ASSET MANAGEMENT PLAN

Cloncurry Shire Council

Transport

Cloncurry Shire Council

Document Control	Asset Management Plan				
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The entity can choose either template to write/update their plan regardless of their level of asset management maturity and in some cases may even choose to use only the Executive Summary.

The illustrated content is suggested only and users should feel free to omit content as preferred (e.g. where info is not currently available).

This Asset Management Plan may be used as a supporting document to inform an overarching Strategic Asset Management Plan.

Contents

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 10- year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

1.2 Asset Description

This plan covers Council's sealed road pavements, sealed surfaces and unsealed road pavements, floodways, causeways and culverts, footpath and cycle-path network, kerb and channel structures and airports infrastructure including aprons, taxi-ways and runways. This plan covers the infrastructure assets that provide transport services like:

- Allowing access and mobility to people safely, conveniently
- Enabling the transport of goods and services
- Connecting people to service centres and other key destinations
- Assist drainage of stormwater from the roadway.

The transport infrastructure asset network comprises:

- Total linear kilometres of road – 1,551km
- Rural Roads – 1,486 km
    - Linear km of unformed rural roads – 274km
    - Linear km of rural roads other than unformed with less than 40 vehicles per day – 906 km
    - Linear km of rural roads other than unformed with 40 to 150 vehicles per day – 306 km
- Urban Roads – 65km
    - Less than 500 vehicles per day – 48km
    - 500 to 1000 vehicles per day – 7km
    - 1000 to 5000 vehicles per day – 10km
- Bridges – 2 No.
- Number of minor culverts <6m = 284
- Number of major culverts > 6m = 40
- Airport – 2 No. (Cloncurry and Dajarra). Kajabbi is captured as part of the road network. Duchess not formally captured at this stage.

Assets	Components	Current Replacement cost
Bridges	6	$5,772,966.03
Footpaths	49	$9,777,811.32
Road Infrastructure – Other (hard stands, car-parks, apron)	31	$5,189,192.12
Roads - Rural	1548	$206,980,569.41

Assets	Components	Current Replacement cost
Roads - Urban	656	$61,318,047.81
Roads-Airport Runway/Aprons etc	27	$15,404,574.04
Signage	2	$16,817.72
Stormwater	944	$33,261,912.71
Grand Total	3263	$337,721,891.16

The above infrastructure assets have replacement value estimated at **$337,721,900.**

1.3 Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at current levels for the planning period in the absence of flood damage funding and in the absence of significant capital injections from external funding sources (Australian and State governments, mining companies etc.).

The main service consequences of the Planned Budget are:

- Potential decrease in the level of service (e.g., closure of cross strip)
- Unable to upgrade assets to meet demand and stakeholder requirements within desired timeframes (e.g., bridge renewals, causeway replacements, airport runways renewals/upgrades).
- Insufficient funding to meet reseal and re-sheeting requirements for rural and urban road network, leading to a decrease in the level of service provided.
- Unable to provide safe, fit for purpose transport infrastructure

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Heavy vehicle movements
- Mining
- Increased stakeholder expectations, particularly in the agricultural sector
- Tourism
- Compliance and standards
- Climate change

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures:

- Approved routes and restrictions for vehicles accessing Council's road network
- Planned network improvement and upgrade such as resealing and widening of LRRS roads (Local Roads of Regional Significance)
- Consultation with the stakeholders for planned maintenance and customer satisfaction
- Dedicating resources to securing and managing external funding for transport infrastructure (R2R, TIDS, LRCI, DRFA REPA and Betterment, Bridges Renewal, Heavy Vehicle Safety and Productivity Program).

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10-year total outlays, which for the road, airport and storm water asset class is estimated as **$160,872,928** or **$16,087,292** on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is **$153,404,304** or **$15,340,430** on average per year as per the Long-Term Financial plan or Planned Budget. This is **95.36%** of the cost to sustain the current level of service at the lowest lifecycle cost. The size of the deficit is largely derived from front-ending some large acquisition/upgrade and renewal projects and from the inability to factor in flood damage funding into the long-term financial forecast.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Roads, Bridges, Airports and Stormwater assets leaves a shortfall of **$-746,862** on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

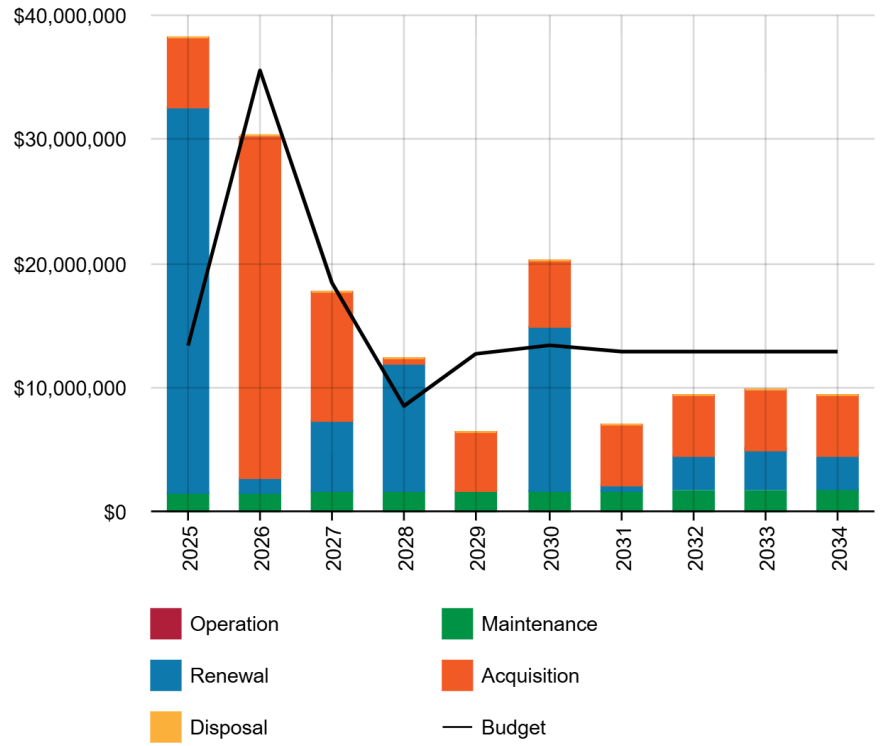


Figure Values are in current dollars.

We plan to provide transport, stormwater and airport services for the following:

- Operation, maintenance, renewal and acquisition of transport assets (airports, bridges, rural roads, urban roads, kerb and channel, footpaths and stormwater infrastructure) to meet service levels set by Cloncurry in annual budgets.
- Re-sheeting and resealing of rural and urban road network
- Progressive sealing of rural roads

1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Unable to renew all transport assets when desired and/or required in the absence of attracting external co-contributions from funding agencies. This includes:
  - Replacement and upgrade of Coppermine Creek Bridge (funding secured via Bridges Renewal Funding)
  - Renewal of airport runway, taxiway and apron surfacing (funding secured via North Queensland Resilience Program. Funding sought from Regional Precincts and Partnerships Program)
  - Renewal and upgrade of Scarr Street (footpaths, kerb and channel, stormwater, road pavement and surfacing) (funding secured via Growing Regions Program Round 2)
  - Replacement and renewal of causeways on Malbon Selwyn Road (funding secured via Heavy Vehicle Safety and Productivity Program).

1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term, provided that Council is able to secure external funding to deliver major renewals and upgrades.

The main risk consequences of not being able to secure sufficient external funding are:

- Roads not meeting minimum requirements rural road guidelines provided by IPWEA, ARRB, TMR and Austroads.
- Unable to immediately rectify all the defects on roads surface and pavements, roads geometry, roadside furniture, drainage, traffic signs and line marking causing large amount of backlog and increased hazard to road users
- assets structurally not suitable for heavy vehicles (not fit for purpose)
- asset not built with sufficient flood immunity and resilience to natural disasters
- discomfort to users

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

- undertaking more control measures by strategic planning and management
- prioritise remedial works to reduce risk
- increased routine inspections and condition assessments to improve prediction modelling
- adopt new treatment techniques and best practices from IPWEA, ARRB, TMR and Austroads
- proactive in securing additional external funding

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Renewal lifecycle costs have been projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Asset Register Method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on reliable data from the 2024-25 budget and capex program, an estimate of reseal (based on condition assessment), re-sheeting, renewal of stormwater assets and footpaths is assumed for the planning period. The planning period budget was extrapolated from the available budget for various capital works in FY2024-25

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

Task	Task	Responsibility	Resources Required	Timeline	Status
1	Review and update Asset Register and Road Register as required / following valuations.	Director Corporate Services Director Infrastructure & Environment	Annual condition assessment / revaluation budget	Ongoing	Completed
2	Develop and adopt DRFA delivery policy	CEO	In house	July 23	Completed
3	Develop, implement and review Road Classification and Maintenance Policy	CEO Director Infrastructure & Environment	Internal costs	2025	In draft
4	Develop, implement and review Gates and Grids Local Law and Policy	CEO Director Infrastructure & Environment Manager Planning & Env	Internal costs	2023	Completed
5	Maintain and review Statements of Intent for Local Roads of Regional Significance	Director Infrastructure & Environment Asset Engineer	Sector benchmarks	Ongoing	In place
6	Develop and implement 1 to 3-year asset condition assessment program for transport assets (roads, culverts, bridges, grids, airport assets etc.)	Director Infrastructure & Environment Asset Engineer	Assessment dependent (~$20K-$100K)	March annually	Developed and refining
7	Develop 1 to 3-year unsealed re-sheeting & formation grading program (informed by DRFA)	Director Infrastructure & Environment Works Manager	DRFA dependent	May-June annually	Developed and refining
8	Develop and implement 1 to 3-year rehab & reseal program for rural and urban roads	Director Infrastructure & Environment Asset Engineer	$1.5m p.a.	March annually	Developed and refining
9	Develop and implement 1 to 3-year slashing program for urban and rural roads.	Director Infrastructure & Environment Asset Engineer	TBC	March annually	Developed and refining
10	Develop and implement 1 to 3-year ‘upgrade-to-seal’ program for rural roads	Director Infrastructure & Environment Asset Engineer Director Projects	Subject to scope and external funding co-contribution	March annually	Developed and refining

