

Value and Risk Advisory

Strategic Investment Plan 2025

TSIRC – Buildings, Infrastructure, Fleet

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Executive Summary

Background

The Strategic Investment Plan (SIP) has been developed on behalf of the Torres Strait Island Regional Council (TSIRC). The SIP will provide a structured and prioritised expenditure plan to address risks related to the inadequate condition of key Council assets. Additionally, the report will address future investment requirements to meet the evolving needs of the Council populace. It will cover the five (5) year period, including FY2026 – FY2030. Each year within the SIP will hereafter be referred to as years one (1) to five (5).

TSIRC is responsible for the provision of appropriate facilities and associated infrastructure to ensure the continued well-being and development of the Torres Strait communities. The buildings, infrastructure, and fleet asset classes are essential to achieving the Council's vision of autonomous, prosperous, and sustainable communities. However, historic capital underfunding has resulted in the significant degradation of many essential assets within the TSIRC portfolio.

Current State:

TSIRC's asset portfolio, encompassing fleet, buildings, and infrastructure, is critical to delivering community services and fostering regional development. The fleet segment, comprising 259 assets with a replacement cost of \$10.87M, serves diverse transportation, maintenance, and operational functions. However, the fleet's current state of underfunded and ageing assets necessitates urgent investment in new acquisitions to ensure operational continuity and efficiency. The building portfolio, consisting of 7,732 assets including subcomponents valued at \$507.90M, includes community (social housing), corporate, and recreational structures. Many of these buildings are being utilised beyond their economic end-of-life, exposing the community to safety risks, and highlighting the urgent need for upgrades and expansion. TSIRC currently have a significant shortage of social housing. The TSIRC social housing strategy highlights the importance of providing safe housing within the community and lists three priority groups. Priority one includes housing for homeless, child safety, health, disability, and domestic violence. Priority two includes overcrowding of existing housing. Priority three included housing for return to community. The infrastructure portfolio, with a total replacement cost of \$870.95M, includes assets such as flood mitigation systems, road networks, sewerage systems, stormwater drainage, waste landfills, water supply networks, and maritime facilities. The significant deterioration of these assets underscores the necessity for substantial investment to maintain public health, safety, and economic connectivity.

Summary of Proposed Plan:

The Strategic Investment Plan (SIP) for TSIRC targets critical investments in fleet, buildings, and infrastructure assets over a five-year period (FY2026-FY2030) to address current deficiencies and support future community needs. The total planned investment expenditure is **\$1,475,890,990**. However, it is important to note that current funding levels are **insufficient** to meet this planned expenditure. The specific risks to TSIRC if additional funding cannot be obtained are discussed in section 3.2 *Risks to TSIRC*.

Asset Group	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Fleet	10,396,575	3,146,535	2,677,587	1,515,736	-
Buildings	100,200,180	121,942,256	144,235,095	166,530,715	195,777,945
Infrastructure	6,453,704	101,341,825	163,401,336	201,810,333	256,461,168
Total	117,050,459	226,430,616	310,314,018	369,856,784	452,239,113

Table 1: Summary of SIP Proposed Expenditure

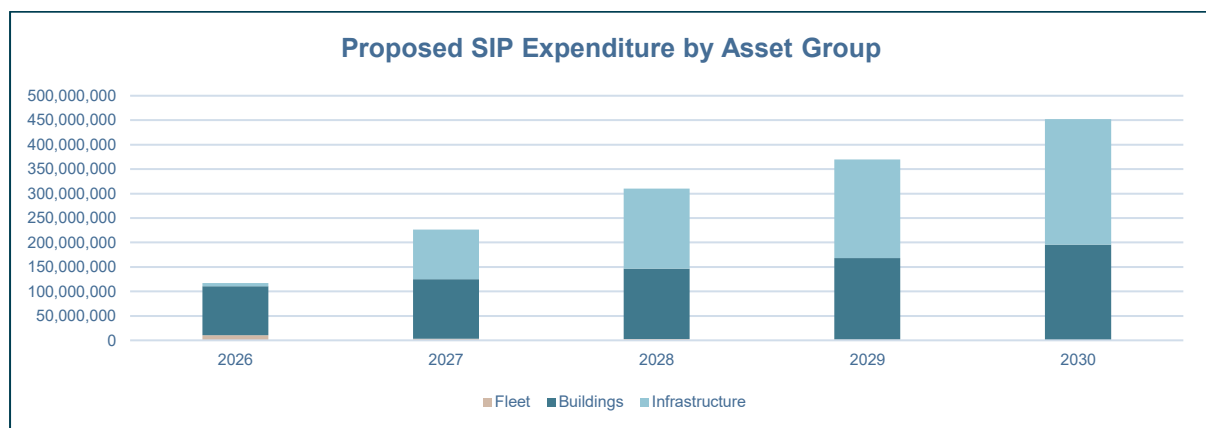


Figure 1: Proposed SIP Expenditure by Asset Group

1.0 Introduction

This Strategic Investment Plan (SIP) has been developed on behalf of the Torres Strait Island Regional Council (TSIRC). The SIP is specific to TSIRC's buildings, infrastructure, and fleet assets. It will build upon the findings from the TSIRC Strategic Asset Management Plan (2021) which provided advice on the renewal of existing assets, but also provide a clear framework for investing in assets that serve future community requirements. The purpose of the SIP is to guide TSIRC in addressing both the current and future needs of the varied communities within the Torres Strait. The focus will be on strategically aligning investments with the region's unique needs by addressing critical infrastructure and community services assets.

Developing and implementing comprehensive plans is essential for effective asset management within an organisation. Two key planning components in this realm are the Strategic Asset Management Plan (SAMP) and the Strategic Investment Plan (SIP). While both plans are crucial for successful asset management, they have distinct purposes.

The Institute of Public Works Engineering Australia (IPWEA) defines a Strategic Asset Management Plan as including *“documented information that specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans and the role of the asset management system in supporting achievement of the asset management objectives.”*

Considered a subset of the SAMP, the SIP delves into detailed financial considerations, estimating costs, and evaluating the economic viability of proposed investments. It considers not only the renewal and maintenance of existing assets but also the improvement or removal of existing assets, acquisition of new assets, and strategies to improve efficiency and reduce costs of asset management.

By integrating the insights from the SAMP and the recommendations outlined within the SIP, TSIRC aims to create a robust and actionable roadmap for sustainable asset management. This comprehensive approach will enable the council to make informed decisions that prioritise the most critical needs, optimise asset performance, and ensure responsible fiscal stewardship. Through strategic investments, TSIRC is committed to enhancing service delivery, improving community living standards, and fostering long-term regional growth. By addressing both immediate and future requirements, the SIP underlines TSIRC's dedication to resilient and proactive asset management.

1.1 Assets in Scope

- Fleet
- Buildings – Community
- Buildings – Corporate
- Buildings – Churches
- Buildings – Elphinstone
- Recreational
- Flood Mitigation Network
- Stormwater Drainage Network
- Road / Transport Network
- Waste Landfills
- Water Supply Network
- Sewerage Network
- Wharves, Piers, Jetties & Pontoons

Exclusions:

- ITC Assets

1.2 Reference Documents

- TSIRC Strategic Asset Management Plan 2021 (JLL)
- 2020 Valuation Report (JLL)
- Desktop Indices Report 2021 (JLL)
- Desktop Indices Report 2022 (JLL)
- Desktop Indices Report 2023 (JLL)
- Desktop Indices Report 2024 (JLL)
- 2025 Valuation Report (JLL)
- Fleet FAR (TSIRC)
- Buildings & Infrastructure FAR (TSIRC)

- Corporate Plan 2020-2025 (TSIRC)
- Fleet 15 Year Plan (TSIRC)
- 1062 Transport Roads & Airstrips (TSIRC)
- Report Schedule – Road Data (TSIRC)
- Report Schedule – Airstrips (TSIRC)
- Unfunded Priority Projects 2022 (TSIRC)
- Papers to VM1 (TSIRC)
- Marine Access – Channel Dredging Study (AECOM)
- Marine Infrastructure Condition Assessment (Royal HaskoningDHV)
- Ugar All Tide Access – Marine Disposal Assessment (Royal HaskoningDHV)
- Social Housing Strategy 2024 (TSIRC)
- TSIRC Housing Project 2025 (RLB)
- Boigu Community Accommodation Facility 2023 (RLB)
- Growing Regions Program Round 1 (TSIRC)
- Disaster Ready Fund Round Three 2025-26 (TSIRC)
- Major Infrastructure Program – MIP7 (TSIRC)
- Straits and Northern Peninsula Regional Waste Management Plan (LGAQ)

1.3 TSIRC Overview

TSIRC governs fifteen (15) outer island communities in the Torres Strait, dedicated to delivering essential services, promoting cultural preservation, and fostering economic development within the region. Established under the Queensland Government, TSIRC is responsible for ensuring the welfare of approximately 5,000 residents spread across its jurisdiction.

The Council's primary responsibilities encompass infrastructure maintenance, environmental management, economic development, health, and community services. TSIRC operates with a vision to create resilient, sustainable, and self-sufficient communities while respecting the unique cultural heritage and values of the Torres Strait Islanders. The organisation is committed to empowering local communities through inclusive governance, transparent decision-making, and strong partnerships with both governmental and non-governmental entities. The Council continuously strives to overcome the challenges posed by its remote location, working to improve living standards, safeguard the environment, and stimulate economic opportunities for its residents. However, insufficient funding continues to be the Council's greatest challenge in achieving its commitments.

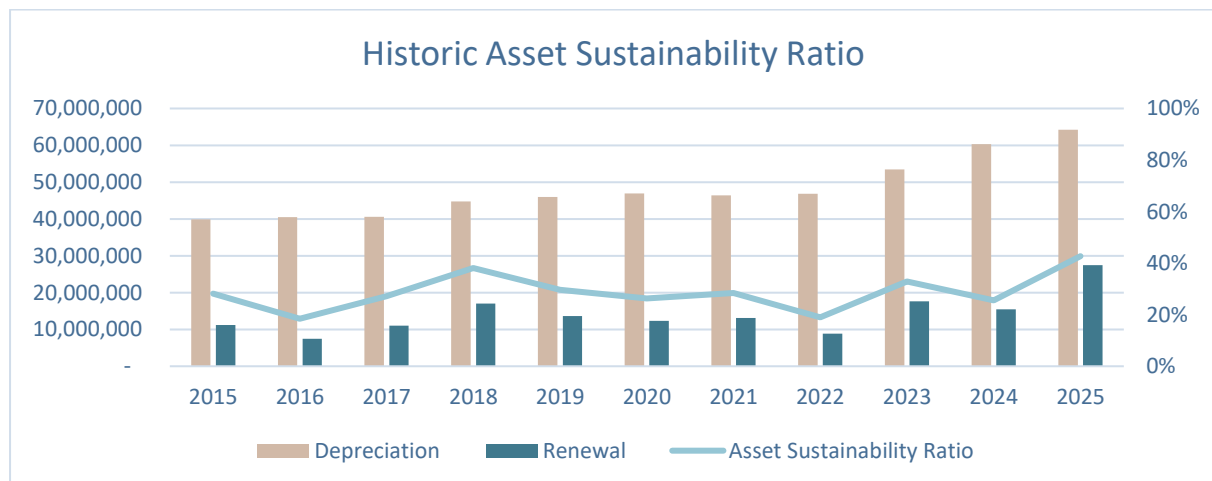


Figure 2: TSIRC Historic Asset Sustainability Ratio

Since 2015, TSIRC's asset sustainability ratio has ranged from 18% to 43%, significantly below the Australian Government standard of 90%. This stark disparity underscores a history of chronic underfunding in the Council's capital expenditure. Without an urgent and substantial increase in funding, the Council will remain reliant on end-of-life (EoL) assets, a situation that endangers both community members and Council staff. At this critical juncture, the Strategic Investment Plan (SIP) aims to address these issues by pinpointing assets in urgent need of renewal, refurbishment, rationalisation, enhancement, or demolition. The SIP then outlines a structured expenditure framework that prioritises investment in these vital assets, positioning TSIRC for a more sustainable and secure future.

