

Building Asset Management Plan

2026-2030



Document Control

Document ID: Building Asset Management Plan – 2026-2030

Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	20/05/2026	The first version for adoption	PF	LA / CT	
2.0	26/05/2026	Updated for yr on yr renewal	PF	KLT	
3.0	06/07/2026	Updated rationalisations	PF	Council	



Contents

1. EXECUTIVE SUMMARY	6
1.1. The Purpose of the Plan.....	6
1.2. Asset Description- What We Have	6
1.3. Levels of Service	6
1.4. Future Demand	7
1.5. Financial Summary.....	7
1.6. Monitoring and Improvement Program	9
2. INTRODUCTION.....	10
2.1. Background	10
STRATEGIC CONTEXT	11
2.2. Goals and Objectives of Asset Ownership.....	12
3. LEVELS OF SERVICE.....	14
3.1. Customer Research and Expectations	14
3.2. Strategic and Corporate Goals.....	15
3.3. Legislative Requirements	17
3.4. Customer Values	18
3.5. Customer Levels of Service	18
3.6. Technical Levels of Service	19
4. FUTURE DEMAND.....	22
4.1. Demand Impact and Demand Management Plan	22
4.2. Industry Trends	25
4.3. Climate Change Adaptation	25
5. LIFECYCLE MANAGEMENT PLAN.....	26
5.1. Background Data	26
5.1.1. Physical parameters	26
5.1.2. Asset capacity and performance	28
5.1.3. Asset condition	28
5.2. Operations and Maintenance Plan	30
Asset hierarchy	30
Summary of forecast operations and maintenance costs	30

5.3.	Renewal Plan	31
5.3.1.	Renewal Ranking Criteria	32
5.4.	Summary of Future Renewal Costs.....	33
5.5.	Acquisition Plan	33
5.5.1.	Selection criteria	35
5.5.2.	Summary of future asset acquisition costs	35
5.6.	Disposal Plan.....	36
5.7.	Summary of asset forecast costs	36
6.	RISK MANAGEMENT PLANNING	37
6.1.	Critical Assets	37
6.2.	Risk Assessment.....	38
6.3.	Infrastructure Resilience Approach	41
6.4.	Service and Risk Trade-Offs	41
6.4.1.	What we cannot do.....	41
6.4.2.	Service trade-off	41
6.4.3.	Risk trade-off	42
7.	FINANCIAL SUMMARY.....	43
7.1.	Financial Sustainability and Projections.....	43
7.1.1.	Sustainability of service delivery	43
	Asset Renewal Funding Ratio	43
	Lifecycle Funding Ratio – 10-year financial planning period	43
7.1.2.	Forecast Costs (outlays) for the Long-Term Financial Plan	44
7.2.	Funding Strategy	45
7.3.	Valuation Forecasts	45
7.3.1.	Asset valuations.....	45
7.3.2.	Valuation forecast.....	46
7.4.	Key Assumptions Made in Financial Forecasts	46
7.5.	Forecast Reliability and Confidence	46
8.	PLAN IMPROVEMENT AND MONITORING	48
8.1.	Data and Information Sources	48
8.1.1.	Accounting and financial data sources	48
8.1.2.	Asset management data sources	48
8.2.	Improvement Plan	48
8.3.	Monitoring and Review Procedures	49



8.4.	Performance Measures.....	49
9.	REFERENCES	50
Appendix A	Glossary.....	51
Appendix B	Current Building List	53



1. EXECUTIVE SUMMARY

1.1. The Purpose of the Plan

An Asset Management Plan is a strategic planning document designed to demonstrate the financial position of an asset portfolio based on current management practices. Infrastructure assets are a key service provided by Local Governments, and the cost to provide and upkeep the assets to an acceptable standard is significant. Asset Management Plans are therefore vital to understand and optimise the required investment into the portfolio now and into the future.

The plan considers:

- What assets we have (a summary of our existing portfolio);
- How we look after the portfolio, including level of service and risks;
- Future demand for the assets;
- The cost to manage the portfolio, over a 10-year period; and,
- Actions to improve.

1.2. Asset Description- What We Have

This Asset Management Plan covers the City's building infrastructure including;

- 230 existing building assets
- New building assets anticipated to be constructed in the upcoming 10 years

The City's Building Portfolio was last valued in 2025 by a Licensed Valuer. As at 30 June 2025:

- The Replacement Cost of the portfolio is \$152,931,600
- The current Fair Value of the portfolio is \$81,118,332
- The Consumption Ratio of the portfolio is low at 53%

Buildings comprise of approximately 15% of the City's overall portfolio by value.

A glossary is provided in Appendix A – Glossary.

A list of existing building assets is provided in Appendix B – Current Building list.

1.3. Levels of Service

The City aims to provide services that meet community aspirations; however, financial capacity and technical requirements must be balanced. The resulting standard of provision is called a "level of service," and an Asset Management Plan uses this level of service as a benchmark for cost analysis.



The level of service for the building portfolio is:

Building New Desired investment into new buildings to meet community needs. This includes to accommodate administrative and service functions, provide for community, recreation, sport and storage.	Renewing Existing Replacing and refurbishing existing buildings and key building components when they reach poor or very poor condition (intervention levels 4 & 5).	Maintenance & Operations Undertaking planned maintenance and operations, including repairs, legislative testing, cleaning and utilities.
--	--	--

1.4. Future Demand

The Asset Management Plan also considers future demand and its impact on service delivery. Factors influencing the plan include:

- Population growth
- Increasing community expectations
- Community demographics (increase in population of elderly and young children)
- Facilities to accommodate sport, recreation, community and service delivery.

The City's approach to service the future demand is outlined in the Plan.

1.5. Financial Summary

The City has undertaken financial modelling of the building portfolio to determine the funding required over a 10-year period to meet the level of service. This Asset Management Plan has found that the planned budget in the Long-Term Financial Plan is currently insufficient to meet the intended levels of service over a 10-year period.

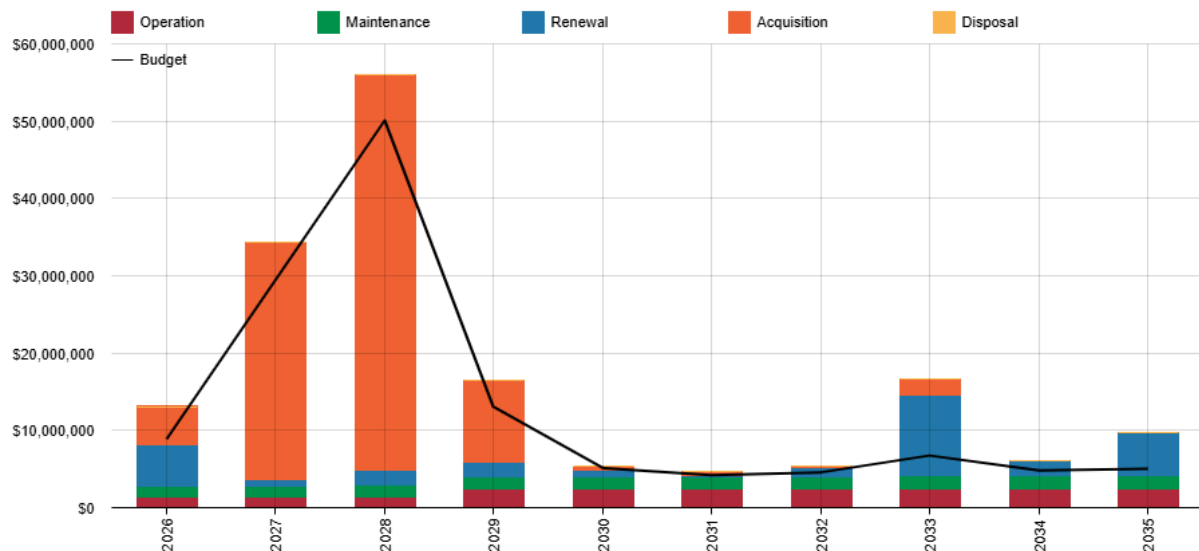
The modelling indicates (all figures are based on an average per year over the 10 year period):

- The City needs to invest \$6.0m per year into building assets to retain the current the level of service – this is inclusive of renewals, maintenance and operating costs.
- The current annual funding available in the Long-Term Financial Plan for buildings assets is \$3.5m.
- The City is underfunding the existing building portfolio by \$2.5m on average per year.

To accommodate a service level increase through acquisition of new or upgraded building assets

- The \$6m per year investment into building assets will need to increase to \$16.8m.
- This plan assumes current annual funding available in the Long-Term Financial Plan would increase to \$13.2m. This figure includes an assumed increase in budgets for additional operating and maintenance costs associated with newly acquired building assets, and assumes successful grant income will offset 89% of acquisition costs.
- The City would be underfunding the building portfolio by \$3.6m on average per year.

The graph below demonstrates this funding gap.



The gaps increase if new assets are acquired, such as the High Wycombe Hub, and if current annual is not increased to cover the additional maintenance and operating costs of those new assets. If the City does not inject additional funding into buildings to accommodate new assets, the funding gap could increase to \$4.3m per year.

To address funding gaps, the City must either:

- Reduce its intended level of service, including the rationalisation of building assets, and / or
- Increase funding on the Long-Term Financial Plan (LTFP) for the acquisition, renewal, maintenance and operations of the buildings portfolio; or
- A combination of all the above.

What We Cannot Do	What We Can Do
There are some service levels that cannot be reduced to save costs, due to the associated risks or legislated requirements: We cannot: • Allow assets to deteriorate to a standard that is unsafe; and • Disregard legislative standards and requirements that apply to building construction, renewal and maintenance. The risks to the City are outlined in the body of the Asset Management Plan.	To address the funding gap / limit the gap increasing further, the City can: • Prioritise renewal of existing assets over the construction of new assets; • Pursue new infrastructure only when strongly justified which can attract grant funding, with consideration of whole of life costs; • Rationalisation of building assets to reduce portfolio size; • Review service levels to optimise component renewals and maintenance;



	Establishing clear service levels responding to funding capacity, including simple facility designs that meet minimum standards and require minimal ongoing maintenance.
--	--

1.6. Monitoring and Improvement Program

The Asset Management Plan also includes a review of the City’s management processes to ensure continual improvement, which assists in optimising the cost of the portfolio. The City has identified the following actions to monitor and improve our processes, to be implemented over the life of the plan:

- Review use and functionality of all buildings to assess opportunities for portfolio rationalisation.
- Develop Building Guidelines and Specifications to further define the City’s service levels.
- Review the condition ratings and condition assessment schedule for buildings.
- Develop a Building Maintenance Management Plan.
- Implement an Enterprise Resource Planning (ERP) system with a Maintenance Management System including a mobile device for field data collection and on-site recording.
- Continue organisational education and awareness associated with asset management at both Officer and Elected Member levels, ensuring asset management principles become strongly embedded into planning and decision making.

2. INTRODUCTION

2.1. Background

This Building Asset Management Plan (AMP) provides an overview of the City's building assets, including the actions required to deliver agreed service levels in the most cost-effective manner, while also identifying and managing associated risks.

The AMP outlines what services will be provided, how they will be delivered, and the funding required to support these services over a 10-year planning period.

The purpose of this AMP is to:

- Support the long-term, sustainable management of building assets;
- Define the City's operational requirements and community expectations;
- Ensure compliance with relevant regulatory and statutory requirements; and
- Clearly demonstrate and justify the funding required to maintain agreed levels of service.

The aim of the City for the building portfolio is to achieve the following essential objectives:

- Safe,
- Accessible,
- Functional, and
- Affordable.



Strategic Context

The Asset Management Plan is to be read with the City of Kalamunda planning documents. This should include the Asset Management Policy and Asset Management Strategy, along with other key planning documents:

- Strategic Community Plan to 2031 – “Kalamunda Advancing”
- Long Term Financial Plan
- Corporate Business Plan to 2028 - “Kalamunda Achieving”
- Community Scorecard
- Social Inclusion Plan (incorporates Disability Access and Inclusion Plan)

Asset Management Practices are also aligned to the following standards:

- ISO 55001:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual¹

Governance

Our organisational structure for service delivery for infrastructure assets is detailed below:

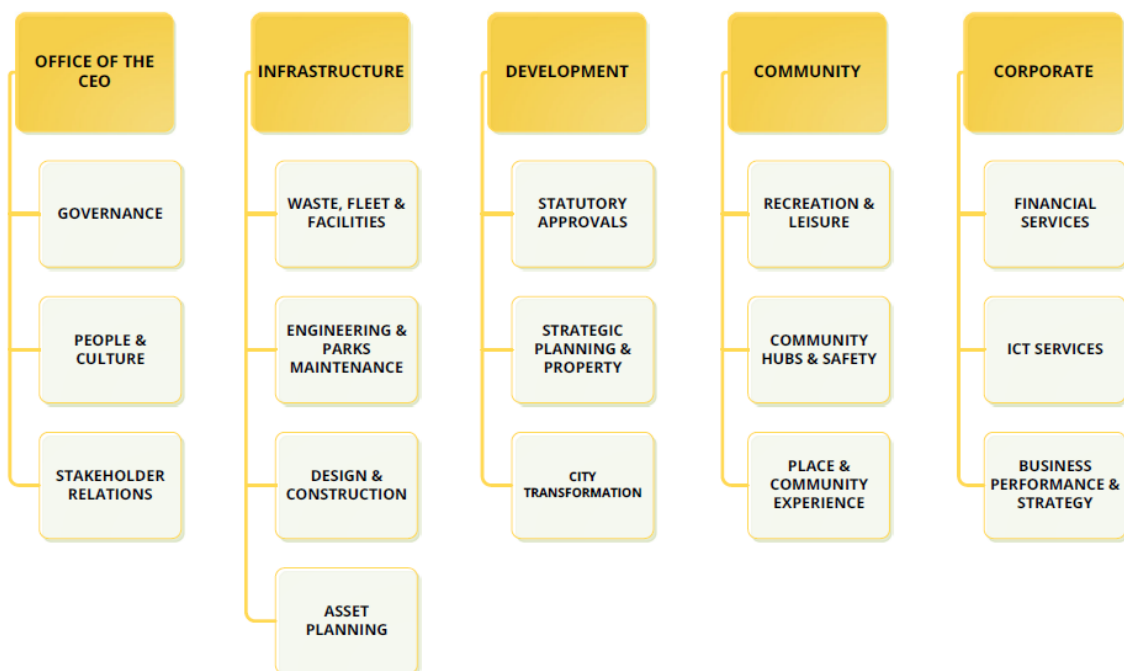


Figure 2.1.2. City of Kalamunda Organisational Structure

Stakeholders

Key stakeholders in the preparation and implementation of this plan are outlined in the table below.

