



# PROPERTY ASSET MANAGEMENT PLAN

## PART 1 - SUMMARY

Version 1.4

December 2020

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# Executive Summary

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

This document is the Shire's Asset Management Plan (AMP) for the property portfolio. It outlines the activities that will be carried out over the next 15 years to provide and maintain the portfolio. It also details the service levels (standard) the Shire will provide and the resources required to deliver them.

While the document is comprehensive, it is also evolving with the Shire's practice maturity. As such there are a number of actions that have been identified that will improve the AMP's accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it. All information within this AMP is fully detailed within a separate Part 2 document.

Overall, the Shire's property portfolio is worth approximately \$49.2m, with 104 individual buildings, and 30 land parcels. Combined, the portfolio has a fair value of approximately \$27.2m and depreciates by \$0.6m per annum. At present this means that buildings have an asset consumption ratio of 53%. However, the Shire doesn't routinely record building condition data, and therefore condition based renewal programmes cannot be developed. Further work is required to collect this data.

Aside from condition information, there are a lack of other key metrics that would allow the performance of buildings to be fully understood (e.g. sustainability, usage etc.). As such, a link between the cost of buildings and the quality of their service output cannot be ascertained.

Looking forward, the Shire is forecasting potential demand changes to the services that the building portfolio supports. Likely influences will be climate change, litigation, technology, demographics, visitor numbers and government policy, legislation and compliance. This means that the portfolio will have to adapt and change to meet the changing needs of our community.

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

# Background and Objectives

## Purpose of this Asset Management Plan

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

## Focus of this Asset Management Plan

The AMP focuses on property assets. The assets that make up the portfolio, and their values, are detailed in Table 1.

Asset Type	Quantity	Current Replacement Cost
Freehold Land Parcels	30	\$2,107,500
Buildings	104	\$47,118,974
Ancillary Assets	1	\$15,707
<b>Total</b>		<b>\$49,242,181</b>

Table 1: Assets covered by the Property AMP

## Corporate Document Relationships

This AMP integrates with the other following Shire documents:

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

## Time Period of the AMP and Review Process

The Asset Management Plan covers a 15 year period. It will be reviewed during annual budget preparation and amended to be kept up to date.

# Service Levels

## Introduction

Service Levels describe the standard (e.g. quality) that the Shire provides from its property assets. These have been developed through the consideration of strategic and policy inputs, customer perceptions and customer needs and wants. The process through which the Shire's Service Levels were developed is found in Appendix B.

## Service Level Performance

Table 2 details the service level performance that the Shire is currently achieving.

KPI	Performance	Tactic
Accessibility	Unknown	Monitoring performance
Affordability	Unknown	Monitoring performance
Availability	Unknown	Monitoring performance
Environmental sustainability	Unknown	Monitoring performance
Population growth	Unknown	Monitoring performance
Quality	Unknown	Monitoring performance
Reliability	Unknown	Monitoring performance

Table 2: Service Level Performance

# Service Demand

This section summarises likely factors that may affect the demand for property based services over the life of the AMP. Full details of past and future demand factors are recorded in Appendix C.

## Historic Demand

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

Driver Type	Effect	Demand Change
Population	Shire population up by 315 people (+22%) from 1,410 (2001) to 1,725 (2016).	Up
Demographic	Decrease of 39 people in 0-39 years (-5%) age groups between 2001 and 2016.	Changing

	Increase of 354 people in 40+ years (+55%) age groups between 2001 and 2016. Median age increase from 37 to 45 between 2001 and 2016.	
Recreation Participation	Participation rates continue to fall slightly year on year across the general WA population. Walking remains the most popular activity for recreation, followed by fitness/gym, jogging & running, swimming/diving and cycling/bmxing.	Decrease
Tourism	Tourist and visitor numbers in the 'Golden Outback' region grew from 2.2m (2015) to 2.5m (2019). This growth may have increased demand on tourism focussed properties such as public toilets.	Increase
Climate	Annual rainfall has risen from approximately 400mm per annum (1902) to 480mm (2019). Monthly mean maximum temperatures have fallen slightly from 29.7°C to 29.4°C (1962 to 2019). At this time, rainfall changes seems to be the more likely driver of demand change.	Neutral temperature. Changing - rainfall.

Table 3: Historic Demand Drivers

## Future Demand

Consideration was given to six possible future demand drivers that may influence demand on the provision of property based services.

Driver Type	Effect
Political	Likely <b>increase</b> in the required resources to deliver improvements to asset management practices, as a result from legislation.
Economic	Likely <b>increase</b> in energy costs above CPI, as well as need to implement energy saving initiatives.
Social	<b>Increasing</b> demand from higher tourist and visitor numbers. <b>Decreasing</b> demand due to a smaller future population, which could be compounded by <b>declining</b> recreation participation rates. <b>Changing</b> needs due to an increasing median age.
Technological	The implementation of new technologies, such as solar power, battery storage and robotics, may <b>reduce</b> the operational cost of some buildings in the future.
Legal	<b>Increased</b> demand for improved building management practices as a result of likely future building compliance/regulations.
Environmental	<b>Increased</b> demand to implement water efficiency measures. Climate change may also result in <b>increased</b> costs as buildings realise shorter lives.

Table 4: Future Demand Drivers

## Demand Management

A review of past and future demand factors shows that property service demand change has occurred, and will also likely occur into the future. Shire staff believe that at present, the largest likely drivers of change will be:

- Climate change
- Litigation
- Technology
- Demographics
- Visitor numbers
- Government policy, legislation & compliance

To mitigate/plan for these demand changes, the Shire has undertaken/will undertake the following initiatives:

- Adapt or construct buildings that are designed to cope with significant storm events and temperature extremes.
- Make provisions for ongoing technology upgrades.
- Align buildings with the needs of a changing demographic and population.
- Keep abreast of, and adapt to, policy, legislation and compliance changes.
- Ensure that buildings are safe to use.
- Align relevant buildings to the needs of tourists/visitors.

## Lifecycle Management Plan

The lifecycle management plan details how the Shire intends to manage and operate its property portfolio at the agreed service levels. Full details of the portfolio can be found in Appendix D.

### Property Portfolio Physical Parameters

Property Type	Quantity	Current Replacement Cost	Fair Value	Annual Depreciation
Land Parcels	30	\$2,107,500	\$2,107,500	N/A
Buildings	104	\$47,118,974	\$25,110,610	\$644,104
<i>Amenities</i>	16	\$1,389,708	\$757,065	\$36,208
<i>Community</i>	23	\$17,658,497	\$9,194,350	\$254,926
<i>Emergency</i>	7	\$2,199,291	\$1,380,470	\$32,097
<i>Operations</i>	13	\$4,996,282	\$2,004,494	\$61,478
<i>Recreation</i>	26	\$15,773,999	\$8,895,257	\$212,820
<i>Residence</i>	16	\$4,617,194	\$2,585,675	\$39,459
<i>Transport</i>	3	\$484,004	\$293,298	\$7,115
Ancillary	1	\$15,707	Unknown	Unknown

<b>Total</b>	<b>135</b>	<b>\$49,242,181</b>	<b>\$27,218,110</b>	<b>\$644,104</b>
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Table 5: Property Portfolio Physical Parameters

## Property Portfolio Condition

The condition of the building portfolio is not known.

## Lifecycle Management Strategies

### Operation & Maintenance Strategy

The Shire seeks to progress to a point whereby it employs preventative maintenance strategies wherever possible, to maximise asset performance and minimise long term costs. Each building's strategy will be specifically designed for its own requirements. All planned maintenance activities will also be individually costed, and these then used to inform the long term budget requirements.

### Renewal Strategy

In the future, building assets will be periodically inspected to determine their condition, on a 1 (new/excellent) to 5 (very poor/failed) scale. Condition results will then be used to predict assets' potential year of renewal. Staff will then determine the timing, scope and budget of any future renewal project. Projects will then be listed on a long term works programme and reported within this AMP.

### Upgrade/New Strategy

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

### Disposal Strategy

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

## Financial

This section contains the financial requirements resulting from all the information presented in this AMP. A detailed financial model is recorded in Appendix F.

## Projected Expenditure Requirements

Year	Operation & Maintenance	Renewal	Upgrade & New	Disposal	Total
2020/21	\$1,849,056	\$6,777,222	\$282,349	\$0	\$8,908,627
2021/22	\$1,876,619	\$60,300	\$0	\$0	\$1,936,919
2022/23	\$1,880,970	\$61,073	\$0	\$0	\$1,942,043
2023/24	\$1,917,763	\$61,965	\$0	\$0	\$1,979,728
2024/25	\$1,955,353	\$211,222	\$0	\$0	\$2,166,575
2025/26	\$1,993,772	\$459,040	\$0	\$0	\$2,452,812
2026/27	\$2,037,417	\$212,794	\$0	\$0	\$2,250,211
2027/28	\$2,082,065	\$190,682	\$0	\$0	\$2,272,747
2028/29	\$2,127,765	\$215,537	\$0	\$0	\$2,343,302
2029/30	\$2,174,537	\$212,381	\$0	\$0	\$2,386,918
2030/31	\$2,222,385	\$383,633	\$0	\$0	\$2,606,018
2031/32	\$2,271,378	\$168,635	\$0	\$0	\$2,440,013
2032/33	\$2,321,515	\$272,092	\$0	\$0	\$2,593,607
2033/34	\$2,372,833	\$272,208	\$0	\$0	\$2,645,041
2034/35	\$2,425,373	\$272,612	\$0	\$0	\$2,697,985

Table 6: Property Asset Projected Expenditure Requirements

## Plan Improvement and Monitoring

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

### Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Shire reports on. Each ratio is described in Appendix G. The Shire's current performance is recorded in Table 7.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2020	53% (in target)	47% (below target)	102% within target)

Table 7: AMP Performance Measures

## Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 8.

Task No	Task	Timeline
1	Collect usage data for relevant buildings.	Dec' 2022
2	Consider the effects of possible future climate change on the Shire's buildings.	Dec' 2022
3	Develop and implement a cyclical building inspection process.	July 2021
4	Develop a long term capital works programme, that includes condition based renewal.	Dec' 2021
5	Develop planned operation and maintenance schedules for all buildings.	Dec' 2021
6	Consider the development of a capital upgrade/new project strategic prioritisation process.	Dec' 2021

Table 8: Property AMP Improvement Plan



# PROPERTY ASSET MANAGEMENT PLAN

## PART 2 - DETAILED

Version 1.4

December 2020

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# Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines that should be considered as part of the management practices of the Shire's property assets.

## Legislation, Acts & Regulations

- Local Government Act 1995
- Building Code of Australia
- Aboriginal Heritage Act 1972
- Aboriginal Heritage Regulations 1974
- Native Title Act 1999
- Dangerous Goods Safety Act 2004
- Health Act 1911
- Dividing Fences Act (1961)
- Occupational Health and Safety Act 1984
- OSH Regulations 1996
- Disability Discrimination Act 1992
- Disability Services Act 1993
- Disability Services Regulations 2004

## Standards

- AASB 5 Non-Current Assets Held for Sale and Discontinued Operations
- AASB 13 Fair Value Measurement
- AASB 116 Property, Plant and Equipment
- AASB 118 Revenue
- AASB 119 Employee Benefits
- AASB 136 Impairment of Assets
- AASB 138 Intangible Assets
- AASB 140 Investment Property
- AASB 1051 Land Under Roads
- AS/NZS 4360: 1995 Risk Management

## Shire Policies

- F2 – Purchasing
- WS1 – Asset Management

## Appendix B – AMP Stakeholders and Service Levels

### Process for Developing Potential Service Levels

In developing the service levels for the property portfolio, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- Identify service attributes important to customers
- Define the delivered customer service levels
- Develop performance measures
- Consult with customers
- Make service level based decisions

### Strategic Community Plan (SCP) Drivers

The Shire's SCP contains long term goals for the delivery of services to its community. The SCP was reviewed in order to identify any goals that may directly relate to the property service. The following table outlines those that may influence this AMP's service levels.

