

Buildings Asset Management Plan



February 2021

Document Control						
HPE Content Manager Container ID: 6703						
Rev No	Date	Revision Details	TRIM Ref	Author	Reviewer	Approver
2011	03.05.2011	Building Asset Management Plan 2011 (Council Member Endorsed IN01-11/10) - TRIM#11/35661	PDF Version 11/118165 MS-Word Version 11/35661	JB	IAMSC	Council Members
2020	24.11.2020	2020 Review - Draft	20/145764	FC	KT/BC	Building Working Group Endorsement
2020	19.02.2021	2020 Review - Final	20/145764	FC	KT/BC	AMSG Endorsement

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1 EXECUTIVE SUMMARY

This Building Asset Management Plan (BAMP) details how the City of Wanneroo (City) intends to develop a robust approach to asset management of the City's building portfolio. This will ensure the City can provide spaces, centres and facilities which meet the needs of the community, especially as the population grows. The objective of the plan is to document the measures currently taken by the City, or which need to be improved upon to ensure the buildings:

- are well maintained, safe and accessible for all users
- provide an appropriate level of service at a cost that is affordable to the community
- are sustainably managed by minimising impacts on the environment through the reduction in energy and water usage

The City is a high growth council and as such needs to balance the competing demands of funding new works for growth communities and renewal of existing assets reaching their end of life (Fit for Use) or their usefulness (Fit for Purpose) within established areas.

Measures reviewed include:

- Alignment with the objectives of the City's Strategic Community Plan 2017/18 – 2026/27
- Capture of the assets, their condition and the confidence in the asset data
- Current and predicted future value of the City's building assets as well as the long term expenditure required to maintain, operate, renew, increase and dispose of the City's asset stock
- Legislative requirements, Risk Management and Levels of Service targets
- The five stages of the Lifecycle Management of the assets:
 1. Identify need for the asset
 2. Create or acquire the asset
 3. Operate and maintain the asset
 4. Upgrade or renew the asset
 5. Dispose of the asset

The core asset data shown in this BAMP provides the baseline for growth and asset renewal demand predictions to be generated and is used to inform the City's annual budget and LTFP development. This data is stored in HPE 21/40635*. Until such time a major review of this plan is undertaken, this core data and asset performance predictions are updated annually as a new version of HPE 21/40635* to inform and update subsequent capital budgets and the LTFP.

1.1 Current Assets and Costs

The City's building assets enable the City to provide and administer a range of services to the residents and visitors to the City. As of 30 June 2020, the City has a total of 270 buildings and building structures, ranging in age from 150+yrs (Historical buildings) to brand new facilities completed in 2020. Table 8-1 Summary of Values shows the value of the assets by building classification.

As at 30 June 2020, the City's current building asset portfolio has:

- depreciable asset components with a replacement with new value (RWNV) of \$315M
- depreciated replacement cost value (Fair Value) of \$180M.
- 72 buildings located in Northern suburbs, 116 buildings located in central suburbs and 82 in southern suburbs
- 62% of the buildings are under 30 years of age, 6% (16) are historical buildings.
- 42% of the City's buildings should be considered for upgrade or disposal by 2040
- 72% of the City's buildings are in moderate, good or very good condition

Table 1-1, Table 1-2 , Table 1-3 show the breakdown of the assets by Building Classification and the current and forecast expenditure.

Table 1-1 Fair Value and Replacement with New Value of Building Assets as of 30/06/2020

Building Classification	Description	No of Bldgs	RWNV	Fair Value
Corporate Use	Buildings used exclusively for the City's administrative duties.	5	\$65M	\$41M
Operational Use	Buildings used exclusively for the City's operational duties: storage, waste, volunteer bushfire services, animal care and includes vacant buildings.	117	\$18M	\$8M
Community Use	Buildings utilised by the community for provision of community services, social activities, healthcare & child/youth services, food services, heritage buildings, libraries, sporting activities.	117	\$228M	\$129M
Public Ablutions	Buildings exclusively containing toilets.	31	\$4M	\$2.0M
Grand Total		270	\$315M	\$180M

Table 1-2 Current funding for Building Assets 2020/2021 (refer Section 5.3.2, 5.4.1 & 5.4.2)

New/Upgrade (\$)	Renewals (\$)	Maintenance (\$)
6.46M	1.43M	3.92M

Table 1-3 20 Year Outlook (refer Section 5.4.2)

20 year Planned Renewal Expenditure (\$)	Predicted 20 Year Renewal Demand Forecast (\$)	Resultant 20 Year Unfunded Renewals/Backlog (\$)
44M	44M	0M

When looking at building assets as a whole, as of 30 June 2020, the total 20 year planned renewal expenditure of \$44M met the demand forecast. Due to the events of the 2020 and 21 pandemic, forecasts and expenditure will be reviewed.

Future renewal requirements refer only to building components (ie roof coverings) and associated fixed assets (fixtures, fittings, finishes) and not entire buildings. As buildings reach the point of requiring intervention, they are typically not replaced with “like for like” but either upgraded, or disposed of and replaced with a new building which provide a higher level of service.

The results of the City’s 2020 Community Scorecard Survey showed significant improvements in the Performance Index Scores from previous years:

- Community buildings and halls – 62 (industry avg 62);
- Sport and Recreation Facilities – 67 (industry avg 67);
- Access to services and facilities for people with a disability – 59 (industry avg 51);
- Services and facilities for youth - 53 (industry avg 49);
- Services and facilities for seniors - 60 (industry avg 55);
- Library and information services – 75 (industry avg 72)

The values of the three key performance indicators (discussed further in Section 8.2) for the City’s building assets are:

- Asset Consumption Ratio (ACR) of 0.57 which indicates an adequate usable level of assets,
- Asset Sustainability Ratio (ASR) is currently estimated at 0.25, which is very low due to the City's current mix of old and new assets and continued high growth,
- Asset Renewal Funding Ratio (ARFR) cannot currently be confidently presented due to the uncertain level of confidence in the asset data. Renewal of entire buildings does not typically occur as they are generally replaced with an upgraded building to meet the changing needs of the community. Renewal funding typically addresses the like for like replacement of associated fixed assets such as carpets and HVAC and building components such as roof coverings. As the maturity of the data improves, the ASFR will be determined.

1.2 Recommendations

A total of 60 improvements have been identified to improve the City’s management of building assets (refer to Section 9 for further details). Below are the key recommendations:

- Continue to improve on capturing existing building assets and expand the Asset Database with emphasis on preparing data on “Children”, specific building components and associated fixed assets in the B-Spec format to improve data confidence. Improvement Action 2-4
- Collate new, renew, upgrade, dispose information from different sources (data sheets, renewals plans, accessibility database, masterplans etc) for each building and include within the facility management plans, BAMP or AMIS as appropriate. Improvement Action 2-6
- Implementation of a dedicated Asset Management Information System (AMIS). Improvement Action 2-10

- Improve or introduce appropriate targets for Community and Technical Service Levels including benchmarking against other LGA's and industry standards together with methods for measuring these. Improvement Action 4-1
- Development of the Community Facilities Provision Framework: Open Space and Community Buildings focusing on policies, strategies, design guidelines and specifications to inform the planning and design of its open space and community buildings. This will include the development of evidence based standards that will provide the City with justified benchmarks and other criteria in order to determine facility requirements into the future. Improvement Action 4-3.
- Set targets for water and energy usage reduction based on building type and segregate usage between buildings and other facilities. Improvement Action 4-7
- Implement an Environmental Rating System for new and existing Buildings, whether City's own developed rating system equivalent to/aligned to the Green Star or NABERS ratings or to assign established rating systems. Improvement Action 5-12
- Prepare Facility Management Plans for groups of buildings with Primary Use Classifications. Improvement Action 5-16
- Investigate automated utility bill management system (reducing need to manually enter data and process multiple approvals for payment). Improvement Action 5-20
- Develop a Building Asset Maintenance Management Plan. Improvement Action 5-24

2 INTRODUCTION

The City's Asset Management Policy (Policy) requires the creation of Asset Management Plans (AMPs) for the different asset classes. This Building Asset Management Plan (BAMP) has been developed to document the City's management of the City's building assets (and services provided by these buildings), compliance with regulatory requirements, and communicate the funding needed to provide the required levels-of-service over a 20 year planning period. This BAMP

AMPs are developed for each asset class for the following purposes:

- To determine an appropriate level of service at a cost that is affordable to the community,
- To determine the short, medium and long term financial requirements for assets and to inform the City's Long Term Financial Plan (LTFP),
- To document asset management practices that ensure sustainable management of community assets and identify opportunities for improvement,
- To ensure legislative and reporting requirements are met,
- To support business cases and funding applications, and
- To support community and organisational needs.

This document is to be read in conjunction with the following City documents (refer to Section 10 for additional reference documents):

- Asset Management Policy (AS01 – 06/18)
- Asset Management Strategy 2018 – 2022
- Asset Management Implementation Plan 2018

The City is also required to comply with the legislative requirements with respect to the development, management and use of property. Refer to Section 4.1 Legislative Requirements.

2.1 Background

This BAMP is a revision of the original BAMP endorsed by Council Members in 2010. The BAMP sits alongside other City Asset Management Plans:

- Transport Infrastructure Assets
- Parks Assets
- Natural Area Assets
- Drainage Assets
- Coastal Protection

2.2 Alignment to Strategic Community Plan

This BAMP is aligned with the objectives and strategies from the City's Strategic Community Plan 2017/18 – 2026/27 as detailed in Table 2-1.

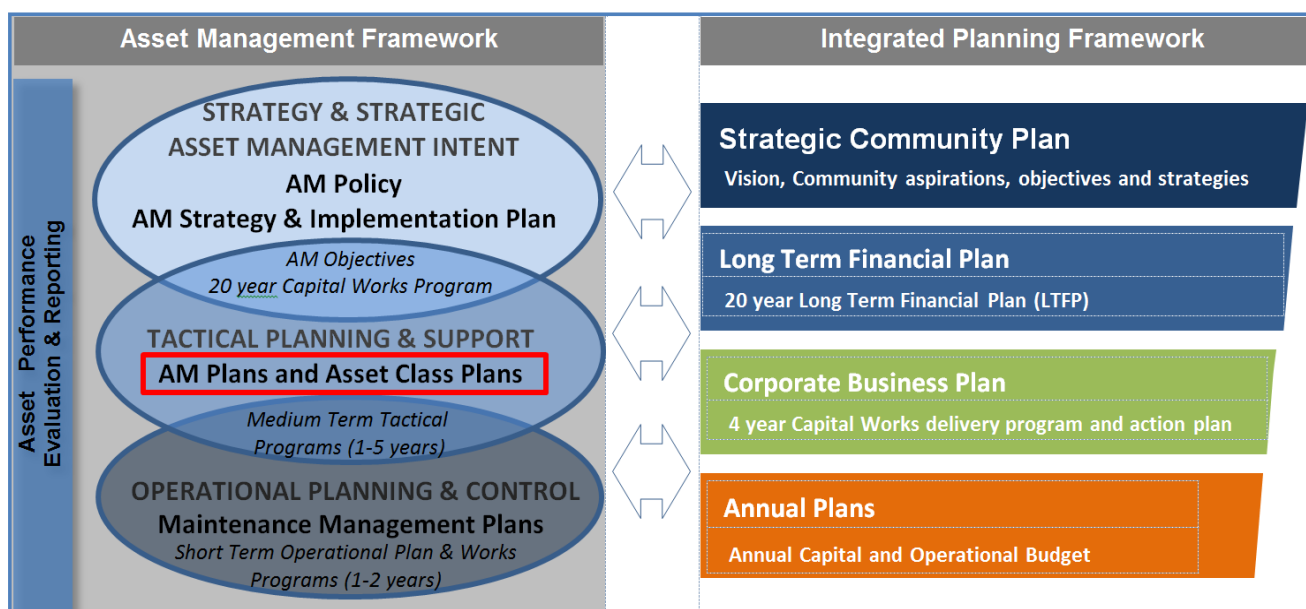
Table 2-1 BAMP Alignment with City's Strategic Outcomes

Objective	Strategy	How Objectives are addressed in AM Plan
1.1 Healthy and Active People	1.1.1 - Create opportunities that encourage community wellbeing and active and healthy lifestyles	Implement actions from the Access and Inclusion Plan 2018/19-21/22
1.3 Distinctive Places	1.3.1 Create distinctive places based on identity of areas	Incorporate place-based approach to the identification and design of new and existing City spaces, centres and facilities
3.1 Resource Management	3.1.1 Minimise impacts of climate change	Implement actions relating to the Climate Change Adaptation and Mitigation Strategy 2016-2020. (Under review by SLUPE. Completion anticipated June 2021)
	3.1.2 Seek alternative ways to improve energy efficiency	Implement actions from the Energy Reduction Plan 2017-2020 to reduce energy use across City owned facilities. (Under review by SLUPE. Completion anticipated June 2021)
	3.1.3 Proactively manage the scarcity of water through sustainable local water management strategies	Optimise water usage within City owned and managed facilities
3.4 Activated Places	3.4.2 Provide safe spaces, centres and facilities through our infrastructure management and designs for community benefit and recreation	Review and improve the safety and accessibility of the City's spaces, centres and facilities
4.2 Good Governance	4.2.3 Ensure return on investment and well maintained assets through development and implementation of a strategic asset management framework	Developing a robust approach to Asset Management

2.3 Asset Management Plan Framework

The City's Asset Management Framework (AM Framework) is shown in Figure 2-1 and informs the Integrated Planning Framework (IPF) from an asset management perspective.

Figure 2-1 Alignment of the AM Framework to the Integrated Planning Framework



This AMP forms the link between asset management and the long-term strategic and financial planning to ensure that appropriate level of funds and resources are available for financial sustainability into the future.

AMPs represent the tactical planning component of the AM Framework and define the levels of service requirements for the various classes of assets. They also highlight the processes used to manage the associated assets that services rely on and consider how current and future services to the community will be sustainably provided at the most appropriate standard, time, place and cost.

Key elements of this BAMP are:

- **Levels of service** (Section 4) – specifies the services and levels of service to be provided by the City.
- **Life cycle management** (Section 5) – how the City will manage its existing and future assets to provide the required services.
- **Risk management** (Section 6) – how the City manages the risks associated with transport assets.
- **Future demand** (Section 7) – how this will impact on future service delivery and how this is to be met.
- **Financial summary** (Section 8) – what funds are required to provide the required services.
- **Improvements, Monitoring and Review** (Section 9) – how the BAMP will be monitored to ensure it is meeting the City's objectives and identify improvement opportunities in asset management practises within the organisation.

2.4 Scope of the BAMP

The building asset types and components considered in this BAMP are listed below:

Building - A building is defined as having the following features:

- a roof and walls connected to form a fully enclosed space,
- primarily above ground,
- permanently fixed to a site (includes modular and transportable buildings). *Refer Improvement Action 2-1*
- designed and intended to be used for the shelter or enclosure of persons, animals and/or property.

Building Structure - A building structure within this BAMP is a type of construction that meets one or more of the above criteria and has not been included as part of the Parks Asset Management Plan. The Building structures within the City's portfolio include:

- Bin Stores
- Stand alone toilets
- Historical Structures
- Sewerage pumping chambers & Septic Tanks.
- Shelters (includes Surf Life Saving Towers)

Building Component – A Part of the building fabric which performs a specific function. Building Components include:

- Roof Covering
- Roof Structure
- Walls
- Floors
- Foundations
- Windows and Doors

Associated Fixed Assets - Associated fixed assets can be both internal and external to the buildings but do not form part of the building's structural fabric. They are assets which are integral to ensuring the continuing operation of the building. These include:

- Utility Infrastructure equipment and distribution i.e. electrical, gas, water supply, sewerage
- Heating, Ventilation, Air Conditioning (HVAC) equipment. *Refer Improvement Action 2-2*
- Lighting – internal and external
- Fixtures and fittings i.e. kitchen fitout and sanitary ware, internal basketball hoops, Lifts, stages/platforms, emergency generators
- Floor & Wall coverings ie carpets, tiling
- Security Infrastructure i.e. CCTV, alarms
- Fire Prevention and Protection i.e detectors & alarms, firefighting equip, hydrants/booster pumps
- Rainwater Disposal i.e gutters, downpipes, soakwells
- Footpaths, Retaining walls and Fencing (Facility dependent where located within or forming part of an agreed building facility boundary). *Refer Improvement Action 2-3*

Exclusions from the Building Asset Portfolio - The portfolio does not include certain fixed and non-fixed assets which are identified within the portfolios of other Asset Management Plans. Exclusions are contained in Table 2-2

Table 2-2 Assets excluded from Building Asset Portfolio

Asset	Description	Responsibility
Land Assets	City freehold owned land City managed (Crown) land	Property Services & Finance
Externally owned buildings on City lands	Buildings on Land only Lease sites	Building owner (noting this may be managed under a ground lease administered by Property Services). Note, the City maintains a register of these buildings in the event that the owner transfers ownership to the City at a later date.
Non-Fixed Assets**	Furniture, IT equipment, Artwork, Moveable sports equipment, Sea Containers	IT, Facilities Operations, Cultural Development Ashby Operations
IT Equipment	Servers, Computers, Printing equipment	IT
External to Building (Currently). Refer Improvement Action 2-3	Road reserve, Car Parks, Footpaths, Retaining walls, Fencing, Landscaping & irrigation, Skateparks & Play Equipment, Shade Sails & gazebos, Beach access structures	Footpaths AMP Roads AMP Parks AMP Coastal Assets AMP

**** Non-Fixed Assets** – *Non-fixed fittings and equipment required for provision of services to the community is not considered part of the structure of the building/facility. This can be defined as equipment that can be easily removed after erection or installation. Therefore, non-building plant and equipment are those items that can be disconnected, dismantled and removed without significant impact on the building. Examples of Non-Fixed assets would be portable and attractive equipment that are usually stand-alone, hand-held, or plug-in including “white goods”, business equipment & fittings in workshops such as welders, lathes, overhead gantry cranes.*

2.5 Data Systems and Data Confidence

The expenditure and valuation projections in this AMP are based on most recent available data. Currency and accuracy of data is critical to effective asset and financial management planning. Limitations on data quality and current analysis tools, applied over the diversity of assets, have constrained the BAMP outcomes.

The data for Buildings is grouped into two separate data sets and their overall confidence levels are :

- For Building/Building Structure Assets, the overall confidence level is “**B**” (Reliable)
- For Associated Fixed Assets, the overall confidence level is “**C**” (Uncertain)

For the complete list of data types within each of the data sets and their corresponding qualitative confidence and reliability rating, refer to APPENDIX G.

There are several data types that have a poor rating and have been identified for improvement, which will significantly improve the future ongoing planning and management of building assets. These are:

- Asset inventory accuracy and completeness (materials, number, area). Refer Improvement Action 2-4
- Projected Upgrade/New/Renewal expenditures - Refer Improvement Action 2-6
- Timing of asset renewals, upgrades and disposal plan - Refer Improvement Action 2-6 and Action 5-35
- Regular conditioning of asset components - Refer Improvement Action 2-7

In the absence of a dedicated Asset Management Information System (AMIS), building asset data is currently recorded in MS-Excel spreadsheets, with the physical building location geographically mapped using MapInfo GIS. Basic information on buildings is visible via the City's Intranet GIS software.

The City is currently implementing an Enterprise Software Renewal Program (ESRP) that will include the acquisition of an Asset Management Information System (AMIS). Refer Improvement Action 2-10. It is intended that the City's assets data inventory will be migrated to the AMIS and will be linked to the Finance Management Information System expenditure data and continue to be linked spatially in a GIS system.

Table 2-3 Schedule of Actions to Improve Building Asset Data

Item	Comments and Improvements
Stakeholders	Strategic Asset Management (SAM) is primarily responsible for collection of building data. Role of all Stakeholders to be documented. <i>Refer Improvement Action 2-8.</i>
Policies, Procedures, Processes	<p>The complete process for the capture of building assets to be documented as a flow chart including detailed processes and procedures. Refer Improvement Action 2-9</p> <p>The City is currently implementing an Enterprise Software Renewal Program (ESRP) that will include the acquisition of an Asset Management Information System (AMIS) Improvement ref 1. It is intended that the City's assets data inventory will be migrated to the AMIS and will be linked to the Finance Management Information System expenditure data and continue to be linked spatially in a GIS system. This will improve the efficiency of the processes by which data is collected, the maturity of the information and simplify the format of the data available. Refer Improvement Action 2-10.</p> <p>Some key tasks in accurately capturing building data include:</p> <ul style="list-style-type: none"> • Maintaining a register of all existing and new buildings within the Asset Portfolio • Maintaining a register of all building Components, Sub-Components and Elements. Refer Improvement Action 2-4 • Inspecting and verifying all existing building assets • Obtaining accurate as-constructed drawings and documentation in B-Spec format to be included as part of the City or developer construction of assets • Obtaining notifications and accurate records of reactive maintenance, renewals and asset disposals. Refer Improvement Action 2-11 <p>Where 'Land Only' leased sites contain structures and buildings owned and erected by the Tenant, these are to be registered on the City's Building Asset Database with the Attribute "Not a City Asset". Non-City assets must NOT be registered in the City's Finance system. Any buildings built on City's managed land must obtain all relevant statutory building approvals prior to construction.</p>
Expenditure Programs	Collection of asset data for existing building assets is an Operational Expense (OPEX). As of 2021/22, collection of asset data for NEW assets will be included as a Capital Expense (CAPEX) within the projects costs.

2.6 Key Stakeholders

The key stakeholders in the preparation and implementation of this BAMP are given in Table B 1 located at APPENDIX B. The key stakeholders involved during each stage of an Asset's Lifecycle vary and are identified in Section 5.

2.7 Improvements

The improvement actions identified within this section are summarised below:

Action 2-1 Determine the role of Modular buildings for new facilities, taking into consideration lifecycle costing, service provision and opportunities for re-use at different locations.

Action 2-2 Review all naming conventions for City's HVAC, Mechanical and Electrical equipment

Action 2-3 Clarify limits of extents of asset capture associated with the building assets (inclusion of external landscaping, paving, car parking)

Action 2-4 Continue to improve on capturing existing building assets and expand the Asset Database with emphasis on preparing data on "Children", specific building components and associated fixed assets in the B-Spec Format to improve data confidence.

Action 2-5 Project costs listed in LTFP to be segregated into Asset Class for improved financial reporting.

Action 2-6 Collate new, renew, upgrade, dispose information from different sources (data sheets, renewals plans, accessibility database, masterplans etc) for each building and include within the facility management plans, BAMP or AMIS as appropriate.

Action 2-7 Investigate the opportunity for including the expected remaining life and 0-10 conditioning of specific equipment (ie HVAC, Boilers, major fire & electrical equipment) as part of future building maintenance contracts to improve the frequency asset conditioning.

Action 2-8 Develop a Stakeholder Engagement & Communication Matrix for Asset Capture

Action 2-9 Document the "Asset Capture" process as a flow chart together with all undocumented processes.

Action 2-10 Acquisition of an AMIS to enable asset data to be stored in one corporate system with integration to other corporate systems, in particular the corporate Finance System. This will enable the accurate capture of expenditures against building assets including maintenance costs. With more accurate and easily accessible data, the City is able to better analyse performance and predict the funding needs for this class of asset.

Action 2-11 Develop procedures, by agreement with all relevant stakeholders for recording all changes to assets implemented by different Service Units.

3 CURRENT STATUS OF ASSETS

The core asset data shown in this BAMP provides the baseline for growth and asset renewal demand predictions to be generated and is used to inform the City's annual budget and LTFP development. This data is stored in HPE 21/40635. Until such time a major review of this plan is undertaken, this core data and asset performance predictions are updated annually as a new version of HPE 21/40635 to inform and update subsequent capital budgets and the LTFP.

Buildings and structures are grouped by their primary use as categorised below:

- **Corporate Use** - Buildings used exclusively for the City's administrative duties.
- **Operational Use** - Buildings used exclusively for the City's operational duties: Storage, Waste, Bushfire Services, Animal Care and includes Vacant Buildings.
- **Community Use** - Buildings used by the community for Administration, Social and Sporting Activities, Healthcare & Child/Youth Services, Food Services, Heritage Buildings, Libraries,
- **Public Ablutions** - Buildings exclusively containing toilets.

A summary of the number of buildings by Primary Use is shown in Table 3-1. The complete list of buildings is provided in Table A 1 located at **APPENDIX A**.

Table 3-1 Number of Buildings Summarised by Primary Use

Building Category	No Bldgs	Primary Use Classification	Some Key Facilities
Community Use	4	Administrative use	Merriwa Welfare Centre, Enterprise House, Leach Road Duplex
	1	Aquatic Facility	Aquamotion Wanneroo
	1	Indoor Stadium	Kingsway Indoor Stadium
	2	Surf Life Saving Clubs	Quinns Mindarie and Yanchep Surf Life Saving Clubs,
	18	Community & Recreation Centres	Wanneroo Rec Centre, Hainsworth Recreation Centre, Pearsall Community Centre, Gumblossom Community Facility, Girrawheen Seniors Centre
	5	Food services/retail	Carramar & Marangaroo Golfshops, Jindalee and Yanchep Lagoon Kiosks
	9	Healthcare/ Childcare/ AdultCare/ Youth Services	Alexander Heights House & Community Care facility, Bower Grove, Clarkson & Wanneroo Youth Centres
	16	Heritage	Buckingham House, Cockman House, Lime Kilns
	4	Library	Wanneroo Library and Cultural Centre, Clarkson Library, Girrawheen Library, Two Rock (Phil Renkin) Library,
	57	Sporting Facility	17 No Sports Amenity Buildings (No multipurpose room), 29 Sports Amenity Buildings (Multipurpose Room), 6 Transportables, 5 others
Subtotal Community Use 117 Bldgs			North 36 Central 32 South 49

Building Category	No Bldgs	Primary Use Classification	Some Key Facilities		
Corporate Use	2	Civic Centre	Civic Centre & Extension		
	3	Ashby Operations Centre	Admin buildings 1, 2 & 3		
Subtotal Corporate Use 5 Bldgs			North 0	Central 5	South 0
Operational Use	5	Animal Care Facility	Located at Ashby Operations Centre		
	11	Bushfire Services	Located at Ashby Operations Centre, Clarkson and Two Rocks		
	101	Storage/ Operational/ Bin Store/ Ancillary use	Metal and Bricks sheds, shelters & vacant buildings		
Subtotal Operational Use 117 Bldgs			North 23	Central 69	South 25
Public Ablutions	31	Toilets			
Subtotal Public Ablutions 31 Bldgs			North 13	Central 10	South 8
Grand Total 270 Bldgs			North 72	Central 116	South 82

3.1 Age Profile

For the purposes of this BAMP, the age profile of the Building assets is limited to the Buildings and Building structures only. The data confidence in the completeness of the Associated Fixed Assets data is not sufficient to provide a comprehensive profile.

Age can be used as an indicator of their remaining useful life, however, this should not be relied on as the determining factor on a building's usefulness or requirement for renewal. Age does not take into account significant upgrades, extensions or changes of use that have occurred in the past. The "Age" of a building should just be one factor, alongside "Condition" and "Need/Fit for Purpose".

Figure 3-1 & Figure 3-2 show the Age Profile of the City's buildings and the breakdown by location. In summary:

- 62% of the City's building stock is under 30 years old (built since 1990).
- 4% are historical buildings and structures such as lime kilns, the buildings at Cockman House and Buckingham House and would not be considered for disposal.
- The remaining 34% of the buildings, being greater than 40 years old (built before 1980) will need to be considered for renewal, upgrade or disposal potentially in the next 20 years.
- The population growth experienced since the late 1990s within the northern suburbs, East Wanneroo and parts of the southern suburbs north of Hepburn Avenue, has resulted in the demand for additional facilities
- In the last 10 years, the southern suburbs have had a number of the older facilities replaced with new buildings, so there are no longer any buildings in this area over 50 years old.