¹ IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Elected Board (Council)	▪ Stewards of the City of Kalamunda's assets to ensure sustainable infrastructure provision for current and future generations ▪ Set strategic direction for the portfolio ▪ Represent the needs of the community/shareholders ▪ Allocate resources to meet planning objectives in providing services while managing risks
City Administration/Officers	▪ Undertake asset management practices across the asset lifecycle including creation, renewal, maintenance, operation and disposal ▪ Set levels of services in accordance with the strategic direction and community feedback ▪ Make sure the quality of service offered satisfies both locals' and visitor's requirements
Residents, Ratepayers, Businesses and Visitors	▪ End user of the assets ▪ Contribute to establishing levels of service of the assets through communicating needs and aspirations

2.2. Goals and Objectives of Asset Ownership

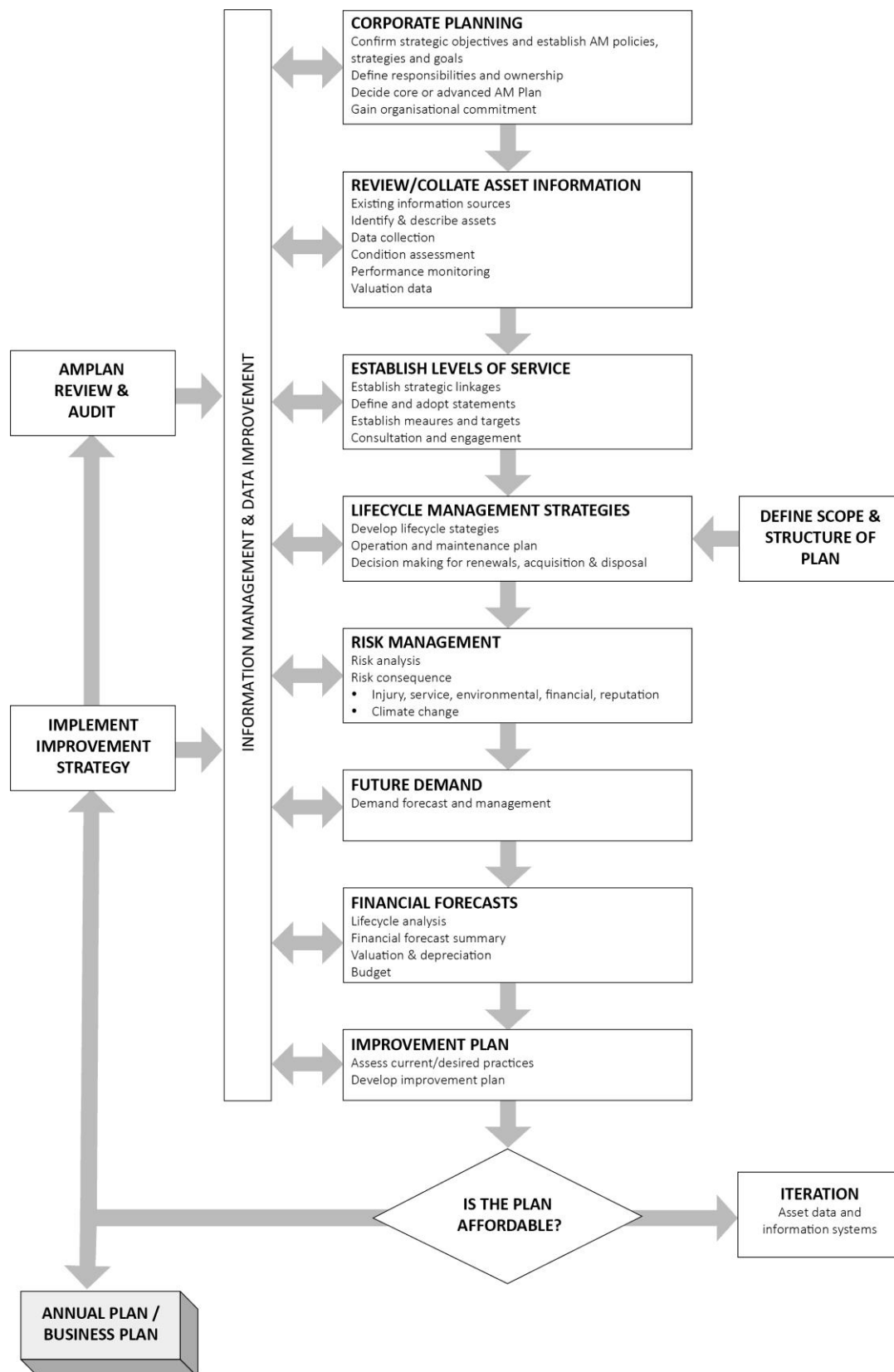
Our goal for managing infrastructure assets is to provide a level of service which aims towards community aspirations whilst considering financial sustainability for present and future consumers. We do this in an Asset Management Plan through:

- Defining level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

The key elements of the planning framework are outlined in the road map as shown below.

Road Map for Preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3. LEVELS OF SERVICE

The City aims to provide services that meet community aspirations; however, financial capacity and technical requirements must be balanced. The resulting standard of provision is called a “level of service,” and an Asset Management Plan uses this level of service as a benchmark for cost analysis.

In setting levels of service, we consider:

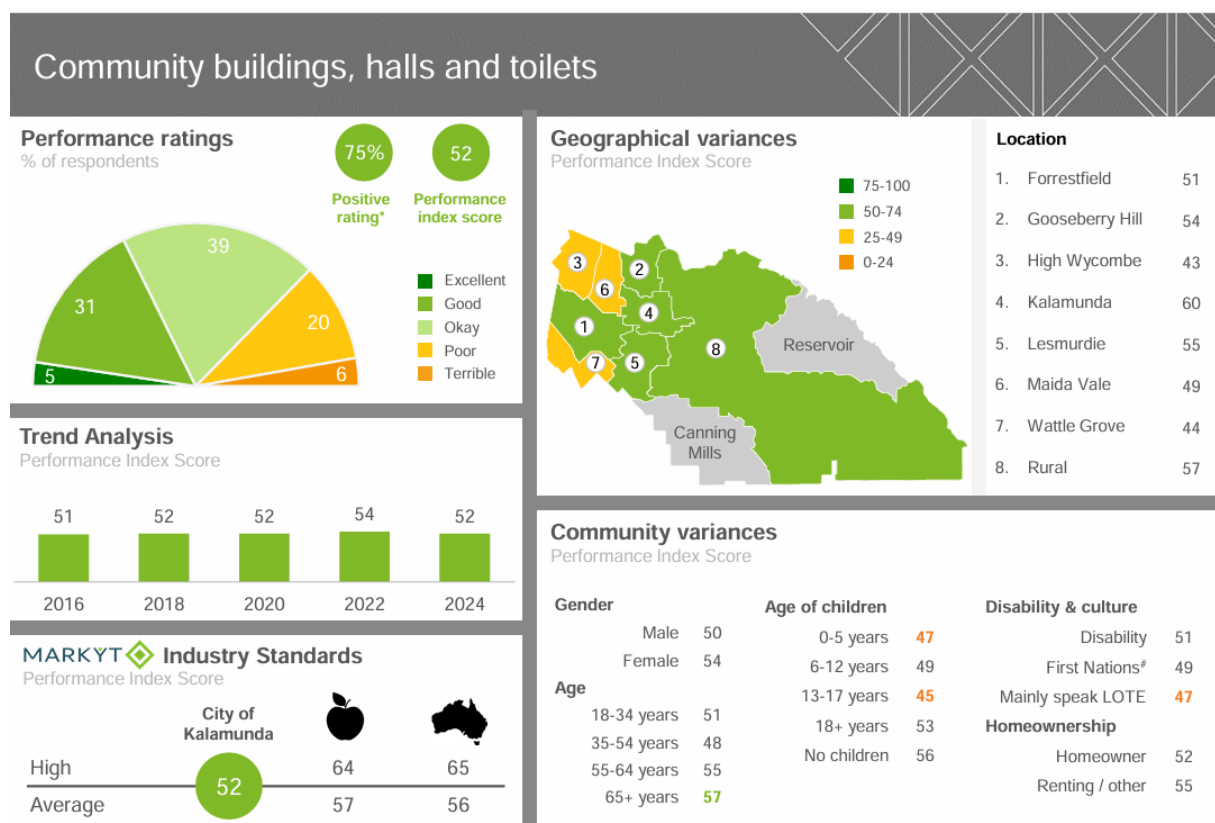
- Customer values
- City values and relevant legislation
- Customer levels of service
- Technical levels of service

3.1. Customer Research and Expectations

The following data has been collected by the City and analysed to understand the community's expectations in relation to building assets:

Community Scorecard

The City undertakes community surveys to develop a “Community Scorecard” to measure the City's performance against key indicators in the Strategic Community Plan. Satisfaction levels with respect to community buildings, halls and toilets is captured as part of this survey. The survey was last conducted in 2024 by Catalyse. Of the respondents, 75% returned a positive rating – however this is based on a small number of respondents with less than 20 people providing a score.



Community Perception – Level of Service

Some feedback received from the community during the recent Community Scorecard survey provides insight into the community's perception of the level of service for community buildings, halls and toilets.

Theme	% Responses
Insufficient provision or lack of access to them	42%
Lack of maintenance / run down	16%
Old or need improvement / upgrades	42%

The majority of the responses on insufficient provision pertained to public toilets not being present in all or many public open spaces.

Additional comments pertaining to the disability access and inclusion was received as follows in relation to City owned buildings:

- Better access to some City buildings and toilets
- Ensuring that all buildings are accessible.
- Provision of accessible toilets at parks and community buildings.
- Sliding door access to the City's public buildings, i.e. Kalamunda Community Centre.

3.2. Strategic and Corporate Goals

This Plan is prepared under the direction of the City of Kalamunda's vision, mission, goals, and objectives.

Our vision is: Connected Communities, Valuing Nature and Creating our Future Together

Core Values

- Service
- Professionalism
- Quality

Aspirational Values

- Courage
- Diversity
- Innovation

This Plan has also been prepared to be aligned with the following objectives and strategies of the City's Strategic Community Plan 2031. The relevant goals and objectives and how these are addressed in this AM Plan are summarized in Table 3.3.

Table 3.3: Strategic Community Plan Goals and Objectives

Goal	Objective	Link to the Asset Management Plan
Connectivity	To connect the community to key centres of activity, employment, and quality amenities	This Plan describes how the City will operate, maintain, renew, and upgrade the assets to provide services and facilities to the community.
Improved Infrastructure	To develop and enhance the City's economy	This Plan sets a standard of infrastructure provision.
Safer Community	To provide safe and healthy environments for the community to enjoy	Maintenance, renewal, and upgrade of assets in a timely manner ensures community safety when using building assets.
Transparent Governance	To provide leadership through transparent governance	This Plan is a public document and provides transparency around management practices and financial capacity.
Benefit of community	To proactively engage and partner for the benefit of the community	The community is supported and served by infrastructure assets. Planning and long-term management of these assets is vital to the sustainability of these services.

3.3. Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the management of buildings and delivery of building projects are outlined in Table 3.4.

Table 3.4: Legislative Requirements

<i>Legislation</i>	<i>Requirement</i>
Local Government Act 1995 (WA)	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Work Health and Safety 2020 (WA)	Safe work practices, Safety at worksites, Public Safety
Work Health and Safety (General) Regulations 2022	Safety regulations at worksites
Limitation Act 2005	Asset inspection and management requirements, Evidence-based maintenance system addressing risks appropriately
Land Administration Act 1997	Responsibility for land and improvements, Permitted uses on public land
Disability Discrimination Act 1992 (Commonwealth) Disability Services Act 1993 Disability Services Regulations 2004	The responsibilities and power of the council to provide equitable access for a person with a disability This translates to buildings via Australian Standards A1428 and the statutory National Construction Code (NCC)
State Records Act 2000 (WA)	Preservation of public records, Record keeping
Aboriginal Heritage Act 1972	Preservation of the community places and objects used by traditional owners.
Building Act 2011	Regulates building construction and modification
Building Code of Australia (BCA)	A uniform set of technical provisions for the design and construction of buildings and other structures throughout Australia. National Construction Codes (NCC) – Volumes 1-3
Dividing Fences Act 1961	Identifies the responsibilities relating to dividing fences on public and private property
Health (Miscellaneous Provisions) Act 1911 Health (Public Buildings) Regulations	Regulates the management of public buildings and use of pesticides

Table 3.5: Standards

<i>Legislation</i>	<i>Requirement</i>
Australian Standards (guidelines – excepting certain sections made mandatory via legislation)	The national benchmarks for products and services - Standards to Building and Construction - Standards for Architecture - AS 1428 Standards relating to disability access - AS 1680 Interior and Workplace Lighting -

Australian Accounting Standards AASB 116 – Property, Plant and equipment AASB 136 - Impairment	Prescribes requirements for recognition, depreciation and fair value measurement of property (including infrastructure assets), plant and equipment assets.
ISO Standards	Internationally agreed quality management standards

3.4. Customer Values

Customer Values indicate:

- what aspects of the service are important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.5: Customer Values

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Well-maintained, buildings free of hazards or issues, e.g. leaks or trip hazards	Customer services request Community Scorecard	Raised as areas of improvement in the Community Scorecard commentary	Expected to increase at the current level of investment
Universal access		Number of customer service requests have been gradually increased annually	
Functional spaces that provide for needs, uses and activities			
Clean and functioning amenities			

3.5. Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measure types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.6: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Quality	Ensure that buildings are clean, inviting and safe for user groups and are free from major defects and faults including vandalism and graffiti related issues.	No. of customer requests relating to building maintenance Building condition and defects.	Customer service requests remain consistent with expected volumes.	Complaints relating to maintenance and defects expected to increase over the long term as assets reach end of life and renewals are delayed by funding constraints.
Function	Buildings are suitable for their current use - fit for purpose and operationally efficient.	Customer service requests relating to usage and availability	75% of respondents in the Community Scorecard returned a positive result but comments were received regarding accessibility.	Positive feedback increase with the delivery of the High Wycombe Hub and the works currently listed in the future Capital Works Plan to improve facility function as part of renewal works.
Safety	Facilities are maintained in a safe condition and hazards are identified and managed.	Buildings meet regulatory standards and provide the facilities for their intended use. Number of reported injuries linked to City buildings.	Target and current performance is 100% compliant. Nil public injuries per annum.	Retain current performance as risk management and mitigating actions are undertaken where required to manage safety risks.
Availability	Buildings are available in terms of condition for public use all year round.	No. of buildings closure due to degraded asset condition.	3 buildings currently closed for use.	Increase as insufficient renewal funding results in increased defects and building closures whilst defects are managed and addressed.

