

Cherbourg Aboriginal Shire Council

Asset Management Plan

Roads & Drainage Assets

Resolution Number	Date	Reason/Comment

Table of Contents

<u>1</u>	EXECUTIVE SUMMARY	4
1.1	Context	4
1.2	WHAT DOES IT COST?	4
1.3	WHAT WE WILL DO	4
1.4	WHAT WE CANNOT DO	4
1.5	MANAGING THE RISKS	4
1.6	Asset Condition	5
1.6.2	1 ROADS, STREETS AND BRIDGES*	5
1.6.2	2 Drains	5
1.7	THE NEXT STEPS	5
<u>2</u>	INTRODUCTION	6
2.1	BACKGROUND	6
2.2	PLAN PURPOSE AND FRAMEWORK	6
2.3		6
2.4	Asset Management Objectives	6
<u>3</u>	STRATEGIC CONTEXT	7
3.1	OVERVIEW OF EXTERNAL FACTORS	7
3.2	OVERVIEW OF INTERNAL FACTORS	7
3.3	SUMMARY OF KEY ISSUES	7
<u>4</u>	KEY ASSUMPTIONS	8
<u>5</u>		
<u>6</u>	LEVELS OF SERVICE	9
6.1	Sealed Roads	9
6.2	Unsealed Roads	10
6.3	MAINTENANCE	10
6.4	CAPITAL	12
6.4.:		12
	2 New and Upgrade	13
	.3 DISPOSAL	13
6.5	CONDITION ASSESSMENT	13
<u>7</u>	FINANCIAL SUMMARY	13
7.1	CURRENT FINANCIAL POSITION	13
7.2	FUNDING OPTIONS AND STRATEGY	14
7.3	MAINTENANCE BACKLOG	14

7.4 RENEWAL GAP	14
7.5 FORECAST OPERATIONAL AND CAPITAL EXPENDITURE	15
8 KEY RISKS IDENTIFIED	15
9 FUTURE ACTIONS	15
9.1 IMPROVEMENT PLAN	16
10 ASSET INFORMATION	16
10.1 ROADS	16
10.1.1 Asset Holdings	16
10.1.2 AVAILABLE DATA	17
10.1.3 LAST CONDITION SURVEY	17
10.1.4 General Condition Assessment	17
10.2 Bridges	17
10.2.1 Asset Holdings	17
10.2.2 Available Data	17
10.2.3 LAST CONDITION SURVEY	17
10.2.4 GENERAL CONDITION ASSESSMENT	17
10.3 FOOTPATHS	18
10.3.1 Asset Holdings	18
10.3.2 Available Data	18
10.3.3 LAST CONDITION SURVEY	18
10.3.4 GENERAL CONDITION ASSESSMENT	18
10.4 KERB AND CHANNEL	18
10.4.1 Asset Holdings	18
10.4.2 Available Data	18
10.4.3 LAST CONDITION SURVEY	19
10.4.4 GENERAL CONDITION ASSESSMENT	19
10.5 DRAINAGE	19
10.5.1 Asset Holdings	19
10.5.2 Available Data	19
10.5.3 LAST CONDITION SURVEY	19
10.5.4 GENERAL CONDITION ASSESSMENT	19
10.6 SUMMARY OF TRANSPORT AND DRAINAGE ASSETS WITH CONDITION RATING 4 OR 5	20

1 Executive Summary

1.1 Context

Cherbourg is located 375km north west of Brisbane in the South Burnett region of Queensland. It is located off the <u>Bunya Highway</u> approximately 250 kilometres north-west of <u>Brisbane</u> and 6 kilometres from the town of <u>Murgon</u>. Cherbourg Shire covers 3,130 hectares or 31.7 km2 of land.

The town of Cherbourg has a formed road network and a number of unformed roads running to other locations. The length of the road networks is unknown at this stage. Most of the community's houses are connected to the paved road network. The assets addressed in this plan include:

Urban and rural roads

- Sealed roads
- Unsealed roads

Stormwater

- Culverts & Headwalls
- Pipework

Bridges

• Bridge structure and pavement

1.2 What does it cost?

The projected cost to provide the services covered by this Asset Management Plan which includes operations and maintenance of existing assets over the 10 year planning period is \$1.28M. Renewal and upgrade capital expenditure is yet to be identified.

1.3 What we will do

Cherbourg Shire Council's goal is to provide a range of services that the community needs and to provide and manage the assets required to meet agreed levels of service for the community, in the most cost effective manner.

1.4 What we cannot do

Council cannot fund its road services from its own revenues. Council is unable to undertake any upgrade, renewal, or construct new assets without external assistance in the form of grants or contributions of assets.

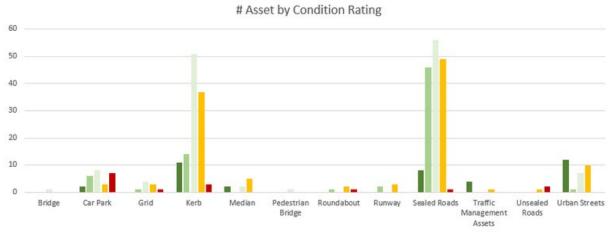
1.5 Managing the risks

Cherbourg Aboriginal Shire Council although yet to formally undertake a Corporate Risk Plan, has identified four primary risks across all classes of assets and services, namely:

- Funding sustainability to support consistent Levels of Service;
- Loss of key personnel;
- The need for improved skills and the 'whole of organisation' approach to the management of assets and services effectively; and
- Failure of an asset or network due to inappropriate asset management.

Currently operational risks are adequately managed with day to day operations. However, this management is predominantly reactive on an ad hoc basis and done in the absence of formal corporate direction due to the nature and timing of the grants process. Addressing the

corporate and external risks would enable the organisation to devise and enact more appropriate treatments.