The National State of the Assets (NSoA) 2024 report, compiled by the Institute of Public Works Australia (IPWEA), presents comprehensive asset data from 85% of Australian Local Government agencies through a voluntary survey. The report indicates that, on average, Local Government infrastructure is distributed as follows: 65% in good

condition, 27% in fair condition, and 8% in poor condition. This classification is based on IPWEA's five-point condition rating scale (1-5), where "good" encompasses ratings 1-2, "fair" corresponds to rating 3, and "poor" includes ratings 4-5.

To facilitate a comparison with TSIRC's six-point scale (0-5), an adjustment was made. For TSIRC's building and infrastructure asset portfolio, the following categorization was applied: ratings 0-1 as "good", 2-3 as "fair", and 4-5 as "poor". The accompanying graph illustrates the condition distribution of TSIRC's asset portfolio.

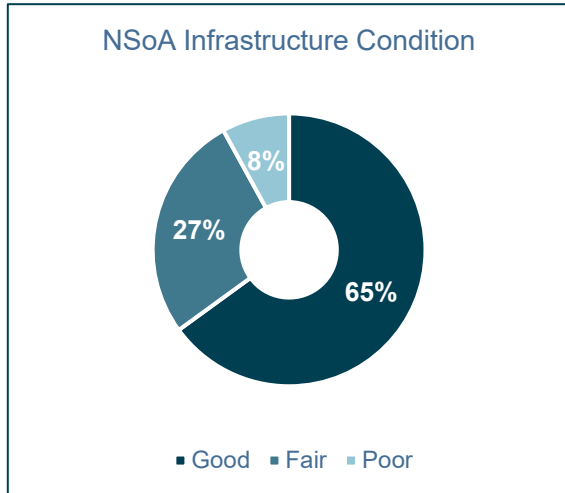


Figure 3: NSoA Infrastructure Condition

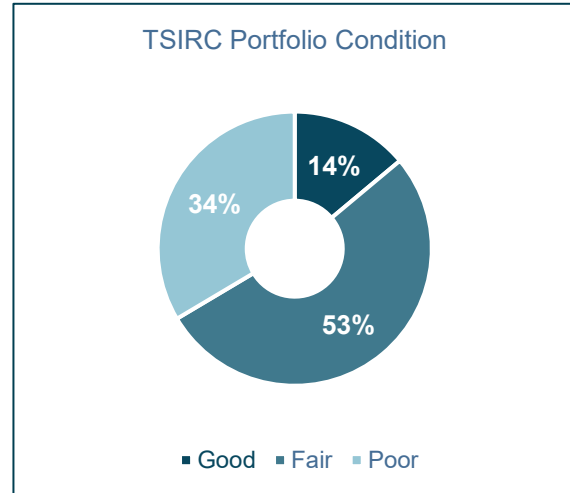


Figure 4: TSIRC Portfolio Condition

The assets were inspected in 2024 as part of the 2024-25 financial reporting valuation for valuation purposes. Consequently, this analysis should be considered for contextual purposes only.

In comparison to the national average, TSIRC's portfolio exhibits a less favourable condition profile. Specifically, TSIRC maintains a significantly lower proportion of assets in good condition and a higher proportion in fair and poor condition.

This analysis underscores the need for strategic asset management and potential targeted interventions to improve the overall condition of TSIRC's infrastructure portfolio.

1.4 Organisational Context

The Torres Strait Island Regional Council (TSIRC) operates in a unique geographical and cultural context, presenting both challenges and opportunities over the five (5) year investment horizon from 2026 to 2030. Key challenges include logistical complexities associated with remote island locations, climate change impacts, and infrastructural vulnerabilities. These factors have been observed to hinder project execution and escalate costs. Additionally, the intricacies of navigating Indigenous land rights and the need for culturally sensitive community engagement require careful consideration. Conversely, significant opportunities exist to leverage sustainable development initiatives, enhance digital connectivity, and capitalise on governmental and private funding programs aimed at regional development and Indigenous community upliftment. Effective risk management and stakeholder collaboration will be crucial to overcoming these hurdles and maximising the investment plan's potential benefits.

1.5 TSIRC Strategic Asset Management Plan Overview

The TSIRC Strategic Asset Management Plan (SAMP) was developed by JLL in 2020 and made projections based on an assumption of existing service levels remaining largely the same over the period 2020-2029.

The document identified a \$571.93M forecast ten (10) year outlay, compared to only \$400.47M of available funding, leading to *"a shortfall of approximately (\$29,587,468) per annum over the life of the plan."*

JLL have extracted the data from the TSIRC SAMP and removed asset classes that are not in scope of the SIP. On average, renewals, acquisitions, and disposals were projected to amount to \$40.05M annually.

The projected annual expenditure, based on the updated SAMP data, is \$40.05M. In comparison, the revised SIP data estimates a yearly expenditure of \$295.18M in real-dollar terms. The higher value stems from a backlog of unfunded projects that has accumulated between 2021 and 2024, increased replacement costs over this same period, and a re-evaluation of condition ratings in the FAR.

The expenditure variance is higher than expected due to JLL and TSIRC staff reevaluating Council priority projects comprehensively, considering all asset classes and the needs for refurbishments, enhancements, rationalisations, and studies. The TSIRC social housing strategy was developed in 2025 and has highlighted the critical importance

of providing adequate housing, currently 100 houses need to be built over the next 5 years. Additionally, JLL undertook a comprehensive valuation of the assets in 2025, as part of the valuation the assets were inspected and new condition ratings were adopted. The new condition ratings have brought many addition assets onto the SIP and increased the expenditure required.

1.6 Strategic Investment Plan Purpose

The TSIRC SAMP (2021) identified an annual shortfall of approximately \$29,587,468 over the ten-year horizon, yet the SAMP did not provide a clear framework for funding allocation. The SIP aims to provide a strategically sound, efficient, and cost-effective plan for funding allocation over the period 2026 - 2030.

The SIP contributes to providing an efficient financial planning framework for TSIRC. Efficient financial planning is crucial for TSIRC as it ensures the optimal allocation and utilisation of resources to meet the diverse needs of its communities. By implementing strategic budgeting, forecasting, and financial management practices, TSIRC can better prioritise essential projects, manage operational costs, and invest in sustainable infrastructure. This proactive approach not only fosters economic stability and growth within the region but also enables the Council to enhance service delivery, improve community welfare, and support long-term development goals. Efficient financial planning ultimately empowers TSIRC to make informed decisions that align with their mission and vision, fostering a prosperous and resilient future for the Torres Strait communities.

1.7 Summary of Workshops

Date	Project Staff Present (JLL)	Project Staff Present (TSIRC)	Agenda
19/09/2025	Anna Harvey	Hollie Faithfull, Tony Wynen, Linda Tarsitano, Andrew Forrester, Susanne Andres, Wayne Green, Dawson Sailor, David Abednego, Yvette Lewis, Adeah Kabai, Emma Evans, Peter Price, Mathew Brodbeck	- Decide content for the SIP - Discuss key considerations and agreement on criteria basis to identify the areas that require investment. - Provision of further materials to JLL. - Update on the status of the plan.
11/11/2025	Ty Noble, Anna Harvey	Phillemon Mosby, James William, Hollie Faithfull, Frank Barbieri, Councillors	- Presentation of draft SIP results to the councillors.
27/11/2025	Ty Noble	Hollie Faithfull, Tony Wynen, Linda Tarsitano, Wayne Green, Dawson Sailor, David Abednego	- Presentation of draft SIP results. - Executive committee review of draft SIP. - Provision of feedback to JLL on draft SIP.
28/11/2025	Ty Noble	Hollie Faithfull, Tony Wynen, Linda Tarsitano, Andrew Forrester, Vicki Bishop, David Baldwin, Adeah Kabai, Emma Evans, Peter Price	- Presentation of draft SIP results. - Executive committee review of draft SIP. - Provision of feedback to JLL on draft SIP.

Table 2: Summary of Workshops

1.8 Investment Categorisation

In conversation with TSIRC representatives, assets were broadly categorised into the nature of the capital investment required. These categories are demolition, refurbishment, replacement, enhancement, rationalisation, new assets, or studies.

Demolition – TSIRC representatives have identified overcapacity or underutilisation compared to lifecycle asset maintenance costs.

Refurbishment – TSIRC representatives have identified that the asset is providing required services to the community but note that the asset is only partially at EoL. As such, refurbishment of EoL components is required to restore service levels to an acceptable level.

Replacement* – TSIRC representatives have identified that the asset is or was providing services which continue to be required by the community, such that it should be replaced with a modern equivalent to restore service levels to an acceptable level.

Enhancement* – TSIRC representatives have identified that the asset is overutilised or will receive greater utilisation in the future, or that the asset is deemed inadequate to service community needs in its current state. As such, the asset should be upgraded beyond what is considered the modern equivalent.

Rationalisation – TSIRC employed rationalisation in their design process. This involved the demolition of multiple distinct building assets, and the planned construction of new multi-use buildings that provide a range of council services in a single facility.

New Asset – TSIRC identified the requirement for an entirely new asset to service the evolving needs of community members. Note that allowances for land acquisition, legal costs, and other potential costs surrounding the construction of new assets have not been factored into calculations.

Study – TSIRC has identified a potential requirement for a new asset or requires an asset condition assessment to identify issues with an existing asset. While intangible assets are not considered to be included on the FAR, JLL has included studies being planned for investment by TSIRC.

*Replacement and enhancement both imply the requirement for demolition, and this has been factored into calculations

1.9 Condition Ratings and Risk Assessment

Assets within the TSIRC portfolio are given condition ratings based on the IPWEA framework but modified to include a zero (0) condition rating. These are presented in the table below.

