam will quarantine and fumigate pallets if the need arises, although according to Paul, customers need only take simple steps to comply with the Department's decree. "There's an ownership issue for our customers and Loscam to declare if pallets have been exposed," he said.

Paul suggests it is very much in the interests of Loscam and its customers to ensure the process is being carried out. "We need to be compliant with the EHB regulations and work in with our customer base to make sure everyone knows how to respond before and after potential exposure," he said. "We don't believe it's going to have a dramatic effect, but it's better to be safe than sorry. Customers need to know that with these steps in place they can have one hundred percent confidence in using Loscam pallets."

For further information simply log on to:
<http://www.ehb.wa.gov.au/>



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ADVERTORIAL

New Crown RR 5700 Series Reach Truck with Traction Control as Standard

Traction Control System is First-Ever for Pantograph Reach Truck

Crown Equipment, one of the world's leading lift truck manufacturers, has recently unveiled the Crown RR 5700 Series of technologically advanced reach trucks that is intended to deliver greater material handling productivity, efficiency and safety.

The Crown RR 5700 includes several enhancements that improve operator confidence and control in performing challenging moves at heights up to 11 metres. Most notably, for the Cold Storage Industry, the Crown RR 5700 is the first-ever pantograph reach truck with a traction control system designed to assist the truck from slipping on wet, dusty or sealed floors. The patent-pending Crown OnTrac™ Anti-Slip Traction Control uses the integrated Crown Access 1 2 3® control system to compare the truck's speed with the number of revolutions per minute the drive tire is turning to determine whether the truck has lost traction. By reducing tire spin during acceleration and preventing wheel lock-up during braking, the system reduces slipping and sliding. This decreases tire wear, increases efficiency, helps reduce the risk of accidents and product damage, and improves operator confidence in slick conditions, such as refrigerated or freezer applications. Other enhancements include:

- **Lift and Travel Speed:** The Crown RR 5700 travels seven percent faster, lifts 18 percent faster and lowers 16 percent faster than similar reach trucks. Cornering speed control in the Crown RR 5700 slows the truck's speed as the steer angle increases so that turns can be negotiated safely. Truck performance settings can be customized to individual operator preferences.
- **Operator Comfort:** The Crown RR 5700 includes a suspended floorboard that absorbs vibration, and trucks can be outfitted with a ThermoAssist™ package for improved operator comfort in refrigerated or freezer applications. S-Class trucks include a padded seat, which can be adjusted to three different positions to allow drivers to sit, lean or stand during truck operation. The S-Class operator compartment is 45 percent larger than those on other reach trucks and features a special footrest that offers postural relief while promoting a safe operating position. These ergonomic advantages, in addition to an adjustable arm rest, work together with safety features such as an entry bar safety switch and position hold to promote safe lift truck operation while maximizing productivity.

- **One-Touch Rack Height Select:** Available as an add-on element, a rack height selection feature allows operators to stop the forks at a specific rack level with the click of a button. While other systems require users to choose from two entry heights for each rack level: one for pallet pick-up and a slightly higher height for pallet put-away, the Crown RR 5700's One-Touch Rack Height Select senses whether the truck is carrying a load and adjusts rack entry height accordingly. A tilt-position-assist function further facilitates pallet entry at upper rack levels by levelling the forks.

"The Crown RR 5700 is a major step forward in the use of the truck's intelligence to improve performance and control," says Craig Kenchington, General Manager for Marketing. "The entire package is really more than meets the eye as the Crown Access 1 2 3 operating system provides a platform on which we can drive innovations such as the unique traction control system and rack-height select feature. When combined with the Crown InfoLink® system, data can be collected and analysed across multiple trucks via the Crown Insite™ approach to improve fleet management and paving the way for true business intelligence within material handling environments."

The Crown RR 5700 Series of trucks is offered in reach heights up to 11 metres with lift capacities of up to 2,000 kilograms. The Crown RR 5700 is available with AC-powered drive and hydraulic systems, and in a double-deep reach version called the Crown RD 5700.

