ATTACHMENT NO. 2

Council Policy

6.22 Asset Management Policy

Objective

The Policy provides clear direction in the provision and management of all Council's assets. It seeks to ensure that assets support Council's strategic vision and objectives, deliver sustainable service outcomes and are provided at appropriate levels of service for present and future stakeholders.

Strategy

Council recognises the strategic importance of maintaining and replacing assets in a sustainable manner in order to achieve our vision as a highly accessible, cohesive, vibrant and diverse community within a high quality built and natural environment.

The Town will manage its assets in a whole-of-life and economically, environmentally, culturally and socially sustainable manner.

Asset management decisions will consider other key Town policies and priority will be given to existing assets and services to ensure that the Town's existing assets are maintained in order to maximise the whole-of-life opportunity before embarking on additional or expanded services or the acquisition of new assets.

SCOPE

The Town considers assets (such as infrastructure, land, plant and equipment) to be any that support the delivery of one or more of the following services:

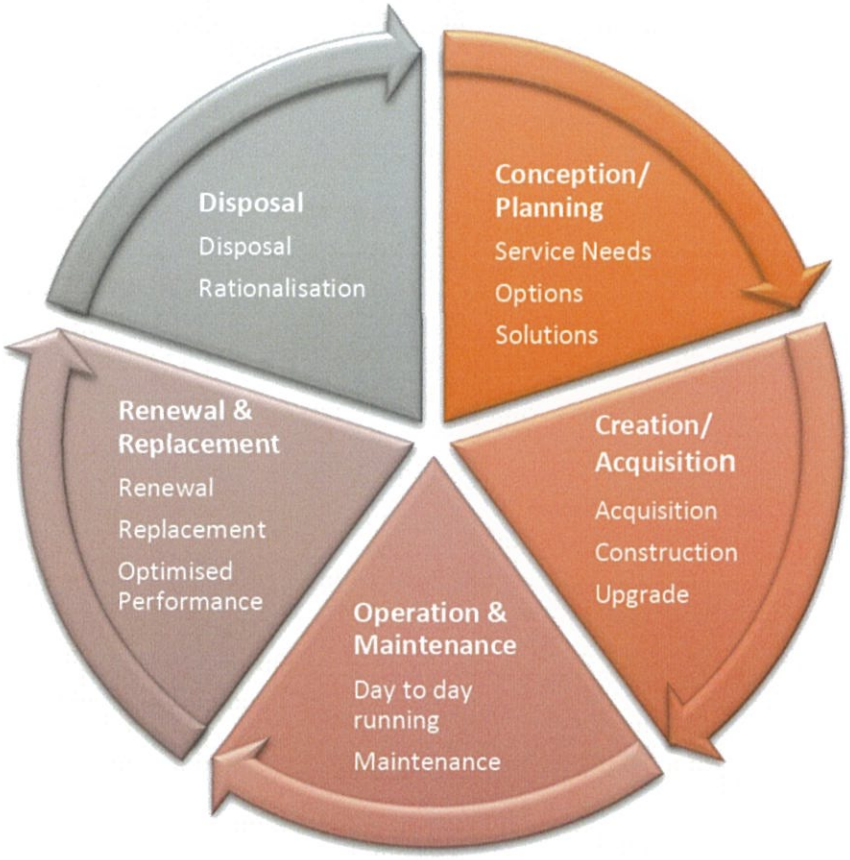
- Property;
- Recreation;
- Transport;
- Plant & Equipment; and
- Information Technology.

This Policy applies to all assets which are required to be managed by the Town, where their components have a useful life of more than one year and a replacement cost greater than $5,000.

ASSET LIFE CYCLE (Whole of Life)

For clarity, the following describes the Town's definition of its Assets' Lifecycles.

Lifecycle asset management involves the decisions made at each stage of an asset's life, from conception to disposal. The decisions made at one stage may affect the asset's performance and cost in others.



Application

Responsibility for the implementation of this policy rests with the Mayor, Councillors, Council delegates and Chief Executive Officer. The Policy is to be reviewed every three years.

Policy Type: Strategic Policy **Link to Strategic Community Plan:** Leadership and Governance	**Policy Owner:** Director Operational Services **First Adopted: OCM-27/06/05** **Last Reviewed: March 2014 Version 2** **Next Review due by:** May 2020

TOWN OF
BASSENDEAN
Home by the Swan

JANUARY 2018

ASSET MANAGEMENT STRATEGY

Version Control

Rev No	Date	Author	Reviewer	Approver
3.4	January 2018	Ben Symmons (AIM Consultants)	AMWG	Bob Jarvis (CEO)

Document Management

Standards

This document complies with Local Government Standards for the Preparation of Documents, which are based on the AS 3900 series of Australian Standards.

Responsibilities

The **Chief Executive Officer**, as the document owner, is responsible for approving the original issue and all major re-issues of this document following endorsement by the **Asset Management Working Group (AMWG)**.

Document Preparation and Review

This document has been prepared and reviewed in accordance with the Town's Policies and Procedures.

Table of Contents

1 Introduction

1.1 Background

The Town of Bassendean (the Town) provides a range of services to its customers. The delivery of these services are typically supported by one or more different assets. To encourage a continuous improvement approach to the management of its assets, the Town operates an Integrated Asset Management Framework (IAMF). The IAMF aligns with the WA Integrated Planning and Reporting Framework (IPRF). The Chief Executive Officer is responsible for implementing both frameworks.

1.2 Integrated Planning and Reporting Framework (IPRF)

Under the Local Government Act 1995 (the Act), it is a requirement of all WA local governments to produce a plan for the future. As a minimum, this includes a Strategic Community Plan (SCP) and Corporate Business Plan (CBP). Each of these should be informed by a number of strategies. All elements of the broader framework should be integrated (as detailed below), and seek to establish long term, sustainable, service delivery.

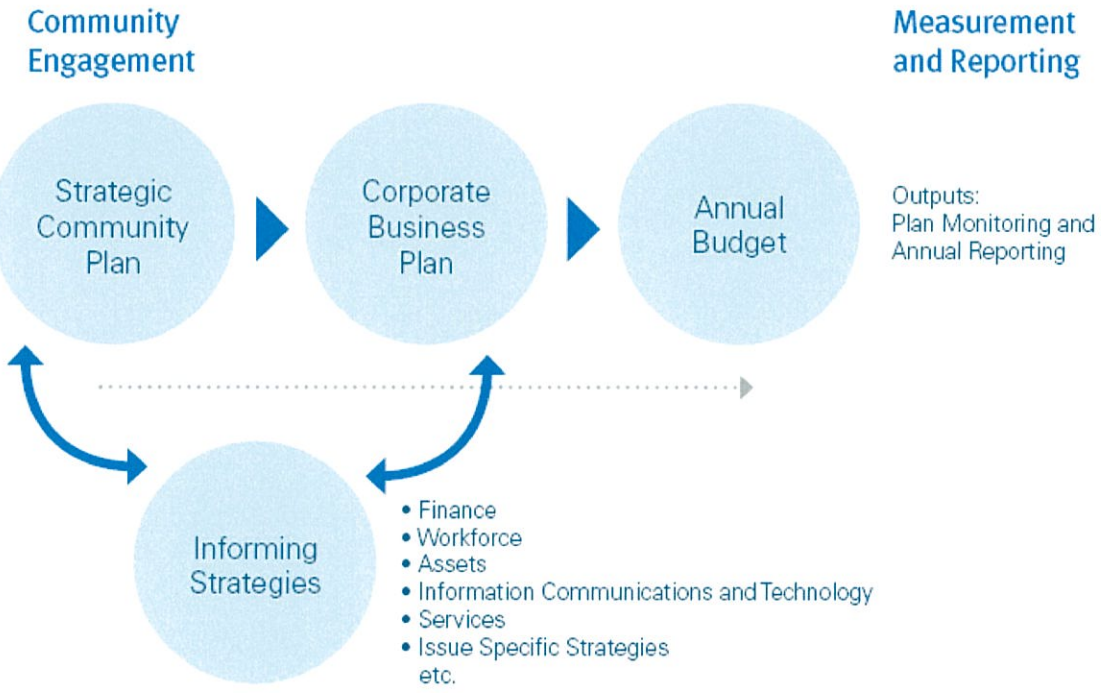


Figure 1: IPRF Structure (Source: WA DLGC, 2016)

1.3 Integrated Asset Management Framework (IAMF)

The Town has applied the IAMF to its own asset management practices and processes. Under the IAMF, and as outlined in the diagram below, the Town will operate:

- An Asset Management Policy
- An Asset Management Strategy (this document)
- Asset Management Plans

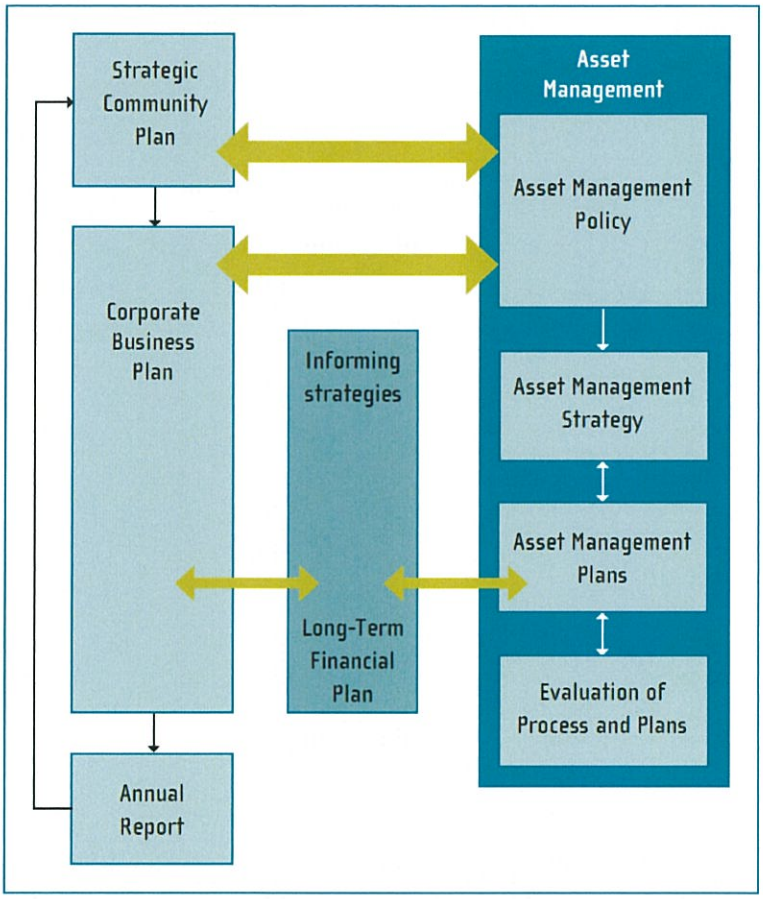


Figure 2: The WA Asset Management Framework (*Source:* WA DLGC, 2016)

Each of the IAMF elements support the Town's effective delivery of the IPRF. In order to evaluate the effectiveness, the Town:

- Periodically uses a National Assessment Framework (NAF) to self-assess its performance across 11 focus areas (Section 5.1). This allows the Town's performance to also be benchmarked against similar organisations.
- Produces three asset focussed Key Performance Ratios (Section 5.2), being:
    - Asset consumption ratio (ACR)
    - Asset sustainability ratio (ASR)
    - Asset renewal funding ratio (ARFR).

2 Asset Management Context

2.1 The Need for Assets

As a local government organisation, the Town delivers a range of services that underpin our local community. The provision of these services is often determined by multiple drivers including legal (e.g. Legislation and Acts) and stakeholder (e.g. community, visitors etc.) requirements and expectations. Ultimately, these services often require assets (e.g. infrastructure) to enable their delivery. These assets then require careful management to ensure that they are provided in a sustainable, cost-effective and safe manner.

2.2 What is Strategic Asset Management?

Strategic Asset Management is a process that establishes goals, targets and outcomes to define and communicate an organisation's high level intent and direction in asset management. It focuses on the key actions that need to be taken by the organisation with respect to the management of physical assets.

2.3 Purpose of this Asset Management Strategy

The purpose of this Strategy is to specify how the Town's asset portfolio will be managed to meet the service delivery needs of our community and visitors. The Strategy details the objectives, performance measures and outcomes of our assets. The Strategy also outlines the current status of the Town's asset management practices and processes, compares this to our future vision and identifies suitable improvement tasks.

2.4 Scope of this Strategy

The scope of this Strategy extends across all Town assets (as defined by the AM Policy). These can broadly be considered as:

- Recreation Assets – Parks, ovals, reserves, gardens etc.
- Property Assets – Buildings and associated ancillary infrastructure.
- Transport Assets – Roads, paths, drainage etc.
- Plant, Equipment & IT – Vehicles, tools, plant, IT etc.

3 The Strategy

3.1 Asset Management Vision

To ensure the future sustainability of the Town's services, it is essential to balance the community's level of service expectations, against its willingness and capacity to pay. Consequently, it is the Town's vision to:

'Develop and maintain infrastructure asset management practices, in order to provide the agreed levels of service for present and future stakeholders in the most achievable cost effective and fit for purpose manner.'

3.2 Strategy Objectives

The Strategy provides the basis upon which the Town will enhance its overall asset management capability. The Strategy will inform stakeholders on:

- What the Town's current asset management position and performance is.
- What the Town's desired asset management position and performance is.
- How the Town will close any gap and achieve the desired position and performance.

This Vision and Objectives will be achieved through a commitment to 5 key asset management need areas as defined by the Strategy Methodology.

3.3 Strategy Methodology

The Town's adopted methodology for strategic asset management is built around the enhancement and delivery of the **five key needs areas** defined below.

Service Focus	**Skills**	**Knowledge**	**Review**	**Governance**
Intended to support the delivery of services through the provision, operation and management of physical assets	Founded on skills, capability and professionalism	Supported by plans, processes, information, benchmarking, standards, tools and guidance	Matched by review, performance measurement, challenge and audit	Encouraged by strong, high level leadership to ensure that asset management is fully integrated with strategic resource and business delivery

Figure 3: Strategy Needs Areas

3.4 Strategy Outcomes

To achieve the Asset Management Vision, the Town has identified the following key outcomes that it wishes to achieve from this Strategy.

- The IAMF is implemented and guided by strong corporate leadership, robust practices and regular performance review.
- Organisational asset management principles and responsibilities are well defined, understood, documented and adhered to.
- All assets are clearly linked to services required by the Town's Strategic Community Plan.
- The Town operates asset management plans that are informed by accurate information.
- Asset management plans detail service levels, future demand, risk management, lifecycle management, performance review and improvement goals.
- Asset management plans have clear links to other strategic documents, such as the long term financial plan, service plans and asset management strategy.
- Asset investment decisions are made on the basis of balancing risk (e.g. safety), service levels and financial sustainability.
- Long term asset management resourcing needs (financial and workforce) are understood, planned for and provided.
- Council are suitably informed on key asset management knowledge.

4 Strategy Enablers and Controls

Enablers and controls can be considered as a range of different practices, processes, support systems, activities and resources that enable the Town to operate its IAMF efficiently and effectively. To achieve the outcomes previously identified, the Town will need to sustain and improve its enablers and controls. Using our Asset Management objectives as focus, the Town has developed the following asset management enablers and controls around each of the five key needs areas.

4.1 Service Focus

The Town's asset management strategy seeks to bring greater focus to the provision of services and in doing so, identify optimal asset solutions.

4.1.1 Facilitated Services

This Strategy will seek to ensure that all assets are clearly linked to at least one service, as required by the Strategic Community Plan. Therefore, the Town will:

- Link assets to services
- Structure its asset management activities around appropriate service outcomes (i.e. Transport, Recreation, Property, Plant, Equipment & IT)

4.1.2 Service Levels

The Town's Asset Management Plans will define the service quality for a particular service area against which performance can be measured. In order to determine the appropriate service levels for our community the Town will:

- Monitor and record current service level performance within its Asset Management Plans and link these to the cost of service
- Undertake community perception surveys and record customer complaints/work requests in order to monitor service satisfaction

4.1.3 Risk Management

Risk management is an important foundation for proactive asset management. Its overall purpose is to understand the cause, effect and likelihood of adverse events occurring (e.g. failure). Therefore, the Town will:

- Ensure that asset-related risks are identified, assessed and controlled
- Develop and implement procedures for the proactive identification of asset risks (e.g. periodic asset inspections) on existing and future assets (e.g. design audits)
- Ensure that where Council reports concern assets, that they contain a risk assessment
- Maintain appropriate insurance cover

- Plan for natural events that may affect assets, create mitigation strategies and undertake periodic reviews (e.g. after events, of control systems etc.)
- Ensure that asset management activities are appropriately resourced
- Monitor asset maintenance and costs trends, to identify potentially risky assets

4.2 Skills

In order to develop and sustain the delivery of the IAMF, the Town must maintain access to skilled personnel.

4.2.1 Competence, Training and Awareness

To implement and sustain the Town's IAMF, it will:

- Identify all staff roles that participate in an asset management function and ensure they understand the concepts of asset management and their role within the framework
- Identify asset management skills gaps and identify appropriate means of upskilling staff
- Understand staff asset management workloads and identify the internal capacity
- Encourage staff networking, knowledge sharing and mentoring within the industry
- Implement appropriate procedures that facilitate knowledge capture
- Implement appropriate succession planning tactics for key positions

4.2.2 Outsourcing of Asset Management Activities

In managing the Town's portfolio of infrastructure assets, consideration will be given as to whether there are more economical sources of skilled labour, as an alternative to directly employed staff. Therefore, the Town will:

- Identify staff skill gaps that cannot be economically bridged by training
- Review the cost/benefit of undertaking specific tasks internally or externally, as required
- Develop clear statement of works, with accurate deliverables for outsourced work
- Comply with the Town's Purchasing Policy and engage with contractor referees
- Review and report the service quality of outsourced work

4.3 Knowledge

A key component of sound infrastructure asset management practices and processes is the possession of robust knowledge by way of data.

4.3.1 Documentation

Formal documentation is a fundamental element of good asset management. Up to date documents allow stakeholders to readily understand the Town's IAMF and its application and performance. Therefore, the Town will develop and/or maintain:

- Service plans (e.g. Recreation Plan)
- An Asset Management Policy
- An Asset Management Strategy
- Asset Management Plans for all relevant services (covering all asset groups)
- An operation and maintenance service level plan for all asset classes
- Engineering plans and manuals (where appropriate)
- Relevant asset management procedures

4.3.2 Information

Good asset management requires meaningful, accurate, timely and accessible asset information. Therefore, the Town will:

- Determine what information is required to be known for different assets in order to inform different outcomes (e.g. works programmes, valuations etc.)
- Develop and maintain accurate and spatially referenced (where applicable) asset inventories
- Record financial transactions and valuations at an asset and activity level
- Record works activities at an asset level
- Predict future asset works and budgets
- Store records against their relevant asset

4.4 Review

Organisational commitment is important to ensure that the Town's IAMF is being effectively and efficiently implemented, and that it remains consistent with corporate objectives. Therefore ownership and regular view of the asset management strategy is important.

4.4.1 IAMF Performance

To ensure that the IAMF is performing suitable well, the Town will:

- Ensure that the asset management policy remains appropriate
- Ensure that the asset management strategy and plans are reviewed at suitable time periods
- Ensure that the Strategy is implemented by staff
- Undertake a regular (e.g.) bi-annual asset management performance self-assessment (e.g. NAF)
- Annually produce and report the 3 asset sustainability ratios
- Produce budget variation reports
- Review and consider community feedback on asset/service performance
- Regularly monitor and review the service level KPIs within the AMPs

4.5 Governance

While asset management implementation and improvement are a corporate responsibility, they cannot be achieved without high level support. Strong senior management and Council commitment must occur for the Strategy to be effective.

4.5.1 Structure, Authority and Responsibilities

For Asset Management to be effective all key stakeholder need to understand their roles and responsibilities. Therefore, the Town will:

- Encourage a corporate approach to asset management (e.g. periodic staff and Council AM briefings)
- Ensure that staff Position Descriptions remain relevant through regular review
- Ensure Town adherence to the AM Policy and Strategy
- Ensure that the Senior Management Team regularly consider asset management activities and keep abreast of relevant legislation

4.5.2 Corporate Documentation Interoperability

A key feature of any successful asset management framework is that 'line of sight' is achieved with the organisation's strategic objectives. Therefore, the Town will:

- Ensure that the Policy and Strategy are consistent with the Strategic Community Plan
- Ensure that the AMPs align with the Long Term Financial Plan

4.5.3 Decisions

Organisation's with strong asset management frameworks, are able to ensure that the services they provide, and done so in an optimal and sustainable manner. Therefore, the Town will:

- Periodically brief Council on the Town's asset management performance
- Ensure that asset investment decisions (e.g. business cases) are made on the basis of balancing risk, service levels, safety and lifecycle cost
- Evaluate upgrade and new projects by their strategic fit, risk profile and cost/benefit

5 Strategy Performance Monitoring

To ensure that the Strategy remains relevant and that its success can be tracked, the Town will apply two key measures of success. The first, being the NAF, will allow the Town to track its position and progress against a nationally consistent approach. The second, being the sustainability ratios, will detail the Town's past, present and future financial sustainability.

5.1 National Assessment Framework

The NAF allows local governments to periodically self-assess their performance against eleven practice areas. This then assists the performance benchmarking against peers to occur, as well as the establishment of improvement actions.

5.1.1 Current Performance

The results from the Town's last self-assessment can be viewed below.

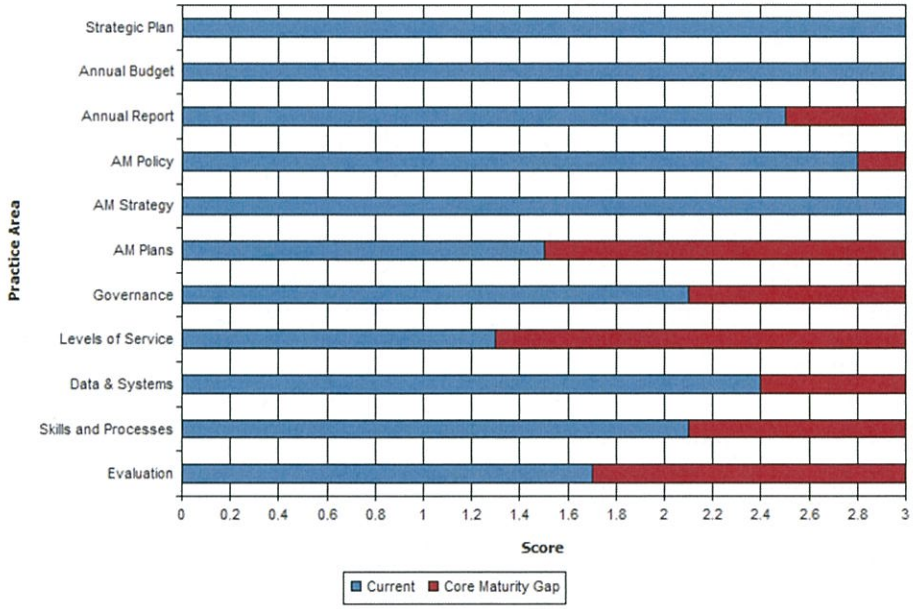


Figure 4: 2015 NAF Self-Assessment Results

5.1.2 Historic NAF Assessment Results

Table 1 details the historic change in the Town's NAF assessment. The score is that from the eleven practice areas. A maximum score of 33 (11 practice areas x 3 points) is possible.

Analysis Date	Average Score
2015	25.4/33
2014	22.2/33

Table 1: Historic NAF Assessment Results

5.2 Sustainability Ratios

5.2.1 Current Performance

WA local governments are required to measure and report three asset ratios (as described below) in their annual financial reports. These ratios are also reported here within the Strategy, at an Asset Management Plan level, to provide greater detail on the past, present and future financial sustainability of different services. The WA Department of Local Government, Sport and Cultural Industries also provides a suggested target performance range for each ratio.

Indicator	Asset Management Plan	Performance	Target
Asset Consumption Ratio	Property Recreation Transport Plant, Equipment & IT	72% 75% 73% 57%	50% - 75%
Asset Sustainability Ratio	Property Recreation Transport Plant, Equipment & IT	47% 131% 53% 88%	90% - 110%
Asset Renewal Funding Ratio	Property Recreation Transport Plant, Equipment & IT	%TBC %TBC %TBC %TBC	75% - 105%

Table 2: Town Asset Sustainability Ratios

Asset Consumption Ratio

This ratio seeks to highlight the aged condition of a local government's physical assets by comparing their fair value (worth in current state) to their replacement cost (worth in as new state).

Asset Sustainability Ratio

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset base is wearing out. The ratio compares the average actual expenditure on asset renewal to the annual depreciation expense.

Asset Renewal Funding Ratio

This ratio indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future. The ratio compares the available asset renewal expenditure in the Strategic Financial Plan to the required asset renewal expenditure in the Asset Management Plans.

6 Strategy Implementation

6.1 Implementation Plan

This Strategy is a long term document that supports the Town's journey of improvement. Table 3 sets out the current improvement actions that have been identified through either the Town's NAF self-assessment, or through its asset management plans. Implementation of these improvement actions will help the Town to progress towards its Asset Management Vision.

Action Number	Action	Prerequisite Action	Assigned Responsibility
32	Monitor and report each Asset Management Plans' service levels.	Nil	B Symmons
34	Develop an asset management roles and responsibilities matrix. Identify where skills gaps exist. Ensure key responsibilities are incorporated into staff position descriptions.	Nil	P Dillon
35	Review the contents of the SCP in relation to monitoring of performance measures, and develop as required.	Nil	CMT
36	Review LTFP to ensure sustainability and that data linkage to all Asset Management Plans is valid	Nil	M Costarella
37	Revise the current Community Engagement Strategy to ensure validity and that the current methodology is reflected in Strategy Document	Nil	CMT
38	As per NAF C1.4, ensure detailed LTFP funding models are supported with documentation.	Nil	M Costarella
39	The Town does have some Service Plans for some areas. Determine what service plans should exist and prepare a timeline for Plan review & preparation.	Nil	CMT
40	Include documentation in the Annual Budget to reflect the Council's strategic objectives and how Council will meet the goals and objectives of its SCP through the presented Budget.	Nil	M Costarella
41	Develop Reporting of the Annual Budget by Key themes as identified in the SCP and CPB (i.e. a Rate Setting Statement by Key Themes)	Nil	M Costarella

42	Review NAF advanced characteristics for annual budget and report to determine if suitable for organisational progress	Nil	M Costarella
43	Include Statement in Annual Report that reviews the performance of the Council against its strategic objectives and explains variations between the budget and actual results and how these variations impact on the SCP.	Nil	M Costarella
44	Include Statement in Annual Report that details any major changes in functions of the Council, organisation structure and/or policy initiatives. Explain how these changes might impact Council's SCP. (If nothing applies, then include a Statement advising of same)	Nil	M Costarella
45	Develop long term Capital Works Programs for: - Property - Recreation	Nil	B Symmons
46	Undertake a new NAF self-assessment.	Nil	B Symmons

Table 3: Asset Management Strategy Action Plan

7 Appendices

7.1 Asset Management Working Group (AMWG) Terms of Reference

1.0 Introduction

The Asset Management Working Group has been established by the Chief Executive Officer for the specific purpose of implementing the objectives of the Asset Management Policy.