Rating	Condition	Description	Action Required
0	New	Asset is brand new with no deterioration.	No action required
1	Excellent	Asset is in near-new condition. No defects and fully operational.	No action required
2	Good	Asset shows minor signs of wear. Fully operational with minimal maintenance needed.	Routine maintenance
3	Fair	Asset is aging, with noticeable wear and minor defects. Some components may require attention.	Regular maintenance and minor repairs
4	Poor	Asset has significant defects and is approaching the end of its useful life. Major components impaired.	Considerable maintenance and major repairs necessary
5	Very Poor/Failed	Asset is in unacceptable condition with severe defects. Not operational or failing.	Immediate attention required; replacement or complete overhaul necessary

Table 3: TSIRC Condition Rating Framework

The condition ratings were utilised as a proxy to assess each asset's risk of failure. Subsequently, assets were prioritised for investment based on their risk of failure in conjunction with the potential consequences of such failures for community members and TSIRC staff. Assets classified within the 'Very High' and 'Extreme' risk categories were identified as priority investments for TSIRC, aimed at ensuring the continued welfare of its communities and staff.

Likelihood		Consequence				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
5	Almost Certain	Low	Medium	High	Very High	Extreme
4	Likely	Low	Medium	High	Very High	Extreme
3	Possible	Low	Medium	Medium	High	High
2	Unlikely	Low	Low	Medium	Medium	Medium
1	Rare	Low	Low	Low	Low	Low

Table 4: JLL Relative Risk Rating Matrix

1.10 Cost Forecasting

Buildings

The replacement cost for most of the assets were adopted based on TSIRC's most recent full valuation which occurred in 2025. The new social housing replacement cost was based on cost estimates from RLB for a new modular housing design. The Badu Sports Oval Upgrade costs were adopted from the RLB concept design estimates and scope of works.

Due to the remoteness of the Torres Strait region, construction resources are scarcer, and the sector faces higher overheads related to the transportation of personnel and materials. This is evident from the historic price indexation of TSIRC's asset classes. The building asset classes had an average indexation of 10.3% for the period between 2020 and 2024. The infrastructure asset classes had an average indexation of 6.78% to 11.28% for the period between 2020 and 2024. Both asset classes significantly outpaced the national CPI and Rawlinson's Building Price Index for Brisbane.

JLL identified a range of 5% - 8% annual indexation as being reasonable for the buildings asset classes over the five (5) year SIP period. Yet, because of the aforementioned factors, JLL has adopted the high end, a 8% annual indexation rate to forecast future costs for the buildings asset classes through to 2030. Similarly, the infrastructure asset classes were forecast to continue the trend observed over the previous four (4) years, with the average indexation percentage (rounded) being applied on an annual basis over the next five (5) years of the SIP, those being between 5% and 11%.

Cost Disclaimers

The demolition costs projected in this strategic investment plan are based on the assumption of achieving economies of scale. These estimates presume that multiple assets on an island will be demolished in a consolidated program of works, or that demolition will occur concurrently with the mobilization for new construction projects. This approach significantly reduces overall expenditure by sharing the substantial costs of transporting machinery, equipment, and specialized trades to the region. Consequently, should the Council choose to demolish individual assets as standalone projects, the costs are likely to be significantly higher than stated herein, as each project would need to bear the full cost of mobilization and demobilization.

The financial projections detailed in this investment plan are based on standard construction and demolition materials and do not include provisions for the identification, handling, or disposal of asbestos or other hazardous substances. Should asbestos-containing materials (ACMs) or other hazardous materials be discovered within an asset slated for maintenance, repair, or demolition, their presence will necessitate specialized abatement and disposal procedures in accordance with regulatory requirements. These activities will incur significant additional costs that have not been captured within this plan, and a separate budget allocation would be required to address them.

2.0 Strategic Investment Plan

2.1 Fleet

2.1.1 Current State

TSIRC owns and operates various fleet assets that are recognised on their FAR and summarised in the following table.

Asset Type	No. of Assets	Asset Cost (\$)	Average Condition	No. of EoL Assets
White Fleet	128	3,386,811	3.22	42
Green Fleet	37	1,059,365	4.18	12
Yellow Fleet	71	3,876,640	3.45	40
Fuel Assets	17	2,472,531	4.06	2
Other	6	76,242	4.36	0
Total	259	10,871,590	3.74*	96

Table 5: Summary of Fleet Assets in FAR *portfolio average

The 'White Fleet' facilitates essential transportation for TSIRC staff and community members through consumer cars and minibuses. The 'Green Fleet', including mowers, slashers, tractors, and skid steers, is vital for maintaining public spaces, supporting agricultural activities, and preserving the environment. The 'Yellow Fleet' consists of backhoes, excavators, and garbage trucks, which are necessary for infrastructure development, waste management, and emergency response. Complementing these, the 'Fuel Assets' provide the required fuel distribution to keep the diverse fleet operational. Underfunding these assets could result in inadequate maintenance and limited functionality, thereby risking the provision of essential services, hindering community projects, exacerbating environmental issues, and compromising the overall quality of life for the Torres Strait communities.

Overall, the portfolio contains 259 assets, with a replacement cost of \$10.87M and an average condition rating of 3.74, or 25% of TUL remaining. JLL has been advised that the portfolio is considered inadequate to service the various needs of the diverse communities within TSIRC's jurisdiction and that the growth of the fleet portfolio is a priority.

2.1.2 Methodology

JLL has based the Fleet SIP on the fifteen (15) year plan provided by TSIRC representatives. JLL has focused on the first five (5) years of the plan and expanded upon the estimates contained within. Primarily, JLL has included allowances for 'make-ready' costs such as transport, mechanical work, rustproofing, and installation to provide more accurate itemised cost estimates.

A nominal 5% escalation rate has been applied from the second year onward due to the absence of a contractual agreement between TSIRC and the transport provider that stipulates fixed price escalations. The transport provider, which currently holds a monopoly in the region, has a history of increasing costs at a rate significantly higher than the Consumer Price Index (CPI) as reported by the Australian Bureau of Statistics (ABS). Therefore, in the absence of a fixed contract, JLL deems a 5% escalation rate to be an appropriate measure for fleet assets.

Fleet asset costs are provided in the table below. Base costs have been extracted from quoted prices or previous acquisitions by TSIRC where possible. Where true costs were unavailable, costs have been estimated based on available information and public pricing. Make-ready costs have been extrapolated from prices paid by TSIRC for rustproofing and mechanical work, alongside transport costs quoted by the transport provider over the period April 2024 - July 2024.

Asset Type	Base Cost (\$)	Total Make-Ready and Freight Cost Estimate (\$)	Total Cost (\$) – 2026	Total Cost (\$) - 2027	Total Cost (\$) - 2028	Total Cost (\$) – 2029	Total Cost (\$) - 2030
48" ZT Mower	14,000	5,000	19,000	19,950	20,948	21,995	23,095
78" ZT Mower	35,000	6,000	41,000	43,050	45,203	47,463	49,836
57HP Slasher	60,000	11,000	71,000	74,550	78,278	82,191	86,301
48" Ride On	9,000	5,000	14,000	14,700	15,435	16,207	17,017

Asset Type	Base Cost (\$)	Total Make-Ready and Freight Cost Estimate (\$)	Total Cost (\$) – 2026	Total Cost (\$) - 2027	Total Cost (\$) - 2028	Total Cost (\$) – 2029	Total Cost (\$) - 2030
Trailer	4,000	4,000	8,000	8,400	8,820	9,261	9,724
Tipper	85,000	28,500	113,500	119,175	125,134	131,390	137,960
Tractor	60,000	11,000	71,000	74,550	78,278	82,191	86,301
Skidsteer	45,000	11,000	56,000	58,800	61,740	64,827	68,068
Backhoe	165,000	27,500	192,500	202,125	212,231	222,843	233,985
Excavator	56,000	15,000	71,000	74,550	78,278	82,191	86,301
Garbage Truck	100,000	28,500	128,500	134,925	141,671	148,755	156,193
Diesel Tank & Pump	46,000	17,000	63,000	66,150	69,458	72,930	76,577
Forklift	20,000	11,000	31,000	31,000	32,550	34,178	35,886
Mini Loader	30,000	21,000	51,000	53,550	56,228	59,039	61,991
4WD Dual Cab Ute	60,000	21,000	81,000	85,050	89,303	93,768	98,456
Mini Van	80,000	21,000	101,000	106,050	111,353	116,920	122,766

Table 6: Adopted Fleet Costs by Asset and Year

Information regarding the quantities and locations of existing end-of-life assets was unavailable, so it should be noted that JLL did not consider capital expenditure required for disposal of existing fleet assets in this plan, although it is an extra cost that TSIRC is expected to incur.

2.1.3 Results

The following provides a summary of proposed asset acquisitions by asset type, noting that all fleet investments will be categorised as the acquisition of new assets. As expected, costs are highest in year one (1) due to the planned acquisition of ten (10) garbage trucks for Boigu, Saibai, Mabuiag, Kubin, Hammond, Warraber, Poruma, Masig, Ugar, and Mer. Two (2) diesel tank and pump acquisitions are also planned in year one (1) to service the communities and TSIRC staff on Iama and Warraber.

Asset Class	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Green Fleet	2,768,850	535,815	544,084	502,612	-
Yellow Fleet	3,222,975	1,048,478	445,686	1,013,124	-
White Fleet	4,272,450	1,562,243	1,687,817	-	-
Fuel Assets	132,300	-	-	-	-
Total	10,396,575	3,146,536	2,677,587	1,515,736	-

Table 7: Summary of Planned Fleet Acquisitions by Asset Class

Overall, all fleet acquisitions within the SIP are forecast to cost **\$17,736,434**. Seventy-seven (77) new 4WD Dual Cab Utes will be the most acquired asset, followed by twenty-five (25) 78" ZT Mowers and fifteen (15) 57HP Slashers. A total of fifty-eight (58) mowers will be acquired over the five-year SIP horizon. Meanwhile, garbage trucks and diesel tanks will only be acquired in the 2024-25 financial year.

Asset Type	2026	2027	2028	2029	2030	Asset Total
48" ZT Mower	13	1	6	6	-	26
78" ZT Mower	11	1	8	4	-	24
57HP Slasher	9	6	-	-	-	15
48" Ride On	3	-	2	1	-	6

Asset Type	2026	2027	2028	2029	2030	Asset Total
Trailer	26	-	-	1	-	27
Tipper	8	-	-	1	-	9
Tractor	2	-	-	-	-	2
Skidsteer	7	4	-	1	-	12
Backhoe	6	-	2	2	-	10
Excavator	4	3	-	3	-	10
Garbage Truck	9	4	-	1	-	14
Diesel Tank & Pump	2	-	-	-	-	2
Forklift	1	-	-	-	-	1
Mini Loader	1	-	-	1	-	2
4WD Dual Cab Ute	44	15	18	-	-	77
Mini Van	5	2	-	-	-	7
Total	151	36	36	21	-	244

Table 8: Number of Asset Acquisitions per Financial Year by Type

Currently, price escalations, and make-ready costs form the greatest obstacles to the achievement of the SIP objectives. Significant price escalations have been observed by TSIRC representatives, particularly pertaining to transport costs either from Cairns-to-island or island-to-island transfers. These have been escalating at rates higher than CPI, including increases of nearly 100% annually for some equipment. These rapidly escalating transportation costs pose a significant challenge for fleet acquisitions and maintenance.