More information on this unit is available at
<http://www.crown.com/usa/index.html>

About Crown Equipment Corporation

Crown is the number one brand of electric lift trucks in Australia and the seventh largest lift truck manufacturer in the world. Crown's award-winning line of lift trucks has earned a reputation for exceptional product design, engineering and manufacturing. From the smallest hand pallet truck to the highest lifting turret truck, Crown seeks to provide users with safe, efficient and ergonomic lift trucks that lower total cost of ownership and maximize uptime. Headquartered in Smithfield, Sydney, Crown Equipment boasts the largest spare parts warehouse in the Southern hemisphere.

ADVERTORIAL

2010: Year of the owner occupier

With land prices at a 20 per cent reduction on 2007-2008 prices and interest rates at a 40 year lows, coupled with building prices 10 per cent lower than 2007/08, 2010 is looking at being the "year of the owner occupier".

Look at the figures on a state capital by state capital basis. If looking at 0.25 Ha land values, Sydney is down 14.1 per cent, Melbourne 17.4 per cent, Adelaide 6.8 per cent, Perth 11.8 per cent and Brisbane a staggering 25.8 per cent. Grade A warehouses, on the other hand, are falling in only two mainland cities – Melbourne by 4.9 per cent, and

Brisbane by 5.2 per cent. Conversely Adelaide (0.25 per cent), Sydney (3.2 per cent) and Perth (7.9 per cent) actually increased. There's never been a better time to look at Greenfield options for your business!

So here's some tips surrounding how to manage a greenfield expansion.

Design and construction.

Design your building around your business requirements, not your business around a buildings limitations.

We always recommend that a client considers their "ideal" business

cont. over page

ADVERTORIAL

2010: Year of the owner occupier (Cont'd)

requirements and outcomes in detail before starting the design process.

In most cases, a new building will outperform any refurbished facility as specifics relating to the future business exact use can be incorporated from the outset and designs are not dictated by current building form.

This is the same with land purchases – establish your desired layout first, then where possible, find a site that fits your layout – saving money on the wrong site can lead to business inefficiencies that will cost more in the long run.

Design and construction method

The advantages of the design and construct method over traditional methods are:

- One Contractor responsible for total project delivery, concept to completion.
- A single point of contact & responsibility for your internal resourcing.
- Early contractor involvement means design utilise construction expertise at front end.
- Lump sum contract price – No changes means no variations.
- Fixed and faster construction period.

What you will need, in consultation with a design and construct builder, is to establish a building and business requirement “brief”, a sketch design, a cost plan/budget estimate of the initial concept forecast project program, site selection and layout consolidation, town planning and zoning check, land purchase process, detailed design and costings followed by guaranteed maximum price.

What does a Designer/Builder need to know?

A builder will need to know, initially, the following for a standard facility:

- * Buildings performance requirements - Required Pallet numbers ~ Building as an “envelope” around your operation requirements;
- * Material Handling & Forklifts used (aisle widths);
- * Racking layouts – column configurations;

* Building heights – limits of forklifts;

* Floor loadings – now and future;

* Truck movements and loading/unloading arrangements for rigid vehicles, semi-trailers and • B-double (or even B-triples);

* Specialised Services requirements

* Staff amenities, including office areas, toilets, locker rooms, lunch facilities, outdoor areas and drivers quarters.

From these requirements we will design the best possible facility;

Jordan Grigg is Marketing Manager Vaughan Constructions. Vaughan was established in 1955 and specialises in industrial/commercial “total package” design and construction projects, from concept to completion. It handles 30-40 projects each year with over 50 per cent of this continually being repeat business. Project values are between \$2 million and \$100 million, and its turnover is over \$250 million. It is listed in the top 10 Australian industrial developers/builders and top 400 private companies and now has over 1900 projects completed. With a reputation for being the design and construction professionals in the industrial field, the company has developed a proved approach since 1955 to resolving customer needs and requirements.

The company's ethos is Building Customers for Life. Through its extensive experience with industrial facilities, Vaughan has religiously reviewed the performance of all stakeholders that are part of the project process and contribute to time, cost, quality and safety. Its belief is that for any project to be delivered successfully, it must satisfy the client's needs and objectives. It must represent good value for money, stand the test of time, be delivered safely and with due regard to the environment. From Vaughans perspective, if there is any deficiency in any part of the process, the outcome cannot be considered a success. Our clients make complex business decisions based on the information we provide them, so they need to rely on us. Over 50% of existing work being testimony to that philosophy so the continued focus is obviously working for Vaughans growth.