Outcome	Shire Service Outcomes
Economy: The population is growing, in tandem with a thriving, resilient and job rich local economy.	Support for local business and tourism.
Community: This is a safe and close-knit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy.	Enable the sustainable provision of local GP service.
	Support for an inclusive place for all ages and abilities.
	Halls and other facilities for use by individual, groups or organisations. Public toilets for locals and visitors.
	Provision, maintenance and administration of buildings for Shire purposes and community leases.
	Provision of high quality childcare services that enable parents to pursue work opportunities in the local area.
	Support for the CRC's provision to the community of a free library service.

<p>Natural Environment: The natural environment is protected and resources and waste are sustainably managed</p>	<p>Collection, recycling and disposal of waste in an environmentally sustainable manner.</p>
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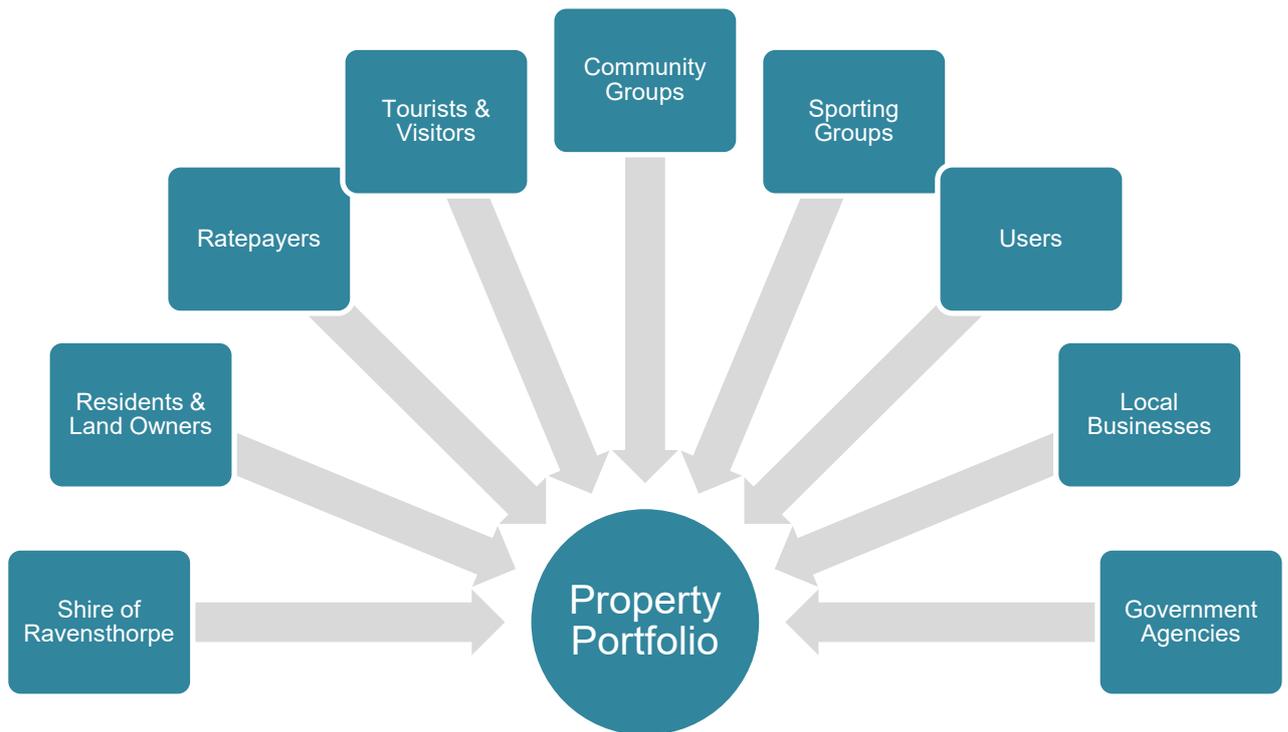
**Table 1: Strategic Community Plan Goals Aligned to the Property Portfolio**

Consideration of the Outcomes listed above shows that the following property service areas are of high importance to the SCP. These may then be considered by the final service levels within this AMP:

- Availability (community)
- Environmental sustainability (natural environment)
- Population & economic development (economy)

### AMP Stakeholders

Analysis of the Shire’s property portfolio revealed that there are a number of major stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.



**Figure 1: Property Stakeholders**

### Service Attribute Workshop

During June 2020 Shire staff considered each stakeholder group to identify the service attributes that are most important to them. Those frequently occurring, when combined

with the SCP drivers, form the basis of this AMP's service levels. The results from the staff workshop are shown below. In the future, once the Shire is able to consistently monitor service level performance, as well as link this to cost, it intends to undertake stakeholder consultation.

Stakeholder	Top Three Property Service Attributes		
Shire	Accessibility	Compliance	Condition & Reliability (tied)
Residents & Land Owners	Affordability	Accessibility	Reliability & Quality (tied)
Ratepayers	Affordability	Accessibility	Availability & Quality (tied)
Tourists & Visitors	Accessibility	Aesthetics, Environmental Sustainability & Quality (tied)	
Community Groups	Accessibility	Affordability	Availability & Safety (tied)
Sporting Groups	Affordability	Availability	Accessibility & Safety (tied)
Users	Affordability	Accessibility	Affordability
Local Businesses	Availability	Quality	Affordability
Government Agencies	Accessibility	Availability	Affordability & Time Efficiency (tied)

**Table 2: Important Stakeholder Property Service Attributes**

From the above analysis, the following service attribute(s) have been selected for service levels.

- Accessibility (29 occurrences)
- Affordability (33 occurrences)
- Availability (20 occurrences)
- Quality (12 occurrences)
- Reliability (12 occurrences)

## Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder analysis, the following KPIs will be used to monitor service delivery performance.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Confidence
Accessibility	Stakeholders	Buildings are accessible to all users.	Percentage of buildings that comply with Disability and Discrimination Act requirements.	-	-	-
Affordability	SCP	Buildings are accessible at an affordable rate.	Percentage of survey respondents at least satisfied with the cost to access use buildings.	-	-	-
Availability	SCP & Stakeholders	Buildings have high levels of utilisation and functionality.	Percentage of buildings within their target utilisation bands.	-	-	-
Environmental sustainability	SCP	Buildings use energy from renewable sources.	Percentage of building electricity usage that is from renewable sources.	-	-	-
Population growth	SCP	Buildings support population growth through economic development.	Number of hours per annum, that buildings are used for services that directly link to economic development.	-	-	-
Quality	Stakeholders	Buildings are maintained in a good condition.	Percentage of buildings assessed as being overall in	-	-	-

			an average condition or better.			
Reliability	Stakeholders	Building components are reliable.	Number of days per annum, that all buildings are open for use.	-	-	-

**Table 3: Service Level Targets and Performance**

## Appendix C – Service Demand

### Background

Council's fundamental role is to provide services to its community and stakeholders. These services are often underpinned by assets. Predicting future demand for services (e.g. public toilets) is important to ensure that the appropriate assets are provided and maintained.

This section of the AMP looks broadly at both historical and future levels of property demand. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct.

### Historic Property Demand

Demand for services is generally measured by how many customers use the asset(s). However, the Shire generally does not monitor individual building usage levels. To ascertain historical influences on demand, a range of different demand sources have been considered. Each is discussed as follows.

### Population & Demographic Change

When the overall population of the Shire (Figure 2) between 2001 and 2016 is considered, the number at census night has risen from 1,410 to 1,725. This increase of 315 people (+22%) may suggest that some demand change for property based services has occurred.

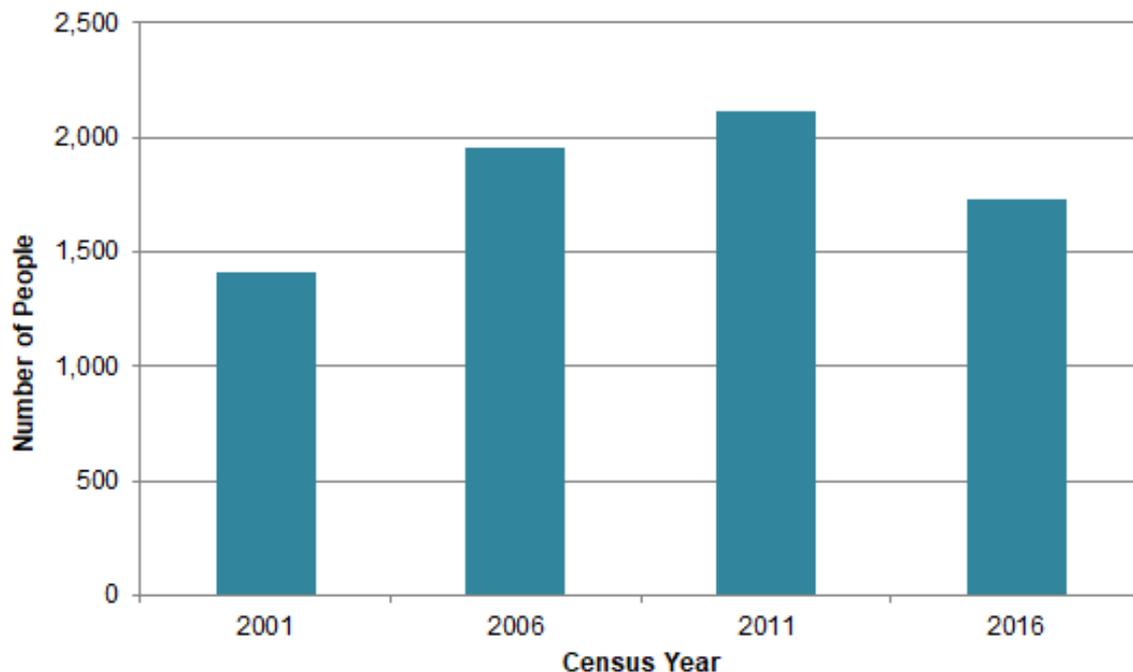


Figure 2: ABS Census Population – Shire of Ravensthorpe 2001 - 2016

Over the same timeframe, the median age has increased from 37 to 45. This change may suggest that demand for some facilities (e.g. active recreation buildings such as pavilions) could have fallen while demand for others (e.g. aged accommodation) had risen. It is likely that demographic change has had some effect on property service demand.