Figure 3-1 Age of Buildings

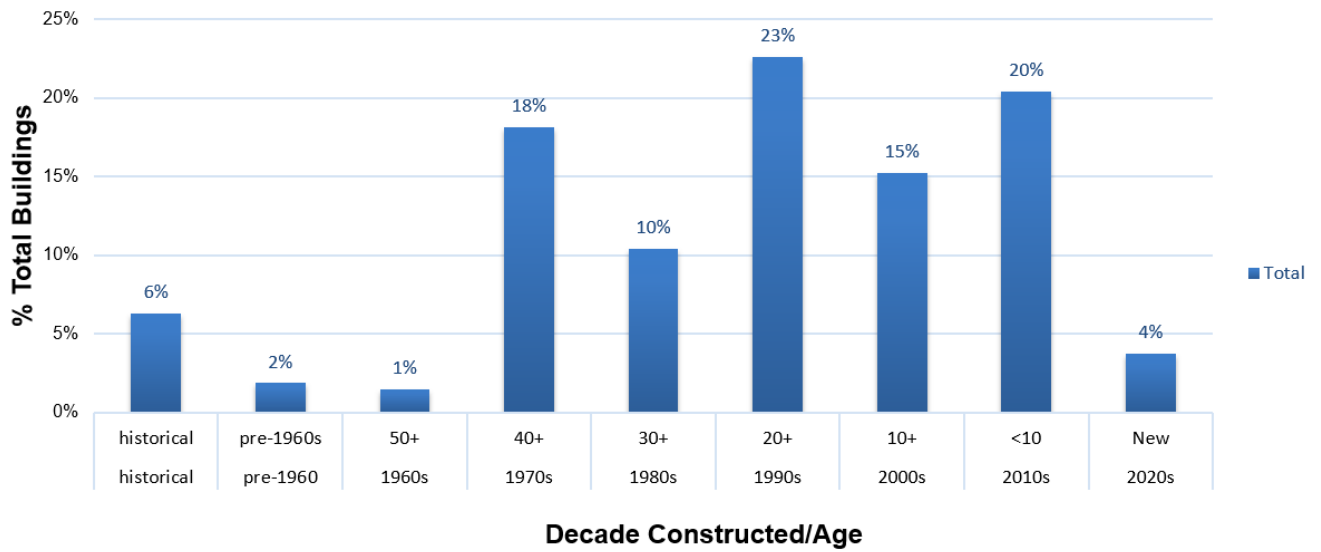
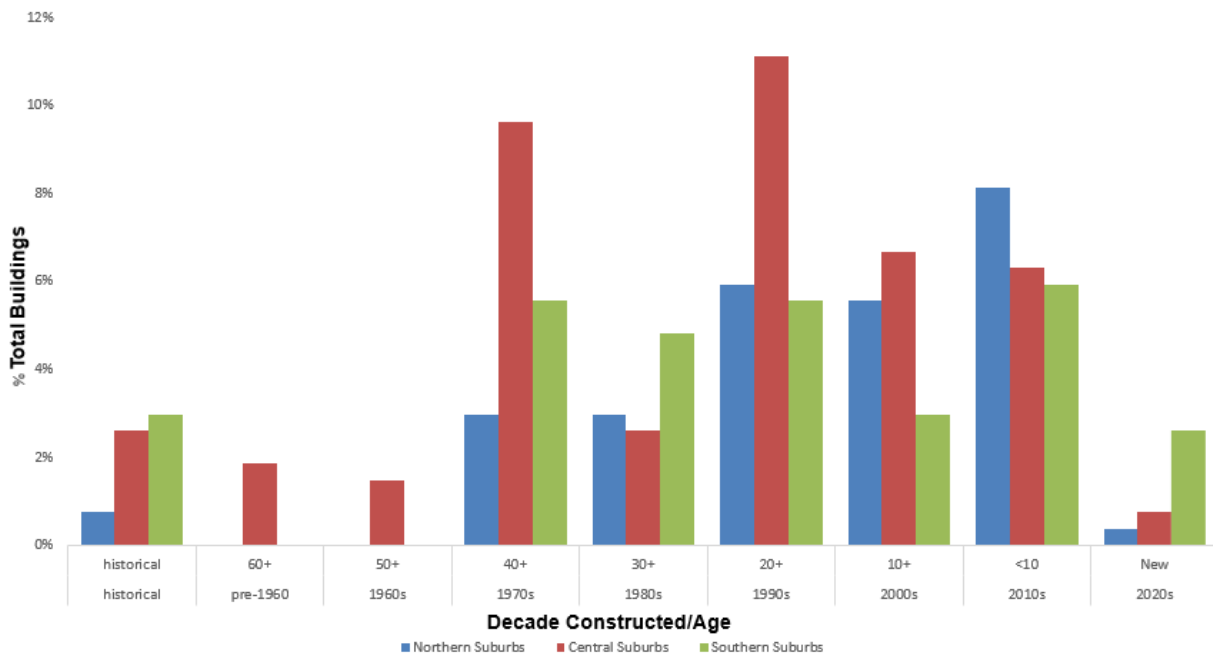
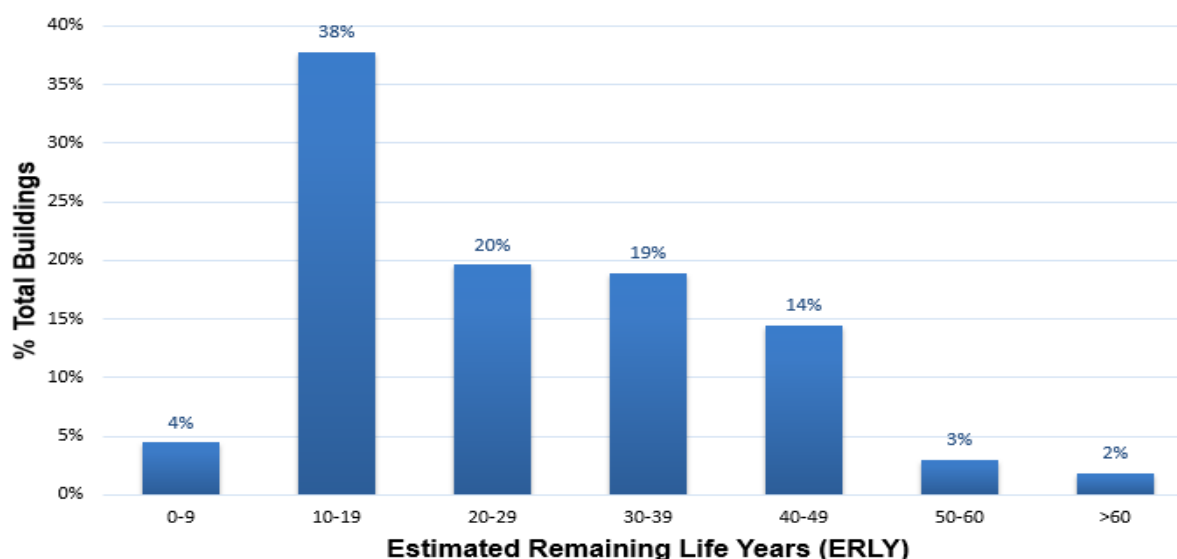


Figure 3-2 Age of Buildings by Location



The Estimated Remaining Life Years (ERLY) of the City’s assets has been made on the basis of the current condition and assumes that no major refurbishment will occur and that the asset will be renewed or undergo upgrades only at the end of the nominated ERLY. Figure 3-3 summarises the current state of the building stock using ERLY.

Figure 3-3 Building Asset ERLY Profile



In the next 10 years, 4% (11) of the City’s buildings will reach end of life and in the period 2030 to 2040, a further 38% will reach end of life. A number of these buildings are located at Ashby Operations Centre, the future of which is currently under review. Some are sporting facilities which may be upgraded or replaced with new buildings following determination of the community requirements. Some are existing vacant buildings which may be disposed of if not required for future use by the City. In 2020-21, a full review of the LTFP will assess the affordability of the building asset requirements over the next 20 years.

3.2 Condition Profile

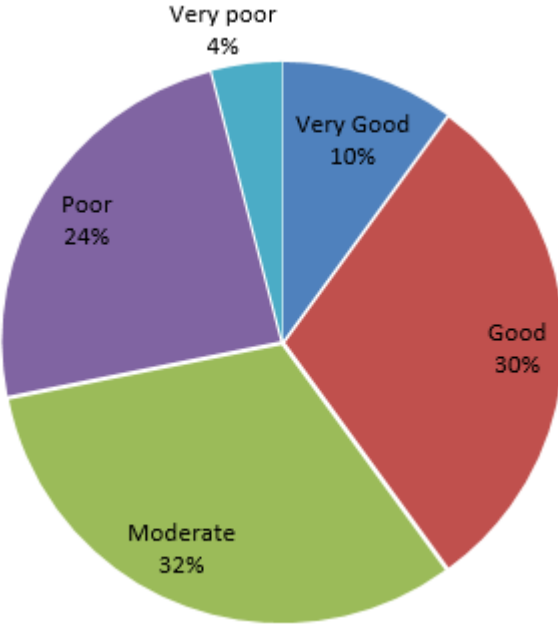
For the purposes of this BAMP, the condition profile of building assets is limited to the conditioning of the overall Buildings/Structures and does not include the conditioning at component level. Components have a relatively short renewal cycle in comparison to the overall buildings themselves. For instance Heating, Ventilation and Air Conditioning (HVAC) and floor coverings tend to require renewing every 10 to 12 years while building structure itself will have a 25 to 80 year life cycle.

The capture of detailed component asset data within all the buildings is required to ensure completeness of information (*Refer Improvement Actions contained in Section 2*). For some of the buildings, there are comprehensive asset data captured and conditioned by building components, but for other buildings, a notional percentage split has been applied based on annual valuation reporting.

Buildings are conditioned on a 0-10 rating scale as described in **APPENDIX C**, where a rating of ‘0’ means New and ‘10’ means Fail. The condition rating for each of the City’s buildings is detailed in Table A 1 contained **APPENDIX A**.

The condition profile for the City’s building stock is summarised using the pie chart shown in Figure 3-4. The figure shows that 72% of the City’s buildings are in moderate or better condition (a rating of 0 to 6). The remaining buildings that are in poor or very poor condition (a rating of 7 to 9) are typically historical buildings and operational sheds/buildings but also include a number of the much older sporting and community facilities.

Figure 3-4 Condition Profile of the City's Building Portfolio



4 LEVELS OF SERVICE

A key objective of this BAMP is to identify the current Level of Service (LOS) provided by the City's buildings. LOS can be defined in two terms:

- **Community Levels of Service** (Section 4.2): Defines specific levels of service which customers desire and the organisation aims to achieve. These relate to how the community perceives the service in terms of safety, quality, quantity, reliability, responsiveness, cost / efficiency and legislative compliance.
- **Technical Levels of Service** (Section 4.3): Current minimum levels of service based on technical grounds and current local government industry practice. These are operational or technical measures of performance which support the Community Levels of Service and relate to service criteria such as Quality

The Level of Service (LOS) the City delivers should aim to match with the Level of Service expectations of the customer but only if at a sustainable cost. Defining levels of service with buildings is difficult, separating out expectations of the physical building from expectations of the services provided from the buildings. By knowing which buildings are valued by the community and their expectations in relation to those buildings, then informed choices can be made and their performances measured. Conversely, identifying underperforming buildings which are of little value to the community will enable funding to be diverted accordingly and discussions to commence on the long term commitment to these assets.

The LOS currently in practice will be used:

- To inform customers of the LOS they can expect.
- To develop asset management strategies to meet or continue to meet these LOS.
- As a measure of the effectiveness of the City's asset management practices and the performance of this BAMP.
- To identify the costs and benefits of the services offered.
- To enable the City and customers to discuss and assess the suitability, affordability and equality of the existing service level and to determine the impact of increasing or decreasing this level in the future.

4.1 Legislative Requirements

The City has to meet many legislative requirements, Standards, Regulations, Acts and City Local Laws that impact the way assets are managed. These include Federal and State legislation and City Policies and By-Laws. These are shown in the Table 4-1

Table 4-1 Legislative Requirements

Legislation	Requirement
Local Government Act 1995 and associated regulations	Sets out role, purpose, responsibilities and legal powers of local governments including the requirement for the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. The Act also regulates the disposal of property by a local government by lease or sale.
Emergency Management Act 2005	Provide for functional response to community public emergencies.
Building Act 2011 and Regulations	Legislates the Building Approvals process
LGIS (Local Government Insurance Scheme)	The responsibilities of City in managing risk and liabilities.
Occupational Health and Safety Act 1984, Regulations 1996 and WA Approved Codes of Practice	Sets out roles and responsibilities to secure health, safety and welfare of the person at work. ** Australia is in the final stages of finalising a harmonized Workplace Health and Safety (WHS) Act (expected to be 2021). This would supersede the OSH Act and Regulations (and will modify/expand some of the existing obligations) and require all the topical Code of Practices to be updated for WA.
Environmental Health Act	The responsibilities and powers of City in maintaining public health.
Health (Miscellaneous Provisions) Act 1911, Public Health Act 2016, Health (Aquatic Facilities) Regulations 2007	Regulation of activities and the provision of services relating to public health
Environment Protection and Biodiversity Conservation Act 1999 and Regulations	The EPBC Act provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places defined in the Act as matters of national environmental significance.
Australian Standards	Duty of care to ensure minimum established industry standards are met.
National Construction Code of Australia (NCC) and Building Code of Australia (BCA)	Code of practice for providing safe buildings and developing and managing a uniform, national approach to building standards.
Disability Discrimination Act 1992	Provides protection against discrimination based on disability, such as accessibility to buildings.
Aboriginal and Torres Strait Islander Heritage Protection Act 1984 and Heritage Act of WA 1990	Minimise impact on heritage sites as a result of development

Legislation	Requirement
Heritage Act 2004	Provides for and encourages the conservation of heritage places.
Australian Accounting Standards Board	Accounting rules setting out City requirements for the financial reporting of assets.
Land Administration Act 1997 (WA)	Regulates the use of Crown land, including road reserves, accessways and land under management orders. Leases and other interests in Crown land require Ministerial consent under section 18.
Commercial Tenancy (Retail Shops) Agreement Act 1985	Regulation of retail shop leases, including by a disclosure statement prior to lease commencement, which notes building services and operating expense arrangements.
Planning & Development Act 2005 (WA)	Provides for the planning regime in WA, including zoning and development approval processes.
Contaminated Sites Act 2004	Provides the regulation, control, management and use of contaminated land
City of Wanneroo Local Government and Public Property Local Law 1999	Provides the regulation, control, management and use of public property in the City
Construction Contracts Act	Provides protections to contractors and suppliers.

4.2 Community Levels of Service

Defining levels of service is a challenging, ongoing process. The City's Strategic Community Plan (SCP) 2017/18 – 2026/27 identifies the Level of Service expectations of the customers through the priority themes of Society, Economy, Environment and Civic Leadership. The SCP objectives endeavour to meet the customer expectations and the priorities, projects, activities and services set out in the City's Corporate Business Plan 2017/18 - 2020/21. However, with limited data, measuring and monitoring the performance in meeting these objectives is difficult to quantify.

As the data collection and its integrity improves, the results will be benchmarked against other LGA's and industry standards. As well as generic service levels for all buildings, it is likely that specific requirements will be identified for individual classes of buildings which would be included in the relevant Facility Management Plans.

Table 4-2 Current Community Levels of Service

Key Performance Measure	Level of Service	Performance Measure Process	Target	Current Performance (2019-20)
Quality/ Condition	Buildings are well maintained and clean	No of customer complaints	No target set.	26 requests for attendance to maintenance items per annum. <i>Refer Improvement Action 4-1</i>
	Facilities are maintained in a safe condition and hazards are identified and managed	Number of injuries linked to City buildings	Zero injuries as a result of a safety issue in a building	One injury occurred as a result of a safety issue in a building
Function	Buildings are fit for purpose and accessible	Number of customer complaints, bookings and usage	No target set.	Future Community Facilities Provision Framework: Open Space and Community Buildings will provide a minimum standard of provision. <i>Refer Improvement Action 4-3 and Action 4-4</i>
		% of buildings with <5 years anticipated functional life	No target set	Many of the buildings are already subject to review or have capital allocations to address the issues or to redevelop. Community needs are being assessed through the development of a Community Infrastructure Plan for each Ward. <i>Refer Improvement Action 4-3</i>
Quantity	Availability of buildings with sufficient capacity for the community needs	Utilisation and bookings	No target set. Refer Improvement Action 2.5 & 4.2	Availability and Utilisation rates not currently measured. <i>Refer Improvement Action 4-4</i>
Responsiveness	Respond quickly to disrepair to ensure safety and prevent further deterioration	Response level of service targets on breakdown requests	95% of works commenced within set target time (which depend on nature and risk of the defect)	97.89% on target. 2,468 reactive or planned maintenance work orders of which only 52 were not on target. All failures are investigated and generally due to unusually high volume of work i.e. following storms

4.3 Customer Research and Expectations

The City conducts a Community Perception Survey every 2-3 years to determine the following:-

- Overall satisfaction with the City;
- Perceived importance and satisfaction with services and facilities; and,
- Performance strengths, weaknesses and gaps.

The Community Perception Surveys undertaken in 2010, 2012, 2014, 2017 and 2020 make specific reference to building assets. Services are rated by respondents on a five point scale known as the Performance Index Score (PIS).

Table 4-3 Performance Index Scores

Community Perception Surveys (Source HPE 20/130511)	2010	2012	2014	2017	2020	Industry Average
Services and facilities for youth	49	50	54	44	53	49
Services and facilities for seniors	55	57	59	51	60	55
Access to services and facilities for people with a disability	53	53	58	50	59	51
Community buildings and halls	52	52	55	54	62	62
Sport and recreation facilities	60	60	63	56	67	67
Library and information services	65	66	69	68	75	72

In summary, the results of the 2020 survey indicates that in all categories, the City has significantly improved its performance since 2017 and is now performing at or above the industry average.

4.4 Technical Levels of Service

Technical levels of service measures are linked to annual budgets covering:

Operations and maintenance – the day to day servicing activities necessary to retain an asset as near as practicable to an appropriate level of service (e.g. cleaning, maintaining fire and security services, repairing damage, paying utility bills and ensuring adequate insurance cover).

Renewal – the activities that restore, rehabilitates or replaces existing assets to its original capacity (e.g. replacement of HVAC units or carpets). An asset is renewed when maintenance is no longer able to meet the required level of service.

Upgrade/New – the activities to provide enhancements and a higher level-of-service (e.g. building an extension, refurbishment ahead of end of life), needed to meet a higher demand.

The current Technical LOS are detailed in Table 4-2. These will evolve further as more community engagement is undertaken on the desired levels of service. As the approach to asset management matures, more detailed performance assessments will be possible.

Table 4-4 Technical Levels of Service

Key Performance Measure	Level of Service	Performance Measure Process	Target	Current Performance (2019-20)
Legislative Compliance	Compliance with legislation	Identified Breaches	100% compliance	Not Currently Measured. Refer Improvement Action 4-1
Quantity	Availability of buildings with sufficient capacity for the community needs	To be determined. Refer Improvement Action 4-4	No targets set	Not currently measured
Condition	Buildings are fit for use with a well maintained building fabric and the condition has no significant detrimental effect on service delivery. Obligations to lessees will be determined on a case by case basis, subject to the City's Leasing Policy and the lease document.	Based on surveys and condition assessments, buildings and building components are graded 0 (new) to 10 (failed) – see Table A 1 located in APPENDIX A.	95% of buildings have grade 0-6. At level 6 there is some loss of serviceability.	72% buildings grade 0-6 (Very Good, Good, Moderate condition). Refer Improvement Action 4-5
			Average condition rating Buildings - 4 (Good) Components - 4 (Good)	Average condition rating <ul style="list-style-type: none"> • Buildings – 5 (Moderate) • Components – unknown Refer Improvement Action 4-5
		% of buildings with <10 years ERLY	No target to be set but ongoing review to inform LTFFP.	Currently 4% (11 buildings)
Cost Effectiveness	To provide an appropriate and cost effective building maintenance service	Maintenance cost (A) as % of replacement cost (B)	Need to benchmark against other authorities to inform target setting. IPWEA suggests 1-1.5%.	A = \$3,85M B = \$178M %A/B = 2.16% Investigate the reasons for this. Refer Improvement Action 4-6

Key Performance Measure	Level of Service	Performance Measure Process	Target	Current Performance (2019-20)
Cost Effectiveness	To provide an appropriate and cost effective building maintenance service	Average cost of maintenance per sq m of building per annum	No target to be set but figures for individual buildings to be monitored. Reduction could lead to earlier building failure – increase could indicate inefficiency	Building Area = 110k sqm. Maint Cost = \$3.85M Cost/sqm = \$35. Increased from \$20/sqm in 2010 BAMP. Investigate reason for this <i>Refer Improvement Action 4-6</i>
		Ratio of reactive and planned maintenance	70% planned, 30% reactive (best practice)	63% Planned, 37% Reactive
Water Efficiency	The City is a Waterwise Council Gold member. Refer Waterwise Council Action Plan The use of water in buildings is controlled to reduce running costs and the impact on the environment.	Water consumption by <ul style="list-style-type: none"> • kL/m2 • kL/patron 	WCAP has overall target 'To reduce total corporate scheme water usage by 15% by 2024/2025 from 2016/17 levels.' Individual building targets to be set based on patronage. <i>Refer Improvement Action 4-7</i>	For bldgs, the City is on Target. Total reduction of scheme water use 2016/17 = 93.3ML 2019/20 = 78,8 ML (-15%)
		Waterwise Council Reporting	Maintain Gold Standard Status by delivery of WCAP Actions for bldgs. Includes sub-meter installation, utilization of real-time data collection software, water audits, upgrading water fixtures	All actions relating directly to buildings are underway

Key Performance Measure	Level of Service	Performance Measure Process	Target	Current Performance (2019-20)
Energy Efficiency	<p>The use of electrical and gas energy in buildings is controlled to reduce running costs and the impact on the environment.</p> <p>Refer CCAMS – Climate Change Action Mitigation Strategy.</p>	<p>Electricity & Gas consumption by</p> <ul style="list-style-type: none"> • kwh/sqm • tCO2-e per asset 	<p>Draft CCAMS targets to reduce average emissions/asset (tCO2-e) includes non-building assets.</p> <p>From 2019/20, reduce by 10% by 2024/25 and 25% by 2029/30.</p> <p>More specific targets to be set based on Building Type and/or Function in conjunction with CCAMS <i>Refer Improvement Action 4-7</i></p>	<p>Total for 380 facilities. Data for buildings only not currently measured.</p> <p>Electricity usage = 10,210,658kWh, 7,045 tCO2-e</p> <p>Gas usage = 1,940,000 kWh, 1,339 tCO2-e</p> <p>Combined average = 22 tCO2-e/asset</p>
		Compliance with NCC 2019 BCA Guide Vol 1_ Section J Energy efficiency for new buildings	No targets set. <i>Refer Improvement Action 4-7</i>	Not currently measured
		Delivery of Energy Reduction Plan (ERP) Actions	No targets set. <i>Refer Improvement Action 4-7</i> Current actions include installation of sub-meters, utilization of real-time data collection software and upgrading to efficient lighting. Defined targets to be considered in review of ERP to be delivered June 2021.	All actions relating directly to buildings are underway

Key Performance Measure	Level of Service	Performance Measure Process	Target	Current Performance (2019-20)
Accessibility	All people have equitable access to City buildings and facilities	The City of Wanneroo is committed to building an inclusive and cohesive community that celebrates diversity by providing an environment where all people enjoy equal access to life's opportunities. In its Access and Inclusion Plan, the City commits to improve accessibility opportunities for people with a disability to use its facilities.		
		Number of complaints about access to buildings	No targets set	Not currently measured. <i>Refer improvement Action 4-1</i>
		% Fully accessible – meaning the building complies with BCA at the time of construction and there are no barriers that are likely to lead to a claim under the DDA	100%	Not measured. For audited buildings, only non-compliances with current standards are measured, not past standards. <i>Refer improvement Action 4-1</i>
		% Largely Accessible - includes having an accessible parking bay, accessible path and entrance and at least one accessible toilet	100%	Not currently measured. <i>Refer improvement Action 4-1</i> Continuing program to audit all City's buildings and implement the audit recommendations on a prioritised program of works (PR-1999 & PR-4241). Actions include upgrading old style Disabled toilets and ACROD bays to current standards and widening doorways
		% of public buildings that have had an access survey since 2010 when current regulations came into force.	100% of Community and Sporting facilities by 2024	On target. 70% complete

4.5 Improvements

The following actions have been identified to deliver improvements in LOS measures:

Action 4-1 Improve or introduce appropriate targets for Community and Technical Service Levels associated with Quality/Condition including benchmarking against other LGA's and industry standards together with methods for measuring these.

Action 4-2 Develop an appropriate measure for ranking the Fitness for Purpose (Function) of buildings to be used in conjunction with the Fitness for Use rating in determining the most effective outcome for the facility. Measures considered to include customer/user surveys and feedback from CRMs, Maintenance records, Property Quality Standard Statements relating to quality, quantity, reliability, responsiveness, environmental acceptability and cost and benchmarking against the proposed Future Community Facilities Provision Framework: Open Space and Community Buildings.

Action 4-3 Community Facilities Planning to develop a "Community Facilities Provision Framework: Open Space and Community Buildings" which will include a suite of strategic facility planning documents, focusing on provision standards, community infrastructure plans, guidelines and specifications to inform the planning and design of its open space and community buildings.

Action 4-4 Introduce a Building Availability Rating Scale and Building Functional Utilisation Rating Scale for buildings as part of the Criticality Ranking Matrix. These scales can be used to set targets, measure utilization rates and assess Fitness for Purpose.

Action 4-5 Investigate cost/benefit implications of raising % buildings currently at Grade 0-6 from 72% to 95% and the Average Condition Rating of all buildings from 5 to 4.

Action 4-6 Investigate reasons for decrease in Cost Effectiveness of Annual Maintenance/sqm of building between 2010 and 2020.

Action 4-7 Set targets for water and energy usage reduction based on building type and segregate usage between buildings and other facilities.

5 LIFE CYCLE MANAGEMENT

All City owned building assets should be managed with a long-term view and a whole-of-life approach. In order to develop and implement an effective building lifecycle plan including ongoing maintenance, upgrade and renewal strategies, accurate information about the performance, condition and objectives of the individual buildings needs to be collected and interpreted. Resources can then be allocated to areas of most need in order to meet corporate objectives, support services, meet users' expectations and maintain the value of assets.

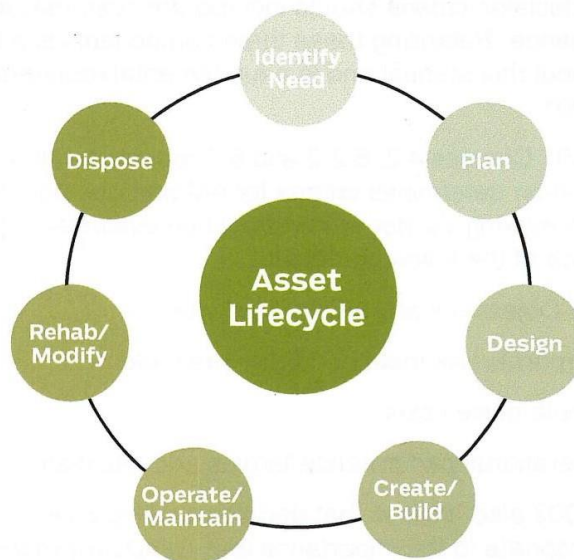
This section reviews the processes by which the City manages each stage of the asset lifecycle (see Figure 5-1), and identifies the aspects of building performance and condition that influence decision-making and the recommendations made later in this BAMP.

The stages of the asset lifecycle addressed in this BAMP are:

1. Identify Need for the asset
2. Create or Acquire the asset
3. Operate and Maintain the Asset
4. Upgrade or renew the asset
5. Dispose of the asset

The stages noted in Figure 5-1 as "Plan" and "Design" fundamentally occur at every Stage and are not included as individual stages in this BAMP.

Figure 5-1 Asset Life Cycle (Source: IPWEA, 2015)



5.1 Stage 1 - Identify Need for New Building Assets

New building assets are required to ensure the appropriate community facilities and services can be provided to the existing and emerging population at the appropriate time. The City is growing, particularly in the Northern Coastal Area. In order to keep pace with rapid development and urban renewal, new buildings are needed to support growing communities. In the older areas of the City, disposal of existing building assets may occur as part of the process for the provision new assets.

Table 5-1 Identifying the Need for New Building Assets

Item	Notes
Stakeholders	The Community Facilities Planning (CFP) Service Unit (Community & Place Directorate) is primarily responsible for determining the need for new buildings. Role of all Stakeholders to be documented. <i>Refer Improvement Action 4-3</i>
Policies, Procedures, Processes	<p>Provision of new assets and expansion of existing assets are identified from various sources such as, Council Member or community request; proposals identified by strategic plans; or partnerships with other organisations. Proposals are investigated by way of Needs Assessments, Feasibility Studies or Masterplans, to verify need.</p> <p>Some key tasks include:</p> <ul style="list-style-type: none"> • Obtaining accurate population data including demographics such as age, cultural diversity • Identifying the needs of the community through CRMs, Community surveys, direct feedback, and standards of provision • Identifying whether existing assets have sufficient capacity to meet the needs of the community • Consideration of alternative service options or non asset ownership options • Total asset lifecycle cost evaluations • Applying evidence based standards to determine facility requirements • Establishing the consequential recurring operational and maintenance costs that will occur once the new asset becomes operational • Preparation of Mandate including identification of Scope, Environmental Planning Considerations, Community Consultation requirements, preliminary Budget and Schedule for delivery. <p>The City, through Community Facilities Planning, are developing a “Community Facilities Provision Framework: Open Space and Community Buildings” which will include a suite of strategic facility planning documents, focusing on provision standards, community infrastructure plans, guidelines and specifications to inform the planning and design of its open space and community buildings. <i>Refer Improvement Action 4-3.</i></p>

Item	Notes
	<p>Relevant documents:</p> <ul style="list-style-type: none"> • AS01 – 06/18 Asset Management Policy • 20/221746 Community Facility Provision Framework Scoping Statement • 20/26576 Northern Coastal Growth Corridor Community Facilities Plan • 17/271233 Capital Works Project Selection Prioritisation Criteria. • 20/409712 Community Building Design Guidelines
Expenditure Programs	Identifying the need for new building assets is an Operational Expense (OPEX)
20 Yr Plan	Refer to Section 5.2.3 for details of the 20yr plan for new assets. <i>Refer Improvement Action 2-6</i>

5.2 Stage 2 - Create or Acquire New Building Assets

The acquisition of new building assets is achieved either by:

- a) Being gifted by the developers in new subdivisions
- b) Being purchased by the City
- c) Being constructed by the City as part of its annual Capital Works Program

5.2.1 Stage 2a - Gifted Building Assets

The gifting of physical building assets by developers to the City is not a common occurrence. However, where buildings have been constructed on the foreshore reserve, on Crown land or on City Freehold land by developers and there is the potential that at some point in the future, the City may elect to accept these buildings. Potential buildings are located at:

- Amberton Estate, Eglinton
- Shorehaven Estate, Alkimos
- Eden Beach Estate, Jindalee
- Marangaroo Family Daycare,
- Lake Joondalup Playschool facility, Neville Road
- Potential future Mens Shed at Gumblossom Community Centre
- Potential future Mens Shed at Kingsway Reserve

Table 5-2 Gifting of New Building Assets

Item	Notes
<p>Stakeholders</p>	<p>When buildings are gifted to the City by developers or other sources, City stakeholders for overseeing the process may include Land Development, Property Services or Community Development. The role of all stakeholders to be documented. <i>Refer Improvement Action 5-1</i></p>
<p>Policies, Procedures, Processes</p>	<p>The City does not have a formalised process for determining which assets are to be gifted to the City, when and how. <i>Refer Improvement Action 5-2</i></p> <p>When new sub-division developments proceed, the more common process is for the developer to provide monetary contributions (called Development Contributions) that are utilized by the City to construct the required building asset at a later date on land (designated as Crown land or Freehold land) set aside by the developer for this purpose.</p> <p>However, on occasion, the developer may construct a building on land with the intention of handing over either the land, or the land and building, to the City at a later date.</p> <p>In this case, the City should have the opportunity to, by negotiation, oversee the design, construction and ongoing maintenance of the building prior to handover. While the City is under no obligation to accept the sites or the buildings located on the sites, procedures are to be documented so that should the City decide to accept the buildings, adequate measures have been in place to ensure the buildings have been designed, constructed and maintained to the City’s satisfaction. If the building is not accepted by the City, there will be an expectation that the sites are made good prior to handover. <i>Refer Improvement Action 5-3 & Action 5-4.</i></p> <p>Similarly, buildings are sometimes constructed by others on existing Crown land or City freehold land and that asset may be owned and maintained by the developer for a pre-determined period of time prior to the City accepting the building asset. In these cases, the same processes relating to oversight of the design, construction and ongoing maintenance should be in place. If the building is not accepted by the City, there will be an expectation that the sites are made good before vacating.</p> <p>Therefore, in general, the following is proposed:</p> <ul style="list-style-type: none"> • Determination to be made prior to its construction if a building asset is potentially going to be gifted to the City. • Negotiate the building outcomes with developers and state government departments. • Review the proposed designs and material specifications.