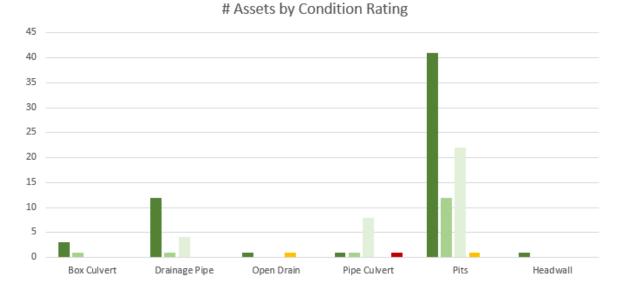


1.6 Asset Condition

1.6.1 Roads, Streets and Bridges*

■1 ■2 =3 <mark>=</mark>4 **■**5

* Formation assets have not been assigned a rating and have been excluded from the above chart



1.6.2 Drains

■1 ■2 =3 ■4 ■5

Council's road, street, bridge and drain assets are in relatively good condition with the majority of assets rated a condition 3 or higher. Kerbs and sealed roads have the largest number of assts in very poor or failed condition which will require funding to maintain or improve their condition and should be the focus for this asset class over the next ten years.

1.7 The next steps

The next steps resulting from this Plan are:

- Develop a long-term renewal plan based on condition and remaining life.
- Undertake a review of those assets identified as condition rating 4 or below.
- Undertake the actions listed in the Improvement Plan at Section 9 below.

2 Introduction

2.1 Background

The town of Cherbourg has a formed road network and a number of unformed roads running to other locations. The length of the road networks is unknown at this stage. Most of the community's houses are connected to the paved road network. The assets addressed in this plan include:

Urban and rural roads

- Sealed roads
- Unsealed roads

Stormwater

- Culverts & Headwalls
- Pipework

Bridges

• Bridge structure and pavement

2.2 Plan purpose and framework

Council's primary goal in managing assets is to meet the required Level of Service in the most cost effective manner for present and future residents, and visitors.

The purpose of this dedicated transport & drainage plan is to:

- Improve understanding of the road & drainage assets and associated services;
- Improve budgeting and forecasting of asset related management options and costs, particularly in understanding the long term investment in capital renewal;
- Afford a level of confidence in forward works programs, maintenance and provide support for any business cases associated with securing the necessary funding requirements; and
- Provide the guidance for elected members and the organisation in taking positive steps toward advanced asset management planning.

2.3 Operations Plan

Council is yet to finalise its Operational Plan for 2022-23. When adopted, the actions relating to the management of the transport and drainage network will be listed in Table 2.1 below.

STRATEGIES	ACTIVITIES	Performance Measures
To be developed		

 Table 2.1: Performance measures from relevant sections of the Operational Plan 2022-23

2.4 Asset Management Objectives

Cherbourg Shire Council's goal is to provide a range of services that the community needs and to provide and manage the assets required to meet agreed levels of service for the community, in the most cost-effective manner.

3 Strategic Context

3.1 Overview of external factors

As at the 2021 census, the resident population of Cherbourg Aboriginal Shire was 1,194 persons. The average annual growth rate in Cherbourg Aboriginal Shire LGA between 1996 and 2021 was 0.61 per cent, compared with 2.5 per cent for the state. As at 30 June 2041, the population for Cherbourg Aboriginal Shire Local Government Area (LGA) is projected to be between 1,353 and 1,455 persons.

The population for Cherbourg Aboriginal Shire LGA is projected to increase by an average annual growth rate of 0.5 per cent over the 20-year period between 2017 and 2036. At the time of the 2021 Census, there were 1,151 persons in Cherbourg Shire Local Government Area who stated they were of Aboriginal or Torres Strait Islander origin. These persons made up 96.3% of the total population.

3.2 Overview of internal factors

Currently, the Cherbourg Shire Council is managing assets with a replacement value of \$278 million (including, housing, land, roads, plant, equipment, infrastructure water/sewerage and council buildings). In common with many other Aboriginal Shire Councils, Cherbourg is a rural community with limited economic opportunities available, virtually no rate base, but at the same time, is responsible for a wide range of services and infrastructure. The Council therefore relies to a large extent on Federal and state funding to provide the necessary services and infrastructure to the community.

A significant proportion of the Cherbourg Aboriginal Shire Council infrastructure assets have been in existence for many years. The assets generally originated from a combination of State and Commonwealth construction and development grants. Due to the uncertainty of ongoing funding, Council will need to ensure asset management plans are cognisant of increasing maintenance costs given some assets are likely to be maintained well after their economic life.

3.3 Summary of key issues

The primary issues for the Road and Drainage assets and services are the fundamentals of:

- Good data dimensional and condition data stored in an Asset Inventory that can be uploaded to the Asset Register;
- Increasing the strategic and tactical management of the assets and services understanding the renewal and maintenance needs for the network and actively managing those needs, both operationally and financially;
- Documentation of the Levels of Service for the roads and drainage assets and services, expressed as Service Standards and Service Targets;
- An appreciation of the cost of provision of the services;
- The future demand for the assets and services, understanding the growth and change factors that influence the management regime;
- Forecasting the renewal and maintenance costs for the next 10+ years, and understanding the affordability and sustainability of the assets and services to the current levels.
- Sourcing funding to support the level of service being provided and give certainty for future plans.

4 Key Assumptions

Significant Assumption	Level of Assumption (low = small risk)	Likely Impact if Assumption is not Realised
Reliability of data – assumes that the information on the underground assets obtained is representative of the network	High	Condition data is incorrect and renewal requirements need significant review
No major adverse natural event – while an event may occur at any time, this plan focuses on business- as-usual operations	Medium	Any response to a disaster cannot be funded from Council's existing budgets. Support will be required from the Commonwealth and State Governments
Assets are replaced at the end of their useful lives	Low	If lives are shorter or longer than expected, the timing and amount of funds available may be inadequate

5 Lifecycle Management

Life Cycle Management is primarily about using the data and processes to effectively provide, manage, maintain, renew, (and upgrade), existing roads and drainage assets and services. Lifecycle asset management means considering all management options and strategies as part of the asset lifecycle, from planning to disposal, (whole of life analysis). The objective of managing the assets in this manner is to look at long-term cost impacts, (or savings), when making asset and services management decisions.