In March 2025, the transport provider quoted freight costs of \$12,500 for the transport of an excavator from Cairns to Saibai. For the adopted replacement cost of \$56,000, this represents 22% of the vehicle's base cost. Further, rustproofing, and mechanical costs including mechanical repairs, inspections, new parts, and rustproofing averaged at \$2,500, this represents 4% of the vehicle's base cost. Together, rustproofing, mechanical, and transport costs account for 27% of the adopted replacement cost of a garbage truck. For each asset type, total make-ready costs range between 17% and 100% of the asset's base cost, representing a significant financial challenge for TSIRC.

2.2 Buildings

2.2.1 Current State

TSIRC owns and operates various building assets that are recognised on their FAR and summarised in the following table.

Asset Class	No. of Assets*	Replacement Cost (\$)	Average Condition Rating
Buildings - Community	6,392	871,474,637	3.2
Buildings - Corporate	1,092	191,704,721	3.1
Recreational Assets	248	47,811,670	3.4
Total	7,732	1,110,991,028	3.2

Table 9: Summary of Building Assets within FAR

*includes asset subcomponents.

Community buildings serve to support social well-being, providing spaces for gatherings, educational programs, essential services, and cultural events. Corporate buildings cater to the administrative and operational needs of the council, facilitating efficient governance, employee collaboration, and public service delivery. Recreational assets, including parks and sports complexes, promote physical health and social interaction and enhance community quality of life by offering venues for exercise and leisure. Underfunding of these assets creates immediate health and safety risks to those who regularly use them and long-term health impacts if communities are deprived of their use for extended periods.

Overall, the portfolio contains 7,732 assets, with an estimated \$1.11B replacement cost and an average condition rating of 3.2 or 36% of total useful life (TUL) remaining. TSIRC considers the current building portfolio inadequate to meet community needs currently, or in the future. Many key assets continue to be utilised past their economic end-of-life because of budgetary restrictions, thereby creating unsafe environments for both TSIRC staff and community members. Further, growth in community housing demand necessitates new housing be built in all communities.

2.2.2 Methodology

Based on Council experience, TSIRC has advised that instead of replacing building subcomponents, such as the roof, it is more cost effective for the council to perform a major refurbishment or rebuild of multiple subcomponents at once.

JLL completed a comprehensive valuation of the buildings in 2025 with inspections and condition ratings undertaken in October 2024. As a result, JLL, alongside TSIRC engineers, reassessed the asset condition ratings from the valuation for each building, particularly pertaining to the condition of the substructure and superstructure. JLL then combined building subcomponents from the FAR and adopted the new condition rating for the whole asset. Asset TULs, assigned by JLL, were then made equivalent to the maximum condition rating to calculate a remaining useful life (RUL) on existing assets. Assets with RULs below five (5) were included within the Strategic Investment Plan. Additionally, the TSIRC Social Housing Strategy was reviewed, and the first five years of the strategy was adopted within the SIP.

The assets within the SIP were then prioritised for investment relative to each other based on the following risk assessment matrix of consequence of failure, and likelihood of failure. This matrix was used purely on a relative basis between assets already considered to be priority investments within the five-year timeframe.

Likelihood		Consequence				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
5	Almost Certain	Low	Medium	High	Very High	Extreme
4	Likely	Low	Medium	High	Very High	Extreme
3	Possible	Low	Medium	Medium	High	High
2	Unlikely	Low	Low	Medium	Medium	Medium
1	Rare	Low	Low	Low	Low	Low

Table 10: JLL Relative Risk Rating Matrix

Assets were then organised into investment years according to the table below, such that assets posing the greatest likelihood of failure and that create the greatest negative public consequences are to be addressed first:

Year	Risk Rating (numerical)
1 (2026)	25 - 20
2 (2027)	20 - 15
3 (2028)	15 - 10
4 (2029)	10 - 5
5 (2030)	5 - 1

Table 11: Initial Asset Prioritisation Methodology

Due to the sparse geographical nature of the settlements within the Torres Strait, the mobilisation of skilled labour is both difficult and expensive. As such, JLL proposed that capital investments be grouped together by location and year. All investments for a single location were grouped into the year, or within one year of that year, in which the greatest cost was going to be incurred for each location. This method allowed for the smoothing of expenditure and aims to provide TSIRC with a reduction in both planning and construction costs.

2.2.3 Results

The total forecast expenditure over the five (5) year SIP horizon amounts to **\$728,686,192**. The majority (78%) of this expenditure involves new assets due the additional social housing required, followed by replacement (13%), refurbishments (4%), rationalisation (2%), demolitions (1%) and enhancement (1%). JLL's proposed annual investments targets an average expenditure of \$145,737,238 while also prioritising investment in the years where each community requires it the most. This method of prioritisation strikes a balance between meeting essential community needs, and efficient financial planning. As part of a broader strategy for mature asset management, this strategy involves the rationalisation of existing buildings to streamline management and reduce associated costs. This approach aims to enhance operational efficiency and optimise resource utilisation. However, the Council anticipates potential challenges related to land tenure that will need to be addressed to ensure the successful implementation of this plan. This is presented in the following table.

Location	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Badu	9,699,050	10,194,336	11,009,883	38,986,617	25,683,855
Boigu	20,260,076	-	11,009,883	11,890,674	1,321,337
Dauan	4,719,600	11,736,025	-	17,836,010	13,741,942
Erub	8,268,332	15,291,504	11,009,883	6,843,600	15,824,913
Hammond	9,439,200	-	16,514,824	3,765,255	25,683,855
Iama	9,439,200	20,388,672	5,567,018	23,781,347	15,077,393
Kubin	-	8,276,430	-	-	743,803
Mabuiag	-	-	16,514,824	-	10,455,254
Masig	-	10,194,336	8,072,971	-	20,955,608
Mer	9,439,200	8,793,344	16,514,824	11,890,674	19,262,891
Poruma	-	10,194,336	-	17,360,445	938,372
Saibai	12,927,870	-	33,416,916	-	12,841,927
St Pauls	-	24,307,193	3,594,185	11,890,674	29,622,212
Ugar	4,719,600	-	-	-	2,208,914
Warraber	9,439,200	-	11,009,883	22,285,421	1,415,668
Thursday Island	1,299,240	-	-	-	-
Rotable	549,612	-	-	-	-
Cairns	-	1,399,680	-	-	-
Portsmith	-	1,166,400	-	-	-
Total	100,200,180	121,942,256	144,235,094	166,530,717	195,777,944

Table12: Proposed Building Asset Investments by Location and Year

Major projects within the SIP are presented below. The reconstruction of the Warraber Stadium is estimated to be the greatest expense for TSIRC at \$10.77M. Three (3) building rationalisations on Mer, Saibai, Mabuiag are also significant expenses, each expected to cost between \$4.95M and \$7.34M. Architectural designs and detailed Quantity Surveyor estimates for these facilities have been provided to TSIRC. The Erub Sports Stadium is to be replaced, with the project estimated at \$6.65M. Lastly, the St Pauls and the Dauan Old Council Office both require replacement.

Year	Location	Asset	Investment Type	Description	Investment (\$)
2029	Warraber	Stadium	Replace	Stadium beyond EoL and requires reconstruction. Stadium presenting serious safety concerns in current state.	10,771,161
2027	Mer	Mer Island Shared Facility	Rationalisation	Shared facility to house a dwelling, multiple office tenancies, and a workshop/store	7,339,747

Year	Location	Asset	Investment Type	Description	Investment (\$)
2026	Erub	Sports Stadium	Replace	Stadium beyond EoL and requires replacement	6,655,190
2027	St Paul	Childcare Centre	Replace	Childcare centre significantly degraded and not in use	5,832,000
2030	Mabiuag	Mabiuag Contractor Camp	Rationalisation	New contractor camp to house eight (8) bedrooms, three (3) verandas, one (1) courtyard, one (1) laundry, one (1) kitchen, a covered communal area, and a carpark	5,648,171
2028	Saibai	Saibai Contractors Facility	Rationalisation	New contractor facility to house carpark, service yard, accommodation, covered communal area, and secure kitchen	4,957,471
2027	Dauan	Old Council Office	Replace	The old council office is nearing EoL and will soon pose a danger to community members	4,434,361
2026	Boigu	Boigu Contractor Camp	Rationalisation	The contractor camp will contain seven (7) bedrooms, two (2) verandas, one (1) kitchen, a covered communal area, and a carpark	3,807,130
2026	Boigu	Community Hall	Replace	The community hall is nearing EoL and will soon pose a danger to community members	3,665,250
2028	St Paul	Sports Stadium	Refurbish	Stadium is in poor condition and requires significant refurbishment.	3,594,185

Table 13: Top Ten Asset Investments by Replacement Cost New (excl. newbuild houses)

Newbuild Houses

TSIRC have identified a significant shortage in social housing which requires urgent construction of new houses. TSIRC have created the social housing strategy which provides a plan to construct 214 houses over the next 10 years. Subject to funding, the SIP has adopted the first 5 years of the strategy which will provide 100 new houses. Total newbuild housing construction is estimated to cost TSIRC **\$563,621,017** over the investment plan time horizon.

Location	2026	2027	2028	2029	2030
Badu	2	2	2	4	4
Boigu	2	-	2	2	-
Dauan	1	1	-	3	2
Erub	-	3	2	-	2
Hammond	2	-	3	-	4
Iama	2	4	-	4	2
Mabiuag	-	-	3	-	-
Masig	-	2	-	-	3
Mer	2	-	3	2	3
Poruma	-	2	-	2	-
Saibai	2	-	4	-	2
St Pauls	-	3	-	2	4
Ugar	1	-	-	-	-
Warraber	2	-	2	1	-
Total:	16	17	21	20	26

Table 14: Number of houses required

The newbuild houses have been planned to enhance living standards and provide safe, sustainable homes for its residents. Leveraging government funding and partnerships with local construction firms, TSIRC emphasises community-centric designs that reflect cultural values and environmental considerations. These newbuild houses are constructed to be resilient against the harsh climatic conditions prevalent in the region, incorporating features

such as elevated structures and robust materials to withstand extreme weather events. Additionally, the Council prioritises the use of energy-efficient technologies and sustainable materials to minimise environmental impact and operational costs.

Conclusion

The total forecast expenditure over the five (5) year SIP horizon, inclusive of newbuild houses amounts to **\$728,686,192**. The annual expenditure is presented in the table below.