Task	Task	Responsibility	Resources Required	Timeline	Status
11	Develop and implement 1 to 3-year footpath / cycle path upgrade and renewal program	Director Infrastructure & Environment Asset Engineer	TBC	March annually	In place and ongoing
12	Develop and implement annual pre-, and post-wet drainage management program for Cloncurry	Director Infrastructure & Environment Works Manager	Internal costs + annual budget	Ongoing	In place and ongoing
13	Maintain effective DRFA project management consultancy for pick-up and delivery of Emergency Works, REPA, Betterment projects and deliver DRFA in line with relevant policy.	CEO Director Projects	DRFA funded elements	Ongoing	Yes
14	Develop and maintain list of Betterment Projects via Local Resilience Action Plan	Director Projects	Internal costs	Ongoing	Done via LRAP
15	Complete Cloncurry Airport Renewal and Upgrade Project (apron, taxiway, runways, drainage, lighting in line with Airport Masterplan recommendations or as otherwise required	CEO Director Projects	~$18m	Dec 25	Detailed Design
16	Complete Scarr Street Revitalisation Project (CBD Upgrade)	CEO Director Projects	~$18m*	Dec 26	Detailed Design
17	Complete replacement and upgrade of Coppermine Creek Bridge	CEO Director Projects	~$10m	Jun 25	Execution
18	Complete renewal of airstrip at Dajarra subject to availability of funding	Director Projects	$600K	Subject to funding	Initiated
19	Develop and adopt a Quarry Management Plan for Council's gravel pits (Schedule 3 pits) + peg-out all gravel pits	Director Engineering & Environment Director Projects	Internal costs	Annual	Not progressed
20	Work with State Govt. to renew Quarry Permit (addressing NT)	CEO Manager Planning and Environment Projects Office	Internal costs	June 2026	In progress
21	Progress road realignments of "off alignment roads" as opportunities arise.	CEO Manager Planning and Environment Projects Office	~$50k p.a.	Ongoing	Various roads in progress
22	Road User Agreements: negotiate and execute RUAs with mining companies that ensure appropriate protection of	CEO Director Infrastructure & Environment Shared Services Manager	Reasonable costs covered by	Ongoing	Experience suggests 1 x bad faith

Task	Task	Responsibility	Resources Required	Timeline	Status
	Council assets and secure appropriate upgrades to Council assets		mining company		actor at any given time
23	Road User Agreement Pilot Program: complete pilot program	CEO Asset Engineer	State Govt. funded	Aug 2025	In progress

* Figure includes all costs associated with Scarr Street Revitalisation Project delivery, including: water, wastewater, stormwater, kerb and channel, road pavements and surfacing, shelters and shade infrastructure, landscaping and streetscaping.

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Cloncurry Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Cloncurry Shire Council Asset Management Policy 2024
- Cloncurry Shire Council Asset Management Strategy 2024.
- Cloncurry Shire Council Corporate Plan 2021-2026
- Cloncurry Operational Plan 2024-25

Comment on the current status of Asset Management in the Organisation.

The infrastructure assets covered by this AM Plan include roads, footpath, kerb and channel, stormwater drainage, traffic signs, airport. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide mobility, access, connectivity services.

The infrastructure assets included in this plan have a total replacement value of **$337,721,900**.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Members	■ Represent needs of community/shareholders, ■ Allocate resources to meet planning objectives in providing services while managing risks, ■ Ensure service sustainable.
CEO	Manage the delivery of the organisation's objectives
Directors	To ensure that the asset management policy and strategy are being implemented. To ensure that financial, asset and community sustainability are embedded in decision making in relation to asset acquisitions, replacements, renewals, disposals and any relevant operational/maintenance programs.
Infrastructure & Environment	■ Develop annual and medium-term operation and maintenance programs ■ Seek continual improvement in asset maintenance and operations ■ Key stakeholder in asset acquisition, renewal, replacement and disposal decisions. ■ Provide regular reporting on the compliance of services ■ Provision of reporting on the performance of the service against budget ■ Complete SWIM reporting ■ Manage relationship with Regulator
Projects	■ Coordinate CapEx prioritisation processes ■ Deliver CapEx projects in line with Project Assessment Framework and Project Management Framework
Procurement	■ To ensure Asset Management principles are embedded into RFQ and RFT processes for asset acquisitions, replacements, renewals, disposals and any relevant operational/maintenance arrangements. ■ Work with Infrastructure and Environment to maintain inventory of critical spares
Corporate Services	■ Coordinate and provide assistance with budgetary processes ■ Provide assistance and guidance on monthly reporting
Work Health & Safety	■ Provide oversight and guidance in relation to fulfilling PCBUs WHS obligations
External consultancies	■ Engineering/environmental: provide subject matter expertise where required to inform asset management processes, practices and decisions. ■ Engineering/environmental: provide advice, support and/or oversight of SCADA ■ Rates: provide guidance and advice on setting utility pricing ■ Laboratories: provide testing

2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
- ISO 55000[2]

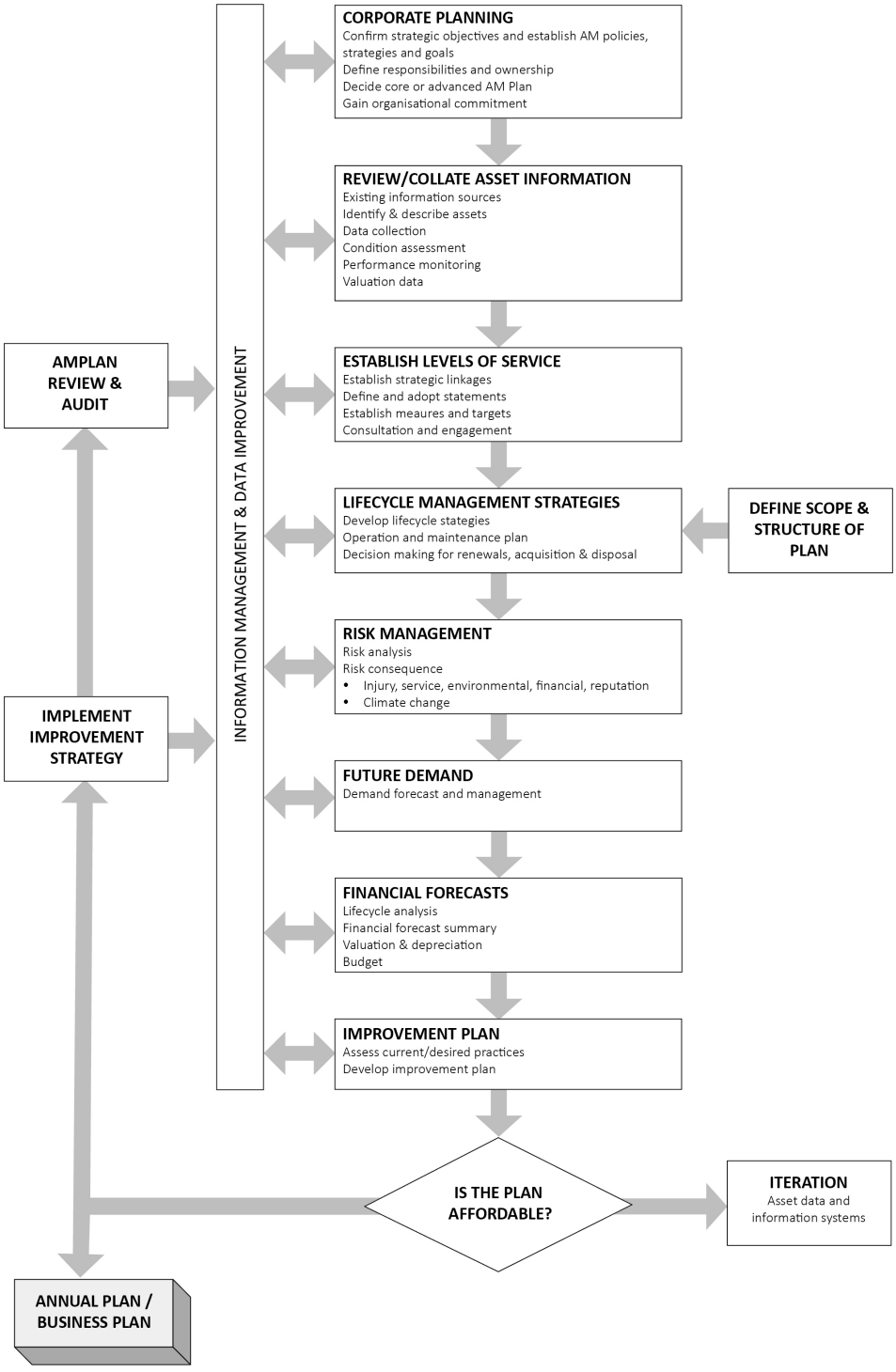
A road map for preparing an AM Plan is shown over the page.

[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13

[2] ISO 55000 Overview, principles and terminology

Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Cloncurry Shire Council vision, mission, goals and objectives.

Our vision is:

Cloncurry: a growing Shire renowned for its friendliness and prosperity for its outstanding communities, lifestyle, and endless opportunities.

Our mission is:

- Coordinated Infrastructure and Services – Infrastructure is strategically planned and well maintained to support growth and development of our communities.
- Diverse and Robust Economy – Our local economy is built upon the strengths and innovations created within the transport, agricultural and mining sectors.
- Innovated communities – Affordable and equitable access to community support systems providing a range of health, education, family and social services.
- Sustainable Population Growth – New residents are attracted to our communities because they are affordable, safe, attractive, family friendly and accessible.
- Integrates Natural Resources and Environmental Management – Our natural resources are used wisely to ensure the ongoing protection of the cultural heritage, environmental values and landscape amenity.
- Collaborative Governance and Strong Leadership – Our local government is proactive and identifies opportunities to work collaboratively with local residents to create liveable communities and build a sustainable future.