3.6. Technical Levels of Service

To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance. Service and asset managers plan, implement, and control technical service levels to influence the service outcomes.²

² IPWEA, 2015, IIMM, p 2|28.

Technical service measures are linked to the activities and annual budgets covering:

Acquisition	Operation	Maintenance	Renewal
The activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library)	The regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc)	The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs)	The activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement, and building component replacement)

Table 3.7 shows the activities expected to be provided under the current 10-year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.7: Technical Levels of Service

Lifecycle Activity	Purpose Activity	of	Activity Measure	Current Performance*	Recommended Performance **
Condition	Condition of the assets	of	Condition rating of the asset	Almost three quarters of the assets (82%) are in Very Good – Fair condition. These differ in size with some assets reflecting large complex buildings and others representing small storage sheds.	Asset renewals are currently not fully funded, and therefore asset conditions are likely to deteriorate.
Function	Ensure that assets are fully operational and safe		Consistent functionality of all building assets unless as a result of programmed works or failure as a result of unforeseen circumstances. Reported defects actioned within defined timeframes and legislative compliance requirements are met.	3 buildings currently closed for use. Buildings are 100% compliant with legislative standards.	Continue meeting legislative requirements and no further buildings taken out of action based on unplanned operational failures.
Maintenance	Maintain buildings by planned maintenance.		At least 65% of maintenance undertaken as a result of planned repairs	Being met	Continue meeting
Compliance	Compliance with the National Construction		All new work and significant refurbishment to comply with current standards	100% met	Continue meeting

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
	Code and related technical standards			

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.



4. FUTURE DEMAND

4.1. Demand Impact and Demand Management Plan

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan. The City is also developing a Community Infrastructure Strategy that will provide a framework to inform strategic decision making through an evidenced based assessment of community infrastructure needs. This Strategy is considerate of any previous studies or Masterplans, population forecasts, participation rates, industry trends, catchment mapping, benchmarking and standards.

Table 4.3: Demand Management Plan

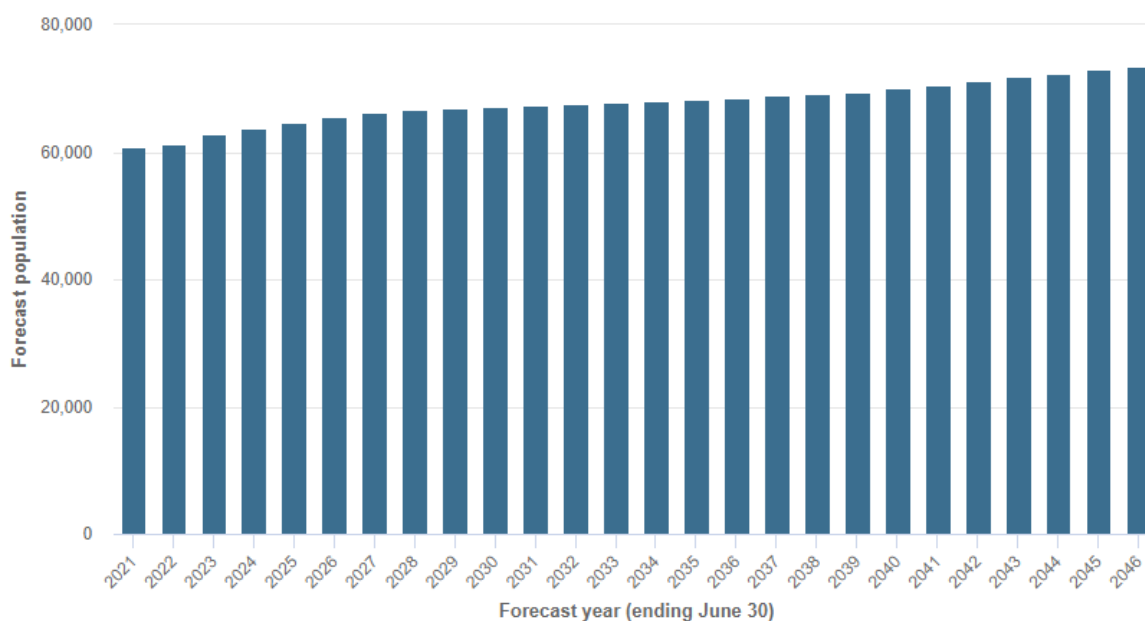
Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population Growth	58,762 (Census 2021)	Between 2021 and 2046, the population is forecast to increase by 20.71%, at an average annual change of 0.76% (Forecast.id.com.au)	Population growth will mean an increased use of assets	• Monitor utilisation rates and improve reporting to assist with the decision making for the acquisition of new assets to suit a growth in demand for services. Renew before new, including upgrading and extending existing facilities. • Ensure flexibility of design to allow facilities to adapt to changing user needs. • Encourage shared use facilities to optimise usage. • Ensure adequate capital asset renewal funding in Long-Term Financial Plan.

Community demographics (increase of population of elderly and young children)	The median age of people in Kalamunda is 47. Children aged 0 - 14 made up 15.7% of the population, and people aged 65 years and over made up 26.1%.	A significant increase in the number of people aged 65 years and over is expected over the next 10 years.	Ageing demographic is likely to continue and there may be shifts in demand and utilisation of specific facility types.	• Meeting accessibility guidelines and standards as part of building project delivery and upgrades / renewals. • Review strategic plans to guide future planning including facilities use and function to meet current and projected requirements. • Provide facilities to meet changes in demand including rationalisation of facilities in accordance with building hierarchy and needs.
Environmental Impacts	City committed to environmental actions via the Climate Change Action Plan.	Reduce carbon emissions from Council buildings and services to net zero by 2030. Reduce energy consumption and carbon emissions from buildings.	Increasing energy costs may impose a greater burden on the operating budget. There may be a future cap on carbon emissions. Increasing frequency of severe weather events can cause damage to buildings. Future water shortage will have an impact particularly on outdoor sporting facilities. Increase in costs for water use and insurance of weather events.	• Ensure from planning stages that design encompasses environmentally sustainable development, align to sustainability targets. • Invest in ongoing improvement of building asset environmental performance including promoting sustainable practices and complying with net zero carbon standards, where applicable. • Implement energy saving measures and sustainable construction in new and existing buildings. • Consider generation of energy in alternative ways to reduce both carbon emissions and operating costs. • Apply Whole Life Costing to ensure development of sustainable, flexible and affordable new buildings.
Legislative Requirements	Buildings constructed and maintained according to current legislation.	Buildings constructed and maintained	Higher costs, particularly with older buildings. OH&S risk (asbestos, accessibility) and public liability risk.	• Strong project planning framework put in place to increase governance over planning and work delivery. • Develop implementation strategies and plans, to comply with all legislative requirements.

				Improvement of access to all facilities, wherever possible, to meet the increasing requirements of the National Construction Code (not retrospective).
Increasing Community Expectations	Community Scorecard results below industry average	Higher expectations and awareness	Increase in cost/resources to the City	- Undertake community surveys and targeted stakeholder consultation to understand expectations and needs. - Consider revising minimum levels of service and functionality requirements in consultation with the community.

Between 2021 and 2046, the population is forecast to increase by 20.71%, at an average annual change of 0.76% (Figure 4.1)

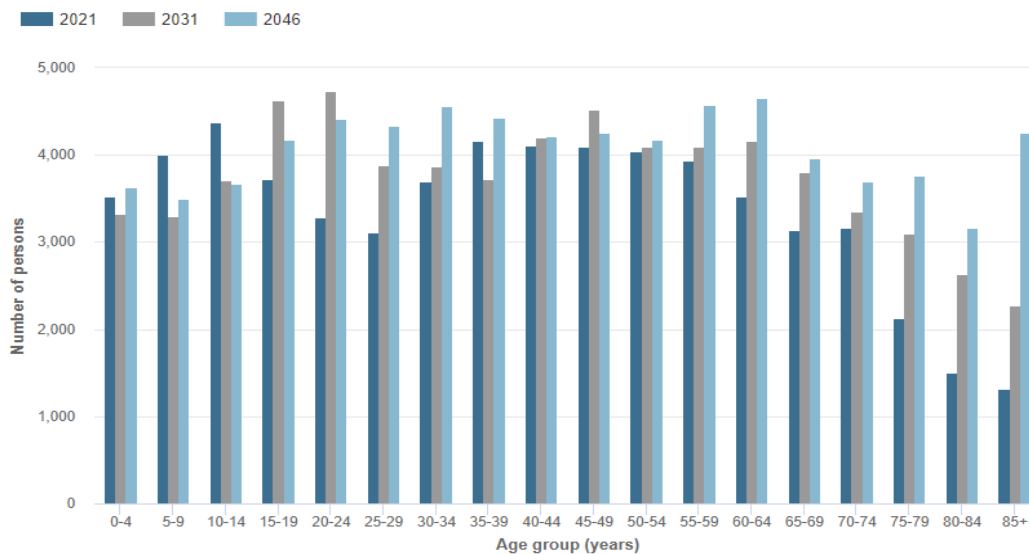
Figure 4.1: Population forecast (Forecast.id.com.au)



Source: Population and household forecasts, 2021 to 2046, prepared by .id (informed decisions), September 2024.

Between 2021 and 2031, the age structure forecasts for the City of Kalamunda indicate a 13.2% decrease in the population under working age, a 34.7% increase in the population of retirement age, and an 11.2% increase in the population of working age (Figure 4.2)

Figure 4.2: Forecast age structure (Forecast.id.com.au)



Source: Population and household forecasts, 2021 to 2046, prepared by [id](#) (informed decisions), September 2024.

4.2. Industry Trends

The WALGA Economic Briefing (latest available) highlights movements in the Perth Consumer Price Index (CPI) and the Local Government Cost Index (LGCI). As at March 2026, the Perth CPI increased by approximately **1.2% over the month**, with annual inflation of around **4.6%–4.8%**.

The Local Government Cost Index (LGCI) most recently indicated quarterly increases of around **0.8%**, with annual growth of approximately **3.5%**, reflecting continued but moderate cost pressures facing the local government sector (latest available WALGA data).

Non-residential building costs continue to experience the strongest growth, increasing by approximately **5–6% over the past 12 months**, driven by strong project pipelines and ongoing competition with the residential sector for labour and materials.

4.3. Climate Change Adaptation

In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk. In relation to the buildings portfolio, this increases pressure on both environmental and sustainable design and materials, and energy efficiencies through utility costs.

5. LIFECYCLE MANAGEMENT PLAN

The Lifecycle Management Plan details how the City plans to manage and operate the assets at the agreed levels of service while managing life cycle costs. The lifecycle of an asset includes; creation, operation, maintenance, renewal and disposal. A lifecycle approach is taken to ensure that the City understands all costs relating to meeting our service levels.

Figure 5.0.1: Asset Life cycle (IPWEA)



5.1. Background Data

5.1.1. Physical parameters

The City of Kalamunda is responsible for 230 buildings.

The age profile of the assets included in this AM Plan is shown in Figure 5.1.1.

Figure 5.1.1: Asset Age Profile

All figure values are shown in current-day dollars based on valuation as at 30 June 2025.

It should be noted that in reviewing an asset age profile it is helpful to review past peaks of investment that may require peaks in renewals in the future.