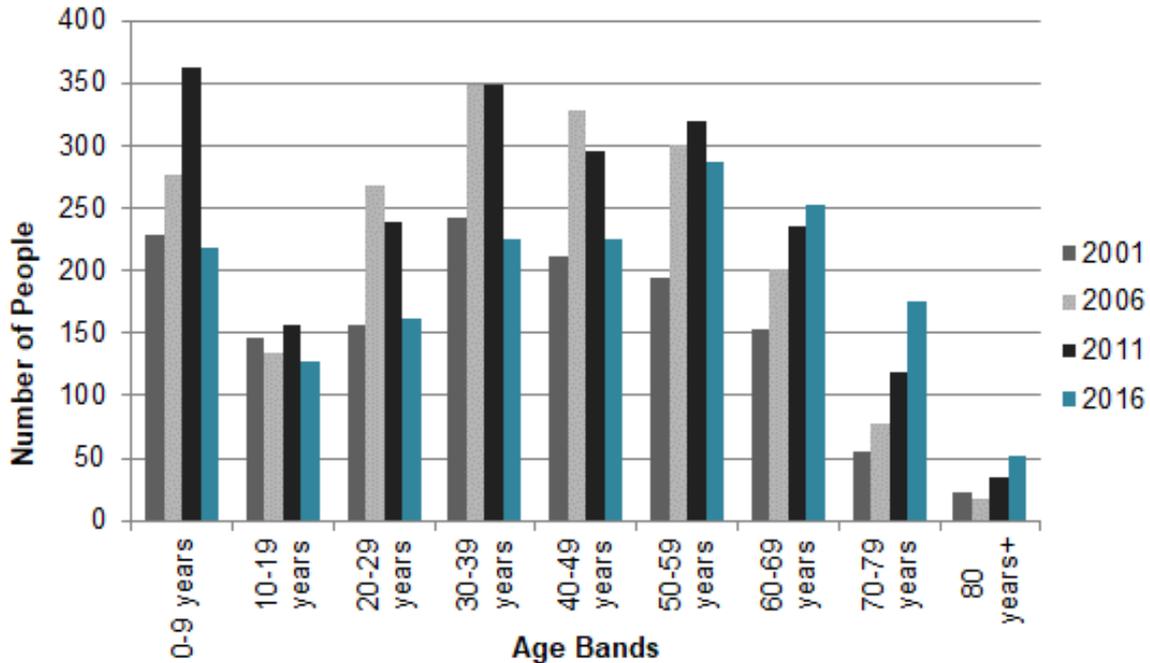


Figure 3: ABS Census Demographics – Shire Ravensthorpe 2001-2016

## Recreation Participation Change

The ABS Participation in Sport and Physical Recreation Survey was last conducted in 2013-14. Within Australia, walking for exercise remained the most popular activity over time with a participation rate of 19.2%. The second and third most popular activities were fitness/gym (17.4%) and jogging/running (7.4%) respectively.

Within WA (Figure 4), participation rates peaked at around 75% in 2002 and have since steadily fallen to 63% in 2013. If this trend is also representative of the Shire's population, then it is important, as this could also offset some service demand variation from a changing population size. However, this position cannot be categorically determined without the assistance of property usage statistics. The collation of this information has been listed as an improvement action.

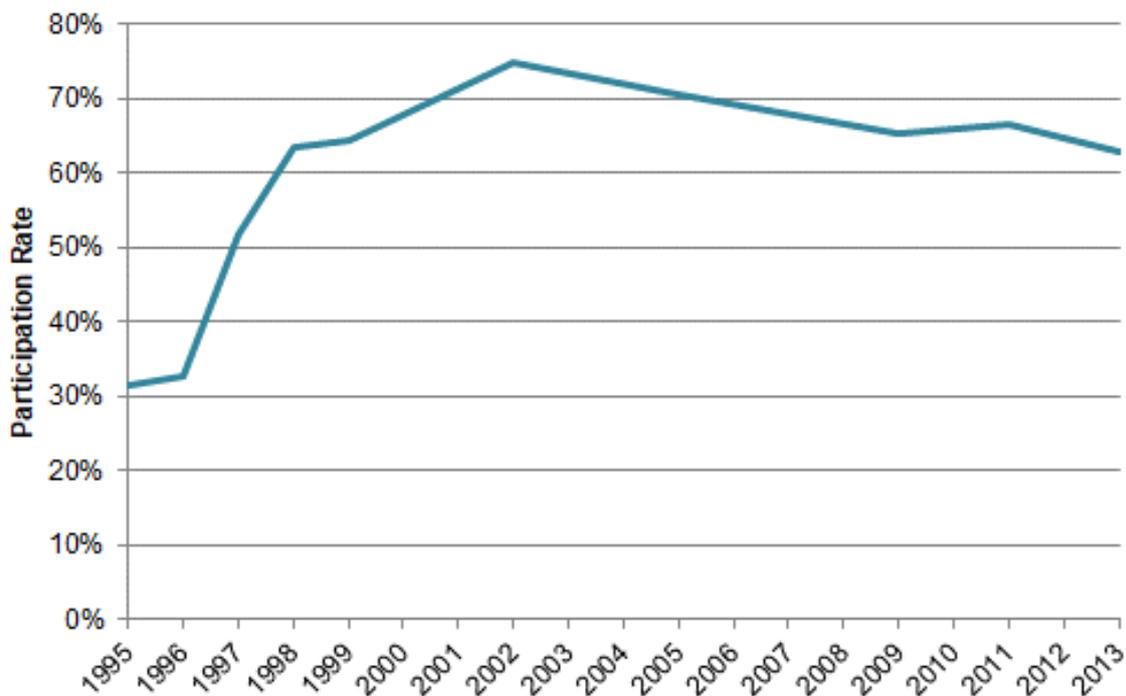


Figure 4: ABS Sport and Recreation Participation Rates

## Tourist & Visitor Numbers Change

Outside of immediate local demand, there may be potential demand from visitors to the Shire, whether day trippers or tourists. Figures from Tourism WA show that over the past five years, the estimated number of visitors to/within WA have risen from 31.0 million in 2015 to 36.3 million in 2019. Figures show that 7% of these visitors go to the 'Golden Outback' region, within which the Shire sits. Assuming that a portion of these visitors may visit the Shire, increases in WA tourist numbers may have resulted in increasing demand of property based tourist services.

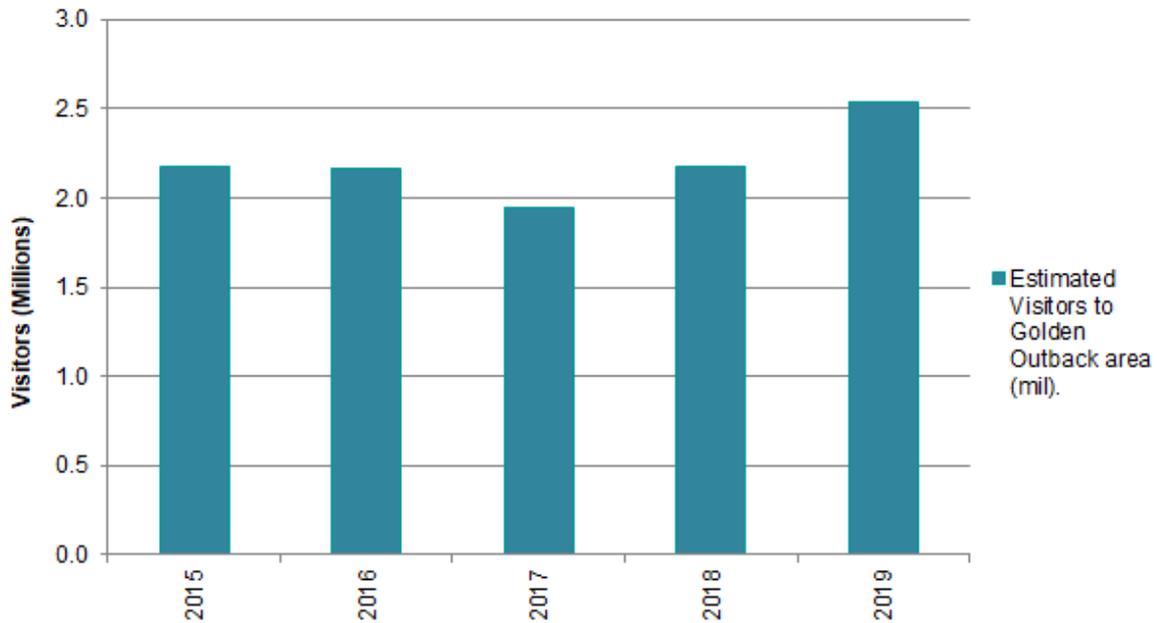


Figure 5: Estimated Golden Outback Visitors (Source: Tourism WA May 2020)

### Rainfall Change

Consideration of historical annual rainfall may provide an indication of climate change and whether buildings in particular will need to adapt to meet water supply challenges. Figure 6 shows the annual total rainfall at Ravensthorpe from 1902 to 2019. Considering the linear trend line, it can be seen that average annual rainfall levels have risen, from ~400mm to ~480mm. While this means that buildings are more likely to be affected by rain, consideration of water sustainability, and possible peak storm events from climate change may be required. An improvement action to consider these has been listed.

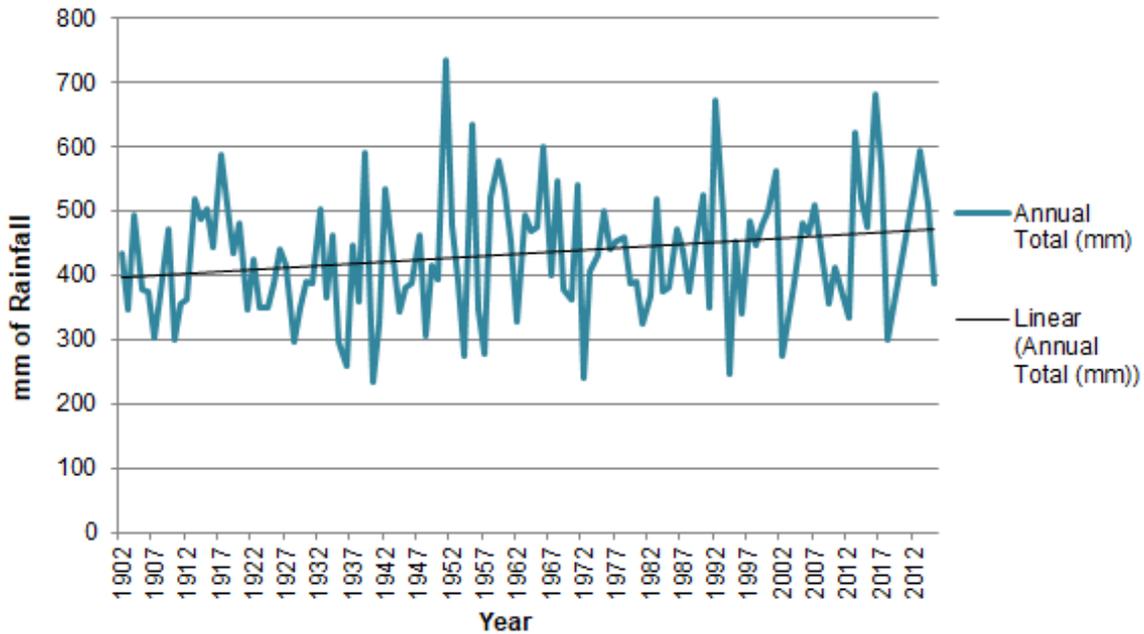


Figure 6: Ravensthorpe Weather Station Historical Annual Rainfall

### Temperature Change

A review of the historical annual monthly mean maximum temperatures shows that between 1962 and 2019, there has been only a small change. This suggests that temperature change is unlikely to be having a demand effect on buildings.