The Chief Executive Officer (CEO) appoints persons holding the positions which appear in section 5.0 below as members until otherwise advised.

2.0 Name

The name of the working group shall be the Asset Management Working Group (AMWG).

3.0 Objectives

The primary objective of the AMWG is to provide advice to the CEO and Corporate Management Team (CMT) in relation to asset management issues.

The AMWG will drive the implementation of improved asset management practices across the entire organisation and ensure a team approach. Members will include representatives of all sections of the organisation that have a direct interest in asset management whether it is as an asset owner, maintainer or user. This will ensure each representative will have ownership of the outcomes of the working group.

This cross-functional multi discipline group provides a corporate and integrated approach to asset management problem solving, resource sharing, understanding of financial asset management philosophies and overall ownership of asset management plan outputs.

This group is established with the following objectives:

- To ensure the Council's Asset Management Policy and Financial Sustainability Policy are effectively implemented in the Town's Asset Management Plans; Workforce Management Plan and integrated into the Strategic Community Plan; Long Term Financial Plan; Corporate Business Plan and Annual Budgets.
- To endorse asset management strategies to realise the organisation's asset management vision.
- To co-ordinate the implementation of asset management across service areas including data collection and recording.
- Develop and implement a framework for the evaluation and prioritisation of corporate project proposals incorporating whole of life costing.

- Reduce organisational risk.

4.0 Powers of the Asset Management Working Group

The AMWG is appointed by the Chief Executive Officer and does not have executive powers or authority. The AMWG is to report to the Corporate Management Team (CMT) and provide appropriate advice and recommendations on matters relevant to its term of reference. This is in order to facilitate informed decision-making by the CEO and CMT in relation to the task of managing the Town's Infrastructure Assets and Service delivery using those assets.

5.0 Membership

The AMWG will consist of the following Officers:

- Chief Executive Officer
- Director Operational Services
- Director Corporate Services
- Manager Corporate Services
- Financial Consultant
- Director Community Development
- Manager Asset Services
- Asset Management Consultant
- Engineering Technical Coordinator
- Administration Officer
- Manager Community Development

The AMWG may recommend to the Chief Executive Officer that additional staff be seconded to contribute to specific elements of AMPs or to be a full member of the working group.

6.0 Responsibilities

Chief Executive Officer (CEO) - is responsible for ensuring that systems are in place to facilitate the development of Council's AM Policy, AM Strategy and AM Plans. The CEO shall also ensure that recommendations are put to the Council as part of the "Strategic Plan for the Future" considerations and budget preparation process and that appropriate resources are allocated to fulfil the objectives of the above documents.

Director Operational Services (DOS) – is responsible for chairing the AMWG and resource allocation (from Council approved resources) associated with achieving Council's Asset Management Strategy. The Director Operational Services reports to the CEO in relation to Asset Management resource allocation.

Corporate Management Team (CMT) – membership comprises the Chief Executive Officer, Director Operational Services, Director Corporate Services and Director

Community Development. CMT is responsible for monitoring the implementation of asset management across the organisation. CMT will ensure that strategies are put in place to remove barriers to the successful implement of the asset management framework.

All Directors are responsible for ensuring that resources under their control are appropriately allocated to facilitate the successful implementation and maintenance of the Town's asset management framework.

Manager Asset Services (MAS) – is responsible for ensuring that AMWG agreed tasks for the Asset Management Consultant are achieved and that appropriate resources are allocated to successfully complete them within the specified time frames.

Asset Management Working Group (AMWG) – is responsible for ensuring Council's Asset Management Strategy is achieved and that Asset Management Plans are prepared and maintained in line with Council's Policy on Asset Management.

The AMWG members are to identify improvements or non-compliances to Council's AM Policy, Strategy or Plans to the AMWG for consideration and action as required.

The AMWG is to provide input to the draft "Strategic Plan for the Future", Strategic Financial Management Plan and the draft annual budgets.

Asset Management Consultant (AMC) – is responsible for providing expert Asset Management advice to the Manager Asset Services and the AMWG, and for reviewing, developing or implementing aspects of the asset management framework as directed by the Manager Asset Services in accordance with the AMWG agreed timeframes.

Administration Officer (AO) - is responsible for providing administrative support to the Manager Asset Services, including support to other staff members or consultants from time to time, as directed by the Manager Asset Services.

Financial Consultant (FC) is responsible for providing expert Financial Management advice to the DCS and the AMWG, and for developing or implementing financial aspects of the Asset Management system as directed and in accordance with the AMWG agreed timeframes.

7.0 Meetings

The AMWG shall meet on a monthly basis or at the discretion of the Chairperson.

8.0 Reporting

Agenda and Minutes of each working group meeting shall be distributed to all AMWG members.

The AMC shall include as part of the AMWG agenda, a progress report of agreed asset management tasks and timeframes and provide as part of that report the status of actions year to date.

In March each year the AMC is to provide to the AMWG a draft Asset Management works schedule and draft budget including resource requirements for consideration as part of the new budgeting process.

9.0 Duties and Responsibilities

The duties and responsibilities of the AMWG will be:

- To develop and review the asset management policy and vision with linkage to the Strategic Community Plan's processes.
- To communicate the principals of asset management across the organization and the importance of its role in our decision making processes.
- To recommend asset management strategies to realise the organisation's asset management vision.
- In consultation with stakeholders, develop "levels of service" for Council approval.
- To develop Asset Management Plans for all asset classes.
- To co-ordinate the implementation of asset management across each department including data collection and recording.
- Develop and implement a framework for the evaluation and prioritisation of corporate project proposals incorporating whole of life costing.
- Provide input to the draft "Strategic Plan for the Future", Strategic Financial Management Plan and the draft annual budgets.

10.0 Chairperson

The Chairperson shall ensure that agendas are prepared and minutes of the proceedings are kept.

In the absence of the Chairperson the AMWG shall appoint a deputy chairperson.

11.0 Quorum

Quorum for a meeting shall be at least 50% of the number of officers, whether vacant or not. A decision of the working group does not have effect unless it has been made by a simple majority.

12.0 Delegated Powers

The working group has no delegated powers under the Local Government Act 1995 and is to advise and make recommendations to the CEO and Corporate Management Team only.

13.0 Termination of the Asset Management Working Group

Termination of the working group shall be at the direction of the CEO.

14.0 Amendment to the Terms of Reference

This document may be altered at any time by the CEO on the recommendation of the working group, or after giving notice to the working group.

15.0 Working Group Decisions

Working group decisions shall not be binding on Council, the CEO or Corporate Management Team.

7.2 Completed Improvement Actions

Action Number	Action
1	Review and consider updating the Town's Asset Management Policy to include (although not limited to): - A life and/or value threshold of assets; - An organisational context and acknowledgement of other key policies and documents; - A review (sunset) date; and - An organisational commitment to continuous asset management improvement.
2	Complete and approve the revised AM Strategy.
3	Cancelled.
4	Document the organisation's AM structure, roles and responsibilities and add to the AM strategy.
5	Add each major asset group's status for condition, valuation and service levels, once known, into the AM Strategy.
6	Review AM Strategy links to other key documents once they are completed (e.g. LTFP, WMP, AMPs etc.).
7	Develop a formal staff AM training program, including induction AM awareness.
8	Develop a formal Councillor AM training program.
9	Develop an asset management plan for Property assets (buildings and land).
10	Develop an asset management plan for Recreation assets (parks, reserves foreshore, playgrounds etc.).
11	Develop an asset management plan for Transport assets (roads, paths, bridges, storm water drainage etc.).
12	Develop an asset management plan for Plant and Vehicles.
13	Cancelled, IT merged in P & E AMP.
14	Cancelled, no significant waste assets the require an AMP.
15	Cancelled, at this stage, determined that there is no clear benefit in placing AMPs onto website.
16	Revise the master asset inventories so that they are up-to-date, with associated spatial representation for: - Property - Recreation - Transport
17	Develop and document asset hierarchies (parent/child) and data dictionaries for: - Property - Recreation
18	Develop and implement a cyclical condition inspection procedure for: - Property

	- Recreation - Transport
19	Develop and implement a cyclical safety and maintenance inspection procedure for: - Property - Recreation - Transport
20	Complete the set-up and implementation of the Synergysoft AM module.
21	Develop long term Capital Works Programs for: Transport
22	Cancelled, not required.
23	Develop a simple business case proforma and associated process, for new capital projects. The proforma should provide a project brief, project description, operational, maintenance and renewal impacts (whole of life) and potential income sources. Completed, integrated into Works Planning Tool.
24	Superseded.
25	Cancelled, not required.
26	Develop an asset inventory updating procedure to ensure ongoing integrity.
27	Cancelled, not required.
28	Cancelled, not required.
29	Review the defined role and function of the AMWG.
30	Present revised AM Policy to Council for consideration.
31	Present AM Strategy to Council for consideration.
33	Implement the maintenance management functionality within SynergySoft.

TOWN OF
BASSENDEAN
Home by the Swan

VEHICLES, PLANT AND EQUIPMENT ASSET MANAGEMENT PLAN

Version 0.2

June 2015

Document Control					
Rev No	Date	Revision Details	Author	Reviewer	Approver
V0.1	January 2015	First draft – working version	B Symmons	K Cardy	B Jarvis
V0.2	June 2015	First draft – working version	B Symmons	K Cardy	B Jarvis

Liability Disclaimer

This Vehicle, Plant and Equipment Asset Management Plan (the Plan) has been prepared in partnership by the Town of Bassendean (the Town) and Asset Infrastructure Management (Asset). Portions of the information and conclusions contained within the Plan are based on assumptions, estimates, forecasts, predictions and projections made by both the Town and Asset. Whilst all possible effort has been made to ensure that the information and statements provided are as accurate as possible, their accuracy cannot be guaranteed as circumstances and situations will change. The Town and Asset are therefore not liable for any loss, injury or damage arising either directly or indirectly from any person using, or relying on any content of this Plan.

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Appendices

1. Executive Summary

The Town of Bassendean maintains a range of different types of vehicle, plant and equipment assets that enable stakeholders such as staff to carry out different activities.

This is the Town's first Asset Management Plan (AMP) to be produced for vehicles, plant and equipment. It seeks to outline the activities and programmes that the Town will carry out over the next 10 years. It details the service levels the Town will provide and the resources required to deliver them. While the document is comprehensive, it is also considered a "first cut" AMP. As such there are a number of actions that have been identified that will improve its accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it.

Overall, the AMP has determined that there are a number of data deficiencies on the vehicles, plant and equipment assets. As a result, the current asset management practices are not as effective as they could be. Issues currently of key focus which require action over the short term are to:

- Develop an accurate, and common, asset inventory for all vehicles, plant and equipment assets
- Develop and implement planned maintenance and condition inspection programmes for applicable assets
- Develop an asset replacement schedule
- Develop accurate valuations of all plant and equipment assets
- Secure appropriate resources to further develop the Town's asset management programme/activities
- Begin monitoring asset's performance against the service levels
- Develop a policy position on vehicle, plant and equipment safety and environmental sustainability.

2. Background and Objectives

2.1. Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Town of Bassendean's vehicles, plant and equipment. The AMP documents the management practices, processes and strategies that we (the Town) apply to ensure that the assets are fit for purpose and maintained to agreed service levels that are balanced against long term resource availability.

2.2. Focus of this Asset Management Plan

The AMP broadly covers all vehicles, plant and equipment. Broadly speaking, vehicles are motorised self-propelling (e.g. cars, buses, tractors), equipment are mobile but non self-propelling (e.g. trailers) and plant are fixed items (e.g. fuel bowser, fuel tanks etc.). The asset types covered by this AMP and their valuations are detailed in Table 2-1.

Asset Type	Quantity	Current Replacement Cost	Fair Value
Equipment	29	$307,000	$174,700
Plant	7	$65,000	$22,500
Vehicle	80	$2,845,223	$1,631,887
Total	**116**	**$3,277,223**	**$1,829,087**

Table 2-1: Assets covered by Plant & Equipment AMP

2.3. Corporate Document Relationships

This AMP integrates with many other key Town documents. Furthermore, AMPs are also key informing documents of the Town's integrated planning and reporting framework. The principal documents that link to this AMP are:

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

2.4. Who is the Audience of the AMP?

The principal audience of this AMP is the Town Council and Staff.

2.5. Time Period of the Plan

The AMP covers a 10 year period.

2.6. Asset Management Plan Review Date

This AMP will next be reviewed by 1st July 2017.

2.7. Asset Management Plan Stakeholders

The following people and organisations are key stakeholders in the development of the AMP and/or of the final AMP. The service levels detailed in Section 3 support the interests of these stakeholders. An analysis of possible stakeholders and service levels is attached as Appendix B, as well as the process used to select the final service levels. Only those which have been deemed the most important to the key stakeholders have been included in this AMP.

Stakeholder	Key in AMP development?	Key AMP audience?
Town of Bassendean Council		✓
Town of Bassendean Staff	✓	✓
Other External Users		✓

Table 2-2: Stakeholder Relationships to AMP

3. Service Levels

3.1. Service Level Introduction

This section details the service levels that the Town has set out to achieve and provide for its vehicles, plant and equipment. The service requirements of all major stakeholders were considered (Appendix B) and those which were the most frequently occurring, or were needed, then formed the basis of the service levels along with other strategic drivers. These service levels are then used to monitor the performance of the service from the assets and to identify areas of over or under delivery. The service level measures also allow the Town to ensure that vehicles, plant and equipment are fit for purpose and provided at an efficient cost.

3.2. Organisational Drivers and Objectives

3.2.1. Strategic Community Plan

The Town's Strategic Community Plan (2013-2023) was considered in order to identify organisational drivers and objectives that may affect service levels. The Town defines its overall Vision as:

"By the Year 2030, the Town is widely recognised as an ideal, highly accessible urban hub location in which to participate in a cohesive, vibrant and diverse community lifestyle and thriving local business economy within a high quality and natural environment"

In order to achieve this Vision, The Strategic Community Plan contains a number of objectives, strategies and actions. All identified actions must be considered and incorporated into this Plan. However, aside from the production of this Plan, there are no actions which specifically align to vehicles, plant and equipment.

3.2.2. Asset Management Policy and Strategy

The Town maintains both Asset Management Policy and Strategy documents. Broadly speaking, the Policy sets out the Town's key asset management principles, whilst the Strategy describes the long term approach. The Policy's principles include a number which must be considered by the service levels, they are:

- Define agreed asset service levels, matched with the associated resources and assets required to enable their delivery
- Manage assets in a whole-of-life and economically, environmentally and socially sustainable manner
- Balance decisions with other key Town policies and functions
- Give priority to the needs of existing assets and services before new ones
- Commit to continuous improvement
- Manage the risks associated with asset ownership and management

3.3. Stakeholder Research and Expectations

The Town has not historically undertaken research into stakeholders' service expectations. Their engagement will be considered in future versions of this AMP.

3.4. Legislation and Standards

The Town has to meet many legislative requirements including Australian and State Legislation and State Regulations. Many of these requirements are drivers for minimum service levels that the Town must meet. A list of relevant legislation can be found in Appendix A.

3.5. Service Level Targets and Performance

Table 3-1 details the service level targets and performance which the Town will provide.

Key Performance Indicator	Stakeholder	Level of Service	Performance Measure	Target	Current	Data Confidence
Availability	Staff, External Users	Vehicles, plant & equipment are available for use when required.	Percentage of days per year that assets are available for use.	95%	TBC	-
Compliance	Council	Vehicles, plant & equipment are managed to at least meet statutory obligations.	Number of identified occurrences each year where an asset has failed to meet a statutory requirement.	0	TBC	-
Financial Sustainability	Council	Vehicles, plant & equipment portfolio is financially sustainable.	Percentage of AMP sustainability ratio KPIs within target.	100%	TBC	-
Quality	Staff, External Users	Vehicles, plant & equipment are of a quality that meets users' expectations.	Number of formal complaints received per calendar year on vehicles, plant & equipment assets.	0	TBC	-
Reliability	Staff, External Users	Vehicles, plant & equipment are managed so as to provide a high reliability level.	The percentage of days per year that all assets are fully functioning, excluding planned maintenance periods.	95%	TBC	-
Safety	Council, Staff, External Users	Ensure vehicles, plant & equipment are maintained to reduce risk of injury.	Number of lost time injuries per year caused by a vehicle, plant or equipment fault.	0	TBC	-

Table 3-1: Service Level Targets and Performance

4. Demand

This section summarises likely factors which may affect the demand for vehicles, plant & equipment assets over the life of the AMP. Full details of potential demand factors are recorded in Appendix C.

4.1. Historic Demand

Whilst historical demand trends are not always an indication of what may happen in the future, they often help managers form a view of how service demand may change in the future.

When the overall population change of the Town (Figure 4-1) between 2001 and 2011 is considered, the number of recorded people at census night has risen from 13,362 (2001) to 14,228 (2011). This increase of +6.5% (+0.65% per annum) would suggest that demand for some services would also have increased. Therefore demand for plant & equipment may also have risen.

Over the same timeframe, the Town's population's median age has increased from 37 to 38. This change is deemed somewhat negligible and would not have had an impact on either service or asset demand.

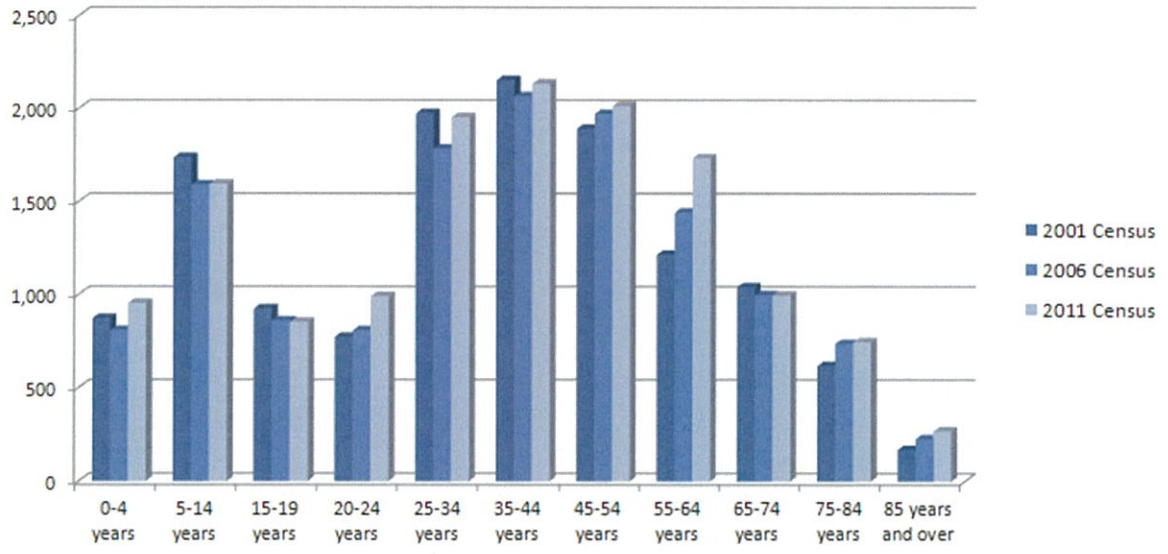


Figure 4-1: ABS Census Data - Bassendean Population and Demographic 2001-2011

While usage figures are recorded for some assets in terms of kilometres driven and fuel used, analysis of past usage changes has not been undertaken. An improvement project to review historical usage levels and also review low use assets has been listed.

In summary, minor population and demographic change is deemed not to have had a noticeable effect on either service or asset demand levels. Instead, changes to the workforce and specific asset usage levels are more likely to have affected historical

demand levels. However, usage data has not been previously analysed and thus conclusions cannot be made.

4.2. Future Demand Drivers (Factors)

Consideration was given to six possible future demand drivers (political, economic, social, technological, legal and environmental) that may influence demand of vehicles, plant and equipment. Each of these drivers is discussed in Appendix C and summarised in Table 4-1.

Driver Type	Affect over life of AMP
Political	State government cannot exert significant direct demand change on the Town's plant & equipment assets. Potential demand change could occur when service shifting happens; however over the life of this AMP, no specific actions have been identified. The Town Council can affect demand through a number of ways, but primarily through the allocation of financial resources and setting of service levels. However, the development of the Town's Integrated Planning and Reporting Framework will help ensure that all service levels are sustainably funded. In 5 February 2009, the Minister for Local Government announced a suite of Local Government reforms. As a result, the Town will be merged into the City of Bayswater on the 1 July 2015. The effects of this reform on the portfolio are unclear. However, for now it is assumed that no significant demand change will occur. **Change Effect: Neutral demand change**
Economic	A direct link exists between the number of Town staff and quantities of certain vehicles, plant and equipment assets. As such, projected changes in staff numbers over the life of this AMP need to be considered. Consequential demand changes for vehicles, plant & equipment will be included in the next version of this AMP. Over the life of this AMP, it is highly likely that the cost of different energy fuels used by plant and equipment (e.g. petrol, diesel, gas, electricity) will increase above normal CPI levels. As such, there may be an increasing need to monitor consumption levels and to identify where opportunities exist to reduce consumption and costs. The introduction of the IPRF will enable the Town to determine its sustainability and potentially allow Council to change the service levels that it provides. The implementation of improved asset management practices will allow the Town to align service levels to plant and equipment portfolio size. **Change Effect: Rising energy costs will drive sustainability initiatives. Changes in workforce size as well as service level performance need to be aligned with portfolio requirements.**
Social	The Town's population has risen from 13,362 in 2001 to 14,228 in 2011. This trend is in line with the State Government's Band B forecast which suggests that the population will grow to 15,300 by 2026. If this forecast were to prove correct, then only minor growth in demand due to population change

	is expected. Historical census data shows that the Town's median age changed from 37 in 2001 to 38 in 2011. With this expected to continue to increase into the foreseeable future service demand may also change. In turn this may result in subtle changes to the types of plant and equipment needed to support these services. **Change Effect: None to minor change due to a growing population size. Possible changes in composition of plant and equipment portfolio due to service demand changing with an ageing population.**
Technological	The increasing technological complexity of many plant and equipment items may make servicing and maintenance support more complex and costly. Investment in staff training and specialist equipment may be required. An improvement in the Town's asset management practices will likely mean that a higher volume of data will need to be captured and managed on plant and equipment assets. This position may mean that an increase in resources is needed to acquire and manage data, as well as a software management system. **Change Effect: Increasing technological complexity will increase demand for staff training and specialist equipment to service and maintain many assets. Additional resources will be required to maintain better data on individual plant and equipment assets in order to achieve better asset management outcomes.**
Legal	No demand factors identified. **Change Effect: No change**
Environmental	Community awareness of environmental issues is likely to continue to grow. Over time this will alter habits and legislation. In line with the Strategic Community Plan direction, future consideration of vehicle, plant and equipment need, obtaining maximum asset life and reducing energy and carbon use will be required. Initiatives may change the composition of the plant and equipment stock. **Change Effect: Increased demand for clearer decision making around asset need. Preference for more environmentally gentler assets may increase whole of life costs.**

Table 4-1: Future Demand Drivers

4.3. Demand Summary

There has been little by way of significant changes in demand drivers over the past 10 years. As a result, service and asset demand has likely remained constant. Looking forward there is little to suggest that this position will change. The analysis shows that the key demand areas over the life of this AMP are likely to be:

= An increased demand for skilled labour (internal or external) and financial resources to:

- Fund higher future energy costs

- Implement environmental sustainability initiatives
- Align vehicle, plant and equipment assets to service demand
- Train and equip staff in order to perform servicing and maintenance activities on increasingly complex vehicles and plant

= An opportunity to reduce demand and costs through:

- The rationalisation of existing stock where opportunities exist and where assets do not clearly align with service provision.

In order to quantify and meet the challenges that these major demand factors may pose, the following improvement actions have been listed:

= Monitor assets' costs and utilisation levels in order to determine those which are performing poorly
= Identify environmental sustainability initiatives
= Align this AMP with the service demand forecasts from other AMPs and staffing projections in the Workforce Management Plan

5. Risk Management

Due to limitations in the accuracy of the current asset inventories and long term renewal programmes for plant, vehicles and equipment, the risk analysis will completed in the next revision of this AMP.

6. Lifecycle Management Plan

The lifecycle management plan details how the Town plans to manage and operate its plant and equipment at the agreed service levels (Section 3).

6.1. Background Data

6.1.1. Work Category Definitions

This AMP generally considers work within the following six areas of activity.

Activity	Definition
Operation	Continuously required expenditure which enables the asset to provide benefits, such as vehicle licensing.
Maintenance	Regular repair works to prevent deterioration of the assets' capability, such as minor repairs, servicing etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the replacement of a grader.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as replacing a truck with one of a higher load carrying capacity.
New Work	The creation or acquisition of a new asset that provides a service that did not exist before, such as the acquisition of a second grader, where previously only one was owned.
Asset Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 6-1: Activity Categories

6.1.2. Lifecycle Costing Basis

The financial projections within this section of the AMP have adopted life cycle costing (LCC) principles. LCC is the combination of all lifecycle costs associated with an asset, from conception and design through to eventual disposal. This concept is demonstrated by the Figure to the right. Lifecycle costing is important in order to understand the true costs of assets.

Figure 6-1: Asset Lifecycle

6.1.3. Plant and Equipment Portfolio Physical Parameters

The Town's vehicle, plant and equipment portfolio supports a number of service outcomes. A valuation of the portfolio was last undertaken on 30 June 2013 and the results of this have been used as the base data for the lifecycle management plan. The quantities and approximate values of the assets currently covered by this AMP are shown in Table 6-2 and the portfolio's current replacement cost in Figure 6-2.