Item	Notes
	<ul style="list-style-type: none"> • Establish the consequential recurring operational and maintenance costs that will occur through to end of life, once the new asset becomes operational. • Monitor the construction of the building asset. • Monitor the ongoing maintenance of the building asset throughout its life. • Capture the asset details (refer Section 2.6). <p><i>Refer Improvement Action 5-2, Action 5-3, Action 5-4 & Action 5-5</i></p> <p>At the time of adoption of this BAMP, only the Eden Beach site is subject to a deed of agreement relating to the handover of the site but not the building. The Amberton and Shorehaven sites would reside with the WAPC as the current landowner.</p>
Expenditure Programs	Costs associated with the receipt of gifted assets is an OPEX. SAM operational budgets to be planned for in line with the schedule for handover of building assets.
20 Yr Plan	There is currently no 20 year plan for the gifting of assets to the City by developers as this occurrence is dependent on scope, timing and conditions of individual developments. <i>Refer Improvement Action 2-6</i>
Improvements	<p>Action 5-1 Develop a Stakeholder Engagement & Communication Matrix for Stage 2a of the asset lifecycle</p> <p>Action 5-2 Investigate mechanisms for identifying future gifted buildings prior to construction of the buildings including requirements for structural assessments prior to handover.</p> <p>Action 5-3 Investigate mechanisms to enable the City to provide specifications to the developer for the design, construction, ongoing maintenance/repair requirements of the asset prior to its construction.</p> <p>Action 5-4 Investigate mechanisms to enable the City to ensure assets are adequately maintained to the City's satisfaction prior to acceptance by the City.</p> <p>Action 5-5 Document the "Gifted Building Assets" process as a flow chart</p>

5.2.2 Stage 2b - Purchase Building Assets

The purchase of building assets by the City is not a common occurrence. Currently, there are no buildings/properties identified or earmarked for purchase in the near future by the City, although the

City actively monitors the property market for investment opportunities.

Table 5-3 Purchasing of New Building Assets

Item	Notes
Stakeholders	The Property Services (PS) Service Unit is primarily responsible for determining if a new building is to be purchased by the City. Role of all stakeholders to be documented. <i>Refer Improvement Action 5-6</i>
Policies, Procedures, Processes	<p>Determination for the need to purchase a building asset will follow the processes as given in Section 5,1 – Identify Need for New Building Asset.</p> <p>When it has been determined that a building asset is to be purchased by the City, some key tasks include:</p> <ul style="list-style-type: none"> • Implementing requirements of the Strategic Land Policy, which may include preparing a business case including identification of funding sources • Obtaining Council approval • Establishing the consequential recurring operational and maintenance costs that will occur once the new asset becomes operational • Capture the asset details (refer Section 2.6) <p>Processes for inspection of building assets prior to the purchase of the asset to allow lifecycle costing and service unit responsibilities to be in place as part of the decision making process. <i>Refer Improvement Action 5-7</i></p> <p>Undocumented processes to be captured. <i>Refer Improvement Action 5-8</i></p>
Expenditure Programs	Costs associated with purchase of new building assets is a Capital Expense (CAPEX)
20 Yr Plan	There is currently no 20 year plan for the purchase of building assets by the City. <i>Refer Improvement Action 2-6</i>

Item	Notes
Improvements	<p>Action 5-6 Develop a Stakeholder Engagement & Communication Matrix for Stage 2b “Purchase City Assets” of the Asset Lifecycle under the Strategic Land Policy and related procedures.</p> <p>Action 5-7 Document processes for inspection of building assets prior to the purchase of the asset to allow lifecycle costing and service unit responsibilities to be in place as part of the decision making process.</p> <p>Action 5-8 Document the “Purchase Building Assets” process as a flow chart</p>


5.2.3 Stage 2c - City Built Assets

For building assets where the City is responsible for construction, the City delivers these under the Capital Works Program.

Table 5-4 Delivery of New Building Assets

Item	Notes
Stakeholders	<p>The Infrastructure Capital Works (ICW) Service Unit is primarily responsible for delivering new buildings built by the City.</p> <p>Refer 19/435171* for the Stakeholder Engagement & Communication Matrix</p>
Policies, Procedures, Processes	<p>All new building assets planned to be delivered by the City are listed in the LTFP)</p> <p>New building projects are delivered under the Capital Works Program and each project must have an individual Mandate. Building projects may include demolition of existing building assets as part of the project.</p> <p>When it has been determined that a building asset is to be delivered by the City, some key tasks include:</p> <ul style="list-style-type: none"> • Registering the project within the Enterprise Project Management (EPM) System, project handover and scoping review, preparation of a Project Management Plan (PMP), and procurement of consulting services (as required) • Preparing concept designs (project dependent), Detailed designs and accurate costings. <i>Refer Improvement Action 5-9 and Action 5-10</i> • Procurement of construction services • Construction of the asset • Acceptance of the constructed asset

Item	Notes
	<ul style="list-style-type: none"> • Establishing the consequential recurring operational and maintenance costs that will occur once the new asset becomes operational • Capture the asset details (refer Section 2.6) <p>Undocumented processes to be captured. <i>Refer Improvement Action 5-11</i></p> <p>Relevant documents:</p> <ul style="list-style-type: none"> • 19/435171* Stakeholder Engagement & Communication Matrix • 19/35153* Portfolio Delivery Strategy • 20/342056* Architectural Consultancy Brief standard document • 20/337685* Building Specification Guidelines. <i>Refer Improvement Action 5-12</i> • 20/378855* Building Construction Contractor's Brief
<p>Expenditure Programs</p>	<p>The cost of delivering new assets is a CAPEX.</p> <p>Projects are carried out under individual Financial (PR) codes through the City's Capital Works Program which utilizes municipal and reserve funds.</p> <p>New building projects are listed under the Community Buildings, Investment Projects, Sports Facilities and Corporate Buildings sub-programs.</p> <p>For the construction of buildings, the City may apply to external funding bodies such as the Department of Local Government, Sport and Cultural Industries and LotteryWest, to help offset the municipal cost contribution towards the provision of the facility. Additionally, on occasions the State and Federal Government will provide funds through election commitments towards future buildings, planned or unplanned.</p>
<p>20 Yr Plan</p>	<p>Over the next 20yrs, (2020/21 through to 2039/40), a total of \$154M, is expected to be spent in constructing new building assets for the City. Refer Figure 5-1. New assets needed beyond 2037/38 have, in general, not yet been identified. The details of new building assets to be added to the City's portfolio are given in Table F 1 Table F 1 New, Upgrade And Renewal Projects (<i>Figures reported in '000</i>) in APPENDIX F. The values differ from those contained in the LTFP because the following factors have been applied to the LTFP total project costs</p> <ul style="list-style-type: none"> • New buildings constructed in place of an existing building where no land is purchased and no additional car parking or ovals are created assume the full 100% of the project cost relates to the creation of new building assets. • New buildings constructed where no previous building existed and where landscaping and new car parking is created as part of the project, assume only 75% of the project cost relates to the creation of new building assets.

Item	Notes																																										
	<ul style="list-style-type: none"> New buildings constructed where no previous building existed but are part of a large scale development where major sports grounds, lighting, landscaping and new car parking is created as part of the project, assume only 25% of the project cost relates to the creation of new building assets. <p><i>Refer Improvement Action 5-13</i></p> <p>Figure 5-2 shows that, subject to funding availability, the City plans to substantially invest in new building assets over the next decade. Disposal of some existing assets will occur as part of this provision where new buildings are delivered in place of existing. Details of building projects listed in the LTFP have been included in APPENDIX F.</p> <p>Figure 5-2 Forecast cost of Future New Building Assets</p>  <table border="1" data-bbox="422 801 1444 1355"> <caption>New Building Asset Cost</caption> <thead> <tr> <th>Financial Year End</th> <th>Cost (\$ Millions)</th> </tr> </thead> <tbody> <tr><td>2021</td><td>6.0</td></tr> <tr><td>2022</td><td>9.0</td></tr> <tr><td>2023</td><td>4.5</td></tr> <tr><td>2024</td><td>11.5</td></tr> <tr><td>2025</td><td>17.0</td></tr> <tr><td>2026</td><td>6.8</td></tr> <tr><td>2027</td><td>16.0</td></tr> <tr><td>2028</td><td>18.5</td></tr> <tr><td>2029</td><td>8.5</td></tr> <tr><td>2030</td><td>10.8</td></tr> <tr><td>2031</td><td>10.8</td></tr> <tr><td>2032</td><td>4.5</td></tr> <tr><td>2033</td><td>4.0</td></tr> <tr><td>2034</td><td>1.5</td></tr> <tr><td>2035</td><td>8.0</td></tr> <tr><td>2036</td><td>7.8</td></tr> <tr><td>2037</td><td>4.0</td></tr> <tr><td>2038</td><td>4.0</td></tr> <tr><td>2039</td><td>0.0</td></tr> <tr><td>2040</td><td>0.0</td></tr> </tbody> </table>	Financial Year End	Cost (\$ Millions)	2021	6.0	2022	9.0	2023	4.5	2024	11.5	2025	17.0	2026	6.8	2027	16.0	2028	18.5	2029	8.5	2030	10.8	2031	10.8	2032	4.5	2033	4.0	2034	1.5	2035	8.0	2036	7.8	2037	4.0	2038	4.0	2039	0.0	2040	0.0
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Improvements	<p>Action 5-9 Include in tender requirements, preparation of Preliminary Lifecycle Costing Plan for new assets at the planning stage of the project with</p>																																										

Item	Notes
	<p>updates included as detailed designs and delivery stages progress for all future construction projects</p> <p>Action 5-10 Include in tender requirements, at detailed design stage, obtain a Maintenance Schedule for preventative maintenance and inspection requirements of equipment and material for all future construction projects.</p> <p>Action 5-11 Document the “City Built Assets” process as a flow chart</p> <p>Action 5-12 Implement Environmental Rating System for new and existing Buildings, whether City’s own developed rating system equivalent to/aligned to the Green Star or NABERS ratings or to assign established rating systems</p> <p>Action 5-13 Consider opportunities for accurately representing costs for different asset classes within the LTFP project costs.</p>

5.3 Stage 3 - Operate and Maintain the Asset

Once a new building asset has been acquired or created, it is operated and maintained until its disposal. This part of the asset lifecycle is critical to enable the asset to meet the defined levels of service and reach its intended useful life.

5.3.1 Stage 3a - Operation of City buildings

The City's buildings have six main operational categories:

- **All Buildings** - General operational requirements associated with all buildings
- **Community Buildings** - Buildings primarily used by community groups and casual users making regular or ad-hoc bookings to use the facility.
- **Leased Buildings** - Buildings, or areas of buildings, leased to tenants for their exclusive use having entered into a fixed term lease agreement with the City.
- **Corporate Buildings** - Buildings used by the City's organization to provide essential services such as civic operations, waste services, maintenance.
- **Specialist Facilities** - Purpose built buildings for specialist activities, operated as a business with an individual Facility Management Plans (FMPs):
- **Bushfire Services Buildings** - Buildings used by the Volunteer Bushfire Brigade.

The operational requirements of each of the above category of building are managed by different Service Units across the City, as identified in the "Primary Stakeholder" column in Table 5-5 .

Table 5-5 Operation of City Buildings

Item	Comments
Stakeholders	Refer to the Primary Stakeholder column associated with each Operational task under Policies, Procedures and Processes. Role of all Stakeholders to be documented. <i>Refer Improvement Action 5-14</i>
Policies, Procedures, Processes	The operational responsibilities are to ensure efficient utilisation of the buildings to deliver the services required by the users and visitors. All responsible Service Units are in the process of updating existing procedures and processes and developing new ones. Refer to the City's Intranet "Policies and Procedures" page for all relevant current documents. <i>Refer Improvement Action 5-15</i>

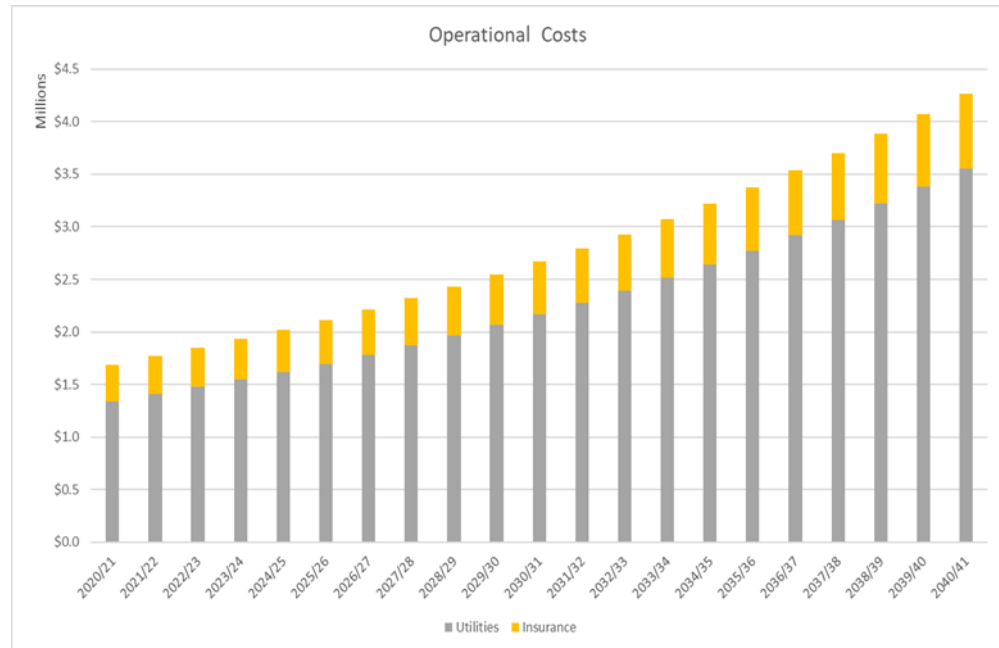
Actions and Responsibilities	Operational Category	Primary Stakeholder
<ul style="list-style-type: none"> Obtaining Annual Building Valuations Identifying if buildings are in Compliance with Disability Discrimination Act (DDA) and Building Code Australia (BCA) Regulations Investigate improving Energy and Water Efficiency within buildings Initiate development of Facility Management Plans for facilities. <i>Refer Improvement Action 5-16 and Action 5-17</i> 	All Buildings	Strategic Asset Management
<ul style="list-style-type: none"> Applying adequate Building Insurance cover 	All Buildings	Governance & Legal
<ul style="list-style-type: none"> Compliance with Health and Safety Regulations 	All Buildings	Health & Compliance
<ul style="list-style-type: none"> Managing security provision and processes for issuing security keys and swipe cards 	All Buildings	Building Maintenance
<ul style="list-style-type: none"> Responding to security breaches Managing booking of facilities including activity programs. <i>Refer Improvement Action 5-18 and Action 5-19</i> Arranging and managing contractual agreements Ensuring facilities are available for use, fit for purpose and accessible when needed Managing utility bills and waste. <i>Refer Improvement Action 5-20</i> Liaising with and answering enquiries from customers and users of the buildings Identifying minor facility upgrade requirements Renewal of non-fixed furniture renewal Ensuring compliance with relevant policies and conditions <p>Relevant documents relating to the operation of the Library Facilities include: 20/270540* - 1330 Wanneroo Library and Cultural Centre Facility Management Plan</p> <p>Relevant documents relating to the operation of the Specialist Facilities include:</p> <p>19/212466* - 1074 Aquamotion Facility Management Plan 19/234533* - 1319 Kingsway Indoor Stadium Facility Management Plan</p>	Community Buildings (except leased buildings) & Public Ablutions	Community Facilities
	Historical Structures and Buildings	Cultural Development
	Library Facilities	Library Services
	Specialist Facilities at Aquamotion and Kingsway Indoor Stadiums	Community Facilities – Specialist teams

Actions and Responsibilities	Operational Category	Primary Stakeholder
<ul style="list-style-type: none"> • Implementing the requirements of the Leasing Policy • Negotiating terms of the lease agreements • Administrating the tenants payments for rent, utility bills, licenses, insurances (where applicable) • Liaising with the tenants on behalf of the City • Inspecting properties for compliance with lease agreements <p>Leasing arrangements can include:</p> <ul style="list-style-type: none"> • Land only Leases where the City owns/manages the land and the tenant owns, operates and maintains the building asset • Fully leased facilities where the entire building is leased to a tenant • Partially leased facilities where a portion of the building is leased to a tenant • Room only leases where a single room within a facility is leased to a tenant • Commercial leases where the tenant operates a commercial operation or business • Peppercorn leases where the tenant operates a non-for-profit organization • Joint Usage Agreements are put in place where an alternative agreement (other than for leasing purposes) is required with third parties. The City of Wanneroo currently has one Joint Usage Agreement in place for Oldham Park Toilets <p>Access and Indemnity Agreements – when development is planned on land adjacent to City owned facilities and where such development may impact on the City’s assets or access to the City’s assets, an Access and Indemnity Agreement in put in place. Refer Improvement Action 5-21 Relevant documents relating to the operation of the Leased buildings include:</p> <p>17/415450 Leasing Policy Dec 2017 15/423231[v7] Leasing Management Procedure - FINAL 2018 13/233836 (Leasing flowchart) – reflects the process to negotiating a lease. 14/180898[v3] – pgs 28-30 Delegated Authority Register Consolidated 14/166064 – Lease Database</p> <p>Property Services has written procedures for its own internal purposes for how rent is invoiced etc.</p>	<p>Leased/Party Leased Buildings and Land</p>	<p>Property Services oversee and manage all Lease, Joint Use and Access and Indemnity agreements</p>

Actions and Responsibilities	Operational Category	Primary Stakeholder
<ul style="list-style-type: none"> • Responding to security breaches • Managing booking of facilities • Ensuring facilities are available for use, fit for purpose and accessible when needed • Managing utility bills and waste. • Liaising with and answering enquiries from users of the buildings • Identifying minor facility upgrade requirements • Renewal of non-fixed furniture • Ensuring compliance with relevant policies and conditions 	<p>Ashby Operations Centre, located on Wanneroo Road contains a total of 39 buildings, used by the City's Maintenance teams to store and maintain operational equipment and vehicles, and to provide offices and amenities for the maintenance, waste and construction teams.</p>	<p>Asset Maintenance Parks & Conservation Management Waste Services</p>
	<p>Civic Centre, located on Dundobar Road has 3 buildings and is the main Administrative Centre for the City's operations. It also contains the City's Council Chambers.</p>	<p>Primary Stakeholder not identified. Refer <i>Improvement Action 5-22</i></p>
	<p>Wangara Waste Recycling Centre, located on Motivation Drive contains a total of 6 buildings, used for a range of waste and recycling activities.</p>	<p>Waste Services</p>
	<p>Animal Care Facility at Ashby Operations Centre.</p>	<p>Community Safety and Emergency Management</p>
	<p>Bushfire Services Buildings at Ashby Operations Centre, Clarkson & Two Rocks</p>	

Item	Notes
<p>Expenditure Programs</p>	<p>Typically, costs incurred as part of the operational requirements of the City's buildings are an OPEX. Measured operational costs are insurance premiums and utility costs.</p>
<p>20 Yr Plan</p>	<p>Over the next 20yrs, (2020/21 through to 2039/40), a total of \$54M, is expected to be spent on building operations, \$10M in Insurance Premiums and \$44M in utility costs. The costs are expected to increase from \$1.7M/year in 2020/21 to \$2M/year in 2039/40. Refer Fig 5.2. The modelled costs are based on a 3.64% annual increase in Insurance Premiums and a 5% annual increase in utility costs as the City's building stock increases. As the City implements measures to reduce energy and water consumption at facilities and technologies improve, the actual future utility costs cannot be accurately quantified. The details of operational costs for building assets are given in Table F 1 in APPENDIX F</p>

Figure 5-3 Modelled Future Operational Costs



Improvements

Action 5-14 Develop a Stakeholder Engagement & Communication Matrix for each Operational Category of Stage 3a of the Asset Lifecycle, Operation of the City buildings

Action 5-15 Document outstanding “Operation of City Buildings” processes as flow charts or review existing Flowcharts

Action 5-16 Prepare Facility Management Plans for groups of buildings with Primary Use Classifications:

- Sports Amenity Buildings,
- Community Centres & Recreation Centres,
- Public Ablutions,
- Bushfire Services Facilities,
- Heritage Buildings,
- Fully leased buildings including Surf Life Saving Clubs

Action 5-17 Develop Facility Management Plans for the following facilities:

- Civic Centre and Civic Centre Extension,
- Ashby Operations Centre,
- Clarkson Library,
- Future Southern Suburbs Library,
- Wangara Recycling Facility,
- Wanneroo Animal Care Facility

	<p>Action 5-18 Investigate new access control software/hardware that integrates with the booking system (removing need for physical swipe cards to mobile based technology)</p> <p>Action 5-19 Investigate a new booking system with automated billing that gives hirers greater control over booking facilities (removing need to manually enter contact details and process billing)</p> <p>Action 5-20 Investigate automated utility bill management system (reducing need to manually enter data and process multiple approvals for payment)</p> <p>Action 5-21 Review existing process for when developers carry out works adjacent to City facilities prior to, during, and when completing works, ensuring City stakeholders inspect and sign off on reinstatement works. Ensure consistency with Application Signing by Landowner / Land Manager Management Procedure</p> <p>Action 5-22 Identify a Stakeholder responsible for the operation of the Civic Centre buildings</p>
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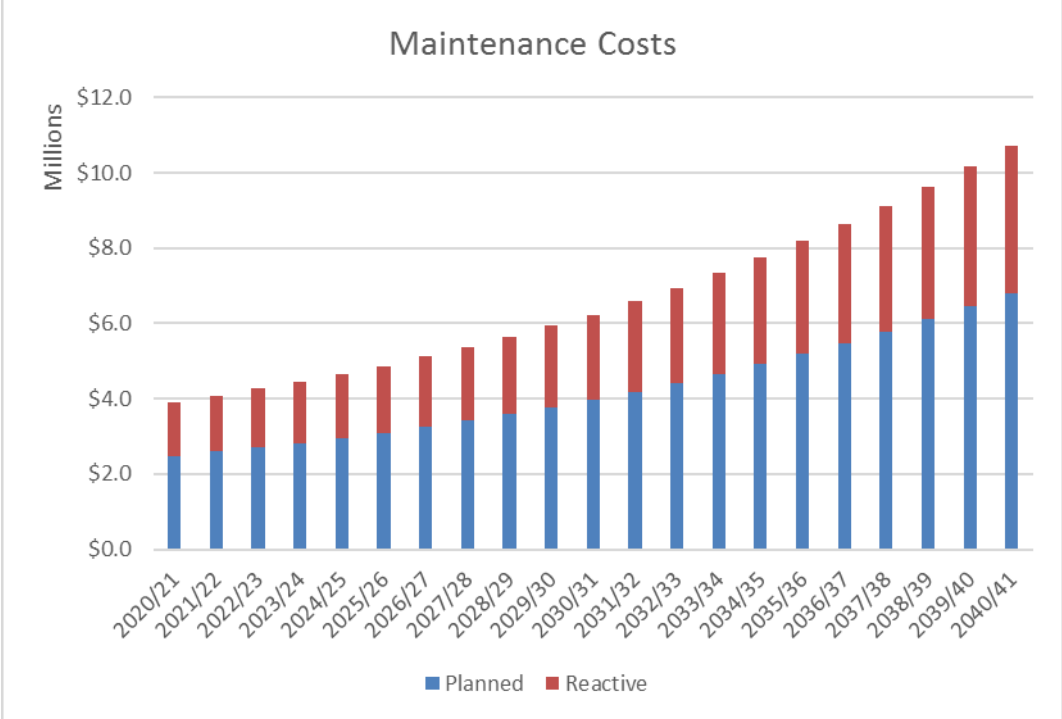
5.3.2 Stage 3b – Maintenance of City buildings

Maintenance is required on an ongoing basis between construction and disposal and is critical in ensuring the building assets remain safe, functioning and in good working order. It involves the continuous protective care of the fabric, content and setting of an asset.

Table 5-6 Maintenance of City buildings

Item	Notes
Stakeholders	The Building Maintenance Service Unit is primarily responsible for maintaining the City Buildings and structures. Works are undertaken by the City’s own direct labour/employees, supported by specialist Term Contractors and local tradespersons (Mechanical, Electrical, Plumbing services). Role of all Stakeholders to be documented. <i>Refer Improvement Action 5-23</i>
Policies, Procedures, Processes	The majority of the City owned buildings and structures is maintained directly by the City. Any leases/licences that were negotiated and approved pre the Leasing Policy with a term that extended beyond the commencement of the Leasing Policy Dec 2017 remain honoured until they expire. Following their expiry, any new lease would be subject to the framework of the Leasing Policy.

Item	Notes
	<p>Maintenance work is carried out in accordance with the Building Code of Australia and Australian Standards. Maintenance responsibilities are either Reactive Maintenance, Preventative Maintenance or Statutory (Compliance) Maintenance.</p> <p>Reactive Maintenance works are unplanned and need to be carried out at short notice, resulting in uncertainty in expected costs and resource needs. Reactive Maintenance Actions include:</p> <ul style="list-style-type: none"> • Repairing damage caused by users/vandalism/weather events such as broken windows, graffiti removal, leaking roofs, carpet cleaning, pest invasion. • Repairing unplanned breakdowns in fixed assets/equipment (HVAC, plumbing, lighting, carpentry) <p>Preventative Maintenance works are planned and carried out routinely. Having an effective Preventative Maintenance program provides certainty for ongoing and future resourcing and costs and reduces the level of unpredictable reactive maintenance required. These works extend the life of the asset by keeping it in good order and include:</p> <ul style="list-style-type: none"> • Cleaning Services including window washing and clearing gutters • Routine servicing of mechanical /HVAC equipment, sewer pumps, Gas HWS, Solar systems, Security & CCTV, pest control. • Large scale painting of building structures is a preventative maintenance item. <p>The level of reactive maintenance carried out by the City can be reduced by having an effective Preventative Maintenance program. <i>Refer Improvement Action 5-24</i></p> <p>Statutory (Compliance) Maintenance works are carried out routinely to ensure the City Buildings comply with Statutory Fire, Health and Safety Regulations.</p> <p>Relevant Documents:</p> <p>19/214929 – Complete List of Asset Contracts & Contacts</p> <p>17/415450 - Leasing Policy Dec 2017</p>
Expenditure Programs	All costs incurred as part of the planned and reactive maintenance requirements of the City's buildings are an OPEX.
20 yr Plan	Over the next 20yrs, (2020/21 through to 2039/40), a total of \$129M is expected to be spent on maintaining the City's buildings, \$82M on Planned Maintenance, \$47M on Reactive Maintenance. The costs are expected to increase from \$4M/year in 2020/21 to \$10M/year in 2039/40. Refer Fig 5.3. The Planned

Item	Notes																																																																																								
	<p>Maintenance costs are modelled based on a 5% annual increase as the City's building stock increases and can be reasonably accurately predicted. The Reactive Maintenance costs are also modelled based on a 5% annual increase but the actual future reactive maintenance costs cannot be accurately quantified due to the nature of the works. As the City disposes of the older assets and replaces them with new buildings, reactive maintenance costs associated with repairing aging components should decrease. However, changing environmental and climate factors such as more frequent severe weather events may lead to an increase in reactive maintenance costs. The details of operational costs for building assets are given in Table F 2Table F 1 in APPENDIX F.</p> <p>Figure 5-4 Modelled Future Maintenance Costs</p>  <table border="1" data-bbox="400 741 1465 1458"> <caption>Maintenance Costs (Millions)</caption> <thead> <tr> <th>Year</th> <th>Planned</th> <th>Reactive</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>2020/21</td><td>2.5</td><td>1.5</td><td>4.0</td></tr> <tr><td>2021/22</td><td>2.6</td><td>1.4</td><td>4.0</td></tr> <tr><td>2022/23</td><td>2.7</td><td>1.5</td><td>4.2</td></tr> <tr><td>2023/24</td><td>2.8</td><td>1.6</td><td>4.4</td></tr> <tr><td>2024/25</td><td>2.9</td><td>1.7</td><td>4.6</td></tr> <tr><td>2025/26</td><td>3.0</td><td>1.8</td><td>4.8</td></tr> <tr><td>2026/27</td><td>3.1</td><td>1.9</td><td>5.0</td></tr> <tr><td>2027/28</td><td>3.2</td><td>2.0</td><td>5.2</td></tr> <tr><td>2028/29</td><td>3.3</td><td>2.1</td><td>5.4</td></tr> <tr><td>2029/30</td><td>3.4</td><td>2.2</td><td>5.6</td></tr> <tr><td>2030/31</td><td>3.5</td><td>2.3</td><td>5.8</td></tr> <tr><td>2031/32</td><td>3.6</td><td>2.4</td><td>6.0</td></tr> <tr><td>2032/33</td><td>3.7</td><td>2.5</td><td>6.2</td></tr> <tr><td>2033/34</td><td>3.8</td><td>2.6</td><td>6.4</td></tr> <tr><td>2034/35</td><td>3.9</td><td>2.7</td><td>6.6</td></tr> <tr><td>2035/36</td><td>4.0</td><td>2.8</td><td>6.8</td></tr> <tr><td>2036/37</td><td>4.1</td><td>2.9</td><td>7.0</td></tr> <tr><td>2037/38</td><td>4.2</td><td>3.0</td><td>7.2</td></tr> <tr><td>2038/39</td><td>4.3</td><td>3.1</td><td>7.4</td></tr> <tr><td>2039/40</td><td>4.4</td><td>3.2</td><td>7.6</td></tr> <tr><td>2040/41</td><td>4.5</td><td>3.3</td><td>7.8</td></tr> </tbody> </table>	Year	Planned	Reactive	Total	2020/21	2.5	1.5	4.0	2021/22	2.6	1.4	4.0	2022/23	2.7	1.5	4.2	2023/24	2.8	1.6	4.4	2024/25	2.9	1.7	4.6	2025/26	3.0	1.8	4.8	2026/27	3.1	1.9	5.0	2027/28	3.2	2.0	5.2	2028/29	3.3	2.1	5.4	2029/30	3.4	2.2	5.6	2030/31	3.5	2.3	5.8	2031/32	3.6	2.4	6.0	2032/33	3.7	2.5	6.2	2033/34	3.8	2.6	6.4	2034/35	3.9	2.7	6.6	2035/36	4.0	2.8	6.8	2036/37	4.1	2.9	7.0	2037/38	4.2	3.0	7.2	2038/39	4.3	3.1	7.4	2039/40	4.4	3.2	7.6	2040/41	4.5	3.3	7.8
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2039/40	4.4	3.2	7.6																																																																																						
2040/41	4.5	3.3	7.8																																																																																						
Improvements	Action 5-23 Develop a Stakeholder Engagement & Communication Matrix for Stage 3b “Maintenance of City buildings” of the asset lifecycle																																																																																								

5.3.3 Maintenance Management Pan

A Maintenance Management Plan (MMP) is a critical document in the management of building assets which provides a structured approach in documenting and delivering Maintenance Processes and Procedures.