Lifecycle management planning for roads and drainage assets and services needs to contend with a range of life spans for the groups, types and components of assets as described in tables 5.1 and 5.2 below.

Asset Class	Asset Type	Average of Useful Life	Average of 2022 Condition	Average o	f Adopted Remaining Life
Bridges		100		3	51
	Bridge	100		3	51
	Pedestrian Bridge	100		3	51
∃ Footpath		58		3	36
	Sealed Roads	50		4	27
	Urban Streets	60		3	37
☐Kerb & Channel		80		3	43
	Kerb	80		3	43
	Median	80		3	41
	Roundabout	80		4	30
	Traffic Management Assets	80		2	63
Roads		49		3	28
	Car Park	50		3	28
	Grid	40		3	18
	Roundabout	60		4	22
	Runway	58		3	33
	Sealed Roads	49		3	29
	Unsealed Roads	20		5	4
Grand Total		61		3	34

Table 5.1: Transport Asset Life Spans

Asset Class	Asset Type	Average of Useful Life	Average of 2022 Condition	Average of Adopted Remaining Life
Stormwater Assets		80	2	62
	Box Culvert	80	1	67
	Drainage Pipe	80	3	57
	Open Drain	80	3	59
	Pipe Culvert	80	3	56
	Pits	80	2	63
Stormwater D	rains	80	1	70
	Drainage Pipe	80	1	72
	Pipe Culvert	80	3	43
Stormwater P	its	80	1	68
	Pits	80	1	68
	Headwall	80	1	74
Grand Total		80	2	64
Table 5.0. Dre	in Accet Life Cr	-		

Table 5.2: Drain Asset Life Spans

6 Levels of Service

Levels of service have only been determined for sealed roads and unsealed roads.

5.1 Sealed Roads				
Service Statement				
Service Factors	Customer Service Standards	Technical Service Standards		
	Function			
Activity	Safe transport between properties and destinations	Road network provides for traffic volumes, needs and local conditions		
Connectivity	Street layout connects all major features and properties	Optimum use of road network between local destinations and properties.		
Frontage / Access	Direct access from urban streets to all properties most of the time.	Road network and pavement standards enable reasonable property access in most conditions.		
	Design			
Cross section	Sealed 2 lane road trafficable in most conditions.	Road profile formed to match terrain, with side drains and culverts as required.		
Safety	Safe transport during day and night	Layout characteristics / intersection controls to Main Roads standards.		
Traffic Speed	Safe travel speed for vehicles and other road users	Generally limited to 50 kph		
Traffic Volumes	Low traffic volumes.	Generally up to 50 vpd		
Heavy Vehicles	Designated streets for heavy vehicles	Most urban streets do not provide for heavy vehicle access Transport corridor recognise need for heavy vehicles on an ad hoc basis		
Dangerous Goods	Property access only	Individual travel requirements for load types as per regulations.		
Signage	Easy to read advance warning signs and road names. Attractions and features signed well in advance of access points.	Code standard signage and approved signs only.		

6.1 Sealed Roads

Presentation/Amenity			
Comfort	Ride characteristics accord with local accessibility and conditions.	Use local materials and treatments where possible.	
Roadside Amenity	Roadsides maintained to reasonable standards.	Roadsides and verges graded, mowed and slashed to maintain a tidy appearance and for safety purposes.	
	Minimal litter accumulation.	Routine litter collection and also on demand.	

Table 6.1: Service Standards – Sealed Roads

6.2 Unsealed Roads

Service Statement Safe, convenient traffic movement between properties and access to main				
	roads.			
Service Factors	Customer Service Standards	Technical Service Standards		
	Function			
Activity	Safe transport between town and properties.	Road network provides for traffic volumes, needs and local conditions.		
Connectivity	Rural roads to connect to town network and links rural properties.	Optimum use of road network between town and rural properties.		
Frontage / Access,	Access to property boundaries	Road network and pavement		
	across the shire most of the time.	standards enable reasonable		
		property access in most conditions.		
	Design			
Cross section	Single lane road trafficable in most conditions.	Road profile formed to match terrain, with side drains and culverts where required.		
Safety	Safe transport during day and night.	Layout characteristics / intersection controls to Main Road standards.		
	Occasional road closures due to local flooding.	Road and side drainage caters for a majority of normal rainfall events.		
	Provision for school bus stops	Proper clearance provided from through traffic.		
Traffic Speed	Low speeds.	Typically up to 50 km/h.		
Traffic Volumes	Low traffic volumes.	Typically up to 20 vpd.		
Heavy Vehicles	Access for heavy vehicle traffic on a	Preferred route identified to		
	regular basis along main access road	optimise road usage.		
Dangerous Goods	Property access only.	Individual travel requirements for load types as per regulations.		
Signage	Easy to read advance and warning	Code standard signage and		
	signs and road and property signs.	approved signs only.		
	Attractions and features signed well			
	in advance of access points.			
	Presentation/Amenity			
Comfort	Ride characteristics accord with	Source local materials and local		
	local accessibility and conditions.	contractors when applicable.		
Roadside Amenity	Roadside maintained to reasonable	Roadsides and verges graded and		
	standards.	slashed to maintain a tidy		
	Minimum accumulated litter.	appearance and for safety		
		purposes. Litter collection on demand.		