At the end of the day, there's a reason why
our customers keep coming back.

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Industrial & Commercial

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CONSTRUCTIONS
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- Design
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Melbourne
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**REFRIGERATED
TRANSPORT P/L**

"we're cool on service"

K&C Follow the Aussie Spirit

K&C Refrigerated Transport joined the RWTA in 2008 to further advance their networking and business opportunities within the Australian Cold Chain. Corey Molloy and Karli Price, the two principals of K&C, attended the 2008 Victorian Dinner Dance for their first taste of networking and enjoying themselves amongst their fellow members. It proved to be a successful and fun night for all involved, which is why K&C returned the following year for the 2009 Victorian Dinner Dance for another round of mingling with great company, eating great food and enjoying the odd dance or two.

Unfortunately, their track record at the annual RWTA National Conference and Exhibition hasn't been quite as smooth and event free as the Dinner Dance's. They first anticipated going to the 2008 Conference and were all booked and set to go, until they discovered that Tiger Airways had cancelled their Newcastle run at the last moment, leaving K&C "in the air". After this debacle and disappointment, they vowed that they would both attend the conference in Brisbane the following year, no matter what hiccups arose.

When Corey and Karli arrived at the 2009 Conference it was like a dream come true and all they had hoped for after the previous year's disaster. They finally got their chance to make new relationships and to listen to what was going on in the industry in more detail. They found the Conference to be a very enjoyable and entertaining experience, and full of in-depth and informative speakers, of which they especially enjoyed the last speaker on the final day.

However, after their previous year's debacle, it wouldn't have been fitting for K&C's time at the Conference to

go without a hitch. On the first day of the Conference, just after Corey and Karli had arrived and were heading up to their room, the elevator they were in came to a sudden halt. When the elevator failed to start up again, Corey and Karli looked at each other and said "Well, what are we going to do now?". Luckily, Karli was able to access her Face Book page and Corey took the chance to kickback and relax, because it was about 45 minutes before they were freed. Though they didn't let this hitch get in the way of having a good time, and were certainly less bothered when they received a nice bottle of wine on the house for their inconvenience. Despite their ordeal, they are looking forward to the 2010 Conference, and probably hoping that this time it will be drama free for them.

Since joining the RWTA, K&C are relishing in some great success and have gone from strength to strength. They have gone from what they call a pokie little office without storage to a shared complex where they have access to chiller and freezer storage. K&C was created from a dream of the good old Aussie spirit of having a go. The drive and the passion of the people at K&C is fantastic, and following their dream has certainly paid off and they have not looked back ever since. Their story goes to prove one thing, and that is if you don't have a go you'll never know... that is the Australian way!

The RWTA extends their congratulations to Karli and Corey. It is so rewarding to see a new member like K&C Refrigerated Transport utilise every opportunity the RWTA offers and achieve success accordingly.

ADVERTORIAL

Not Once... Not Twice... But 3 Times A Winner!

SCF Containers takes out the Australian Business Award for Innovation for the third consecutive year

The 2009 Australian Business Awards have been presented to 67 organisations selected from a field of 928 entrants across various industries. SCF Containers was recognised for their outstanding commitment to innovation by winning the 2009 Australian Business Award for Innovation, and this recognition marks the third year running that SCF Containers has achieved this accolade.

"We are very proud to be recognised with this award and I believe it really underscores the commitment and passion our employees have for innovation and meeting customer's requirements through finding new and better ways to achieve objectives," said Richard Sykes, SCF Containers Director. "And to have won this award for three consecutive years is just fantastic. I look forward to next year's awards where we can hopefully make it four."

SCF Containers won the 2009 award for their patented design of a ventilated transport container. It was created because the market offerings at the time were such that there was no way to transport certain perishable cargo (fruit/produce) cost-effectively. The louvered design of the venting system solved this problem and customers were able to transport perishables economically while also saving on repairs and maintenance costs.

In 2008, SCF Containers won the award for their range of portable buildings constructed in a container frame, and in 2007, the award was won for the sidedoor container range.

The Australian Business Awards are a national, all-encompassing awards program honouring organisations that

demonstrate the core values of business excellence, product excellence, sustainability and commercial success in their respective industries.