Strategic goals have been set by the Cloncurry Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
1. Investing in Our Communities, People and Lifestyles		
1.3 Childcare services	Council supports, through direct investment or through facilitation and advocacy, childcare, and Out of School Hours Care services in Cloncurry.	• Availability of services • Affordability of services • "Meets" or "Exceeds"
1.4 Housing & Accommodation	The availability, suitability and affordability of accommodation is a key component of population attraction and retention.	• Housing availability • Housing affordability
1.5 Sport & Recreation (facilities and events)	Council supports, through direct investment or through facilitation and advocacy, the services, facilities, and clubs that enable and	• Community satisfaction • Community wellbeing indicators

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
	encourage participation in a diversity of sport and recreation activities and events.	
2. Strengthening Our Economy & Supporting Growth KSA2: Our local economy is built upon its strengths. Innovation and good planning support prosperity in existing businesses, attracts new businesses and maximises opportunity for local employment.		
2.7 Urban renewal and enhancement	Council's planning, policies and investments improve urban amenity and connectivity in Cloncurry	• No. of urban renewal and enhancement projects completed
3. Building and Maintaining Our Infrastructure KSA3: Our infrastructure is strategically planned and well maintained to ensure the delivery of quality services to our community and to facilitate growth opportunities where viable.		
3.1 Asset management framework and capabilities	Council develops, implements, and maintains an effective and compliant asset management framework.	• Asset Management Plans in place and updated for all asset classes
3.2 Asset investments: transport, utilities, buildings, sport and recreation, plant, and fleet	Council manages, maintains, renews, and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant funding program requirements.	• Whole of Life Costing embedded in all asset investment decisions. • Operating surplus ratio
3.3 Resilient infrastructure, resilient communities	Council identifies opportunities and leverages funding to build more resilient infrastructure.	• Number and value of Betterment Projects delivered.
3.4 Efficient and effective services	Council invests in projects and initiatives that improve efficiencies in service delivery while achieving the same or a higher level of service.	• Operating Surplus Ratio
3.5 Water security and access	Council investments and actions (lobbying and advocacy) increase water security	• Water security (access, allocation, and reliance)
3.6 Water supply and quality Council provides	Council provides water in line with Water Supply Scheme and Drinking Water Quality Management Plan	• Water supply • Water quality
4. Valuing Our Environment KSA4: Our natural resources are valued, our cultural heritage is protected, and our landscape amenity is improved.		
4.3 Waste management operations	Council's waste reduction, waste management and recycling activities and initiatives promote improved environmental outcomes for the Shire and the region.	• Compliance with Environmental Authority (EA) – Waste • % implementation of Waste Reduction and Recycling Plan
4.4 Utilities	Council's utility services are efficient, effective, and compliant with the Environmental Authorities and other regulatory instruments that govern these services	• Compliance with EA – Water, Wastewater • Compliance with Drinking Water Quality Management Plan • OpEx cost of service per capita
5. Effective & Inclusive Governance KSA5: Council decision-making processes are efficient, effective, transparent, and inclusive. Decision-making promotes and balances the long-term sustainability of our community, our environment, our assets, and our finances. As an organisation, we are committed to quality customer service and continuous improvement.		
5.4 Sustainability	Council's budgeting and investment decisions ensure Council's continued financial sustainability	• Financial sustainability ratios

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
5.8 Disaster Management	Minimise the impact of natural disasters and ability to recover from natural disasters and support the community for rapid recovery including support of the Local Disaster Management Group	• Disaster Management Plan • Betterment/Resiliency projects delivered

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the transport infrastructure service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act QLD	Sets out role, purpose, responsibilities, and powers of local government including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. The system of financial management established by a local government must include – The following financial planning documents prepared for the local government- A 5-year corporate plan that incorporates community engagement. A long-term asset management plan; and A long-term financial forecast
Local Government Regulation QLD	Preparation of long-term asset management plan, the plan continues in force for the period stated in the plan unless the local government adopts a new long-term asset management plan, and the period stated in the plan must be 10 years or more. A local government's long term asset management must provide for strategies to ensure the sustainable management of the assets mentioned in the local government's asset register and the infrastructure of the local government; and state the estimated capital expenditure for renewing, upgrading and extending the assets for the period covered by the plan; and be part of, and consistent with, the long-term financial forecast.
Local Government Act [s.104(5)]	Sets out role, purpose, responsibilities, and powers of local government including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. The system of financial management established by a local government must include – The following financial planning documents prepared for the local government- A 5-year corporate plan that incorporates community engagement. A long-term asset management plan; and A long-term financial forecast.
Local Government Regulation (2012) [s.167] [s.168]	Preparation of long-term asset management plan, the plan continues in force for the period stated in the plan unless the local government adopts a new long-term asset management plan, and the period stated in the plan must be 10 years or more. A local government's long-term asset management must provide for strategies to ensure the sustainable management of the assets mentioned in the local government's asset register and the infrastructure of the local government; and state the estimated capital expenditure for renewing, upgrading and extending the assets for the period covered by the plan; and be part of, and consistent with, the long-term financial forecast.

Legislation	Requirement
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets
Heavy Vehicle National Law Act 2012. (applied in Queensland as the: Heavy Vehicle National Law (Queensland)	The object of this Law is to establish a national scheme for facilitating and regulating the use of heavy vehicles on roads in a way that— (a) promotes public safety; and (b) manages the impact of heavy vehicles on the environment, road infrastructure and public amenity; and (c) promotes industry productivity and efficiency in the road transport of goods and passengers by heavy vehicles; and (d) encourages and promotes productive, efficient, innovative and safe business practices.
Forestry Act 1959	Regulates the use of quarry material from state-owned quarries on Council's Sales Permit, including requirement to hold a Quarry Management Plan.
Mineral Resources Act 1989 Mineral & Energy Resources (Common Provisions Acts) 2014	Govern the requirements for mining companies to enter into Road Use Agreements for notifiable road uses.
Work Health and Safety Act 2011	To ensure compliance with rules around workplace health and safety, and minimise the potential for employee harm or injury
Transport Operations (Road Use Management) Act 1999	Provides for the effective and efficient management of road use across the state.
Disability Discrimination Act 1992 and other relevant disability legislation	Have considerations, of adhere to and fulfil the requirements of the DDA and other relevant legislation.
Conservation and Land Management Act 1984	Regulation and requirements that the regional council must comply with relating to the use of land and vegetation.
Queensland Environmental Protection Act 1994	The Environmental Protection Act provides for the prevention, control and abatement of pollution and environmental harm and for the conservation, preservation, protection, enhancement and management of the environment.

3.4 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service … what is the condition or quality of the service?

Function Is it suitable for its intended purpose …. Is it the right service?

Capacity/Use Is the service over or under used … do we need more or less of these assets?

In Table 3.4 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.4: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition / Quality (what is the condition or quality of the service?)	Transport assets (roads, bridges, airport aprons / taxi-ways / runways) meet or exceed minimum conditions for safe and efficient use.	Days per year that assets cannot provide access and / or are in a state unfit for transit.	**Roads**: weather dependent, but Emergency Works and REPA and Rural Roads Program providing a suitable level of service. Roxmere attracts routine criticism re: level of service. **Bridges**: renewal / upgrade of Coppermine Creek Bridge underway (complete June 25) Malbon Selwyn causeway upgrades in design. **Airport assets**: detailed design completed for Cloncurry Airport renewals and upgrades. **Footpaths:** variability in asset condition. Scarr Street project will address many concerns. Others to be rectified.	Continue to provide the same level of service or improved level of service based on access to Betterment funding / other upgrade funding.
	Confidence Levels	Not currently calculated but can be derived from the Cloncurry Dashboard	**Medium**	**High**

Function	Functionality of road network restored as soon as possible after the wet season. REPA work completed as soon as possible after pick-ups and submissions. Transport network meets user requirements as these relate to accessibility, safety, lighting etc.	Time between last rain, Emergency Works pick-up and Emergency Works. Time between submission and commencement of REPA works. Road user experience, feedback, complaints Community feedback and survey	**Roads**: satisfactory. Access to high quality local and regional contractors for Emergency Works and REPA works. **Bridges**: renewal / upgrade of Coppermine Creek Bridge in progress. **Airport assets**: Cloncurry runways will require work to ensure continued safety / suitability. Dajarra airstrip will require renewal / upgrade within planning period.	Continue to provide the same level of service or higher.
			High	**High**
Capacity	**Roads & Bridges** provide adequate strength and passing width to cater for all transport needs. **Airport services** can cater for appropriate size aircraft. **Pathways** are available on high pedestrian use routes.	Requests / complaints in relation to capacity for particular transport assets: ▪ Roads ▪ Bridges ▪ Airports (NOTAM)	Notifiable Road Uses impact on capacity requirements on some Council roads. Otherwise, capacity is satisfactory. Airports: design for Cloncurry Airport renewals and upgrades factors in predicted loadings.	Continue to provide the same level of service or higher. Higher: following upgrade to Coppermine Creek Bridge
	Confidence Levels	Not currently collated in a formal register. Only persistent complaint seems to be in relation to Kajabbi access.	**High**	**High**

3.5 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[3]