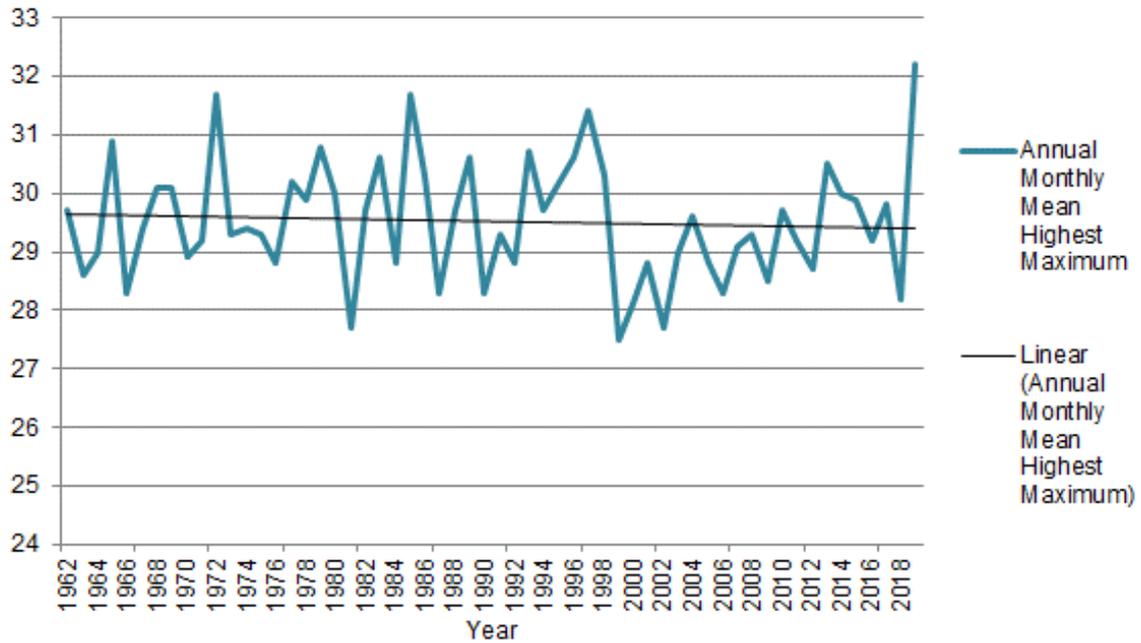


Figure 7: Ravensthorpe Weather Station Historical Annual Monthly Mean Maximum Temperature

## Future Demand Drivers

In order to identify future demand pressures on the Property Portfolio (both positive and negative), six driver categories have been considered. These drivers may influence actual usage levels, as well as possibly requiring future resources to meet specific service needs or goals. Each of these demand drivers are briefly discussed below. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

### Political

- ↔ Council has the ability to change (up or down) the quality of buildings' service levels and hence effect costs – Considered unlikely to significantly change.
- ↑ Integrated Planning and Reporting requirements could continue to demand improvements to the Shire's asset management practices – Likely to continue to drive improved practices and hence require additional resources (both workforce and consultancy) over the medium term.
- ↔ Council change the Shire's strategic direction and initiatives – Major changes could mean that the portfolio is not aligned with required services. Considered unlikely to occur at this stage.
- ↔ Local government reform/amalgamation initiatives occur – Whether this occurs or not, the effect on local building service demand is likely to remain unchanged.

### Economic

- ↔ Changes/access to external funding sources for buildings – Recurrent external (e.g. state and federal governments) funding schemes for building operation, maintenance and renewal generally do not exist at present. Most available grants are focussed on upgrade or new projects. As such, most grant funded schemes would actually increase the ongoing lifecycle costs of the portfolio. At present though, with current state and federal budget constraints, additional funding for recurrent expenditure is unlikely.
- ↑ Increased energy costs – Historically, costs have risen above CPI, and suggestions are that this trend will continue. As such, this will effect buildings' operational costs.
- ↔ Building portfolio financial sustainability – At present the asset consumption ratio for buildings is not known. As such, it's unclear as to whether there are any immediate financial sustainability concerns.
- ↑ Financial Sustainability - A review of the MyCouncil website shows that two of the three ratios have been consistently below their target bands. Furthermore, the asset consumption ratio appears to have been calculated incorrectly. Given the historical poor performance, there would be concerns that the management of assets may not be financially sustainable.

## Social

- ↑ Tourism numbers – Through local initiatives, it is hoped that local tourism numbers will increase, thus also increasing service demand of affected buildings.
- ↓ Population – State forecasts suggest that the Shire’s population is likely to fall in four of its five scenarios. With a historical change of -3.6% per annum (2011-16) Band A may be the most likely scenario. As such, demand for building based services may also fall.

Year	Band A	Band B	Band C	Band D	Band E
2016	1,785	1,785	1,785	1,785	1,785
2021	1,200	1,490	1,610	1,715	2,025
2026	980	1,290	1,435	1,590	1,955
2031	845	1,150	1,300	1,430	1,795
<b>Change</b>	<b>-940 (-53%)</b>	<b>-635 (-36%)</b>	<b>-485 (-27%)</b>	<b>-355 (-20%)</b>	<b>+10 (+1%)</b>

- ↑ Demographics – generally, WA’s population has an increasing median age. The Shire’s median age seems to be growing at a fairly quick rate. If this trend continues, then demand change due to demographics may be expected.
- ↓ Participation – since 2002, recreation participation has fallen. It is likely that this trend may continue into the future. This will reduce the service demand of sporting type buildings.
- ↔ Relative Socio-economic advantage and disadvantage – With a SEIFA index at the 50 percentile within WA, there generally seems to be few barriers to service access. No specific demand change due to socio-economic factors has been identified at this stage.

## Technological

- ↓ Robotics & technology integration – Uptake/implementation of robotics and technology into buildings should increase the efficiency of maintenance practices, thus reducing lifecycle management costs.
- ↓ Solar power & battery storage – implementation of energy technology should reduce operational costs over the longer term.

## Legal

- ↔ Litigation change – it is not anticipated that litigation levels will change from currently low levels.
- ↑ Compliance & processes – it is likely that the level of compliance around buildings will increase, thus increasing the Shire’s operation and maintenance activities.

## Environmental

- ↑ Water security/efficiency – Likely that scheme water will become increasingly more expensive. This will increase the demand to implement scheme water minimisation initiatives.
- ↑ Climate change – broader WA state trends suggest that this is occurring and therefore extreme events are possible. Climatic change will increase demand of management practices and building performance.

## Key Demand Drivers

During a workshop in June 2020, Shire staff considered each of the potential sources of service demand change. As a result, the following drivers were considered to be those likely to have the greatest change effect. Demand mitigation tactics have been identified and are recorded in Part 1.

- Climate change
- Litigation
- Technology
- Demographics
- Visitor numbers
- Government policy, legislation & compliance

## Appendix D – Portfolio Physical Parameters

### Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its property portfolio. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 5 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 4.

Confidence Grade	Accuracy
Highly Reliable	± 2%
Reliable	± 10%
Uncertain	± 25%
Poor	± 40%
Very Poor	Nil

**Table 4: Data Confidence Measures**

Asset Class	Inventory	Condition	Valuation
Buildings	Reliable	Very Poor	Reliable
Freehold Land Parcels	Reliable	N/A	Reliable
Ancillary Assets	Reliable	Very Poor	Reliable

**Table 5: Property Portfolio Data Confidence Levels**

## Inventory & Valuation

The following section outlines the Shire's property assets as of 30 June 2019.

### Buildings

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B327	Main Building	Lot 500 Veal Street, Hopetoun	\$1,642,322	\$724,967	\$18,161
B587	Hopetoun Sporting Pavilion	Hopetoun	\$141,986	\$37,667	\$1,884
B701	Hopetoun Lawn Bowls Club	Hopetoun	\$66,039	\$44,379	\$1,185
B586	Hopetoun Emergency Services Collocated Facility Shed	Hopetoun	\$418,449	\$291,198	\$5,932
B586A	Hopetoun Emergency Services Collocated Facility	Hopetoun	\$803,474	\$571,444	\$12,158
B565	Hopetoun Childcare Centre	Hopetoun	\$1,617,571	\$1,091,267	\$24,337
B570	Hopetoun CRC & Doctor's Surgery, Alan Rose Drive, Hopetoun	Hopetoun	\$1,370,937	\$760,508	\$25,347
B612	New Hopetoun Community Centre Project	Hopetoun	\$4,719,740	\$3,374,359	\$91,199
B175	Hopetoun Multi-use Centre - Mary Anne Haven	37 Veal Street, Hopetoun	\$1,078,209	\$630,334	\$13,171
B175A	Hopetoun Multi-use Centre - Mary Anne Haven Workshop	37 Veal Street, Hopetoun	\$20,649	\$7,561	\$280
B544	Hopetoun Aged Care Homes	37 Veal Street, Hopetoun	\$579,397	\$318,681	\$6,385

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B705	Hopetoun Police Station	37 Veal Street, Hopetoun	\$350,785	\$224,913	\$5,144
B707	Men in sheds	86 Tamar Street, Hopetoun	\$221,545	\$156,725	\$3,335
B707A	Men in sheds Toilet Block	86 Tamar Street, Hopetoun	\$46,091	\$32,606	\$694
B578	Ravensthorpe Airport	196 Lee Road, Jerdacuttup	\$384,253	\$231,821	\$4,840
B578B	Ravensthorpe Airport Equipment Shed	196 Lee Road, Jerdacuttup	\$33,186	\$22,480	\$832
B578C	Ravensthorpe Airport Ablution Block	196 Lee Road, Jerdacuttup	\$66,565	\$38,998	\$1,443
B584	Hopetoun Waste Transfer Station Shed	Lot 1290 Senna Road, Hopetoun	\$158,554	\$64,490	\$4,303
B584A	Hopetoun Waste Transfer Site Office	Lot 1290 Senna Road, Hopetoun	\$41,372	\$28,514	\$1,055
B569	Hopetoun Works Depot Wash Down Bay Shed	Lot 548 Tamar Street, Hopetoun, Hopetoun	\$114,900	\$53,116	\$1,770
B583	79 Esplanade Staff House	79 Esplanade, Hopetoun	\$377,072	\$207,580	\$2,140
B583A	79 Esplanade Staff House Workshop	79 Esplanade, Hopetoun	\$11,062	\$6,076	\$225
B588	McCulloch Park Ablution Block	Hopetoun	\$51,825	\$26,356	\$585
B557	McCulloch Park BBQ Shelter	Hopetoun	\$18,805	\$6,652	\$333
B308	McCulloch Park Bandstand	Hopetoun	\$32,448	\$13,773	\$689

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
	Hopetoun Shops & Residences	96 Maitland Street, Hopetoun, Hopetoun	\$1,843,649	\$0	\$0
B334	Hopetoun Golf Club - Club House	Lot 630 Hamersley Drive, Hopetoun	\$1,468,380	\$842,250	\$17,920
B334A	Hopetoun Golf Club - Shed	Lot 630 Hamersley Drive, Hopetoun	\$89,478	\$58,975	\$2,182
B228	Hopetoun Foreshore Ablutions	Hopetoun	\$181,753	\$102,384	\$10,234
B225	Hopetoun West Beach Ablutions	Hopetoun	\$129,824	\$28,294	\$1,131
B241	Two Mile Beach Ablution Block	Two Mile	\$14,749	\$6,956	\$348
	Five Mile Ablution Block	Five Mile	\$0	\$0	\$0
B240	12 Mile Ablution Block	Twelve Mile	\$14,749	\$6,666	\$445
B706	Hamersley Inlet - Ablution Block	Lot 547 Hamersley Inlet Road, Hamersley Inlet	\$86,037	\$59,893	\$1,619
B706A	Hamersley Inlet - Shelter	Lot 547 Hamersley Inlet Road, Hamersley Inlet	\$12,291	\$8,101	\$300
B706B	Hamersley Inlet - Camp Kitchen	Lot 547 Hamersley Inlet Road, Hamersley Inlet	\$27,655	\$18,227	\$674
B604	Jerdacuttup Hall	Jerdacuttup	\$1,442,698	\$764,216	\$19,144
B609	Jerdacuttup Fire Station	Jerdacuttup	\$58,739	\$38,795	\$994
B599	Munglinup Pony Club Ablutions	Lot 189 Yorrel Street, Munglinup	\$79,891	\$12,501	\$1,250
B702	Munglinup Pony Club Shed	Lot 189 Yorrel Street, Munglinup	\$60,840	\$16,500	\$750
B337	Munglinup Recreation Centre	Munglinup	\$2,203,160	\$1,449,401	\$30,838
B581	Munglinup Store Shed	Munglinup	\$18,436	\$3,751	\$375