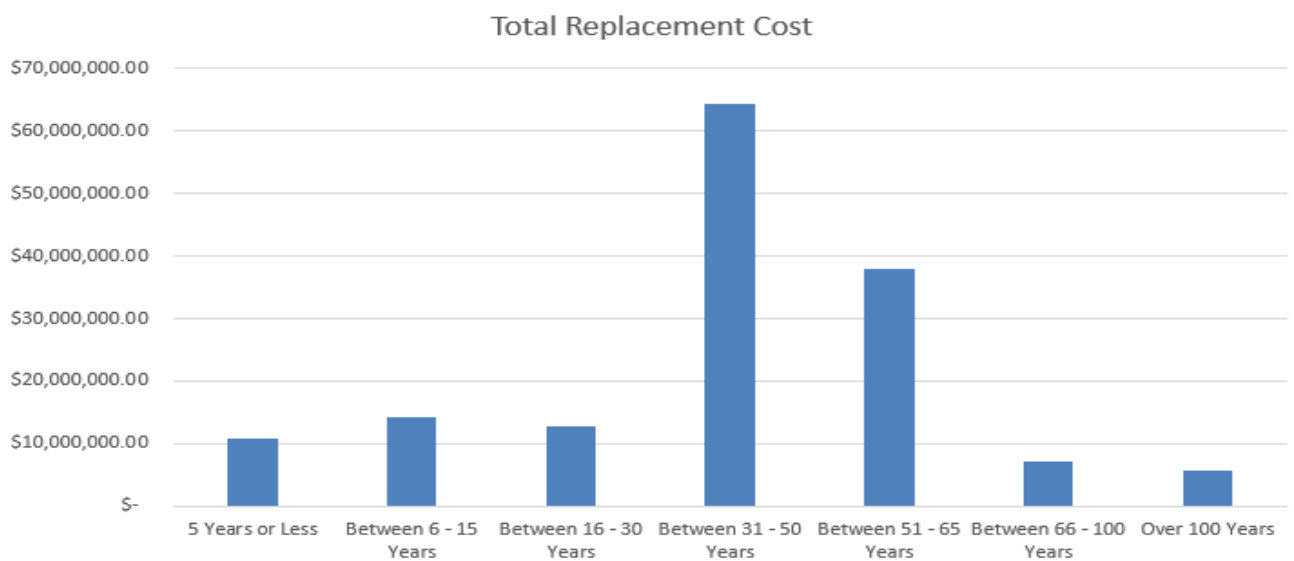
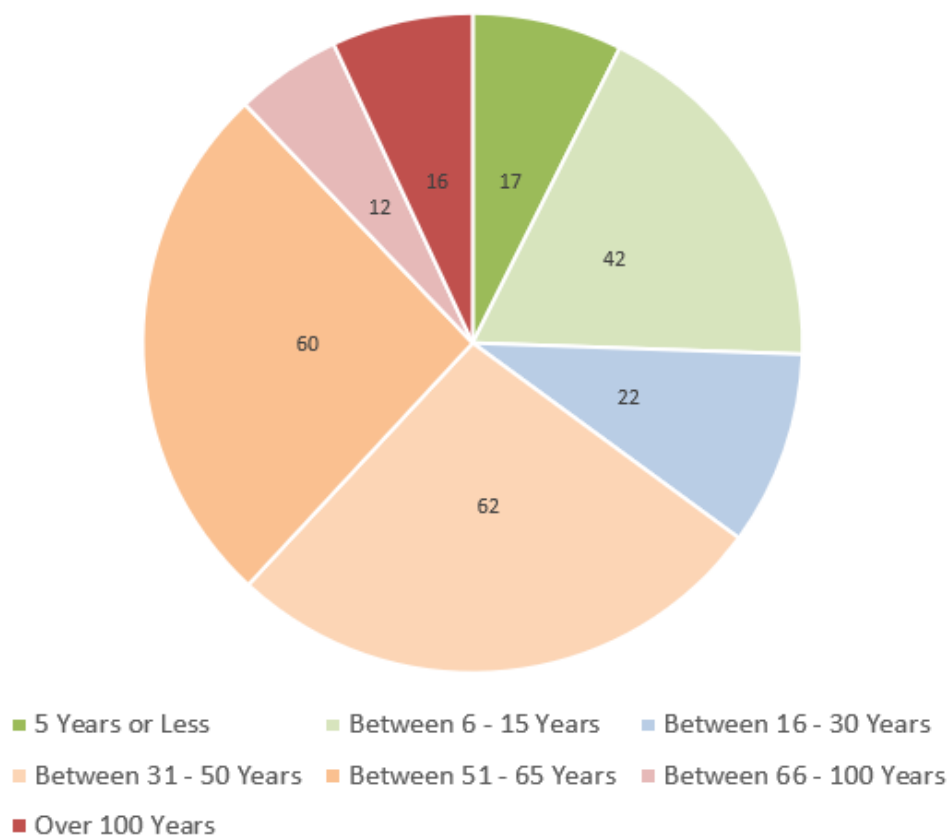


Figure 5.1.2: Asset Age Profile



*Figures above included an additional asset that was in progress when the data was cut as of 30 June 2025 – classed as 5 years or less in age

5.1.2. Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Stirk Overflow Cottage	Structurally failed and future to be determined.
Forrestfield Scout Hall	Deteriorated condition. Closed for use.
Archery Building	Deteriorated condition. Closed for use and pending works.

The above service deficiencies were identified from our various staff's expertise and knowledge.

5.1.3. Asset condition

Condition is currently monitored through ongoing asset inspections in accordance with the City's Asset Management Plan by an asset inspectors every 5 years. Qualified structural engineers are engaged to under more comprehensive assessments of structural components where relevant – these assessments will be scheduled on the basis of asset age or any visual indicators or failures that indicate a potential structural risk.

The condition profile for buildings is based on condition rating surveys carried out by the City and in some cases qualified Contractors, including structural engineers where required. Condition is measured using a 1 – 5 grading system³ as detailed in Table 5.1.3. A consistent approach must be used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3. The majority of assets (72%) are in condition 3 or better.

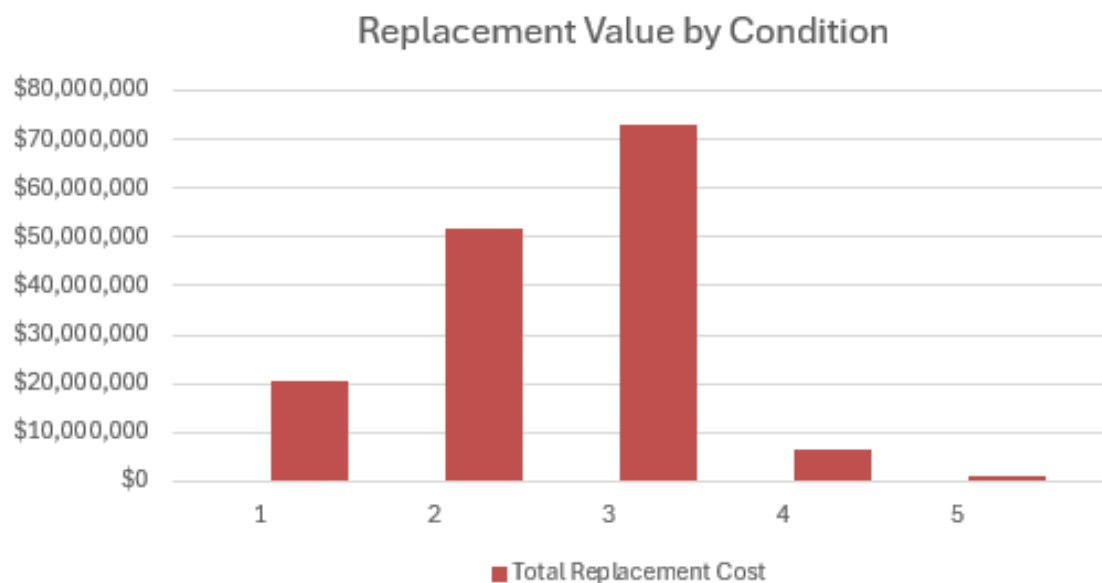
Buildings are rated by components including:

³ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

- Sub-structure
- Super-structure
- Fit-out
- Roof
- Mechanical Services
- Electrical Services
- Hydraulic Services
- Other (including security, site infrastructure and fire)

When determining a general condition score, a higher weighting is attributed to the score of structural components which generally having a higher replacement value to consider and have higher risks associated with failure through poor condition.

Figure 5.1.3: Asset Condition Profile



All figure values are shown in current-day dollars.

Currently there are 42 assets in Poor – Very Poor condition (18%). The total replacement cost for these assets is approx. \$7.6m.

A number of these assets represent smaller infrastructure such as storage sheds. Some of these assets could be rationalised in future, or currently have future works plans to be renewed, or are otherwise being managed to a safe standard whilst being recognised to be in aging and poorer condition.

Three buildings are in Very Poor condition and are currently deemed unsafe for use and are currently closed. These include:

- The Forrestfield Scout Hall
- Stirk Overflow Cottage
- Archery Building



The combined replacement value of these three buildings is \$1,299,000. This exceeds the current annual budget available for building renewal / replacement currently.

5.2. Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, pest control, inspections, electrical testing, fire equipment testing, air conditioning servicing and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include plumbing repairs, air conditioning repairs, roof repairs and light fitting changeouts.

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in the collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and the service level hierarchy used for service planning and delivery.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars with no CPI escalations.

The increase in 2029/30 reflects additional operational and maintenance costs associated with operating the High Wycombe Hub anticipated to be constructed over upcoming few years. It assumes a small number of facilities will be disposed of.

The values also account for gradual increase of maintenance costs to respond to rising reactive repairs from aging and deteriorating building conditions, and assumes the City will fund the operational needs of the building portfolio in annual budgets.

The need to manage the newly developed assets and the increased demands resulting from the aging assets are the key drivers of the projected growth in operations and maintenance.

Operation and maintenance costs for this document are based on the most current estimate of needs for the upcoming financial year, 2026/2027, plus estimated costs for the operation of the future High Wycombe Hub.

5.3. Renewal Plan

Renewal is major capital work that does not significantly alter the original service provided by the asset but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to its original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Approaches in the Lifecycle Model

- Used NAMS Plus Modelling Tool for Life Cycle Cost Forecast.
- To forecast the Renewals, we used the Asset Register Data Method which projects the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year). Useful life varies by major building component.
- The intervention level for renewal is configured to be triggered before the end of useful life at condition 4.



The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed on 30 June 2025.

Table 5.3: Useful Lives of Assets

Component	Useful life (Years)
Sub-Structure	15 - 50
Super-Structure	15 - 50
Fit-out	5 - 25
Roof	20 - 40
Mechanical Services	10 - 25
Electrical Services	10 - 25

5.3.1. Renewal Ranking Criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a major building component such as a roof for a building to remain functional), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. refurbishment).⁴

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and the subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have the potential to reduce life cycle costs by replacing with a modern equivalent asset that would provide the equivalent service.⁵

The ranking criteria used to determine the priority of identified renewal proposals is detailed in Table 5.3.1.

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Condition/Risk	Extreme, High, Moderate, and Low
Justification- Project needs	High, Moderate, and Low

⁴ IPWEA, 2015, IIMM, Sec 3.4.4, p 3 | 91.

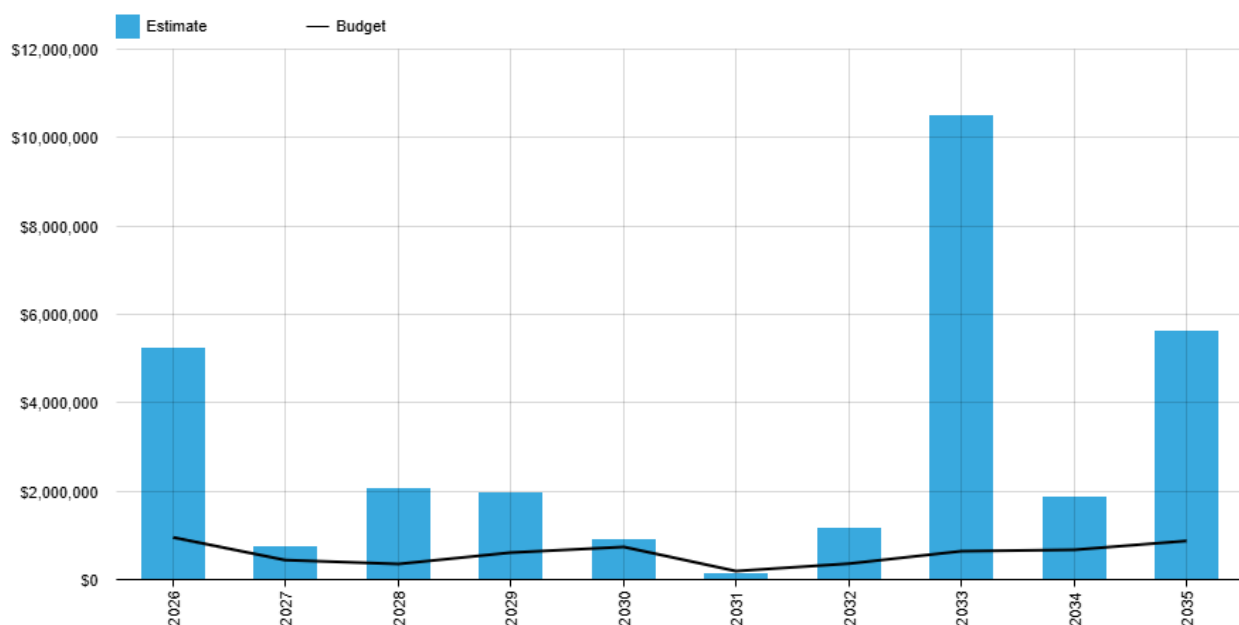
⁵ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3 | 97.

To prioritise assets with comparable risk factors and conditions, secondary criteria such as the building hierarchy, corporate/strategic objectives, and functionality will be considered.

5.4. Summary of Future Renewal Costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current-day dollars.

The difference between the amount of money currently available and what is needed to deliver the expected levels of service is the "funding gap". The modelling indicates that the levels of funding allocated are insufficient. The renewal funding gap over the next 10 years is \$2,430,275 per year (Table 5.4.1).

Table 5.4.1: Renewal recommended funding scenario

Asset Category	Selected Modelling Scenario	10 years predicted cost	Current Annual Renewal Allocation	Annual predicted funding gap
Buildings	Renewal of the asset at the end of useful life	\$30,143,200	\$581,000	\$2,430,275

5.5. Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, and social or environmental needs. Assets may also be gifted to the City of Kalamunda.

Acquisition may include entirely new buildings, or additions to buildings such as expansions that increase the overall footprint or increase its level of service, such as the installation of air conditioning system that it did not have previously.

It should be noted that in order to meet statutory compliance requirements, 'renewing' buildings or components often result in outcomes that look like building upgrades – for example a toilet refurbishment may require an expansion to accommodate the minimum size requirements for a universal accessible toilet. These will be considered 'like for like' renewals where possible – but where a building is proposed to be upgraded beyond the legislated standard, the expenditure associated with the upgrade shall be considered 'acquisition' activity and expenditure.