AMP Section	Asset Type	Quantity	Unit	Reinstatement Value	Fair Value
6.2	Equipment	29	No.	$307,000	$174,700
6.2	Plant	7	No.	$65,000	$22,500
6.2	Vehicles	78	No.	$2,845,223	$1,631,887
TOTAL	**ALL**	**114**	**No.**	**$3,217,223**	**$1,829,087**

Table 6-2: Portfolio Physical Parameters

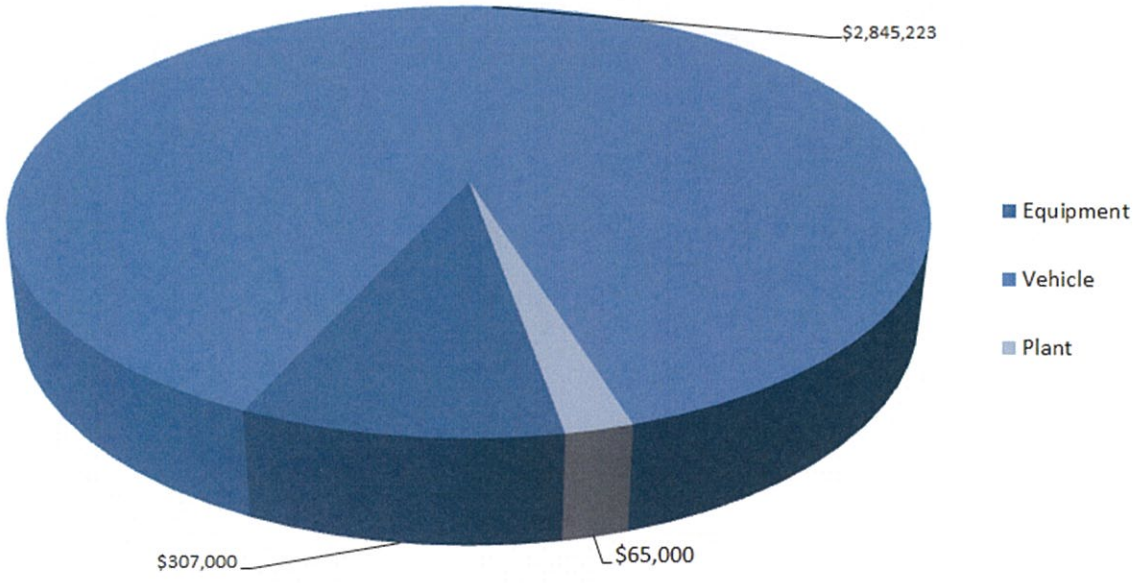


Figure 6-2: Portfolio Current Replacement Cost

6.1.4. Portfolio Data Confidence and Reliability

To be able to effectively manage its assets, the Town collects and maintains a range of data on its Portfolio. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 6-4 details the reliability and confidence levels of the current asset data the Town holds. In assessing the data, the Town has applied the IIMM confidence framework as detailed in Table 6-3.

Confidence Grade	Description	Accuracy
1	Accurate	100%
2	Minor inaccuracies	± 5%
3	50% estimated	± 20%
4	Significant data estimated	± 30%
5	All data estimated	± 40%

Table 6-3: Data Confidence Measures

Asset Class	Inventory	Condition	Valuation
All vehicles, plant and equipment assets	2	4	2

Table 6-4: Portfolio Data Confidence Levels

It is the Town's intention to progress towards a position whereby data confidence levels for all areas are classified as either a 1 or 2.

6.2. Asset Lifecycle Management – Vehicles, Plant and Equipment Assets

6.2.1. Asset Inventory

An inventory of the Town's plant and equipment assets is attached in Appendix F.

6.2.2. Asset Condition

Data on each asset's physical condition is not currently held. An improvement action to develop and apply a condition inspection programme for applicable assets has been listed.

6.2.3. Asset Valuation

At the end of each financial year, the Town reviews the valuation of its assets. A valuation for vehicle, plant and equipment was undertaken by an external valuer in June 2013. The results are shown in Table 6-5.

Year	Current Replacement Cost	Fair Value	Annual Depreciation
2013	$3,217,223	$1,829,087	$194,694*1

Table 6-5: Portfolio Valuation

*1 – Annual depreciation values were not provided by the valuation and have been subsequently calculated by Town staff.

6.2.4. Operation and Maintenance Plan

Operation activities and costs are those which are required to run an asset (e.g. fuel, cleaning, licensing etc.). Maintenance is the regular on-going work that is necessary to keep assets operating including instances where portions of the asset fail and need immediate repair to make the asset operational again (e.g. minor repairs, servicing etc.). This section of the AMP details the Town's current operation and maintenance activities and costs.

Historical Expenditure

The Town's recorded expenditure on operation and maintenance activities from the general ledger is shown in Table 6-6. Wages and overheads for maintenance activities are captured in the Town's Workforce Management Plan.

Year	Operation Expenditure	Maintenance Expenditure
2013/14	$288,365	$48,243

Table 6-6: Historical Operation and Maintenance Expenditure

Maintenance Response and Prioritisation

At present, the assessment and prioritisation of maintenance activities is undertaken by operational staff using experience and judgement. An improvement task has been listed for the Town to develop a detailed planned maintenance programme.

Standards and Specifications

Operation and maintenance work is carried out in accordance with the relevant standards and specifications listed in Appendix A.

Future Operation and Maintenance Expenditure

With the portfolio not expected to significantly increase in size over the life of this AMP, operation and maintenance costs are expected to generally change in line with inflation levels. Where upgraded or new assets are forecast for acquisition within the life of this AMP, allowances for additional operation and maintenance costs are allowed. The following figures are presented in future dollar values and an inflation factor of 4% has been applied.

Year	Operation Expenditure	Maintenance Expenditure
2015/16	$311,896	$52,180
2016/17	$324,372	$54,267
2017/18	$337,347	$56,428
2018/19	$350,840	$58,696
2019/20	$364,874	$61,043
2020/21	$379,469	$63,485
2021/22	$394,648	$66,024

2022/23	$410,434	$68,665
2023/24	$426,851	$71,412
2024/25	$443,925	$74,269
2025/26	$461,682	$77,239
2026/27	$480,149	$80,329
2027/28	$499,355	$83,542
2028/29	$519,330	$86,884
2029/30	$540,103	$90,359

Table 6-7: Projected Operation and Maintenance Expenditure

6.2.5. Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade or new work expenditure.

Historical Expenditure

The Town's actual past expenditure on renewal activities is shown in Table 6-8. It should be noted though that at present, it is not possible to clearly separate all expenditure on renewal, upgrade and acquisition activities. As such, the amounts spent on renewal may be overly inflated.

Year	Renewal Expenditure
2013/14	$170,888

Table 6-8: Historical Renewal Expenditure

Renewal Selection

Plant and equipment assets requiring renewal are currently identified either through staff inspection or in accordance with replacement schedules which are updated on an annual basis. There are currently gaps in the replacement programme and an improvement task to refine it has been listed. A draft renewal programme is attached in Appendix D.

Summary of Projected Renewal Expenditure

A summary of the planned expenditure on plant and equipment asset renewal is provided below. The expenditure level is based upon historical levels of expenditure, records of which are currently somewhat inaccurate. An improvement task to refine future renewal expenditure projections using replacement schedules has been listed.

Year	Renewal Expenditure
2015/16	$198,842
2016/17	$206,795
2017/18	$215,067
2018/19	$223,670
2019/20	$232,617
2020/21	$241,921
2021/22	$251,598
2022/23	$261,662
2023/24	$272,129
2024/25	$283,014
2025/26	$299,722

2026/27	$311,711
2027/28	$324,180
2028/29	$337,147
2029/30	$350,633

Table 6-9: Projected Renewal Expenditure

6.2.6. Acquisition/Upgrade Plan

Where a service deficiency is identified and existing assets cannot provide the service, then assets may be acquired or existing ones upgraded. All potential acquisition and upgrades are subject to Council approval.

Historical Expenditure

The Town's actual past expenditure on asset acquisition/upgrade activities is shown in Table 6-10. As previously discussed, records on historical expenditure levels have low confidence levels and may currently be recorded as renewal.

Year	Upgrade Expenditure	New Expenditure
2013/14	$0	$0

Table 6-10: Historical Acquisition/Upgrade Expenditure

Summary of planned upgrade/new asset expenditure.

A summary of planned upgrade and new assets is detailed in Table 6-11.

Year	Asset	Upgrade Expenditure	New Expenditure
2015/16			
2016/17			
2017/18			
2018/19			
2019/20			
2020/21			
2021/22			
2022/23			
2023/24			
2024/25			
2025/26			
2026/27			
2027/28			
2028/29			
2029/30			

Table 6-11: Planned Upgrade & Acquisition Expenditure

6.2.7. Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset. For the purposes of this AMP, this is when the asset is not replaced. Assets identified for possible decommissioning and disposal are shown in Table 6-12, together with estimated annual savings from not having to fund operation, maintenance and renewal of the assets.

Asset	Reason for Disposal	Timing	Net Disposal Expenditure (Expend +ve, Revenue –ve)	Operations & Maintenance Annual Savings

Table 6-12: Assets Identified for Disposal

7. Financial

This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on desired service levels and current, projected future asset performance and replacement schedule programmes.

All future monetary figures in this section are expressed in terms of real dollars, with a 2014/15 base year and an applied inflation rate of 4%. Historic figures are expressed in their respective real values.

7.1. Projected Expenditure

Table 7-1 and Table 7-2 detail the projected expenditure required for the portfolio over the next 10 years. As previously discussed, there are areas of data weakness and therefore the following projections are likely to change as the Town's asset management practices improve.

Asset Type	Year 1	Year 2	Year 3	Year 4	Year 5
	2015/16	2016/17	2017/18	2018/19	2019/20
Vehicle, Plant & Equipment Assets	$566,558	$589,220	$612,789	$637,300	$662,792
Required Funds	**$566,558**	**$589,220**	**$612,789**	**$637,300**	**$662,792**

Table 7-1: Projected Portfolio Expenditure - 2015/16 to 2019/20

Asset Type	Year 6	Year 7	Year 8	Year 9	Year 10
	2020/21	2021/22	2022/23	2023/24	2024/25
Vehicle, Plant & Equipment Assets	$689,304	$716,876	$745,551	$775,373	$806,388
Required Funds	**$689,304**	**$716,876**	**$745,551**	**$775,373**	**$806,388**

Table 7-2: Projected Portfolio Expenditure - 2020/21 to 2024/25

Asset Type	Year 11	Year 12	Year 13	Year 14	Year 15
	2025/26	2026/27	2027/28	2028/29	2029/30
Vehicle, Plant & Equipment Assets	$838,644	$872,190	$907,077	$943,360	$981,095
Required Funds	**$838,644**	**$872,190**	**$907,077**	**$943,360**	**$981,095**

Table 7-3: Projected Portfolio Expenditure - 2025/26 to 2029/30

7.2. Projected Revenue Sources

All current renewal projections have taken into account likely "trade-in" values. As such, all funding sources are presumed to be from municipal sources.

7.3. Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this AMP and in preparing forecasts of required operating and capital expenditure, asset values and depreciation expense. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are that:

- Vehicle, plant & equipment assets will remain in Council ownership (where not leased) throughout the period covered by this AMP, unless specifically detailed otherwise in Section 6.
- Standards, Acts and Regulations associated with vehicles, plant and equipment assets will remain essentially the same over the AMP life.
- Expenditure projections make allowance for likely inflation at a rate of 4% per annum.
- Operation and maintenance costs are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- Renewal programmes have been based on either historical cost or annual depreciation rates. Future versions of this AMP will move to replacement schedules.
- Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- Historical expenditure reports split by activity may contain expenditure which was actually expended on different activities.

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

- Improving the accuracy and data confidence of asset inventories where they are low.
- Ensuring that accurate valuations of all asset types are produced annually.
- Ensuring that all future upgrade, new and disposal activities, with funding expenditure/ revenue projections, are fully documented in Section 6.

7.4. Integrated Planning & Reporting KPIs

The Town operates its business processes in-line with the WA Department of Local Government's Integrated Planning and Reporting Advisory Standard. Asset Management performance is measured by the application of three Key Performance Indicators (KPIs). The portfolio's performance against each KPI is as follows.

KPI	Performance	Comment
Asset Consumption Ratio	56.9%	Target band is between 50% and 75%. The Town's performance is currently within this ratio.
Asset Sustainability Ratio	87.8%	Target band is between 90% and 110%. The 2013/14 performance is narrowly below the target band.
Asset Renewal Funding Ratio	-	Target band is between 90% and 100%. This ratio will be calculated after the next revision of the Town's Long Term Financial Plan has been published.

8. Asset Management Practices

8.1. Accounting/Financial Systems

The current financial package used by the Town for recording expenditure and revenue from vehicle, plant and equipment assets is Synergysoft. The Town's Accountant is responsible for the system's maintenance and accuracy. In meeting its financial reporting obligations the Town must comply with

- AAS 4 Depreciation
- AAS 5 Materiality
- AAS 6 Accounting Policies
- AAS 27 Financial Reporting by Local Governments
- AAS 29 Financial Reporting by Government Departments
- AAS 31 Financial Reporting for Governments
- AAS 38 Revaluation of Non-Current Assets
- AASB 1041 Revaluation of Non-Current Assets
- SAC 4 Definition And Recognition of The Elements of Financial Statements
- Local Government Act 1995 Part 6 – various financial management processes.

Any changes which have been identified as needing to occur to the accounting/financial system by this AMP are included in the improvement plan.

8.2. Asset Management Systems

The Town currently operates a number of software systems to assist with the management of plant, vehicles and equipment. The primary systems and their uses are:

- SynergySoft Asset Management and Finance Modules – To record assets, cost histories and usage levels. It should be noted that both modules currently use different databases.
- Microsoft Access Database – Used by the workshop to record assets, their particulars and servicing needs.

Unfortunately, there are currently issues with the alignment of the three databases. As such, an improvement task has been listed to review the list of plant, equipment and vehicle assets.

8.3. Information Flow Requirements and Processes

The key information flows *into* this AMP are:

- Council strategic and operational plans
- Asset inventories
- Valuation reports
- Current service levels, expenditures, service deficiencies and service risks
- Projections of various factors affecting future demand for services and assets owned by Council
- Future capital replacement programmes
- Financial asset values

The key information flows *from* this AMP are:

- The resulting budget and long term financial plan expenditure projections
- Financial sustainability indicators
- The asset management improvement programme

These will impact the Long Term Financial Plan, Corporate Business Plan and Annual Budget.

8.4. Legislation, Standards, Policies and Guidelines

Standards, guidelines and policy documents referenced in this AMP are listed in Appendix A.

9. Plan Improvement and Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Town's business processes as well detailing the future tasks required to improve its accuracy and robustness.

9.1. Performance Measures

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

- The degree to which the required cash flows identified in this AMP are incorporated into council's long term financial plan.

Suitable measures to continuously monitor the performance of this AMP will be developed after such a time when the Town's corporate integrated planning reaches a suitable maturity and robustness.

9.2. Improvement Plan

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

Task No	Task	Responsibility	Resources Required	Timeline
1	Review the recording of usage levels (in terms of kilometres and hours) and identify low use assets.			
2	Identify environmental sustainability initiatives			
3	Align the Plant, Equipment and Vehicles AMP to other AMPs and the Workforce Management Plan.			
4	Develop a corporate risk management framework. Ensure high level AMP risks are reported in the risk register.			
5	Consider and if possible develop a condition assessment programme for plant, vehicles and equipment.			
6	Develop a detailed planned maintenance programme for all assets.			
7	Develop a robust renewal programme and funding projections.			
8	Consider using a single software management system or, improve alignment and procedures between the current 3 systems.			
9	Develop a policy position on vehicle, plant and equipment safety and environmental			

	sustainability.			

Table 9-1.

Task No	Task	Responsibility	Resources Required	Timeline
1	Review the recording of usage levels (in terms of kilometres and hours) and identify low use assets.			
2	Identify environmental sustainability initiatives			
3	Align the Plant, Equipment and Vehicles AMP to other AMPs and the Workforce Management Plan.			
4	Develop a corporate risk management framework. Ensure high level AMP risks are reported in the risk register.			
5	Consider and if possible develop a condition assessment programme for plant, vehicles and equipment.			
6	Develop a detailed planned maintenance programme for all assets.			
7	Develop a robust renewal programme and funding projections.			
8	Consider using a single software management system or, improve alignment and procedures between the current 3 systems.			
9	Develop a policy position on vehicle, plant and equipment safety and environmental sustainability.			

Table 9-1: Plant, Vehicle and Equipment AMP Improvement Plan

9.3. Monitoring and Review Procedures

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

APPENDICES

Appendix A – Legislation Acts and Regulations

This section provides details on all legislation, standards, policies and guidelines which should be considered as part of the management practices of the Town's vehicles, plant and equipment assets.

Legislation / Standard / Organisation	Requirement / Document
Local Government Act 1995	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery.
Dangerous Goods Safety Act 2004	Relates to the safe storage, handling and transport of dangerous goods (e.g. herbicides).
Occupational Health and Safety Act 1984	The Occupational Health and Safety Act is concerned with protecting the safety, health and welfare of people engaged in work or employment. Full consideration and application of the Act should be given in order to identify, manage and reduce or mitigate the risk of harm to the Town's employees.
OSH Regulations 1996	The guidelines for employees and employers to undertake within the work environment
Federal Motor Vehicle Standards Act 1989	The main objectives of this Act are to achieve uniform vehicle standards to apply to new vehicles when they begin to be used in transport in Australia and to regulate the first supply to the market of used imported vehicles.
WA Road Traffic Act 1974	The Act sets out all road regulations applied within WA. It covers key aspects such as licencing for vehicles, driver licencing, traffic regulations, impounding and confiscation of vehicles, events on roads and other regulations.
WA Road Traffic Amendment Act 2004	Amends the Act to cover/clarify areas concerning dangerous driving.
WA Road Traffic Code 2000	Sets out the road rules within WA.
WA Road Traffic (Vehicle Standards) Regulations 2002	Sets out the standards for vehicles, covering areas such as maintenance, emission control, load limits and restricted access vehicles.
Other Standards and	Other relevant documents include, but are not limited to:

Regulations	= Various Australian Standards which may be applicable to individual types of plant and equipment = AS/NZS 4360: 1995 Risk Management = All other relevant State and Federal Acts & Regulations = All Local Laws and relevant policies of the organisation = Refer to Section 7 for the relevant financial legislation and regulatory requirements.
Town of Bassendean	Town Policies including: = 1.16 – Communication & Consultation, Community & Stakeholders = 1.20 – Financial Sustainability Policy = 1.21 – Purchasing Policy = 1.22 – Risk Management Policy = 1.23 – Sustainable Bassendean Policy = 1.36 – Passenger and Light Commercial Vehicle Fleet Management Policy = 1.38 – Use of Council Equipment for Private Purposes Policy = 1.39 – Occupational Safety and Health Responsibility Policy = 2.1.1 – Asset Management Policy = 2.1.3 – Vehicle Tenders Policy = 2.4.6 – Energy Use Policy = 3.9 – Environmental Purchasing Policy = 7.1.4 – Community Use of Disability Access Mini-Bus Policy = 9.1 – Community Buses Policy = 10.2 – Youth Service Bus Policy = 10.3 – Youth Services Go-Karts = 11.12 – Tobacco Policy

Table 9-2: Legislative Requirements, Standards, Policies and Guidelines

Appendix B – AMP Stakeholders and Service Levels

AMP Stakeholders

Analysis of the Town's vehicles, plant and equipment revealed that there are 3 key stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

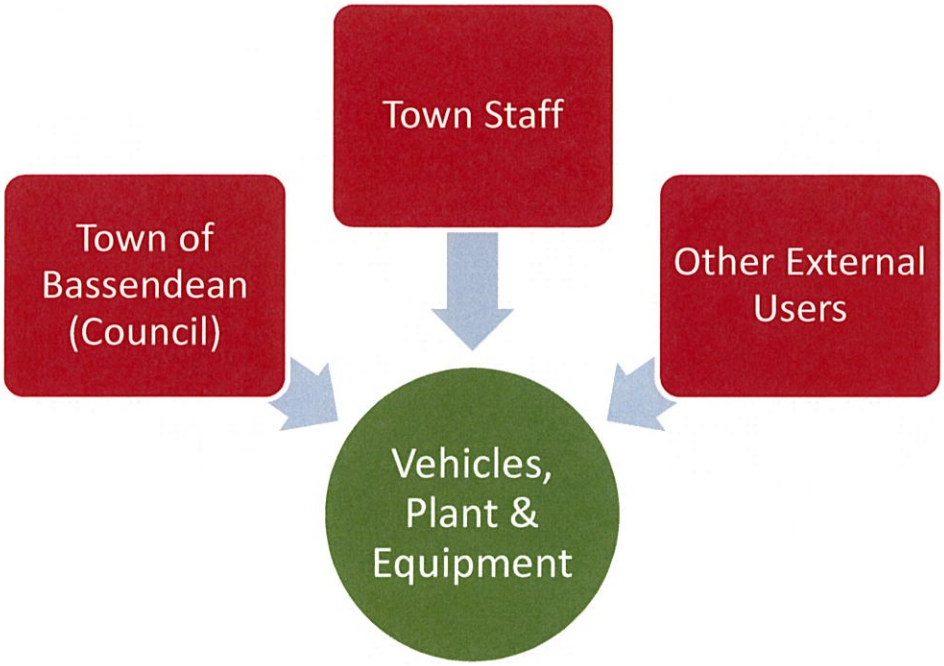


Figure 9-1: Vehicles, Plant & Equipment Stakeholders

- Town of Bassendean Council

  Council is the owner of most vehicles (excluding leased), plant and equipment. Members are responsible for setting suitable policies to help guide the management of these assets. They are also responsible for balancing service levels against whole of life costs. The AMP contains relevant information around which Council is able to make long term strategic decisions.

- Town of Bassendean Staff

  Staff have a number of different interests in vehicles, plant and equipment. Many use these assets during their day to day work, others have access to some privately as part of remuneration packages. Staff use the AMP for a range of business activities such as financial, performance and works management.

- Other External Users

The Town provides and maintains a number of vehicle assets that are used by external stakeholders (e.g. Bassendean Volunteer Services). These assets are usually acquired in order to support specific strategic outcomes. Users of these assets would be unlikely to use the AMP, but would need outcomes such as availability, performance, condition and safety.

Process for Developing Potential Service Levels

In developing the service levels for vehicles, plant & equipment, the Town has generally applied the framework as set out in the IIMM - 2011. The process broadly applies 5 steps, being:

- Identify service attributes important to customers;
- Define the customer service levels the Town delivers;
- Develop performance measures;
- Consult with customers; and
- Make service level based decisions.

Identifying Service Attributes Important to Customers (Stakeholders)

For this AMP, stakeholders were identified and then segmented into groups, as detailed in Figure 9-1. Each stakeholder group has different interests and may seek different service outcomes.

The identification of these service outcomes and interests was undertaken internally, by taking on each group's position. In this instance no stakeholder consultation occurred, however in future revisions of this AMP, it would be advantageous to do so.

Define the Customer Service Levels the Town Delivers

Using the values that were developed, key drivers/service levels were selected. These provided the basis from which the final service level table was produced. Typically, those service levels which were frequently occurring or were "needed" (as opposed to "wanted"), were selected.

Develop Performance Measures

Performance measures for each service level were developed and which used the "SMART" rule, being; **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imebound. Where possible, ratios (percentages) were also used in the final measurement in order to accommodate possible changes in base data.

Consult With Customers

At this point in time, no consultation has occurred with key customers (stakeholders). It is envisaged that this will occur over the medium term. Before this occurs though, a suitable framework for consultation with stakeholders will need to be developed.

Make Service Level Based Decisions

Once the Town has reached a future point whereby it has confidence in both customers' required service levels and portfolio performance, it will be able to make informed strategic decisions.

Stakeholder Key Service Attributes

Each of the key stakeholders were considered as to what they value and expect from vehicles, plant and equipment. These needs and wants were captured and have been presented in the table below. Those considered of high importance, that is are frequently reoccurring, and those which are needed, were then chosen to form the basis of the AMP's Service Levels.

Stakeholder	Specific Needs/Wants	Need or Want?	Service Attribute
Town Council	Managed to meet all applicable statutory regulations	Need	Compliance
	Managed in a financially sustainable manner	Need	Financial Sustainability
	Provided in a financially efficient manner	Want	Financial Efficiency
	Managed in an environmentally sustainable manner	Want	Environmental Sustainability
	Maintained so as to minimise the Town's and user's risk exposure	Want	Safety
	Users are satisfied with the assets	Want	Satisfaction
Town (Staff)	Assets have good ergonomics and are in a good condition	Want	Quality
	Assets are reliable	Want	Reliability
	Assets are available when required	Want	Availability
	Assets are safe to operate	Want	Safety
Other External Users	Assets are reliable	Want	Reliability
	Assets are available when required	Want	Availability
	Assets are safe to operate	Want	Safety
	Assets have good ergonomics and are in a good condition	Want	Quality

Table 9-3: Stakeholder Service Attributes

The following service attributes were selected for Service Levels:

= **Safety – Frequency: 3**
= **Quality – Frequency: 2**
= **Availability – Frequency: 2**
= **Reliability – Frequency: 2**
= **Compliance – Frequency: 1 and Needed**
= **Financial Sustainability – Frequency: 1 and Needed**

Appendix C – Vehicles, Plant & Equipment Demand

Background

Council's fundamental role is to provide services to its community and stakeholders. Vehicles, plant and equipment assist in the delivery of many of these services. Predicting future changes to service demand is an important element of any organisation's asset management practices. It enables practitioners to plan ahead and identify the best way of meeting future demand.

The Demand Section takes a broad view to possible demand influences and as an outcome, attempts to identify those most likely to have the greatest impact on demand over the life of the AMP.

Historic Demand

Usage

Demand for services is generally measured by service demand (e.g. usage). However, linking the usage of services such as transport (e.g. roads, paths etc.) back to vehicle, plant and equipment usage levels is complex. As such and where possible, understanding each piece of plant or equipment's usage levels is a far easier metric to collect and maintain data on. Figure 9-2 and Figure 9-3 show the average annual kilometres and fuel use for items where this information is recorded. They demonstrate that use between items can be significantly different and that further investigation may be warranted to examine whether low use assets could be disposed. An improvement action to review usage levels has been listed.