Table 6.2: Service Standards – Unsealed Roads

6.3 Maintenance

The following background criteria are relevant to the plan:

- With low growth, the major focus of the transport service delivery strategy is to maintain and operate the existing transport services to meet the adopted standards at the lowest whole of life cost;
- Council's work crews are multi skilled performing both maintenance and minor construction tasks.
- Major construction tasks are undertaken by external contractors.
- Cherbourg Aboriginal Shire Council is spending \$108K in the 2023 financial year on road maintenance. Inspection frequencies are shown in Table 6.3 for each asset classification.
- In-house resources are generally used for the maintenance of Council's infrastructure assets. Council has access to contractors to support activities such as gravel haulage, pavement stabilisation, plant and equipment hire and drainage and concrete works.
- Inspections of roads are undertaken after major weather events. The results of these inspections are incorporated into the maintenance program.
- Limited documented maintenance procedures are currently available.
- Limited recording of maintenance activities is currently undertaken.

The Operations and Maintenance Plan records the Service Targets, describing the maintenance and operational activities undertaken for the assets and services provided. Defect and condition inspections are undertaken in accordance with standards determined from the Department of Transport and Main Roads Queensland RMPC criteria, so as to maintain consistency for the Council and State controlled road network, and so as to not introduce another set of standards that the staff need to be familiar with.

	Frequency		
Classification	Maintenance / Defect Inspections	Condition Inspections	
RMPC	Monthly*	TMR	
LRRS	6 Monthly* (1)		
Town Streets	Annual (2)	5 years	
Rural Sealed	Annual* (1)	5 years	
Rural Formed and Gravelled	12 Monthly*	5 years	
Rural Formed Only	12 Monthly*	5 years	
Aerodrome	Daily*	Annual	
Footpaths / cycleways	6 monthly	12 months	
Kerb and Channel	6 monthly	12 months	
Stormwater Drainage	Annual	12 months	
Notes:			
	otes pavement, shoulders, kerb and channel and surface drainage ction frequency		
2. Drainage s 6 months	tructures, street furniture, landscape and fences inspected every		
3. Drainage v	ge waterways inspected every 6 months		
	rackets indicate an increase in inspection frequencies that will at during the wet season or after every 100mm rainfall event.		

 Table 6.3 Inspection Cycles for Defect and Condition Assessments for Roads and drainage assets

Defect Inspections – Records of the inspections are to be maintained in Supervisor diaries with defects recorded on return to the office to facilitate attention to the defect in accordance with priorities assessed in the field.

Service Targets - The Service Targets described in Table 6.4 were established to provide a measure of consistency for the maintenance and operational services for the transport network.

Service Targets	Response Time		
	Priority 1	Priority 2	
Emergency Call Out	Immediate	ASAP	
Emergency Pavement Repairs	12 hours	24 hours	
Accident Repairs - Recoverable	1 day	2 days	
Contaminated / Dangerous Material Spill	Immediate	ASAP	
Emergency Maintenance Repairs	4 - 6 hours	12 - 24 hours	
Service Description	Intervention Criteria	Response Time	
Pothole Repair	Pothole diameter > 200mm or depth > 100mm	4 - 10 days	
Pavement Defects - Rough Surface	Any distressed pavement > 100 sqm	40 - 90 Days	
Pavement Shove and Isolated Depression	Any distressed pavement > 100 sqm	40 - 90 Days	
Crocodile Cracks	Any crack > 3mm wide and > 30m length	180 days	
Shoulder Edge Drop	Drop-off > 75mm for more than 10m	20 days	
Surface Flushing or Bleeding	Flowing bitumen > 5 sqm in area	1 day	
Loose Stone	Stone patches > 10 sqm in area	3 days	
Service Pit Covers	Broken or missing Service Pit Covers	1 day	
Crack Sealing	Any crack > 3mm wide and > 30m length	180 days	
Street sweeping	Demand sweeping	5 days	
Maintenance Grading	Corrugated / loose surface	10 days	
Drain Clearing	Blockage or interference with > 50% flow area	1 day	
Slashing	Service Targets	5 days	
Culvert Cleaning	Blockage or interference with > 50% flow area	1 day	

 Table 6.4: Service Targets – Transport Network

6.4 Capital

6.4.1 Asset Renewal

Replacement and rehabilitation of existing infrastructure is primarily driven by asset condition and performance. Given the relatively small road network, council staff carry out regular subjective condition and performance appraisal of assets nearing their final lifecycle age or producing poor performance. The intention is to continually increase the data integrity to enable the calculation of a renewal program for the major roads and drainage assets. The program will include the funding requirements and this will identify any funding 'Renewal Gap'. The Renewal Gap will reflect a backlog of renewal work.

6.4.2 New and Upgrade

The focus of this Asset and Services Management Plan is renewal and maintenance of the existing roads and drainage assets, however, having regard to levels of service and future demand, the programs derived will also identify demand for upgraded assets and new assets.

Apart from works associated with new subdivisions, there is no expectation of a significant program of new roads and drainage assets.

6.4.3 Disposal

It is not likely that roads and drainage assets will be disposed of in the life of this plan.

6.5 Condition Assessment

The condition of the assets has been assessed during the comprehensive revaluation of assets undertaken in 2022. The condition assessment uses a five-point scale:

Rating	Description
1	Near New
2	Good
3	Fair to Poor
4	Very Po or
5	Failed
N/A	Not applicable (Formation components)

Assets that are identified as condition 4 or 5 require assessment to determine the treatment options to either return them to adequate service or to dispose of them.

7 Financial Summary

Initial capital cost for assets constitutes a significant up-front cost and often dominates the decision making process when acquiring new assets, however ongoing recurrent expenses, (including depreciation), usually represent a high portion of the total life cycle costs of many assets. It is important that they be included in the financial analysis undertaken to evaluate asset investment options.

7.1 Current Financial Position

The current financial position of Council's transport and stormwater assets is shown in Table 7.1 below. Council's transport and stormwater network is a relatively young network with most infrastructure completed within the past 30 years.