Table 5.5: Assets Identified for Acquisition

Asset	Timing	Estimated Cost	External Grant Funding (income)
High Wycombe TOD Precinct - Design and Construct of Community Hub	2026 / 27 – 2029 / 30	\$87,000,000	\$ 77,000,000
Operations Centre Office - Security access upgrade	2027 / 28	\$60,000	\$ -
History Village - Power Supply Upgrade	2027 / 28 – 2030 / 31	\$60,000	\$ -
Zig Zag Cultural Centre - Café Expansion of exterior seating areas.	2027 / 28	\$250,000	\$ -
Ray Owen Pavilion Changerooms - Upgrades	2027 / 28	\$230,000	\$ -
History Village - Install new turnstiles at Entry	2027 / 28	\$40,000	\$ -
Hartfield Park Recreation Centre - Upgrades to Clubroom FUSC	2027 / 28 – 2028 / 29	\$380,000	\$ 350,000
Hartfield Park - New Clubrooms Rugby Union and Cricket, and new carpark	2027 / 28 – 2031 / 31	\$9,500,000	\$ 9,400,000
High Wycombe Library - New Customer Service Desk and RFID Scanners	2028 / 29	\$20,000	\$ -
Ray Owen Reserve - New BMX clubroom and track upgrades	2032 / 33 – 2033 / 34	\$2,150,000	\$ 2,150,000
Buildings Reserve Fund - SSRC Capital Infrastructure Grant Requests	Annual application based	\$ -	\$ -

All acquisitions in the above table are subject to Council decisions and approval during annual budget setting processes. These figures are estimate based on forecast figures at the time of drafting this plan and are subject to change.

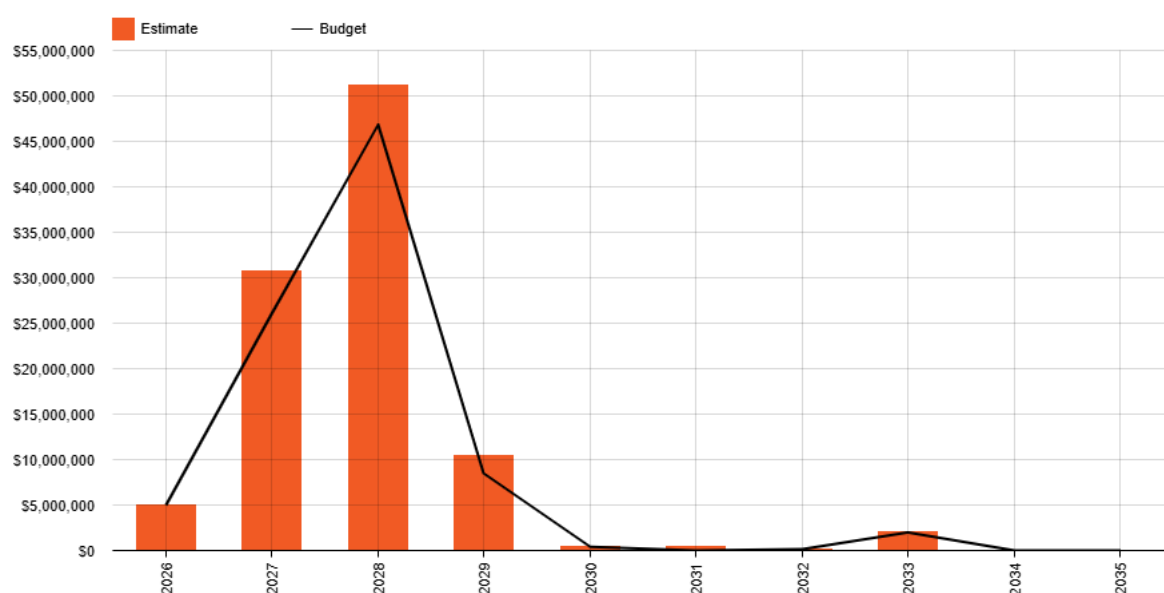
5.5.1. Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans, or partnerships with others. Potential upgrades and new works should be reviewed to verify that they are essential to the City's needs. The proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

5.5.2. Summary of future asset acquisition costs

Forecast acquisition asset costs are summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget.

Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current-day dollars.

When an organisation commits to new assets, it must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long-term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the organisation.

The additional operational and maintenance cost resulting from the additional acquisition of the asset has been considered in the AMP.

5.6. Disposal Plan

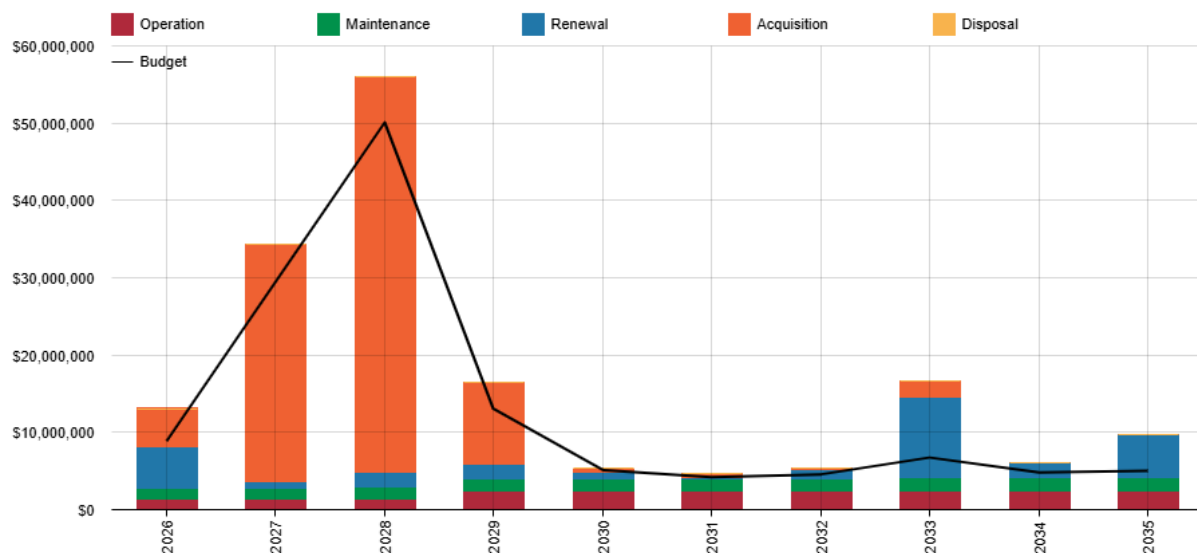
Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are subject to further stakeholder consultation, however for the purposes of this plan, estimates of \$145,000 disposal costs over the next 2 years have been used, with an anticipated ongoing annual maintenance saving of \$8,043. This is estimated based on four poor condition buildings that are currently vacant and not utilised, or have low utilisation.

5.7. Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7.1. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving the balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.7.1: Lifecycle Summary



All figure values are shown in current-day dollars.

The planned budget is not sufficient to meet the anticipated lifecycle cost related to this asset. Funding at current Long-Term Financial Plan levels will likely cause further deterioration across the building portfolio and increase the number of buildings with poor and very poor condition scores. This will reduce the level of service provided for buildings and increase the risk exposure to the City.

6. RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'⁶.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1. Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s) / Components	Failure Mode	Impact
Structural components including roofs	Structure degradation or failure	Structural failure would render a building unsafe to use until such a time the asset or component is repaired or replaced.
Electrical components	Degradation or failure	Electrical safety is critical for public buildings and workplaces. Electrical failures could range from the building being unfit for purpose or unsafe to use until replacement or repair of the electrical components.
Mechanical components	Degradation or failure	Mechanical failures could range from the building being unfit for purpose or unsafe to use until replacement or repair of the mechanical components, including for insufficient ventilation or temperature control.

⁶ ISO 31000:2009, p 2

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2. Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

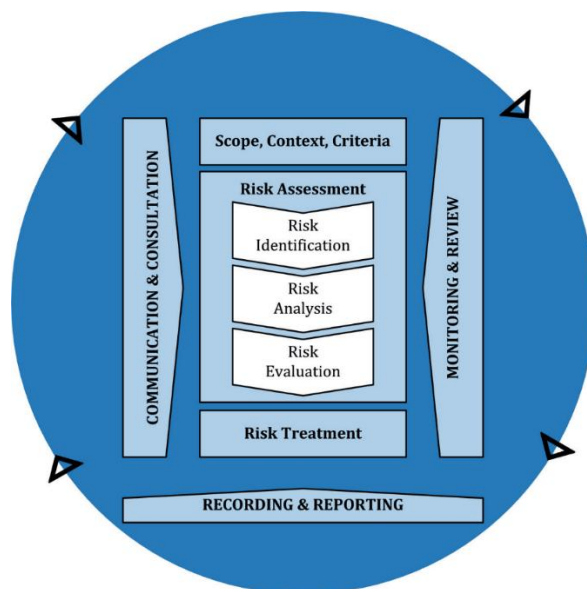


Fig 6.2 Risk Management Process

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, the development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings are shown in Table 6.2. These critical risks and costs must be reported to management and the City.

Table 6.2: Risks and Treatment Plans

Service Asset at Risk	or	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Buildings		Personal injury in a City owned building resulting from deteriorated building components and a delay of asset renewal projects	H	- Risk rating of projects - Regular condition inspections - Maintaining assets minimum legislative standards - Close buildings, or parts thereof, until repaired or replaced - Annual 'urgent works' budget to address urgent priority issues that could not be foreseen	L	Included in maintenance budget
		The City over invests in building infrastructure through early renewal and poor planning for needs and demand	H	- Dedicated Strategic Lead to assess and determine appropriate levels of future works and appropriate level of capital expenditure - Robust approval process through an Infrastructure Board, Executive and Council - Documented inspection processes, schedule and ratings to consistently assess asset condition and identify works	M	Currently resourced with existing FTE
		Insufficient budgets are allocated to meet future renewal needs	H	- AM Plan forecasts budgets required which is fed into LTFP - Renewal projects planned over 10 years and reviewed against forecast needs - Processes allow for detailed design development, enabling more accurate costings prior to budget adoption - Projects prioritised as part of future work planning - Transparent information provided to Council as to the state of the assets and future renewal needs - Rationalise assets to reduce the gap between renewal need and renewal allocation	M	Gap amount is significant at approx. \$2.5m per annum.

	Insufficient workforce resources for delivering renewal and upgrade projects	H	- Future works plan incorporates early engagement with delivery teams for early resource planning - Renewal projects planned over 10 years and reviewed against forecast needs - Service Plans and Workforce planning - Labour Hire available to provide relief to increase workforce for temporary periods where required	L	Currently resourced with existing FTE + labour hire costs covered with vacancy salary savings where applicable
	Procurement activities to renew and upgrade existing assets does not achieve best value	H	- Procurement tightly legislated and governed to ensure it is fair and best value for money achieved through awarded contracts - Officer training - Project Management Framework applies additional governance to ensure best value through procurement	L	Currently resourced with existing FTE
	Grant funding opportunities are missed	H	- Grants overseen by cross-functional team Infrastructure Board – grant register maintained - Resources allocated to the development of grant applications to increase chances of success - Strategic planning for applications to maximise funding	L	Currently resourced with existing FTE
	Unpredictable and increasing construction costs impact affordability to deliver renewal projects and don't reflect good value	H	- Officer training - Project Management Framework applies additional governance to ensure best value through procurement - National tendering - Frequent estimate review and market research	M	Currently resourced with existing FTE

Note - * The residual risk is the risk remaining after the selected risk treatment plan is implemented.



6.3. Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the Plan.

6.4. Service and Risk Trade-Offs

The decisions made in adopting this Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1. What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Renew all assets in average to poor condition that fail to deliver service or the required level of service before they reach the end of their lives
- Upgrade assets to the level of service desired by the community

6.4.2. Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduction in building service levels due to shortfall of funding, e.g. less frequent cleaning schedule or longer response time to remove graffiti or repair vandalised / damaged fixtures.
- Likelihood of asset failure resulting in service disruptions, e.g. roof leaks may disrupt usage of halls or indoor courts
- Reduced functionality for use, e.g. aged kitchens that provide unsuitable appliances for larger events, poor accessibility that prevents the facilities being usable by all very well or at all. This can reduce use and also reduce the income received from the asset.



6.4.3. Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- As the condition of assets deteriorates, they may become unsafe
- Failed assets can pose a danger to the community
- If assets are in dangerous condition, the City could be at risk of litigation should an incident occur
- With no new assets or asset improvements, existing building users may move elsewhere and the City may struggle to attract new building users

These actions and expenditures are considered and included in the forecast costs.



7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1. Financial Sustainability and Projections

7.1.1. Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (proposed renewal budget for the next 10 years / proposed renewal costs for next 10 years), and
- Lifecycle Funding Ratio (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the AM Plan).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁷ 19%

This ratio is a measure of the ability of a local government to fund its projected asset renewal/replacements in the future and can continue to provide existing levels of services in future. Standard is met if the ratio is between 0.75 and 0.95.

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years, we expect to have 19% of the funds required for the optimal renewal of assets. This demonstrates significant underfunding for the portfolio over the future 10 year period.

Lifecycle Funding Ratio – 10-year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed, and affordable level of service to the community over a 10-year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$5,979,186 on average per year.

⁷ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The proposed (budget) operations, maintenance and renewal funding is \$3,545,911 on average per year giving a 10 year funding shortfall of \$2,433,275 per year. This indicates that 59% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget.

However, if we add the costs of acquisitions, the forecast operations, maintenance, acquisition and renewal costs over the 10 year planning period is \$65,979,186 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$16,761,802 on average per year giving a 10 year funding shortfall of \$3,574,775 per year. Whilst this indicates that 76% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget – this % figure is affected by significant external funding income anticipated for the High Wycombe Hub, and the actual \$ funding gap will be larger.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 – at least for the first 5 years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2. Forecast Costs (outlays) for the Long-Term Financial Plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10-year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the Long-Term Financial Plan

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan and/or financial projections in the Long-Term Financial Plan.