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	1,924,751	1,953,691	1,345,220	1,143,253	1,049,982
Enhance	-	1,723,916	818,662	6,471,636	-
New Asset	75,513,600	86,651,856	115,603,770	119,070,130	166,945,056
Rationalise	-	7,339,747	4,957,471	-	5,648,171
Refurbish	2,418,725	1,784,942	5,916,313	4,161,455	17,529,495
Replace	20,343,104	22,488,105	15,593,660	35,684,240	4,605,242
Total	100,200,180	121,942,257	144,235,096	166,503,714	195,777,946

Table 15: Annual Proposed Investment Expenditure by Category and Year (incl. Newbuild Houses)

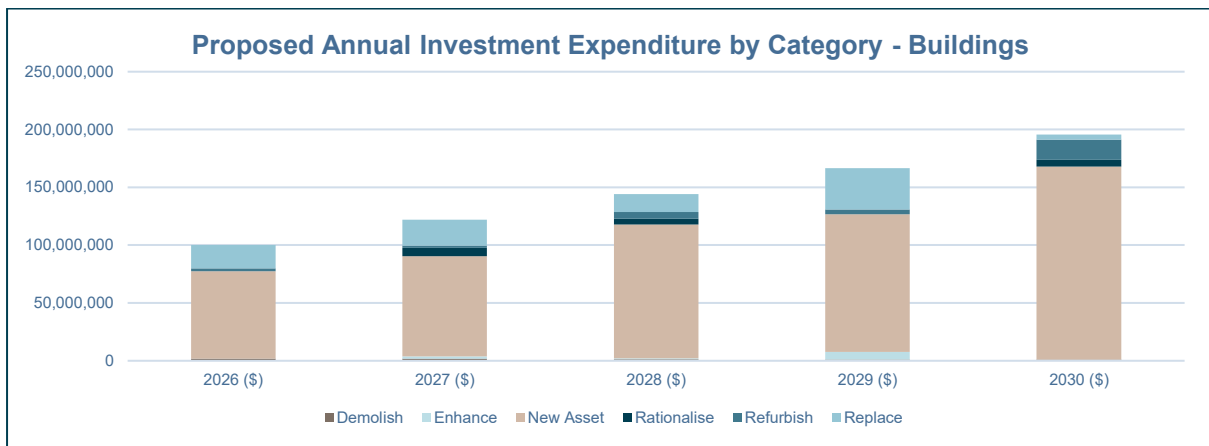


Figure 5: Annual Proposed Investment Expenditure by Category (incl. newbuild houses)

2.3 Infrastructure

2.3.1 Current State

TSIRC own and operate various infrastructure assets that are recognised on their FAR and summarised in the following table.

Asset Class	No. of Assets*	Replacement Cost (\$)	Average Condition Rating
Flood Mitigation Network	10	71,711,897	1.0
Road / Transport Network	1,834	597,230,031	2.4
Sewerage Network	643	438,874,358	3.1
Stormwater Drainage Network	11	19,633,463	2.1
Waste Landfills	20	4,038,230	3.0
Water Supply Network	658	477,436,605	2.9
Wharves, Piers, Jetties & Pontoons	110	154,642,920	3.1
Total	3,286	1,763,567,504	2.5

Table 16: Summary of Building Assets within FAR

*includes asset subcomponents.

The flood mitigation network consists of structures that manage and reduce flooding risks, while the road and transport network includes infrastructure essential for the movement of people and goods and economic connectivity. The sewerage network collects and treats wastewater to protect public health and the environment, and the stormwater drainage network manages rainfall runoff to prevent flooding and erosion. Waste landfills are designated areas for sustainable solid waste disposal, while the water supply network provides clean drinking water to communities and industries. Lastly, wharves, piers, jetties, and pontoons facilitate docking, cargo handling, and passenger transit, supporting maritime trade and tourism.

TSIRC has identified that infrastructure investment is currently the greatest priority to achieve a higher quality of life for community members. Underfunding these critical infrastructure assets can severely impact the Council and the islands' communities. Insufficient flood mitigation efforts increase vulnerability to flooding, risking lives and property. Degraded road and transport networks hamper connectivity and endanger road users, while an underfunded sewerage network can lead to public health crises and environmental contamination. Ineffectively managed stormwater drainage can result in frequent flooding and erosion. Inadequate waste landfill management exposes communities to health hazards and pollution. A compromised water supply network jeopardises clean water access, essential for health and sanitation. Finally, deteriorating wharves, piers, jetties, and pontoons can disrupt maritime transport and trade, adversely affecting the local economy.

Overall, the portfolio contains 3,286 assets, with a total replacement cost of \$1.76B and an average condition rating of 2.5 or 50% of its TUL remaining. Despite this, TSIRC notes that asset condition reports provide a greater indication of true asset conditions than the FAR. Additionally, TSIRC has identified several new assets requiring investment to meet the evolving needs of the island communities.

2.3.2 Methodology

JLL referenced TSIRC asset managers judgement alongside multiple reports by TSIRC staff and contractors to identify priority projects to be included in the investment plan. These reports include the following.

- 1062 Transport Roads & Airstrips (TSIRC)
- Report Schedule – Road Data (TSIRC)
- Report Schedule – Airstrips (TSIRC)
- Unfunded Priority Projects 2022 (TSIRC)
- Papers to VM1 (TSIRC)
- Marine Access – Channel Dredging Study (AECOM)
- Marine Infrastructure Condition Assessment (Royal HaskoningDHV)
- Ugar All Tide Access – Marine Disposal Assessment (Royal HaskoningDHV)
- Growing Regions Program Round 1 (TSIRC)
- Disaster Ready Fund Round Three 2025-26 (TSIRC)
- Major Infrastructure Program – MIP7 (TSIRC)
- Straits and Northern Peninsula Regional Waste Management Plan (LGAQ)

JLL utilised this information to create a new Investment Plan Register for priority projects and in discussion with TSIRC staff, assigned levels of priority to different projects to ascertain which year each capital investment must be made.

Costal Defence Network

The costal defence network comprises seawalls, bunding and artificial reefs which protects the islands from erosion, storm surges and rising sea levels. At present the Commonwealth Government have committed \$36.2M which is subject to State Government co-funding. TSIRC require and additional \$72.4M over the next 5 years for a total investment budget of \$108.6M. The investment timeline allocates \$200,000 in 2026 for comprehensive program planning and design, followed by progressive implementation funding of \$5 million in 2027 and \$22.4 million annually from 2028 to 2030. This structured approach recognizes current delivery capacity constraints while ensuring adequate time for proper project development and community consultation. The Coastal Defence Projects program encompasses a comprehensive scope of works across multiple island locations, including continuation of existing initiatives on Masig, Warraber, and Iama (Stage 2 developments), alongside new Stage 1 projects planned for Erub, Mabuiag, Badu, and Mer.

Road and Transport Network - Airstrips

Bitumen roads, airstrips and taxi ways all require similar machinery. To reduce establishment and other related costs, all airstrip work was assigned to be completed in the same year as the road network for each island. While airstrips do provide accessibility in adverse marine conditions or emergency situations, they are used less often than marine access points by community members. Saibai and Masig are certified airstrips which must meet the regulations set by the Civil Aviation Safety Authority, while all other airstrips are uncertified aerodromes. The Badu *runway reseal* was identified as the most expensive project within this sub-asset class at \$3.43M, followed by the Iama *runway reseal* at \$3.38M and the Saibai *runway reseal* at \$2.73M. In total eight (8) runways and ten (10) apron & taxiways need to be resealed. Other smaller projects include airport fencing at Boigu and Mabuiag, reseal of Poruma Helipad, and Emergency runway and apron lighting at Poruma, Masig and Mabuiag.

Road and Transport Network - Roads

Roads provide access for residents to essential services away from their homes, yet the degradation of many roads in the Torres Strait has been identified as being a safety hazard for residents. To reduce establishment costs, road projects were grouped according to locality. All Boigu projects are to be completed in year two (2), Mer will be completed in year three (3), Kubin to St Pauls Road and Erub Road in year four (4) and Saibai projects in year five (5). Major road projects include the Saibai Airport intersection to Sewage Treatment Plant and Saibai Airport intersection to the properties on the northern side of the runway; both roads are concrete formed roads and need the concrete pavement and seal to be replaced at total cost of \$10.71M. The Kubin to St Pauls Road is a bitumen sealed Road on Moa Island which connects the two communities, the road requires a new top seal with an estimated cost of \$2.25M. In total, 28 road projects have been included within the SIP at an estimated cost of \$22.25M.

Water Supply Network & Sewerage Network

The comprehensive valuation was completed in 2025 which identified a number of assets that needed to be replaced. Valuation replacement costs have been used to forecast project replacement costs. Additionally project costs were forecast from estimations provided in the Major Infrastructure Program (MIP7) document prepared by TSIRC representatives which details priority infrastructure projects and estimated costs in the current financial year. JLL has grouped these investments based on the nature of the projects being undertaken. Major projects includes Hammond Island Sewerage Scheme which will provide a new sewage treatment plant for \$80.81M, six (6) other sewage treatment plants need significant upgrades or replacement on Boigu, Iama, Mabuiag, Poruma, Warraber and Masig for a total cost of \$66.11M.

Other major projects include;

- Saibai water treatment plant upgrade for the utilisation of the mud lagoon for \$6.61M.
- Poruma water reservoir & pump station upgrade for \$3.23M.
- Four (5) planning studies are required for the sewage networks on Hammond, Dauan, Mer and Ugar for a total of \$1.65M.
- Three (3) desalination plants need upgrading or replacing on Boigu, Iama and Warraber for a total of \$3.08M.
- Three (3) water reservoir polypropylene covers need replacement at Dauan, Kubin and Mabuiag for \$11.57M.

Additionally, TSIRC has identified risks to the security of the telemetry network, requiring a new software protocol and hardware refresh. This *cyber security upgrade* to the radio telemetry and remote terminal unit network on all islands is estimated to cost \$4.65M and will be completed in 2028. Additionally, JLL recommends that the Hammond *sewerage scheme planning study* be completed in year one (1) such that the Council be able to make future budget decisions involving the Hammond sewerage scheme at the earliest possible time.

Wharves, Piers, Jetties, & Pontoons

Jetties serve as vital infrastructure for transportation, trade, and daily life in the Torres Strait. The communities are heavily reliant on marine transport and jetties facilitate the safe and efficient movement of people and supplies, both enabling economic development and improving well-being. In conversation with TSIRC engineers, seven (7) jetties were identified for urgent replacement at a total forecast cost of \$142.53M on Boigu, Hammond, Erub, Iama,

Poruma, Warraber, and Masig. Replacement costs were based on recent quotes received by the Council and forecast into future years by JLL.

Barge ramps provide a similar role to jetties, but also act as access points barges carrying larger materials and critical supplies. Without barge ramps that are fit-for-purpose, barges may be forced to find alternative ways to dock, increasing safety risks for both workers and residents. Concrete cracking and similar damage were identified on four (4) barge ramps on Erub, Iama, Kubin, and Mabuiag. Total costs for the refurbishments were estimated by JLL at \$11.30M.

Channels provide local communities with marine access inland from island shores. Dredging is essential to ensuring safe and navigable waterways that can accommodate the passage of vessels. Sediment buildup has been identified near seven (7) islands including Boigu, Erub, Poruma, Saibai, Dauan, Masig and Ugar. Boigu and Saibai are both the largest by volume and require land disposal into bunds. Meanwhile, TSIRC aims to explore opportunities for sea disposal on all other islands to reduce associated costs. As Ugar's channel has not been dredged previously, quotes were provided to TSIRC for a land disposal but deemed too high to be included in the plan due to budget constraints. Instead, TSIRC plans to spend \$4.15M on planning and approvals for marine disposal of the dredged material, with this study being included in year two (2) of the plan. As such, six (6) channel dredging activities were included within the plan. The total cost of channel dredging activities is forecast to be \$42.31M, excluding the \$4.15M Ugar Channel Dredging Study.