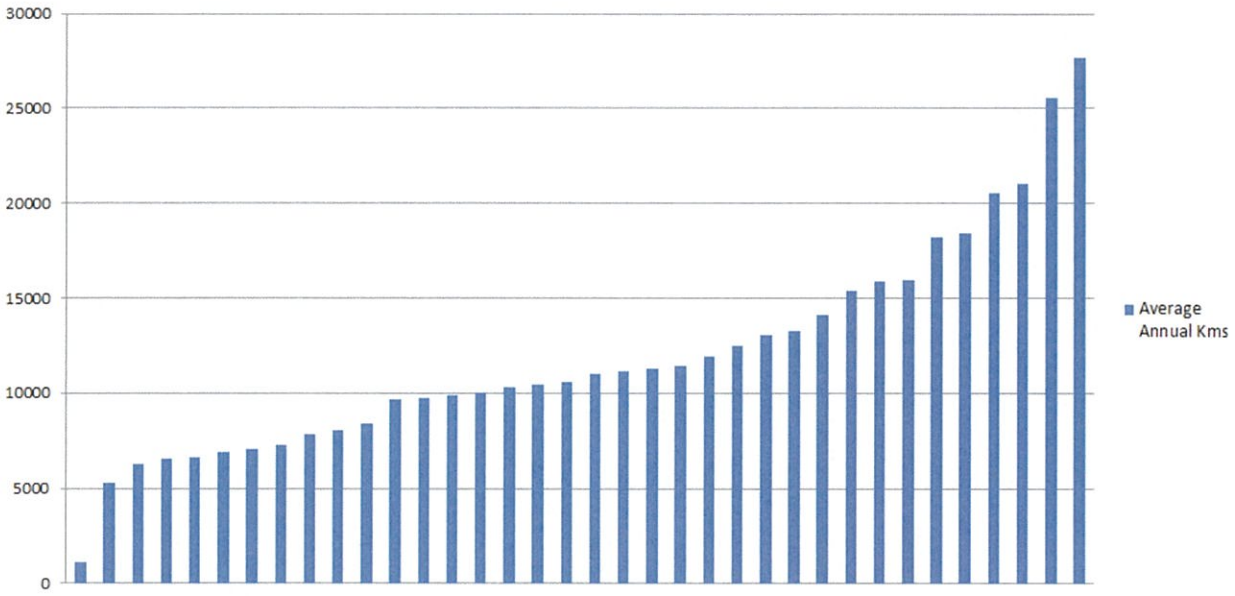


Figure 9-2: Average Annual Kms Driven

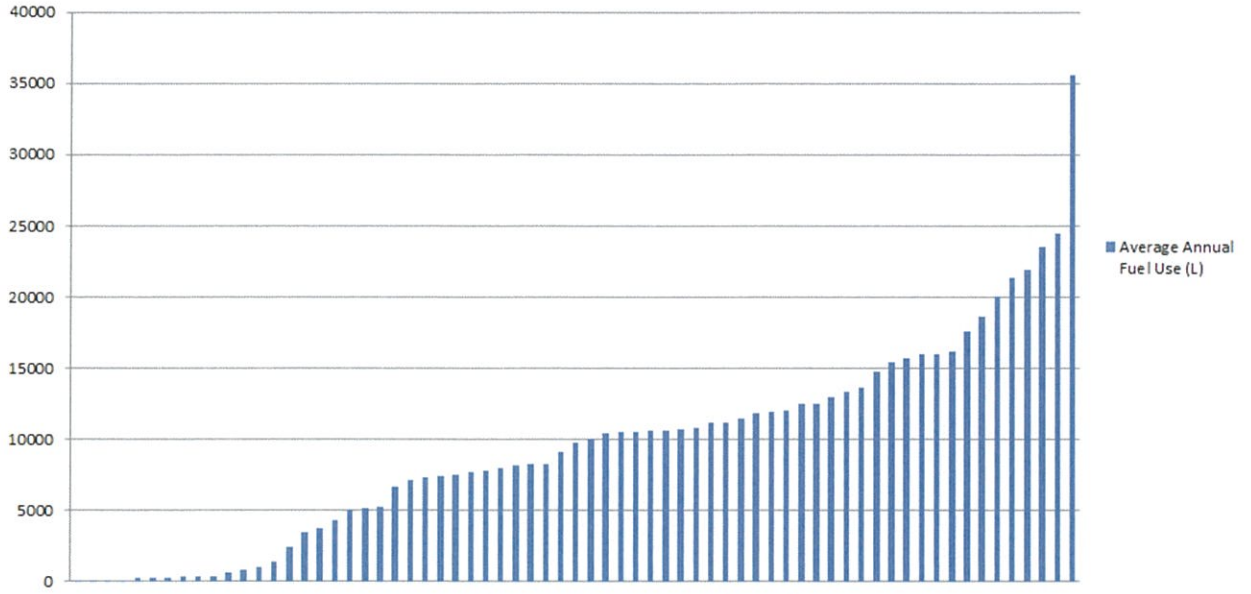


Figure 9-3: Average Annual Fuel Use (L)

Population Change

When the overall population change of the Town (Figure 9-4) between 2001 and 2011 is considered, the number of recorded people at census night has climbed steadily from 13,362 (2001) to 14,228 (2011). The increase of +0.65% per annum would suggest that demand for some services would also have increased. Therefore demand for vehicles, plant & equipment may also have risen. As such, the Town may have to monitor utilisation levels in order to understand where capacity does, and does not, exist. An analysis of current usage levels and comparison to whole of life costs has been listed as an improvement action.

Demographic Change

Figure 9-4 shows that between 2001 and 2011 that population growth has occurred in 6 of the 11 demographic age bands and the median age has risen marginally from 37 to 38. Most age groups have only experienced minor fluctuations in population change, perhaps with the exception of the 55-64 years. However, the results do not suggest that there have been any major changes which would have significantly altered service demand on vehicles, plant and equipment.

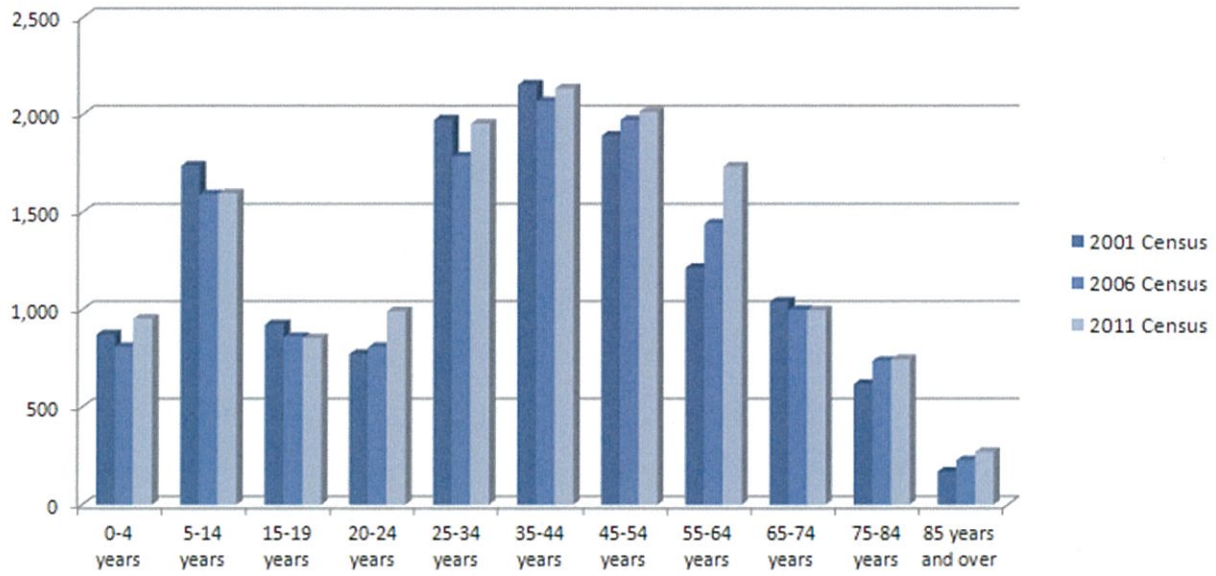


Figure 9-4: ABS Population & Demographic – Town of Bassendean 2001-2011

Future Demand Drivers

In order to identify future demand pressures on vehicle's, plant & equipment (both positive and negative), six driver categories, being political, economic, social, technological, legal and environmental have been considered. Drivers such as these will not only influence asset demand, but also possibly require future resources in order to meet specific needs or goals. Each of these demand drivers are discussed below and their effects summarised. The exact effects of many of these drivers are difficult to quantify though and may also require further study and research.

Political Demand

State Government

Political influence on the Town's service delivery is limited to a number of high level areas. Political influence can also generally be separated by that which occurs from the Town's Council and that which arises from other political levels, such as through state or federal Legislation and Acts.

The only area of potential demand change from state government that has been identified (aside from local government reform) is that of service shifting. In recent years, local governments have increasingly been expected to provide an increasingly diverse range of services. This has naturally affected the amount and types of plant and equipment also required. However, over the life of this AMP, no specific service transfer is planned to occur.

Council

The largest area of demand that the Town's Council can influence is that around changes to service levels. For example, by enforcing changes to current maintenance practices (e.g. increasing mowing frequency) or by changing policy so that vehicles, plant and equipment are renewed more or less frequently. These changes can then affect areas such as the portfolio's size, whole of life costs etc. To ensure that this demand is managed, Council need to be informed on both future service demand levels, as well as the financial sustainability of the service levels that they may wish to provide. This AMP will help to ensure demand changes imposed by Council are manageable.

Local Government Reform

In 5 February 2009, the Minister for Local Government announced a suite of Local Government reforms. The reforms announced by the Minister requested each Local Government to consider structural reform options with its neighbouring Councils. As a specific initiative of reform, in June 2011, the Premier and Minister for Local Government announced the commencement of a metropolitan Local Government reform review. A panel was established to review the social, economic and environmental challenges facing Perth over the next 50 years and to recommend appropriate governance models and resultant boundaries for the sector.

The final model will result in a reduction of Perth metropolitan local governments from 30 to 16. As of the 1 July 2015, the Town will no longer exist as a legal entity and instead will form part of an expanded City of Bayswater. As the logistics of the Town's merger into The City are not entirely clear, it is not currently known what long term demand changes may arise. For now, no significant changes are anticipated.

Change Effect: No significant changes.

Economic Demand

Staff Number Changes

Many of the vehicles, plant & equipment that the Town owns are required to support the jobs that staff members undertake. As such there is a direct link between staff numbers and the quantities of certain vehicles, plant and equipment assets. Although population forecasts would suggest that major changes in staff numbers are unlikely over the life of this AMP, other external factors such as service provision also need to be considered. Ultimately, much will depend on what the Town's Workforce Management Plan predicts. As such, an improvement action to align vehicle, plant & equipment demand with workforce projections has been listed.

Energy Costs and Availability

The operation and maintenance of vehicle, plant & equipment assets uses energy, typically in the form of petrol, diesel, gas or electricity. In recent years, many of these energy sources have significantly increased in cost. For example petrol prices have risen by approximately +6.5% per annum over the past 2 years. Although future energy costs and availability are difficult to predict, it is likely that costs will continue to rise above normal inflation levels. As such, the use of vehicles, plant & equipment will become increasingly expensive. There is merit in considering the composition of the portfolio and to determine where possible policy changes can be made so that utilised assets are increasingly energy efficient. This has been listed as an improvement action.

Council Financial Sustainability

In recent years there has been a moderate level of publicity and investigation into the long term sustainability of WA local governments. The introduction of the Town's integrated planning and reporting framework means that it is working towards a point whereby it can clearly understand its long term financial sustainability. Once this point is reached, the sustainability of the portfolio can also ascertained.

Change Effect: Rising energy costs will drive sustainability initiatives such as fuel efficient plant. Changes in the predicted workforce size need to be aligned with this AMP.

Social Demand

Population

Population forecasts play a pivotal role in understanding future challenges. Typically, as the population grows, so too does demand for services and infrastructure investment. The 2011 ABS census showed that at this time, the Town had a population of 14,228. This represented a growth of +6.5% (866) over the preceding 10 year period. According to the WA Department of Planning's Western Australia Tomorrow Population Report No.7, the population growth seems to be closest to the Band B forecast. If this trend were to continue, it would be anticipated that the Town's population will grow to approximately 15,300 by 2026.

	2001	2006	2011	2016	2021	2026
Actual Population	13,362	13,286	14,228			
Forecast Population				14,800	15,100	15,300
Total % change over previous census		-0.6%	+7.1%	+4.0%	+2.0%	+1.3%

Table 9-4: Town of Bassendean Historic and Forecast Population (ABS)

An increased Town population is likely to result in increasing service demand. Clearly establishing the effect of this demand on individual assets is required. Furthermore, monitoring utilisation and capacity rates will be critical to enable the Town to plan for, and meet, future demand. Both of these tasks have been listed as improvement actions.

Demographics

Analysis of general population change between 2001 and 2011 showed that the Town's median age of persons remained largely unchanged, with just a small shift from 37 to 38. While demographic changes do have the capacity to alter demand of the portfolio (e.g. an aging population may require more community buses), no significant changes are currently forecast.

Change Effect: Overall vehicle, plant & equipment demand levels will be influenced slightly by an increasing population. Demographic change will likely have a negligible affect.

Technological Demand

Plant Maintenance

In recent years, many vehicle, plant and equipment asset components (e.g. vehicle control systems) have become increasingly complex. This trend is likely to continue as other technology features (e.g. parking assist, collision avoidance etc.) become increasingly common. While these features present benefits in terms of efficiency, safety etc., they may make it increasingly difficult for the Town to maintain them without specific technologies such as diagnostic software and hardware. Furthermore, staff will have to be trained to higher levels in order that they may be able to maintain the portfolio. These factors all point to increasingly higher maintenance costs.

Alternative Fuels

Rising fuel costs have led to an increase in the number of alternative fuels available for certain pieces of plant (e.g. compressed natural gas). If the Town were to introduce vehicles using alternative fuels, there would be a need for staff to gain familiarity with their handling. Additional specialist service equipment may also be required.

Condition Monitoring and Asset Management Systems

Changes and improvements to the way WA local governments are managing their assets means that there will likely be a growing need to develop and manage data in the form of inventories, condition ratings, financial performance etc. To do so in an efficient manner so that data can be interrogated and knowledge extracted, a sophisticated asset management is required. An improvement action has been listed to investigate the Town's current software systems and to determine what future resources are required to effectively manage the required data.

Safety

Since 1993 the Australasian New Car Assessment Program (ANCAP) has published crash test results for passenger and light commercial vehicles sold within Australia and New Zealand. Vehicles are awarded an ANCAP safety rating of between 1 to 5 stars indicating the level of safety they provide in the event of a crash. The more stars the better the vehicle performed in tests. ANCAP recommends that buyers purchase 5 star rated vehicles only.

Many employers recognise the importance of supplying safer vehicles for their staff to use. In addition, safer vehicles also reduce the chance of major injury to third parties (e.g. pedestrians) in the event of an accident. The Town does not currently have a policy on either vehicle safety or environmental sustainability. An improvement task to consider these has been listed.

Change Effect: The increasing amount of technology being integrated into specific pieces of vehicles, plant and equipment will increase the demand for specialist servicing equipment and

staff training. Overall maintenance costs may therefore increase. Improved asset management practices will also increase the need for resources to acquire and maintain asset data.

Legal Demand

No specific legal demand factors have been identified.

Change Effect: No change

Environmental Demand

Strategic Goal / Environmental Sustainability

In recent years, the community's awareness of environmental issues, including climate change, has resulted in some change to habits and broader government legislation (e.g. carbon tax). In addition to general community awareness change, the Town has a number of strategic actions that are focussed on increasing its environmental sustainability. However at present, very few specific changes to the composition of the Town's vehicle, plant & equipment portfolio has yet been proposed (e.g. the introduction of hybrid vehicles). Over the life of this AMP, the demand activities/changes that may occur are:

- Questioning whether assets are required
- Ensuring that maximum life is obtained from assets
- Acquiring assets that are energy efficient
- Acquiring assets with a high component recyclability rate and/or low carbon footprint

Change Effect: Increased demand for clearer decision making around asset need. Demand for staff to understand asset's whole of life costs. Preference for the acquisition of "environmentally gentle" assets which may have a higher whole of life costs.

Appendix D – 5 Year Replacement Programme

The following programme is currently in a draft format and should only be used as such. The programme excludes leased vehicles which are renewed in line with their lease terms.

Plant Number	Make and Model	Date Bought	Forecast Renewal Year	Forecast Renewal Cost After Trade-in
SES	Toyota Landcruiser	2001	2015/16 (Overdue – 2006)	$37,500
P819	John Papas Trailer	1993	2015/16 (Overdue – 2008)	$2,800
P270	Polmac Box Trailer	1997	2015/16 (Overdue – 2012)	$1,600
PP1424	Ford Ranger	2008	2015/16 (Overdue – 2013)	$14,000
PW7006	Ford Ranger	2008	2015/16 (Overdue – 2012)	$14,000
PW1415	Ford Ranger	2008	2015/16 (Overdue – 2012)	$14,000
PP7181	Ford Ranger	2008	2015/16 (Overdue – 2012)	$11,500
PP7186	Ford Ranger	2008	2015/16 (Overdue – 2012)	$11,500
PB7216	Ford Ranger	2008	2015/16 (Overdue – 2012)	$11,500
PP7188	Ford Ranger	2008	2015/16 (Overdue – 2012)	$15,000
P508	Ford Ranger	2008	2015/16 (Overdue – 2012)	$11,500
P896	Hyundai iMax Shuttle	2008	2015/16 (Overdue – 2012)	$22,500
P272	Polmac Roller Trailer	1998	2015/16 (Overdue – 2012)	$3,200
P620	Gentech Welder	1998	2015/16 (Overdue – 2012)	$4,800
P851	Hyundai iMax Shuttle	2009	2015/16 (Overdue – 2014)	$22,500
P897	Hyundai iMax Shuttle	2009	2016/17 (Overdue – 2014)	$22,500
P7191	Toro Greensmaster 3150	2006	2016/17 (Overdue – 2014)	$18,500
P1105	Polmac Trailer	1999	2016/17 (Overdue – 2014)	$2,800
W7040	Polmac Tandem Axle Trailer	1999	2016/17 (Overdue – 2014)	$9,600
SES3	Lighting Trailer	1999	2016/17 (Overdue – 2014)	$9,600
P852	Holden Captiva	2010	2017/18 (Overdue – 2015)	$16,500
P853	Holden Commodore	2010	2017/18 (Overdue – 2015)	$18,000
SES12	Toyota Landcruiser	2010	2017/18 (Overdue – 2015)	$37,500
P482	Leader Flattop Trailer	2000	2017/18 (Overdue – 2015)	$4,000
P898	Holden Commodore	2011	2017/18 (Overdue – 2016)	$18,000
PW7043	Isuzu NQR450	2008	2017/18 (Overdue – 2016)	$32,500
PP7117	Isuzu FRR500 Long	2008	2018/19 (Overdue – 2016)	$45,000
P814	Iveco Daily 35SS14AV	2008	2018/19 (Overdue – 2016)	$54,000
P7110	Massey Ferguson MF5435	2008	2018/19 (Overdue – 2016)	$24,500

PW7042	Ammann AV12 Roller	2001	2018/19 (Overdue – 2016)	$25,600
P7172	Gallagher Verti Mower	2001	2018/19 (Overdue – 2016)	$16,000
P7177	Vermeer BC1400	2002	2018/19 (Overdue – 2017)	$60,000
PA1445	Ford Ranger	2012	2019/20 (Overdue – 2017)	$14,100
PW7011	Volvo L50D	2002	2019/20 (Overdue – 2017)	$148,000
P567	Leader Single Axle Trailer	2002	2019/20 (Overdue – 2017)	$8,000
P568	Leader Single Axle Trailer	2002	2019/20 (Overdue – 2017)	$4,000
P836	Toyota Hiace	2003	2019/20 (Overdue – 2018)	$52,000

Appendix E – Risk Management Analysis

This appendix details the desktop risk analysis undertaken on the management of the plant and equipment portfolio. The risk analysis has been undertaken to be compliant with AS 4360.

Risk Context

The risk analysis applies only to the management activities undertaken on the portfolio. It does not seek to identify physical risks. In-lieu of a corporate risk policy and objectives, the following statement defines what an 'acceptable' level of risk is with regards to plant and equipment assets.

Through risk management, the Town of Bassendean aims to:

- Protect the quality of the plant, vehicle and equipment portfolio;
- Protect users of plant, vehicles and equipment;
- Protect the Town's assets and public image;
- Reduce the Town's exposure to risk; and
- Promote effective financial and asset management practices.

This will be achieved through:

- Identifying, decreasing the likelihood, and mitigating the consequences of risk, within the constraints of sensible commercial objectives and practices;
- Applying risk based practices to the management of assets and associated decision making;
- Maintaining safe and reliable plant, vehicles, equipment and infrastructure;
- Preparing appropriate contingencies;
- Reviewing the risk profile of the portfolio at appropriate intervals and when circumstances dictate; and
- Maintain an up to date Plant, Vehicle and Equipment AMP.

Risk Criteria

The following criteria have been applied as part of the risk analysis.

Likelihood Levels

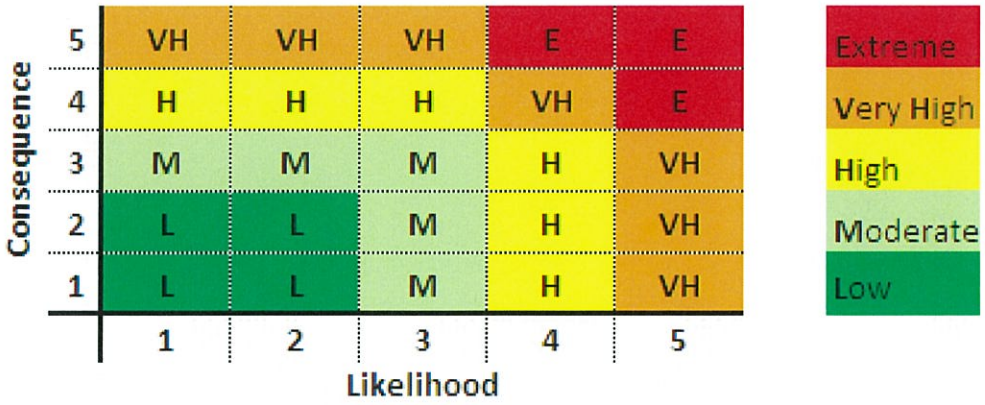
Level	Likelihood Scale	
	Descriptor	Indicative Frequency (expected to occur)
5	Almost certain	The event will likely occur once a year or more frequently.
4	Likely	The event will likely occur every three years.
3	Possible	The event will likely occur every ten years.
2	Unlikely	The event will likely occur every thirty years.
1	Rare	The event will likely occur every one hundred years.

Consequence Scale

Consequences Scale

Severity Level	Consequence Types					
	Political (P)	Economic (E)	Social (S)	Legal (L)	Environmental (E)	Health & Safety (HS)
5		Annual economic benefit or cost change of greater than +/- $1,000,001.		Significant prosecution and fines. Very srious litigation including class actions	Very serious, long term environmental impairment of ecosystem functions.	Multiple fatalities, or significant irreversible effects to >50 persons.
4	Serious public or media outcry (international coverage).	Annual economic benefit or cost change of between +/- $200,001 to $1,000,000.	On-going serious social issues. Significant damage to structures/items of cultural significance.	Major breach of regulation. Major litigation		Single fatality and/or severe irreversible disability (>30%) to one or more persons.
3	Significant adverse national media/ public/ NGO attention.	Annual economic benefit or cost change of between +/- $50,001 to $200,000.		Serious breach of regulation with investigation or report to authority with prosecution and/or moderate fine possible.	Serious medium term environmental effects.	Moderate irreversible disability or impairment (<30%) to one or more persons.
2	Attention from media and/or heightened concern by local community. Critism by NGOs.	Annual economic benefit or cost change of between +/- $10,001 to $50,000.	On-going social issues. Permanent damage to items of cultural significance.	Minor legal issues, non compliances and breaches or regulation.	Moderate, short term effects but not affecting ecosystem functions.	Objective but reversible disability requiring hospitalisation.
1	Minor, adverse local public or medical attention or complaints.	Annual economic benefit or cost change of upto +/- $10,000.	Minor medium term social impacts on local population. Mostly repairable.		Minor effects on biological of physical environment.	No medical treatment required.

Risk Matrix


Consequence
5 VH VH VH E E
4 H H H VH E
3 M M M H VH
2 L L M H VH
1 L L M H VH
1 2 3 4 5
Likelihood
Extreme
Very High
High
Moderate
Low

Risk Analysis

Due to limitations in the accuracy of the current asset inventories and long term renewal programmes for plant, vehicles and equipment, the risk analysis will completed in the next revision of this AMP.