Entries are separated by industry classification per award category and evaluated in accordance with the award criteria across seven main areas: leadership & strategy, impact on industry, adaptability & sustainability, human resource management, customer relationship management, process management and evidence of success. The criteria for the assessment of products and services comprise of the following main areas: performance, technology, visual appeal, cost-effectiveness, user benefits, sustainability and compliance.

SCF Containers International is an independently owned and operated Australian container sale and leasing business with its Head Office in Adelaide, South Australia. Established in 1991, SCF manages assets worth over \$60 million in three Divisions – SCF Containers (rail freight, including cold storage), Simply Containers (portable storage) and Tank Containers Australia (liquid transport and storage). With its focus on design, quality and customer service, it is a leading supplier to the Australian transport industry and has offices in Adelaide, Darwin, Sydney, Melbourne, Brisbane and Perth.

For further information, please contact Christy Kosch on 08 8208 0930 or christy@scfcontainers.com.au.

Or visit SCF Containers' website:

www.scfcontainers.com.au.

ADVERTORIAL

Sydney's Refrigerated Transport Maintenance Just Got A Whole Lot Easier

Sydney customers of Carrier Transicold will surely notice the massive changes at Carrier's Homebush Bay site. The site has been fully renovated and has now more than doubled in size after providing refrigerated transport service & maintenance on the same site for more than 10 years.

"Our increasing business in New South Wales and Carrier's commitment to the Australian market are the primary reasons for spending such a large amount of money on the

improvement of this service facility," said Kevin Thomson, National Service Manager for Carrier Transicold.

With a traffic light controlled entrance for all vehicles including B-Doubles, trailers, trucks and buses, the site now boasts 11 service bays and prime mover parking. Designed with environment, health and safety in mind, each work bay has fully piped in oil, water, air and power along with wash-bay drainage for unit & trailer cleaning.

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ADVERTORIAL

Sydney's Refrigerated Transport Maintenance Just Got A Whole Lot Easier (Cont'd)

This site can handle all brands and types of transport refrigeration & bus air-conditioning repairs safely and with ease. A comfortable driver waiting room is also available, accessed through the site's dedicated service department reception area.

The whole site has been redeveloped with the single focus on servicing the needs of the customer. "Before the redevelopment we could only hope for 2 to 3 customer trailers and maybe 1 or 2 trucks at a time due to space constraints," Thomson said. "Now we have all the room we need to carry out work on up to 15 customer vehicles depending on the mix."

On top of this, the site now has an updated and modern spare parts warehouse, carrying all of the Genuine Carrier Performance Parts required for all types of service and maintenance jobs, as well as competitively priced "20 Series" parts for other brand units.

The customer is not the only one to benefit from easier access and quicker repairs. The new facility has increased safety, productivity & efficiency and provides a great working environment for Carrier staff.

For an obligation free quote on your refrigerated transport service needs, drop in to see Carrier Transicold at 5 Hill Road, Homebush Bay, Sydney, or phone on 02 9648 6100 or 1800 448 166 (24 hour nationwide service). Or visit Carrier Transicold's website for more information: www.carrier.com.



ADVERTORIAL

BUYING AN EXISTING COLD STORE – MARKET REALITY

In my presentation during the 2009 RWTA Conference, I focused on a new cold store as an investment. In the follow up to that, in this article I am going to concentrate on an existing, old cold store approaching the end of its economic life with many features being functionally obsolete.

While it may be true that large cold store operators may shun the idea of buying such an asset, there is a market for it. An investor with an appetite for a future redevelopment may still consider it as long as there is enough of a return prior to the redevelopment.

The potential for a return is based on the premise that smaller users are not always in a position to build their own facility, so consequently they will be looking for cold stores to lease rather than buy. The timing issue is also important as the lead time to

occupy a brand new cold store tends to be a year or longer.

Two major factors will affect the price that the market will be willing to pay for an older asset. In most cases the refrigeration system will be outdated and in need of substantial upgrades. The cost of the upgrades to prolong the life of an older cold store in the view of potential purchasers will have to be deducted from the purchase price. Also, the ongoing annual cost of maintaining the refrigeration in working condition, a considerably higher cost than the cost of maintaining a refrigeration system in a new building, will have to be deducted from the annual rent for the purpose of calculating the return.