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B598	Munglinup Park Co location - Community Resource Centre	Munglinup	\$394,172	\$251,211	\$6,293
B231	Munglinup Ablution Bock	Munglinup	\$142,806	\$116,963	\$2,587
B339	Munglinup Golf Clubhouse	Munglinup	\$862,827	\$439,696	\$12,555
B339A	Munglinup Golf Club Shed	Munglinup	\$16,777	\$5,801	\$341
B239	Starvation Bay Ablution Block # 1	Starvation Bay	\$114,921	\$38,952	\$2,599
B355	Starvation Bay Ablution Block # 2	Starvation Bay	\$126,751	\$35,157	\$1,172
B239A	Starvation Bay Ablution Block # 3	Starvation Bay	\$88,495	\$61,862	\$3,870
B229A	Mason Bay - Two ablution blocks	Mason Bay	\$162,979	\$113,929	\$7,127
B332	Mount Benson Huts	Mount Benson	\$49,164	\$24,243	\$808
IO001	Mount Benson Tower	Mount Benson	\$184,365	\$0	\$0
B341	North Ravensthorpe Recreation Centre	Ravensthorpe North	\$240,999	\$61,265	\$4,088
B704	Ravensthorpe Equestrian Centre Shed	Ravensthorpe	\$39,946	\$13,502	\$499
B585	18 Carlisle Street House	18 Carlisle Street, Ravensthorpe	\$339,029	\$292,736	\$2,400
B585A	18 Carlisle Street Workshop	18 Carlisle Street, Ravensthorpe	\$18,436	\$10,670	\$110
B9	41 Kingsmill Street House	41 Kingsmill Street, Ravensthorpe	\$343,636	\$216,795	\$2,235
B20	4 Daw Street House	4 Daw Street, Ravensthorpe	\$211,423	\$137,794	\$1,655
B582	30 Kingsmill Street House	30 Kingsmill Street, Ravensthorpe	\$342,020	\$264,841	\$2,287

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B345	Ravensthorpe Gun Clubhouse	Ravensthorpe	\$112,697	\$48,882	\$2,238
B345A	Ravensthorpe Gun Club Ablutions	Ravensthorpe	\$43,441	\$31,121	\$841
B594	Ravensthorpe Golf and Bowling Clubhouse	Ravensthorpe	\$803,986	\$375,575	\$12,597
B547	Ravensthorpe Entertainment - Recreation Centre	Ravensthorpe	\$7,320,514	\$4,478,912	\$95,296
B611	Ravensthorpe Hockey Shelter	Ravensthorpe	\$17,699	\$8,670	\$310
B343	Ravensthorpe Rec Pavilion	Ravensthorpe	\$820,768	\$291,627	\$12,588
B600	Ravensthorpe Childcare Centre	Ravensthorpe	\$586,777	\$319,724	\$7,093
B351	Ravensthorpe Museum	Ravensthorpe	\$332,112	\$154,534	\$5,141
B607	Museum Carriage Shelter	Ravensthorpe	\$14,860	\$2,821	\$403
B351A	Museum - Hampshire Cottage	Ravensthorpe	\$110,988	\$15,048	\$1,004
B351B	Museum Shed	Ravensthorpe	\$150,251	\$23,274	\$1,941
B610	Ravensthorpe Museum Display Shelter	Ravensthorpe	\$77,433	\$18,965	\$678
B17	93 Spence Street House	93 Spence Street, Ravensthorpe	\$292,206	\$129,302	\$4,733
B235	Rangeview Park Ablutions	Ravensthorpe	\$53,466	\$13,592	\$907
B14	66 Queen Street House	66 Queen Street, Ravensthorpe	\$235,207	\$143,160	\$2,280
B529	88 Martin Street House	88 Martin Street, Ravensthorpe	\$361,983	\$164,874	\$2,624
B484	Ravensthorpe Tourist Information Bay	Morgans Street, Ravensthorpe	\$16,261	\$5,752	\$288

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B605	27a Carlisle Street House	27a Carlisle Street, Ravensthorpe	\$230,928	\$144,375	\$1,875
B613	27b Carlisle Street House	27b Carlisle Street, Ravensthorpe	\$230,928	\$144,375	\$1,875
B614	27c Carlisle Street House	27c Carlisle Street, Ravensthorpe	\$230,928	\$153,257	\$1,989
B709	5 Daw Street House	5 Daw Street, Ravensthorpe	\$368,730	\$226,625	\$6,125
B176	Ravensthorpe Medical Centre	75 Martin Street, Ravensthorpe	\$562,897	\$305,770	\$7,657
I523	Regional Landfill Waste Oil Shed	Lot 1363 Moir Road, Ravensthorpe	\$4,093	\$0	\$0
B354	Ravensthorpe Town Hall	33-35 Dunn Street, Ravensthorpe	\$1,614,176	\$1,296,994	\$32,893
B545	Ravensthorpe aged Care units	27-29 Dunn Street, Ravensthorpe	\$444,209	\$24,534	\$522
B703	Ravensthorpe Community Resource Centre	Dunn Street, Ravensthorpe	\$560,395	\$147,428	\$8,646
B122	Ravensthorpe Fire Station	Dunn Street, Ravensthorpe	\$235,323	\$151,366	\$3,792
B122A	Ravensthorpe Fire Station Shed	Dunn Street, Ravensthorpe	\$25,553	\$2,404	\$65
B234	Jubilee Park Ablutions	57 Morgans Street, Ravensthorpe	\$131,821	\$82,335	\$2,050
B206	Senior Citizen Centre	Ravensthorpe	\$551,280	\$161,335	\$6,450
B558	Ravensthorpe Shire office	65 Morgans Street, Ravensthorpe	\$2,054,832	\$777,627	\$19,477
B7	Ravensthorpe Shire office Workshop	65 Morgans Street, Ravensthorpe	\$85,638	\$14,293	\$476
B553	Old Bank Building	63 Morgans Street, Ravensthorpe	\$242,286	\$57,134	\$2,858
B700	Old Emporium	59-61 Morgans Street, Ravensthorpe	\$466,996	\$97,000	\$1,000

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B395	Ravensthorpe Works Depot Office	31 Martin Street, Ravensthorpe	\$210,388	\$29,151	\$5,498
B395B	Ravensthorpe Works Depot Workshop	31 Martin Street, Ravensthorpe	\$166,331	\$57,514	\$3,383
B395C	Ravensthorpe Works Depot Open Front Shed	31 Martin Street, Ravensthorpe	\$236,724	\$164,792	\$4,454
B121	Ravensthorpe SES Emergency Operations Shed	Morgans Street, Ravensthorpe	\$306,967	\$100,351	\$4,012
B548	LEMAC Shed	Morgans Street, Ravensthorpe	\$48,672	\$22,797	\$651
B579	Fitzgerald Hall	Fitzgerald	\$694,364	\$163,738	\$8,192
B326	Fitzgerald Rec Facility Store Shed	Fitzgerald	\$4,425	\$765	\$45
B708	Regional Records Facility Joint Venture (1/10 ownership)	Other (Kalgoorlie)	\$72,500	\$63,800	\$2,900
I501	Hopetoun Waste Transfer Station	Hopetoun	\$182,398	\$0	\$0
B2	Ravensthorpe Pool Chemical Embankment Shed	Ravensthorpe	\$0	\$0	\$0
B615	Records Sea Container - Administration Office	65 Morgans Street, Ravensthorpe	\$26,229	\$26,229	\$0

Table 6: Building Inventory and Values

**Freehold Land**

Land ID	Address	Land Area sq.m.	Fair Value
L7	Ravensthorpe Airport - 196 Lee Road, Jerdacuttup	90,000	\$820,000
L578	Ravensthorpe Airport - 196 Lee Road, Jerdacuttup	484,000	\$150,000
	96 Maitland Street, Hopetoun	Unknown	\$0
L13	Jerdacuttup Emergency Farm Water	Unknown	\$20,000
L1	17 Budjan Street, Munglinup	1012?	\$18,000
L2	41 Kingsmill Street, Ravensthorpe	1,012	\$35,000
L325	Ravensthorpe Museum	1,012	\$40,000
L605	27a Carlisle Street, Ravensthorpe	348	\$20,000
L613	27b Carlisle Street, Ravensthorpe	323	\$20,000
L614	27c Carlisle Street, Ravensthorpe	348	\$20,000
	5 Daw Street, Ravensthorpe	1,012	\$30,000
L174	75 Martin Street, Ravensthorpe	2,428	\$48,000
L324	Ravensthorpe Town Hall - 33-35 Dunn Street	2,024	\$45,000
L324A	Ravensthorpe Town Hall - 31 Dunn Street	1,200	\$26,000
L202	Jubilee Park - 55 Morgans Street	3,289	\$25,000
L202A	Jubilee Park - 59 Morgans Street	1,012	\$7,000
L202B	Jubilee Park - 57 Morgans Street	1,012	\$25,000
L3	Ravensthorpe Shire office	1,012	\$45,000

Land ID	Address	Land Area sq.m.	Fair Value
L6	63 Morgans Street, Ravensthorpe	1,012	\$40,000
L700	59-61 Morgans Street, Ravensthorpe	2,024	\$65,000
L8	79 Morgans Street, Ravensthorpe	1,012	\$40,000
L9	71 Martin Street, Ravensthorpe	1,214	\$17,500
L10	25 Spence Street, Ravensthorpe	1,012	\$25,000
L11	26 Spence Street, Ravensthorpe	1,214	\$25,000
L12	30 Dunn Street, Ravensthorpe - CRC Parking	Unknown	\$30,000
L4	43 Kingsmill Street, Ravensthorpe	1,012	\$32,000
L396	1 Moir Road, Ravensthorpe - New Depot Block	Unknown	\$5,000
L600	Lot 177 Floater Road	36,937	\$39,993
L601	Lot 318 Floater Road	21,221	\$21,412
L602	Lot 36 Floater Road	369,276	\$372,595

Table 7: Land Parcel Inventory and Values

**Ancillary Assets**

Asset ID	Description	Quantity	Address	Replacement Cost	Fair Value	Depreciation Expense
I318	Refuse Disposal Site Fencing	Unknown	Moir Road, Ravensthorpe	\$15,707	Unknown	Unknown

**Table 8: Ancillary Asset Inventory and Values**

## Condition

The Shire does not routinely record building condition ratings. An improvement action to begin collecting this information has been listed. Future results will be recorded within this table.