Table 5-7 Maintenance Planning

Item	Notes
Stakeholders	Building Maintenance (BM) will be the primary stakeholder responsible for development of the MMP in conjunction with all other stakeholders identified in Section 5.3.1 & 5.3.2.
Policies, Procedures, Processes	<p>The City has many Maintenance procedures in place and at varying levels of maturity and detail but an overarching MMP does not currently exist. <i>Refer Improvement Action 5-24</i></p> <p>The MMP addresses key service delivery risks and can be used to help meet community expectations. It generally consists of following activities (IPWEA, 2015):</p> <ul style="list-style-type: none"> • Establishes operational objectives and intervention criteria • Details existing and required maintenance plans and procedures • Details Operational Process Plans • Includes plans for managing emergencies, crises and incidents • Details Operational structure and support requirements • Sets out operational and maintenance management improvements required <p>Identification and documentation of all current policies, procedures and processes is currently underway.</p> <p>The City's current work order and complaints recording system (Authority) provides limited information on maintenance work types, costs and identification of asset on which the maintenance is carried out. This is a key barrier for maintenance planning and for asset lifecycle costing. The planned implementation of the AMIS in 2021/22 will improve on the information and data that will be available. <i>Refer Improvement Action 2-10</i></p>
Expenditure Programs	The development of the MMP will be an OPEX.
Improvements	Action 5-24 Develop a Building Asset MMP Plan to fully document all aspects noted in Sections 5.3.1 & 5.3.2.

5.4 Stage 4 – Upgrade or Renew Building Assets

A building or building component must perform in a manner that supports the service being provided through the use of the asset. Even when a building or building component is effectively operated and maintained, there will come a time when the building asset does not perform as required.

The determination on whether to upgrade or replace/renew an asset relies on a combination of two primary considerations - whether the asset is:

“Fit for Purpose” or “Fit for Use”.

Much of the focus of asset management is on the physical condition of the building and building components i.e. is it “Fit for Use”. “Fitness for Purpose” is much more subjective and harder to quantify as it is based on the user’s and/or the City’s perception of how well the building meets the needs of users. However, it is an important consideration in long term strategic planning.

The Property Performance Assessment (PPA) matrix given in Figure 5-5 provides a “traffic light” visual overview of a buildings current performance by plotting the quantitative data (condition) and qualitative data (suitability) which can help to identify the Property Performance and level of intervention required. Refer Improvement Action 4-2

Figure 5-5 Property Performance Assessment Matrix

FITNESS FOR PURPOSE Qualitative assessment – suitability	Good 1-3	7 Consider additional investment	3 Priority maintenance	1 Continued planned maintenance programme
	4-6	8 Consider additional investment or disposal	5 Consider change of use and/or additional investment	2 Review current usage
	7-10	9 Consider disposal	6 Consider change of use or disposal	4 Consider change of use
		10-7	6-4	3-1
Poor	FITNESS FOR USE Qualitative assessment - condition			Good

5.4.1 Stage 4a - Upgrade of Building Assets

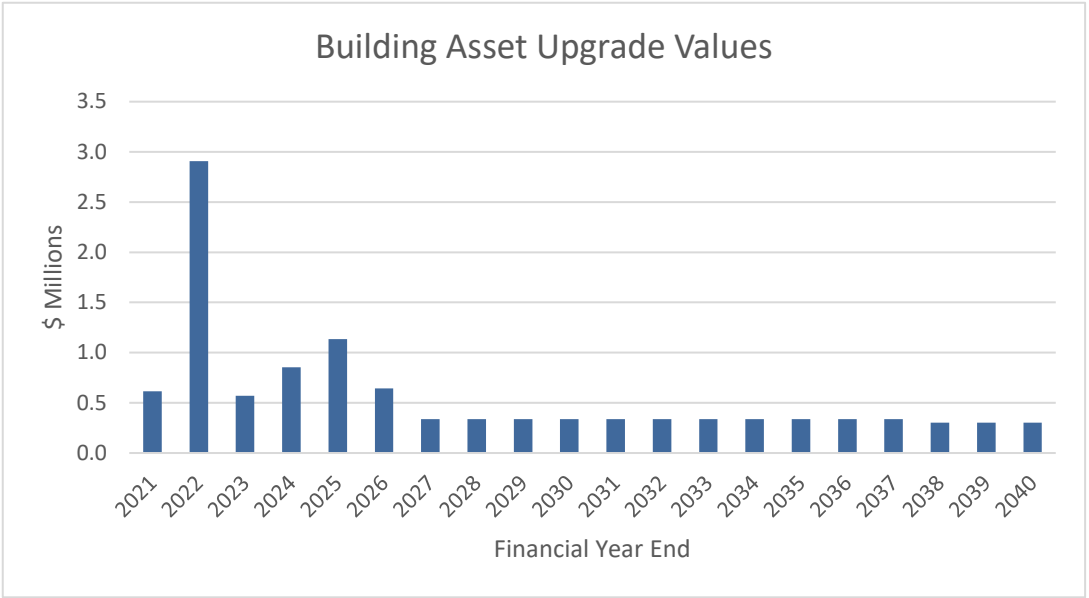
An upgrade to a facility occurs when the function of the building or building component no longer suits the requirements of the users and it is unable to perform to the required level. i.e. it is no longer Fit for Purpose (amber cells on the PPA Matrix). An upgrade to an asset typically occurs before the physical end of life of the asset. Examples of upgrades could be:

- The existing changerooms in a Sports Amenity Building/Clubrooms/Pavilion are not unisex in design but need to simultaneously cater for both male and female members due to increased female participation in sports. The changerooms get upgraded.
- A kitchen only has open shelving available for users to store their equipment and there are insufficient power sockets to cater for their needs. It is still in good condition so would not be considered for renewal at this time. The kitchen cabinetry is upgraded to include lockable cupboards and the electrics are improved.
- A building is structurally sound and does not need renewing, it is an adequate size for the community demand but the layout of the rooms means the space is not efficiently used so a refurbishment is carried out to make the space more functional.

Table 5-8 Upgrading of City buildings

Item	Notes
Stakeholders	Primary stakeholders in the determination of whether a building is “Fit for Purpose” are the same as for the operation of the buildings as noted in Section 5-3. Role of all Stakeholders to be documented. <i>Refer Improvement Action 5-25</i>
Policies, Procedures, Processes	<p>Upgrade projects to buildings are delivered under the Capital Works Program and each project must be individually mandated unless being delivered under a recurring program which is exempt from annual mandating.</p> <p>When determining whether an upgrade is required some key tasks include:</p> <ul style="list-style-type: none"> • Identifying whether a building is “Fit for Purpose” • Identifying customer needs through user feedback (CRM requests, customer surveys, community infrastructure plans, standards of provisions). • Consider alternative strategies such as relocating services/users to an alternative venue or master-planning a wider area • Reviewing the condition of the assets under consideration • Reviewing whether there are any non-compliances that need to be addressed. <p>The City, through Community Facilities Planning, are developing a “Community Facilities Provision Framework: Open Space and Community Buildings” which will include a suite of strategic facility planning documents, focusing on provision standards, community infrastructure plans, guidelines and specifications to inform the planning and design of its open space and community buildings. <i>Refer Improvement Action 4-3.</i></p>

Item	Notes
	Once it has been determined that an upgrade is required, the principles listed in section 5.2.3 (City Built Assets) are applied.
Expenditure Programs	<p>Upgrade projects are a capital expenditure which utilise Municipal Funds. Some upgrade projects are delivered through recurring programs including:</p> <ul style="list-style-type: none"> • PR-1015 Recurring Program, Upgrade Community Buildings - Minor Works • PR-1042 Recurring Program, Upgrade Corporate Buildings - Minor Works • PR-1999 Recurring Program, Upgrade Disability Access to Buildings and Facilities • PR-4241 Recurring Program, Upgrade Disability Access to Car Parks • PR-2619 Recurring Program, Upgrade Kingsway Indoor Stadium - Minor Works • PR-2622 Recurring Program, Upgrade Wanneroo Aquamotion - Minor Works <p>All other building upgrade projects (greater than Minor Works or for leased buildings) are delivered under individual project codes through the City's Capital Works Program.</p>
20 Yr Plan	<p>Over the next 20yrs, (2020/21 through to 2039/40), a total of \$11.5M is expected to be spent on building upgrades, the majority (\$6.7M) being in the next 5 years. After 2027, no more than \$340k is allocated each year for upgrades. Refer Fig 5.5. It is recommended that the planned projects get reviewed with the intention of re-distributing the next 5 year costs (costs across a longer period). Refer <i>Improvement Action 2-6 and Action 5-26</i> The details of the future upgrade projects for building assets are given in Table F 1 New, Upgrade And Renewal Projects (<i>Figures reported in '000</i>)in APPENDIX F</p>

Item	Notes																																										
	<p data-bbox="395 250 1005 286">Figure 5-6 Future Upgrades to Buildings</p>  <table border="1" data-bbox="395 318 1487 913"> <caption>Building Asset Upgrade Values</caption> <thead> <tr> <th>Financial Year End</th> <th>Value (\$ Millions)</th> </tr> </thead> <tbody> <tr><td>2021</td><td>0.6</td></tr> <tr><td>2022</td><td>2.9</td></tr> <tr><td>2023</td><td>0.6</td></tr> <tr><td>2024</td><td>0.8</td></tr> <tr><td>2025</td><td>1.1</td></tr> <tr><td>2026</td><td>0.6</td></tr> <tr><td>2027</td><td>0.3</td></tr> <tr><td>2028</td><td>0.3</td></tr> <tr><td>2029</td><td>0.3</td></tr> <tr><td>2030</td><td>0.3</td></tr> <tr><td>2031</td><td>0.3</td></tr> <tr><td>2032</td><td>0.3</td></tr> <tr><td>2033</td><td>0.3</td></tr> <tr><td>2034</td><td>0.3</td></tr> <tr><td>2035</td><td>0.3</td></tr> <tr><td>2036</td><td>0.3</td></tr> <tr><td>2037</td><td>0.3</td></tr> <tr><td>2038</td><td>0.3</td></tr> <tr><td>2039</td><td>0.3</td></tr> <tr><td>2040</td><td>0.3</td></tr> </tbody> </table>	Financial Year End	Value (\$ Millions)	2021	0.6	2022	2.9	2023	0.6	2024	0.8	2025	1.1	2026	0.6	2027	0.3	2028	0.3	2029	0.3	2030	0.3	2031	0.3	2032	0.3	2033	0.3	2034	0.3	2035	0.3	2036	0.3	2037	0.3	2038	0.3	2039	0.3	2040	0.3
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Improvements	<p data-bbox="395 985 1436 1057">Action 5-25 Develop a Stakeholder Engagement & Communication Matrix for Stage 4a of the Asset Lifecycle</p> <p data-bbox="395 1093 1436 1200">Action 5-26 Consider building upgrade requirements beyond 2026 in line with current planned upgrades 2021-2026 to improve data on future funding requirements.</p> <p data-bbox="395 1236 1468 1308">Action 5-27 Develop a process to allow for programming the upgrade of Leased Buildings in line with planned new lease agreements.</p>																																										

5.4.2 Stage 4b - Renewal of Building Assets

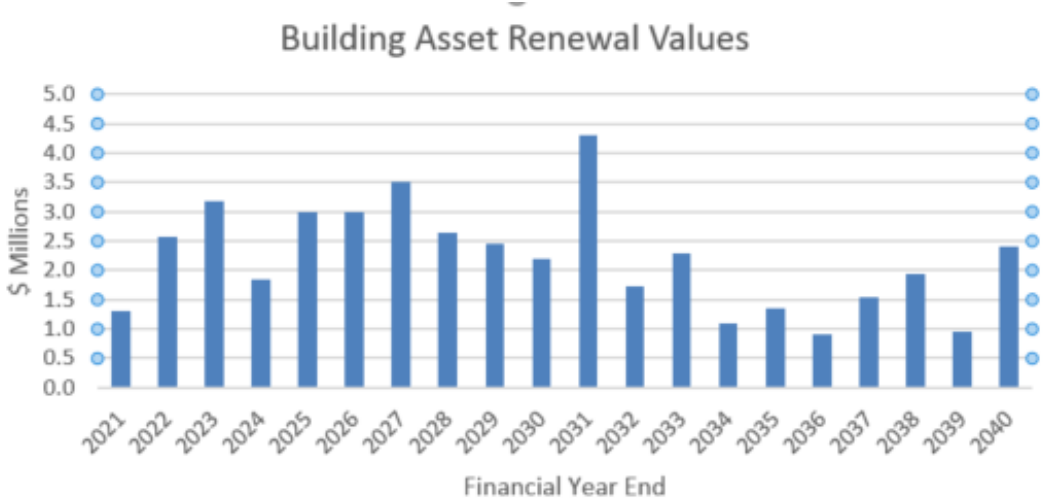
Renewal of an asset is considered if it is no longer “Fit for Use”. Renewal works involve the repair, restoration, reconstruction or replacement of an asset with the intention of enabling it to meet the current standards of service without providing for a planned increase in the operating capacity or design loading of the asset. Disposal of an existing asset may be part of the renewal process.

Table 5-9 Renewing City Buildings and Building Components

Item	Notes
Stakeholders	The SAM Service Unit is primarily responsible for determining the planned renewal requirements for building components by predictive renewal modelling.

Item	Notes
	<p>The Building Maintenance Service Unit is primarily responsible for addressing the reactive renewal requirements for building components resulting from unplanned failure of equipment or materials.</p> <p>Role of Stakeholders to be documented. <i>Refer Improvement Action 5-28</i></p>
<p>Policies, Procedures, Processes</p>	<p>The general renewals strategy is to rehabilitate or replace assets when justified by assessing:</p> <p>Risk: The risk of failure and associated financial and social impact justifies action (e.g. impact and extent of resulting inability to be able to use the building or facility, probable extent of damage to business, any health risk arising from use of the property). An example would be if the main boiler at the Aquatic Facility were to fail, the financial and reputational impacts on the City of having the pool closed for a significant period of time would be substantial.</p> <p>Asset performance: Renewal of an asset when it fails to meet the required level of service. Indicators of non-performing assets include:</p> <ul style="list-style-type: none"> ○ the condition is at a level where no amount of repairs and maintenance will improve the position ○ it is unreliable or unsafe ○ it is not in compliance with the current Building Codes or Regulations <p>Economics: It is no longer economic to continue repairing the asset (i.e., the annual cost of repairs exceeds the annualised cost of renewal).</p> <p>Other factors such as Building Criticality should also be considered. <i>Refer Improvement Action 5-29</i></p> <p>When an asset, whether a whole building, component or associated fixed asset is to be renewed, it is typically replaced with a “like for like” product, i.e. toilet block is replaced with a similar toilet block or carpet is replaced with new carpet. Improved or alternative products can be used if replacement with the same no longer meets current regulations or is uneconomical in comparison to more efficient alternatives. ie. An evaporative HVAC system may be replaced with an energy efficient split unit or ducted system or a toilet block is replaced with one which includes a Universal Access Toilet. Each renewal is considered on a case by case basis.</p> <p>Building Renewals – Renewal of buildings is relatively uncommon with the preference being for disposal/new or upgrade. When determining whether the renewal of a building is required, as well as the above criteria, the Condition of the building structure (Fit for Use) is to be assessed in conjunction with the building function (Fit for Purpose). <i>Refer Improvement Action 4-2</i></p>

Item	Notes
	<p>Renewal projects for buildings are delivered under the Capital Works Program and each project must be individually mandated unless being delivered under a recurring program which is exempt from annual mandating.</p> <p>Building Component Renewals (eg HVAC, flooring) – Renewal of building components is an ongoing process, often occurring multiple times within the life of a building. When determining whether the renewal of a building component is required some key tasks include:</p> <ul style="list-style-type: none"> • Determining the estimated remaining life of assets utilising Predictive Renewal Modelling. Refer 5.4.3 • Verification of the condition of the asset through condition inspections to confirm the accuracy of the remaining life estimate • Development of a preliminary renewal estimate through industry enquiries. <p>Once it has been determined that a renewal is required, the principles listed in section 5.2.3 are applied. <i>Refer Improvement Action 5-30</i></p> <p>City's preferred practice is to re-rate assets every 3 years to ensure that those assets nearing the end of their life are not allowed to deteriorate beyond the intervention point at which relatively low-cost rehabilitation can be undertaken. With each subsequent survey, a better picture of asset conditions is developed.</p>
<p>Expenditure Programs</p>	<p>Renewal projects are a CAPEX which utilise Municipal and Reserve Funds.</p> <p>Some renewal projects are delivered through recurring programs which do not need to be mandated annually and utilize Municipal funding. Recurring programs include:</p> <ul style="list-style-type: none"> • PR-1904 Recurring Program, Renew Community Building Assets • PR-2558 Recurring Program, Renew Corporate Building Assets • PR-2565 Recurring Program, Renew Leased Building Assets • PR-2946 Recurring Program, Renew Kingsway Indoor Stadium Building Assets • PR-2947 Recurring Program, Renew Wanneroo Aquamotion Building Assets <p>All other renewal projects to existing building assets are delivered under individual project codes through the City's Capital Works Program.</p>
<p>20 Yr Plan</p>	<p>Over the next 20yrs, (2020/21 through to 2039/40), a total of \$44M is expected to be spent on building renewals. The entire of the planned expenditure is for Building Components only and there are currently no planned renewals for buildings. Refer Fig 5.6.</p> <p>Based on current available data, the Predictive Renewal Modelling estimates that in 2031, a significant extra amount of renewals will be required compared to other</p>

Item	Notes																																										
	<p>years. It is recommended that a review of these assets is made to identify opportunities for delaying some renewals to future years to spread the required funding over a longer period. <i>Refer Improvement Action 5-31.</i> The details of the future renewals for building assets are given in Table F 1 New, Upgrade And Renewal Projects (Figures reported in '000)Table F 1 New, Upgrade And Renewal Projects (Figures reported in '000)</p> <p>The predicted renewal amount is based on incomplete data and it should be noted that the confidence level in the supporting asset data is currently low, particularly with respect to detailed asset inventory of building components. It is anticipated that there will be increases in the renewal demand requirement for the City's Buildings as the Building Component data improves. <i>Refer Improvement Action 2-4.</i></p> <p>The City's ongoing inspection and conditioning of its building assets is key to informing future renewals, collecting asset inventory data and predicting the age and condition profiles of the different components in the building asset portfolio. As the data is improved upon, the forecast renewals will be more accurate and closely reflect what is required on the ground and better inform the LTFP process.</p> <p>Figure 5-7 Future Renewals for Building Components</p>  <table border="1" data-bbox="427 1041 1476 1541"> <caption>Building Asset Renewal Values</caption> <thead> <tr> <th>Financial Year End</th> <th>Renewal Value (\$ Millions)</th> </tr> </thead> <tbody> <tr><td>2021</td><td>1.3</td></tr> <tr><td>2022</td><td>2.5</td></tr> <tr><td>2023</td><td>3.2</td></tr> <tr><td>2024</td><td>1.8</td></tr> <tr><td>2025</td><td>3.0</td></tr> <tr><td>2026</td><td>3.0</td></tr> <tr><td>2027</td><td>3.8</td></tr> <tr><td>2028</td><td>2.6</td></tr> <tr><td>2029</td><td>2.4</td></tr> <tr><td>2030</td><td>2.2</td></tr> <tr><td>2031</td><td>4.3</td></tr> <tr><td>2032</td><td>1.7</td></tr> <tr><td>2033</td><td>2.3</td></tr> <tr><td>2034</td><td>1.1</td></tr> <tr><td>2035</td><td>1.4</td></tr> <tr><td>2036</td><td>0.9</td></tr> <tr><td>2037</td><td>1.5</td></tr> <tr><td>2038</td><td>1.9</td></tr> <tr><td>2039</td><td>1.0</td></tr> <tr><td>2040</td><td>2.4</td></tr> </tbody> </table>	Financial Year End	Renewal Value (\$ Millions)	2021	1.3	2022	2.5	2023	3.2	2024	1.8	2025	3.0	2026	3.0	2027	3.8	2028	2.6	2029	2.4	2030	2.2	2031	4.3	2032	1.7	2033	2.3	2034	1.1	2035	1.4	2036	0.9	2037	1.5	2038	1.9	2039	1.0	2040	2.4
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Item	Notes
Improvements	<p>Action 5-28 Develop a Stakeholder Engagement & Communication Matrix for Stage 4b of the Asset Lifecycle</p> <p>Action 5-29 Develop a new format which utilise the Building Criticality function as a way of prioritising renewals in the Renewal programs.</p> <p>Action 5-30 Document the “Renewal of City Buildings” process as a flow chart</p> <p>Action 5-31 Review spikes in building renewal predictive modelling graphs to identify opportunities for spreading the costs over a longer period in conjunction with Improvement Action 2-6</p>

5.4.3 Predictive Renewal Modelling

Predictive renewal modelling enables better budget planning for asset renewal and helps to predict:

- how much renewal will cost for components of building assets
- when assets are anticipated to reach a condition where intervention is needed.

Table 5-10 Predictive Renewal Modelling

Item	Notes
<p>Stakeholders</p>	<p>The SAM service unit is primarily responsible for managing the predictive renewal modelling for building components.</p> <p>For buildings however, while SAM can recommend through predictive modelling the expected timeline for the renewal of buildings, the determination on whether to renew, upgrade or dispose of buildings will be made by Community Facilities Planning and Property Services based on the assessment of the need for the building. <i>Refer Improvement Action 2-6, Action 4-3 and Action 5-35</i></p>
<p>Policies, Procedures, Processes</p>	<p>The City currently uses a series of MS-Excel spreadsheet to calculate the predicted long term renewal requirements to inform the LTFP. All captured building components (HVAC, flooring/ceiling/wall finishes, fixtures and fitout, roof coverings) are included in the model. The implementation of the AMIS in 2022 will supersede the use of spreadsheets. <i>Refer Improvement Action 2-10</i></p> <p>The predictive renewal modelling for asset renewals is influenced by the following factors:</p> <p>Expected Life Span of Buildings – The expected life span of buildings are as follows:</p> <ul style="list-style-type: none"> • 25 Years – Transportable Buildings • 30 Years – Small Metal sheds • 40 Years – Large Metal sheds • 50 Years – Brick Sheds and some poorly constructed buildings • 70 Years – Well constructed Brick or Concrete Buildings • 100+ Years – Historical Structures <p>Expected Life Span of Buildings Components – The expected life span of building components in non-coastal environments are as follows:</p> <ul style="list-style-type: none"> • 10 years – Paintwork, CCTV and Security Equipment, Fire Protection equipment, toilet accessories, selected small mechanical, electrical, HVAC equipment. • 15 years – majority of HVAC equipment and valves, Wearable floor finishes • 20-25 years – Sanitaryware and kitchenware fixtures, cabinetry & internal fitout (doors/cubicles), majority of mechanical and electrical equipment, selected HVAC equipment. • 40 years – Metal Roof Coverings, ceiling finishes, cabling, selected electrical equipment • 50 years – Structural elements, windows, sewer pump chambers

Item	Notes
	<p>Renewal Intervention Condition Ratings - The renewal intervention condition rating is the determined condition at which point renewal should be considered. The prescribed ratings are based on the '0-10' rating system. Intervention should occur when the Technical LOS for the asset can no longer be efficiently maintained. <i>Refer Improvement Action 5-32</i></p> <p>Condition of the asset - All City buildings and building components have a condition score based on a '0-10' rating.</p> <p>Usage - The deterioration of an asset's condition can be influenced by the level of use it gets. Building components such as HVAC or floor finishes located at heavily used facilities may require renewal sooner than at lesser used facilities. As climate changes occur, i.e. longer, hotter summers, the demands on the HVAC systems will increase, impacting the expected life span of the equipment.</p> <p>Location – Assets located within coastal zones will have reduced life expectancy due to the effects of salt and wind. <i>Refer Improvement Action 5-33.</i></p> <p>The City has 3 defined zones:</p> <ul style="list-style-type: none"> • Coastal 1: Coastal locations within three hundred (300) metres from the coastline • Coastal 2: Coastal locations within two (2) kilometres from the coastline • Non Coastal – all other locations <p>Industry Standards - The life expectancy of a building component can be influenced by the industry standards that were in place at the time of its manufacture. Factors such as material quality, available technology and equipment efficiencies <i>Refer Improvement Action 5-33</i></p> <p>Maintenance Costs – When the cost of maintaining an asset reaches a level where it fails to provide the LOS expected renewal should be considered. <i>Refer Improvement Action 5-34</i></p>
Expenditure Programs	Costs associated with the Conditioning of Assets is an OPEX.
Improvements	<p>Action 5-32 Review the City's accepted renewal intervention condition ratings for building components based on asset classification.</p> <p>Action 5-33 Quantify the factors which can influence the expected life span for building types and building components, such as usage, location or proximity of trees and spatial orientation, date of manufacture and build into Predictive Renewal Models.</p> <p>Action 5-34 Identify threshold levels for maintenance costs when renewal intervention becomes effective</p>

5.5 Stage 5 - Disposal of Assets

Disposal is considered when a building reaches the point at which it has outlived its usefulness (either being not “fit for purpose” or not “fit for use”) and an alternative use/user cannot be identified or an upgrade is not feasible. Disposal of an asset relates to the complete removal of the asset from the City’s asset stock. This can occur by:

- The sale or donation of the building asset together with the associated land holding
- The demolition of the building asset and retention of the land for alternative development use.

Table 5-11 Disposing of City buildings

Item	Notes
Stakeholders	The Property Services and Community Facilities Planning Service Units are primarily responsible for identifying when and which buildings are to be disposed of either by sale or demolition. Role of stakeholders to be documented. <i>Refer Improvement Action 5-36</i>
Policies, Procedures, Processes	<p>In determining if an asset is to be disposed of rather than upgraded or renewed, some key tasks include:</p> <ul style="list-style-type: none"> • Identification of need for the asset in its current form and whether upgrading or renewing the asset will result in the needs of the customer being met • Identification of costs associated with retention of asset (maintain, modify, upgrade, renew) or disposal of the asset (demolition, site remediation, revenue from sale) • Identification of whether services can be provided at other venues (temporarily or permanently) • Identification of the potential for sale/donation of the asset and the associated land holding • Consultation with community and stakeholders who hold an interest in the asset <p>Once it has been determined that an asset is to be disposed of, some key tasks include:</p> <ul style="list-style-type: none"> • Identifying the appropriate approvals process in accordance with the Local Government Act (for example, under section 3.58) • Facilitating the disposal of the asset through donation or sale or: • Preparation of a Project Mandate including identification of Scope, Environmental Planning Considerations, Community Consultation requirements, Budget and Schedule for demolition. • Registering the project within the EPM System • Preparing designs and costings. <i>Refer Improvement Action 5-9 and Action 5-10</i> • Procurement of demolition services

Item	Notes
	<p>Upon disposal of the asset, some key tasks include:</p> <ul style="list-style-type: none"> • Completion of Asset Disposal Form (HPE 10/29953) upon disposal of an asset • Updating the asset register/database • Notifying the relevant operational stakeholders (Finance, Building Maintenance, Rangers) <p><i>Refer Improvement Action 5-37</i></p>
Expenditure Programs	<p>Costs associated with the disposal of Building Assets is an OPEX. With the current culture of reuse/recycle, contractors are providing competitive services resulting in the disposal costs associated with demolition of buildings being relatively low.</p>
20 Yr Plan	<p>The City does not currently have a formalised Disposal Plan. Some buildings will be disposed of as part of new building projects planned. These will be included in the future Disposal Plan. <i>Refer Improvement Action 2-6 and Action 5-35</i></p>
Improvements	<p>Action 5-35 Develop an Asset Disposal Plan for the City's buildings.</p> <p>Action 5-36 Develop a Stakeholder Engagement & Communication Matrix for Stage 5 of the Asset Lifecycle</p> <p>Action 5-37 Document processes/checklists for Stage 5 of the asset lifecycle including sale and demolition.</p>

6 RISK MANAGEMENT

The City's Risk Management Policy provides details of the City's Risk Management Framework, procedures and processes for identifying, analysing, assessing and proactively managing risks.

6.1 Building Asset Criticality

Identification of critical assets is essential for risk minimization and budget optimization and is used as a tool to prioritise the assets' operational, maintenance & renewal management activities. The asset criticality does not provide an indication of the likelihood of failure. Critical buildings or building components are those which have a high consequence of failure, ie. the consequence to the community in the event that the asset is not available for use.

6.1.1 Building Criticality

A Building Criticality Ranking Score is calculated using the matrix shown in Table 6-1 which has been adapted from IPWEA Practice Note 3. *Refer Improvement Action 6-1 and Action 6-2.*

This provides an indication of the importance of the building. A score out of total of 100, has been assigned to all the City's building and building structure assets. Table A 1 in **APPENDIX A** shows each building score. For the purpose of this BAMP, all buildings that have a score between 70 and 100 are considered as critical buildings as shown in Table 6-2. *Refer Improvement Action 6-3.*

Table 6-1 Criticality Ranking Matrix

	ISSUE	Potential Impact of failure on Community, Property, Services (C/P/S)	Location	Type of Facilities	Number of Customers Serviced Annually	Cost of Replacement
Criticality Grade	Weight	30	10	20	25	15
1	1	No risk to C/P/S	Rural areas	No Access Building	Less than 10	Less than \$100,000
2	3	Public health risk minimal. Isolated impact to C/P/S	Low use parks, open spaces	Ablutions, sheds, binstores	Less than 1000	\$100,000-\$1,000,000
3	5	Public health risks possible, minor impact to C/P/S	High use Parks, near residential Areas	Low use Bldgs	2000-3000	\$1,000,000-2,000,000
4	7	Public health risks likely, moderate impact to C/P/S	Community Centres	Moderate use Bldgs	3000-5000	\$2,000,000-\$5,000,000
5	10	Public health risks widespread, serious impact to C/P/S	CBD/ Civic Centres	High use Bldgs	Greater than 5,000	Greater than \$5,000,000

Table 6-2 City's Top Critical Facilities

Bldg No	Bldg Name	Impact of failure on Community /Services	Location	Type of Facilities	Number of Customers Serviced	Cost of Failure	Criticality Ranking Score
1074	Aquamotion	10	10	10	10	10	100
1305	Clarkson Library	10	10	10	10	10	100
1311 & 1390	Civic Centre & Civic Centre Extension	10	10	10	10	10	100
1330	Wanneroo Library And Cultural Centre	10	10	10	10	10	100
1319	Kingsway Indoor Sports Stadium	10	7	10	10	10	97
1052	Wanneroo Community Centre	7	7	7	7	10	74.5
1100	Two Rocks Recreation Centre (Phil Renkin Centre)	7	7	7	7	10	74.5
1101	Hainsworth Recreation Centre	7	7	7	7	10	74.5
1050	Girrawheen Library	7	7	7	7	7	70
1063 & 1064	Gumblossom Community Centre & Hall	7	7	7	7	7	70
1071	Alexander Heights Community Centre	7	7	7	7	7	70
1376	Koondoola Community Centre	7	7	7	7	7	70

6.1.2 Building Component Criticality

A Component Criticality Ranking Score, being for assets of lower value and utilised differently, would be calculated based on different parameters and values. The City does not currently have a Building Component Criticality Ranking Score matrix. *Refer Improvement Action 6-4*

6.2 Risk Assessments

By identifying critical assets and critical failure modes, the plans for inspection activities, maintenance schedules and capital expenditure can be targeted to be delivered at the appropriate time. It is not possible for the City to address all defects and eliminate all risks however they are being minimised by undertaking inspections to identify risks. Operations and maintenances activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc.