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

[3] IPWEA, 2015, IIMM, p 2|28.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Upgrade of infrastructure as per customer requirement	Customer/ stakeholder consultation and workshop Identify user requirements, cost benefit analysis, agreed project scope, budget	Identified transport assets to be upgraded are included in annual budget discussion and budget. Upgrade availability of funding	Develop program based on prioritisation Successfully apply grant applications and receive grants for upgrade
	Upgrade of road assets (LRRS roads), stormwater infrastructure, Cloncurry airport to required standard	Identify the scope of work, User expectation	Upgrades of some assets will be required to meet user expectation and to cope with demands and minimize risks	Develop long term acquisition and upgrade program Proper Scoping of Project Develop project Business case, carryout workshop with stakeholders, users, governing bodies.
Acquisition	Project Delivery	Cost, Time, Quality indicators met for all projects	PAF followed for major projects Grant funding secured for major projects Budget challenges identified prior to commencement of projects	Delivery of the following during the 10 year time horizon of this plan ▪ Coppermine Creek Bridge Replacement ▪ Cloncurry Airport Renewal and Upgrade Project (runways, aprons, taxiways, drainage, plus lighting and electrical systems). ▪ Scarr Street Revitalisation Project (CBD Upgrade) ▪ Malbon-Selway Road Causeway Replacement Program
		Budget	$7,396,500	$7,396,500
Operation	To provide reliable, smooth, safe, and clean operation	Regular inspection Defect pickup Clean asset Road permit	Routine inspection carried by staff and contractors using Reflect/recover Metro count traffic data survey	Inspection using RACAS and implementation of pavement management system Develop standard condition assessment criteria, weightage, and priorities.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
			Town street clean by sweeper truck and roadside vegetation mowed by council staff Heavy vehicle road permit provided to heavy vehicles for approved route and approved loading Airstrip inspection to meet CASA requirements	Continual improvement in operational activities Airport inspection compliant with CASA
		Budget	$45,580	$49,807
Maintenance	Reduce customer discomfort, hazards, and risk Uninterrupted service Improve safety	Maintenance program throughout the road assets	Pothole patching (sealed roads), removal of obstruction, grading for smooth roads (unsealed), Reinstall guidepost, delineator, and traffic signs Cleaning of drains	review maintenance service levels Improved preventive maintenance reduction of reactive maintenance Reduce maintenance backlog Develop Shoulder grading program Develop Slashing program Develop Roadside furniture program Develop Line marking program
		Budget	$1,428,350	$1,605,898
Renewal	Renewal of asset reaching end of life or asset with very poor condition	Renewal Program	Renewal activities done only what is in budget, cannot be done for all the assets requiring renewal Reduce intervention level due to lack of budget for renewal	Develop long term renewal program for e.g., 10-year resealing program, re-sheeting program, footpath renewal, kerb and channel renewal, relining of stormwater mains.
		Budget	$6,470,000	$7,035,088
Disposal	To dispose the asset that has reached end of life	Identify assets Disposal methodology	Not available	To be developed

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		Budget	$0	$0

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Mining and associated demand for over-dimension heavy vehicles class 11 & class 12 for commodity, mineral haulage	Meeting demand on HV routes, challenges on lower order roads	Demand for Renewal / upgrade of road network to meet growth Ongoing challenges in meeting expectations of mining operations	Increased Operation and maintenance costs. Potential road safety impacts Difficulty meeting customer expectation for carriageway clear width Reduction in life of assets and increase in maintenance costs	Effective development and implementation of Road User Agreements Network route assessment Develop plan to establish budgets to upgrade road Maintain / increase existing budget allocations to deliver management program Planning, priority, and budget considerations for road upgrade and maintenance
Sealing of unsealed roads	Corporate Plan 2021-26 priority to increase seal where sensible / suitable	Increased traffic associated with mining Customer expectation for improved service levels	Increase in capital upgrade / renewal and maintenance budgets	Planning, priority, and budget considerations for unsealed township road upgrade and maintenance. Use Betterment funding where possible to achieve increased seal.
Demographics	10% of population over 65+ years	Increase in number of	Additional assets required such as handrails, ramps,	Incorporate in scope of future projects

		residents over 65 years old	footpaths, road signs for improved mobility, etc.	Upgrade of existing infrastructure to meet the demand

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Cloncurry Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.[4]

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increased severity and frequency of storm events	Increase in number of declared disaster events	Shorter useful life of assets and reduction in capacity of assets Increased service disruption due to power outage and flood inundation Increased maintenance Increased asset impairment expense	Invest in increased asset resilience where appropriate Commitment to planned and preventive maintenance
Increased in extreme variation in climate	Increase in weathering of assets	Reduced asset life and failure	Build resilient assets Consider environmental effects on the material selection

[4] IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Cloncurry Shire Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

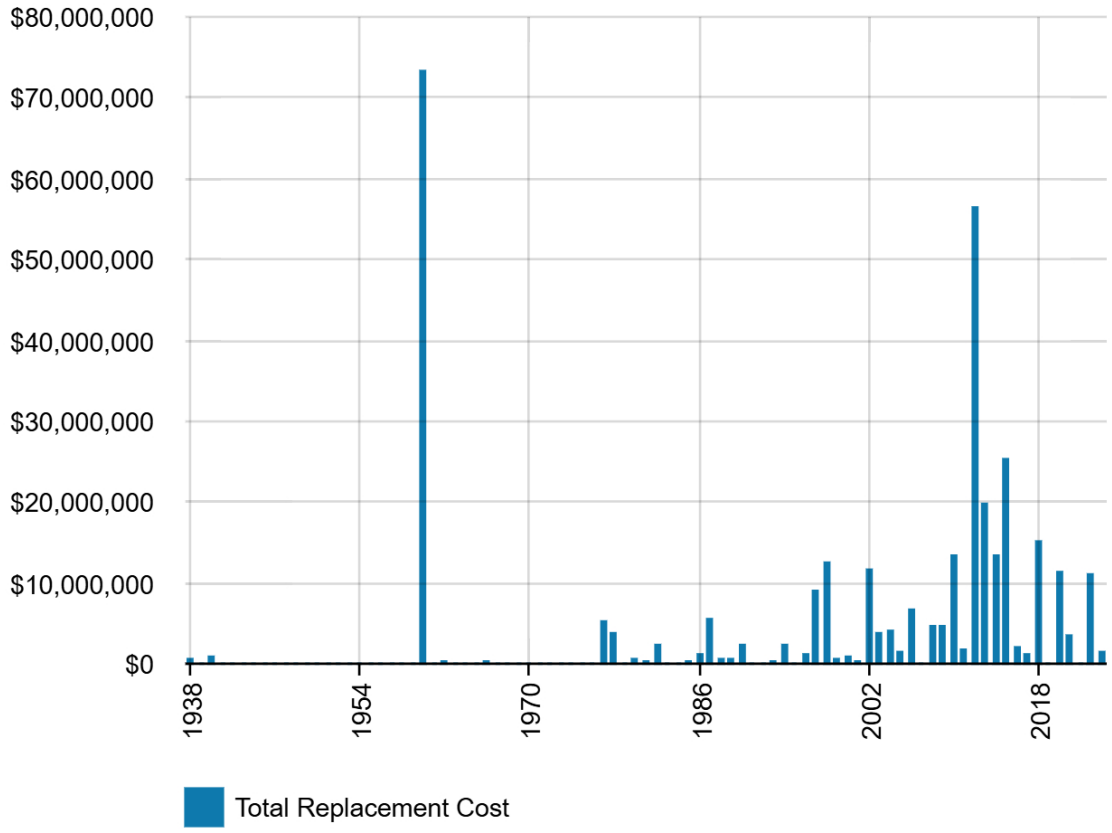
5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Assets	Components	Current Replacement cost
Bridges	6	$5,772,966.03
Footpaths	49	$9,777,811.32
Road Infrastructure – Other (hard stands, car-parks, apron)	31	$5,189,192.12
Roads - Rural	1548	$206,980,569.41
Roads - Urban	656	$61,318,047.81
Roads-Airport Runway/Aprons etc	27	$15,404,574.04
Signage	2	$16,817.72
Stormwater	944	$33,261,912.71
Grand Total	**3263**	**$337,721,891.16**



All figure values are shown in current day dollars.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Unsealed road network	Deficiency in geometric design - road width and shoulder width, drainage, Fail to meet traffic demand (heavy vehicle) Flood immunity (all weather accessibility)
Sealed road network	Deficiency in geometric design- road width and shoulder width, drainage. Fail to meet traffic demand (heavy vehicle) Flood immunity (all weather accessibility)
Culvert	Under discharge capacity for increased weather events, compliant issues
Storm water infrastructure	Defects in stormwater mains, structural defects (relining of pipes), realigning, defects in pipe sizing, obstructions
Airport	Facilities to meet current standards

The above service deficiencies were identified from inspection, condition assessment, customer expectation, standards and guidelines

5.1.3 Asset condition

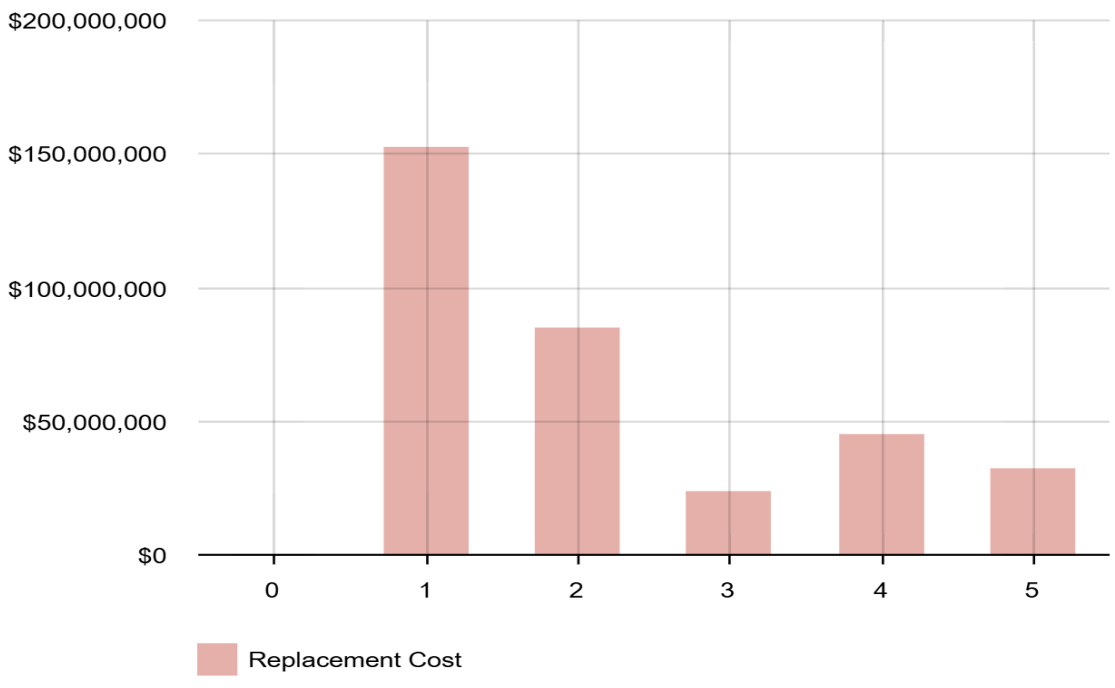
Condition is currently monitored carried out inspection and defects pickup in REFLECT and RECOVER.