The other factor is the amount of time left in the asset for it to continue as a cold store. There is a correlation between the

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ADVERTORIAL

BUYING AN EXISTING COLD STORE – MARKET REALITY (Cont'd)

time left and the yield. The shorter the time, the higher the yield needs to be, which means a lower selling price for assets with a relatively short time left, since in a not too distant future it will be the land value only.

After taking into account the two factors mentioned above, the cost of refrigeration upgrades with the ongoing maintenance and the time left in the asset, it may turn out that the value of such cold store will not be much more than the land value.

If such an asset is being purchased for redevelopment in the future, the purchase price has to pass another test. The land value at the time ripe for redevelopment needs to be higher than the total of the purchase price today and the cost of refrigeration upgrades.

In normal market conditions, it is reasonable to expect that the land value will double in ten years, so if there are ten years left in the building, as an example, the sum of the acquisition costs and the building and refrigeration upgrades has to be substantially lower than the anticipated land value in ten years

to allow for some upside potential. In such a case, I would be inclined to use a 50% premium on top of the costs mentioned above as an indicative land value in ten years, which would give a developer a combination of capital gains and rental return of approximately double the interest expense of a typical commercial loan at 70% of the value.

As an alternative to spending the money to get higher rental values, if this approach is not feasible due to high costs, a developer can opt for leasing out the building in an "as is" condition at a much lower rental rate. In most cases the outcome will be similar to the previous scenario.

Applying this methodology will take the guesswork out, as the value of such assets can be worked out backwards, bearing in mind the parameters mentioned above.

For further information, contact Voyt Reich, Transport and Logistics Sales and Leasing Executive, Raine and Horne Commercial on 0403 662 212 or voyt@rnhcommercial.com.au

ADVERTORIAL

DESIGN AND CONSTRUCT

Ahrens is a dynamic Australian construction and engineering company with a strong family culture. We strive to continually be the most cost-effective supplier of structural steel buildings in Australia.

Ahrens is a family owned and operated company which has been in business since 1906. During the past 20 years the principal focus of the business has been the design and construction of large commercial and industrial buildings.

Ahrens market offer covers the design and construction of cold stores, freezer rooms, warehousing and distribution facilities, general storage, food processing/storage, wine storage, manufacturing and material handling. In summary, Ahrens offer the full turn-key solution. This covers preliminary/concept design, development/building approvals to handover.

Our formula to provide an innovative and cost effective solution has seen Ahrens grow its customer base and importantly generate a high level of repeat business. This all based on developing and utilizing the company's inherent competitive advantages.

Ahrens success is founded on a very strong appreciation that amongst the key ingredients in successfully delivering a completed project, time, price and quality are all driven by the ability to control the process.

This is a direct result of a greater proportion of project work undertaken by resources from within the company. For example, Ahrens can undertake design, shop drawings and steel fabrication. This combined with the skills of our long-term sub-contractors who have grown with Ahrens has provided the company with consistency in understanding and delivery of completed and future projects.

The company has operations in South Australia, Queensland, Northern Territory and Western Australia. We have completed projects for Metcash, Toll, Linfox, Scotts Transport, Fosters, Inghams, Mitre 10,

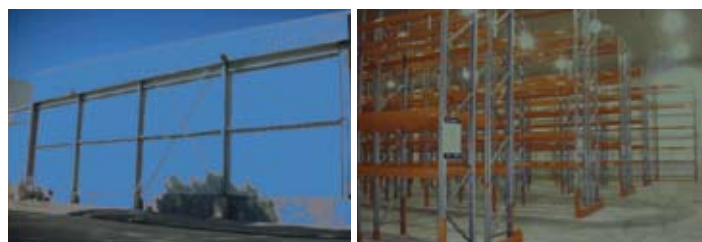
Goodman International, Stockland and Walker Corporation.

Project Manager Kieran Glaser and Office Manager Olivia Glaser have relocated from South Australia to the new Perth office, based at Tarlton Crescent, Perth International Airport.

Ahrens have recently constructed a new 5000sqm industrial freezer, 500sqm Cross Dock and 300sqm Battery Charge Expansion for Metcash Trading Limited in Canning Vale.

Because of our in-house capabilities, we can reduce costs over the traditional client-architect-engineer-builder approach and our Design & Construction process is quicker by up to 20% at a quality that is never compromised.