The City's Risk Assessment Criteria Matrix (HPE 19/216037) has been applied to the Credible risks listed below. These have been considered for the Critical building assets only (Criticality Ranking Score of 70/100 or above). The risk assessment process considers the likelihood of the risk event occurring and the consequences should the event occur and formulates a Risk Rating for each Credible risk.

1. Adverse weather or natural events (cyclone, flooding, earthquake)
2. Intentional damage (vandalism, security breach)
3. Non-compliance of critical infrastructure (eg fire safety/detection or electrical equipment)
4. Non-compliance of associated or historical infrastructure (eg. accessibility, asbestos, land contamination)
5. Inadequate maintenance or inspections resulting in structural failure or injury
6. Non-implementation of economic and environmental opportunities such as energy reduction, water efficiency, alternative materials, technological advances.
7. Impacts of Climate Change and rising sea levels
8. Impacts of changes in global/national security

Refer to Table D 1 in **APPENDIX D** for the Risk Ratings for each of the above credible risks associated with the City's most critical assets.

No critical risks (Extreme or High risks) requiring prioritised corrective action have been identified at this stage. Other risks identified in this plan include those assessed as 'Moderate' - items requiring moderate corrective action and 'Low' – items requiring performance monitoring or corrective actions with a low priority rating subject to available resources.

6.3 Inspections

The only practicable means of identifying risk is by implementing an inspection regime of the various buildings and facilities. This process should enable significant risks to be identified and remedied in advance of possible injury, damage or inconvenience to the public.

Inspections of building assets are carried out by multiple Service Units and for multiple purposes. All inspections should be used as an opportunity to identify maintenance deficiencies which if untreated are likely to adversely affect their functionality and short term serviceability. *Refer Improvement Action 6-5*

Table 6-3 Inspection Requirements

Inspection	Purpose	Detail	Frequency	Managed by Service Unit
Asset Capture	To capture type, location, amount of assets	Capture fixed assets	5 yearly	SAM
		Capture non-fixed Assets	To be determined	Facilities Operations
Condition Rating	To inspect the condition of the asset and ascertain the expected useful remaining life before renewal is required	Overall condition of Building	3-5 yr as part of Valuation Cycle	SAM
		General condition of Building Components	Poor = 1 yr Moderate = 2 yrs Good = 3 yrs Very Good = 4yrs	
		Confirmation of predicted renewal year	2 years prior to anticipated renewal year	
Statutory Compliance	To ensure the assets are in compliance with current legislation regulations	Liquor Licensing	Annually	Health Services
		Health Regulations	Annually	
		DDA - Disability Discrimination Act	Once	SAM
		BCA - Building Codes Australia	Once	
		Fire Safety	Monthly	Building Maintenance
		Asbestos materials	Annually	
		Water Supply – Backflow devices	Once	
		Electrical - RCD's	Annually	
		Height safety equipment	Annually	
		Grease traps	Annually	
Structural	To ensure the asset is structurally sound and identify any defects	Cyclic inspections of Building structure	5 years	SAM
		Reactive inspections of building structure	As required	Building Maintenance
Servicing	Maintain equipment to improve efficiencies and reduce reactive maintenance requirements	Heating, Ventilation & Air-conditioning (HVAC),	Quarterly	Building Maintenance
		Gas HWS	Quarterly	
		Solar systems	Annually	
		Security & CCTV	Annually	
		Sewer pumps	Annually	

Inspection	Purpose	Detail	Frequency	Managed by Service Unit
Conditions of Contract	Review if conditions of lease agreements are being met	General condition, use and maintenance of building	In accordance with the Leasing Policy Leased buildings – Annually Land Leases – 3 yearly	Property Services
Valuations	To confirm replacement value and fair value of building assets	Overall Building Structure, Roof covering, Fitout & Mechanical equipment	Full Valuation – 3 yearly Desktop Valuation - Annually	SAM
Reactive Maintenance	To verify faults notified by users/ community prior to placing work order for rectification	Inspect item noted	As required	Building Maintenance
Security	To respond to security breaches/ alarm activations	Inspect building	As required	Rangers

6.4 Improvements

The following improvement actions are to be implemented:

Action 6-1 Introduce a Building Availability and Functional Utilisation Rating Scale as part of the Criticality Ranking Matrix. This will differentiate between the various buildings in terms of priority of undertaking works such as inspections and maintenance.

Action 6-2 Develop a methodology to determine the true financial cost of an asset's failure as opposed to just the replacement cost of the asset and include this as part of the Criticality Ranking Matrix.

Action 6-3 Introduce a grading scale for the Criticality Ranking Score for building assets to be identified as critical, important or not-critical.

Action 6-4 Develop criticality ranking matrix for building components and sub-components.

Action 6-5 Consolidate the various condition inspection checklists and schedules for inspection utilized by the relevant Service Units

7 FUTURE DEMAND

7.1 Demand Drivers

Drivers affecting demand include, but not limited to:

- Population change
- Demographic changes
- Changes in consumer preferences and expectations
- Changes in Cultural practices
- Legislative Changes
- Technological advances
- Climate Change, Sustainability awareness and responsible use of resources
- Economic Changes

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

7.2 Demand Management Plan

The City will need to ensure that the factors associated with future demand are considered in the planning and determination of the LTFP. Accordingly the City will be preparing Community Infrastructure Plans for each Council Ward which will be an over-arching document to develop future community services in a sustainable manner. *Refer Improvement Action 4-3*

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets are documented in Table 7-1.

Table 7-1 Demand Management Plan

Demand Drivers	Present Position	Projection	Impact on Services	Demand Management
Population growth	206,860 (2020)*	348,880 (2041)*	Requirement for additional and larger building assets	Identify impacted locations for growth Identify areas of under-supply or under-utilisation of existing facilities. LTFP to include delivery for new and upgraded facilities
Demographic changes	2016 Census	Aging population Reducing birth rate	Revised minimum levels of service More demand for community facilities, eg. small meeting rooms and libraries	Flexibility in building designs to cater for all demographics – new and retrofit Local community buildings, easily accessed by walking or mobility aids
Changes in consumer preferences and expectations	Current Levels of Service	Improved minimum comfort levels ie sunsmart Shorter travel distances 24/7 access Remote Digital access	Revised minimum levels of service Improved Climate control in buildings Requirement for additional and larger building assets Revised security systems Audio Visual installations	Identification of Customer needs through CRMs and Surveys Flexibility in building designs to cater for changing customer needs – new and retrofit Local community buildings, easily accessed by walking or mobility aids

Demand Drivers	Present Position	Projection	Impact on Services	Demand Management
Changes in Cultural practices	Current Levels of Service	<p>More women in sport</p> <p>Changing religious practices, hobbies & activities</p> <p>Higher education</p> <p>Increased Accessibility & Inclusion</p>	<p>Reduced single-use of buildings and facilities at sports fields.</p> <p>Revised minimum levels of service</p> <p>Provision of unisex facilities</p> <p>Use of facilities for religious gatherings</p> <p>More IT provision</p> <p>Audio Visual installations</p>	<p>Identification of Customer needs through CRMs and Surveys</p> <p>Flexibility in building designs to cater for changing customer needs – new and retrofit</p> <p>Upgrades to existing buildings</p>
Legislative Changes	Current Levels of Service	<p>Changes to minimum Standards</p> <ul style="list-style-type: none"> • Environmental • Community safety • Operational Health and Safety • Accessibility • Liability 	<p>Building infrastructure improvements</p>	<p>Develop implementation Strategies and plans when required.</p> <p>Seek Grant funding for implementation</p>
Economic changes	Current Levels of Service	<p>Increased tourism</p> <p>Rising cost of living</p>	<p>Increased demand for public toilet facilities and of better standard</p> <p>Reduced ability of Clubs to pay rentals</p>	<p>LTFP to include delivery for new and upgraded facilities</p> <p>Reduce operating costs through improved designs, sustainability measures and technological advances</p>

Demand Drivers	Present Position	Projection	Impact on Services	Demand Management
Technological advances	Current Levels of Service	Smart Cities the norm	Improved Data collection and monitoring Improved Security Improved sustainability opportunities Increased Communications speeds Reduced cabling/ducting requirements Revised physical use of facilities	Implement AMIS to improve monitoring of data Improvement Action 2-10 LOWRAN provision at facilities Improved real-time monitoring capabilities
Climate Change, Sustainability awareness and responsible use of resources	Current Levels of Service	Longer & hotter Summer seasons, More frequent extreme weather events Water Restrictions	Increased power requirements and disruptions to power supply Increased maintenance & repairs Increased renewals due to reduced life span of building components/faster material degradation Increased water use including Aquatic facility costs Increased insurance costs Significant financial impact to the City over time.	Implement sustainable energy and water measures (solar, batteries, grey water, insulation) – retrofit and new Use alternative, more robust, sustainably sourced, low env/carbon impact, recyclable building materials – retrofit and new Innovative new building designs Upgrades to existing buildings Quantification of financial impacts

*Appendix E contains the latest population growth information.

8 FINANCIAL SUMMARY

This section contains the current financial requirements resulting from all the information presented in previous sections. The financial projections will be updated as further information becomes available.

8.1 Valuations of City's buildings

The valuation of the City's buildings has several functions:

- It provides a "Fair Value" financial value of the assets based on either market value or where no market value exists these will be based on the state/condition of the building (Depreciated Replacement Cost).
- It provides a Replacement with New Value (RWNV) for the building which represents the cost of its replacement.
- It provides the Estimated Economic Working Life (EEWL) and Estimated Remaining Life Years (ERLY) of the building asset (using Level 3 inputs only).
- It provides an Asset Condition Assessment Rating (ACAR), on a '0 to 10' scale calculated from the EEWL & ERLY assessment of the building.

Valuations, based on physical site inspections, are completed on a 3 year cycle for Insurance and Financial Reporting Purposes in accordance with Australian Accounting Standards Board (AASB) 116 Property Plant and Equipment and AASB 13 Fair Value Measurement. In intervening years, desktop valuations are prepared based on the previous site inspections. These works are carried out by professional valuers on behalf of the City.

8.2 Fair Value

The "Fair Value" (FV) of the City's building stock, also described as the "Depreciated Replacement Cost", is based on the age of the building asset using straight line depreciation methods. The latest buildings valuations undertaken by an external consultant valuer have all been based on "Depreciated Replacement Cost" and not on market rates. Refer Table 8-1 for the summary FV of the City's buildings and Table A 1 in **APPENDIX A** for the individual values.

8.3 Replacement With New Value

"Replacement with New Value" (RWNV), is defined as "the cost of purchasing a similar asset in a condition equal to but not better, nor more extensive, than its condition when new, having the nearest equivalent utility as the subject". RWNV is based on an initial inspection of the subject assets and applying an estimate based on current building cost guides and an estimate based on elemental costs.

RWNV includes the following:

- Estimated professional fee cost
- Estimated demolition and debris removal cost (excluding hazardous materials)
- Estimated allowances for cost escalation during the lead-time of planning, calling tenders, construction and fit out cost
- Special factors such air conditioning (heating & cooling equipment), fire systems (fire detection equipment including sprinklers & associated pumps), mechanical services includes lifts, escalators etc., fixed full height internal office partitioning, carpet & tiling

RWNV excludes the following:

- Artefacts, memorials & fine art assets, plant & equipment (contents) assets, infrastructure assets, tenants fit out, computer software
- Disposal of hazardous material
- Vested/Crown land (other than land referred to in sec 16 a(ii) of Local Government Financial Management Regulations 1996)
- 10% Goods & Services Tax (GST)

The valuations have applied the Sales Comparison Approach to market type properties and the Cost Approach to non-market-type properties, or where applicable a combination of both. Depreciated Replacement Costs are calculated using straight line depreciation methods.

Table 8-1 Summary of Values

Building Category	Sum of RWNV (\$)	Sum of Fair Value (\$)	Sum of Annual Depreciation Value (\$)
Community Use	190,710,900	128,978,000	4,212,524
Corporate Use	54,900,000	40,950,000	1,224,247
Operational Use	15,560,300	7,270,700	353,999
Public Ablutions	3,739,000	1,997,400	85,505
Grand Total	264,910,200	179,196,100	5,876,276

8.4 Key Performance Indicators

The Key Performance Indicators (KPIs) for building assets at the end of the 2019/20 financial year are shown in Table 8-2.

Table 8-2 Asset Ratios as at 30 June 2020

KPI	Measure	Calculations	Ratio
Asset Consumption Ratio	<u>Depreciated Replacement Cost</u> Replacement With New Cost	<u>179,965,100</u> 314,735,100	0.57
Asset Sustainability Ratio	<u>CAPEX on Renewal & Replacement</u> Depreciation Expense	<u>1,470,000</u> 5,900,000	0.25
Asset Renewal Funding Ratio	<u>NPV* of Planned 10 year CAPEX on Renewals</u> NPV* of Required 10 year CAPEX on Renewal	TBC	TBC

*NPV – Net Present Value

The **Asset Consumption Ratio (ACR)** in 2019/20 is estimated at 0.57. This is reasonably low due to 42% of the City’s building assets reaching the end of their life within the next 20 years. The ratio is expected to increase in the short to medium term as new building assets are constructed to meet anticipated population growth and the disposal of the older assets.

The **Asset Sustainability Ratio (ASR)** in 2019/20 is estimated at 0.25. The Department of Local Government, Sport and Cultural Industries (DLGSCI) explains that a ratio of 100% indicates that asset stock is being replaced at a sustainable level but also recognises this figure may be 50% or less when asset portfolios are young. With the City’s current mix of old and new assets and continued high growth, the ASR figure is expected to remain low. As growth declines and the asset stock ages, this ratio is expected to increase to values equivalent to fully established Local Governments.

The **Asset Renewal Funding Ratio (ARFR)** cannot currently be confidently presented due to the uncertain level of confidence in the asset data. Renewal of entire buildings does not typically occur as they are generally replaced with an upgraded building to meet the changing needs of the community. Renewal funding typically addresses the like for like replacement of associated fixed assets such as carpets and HVAC and building components such as roof coverings. As the maturity of the data improves, the ASFR will be determined.

Key performance indicators, on their own, do not provide very useful output. However, when the ratios are measured over a period of time, they provide valuable information for the City to understand how well the current financial plan is meeting its long term renewal demand obligations.

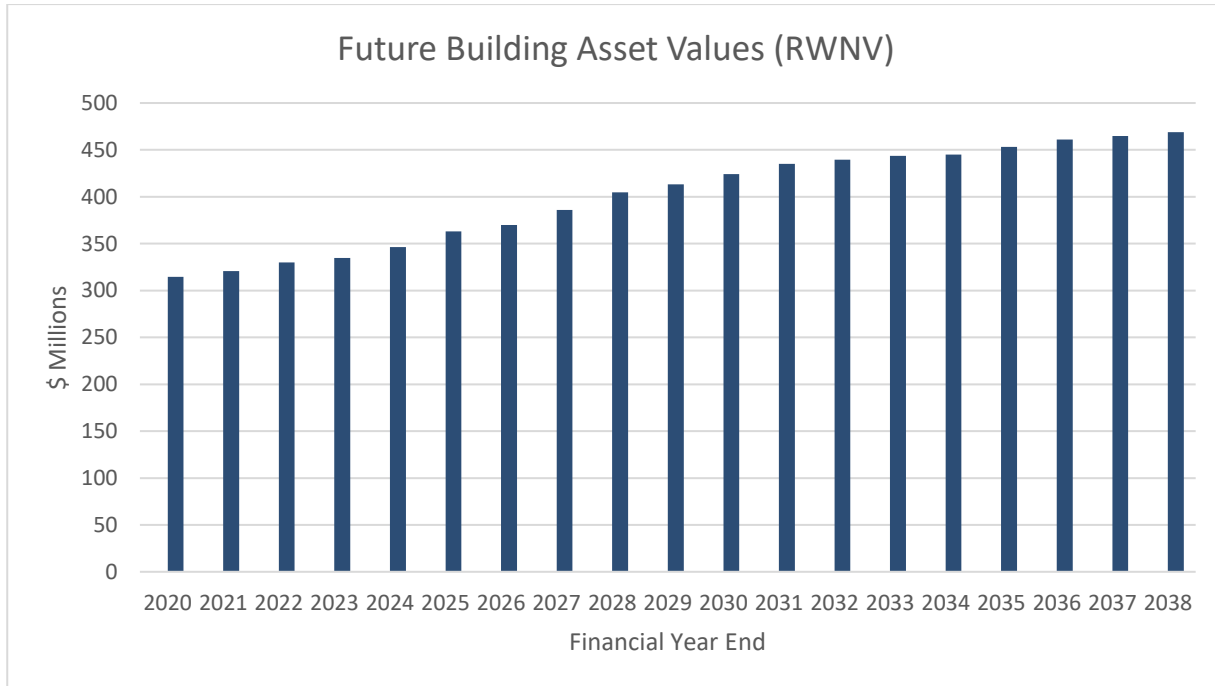
As the collection of data and accuracy of the measured parameters improves, the modelling of the Key Performance Indicators over the next 20 years will be carried out and will be included in a future review of the BAMP. *Refer Improvement Action 8-1*

8.5 Planned Funding Levels

8.5.1 Future Asset Values

Population growth should be reflected by the creation of new building assets in some measure. Over the next 20 years, subject to the required level of funding being available, building assets RWNV is forecast to increase by \$154M from \$315M to \$469M as additional assets are added to the building stock and older stock is disposed of.

Figure 8-1 Planned Future Building Asset Growth



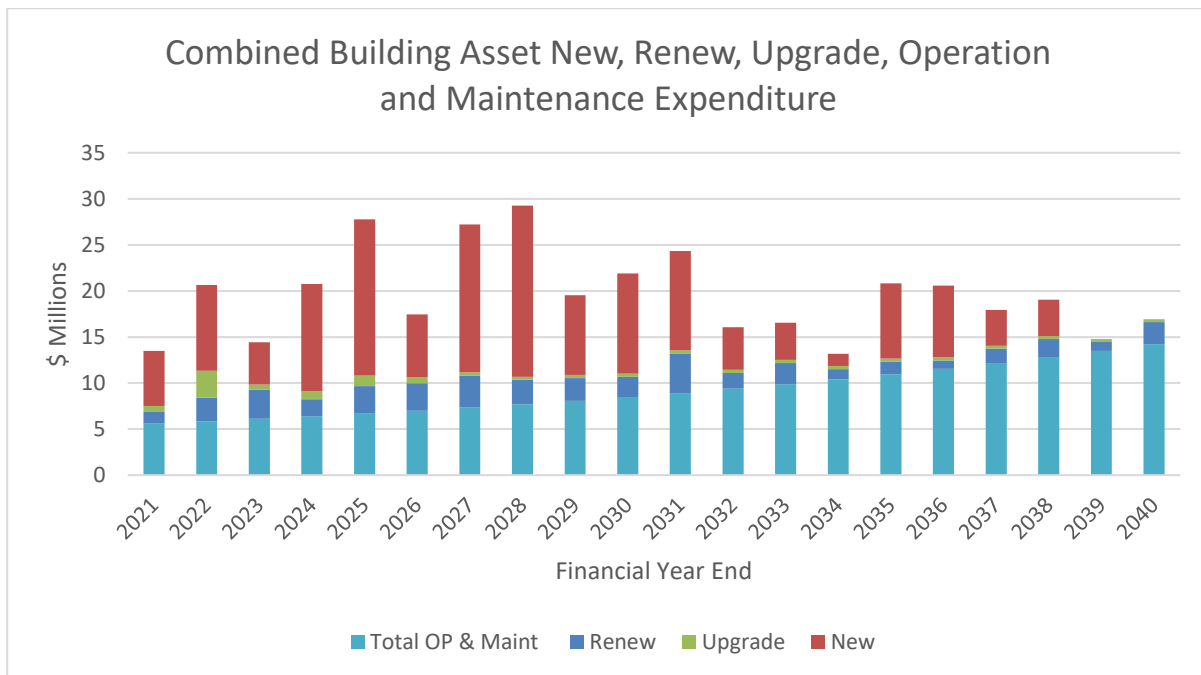
8.5.2 Future Expenditure

The next 20 year financial expenditure projections for building assets are forecast to be \$392M which is made up of:

- \$44M for Capital Renewals,
- \$165M for Capital New and Upgrades
- \$183M for Operations and Maintenance

This is as shown in Figure 8.2 and explained in Section 5 – Lifecycle Management.

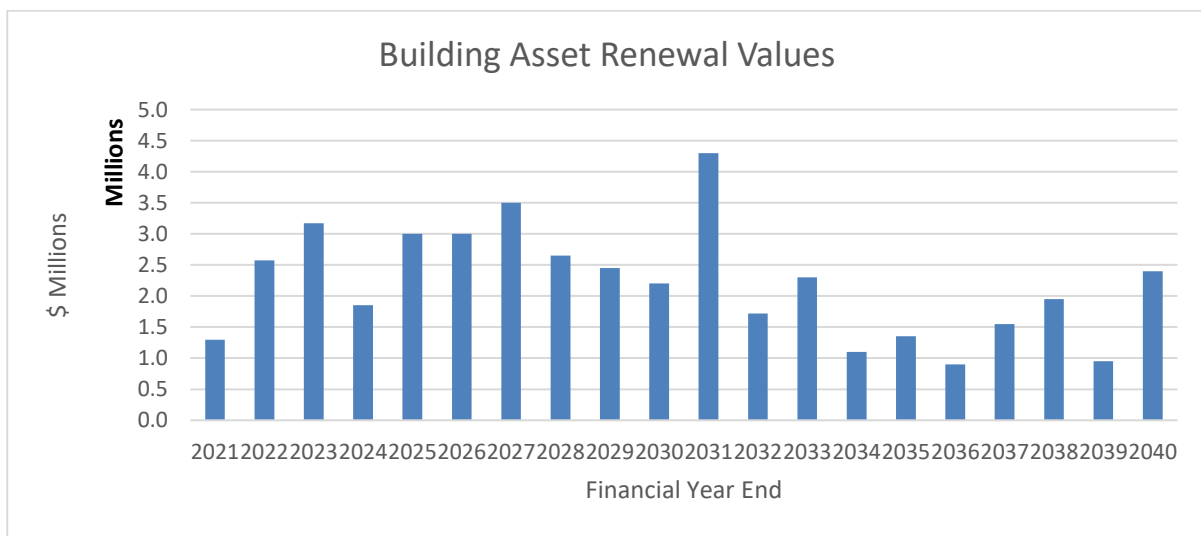
Figure 8-2 20 Year Planned Expenditure for Building Assets



8.5.3 Funding Gap Analysis

The 20 year budget allocation in the approved LTFP for 2020/21 – 2039/40 matches the predicted renewal requirements for renewal of building components, providing an ongoing ARFR ratio of 1.0 and no funding gap. However, the predictions are based on incomplete data and a data confidence rated at level C (Uncertain). As the collection of data improves, the accuracy of the predicted expenditure requirements will improve.

Figure 8-3 Current Capital Renewal Expenditure and 20 year Projected Performance



The City will closely monitor the impact of future demands every year to ensure that appropriate renewal funding strategies are put in place to meet the growing predicted renewal demand and ensure that the magnitude of any funding shortfall is kept at manageable levels.

Ensuring sufficient future funding is available for long term building renewal and upgrade needs can be achieved by allocating funding annually to a building reserve.

8.5.4 Funding Sources

Current funding sources available for building assets include:

- The City's rates,
- Depreciation (collected through rates),
- Grants – CSRFF – Dept Local Government & Cultural Industries Community Sports and Recreation Fund
- Developer Contributions - through Town Planning Schemes and District Structure Plans,
- Loans, and;
- Reserves.

8.6 Improvement Actions

Action 8-1 Develop a 20 yr model of the Key Performance Indicators based on current expectations, data availability and anticipated timing for receipt of funds from developers.

9 IMPROVEMENTS, MONITORING AND REVIEW

9.1 Performance Monitoring

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the identified cash flow predictions are incorporated into the LTFP and Strategic Community Plan (SCP).
- The degree to which the 1 to 5 year detailed works programs, budgets, business plans and organisational structures take into account the overall works program trends provided within this plan.
- Delivery of better services as a result of improved efficiencies in the management of assets.
- Reporting results against the Department of Local Government's Integrated Planning Framework and using this information to better inform decision making.
- The degree to which the Level of Confidence in the building data improves
- Achieving the intended outcomes of the improvement plan.

9.2 Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 9-1.

9.3 Review Procedures

This plan has a life of four years whereby a comprehensive review will be undertaken following this period and will be endorsed by the Asset Management Steering Group.

It is intended that this AMP is a live document which is relevant and integral to the daily asset management activities at the City. To ensure the plan remains useful and relevant, the following process of monitoring and review activities will be undertaken subject to availability of resources:

- Review the plan annually to reflect changes to work programs, outcomes of service level reviews and incorporate new knowledge resulting from the AM improvement program;
- Benchmarking with comparable LGAs – maintain performance of Asset Management practices in comparison to other Local Governments.

Until such time a full review of this Plan is undertaken, the core data included in this plan is located in HPE 21/40635* and will be updated as new versions annually to inform the LTFP.

Table 9-1 Improvement Plan

<i>SAM – Strategic Asset Management, BM – Building Maintenance, LD – Land Development, ICW – Infrastructure Capital Works, CIS - Customer & Information Services, PS – Property Services, CFO – Community Facilities Operations, CFP – Community Facilities Planning, LS – Library Services, SLUPE – Strategic Land Use, Planning & Environment, PM – Place Management</i>					
Action No	Task	Responsibility	Resources Required	Proposed Completion date	Progress Comment
Action 2-1	Determine the role of Modular buildings for new facilities, taking into consideration lifecycle costing, service provision and opportunities for re-use at different locations.	CFP with ICW and SAM	Consultant and internal	2022/23	
Action 2-2	Review all naming conventions for City's HVAC, Mechanical and Electrical equipment	SAM	Consultant	2021/22	In conjunction with AMIS
Action 2-3	Clarify limits of extents of asset capture associated with the building assets at each facility (inclusion of external landscaping, paving, car parking)	SAM	Internal	2021/22	In conjunction with AMIS
Action 2-4	Continue to improve on capturing existing building assets and expand the Asset Database with emphasis on preparing data on “Children”, specific building components and associated fixed assets in the B-Spec Format to improve data confidence.	SAM	Internal & Consultant	2020/21 - 2025/26	

Action 2-5	Project costs listed in LTFP to be segregated into Asset Class for improved financial reporting.	CFP Finance ICW with &	Internal Consultant &	2021/22	
Action 2-6	Collate new, renew, upgrade, dispose information from different sources (data sheets, renewals plans, accessibility database, masterplans etc) for each building and include within the facility management plans, BAMP or AMIS as appropriate.	SAM with CFP, PS & PM	Internal	2021/22 – 2024/25	By next BAMP review
Action 2-7	Investigate the opportunity for including the expected remaining life and 0-10 conditioning of specific equipment (ie HVAC, Boilers, major fire & electrical equipment) as part of future building maintenance contracts to increase the frequency of asset conditioning.	BM with SAM	Internal	2021/22	
Action 2-8	Develop a Stakeholder Engagement & Communication Matrix for Asset Capture	SAM	Internal	2021/22	Model off 19/435171*
Action 2-9	Document the “Asset Capture” process as a flow chart together with all undocumented processes	SAM	Internal	2021/22	In conjunction with AMIS
Action 2-10	Acquisition of an AMIS to enable asset data to be stored in one corporate system with integration to other corporate systems, in particular the corporate Finance System. This will enable the accurate capture of expenditures against building assets including maintenance costs. With more accurate and easily accessible data, the City is able to better analyse performance and predict the funding needs for this class of asset.	CIS & Assets including SAM	Internal	2021/22	New AMIS system being developed as part of the Enterprise Software Renewal Program.