Condition is measured using a 1 – 5 grading system[5] as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	**Very Good**: free of defects, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing maintenance required plus planned maintenance
3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
4	**Poor**: significant defects, higher order cost intervention likely
5	**Very Poor**: physically unsound and/or beyond rehabilitation, immediate action required

Figure 5.1.3: Asset Condition Profile



All figure values are shown in current day dollars.

[5] IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget $
2023-24	$3,953,549*
2024-25	$1,428,350
2025-26	$1,428,350

* Please note that Council captured its maintenance / renewal budgets differently in the previous iteration of the Transport Asset Management Plan, which is why the 2023-24 maintenance budget is significantly higher than the current and projected maintenance budgets.

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

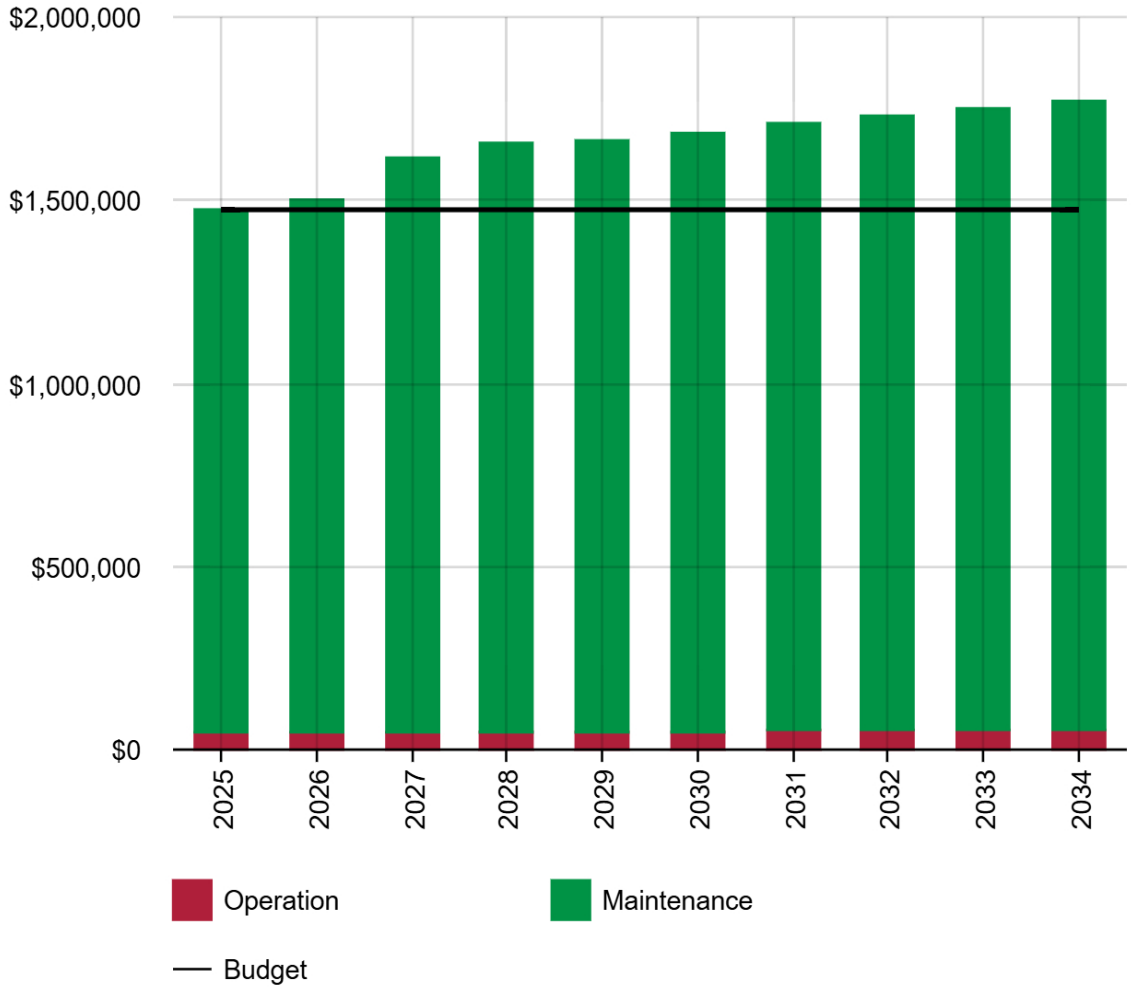
Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary

See over page



All figure values are shown in current day dollars.

The operation and maintenance budget should meet the expected technical level of service. The expenditure on operation and maintenance will rise as assets are upgraded and acquired, a careful consideration should be given on whole of life cost when upgrading/ acquiring an asset.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) should be included in the infrastructure risk management plan.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Base Seal	40
Earthworks (formation)	80
Earthwork (unformed)	500
Sealed Pavement	40
Top Seal	10
Unsealed Pavement	15
Culvert	80
Footpath	60
Floodway	80
Guard Rail	20
Kerb and Channel	60

The estimates for renewals in this AM Plan were based on the Asset Register Method.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).[6]

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.[7]

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

[6] IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.
[7] Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

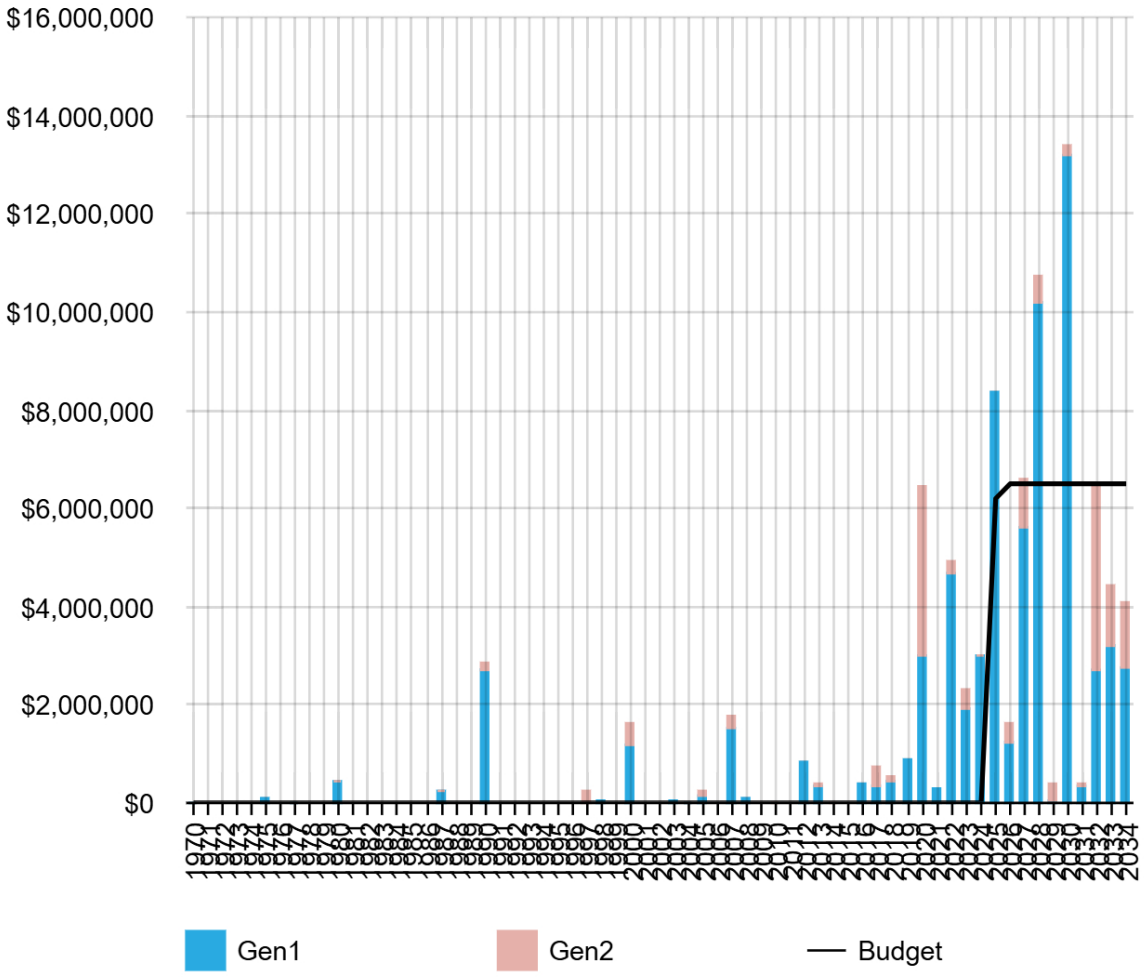
Table 5.3.1: Renewal Priority Ranking Criteria

