

ITEM 8.2.3
ATTACHMENT A
BUILDING & LAND ASSET MANAGEMENT
PLAN

Shire of Boddington

Building & Land Asset
Management Plan

Revision 0.2

Contents

Executive Summary	4
Background and Objectives.....	5
Purpose of this Asset Management Plan.....	5
Focus of this Asset Management Plan	5
Corporate Document Relationships.....	6
Time Period of the AMP and Next Review Date	6
Service Levels.....	7
Introduction	7
Service Level Performance	7
Stakeholder Key Service Attributes	7
Service Level Attributes.....	8
Demand	10
Historic Demand.....	10
Future Demand	10
Demand Management.....	11
Risk Management	11
Lifecycle Management Plan	13
Building and Land Portfolio Physical Parameters	13
Buildings' Condition.....	13
Data Confidence and Reliability.....	16
Inventory & Valuation	16
Lifecycle Management Strategies.....	20
Financial.....	21
Projected Expenditure Requirements	21
Plan Improvement and Monitoring.....	22
Performance Measures	22
Asset Consumption Ratio.....	22
Asset Sustainability Ratio.....	23
Asset Renewal Funding Ratio	23
Improvement Plan	24
Monitoring and Review Procedures.....	24

Executive Summary

The Shire of Boddington owns and maintains a range of buildings and freehold land parcels that make up its property portfolio. This portfolio then enables a range of diverse services to be provided, such as municipal administration, sports, community activities, health and education.

This document is the Shire's Asset Management Plan (AMP) for its buildings and land. It outlines the activities that will be carried out over the next ten years to provide and maintain the portfolio. It also details the service levels (standard) the Shire will provide and the resources required to deliver them.

While the document is comprehensive, it is also evolving with the Shire's practice maturity. As such there are a number of actions that have been identified that will improve the AMP's accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it.

Overall, the Shire's property portfolio is worth approximately \$34.7m. Evidence suggests that the general condition the Shire's buildings are very good, and that there is no significant backlog of renewal works. This position is supported with a building portfolio asset consumption ratio of 80% (target band is 50-75%). This aside, there are a lack of other key metrics that would allow the performance of buildings to be fully understood (e.g. accessibility, functionality, safety etc.). This, combined with changing service demand needs, may mean that buildings may not entirely meet the future needs of the Shire's community.

Looking forward, a number of key improvement actions have been identified that would enable the Shire to better manage its building and land portfolio. These have been listed within the Improvement Plan for future implementation.

Background and Objectives

Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Shire's building and land assets. These are typically defined as either buildings or freehold owned land parcels. The AMP documents shows how the Shire plans to manage these assets, to deliver services of a specified quality (service levels) and what the associated long term costs are.

Focus of this Asset Management Plan

The AMP focuses on the following building and land portfolio.

Activity	Quantity	CRC (Current Replacement Cost)
Administration	1	\$ 2,870,745
Caravan Park	5	\$ 586,830
Caravan Park - Police Station accommodatio	1	\$ 238,372
Childcare Centre	1	\$ 490,180
Council Depot	7	\$ 630,291
Emergency Services	4	\$ 683,349
Leased Buildings	14	\$ 6,992,705
Medical Centre	1	\$ 1,508,208
Old Council Depot	4	\$ 183,912
Outdoor Stage	1	\$ 170,717
Public Toilets	2	\$ 257,025
Refuse Site	2	\$ 34,949
Rodeo	7	\$ 364,626
Sport and Recreation Centre	1	\$ 4,009,597
Sports Pavilion	1	\$ 1,775,145
Staff Housing	7	\$ 2,372,933
Swimming Pool	3	\$ 425,589
Tenants	8	\$ 3,955,076
Town Hall	1	\$ 1,538,641
Visitor Information Centre & Library	1	\$ 1,102,698
Youth Centre	1	\$ 960,145
Total Building	73	\$ 31,151,733
Freehold Land	30	\$ 3,540,827
TOTAL LAND & BUILDING	103	\$ 34,692,560

Table 1: Assets covered by the Building and Land AMP

Corporate Document Relationships

This AMP integrates with the other following Shire documents:

- = Strategic Community Plan
- = Corporate Business Plan
- = Long Term Financial Plan
- = Annual Budget.

Time Period of the AMP and Next Review Date

The AMP covers a 10 year period and will be next reviewed by 1 July 2019.

Service Levels

Introduction

Service Levels describe the standard (e.g. quality) that the Shire provides from its building assets. These have been developed through the consideration of strategic and policy inputs and perceived customer needs and wants.

Service Level Performance

Table 2 details the service level performance that the Shire provides.

KPI	Performance	Tactic
Accessibility	Unknown	Monitoring performance
Exclusivity	Unknown	Monitoring performance
Financial Sustainability	Unknown	Monitoring performance
Functionality	Unknown	Monitoring performance
Safety	Unknown	Monitoring performance
Water Sustainability	Unknown	Monitoring performance

Table 2: Service Level Performance

Stakeholder Key Service Attributes

Each of the key stakeholders were considered as to what they value and expect from building assets. These needs and wants were captured and have been presented in the table below. Those considered of high importance (frequently occurring) and those which are needed, were then considered to form the basis of the AMP's Service Levels.