Action 2-11	Develop procedures, by agreement with all relevant stakeholders for recording all changes to assets implemented by different Service Units.	SAM	Internal	2021/22	In conjunction with Improvement Action 2-9
Action 4-1	Improve or introduce appropriate targets for Community and Technical Service Levels including benchmarking against other LGA's and industry standards together with methods for measuring these.	SAM with CFP & CFO	Internal	2024/25	By next BAMP review. New CRM system being developed as part of the Enterprise Software Renewal Program
Action 4-2	Develop an appropriate measure for ranking the Fitness for Purpose (Function) of buildings to be used in conjunction with the Fitness for Use rating in determining the most effective outcome for the facility. Measures considered to include customer/user surveys and feedback from CRMs, Maintenance records, Property Quality Standard Statements relating to quality, quantity, reliability, responsiveness, environmental acceptability and cost and benchmarking against the proposed Community Infrastructure Plans.	CFP with SAM	Internal	2024/25	By next BAMP review
Action 4-3	Development of the Community Facilities Provision Framework: Open Space and Community Buildings focusing on policies, strategies, design guidelines and specifications to inform the planning and design of its open space and community buildings.	CFP	Internal & Consultant	2022/23	

Action 4-4	Introduce a Building Availability Rating Scale and Building Functional Utilisation Rating Scale for buildings as part of the Criticality Ranking Matrix. These scales can be used to set targets, measure utilization rates and assess Fitness for Purpose.	SAM CFO with	Internal	2024/25	By next BAMP review
Action 4-5	Investigate cost/benefit implications of raising % buildings currently at Grade 0-6 from 72% to 95% and the Average Condition Rating of all buildings from 5 to 4.	SAM with BM	Internal	2023/24	
Action 4-6	Investigate reasons for decrease in Cost Effectiveness of Annual Maintenance per Sqm of building between 2010 and 2020.	SAM	Consultant	2024/25	In conjunction with Action 4-4
Action 4-7	Set targets for water and energy usage reduction based on building type and segregate usage between buildings and other facilities.	SAM SLUPE with	Consultant	2022/23	
Action 5-1	Develop a Stakeholder Engagement & Communication Matrix for Stage 2a “Gifted Building Assets” of the Asset Lifecycle.	SAM with all stakeholders	Internal	2023/24	Model off 19/435171*
Action 5-2	Investigate mechanisms for identifying future gifted buildings prior to construction of the buildings including requirements for structural assessments prior to handover.	LD, CFP with PS, AS & CD	Internal	2022/23	
Action 5-3	Investigate mechanisms to enable the City to provide specifications to the developer for the design, construction, ongoing maintenance/repair requirements of the asset prior to its construction.	LD, CFP with PS, AS & CD	Internal	2022/23	

Action 5-4	Investigate mechanisms to enable the City to ensure assets are adequately maintained to the City's satisfaction prior to acceptance by the City.	LD, CFP with PS, AS & CD	Internal	2022/23	
Action 5-5	Document the "Gifted Building Assets" process as a flow chart.	LD, CFP with PS, AS & CD	Internal	2023/24	
Action 5-6	Develop a Stakeholder Engagement & Communication Matrix for Stage 2b "Purchase City Assets" of the Asset Lifecycle under the Strategic Land Policy and related procedures	SAM with all stakeholders	Internal	2022/23	Model off 19/435171*
Action 5-7	Document processes for inspection of building assets prior to the purchase of the asset to allow Lifecycle Costing and Service Unit responsibilities to be in place as part of the decision making process. Processes to be integrated with Leasing Policy and Strategic Land Policy	PS with SAM & BM	Internal	2022/23	
Action 5-8	Document the "Purchase Building Assets" process as a flow chart under the Strategic Land Policy and related procedures	PS	Internal	2022/23	
Action 5-9	Include in Tender requirements, preparation of Preliminary Lifecycle Costing plan for new assets at Planning stage of the project with updates included as detailed designs and delivery stages progress for all future construction projects	ICW	Consultant	2021/22	

Action 5-10	Include in Tender requirements, at detailed design stage, obtain a Maintenance Schedule for preventative maintenance and inspection requirements of equipment and material for all future construction projects.	ICW	Consultant	2021/22	
Action 5-11	Document the “City Built Assets” process as a flow chart	ICW	Internal	2021/22	
Action 5-12	Implement Environmental Rating System for new and existing Buildings, whether City’s own developed rating system equivalent to/aligned to the Green Star or NABERS ratings or to assign established rating systems	ICW with SAM & SLUPE	Consultant	2024/25	By next BAMP review
Action 5-13	Consider opportunities for accurately representing costs for different Asset Classes within the LTFP project costs.	SAM with ICW	Internal	2024/25	By next BAMP review
Action 5-14	Develop a Stakeholder Engagement & Communication Matrix for Stage 3a “Operation of City buildings” of the Asset Lifecycle	SAM with all stakeholders	Internal	2022/23	Model off 19/435171*
Action 5-15	Document outstanding “Operation of City Buildings” processes as flow charts or review existing Flowcharts	SAM with CFO	Internal	2022/23	
Action 5-16	Develop Facility Management Plans for groups of buildings with Primary Use Classifications: 1. Sports Amenity Buildings, 2. Community Centres & Recreation Centres, 3. Public Ablutions, 4. Bushfire Services Facilities, 5. Heritage Buildings, 6. Fully leased buildings incl. Surf Life Saving Clubs	SAM with Stakeholders as noted in Section 5.3	Consultant	1. 2023/24 2. 2023/24 3. 2024/25 4. 2024/25 5. 2025/26 6. 2025/26	

Action 5-17	Develop Facility Management Plans for the following facilities: 1. Civic Centre and Civic Centre Extension, 2. Clarkson Library, 3. Future Southern Suburbs Library, 4. Wangara Recycling Facility, 5. Wanneroo Animal Care Facility 6. Operations Centre	SAM with Stakeholders as noted in Section 5.3	Consultant	1. 2020/21 2. 2021/22 3. 2022/23 4. 2023/24 5. 2023/24 6. 2024/25	
Action 5-18	Investigate new access control software/hardware that integrates with the booking system (removing need for physical swipe cards to mobile based technology)	ICW with CFO & SAM	Consultant	2021/22	As part of developing SMART City strategy
Action 5-19	Investigate a new booking system with automated billing that gives hirers greater control over booking facilities (removing need to manually enter contact details and process billing)	CFO	Internal	2021/22	Trial on potential system underway by CFO
Action 5-20	Investigate automated utility bill management system (reducing need to manually enter data and process multiple approvals for payment)	SLUPE	Internal	2021/22	
Action 5-21	Review existing process for when developers carry out works adjacent to City facilities prior to, during, and when completing works, ensuring City stakeholders inspect and sign off on reinstatement works. Ensure consistency with Application Signing by Landowner / Land Manager	SAM with PS	Internal	2022/23	

	Management Procedure				
Action 5-22	Identify a Stakeholder responsible for the operation of the Civic Centre buildings	SAM	Internal	2021/22	Civic Centre Facility Management Plan to be developed 2020-21 which will identify scope of role.
Action 5-23	Develop a Stakeholder Engagement & Communication Matrix for Stage 3b "Maintenance of City buildings" of the Asset Lifecycle	SAM with all stakeholders	Internal	2022/23	Model off 19/435171*
Action 5-24	Develop a Building Asset Maintenance Management Plan to fully document all aspects noted in Sections 5.3.1 & 5.3.2.	BM	Internal and consultant	2022/23	
Action 5-25	Develop a Stakeholder Engagement & Communication Matrix for Stage 4a "Upgrading of Building Assets" of the Asset Lifecycle	SAM with all stakeholders	Internal	2022/23	Model off 19/435171*
26	Consider building upgrade requirements beyond 2026 in line with current planned upgrades 2021-2026 to improve data on future funding requirements.	CFP with SAM	Internal	2021/22	
Action 5-27	Develop a process to allow for programming the upgrade of Leased Buildings in line with planned new lease agreements.	CFP with PS and SAM	Internal	2022/23	
Action 5-28	Develop a Stakeholder Engagement & Communication Matrix for Stage 4b "Renewal of Building Assets" of the Asset Lifecycle	SAM with all stakeholders	Internal	2021/22	Model off 19/435171*

Action 5-29	Develop a new format which utilises the Building Criticality function as a way of prioritising renewals in the Renewal programs.	SAM	Internal	2024/25	By next BAMP review
Action 5-30	Document the “Renewal of City Buildings” process as a flow chart	SAM	Internal	2021/22	
Action 5-31	Review spikes in building renewal predictive modelling graphs to identify opportunities for spreading the costs over a longer period.	SAM	Internal	2022/23	In conjunction with AMIS
Action 5-32	Review the City’s accepted Renewal Intervention Condition Ratings for Building Components based on Asset Classification.	SAM	Internal	2022/23	In conjunction with AMIS
Action 5-33	Quantify the factors which can influence the Expected Life Span for Building Types and Building Components, such as usage, location or proximity of trees and spacial orientation, date of manufacturer and build into Predictive Renew Model.	SAM	Internal	2022/23	In conjunction with AMIS
Action 5-34	Identify threshold levels for maintenance costs when renewal intervention becomes effective	SAM with BM	Internal	2022/23	In conjunction with AMIS
Action 5-35	Develop an Asset Disposal Plan for the City’s buildings.	SAM with CFP & PS	Internal	2024/25	By next BAMP review
Action 5-36	Develop a Stakeholder Engagement & Communication Matrix for Stage 5 “Disposal of Assets” of the Asset Lifecycle	SAM with all stakeholders	Internal	2022/23	Model off 19/435171*

Action 5-37	Document processes/ checklists for Stage 5 “Disposal of Assets” of the Asset Lifecycle including sale and demolition.	SAM with CFP & PS	Internal	2024/25	In conjunction with 5-35
Action 6-1	Introduce a Building Availability and Functional Utilisation Rating Scale as part of the Criticality Ranking Matrix. This will differentiate between the various buildings in terms of priority of undertaking works such as inspections and maintenance.	SAM CFO with	Internal	2024/25	By next BAMP review
Action 6-2	Develop a methodology to determine the true financial cost of an Asset’s failure as opposed to just the replacement cost of the asset and include this as part of the Criticality Ranking Matrix.	SAM	Consultant	2024/25	By next BAMP review
Action 6-3	Introduce a grading scale for the Criticality Ranking Score for building assets to be identified as critical, important or not-critical.	SAM	Internal	2024/25	By next BAMP review
Action 6-4	Develop criticality ranking matrix for building components and sub-components	SAM	Internal	2024/25	By next BAMP review
Action 6-5	Consolidate the various condition inspection checklists and schedules for inspection utilized by the relevant Service Units	SAM with CFO & PS	Internal	2021/22	
Action 8-1	Develop a 20 yr model of the Key Performance Indicators based on current expectations, data availability and anticipated timing for receipt of funds from developers.	SAM	Internal	2024/25	By next BAMP review

10 REFERENCES

City of Wanneroo Asset Management Related Documents

- Asset Management Policy (HPE #16/106984)
https://www.wanneroo.wa.gov.au/downloads/file/80/asset_management_policy
- Asset Management Strategy (HPE #16/279441)
https://www.wanneroo.wa.gov.au/downloads/file/3254/asset_management_strategy_-_2018
- Corporate Business Plan (CBP) (HPE #19/377777)
https://www.wanneroo.wa.gov.au/downloads/file/2643/corporate_business_plan_201718_-_202021
- Long Term Financial Plan (LTFP) (HPE#18/512338)
https://www.wanneroo.wa.gov.au/downloads/file/3265/long_term_financial_plan_201920%E2%80%93203839
- Strategic Community Plan (SCP) (HPE #17/361793)
<https://www.wanneroo.wa.gov.au/strategiccommunityplan>

City of Wanneroo Planning Documents

- City of Wanneroo, Disability Access and Inclusion Plan 2016-2019 (DAIP) (HPE #15/555335)
- Community Satisfaction Survey 2020 - City of Wanneroo (Source HPE 20/130511)
- Population Forecast - City of Wanneroo Community Profile (.id population experts website - <http://profile.id.com.au/wanneroo/population>)
- *Refer Waterwise Council Action Plan*
- *Refer CCAMS – Climate Change Action Mitigation Strategy.*

The City's Risk Management Policy provides details of the City's Risk management Framework, procedures and processes for identifying, analysing, assessing and proactively managing risks

Asset Management Guidance

- Practice Note 6: Long Term Financial Planning', IPWEA – 2012.
- IPWEA, 2015, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australia – 2nd Edition, 2015.
- IPWEA, 2015, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia - 5th Edition 2015.
- Australian Standards AS ISO 55001 Asset Management System Guidelines 2014.

Others

- City of Wanneroo Risk Assessment Criteria Matrix (HPE #19/216037).
- Australian Accounting Standards Board – publications and standards.
- Catalyse Pty Ltd, July 2017. 2017 Community Scorecard: City of Wanneroo.
http://www.wanneroo.wa.gov.au/downloads/file/2607/community_satisfaction_survey_2017
- Integrated Planning and Reporting Framework and Guidelines – Government of Western Australia, Department of Local Government September 2016.
- Liveable Neighbourhoods Planning Document – WA Planning Commission (WAPC).
- Part 2 Administrative Classification Assessment Criteria
- Changing Places Design Specification 2020 (HPE #20/127070*)
- AAS27, Financial Reporting by Local Governments, Australian Accounting Standards, June 1996.

11 GLOSSARY OF TERMS AND ABBREVIATIONS

11.1 Definitions

The following terms are used in this BAMP.

“**Assets**” are future economic benefits controlled by the City as a result of a past transaction or event whereby:

- Its value can be measured reliably, and;
- Its value must exceed a stated materiality threshold being \$5,000 or form part of a network asset group, and;
- It must be probable that future economic benefits of the asset will eventuate (i.e. the asset acquired supports the delivery of City’s services to the community in line with its objectives).

ISO 55000 defines an ‘**Asset**’ as an item, thing or entity that has potential or actual value to the organisation

“**Asset Management**” refers to the combination of management, financial, economic, engineering and other practices applied to assets from their planning, acquisition, operation, maintenance, replacement and disposal, to ensure that the assets meet the priorities of the Strategic Community Plan with the objective of providing the required level of service in the most cost-effective manner.

ISO 55000 defines an ‘**Asset Management**’ as the coordinated activity of an organisation to realise value from assets

“**BAMP**” (Building Asset Management Plan) refers to documented information that specifies the long term plan, activities, program, time scales and resources applied to specific individual major, critical assets or a grouping of assets to provide a defined level of service over the lifecycle of the asset.

“**AM Information System**” or ‘**AMIS**’ refers to a dedicated AM Computer Software program and associated systems to support effective and efficient data management that is integrated with other key property and finance management software systems of the organisation.

“**AM Strategy**” means a strategy or approach for asset management.

“**Depreciation**” is a systematic charge that recognises the wearing out or consumption of the non-current asset over its useful life.

“**Fit for Use**” means a facility is available and safe for use when needed.

“**Fit for Purpose**” means the function of the facility meets the customer’s needs.

“**Infrastructure**” comprises the asset sub-classes defined in section 5 of the AMS and Guidelines issued by the Department of Local Government.

“**Level of Service**” describes the outputs or objectives of the activity the City intends to deliver to the customer. Service levels usually relate to quality, quantity, reliability, responsiveness, statutory functional requirements, environment, acceptability and cost.

“Life Cycle” means the phases of activities that an asset goes through, including Identification of Need, acquisition, operation, maintenance, renewal or upgrade and disposal.

“Maintenance” means regular ongoing day-to-day work necessary to keep an asset operating to achieve its optimum life expectancy.

“Maintenance Management Plan” refers to documented information that specifies the lifecycle activities and processes that are required on a day to day, periodical or annual basis to ensure the safe and intended function of the assets is maintained.

“Operations” means the regular activities to provide public health, safety and amenity and to enable the assets to function e.g. paying utility bills, condition assessments.

“Renewal” means works to restore, rehabilitate or replace an asset to its original capacity.

“Replacement” means the complete replacement of an asset that has reached the end of its life, to provide a similar or agreed alternative, level of service.

“Replacement Cost” means the cost of replacing an existing asset with an identical new asset.

“Risk” means probability and consequence of an event that could impact on the City’s ability to meet its corporate objectives.

“Strategic Community Plan” is documented information that specifies how organisational objectives in the SCP are to be converted into AM objectives, the approach for developing AMPs, and the role of the AMS in supporting the achievement of the AM objectives.

“Stakeholders” are those people/sectors of the community that have an interest or reliance upon an asset and who may be affected by changes in the level of service of an asset.

“Upgrade” means enhancing an existing asset to provide higher level of service and capacity.

“Whole of Life Cost” refers to the total cost of an asset throughout its life cycle.

11.2 Abbreviations

ACP – Asset Class Plan
AM – Asset Management
AMP – Asset Management Plan
AM Policy – Asset Management Policy
AM Strategy – Asset Management Strategy
AM Framework – Asset Management Framework
AMS – Asset Management System
AMIS – Asset Management Information System
AMSG – Asset Management Steering Group
CAPEX – Capital Expenditure
DLGSCI – Department of Local Government, Sport and Cultural Industries
GIS – Geographical Information System
IIMM – International Infrastructure Management Manual
IPR – Integrated Planning Framework
IPWEA – Institute of Public Works Engineering Australia
LTFP – Long Term Financial Plan
MMS – Maintenance Management Plan
OPEX – Operational Expenditure
WALGA – West Australian Local Government Association

City of Wanneroo Service Units

SAM – Strategic Asset Management
BM – Building Maintenance
LD – Land Development
ICW – Infrastructure Capital Works
CIS - Customer & Information Services
PS – Property Services
CFO – Community Facilities Operations
CFP – Community Facilities Planning
LS – Library Services
SLUPE – Strategic Land Use, Planning & Environment
PM – Place Management

12 APPENDIX A Asset Information Details

(including Building Definitions & Full list of existing buildings)

Building and building structure definitions

The buildings within the City's portfolio include:

- **Bin Store** - A simple structure with or without a roof, solely for the purpose of containing waste cart or skip bins constructed of metal, brick or concrete.
- **Community Centre** - Purpose built facility for multi-purpose use by community groups (typically non-sporting).
- **Historical Building/structure** - Building/building structure with historical significance
- **Kiosk** - A purpose built building which has a primary function of the serving of food, commercially or not. It may, or may not contain toilet facilities
- **Recreation Centre** - A Community Centre which contains an Indoor Sports Hall
- **Office/Commercial Unit** - A purpose built building, suitable for office/commercial use (if City were to dispose of the asset).
- **Purpose Built Facility** – A building that has been purposely designed and constructed to facilitate a specialist function and which would be difficult to use for an alternative function without significant alterations. These may include an Aquatic center, Indoor sports stadium, Theatre or Surf Life Saving Club facility.
- **Residential building** - A building constructed for the purpose of being a domestic residence, even if it has a different use currently.
- **Sea Container** - Sea Container Structure
- **Sewerage pumping chamber** - Underground structure containing sewerage pumps
- **Shed (metal)** - A simple structure constructed with metal sheeting walls. Can be compartmentalised and include toilets and minor office spaces.
- **Shed (brick)** - A simple structure constructed with brick or concrete walls. Can be compartmentalised and include toilets and minor office spaces.
- **Shelter** - A simple structure with or without walls, for the purpose of providing shelter from the elements for spectators (can include patios attached to buildings)
- **Sports Amenity Building without Function/multipurpose room** - A purpose built building containing Toilets and Changerooms with shower facilities which is associated with a Sporting Oval or Grounds Building does not contained a multi-purpose or function room. It may or may not also contain a Kiosk for serving food.
- **Sports Amenity Building with Function/Multipurpose Room** - A purpose built building containing Toilets and Changerooms with shower facilities which is associated with a Sporting Oval or Grounds and includes a multi-purpose or function room for club or community activities. It may or may not also contain a Kiosk for serving food.
- **Transportable** - A building (other than a shed) which can be relocated to another location as required and can be used for any purpose.

Table A 1 Full list of buildings with relevant details as of 30 June 2020

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
1015	Quinns Rocks Child Health Centre	Quinns Rocks	Community Use	Offices/ Commercial Unit	Healthcare/Childcare/AdultCare/Youth Services	1994	53	5	Moderate	70	50	25	153000	76000	3040
1018	Two Rocks Playgroup And Community Facility (Bower Grove)	Two Rocks	Community Use	Community centre	Healthcare/Childcare/AdultCare/Youth Services	1975	59	6	Moderate	282	50	15	580000	186000	12400
1022	Lake Joondalup Pre-School	Wanneroo	Community Use	Community centre	Healthcare/Childcare/AdultCare/Youth Services	1970	47	6	Moderate	251	50	15	560000	180000	12000
1029	Enterprise House - 935 Wanneroo Road	Wanneroo	Community Use	Offices/ Commercial Unit	Administrative use	1960	42	5	Moderate	352	50	10	600000	129000	12900
1036	Girrawheen Senior Citizens' Centre	Girrawheen	Community Use	Community centre	Community Use	1982	65	5	Moderate	934	50	15	2540000	840000	56000
1042	Alexander Heights Community Care Centre	Alexander Heights	Community Use	Community centre	Healthcare/Childcare/AdultCare/Youth Services	1996	62	3	Good	580	50	26	1320000	750000	28846.15
1045	Leach Road Duplex (9-11)	Wanneroo	Community Use	Residential Building	Administrative use	1968	30	5	Moderate	223	50	15	358000	114000	7600
1046	Wangara Recycling Centre - Weighbridge Office & Portacabin	Wangara	Operational Use	Transportable	Storage/ Operational/ Bin Store/ Ancillary use	1984	16	5	Moderate	32.12	25	13	46500	12000	923.0769
1047	Wangara Recycling Centre - Plant Building	Wangara	Operational Use	Shed - metal	vacant	1991	25	7	Poor	2525	45	16	3000000	1060000	66250
1048	Wangara Recycling Centre - Loader Shed	Wangara	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1984	16	7	Poor	100.88	45	15	69000	24500	1633.333
1050	Girrawheen Library	Girrawheen	Community Use	Offices/ Commercial Unit	Library	1975	70	6	Moderate	868	50	15	1780000	580000	38666.67
1052	Wanneroo Community Centre	Wanneroo	Community Use	Community centre	Community Use	1971	77.5	6	Moderate	1842	50	15	4960000	1660000	110666.7
1061	Girrawheen Hub	Girrawheen	Community Use	Community centre	Community Use	1990	67	6	Moderate	604	50	20	1400000	610000	30500
1063	Gumblossom Community Centre	Quinns Rocks	Community Use	Community centre	Community Use	1994	70	5	Moderate	857	50	25	2360000	1300000	52000
1064	Gumblossom Hall	Quinns Rocks	Community Use	Recreation Centre	Community Use	1990	70	5	Moderate	719	50	25	1980000	1080000	43200
1065	Gumblossom Craftroom/Toilets/Storage room	Quinns Rocks	Community Use	Sports Amenity Building (With Multipurpose room)	Healthcare/Childcare/AdultCare/Youth Services	1979	32	6	Moderate	274	50	15	730000	237000	15800
1071	Alexander Heights Community Centre	Alexander Heights	Community Use	Community centre	Community Use	1994	70	5	Moderate	1179	50	25	2820000	1560000	62400
1072	Ridgewood Park Toilets	Ridgewood	Public Ablutions	Shed - brick	Toilets	1995	38	5	Moderate	75	50	25	186000	99000	3960
1073	Jenolan Way Community Centre	Merriwa	Community Use	Community centre	Healthcare/Childcare/AdultCare/Youth Services	1995	65	5	Moderate	913	50	25	2620000	1440000	57600
1074	Aquamotion	Wanneroo	Community Use	Purpose Built Facility	Sporting Facility	1990	100	2	Good	4000	50	39	14600000	12900000	330769.2
1075	Addison Park Clubrooms	Merriwa	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1995	45	5	Moderate	387	50	25	570000	300000	12000

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
1077	Old Yanchep/Two Rocks Surf Club	Yanchep	Operational Use	Shed - brick	vacant	1984	21	9	Very poor	191	50	10	630000	126000	12600
1082	Quinns Rocks North Beach Toilets/Changerooms	Quinns Rocks	Public Ablutions	Shed - brick	Toilets	1981	32	7	Poor	122	50	15	434000	139500	9300
1084	Yanchep Lagoon Cafe And Changerooms	Yanchep	Community Use	Kiosk	Food services/retail	1979	50	7	Poor	291	50	15	510000	165000	11000
1085	Fishermans Hollow Beach Toilets	Yanchep	Public Ablutions	Shed - brick	Toilets	1978	32	1	Very Good	51	50	41	147000	139500	3402.439
1087	Leeman's Landing Toilets	Two Rocks	Public Ablutions	Shed - metal	Toilets	1992	29	5	Moderate	9	45	5	24500	13000	2600
1096	Alexander Heights - The Heights Community House	Alexander Heights	Community Use	Community centre	Healthcare/Childcare/AdultCare/Youth Services	1995	52	5	Moderate	400	50	24	1100000	570000	23750
1098	Yanchep Community Centre	Yanchep	Community Use	Community centre	Community Use	1993	59	5	Moderate	327	50	25	580000	312000	12480
1099	Wanneroo Recreation Centre	Wanneroo	Community Use	Recreation Centre	Community Use	1975	65	7	Poor	1418	50	15	3160000	1040000	69333.33
1100	Two Rocks Recreation Centre (Phil Renkin Centre)	Two Rocks	Community Use	Recreation Centre	Library	1978	74.5	7	Poor	1843	50	15	6600000	2220000	148000
1101	Hainsworth Recreation Centre	Girrawheen	Community Use	Recreation Centre	Community Use	1976	74.5	6	Moderate	2207	50	33	5300000	3860000	116969.7
1102	Hainsworth Recreation Centre Pumphouse	Girrawheen	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	2003	10	4	Good	48.13	50	33	24500	17000	515.1515
1104	Marangaroo Golf Course Clubhouse	Marangaroo	Community Use	Sports Amenity Building (With Multipurpose room)	Food services/retail	1986	38	7	Poor	882	50	16	2020000	710000	44375
1105	Marangaroo Golf Course - Residence	Marangaroo	Operational Use	Residential Building	vacant	1986	32	6	Moderate	198	50	16	213000	68000	4250
1114	Anthony Waring Park Toilets	Clarkson	Public Ablutions	Shed - brick	Toilets	1995	46	5	Moderate	66	50	25	247500	132000	5280
1115	Quinns Rocks Sports Club	Quinns Rocks	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1982	48	6	Moderate	1380	50	20	3840000	1700000	85000
1116	Oldham Park Community Facility	Yanchep	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1995	52	5	Moderate	501	50	25	1320000	710000	28400
1117	Yanchep Sports & Social Club	Yanchep	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1985	55	7	Poor	551	50	15	1340000	444000	29600
1118	Yanchep Sports Club Toilets	Yanchep	Public Ablutions	Shed - brick	Toilets	1985	32	7	Poor	71	50	15	195000	62000	4133.333
1120	Paloma Park Toilets	Marangaroo	Public Ablutions	Shed - brick	Toilets	2003	38	7	Poor	77.25	50	15	211500	67000	4466.667

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
1125	Elliot Park Community Facility	Wanneroo	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1984	55	7	Poor	563	50	15	1520000	498000	33200
1126	Hainsworth Park Changerooms	Girrawheen	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1974	42	6	Moderate	125	50	15	298000	95000	6333.333
1132	Montrose Park Changerooms	Girrawheen	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1981	42	7	Poor	106	50	15	384000	123000	8200
1134	Charnwood Park Changerooms	Two Rocks	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1980	42	7	Poor	126	50	15	348000	111000	7400
1140	Butterworth Park Changerooms	Koondoola	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1975	38	6	Moderate	85	50	15	292000	93000	6200
1141	Cabrini Park Changerooms	Marangaroo	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1980	42	7	Poor	132	50	15	304000	97000	6466.667
1146	Ferrara Park Changerooms	Girrawheen	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1974	38	7	Poor	135.56	50	15	422000	135000	9000
1147	Ferrara Park - Canteen	Girrawheen	Community Use	Kiosk	Food services/retail	1983	35	7	Poor	31.36	50	15	61000	19500	1300
1159	Blackmore Park Toilets	Girrawheen	Public Ablutions	Shed - brick	Toilets	1994	38	7	Poor	60	50	15	195000	62000	4133.333
1164	Liddell Park Changerooms	Girrawheen	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1973	38	7	Poor	86	50	15	298000	95000	6333.333
1174	St Andrews Park Community Facility	Yanchep	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1975	44	6	Moderate	193	50	15	590000	189000	12600
1175	Aldersea Park Toilets	Clarkson	Public Ablutions	Shed - brick	Toilets	1994	38	5	Moderate	73	50	25	201000	106500	4260
1177	Highview Park Community Facilities	Alexander Heights	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1995	38	7	Poor	60.75	50	15	174000	55000	3666.667
1179	Alexander Heights Park Changerooms	Alexander Heights	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1987	42	7	Poor	105.5	50	17	171000	61000	3588.235
1182	John Moloney Park Community Facility	Marangaroo	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1993	41	6	Moderate	527	50	23	1220000	610000	26521.74
1186	Buckingham House	Wanneroo	Community Use	Historical Building	Heritage	1880	32	7	Poor	147	60	25	570000	250000	10000
1187	Buckingham House Toilets	Wanneroo	Public Ablutions	Shed - brick	Toilets	1983	32	4	Good	32	50	15	74000	23500	1566.667
1188	Buckingham House Implement Shed	Wanneroo	Community Use	Historical Structure	Heritage	1960	14	7	Poor	38.48	45	30	17000	12000	400

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
1190	Old Wanneroo School House	Wanneroo	Community Use	Historical Building	Heritage	1899	32	7	Poor	158	45	10	290000	68000	6800
1192	Cockman House	Woodvale	Community Use	Historical Building	Heritage	1860	32	7	Poor	177	60	25	710000	316000	12640
1193	Cockman House Toilets	Woodvale	Public Ablutions	Shed - brick	Toilets	1979	29	5	Moderate	47.6	50	25	41500	24000	960
1199	Gumblossom Parks Maintenance Shed	Quinns Rocks	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1988	14	6	Moderate	59	45	15	30500	10500	700
1209	Lake Joondalup Pavilion	Wanneroo	Community Use	Shed - metal	Community use	1979	30	8	Poor	729	45	8	860000	165000	20625
1210	Lake Joondalup Park Changerooms	Wanneroo	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1975	42	5	Moderate	85	50	15	310000	99000	6600
1213	Wanneroo Showgrounds - Margaret Cockman Pavilion	Wanneroo	Community Use	Shed - metal	Community use	1979	56	6	Moderate	1103	45	13	1760000	550000	42307.69
1215	Wanneroo Showgrounds - Shed (Cricket)	Wanneroo	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1992	32	7	Poor	216	45	10	115500	27000	2700
1217	Wanneroo Showgrounds - North Toilets	Wanneroo	Public Ablutions	Shed - brick	Toilets	1950	38	7	Poor	44.3	50	15	148500	47500	3166.667
1218	Wanneroo Showgrounds - North Bar	Wanneroo	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1968	29	8	Poor	37	40	10	25000	5200	520
1221	Wanneroo Showgrounds - South Bar	Wanneroo	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1978	29	8	Poor	161.94	40	10	25000	5200	520
1222	Wanneroo Showgrounds Margaret Cockman Pavilion External Toilets	Wanneroo	Public Ablutions	Shed - brick	Toilets	1979	38	5	Moderate	64	50	15	109500	35000	2333.333
1223	Wanneroo Showgrounds - Switchroom	Wanneroo	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	1976	14	6	Moderate	7	50	10	12000	2600	260
1231	Ashby Operations Centre - Shed C	Ashby	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	1978	19	7	Poor	830	50	18	730000	276000	15333.33
1232	Ashby Operations Centre - Administration Building 3	Ashby	Corporate Use	Offices/ Commercial Unit	Administrative use	1976	50	6	Moderate	1172	50	15	4220000	1400000	93333.33
1233	Ashby Operations Centre - Shed E - Activ Foundation	Ashby	Community Use	Transportable	Administrative use	1978	16	6	Moderate	55	25	15	60000	0	4000
1234	Ashby Operations Centre - Shed G	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1970	19	7	Poor	524	45	10	374000	86000	8600
1236	Ashby Operations Centre - Shed F	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1980	19	7	Poor	232	45	10	162000	37000	3700