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
Main Building	-	-	-	-	-	-	-
Hopetoun Sporting Pavilion	-	-	-	-	-	-	-
Hopetoun Lawn Bowls Club	-	-	-	-	-	-	-
Hopetoun Emergency Services Collocated Facility Shed	-	-	-	-	-	-	-
Hopetoun Emergency Services Collocated Facility	-	-	-	-	-	-	-
Hopetoun Childcare Centre	-	-	-	-	-	-	-
Hopetoun CRC & Doctor's Surgery, Alan Rose Drive, Hopetoun	-	-	-	-	-	-	-
New Hopetoun Community Centre Project	-	-	-	-	-	-	-
Hopetoun Multi-use Centre - Mary Anne Haven	-	-	-	-	-	-	-
Hopetoun Multi-use Centre - Mary Anne Haven Workshop	-	-	-	-	-	-	-
Hopetoun Aged Care Homes	-	-	-	-	-	-	-
Hopetoun Police Station	-	-	-	-	-	-	-
Men in sheds	-	-	-	-	-	-	-
Men in sheds Toilet Block	-	-	-	-	-	-	-
Ravensthorpe Airport	-	-	-	-	-	-	-
Ravensthorpe Airport Equipment Shed	-	-	-	-	-	-	-
Ravensthorpe Airport Ablution Block	-	-	-	-	-	-	-
Hopetoun Waste Transfer Station Shed	-	-	-	-	-	-	-
Hopetoun Waste Transfer Site Office	-	-	-	-	-	-	-
Hopetoun Works Depot Wash Down Bay Shed	-	-	-	-	-	-	-

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
79 Esplanade Staff House	-	-	-	-	-	-	-
79 Esplanade Staff House Workshop	-	-	-	-	-	-	-
McCulloch Park Ablution Block	-	-	-	-	-	-	-
McCulloch Park BBQ Shelter	-	-	-	-	-	-	-
McCulloch Park Bandstand	-	-	-	-	-	-	-
Hopetoun Shops & Residences	-	-	-	-	-	-	-
Hopetoun Golf Club - Club House	-	-	-	-	-	-	-
Hopetoun Golf Club - Shed	-	-	-	-	-	-	-
Hopetoun Foreshore Ablutions	-	-	-	-	-	-	-
Hopetoun West Beach Ablutions	-	-	-	-	-	-	-
Two Mile Beach Ablution Block	-	-	-	-	-	-	-
Five Mile Ablution Block	-	-	-	-	-	-	-
12 Mile Ablution Block	-	-	-	-	-	-	-
Hamersley Inlet - Ablution Block	-	-	-	-	-	-	-
Hamersley Inlet - Shelter	-	-	-	-	-	-	-
Hamersley Inlet - Camp Kitchen	-	-	-	-	-	-	-
Jerdacuttup Hall	-	-	-	-	-	-	-
Jerdacuttup Fire Station	-	-	-	-	-	-	-
Munglinup Pony Club Ablutions	-	-	-	-	-	-	-
Munglinup Pony Club Shed	-	-	-	-	-	-	-
Munglinup Recreation Centre	-	-	-	-	-	-	-
Munglinup Store Shed	-	-	-	-	-	-	-
Munglinup Park Co location - Community Resource Centre	-	-	-	-	-	-	-
Munglinup Ablution Bock	-	-	-	-	-	-	-
Munglinup Golf Clubhouse	-	-	-	-	-	-	-
Munglinup Golf Club Shed	-	-	-	-	-	-	-
Starvation Bay Ablution Block # 1	-	-	-	-	-	-	-
Starvation Bay Ablution Block # 2	-	-	-	-	-	-	-

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
Starvation Bay Ablution Block # 3	-	-	-	-	-	-	-
Mason Bay - Two ablution blocks	-	-	-	-	-	-	-
Mount Benson Huts	-	-	-	-	-	-	-
Mount Benson Tower	-	-	-	-	-	-	-
North Ravensthorpe Recreation Centre	-	-	-	-	-	-	-
Ravensthorpe Equestrian Centre Shed	-	-	-	-	-	-	-
18 Carlisle Street House	-	-	-	-	-	-	-
18 Carlisle Street Workshop	-	-	-	-	-	-	-
41 Kingsmill Street House	-	-	-	-	-	-	-
4 Daw Street House	-	-	-	-	-	-	-
30 Kingsmill Street House	-	-	-	-	-	-	-
Ravensthorpe Gun Clubhouse	-	-	-	-	-	-	-
Ravensthorpe Gun Club Ablutions	-	-	-	-	-	-	-
Ravensthorpe Golf and Bowling Clubhouse	-	-	-	-	-	-	-
Ravensthorpe Entertainment - Recreation Centre	-	-	-	-	-	-	-
Ravensthorpe Hockey Shelter	-	-	-	-	-	-	-
Ravensthorpe Rec Pavilion	-	-	-	-	-	-	-
Ravensthorpe Childcare Centre	-	-	-	-	-	-	-
Ravensthorpe Museum	-	-	-	-	-	-	-
Museum Carriage Shelter	-	-	-	-	-	-	-
Museum - Hampshire Cottage	-	-	-	-	-	-	-
Museum Shed	-	-	-	-	-	-	-
Ravensthorpe Museum Display Shelter	-	-	-	-	-	-	-
93 Spence Street House	-	-	-	-	-	-	-
Rangeview Park Ablutions	-	-	-	-	-	-	-
66 Queen Street House	-	-	-	-	-	-	-
88 Martin Street House	-	-	-	-	-	-	-
Ravensthorpe Tourist Information Bay	-	-	-	-	-	-	-

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
27a Carlisle Street House	-	-	-	-	-	-	-
27b Carlisle Street House	-	-	-	-	-	-	-
27c Carlisle Street House	-	-	-	-	-	-	-
5 Daw Street House	-	-	-	-	-	-	-
Ravensthorpe Medical Centre	-	-	-	-	-	-	-
Regional Landfill Waste Oil Shed	-	-	-	-	-	-	-
Ravensthorpe Town Hall	-	-	-	-	-	-	-
Ravensthorpe aged Care units	-	-	-	-	-	-	-
Ravensthorpe Community Resource Centre	-	-	-	-	-	-	-
Ravensthorpe Fire Station	-	-	-	-	-	-	-
Ravensthorpe Fire Station Shed	-	-	-	-	-	-	-
Jubilee Park Ablutions	-	-	-	-	-	-	-
Senior Citizen Centre	-	-	-	-	-	-	-
Ravensthorpe Shire office	-	-	-	-	-	-	-
Ravensthorpe Shire office Workshop	-	-	-	-	-	-	-
Old Bank Building	-	-	-	-	-	-	-
Old Emporium	-	-	-	-	-	-	-
Ravensthorpe Works Depot Office	-	-	-	-	-	-	-
Ravensthorpe Works Depot Workshop	-	-	-	-	-	-	-
Ravensthorpe Works Depot Open Front Shed	-	-	-	-	-	-	-
Ravensthorpe SES Emergency Operations Shed	-	-	-	-	-	-	-
LEMAC Shed	-	-	-	-	-	-	-
Fitzgerald Hall	-	-	-	-	-	-	-
Fitzgerald Rec Facility Store Shed	-	-	-	-	-	-	-
Regional Records Facility Joint Venture (1/10 ownership)	-	-	-	-	-	-	-

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
Hopetoun Waste Transfer Station	-	-	-	-	-	-	-
Ravensthorpe Pool Chemical Embankment Shed	-	-	-	-	-	-	-
Records Sea Container - Administration Office	-	-	-	-	-	-	-

Table 9: Building Component Condition

# Appendix E – Lifecycle Management Strategies

## Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage property assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

## Principles & Definitions

In considering the Shire’s asset lifecycle management, the following key principles and definitions must be considered.

### Work Category Definitions

The Shire considers the activities it undertakes across six categories as follows.

Activity	Definition
Operation	Continuously required expenditure which enables assets to provide benefits to the community such as utility charges, inspections, cleaning etc.
Maintenance	Regular works to maintain the assets’ capability, such as minor repairs, servicing, mowing, painting, crack sealing etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the renewal of an internal wall in a building, renewal of an engine in a grader, resurfacing a road (re-sheeting or resealing) or replacing girders on a bridge.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as the widening of a road, extension of a building, installation of reticulation to a dry park etc.
New Work	The creation of a new asset, in a location where that asset type has not existed before.
Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 10: Activity Categories

### Lifecycle Cost Basis

All assets have a lifecycle. This is defined as the time interval that commences with the identification of the need for an asset and ends with the decommissioning of the asset

(i.e. disposal but with no replacement). It covers five stages, being conception & design, acquisition/construction, operation & maintenance, renewal and disposal.

### Operation & Maintenance Strategy

Often referred to as 'OPEX', operational and maintenance expenditure and works are required to ensure the longevity of assets' lives and the reliability of their services. The Shire's approach to meeting OPEX needs is a combination of reactive and short term planned strategies. As described in the figure below, the Shire's strategy to OPEX is:

- Operational costs typically vary with usage. The Shire broadly works on an annual budget planning cycle (12 months), and seeks funding in-line with previous years' budgets, with an allowance for at least CPI.
- Reactive maintenance typically arises from either community requests and/or internal works orders. Works are then scheduled, actioned and completed. Budgeting is based on previous years' allocations, with an increase of at least CPI.
- Planned maintenance works are typically identified from either internal staff inspection or by legislative requirements. Budgets are developed based on the programmes and previous years' expenditure, with an increase of at least CPI. Some planned maintenance programmes do exist, but not all are documented. An improvement action has been listed, to document all planned maintenance schedules, with associated budgets, for building and land assets.



Figure 8: Property OPEX Framework

## Staff Resources

The overall management of the Shire’s property portfolio falls within the responsibility of the Chief Executive Officer. The Director of Corporate & Community Services is responsible for overall accounting control of property assets, and the Director of Technical Services for engineering based works. The Shire is also assisted from time to time by external contractors.

## Software Systems

The Shire currently employs the use of the following software system(s) to manage property asset data.

Software	Uses
SynergySoft	SynergySoft is used to record all property asset revenue and expenditure, as well as relevant records.

**Table 11: Asset Management Software Systems**

## Renewal Strategy

### Strategy

The Shire periodically inspects building assets to identify short term renewal needs. However, the Shire wishes to improve this practice and use known condition to help inform a long term (5 years+) capital works programme. The development of a formal inspection process and works programme has been listed as an improvement action.

### Renewal Management Model

Condition information can be used to develop models that predict assets' approximate year of renewal. The Shire can then scope and prioritise these renewal projects over the forthcoming period (e.g. 5 years). Further out (e.g. from years 6 onwards), results can help staff to understand the likely amount of renewal expenditure that will be required, even if the exact project details are not yet known. Ultimately, a robust long term (e.g. 15 years) renewal works programme can then be developed, that informs this AMP, and other documents such as the Long Term Financial Plan and Corporate Business Plan.

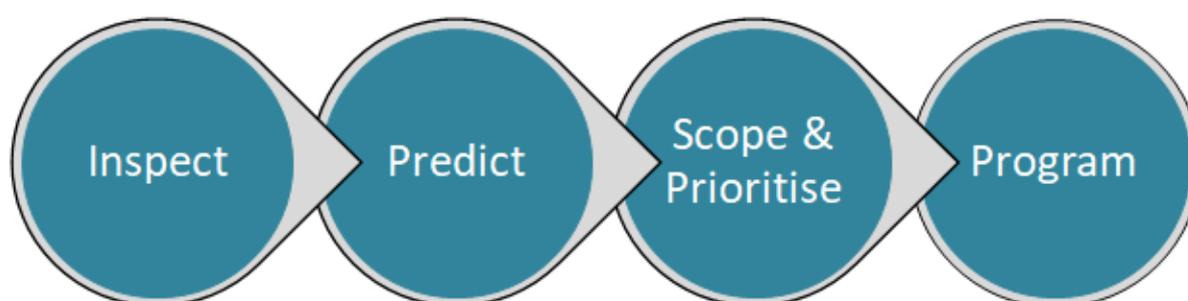


Figure 9: Building Asset Renewal Planning Process

### Inspections

#### Asset Condition Rating Scale

In assessing assets' condition, the Shire applies a 1 to 5 scale, as shown in Table 12.

Grade	Condition	Description
1	Excellent	A new or near new asset, or an asset recently rehabilitated back to new condition, with no visible signs of deterioration. The asset or component will have no drop in level of service.
2	Good	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	Average	An asset in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss.