Stakeholder	Specific Needs/Wants	Need or Want?	Service Attribute
Shire (Council & Staff)	Buildings are managed in a financially sustainable manner	Want	Financial Sustainability
	Buildings are maintained in a safe condition so as to minimise the Shire's and users' risk exposure	Need	Safety
	Buildings are accessible to all legal users	Need	Accessibility
	Buildings are fit for purpose	Want	Functionality
	Buildings have good aesthetics	Want	Aesthetics
Tenants	Buildings are well maintained and to a high standard	Want	Quality
	Buildings are provided in an affordable manner	Want	Affordability
	Shire provides a responsive maintenance service	Want	Responsiveness
	Buildings have good aesthetics	Want	Aesthetics
	Buildings are safe	Need	Safety
Ratepayers	Buildings are provided in an affordable manner	Want	Affordability
Tourists & Visitors	Buildings are accessible	Need	Accessibility
	Buildings are provided in an affordable manner	Want	Affordability

Stakeholder	Specific Needs/Wants	Need or Want?	Service Attribute
Tourists & Visitors	Buildings are available	Want	Availability
	Buildings have good aesthetics	Want	Aesthetics
	Buildings are safe	Need	Safety
Users and User Groups	Buildings are accessible	Need	Accessibility
	Buildings are available	Want	Availability
	Buildings are provided in an affordable manner	Want	Affordability
	Buildings are available for exclusive user	Need	Exclusivity
	Buildings are well maintained and to a high standard	Want	Quality
	Buildings are safe	Need	Safety
	Shire provides a responsive maintenance service	Want	Responsiveness
	Buildings have good aesthetics	Want	Aesthetics
	Buildings are fit for purpose	Want	Functionality
Emergency Services	Buildings are accessible	Want	Accessibility
	Buildings are fit for purpose	Want	Functionality
	Buildings are safe	Need	Safety
Local Business	Buildings are accessible	Need	Accessibility
	Buildings are available for exclusive user	Need	Exclusivity
	Buildings are safe	Need	Safety
	Buildings have good aesthetics	Want	Aesthetics
	Buildings are provided in an affordable manner	Want	Affordability
	Buildings are fit for purpose	Need	Functionality
Local Business	Shire provides a responsive maintenance service	Want	Responsiveness
Shire (Council & Staff)	Buildings are managed in a financially sustainable manner	Want	Financial Sustainability
	Buildings are maintained in a safe condition so as to minimise the Shire's and users' risk exposure	Need	Safety
	Buildings are accessible to all legal users	Need	Accessibility
	Buildings are fit for purpose	Want	Functionality
	Buildings have good aesthetics	Want	Aesthetics

Table 3: Service Levels

Service Level Attributes

The following service attributes are either frequently occurring and/or needed. As such, they are considered for potential Service Levels.

- = Accessibility – Frequency: 5 and Needed
- = Exclusivity – Frequency: 2 and Needed
- = Functionality – Frequency: 4 and Needed
- = Safety – Frequency: 6 and Needed

Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder key service attributes, a total of six KPIs have been selected. The following table outlines the KPIs used to monitor performance delivery.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Data Confidence
Accessibility	Stakeholder attributes	Buildings are accessible to all users	Percentage of buildings that meet Disability Discrimination Act requirements.	TBC	TBC	-
Exclusivity	Stakeholder attributes	Where required, non-leased buildings have sole use tenants/management.	Percentage of times, per annum, that non-leased building bookings are accommodated.	TBC	TBC	-
Financial Sustainability	SCP	Buildings are financially sustainable.	Percentage of building asset performance ratios that are within the target bands.	100%	TBC	-
Functionality	Stakeholder attributes	Buildings are fit for purpose.	Percentage of users that are at least satisfied with the buildings that they use.	TBC	TBC	-
Safety	Stakeholder attributes and SCP	Buildings are managed and maintained to be safe.	Percentage of planned/recurrent maintenance tasks that occur as per their schedule(s) timeframe.	TBC	TBC	-
Water Sustainability	SCP	Buildings are managed to be water sustainable.	Average annual amount of scheme water used per building.	TBC	TBC	-

Table 4: Service Level Targets and Performance

Demand

This section summarises likely factors that may affect the demand for building based services over the life of the AMP. Full details of past and future demand factors are recorded in the General Guidance Notes.

Historic Demand

A range of historical sources of service demand change have been considered. Their overall effect has been summarised as follows.

Driver Type	Effect	Demand Change
Population	Shire population up by 441 people (+31%) from 1,401 (2001) to 1,844 (2016).	Increase
Demographic	Population increase in all demographic age bands (2001 – 2016) except 30-39. Median age has increased from 35 to 39 years (2001 – 2016).	Increase
Recreation Participation	Participation rates continue to fall slightly year on year across the general population. Walking remains the most popular activity for recreation, followed by fitness/gym, jogging & running, swimming/diving and cycling/BMXing.	Possible Decrease in demand.
Tourism	Tourist numbers in the 'golden outback' region grew from 1.5m (2012) to 2.1m (2017). This growth may have increased demand on tourism focussed buildings such as public toilets.	Increase
Climate	Annual rainfall has fallen from approximately 730mm to 580mm per annum (1916 to 2017). Annual monthly mean maximum temperatures up from 29.2°C to 31.8°C (1935 to 2017). As a result, asset lives may be shorter due to heat exposure.	Increase

Table 5: Historic Demand Drivers

Future Demand

Consideration was given to six possible future demand drivers (political, economic, social, technological, legal and environmental) that may influence demand on the provision of building based services.

Driver Type	Service Demand Change
Political	Negligible
Economic	Increase from higher energy costs, and potential catastrophic funding constraints if a local mine closes.
Social	Increase due to tourism and vandalism. Changing needs due to demographic and recreation trend changes.
Technological	Opportunity to decrease maintenance costs through implementation of emerging technologies. Increase in visitation due to driverless vehicles.
Legal	Increase in compliance obligations.
Environmental	Increase in costs due to climate change and implementation of water saving strategies.