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1237	Ashby Operations Centre - Shed A	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1991	19	6	Moderate	288	45	20	159000	73000	3650
1238	Ashby Operations Centre - Shed X	Ashby	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1991	16	7	Poor	51	40	20	18500	8400	420
1239	Ashby Operations Centre - Animal Care Centre	Ashby	Operational Use	Shed - metal	Animal Care Facility	1976	54	7	Poor	216	45	15	136500	48500	3233.333
1240	Ashby Operations Centre - Large Animal Stables	Ashby	Operational Use	Shelter	Animal Care Facility	1950	51	7	Poor	52	40	15	32000	11000	733.3333
1241	Ashby Operations Centre - Pound Transportable Office	Ashby	Operational Use	Transportable	Animal Care Facility	1975	16	8	Poor	71	25	7	112500	14000	2000
1243	Ashby Operations Centre - House	Ashby	Operational Use	Residential Building	vacant	1957	21	9	Very poor	112	50	5	157500	15500	3100
1244	Ashby Operations Centre - Compressor Shed	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1978	16	9	Very poor	9	45	5	2600	500	100
1245	Ashby Operations Centre - Shed U	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1978	16	7	Poor	20	45	15	4600	1600	106.6667
1246	Ashby Operations Centre - Shed W	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1978	16	7	Poor	36	45	15	11500	4000	266.6667
1247	Ashby Operations Centre - Shed V	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1978	16	7	Poor	20	45	15	9200	3200	213.3333
1249	Ashby Operations Centre - Shed B	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1976	19	7	Poor	219	45	15	157500	54000	3600
1250	Ashby Operations Centre - Shed N	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1996	16	5	Moderate	296	45	25	162000	92000	3680
1251	Ashby Operations Centre - Shed D - Activ Foundaton	Ashby	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1988	16	6	Moderate	396	40	10	40000	0	4000
1252	Ashby Operations Centre - Shed Y	Ashby	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1963	16	8	Poor	99	40	10	35500	8200	820
1253	Ashby Operations Centre - Shed O	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1990	16	7	Poor	35	45	15	20000	6800	453.3333
1254	Ashby Operations Centre - Shed R	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1990	16	7	Poor	16	45	15	3800	1200	80
1256	Ashby Operations Centre - Shed K	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1990	19	7	Poor	321	45	15	278000	96000	6400
1257	Ashby Operations Centre - Shed H	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1990	16	7	Poor	146	45	15	97000	33000	2200
1259	Ashby Operations Centre - Shed L	Ashby	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1993	19	6	Moderate	430	40	20	338000	156000	7800
1260	Ashby Operations Centre - Shed M	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1978	16	8	Poor	9	45	5	1200	500	100

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1264	Kingsway Cricket/Hockey Clubrooms	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1978	47	6	Moderate	597	50	10	1760000	388000	38800
1265	Kingsway Rugby Park Clubrooms	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1984	50	6	Moderate	891	50	15	2800000	930000	62000
1266	Kingsway Football And Sporting Club	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1978	49	6	Moderate	1291	50	15	3460000	1140000	76000
1269	Kingsway Netball Clubrooms	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1972	47	1	Very Good	657	50	45	2720000	2700000	60000
1270	Kingsway Soccer Changerooms	Madeley	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	1974	44	7	Poor	212	50	15	360000	115500	7700
1271	Kingsway Netball Office/Toilets	Madeley	Public Ablutions	Shed - brick	Toilets	2003	44	6	Moderate	92	50	20	156000	66000	3300
1273	Kingsway Mower Shed	Madeley	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1992	19	6	Moderate	173.04	45	17	81000	32000	1882.353
1275	Kingsway Sports Pavilion (Indoor Cricket)	Madeley	Community Use	Shed - metal	Sporting Facility	1979	50	9	Very poor	490	45	10	484000	115500	11550
1276	Kingsway (Olympic) Soccer Clubrooms	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1978	50	5	Moderate	1196	50	10	3620000	800000	80000
1277	Wanneroo City Soccer Clubrooms	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1974	47	6	Moderate	468	50	15	1100000	360000	24000
1279	Wanneroo Youth Centre	Wanneroo	Community Use	Community centre	Healthcare/Childcare/AdultCare/Youth Services	1986	42	7	Poor	166	50	15	234000	74000	4933.333
1283	Carramar Golf Course Clubhouse	Carramar	Community Use	Sports Amenity Building (With Multipurpose room)	Food services/retail	1994	44	5	Moderate	797	50	24	1700000	890000	37083.33
1285	Carramar Golf Machinery	Carramar	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1994	32	4	Good	366	45	30	434000	276000	9200
1286	Carramar Golf Course - Caretaker's Residence	Carramar	Operational Use	Residential Building	vacant	1994	36	4	Good	232	50	25	366000	183000	7320
1289	Merriwa Welfare Administration Centre	Merriwa	Community Use	Offices/ Commercial Unit	Administrative use	1995	67	5	Moderate	695	50	25	1760000	960000	38400
1290	Ashby Operations Centre - Fleet Workshops	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1997	58	4	Good	1484	45	30	1580000	1020000	34000
1291	Ashby Operations Centre - Administration Building 1	Ashby	Corporate Use	Offices/ Commercial Unit	Administrative use	1997	47	5	Moderate	692	40	20	1620000	890000	44500

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1292	Ashby Operations Centre - Administration Building 2	Ashby	Corporate Use	Offices/ Commercial Unit	Administrative use	1997	47	5	Moderate	665	40	20	1560000	860000	43000
1293	Ashby Operations Centre - Shed Q	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1997	19	4	Good	222	45	30	304000	186000	6200
1294	Mindarie Beachside Toilets (Rosslare Foreshore)	Mindarie	Public Ablutions	Shed - brick	Toilets	2001	29	3	Good	29	50	35	56000	41500	1185.714
1296	Quinns Rocks Tennis Shelter	Quinns Rocks	Community Use	Shed - brick	Sporting Facility	1988	29	1	Very Good	43	50	41	102000	96000	2341.463
1298	Carramar Golf Course - Toilets Front Nine	Carramar	Public Ablutions	Shed - brick	Toilets	1994	29	2	Good	21	50	40	15500	13000	325
1299	Carramar Golf Course - Toilets Back Nine	Carramar	Public Ablutions	Shed - brick	Toilets	1994	29	2	Good	21	50	40	15500	13000	325
1300	Abbeville Park Toilets	Mindarie	Public Ablutions	Shed - brick	Toilets	1997	38	2	Good	73	50	40	296000	247500	6187.5
1302	Peridot Park Toilets	Banksia Grove	Public Ablutions	Shed - brick	Toilets	1997	38	4	Good	73	50	30	186000	117000	3900
1303	Ashby Operations Centre - Shed P	Ashby	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1997	16	5	Moderate	54	40	25	28500	16000	640
1305	Clarkson Library	Clarkson	Community Use	Offices/ Commercial Unit	Library	2005	100	3	Good	1846	50	35	5450000	4200000	120000
1306	Anthony Waring Park Community Facility	Clarkson	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2000	49	4	Good	426	50	30	1340000	880000	29333.33
1311	Civic Centre	Wanneroo	Corporate Use	Offices/ Commercial Unit	Administrative use	2001	100	4	Good	9021	50	31	31400000	22400000	722580.6
1313	Warradale Park Community Centre	Landsdale	Community Use	Community centre	Community Use	2001	52	4	Good	494	50	31	1180000	790000	25483.87
1315	Carramar Community Centre	Carramar	Community Use	Community centre	Community Use	2006	62	3	Good	605	50	36	2100000	1640000	45555.56
1316	Ashby Operations Centre - Old Wash Point	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1980	16	9	Very poor	9	45	35	8400	6000	171.4286
1317	Clarkson Youth Centre	Clarkson	Community Use	Community centre	Healthcare/Childcare/AdultCare/Youth Services	2001	62	5	Moderate	593	50	31	1040000	690000	22258.06
1318	Banksia Grove Community Centre	Banksia Grove	Community Use	Community centre	Community Use	1999	65	4	Good	820	50	30	1800000	1160000	38666.67
1319	Kingsway Indoor Sports Stadium	Madeley	Community Use	Purpose Built Facility	Sporting Facility	1997	97	5	Moderate	6600	50	30	8600000	5700000	190000
1321	Ashby Operations Centre - Fire Heavy Tanker Shed	Ashby	Operational Use	Shelter	Bushfire Services	2003	16	4	Good	108	40	30	91000	62000	2066.667
1322	Ashby Operations Centre - Fire Light Tanker Shed	Ashby	Operational Use	Shelter	Bushfire Services	2003	19	4	Good	168	40	30	68000	46500	1550

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1323	Ashby Operations Centre - Fire Compound Store	Ashby	Operational Use	Shed - metal	Bushfire Services	2003	16	4	Good	72	45	25	36500	24000	960
1324	Ashby Operations Centre - Shed T	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2005	19	4	Good	88	45	30	106500	73000	2433.333
1325	Quinns Mindarie Surf Life Saving Club And Community Centre	Mindarie	Community Use	Purpose Built Facility	Community Use	2005	49	3	Good	700	50	35	5350000	4140000	118285.7
1327	Ridgewood Park Clubrooms	Ridgewood	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2005	45	3	Good	501	50	35	1280000	970000	27714.29
1328	Butler Community Centre	Butler	Community Use	Community centre	Community Use	2008	62	5	Moderate	779	50	38	2000000	1620000	42631.58
1329	11 Leach Road Shed	Wanneroo	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2006	14	5	Moderate	16	45	25	3800	2000	80
1330	Wanneroo Library And Cultural Centre	Wanneroo	Community Use	Offices/ Commercial Unit	Library	2009	100	2	Good	5422	50	39	19500000	17300000	443589.7
1331	Mary Lindsay Homestead	Two Rocks	Community Use	Community centre	Community Use	1926	34	2	Good	250	45	35	850000	720000	20571.43
1332	Clarkson Volunteer Bushfire Brigade Office	Clarkson	Operational Use	Offices/ Commercial Unit	Bushfire Services	2009	35	2	Good	578	50	39	1200000	1000000	25641.03
1333	Marangaroo Golf Course - Metal Shed	Marangaroo	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1986	14	9	Very poor	17.28	45	11	10500	2600	236.3636
1334	Marangaroo Golf Course - Machine Shed	Marangaroo	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	1989	17	6	Moderate	562.7	50	19	510000	201000	10578.95
1335	Marangaroo Golf Course - Course Toilets	Marangaroo	Public Ablutions	Shed - brick	Toilets	1986	29	7	Poor	25.92	50	16	37500	12500	781.25
1336	Kingsbridge Changerooms	Butler	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	2008	47	3	Good	314	50	38	560000	452000	11894.74
1337	Gumblossom Changerooms	Quinns Rocks	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2008	35	3	Good	564	50	38	1160000	950000	25000
1339	Wangara Recycling Centre - Land Gas Extractor Shed	Wangara	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1990	16	4	Good	18	45	26	4600	2800	107.6923
1343	Carramar Golf Course - Scheme Water Pump Shed	Carramar	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2000	14	5	Moderate	12	45	15	1200	600	40
1344	Wanneroo Showgrounds Ticket Office	Wanneroo	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	2009	20	4	Good	38.1	50	30	33500	21000	700
1345	Kingsway Electrical/Irrigation Controls Building	Madeley	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	2009	19	2	Good	178	50	39	92000	75000	1923.077

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1348	Ashby Operations Centre - Shed S	Ashby	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2003	16	6	Moderate	12	45	13	1200	500	38.46154
1351	Kingsway Cricket Clay Storage Shed	Madeley	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2011	16	2	Good	99	45	36	41500	34500	958.3333
1352	Kingsway - External Store At Indoor Stadium	Madeley	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2000	22	4	Good	49	45	20	16500	8800	440
1353	Warradale Park Clubrooms	Landsdale	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2010	42	5	Moderate	358	50	25	640000	344000	13760
1354	Wanneroo Showgrounds Clubrooms	Wanneroo	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2011	48	2	Good	828	50	40	2040000	1740000	43500
1355	Wanneroo Showgrounds - Grandstand	Wanneroo	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	2010	32	5	Moderate	358	40	15	124500	39500	2633.333
1357	Two Rocks Community Facility External Store	Two Rocks	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	1975	14	7	Poor	9	50	15	8400	2400	160
1359	Evelyn Enrichment Foundation (Inc.) Brick Storage Shed	Wanneroo	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	1970	14	5	Moderate	13	50	10	2200	800	80
1360	Evelyn Enrichment Foundation (Inc.) Metal Storage Shed	Wanneroo	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2000	14	7	Poor	9	45	15	16500	5200	346.6667
1361	Yanchep Community Centre External Store	Yanchep	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2000	16	5	Moderate	12	45	25	3600	2000	80
1362	Nankeen Park Filtration Building	Tapping	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2007	14	3	Good	12	45	32	4400	3200	100
1363	Wanneroo Showgrounds New Poultry Shed	Wanneroo	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2012	17	2	Good	384	45	37	219000	189000	5108.108
1364	Houghton Park Sports Amenity Building	Carramar	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2012	45	2	Good	422	50	42	1040000	920000	21904.76
1365	Wanneroo Showgrounds Clubrooms Bin Store	Wanneroo	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2011	10	6	Moderate	10	50	15	15500	4800	320
1366	Rotary Park Toilets	Wanneroo	Public Ablutions	Shed - metal	Toilets	2012	35	2	Good	24	45	37	46500	40500	1094.595
1367	Wangara Recycling Centre Office And Messroom	Wangara	Operational Use	Offices/ Commercial Unit	Storage/ Operational/ Bin Store/ Ancillary use	2012	19	2	Good	221.79	50	42	458000	404000	9619.048
1368	Jindalee Beach Kiosk	Jindalee	Community Use	Kiosk	Food services/retail	2013	30	5	Moderate	327	50	43	590000	530000	12325.58
1369	Wanneroo City Soccer Shed 1	Madeley	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2012	16	2	Good	59	45	32	23000	19000	593.75

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1370	Two Rocks Fire Station Emergency Service Building 1	Two Rocks	Operational Use	Shed - metal	Bushfire Services	2013	45	2	Good	102	45	33	294000	256000	7757.576
1373	Pat Scarfo Park Irrigation Shed	Tapping	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2008	14	4	Good	9	45	23	2200	1400	60.86957
1374	Two Rocks Bushfire Brigade Vehicles Storage Shed	Two Rocks	Operational Use	Shed - metal	Bushfire Services	2013	30	2	Good	128	45	33	114000	96000	2909.091
1375	Koondoola Community Centre Changerooms	Koondoola	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	2016	59	2	Good	110	50	46	288000	278000	6043.478
1376	Koondoola Community Centre	Koondoola	Community Use	Community centre	Community Use	2016	70	2	Good	930	50	46	3180000	3240000	70434.78
1377	Kingsway Baseball	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2015	52	3	Good	6800	50	45	1700000	1640000	36444.44
1378	Kingsway Baseball Changerooms	Madeley	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	2015	44	2	Good	185	50	45	610000	570000	12666.67
1379	Pearsall Hocking Community Centre	Pearsall	Community Use	Community centre	Community Use	2016	58	2	Good	971	50	46	3560000	3640000	79130.43
1380	TOILET BLOCK (6 Cubicle) TRANSPORTABLE BUILDING - HUDSON PARK (LOCATION CAN CHANGE)	MADELEY	Public Ablutions	Transportable	Toilets	2017	31	3	Good	20	25	22	41500	31000	1409.091
1381	Riverlinks Park Sports Amenity Building	Clarkson	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	2017	39	2	Good	427	45	42	1180000	1180000	28095.24
1382	Yanchep Surf Life Saving Club And Car Park	Yanchep	Community Use	Purpose Built Facility	Community use	2017	30	2	Good	970	50	47	7450000	7700000	163829.8
1383	Splendid Park Pavilion Building	Yanchep	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2018	58	2	Good	1150	45	42	2520000	2580000	61428.57
1385	Kingsway Olympic Soccer Clubrooms Changeroom A	Madeley	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	2020	48	0	Very Good	430	50	50	920000	1000000	20000
1386	Kingsway Olympic Soccer Clubrooms Changeroom B With Grandstand	Madeley	Community Use	Sports Amenity Building (No Multipurpose room)	Sporting Facility	2020	48	0	Very Good	742	50	50	1820000	2000000	40000

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1387	Grandis Park Pavilion	Banksia Grove	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2019	48	1	Very Good	804	50	49	2920000	2800000	57142.86
1388	Two Rocks Fire Station Emergency Service Building 2	Two Rocks	Operational Use	Transportable	Bushfire Services	2017	45	1	Very Good	126	25	42	124500	121500	2892.857
1389	Kingsway Little Athletics Building	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2018	42	1	Very Good	360	50	48	670000	680000	14166.67
1390	Civic Centre Extension	Wanneroo	Corporate Use	Offices/ Commercial Unit	Administrative use	2018	100	1	Very Good	2300	50	48	16100000	15400000	320833.3
1391	Wanneroo City Soccer Changerooms	Madeley	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2020	48	0	Very Good	590	50	50	1080000	1200000	24000
1392	Mary Lindsay Homestead Public Toilets	Two Rocks	Public Ablutions	Shed - metal	Toilets	2017	10	3	Good	12	45	42	57000	56000	1333.333
1393	Belhaven Park Sports Amenity Building	Quinns Rocks	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2020	36	0	Very Good	500	50	50	1280000	1400000	28000
1394	Edgar Griffiths Sports Amenities Building	Wanneroo	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2020	36	0	Very Good	420	50	50	1440000	1580000	31600
1395	Shelvock Park Sports Amenities Building	Koondoola	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2020	4.5	0	Very Good	620	50	50	2000000	2000000	40000
1398	Wanneroo Showgrounds - Tennis Courts Toilets	Wanneroo	Public Ablutions	Transportable	Toilets	2019	38	1	Very Good	30	25	25	204000	199500	7980
1402	Dennis Cooley Pavilion	Girrawheen	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	2020	37	0	Very Good	389	50	50	1540000	1700000	34000
3008	Nanovich Park-Wanneroo Trotting Training Club	Wanneroo	Community Use	Shed - metal	Sporting Facility	1995	31	6	Moderate	187	45	20	183000	78000	3900
3014	Wanneroo Sports And Social Club	Wanneroo	Community Use	Sports Amenity Building (With Multipurpose room)	Sporting Facility	1978	40	5	Moderate	1388	50	15	3120000	1020000	68000
3017	Wanneroo Horse & Pony Club Estrel Park - Shed	Wanneroo	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	1993	27	6	Moderate	81	45	13	35000	12000	923.0769
3020	Wanneroo Sports And Social Club East Toilets	Wanneroo	Public Ablutions	Shed - brick	Toilets	1978	22	7	Poor	32.24	50	10	117000	23000	2300

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
3021	Nanovich Park- Wanneroo Trotting Training Club- Machinery Shed	Wanneroo	Community Use	Shed - metal	Sporting Facility	1995	30	6	Moderate	216	45	20	20000	0	1000
3022	Nanovich Park- Wanneroo Trotting Club- Stewards Building	Wanneroo	Community Use	Shed - brick	Sporting Facility	1995	30	5	Moderate	27.6	50	25	90000	0	3600
3023	Nanovich Park- Wanneroo Trotting Club- West Stables	Wanneroo	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1995	30	5	Moderate	225	40	15	60000	0	4000
3024	Nanovich Park- Wanneroo Trotting Club- North Stables	Wanneroo	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1995	30	6	Moderate	180	40	15	150000	0	10000
3027	Wanneroo Sports And Social Club Toilets Workshop And Shed	Wanneroo	Operational Use	Shed - brick	Storage/ Operational/ Bin Store/ Ancillary use	2018	14	2	Good	115	50	48	150000	0	3125
4003	9 Leach Rd Large Shed	Wanneroo	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2006	27	3	Good	82	45	31	32000	22500	725.8065
4004	9 Leach Rd Small Shed	Wanneroo	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2006	27	5	Moderate	9	45	16	900	500	31.25
4007	Kingsway Netball Shed R/O Office/Toilet	Madeley	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2013	27	2	Good	18	45	33	7400	6400	193.9394
4012	Clarkson Volunteer Bushfire Brigade Fire Shed	Clarkson	Operational Use	Shed - metal	Bushfire Services	2014	39	2	Good	100	45	34	51000	44500	1308.824
4013	Two Rocks Bushfire Brigade Store Shed	Two Rocks	Operational Use	Shed - metal	Bushfire Services	2014	39	2	Good	25	45	39	9200	8000	205.1282
6008	Yanchep Communication Tower & Sheds - Transportable	Yanchep	Operational Use	Transportable	Storage/ Operational/ Bin Store/ Ancillary use	1998	37	4	Good	11	25	7	12500	1600	228.5714
6009	The Spot Beachside Toilets	Two Rocks	Public Ablutions	Shed - metal	Toilets	2003	29	8	Poor	12	45	28	26000	17000	607.1429
6014	Quinns Beach Observation Tower	Quinns Rocks	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	2019	26	1	Very Good	0	40	40	100000	0	2500
7001	Coopers Lime Kilns	Mindarie	Community Use	Historical Structure	Heritage	1932	10	8	Poor	0	250	160	0	0	0
7002	Neerabup Lime Co. Kilns	Neerabup	Community Use	Historical Structure	Heritage	1920	10	8	Poor	0	250	150	0	0	0
7003	Yanchep Lime Company Kilns (40, 41)	Carabooda	Community Use	Historical Structure	Heritage	1938	10	8	Poor	0	250	170	0	0	0
7004	Lime Kilns - Spiers (37,38,39)	Carabooda	Community Use	Historical Structure	Heritage	1958	10	8	Poor	0	250	190	0	0	0

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
7007	Ashby Operations Centre - Fire - Small Open Shed	Ashby	Operational Use	Shelter	Bushfire Services	2010	16	3	Good	6	40	30	10000	0	333.3333
7008	Cockman House Water Tank And Frame	Woodvale	Community Use	Historical Structure	Heritage	1960	12	7	Poor	0	45	25	9200	5400	216
7009	Cockman House Windmill	Woodvale	Community Use	Historical Structure	Heritage	1860	12	8	Poor	0	50	10	11500	2400	240
7010	Cockman House Dunny	Woodvale	Community Use	Historical Building	Heritage	1860	12	9	Very poor	2	45	5	5800	600	120
7011	Cockman House Laundry	Woodvale	Community Use	Historical Structure	Heritage	1860	12	9	Very poor	12	45	5	7000	800	160
7012	Cockman House Open Fronted Storage Shed	Woodvale	Community Use	Historical Structure	Heritage	1860	16	5	Moderate	12	45	25	9200	5400	216
7013	Cockman House Well	Woodvale	Community Use	Historical Structure	Heritage	1860	19	8	Poor	0	50	10	5800	1200	120
7014	Banksia Grove Community Centre - Bin Store	Banksia Grove	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	1999	10	4	Good	10	50	30	6600	4000	133.3333
7015	Gumblossom Changerooms - Bin Store	Quinns Rocks	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2008	10	3	Good	10	50	38	9200	7200	189.4737
7016	Houghton Park Bin Store	Carramar	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2012	10	1	Very Good	10	50	42	5600	4800	114.2857
7017	Civic Centre - Bin Store	Wanneroo	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2001	10	4	Good	10	50	31	22000	14500	467.7419
7018	Wanneroo Community Centre - Bin Store	Wanneroo	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	1980	10	5	Moderate	10	50	25	16000	8400	336
7019	Warradale Park Community Centre - Bin Store	Landsdale	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2001	10	7	Poor	10	50	30	9800	5800	193.3333
7020	Alexander Heights Community Centre Bin Store	Alexander Heights	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	1994	10	5	Moderate	10	50	24	11000	5600	233.3333
7023	Addison Park Clubrooms Bin Store	Merriwa	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	1995	10	9	Very poor	10	50	25	5800	3000	120
7024	Butler Community Centre Bin Store	Butler	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2008	10	3	Good	10	50	33	6200	4600	139.3939
7025	Cockman House Shelter	Woodvale	Community Use	Historical Structure	Heritage	1960	27	9	Very poor	35	45	5	6400	700	140
7026	Kingsway Soccer Toilets - New Universal Accessible Toilet	Madeley	Public Ablutions	Shed - metal	Toilets	2017	41	3	Good	5	45	22	27500	25500	1159.091
7028	Warradale Park Universal Access Toilet	Landsdale	Public Ablutions	Shed - metal	Toilets	2018	29	1	Very Good	5	45	44	61000	60000	1363.636
7029	Riverlinks Park Sports Amenity Bin Store	Clarkson	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2017	10	2	Good	10	50	42	8400	8200	195.2381
7030	Splendid Park Pavilion (Bin Store)	Yanchep	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2018	10	1	Very Good	10	50	10	11000	2600	260

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
7032	Pearsall Hocking Community Centre Bin Store	Pearsall	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2016	10	1	Very Good	10	50	49	20500	20000	408.1633
7034	Yanchep Surf Life Saving Club Bin Store	Yanchep	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2017	10	1	Very Good	10	50	49	20500	20000	408.1633
7035	John Moloney Park Clubrooms Sewer Pumping Station	Marangaroo	Operational Use	sewer station pumping	Storage/ Operational/ Bin Store/ Ancillary use	1993	33	3	Good	0	50	25	100000	0	2000
7036	Wanneroo Recreation Centre Sewer Pumping Station	Wanneroo	Operational Use	sewer station pumping	Storage/ Operational/ Bin Store/ Ancillary use	1975	33	5	Moderate	0	50	10	100000	0	500
7037	Kingsway Indoor Sports Centre Sewer Pumping Station	Madeley	Operational Use	sewer station pumping	Storage/ Operational/ Bin Store/ Ancillary use	1997	33	5	Moderate	0	50	25	100000	0	2000
7038	Rotary Park Toilets Sewer Pumping Station	Wanneroo	Operational Use	sewer station pumping	Storage/ Operational/ Bin Store/ Ancillary use	1979	33	5	Moderate	0	50	10	100000	0	2000
7039	Yanchep Beach Facility Sewer Pumping Station	Yanchep	Operational Use	sewer station pumping	Storage/ Operational/ Bin Store/ Ancillary use	1979	33	5	Moderate	0	50	50	100000	0	400
7040	Mary Lindsay Homestead Sewer Pumping Station	Yanchep	Operational Use	sewer station pumping	Storage/ Operational/ Bin Store/ Ancillary use	2016	33	3	Good	0	50	46	100000	0	1956.522
7041	Koondoola Community Centre Sewer Pumping Station	Koondoola	Operational Use	sewer station pumping	Storage/ Operational/ Bin Store/ Ancillary use	2016	33	3	Good	0	50	46	100000	0	1956.522
7042	Grandis Park Pavilion Bin Store	Banksia Grove	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2019	10	1	Very Good	10	50	49	20500	20000	408.1633
7043	Grandis Park Pavilion Universal Access Toilet	Banksia Grove	Public Ablutions	Shed - metal	Toilets	2019	31	1	Very Good	5	45	44	61000	60000	1363.636
7044	Changeroom 1 Transportable Building - Wanneroo City Soccer Club (Location Can Change)	Madeley	Community Use	Transportable	Sporting Facility	2010	31	3	Good	20	25	15	15500	7000	466.6667
7045	Changeroom 2 Transportable Building - Wanneroo City Soccer Club (Location Can Change)	Madeley	Community Use	Transportable	Sporting Facility	2010	31	3	Good	20	25	15	15500	7000	466.6667
7046	Changeroom 1 Transportable Building - Heath Park,	Eglinton	Community Use	Transportable	Sporting Facility	2010	31	3	Good	20	25	15	21500	9000	600
7047	Toilet Block Transportable Building - Heath Park,	Eglinton	Public Ablutions	Transportable	Toilets	2010	31	3	Good	20	25	18	60000	9900	550

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
7048	Changeroom 2 Transportable Building - Heath Park,	Eglington	Community Use	Transportable	Sporting Facility	2010	31	3	Good	20	25	15	21500	9000	600
7049	Changeroom 1 Transportable Building - Leatherback Park,	Alkimos	Community Use	Transportable	Sporting Facility	2010	31	3	Good	20	25	15	15500	7000	466.6667
7050	Toilet Block Transportable Building - Leatherback Park,	Alkimos	Public Ablutions	Transportable	Toilets	2010	31	3	Good	20	25	18	60000	14000	777.7778
7051	Changeroom 2 Transportable Building - Leatherback Park,	Alkimos	Community Use	Transportable	Sporting Facility	2010	31	3	Good	20	25	15	15500	7000	466.6667
7057	Jenolan Way Community Centre- Bin Store	Merriwa	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	1995	10	5	Moderate	10	50	49	10500	10000	204.0816
7060	Carramar Community Centre - Bin Store	Carramar	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2006	10	5	Moderate	605	50	49	10500	10000	204.0816
7062	Hainsworth Recreation Centre - Bin Store	Girrawheen	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2003	10	3	Good	2207	50	30	10500	10000	333.3333
7063	Kingsway Indoor Sports Stadium - Bin Store	Madeley	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	1997	37	7	Poor	10	50	30	10500	10000	333.3333
7064	Aquamotion - Bin Store	Wanneroo	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	1990	100	5	Moderate	10	50	30	10500	10000	333.3333
7068	Clarkson Youth Centre - Bin Store	Clarkson	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2001	40	5	Moderate	10	50	20	10500	10000	500
7069	Lime Kilns (8, 9, 10)	Carramar	Community Use	Historical Structure	Heritage	1950	10	8	Poor	0	250	180	historical building	0	0
7070	Yanchep Surf Life Saving Sewer Pumping Station	Yanchep	Operational Use	sewer pumping station	Storage/ Operational/ Bin Store/ Ancillary use	2017	33	1	Very Good	0	50	47	100000	0	2127.66
7071	Changeroom Transportable Wanneroo Central Volunteer Bushfire Brigade Changerooms	Ashby	Operational Use	Transportable	Bushfire Services	2020	38	0	Very Good	37	25	24	178000	178000	7416.667
7072	AQUAMOTION - Storage Shed	WANNEROO	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2014	10	3	Good	22	45	40	10000	0	250
7073	Kingsway (Olympic) Soccer Ticket Turnstyle	Madeley	Operational Use	Shelter	Storage/ Operational/ Bin Store/ Ancillary use	1978	10	5	Moderate	30	40	15	20000	0	1333.333
7076	Marangaroo Golf Course Residence Shed	Ashby	Operational Use	Shelter	Animal Care Facility	1950	51	9	Very poor	52	40	2	1000	1000	500
7077	Ashby Operations Centre - Animal Care Centre	Ashby	Operational Use	Shelter	Animal Care Facility	1950	51	7	Poor	52	40	15	10000	0	666.6667

Main Bldg No	Main Building Name	Suburb	Building Category	Building Type	Primary Use Classification	Year Constructed (FYE)	Criticality Ranking Score	2020 Condition Score (0-10)	Condition Rating Description	Area Building sqm	Useful Life	ERLY (2020)	RWNV \$ (2020)	Fair Value \$ (2020)	Annual depreciation Value \$ (2020)
7078	Wangara Recycling Centre - Waste Oil Storage Shed	Wangara	Operational Use	Shed - metal	Storage/ Operational/ Bin Store/ Ancillary use	2020	16	0	Very Good	18	45	45	4800	5000	111.1111
7080	Shelvock Park Sports Amenities Building Bin Store	Koondoola	Operational Use	Bin Store	Storage/ Operational/ Bin Store/ Ancillary use	2020	10	0	Very Good	10	50	50	20000	0	400

Table B 1 Key Stakeholders

Stakeholders	Description and Level of Involvement
Ratepayer and User Groups	Stakeholder consultation. End user involvement and feedback, consultation on specific building performance or projects.
Elected members	Stewardship and Asset Management Leadership. Endorsement of Asset Management Policy, AM Strategy, AM Plan. Adoption of the key AM principles and the approval of Capital Works Budgets that support good Asset Management principles.
Executive Leadership Team (ELT)	Provide strategic direction and leadership for asset management practices and decisions within the City. Responsible for the development of AM Policy, AM Strategy and AM Plans.
Assets Directorate Strategic Asset Management Service Unit	Long term planning and management of building assets, assets inventory, renewal demand modelling and long term renewal budget analysis. Author and review of this AMP.
Assets Directorate Building Maintenance Service Unit	Maintain the building portfolio to a safe standard and fit for use. Servicing and minor improvement works.
Assets Directorate Infrastructure Capital Works Service Unit	Design and Deliver New, Upgrade and Renewal Building Projects
Assets Directorate Engineering Maintenance Service Unit	Maintain the external areas of the buildings to a safe standard and fit for use. Servicing and minor improvement works.
Assets Directorate Waste Services Service Unit	Provision of waste services for City operated facilities
Community and Place Directorate Facilities Planning	Plan for new and upgrade projects to the Community Building portfolio to ensure it is fit for purpose
Community and Place Directorate Facilities Operations	Manage the operational requirements of the City's Community Building Portfolio
Community and Place Directorate Community Safety	Manage the operational requirements of the City's Bushfire Services and Animal Welfare Services Buildings
Community and Place Directorate Cultural Development	Manage the operational requirements of the City's Library, Heritage and Museum Building Portfolio
Community and Place Directorate Kingsway Indoor Stadium and Aquamotion Management	Manage the operational requirements of the City's Specialist sporting facilities at Kingsway Indoor Stadium and Aquamotion Aquatic facility
Corporate Strategy and Performance Directorate Property Services	Manage the property management requirements of the City's Leased Building portfolio. Granting and monitoring of leases. Buying and selling land and buildings as required.
Corporate Strategy and Performance Directorate	Long Term Strategic and Financial Planning incorporating Asset Management principles. Financial reporting of asset performance.
Planning and Sustainability Directorate Environmental Health	Registration of food businesses, inspection of food and retail premises.