Appendix F – Plant, Vehicles and Equipment Asset Inventory

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
P7157	P7157	Elevated Work Platform	Vehicle	AFRON	PA500 / 5 Metre	1BUU 572	2004	$40,000	$23,000	15	40%	$16,000	Owned
P899	P899	Large Bus	Vehicle	TOYOTA	COASTER	1EES568	2013	$145,868	$126,337				Owned
P550	P550	Fire Engine	Vehicle	BEDFORD	Fire Truck	6SW 062	1971	$150,000	$10,000	50	5%	$7,500	Owned
W7013	PW7013	Loader/Backhoe	Vehicle	CATERPILLAR	428C	1AEE 442	1998	$180,000	$40,000	20	15%	$27,000	Owned
PW7034	PW7034	Skid Steer Loader	Vehicle	CATERPILLAR	226 BAC	1BTP 628	2004	$50,000	$35,000	15	50%	$25,000	Owned
	PP7170	Ride On Mower	Vehicle	COX	A14511M		2012	$4,500	$4,000	8	50%	$2,250	Owned
	P465	Front Cut Walk Behind Mower	Vehicle	DEUTSCHER MOWERS	H26			$6,000	$2,000	8	50%	$3,000	Owned
	PLEO113	Jeremy Walker	Vehicle	FORD	RANGER	1EJE610	2013	$0	$0	0		$0	Leased
	PLB0213		Vehicle	FORD	RANGER	1EIM339	2013	$0	$0	0		$0	Leased
	PP7187		Vehicle	FORD	RANGER	1EMG293	2014	$0	$0	0		$0	Leased
AF0705	PP1424	Utility Extra Cab Well Body- P1423	Vehicle	FORD	RANGER	1CSS 463	2008	$28,000	$18,000	8	50%	$14,000	Owned
PW7006	PW7006	Works (W7005)	Vehicle	FORD	RANGER	1CXS 866	2008	$28,000	$17,000	8	50%	$14,000	Owned
PW1415	PW1415	Supervisor	Vehicle	FORD	RANGER	1CYV 982	2008	$28,000	$18,000	8	50%	$14,000	Owned
PP7181	PP7181	Parks	Vehicle	FORD	RANGER	1CXS 919	2008	$23,000	$20,000	8	50%	$11,500	Owned
PP7186	PP7186	Parks	Vehicle	FORD	RANGER	1CXH 044	2008	$23,000	$20,000	8	50%	$11,500	Owned
PP7185	PB7216	Building Handyman	Vehicle	FORD	RANGER	1CXP 788	2008	$23,000	$20,000	8	50%	$11,500	Owned
	P508	D/C Ute	Vehicle	FORD	RANGER XL	096 BAS	2008	$30,000	$23,000	8	50%	$15,000	Owned
PP7188	PP7188	Ute	Vehicle	FORD	RANGER	1CXP 790	2008	$23,000	$18,000	8	50%	$11,500	Owned
	PA1445		Vehicle	FORD	RANGER	1EAH 100	2012	$28,200	$23,000	8	50%	$14,100	Owned
PP7123	PP7123	Tip Truck Crew Cab	Vehicle	HINO	300 Series Z	1DNQ 663	2010	$68,000	$42,000	8	50%	$34,000	Owned
	PP8101	3 ton Tipper	Vehicle	HINO		1DMW 023	2010	$65,000	$44,000	8	50%	$32,500	Owned
	PLCE013		Vehicle	HOLDEN	CAPRICE	100BAS	2012	$0	$0	0		$0	Leased
	PLSD114		Vehicle	HOLDEN	COMMODORE SPORTWAGON	1ENK761	2014	$0	$0	0		$0	Leased
P852	P852	HACC - not maintained by Town	Vehicle	HOLDEN	CAPTIVA	1DGX 179	2010	$33,000	$19,000	8	50%	$16,500	Owned
	P853	Wagon (HACC/Seniors)	Vehicle	HOLDEN	COMMODORE OMEGA	1DJP 843	2010	$36,000	$20,000	8	50%	$18,000	Owned
P898	P898	Wagon HACC/Seniors	Vehicle	HOLDEN	COMMODORE OMEGA	1DRS 372	2011	$36,000	$24,000	8	50%	$18,000	Owned

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
PP7161	PP7161	Winged	Vehicle	HOWARD	STEALTH MOWER 2			$26,000	$15,000	8	50%	$13,000	Owned
	PLSPO13		Vehicle	HYUNDAI	ix35	093BAS	2013	$0	$0	0		$0	Leased
	PLLIS13		Vehicle	HYUNDAI	iLOAD	999BAS	2013	$0	$0	0		$0	Leased
	PLRO214		Vehicle	HYUNDAI	iLOAD	1EKC824	2013	$0	$0	0		$0	Leased
	PLRO114		Vehicle	HYUNDAI	iLOAD	1EKC823	2013	$0	$0	0		$0	Leased
P896	P896		Vehicle	HYUNDAI	IMAX SHUTTLE CV VT	1CXG 816	2008	$45,000	$24,000	8	50%	$22,500	Owned
P851	P851	HACC	Vehicle	HYUNDAI	IMAX SHUTTLE SLX	089 BAS	2009	$45,000	$28,000	8	50%	$22,500	Owned
P897	P897	HACC	Vehicle	HYUNDAI	IMAX SHUTTLE	094 BAS	2009	$45,000	$28,000	8	50%	$22,500	Owned
	PW7043	Truck	Vehicle	ISUZU	NQR 450	1ECB 757	2008	$65,000	$47,000	8	50%	$32,500	Owned
PP7117	PP7117	Tip Truck	Vehicle	ISUZU	FRR500 Long	1CZS 186	2008	$90,000	$68,000	8	50%	$45,000	Owned
P808	P808	18 Seater Bus (Seniors)	Vehicle	IVECO	DAILY 50C15 HPT	1BSE 494	2004	$140,000	$65,000	15	50%	$70,000	Owned
P814	P814	Bus	Vehicle	IVECO	Daily 35SS14AV	1CWW 016	2008	$120,000	$85,000	8	55%	$66,000	Owned
P7108	P7108	Tractor	Vehicle	JOHN DEERE		1BWD 510	2004	$95,000	$55,000	15	50%	$47,500	Owned
	P7114	Quad Bike	Vehicle	KAWAZAKI	KLF300	1 CFX 685		$8,000	$4,000	8	50%	$4,000	Owned
	PLVS112		Vehicle	KIA	GRAND CARNIVAL	1DWX174	2012	$0	$0	0		$0	Leased
	PLMDS13		Vehicle	KIA	SORENTO	092BAS	2013	$0	$0	0		$0	Leased
	PLMCS14	Michelle Hillary	Vehicle	KIA	GRAND CARNIVAL	104BAS	2013	$0	$0	0		$0	Leased
	PLPBS14		Vehicle	KIA	SORENTO	091BAS	2014	$0	$0	0		$0	Leased
	P7110	Tractor	Vehicle	MASSEY FERGUSON	MF 5435	1CVN 347	2008	$70,000	$45,000	8	65%	$45,500	Owned
	PLMSD13		Vehicle	MAZDA	MAZDA6	095BAS	2013	$0	$0	0		$0	Leased
PW7031	PW7031	Tip Truck	Vehicle	MITSUBISHI	FM65 FJ1RFAG	1BTN 437	2004	$140,000	$60,000	15	20%	$28,000	Owned
PP7178	PP7178	Tip Truck	Vehicle	HINO	300 Series	1EOC349	2014	$67,655	$66,960				Owned
PW7049	PW7049		Vehicle	MITSUBISHI	FUSO	1DVX 668	2012	$65,000	$60,000	8	50%	$32,500	Owned
	PLETC14		Vehicle	NISSAN	X-TRAIL	011BAS	2014	$0	$0	0		$0	Leased
151A	151	Fibreglass Trailer	Equipment	POLMAC	Fibreglass B	1TFY 591	2005	$4,000	$2,000	15	20%	$800	Owned
270	270	Box Trailer	Equipment	POLMAC	Box 2mx1.2m	1TAC 279	1997	$2,000	$1,000	15	20%	$400	Owned
300	300	Single Axle Tilt Bed Trailer	Equipment	POLMAC	Single Axle Tilt Bed	1TFL 686	2004	$10,000	$6,000	15	20%	$2,000	Owned
	P7133	Gang Mower	Vehicle	RANSOME	RA 786 A46			$35,000	$37,000	8	50%	$17,500	Owned
	555	4 Post Vehicle Hoist	Plant	STENHOJ	DK-7150		2005	$9,000	$4,000	15	20%	$1,800	Owned
	888	2 Post Vehicle Hoist	Plant	STENHOJ	099517 - 2.32 MAESTRO		2011	$6,000	$5,500	8	50%	$3,000	Owned
	P798	Concrete Saw	Equipment	STIHL	TS760 - 16"			$2,000	$1,000	8	50%	$1,000	Owned

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
P7191	P7191	Mower	Vehicle	TORO	GREENSMASTER 3150	No Rego	2006	$37,000	$8,000	8	50%	$18,500	Owned
PP7191	PP7191	Mower	Vehicle	TORO	Z MASTER 6000	1EKB195	2013	$17,000	$15,591				Owned
PP7179	PP7179	Mower	Vehicle	TORO	GROUNDMASTER 3500	1DSI 120	2011	$18,000	$11,000	8	50%	$9,000	Owned
	PP7193	Mower	Vehicle	TORO	Z MASTER 6000	1EAM 889	2012	$18,000	$15,000	8	50%	$9,000	Owned
	PLDCD12		Vehicle	TOYOTA	LANDCRUISER PRADO	101BAS	2012	$0	$0	0		$0	Leased
	PLSP012		Vehicle	TOYOTA	CAMRY	106BAS	2012	$0	$0	0		$0	Leased
	PLMAS13		Vehicle	TOYOTA	RAV4	099BAS	2013	$0	$0	0		$0	Leased
	PLCOR13		Vehicle	TOYOTA	AURION	103BAS	2013	$0	$0	0		$0	Leased
	PLYS114		Vehicle	TOYOTA	HIACE	1ELN344	2014	$0	$0	0		$0	Leased
	PLMLS14		Vehicle	TOYOTA	RAV4	1ELX122	2014	$0	$0	0		$0	Leased
	PLBS114	Garry Pearcy	Vehicle	TOYOTA	HILUX	1EOM286	2014	$0	$0	0		$0	Leased
	PLWS114		Vehicle	TOYOTA	HILUX	1EOM287	2014	$0	$0	0		$0	Leased
	PLPG114		Vehicle	TOYOTA	HILUX	1EOM288	2014	$0	$0	0		$0	Leased
	PLHM114		Vehicle	TOYOTA	HILUX	1EOS931	2014	$0	$0	0		$0	Leased
P836	P836	14 Seater Bus	Vehicle	TOYOTA	HIACE	1BLY 177	2003	$65,000	$24,000	15	20%	$13,000	Owned
	SES	Not maintained	Vehicle	TOYOTA	LANDCRUISER	1BZW 695	2001	$75,000	$30,000	15	20%	$15,000	Owned
	SES12		Vehicle	TOYOTA	LANDCRUISER	1DKM 718	2010	$75,000	$50,000	8	50%	$37,500	Owned
	SES13	Dual Cab Tray Utility	Vehicle	TOYOTA	HILUX	1DOQ 946		$55,000	$40,000	8	50%	$27,500	Owned
319	319	Fertiliser Spreader	Equipment	VICON	PS303			$3,000	$1,000	8	50%	$1,500	Owned
	PLDCS12		Vehicle	VOLKSWAGEN	PASSAT	105BAS	2012	$0	$0	0		$0	Leased
	PLDOS13		Vehicle	VOLKSWAGEN	PASSAT	102BAS	2013	$0	$0	0		$0	Leased
W7011	PW7011	Loader	Vehicle	VOLVO	L50D	1BCY 425	2002	$185,000	$65,000	15	20%	$37,000	Owned
PW7036	W7036	Single Drum Vibrating Roller	Vehicle	WACKER NEUSON	RS800A			$15,000	$11,000	8	65%	$9,750	Owned
139	139	2 Tonne Tandem Axle Trailer	Equipment			1TEP 587	2003	$7,000	$2,500	15	20%	$1,400	Owned
182	182	Cement Mixer	Equipment	Easimix	EP35T	1TBX 821		$2,500	$1,200	8	50%	$1,250	Owned
214	214	Radar Speed Display trailer	Equipment	AD Engineering	TRSD 2002	1TEB 145	2003	$19,000	$10,000	15	20%	$3,800	Owned
272	272	Trailer	Equipment	POLMAC	Pedestrian Roller Carrier	1TAK 384	1998	$4,000	$2,000	15	20%	$800	Owned
482	482	Trailer	Equipment	Leader	Flat Top	1TBZ 090	2000	$5,000	$2,000	15	20%	$1,000	Owned
567	567	Trailer	Equipment	Leader	Single Axle Box	1TDH 854	2002	$10,000	$3,000	15	20%	$2,000	Owned

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
568	568	Trailer	Equipment	Leader	Single Axle Box Tip Trailer	1TDH 853	2002	$5,000	$2,000	15	20%	$1,000	Owned
P1105	P1105	Trailer	Equipment	POLMAC	Trailer	1TBN 579	1999	$3,500	$500	15	20%	$700	Owned
P7177	P7177	Woodchipper	Equipment	Vermeer	BC1400	1TEC 351	2002	$75,000	$27,000	15	20%	$15,000	Owned
P819	P819	Trailer	Equipment	John Papas	Box Trailer	1TCN 985	1993	$3,500	$1,000	15	20%	$700	Owned
W7040	W7040	Trailer	Equipment	POLMAC	Tandem Axle	1TBO 796	1999	$12,000	$4,000	15	20%	$2,400	Owned
W7042	PW7042	Tandem Vibrating Roller	Vehicle	AMMANN	AV12	1AYK 457	2001	$32,000	$18,000	15	20%	$6,400	Owned
21899	W7048	Single Axle Plant Trailer	Equipment	POLMAC	Dual Axle	1TGF 534	2005	$6,000	$3,000	15	20%	$1,200	Owned
	SES3	Lighting Trailer - Not maintained	Equipment			1TBT 165	1999	$12,000	$7,000	15	20%	$2,400	Owned
	SES	Rescue Trailer No 1 - Not maintained	Equipment			1QTB 100		$13,000	$13,000	8	50%	$6,500	Owned
	SES5	Rescue Trailer No 2	Equipment			8QT 160		$13,000	$13,000	8	50%	$6,500	Owned
	SES54	SES Logistics Trailer	Equipment			1THI 554	2006	$14,000	$14,000	8	50%	$7,000	Owned
	SES7	SES Flood Boat Trailer	Equipment			8UP 209		$5,000	$3,000	8	50%	$2,500	Owned
	SES	SES IS Trailer - Not maintained	Equipment			1TJG 190		$12,500	$12,500	8	50%	$6,250	Owned
AM0705	215	Speed Trailer	Equipment	CMADE	AD300	1TIJ 833	2007	$19,000	$15,000	8	50%	$9,500	Owned
	216	Trailer - AUSTRL Boxtop	Equipment	Austrl	Boxtop	1TIM 446	2007	$1,000	$500	8	50%	$500	Owned
P7196	P7196	Dual Axle Mower Trailer	Equipment	John Papas	Dual Axle	1THZ 708	2007	$8,000	$4,000	8	50%	$4,000	Owned
PA844	844	10x5 Tandem Luggage Trailer (2009)	Equipment	Midland Trailers	Pantac	1TKQ 013	2009	$6,000	$3,500	8	50%	$3,000	Owned
PW7018	PW7018	Model S20 Sweeper	Vehicle	TENNANT	MS20	1DMW269	2010	$65,000	$50,000	8	50%	$32,500	Owned
850	P850	CCTV MOBILE SURVEY TRAILER	Equipment			1TMV 135		$25,000	$18,000	8	50%	$12,500	Owned
	889	Single Axle Mower Trailer	Equipment	POLMAC	Flat Top with Ramp	1TNN 133		$5,000	$2,000	8	50%	$2,500	Owned
	P7172	Fine Cut Forger Verti Mower	Vehicle	Farmgard (Gallagher)	1.35m Flail		2001	$20,000	$8,000	15	20%	$4,000	Owned
	P574	Deisel Bowser	Plant	FLEETLINE	T334 AT			$12,000	$2,000	8	0%	$0	Owned
	P573	Petrol Bowser	Plant	FLEETLINE	T334 AT			$12,000	$2,000	8	0%	$0	Owned
	P7190	9,000l Diesel Tank	Plant					$10,000	$4,000	20	0%	$0	Owned
	P101	4,000l Petrol Tank (x2)	Plant					$10,000	$4,000	20	0%	$0	Owned
	P620	6kVA Generator	Plant	GENTECH	GEP180 WELD SHR		1998	$6,000	$1,000	15	20%	$1,200	Owned
	PP7160	Green Roller	Vehicle	LOCKWOOD	ROLLERMATIC 2000		2007	$18,000	$7,000	8	50%	$9,000	Owned

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
		SES Boat - Not maintained	Vehicle					$45,000	$25,000	8	50%	$22,500	Owned

Table 9-5: Town Vehicle, Plant and Equipment Inventory

PROPERTY
ASSET MANAGEMENT PLAN

Part 1

Version 3.0

October 2017

Contents

Executive Summary

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

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

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

Overall, the Town's property portfolio has 84 buildings and 130 freehold land parcels, worth approximately $61.7m. The Town's buildings are generally in a good condition, with 98% of components being in an average through to excellent condition. However, the are a distinct lack of key metrics that would allow the performance of buildings to be fully understood (e.g. capacity, utilisation, functionality etc.). As such, the future appropriateness and sustainability of the portfolio is not fully clear.

Looking forward, there are a number of key improvement actions that would enable the Town to better manage its property portfolio. Those actions of highest importance are to:

- Monitor the performance of the AMP's service levels.
- Further develop the programme of capital works so that around five years of schemes, and their budgets, is recorded.
- Review the Town's current building asset management staffing structure against work requirements.
- Implement and monitor the performance of the Operation and Maintenance Service Level Manual.
- Capital projects are not easily evaluated against their alignment with the Town's Strategic Objectives

Background and Objectives

Purpose of this Asset Management Plan

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

Focus of this Asset Management Plan

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

Asset Type	Quantity	Current Replacement Cost
Freehold Land Parcels	130 (313,150m^2)	$35,931,000
Buildings	84	$25,757,805
Child Care/Education	*12*	*$1,817,600*
Community Centre/Hall	*8*	*$8,829,550*
Emergency Services	*4*	*$144,820*
Health	*1*	*$152,480*
Heritage	*1*	*$108,000*
Housing	*4*	*$0*
Independent Living	*8*	*$2,942,350*
Operations	*12*	*$4,553,609*
Public Toilets	*10*	*$1,212,718*
Sports Venue	*24*	*$5,996,678*
Total	**214**	**$61,688,805**

Table 1: Assets covered by the Property AMP

Corporate Document Relationships

This AMP integrates with the other following Town documents:

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

Time Period of the AMP

The Asset Management Plan covers a 15 year period.

Service Levels

Introduction

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

Community Perceptions/Expectations

The Town has not historically undertaken research into customers' service expectations.

Service Level Performance

Table 2 details the service level performance that the Town is currently achieving. At present, no KPIs have yet been ascertained.

KPI	Performance	Tactic
Accessibility	Unknown	Investigating
Compliance & Safety	Unknown	Investigating
Quality	Unknown	Investigating

Table 2: Service Level Performance

Demand

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

Historic Demand

The following table outlines the key factors that have affected historical service demand change.

Driver Type	Effect	Change
Population	Town population up by 1,781 people (+13%) from 13,306 (2001) to 15,087 (2016).	**Increase**
Demographic	Population increase in all demographic age bands (2001 – 2016) except 5-14 and 15-19. Median age has remained steady at 39 years (2001 – 2016), so no major change in demographic profile.	**Neutral**
Recreation Participation	Participation rates continue to fall slightly year on year across the general population. Walking remains the most popular activity for recreation, followed by fitness/gym, jogging & running, swimming/diving and cycling/bmxing.	Possible **Decrease** in demand.
Tourism	Perth metropolitan visitor rates up from 13.2m year ending March 2013 to 18.2m year ending March 2017. However, with the Town having no significant tourism based buildings, the growth would have had little demand effect.	**Neutral**
Climate	Annual rainfall down from approximately 910mm to 690mm (1886 to 2016). Annual monthly mean maximum temperatures up from 31.8°C to 33.8 °C (1944 to 2016). Changes could have decreased assets' lives, while increasing maintenance frequencies and costs.	**Increase** in costs and ability to maintain service levels.

Table 3: Historic Demand Drivers

Future Demand

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

Driver Type	Effect	Change
Political	IPRF legislation requirements means that the Town still needs to sustain, or even increase, the resources it allocates to its corporate asset management activities. Specifically, greater internal ownership and practice improvements are required. Potential rate capping legislation may cause long term financial challenges if it were to be introduced.	**Increase**
Economic	Demand pressure to reduce the use of non-renewable energy resources and to increasingly reuse water and/or reduce water usage. The long term financial sustainability position of the Town broadly looks questionable and requires further investigation.	**Increase**
Social	A forecasted increase in the Town's future population will in theory increase the demand for property based services. However, if the trend in declining recreation participation continues, this will offset actual demand to an overall decrease of -0.2% per annum. At this point in time, demographic and social disadvantage drivers seem not to be a cause of demand change.	Slight **decrease**
Technological	Opportunity exists to manage and maintain the property portfolio more efficiently and sustainably. Demand and cost for some consumables can be lowered with new technologies	**Increase**
Legal	Slight increase in demand for improved inspection and preventative maintenance practices.	Slight **Increase**
Environmental	Increased demand for clearer decision making around asset need. Increased demand for more environmentally sustainable assets and maintenance techniques. Implementation of energy and water saving tactics. Strong planning is required to ensure that asset lives are not shortened by climate change.	**Increase**

Table 4: Future Demand Drivers

Demand Management

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

- Identify energy and water consumption targets for each building. Implement appropriate tactics in order to reach these targets.
- Identify future technologies that can facilitate more effective and cost efficient building management practices.

Risk Management

A risk analysis of the current property asset management deficiencies identified by the AMP has been undertaken. The results are detailed in Appendix D. Table 5 outlines the top identified risks.

Ref.	Risk	Level of Risk	Further Action
1	Asset management plan has no monitored service levels, meaning future plans are not connected to service delivery goals.	High	Begin to monitor the service levels recorded within this AMP.
8	The Town currently has an insufficient programme of long term capital works (renewal, upgrade, new)	High	Work with staff to develop long term programme with associated budgets.
11	Capital projects are not easily evaluated against their alignment with the Town's Strategic Objectives	High	Develop and test a capital project evaluation procedure.

Table 5: Major Property Asset Management Risks

Lifecycle Management Plan

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

Property Portfolio Physical Parameters

Property Type	Quantity	Current Replacement Cost	Fair Value	Annual Depreciation
Freehold Land Parcels	130 (313,150m^2)	$35,931,000	$35,931,000	$0
Buildings	84	$25,757,805	$18,456,761	$482,994
Child Care/ Education	*12*	*$1,817,600*	*$1,148,829*	*$31,831*
Community Centre/Hall	*8*	*$8,829,550*	*$7,411,185*	*$161,148*
Emergency Services	*4*	*$144,820*	*$124,747*	*$1,580*
Health	*1*	*$152,480*	*$110,466*	*$3,998*
Heritage	*1*	*$108,000*	*$71,763*	*$928*
Housing	*4*	*$0*	*$0*	*$0*
Independent Living	*8*	*$2,942,350*	*$2,271,268*	*$54,764*
Operations	*12*	*$4,553,609*	*$2,879,220*	*$102,199*
Public Toilets	*10*	*$1,212,718*	*$903,829*	*$15,369*
Sports Venue	*24*	*$5,996,678*	*$3,535,454*	$111,176
Total	**214**	**$61,688,805**	**$54,387,761**	**$482,994**

Table 6: Property Portfolio Physical Parameters

Property Portfolio Condition

Figure 1 details buildings' condition on a 1 (new) to 5 (very poor) scale. The Town does not need to know land parcels' condition.

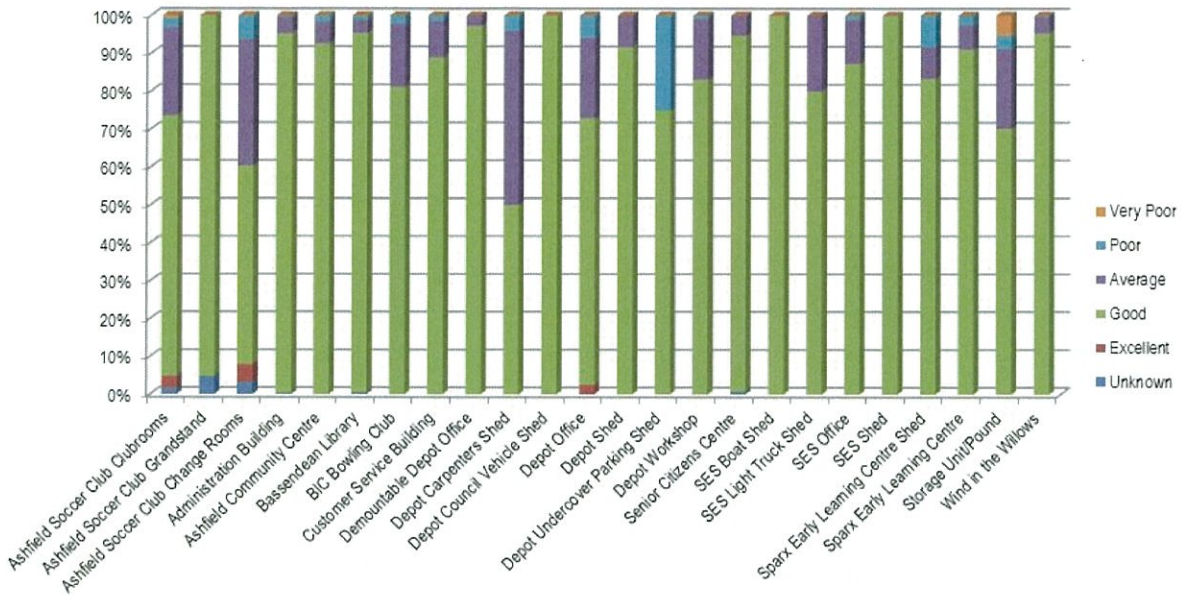


Figure 1: Property Portfolio Condition

Property Portfolio Data Confidence and Reliability

Table 7 details the reliability and confidence levels of the current asset data the Town holds. It is the Town's strategy to ensure all data confidence levels are classified as either a 1 or 2.

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

Table 7: Property Portfolio Data Confidence Levels

Lifecycle Management Strategies

Operation & Maintenance Strategy

Wherever possible the Town employs preventative maintenance strategies to maximise asset performance and minimise long terms costs. Each asset group's strategy is specifically designed for its own requirements. Technical maintenance service levels are listed in a standalone manual and the asset inspection frequencies in Appendix F. All planned maintenance activities are also individually costed, and these are used to inform the long term budget requirements.

Renewal Strategy

Building assets are periodically inspected to determine their condition. The Town currently rates condition on a 1 (new/very good) to 5 (very poor/failed) scale. The condition results are then used to predict assets' potential year of renewal. Staff then reinspect these assets to determine the timing, scope and budget of any future renewal project. Projects are then listed on a long term works programme and reported within this AMP.

Upgrade/New Strategy

The need for new and/or upgraded assets (e.g. to meet a service deficiency) are identified from several potential sources. Each potential asset is investigated by staff and where valid, prioritised against similar projects. Approved projects are then listed onto the works programme.

Disposal Strategy

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

Financial

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

Projected Expenditure Requirements

Expense Type	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Year 5 2021/22
Operations	$490,241	$490,241	$490,241	$490,241	$490,241
Maintenance	$720,156	$720,156	$720,156	$720,156	$720,156
Renewal	$300,000	$485,000	$485,000	$485,000	$485,000
Upgrade	$311,000	$117,004	$0	$0	$0
New	$723,000	$20,008	$0	$0	$0
Disposal	$0	$0	$0	$0	$0
Total	**$2,544,397**	**$1,832,409**	**$1,695,397**	**$1,695,397**	**$1,695,397**

Expense Type	Year 6 2022/23	Year 7 2023/24	Year 8 2024/25	Year 9 2025/26	Year 10 2026/27
Operations	$490,241	$490,241	$490,241	$490,241	$490,241
Maintenance	$720,156	$720,156	$720,156	$720,156	$720,156
Renewal	$485,000	$485,000	$485,000	$485,000	$485,000
Upgrade	$0	$0	$0	$0	$0
New	$0	$0	$0	$0	$0
Disposal	$0	$0	$0	$0	$0
Total	**$1,695,397**	**$1,695,397**	**$1,695,397**	**$1,695,397**	**$1,695,397**

Expense Type	Year 11 2027/28	Year 12 2028/29	Year 13 2029/30	Year 14 2030/31	Year 15 2031/32
Operations	$490,241	$490,241	$490,241	$490,241	$490,241
Maintenance	$720,156	$720,156	$720,156	$720,156	$720,156
Renewal	$485,000	$485,000	$485,000	$485,000	$485,000
Upgrade	$0	$0	$0	$0	$0
New	$0	$0	$0	$0	$0
Disposal	$0	$0	$0	$0	$0
Total	**$1,695,397**	**$1,695,397**	**$1,695,397**	**$1,695,397**	**$1,695,397**

Table 8: Property Asset Projected Expenditure Requirements

Projected Potential Revenue Sources

Source	Year 1	Year 2	Year 3	Year 4	Year 5
	2017/18	2018/19	2019/20	2020/21	2021/22
Contributions					
Leases					
Municipal Funds					

Source	Year 6	Year 7	Year 8	Year 9	Year 10
	2022/23	2023/24	2024/25	2025/26	2026/27
Contributions					
Leases					
Municipal Funds					

Source	Year 11	Year 12	Year 13	Year 14	Year 15
	2027/28	2028/29	2029/30	2030/31	2031/32
Contributions					
Leases					
Municipal Funds					

Table 9: Property Asset Projected Funding Sources

Plan Improvement and Monitoring

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

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Town reports on. Each ratio is described in Appendix H. The Town's current performance is recorded in Table 10.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2017	72% (Above)	47% (Below)	Pending

Table 10: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 11.