Table 6: Future Demand Drivers

Demand Management

A review of past and future demand factors shows that building service demand change has occurred, and will also likely occur into the future. Looking forward, the following initiatives/improvements are proposed to meet demand changes.

- = Identify water consumption targets for each building. Implement appropriate tactics in order to reach these targets.
- = Monitor (where appropriate) building's usage levels.
- = Predict future demand for active and passive services.
- = Identify future technologies that can facilitate more effective and cost efficient building management practices.
- = Consider future strategy for the provision of buildings if a local mine site were to close.

Risk Management

A risk analysis of the current building asset management deficiencies identified by the AMP has been undertaken. Table 7 outlines the top identified risks.

Ref.	Risk	Level of Risk	Further Action
1	The Shire has no 'live' building and land AMP.	Moderate	Develop AMP
2	A planned maintenance schedule with associated budgets does not exist.	Moderate	Implement the Synergy Soft AM module.
4	Shire has no long-term capital works programme.	High	Develop a 10 year works programme.
7	Shire has no monitored AMP service levels.	Low	Monitor the service levels recorded within this AMP.

Table 7: Major Building Asset Management Risks

Asset: Shire Buildings		Compiled by: Ben Symmons (AIM)			Date: 23-May-18							
Date of risk review: 23-May-18		Reviewed by:										
Reference	The Risk	Event (what can happen)	Cause (how this can happen)	Consequence (What can happen)	Existing controls	Effectiveness of existing controls	Analysis (1 (Low) - 5 (high))	Risk priority	Treat Risk (Y/N)	Further Action		
							Likelihood	Consequence	Level of risk			
1	Building & land AMP	The Shire has no 'live' building and land AMP.	Various reasons (e.g. resources, time, knowledge etc.)	Suboptimal decision making and outcomes, higher lifecycle costs.	Nil	Nil	3	3 (C)	Moderate (9)	2	Yes	Develop Building & Land AMP
2	Planned maintenance schedule.	No planned maintenance schedule with linked budget.	Various reasons (e.g. resources, time, knowledge etc.)	Employment of reactive practices, higher costs and risk profile.	Reactice maintenance	Low	2	3 (F & P)	Moderate (6)	3	Yes	Implement the SynergySoft AM module
3	Utilisation rates	Shire is uncertain of building utilisation rates.	Informal usage monitoring.	Unaware of building's cost/benefit, difficult to strategically manage.	Some registers and data	Moderate	1	2 (R)	Low (2)	6	No	
4	Capital Works Programme	Shire has no long term capital works programme.	Lack of process.	Unsure of long term renewal needs, compliance breach on producing ARF ratio, renewing at wrong time.	Annual programme	Low	4	4 (F)	High (16)	1	Yes	Develop a ten year capital works programme
5	Compliance	Shire may not be compliant with DDA and other building legislation.	Various reasons (e.g. resources, time, knowledge etc.)	Increased litigation, poor service outcomes, increased public liability, reputation damage.	Audit assessment	Low	1	4 (R & C)	Low (4)	= 4	No	
6	Functionality	Buildings may not currently be fit for purpose.	Misunderstanding of service requirements, poor/old building design.	Poor service outcomes, can't meet customer expectations, poor cost/benefit.	Retrofitting	Low	1	1 (R)	Low (1)	7	No	
7	Service Levels	Shire has no monitored AMP service levels	Various reasons (e.g. resources, time, knowledge etc.)	No link between service outputs and cost, unable to prioritise, poor cost/benefit.	Nil	Nil	2	2 (F & R)	Low (4)	= 4	Yes	Monitor AMP service levels

Table 8: Risk analysis

Lifecycle Management Plan

The lifecycle management plan details how the Shire intends to manage and operate its building and land portfolio at the agreed service levels.

Building and Land Portfolio Physical Parameters

Activity	Quantity	Current Replacement Cost	Fair Value	Annual Depreciation
Administration	1	\$ 2,870,745	\$ 2,665,700	\$ 42,627
Caravan Park	5	\$ 586,830	\$ 389,290	\$ 7,639
Caravan Park - Police Station accommodation	1	\$ 238,372	\$ 63,055	\$ 4,985
Childcare Centre	1	\$ 490,180	\$ 405,683	\$ 7,721
Council Depot	7	\$ 630,291	\$ 567,886	\$ 7,023
Emergency Services	4	\$ 683,349	\$ 601,143	\$ 7,282
Leased Buildings	14	\$ 6,992,705	\$ 4,910,725	\$ 105,868
Medical Centre	1	\$ 1,508,208	\$ 1,370,607	\$ 24,715
Old Council Depot	4	\$ 183,912	\$ 80,168	\$ 2,377
Outdoor Stage	1	\$ 170,717	\$ 80,080	\$ 2,033
Public Toilets	2	\$ 257,025	\$ 192,843	\$ 2,920
Refuse Site	2	\$ 34,949	\$ 18,006	\$ 456
Rodeo	7	\$ 364,626	\$ 167,582	\$ 5,208
Sport and Recreation Centre	1	\$ 4,009,597	\$ 4,009,597	\$ 37,650
Sports Pavilion	1	\$ 1,775,145	\$ 834,059	\$ 29,174
Staff Housing	7	\$ 2,372,933	\$ 1,705,000	\$ 53,579
Swimming Pool	3	\$ 425,589	\$ 276,269	\$ 5,721
Tenants	8	\$ 3,955,076	\$ 3,735,018	\$ 17,474
Town Hall	1	\$ 1,538,641	\$ 808,930	\$ 22,071
Visitor Information Centre & Library	1	\$ 1,102,698	\$ 1,102,698	\$ 3,381
Youth Centre	1	\$ 960,145	\$ 787,168	\$ 17,865
Total Building	73	\$ 31,151,733	\$ 24,771,507	\$ 407,769
Freehold Land	30	\$ 3,540,827	\$ 3,540,827	\$ -
TOTAL LAND & BUILDING	103	\$ 34,692,560	\$ 28,312,334	\$ 407,769

Table 9: Building and Land Portfolio Physical Parameters

Buildings' Condition

As at 30 June 2018, the Shire holds condition ratings for some building components, derived from the last building valuation. While the condition ratings provide some indication as to where renewal works may be required, the ratings are not sufficiently robust to produce a long term works programme. An improvement action to implement a programme of inspections across the portfolio has been listed.