Waste Management and Landfill

Effective waste management is crucial for the Torres Strait Island communities, given their unique geographical and cultural context. These remote island locations face significant challenges, including limited land area for waste disposal, potential environmental impacts on fragile marine ecosystems, and high costs associated with transporting waste to mainland facilities. Proper waste management practices are essential to preserve the natural environment, protect public health, and maintain the traditional connection to land and sea that is integral to Torres Strait Islander culture. By implementing sustainable waste solutions, these communities can reduce pollution, conserve resources, and create local employment opportunities, ultimately contributing to the long-term well-being and resilience of the Torres Strait region.

In 2021, the Department of Environment Science and Innovation (DESI), in collaboration with the Local Government Association of Queensland (LGAQ), initiated the development of "Respecting Country – A Sustainable Waste Strategy for First Nation Communities." This strategic initiative aimed to implement comprehensive waste management solutions tailored to the unique needs of Aboriginal and Torres Strait Islander communities, with a particular focus on addressing challenges such as geographic isolation and elevated transport costs.

Following the strategy's publication, TSIRC engaged a consultant to formulate a more specialised waste management plan for the Torres Strait region, resulting in the Straits and Northern Peninsula Regional Waste Management Plan (SNPRWMP). This plan outlines a transition from landfill operations to a transfer station model, encompassing waste sorting, recycling, composting, and the transportation of residual waste to mainland Australia for disposal. The SNPRWMP provides detailed cost projections for landfill closure, transfer station construction, logistics, and the necessary training and staffing for facility operations. This approach is designed to ensure sustainable waste practices and effective long-term management across the Torres Strait's Island communities. The plan is currently pending endorsement from DESI.

The existing waste landfills located on the islands will need to be covered and appropriately closed down to protect against potential environmental impacts. JLL have extrapolated cost estimates prepared by TSIRC engineers for the closure of the existing landfills.

2.3.3 Results

The following table lists the ten (10) largest required single asset investments, ranked by expected cost. Finger jetty replacements form most of this list, and the large associated cost is driven by a necessity for the new jetties to meet Maritime Safety Queensland regulations and be designed to withstand the harsh weather conditions prevalent throughout the Torres Strait.

Year	Location	Asset	Investment Type	Description	Investment (\$)
2030	Hammond	Sewage Treatment Scheme	New Asset	The sewage infrastructure on Hammond Island is not fit for purpose.	\$80,813,044
2030	All	Waste and Resource Recovery	New Asset	Year 5 of the new waste and resource recovery program of works.	\$47,018,498
2029	All	Waste and Resource Recovery	New Asset	Year 4 of the new waste and resource recovery program of works.	\$43,535,647

Year	Location	Asset	Investment Type	Description	Investment (\$)
2028	All	Waste and Resource Recovery	New Asset	Year 3 of the new waste and resource recovery program of works.	\$28,973,376
2029	Iama	Finger Jetty	Enhance	Finger jetty significantly degraded. Asset currently posing safety risk to users.	\$27,037,232
2029	Masig	Finger Pier	Replace	Finger jetty significantly degraded. Asset currently posing safety risk to users.	\$27,037,232
2030	All	Costal Defence	New Asset	Year 5 of the new costal defence program of works.	\$22,400,000
2029	All	Costal Defence	New Asset	Year 4 of the new costal defence program of works.	\$22,400,000
2028	All	Costal Defence	New Asset	Year 3 of the new costal defence program of works.	\$22,400,000
2027	Poruma	Finger Pier	Enhance	Finger jetty significantly degraded. Asset cannot currently be used.	\$21,944,024

Table 17: Top Ten Infrastructure Asset Investments by Replacement Cost

Significant capital allocations are earmarked for key areas, notably Hammond, Erub, Warraber, Iama, Mabuiag and Boigu, reflecting strategic investment priorities. Substantial funding is evident for Iama in 2030 at \$27.65M, Masig in 2030 at \$27.38M and Hammond in 2030 at \$80.83M, indicating targeted efforts to address critical infrastructure needs in these areas. The following table depicts the planned expenditure by locality and year. The All location categories refers to the costal defence program of works and the waste and resource recovery program of works. The money has not been allocated to specific islands but rather the whole project which will be spread across multiple locations.

Location	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
All	1,064,000	7,566,080	51,373,376	65,935,647	69,418,498
Badu	1,173,000	3,995,701	8,194,910	-	-
Boigu	93,960	28,768,053	12,178,244	13,662,634	-
Dauan	324,000	1,316,538	3,451,773	7,590,352	3,646,634
Erub	563,220	6,576,090	19,858,545	8,356,777	-
Hammond	324,000	14,483,545	310,344	2,799,483	80,813,044
Iama	93,960	3,788,609	1,535,387	15,360,279	27,647,884
Kubin	-	1,049,760	16,535,778	3,553,266	1,726,133
Mabuiag	-	399,140	8,786,838	18,278,448	5,577,570
Masig	-	2,117,076	1,641,966	16,931,686	27,375,510
Mer	417,960	1,642,586	4,226,395	1,871,372	6,815,282
Poruma	1,236,984	886,969	22,881,260	12,625,365	3,263,359
Saibai	-	1,198,943	982,110	18,955,915	18,486,096
St Pauls	756,000	148,837	8,987,383	4,252,441	5,785,112
Ugar	324,000	4,145,383	447,549	28,051	2,960,686
Warraber	-	21,559,654	1,580,714	11,608,617	2,945,359
Rotable	82,620	1,698,860	428,765	-	-
Total	6,453,704	101,341,824	163,401,337	201,810,333	256,461,167

Table 18: Proposed Infrastructure Investment by Location and Year

Year five (5) contains the largest investment expenditure, largely due to the significant cost associated with the construction of new Hammond Island Sewerage Scheme, the enhancement of finger jetties on Iama and Masig. Additionally, \$47.02M in costs associated with the program of works for the new waste and resource recovery scheme on all of the islands.

Infrastructure investment by category is displayed below, noting that no infrastructure will be demolished or rationalised. A significant portion of investment will be formed by asset replacements in the early years of the plan to ensure that existing service levels do not diminish further. Later in the plan, more refurbishments and new assets will be constructed to adequately meet future service levels. Meanwhile, asset enhancements occur throughout the plan, representing TSIRC's commitment to improving community services, particularly regarding waste management and marine access points. The total investment expenditure proposed for the infrastructure asset class is **\$729,46,366**.

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	-	-	-
Refurbish	82,620	14,726,364	9,430,421	50,655,751	29,199,788
Replace	2,403,924	14,267,993	46,318,800	78,612,523	44,799,172
Enhance	-	53,299,776	40,353,588	6,606,412	30,407,348
Rationalisation	-	-	-	-	-
New Asset	2,671,160	13,674,632	65,705,971	65,935,647	152,054,860
Study	1,296,000	5,373,060	1,592,556	-	-
Total	6,453,704	101,341,825	163,401,336	201,810,333	256,461,168

Table 19: Proposed Infrastructure Investment by Category and Year

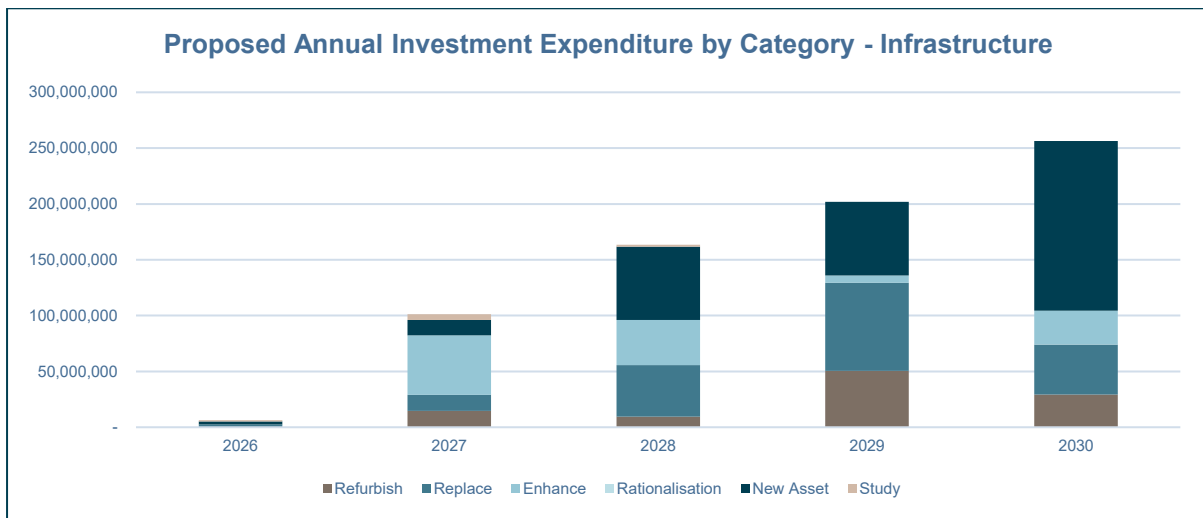


Figure 6: Proposed Annual Investment Expenditure by Category – Infrastructure

3.0 Conclusion

3.1 Results

Hammond will receive the greatest amount of investment at \$155.111M, followed by lama at \$123.89M, and Badu at \$110.84M. Hammonds notable investment requirement is driven by the proposed construction of a new sewerage treatment scheme, enhancement of the finger jetty, and 9 new social houses. Each of these assets are considered vital for community health and safety. The total combined investment expenditure over the five (5) year SIP horizon is presented below on a location basis.

Location	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
All	1,064,000	7,566,080	51,373,376	65,935,647	69,418,498
Badu	11,667,425	14,736,877	19,346,023	39,401,712	25,683,855
Boigu	20,603,936	28,908,071	23,210,121	26,131,280	1,321,337
Dauan	5,784,900	13,220,143	3,499,236	25,449,457	17,388,577
Erub	9,753,452	22,046,199	31,138,733	15,223,471	15,824,913
Hammond	10,527,600	14,670,419	16,847,163	6,564,738	106,496,899
lama	10,279,185	24,255,559	7,466,479	39,164,721	42,725,276
Kubin	804,300	9,326,190	16,932,843	3,603,102	2,469,936
Mabuiag	386,400	602,552	25,411,637	18,278,448	16,032,824
Masig	939,225	12,510,965	9,762,400	16,931,686	48,331,118
Mer	10,383,210	10,745,182	21,132,496	13,779,062	26,078,173
Poruma	1,714,734	11,516,792	23,210,025	30,008,904	4,201,731
Saibai	13,616,145	1,508,194	34,514,788	19,073,819	31,328,024
St Pauls	1,351,875	24,645,660	12,816,566	16,166,209	35,407,324
Thursday Island	1,299,240	-	-	-	-
Ugar	5,402,175	4,285,401	469,544	164,188	5,169,600
Warraber	10,840,425	21,621,394	12,753,822	33,980,340	4,361,027
Rotable	632,232	1,698,860	428,765	-	-
Cairns	-	1,399,680	-	-	-
Portsmith	-	1,166,400	-	-	-
Total	117,050,459	226,430,618	310,314,017	369,856,784	452,239,112

Table 20: Total Proposed Investment Expenditure by Location and Year

The total investment expenditure expected over the SIP horizon amounts to **\$1,475,890,990**. New Assets will receive the greatest amount of investment at \$864M largely due to the significant amount of new housing required on the island, followed by investment in asset replacements at \$303M, and asset refurbishment at \$136M. Asset enhancements and new assets demonstrate the Council's commitment to addressing current deficiencies in the asset portfolio and to meeting future community service requirements. Meanwhile replacements are necessary to ensure that key Council services continue to be delivered without posing health and safety hazards to users.