The gap between the forecast work and the proposed budget is the basis of the discussion on balancing costs, level of service, and risk to achieve the best value outcome.

Forecast costs are shown in current dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026	\$5,000,000	\$1,444,002	\$1,381,607	\$5,233,000	\$70,000
2027	\$30,770,000	\$1,431,762	\$1,409,239	\$737,800	\$75,000
2028	\$51,120,000	\$1,452,045	\$1,437,424	\$2,047,500	0
2029	\$10,500,000	\$2,383,639	\$1,583,646	\$1,948,000	0
2030	\$420,000	\$2,383,639	\$1,615,319	\$898,100	0
2031	\$500,000	\$2,383,639	\$1,647,625	\$139,700	0
2032	\$150,000	\$2,383,639	\$1,680,577	\$1,169,600	0
2033	\$2,000,000	\$2,383,639	\$1,714,189	\$10,479,700	0

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2034	0	\$2,383,639	\$1,748,473	\$1,876,000	0
2035	0	\$2,383,639	\$1,783,442	\$5,613,600	0

Table 7.1.3 The Predicted Budget (Each Year)

Life cycle	\$ (Each Year)
Renewal	\$3,014,320
Maintenance	\$1,600,154
Operation	\$2,101,328
Acquisition	\$10,046,000
Total	\$16,761,802

7.2. Funding Strategy

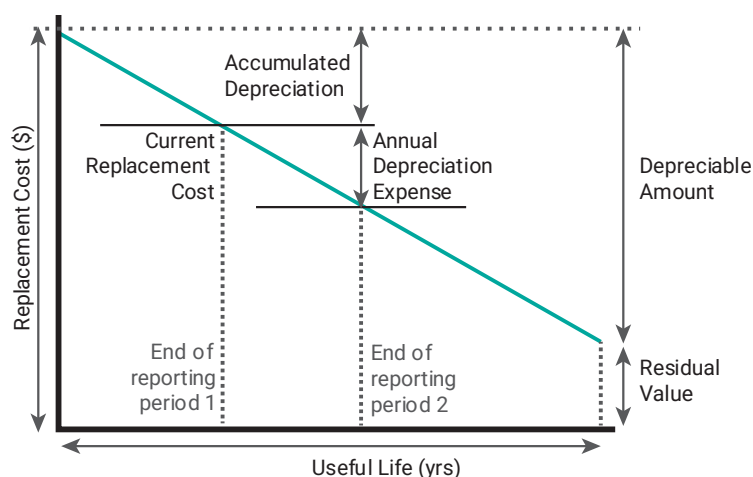
The proposed funding for assets is outlined in the City's budget and Long-Term Financial Plan.

The financial strategy of the City determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3. Valuation Forecasts

7.3.1. Asset valuations

The best available estimate of the value of assets included in this AM Plan is shown below. The assets are valued at Fair Value for accounting compliance purposes on 30 June 2025.



Replacement Cost (Gross) \$152,931,600



Depreciable Amount	\$71,813,268
Current Replacement Cost ⁸	\$81,118,332
Annual Depreciation Expense	\$5,652,857

7.3.2. Valuation forecast

Asset values are forecast to Increase as additional assets are added from service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4. Key Assumptions Made in Financial Forecasts

In compiling this Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Plan are:

- Asset age and remaining life were based on useful lives from the last revaluation of 2025 and asset conditions, which were determined based on visual inspection within the last 5 years.
- Asset revaluation performed in 2025 provides an accurate estimation of the asset's value.
- The current operations and maintenance budgets have been used and only increased in the forecast relative to the acquisition of new assets.
- All financial forecasts and budgets are in current-day dollars.
- All assets will remain in the City's ownership throughout the planning period.

7.5. Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Plan are based on the best available data. For effective asset and financial management, the information must be current and accurate. Data confidence is classified on a A - E level scale⁹ in accordance with Table 7.5.1.

⁸ Also reported as Written Down Value, Carrying or Net Book Value.

⁹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations, and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations, and analysis, is documented properly but has minor shortcomings, for example, some of the data is old, some documentation is missing, and/or reliance is placed on unconfirmed reports or some extrapolation. The dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete unsupported, or extrapolated from a limited sample for which grade A or B data are available. The dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. The dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B	Professional Judgement and Forecast ID
Growth projections	B	Projected Population growth- ABS/Forecast id
Acquisition forecast	B	Information based on LTFP and consolidated forward works plan developed cross-departmentally.
Operation forecast	C	Based on the Previous year's trend – however maintenance costs are unpredictable in the current economy
Maintenance forecast	C	Based on the Previous year's trend – however maintenance costs are unpredictable in the current economy
Renewal forecast- Asset values	B	Completed by Licensed Valuer in 2025 however Perth's property market is currently increasing at a very rapid rate.
Asset useful lives	B	Asset Last Revaluation 2025
Condition modelling	C	Based on robust condition assessments completed within the past 5 years. Assessment could be upgraded to an A if assessments were complete within the last 2 years.
Disposal forecast	A	Council have recently considered a proposed rationalisation plan for buildings for the upcoming 2 years.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be medium.

8. PLAN IMPROVEMENT AND MONITORING

8.1. Data and Information Sources

8.1.1. Accounting and financial data sources

This AM Plan utilises accounting and financial data. The sources of the data are:

- Valuation report prepared for financial reporting purposes - City of Kalamunda
- Assetic Cloud
- Long-Term Financial Plan
- Annual Budget

8.1.2. Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Brightly Assetic Cloud.

8.2. Improvement Plan

An entity must recognise areas of its AM Plan and planning process that require future improvements to ensure effective asset management and informed decision-making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Review Building Asset Management Plan every 5 years	Asset Planning	Officer time	5 years
2	Review use and functionality of all buildings to assess opportunities for portfolio rationalisation.	Asset Planning	Officer time	2 years
3	Develop Building Guidelines and Specifications to further define the City's service levels.	Asset Planning	Officer time	1 year
4	Review the condition ratings and condition assessment schedule for buildings.	Asset Planning	Officer time	1 year
5	Develop a Maintenance Management Plan	Facility maintenance	Officer time	3 years
6	Implement an Enterprise Resource Planning (ERP) system with a Maintenance Management System including a mobile device for field data collection.	CEO and Senior Management	Resources allocated through IT budgets	3 Years
7	Continue organisational education about the importance of asset management systems, asset management plans, and long-term financial plans.	Senior Management, Asset Planning	Officer time	Ongoing
8	Continue to monitor and improve the accuracy and validity of buildings asset data to improve confidence levels.	Asset Planning	Officer time	Ongoing



8.3. Monitoring and Review Procedures

The AM Plan will be reviewed and updated every five years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 5 years.

8.4. Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the Long-Term Financial Plan,
- The degree to which the 1–5-year detailed works programs, budgets, business plans, and corporate structures consider the 'global' work program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks, and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieves the organisational target (this target is often 90 – 100%).



9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM
- IPWEA, 2024 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/iifmm.
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/resourcesnew/bookshop/pn12-1>
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2024, ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Kalamunda Advancing 2031-Strategic Community Plan
- Annual Plan and Budget

Appendix A Glossary

All the definitions below apply in the context of Local Government Infrastructure Assets.

Asset Management	Applying management practices to Infrastructure Assets to provide the required Levels of Service in the most cost-effective manner.
Asset Management Plan	A documented plan for managing one or more classes of Infrastructure Assets over their Useful Lives to provide the required Levels of Service in the most cost-effective manner.
Condition	An assessment of the progress of an Infrastructure Asset from new to end of life. The Condition determines the Level of Service provided by the asset and the Maintenance actions required. The Condition also provides an estimate of the Remaining Useful Life.
Condition Rating	A number, typically from 1 (new) to 5 (end of Useful Life), as a measure of the assessed Condition.
Depreciable Amount	The proportion of an asset's Gross Replacement Cost which loses value over time due to Depreciation. The proportion which does not lose value is the Non-depreciating Value.
Depreciation	The loss of financial value of an Infrastructure Asset as it progresses from new to end of Useful Life. Accumulated Depreciation is the total depreciation of the asset to the date of assessment. Annual Depreciation is the loss of financial value in one financial year.
Fair Value	The best estimate of the financial value of Infrastructure Assets in their condition at a point in time. It includes loss of value due to depreciation, and depends on an appraisal of active markets, or in the absence of active markets, the cost of constructing the asset. See also Written Down Value, which is an alternative name for Fair Value.
Gross Replacement Cost	The cost of building a new Infrastructure Asset in the place of the current one, including the disposal cost of the current one.
Infrastructure Asset	A physically constructed asset with a life of longer than 12 months, which has a financial value, and which provides services to the community.
Level of Service	The quality of experience that the Infrastructure Asset provides to the community. Community Levels of Service describe the quality from the perspective of the users, in terms of subjective measures, such as of how safe, how clean, how new, etc. Technical Levels of Service describe the quality from the perspective of the providing organisation in terms of objective measures, such as how frequently, what metrics, what response time, etc. The organisation chooses the objective Technical Levels of Service to provide the users' required Community Levels of Service.

Maintenance	Corrective actions on the Infrastructure Asset which improve its Condition to allow it to achieve its intended Useful Life and to provide its required Level of Service. An example is repair of defects. See also Operations, which are necessary actions to provide the required Level of Service but do not affect the Condition.
New Works	The creation of an Infrastructure Asset which did not exist before. This increases the Gross Replacement Cost of the organisation's assets. See also Renewal, which replaces an existing asset and does not increase the Gross Replacement Cost of the organisation's assets.
Non-depreciating Value	The portion of the Gross Replacement Cost of an Infrastructure Asset which does not lose value over time. An example is land, which does not wear out over time and cannot be replaced.
Operations	Expense or actions on the Infrastructure Asset which are necessary to provide the required Level of Service, but which do not affect its Condition. An example is electricity supply to provide lighting. See also Maintenance, which covers actions necessary to provide the required Level of Service and that do affect Condition.
Renewal	The replacement of an existing Infrastructure Asset with an asset providing the same Level of Service or capacity. This does not increase the Gross Replacement Cost of the organisation's assets. See also New Works, which creates a new asset and does increase the Gross Replacement Cost of the organisation's assets.
Upgrade	Modifications or replacement of an existing Infrastructure Asset which increase the Level of Service or capacity. This increases the Gross Replacement Cost of the organisation's assets.
Useful Life	The total length of time during which an Infrastructure Asset is expected to be usable and to provide the required Level of Service. The Remaining Useful Life is the length of time until an Infrastructure Asset is expected to require Renewal.
Sustainability Ratios	Metrics required by the WA State Government to indicate whether a Local Governments Asset Management practices and budgeting are sustainable in the long term.
Valuation	The regular determination by qualified inspectors and assessors of the Gross Replacement Cost of a collection of Infrastructure Assets, as well as their Accumulated Depreciation, to report on their current Fair Value.
Written Down Value	An alternative name for Fair Value, which is Gross Replacement Cost less Accumulated Depreciation.

Appendix B Current Building List

As at 30 June 2025:

Asset ID	Description	Address
BD_5001-00	Administration Buildings - 5001 - Office	2 RAILWAY ROAD KALAMUNDA
BD_5001-02	Administration Buildings - 5001 - Pump and Tank Building	2 RAILWAY ROAD KALAMUNDA
BD_5001-03	Administration Buildings - 5001 - Store Shed (Old Garage)	2 RAILWAY ROAD KALAMUNDA
BD_5001-04	Administration Buildings - 5001 - Store (Old Toilet)	2 RAILWAY ROAD KALAMUNDA
BD_5001-05	Administration Buildings - 5001 - Community Bus Garage Shed	2 RAILWAY ROAD KALAMUNDA
BD_5002-00	Alan Anderson Public (WC) - 5002 - Public Toilet	180 LAWNBROOK ROAD WALLISTON
BD_5003-00	Anderson Road Community Centre (Primary School) - 5003 - Centre	24 ANDERSON ROAD FORRESTFIELD
BD_5003-01	Anderson Road Community Centre (Primary School) - 5003 - Pottery Kiln Shed	24 ANDERSON ROAD FORRESTFIELD
BD_5003-03	Anderson Road Community Centre (Primary School) - 5003 - Toilet Block	24 ANDERSON ROAD FORRESTFIELD
BD_5005-00	Barton's Mill Chapel - 5005 - Chapel	251 PICKERING BROOK ROAD PICKERING BROOK
BD_5005-01	Barton's Mill Chapel - 5005 - Storeroom	251 PICKERING BROOK ROAD PICKERING BROOK
BD_5005-02	Barton's Mill Chapel - 5005 - Open Shed	251 PICKERING BROOK ROAD PICKERING BROOK
BD_5005-03	Barton's Mill Chapel - 5005 - Shed	251 PICKERING BROOK ROAD PICKERING BROOK
BD_5006-00	Fire Brigade buildings - 5006 - Offices & Meeting Rooms	10 RAYMOND ROAD WALLISTON
BD_5006-01	Fire Brigade buildings - 5006 - Garage	10 RAYMOND ROAD WALLISTON
BD_5093-01	Fire Brigade Buildings - 5006 - Freestanding Carport	10 RAYMOND ROAD WALLISTON
BD_5008-00	Bus Depot (WC) - 5008 - Public Toilet	31 CANNING ROAD KALAMUNDA
BD_5009-00	Pickering Brook Public (WC) - 5009 - Public Toilet	251 PICKERING BROOK ROAD PICKERING BROOK
BD_5009-01	Pickering Brook Public (WC) - 5009 - Public Disabled Toilet Block	251 PICKERING BROOK ROAD PICKERING BROOK
BD_5010-01	Carmel Hall - 5010 - Store Shed (Large)	152 CARMEL ROAD CARMEL
BD_5011-00	Carmel School (SCOUTS) - 5011 - School Hall	101 CARMEL ROAD CARMEL
BD_5011-01	Carmel School (SCOUTS) - 5011 - Garage Shed (Large)	101 CARMEL ROAD CARMEL
BD_5011-02	Carmel School (SCOUTS) - 5011 - Open Shelter	101 CARMEL ROAD CARMEL
BD_5011-03	Carmel School (SCOUTS) - 5011 - Store Shed (Small)	101 CARMEL ROAD CARMEL
BD_5011-04	Carmel School (SCOUTS) - 5011 - Toilets	101 CARMEL ROAD CARMEL
BD_5012-00	Central Hall (KADS) - 5012 - Central Hall (KADS)	6 CENTRAL MALL KALAMUNDA
BD_5013-00	DOMÉ Cafe - 5013 - The Dome	33 CANNING ROAD KALAMUNDA