Building	Address	Activity	Components								
			External Structure	Sub-structure - floors	Internal Walls	Floor covering	Electrical	Mechanical	Hydraulic	Fire Protection	Roof Surface
Administration	39 Bannister Rd	Admin Centre	1	1	1	1	1	1	1	1	1
Ablutions	Wuraming Ave	Caravan Park	6	5		6	5		5		6
Campers Kitchen	Wuraming Ave	Caravan Park	5	5			4	4			4
Caretaker Residence	Wuraming Ave	Caravan Park	6	5	6	6	4	3	6		6
En-suite Block	Wuraming Ave	Caravan Park	4	4	6	6	5		5		5
Plant Shed	Wuraming Ave	Caravan Park	1	1							1
Old Police Station	Wuraming Ave	Caravan Park Accommodation	1	1	1	1	1	1	1	1	9
Boddington Early Learning Centre	Pollard St	Child Care Centre	3	3	3	4	3	4	3	4	4
Animal Pound	Assay Tce	Council Depot	2	2			2		2	2	2
Heavy Vehicle Shed	Assay Tce	Council Depot	2	2						2	2
Lunch Room	Assay Tce	Council Depot	2	2		2	2	2	2		2
Main Workshop	Assay Tce	Council Depot	1	1			1		1	1	1
Sign Shed	Assay Tce	Council Depot	3	3			3			2	3
Workshop	Assay Tce	Council Depot	2	2			6			2	2
Emergency Services	Crossman Rd	Emergency Services	2	2			2		2		2
Emergency Services	Harvey Quindanning Rd	Emergency Services	2	2			2				2
Emergency Services	Johnstone St	Emergency Services	4	4	4	4	4	4	4		4
Emergency Services	Quindanning	Emergency Services	2	2			2		2		2
Art Gallery	20 Bannister Rd	Leased Buildings	6	5	6	7	5	6	6	2	5
Classroom	20 Bannister Rd	Leased Buildings	6	6	7	6	6		6	2	6
Main Classroom	20 Bannister Rd	Leased Buildings	6	6	7	6	6		6	2	6
Store	20 Bannister Rd	Leased Buildings	6	6			5				3
Newmont	31 Bannister Rd	Leased Buildings	4	4		3	2	3	2	2	5
Community Clubhouse	Adam St	Leased Buildings	6	4		6	5	6	5		5
Community Club	Adam St	Leased Buildings	2	2	2	2	2	2	2	2	2
Batching Plant Control Room	Farmers Ave	Leased Buildings	8	8		8	8				8
Batching Plant Office	Farmers Ave	Leased Buildings	7	7		7	7	7			7
Art & Craft Centre	Johnstone St	Leased Buildings	3	3	4	4	4	4	4	2	4
Boddington News	Johnstone St	Leased Buildings	6	5		5	4	3	4		8
Office	Johnstone St	Depot	2	2		2	2	2	2		2
Plant Garage	Johnstone St	Depot	7	2			7				7
Vehicle Shed	Johnstone St	Depot	8	8			8				8
Workshop	Johnstone St	Depot	2	2			2				2
Outdoor Stage	Bannister Rd	Outdoor Stage	6	5			6		6		7
Medical	65 Hotham Ave	Medical Centre	2	2	2	2	2	2	2	2	2
Office	Johnstone St	Old Council Depot	2	2		2	2	2	2		2
Plant Garage	Johnstone St	Old Council Depot	7	2			7				7
Vehicle Shed	Johnstone St	Old Council Depot	8	8			8				8
Workshop	Johnstone St	Old Council Depot	2	2			2				2