4	Poor	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.
5	Very Poor	An asset in poor to unserviceable overall condition deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high.

Table 12: Condition Rating Measures

The Shire aims to minimise the number of assets that are rated as a 4-5 unless assets are in this state as part of a specific management program (i.e. part of an asset decommissioning plan).

### Condition Inspection Frequencies

Properties assets are inspected to the following frequencies.

Asset	Inspection Frequency
Buildings	No formal program – currently ad hoc.
Land	Not required

Table 13: Condition Inspection Frequencies

### Prediction

By understanding assets' physical condition (or any other performance feature), the Shire can then predict when assets, or their components, may require renewal. Typically, this is achieved by applying total useful lives to different assets or components, and then calculating how long it will take for them to reach a specific trigger. The currently applied renewal triggers are detailed below.

Component	Action	Triggers
All	Renewal	At poor or very poor condition, depending on building's usage level.

Table 14: Asset Renewal Condition Triggers

### Project Scoping/Prioritisation

Assets or components that have reached, or will reach over the next few years, their intervention trigger, are then further investigated by Shire staff. The investigation seeks to determine when any works should be undertaken, what the scope is and what budget is required. This information is then used to build up the future renewal works programme.

## Upgrade/New Strategy

### **Strategy**

The Shire occasionally constructs or acquires upgraded and/or new assets. Expenditure on these assets is often considered as discretionary, and ultimately results in either a new or improved service (e.g. a building extension). The following section outlines the Shire's general approach to upgrade and new projects.

### **Project Prioritisation/Selection Criteria**

The need for either upgraded or new assets is typically identified by staff from many potential sources including customer and Council request, strategic plans, poor asset performance and so on. Assets' needs are then investigated by staff to determine their potential scope, benefit and costs. Where determined as being required, a formal report may be given to Council for their consideration and approval.

Approved projects are considered for future funding, however at present are not prioritised collectively, to assess features such as their alignment to the Strategic Community Plan. An improvement task to consider a single common prioritisation framework has been listed.

## Disposal Strategy

### **Strategy**

At the present time the Shire generally does not frequently dispose of property assets. Where such a project is identified, then the need and scope is considered by staff and (in some instances) Council.

# Appendix F – Financial Model

## Property Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
<b>Land Parcels</b>																		
Land Parcels	New	Purchase Depot Block - 1 Moir Road	Municipal	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>LAND TOTAL</b>				<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>								
<b>Buildings</b>																		
Buildings	Operation	COA10110 - Regional Landfill Operational Costs	Municipal	\$930	\$903	\$959	\$990	\$1,021	\$1,053	\$1,088	\$1,124	\$1,161	\$1,198	\$1,238	\$1,278	\$1,321	\$1,365	\$1,409
Buildings	Operation	COA10704 - Operating Costs - Public Toilets	Municipal	\$50,469	\$64,350	\$51,682	\$53,073	\$54,509	\$55,992	\$57,665	\$59,393	\$61,179	\$63,024	\$64,930	\$66,903	\$68,939	\$71,044	\$73,222
Buildings	Operation	COA11100 - Operating Costs - Public Halls & Civic Centres	Municipal	\$36,381	\$35,600	\$37,266	\$38,261	\$39,284	\$40,341	\$41,512	\$42,723	\$43,969	\$45,255	\$46,580	\$47,946	\$49,357	\$50,813	\$52,312
Buildings	Operation	COA11204 - Operating Costs Swimming Pool	Municipal	\$15,655	\$15,577	\$15,811	\$16,049	\$16,289	\$16,534	\$16,865	\$17,202	\$17,545	\$17,896	\$18,255	\$18,620	\$18,992	\$19,372	\$19,759
Buildings	Operation	COA11307 - Operating Costs - Sporting Pavilions & Clubs	Municipal	\$74,186	\$82,349	\$76,169	\$78,347	\$80,595	\$82,916	\$85,454	\$88,072	\$90,777	\$93,572	\$96,455	\$99,437	\$102,519	\$105,699	\$108,986
Buildings	Operation	COA11500 - Operating Costs - Libraries	Municipal	\$108,045	\$106,000	\$110,162	\$112,351	\$114,584	\$116,862	\$119,217	\$121,620	\$124,071	\$126,573	\$129,124	\$131,729	\$134,386	\$137,096	\$139,862
Buildings	Operation	COA11600 - Operating Costs - Other Culture	Municipal	\$8,270	\$8,108	\$8,459	\$8,675	\$8,899	\$9,130	\$9,391	\$9,659	\$9,935	\$10,220	\$10,516	\$10,819	\$11,133	\$11,456	\$11,790
Buildings	Operation	COA12204 - Operating Costs - Depot	Municipal	\$26,989	\$26,368	\$27,695	\$28,487	\$29,305	\$30,152	\$31,088	\$32,061	\$33,066	\$34,106	\$35,181	\$36,293	\$37,443	\$38,634	\$39,866
Buildings	Operation	COA13600 - Expenses Relating to Other Economic Services	Municipal	\$260	\$250	\$270	\$281	\$292	\$304	\$316	\$329	\$342	\$356	\$370	\$385	\$400	\$416	\$433
Buildings	Operation	COA14200 - Works Administration And Support	Municipal	\$5,025	\$5,000	\$5,075	\$5,151	\$5,229	\$5,307	\$5,413	\$5,521	\$5,632	\$5,745	\$5,859	\$5,977	\$6,096	\$6,218	\$6,342
Buildings	Operation	COA14215 - Works Building Administration Expenses	Municipal	\$1,226	\$1,220	\$1,238	\$1,257	\$1,276	\$1,295	\$1,321	\$1,347	\$1,374	\$1,402	\$1,430	\$1,458	\$1,487	\$1,517	\$1,548
Buildings	Operation	COA14500 - Building Operating Costs - Administration	Municipal	\$20,637	\$20,000	\$21,318	\$22,045	\$22,800	\$23,582	\$24,416	\$25,279	\$26,176	\$27,105	\$28,068	\$29,068	\$30,104	\$31,180	\$32,295
Buildings	Operation	COA14504 - Telecommunications Costs	Municipal	\$80,400	\$80,000	\$81,204	\$82,422	\$83,658	\$84,913	\$86,182	\$87,464	\$88,761	\$90,074	\$91,403	\$92,748	\$94,110	\$95,489	\$96,886
Buildings	Operation	COA14523 - Operating Costs - Other Property	Municipal	\$742	\$715	\$769	\$798	\$827	\$858	\$891	\$924	\$958	\$993	\$1,031	\$1,070	\$1,109	\$1,151	\$1,193
Buildings	Operation	COA14526 - Minor Attractive Items (under \$5,000)	Municipal	\$7,035	\$7,000	\$7,105	\$7,212	\$7,320	\$7,430	\$7,579	\$7,730	\$7,885	\$8,042	\$8,203	\$8,367	\$8,535	\$8,705	\$8,879
Buildings	Operation	COA5111 - Operating Expenses (Non-ESL)	Municipal	\$29,523	\$29,341	\$29,849	\$30,323	\$30,807	\$31,298	\$31,948	\$32,614	\$33,291	\$33,984	\$34,693	\$35,417	\$36,155	\$36,910	\$37,683
Buildings	Operation	COA7400 - Expenses Relating to Preventative Services - Administration & Inspection	Municipal	\$15,075	\$15,000	\$15,226	\$15,454	\$15,686	\$15,921	\$16,240	\$16,564	\$16,896	\$17,234	\$17,578	\$17,930	\$18,288	\$18,654	\$19,027
Buildings	Operation	COA7500 - Expenses Relating to Preventative Services - Pest Control	Municipal	\$4,020	\$4,000	\$4,060	\$4,121	\$4,183	\$4,245	\$4,331	\$4,417	\$4,505	\$4,596	\$4,688	\$4,781	\$4,877	\$4,975	\$5,073
Buildings	Operation	COA7700 - Operating Expenses - Doctors and Other Health	Municipal	\$150,330	\$149,330	\$152,058	\$154,532	\$157,050	\$159,616	\$162,981	\$166,420	\$169,936	\$173,528	\$177,199	\$180,954	\$184,791	\$188,713	\$192,724
Buildings	Operation	COA8100 - Little Barrens Expenses	Municipal	\$34,122	\$33,800	\$34,597	\$35,230	\$35,874	\$36,534	\$37,363	\$38,212	\$39,082	\$39,973	\$40,885	\$41,821	\$42,778	\$43,761	\$44,767
Buildings	Operation	COA8107 - The Cub House Expenses	Municipal	\$16,356	\$16,200	\$16,585	\$16,888	\$17,200	\$17,518	\$17,916	\$18,324	\$18,744	\$19,172	\$19,611	\$20,061	\$20,523	\$20,996	\$21,482
Buildings	Operation	COA8400 - Operating Expenses - Senior Citizens	Municipal	\$4,604	\$4,448	\$4,765	\$4,932	\$5,104	\$5,283	\$5,468	\$5,659	\$5,857	\$6,062	\$6,274	\$6,494	\$6,721	\$6,956	\$7,200
Buildings	Operation	COA9100 - Operating Costs - Staff Housing	Municipal	\$44,460	\$43,450	\$45,604	\$46,891	\$48,219	\$49,594	\$51,118	\$52,692	\$54,320	\$56,006	\$57,746	\$59,545	\$61,406	\$63,330	\$65,320
Buildings	Operation	COA9200 - Operating Costs - Other Housing	Municipal	\$1,956	\$1,900	\$2,017	\$2,083	\$2,149	\$2,219	\$2,295	\$2,372	\$2,452	\$2,536	\$2,621	\$2,711	\$2,804	\$2,900	\$2,999
Buildings	Maintenance	COA10103 - Tip Maintenance Costs	Municipal	\$116,205	\$114,400	\$118,210	\$120,419	\$122,668	\$124,961	\$127,472	\$130,033	\$132,647	\$135,313	\$138,031	\$140,805	\$143,636	\$146,524	\$149,468
Buildings	Maintenance	COA10709 - Building Maintenance - Public Toilets	Municipal	\$236,016	\$232,194	\$240,185	\$244,711	\$249,323	\$254,023	\$259,103	\$264,285	\$269,571	\$274,963	\$280,461	\$286,072	\$291,792	\$297,628	\$303,581
Buildings	Maintenance	COA11112 - Building Maintenance - Public Halls & Civic Centres	Municipal	\$138,456	\$156,400	\$140,707	\$143,258	\$145,859	\$148,505	\$151,475	\$154,506	\$157,596	\$160,746	\$163,962	\$167,242	\$170,586	\$173,996	\$177,477
Buildings	Maintenance	COA11209 - Building Maintenance - Swimming Pool	Municipal	\$7,061	\$7,000	\$7,148	\$7,264	\$7,383	\$7,502	\$7,654	\$7,805	\$7,961	\$8,121	\$8,283	\$8,449	\$8,618	\$8,791	\$8,966
Buildings	Maintenance	COA11304 - Maintenance - Parks and Reserves	Municipal	\$105,074	\$103,200	\$107,073	\$109,202	\$111,373	\$113,592	\$115,949	\$118,355	\$120,812	\$123,324	\$125,888	\$128,508	\$131,184	\$133,917	\$136,711
Buildings	Maintenance	COA11305 - Building Maintenance - Sporting Clubs & Pavilions	Municipal	\$109,003	\$117,353	\$110,817	\$112,847	\$114,917	\$117,025	\$119,366	\$121,752	\$124,187	\$126,671	\$129,204	\$131,789	\$134,424	\$137,113	\$139,855
Buildings	Maintenance	COA11506 - Building Maintenance - Libraries	Municipal	\$5,082	\$5,000	\$5,172	\$5,270	\$5,369	\$5,471	\$5,580	\$5,692	\$5,806	\$5,921	\$6,040	\$6,161	\$6,284	\$6,409	\$6,538
Buildings	Maintenance	COA11608 - Building Maintenance - Other Culture	Municipal	\$3,431	\$3,390	\$3,480	\$3,540	\$3,602	\$3,663	\$3,737	\$3,813	\$3,888	\$3,967	\$4,045	\$4,125	\$4,209	\$4,293	\$4,378
Buildings	Maintenance	COA12222 - Building Maintenance - Depots	Municipal	\$21,284	\$21,000	\$21,618	\$22,005	\$22,397	\$22,799	\$23,255	\$23,720	\$24,195	\$24,679	\$25,172	\$25,676	\$26,188	\$26,712	\$27,247
Buildings	Maintenance	COA12611 - Building Maintenance - Airport	Municipal	\$27,390	\$27,000	\$27,838	\$28,345	\$28,860	\$29,386	\$29,973	\$30,572	\$31,185	\$31,808	\$32,444	\$33,093	\$33,755	\$34,430	\$35,118
Buildings	Maintenance	COA14501 - Building Maintenance - Administration Building	Municipal	\$70,963	\$70,000	\$72,090	\$73,385	\$74,703	\$76,045	\$77,565	\$79,117	\$80,699	\$82,314	\$83,959	\$85,639	\$87,351	\$89,098	\$90,881
Buildings	Maintenance	COA14527 - Building Maintenance - Other Property	Municipal	\$15,027	\$14,734	\$15,327	\$15,633	\$15,946	\$16,264	\$16,590	\$16,922	\$17,259	\$17,605	\$17,958	\$18,316	\$18,683	\$19,056	\$19,438
Buildings	Maintenance	COA4112 - Maintenance - Council Chambers	Municipal	\$603	\$600	\$609	\$618	\$627	\$637	\$650	\$663	\$676	\$689	\$703	\$717	\$732	\$746	\$761
Buildings	Maintenance	COA5110 - ESL - BFB Building Maintenance Expense	Municipal	\$777	\$770	\$788	\$802	\$817	\$831	\$850	\$869	\$888	\$909	\$929	\$951	\$971	\$993	\$1,016
Buildings	Maintenance	COA5115 - Building Maintenance Expense (Non-ESL)	Municipal	\$3,694	\$3,600	\$3,797	\$3,908	\$4,023	\$4,142	\$4,270	\$4,402	\$4,538	\$4,679	\$4,825	\$4,975	\$5,130	\$5,290	\$5,456
Buildings	Maintenance	COA5311 - SES Building Maintenance Expense	Municipal	\$2,029	\$2,000	\$2,066	\$2,109	\$2,155	\$2,203	\$2,257	\$2,314	\$2,373	\$2,433	\$2,494	\$2,557	\$2,622	\$2,688	\$2,757