Task No	Task	Responsibility	Timeline
1	Develop a capital project evaluation procedure that assesses strategic fit/alignment.	Manager Assets	April 2018
2	Develop a strategy to enable the collection of building usage and capacity statistics (where appropriate).	Manager Assets	June 2018
3	Review the Town's current building asset management staffing structure against work requirements.	Manager Assets	June 2018
4	Implement and monitor the performance of the Operation and Maintenance Service Level Manual.	Manager Assets	June 2018
5	Develop a process to enable the timely identification of initiatives to improve buildings' environmental sustainability.	Manager Assets	June 2018
6	Develop a five year forward renewal works programme.	Manager Assets	June 2018
7	Monitor performance of the AMPs service levels and record within AMP.	Manager Assets	June 2018

Table 11: Property AMP Improvement Plan

Monitoring and Review Procedures

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

RECREATION
ASSET MANAGEMENT PLAN

Part 2 - Summary

Version 3.0

December 2017

Contents

Executive Summary

The Town of Bassendean owns and maintains a range of assets that help to support the delivery of a recreation service. This includes softscape, hardscape, sports equipment, irrigation and so on.

This document is the Town's Asset Management Plan (AMP) for the recreation portfolio (parks, gardens and natural areas). It outlines the activities and programmes that will be carried out over the next 15 years. It also details the service levels (standard) the Town will provide and the resources required to deliver them.

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

Overall, the Town's recreation portfolio is worth approximately $6.5m and generally appears to be in a very good condition. The portfolio's asset consumption ratio currently sits at 75%, being above the normal target range of between 50% - 70%. The Town has a robust asset inventory, with limitations only existing across underground irrigation.

In order to improve the Town's management practices, a number of key tasks have been identified, these are to:

- Update the Town's spatially referenced (e.g. GIS) recreation asset database, with inventory characteristics and condition ratings for all assets.
- Ensure that all recreation assets are valued.
- Review the Town's current safety and maintenance inspection procedures and develop associated procedures for the assessment of inventory and condition data.
- Investigate the reasons as to why two of the asset performance measures are above the target band.
- Monitor recreation areas' costs and usage levels.

Background and Objectives

Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Town's recreation assets. These are typically defined as infrastructure located within parks, gardens, ovals etc., but excluding buildings and paths. The AMP documents how the Town plans to manage these assets, to deliver services of a specified quality (service levels) and what the associated long term costs are.

Focus of this Asset Management Plan

The AMP focuses on recreation assets. The number of recreation 'places' that make up the portfolio is detailed in Table 1.

Place/Park Type	Quantity	Area (sq.m.)
District Public Open Space	4	208,657
Drainage Reserve	1	6,325
Local Public Open Space	25	99,320
Neighbourhood Public Open Space	9	294,413
Pocket Park	2	1,653
Regional Public Open Space	7	619,534
Road Closure	26	25,107
Total	**74**	**1,255,009**

Table 1: Assets covered by the Recreation AMP

Corporate Document Relationships

This AMP integrates with the other following Town documents:

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

Time Period of the AMP

The Asset Management Plan covers a 15 year period.

Service Levels

Introduction

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

Community Perceptions/Expectations

The last Community Perceptions Survey (2016) indicated the following performance results and trends.

Focus	Satisfied or Very Satisfied	Trend

Table 2: Community Perceptions Survey Results

Service Level Performance

Table 3 details the service level performance that the Town is currently achieving. At present, no KPIs have yet been ascertained.

KPI	Performance	Tactic
Accessibility	Unknown	Monitoring
Environmental Sustainability	Unknown	Monitoring
Financial Sustainability	Unknown	Monitoring
Natural Area Sustainability	Unknown	Monitoring
Quality	Unknown	Monitoring
Safety	Unknown	Monitoring
Usage	Unknown	Monitoring

Table 3: Service Level Performance

Demand

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

Historic Demand

The following table outlines the key factors that have affected historical service demand change.

Driver Type	Effect	Demand Change
Population	Town population up by 1,781 people (+13%) between 2001 and 2016.	**Increase**
Demographic	Population increase in all demographic age bands (2001 – 2016) except 5-14 and 15-19 years. Median age has remained steady at 39 years (2006 – 2016).	**Neutral**
Recreation Participation	Participation rates continue to fall slightly year on year across the general population. Walking remains the most popular activity for recreation.	**Decrease**
Tourism	Perth metropolitan visitor rates up from 13.2m Y/E March 2013 to 18.2m Y/E March 2017. A small portion could be expected to visit locations within the Town (e.g. foreshore)	**Increase**
Climate	Annual rainfall down from approximately 910mm to 680mm (1886 to 2016). Annual monthly mean maximum temperatures up from 31.8°C to 33.6 °C (1945 to 2016). Changes could have decreased assets' lives, while increasing maintenance frequencies and costs.	**Increase**

Table 4: Historic Demand Drivers

Future Demand

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

Driver Type	Effect	Demand Change
Political	Land use planning changes may increase demand for recreation services, though a limited number of new 'spaces' can realistically be created. IPRF legislation	**Increase**

Driver Type	Effect	Demand Change
	will likely to continue to demand at least a short-term increase in asset management resources and effort. Potential rate capping legislation may cause long term challenges.	
Economic	Demand pressure to reduce the use of non-renewable energy resources and to increasingly reuse water and/or reduce water usage. Further internal asset management practice improvements would increase financial efficiency and long term sustainability.	**Increase**
Social	A forecasted increase in the Town's future population will in theory increase the demand for recreation services. However, if the trend in declining recreation participation continues, this will offset demand to a decrease of -0.2% per annum. At this point in time, demographic and social disadvantage drivers seem not to be a cause of demand change.	**Decrease**
Technological	Opportunity exists to manage and maintain the recreation portfolio more efficiently and sustainably and thus reduce demand. Major changes to participation rates caused by technology influences are unlikely. Possible increase in resource demand due to required additional asset management practices.	**Increase**
Legal	No identified demand change drivers.	**Neutral**
Environmental	Increased demand for clearer decision making around asset need. Increased demand for more environmentally sustainable recreation assets and maintenance techniques. Increased demand to use drought tolerant vegetation and non-rain sourced water.	**Increase**

Table 5: Future Demand Drivers

Demand Management

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

- Develop a climate change response plan for the recreation service.
- Investigate alternative energy sources for recreation services and other initiatives that improve service environmental sustainability.
- Review the Town's asset renewal funding ratio.
  Undertake a review of actual recreation participation rates within the Town.

Risk Management

A risk analysis of the current recreation asset management deficiencies identified by the AMP has been undertaken. The results are detailed in Appendix D. Table 6 outlines the top identified risks.

Ref.	Risk	Level of Risk	Further Action

Table 6: Major Recreation Asset Management Risks

Lifecycle Management Plan

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

Recreation Portfolio Physical Parameters

Table 7 details the types of recreation assets within the Town and their combined values.

Asset Type	Quantity (Number)	Current Replacement Cost	Fair Value	Annual Depreciation
Furniture	503	$1,772,162	$1,490,792	$47,535
Hardscape	133	$383,714	$253,748	$12,152
Irrigation	N/A	$1,082,382	$835,236	$48,623
Lighting	101	$484,539	$343,385	$19,953
Softscape	N/A	$771,493	$510,544	$44,243
Sports Equipment	88	$319,941	$273,443	$16,734
Structures	812	$1,651,306	$1,112,449	$63,793
Total	**1,637**	**$6,465,537**	**$4,819,597**	**$253,033**

Table 7: Recreation Portfolio Physical Parameters

Recreation Portfolio Condition

Table 8 details the percentage of asset types within each condition band.

Asset Type	Excellent	Good	Average	Poor	Very Poor	Unknown
Furniture	16%	55%	21%	5%	2%	1%
Hardscape	13%	62%	23%	1%	0%	1%
Irrigation	-	-	-	-	-	-
Lighting	10%	66%	14%	10%	0%	0%
Softscape	-	-	-	-	-	-
Sports Equipment	7%	31%	56%	6%	1%	0%
Structures	10%	57%	29%	3%	1%	0%
Total	**12%**	**56%**	**27%**	**4%**	**1%**	**0%**

Table 8: Recreation Portfolio Condition

Recreation Portfolio Data Confidence and Reliability

Table 9 details the reliability and confidence levels of the current asset data the Town holds. It is the Town's intention to maintain data confidence levels for all areas as either a 1 or 2.

Park Type	Inventory	Condition	Valuation
District POS	2	2	2
Drainage Reserves	1	1	1
Local POS	2	2	2
Neighbourhood POS	2	2	2
Pocket Parks	1	1	1
Regional POS	2	2	2
Road Closures	1	1	1

Table 9: Recreation Portfolio Data Confidence Levels

Lifecycle Management Strategies

Operation & Maintenance Strategy

The Town employs preventative maintenance strategies to maximise asset performance and minimise long terms costs. Each asset group's strategy is specifically designed for its own requirements. Technical maintenance service levels are listed in a standalone manual and the asset inspection frequencies in Appendix F. All planned maintenance activities are individually costed and used to inform long term budgets.

Renewal Strategy

Recreation assets are periodically inspected to determine their condition. Results are then used to predict assets' potential year of renewal. Staff then determine the timing, scope and budget of any future renewal project. Projects are then listed on a long term works programme and reported within this AMP.

Upgrade/New Strategy

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

Disposal Strategy

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

Financial

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

Projected Expenditure Requirements

Expense Type	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Year 5 2021/22
Operations					
Maintenance					
Renewal					
Upgrade					
New					
Disposal					
Required Funds					

Expense Type	Year 6 2022/23	Year 7 2023/24	Year 8 2024/25	Year 9 2025/26	Year 10 2026/27
Operations					
Maintenance					
Renewal					
Upgrade					
New					
Disposal					
Required Funds					

Expense Type	Year 11 2027/28	Year 12 2028/29	Year 13 2029/30	Year 14 2030/31	Year 15 2031/32
Operations					
Maintenance					
Renewal					
Upgrade					
New					
Disposal					
Required Funds					

Table 10: Recreation Asset Projected Expenditure Requirements

Projected Potential Revenue Sources

Source	Year 1	Year 2	Year 3	Year 4	Year 5
	2017/18	2018/19	2019/20	2020/21	2021/22
Nil					
Municipal Funds					

Source	Year 6	Year 7	Year 8	Year 9	Year 10
	2022/23	2023/24	2024/25	2025/26	2026/27
Nil					
Municipal Funds					

Source	Year 11	Year 12	Year 13	Year 14	Year 15
	2027/28	2028/29	2029/30	2030/31	2031/32
Nil					
Municipal Funds					

Table 11: Recreation Asset Projected Funding Sources

Plan Improvement and Monitoring

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

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Town reports on. Each ratio is described in Appendix H. The Town's current performance is recorded in Table 12.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2017	75% (above)		

Table 12: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 13.

Task No	Task	Responsibility	Timeline
1			
2			
3			
4			
5			
6			
7			
8			

Table 13: Recreation AMP Improvement Plan

Monitoring and Review Procedures

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

PROPERTY
ASSET MANAGEMENT PLAN

Part 2

Version 3.0

October 2017

Appendices

Appendix A - Legislation, Acts, Regulations & Standards

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

Legislation / Standard / Organisation	Requirement / Document
Local Government Act 1995	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery. The Act also provides guidance on the rules around local governments who derive revenue from operations such as non-core business.
Building Code of Australia	The Building Code of Australia (BCA) is Volumes One and Two of the National Construction Code (NCC). The BCA is produced and maintained by the Australian Building Codes Board (ABCB) on behalf of the Australian Government and State and Territory Governments. The BCA has been given the status of building regulations by all States and Territories.
Aboriginal Heritage Act 1972	Regulations and requirements that the Town must comply with relating to aboriginal heritage.
Aboriginal Heritage Regulations 1974	Preservation of the community places and objects used by traditional owners.
Native Title Act 1999	Regulations and requirements that the Town must comply with in relation to the use of land.
Dangerous Goods Safety Act 2004	Relates to the safe storage, handling and transport of dangerous goods.
Health Act 1911	Relates to the handling and disposal of hazardous materials including asbestos.
Dividing Fences Act (1961)	Local government exemption from 50/50 contribution for dividing fences abutting public open space.
Occupational Health and Safety Act 1984	The Occupational Health and Safety Act is concerned with protecting the safety, health and welfare of people engaged in work or employment. Full consideration and application of the Act should be given in order to identify, manage and reduce or mitigate the risk of harm to the

	Town's employees.
OSH Regulations 1996	The guidelines for employees and employers to undertake within the work environment
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people. Disability discrimination happens when people with a disability are treated less fairly than people without a disability. Disability discrimination also occurs when people are treated less fairly because they are relatives, friends, carers, co-workers or associates of a person with a disability.
Disability Services Act 1993	An Act for the establishment of the Disability Services Commission and the Ministerial Advisory Council on Disability, for the furtherance of principles applicable to people with disabilities, for the funding and provision of services to such people that meet certain objectives, for the resolution of complaints by such people, and for related purposes.
Disability Services Regulations 2004	Current amendments to Disability Services Act (1993)
Accounting Standards	= AASB 5 Non-Current Assets Held for Sale and Discontinued Operations = AASB 13 Fair Value Measurement = AASB 116 Property, Plant and Equipment = AASB 118 Revenue = AASB 119 Employee Benefits = AASB 136 Impairment of Assets = AASB 138 Intangible Assets = AASB 140 Investment Property = AASB 1051 Land Under Roads
Other Standards and Regulations	Other relevant documents include, but are not limited to: = AS/NZS 4360: 1995 Risk Management = All other relevant State and Federal Acts & Regulations = All Local Laws and relevant policies of the organisation
Town of Bassendean Policies	= 2.1 – Sustainable Bassendean Policy = 2.8 – Energy Use Policy = 5.12 – Services for Children and Families

	= 5.13 – Hyde Retirement Village = 5.15 – Services to Young People = 5.16 – Use of Community Facilities Policy = 6.12 – Communication & Consultation, Community & Stakeholders = 6.15 – Financial Sustainability Policy = 6.16 – Purchasing = 6.17 – Risk Management = 6.24 – Asset Management

Table 1: Legislative Requirements, Standards, Policies and Guidelines

Appendix B - AMP Stakeholders and Service Levels

AMP Stakeholders

Analysis of the Town's property portfolio revealed that there are 4 key stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

Figure 1: Property Stakeholders

Process for Developing Potential Service Levels

In developing the service levels for the property portfolio, the Town has generally applied the framework as set out in the International Infrastructure Management Manual (IIMM). The process broadly applies 5 steps, being:

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

Strategic Community Plan (SCP) Drivers

In addition to considering the needs and wants of different stakeholder groups, the SCP (2017-2027) was also reviewed to identify strategic priorities of relevance. The following table outlines those priorities and objectives that may influence this AMP's service levels.

Priority	Objective(s)	Strategies
Social	= 1.2 - Ensure all community members have the opportunity to be active, socialise and be connected	= 1.2.1 – Provide accessible facilities that support leisure, learning and recreation for people of all ages
Good Governance	= 5.1 – Enhance organisational accountability	= 5.1.5 – Ensure optimal management of assets

Table 2: Strategic Community Plan Objectives Aligned to the Property Portfolio

Consideration of the objectives listed above shows that the following property service areas are of high importance to the Strategic Community Plan:

= Accessibility
= Effective infrastructure management (monitored through the asset performance ratios)

Community Perceptions Survey

The Town has not historically undertaken research into customers' service expectations. The engagement of customers will be considered in future versions of this AMP.

Stakeholder Key Service Attributes

Each of the key stakeholders were considered as to what they value and expect from property assets. These needs and wants were captured and have been presented in the table below. Those considered of high importance (frequently reoccurring) and those which are needed, were then considered to form the basis of the AMP's Service Levels. Please note, no service attribute can occur more than once for any stakeholder group.

Stakeholder	Specific Needs/Wants	Need or Want?	Service Attribute
Town (Council & Staff)	Properties are managed to meet all applicable regulations	Need	Compliance
	Properties are managed in a financially sustainable manner	Want	Financial Sustainability
	Properties are maintained in a safe condition so as to minimise the Town's and users' risk exposure	Need	Safety
	Properties are accessible to all legal users	Want	Accessibility
	Properties are available for use when user's want them.	Want	Availability
	Properties are managed to reduce and where possible avoid, negative environmental outcomes	Want	Environmental Sustainability
	Users are satisfied with the properties	Want	Customer Satisfaction
	Properties are of a suitable quality to attract and retain staff	Want	Quality
	Properties have functional flexibility to be able to provide multiple services	Want	Flexibility
Residents & Landowners	Property portfolio adds to local aesthetics	Want	Aesthetics
	Property portfolio enhances local property values	Want	Quality
	Properties are designed and maintained in order to discourage anti-social	Want	Safety

	behaviour		
Visitors & Community Groups	Properties are accessible	Want	Accessibility
	Properties are available	Want	Availability
	Properties are well maintained and to a high standard	Want	Quality
	Properties are safe	Want	Safety
	Properties are well signed	Want	Signage
	Properties can be adapted to suit different services	Want	Flexibility
	Properties add to the Towns' aesthetic appeal	Want	Aesthetics
Local Business	Properties are accessible	Want	Accessibility
	Properties are available	Want	Availability
	Properties are well maintained and to a high standard	Want	Quality
	Properties adds to the aesthetic appeal of the Town	Want	Aesthetics
	Properties represent value for money	Want	Financial Sustainability
	Properties enhance trade	Want	Economic Development
	That consultation occurs on major property projects	Want	Consultation

Table 3: Stakeholder Service Levels

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

= Compliance – Frequency: 1 and Needed
= Quality – Frequency: 4
= Safety – Frequency: 3 and Needed

Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder service attributes, four KPIs have been selected.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Data Confidence
Accessibility	SCP	Buildings can be accessed by users of all physical abilities.	Percentage of buildings meeting or exceeding universal access requirements.	TBC	TBC	-
Compliance & Safety	Stakeholder attributes	Ensure effective management of risks to health in accordance with relevant legislation and community needs.	Percentage of compliance, safety and maintenance defects corrected within intervention targets.	TBC	TBC	-
Quality	Stakeholder attributes & SCP	Ensure that buildings are clean, inviting, damage and graffiti free and reflect heritage values where appropriate.	Number of complaints per year.	TBC	TBC	-
		Buildings are maintained in a good condition.	Percentage of building components, by value, within their renewal intervention level.	TBC	TBC	

Table 4: Service Level Targets and Performance

Appendix C - Demand

Background

Predicting future demand for services is an important element of any organisation's asset management practices. It enables practitioners to plan ahead and identify the best way of meeting future demand.

This section of the AMP looks at both historical and future levels of demand. Whilst future demand is arguably the more important focus, crucial evidence and trends can be learnt from examining what has happened, and what is happening. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct. The Demand Section takes a broad view to possible demand influences and as an outcome, attempts to identify those most likely to have the greatest impact on demand over the life of the AMP.

Historic Property Demand

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

Population Change

When the overall population change of the Town (Figure 2) between 2001 and 2016 is considered, the population at census night has risen from 13,306 to 15,087. This 15 year increase of 1,781 people (+13%) would suggest that demand for some property based services may have increased.

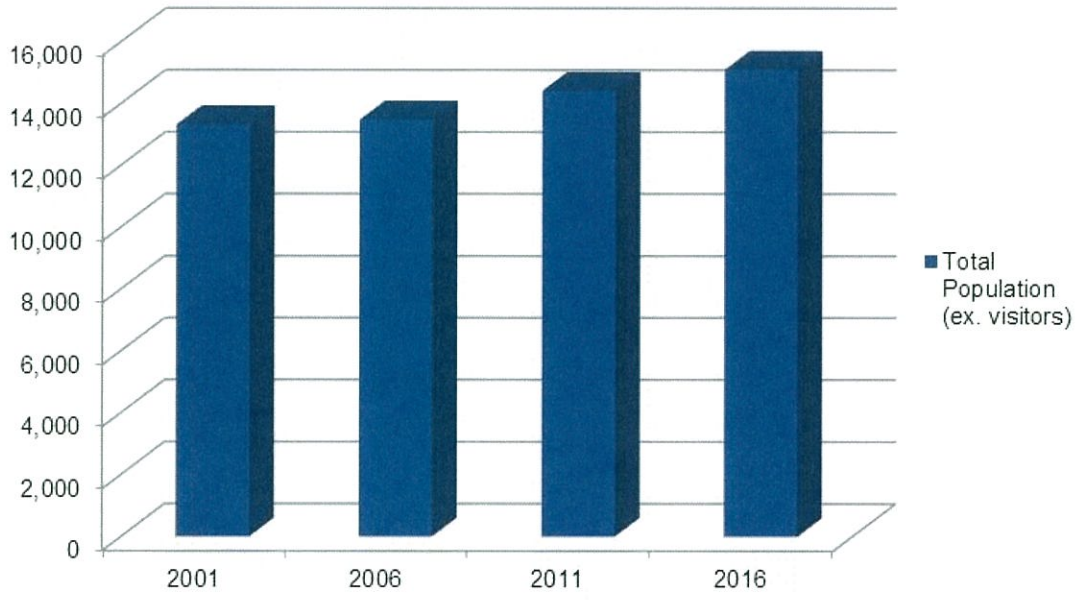


Figure 2: ABS Census Population – Town of Bassendean 2001 - 2016

Demographic Change

ABS census results between 2001 and 2016 show that despite growth in the Town's overall population, its median age has remained unchanged, at 39 years of age. While population increases can be observed in all-bar-two age bands, the stationary median age would suggest that demographics have not been a major influence on demand change.

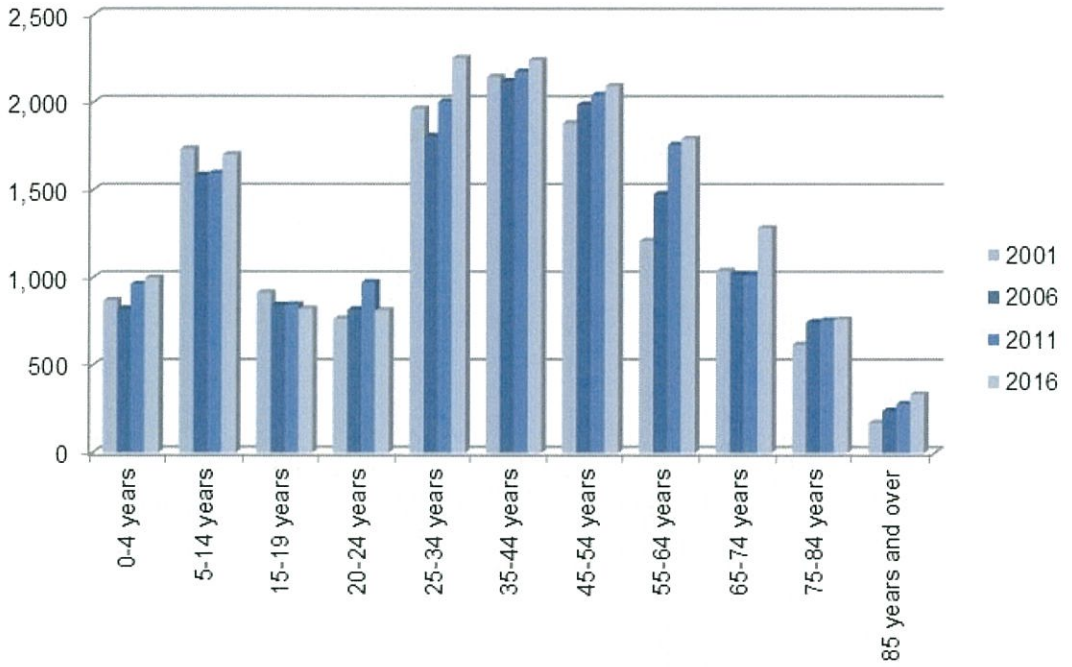


Figure 3: ABS Census Demographics – Town of Bassendean 2001-2016

Recreation Participation Change

The ABS Participation in Sport and Physical Recreation Survey was last conducted in 2013-14 and has been conducted periodically since 1995-96. Within Australia, walking for exercise remained the most popular activity over time with a participation rate of 19.2%. The second and third most popular activities were fitness/gym (17.4%) and jogging/running (7.4%) respectively.

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

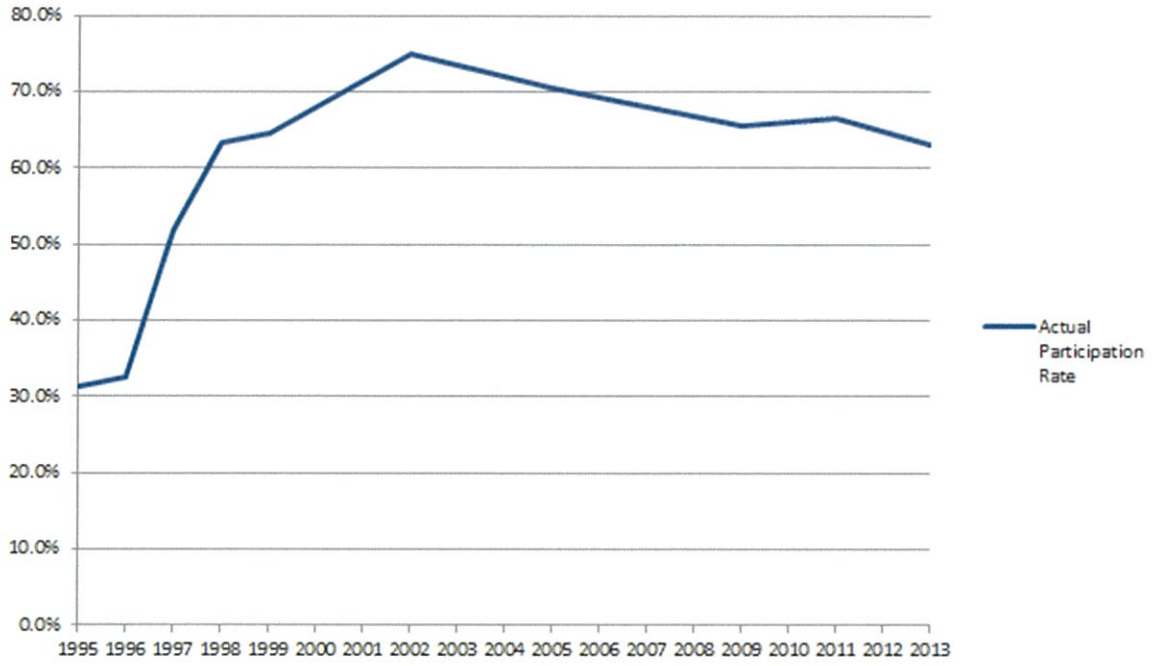


Figure 4: ABS Sport and Recreation Participation Rates

Tourist & Visitor Numbers Change

Outside of immediate local demand, there may be potential demand from visitors to the Town, whether day trippers or tourists. Figures from Tourism WA show that over the past 5 years, the estimated number of visitors to/within the Perth Metropolitan area have risen from 13.2million in 2012/13 to 18.2million in 2016/17. However, the Town has no significant tourist service buildings and as such, this growth is not thought to have had an impact on demand.