Building	Address	Activity	Components								
			External Structure	Sub-structure - floors	Internal Walls	Floor covering	Electrical	Mechanical	Hydraulic	Fire Protection	Roof Surface
Public Toilets	20 Bannister Rd	Public Toilets	4	5		6	5		4		6
Public Toilets	Bannister Rd	Public Toilets	3	3		3	3		3		3
Public Toilets	Wuraming Ave	Public Toilets	6	6			6		6		4
Office	Robins Rd	Refuse Site	5	4		7	6		5		6
Storage Shed	Robins Rd	Refuse Site	6	6							6
Ladies Ablutions 2	Hakea St	Rodeo	7	6	7	7	7		7		7
Men's Ablutions	Hakea St	Rodeo	8	6	6	8	6		6		6
Riding Stable	Hakea St	Rodeo	8	2							8
Shearing Shed	Hakea St	Rodeo	7	6							7
Snack Bar	Hakea St	Rodeo	1	1			1				1
Stage Bar	Hakea St	Rodeo	8	7			7		7		7
Recreation Centre New	Club Dr	Sport & Recreation Centre	0	0	0	0	0	0	0	0	0
Sports Pavilion		Sports Pavilion	7	6	7	7	6		6		2
Residential House	15 Blue Gum	Staff Housing	4	4	4	4	4	4		4	4
Residential House	16 Blue Gum	Staff Housing	5	4	6	4	4	4	4		4
Residential House	20 Prussian	Staff Housing	5	4	7	8	5	2	6		5
Residential House	3 Pecan Place	Staff Housing	2	2	3	3	2	2	2		2
Residential House	34 Hill St	Staff Housing	2	2	3	3	2	2	2		2
Residential House	46 Johnstone St	Staff Housing	5	4	4	2	4	3	5		5
Residential House	20 Pollard St	Staff Housing	0	0	0	0	0	0	0		0
Ablutions	Pollard St	Swim Pool	5	5		5	5		6		6
Cover Shed	Pollard St	Swim Pool	1	1			1				1
Kiosk/Pump Room	Pollard St	Swim Pool	6	5		5	5		6		5
Independent Care Unit 1	Hotham Ave	Tenants	4	4	5	5	5	5	5		5
Independent Care Unit 2	Hotham Ave	Tenants	4	4	5	5	5	5	5		5
Independent Care Unit 3	Hotham Ave	Tenants	4	4	5	5	5	5	5		5
Independent Care Unit 4	Hotham Ave	Tenants	4	4	5	5	5	5	5		5
Unit 1 Retirement Village	Forrest St	Tenants	1	1	1	1	1	1	1		1
Unit 2 Retirement Village	Forrest St	Tenants	1	1	1	1	1	1	1		1
Unit 3 Retirement Village	Forrest St	Tenants	1	1	1	1	1	1	1		1
Unit 4 Retirement Village	Forrest St	Tenants	1	1	1	1	1	1	1		1
Independent Living Complex	Forrest St	Tenants	0	0	0	0	0	0	0		0
Town Hall	Johnstone St	Town Hall	6	5	6	4	4		6		2
Visitor Information Centre and Library	Wuraming Ave	Visitor Information Centre and Library									
Youth Centre	Bannister Rd	Youth Centre	1	1	1	1	1	1	1	1	1
Average			4.1	3.7	4.2	4.3	4.0	3.1	3.9	2.1	4.2

Table 10: Buildings' Condition

Data Confidence and Reliability

Table 10 details the reliability and confidence levels of the current asset data the Shire holds. It is the Shire's intention to progress towards a position whereby data confidence levels for all areas are classified as either a 1 or 2.

Confidence Grade	Description	Accuracy
1 - Excellent	Accurate	100%
2 - Good	Minor inaccuracies	± 5%
3 - Average	50% estimated	± 20%
4 - Poor	Significant data estimated	± 30%
5 – Very Poor	All data estimated	± 40%

Table 11: Data Confidence Measures

Property Type	Inventory	Condition	Valuation
Buildings	1	2	1
Freehold Land Parcels	1	N/A	1

Table 12: Building and Land Data Confidence Levels

Inventory & Valuation

The following section outlines the Shire's building and land assets as of 30 June 2018.

Buildings

Asset No	Activity	Building	Replacement Cost	Fair Value
BAC1999	Administration	ADMIN/HEAD OFFICE	\$ 2,870,745	\$ 2,668,400
BCP1051	Caravan Park	C/PARK ABLUTIONS	\$ 353,660	\$ 230,520
BCP2051	Caravan Park	C/PARK CARETAKER RESIDENCE	\$ 126,817	\$ 82,428
BCP3051	Caravan Park	C/PARK CAMPERS KITCHEN	\$ 68,575	\$ 49,827
BCP4051	Caravan Park	C/PARK ENSUITE BLOCK	\$ 31,982	\$ 20,767
BCP5051	Caravan Park	C/PARK PLANT SHED	\$ 5,796	\$ 5,748
BPG1009	Caravan Park	C/PARK OLD POLICE STATION	\$ 238,372	\$ 168,892
BCC1028	Childcare Centre	CHILDCARE CENTRE	\$ 490,180	\$ 405,683
BCD1077	Council Depot	DEPOT - ANIMAL POUND	\$ 59,678	\$ 54,010
BCD1085	Council Depot	DEPOT - LUNCH ROOM	\$ 75,202	\$ 68,171
BCD2085	Council Depot	DEPOT - WORKSHOP	\$ 102,453	\$ 88,587
BCD3085	Council Depot	DEPOT - SIGN SHED	\$ 53,043	\$ 46,468
BCD4085	Council Depot	DEPOT - HEAVY VEHICLE SHED	\$ 136,621	\$ 123,538
BCD5085	Council Depot	DEPOT - MAINT WORKSHOP	\$ 192,912	\$ 176,730
BCD6085	Council Depot	DEPOT - NEW SHED	\$ 10,382	\$ 10,382
BES1029	Emergency Services	SES - JOHNSTONE STREET	\$ 241,795	\$ 200,858
BFS1001	Emergency Services	BUSHFIRE BRIGADE CROSSMAN	\$ 178,793	\$ 162,359
BFS1005	Emergency Services	BUSHFIRE BRIGADE MARRADONG	\$ 130,281	\$ 117,957
BFS1116	Emergency Services	BUSHFIRE BRIGADE QUINDANNING	\$ 132,480	\$ 119,969
BAC1053	Leased Buildings	ART & CRAFT CTR.	\$ 686,975	\$ 492,069
BBP1085	Leased Buildings	BATCHING PLANT - OFFICE	\$ 51,105	\$ 25,668
BBP2085	Leased Buildings	BATCHING PLANT - CONTROL ROO	\$ 40,859	\$ 9,093
BCM1030	Leased Buildings	SPORTS & COMMUNITY CTR	\$ 863,512	\$ 781,721
BCM2030	Leased Buildings	SPORTS & COMMUNITY CTR	\$ 1,387,859	\$ 877,735
BCN1029	Leased Buildings	COMMUNITY NEWSPAPER	\$ 166,378	\$ 108,851
BHC1051	Leased Buildings	PROFESSIONAL OFFICES	\$ 558,956	\$ 470,892
BOS1025	Leased Buildings	OLD SCHOOL MAIN CLASSROOM	\$ 692,587	\$ 319,111
BOS2025	Leased Buildings	OLD SCHOOL ART GALLERY	\$ 399,994	\$ 241,214
BOS3025	Leased Buildings	OLD SCHOOL STORE	\$ 61,824	\$ 43,440
BOS4025	Leased Buildings	OLD SCHOOL TOILETS	\$ 318,040	\$ 221,117
BOS5025	Leased Buildings	OLD SCHOOL CLASSROOM	\$ 649,713	\$ 292,598
BOS6025	Leased Buildings	OLD SCHOOL YOUTH CTR	\$ 1,114,903	\$ 1,027,216
BMC1024	Medical Centre	MEDICAL CTR	\$ 1,508,208	\$ 1,370,607
BCD1029	Old Council Depot	OLD DEPOT VEHICLE GARAGE	\$ 96,957	\$ 22,961
BCD2029	Old Council Depot	OLD DEPOT PLANT GARAGE	\$ 47,452	\$ 21,411
BCD3029	Old Council Depot	OLD DEPOT WORKSHOP	\$ 12,075	\$ 10,932
BCD4029	Old Council Depot	OLD DEPOT OFFICE	\$ 27,428	\$ 24,864
BRC1051	Outdoor Stage	ENTERTAINMENT STAGE	\$ 170,717	\$ 80,080
BFS1009	Public Toilets	FORESHORE TOILET BLOCK	\$ 138,173	\$ 90,420
BPT1051	Public Toilets	BANNISTER ROAD	\$ 118,852	\$ 102,423
BWS1013	Refuse Site	WASTE SITE OFFICE	\$ 9,488	\$ 5,836
BWS2013	Refuse Site	WASTE SITE STORAGE SHED	\$ 25,461	\$ 12,170
BRC1040	Rodeo	RODEO COMPLEX LADIES TOILET	\$ 51,750	\$ 19,117
BRC2040	Rodeo	RODEO COMPLEX SNACK BAR	\$ 31,050	\$ 28,424
BRC3040	Rodeo	RODEO COMPLEX SNACK BAR	\$ 8,150	\$ 3,495
BRC4040	Rodeo	RODEO COMPLEX MENS TOILET	\$ 46,144	\$ 18,040