The roads and drainage assets are:

Asset Class	Asset Type	Number of Assets	Replacement Cost	Accumulated Depreciation	Written Down Value	Annual Depreciation
Bridges		2	3,523,200	1,742,980	1,780,220	35,232
	Bridge	1	3,415,000	1,689,451	1,725,549	34,150
	Pedestrian Bridge	1	108,200	53,528	54,672	1,082
• Footpath		39	638,859	255,108	383,751	10,739
	Sealed Roads	9	161,460	60,683	100,777	2,783
	Urban Streets	30	477,399	194,424	282,975	7,957
• Kerb & Channel		131	2,170,662	1,048,390	1,122,272	27,133
	Kerb	116	1,795,410	863,286	932,124	22,443
	Median	9	268,834	147,937	120,897	3,360
	Roundabout	1	36,118	22,462	13,656	451
	Traffic Management Assets	5	70,300	14,705	55,595	879
Roads		291	10,092,733	3,827,692	6,265,040	199,513
	Car Park	39	1,486,241	704,849	781,393	29,720
	Grid	9	167,400	92,666	74,734	4,185
	Roundabout	3	83,128	52,934	30,194	1,385
	Runway	6	98,460	34,444	64,016	1,390
	Sealed Roads	227	7,806,378	2,836,658	4,969,721	156,434
	Unsealed Roads	7	451,125	106,142	344,983	6,399
Grand Total		463	16,425,454	6,874,169	9,551,285	272,618

Table 7.1: Transportation assets valuation 2022

The drainage assets are:

Asset Class 🛛	Asset Type	Number of Assets	Replacement Cost	Accumulated Depreciation	Written Down Value	Annual Depreciation
Stormwater Assets		76	3,959,974	1,078,107	2,881,867	49,500
	Box Culvert	4	206,600	39,581	167,019	2,582
	Drainage Pipe	5	2,991,840	887,282	2,104,558	37,398
	Open Drain	2	43,670	16,684	26,986	546
	Pipe Culvert	10	126,179	37,171	89,008	1,577
	Pits	55	591,685	97,390	494,295	7,396
Stormwater Drains		13	138,930	16,108	122,822	1,737
	Drainage Pipe	12	134,120	13,897	120,223	1,677
	Pipe Culvert	1	4,810	2,211	2,599	60
Stormwater Pits		22	191,800	24,487	167,313	2,398
	Pits	21	190,000	24,356	165,644	2,375
	Headwall	1	1,800	131	1,669	23
Grand Total		111	4,290,704	1,118,702	3,172,002	53,634

 Table 7.2: Drainage assets valuation 2022

7.2 Funding Options and Strategy

Operational expenditure is mainly funded through allocations from the Federal Assistance and State Government Financial Aid grants. Council charges a service fee which is used to cover some of the operational costs.

Given that Council primarily relies on capital grants for significant renewals works etc, development of 10-year expenditure projections will be important to understand the full funding impacts into the future. Further analysis of the required renewals will be used in applying for funding or deciding on the allocation of existing funding.

7.3 Maintenance Backlog

A number of transport and drainage assets have been rated at lower than condition 3 and are listed in section 10.7. These assets need to be assessed for priority maintenance, replacement or disposal.

7.4 Renewal Gap

The Renewal Gap measures the difference between the current 'capital' expenditure on asset renewal and the 'required' level of expenditure to sustain the assets and the Levels of Service. The data provides a useful support tool for the determination of 'gaps' in the management of assets and services for the individual asset classes. An analysis of the renewal gap will be undertaken in the revision of this plan once the new maintenance requirements are identified and budgeted.

7.5 Forecast Operational and Capital Expenditure



Council's operational expenditure forecast over the next ten years totals \$1.28 million excluding depreciation.

Depreciation is an additional \$0.44 million per year and remains unfunded as Council relies on capital grants to cover the cost of renewing its assets.

No specific capital expenditure has been identified; however Council's long term financial plan includes an amount of \$1.20 million per year which is to be split across its infrastructure assets according to identified need and availability of funding.

8 Key Risks Identified

There are four primary risks across all classes of assets and services, namely:

- Funding sustainability to support consistent Levels of Service;
- Loss of key personnel;
- The need for improved skills and the 'whole of organisation' approach to the management of assets and services effectively; and
- Failure of an asset or network due to inappropriate asset management.

The risks to the transport network through natural events, physical failure and operational risk. The monitoring of these risks is the responsibility of the Works Manager and are undertaken on an ongoing basis. More detailed information on management of risk will be contained in Council's Risk Management Plan.

Currently the operational risks are adequately managed with day to day operations. However, this management is predominantly reactive on an ad hoc basis and done in the absence of formal corporate direction due to the nature and timing of the grants process. Addressing the corporate and external risks would enable the organisation to devise and enact more appropriate treatments.

9 Future Actions

9.1 Improvement Plan

Cherbourg Aboriginal Shire Council is only beginning the journey of transport and drainage asset management. Numerous opportunities for improvement have been identified. These are listed in Table 9.1 following. Most of these improvements fall within the ambit of existing Council programs. Some specialist areas will require external assistance.

Issue	Tasks/Process	Timeframe	Responsibility	Status
Data Collection	Defect logging to record asset and services defects for risk management and maintenance management and to contribute to Asset Inventory data confidence;	2023	Works Manager	Not yet started
Levels of Service Framework	Complete Levels of Service Framework to record current Service Standards and Service Targets and review and adjust as appropriate;	2023	Works Manager	Not yet started
	Enhanced relationships with Key Stakeholders	2023	Works Manager	Ongoing
Asset Register	Regular data validation process to ensure completeness of Asset Register;	Annually	Accountant	Ongoing
Financial Management	Complete Renewal analysis to support long term financial planning;	2023	Accountant	Not yet started
	Review valuations and revaluation cycles and record in Asset Accounting Policy;	2023	Accountant	Not yet started

 Table 9.1: Cherbourg Aboriginal Shire Council - Asset and Services Management Plan – Transport &

 Drainage Assets and Services Management Improvement Plan

10 Asset Information

The asset hierarchy follows the corporate model and the financial management practices described in the Asset Register and Asset Accounting Policy. The hierarchy records all associated major infrastructure assets in the transport and drainage classes.