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	1,924,751	1,953,691	1,345,220	1,143,253	1,049,982
Enhance	-	55,023,692	41,172,250	13,078,048	30,407,348
New Asset	78,184,760	100,326,488	181,309,741	185,005,777	318,999,916
Rationalise	-	7,339,747	4,957,471	-	5,648,171
Refurbish	2,501,345	16,511,306	15,346,734	54,817,207	46,729,283
Replace	33,143,603	39,902,633	64,590,047	115,812,500	49,404,413
Study	1,296,000	5,373,060	1,592,556	-	-
Total	117,050,459	226,430,617	310,314,019	369,856,785	452,239,113

Table 21: Total Proposed Investment Expenditure by Investment Type and Year

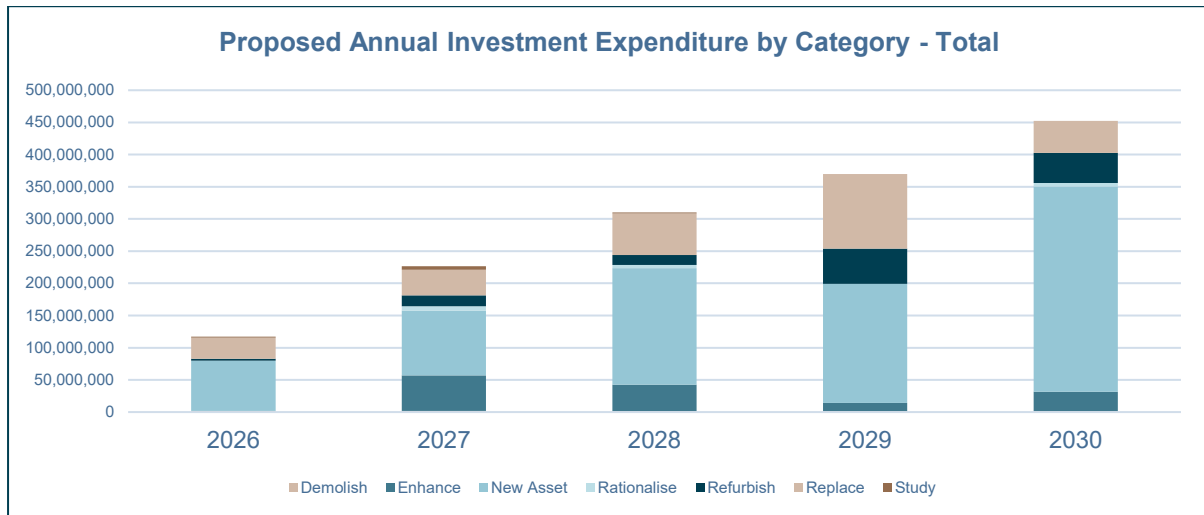


Figure 7: Proposed Annual Investment Expenditure by Category – Total

3.2 Risks to TSIRC

The table below outlines potential risks to TSIRC if the Strategic Investment Plan is underfunded.

Risk Category	Potential Risks (not to be relied upon)
Fleet Assets	> Escalating maintenance costs for ageing assets. > Diminished operational efficiency due to outdated equipment. > Heightened safety risks from unreliable or obsolete vehicles. > Non-compliance with environmental standards and sustainability targets. > Increased fuel consumption and associated costs.
Building Assets	> Deterioration of building conditions, posing health and safety hazards. > Inflated energy costs due to inefficient systems. > Non-compliance with current building codes and accessibility standards. > Reduced functionality and productivity in work environments. > Accumulation of deferred maintenance, resulting in higher long-term costs. > Overcrowding in community housing can lead to increased health risks, social tensions, and accelerated deterioration of housing infrastructure, potentially exacerbating existing socioeconomic challenges for vulnerable residents.
Infrastructure Assets	> Potential failure of critical systems resulting in catastrophic health emergencies. > Increased vulnerability to natural disasters and extreme weather events. > Reduced capacity to support economic development. > Higher repair costs due to reactive emergency fixes rather than planned upgrades. > Decline in the quality of Council services being delivered to the communities.
Overarching Risks	> Legal and regulatory compliance issues. > Damage to TSIRC's reputation and erosion of public trust. > Challenges in attracting and retaining employees and businesses. > Increased financial burden on future budgets due to compounding issues. > Limited ability to implement new technologies and innovations.
Financial Implications	> Higher long-term costs due to reactive asset management. > Potential need for emergency funding or debt financing. > Reduced return on investment for partially implemented projects. > Inefficient allocation of available resources.
Strategic Impacts	> Inability to fully achieve TSIRC's long-term vision and strategic objectives. > Reduced competitiveness compared to other regions or municipalities. > Limited capacity to adapt to changing community needs and economic conditions.

3.3 Risks to SIP Implementation

The table below outlines potential risks to the successful implementation of the Strategic Investment Plan.

Objective	Preliminary Risks (not to be relied upon)
Upgrade and modernise fleet vehicles	> High initial capital expenditure on make-ready costs may strain budgets. > Rapid and unpredictable price escalations reduce planning effectiveness. > Supply chain delays could postpone project timelines.
Improve fleet efficiency and reduce operational costs	> Resistance to change among staff members. > Training requirements for new technology can be extensive and costly.
Enhance safety standards and compliance	> Regulatory changes could necessitate additional adaptations. > Increased maintenance complexity may arise from newer safety features.
Renovate and retrofit existing buildings for energy efficiency	> Unexpected structural issues might be discovered during refurbishments. > Low availability of skilled labour reduces planning efficiency and increases costs. > Costs could be higher than initially estimated or project timelines may be extended.
Expand facilities to meet growing demand	> Land acquisition issues may impede expansion. > Zoning and regulatory approvals could cause delays.
Upgrade critical infrastructure	> Environmental impact concerns might lead to public opposition. > Community opposition could delay or halt projects.
Develop sustainable and resilient infrastructure	> Climate change unpredictability may affect project viability. > Funding limitations could restrict scope and scale.
Improve digital infrastructure for better connectivity	> Technological obsolescence may render new systems outdated quickly. > Integration with existing systems could be complex and costly.
Assets maintained in a fit for purpose state	> Insufficient funding for asset maintenance. > Insufficient evidence in support of funding requests. > Failure to deliver scheduled and budgeted inspection and preventative maintenance activities. > Failure to deliver unplanned, but budgeted, corrective maintenance activities.
Asset design and form support capability and capacity	> Asset design standards not maintained to contemporary regulatory requirements. > Asset design standards not properly or completely applied to the design and construction of new and renewed facilities.
Asset configuration and functions enable service delivery	> The design of new assets does not appropriately apply stakeholder direction on service requirements.
Assets located to support Torres Strait demographic	> Australian Government information on Torres Strait population numbers and growth areas significantly out of date. > The design and location of new assets does not appropriately take into consideration data-driven demographic projections.
TSIRC asset portfolio proactively managed	> No dedicated business unit (i.e. Asset Management Team) for the management of the TSIRC asset portfolio. > The Asset Management Team not appropriately resourced with respect to people, and/or inadequately funded. > TechOne Asset Management module not yet being utilised properly or consistently to store asset data.

Table 22: Preliminary Risks to Achievement of SIP Objectives

3.4 Recommendations

The following are broad recommendations to guide the implementation of the SIP and contribute to the development of mature asset management and financial planning practices for TSIRC in future.

1. **Prioritise Investment Based on Risk Assessment:**
 - Focus on assets with the highest likelihood and consequence of failure. Address critical infrastructure and high-risk buildings in the initial years of the plan.
 - Use the provided risk matrix to guide investment priorities and scheduling for fleet, buildings, and infrastructure.
 - Ensure that asset condition ratings in the FAR are regularly updated to provide transparency on assets requiring capital investment.
2. **Enhance Asset Management Systems:**
 - Develop a dedicated Asset Management Team to oversee the buildings and infrastructure asset portfolio, ensuring efficient data capturing and strategic planning.
 - Upgrade digital systems to enhance data analysis capabilities and ensure proactive asset management.
3. **Leverage Economies of Scale:**
 - Group capital investments by location to reduce mobilisation and establishment costs, especially for road and airstrip projects.
 - Plan for bulk procurement of fleet and building materials to achieve cost savings.
4. **Focus on Sustainability and Resilience:**
 - Integrate sustainable building materials and energy-efficient technologies in new constructions and refurbishments.
 - Prioritise the development of resilient infrastructure to withstand climate change impacts and ensure long-term community benefits.
5. **Engage Community and Stakeholders:**
 - Conduct inclusive and culturally sensitive community engagement to gather input and foster support for proposed projects.
 - Collaborate with governmental and non-governmental entities to strengthen partnerships and streamline project implementation.
6. **Address Logistical Challenges:**
 - Plan for high make-ready costs and transport fees by negotiating contracts with transport providers to mitigate escalating costs.
 - Ensure timely procurement and delivery of materials and assets to avoid project delays due to supply chain issues.
7. **Continuous Monitoring and Reporting:**
 - Implement regular monitoring and progress reporting mechanisms to track project timelines, budget adherence, and outcome efficacy.
 - Adjust project scopes and timelines as needed based on progress reports and emerging risks.
8. **Improve Fleet Management:**
 - Transition to a leasing model for the white fleet and other appropriate assets to reduce capital expenditure and enhance fleet efficiency.
 - Regularly update the fleet acquisition and maintenance plan to meet operational needs and improve service delivery.
9. **Address Capacity Building:**
 - Invest in training programs for staff to adapt to new technologies and improve operational efficiencies.
 - Enhance in-house expertise in project management and asset maintenance to mitigate reliance on external contractors.

By following these recommendations, TSIRC can implement the findings of the SIP and effectively manage its asset portfolio, ensure financial sustainability, enhance service delivery, and support the long-term development of the Torres Strait communities.