Asset No	Activity	Building	Replacement Cost	Fair Value
BRC5040	Rodeo	RODEO COMPLEX LADIES TOILET 2	\$ 54,337	\$ 20,850
BRC6040	Rodeo	RODEO COMPLEX STABLES	\$ 12,175	\$ 3,139
BRC7040	Rodeo	RODEO COMPLEX SHEARING SHED	\$ 161,020	\$ 74,517
BSC2063	Sport and Recreation	RECREATION CTR - NEW	\$ 4,009,597	\$ 4,009,597
BSC1063	Sports Pavilion	SPORTS PAVILION	\$ 1,775,145	\$ 834,059
BSR1003	Staff Housing	34 HILL STREET	\$ 333,586	\$ 284,999
BSR1028	Staff Housing	20 POLLARD STREET	\$ 350,000	\$ 350,000
BSR1050	Staff Housing	20 PRUSSIAN WAY	\$ 371,354	\$ 185,000
BSR1054	Staff Housing	16 BLUE GUM CLOSE	\$ 282,528	\$ 175,000
BSR1109	Staff Housing	3 PECAN PLACE	\$ 336,629	\$ 285,000
BSR2029	Staff Housing	46 JOHNSTONE STREET	\$ 357,282	\$ 210,001
BSR2054	Staff Housing	15 BLUEGUM RISE	\$ 341,554	\$ 215,000
BSW1028	Swimming Pool	SWIM CTR ABLUTIONS	\$ 276,407	\$ 177,620
BSW2028	Swimming Pool	SWIM CTR POOL COVER SHED	\$ 7,245	\$ 6,632
BSW3028	Swimming Pool	SWIM CTR KIOSK/PUMP ROOM	\$ 141,937	\$ 92,017
BIC1024	Tenants	INDEPENDANT CARE UNIT 1	\$ 129,437	\$ 84,424
BIC2024	Tenants	INDEPENDANT CARE UNIT 2	\$ 129,658	\$ 84,569
BIC3024	Tenants	INDEPENDANT CARE UNIT 3	\$ 115,446	\$ 75,300
BIC4024	Tenants	INDEPENDANT CARE UNIT 4	\$ 115,099	\$ 76,112
BIC5024	Tenants	INDEPENDANT CARE COMPLEX	\$ 2,797,353	\$ 2,797,353
BRV1025	Tenants	RV UNIT 1	\$ 219,919	\$ 203,209
BRV2025	Tenants	RV UNIT 2	\$ 208,619	\$ 192,768
BRV4025	Tenants	RV UNIT 4	\$ 239,545	\$ 221,283
BTH1029	Town Hall	TOWN HALL	\$ 1,538,641	\$ 808,930
BVC7025	Visitor Inform Ctr	COMMUNITY HUB	\$ 1,102,698	\$ 1,102,698
BYC1051	Youth Centre	YOUTH CTR	\$ 960,145	\$ 787,168
TOTAL			\$ 31,151,733	\$ 24,880,044