10.1 Roads

10.1.1 Asset Holdings

Asset Class	T Asset Type	Number of Assets	Replacement Cost
Roads		200	8,188,068
	Car Park	26	1,248,416
]	Grid	9	167,400
]	Roundabout	3	83,128
]	Runway	5	76,185
]	Sealed Roads	154	6,484,960
	Unsealed Roads	3	127,980
Grand Total		200	8,188,068

10.1.2 Available Data

Asset data is stored in the asset register within Council's finance system and is reconciled to the valuation report spreadsheet annually. Location and dimensional data is held in Council's GIS system.

10.1.3 Last Condition Survey

A condition survey was conducted during the comprehensive revaluation in April 2022

10.1.4 General Condition Assessment

set Class	T 2022 AssetVal Condition		Number of Assets	Replacement Cost
Roads			100.00%	8,188,068
		1	5.00%	338,596
		2	28.00%	2,626,168
		3	32.50%	3,378,532
		4	28.50%	1,392,883
		5	6.00%	451,890
and Total			100.00%	8,188,068
and Total			100.00%	8,

10.2 Bridges

10.2.1 Asset Holdings

Asset Class	Asset Type	Number of Assets	Replacement Cost
Bridges		2	3,523,200
	Bridge	1	3,415,000
	Pedestrian Bridge	1	108,200
Grand Total		2	3,523,200

10.2.2 Available Data

Asset data is stored in the asset register within Council's finance system and is reconciled to the valuation report spreadsheet annually. Location and dimensional data is held in Council's GIS system.

10.2.3 Last Condition Survey

A condition survey was conducted during the comprehensive revaluation in April 2022

10.2.4 General Condition Assessment

Asset Class	2022 AssetVal Condition		Number of Assets	Replacement Cost
Bridges			100.00%	3,523,200
		3	100.00%	3,523,200
Grand Total			100.00%	3,523,200

10.3 Footpaths

10.3.1 Asset Holdings

Asset Class	-T Asset Type	Number of Assets	Replacement Cost
o Footpath		36	607,674
	Sealed Roads	6	130,275
	Urban Streets	30	477,399
Grand Total		36	607,674
		1	I I

10.3.2 Available Data

Asset data is stored in the asset register within Council's finance system and is reconciled to the valuation report spreadsheet annually. Location and dimensional data is held in Council's GIS system.

10.3.3 Last Condition Survey

A condition survey was conducted during the comprehensive revaluation in April 2022

10.3.4 General Condition Assessment

Asset Class	2022 AssetVal Condition		Number of Assets	Replacement Cost
Footpath			100.00%	607,674
		1	33.33%	165,464
]		2	2.78%	5,525
]		3	27.78%	239,531
		4	36.11%	197,154
Grand Total			100.00%	607,674

10.4 Kerb and Channel

Asset Class	T Asset Type	Number of Assets	Replacement Cost
Kerb & Channel		131	2,170,662
	Kerb	116	1,795,410
	Median	9	268,834
	Roundabout	1	36,118
	Traffic Management Assets	5	70,300
Grand Total		131	2,170,662

10.4.1 Asset Holdings

10.4.2 Available Data

Asset data is stored in the asset register within Council's finance system and is reconciled to the valuation report spreadsheet annually. Location and dimensional data is held in Council's GIS system.

10.4.3 Last Condition Survey

A condition survey was conducted during the comprehensive revaluation in April 2022

Asset Class	2022 AssetVal Condition	- 1	Number of Assets	Replacement Cost
Kerb & Char	nnel		100.00%	2,170,662
		1	12.98%	233,158
		2	10.69%	131,580
		3	40.46%	944,640
		4	33.59%	845,354
		5	2.29%	15,930
Grand Total			100.00%	2,170,662

10.4.4 General Condition Assessment

10.5 Drainage

10.5.1 Asset Holdings

Asset Class	Asset Type	Number of Assets	Replacement Cost
Stormwater Assets		76	3,959,974
	Box Culvert	4	206,600
	Drainage Pipe	5	2,991,840
	Open Drain	2	43,670
	Pipe Culvert	10	126,179
	Pits	55	591,685
Stormwater Drains		13	138,930
	Drainage Pipe	12	134,120
	Pipe Culvert	1	4,810
Stormwater Pits		22	191,800
	Pits	21	190,000
	Headwall	1	1,800
Grand Total		111	4,290,704

10.5.2 Available Data

Asset data is stored in the asset register within Council's finance system and is reconciled to the valuation report spreadsheet annually. Location and dimensional data is held in Council's GIS system.

10.5.3 Last Condition Survey

A condition survey was conducted during the comprehensive revaluation in April 2022

10.5.4 General Condition Assessment

on N	umber of Assets	Replacement Cost
	68.47%	3,959,974
1	27.93%	472,355
2	8.11%	299,650
3	29.73%	3,138,591
4	1.80%	45,900
5	0.90%	3,478
	11.71%	138,930
1	10.81%	134,120
3	0.90%	4,810
	19.82%	191,800
1	14.41%	150,300
2	5.41%	41,500
	100.00%	4,290,704
	1 2 3 4 5 1 3	68.47% 1 27.93% 2 8.11% 3 29.73% 4 1.80% 5 0.90% 11.71% 1 3 0.90% 1 10.81% 3 0.90% 11 14.41% 2 5.41%