If you have a building project that you would like us to review please contact us on 9478 3100 or email kglaser@ahrens.com.au and we would be happy to assist you.



Project: Metcash Cold Store Expansion



They told me it was safe

What they didn't say was that, when it comes to cold storage insulation materials, not all products are created equal. Some soften at less than 100 degrees, melt at 240 degrees and can form blazing rivers of fire that spread through entire buildings. Others, like PIR, are built to beat fire. But don't take our word for it: to see for yourself go to theburningtruth.com.au and watch PIR withstand temperatures of over 1000 degrees for a full 30 minutes without burning. Major cold storage warehouses have invested in PIR; you can't afford not to. **KINGSPAN 1800 098 604**

ADVERTORIAL

TAKE THE HEAT OUT OF COLDSTORE

Designing, specifying and constructing temperature controlled buildings is a complex subject. A whole range of design performance requirements need to be considered such as regulatory compliance, technical performance and fire safety. With all these issues vying for priority, and fire being one of the most crucial elements to consider - where do you find a product that possesses the attributes to cover these requirements?

The answer lies with Kingspan KS1200 CS **ECOsafe** insulated panels that use an environmentally sustainable **FIREsafe** PIR insulation core. Kingspan **ECOsafe** insulated panels are often the preferred choice for the construction of controlled environments due to their proven durability, thermal properties and that all important fire performance.

In the past, insurers have recognised the limitations of the small scale fire tests used to demonstrate compliance with the Building Regulations and developed their own tests which give a far clearer picture of how a product will perform as part of a realistic system in a fire situation. KS1200 CS **FIREsafe** wall and ceiling panels from Kingspan Insulated Panels are FM Global (formally Factory Mutual) approved to FMRC 4880 Class 1 Fire Classification with no height restriction.

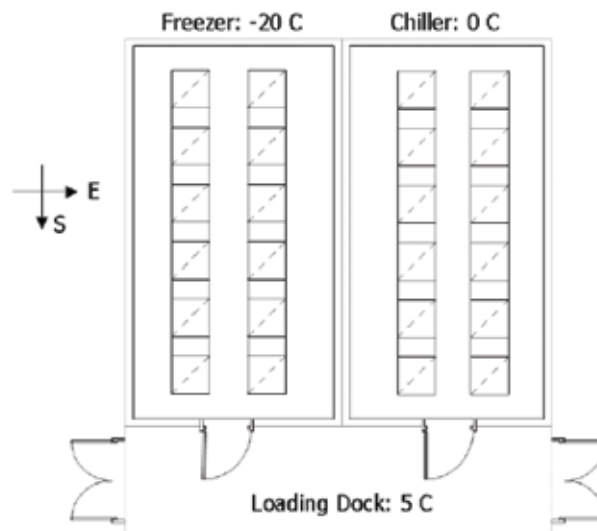
The use of insurer-approved products is increasingly being insisted upon in all aspects of building construction to ensure that the products comply with these requirements and are manufactured to independently audited & verified specifications. Kingspan **ECOsafe** insulated panels use a unique formulation that provides a high level of fire performance, which provides a system that is capable of passing these stringent insurance industry tests.

But that isn't all: Kingspan **ECOsafe** insulated panels are extremely thermally efficient when compared to other materials used in cold store construction, and offer a guaranteed thermal performance. This reliable and durable thermal performance together with low air leakage (typically 0.5/m³/hr/m²) significantly reduces energy usage and running costs while maintaining steady internal temperatures. Subzero temperatures as low as -40oC can be reached.

A 95% closed cell insulation core prevents interstitial condensation and other detrimental moisture effects. The panels are completely fibre-free and are non-toxic thus providing a safe, hygienic environment.

In the current environment where energy costs and related CO2 emissions are coming under increased scrutiny it is vital to understand the long term benefits that can be accrued using PIR core panels. In order to gain an understanding of the performance of 100mm thick PIR core panels compared to 100mm thick EPS panels, Kingspan commissioned Minus40,

a specialist refrigeration engineering company, to perform a detailed energy load analysis of a coldstore facility.



The total refrigerating load of Cold Store includes loads from stored product, internal equipment, air infiltration and transmission load. For the analysis winter and summer weather conditions for Melbourne and Brisbane were assumed.