Table 13: Building Inventory and Values

Land

Asset No.	Name	Type	Address	Fair Value
LCOVT001029	Vacant - 5	Industrial	Johnstone St	\$ 87,000
LCOCC001030	Community Club	Residential	Adams St	\$ 329,000
LCOCC002030	Community Club Car Park	Residential	Adams St	\$ 327,000
LCOSW001028	Swimming Pool	Residential	Pollard St	\$ 359,000
LCOPG001051	Central Park	Residential	Bannister Rd	\$ 113,000
LNCRE001109	Residence - 3	Residential	Pecan Place	\$ 40,000
LNCRE001054	Residence - 16	Residential	Blue Gum Way	\$ 75,000
LNCRE001003	Residence - 34	Residential	Hill Street	\$ 40,000
LNCHC001051	Old Health Clinic	Residential	Bannister Rd	\$ 113,000
LNCRE001050	Residence - 20	Residential	Prussian Place	\$ 65,000
LNCRV001025	Retirement Village - 3	Residential	Forrest St	\$ 345,000
LCOVT001001	Vacant - 33	Residential	Crossman Rd	\$ 29,000
LNCRE002054	Residence - 15	Residential	Blue Gum Way	\$ 70,000
LNCRE002029	Residence - 46	Residential	Johnstone St	\$ 80,000
LNCIC001024	IC Units - 36	Residential	Hotham St	\$ 72,000
LCOSP001051	Golf Course	Rural	Club Drive	\$ 143,000
LCOWS001013	Waste Site - 71	Rural	Robins Rd	\$ 52,000
LNCCP001051	Car Park - 35	Commercial	Bannister Rd	\$ 136,000
LCOAC002051	Public Toilets 37	Commercial	Bannister Rd	\$ 137,000
LNCAC001051	Administration Centre	Commercial	Bannister Rd	\$ 245,000
LCOAC001025	Car Park - 2	Commercial	Forrest St	\$ 103,000
LNCCD001015	Depot - 41	Industrial	Farmers Ave	\$ 71,000
LNCBP001015	Batching Plant - 43	Industrial	Farmers Ave	\$ 63,000
LNCCD002077	Council Dog Pound	Industrial	Assay Tce	\$ 39,000
LNCCD001077	Council Depot – Maintenance Workshop	Industrial	Assay Tce	\$ 38,000
LNCVI001077		Industrial	Assay Tce	\$ 1,000
LNCVT001020	Residence - 20	Residential	Pollard St	\$ 331,710
LNCVT001031	Vacant	Vacant Land	Williams St	\$ 20,000
LCOVT001003	Vacant - 44	Vacant Land	Harvey-Quindanning Road	\$ 2,500
LCOSP001116	Race Course	Recreation	Harvey-Quindanning Road	\$ 14,617
TOTAL				\$ 3,540,827

Table 14: Land Inventory and Values

Lifecycle Management Strategies

Operation & Maintenance Strategy

The Shire currently employs a mixture of reactive and ad-hoc planned maintenance practices. Typically, annual budgets are based on historical levels of expenditure with an applied inflation factor. The available level of budget determines the level of planned maintenance that occurs.

Looking forward, the Shire wishes to improve this practice by increasing the level of planned maintenance activity and linking schedules to annual budgets. The development of a formal building maintenance programme has been listed as an improvement action.

Building and Land AMP

This document that sets out the Shire's long term management tactics for building and land assets.

Service Level Agreements

The Shire generally has little by way of formal Service Level Agreements with community groups and building users. The development of a template agreement has been listed as an improvement action.

Renewal Strategy

Building assets are periodically inspected to determine their condition, on a 0 (new/excellent) to 10 (very poor/failed) scale. However, past inspections have not necessarily formally recorded ratings for all components. An improvement action to address this has been listed. Condition results will be used to predict assets' potential year of renewal. Staff then reinspect these assets to determine the timing, scope and budget of any future renewal project. Projects are then listed on a long term works programme and reported within this AMP.

Strategic Goals

A significant high level asset data collection and condition assessment process was conducted in 2017 across all building assets. This provided comprehensive condition information for all buildings at component level. It is recommended that Council focuses its capital spending on poor condition building components, graded at level 7 or higher.

Upgrade/New Strategy

The need for new and/or upgraded assets (e.g. to meet a service deficiency) are identified from several potential sources. Each potential asset is investigated by staff and where valid, often prioritised against similar projects. Approved projects are then listed onto the works programme. At present, the Shire does not have a formal prioritisation framework for upgrade/new assets, where their 'strategic fit' against the Strategic Community Plan can be determined. An improvement action to consider this has been listed.

Disposal Strategy

The Shire does not frequently dispose of building and land assets (this is where the asset is not replaced/renewed). Where a potential need is identified, then this is considered by staff, and in some cases, Council.

Financial

This section contains the financial requirements resulting from all the information presented in this AMP.

Projected Expenditure Requirements

Expense Type	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Year 5 2021/22
Operations	\$ 252,222	\$ 260,085	\$ 272,170	\$ 284,827	\$ 298,084
Maintenance	\$ 330,692	\$ 335,909	\$ 340,839	\$ 349,795	\$ 365,268
Renewal & Upgrade	\$ 314,594	\$ 207,963	\$ 212,122	\$ 216,364	\$ 220,692
New					
Disposal					
Required Funds	\$ 786,799	\$ 803,956	\$ 825,131	\$ 850,986	\$ 884,044
	Year 6 2022/23	Year 7 2023/24	Year 8 2024/25	Year 9 2025/26	Year 10 2026/27
Operations	\$ 311,969	\$ 326,513	\$ 341,747	\$ 357,705	\$ 374,421
Maintenance	\$ 81,428	\$ 398,303	\$ 415,927	\$ 434,331	\$ 453,551
Renewal & Upgrade	\$ 225,106	\$ 229,608	\$ 234,200	\$ 238,884	\$ 243,661
New					
Disposal					
Required Funds	\$ 918,503	\$ 954,424	\$ 991,874	\$ 1,030,920	\$ 1,071,634

Table 15: Building and Land Projected Expenditure Requirements

Plan Improvement and Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Shire. It also details the future tasks required to improve its accuracy and robustness.