10.6 Summary of transport and drainage assets with Condition Rating 4 or 5

	Condition Rating	Useful Life	Remaining Life	WDV
Car Park				
CP001-2				
Baramah Avenue (Central)	5	20	3	\$227
CP001-4				
Baramah Avenue (Central)	5	20	3	\$1,861
CP002-1				
Baramah Avenue (Central)	5	20	3	\$227
CP002-4				
Baramah Avenue (Central)	4	80	29	\$17,503
CP002-5				
Baramah Avenue (Central)	5	20	1	\$864
CP003-1				
Botanical Gardens	5	20	3	\$5,150
CP004-1				
Work shop and Depot	5	20	1	\$11,995
CP005-1				
Fisher st	5	20	1	\$68
CP005-2				
Fisher st	4	80	29	\$1,386
CP008-3				
Fisher st	4	20	5	\$1,924
Grid				
RDSRUR0006				
Grid	4	40	12	\$5 <i>,</i> 455
RDSRUR0007				
Grid	5	40	7	\$3,293

	Condition	Useful Life	Remaining Life	WDV
RDSRUR0008	Rating	LIIE	LIIE	
Grid	4	40	15	\$7,090
RDSRUR0011	· ·			<i><i>ϕ</i>, <i>jc</i>, <i>c</i>, <i>c</i>, <i>c</i>, <i>c</i>, <i>c</i>, <i>c</i>, <i>c</i>,</i>
Grid	4	40	15	\$7,090
Kerb	· ·			<i><i>ϕ</i>, <i>jc</i>, <i>c</i>, <i>c</i>, <i>c</i>, <i>c</i>, <i>c</i>, <i>c</i>, <i>c</i>,</i>
KC009-2				
Barber Street (Service rd)	4	80	30	\$3,743
КС011-2				+ - / · · · -
Barber Street (Service rd)	4	80	30	\$3,743
KC013-1				1-7 -
Beattie Street	4	80	30	\$7,486
KC013-2				+ · / · • •
Beattie Street	4	80	30	\$7,486
KC017-1				1 /
Broadway Street	4	80	22	\$17,608
KC017-2				+ ,
Broadway Street	4	80	22	\$17,608
KC018-1				, ,
Broadway Street (Service rd)	4	80	30	\$5,104
KC018-2				. ,
Broadway Street (Service rd)	4	80	30	\$5,104
КС020-1				. ,
Broadway Street (Service rd)	4	80	30	\$6,465
КС020-2				
Broadway Street (Service rd)	4	80	30	\$6,465
КС022-1				
Broadway Street (Service rd)	4	80	30	\$3,743
КС022-2				
Broadway Street (Service rd)	4	80	30	\$3,743
КС034-2				
Jerome Street	4	80	30	\$8,507
КС035-1				
Marshall Street	4	80	22	\$5,704
KC035-2				
Marshall Street	4	80	22	\$5,704
KC037				
Murray Road	4	80	30	\$9 <i>,</i> 868
КС038				
Murray Road	4	80	30	\$16,163
КС050-2				
Baramah Avenue	4	80	30	\$3,505
KC051-1				
Baramah Avenue	4	80	30	\$1,191

	Condition Rating	Useful Life	Remaining Life	WDV
KC051-2	nating	LITE	LITE	
Baramah Avenue	4	80	30	\$8,847
KC052-1				1 - 7 -
Baramah Avenue	4	80	30	\$1,531
KC052-2				1 /
Baramah Avenue	4	80	22	\$7,539
KC053-1				, ,
Barambah Avenue Service road	4	80	22	\$5,704
KC058				. ,
Fisher Street	4	80	30	\$681
KC059				•
Fisher Street	4	80	22	\$372
KC060-1				
Fisher Street	4	80	30	\$3,403
КС060-2				
Fisher Street	4	80	30	\$3,403
KC061-1				
Fisher Street	5	80	15	\$185
KC061-2				
Fisher Street	4	80	30	\$408
KC062-2				
Fisher Street	5	80	15	\$2,487
KC063-1				
Fisher Street	5	80	15	\$302
KC063-2				
Fisher Street	4	80	22	\$496
KC064-1				
Fisher Street	4	80	22	\$2,951
КС064-2				
Fisher Street	4	80	30	\$3,743
KC066-2				
Fisher Street	4	80	30	\$3,097
KC068-2				
Fisher Street	4	80	30	\$4,151
KC072-2				
Barber Street	4	80	30	\$919
KC073-2				
Barber Street	4	80	30	\$18,341
KC080-1				
Clevens Lane	4	80	30	\$1,021
КС080-2				
Clevens Lane	4	80	30	\$1,565
Median				

	Condition Rating	Useful Life	Remaining Life	WDV
KC008	nating			
Barber Street (Service rd)	4	80	30	\$16,144
КС019				. ,
Broadway Street (Service rd)	4	80	30	\$13,884
КС021				1 - 7
Broadway Street (Service rd)	4	80	30	\$17,851
КС023				. ,
Broadway Street (Service rd)	4	80	30	\$9,917
КС028				. ,
Cemetary Road	4	80	30	\$12,250
Roundabout				+,
KC032				
Fisher Street	4	80	30	\$13,656
RDSURB0001				,,
Cherbourg Intersection	4	60	24	\$12,727
RDSURB0014				+): =:
Fisher Street Roundabout	5	60	2	\$859
Runway				çooo
RDSUR008APV				
Cherbourg Helicopter Pad	4	60	23	\$11,658
RDSUR009APV	• •			<i>\</i> 11)000
Cherbourg Helicopter Pad	4	60	23	\$1,896
RDSUR010APV	• •	00		Ŷ1,030
Cherbourg Helicopter Pad	4	30	11	\$3,373
Sealed Roads				<i><i><i>ϕ</i>ϕϕϕϕϕϕϕϕϕϕϕ</i></i>
FP2013002APV-3				
Broadway Street (Service rd)	4	20	6	\$3 <i>,</i> 333
FP2013003APV-2	•	20	Ŭ	<i>40,000</i>
Broadway Street (Service rd)	4	20	6	\$4,222
FP2013004APV-3		20	U	77,222
Broadway Street (Service rd)	4	20	6	\$2,444
RDSUR005APV-3	• • • • • • • • • • • • • • • • • • •	20	Ŭ	<i>ΥΣ</i> , 111
Barber Street (Service rd)	4	20	6	\$3,618
RDSUR006APV-2		20	U	<i>9</i> 3,010
Barber Street (Service rd)	4	20	6	\$2,487
RDSUR007APV-2	+	20	0	Υ <u></u> , τυ /
Barber Street (Service rd)	4	20	6	\$2,487
RDSURB0001AD-1	+	20	0	γ <u></u> 2, 1 07
Alan Douglas Way	4	20	5	\$2,810
RDSURB0006LI	+	20	J	72,010
Collins Street	4	30	9	\$5,034
RDSURB0007LI	4		9	40,00 4
Bond Street	4	30	9	\$10,069
bollu Street	4	30	9	210,009