Table B 2 Building User Groups

The City's buildings are used by a variety of user groups who may use the entire facility or a dedicated portion of the facility.

User Group	Definition
Community Group	Any organisation engaged in charitable or other community-based activity operating under Australian law and not established for the purpose of making a profit. ¹
NFP Organisation	A non-profit organisation is one which is not operating for the profit or gain of its individual members, whether these gains would have been direct or indirect. This applies both while the organisation is operating and when it winds up. ¹
Bushfire Services	Volunteer Bush Fire Brigade services supported by the CoW but funded by DFES
Government Funded Services	A public service provided through Government Funding
Commercial Operator	A commercial entity which receives all profits from the business operations at the facility
Sporting Club	A sports club or sporting club, is a group of people formed for the purpose of playing sports. ²
Public	A member of the general public not affiliated with a group or club and not availing of a dedicated CoW service provision
CoW Cultural Services	A member of the public or an organisation which avails of a dedicated service being provided by the CoW Cultural Services Service Unit (typically museums)
CoW Operations	A member of the CoW Maintenance staff or a contractor who utilises the facility to carry out the operational requirements of managing and maintaining the City's assets.
CoW Youth Services	A member of the public or an organisation which avails of a dedicated service being provided by the CoW Youth Services Service Unit
CoW Library Services	A member of the public or an organisation which avails of a dedicated service being provided by the CoW Cultural Services Service Unit (typically museums)

Table C 1 Condition rating of Buildings and Building Components

Rating for Building Components	Condition Description	Generic Description of asset condition	Implication
0	Very Good	New asset or recently rehabilitated back to new condition.	Continue planned and reactive maintenance
1		Near new condition with no visible signs of deterioration	
2	Good	Very slight condition decline but no longer in new condition.	0 – 50% asset life
3		Very good overall condition, minor deterioration, no serviceability problems.	
4		Good overall condition, obvious deterioration, slight serviceability impairment	
5	Moderate	Fair overall condition, obvious deterioration, some serviceability lost	Upgrade 50-85% asset life
6		Fair/poor overall condition, obvious deterioration, maintenance costs rising	
7	Poor	Poor overall condition, severe deterioration, high maintenance costs	Renewal 85 – 100% asset life
8		Very poor overall condition with planned replacement required	
9	Very Poor	Extremely poor condition requiring immediate action	asset life
10		Failed, no longer serviceable, requires immediate replacement	

15 APPENDIX D

Risk Management

Table D 1 Credible Risk Ratings

Credible Risk	Consequence			Likelihood	Risk Rating*	Risk Monitoring	Actions required to improve Risk Rating
Adverse weather or natural events (cyclone, flooding, earthquake)	Environmental	Minor	Localised environmental damage with short-term effects, one-off recovery effort required	Unlikely	Low	Annual risk review by Operational Leader (OL)	None
	Health & Safety	Low	Near misses or Minor Physical or Psychological injuries, not requiring medical treatment (recovery < 1 week)	Rare	Low	Annual risk review by OL	None
	Management Systems/ Operations	Mod	Infrastructure/systems failure that puts severe pressure on part of the customer services functioning for a medium to large area for a moderate period (1 to 3 months). Widespread inconveniences but no external support required	Mod	Mod	Quarterly risk review by Manager	
	Financial/ Commercial	Low	< \$10M < 15%	Likely	Low	Annual risk review by OL	None
	Community/ Reputation	Minor	Issue raised by Community and/or local press/ Minor, adverse local public or media attention & complaints. Some impact on the City's reputation with a small number of affected people	Mod	Mod	Quarterly risk review by Manager	
	Governance	N/A	N/A	N/A	N/A		
Intentional damage (vandalism, security breach)	Environmental	Low	Localised environmental damage with negligible effects, no recovery efforts required	Almost Certain	Mod	Quarterly risk review by Manager	
	Health & Safety	Low	Near misses or Minor Physical or Psychological injuries, not requiring medical treatment (recovery < 1 week)	Rare	Low	Annual risk review by OL	None

Credible Risk	Consequence			Likelihood	Risk Rating*	Risk Monitoring	Actions required to improve Risk Rating
	Management Systems/ Operations	Mod	Infrastructure/systems failure that puts severe pressure on part of the customer services functioning for a medium to large area for a moderate period (1 to 3 months). Widespread inconveniences but no external support required	Mod	Mod	Quarterly risk review by Manager	
	Financial/ Commercial	Low	< \$10M < 15%	Almost Certain	Mod	Quarterly risk review by Manager	
	Community/ Reputation	Mod	Issue raised by Community and/or local press/ Minor, adverse local public or media attention & complaints. Some impact on the City's reputation with a small number of affected people	Mod	Mod	Quarterly risk review by Manager	
	Governance	N/A	N/A	N/A	N/A	N/A	N/A
Non-compliance of critical infrastructure (eg fire safety/detection or electrical equipment or roof safety systems)	Environmental	Major	Localised environmental damage to specially protected environments with long-term effects (extensive restoration required)	Rare	Low	Annual risk review by OL	None
	Health & Safety	Mod	Multiple cases of Serious Physical or Psychological injury, requiring admission to hospital or prolonged hospitalisation	Rare	Low	Annual risk review by OL	None
	Management Systems/ Operations	Mod	Infrastructure/systems failure that puts severe pressure on part of the customer services functioning for a medium to large area for a moderate period (1 to 3 months). Widespread inconveniences but no external support required	Rare	Low	Annual risk review by OL	None
	Financial/ Commercial	Low	< \$10M < 15%	Rare	Low	Annual risk review by OL	None

Credible Risk	Consequence			Likelihood	Risk Rating*	Risk Monitoring	Actions required to improve Risk Rating
	Community/ Reputation	Major	Embarrassment for the City including adverse national media coverage / reputation impacted with a significant number of stakeholders/ Breakdown in strategic/ engagement partnerships	Rare	Low	Annual risk review by OL	None
	Governance	Mod	Breach(es) of statutory requirements affecting non-core group or division operations or business activities. Possibly closure of non-core operations. Moderate compliance issues	Rare	Low	Annual risk review by OL	None
Non-compliance of associated historical infrastructure (eg. Accessibility, asbestos, land contamination)	Environmental	Minor	Localised environmental damage with negligible effects, no recovery efforts required	Unlikely	Low	Annual risk review by OL	None
	Health & Safety	Minor	Isolated cases of serious injuries or Minor Physical or Psychological injury requiring medical treatment (recovery 1 – 3 weeks).	Unlikely	Low	Annual risk review by OL	None
	Management Systems/ Operations	Minor	Infrastructure/systems failure impacts on part of customer services functioning over a small area for a short period (minimum of 4 days up to 1 month). Localised inconvenience	Mod	Mod	Quarterly risk review by Manager	
	Financial/ Commercial	Low	< \$10M < 15%	Mod	Low	Annual risk review by OL	None
	Community/ Reputation	Minor	Issue raised by Community and/or local press/ Minor, adverse local public or media attention & complaints. Some impact on the City's reputation with a small number of affected people	Unlikely	Low	Annual risk review by OL	None

Credible Risk	Consequence			Likelihood	Risk Rating*	Risk Monitoring	Actions required to improve Risk Rating
	Governance	Low	Oversight in reporting activity that is under control. Requirement to self-report with no penalty	Unlikely	Low	Annual risk review by OL	None
Inadequate maintenance or inspections resulting in structural failures or injury	Environmental	Minor	Localised environmental damage with short-term effects, one-off recovery effort required	Likely	Mod	Quarterly risk review by Manager	
	Health & Safety	Minor	Isolated cases of serious injuries or Minor Physical or Psychological injury requiring medical treatment (recovery 1 – 3 weeks).	Unlikely	Low	Annual risk review by OL	None
	Management Systems/ Operations	Mod	Infrastructure/systems failure that puts severe pressure on part of the customer services functioning for a medium to large area for a moderate period (1 to 3 months). Widespread inconveniences but no external support required	Unlikely	Mod	Quarterly risk review by Manager	
	Financial/ Commercial	Low	< \$10M < 15%	Likely	Low	Annual risk review by OL	None
	Community/ Reputation	Minor	Issue raised by Community and/or local press/ Minor, adverse local public or media attention & complaints. Some impact on the City's reputation with a small number of affected people	Unlikely	Low	Annual risk review by OL	None
	Governance	Minor	Breach(es) of statutory requirements affecting only a group or division. Minor compliance issues	Rare	Low	Annual risk review by OL	None
Not implementing Economic and environmental opportunities such as energy reduction, water efficiency,	Environmental	Major	Localised environmental damage to specially protected environments with long-term effects (extensive restoration required)	Rare	Low	Annual risk review by OL	None
	Health & Safety	N/A	N/A	N/A	N/A		

Credible Risk	Consequence			Likelihood	Risk Rating*	Risk Monitoring	Actions required to improve Risk Rating
alternative materials, technological advances	Management Systems/ Operations	N/A	N/A	N/A	N/A		
	Financial/ Commercial	Minor	10M - \$30M 15% - < 34%	Mod	Mod	Quarterly risk review by Manager	
	Community/ Reputation	Minor	Issue raised by Community and/or local press/ Minor, adverse local public or media attention & complaints. Some impact on the City's reputation with a small number of affected people	Rare	Low	Annual risk review by OL	None
	Governance	Minor	Breach(es) of statutory requirements affecting only a group or division. Minor compliance issues	Mod	Low	Annual risk review by OL	None
Impacts of Climate Change and rising sea levels	Environmental	Major	Localised environmental damage to specially protected environments with long-term effects (extensive restoration required)	Rare	Low	Annual risk review by OL	None
	Health & Safety	N/A	N/A	N/A	N/A		
	Management Systems/ Operations	N/A	N/A	N/A	N/A		
	Financial/ Commercial	Minor	10M - \$30M 15% - < 34%	Mod	Mod	Quarterly risk review by Manager	
	Community/ Reputation	Minor	Issue raised by Community and/or local press/ Minor, adverse local public or media attention & complaints. Some impact on the City's reputation with a small number of affected people	Rare	Low	Annual risk review by OL	None
	Governance	Minor	Breach(es) of statutory requirements affecting only a group or division. Minor compliance issues	Mod	Low	Annual risk review by OL	None

Credible Risk	Consequence			Likelihood	Risk Rating*	Risk Monitoring	Actions required to improve Risk Rating
Impacts of changes in global/national security	Environmental	Major	Localised environmental damage to specially protected environments with long-term effects (extensive restoration required)	Rare	Low	Annual risk review by OL	None
	Health & Safety	N/A	N/A	N/A	N/A		
	Management Systems/ Operations	N/A	N/A	N/A	N/A		
	Financial/ Commercial	Minor	10M - \$30M 15% - < 34%	Mod	Mod	Quarterly risk review by Manager	
	Community/ Reputation	Minor	Issue raised by Community and/or local press/ Minor, adverse local public or media attention & complaints. Some impact on the City's reputation with a small number of affected people	Rare	Low	Annual risk review by OL	None
	Governance	Minor	Breach(es) of statutory requirements affecting only a group or division. Minor compliance issues	Mod	Low	Annual risk review by OL	None

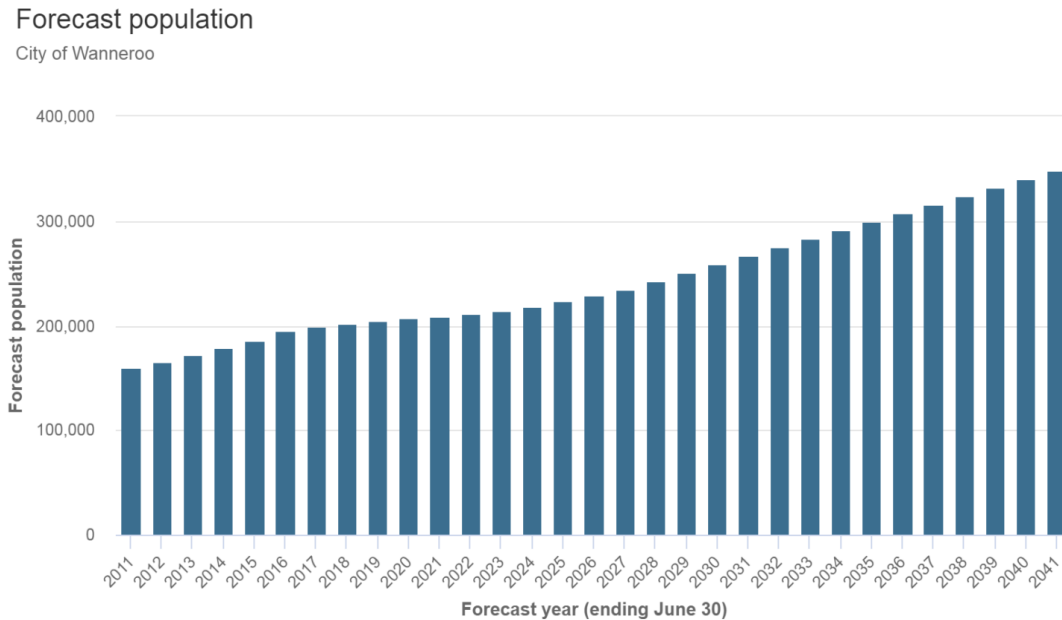
*Risk Rating determined in accordance with City's Risk Assessment Criteria HPE 19/216037

16 APPENDIX E

Population Forecasts/Demographic

The City's demographic information and analysis is provided by .id are based on results from the 2020, 2016, 2011, 2006, 2001, 1996 and 1991 Australian Bureau of Statistics Censuses of Population and Housing (<https://forecast.id.com.au/wanneroo>).

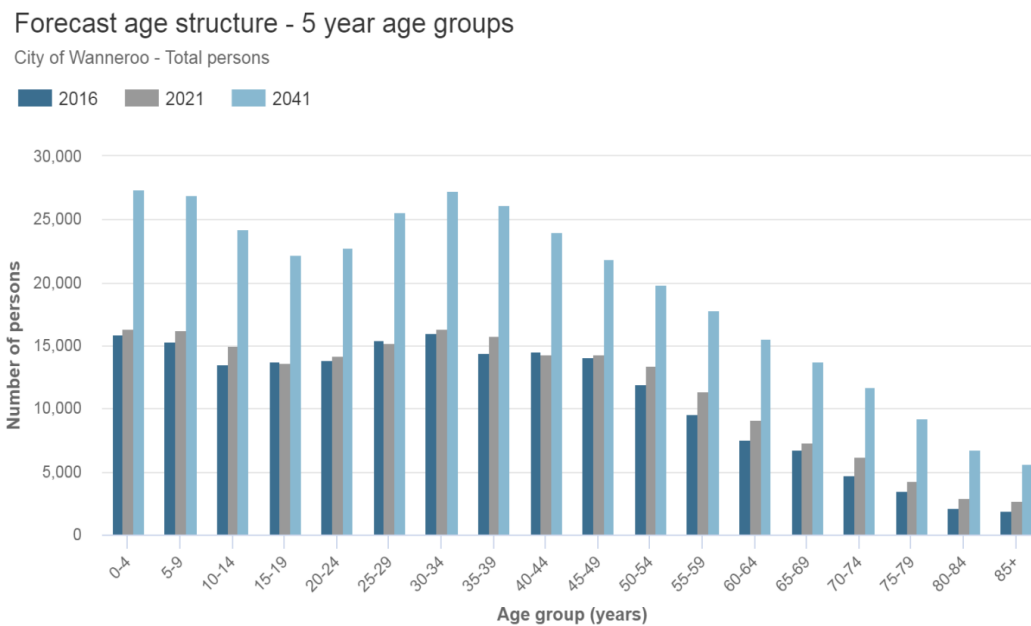
Figure E 1 Population forecast to 2041



Population and household forecasts, 2016 to 2041, prepared by .id, May 2020.



Figure E 2 Age Structure forecast to 2041



Population and household forecasts, 2016 to 2041, prepared by .id the population experts, May 2020.



17 APPENDIX F Building Assets – Capital And Operational Works LTFF

Table F 1 New, Upgrade And Renewal Projects (Figures reported in '000)

2019/20 ACTUAL AND 2020/21 – 2039/40 PLANNED

Project or Program	Bldg Name or Recurring Program	New Upgrade Renew	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	23/34	34/35	35/36	36/37	37/38	38/39	39/40
PR-1015	Recurring Program, Upgrade Community Buildings - Minor Works	Upgrade	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
PR-1042	Recurring Program, Upgrade Corporate Buildings - Minor Works	Upgrade	40	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
PR-1290	Jimbub Reserve	New	0	0	0	0	0	0	0	0	0	565	0	0	0	0	0	0	0	0	0	0
PR-1904	Recurring Program, Renew Community Building Assets	Renew	492	750	600	850	1,600	1,300	1,100	850	1,150	1,200	1,200	1,300	1,800	500	500	500	1,000	1,400	500	500
PR-1999	Recurring Program, Upgrade Accessibility To Community Buildings	Upgrade	131	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170	170
PR-2455	Clarkson Youth Centre	Upgrade	75	1,125	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2470	District Community Centre (Alkimos Secondary Centre)	New	0	0	0	0	0	38	891	1,685	1,722	0	0	0	0	0	0	0	0	0	0	0
PR-2471	District Library (Alkimos Secondary Centre)	New	0	0	0	0	0	38	992	2,292	2,330	0	0	0	0	0	0	0	0	0	0	0
PR-2558	Recurring Program, Renew Corporate Building Assets	Renew	95	800	200	300	350	1,000	1,600	1,300	550	500	1,000	70	50	100	500	50	50	250	50	1,500
PR-2565	Recurring Program, Renew Leased Building Assets	Renew	121	300	460	400	850	300	300	350	450	350	600	200	200	200	200	200	200	200	200	200
PR-2619	Recurring Program, Upgrade Kingsway Indoor Stadium - Minor Works	Upgrade	75	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	0	0
PR-2622	Recurring Program, Upgrade Wanneroo Aquamotion - Minor Works	Upgrade	122	31	32	31	31	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32
PR-2664	Southern Suburbs Library	New	488	4,800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2666	Yanchep (Two Rocks) District Library (Yanchep DSP Centre K)	New	0	30	396	3,278	7,523	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2667	District Community Centre (Yanchep Centre C)	New	0	38	291	1,790	1,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2669	Surf Lifesaving Club	New	0	0	225	253	1,598	1,675	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2670	Yanchep (Two Rocks) District Community Centre (Yanchep DSP Centre K)	New	0	30	291	1,790	1,790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2792	Dalvik Park	New	440	731	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2946	Recurring Program, Renew Kingsway Indoor Stadium Building Assets	Renew	140	425	900	250	150	50	50	50	50	100	500	50	50	50	50	100	50	50	50	50
PR-2947	Recurring Program, Renew	Renew	430	100	850	50	50	350	450	100	250	50	1,000	100	200	250	100	50	250	50	150	150

Project or Program	Bldg Name or Recurring Program	New Upgrade Renew	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	23/34	34/35	35/36	36/37	37/38	38/39	39/40
	Wanneroo Aquamotion Building Assets																					
PR-2955	Halesworth Park	New	2,747	1,875	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2967	Addison Park	Upgrade	10	894	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-2990	Leatherback Park	New	1,478	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4034	Hudson Park	New	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4108	Wanneroo City Soccer Clubrooms	New	63	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4121	Charnwood Park	Upgrade	0	0	25	25	304	304	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4125	Time Locks in Public Toilets	New	280	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4161	Bin Stores	Upgrade	0	115	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4194	Animal Care Facility	New	53	83	120	2,250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4196	Wanneroo Aquamotion	New	60	80	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4202	Montrose Park	New	65	588	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4206	Ashby Operations Centre	New	50	450	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4211	Ridgewood Reserve	New	0	0	34	93	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4258	Anthony Waring Park	Upgrade	35	132	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4267	Wanneroo BMX	Upgrade	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4270	Libraries Carpet Renewal	Renew	20	200	160	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4277	Northern Corridor Regional Aquatic and Recreation Facility	New	113	0	0	0	131	1,050	10,500	13,125	1,444	0	0	0	0	0	0	0	0	0	0	0
PR-4279	Wanneroo Recreation Centre Precinct	Upgrade	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4280	Ashby Operations Centre	Upgrade	10	70	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4283	Heath Park	New	40	580	2,779	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-4284	Kingsway Regional Sporting Complex	Upgrade	35	170	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-CB013	Gumblossom Community Centre	Upgrade	0	0	89	492	492	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-CB014	Community Purpose Sites	New	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	38	0	0
PR-CB015	Regional Library and Art Gallery (Yanchep Metro Centre)	New	0	0	0	0	0	0	0	56	1,609	8,043	8,043	0	0	0	0	0	0	0	0	0
PR-CB016	Regional Community Centre (Yanchep Metro centre)	New	0	0	0	0	0	0	0	0	0	0	0	56	733	3,665	3,665	0	0	0	0	0
PR-CB017	District Library (Eglinton District Centre)	New	0	0	0	0	0	0	0	0	0	0	0	0	0	38	616	496	2,232	2,270	0	0
PR-CB018	District Community Centre (Eglinton District Centre)	New	0	0	0	0	0	0	0	0	0	0	0	0	0	38	613	365	1,641	1,679	0	0

Project or Program	Bldg Name or Recurring Program	New Upgrade Renew	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	23/34	34/35	35/36	36/37	37/38	38/39	39/40
PR-CB020	Recurring Program, Upgrade Facilities for Energy Efficiency Improvements	Upgrade	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP228	Northern Corridor Regional Active Reserve	New	0	0	375	688	2,500	2,500	2,250	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP237	Richard Aldersea Park	Upgrade	0	13	117	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP245	Scenic Park	New	0	33	40	650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP254	Eglinton District Open Space (District Centre)	New	0	0	13	143	802	802	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP256	John Moloney Park	New	0	0	25	692	692	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP259	Peridot Park	New	0	0	0	13	117	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP264	Hainsworth Park	New	0	0	0	0	0	25	692	692	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP269	Paloma Park	New	0	0	0	0	25	692	692	0	0	0	0	0	0	0	0	0	0	0	0	0
PR-SP272	Butterworth Park	New	0	0	0	0	0	0	25	692	692	0	0	0	0	0	0	0	0	0	0	0
PR-SP273	Ferrara Park	New	0	0	0	0	0	0	0	25	692	692	0	0	0	0	0	0	0	0	0	0
PR-SP274	Cabrini Park	New	0	0	0	0	0	0	0	25	692	692	0	0	0	0	0	0	0	0	0	0
PR-SP275	Eglinton District Indoor Recreation Centre (District Centre)	New	0	0	0	0	0	0	0	0	0	56	524	3,224	3,224	0	0	0	0	0	0	0
PR-SP276	Highview Park	New	0	0	0	0	0	0	0	0	0	0	25	692	692	0	0	0	0	0	0	0
PR-SP277	Liddell Park	New	0	0	0	0	0	0	0	0	0	25	692	692	0	0	0	0	0	0	0	0
PR-SP278	Alkimos District Indoor Recreation Centre (Alkimos Secondary Centre)	New	0	0	0	0	0	0	0	0	0	0	0	0	56	537	3,267	3,267	0	0	0	0
PR-SP923	Alkimos District Open Space	New	0	0	0	0	0	0	0	13	143	802	802	0	0	0	0	0	0	0	0	0
Grand Total			7,889	14,798	8,329	14,345	21,103	10,462	19,881	21,569	11,445	13,415	15,417	6,667	6,668	2,784	9,850	9,032	5,763	6,238	1,252	2,702

Table F 2 Operational and Maintenance Costs

Actual 2019/20, Planned 2020/21 through to 2039/40. Figures shown in \$ '000s

Type	Op or Maint	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	23/34	34/35	35/36	36/37	37/38	38/39	39/40	Total
Planned	Maint	2,446	2,489	2,596	2,707	2,831	2,959	3,094	3,251	3,415	3,588	3,769	3,960	4,181	4,414	4,660	4,920	5,194	5,484	5,789	6,112	6,453	84,312
Reactive	Maint	1,405	1,430	1,492	1,556	1,627	1,701	1,778	1,868	1,962	2,062	2,166	2,276	2,403	2,536	2,678	2,827	2,985	3,151	3,327	3,512	3,708	48,450
Utilities	Op	1,156	1,340	1,406	1,476	1,549	1,620	1,693	1,779	1,869	1,964	2,063	2,167	2,277	2,392	2,513	2,640	2,774	2,914	3,062	3,217	3,379	45,250
Insurance	Op	325	350	362	375	389	403	418	433	449	465	482	500	518	537	556	577	598	619	642	665	689	10,352
	Total	5,332	5,609	5,856	6,114	6,395	6,683	6,983	7,331	7,695	8,078	8,481	8,903	9,378	9,879	10,407	10,964	11,550	12,169	12,820	13,506	14,230	

APPENDIX G Building Data Confidence

Table G 1 Data Confidence Levels for Building/Building Structure Data Sets

Building Data Set	Confidence Level	Comments/Source of Data
Demand Drivers	Highly reliable	Based on Australian Bureau of Statistics data
Growth projections	Highly reliable	Based on Australian Bureau of Statistics data
Population Age	Highly reliable	Based on Australian Bureau of Statistics data
Asset Age	Reliable	Historical records
Asset Inventory completeness (inclusion of all assets)	Highly reliable	All parent buildings identified.
Asset inventory accuracy (materials, number, area)	Uncertain	Data on Child assets, materials, areas etc being collected. <i>Refer Improvement Action 2-4</i>
Operations expenditures	Reliable	Operational costs are building utility and building insurance costs only. Current building insurance costs are highly reliable but utility costs for buildings are uncertain. Future costs predicted based on assumptions
Maintenance expenditures	Highly reliable	Current maintenance costs highly reliable, future costs predicted based on assumptions.
Projected renewal expenditure Asset values (Replacement Costs)	Highly reliable	Sourced from 2020 Valuation Report
Projected Upgrade/New expenditures	Uncertain	Future facility needs being reviewed by Facility Planning. <i>Refer Improvement Action 2-6</i> . Asset Class costs to be defined. <i>Refer Improvement Action 2-5</i>
Asset residual values (Fair Value)	Highly reliable	Sourced from 2020 Valuation Report
Asset Base Life	Highly reliable	Sourced from 2020 Valuation Report
Useful Remaining Life	Highly reliable	Sourced from 2020 Valuation Report
Timing of Asset renewals	Uncertain	Building renewals are rare and are more likely to be disposed of in favour of a new facility to suit changing needs. A Renewal Plan is to be developed. <i>Refer Improvement Action 2-6 and Action 4-3</i> .
Disposal expenditures	Uncertain	Disposal of a building asset is typically determined by the lack of need for the facility. A Disposal Plan is to be developed. <i>Refer Improvement Action 2-6 and Action 5-35</i>
Asset Condition	Highly reliable	Sourced from 2020 Valuation Report and ongoing condition assessments

Notes: Data confidence is classified as per rating in IPWEA's IIMM 2015 – Table 2.4.6 P2 | 71. From a rating of

'A' – Highly reliable; 'B' - Reliable; 'C' – Uncertain; 'D' – Very Uncertain; and, 'E'– Unknown.

Table G 2 Data Confidence Levels for Building Components & Associated Fixed Assets Data Sets

Component/Associated Fixed Assets Data Set	Confidence Level	Comments
Asset Age	Uncertain	Historical records
Asset Inventory completeness (inclusion of all assets)	Uncertain	Data being collected. Refer Improvement Action 2-4
Asset inventory accuracy (materials, number, area, age)	Uncertain	Data being collected Refer Improvement Action 2-4
Asset Condition	Reliable	For known assets, ongoing condition assessments based on IPWEA 0-10 Condition Rating. <i>Refer Improvement Action 2-4</i>
Projected renewal expenditure Asset values (Replacement Costs)	Uncertain	Rawlinsons Construction Cost Guide and historical renewals data is used for renewal costs but due to uncertainty in the Inventory completeness and accuracy, the projected renewal expenditure is uncertain. <i>Refer Improvement Action 2-4</i>
Asset Base Life	Reliable	Industry Standards
Useful Remaining Life	Reliable	For known assets, based on IPWEA 0-10 Condition Rating
Condition modelling	Reliable	Based on IPWEA 0-10 Condition Rating
Timing of Asset renewals	Reliable	Based on IPWEA 0-10 Condition Rating, Asset Base Life and Useful Remaining Life
Disposal expenditures	Reliable	Included in projected renewals expenditure (replacement) costs

Notes: Data confidence is classified as per rating in IPWEA's IIMM 2015 – Table 2.4.6 P2 | 71. From a rating of

A' – Highly reliable; 'B' - Reliable; 'C' – Uncertain; 'D' – Very Uncertain; and, 'E'– Unknown.