Property Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
<b>Buildings</b>																		
Buildings	Maintenance	COA5315 - Building Maintenance - Other Law Order Public Safety	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Maintenance	COA7709 - Building Maintenance - Doctors & Other Health	Municipal	\$28,497	\$28,000	\$29,026	\$29,585	\$30,157	\$30,738	\$31,352	\$31,979	\$32,619	\$33,272	\$33,937	\$34,616	\$35,308	\$36,014	\$36,734
Buildings	Maintenance	COA8101 - Building Maintenance - Child Care Centres	Municipal	\$49,924	\$49,345	\$50,649	\$51,524	\$52,415	\$53,321	\$54,388	\$55,475	\$56,584	\$57,717	\$58,871	\$60,047	\$61,250	\$62,474	\$63,724
Buildings	Maintenance	COA8401 - Building Maintenance - Senior Citizens Centres	Municipal	\$29,228	\$29,000	\$29,577	\$30,049	\$30,530	\$31,017	\$31,638	\$32,271	\$32,916	\$33,574	\$34,246	\$34,930	\$35,629	\$36,342	\$37,068
Buildings	Maintenance	COA8404 - Building Maintenance - Aged Care Units	Municipal	\$10,075	\$10,000	\$10,193	\$10,355	\$10,520	\$10,687	\$10,901	\$11,118	\$11,341	\$11,569	\$11,799	\$12,035	\$12,276	\$12,521	\$12,772
Buildings	Maintenance	COA9101 - Building Maintenance - Staff Housing	Municipal	\$115,399	\$113,724	\$117,304	\$119,447	\$121,631	\$123,855	\$126,332	\$128,857	\$131,437	\$134,064	\$136,745	\$139,481	\$142,269	\$145,115	\$148,018
Buildings	Maintenance	COA9202 - Building Maintenance - Other Housing	Municipal	\$17,142	\$17,000	\$17,353	\$17,634	\$17,918	\$18,208	\$18,572	\$18,943	\$19,323	\$19,708	\$20,103	\$20,504	\$20,915	\$21,333	\$21,759
Buildings	Renewal	30 Kingsmill Street, Ravensthorpe	Municipal	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Construct Animal Holding Pen - Hopetoun	Municipal	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Hopetoun Depot Mechanic Workshop And Building Maint Shed	Municipal	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Hopetoun Sports Pavilion - Timber Sealing And Painting, Repair Doors, Ceilings, Toilets, Kitchen & other works	Local Roads & Community Infrastructure Grant	\$278,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Little Barrens - Painting	Local Roads & Community Infrastructure Grant	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Ravensthorpe Depot Office Refit	Municipal	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Ravensthorpe Museum	Municipal	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Upgrade	Ravensthorpe Rec Centre - Construction of balcony & grandstand	Drought Community Programme	\$114,149	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Ravensthorpe Rec Centre - Solar Hot Water System	Local Roads & Community Infrastructure Grant	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	RCP Demolition and Renewal	Grants & Contributions	\$6,281,072	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Records Sea Container	Municipal	\$5,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Surgery Upgrade Hopetoun - Painting, maintenance and repairs.	Local Roads & Community Infrastructure Grant	\$11,677	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Surgery Upgrade Ravensthorpe - Painting	Local Roads & Community Infrastructure Grant	\$21,573	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	New	Two Mile Ablution Block - New ablution block	Drought Community Programme	\$68,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Water Bomber Tank Upgrade	Municipal	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	To be confirmed	Municipal	\$0	\$50,000	\$50,000	\$50,000	\$200,000	\$450,000	\$200,000	\$175,000	\$200,000	\$190,000	\$370,000	\$150,000	\$250,000	\$250,000	\$250,000
<b>BUILDINGS TOTAL</b>				<b>\$8,773,127</b>	<b>\$1,926,619</b>	<b>\$1,930,970</b>	<b>\$1,967,763</b>	<b>\$2,155,353</b>	<b>\$2,443,772</b>	<b>\$2,237,417</b>	<b>\$2,257,065</b>	<b>\$2,327,765</b>	<b>\$2,364,537</b>	<b>\$2,592,385</b>	<b>\$2,421,378</b>	<b>\$2,571,515</b>	<b>\$2,622,833</b>	<b>\$2,675,373</b>
<b>Furniture &amp; Fittings</b>																		
Furniture & Fittings	Renewal	Depot Office And Workshop Improvements	Municipal	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fittings	Renewal	Little Barrens - Cot And Kindy Room Furniture	Municipal	\$6,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fittings	Renewal	Office Furniture And Painting	Municipal	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fittings	Renewal	Surgery Equipment Replacement	Municipal	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fittings	Renewal	To be Confirmed	Municipal	\$0	\$10,300	\$11,073	\$11,965	\$11,222	\$9,040	\$12,794	\$15,682	\$15,537	\$22,381	\$13,633	\$18,635	\$22,092	\$22,208	\$22,612
<b>FURNITURE &amp; FITTINGS TOTAL</b>				<b>\$35,500</b>	<b>\$10,300</b>	<b>\$11,073</b>	<b>\$11,965</b>	<b>\$11,222</b>	<b>\$9,040</b>	<b>\$12,794</b>	<b>\$15,682</b>	<b>\$15,537</b>	<b>\$22,381</b>	<b>\$13,633</b>	<b>\$18,635</b>	<b>\$22,092</b>	<b>\$22,208</b>	<b>\$22,612</b>
<b>TOTAL PROPERTY WORKS EXPENDITURE</b>				<b>\$8,908,627</b>	<b>\$1,936,919</b>	<b>\$1,942,043</b>	<b>\$1,979,728</b>	<b>\$2,166,575</b>	<b>\$2,452,812</b>	<b>\$2,250,211</b>	<b>\$2,272,747</b>	<b>\$2,343,302</b>	<b>\$2,386,918</b>	<b>\$2,606,018</b>	<b>\$2,440,013</b>	<b>\$2,593,607</b>	<b>\$2,645,041</b>	<b>\$2,697,985</b>

## Key Assumptions

A number of key assumptions are made in preparing forecasts of required portfolio expenditure. They are that:

- Property assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- Standards, Acts and Regulations associated with property assets will remain essentially the same over the AMP life.
- Expenditure projections allow for no inflation.
- Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- Renewal programmes have been based primarily on defined works programmes where available. Where not available, programmes are based on either modelling projections, historical cost and/or annual depreciation rates.
- Upgrade, acquisition/construction and disposal programmes are based on defined works programmes. Where not available, programmes are based on either modelling projections and/or historical cost.
- Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- Unit costs and assumed asset lives are the Shire's but do not necessarily represent actual asset performance.
- Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Accuracy of future financial forecasts may be improved in future revisions of this AMP by the following actions.

- Developing planned maintenance schedules and associated budget(s).
- Developing and implementing an ongoing building inspection programme.
- Developing a long term capital works programme.

## Appendix G – Asset Ratios

### Background

On an annual basis each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's assets. These KPIs are useful in determining:

- the current physical state of the asset portfolio
- how sufficient past renewal expenditure was
- whether sufficient future renewal expenditure is being allowed for

### Asset Consumption Ratio

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

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

Asset	DRC (FV Buildings Only)	CRC	ACR
Amenity Buildings	\$757,065	\$1,389,708	54%
Community Buildings	\$9,194,350	\$17,658,497	52%
Emergency Service Buildings	\$1,380,470	\$2,199,291	63%
Operations Buildings	\$2,004,494	\$4,996,282	40%
Recreation Buildings	\$8,895,257	\$15,773,999	56%
Residences	\$2,585,675	\$4,617,194	56%
Transport Buildings	\$293,298	\$484,004	61%
Ancillary Assets	Unknown	\$15,707	Unknown
<b>Total</b>	<b>\$25,110,610</b>	<b>\$47,134,681</b>	<b>53%</b>

Table 15: Property Assets Consumption Ratios

## Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the property asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3). The ratio has a target band of between 90%-110%.

$$\frac{\text{Property Asset Renewal Expenditure}}{\text{Property Asset Depreciation}}$$

Asset	4 Year Average	ADE	ASR
All building assets	\$305,410	\$644,104	47%
<b>Total</b>	<b>\$305,410</b>	<b>\$644,104</b>	<b>47%</b>

Table 16: Property Assets Sustainability Ratios

## Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 10 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFP, by the net present value of planned renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

$$\frac{\text{NPV of LTFP Planned Renewal Expenditure over the next 10 years}}{\text{NPV of AMP Required Renewal Expenditure over the next 10 years}}$$

Asset	LTFP	AMP	ARFR
All building assets	\$8,297,362	\$8,118,588	102%
<b>Total</b>	<b>\$8,297,362</b>	<b>\$8,118,588</b>	<b>102%</b>