	Condition Rating	Useful Life	Remaining Life	WDV
RDSURB0008LI	nating		Line	
Cobbo Street	4	30	9	\$10,069
RDSURB0010-2				
Cemetery Road	4	20	6	\$10,526
RDSURB0010AR-3				
Cherbourg Access Road	4	20	6	\$34,306
RDSURB0011AR-1				
Cherbourg Access Road	4	20	6	\$10,643
RDSURB0012-1				
Roadworks - Abattoir	4	20	5	\$2,291
RDSURB0013AR-3				. ,
Cherbourg Access Road	4	20	6	\$11,461
RDSURB0023BA-1				
Barambah Avenue	4	20	6	\$5 <i>,</i> 879
RDSURB0025-2				
Botanical Gardens	4	20	6	\$11,157
RDSURB0026-3				
Murray Road	4	20	6	\$59,255
RDSURB0027-2				
Stan Mickelo Road	4	80	29	\$43,757
RDSURB0027-3				
Stan Mickelo Road	4	20	6	\$9,900
RDSURB0027SR-2				
Barambah Avenue Service road	4	20	6	\$3,567
RDSURB0027SR-3				
Barambah Avenue Service road	4	80	29	\$14,817
RDSURB0028-2				
Hillview Street	4	20	6	\$5,263
RDSURB0028SR-1				
Barambah Avenue Service road	4	80	29	\$6,120
RDSURB0028SR-3				
Barambah Avenue Service road	4	20	6	\$1,473
RDSURB0029SR-2				
Barambah Avenue Service road Entrance	4	80	29	\$1,160
RDSURB0029SR-3				
Barambah Avenue Service road Entrance	4	20	6	\$279
RDSURB0030FS-1				
Fisher Street	4	20	6	\$382
RDSURB0032-2				
Marshall Street	4	20	6	\$6,456
RDSURB0034FS-3				
Fisher Street	4	20	6	\$2,306
RDSURB0035FS-3				

	Condition Rating	Useful Life	Remaining Life	WDV
Fisher Street	4	20	6	\$5,381
RDSURB0038-2				. ,
Bligh Street	4	80	29	\$12,082
RDSURB0040-1				. ,
Oak Avenue	4	20	5	\$4,301
RDSURB0041-2				
Mill Avenue	4	20	5	\$1,924
RDSURB0044-1				
Collins Street	4	20	6	\$18,127
RDSURB0044BS-3				
Broadway Street	4	20	6	\$2,830
RDSURB0045-1				
Bond Street	4	20	6	\$9,824
RDSURB0045BS-1				
Broadway Street	4	20	6	\$5,789
RDSURB0046-3				
Cobbo Street	4	20	5	\$6,744
RDSURB0046BS-2				
Broadway Street	4	20	6	\$2 <i>,</i> 830
RDSURB0047-2				
Broadway Street	4	20	6	\$2,702
RDSURB0049-3				
Barber Street	4	20	6	\$13,365
RDSURB0050-2				
Barber Street	4	20	7	\$11,811
RDSURB0053-3				
Ada Simpson Way	5	20	3	\$1,194
RDSURB0054-3				
Vincent Law Snr Way	4	20	6	\$5 <i>,</i> 167
RDSURB0056-1				
Mill Avenue	4	20	5	\$1,075
RDSURB0058-2				
Clevens Lane	4	80	29	\$270
RDSURB0058-3				
Clevens Lane	4	20	6	\$66
RDSURB0059-1				
Clevens Lane	4	80	29	\$2,844
RDSURB0059-3				
Clevens Lane	4	20	6	\$793
Traffic Management Assets				
КС076				
Barber Street	4	80	22	\$3,720
Unsealed Roads				

	Condition Rating	Useful Life	Remaining Life	WDV
RDSRUR0015-1				
Ranger Centre - Road	5	20	3	\$17,280
RDSURB0016-1				
Water Pump Road - Creek	5	20	3	\$1,613
RDUR02APV-1				
Sewer Pump No4 Access rd	4	20	6	\$2,945
Urban Streets				
FP003BA				
Baramah Avenue	4	60	23	\$2,169
FP004				
Baramah Avenue	4	60	23	\$6,555
FP006				
Baramah Avenue	4	60	23	\$7,215
FP008				
Barambah Avenue Middle Access Road 2	4	60	16	\$1 <i>,</i> 802
FP009				
Barambah Avenue -Across park	4	60	16	\$3,860
FP011				
Fisher Street	4	60	23	\$5 <i>,</i> 619
FP016				
Vincent Law Snr Way	4	60	23	\$6,801
FP2013001APV				
Broadway Street	4	60	16	\$5 <i>,</i> 576
FP2013002APV				
Broadway Street	4	60	23	\$6,900
FP2013003APV				
Broadway Street	4	60	23	\$12,321

Drainage Assets

Asset Code	Asset Description	Asset Class	Condition Rating	Useful Life	Adopted Remaining Life	WDV
SD003	Baramah Avenue (Central)	Stormwater Assets	4	80	48	\$12,033
SD009	Cherbourg Access Road	Stormwater Assets	5	80	40	\$1,147
SP015	Broadway Street	Stormwater Assets	4	80	48	\$1,714