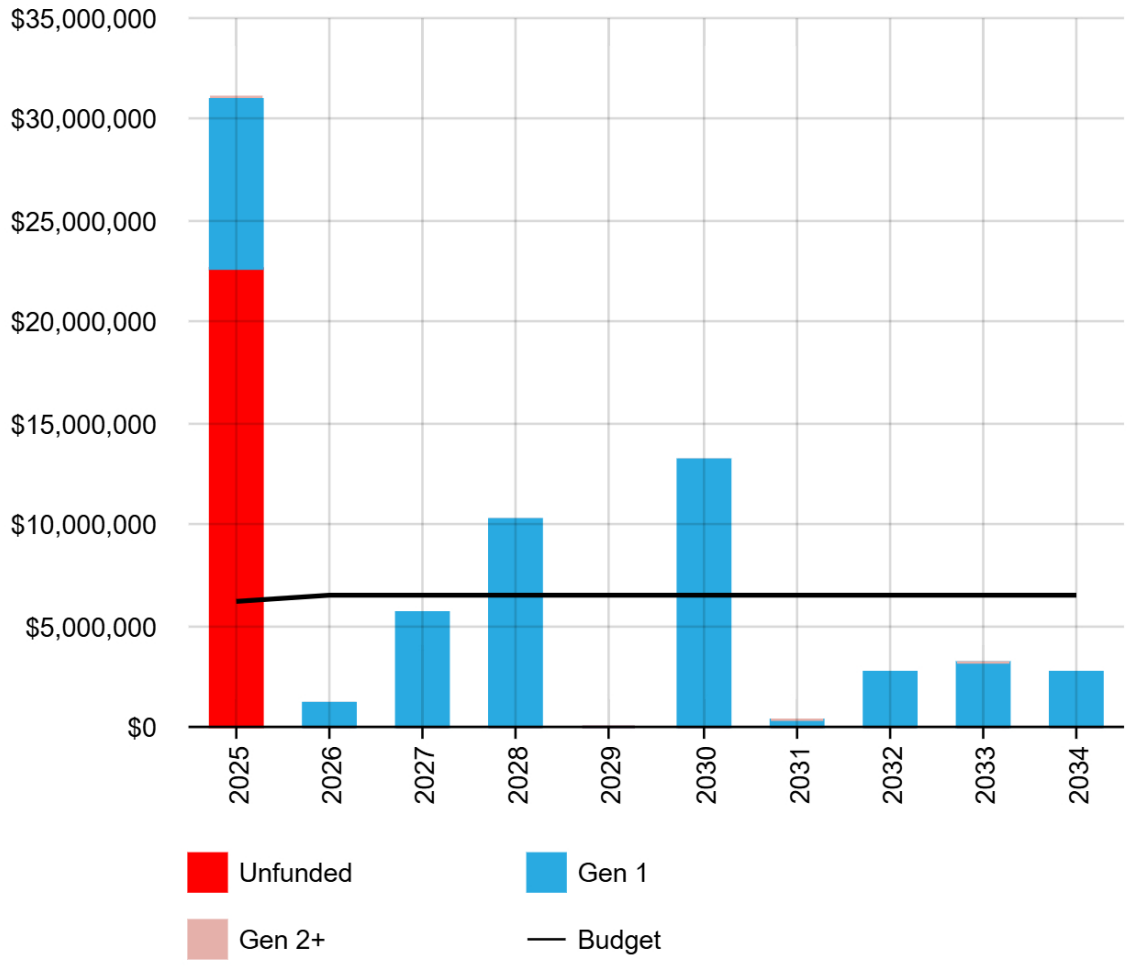
Criteria	Weighting
Asset Hierarchy (e.g., Road Category)	30 (%)
Condition	25 (%)
Traffic volumes, traffic composition, freight movement etc	15(%)
Community level of service and technical level of service	15(%)
Available budget	15%
Total	**100%**

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs


$16,000,000
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
Gen1
Gen2
Budget



All figure values are shown in current day dollars.

Renewal expenditure in this AMP includes FY 2024-25 renewal projects and an estimate for resealing, re-sheeting, renewal of footpath and kerbs and channel. Prioritisation of the renewal plan will be based on criticality , Importance and related risk. In this AMP this factors has not been considered but will be considered when developing a detailed resealing, rehabilitation and renewal program for transport assets. Transport assets in very poor condition or that have failed should be subject to renewals based on condition. Renewal works may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it. Unsealed roads renews at longer intervals, however, this is expected to be offset by ensuring that maintenance grading activities are undertaken as planned.

Deferred renewal (assets identified for renewal and not scheduled in capital works programs) should be included in the risk analysis process in the risk management plan.

5.5 Acquisition Plan

Acquisitions are new assets that did not previously exist or works that upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Cloncurry Shire Council (e.g., windmills).

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services

are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

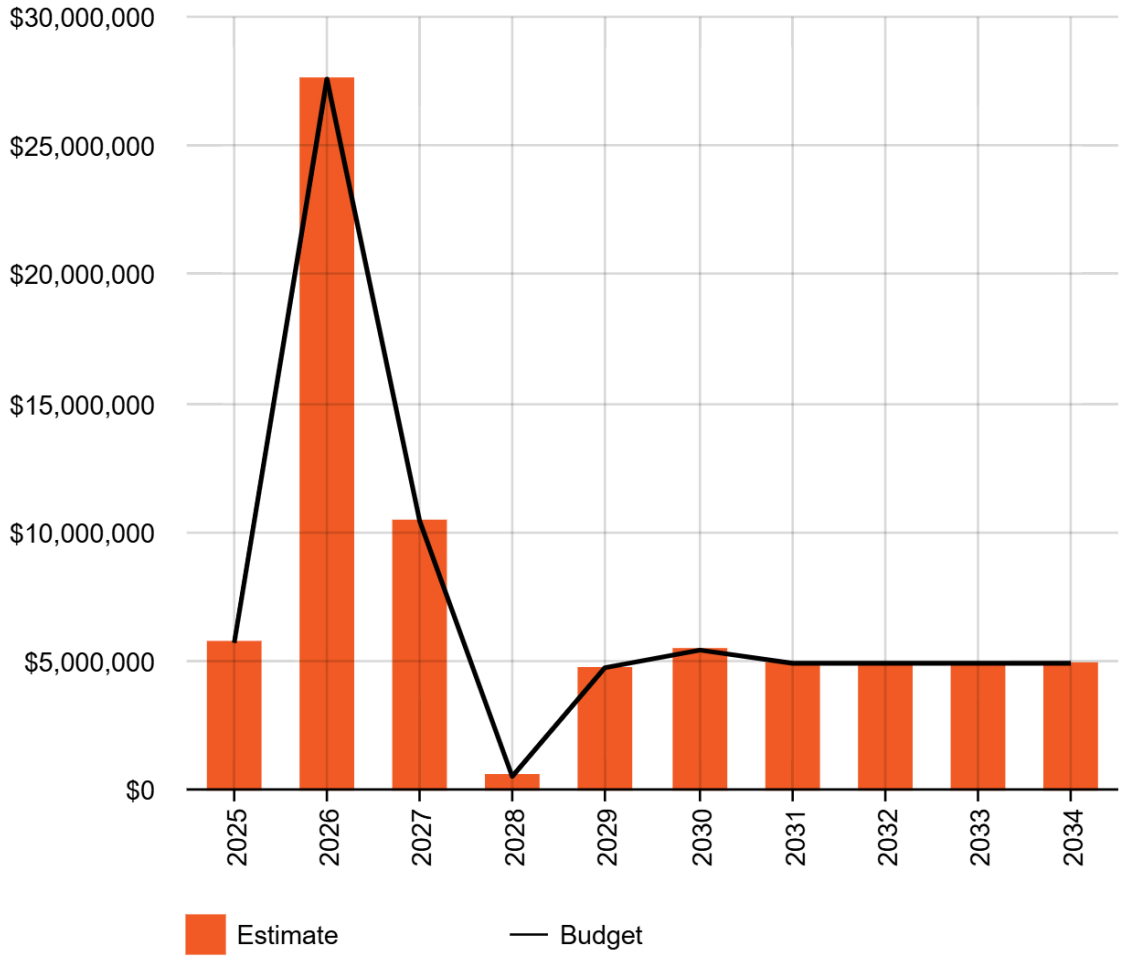
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Asset Hierarchy (e.g., Road Category)	30%
Condition	25%
Traffic volumes, traffic composition, freight movement etc	15%
Community level of service and technical level of service	15%
Available budget	15%
Total	**100%**

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

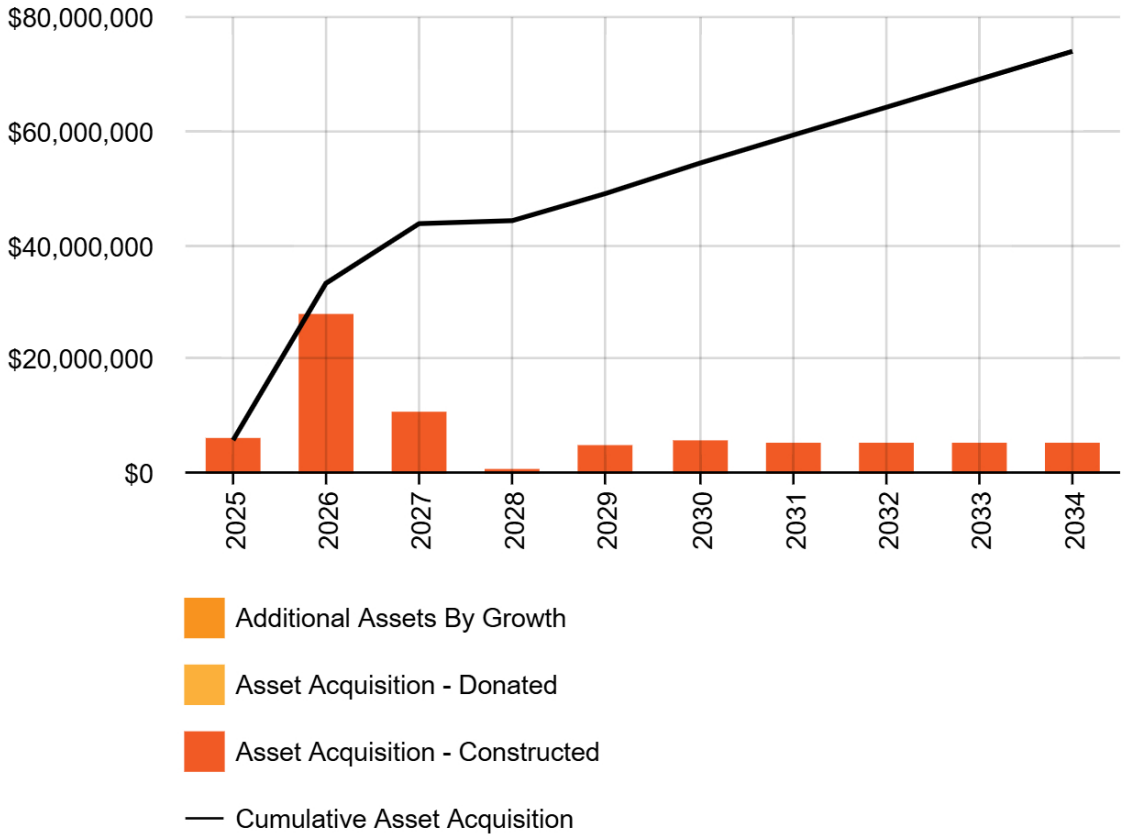
Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

Figure 5.5.2: Acquisition Summary



All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

New assets and the upgrade/expansion of existing assets are identified from various sources such as elected members or community members, proposal identified by the strategic plans or partnerships with other organisations. Proposal prioritised by Council based upon perceived need and available funds.