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Shire reports on. The Shire's current performance is recorded in Table .

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their condition based fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non-depreciating assets (e.g. land etc.) should be excluded from the calculation.

Depreciated Replacement Cost (Fair Value) of Depreciable Building Assets
Current Replacement Cost of Depreciable Building Assets

Activity	Quantity	CRC (Current Replacement Cost)	DRV (Fair Value)	ACR (Asset Consumption Ratio)
Administration	1	\$ 2,870,745	\$ 2,665,700	93%
Caravan Park	5	\$ 586,830	\$ 389,290	66%
Caravan Park - Police Station accommodation	1	\$ 238,372	\$ 63,055	26%
Childcare Centre	1	\$ 490,180	\$ 405,683	83%
Council Depot	7	\$ 630,291	\$ 567,886	90%
Emergency Services	4	\$ 683,349	\$ 601,143	88%
Leased Buildings	14	\$ 6,992,705	\$ 4,910,725	70%
Medical Centre	1	\$ 1,508,208	\$ 1,370,607	91%
Old Council Depot	4	\$ 183,912	\$ 80,168	44%
Outdoor Stage	1	\$ 170,717	\$ 80,080	47%
Public Toilets	2	\$ 257,025	\$ 192,843	75%
Refuse Site	2	\$ 34,949	\$ 18,006	52%
Rodeo	7	\$ 364,626	\$ 167,582	46%
Sport and Recreation Centre	1	\$ 4,009,597	\$ 4,009,597	100%
Sports Pavilion	1	\$ 1,775,145	\$ 834,059	47%
Staff Housing	7	\$ 2,372,933	\$ 1,705,000	72%
Swimming Pool	3	\$ 425,589	\$ 276,269	65%
Tenants	8	\$ 3,955,076	\$ 3,735,018	94%
Town Hall	1	\$ 1,538,641	\$ 808,930	53%
Visitor Information Centre & Library	1	\$ 1,102,698	\$ 1,102,698	100%
Youth Centre	1	\$ 960,145	\$ 787,168	82%
Total Building	73	\$ 31,151,733	\$ 24,771,507	80%

Table 16: Building Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the building asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3).

Activity	Renewal Expenditure			Asset Depreciation Expense (ADE)
	2015/16	2016/17	2017/18	
Administration			\$ 30,982	\$ 42,627
Caravan Park	\$ 1,250	\$ 4,070	\$ 1,955	\$ 7,639
Caravan Park - Police Station accommodation				\$ 4,985
Child Care Centre		\$ 4,700		\$ 7,721
Council Depot			\$ 12,168	\$ 7,023
Emergency Services		\$ 563		\$ 7,282
Leased buildings	\$ 20,648	\$ 19,243	\$ 8,134	\$ 112,633
Medical Centre				\$ 24,715
Old Council Depot				\$ 2,377
Outdoor Stage				\$ 2,033
Public Toilets		\$ 308		\$ 2,920
Refuse Site				\$ 456
Rodeo				\$ 5,208
Sport & Recreation Centre				\$ 37,650
Sports Pavilion				\$ 29,174
Staff Housing	\$ 5,885	\$ 15,635	\$ 4,510	\$ 53,579
Swimming Pool		\$ 16,370	\$ 9,256	\$ 5,721
Tenants				\$ 17,474
Town Hall		\$ 17,430		\$ 22,071
Visitor Information Centre & Library				\$ 3,381
Youth Centre				\$ 11,100
TOTAL	\$ 27,783	\$ 78,319	\$ 67,005	\$ 407,770

Table 17: Building Assets Sustainability Ratios

Asset Sustainability Ratio = $\frac{\text{Building Asset Renewal Expenditure}}{\text{Building Asset Depreciation}}$

Asset Sustainability Ratio = 60%

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 10 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFP, by the net present value of planned renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations.

The ratio will be produce after the next revision of the Town's Long Term Financial Plan.

<u>NPV of LTFP Planned Renewal Expenditure over the next 10 years</u>	<u>2,232,484</u>	50%
NPV of AMP Required Renewal Expenditure over the next 10 years	4,464,968	

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2017/18	80% (Above Target)	60%	50%

Table 18: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 18.

Task No	Task	Responsibility	Timeline
1	Identify water consumption targets for each building. Implement appropriate tactics to reach these targets.		
2	Monitor (where appropriate) building's usage levels.		
3	Predict future demand for active and passive services.		
4	Identify future technologies that can facilitate more effective and cost-efficient building management practices.		
5	Consider future strategy for the provision of buildings if a local mine site were to close.		
6	Complete the implementation of the Synergy Soft AM module.		
7	Develop a 10 year capital works programme.		
8	Monitor the service levels recorded within this AMP.		
9	Implement an ongoing programme of building condition inspections.		
10	Develop a building maintenance schedule, with associated budgets.		
11	Develop a template tenant/lessee service level agreement.		
12	Develop an upgrade/new project evaluation and prioritisation framework.		

Table 19: AMP Improvement Plan

Monitoring and Review Procedures

This AMP will be reviewed during annual budget preparation and amended to recognise any changes in service level and/or resources available to provide those services as a result of the budget decision process.