The report concludes -

Implementation of PIR insulated panels results in significant reduction of Room Transmission Load of approx. 40-45% compared to EPS insulation. This result is repeatable for different weather conditions and load levels. Room transmission load makes up from 5 to 50% of the total Cold Store refrigerating load and the ratio depends on several factors such as location, ambient conditions, Cold Room temperature and others. For summer conditions Room Transmission load is approximately the same for Freezer and Chiller Rooms and makes up 27-38% of total load for PIR and 39-52% for EPS. For winter conditions transmission load of Chiller drops significantly to 5-13% of total Chiller load for PIR and to 8-21% for EPS, and for Freezer these values are 19-27% for PIR and 29-43 for EPS. Higher load values are applicable for Brisbane, lower for Melbourne.

Considering Cold Store arrangement and accepted assumptions Minus 40 concludes that the reduction of Total Refrigerating Load of a Cold Store insulated by Kingspan PIR panels is approx. 20% in summer and 12% in winter weather conditions when compared to EPS panels.

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ADVERTORIAL

TAKE THE HEAT OUT OF COLDSTORE (Cont'd)

This data clearly demonstrates that the exception in thermal performance of Kingspan KS1200 CS gives a clear advantage in energy use compared to an equivalent thickness EPS panel. This will result in significant energy cost savings with resultant CO2 emission savings. The refrigeration energy savings in \$ terms equates to on average approximately \$13,000 per year, and a saving of over 90,000 kg CO2 per year. Additional to this is the upfront cost savings from down sizing the refrigeration plant. This places KS1200 CS as the most cost effective and sustainable solution for temperature controlled environments in Australia.

Melbourne		Summer		Winter	
		Low	High	Low	High
Room transmission load, kW	PIR	63.06	66.75	22.61	26.31
	EPS	112.31	118.88	40.32	46.9
	Improvement	43.85%	43.85%	43.92%	43.90%
Total refrigeration load, kW	PIR	169.7	230.14	129.25	189.7
	EPS	218.95	282.27	146.96	210.29
	Improvement	22.49%	18.47%	12.05%	9.79%

Brisbane		Summer		Winter	
		Low	High	Low	High
Room transmission load, kW	PIR	59.4	63.1	30.61	34.31
	EPS	105.81	112.38	54.58	61.15
	Improvement	43.86%	43.85%	43.92%	43.89%
Total refrigeration load, kW	PIR	166.04	226.49	137.25	197.7
	EPS	212.45	275.77	161.22	224.54
	Improvement	21.85%	17.87%	14.87%	11.95%

Table 1. Results of analysis from Minus40



Kingspan **ECOsafe** insulated panel systems use a unique formulation that provides a high level of fire performance capable of passing stringent FM Global tests.

RWTA DIVISIONS

“The RWTA Ltd has a Division in each state of Australia. These State Divisions are run by an elected Committee, appointed by the members at their respective AGM, and each Division nominates a representative to the National Board of Directors.

All Divisions conduct regular business meetings, including breakfasts and luncheons, with guest speakers on a wide variety of topics and site visits, where possible.

The meetings are designed to provide a suitable forum for information exchange, update on issues and activities at the national level and enable participants the opportunity to network, an integral part of today’s business environment.

In addition to business meetings, each Division conducts an annual golf day and a variety of mid-year and end-of-year social functions for members, their partners and guests. These sporting and social functions are strongly supported in all states”.

CONTACTS

For information on the RWTA or your State Division please contact the following:

National Office

Executive Officer David Costelloe Ph: (03) 8620 2802

Victorian Division

Secretariat Robin Meyers M: 0420 961 720

Queensland Division

Secretariat David O’Brien M: 0419 723 7908

South Australian Division

Secretariat Peter McGuire Ph: (08) 8345 9900

Western Australian Division

Secretariat Peter Mirco Ph: (08) 9455 8582

Tasmanian Division

Secretariat Jeff Franklin Ph: (03) 6391 8655

New South Wales Division

Secretariat John Howell M: 0419 974 678

INFORMATION, PUBLICATIONS ETC.

The RWTA publishes and distributes a variety of industry relevant protocols, guidelines etc. For information on any of these publications, please contact your State Division Secretariat. For information on all RWTA publications and industry guidelines, please visit our website at www.rwta.com.au.



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