Highlight about the impact of new assets e.g. acquiring these new assets will commit the funding of ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

Table 5.6: Assets Identified for Disposal

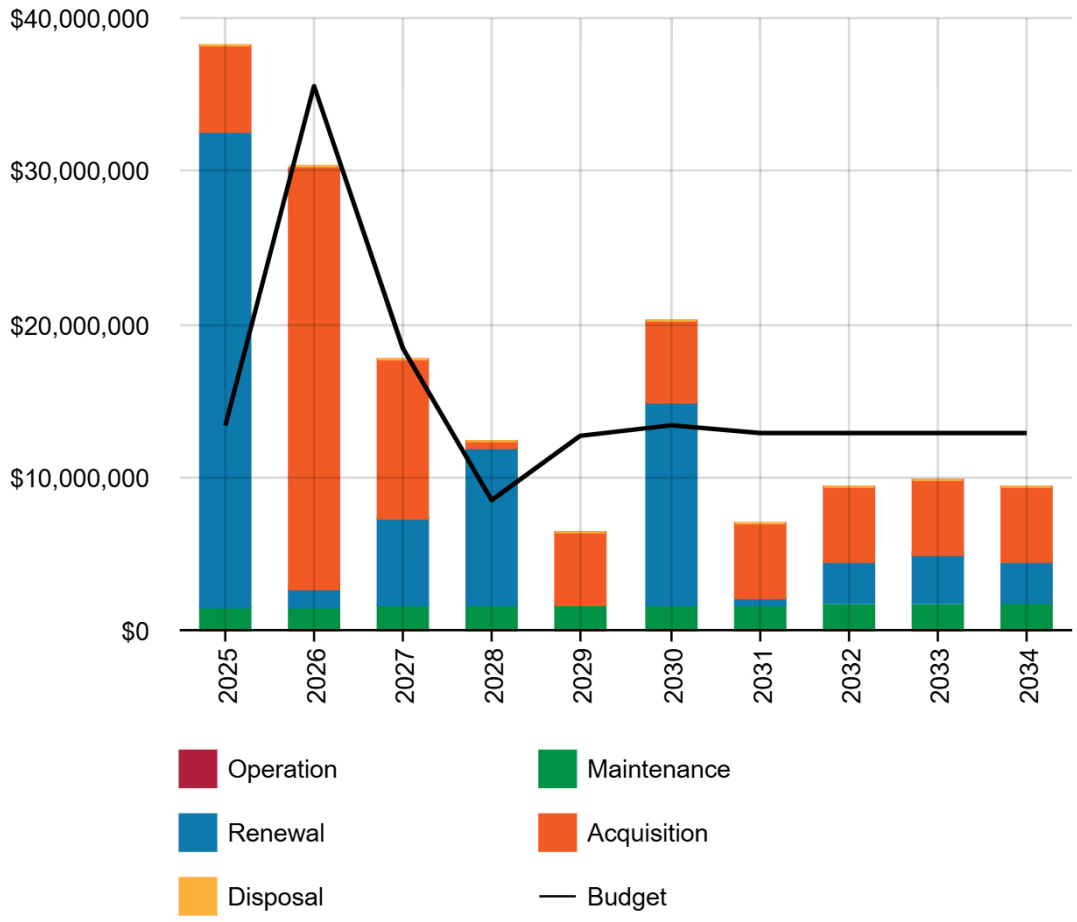
Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Coppermine Creek Bridge	Upgrade	2024-25	Incorporated into project costs of upgrade	$0
Malbon Selwyn Causeways x 3	Replacement	2025-26	Incorporated into project costs of upgrade	$0

5.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7.1. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.7.1: Lifecycle Summary



All figure values are shown in current day dollars.

The current planned budget is not sufficient to replace all assets that are due for renewal and consideration should be taken during annual budget deliberations and review of the LTFP to accommodate additional funding to address this shortfall

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[8].

An assessment of risks[9] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Roads	Pavement failure, surface failure, loss of skid resistance, corrugation roughness, cracks, potholes etc.	service disruption accidents
Stormwater drainage	Blockage, leakage, overflow, obstruction	Overflow and inundation of private property, infiltration in sewer mains, road subgrade damage
Bridge	Structural failure, nonstructural failure	Service disruption, accidents
Kerbs and footpath	Trip hazards	Trip and fall

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

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

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

[8] ISO 31000:2009, p 2

[9] REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

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

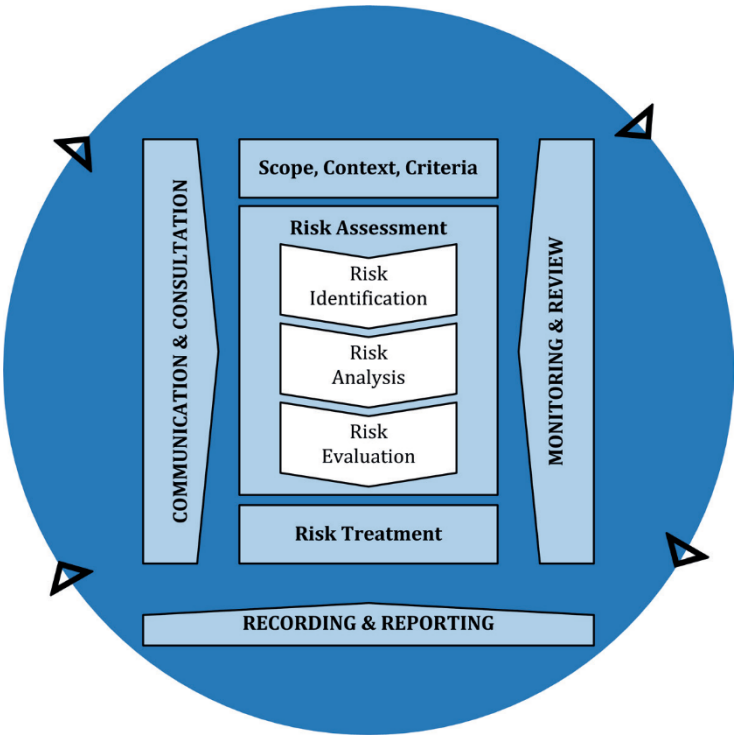


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks[10] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

Table 6.2: Risks and Treatment Plans

[10] REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Lack of condition assessment data (e.g., of grids, of bridges, of culverts etc.)	Inaccurate Prediction modelling of asset performance and difficulty in predicting renewals and appropriate intervention level	H	Routine inspection Develop condition assessment. program. Implement pavement management system. Implementation of Asset management system. Asset register matching financial data.	Medium	# Rural road asset conditions captured via flood damage pick-ups # Annual airport and bridge inspections (asset management budget). # Targetted allocation to particular assets (captured in asset condition assessment budget). # Complete RACAS pick-up every 5 years
Lack of funding for asset renewals	Due to lack of timely renewal assets may fail to provide appropriate level of service leading to backlog and larger financial burden to restore to service (e.g., full rehab vs. reseal).	H	# Develop long term financial plan # 10-year renewal programs. # Identify grant and funding and lobby for funding from various entities	Medium	# Incorporated into annual asset management budgets # $1.5m reseal budget # Establish budget for Complementary Works to be delivered with REPA works.
Road asset does not comply with standards for Notifiable Road Use	Accidents	H	# Comply as per standards. Widening & sealing works.	Medium	# Internal costs borne by Council # Other costs to be paid by proponent (e.g., mining company).
Structural failure roads, culverts, kerb and channel	Reduced level of service Hazards to users	H	Carryout conditional assessment and Identify intervention level	Medium	# Asset condition assessment program and budget # Betterment budgets
Traffic sign failure, guidepost and line markings	Accidents Asset not fit for purpose, hazards to users	H	Scheduled maintenance and reactive maintenance	Low	Replacement program traffic sign $30,000 per annum Sign truck setup $30,000 initial setup
Footpath trip hazards	Tripping hazards	H	Frequent inspections of footpath network to identify service defects	Medium	Staff time for inspections

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

There are some capital projects that will be difficult to undertake within the next 10 years in the absence of considerable external funding co-contributions. These include:

- Scarr Street Revitalisation Project (CBD Upgrade): funding secured via Growing Regions Program R2
- Upgrade and renewal of the Dajarra airstrip
- Renewal of the Cloncurry airstrip and cross-strip: funding secured via North Queensland Resilience Program. Funding sought via Regional Precincts and Partnership Program.
- Upgrade of Coppermine Creek Bridge: funding secured via Bridges Renewal Program.
- Renewal of Malbon-Selwyn causeways: funding secured via Heavy Vehicle Safety and Productivity Program
- Renewal of Heavy Vehicle By-pass

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- The inability to upgrade and renew the Dajarra Airstrip would likely impact health service operations in Dajarra
- The inability upgrade/renew the Malbon-Selwyn causeways may impact on the ability to haul cattle and, potentially, mining product

6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Assets cannot be renewed at agreed intervention level
- Reduction in level of service
- Asset deterioration and failure
- Failure to maintain the required standards

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio[11] 91.97%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 91.97% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is $8,690,792 average per year.

The proposed (budget) operations, maintenance and renewal funding is $7,943,930 on average per year giving a 10 year funding shortfall of $-746,862 per year. This indicates that 74.24% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

[11] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2025 dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2025	5,695,000	45,580	1,428,350	31,055,620	0
2026	27,581,000	46,150	1,452,269	1,223,934	0
2027	10,442,000	48,908	1,568,109	5,619,260	0
2028	510,000	49,952	1,611,966	10,194,357	0
2029	4,727,000	50,003	1,614,108	39,559	0
2030	5,410,000	50,476	1,633,961	13,171,008	0
2031	4,900,000	51,017	1,656,683	380,304	0
2032	4,900,000	51,507	1,677,263	2,691,037	0
2033	4,900,000	51,997	1,697,843	3,219,356	0
2034	4,900,000	52,487	1,718,423	2,756,439	0

* Coppermine Creek Bridge and Malbon Selwyn causeway disposal costs not factored in here as these will be project specific and incorporated within the Acquisition / Renewal budgets.