BD_5014-00	Cyril Road Hall - 5014 - Hall	58 CYRIL ROAD HIGH WYCOMBE
BD_5016-00	Operations Centre - 5016 - Operations Admin Office	10 RAYMOND ROAD WALLISTON
BD_5016-01	Operations Centre - 5016 - Amenities Block	10 RAYMOND ROAD WALLISTON
BD_5016-02	Operations Centre - 5016 - Amenities Store Shed (Small)	10 RAYMOND ROAD WALLISTON
BD_5016-03	Operations Centre - 5016 - Minor Plant & Tyre Store Shed	10 RAYMOND ROAD WALLISTON
BD_5016-05	Operations Centre - 5016 - Drainage & Works Shed	10 RAYMOND ROAD WALLISTON
BD_5016-06	Operations Centre - 5016 - Horticultural & Tractor Shed	10 RAYMOND ROAD WALLISTON
BD_5016-07	Operations Centre - 5016 - Parks and Gardens Fertiliser Shed	10 RAYMOND ROAD WALLISTON
BD_5016-08	Operations Centre - 5016 - Poisons Shed	10 RAYMOND ROAD WALLISTON
BD_5016-11	Operations Centre - 5016 - 2 Stroke Fuel Shed	10 RAYMOND ROAD WALLISTON
BD_5016-13	Operations Centre - 5016 - Material Storage Bays Shelter	10 RAYMOND ROAD WALLISTON
BD_5016-15	Operations Centre - 5016 - Waste Dept / Clerical Stock Store	10 RAYMOND ROAD WALLISTON
BD_5016-19	Operations Centre - 5016 - Clerical Stock Office	10 RAYMOND ROAD WALLISTON
BD_5016-20	Operations Centre - 5016 - Traffic, Cement & Park Maintenance Shed	10 RAYMOND ROAD WALLISTON
BD_5016-24	Operations Centre - 5016 - Workshop	10 RAYMOND ROAD WALLISTON
BD_5016-25	Operations Centre - 5016 - General Open Store & Retic Shed	10 RAYMOND ROAD WALLISTON
BD_5016-27	Operations Centre - 5016 - Transportable Office	10 RAYMOND ROAD WALLISTON
BD_5017-00	Dog pound - 5017 - Dog Pound	10 RAYMOND ROAD WALLISTON
BD_5017-01	Dog pound - 5017 - Feed Storage (Brick)	10 RAYMOND ROAD WALLISTON
BD_5017-02	Dog pound - 5017 - Cattery	10 RAYMOND ROAD WALLISTON
BD_5017-03	Dog pound - 5017 - Colourbond Storage Shed	10 RAYMOND ROAD WALLISTON
BD_5017-04	Dog pound - 5017 - Cattery Shelter	10 RAYMOND ROAD WALLISTON
BD_5018-00	Falls Farm - 5018 - Falls Farm Cottage	41 CAGNEY WAY LESMURDIE
BD_5019-00	Fleming Reserve Public (WC) - 5019 - Public Toilet	111 NEWBURN ROAD HIGH WYCOMBE
BD_5020-00	Forrestfield Bowling Club - 5020 - Bowling Club	199 HALE ROAD FORRESTFIELD
BD_5020-01	Forrestfield Bowling Club - 5020 - Shed (Large)	199 HALE ROAD FORRESTFIELD
BD_5021-00	Edinburgh Road Centre (FIRS) - 5021 - Centre	35 EDINBURGH ROAD FORRESTFIELD
BD_5021-01	Edinburgh Road Centre (FIRS) - 5021 - Shed (Large)	35 EDINBURGH ROAD FORRESTFIELD

BD_5022-00	Forrestfield Hall - 5022 - Hall	6 ANDERSON ROAD FORRESTFIELD
BD_5024-00	Kalamunda Districts Rugby Union Club - 5024 - Kalamunda Districts Rugby Union Club	199 HALE ROAD FORRESTFIELD
BD_5024-01	Kalamunda Districts Rugby Union Club - 5024 - Change rooms (Detached)	199 HALE ROAD FORRESTFIELD
BD_5025-00	Forrestfield Scout Hall - 5025 - Hall	199 HALE ROAD FORRESTFIELD
BD_5026-00	Forrestfield Tennis Club - 5026 - Tennis Club	199 HALE ROAD FORRESTFIELD
BD_5026-01	Forrestfield Tennis Club - 5026 - Toilets	199 HALE ROAD FORRESTFIELD
BD_5027-00	Gooseberry Hill Hall (CHC) - 5027 - Hall	42 LEDGER ROAD GOOSEBERRY HILL
BD_5027-01	Gooseberry Hill Hall (CHC) - 5027 - Double Garage Shed	42 LEDGER ROAD GOOSEBERRY HILL
BD_5028-00	Gooseberry Hill Multi Use Hall - 5028 - Multi- Use Centre	42 LEDGER ROAD GOOSEBERRY HILL
BD_5029-00	Gooseberry Hill Public (WC) - 5029 - Public Toilet	42 LEDGER ROAD GOOSEBERRY HILL
BD_5030-00	Hartfield Country Club - 5030 - Hartfield Country/Golf Club	199 HALE ROAD FORRESTFIELD
BD_5030-01	Hartfield Country Club - 5030 - Fuel Depot Shed (Small)	199 HALE ROAD FORRESTFIELD
BD_5030-02	Hartfield Country Club - 5030 - Greenkeepers Brick Office & Attached Storage Shed	199 HALE ROAD FORRESTFIELD
BD_5030-04	Hartfield Country Club - 5030 - Pro Shop	199 HALE ROAD FORRESTFIELD
BD_5030-05	Hartfield Country Club - 5030 - Greenkeepers Shed (Large)	199 HALE ROAD FORRESTFIELD
BD_5030-06	Hartfield Country Club - 5030 - Outside Toilet 5th Tee	199 HALE ROAD FORRESTFIELD
BD_5030-07	Hartfield Country Club - 5030 - Outside Toilet 16th Tee	199 HALE ROAD FORRESTFIELD
BD_5030-08	Hartfield Country Club - 5030 - Golf Buggy Shed (Large)	199 HALE ROAD FORRESTFIELD
BD_5031-00	Hartfield Park - 5031 - Recreation Centre	199 HALE ROAD FORRESTFIELD
BD_5031-01	Hartfield Park - 5031 - Shed (Small)	199 HALE ROAD FORRESTFIELD
BD_5032-00	Headingly Road House - 5032 - House	11 HEADINGLY ROAD KALAMUNDA
BD_5035-00	High Wycombe Library - 5035 - Library	15 MARKHAM ROAD HIGH WYCOMBE
BD_5036-00	High Wycombe Rec Centre - 5036 - Community & Recreation Centre	200 NEWBURN ROAD HIGH WYCOMBE
BD_5037-00	History Village - 5037 - Main Entrance	15 WILLIAMS STREET KALAMUNDA
BD_5037-01	History Village - 5037 - 1903-1927 Railway Station	15 WILLIAMS STREET KALAMUNDA
BD_5037-02	History Village - 5037 - 1921-1972 Post Office	15 WILLIAMS STREET KALAMUNDA
BD_5037-03	History Village - 5037 - 1927-1949 Railway Station	15 WILLIAMS STREET KALAMUNDA
BD_5037-04	History Village - 5037 - Blacksmith Shed (Small)	15 WILLIAMS STREET KALAMUNDA

BD_5037-05	History Village - 5037 - Horse Drawn Carriage Shed (Large)	15 WILLIAMS STREET KALAMUNDA
BD_5037-06	History Village - 5037 - Chambers House	15 WILLIAMS STREET KALAMUNDA
BD_5037-07	History Village - 5037 - Ellis Cottage	15 WILLIAMS STREET KALAMUNDA
BD_5037-08	History Village - 5037 - Amenities Block	15 WILLIAMS STREET KALAMUNDA
BD_5037-09	History Village - 5037 - 1901-1921 Post Office	15 WILLIAMS STREET KALAMUNDA
BD_5037-10	History Village - 5037 - McCullagh Cottage	15 WILLIAMS STREET KALAMUNDA
BD_5037-11	History Village - 5037 - Orchard Shed (Large)	15 WILLIAMS STREET KALAMUNDA
BD_5037-12	History Village - 5037 - School House	15 WILLIAMS STREET KALAMUNDA
BD_5037-13	History Village - 5037 - Community Memorial Building	15 WILLIAMS STREET KALAMUNDA
BD_5037-14	History Village - 5037 - Workshop/The Garage Shed (Small)	15 WILLIAMS STREET KALAMUNDA
BD_5037-15	History Village - 5037 - Whim Shelter	15 WILLIAMS STREET KALAMUNDA
BD_5037-16	History Village - 5037 - Carriage/Workshop/Arts & Crafts	50 RAILWAY ROAD KALAMUNDA
BD_5042-00	Jack Healey Centre - 5042 - Centre	21 MEAD STREET KALAMUNDA
BD_5044-00	Jorgensen Park Public (WC) - 5044 - Public Toilet	2 CRESCENT ROAD KALAMUNDA
BD_5046-00	Kalamunda Archery Club - 5046 - Clubrooms	20 RIDGE HILL ROAD MAIDA VALE
BD_5046-01	Kalamunda Archery Club - 5046 - Equipment Shed (Large)	20 RIDGE HILL ROAD MAIDA VALE
BD_5047-00	Kalamunda BMX Track - 5047 - Canteen / Toilet Block	96 GLADYS ROAD LESMURDIE
BD_5047-01	Kalamunda BMX Track - 5047 - Track Officials Shelter	96 GLADYS ROAD LESMURDIE
BD_5047-02	Kalamunda BMX Track - 5047 - Starting Shelter	96 GLADYS ROAD LESMURDIE
BD_5047-03	Kalamunda BMX Track - 5047 - Club Office / First Aid Room	96 GLADYS ROAD LESMURDIE
BD_5047-04	Kalamunda BMX Track - 5047 - Starting Ramp and Storage Area	96 GLADYS ROAD LESMURDIE
BD_5048-00	Kalamunda Child Health Clinic - 5048 - Centre	33 CANNING ROAD KALAMUNDA
BD_5049-00	Kalamunda Bowls Club - 5049 - Kalamunda Club	24 KALAMUNDA ROAD KALAMUNDA
BD_5050-00	Kalamunda-Canning Rugby League Club - 5050 - Kalamunda-Canning Rugby League Football and Sportsmens Club Inc	199 HALE ROAD FORRESTFIELD
BD_5051-00	Kalamunda Lapidary Club - 5051 - Lapidary Club	3 RECREATION ROAD KALAMUNDA
BD_5052-00	Kalamunda Library - 5052 - Library / Public Toilet	50 RAILWAY ROAD KALAMUNDA
BD_5053-00	Kalamunda Performing Arts - 5053 - Performing Arts Centre	48 CANNING ROAD KALAMUNDA
BD_5054-00	Kalamunda Pistol Club - 5054 - Club House	155 LAWNBROOK ROAD WALLISTON

BD_5054-01	Kalamunda Pistol Club - 5054 - Controllers Booth (sea container)	155 LAWNBROOK ROAD WALLISTON
BD_5054-02	Kalamunda Pistol Club - 5054 - Indoor Range Shed (Large)	155 LAWNBROOK ROAD WALLISTON
BD_5054-03	Kalamunda Pistol Club - 5054 - Brick Store	155 LAWNBROOK ROAD WALLISTON
BD_5054-04	Kalamunda Pistol Club - 5054 - Range 1 Shelter	155 LAWNBROOK ROAD WALLISTON
BD_5054-05	Kalamunda Pistol Club - 5054 - Range 2 Shelter	155 LAWNBROOK ROAD WALLISTON
BD_5054-06	Kalamunda Pistol Club - 5054 - Club Awning	155 LAWNBROOK WEST ROAD WALLISTON
BD_5054-07	Kalamunda Pistol Club - 5054 - Toilets	155 LAWNBROOK ROAD WALLISTON
BD_5055-00	Kalamunda Rifle Club - 5055 - Equipment Shed (Small)	155 LAWNBROOK WEST ROAD WALLISTON
BD_5055-01	Kalamunda Rifle Club - 5055 - Range Shelter	155 LAWNBROOK WEST ROAD WALLISTON
BD_5055-02	Kalamunda Rifle Club - 5055 - Club House Shed (Large)	155 LAWNBROOK WEST ROAD WALLISTON
BD_5055-03	Kalamunda Rifle Club - 5055 - Toilets Shed (Small)	155 LAWNBROOK WEST ROAD WALLISTON
BD_5056-00	Kalamunda Water Park - 5056 - Office & Kiosk	36 COLLINS ROAD KALAMUNDA
BD_5056-02	Kalamunda Water Park - 5056 - Main Pool - Plant Room	36 COLLINS ROAD KALAMUNDA
BD_5056-03	Kalamunda Water Park - 5056 - Swimming Pool Change rooms & Toilets	36 COLLINS ROAD KALAMUNDA
BD_5056-05	Kalamunda Water Park - 5056 - Shade Structure (Type A) Behind Grandstand	36 COLLINS ROAD KALAMUNDA
BD_5056-06	Kalamunda Water Park - 5056 - Shade Structure (Type B) Grandstand	36 COLLINS ROAD KALAMUNDA
BD_5056-07	Kalamunda Water Park - 5056 - Shade Structure (Type C) Learning Pool	36 COLLINS ROAD KALAMUNDA
BD_5056-08	Kalamunda Water Park - 5056 - Entrance Canopy	36 COLLINS ROAD KALAMUNDA
BD_5056-12	Kalamunda Water Park - 5056 - Slides - Plant Room	36 COLLINS ROAD KALAMUNDA
BD_5056-14	Kalamunda Water Park - 5056 - Gas Chlorinator	36 COLLINS ROAD KALAMUNDA
BD_5056-16	Kalamunda Water Park - 5056 - Shade Structure (Type D) Near Main Entry Gates	36 COLLINS ROAD KALAMUNDA
BD_5056-17	Kalamunda Water Park - 5056 - Shade Structure x 4 (Type E) Near Slide Entry	36 COLLINS ROAD KALAMUNDA
BD_5056-18	Kalamunda Water Park - 5056 - Disabled Toilet Block	36 COLLINS ROAD KALAMUNDA
BD_5056-19	Kalamunda Water Park - 5056 - Shed (Small Under Slides)	36 COLLINS ROAD KALAMUNDA
BD_5057-00	Kalamunda Tennis Club - 5057 - Clubroom	22 RAILWAY ROAD KALAMUNDA
BD_5057-01	Kalamunda Tennis Club - 5057 - Toilets	22 RAILWAY ROAD KALAMUNDA
BD_5058-00	Kostera Oval Kiosk - 5058 - Kiosk	3 RECREATION ROAD KALAMUNDA
BD_5059-00	Lesmurdie Guide Hall - 5059 - Hall	5 SANDERSON ROAD LESMURDIE