4.0 Appendices

4.1 Largest Annual Investments

Asset Cost Ranking	Location	Asset Description	Investment Type	Investment (\$)
1	Erub	Sports Stadium	Replace	6,655,190
2	Multiple locations	16 Social Houses	New Asset	4,719,600 each
3	Boigu	Contractors Accommodation	Replace	3,807,130
4	Boigu	Community Hall	Replace	3,665,250
5	Saibai	Church	Replace	3,488,670
6	Thursday Island	Council Office	Refurbish	1,299,240
7	Boigu	Motel	Refurbish	1,119,485
8	All	Waste Landfill Program of Works	New Asset	864,000
9	Poruma	Runway	Replace	716,040
10	Erub	Club Building	Replace	683,591

Table 23: Year 1 - Top 10 Asset Investments by Cost

Asset Cost Ranking	Location	Asset Description	Investment Type	Investment (\$)
1	Warraber	Finger Jetty	Enhance	19,769,391
2	Boigu	Finger Jetty	Enhance	16,945,192
3	Hammond	Finger Jetty	Enhance	14,120,993
4	Mer	Mer Island Shared Facility	Rationalise	7,339,747
5	St Pauls	Childcare Centre	Replace	5,832,000
6	Multiple locations	17 Social Houses	New Asset	5,097,168 each
7	All	Costal Defence Program of Works	New Asset	5,000,000
8	Dauan	Old Council Office	Replace	4,434,361
9	Ugar	Old Council Office	Study	4,145,383
10	Badu	Runway	Replace	3,434,700

Table 24: Year 2 - Top 10 Asset Investments by Cost

Asset Cost Ranking	Location	Asset Description	Investment Type	Investment (\$)
1	All	Waste Landfill Program of Works	New Asset	28,973,376
2	All	Costal Defence Program of Works	New Asset	22,400,000
3	Poruma	Finger Pier	Enhance	21,944,024
4	Erub	Finger Jetty	Enhance	15,674,303
5	Boigu	Sewerage Treatment Plant	Replacement	10,329,638
6	Badu	Storm Water Drainage Network	Replace	5,788,125
7	Multiple locations	21 Social Houses	New Asset	5,504,941 each
8	Kubin	Stormwater Drainage Network	Replace	5,471,044
9	Saibai	Saibai Contractors Facility	Rationalisation	4,957,471
10	Kubin	Lagoon Cover	Replace	4,287,651

Table 25: Year 3 - Top 10 Asset Investments by Cost

Asset Cost Ranking	Location	Asset Description	Investment Type	Investment (\$)
1	All	Waste Landfill Program of Works	New Asset	43,535,647
2	All	Costal Defence Program of Works	New Asset	22,400,000
3	Boigu	Channel	Refurbish	13,662,634
4	Saibai	Channel	Refurbish	12,349,503
5	Boigu	Sewerage Treatment Plant	Replacement	11,156,009
6	Iama	Sewerage Treatment Plant	Replacement	11,156,009
7	Mabuiag	Sewerage Treatment Plant	Replacement	11,156,009
8	Poruma	Sewerage Treatment Plant	Replacement	11,156,009
9	Warraber	Sewerage Treatment Plant	Replacement	11,156,009
10	Warraber	Stadium	Replacement	10,771,161

Table 26: Year 4 - Top 10 Asset Investments by Cost

Asset Cost Ranking	Location	Asset Description	Investment Type	Investment (\$)
1	Hammond	Sewerage Treatment Plant	New Asset	80,813,044
2	All	Waste Landfill Program of Works	New Asset	47,018,498
3	Iama	Finger Jetty	Enhance	27,037,232
4	Masig	Finger Pier	Replace	27,037,232
5	All	Costal Defence Program of Works	New Asset	22,400,000
6	Saibai	Road - Airport Intersection to Sewerage Treatment Plant	Replace	6,578,711
7	Multiple locations	26 Social Houses	New Asset	6,420,964 each
8	Mer	Sewerage Treatment Plant	Refurbish	5,561,768
9	Saibai	Road - Airport Intersection to Properties on Northern Side of Runway	Replace	4,128,394
10	Dauan	Water Reservoir	Replace	3,646,634

Table 27: Year 5 - Top 10 Asset Investments by Cost

4.2 Annual Investments by Category and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	1,061,262	-	-	-	-
Enhance	-	16,945,192	-	-	-
New Asset	9,533,160	1,602,860	11,320,227	11,890,674	-
Rationalisation	-	-	-	-	-
Refurbish	1,119,485	4,097,811	1,538,261	13,662,634	1,321,337
Replace	8,890,030	6,262,208	10,351,633	577,973	-
Study	-	-	-	-	-
Total	20,603,936	28,908,071	23,210,121	26,131,280	1,321,337

Table 28: Badu – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	1,061,262	-	-	-	-
Enhance	-	16,945,192	-	-	-
New Asset	9,533,160	1,602,860	11,320,227	11,890,674	-
Rationalisation	-	-	-	-	-
Refurbish	1,119,485	4,097,811	1,538,261	13,662,634	1,321,337
Replace	8,890,030	6,262,208	10,351,633	577,973	-
Study	-	-	-	-	-
Total	20,603,937	28,908,071	23,210,121	26,131,281	1,321,337

Table 29: Boigu – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	287,080	-	-	-
Enhance	-	-	-	-	-
New Asset	4,719,600	6,242,068	310,344	17,836,010	12,841,927
Rationalisation	-	-	-	-	-
Refurbish	-	-	-	7,590,352	721,675
Replace	741,300	6,690,995	3,188,892	23,095	3,824,974
Study	324,000	-	-	-	-
Total	5,784,900	13,220,143	3,499,236	25,449,457	17,388,577

Table 30: Dauan – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	54,027	-	-	-	-
Enhance	-	-	18,409,565	-	-
New Asset	476,280	15,749,464	11,320,227	-	12,841,927
Rationalisation	-	-	-	-	-
Refurbish	-	5,886,579	1,138,636	6,973,887	608,919
Replace	9,223,145	352,911	270,305	8,249,584	2,374,067
Study	-	57,245	-	-	-
Total	9,753,452	22,046,199	31,138,733	15,223,471	15,824,913

Table 31: Erub – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	-	222,576	-
Enhance	-	14,120,993	-	-	-
New Asset	9,439,200	-	16,825,169	163,395	106,496,899
Rationalisation	-	-	-	-	-
Refurbish	-	-	-	2,799,483	-
Replace	764,400	186,874	21,995	3,379,285	-
Study	324,000	362,552	-	-	-
Total	10,527,600	14,670,418	16,847,163	6,564,738	106,496,899

Table 32: Hammond – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	527,761	-	-
Enhance	-	2,464,200	818,662	-	27,037,232
New Asset	9,533,160	20,388,672	310,344	23,781,347	12,841,927
Rationalisation	-	-	-	-	-
Refurbish	-	158,009	974,790	192,981	2,846,117
Replace	746,025	1,244,678	4,834,921	15,190,393	-
Study	-	-	-	-	-
Total	10,279,185	24,255,559	7,466,479	39,164,721	42,725,276

Table 33: Iama – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	-	-	-
Enhance	-	1,723,916	-	-	-
New Asset	-	-	2,131,983	-	-
Rationalisation	-	-	-	-	-
Refurbish	-	1,784,942	1,909,838	1,310,796	2,469,936
Replace	804,300	5,817,333	12,891,022	2,292,306	-
Study	-	-	-	-	-
Total	804,300	9,326,190	16,932,843	3,603,102	2,469,936

Table 34: Kubin – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	-	-	420,999
Enhance	-	-	-	-	3,370,116
New Asset	-	-	20,484,372	-	-
Rationalisation	-	-	-	-	5,648,171
Refurbish	-	44,221	2,450,086	917,327	5,488,052
Replace	386,400	558,330	2,477,179	17,361,121	1,105,486
Study	-	-	-	-	-
Total	386,400	602,552	25,411,637	18,278,448	16,032,823

Table 35: Mabuiag – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	150,436	-	-	-
Enhance	-	-	-	-	-
New Asset	9,533,160	1,509,870	16,962,373	11,890,674	19,262,891
Rationalisation	-	7,339,747	-	-	-
Refurbish	-	132,716	-	1,183,204	6,815,282
Replace	526,050	1,612,412	4,170,123	705,185	-
Study	324,000	-	-	-	-
Total	10,383,210	10,745,182	21,132,496	13,779,062	26,078,173

Table 36: Mer – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	-	19,013	-
Enhance	-	-	21,944,024	1,357,659	-
New Asset	-	10,194,336	416,923	11,890,674	-
Rationalisation	-	-	-	-	-
Refurbish	-	886,969	520,313	275,907	4,201,731
Replace	1,714,734	435,488	328,766	16,465,652	-
Study	-	-	-	-	-
Total	1,714,734	11,516,792	23,210,025	30,008,904	4,201,731

Table 37: Poruma – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	448,332	-	-
Enhance	-	-	-	6,606,412	-
New Asset	9,439,200	343,470	22,436,689	-	12,841,927
Rationalisation	-	-	4,957,471	-	-
Refurbish	-	47,593	197,674	12,349,503	4,511,046
Replace	4,176,945	309,251	6,474,623	117,904	13,975,051
Study	-	807,880	-	-	-
Total	13,616,145	1,508,194	34,514,788	19,073,819	31,328,024

Table 38: Saibai – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	116,494	-	-	-
Enhance	-	-	-	-	-
New Asset	324,000	15,291,504	2,989,513	11,890,674	25,683,855
Rationalisation	-	-	-	-	-
Refurbish	-	-	5,269,798	2,001,268	9,723,469
Replace	1,027,875	9,237,662	4,557,255	2,274,268	-
Study	-	-	-	-	-
Total	1,351,875	24,645,660	12,816,566	16,166,209	35,407,324

Table 39: St Pauls – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	-	-	-
Enhance	-	-	-	-	-
New Asset	4,719,600	-	447,549	-	1,823,317
Rationalisation	-	-	-	-	-
Refurbish	-	-	-	-	2,398,934
Replace	358,575	140,018	21,995	164,188	947,349
Study	324,000	4,145,383	-	-	-
Total	5,402,175	4,285,401	469,544	164,188	5,169,600

Table 40: Ugar – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	-	842,585	-
Enhance	-	19,769,391	-	-	-
New Asset	9,439,200	706,022	11,814,736	5,945,337	-
Rationalisation	-	-	-	-	-
Refurbish	-	-	-	452,608	4,220,772
Replace	1,401,225	1,145,982	939,086	26,739,810	140,255
Study	-	-	-	-	-
Total	10,840,425	21,621,395	12,753,822	33,980,340	4,361,027

Table 41: Warraber – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	-	-	369,127	-	628,983
Enhance	-	-	-	-	-
New Asset	-	10,537,806	416,923	-	19,262,891
Rationalisation	-	-	-	-	-
Refurbish	-	1,773,606	1,347,338	1,221,709	1,402,013
Replace	939,225	199,553	7,629,012	15,709,977	27,037,232
Study	-	-	-	-	-
Total	939,225	12,510,965	9,762,400	16,931,686	48,331,118

Table 42: Masig – Annual Investments by Types and Location

Investment Category	2026 (\$)	2027 (\$)	2028 (\$)	2029 (\$)	2030 (\$)
Demolish	549,612	1,399,680	-	-	-
Enhance	-	-	-	-	-
New Asset	1,064,000	7,566,080	51,802,141	65,935,647	69,418,498
Rationalisation	-	-	-	-	-
Refurbish	1,381,860	1,698,860	-	-	-
Replace	-	1,166,400	-	-	-
Study	-	-	-	-	-
Total	2,995,472	11,831,020	51,802,141	65,935,647	69,418,498

Table 43: Other (Thursday Island, Cairns, Portsmouth, Rotable, All). – Annual Investments by Types and Location

Value and Risk Advisory

We are value and risk advisory experts supporting you through the changing world of real estate.

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