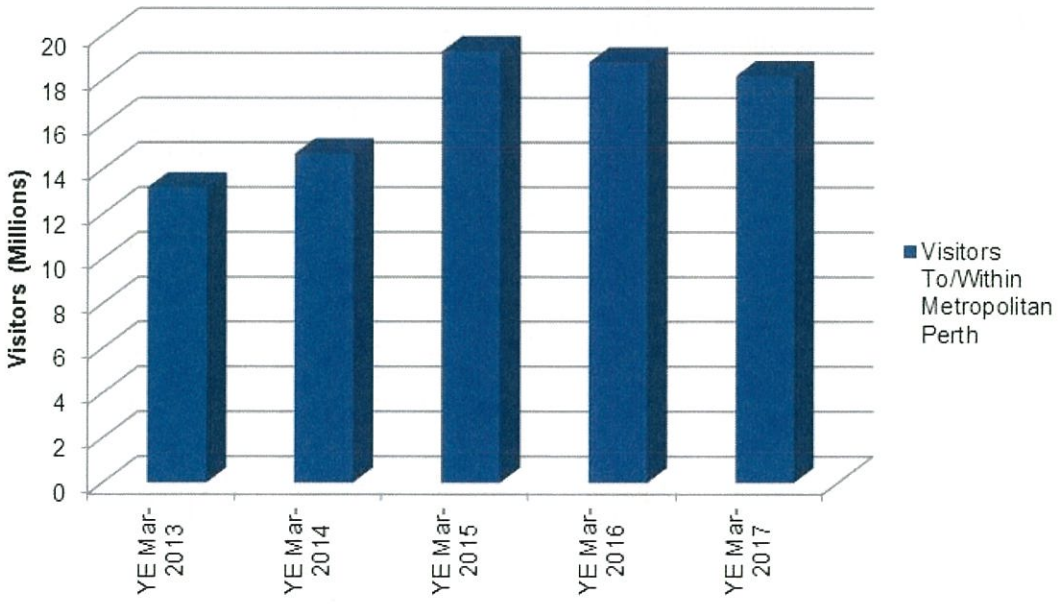


Figure 5: Estimated Perth Metropolitan Visitors (Source: Tourism WA March 2017)

Rainfall Change

Consideration of historical annual rainfall may provide an indication of climate change and whether buildings in particular will need to adapt to meet water supply challenges. Figure 6 shows the annual total rainfall at the Midland weather station from 1886 to 2016. Considering the linear trend line, it can be seen that average annual rainfall levels are falling, from approximately 880mm to 680mm. As such, it is fair to assume that the cost of water supply to buildings has become increasingly expensive. In turn, this may have increased pressure on the Town to monitor property's water usage levels and implement water saving tactics.

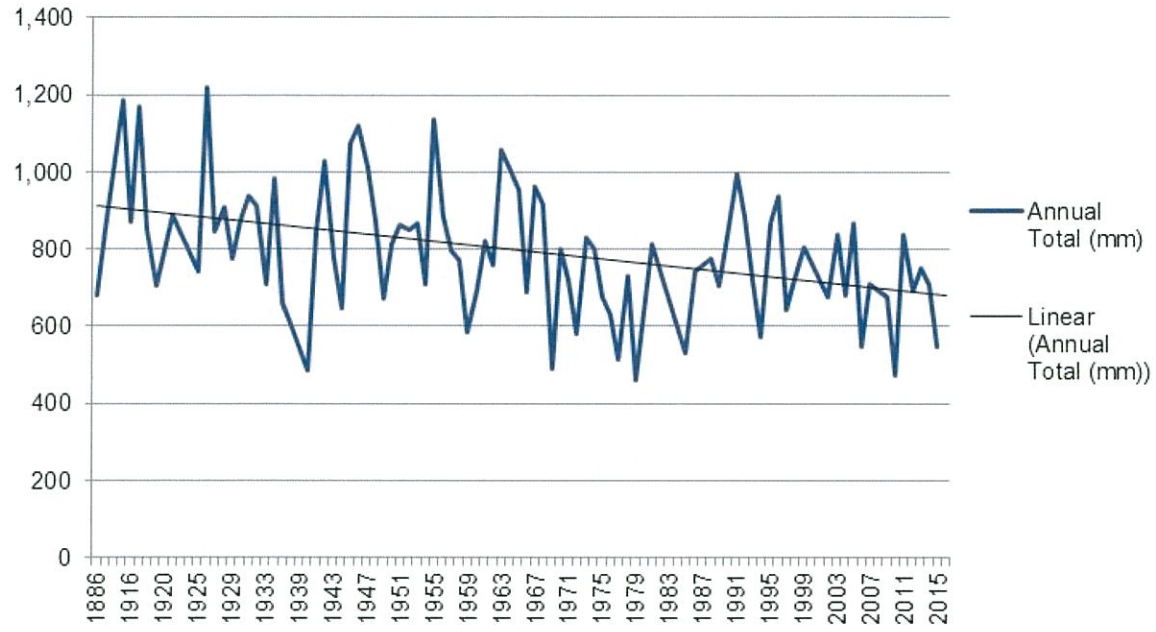


Figure 6: Historical Annual Rainfall (Midland Weather Station)

Temperature Change

A review of the historical annual monthly mean maximum temperatures shows that between 1945 and 2016, there has been an increase from about 31.8 degrees to 33.6 degrees (Figure 7). This change demonstrates that the local environment is indeed experiencing hotter temperatures. Over time, this climatic temperature change is likely to affect a number of property assets, their component's lives and even operational costs. If this occurs, then the whole of life costs will increase, resulting in additional budgetary demands.

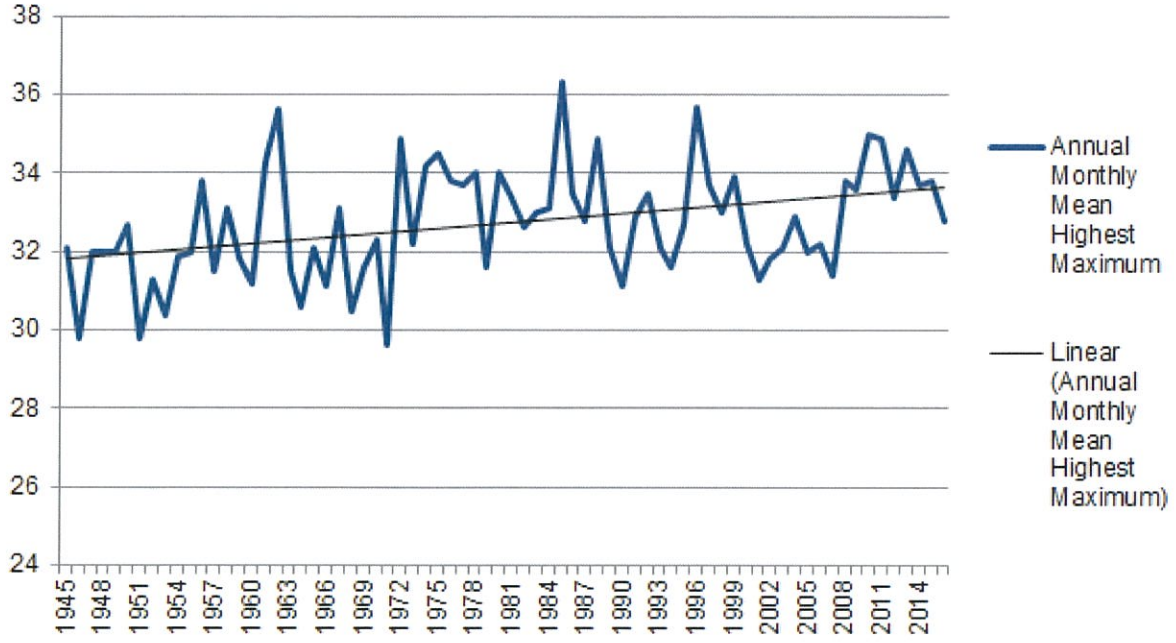


Figure 7: Historical Annual Monthly Mean Highest Maximum Temperature (Perth Airport Weather Station)

Future Demand Drivers

In order to identify future demand pressures on the Property Portfolio (both positive and negative), six driver categories, being political, economic, social, technological, legal and environmental have been considered. Drivers such as these will not only influence actual usage levels, but also possibly require future resources to meet specific needs or goals. Each of these demand drivers are discussed below and their effect summarised. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

Political Demand

Council

The largest area of demand that the Town's Council can influence is that around changes to service levels. For example, by enforcing changes to current maintenance practices (e.g. increasing cleaning frequency) or by providing enhanced services (e.g. building additional infrastructure), Council can then also increase or decrease the associated whole of life costs. To ensure that this demand is managed, Council need to be informed on both service demand from other areas, as well as the financial sustainability of the service levels that they may wish to provide. This AMP will help to ensure demand changes imposed by Council are manageable

Integrated Planning and Reporting and Fair Value

The introduction of the Integrated Planning and Reporting Framework (IPRF) to WA local governments, as well as the requirement of fair value accounting standards, has meant that there is now increased demand for improved asset and financial management practices. These requirements are most likely to remain in place over the life of this AMP. It is therefore likely that the Town will need to continue to increase the resources it allocates for asset management practices, and continue to make steady improvements.

Rate Capping

Within WA there has been recent debate on the possible introduction of rate capping. Such an initiative would prevent large future increases in rate rises. As a result, there would be increased demand to ensure that service provision is well defined and its resource requirements well understood. However, by continuing to improve its asset management practices, the Town will be able to limit the effect of any possible rate capping scheme.

Change Effect: IPRF legislation requirements means that the Town still needs to sustain or even increase the resources it allocates to its corporate asset management activities. Specifically, greater internal ownership and practice improvements are required. Potential rate capping legislation may cause long term financial challenges.

Economic Demand

Utility Costs and Availability

The operation and maintenance of the Town's property assets uses basic commodities such as energy (e.g. electricity) and water. Energy costs, typically in the form of electricity, have increased sharply over the last 15-20 years due to the higher costs of supply and transmission/transportation. Equally, with falling rainfalls and higher median maximum temperatures, water security and cost have also become increasingly important.

It is likely that prices for basic commodities will continue to rise above normal inflation levels over the life of this AMP. To help protect itself against future price increases, there is value in the Town investigating and implementing resource reduction tactics (e.g. water saving devices). Furthermore, the addition of energy generating and storage technologies may also help to assist with the reduction of energy costs.

Council Financial Sustainability

In recent years there has been a moderate level of publicity and investigation into the long term sustainability of WA local governments. A key introduced initiative has been the publication of a number of asset sustainability ratios. These are published in the Town's Annual Report and also through the mycouncil.wa.gov.au website. A review of the 2015/16 ratios showed that the Town was underperforming in the asset sustainability ratio. This suggests that the Town has underfunded past renewal needs. In addition, the asset consumption ratio (a measure of assets' average state of condition) is also at the lower end of the preferred range. This further strengthens the thought that the Town has historically underfunded asset renewal.

Looking forward, the asset renewal funding ratio (ARFR) seems to suggest that through its Long Term Financial Plan, the Town will meet emerging renewal needs. However, the LTFP's bottom line remains underfunded. As such there are concerns about how future works will be funded. An improvement action to undertake further analysis into transport assets' long term financial sustainability has been listed.

Change Effect: Demand pressure to reduce the use of non-renewable energy resources and to increasingly reuse water and/or reduce water usage. The long term financial sustainability position of the Town broadly looks questionable and requires further investigation.

Social Demand

Population

Western Australia Tomorrow is a set of forecasts representing the best estimate of Western Australia's future population size based on current fertility, mortality and migration trends. These trend forecasts are used to identify potential preferred future scenarios that can be built upon; as well as less favourable possibilities for which

mitigating action can be taken. The forecast contains a Town population forecast spanning from 2011 until 2026. The forecast contains 5 bands of population projections, with A being the most pessimistic and E the most optimistic. The results are shown in Table 5.

Year	Band A	Band B	Band C	Band D	Band E
2011	15,180	15,180	15,180	15,180	15,180
2016	15,810	16,060	16,290	16,480	16,820
2021	16,230	16,640	16,980	17,280	17,770
2026	16,530	17,060	17,490	17,870	18,490
Change	+1,350 (9%)	+1,880 (12%)	+2,310 (15%)	+2,690 (18%)	+3,310 (22%)

Table 5: Population Forecasts by Bands

When the 2016 census results are considered, it suggests that the Town's population is growing at approximately 1.0% per annum (5 year rolling average), being broadly in line with Band A. This suggests that an additional 1,350 people may live within the Town by 2026. However, this small number is unlikely to result in a significant increase in service demand and hence the building portfolio.

Demographics

Historical census data showed that the Town's median age has remained steady at 39, between 2001 and 2016, bucking a national ageing population trend. As such, this stability may mean that demand change due to demographic drivers is unlikely.

Social Disadvantage

A review of the ABS 2011 SEIFA index of advantage and disadvantage showed that the Town has an index number of 1003. This places the Town at the 74 percentile within Australia and 62 percentile within WA. This means that the Town's population are generally above average in the index, suggesting that as a community, there are less access barriers to property based services (e.g. cost).

Participation Rates

Figures from the ABS' Sport and Recreation Participation surveys show that since 2002, participation has fallen by around 11.9% by 2013. If this decline of around 1.08% per annum were to continue, then participation rates may fall to around 49% by 2036, as shown in Figure 8. The ABS figures also suggest that demand for different activities has changed. Therefore there is a need to regularly review the activities which are the most popular within the Town and align services to demand.

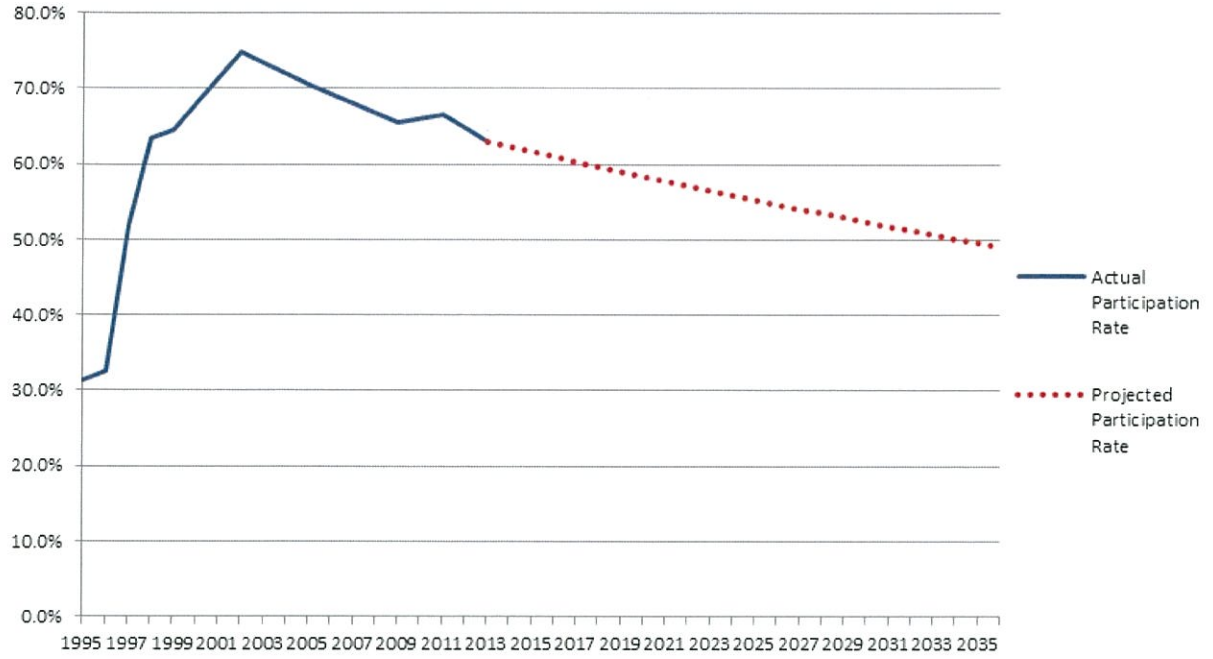


Figure 8: WA Actual (ABS) and Projected Recreation Participation Rates

When the potential rate decline is considered against the Town's projected future population (Figure 9), it shows that the actual numbers of sport and recreation participants may actually decline. The figures predict that decline is likely to be around 0.2% per annum, or about -16 people per year. As such, any slight increase in service demand from population growth will be offset by declining participation rates.

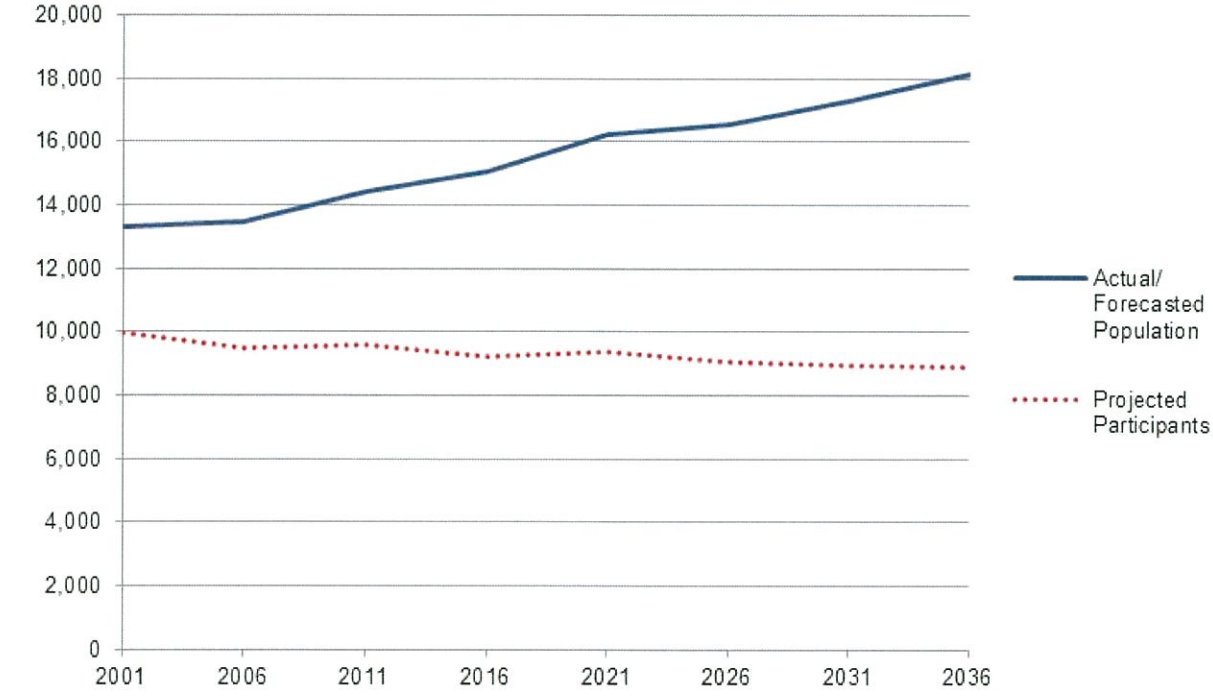


Figure 9: Projected Town Population and Actual Recreation Participation

Change Effect: A forecasted increase in the Town's future population will in theory increase the demand for property based services. However, if the trend in declining recreation participation continues, this will offset actual demand to an overall decrease of -0.2% per annum. At this point in time, demographic and social disadvantage drivers seem not to be a cause of demand change.

Technological Demand

Condition Monitoring and Asset Management Systems

Changes and improvements to the way WA local governments are managing their infrastructure means that there is a growing need to develop and manage data in the form of inventories, condition ratings, financial performance etc. To meet this need the Town already operates a number of robust GIS databases that provide the platform for the storage and display of asset information. Opportunity exists to build upon the existing databases and provide even stronger information outcomes. This includes refining the accuracy and robustness of asset data and strengthening the relationships between the GIS databases and the financial management system. These areas will require an increase in resources to achieve.

Remote Technologies

In recent years, there has been a steady growth in the availability of remote sensing and operations technologies. While its appropriateness to the Town's property portfolio is not entirely clear, it is likely that over the life of this AMP, that there will be an increasing opportunity for its implementation. For example, technologies may be able to be introduced that will enhance and/or enable remote sensing and monitoring, energy generation and recovery, mechanical efficiencies and so on. A key aspect of this change is ensuring that the Town identifies, evaluates and, where appropriate, applies these technologies

Change Effect: Opportunity exists to manage and maintain the property portfolio more efficiently and sustainably. Demand and cost for some consumables can be lowered with new technologies.

Legal Demand

Litigation

In providing and maintaining property assets which are fit for purpose and safe, the Town undertakes a range of different maintenance activities. However, there is currently scope to improve a number of these activities, which may in turn not only improve the financial efficiency of individual properties, but also lower stakeholders' risk exposure. An improvement action to complete the establishment of broad maintenance service levels has been listed.

Change Effect: Increase demand for improved inspection and preventative maintenance practices.

Environmental Demand

Environmental Sustainability

In recent years, the community's awareness of environmental issues, including climate change, has resulted in some change to habits and broader government legislation. It is likely that over the term of this AMP that infrastructure managers will have to ensure that assets are maintained at increasingly environmentally sustainable levels. This will include:

- Questioning whether assets are required
- Ensuring that maximum life is obtained from assets
- That construction and maintenance techniques reduce and avoid the use of virgin materials wherever possible

While opportunities to reduce the Town's energy and material consumption have already been discussed, and remain valid, there is also a driver to identify and consider other activities that can increase properties' environmental sustainability. Establishing a process to identify and consider possible initiatives has been listed as an improvement action.

Climate Change

Historical data (Figure 6 and Figure 7) shows that regardless of cause, Perth is becoming increasingly dryer with less rainfall, but also hotter with higher mean maximum temperatures.

Looking forward, properties are likely to increasingly meet the challenges such as:

- maintaining climatically controlled environments, during hotter weather and with likely higher energy costs
- reducing water consumption
- resisting shorter asset lives due to climate change
- handling storm type rainfall events

In order to deliver the required levels of service into the future, specific strategies and technologies will have to be applied to buildings in order to meet climate change effects.

Change Effect: Increased demand for clearer decision making around asset need. Increased demand for more environmentally sustainable assets and maintenance techniques. Implementation of energy and water saving tactics. Strong planning is required to ensure that asset lives are not shortened by climate change.

Appendix D - Risk Management Analysis

This appendix details the desktop risk analysis undertaken on the management of the property portfolio. The risk analysis has considered ISO 31000 (Risk Management).

Risk Context

The risk analysis applies only to the management activities undertaken on the property portfolio. It does not seek to identify physical risks. The following statement defines what an 'acceptable' level of risk is with regards to property infrastructure.

Through risk management, the Town of Bassendean aims to:

- Protect the quality of the property portfolio
- Protect users of property assets
- Protect the Town's assets and public image
- Reduce the Town's exposure to risk
- Promote effective financial and asset management practices

This will be achieved through:

- Identifying, decreasing the likelihood, and mitigating the consequences of, risk within the constraints of sensible commercial objectives and practices
- Applying risk based practices to the management of property assets and associated decision making
- Maintaining safe and reliable plant, equipment and infrastructure
- Preparing appropriate contingencies
- Reviewing the risk profile of the property portfolio at appropriate intervals and when circumstances dictate
- Maintaining an up to date Property AMP

Risk Criteria

The following criteria have been applied as part of the risk analysis.

Risk Matrix

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Likelihood Scale

Level	Likelihood Scale		
	Descriptor	**Indicative Frequency**	**Probability**
5	The event is expected to occur in most circumstances	More than once per year	> 90% chance of occurring
4	The event will probably occur in most circumstances	At least once per year	60% - 90% chance of occurring
3	The event should occur at some time	At least once in 3 years	40% - 60% chance of occurring
2	The event could occur at some time	At least once in 10 years	10% - 40% chance of occurring
1	The event may only occur in exceptional circumstances	Less than once in 15 years	< 10% chance of occurring

Consequence Scale

Severity Level	Consequence Types						
	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
5	Fatality, permanent disability	More than $500,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact
4	Lost time injury (>5 days)	$50,001 - $500,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, widespread high impact on community trust, high media profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
3	Medical type injuries	$10,001 - $50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
2	First aid injuries	$1,001 - $10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, localised impact on community trust or low media item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
1	Negligible injuries	Less than $1,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, localised low impact on community trust, low profile or no media item	Inconsequential or no damage.	Contained, reversible impact managed by on site response

Risk Analysis

Asset: Property Portfolio				Compiled by: Ben Symmons (AIM)							Date: 09-Oct-17		
Date of risk review:				Reviewed by:							Date:		
Reference	The Risk	Event (what can happen)	Cause (how this can happen)	Consequence (What can happen)	Existing controls	Effectiveness of existing controls	Analysis (1 (Low) - 5 (High)) Likelihood	Consequence	Level of risk	Risk priority	Treat Risk (Y/N)	Further Action
1	AMP has no monitored service levels	AMP outputs do not align to formal performance targets	Lack of leadership and/or resource(s)	Town lacks control over the management of service outputs	None	Nil	4	4 (F)	High	= 1	Yes	Begin to monitor service levels
2	Community satisfaction	Satisfaction levels with buildings falls	Poor asset management practices. Poor service planning.	Community satisfaction falls, usage falls, discord rises	AMP	Low	3	3 (R)	Moderate	= 7		
3	Service demand increases	Demand can not be serviced	Demand increases due to a range of drivers (see AMP)	Demand can not be serviced, user discord	AMP	Moderate	3	3 (R)	Moderate	= 7		
4	AM practices	AM practices are insufficient	Lack of high level management and internal resources.	Service delivery costly, potential legislation breaches	AMP, AM Policy, AM Contract	High	3	3 (FI)	Moderate	= 7		
5	Resource consumption	Consumption of resources becoming increasingly expensive	Significant prices increases for electricity, water etc.	Service delivery costly	AMP	Moderate	2	4 (FI)	Moderate	= 10		
6	Usage	Usage and capacity levels of buildings is not clearly known	Lack of data collection process	Asset under or over utilised, service delivery disjointed	AMP	Low	3	2 (R)	Moderate	= 12		
7	Technology changes	Technology changes not identified and/or slowly integrated into buildings	Lack of internal expertise, lack of driver, narrow management focus.	Opportunities to improve building efficiencies slow to be realised and/or services improved.	AMP	Low	2	3 (FI)	Moderate	= 12		
8	Future Works Programme	Future capital works not sufficiently predicted and/or planned	Internal focus on day to day works, little long term vision.	Higher rate of failure, higher long term costs, poor service delivery	Works programme	Low	4	4 (FI)	High	= 1	Yes	Work with staff to identify future works.
9	Lifecycle management strategies	Not implemented and/or adhered to	Lack of high level focus on asset management	Inefficient practices, potential legislation breaches	AMP	Moderate	4	2 (C)	Moderate	= 10		
10	Financial projections	Financial projections of low confidence	Lack of high level focus on asset management, poor practices, poor condition data etc.	Projections misaligned with actual requirements	AMP	Moderate	3	4 (FI)	High	= 4		
11	Project prioritisation	Capital projects not prioritised against strategic community plan objectives	Lack of a process	Projects do not effective move the Town towards its strategic objectives in an efficient way	Works programme	Low	4	4 (FI)	High	= 1	Yes	Develop a capital project evaluation procedure and test.
12	Planned maintenance	Planned maintenance programmes not formally implemented	Lack of software assistance and base programme	Maintenance more reactive focussed than planned, resulting higher costs	AMP	Low	3	4 (FI)	High	= 4		
13	Performance measures	Ratios outside of target bands	Low confidence input data, poor AM practices etc.	Poor service delivery for cost, possible bad publicity	AMP	Moderate	4	3 (R)	High	= 4		

Table 6: Asset Management Plan Risk Analysis

Appendix E - Portfolio Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Town collects and maintains a range of data on its property portfolio. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 8 details the reliability and confidence levels of the current asset data the Town holds. In assessing the data, the Town has applied the IIMM confidence framework as detailed in Table 7.