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

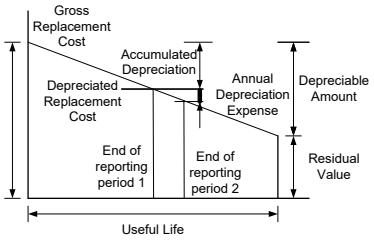
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below

Replacement Cost (Current/Gross)	$337,721,800
Depreciable Amount	$337,721,800
Depreciated Replacement Cost[12]	$21,684,308
Depreciation	$7,977,466



7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

[12] Also reported as Written Down Value, Carrying or Net Book Value.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Alternate method used based on estimate and assumptions
- Planned budget for acquisition and renewal has been assumed in the AMP, which is subject to change based on the available funding and resource allocation
- Maintenance and Operation expenditure will be met by the budget (additional resources should be allocated for identified in improved level of service and improvement plan)
- Renewals expenditure for resealing has not considered the pavement treatment such as stabilization which will increase the renewal cost

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[13] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B	Council information
Growth projections	B	Council information

[13] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Data	Confidence Assessment	Comment
Acquisition forecast	B - D	Short-term is known. Medium-, to longer-term not as well known. Longer-term forecasts are subject to external funding programs, levels of flood damage and betterment received etc.
Operation forecast	C	Current and previous budget information
Maintenance forecast	C	Current and previous budget information
Renewal forecast - Asset values	C	forecast dependent on annual budget Council knowledge of asset life and conditional assessment
- Asset useful lives	B - C	Same valuer for 5+ years. Useful lives reviewed annually.
- Condition modelling	B	RACAS Condition report
Disposal forecast	-	Disposals are managed in various ways: as part of renewal programs (e.g., DRFA works) or replacement / upgrade projects (demolition as part of broader project. E.g., bridge or causeway demolition as part of a replacement/upgrade project).

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium(C) Confidence Level].

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[14]

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is SynergySoft, Council's financial management system.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Reflect/Recover and SynergySoft.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline	Status
1	Review and update Asset Register and Road Register as required / following valuations.	Director Corporate Services Director Infrastructure & Environment	Annual condition assessment / revaluation budget	Ongoing	Completed
2	Develop and adopt DRFA delivery policy	CEO	In house	July 23	Completed
3	Develop, implement and review Road Classification and Maintenance Policy	CEO Director Infrastructure & Environment	Internal costs	2025	In draft
4	Develop, implement and review Gates and Grids Local Law and Policy	CEO Director Infrastructure & Environment Manager Planning & Env	Internal costs	2023	Completed
5	Maintain and review Statements of Intent for Local Roads of Regional Significance	Director Infrastructure & Environment Asset Engineer	Sector benchmarks	Ongoing	In place
6	Develop and implement 1 to 3-year asset condition assessment program for transport assets (roads, culverts, bridges, grids, airport assets etc.)	Director Infrastructure & Environment Asset Engineer	Assessment dependent (~$20K-$100K)	March annually	Developed and refining
7	Develop 1 to 3-year unsealed re-sheeting & formation grading program (informed by DRFA)	Director Infrastructure & Environment Works Manager	DRFA dependent	May-June annually	Developed and refining
8	Develop and implement 1 to 3-year rehab & reseal program for rural and urban roads	Director Infrastructure & Environment Asset Engineer	$1.5m p.a	March annually	Developed and refining

[14] ISO 55000 Refers to this as the Asset Management System

Task	Task	Responsibility	Resources Required	Timeline	Status
9	Develop and implement 1 to 3-year slashing program for urban and rural roads.	Director Infrastructure & Environment Asset Engineer	TBC	March annually	Developed and refining
10	Develop and implement 1 to 3-year 'upgrade-to-seal' program for rural roads	Director Infrastructure & Environment Asset Engineer Director Projects	Subject to scope and external funding co-contribution	March annually	Developed and refining
11	Develop and implement 1 to 3-year footpath / cycle path upgrade and renewal program	Director Infrastructure & Environment Asset Engineer	TBC	March annually	In place and ongoing
12	Develop and implement annual pre-, and post-wet drainage management program for Cloncurry	Director Infrastructure & Environment Works Manager	Internal costs + annual budget	Ongoing	In place and ongoing
13	Maintain effective DRFA project management consultancy for pick-up and delivery of Emergency Works, REPA, Betterment projects and deliver DRFA in line with relevant policy.	CEO Director Projects	DRFA funded elements	Ongoing	Yes
14	Develop and maintain list of Betterment Projects via Local Resilience Action Plan	Director Projects	Internal costs	Ongoing	Done via LRAP
15	Complete Cloncurry Airport Renewal and Upgrade Project (apron, taxiway, runways, drainage, lighting in line with Airport Masterplan recommendations or as otherwise required	CEO Director Projects	~$18m	Dec 25	Detailed Design
16	Complete Scarr Street Revitalisation Project (CBD Upgrade)	CEO Director Projects	~$18m*	Dec 26	Detailed Design
17	Complete replacement and upgrade of Coppermine Creek Bridge	CEO Director Projects	~$10m	Jun 25	Execution
18	Complete renewal of airstrip at Dajarra subject to availability of funding	Director Projects	$600K	Subject to funding	Initiated
19	Develop and adopt a Quarry Management Plan for Council's gravel pits (Schedule 3 pits) + peg-out all gravel pits	Director Engineering & Environment Director Projects	Internal costs	Annual	Not progressed
20	Work with State Govt. to renew Quarry Permit (addressing NT)	CEO Manager Planning and Environment Projects Office	Internal costs	June 2026	In progress

Task	Task	Responsibility	Resources Required	Timeline	Status
21	Progress road realignments of "off alignment roads" as opportunities arise.	CEO Manager Planning and Environment Projects Office	~$50k p.a.	Ongoing	Various roads in progress
22	Road User Agreements: negotiate and execute RUAs with mining companies that ensure appropriate protection of Council assets and secure appropriate upgrades to Council assets	CEO Director Infrastructure & Environment Shared Services Manager	Reasonable costs covered by mining company	Ongoing	Experience suggests 1 x bad faith actor at any given time
23	Road User Agreement Pilot Program: complete pilot program	CEO Asset Engineer	State Govt. funded	Aug 2025	In progress

8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating following each comprehensive asset revaluation.

8.4 Performance Measures

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

- The degree to which the Improvement Plan is implemented.
- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-3 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

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- Cloncurry Shire Council, Operational Plans:
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10.0 APPENDICES

Appendix A Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source
This Council's intended CapEx spend in the first three years of the planning period, noting that delivery is subject to external funding. Estimates apply beyond the first year.

A.3 – Acquisition Forecast Summary
Recommend using NAMS+ Outputs Summary for Acquisition

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2025	5,695,000	0	0
2026	27,581,000	0	0
2027	10,442,000	0	0
2028	510,000	0	0
2029	4,727,000	0	0
2030	5,410,000	0	0
2031	4,900,000	0	0
2032	4,900,000	0	0
2033	4,900,000	0	0
2034	4,900,000	0	0

Appendix B Operation Forecast

B.1 – Operation Forecast Assumptions and Source
Rural Road and Urban Streets operations program
Airport operations program.

B.2 – Operation Forecast Summary
Recommend using NAMS+ Outputs Summary for Operation

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2025	45,580	570	45,580
2026	45,580	2,758	46,150
2027	45,580	1,044	48,908
2028	45,580	51	49,952
2029	45,580	473	50,003
2030	45,580	541	50,476
2031	45,580	490	51,017
2032	45,580	490	51,507
2033	45,580	490	51,997
2034	45,580	490	52,487

Appendix C Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source
Rural Roads / Urban Streets and Airport maintenance budgets.

C.2 – Maintenance Forecast Summary
Recommend using NAMS+ Outputs Summary for Maintenance
.

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2025	1,428,350	23,919	1,428,350
2026	1,428,350	115,840	1,452,269
2027	1,428,350	43,856	1,568,109
2028	1,428,350	2,142	1,611,966
2029	1,428,350	19,853	1,614,108
2030	1,428,350	22,722	1,633,961
2031	1,428,350	20,580	1,656,683
2032	1,428,350	20,580	1,677,263
2033	1,428,350	20,580	1,697,843
2034	1,428,350	20,580	1,718,423

Appendix D Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source
Describe the assumptions and include relevant information relating to the Renewal Forecast.

D.2 – Renewal Project Summary
The project titles included in the lifecycle forecast are included here.

Insert Renewal table with year project $Estimate titles.

D.3 – Renewal Forecast Summary
Recommend using NAMS+ Outputs Summary for Renewal

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2025	31,055,620	6,200,000
2026	1,223,934	6,500,000
2027	5,619,260	6,500,000
2028	10,194,357	6,500,000
2029	39,559	6,500,000
2030	13,171,008	6,500,000
2031	380,304	6,500,000
2032	2,691,037	6,500,000
2033	3,219,356	6,500,000
2034	2,756,439	6,500,000

Appendix E Disposal Summary

E.1 – Disposal Forecast Assumptions and Source
No disposals planned.

E.2 – Disposal Project Summary
Disposals associated with Coppermine Creek Bridge and Malbon Selwyn Causeways will be included in Acquisitions budget.

E.3 – Disposal Forecast Summary
Recommend using NAMS+ Outputs Summary for Disposal
.

Table E3 – Disposal Activity Summary

Year	Disposal Forecast	Disposal Budget
2025	0	0
2026	0	0
2027	0	0
2028	0	0
2029	0	0
2030	0	0
2031	0	0
2032	0	0
2033	0	0
2034	0	0

Appendix F Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2025	5,695,000	45,580	1,428,350	6,200,000	0	13,368,930
2026	27,581,000	45,580	1,428,350	6,500,000	0	35,554,928
2027	10,442,000	45,580	1,428,350	6,500,000	0	18,415,930
2028	510,000	45,580	1,428,350	6,500,000	0	8,483,930
2029	4,727,000	45,580	1,428,350	6,500,000	0	12,700,930
2030	5,410,000	45,580	1,428,350	6,500,000	0	13,383,930
2031	4,900,000	45,580	1,428,350	6,500,000	0	12,873,930
2032	4,900,000	45,580	1,428,350	6,500,000	0	12,873,930
2033	4,900,000	45,580	1,428,350	6,500,000	0	12,873,930
2034	4,900,000	45,580	1,428,350	6,500,000	0	12,873,930