BD_5060-00	Lesmurdie Hall - 5060 - Hall (Ray Owen)	96 GLADYS ROAD LESMURDIE
BD_5062-00	Sanderson Road Centre - 5062 - Centre	7 SANDERSON ROAD LESMURDIE
BD_5062-02	Sanderson Road Centre - 5062 - Single Garage Shed (Small)	7 SANDERSON ROAD LESMURDIE
BD_5063-00	Kalamunda Men's Shed - 5063 - Metalwork Shop	22 FALLS ROAD LESMURDIE
BD_5063-02	Kalamunda Men's Shed - 5063 - Woodwork Shop	22 FALLS ROAD LESMURDIE
BD_5064-00	Lesmurdie Tennis Club - 5064 - Tennis Club	22 FALLS ROAD LESMURDIE
BD_5066-00	Maida Vale Netball Club - 5066 - Clubrooms & change rooms, Hall	20 RIDGE HILL ROAD MAIDA VALE
BD_5067-00	Maida Vale Preschool - 5067 - Centre	36 CASUARINA ROAD MAIDA VALE
BD_5067-01	Maida Vale Preschool - 5067 - Brick Shed	36 CASUARINA ROAD MAIDA VALE
BD_5068-00	Maida Vale Reserve Kiosk - 5068 - Kiosk	20 RIDGE HILL ROAD MAIDA VALE
BD_5069-00	Maida Vale Reserve Public (WC) - 5069 - Public Toilet	20 RIDGE HILL ROAD MAIDA VALE
BD_5071-00	Maida Vale Tennis Club - 5071 - Tennis Club	20 RIDGE HILL ROAD MAIDA VALE
BD_5072-00	Morrison Oval Pavilion - 5072 - Cricket Club Pavilion. Level 1	199 HALE ROAD FORRESTFIELD
BD_5075-00	Norm Sadler Pavilion - 5075 - Pavilion	20 RIDGE HILL ROAD MAIDA VALE
BD_5076-00	Stirk Overflow Cottage - 5076 - Cottage	8 LINDSAY STREET KALAMUNDA
BD_5076-01	Stirk Overflow Cottage - 5076 - Double Garage	8 LINDSAY STREET KALAMUNDA
BD_5076-02	Stirk Overflow Cottage - 5076 - Outside Toilet	8 LINDSAY STREET KALAMUNDA
BD_5078-00	Pat Moran Pavilion - 5078 - Pat Moran Pavilion	3 RECREATION ROAD KALAMUNDA
BD_5078-01	Pat Moran Pavilion - 5078 - Greenkeeper's Brick Shed	3 RECREATION ROAD KALAMUNDA
BD_5078-02	Pat Moran Pavilion - 5078 - Pump Shed	3 RECREATION ROAD KALAMUNDA
BD_5080-00	Pickering Brook Sports Club - 5080 - Clubhouse	35 WESTON ROAD PICKERING BROOK
BD_5080-01	Pickering Brook Sports Club - 5080 - Changerooms	35 WESTON ROAD PICKERING BROOK
BD_5080-02	Pickering Brook Sports Club - 5080 - Equipment Brick Store	35 WESTON ROAD PICKERING BROOK
BD_5080-03	Pickering Brook Sports Club - 5080 - Green Keepers Brick Store	35 WESTON ROAD PICKERING BROOK
BD_5080-05	Pickering Brook Sports Club - 5080 - Pump Shed (Small) Zinc	35 WESTON ROAD PICKERING BROOK
BD_5080-06	Pickering Brook Sports Club - 5080 - Groundsmans Brick Store	35 WESTON ROAD PICKERING BROOK
BD_5080-07	Pickering Brook Sports Club - 5080 - Pump Shed (Small) Colourbond	35 WESTON ROAD PICKERING BROOK
BD_5083-00	Rangeview Tennis Club - 5083 - Clubroom	32 SWAN ROAD HIGH WYCOMBE

BD_5083-01	Rangeview Tennis Club - 5083 - Toilets/Equipment Brick Store	32 SWAN ROAD HIGH WYCOMBE
BD_5085-00	Ray Owen Pavilion - 5085 - Pavilion	96 GLADYS ROAD LESMURDIE
BD_5085-01	Ray Owen Pavilion - 5085 - Brick Storage Shed - next to cricket practise net	1977 GLADYS ROAD LESMURDIE
BD_5085-02	Ray Owen Pavilion - 5085 - Change rooms (detached)	96 GLADYS ROAD LESMURDIE
BD_5086-00	Ray Owen Stadium - 5086 - Sports Centre	96 GLADYS ROAD LESMURDIE
BD_5087-00	Reid Oval Change rooms - 5087 - Change Rooms & Toilets	199 HALE ROAD FORRESTFIELD
BD_5088-00	Reid Oval Pavilion - 5088 - Pavilion	199 HALE ROAD FORRESTFIELD
BD_5090-00	Rollerama - 5090 - Rollerama Building (Kalajos Gymnastics)	36 COLLINS ROAD KALAMUNDA
BD_5092-00	Scott Reserve Pavilion - 5092 - Pavilion and Change rooms	20 NORLING ROAD HIGH WYCOMBE
BD_5092-02	Scott Reserve Pavilion - 5092 - Concrete Greenkeepers Store	20 NORLING ROAD HIGH WYCOMBE
BD_5092-03	Scott Reserve Pavilion - 5092 - Viewing Platform	20 NORLING ROAD HIGH WYCOMBE
BD_5092-04	Scott Reserve Pavilion - 5092 - Reticulation Shed (Small)	20 NORLING ROAD HIGH WYCOMBE
BD_5092-05	Scott Reserve Pavilion - 5092 - Unisex Change Room	20 NORLING ROAD HIGH WYCOMBE
BD_5093-00	SES buildings - 5093 - SES Offices & Double Garage	10 RAYMOND ROAD WALLISTON
BD_5094-00	SKAMP Hall - 5094 - Hall	22 FALLS ROAD LESMURDIE
BD_5095-00	SKAMP Public (WC) - 5095 - Public Toilet	22 FALLS ROAD LESMURDIE
BD_5096-00	Stirk Cottage - 5096 - Stirk Cottage	18 KALAMUNDA ROAD KALAMUNDA
BD_5097-00	Stirk Park Public (WC) - 5097 - Public Disabled Toilet Block	18 KALAMUNDA ROAD KALAMUNDA
BD_5097-01	Stirk Park Public (WC) - 5097 - Public Toilet	18 KALAMUNDA ROAD KALAMUNDA
BD_5098-00	Stirk Park Sound Shell - 5098 - Sound Shell	18 KALAMUNDA ROAD KALAMUNDA
BD_5099-00	Town Square Hall - 5099 - Community Hall / Public Toilet	5 BARBER STREET KALAMUNDA
BD_5099-01	Town Square Hall - 5099 - Rotunda	8 CENTRAL MALL KALAMUNDA
BD_5100-00	Kalamunda Toy Library - 5100 - Centre	33 CANNING ROAD KALAMUNDA
BD_5101-00	Veteran Car Club - 5101 - Vintage Car Club	265 HALE ROAD WATTLE GROVE
BD_5101-01	Veteran Car Club - 5101 - Brick Workshop	265 HALE ROAD WATTLE GROVE
BD_5101-02	Veteran Car Club - 5101 - Storage Shed (Large)	265 HALE ROAD WATTLE GROVE
BD_5102-00	Veteran Car Club - House - 5102 - Residence	265 HALE ROAD WATTLE GROVE
BD_5102-01	Veteran Car Club - House - 5102 - Shed (Small)	265 HALE ROAD WATTLE GROVE
BD_5104-00	Walliston Pony Club - 5104 - Clubhouse & Toilet Block	10 BORONIA ROAD WALLISTON
BD_5104-01	Walliston Pony Club - 5104 - Walliston Riding & Pony Club Stables	10 BORONIA ROAD WALLISTON

BD_5105-00	Grove Road Centre - 5105 - Pre School	12 GROVE ROAD WALLISTON
BD_5105-01	Grove Road Centre - 5105 - Brick Store	12 GROVE ROAD WALLISTON
BD_5105-02	Grove Road Centre - 5105 - Shed (Small)	12 GROVE ROAD WALLISTON
BD_5106-00	Waste Transfer Station - 5106 - Amenities Building	155 LAWNBROOK ROAD WALLISTON
BD_5106-01	Waste Transfer Station - 5106 - Jumble Storage Shed (Large)	155 LAWNBROOK ROAD WALLISTON
BD_5106-02	Waste Transfer Station - 5106 - Transfer Structure	155 LAWNBROOK ROAD WALLISTON
BD_5106-03	Waste Transfer Station - 5106 - Waste Oil Storage Unit Shed (Small)	155 LAWNBROOK ROAD WALLISTON
BD_5106-04	Waste Transfer Station - 5106 - Gate House Old	155 LAWNBROOK ROAD WALLISTON
BD_5106-05	Waste Transfer Station - 5106 - Mattress Shed (Large)	155 LAWNBROOK ROAD WALLISTON
BD_5106-07	Waste Transfer Station - 5106 - Communications Building	155 LAWNBROOK WEST ROAD WALLISTON
BD_5106-08	Waste Transfer Station - 5106 - Second Chance Structure	155 LAWNBROOK ROAD WALLISTON
BD_5106-09	Waste Transfer Station - 5106 - Hazardous Waste Structure	155 LAWNBROOK ROAD WALLISTON
BD_5106-10	Waste Transfer Station - 5106 - Gate House / Office	155 LAWNBROOK ROAD WALLISTON
BD_5106-11	Waste Transfer Station - 5106 - Shelter Shed	155 LAWNBROOK ROAD WALLISTON
BD_5106-12	Waste Transfer Station - 5106 - Storage Sea Container	155 LAWNBROOK RD WEST WALLISTON
BD_5106-13	Waste Transfer Station - 5106 - FOGO Storage Container	155 LAWNBROOK ROAD WEST WALLISTON
BD_5107-00	Woodlupine Community Centre - 5107 - Woodlupine Community Centre	88 HALE ROAD FORRESTFIELD
BD_5113-00	Forrestfield United Soccer Club - 5113 - Pavilion	199 HALE ROAD FORRESTFIELD
BD_5113-01	Forrestfield United Soccer Club - 5113 - Viewing Platform	199 HALE ROAD FORRESTFIELD
BD_5114-00	Woodlupine Family Centre - 5114 - Woodlupine Family Centre	88 HALE ROAD FORRESTFIELD
BD_5125-00	Zig-Zag Community Centre - 5125 - Visitor Centre	50 RAILWAY ROAD KALAMUNDA
BD_5125-01	Zig-Zag Community Centre - 5125 - ART Gallery	50 RAILWAY ROAD KALAMUNDA
BD_5125-02	Zig-Zag Community Centre - 5125 - Cafe	50 RAILWAY ROAD KALAMUNDA
BD_5125-03	Zig-Zag Community Centre - 5125 - Public Toilet	50 RAILWAY ROAD KALAMUNDA
BD_5125-04	Zig-Zag Community Centre - 5125 - Seminar Room	50 RAILWAY ROAD KALAMUNDA
BD_5126-01	Bill Shaw Reserve Public (WC) - 5126 - Public Toilet	302 CANNING ROAD LESMURDIE
BD_5127-00	Hartfield Park Aquifer Recharge - 5127 - Pump station	199 HALE ROAD FORRESTFIELD
BD_5128-00	Forrestfield Skate Park Public (WC) - 5128 - Public Toilet	199 HALE ROAD FORRESTFIELD
BD_5129-00	Hartfield Park Hockey Pavilion - 5129 - Hockey Club	199 HALE ROAD FORRESTFIELD



BD_5129-01	Hartfield Park Hockey Pavilion - 5129 - Hockey & Tee Ball Brick Store	199 HALE ROAD FORRESTFIELD
BD_5131-00	Kalamunda Community Centre - 5131 - Kalamunda Community Centre	2 CRESCENT ROAD KALAMUNDA
BD_5131-01	Kalamunda Community Centre - 5131 - Brick Plant/Store Room	2 CRESCENT ROAD KALAMUNDA
BD_5132-00	Forrestfield Library - 5132 - Forrestfield Library Hub - Leasehold	20 STRELITZIA AVENUE FORRESTFIELD