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

Table 7: Data Confidence Measures

Asset Class	Inventory	Condition	Valuation
Buildings	2	2	2
Freehold Land Parcels	1	N/A	2

Table 8: Property Portfolio Data Confidence Levels

Inventory & Valuation

The following section outlines the Town's property assets as of 30 June 2017.

Buildings

Asset No.	Name	Street Name	Suburb	Insurance Value	Fair Value	Depreciation Expense
2157	4A Somerton Road	4A Somerton Road	Bassendean			
2158	4B Somerton Road	4B Somerton Road	Bassendean			
2155	6A Elsfield Way	6A Elsfield Way	Bassendean			
2156	6B Elsfield Way	6B Elsfield Way	Bassendean			
2004	Administration Building	48 Old Perth Road	Bassendean	$2,304,000	$1,282,126	$48,497
2002	Alf Faulkner Community Centre	Mary Crescent	Eden Hill	$683,920	$528,544	$11,677
2027	Alf Faulkner Tennis Pavilion & Courts	Ivanhoe Street	Eden Hill	$13,440	$9,887	$114
2014	Anzac Terrace Reserve Toilet Block	Ivanhoe Street	Bassendean	$103,730	$75,964	$1,333
2003	Ashfield Community Centre	Colstoun Road	Ashfield	$1,221,200	$1,038,353	$22,775
2006	Ashfield Reserve Fire Brigade Shed	Colstoun Road	Ashfield	$20,800	$14,643	$238
2032	Ashfield Reserve Grandstand	Colton Road	Ashfield	$192,000	$164,931	$2,182
2031	Ashfield Reserve Public Toilets	Colstoun Road	Ashfield	$255,600	$241,147	$3,067
2036	Ashfield Soccer Clubroom	Car Haig & Colton	Ashfield	$866,800	$598,439	$16,875

Asset No.	Name	Street Name	Suburb	Insurance Value	Fair Value	Depreciation Expense
		Road				
2071	Ashfield Soccer Clubroom - Change Rooms (Separate Building)	Car Haig & Colstoun Road	Ashfield			
2072	Ashfield Soccer Clubroom - Massage Room (Addition)	Cnr Haig & Colstoun Road	Ashfield			
2029	Bassendean Bowling Club	Hamilton Street	Bassendean	$1,172,100	$582,307	$21,924
2009	Bassendean Library	46 Old Perth Road	Bassendean	$4,918,020	$4,391,761	$90,347
2028	Bassendean Oval Bill Walker Stand	Guildford Road	Bassendean	$557,550	$273,205	$12,101
2163	Bassendean Oval Can Bar	Old Perth Road	Bassendean			
2005	Bassendean Oval East Toilet Block	Old Perth Road	Bassendean	$119,280	$73,400	$1,609
2162	Bassendean Oval Gardens Storage Shed	Old Perth Road	Bassendean	$18,600	$13,126	$160
2034	Bassendean Oval R.A McDonald Stand	Cnr Guildford & West Road	Bassendean	$767,900	$379,791	$14,596
2035	Bassendean Oval Shelters	West Road	Bassendean	$165,900	$105,771	$2,069
2068	Bassendean Oval Ticket Shelter	Old Perth Road	Bassendean			
2015	Bassendean Oval Toilet Block	Guildford Road	Bassendean	$129,800	$80,915	$1,668
2018	Bassendean Oval West Toilet Block	West Road	Bassendean	$190,300	$120,419	$2,466

Asset No.	Name	Street Name	Suburb	Insurance Value	Fair Value	Depreciation Expense
2038	Bassendean Tennis Clubhouse	Hamilton Street	Bassendean	$103,142	$53,234	$2,004
2062	Bassendean Tennis Clubhouse - Transportable	Hamilton Street	Bassendean	$66,400	$48,201	$2,542
2012	Bassendean Townsite Public Toilets	James Street	Bassendean	$118,800	$82,818	$1,571
2039	Bassendean Turnstiles-Rose Garden	Old Perth Road	Bassendean			
2069	BIC Reserve Storage Shed	Hamilton Street	Bassendean	$25,854	$18,614	$219
2056	Bowling Club - Greenkeepers Shed	Hamilton Street	Bassendean	$42,900	$29,045	$474
2057	Bowling Club - Meeting Room	Hamilton Street	Bassendean			
2053	Bowling Club - Metal Garden Storage Shed	Hamilton Street	Bassendean	$8,400	$3,476	$201
2030	Caledonian Pavilion	Northmoor Road	Eden Hill	$616,712	$400,755	$12,800
2070	Car/Truck Port - BIC Reserve	Hamilton Street	Bassendean			
2020	Casa Mia Montessori School	11 Hamilton Street	Bassendean	$343,200	$214,242	$6,917
2058	Casa Mia Montessori School - Blue Building	Hamilton Street	Bassendean			
2059	Casa Mia Montessori School - Patio	Hamilton Street	Bassendean			
2060	Casa Mia Montessori School - Third Building	Hamilton Street	Bassendean			

Asset No.	Name	Street Name	Suburb	Insurance Value	Fair Value	Depreciation Expense
2061	Casa Mia Montessori School - Garden Shed	Hamilton Street	Bassendean			
2019	Customer Service Centre	35 Old Perth Road	Bassendean	$1,071,000	$731,232	$31,129
2051	Depot Admin (Metal Office)	Cnr Troy & Scaddan Street	Bassendean	$42,480	$34,007	$1,214
2001	Depot Administration Building	Cnr Scadden Street & Troy Street	Bassendean	$455,000	$315,196	$12,112
2024	Depot Carpenters Shed	Cnr Troy & Scaddan Street	Bassendean	$32,585	$21,881	$385
2048	Depot Chemical Store / Dog Kennels	Cnr Troy & Scaddan Street	Bassendean	$65,424	$46,315	$703
2052	Depot Green Storage Shed S/E Corner Depot	Cnr Troy & Scaddan Street	Bassendean	$12,600	$10,678	$140
2049	Depot Leisure Services' Storage Shed	Cnr Troy & Scaddan Street	Bassendean	$28,080	$25,048	$583
2050	Depot Senior Citizens Storage Shed	Off Centenary Court	Bassendean	$39,960	$33,851	$406
2159	Depot SES Building	Cnr Troy & Scaddan Street	Bassendean	$92,400	$82,178	$998
2160	Depot SES Large Shed	Cnr Troy & Scaddan Street	Bassendean	$21,700	$19,397	$234
2161	Depot SES Truck Shed	Cnr Troy & Scaddan Street	Bassendean	$9,920	$8,529	$109

Asset No.	Name	Street Name	Suburb	Insurance Value	Fair Value	Depreciation Expense
2047	Depot Shed attached to rear Workshop & Office	Cnr Troy & Scaddan Street	Bassendean			
2025	Depot Truck Shed	Cnr Troy & Scaddan Street	Bassendean	$116,560	$92,091	$1,235
	Depot Welders Shed	Cnr Troy & Scaddan Street	Bassendean	$13,680	$13,680	$278
2026	Depot Workshop & Office	Cnr Troy & Scaddan Street	Bassendean	$412,200	$306,965	$5,924
2065	Hyde Retirement Village - Storage Room & Toilet	2-8 James Street	Bassendean	$20,800	$14,521	$210
2040	Hyde Retirement Village Units 13-17	2-8 James Street	Bassendean	$459,050	$351,764	$8,572
2041	Hyde Retirement Village Units 1-6	2-8 James Street	Bassendean	$555,600	$425,749	$10,375
2042	Hyde Retirement Village Units 18-19	2-8 James Street	Bassendean	$193,700	$148,430	$3,617
2043	Hyde Retirement Village Units 20-25	2-8 James Street	Bassendean	$555,600	$425,749	$10,375
2044	Hyde Retirement Village Units 26-27	2-8 James Street	Bassendean	$231,050	$183,959	$4,314
2045	Hyde Retirement Village Units 28-31	10 James Street	Bassendean	$370,950	$295,346	$6,927
2046	Hyde Retirement Village Units	2-8 James Street	Bassendean	$555,600	$425,749	$10,375

Asset No.	Name	Street Name	Suburb	Insurance Value	Fair Value	Depreciation Expense
	7-12					
2021	Infant Health Clinic	Hamilton Street	Bassendean	$152,480	$110,466	$3,998
2033	Jubilee Kiosk	Jubilee Avenue	Eden Hill	$200,700	$161,230	$3,287
2007	Jubilee Reserve Change Rooms & Toilets	Robinson Street	Eden Hill	$131,600	$87,018	$1,647
	Jubilee Reserve Storage Shed	Robinson Street	Eden Hill	$20,520	$16,546	$440
2008	Learning & Sharing Centre	1 Surrey Street	Bassendean	$298,400	$69,833	$4,732
2063	Learning & Sharing Centre - Add on building	1 Surrey Street	Bassendean			
2064	Learning & Sharing Centre - Wash House	1 Surrey Street	Bassendean	$15,750	$7,614	$153
2010	Maltese Association Hall	May Holman Drive	Bassendean	$1,264,500	$1,110,977	$20,612
1068	Maltese Association Hall - Lockup Storage Shed	May Holman Drive	Bassendean			
2054	Maltese Association Hall Storage Shed	May Holman Drive	Bassendean			
2011	Pensioner Guard Cottage	1 Surrey Street	Bassendean	$108,000	$71,763	$928
2067	Point Reserve - Public Toilets	Surrey Street (Point Reserve)	Bassendean	$70,752	$68,138	$868
2017	Sandy Beach Reserve Toilets & Change Rooms	West Road	Bassendean			
2013	Senior Citizens Centre	50 Old Perth Road	Bassendean	$701,950	$307,700	$15,331

Asset No.	Name	Street Name	Suburb	Insurance Value	Fair Value	Depreciation Expense
2022	Spark Early Learning Centre	Ivanhoe Street	Eden Hill	$495,750	$410,341	$8,002
2055	Spark Early Learning Centre - Storage Shed	Ivanhoe Street	Eden Hill	$13,500	$10,125	$124
2037	Stan Moss Pavilion	Robinson Road	Eden Hill	$1,157,760	$676,897	$19,190
2016	Success Hill Reserve Toilet Block	River Street	Bassendean	$92,856	$74,009	$1,141
	Wind In The Willows Child Care Storage Shed	28-30 Wilson Street	Bassendean	$8,550	$8,412	$174
2023	Wind In The Willows Child Care	28-30 Wilson Street	Bassendean	$642,450	$428,262	$11,728

Table 9: Building Inventory and Values

Land

PIN Number	Physical Location	Assessment Number	Area (sq.m.)	2017 Fair Value
176413	Lot: 3, 27 Hardy Rd, Ashfield	A2362	6,462	$180,000
176416	Lot: 667, Kitchener Rd, Ashfield	A45999	15,513	$471,577
176429	Lot: 12, 25 Hardy Rd, Bassendean	A2352	5,428	$180,000
176436	Lot: 668, Kitchener Rd, Ashfield	A45999	935	$28,423
176445	Lot: 1097, 55 Ashfield Parade, Ashfield	A625	1,188	$178,000
176550	Lot: 144, 97 Broadway, Bassendean	A625	25,870	$860,547
176906	Lot: 27, 11 Cyril Street, Bassendean	A1982	707	$210,000
176907	Lot: 28, Shackleton Street, Bassendean	A4783	494	$210,000
177135	Lot: 104, Bridson Street,	A45998	254	$25,000
177223	Lot: 22, 28 Wilson Street, Bassendean	A5615	486	$237,500
177268	Lot: 25, 34 Wilson Street, Bassendean	A5618	486	$237,500
177270	Lot: 24, 32 Wilson Street, Bassendean	A5618	486	$237,500
177272	Lot: 23, 30 Wilson Street, Bassendean	A5617	486	$237,500
177428	Lot: 178, 35 Old Perth Road, Bassendean	A4032	473	$500,000
177430	Lot: 501, 2 James Street, Bassendean	A2827	4,047	$971,344
177431	Lot: 165, 10 James Street, Bassendean	A2835	1,011	$242,656
177447	Lot: 134, 35 Hamilton Street, Bassendean	A2156	1,036	$245,667
177448	Lot: 136, 33 Hamilton Street, Bassendean	A2154	1,036	$245,667
177449	Lot: 138, 31 Hamilton Street, Bassendean	A2152	1,036	$245,667
177454	Lot: 133, 40 Whitfield Street, Bassendean	A177454	1,011	$245,666

PIN Number	Physical Location	Assessment Number	Area (sq.m.)	2017 Fair Value
177455	Lot: 135, 38 Whitfield Street, Bassendean	A177455	1,011	$245,667
177456	Lot: 137, 36 Whitfield Street, Bassendean	A5466	1,011	$245,666
177480	Lot: 67, 11 Hamilton Street, Bassendean	A2441	1,035	$530,000
177604	Lot: 202, 35 Hyland Street, Bassendean	A673	1,324	$265,000
177606	Lot: 203, 33 Hyland Street, Bassendean	A5504	1,407	$281,000
177614	Lot: 207, 31 Hyland Street, Bassendean	A2439	1,012	$202,000
177615	Lot: 210, Carnegie Road, Bassendean	A721	1,215	$85,000
177622	Lot: 301, Carnegie Road, Bassendean	A49039	91	$4,725
177623	Lot: 215 Hyland Street, Bassendean	A2446	1,012	$70,842
177624	Lot: 214 Carnegie Road, Bassendean	A5668	1,214	$84,982
177625	Lot: 213, Carnegie Road, Bassendean	A5667	1,214	$63,038
177626	Lot: 212, Carnegie Road, Bassendean	A722	1,006	$52,237
177628	Lot: 216 Hyland Street, Bassendean	A2446	1,012	$70,842
177629	Lot: 128, 2 Bassendean Parade, Bassendean	A45991	17,500	$875,000
177630	Lot: 217 Hyland Street, Bassendean	A2446	1,012	$70,842
177631	Lot: 218 Hyland Street, Bassendean	A2446	1,012	$70,842
177632	Lot: 221 Forfar Road, Bassendean	A1715	1,214	$84,982
177633	Lot: 222 Forfar Road, Bassendean	A1716	1,214	$84,982
177635	Lot: 219 Hyland Street, Bassendean	A2446	1,012	$70,842
177636	Lot: 220 Hyland Street, Bassendean	A2446	1,012	$70,842
177637	Lot: 230, 7 Hyland Street, Bassendean	A2457	1,012	$70,856

PIN Number	Physical Location	Assessment Number	Area (sq.m.)	2017 Fair Value
177638	Lot: 229, Forfar Road, Bassendean	A1721	1,012	$0
177639	Lot: 228, Forfar Road, Bassendean	A1720	1,012	$70,856
177640	Lot: 227, Forfar Road, Bassendean	A1719	1,012	$70,856
177641	Lot: 226, Forfar Road, Bassendean	A1718	1,012	$70,856
177643	Lot: 4745, 1 Hyland Street, Bassendean	A2422	1,980	$138,631
177644	Lot: 233, 88 North Road, Bassendean	A3862	990	$69,315
177646	Lot: 235, 94 North Road, Bassendean	A3862	990	$69,315
177647	Lot: 236, 96 North Road, Bassendean	A3862	990	$69,315
177652	Lot: 160, 23 Anstey Road, Bassendean	A29	1,021	$202,000
177665	Lot: 152, 39 Anstey Road, Bassendean	A41	1,011	$75,503
177666	Lot: 191, 40 Hyland Street, Bassendean	A2448	1,012	$75,503
177667	Lot: 153, 37 Anstey Road, Bassendean	A39	1,012	$75,503
177668	Lot: 190, 38 Hyland Street, Bassendean	A2458	1,012	$75,503
177669	Lot: 154, 35 Anstey Road, Bassendean	A37	1,012	$75,503
177670	Lot: 189, 36 Hyland Street, Bassendean	A2444	1,012	$75,503
177677	Lot: 161, 21 Anstey Road, Bassendean	A27	1,021	$202,000
177679	Lot: 162, 19 Anstey Road, Bassendean	A25	1,012	$510,000
177681	Lot: 163, 17 Anstey Road, Bassendean	A23	1,012	$510,000
177697	Lot: 110, 25 Harcourt Street, Bassendean	A2287	1,011	$150,000
177701	Lot: 12, 3 Bassendean Parade, Bassendean	A312	3,414	$287,500
177709	Lot: 11, 3 Bassendean Parade, Bassendean	A311	2,453	$287,500

PIN Number	Physical Location	Assessment Number	Area (sq.m.)	2017 Fair Value
177710	Lot: 111, 21 Harcourt Street, Bassendean	A2285	1,012	$150,000
177790	Lot: 14, 21 Surrey Street, Bassendean	A4829	542	$300,000
177802	Lot: 15, 19 Surrey Street, Bassendean	A4829	542	$300,000
177838	Lot: 109, Harcourt Street, Bassendean	A2309	1,012	$70,812
177839	Lot: 134, 26 Anstey Road, Bassendean	A31	1,011	$70,742
177859	Lot: 140, 38 Anstey Road, Bassendean	A40	1,011	$70,742
177860	Lot: 104, 35 Harcourt Street, Bassendean	A2294	1,012	$70,812
177861	Lot: 139, 36 Anstey Road, Bassendean	A38	1,010	$70,676
177862	Lot: 105, 33 Harcourt Street, Bassendean	A2292	1,012	$70,812
177863	Lot: 138, 34 Anstey Road, Bassendean	A36	1,011	$70,742
177864	Lot: 106, 31 Harcourt Street, Bassendean	A2290	1,012	$70,812
177865	Lot: 137, 32 Anstey Road, Bassendean	A35	1,011	$70,742
177866	Lot: 107, 29 Harcourt Street, Bassendean	A2289	1,012	$70,812
177867	Lot: 136, 30 Anstey Road, Bassendean	A34	1,011	$70,742
177868	Lot: 108, 27 Harcourt Street, Bassendean	A2288	1,012	$70,812
177869	Lot: 135, 28 Anstey Road, Bassendean	A33	1,011	$70,742
177991	Lot: 50, 1 Surrey Street, Bassendean	A673	938	$375,000
178001	Lot: 9 Prowse Street, Bassendean	A4338	470	$150,000
178028	Lot: 63, 139 Hamilton Street, Bassendean	A2241	1,107	$133,333
178042	Lot: 69, Villiers Street West, Bassendean	A4984	1,822	$280,000
178049	Lot: 67, Villiers Street West, Bassendean	A4980	1,822	$280,000

PIN Number	Physical Location	Assessment Number	Area (sq.m.)	2017 Fair Value
178050	Lot: 64, 141 Hamilton Street, Bassendean	A2242	1,111	$133,333
178051	Lot: 65, 143 Hamilton Street, Bassendean	A2243	1,111	$133,334
178133	Lot: 274, 137 Hamilton Street, Bassendean	A2240	1,012	$160,000
178141	Lot: 276, 135 Hamilton Street, Bassendean	A2239	1,012	$155,000
178149	Lot: 280, 127 Hamilton Street, Bassendean	A2235	1,012	$202,000
178152	Lot: 279, 129 Hamilton Street, Bassendean	A2236	1,012	$155,000
178153	Lot: 278, 131 Hamilton Street, Bassendean	A2237	1,012	$155,000
178156	Lot: 277, 133 Hamilton Street, Bassendean	A2238	1,012	$155,000
178171	Lot: 271, 116 Hamilton Street, Bassendean	A2251	8,132	$1,626,000
178174	Lot: 35, Villiers Street West, Bassendean	A47178	11,843	$1,180,000
178195	Lot: 272, Elder Parade, Bassendean	A1411	11,040	$1,100,000
178241	48 (Lot 8713) Chapman Street, Bassendean	A742	810	$405,000
178427	Lot: 224, 87 Whitfield Street, Bassendean	A1414	1,012	$405,000
409863	Lot: 7991, Iolanthe Street, Bassendean		584	$0
409940	Lot: 1032, 6 Elsfield Way, Bassendean	A1414	948	$498,000
410049	Lot: 948, 4 Somerton Road, Bassendean	A46281	942	$490,000
410982	Lot: 9566, May Road, Eden Hill	A4485	3,242	$210,050
411427	Lot: 25, 31 Gallagher St, Eden Hill	A1926	698	$0
411428	Lot: 119, Mary Crescent, Eden Hill	A3519	12,185	$1,219,090
411429	Lot: 70, Mary Crescent, Eden Hill	A46926	33,530	$3,354,622
411430	Lot: 5, 246 Morley Drive, Eden Hill	A2079	1,993	$970,000

PIN Number	Physical Location	Assessment Number	Area (sq.m.)	2017 Fair Value
411433	Lot: 2, Gallagher Street, Eden Hill	A48694	324	$0
411434	Lot: 120, Mary Crescent, Eden Hill	A3520	12,157	$1,216,288
411436	Lot: 26, Kirke Street, Eden Hill	A3154	694	$0
411439	Lot: 23, 35 Gallagher St, Eden Hill	A1930	746	$0
411440	Lot: 24, 33 Gallagher St, Eden Hill	A1928	746	$0
411444	93 (Lot: 7557) Lord Street, Eden Hill	A3280	845	$400,000
416470	Lot: 635, 104 Anzac Terrace, Bassendean	A222	3,111	$613,500
416525	Lot: 636, 100 Anzac Terrace, Bassendean	A1405	3,024	$613,500
948684	Lot: 101, North Road, Bassendean	A46001	231	$20,000
1068234	Lot: 103, 14 Iveson Place, Bassendean	A46281	843	$502,000
1068248	Lot: 108, 1 Iveson Place, Bassendean	A1405	8,858	$886,000
1091776	Lot: 500, 32 Hyland Street, Bassendean	A49726	1,703	$126,982
1145477	Lot: 144, 97 Broadway, Bassendean	A2234	194	$6,453
1153536	Lot: 11, 125 Hamilton Street, Bassendean	A2234	1,104	$221,000
1350253	Lot: 101, 27 Hyland Street, Bassendean	A48617	1,696	$254,000
11311544	Lot: 41, 179 Guildford Road, Bassendean	A2079	371	$245,000
11382151	Lot: 108, Cyril Street, Bassendean	A80555	2,097	$180,000
11382155	Lot: 108, Cyril Street, Bassendean	A80555	580	$0
11487244	Lot: 52, 203 West Road, Bassendean	A45989	8,237	$823,901
11487245	Lot: 51, 201 West Road, Bassendean	A45989	8,159	$816,099
11545395	Lot: 155, Walkington Way, Eden Hill		89	$10,000

PIN Number	Physical Location	Assessment Number	Area (sq.m.)	2017 Fair Value
11560225	Lot: 33, Hardy Road, Ashfield	A80552	1,742	$260,000
11566616	Lot: 50, Ashfield Parade, Ashfield	A80554	200	$20,000
11614004	Lot: 100, 26 Robinson Road, Eden Hill	A4485	5,710	$369,950
11923546	Lot: 9653 Robinson Road, Eden Hill		22	$0
11923657	Lot: 9553 Walter Road East, Eden Hill		1	$0

Table 10: Building Inventory and Values

Condition

As at 30 June 2017, the Town holds formal component based condition ratings for all of its operational and leased buildings. Knowing land parcels' condition is not required.

Buildings	Components					
	Structure	Roof	Fit Out	Electrical	Plumbing	HVAC
Ashfield Soccer Club Clubrooms	2.1	2.4	2.3	2.4	2.1	3.3
Ashfield Soccer Club Grandstand	2.0	2.0	2.0	2.0	2.0	0.0
Ashfield Soccer Club Change Rooms	2.2	2.4	2.5	2.7	2.2	0.0
Administration Building	2.1	2.0	2.1	2.0	2.0	2.1
Ashfield Community Centre	2.1	2.2	2.1	2.0	2.0	2.0
Bassendean Library	2.1	2.0	2.1	2.0	2.0	2.0
BIC Bowling Club	2.2	2.2	2.4	2.0	2.0	2.2
Customer Service Building	2.2	2.0	2.2	2.0	2.0	2.0
Demountable Depot Office	2.0	2.0	2.1	2.0	0.0	2.0
Depot Carpenters Shed	3.0	3.5	2.5	2.0	2.0	2.0
Depot Council Vehicle Shed	2.0	2.0	2.0	2.0	0.0	0.0
Depot Office	2.8	2.3	2.4	2.1	2.0	1.9
Depot Shed	2.0	2.3	2.0	2.0	0.0	0.0
Depot Undercover Parking Shed	2.4	2.7	2.7	2.0	2.0	0.0
Depot Workshop	2.3	2.5	2.3	2.0	2.0	2.0
Senior Citizens Centre	2.1	2.2	2.1	2.0	2.0	2.1
SES Boat Shed	2.0	2.0	2.0	2.0	0.0	0.0
SES Light Truck Shed	2.0	2.5	2.5	2.0	0.0	0.0
SES Office	2.2	0.0	2.2	2.0	0.0	2.0
SES Shed	2.0	2.0	2.0	2.0	0.0	2.0
Sparx Early Learning Centre Shed	2.0	2.0	2.8	0.0	0.0	0.0
Sparx Early Learning Centre	2.1	2.2	2.2	2.0	2.1	2.0
Storage Unit/Pound	2.5	3.4	3.0	2.0	2.3	0.0
Wind in the Willows	2.1	2.1	2.1	2.0	2.0	2.1

Table 11: Building Components' Condition

Appendix F - Lifecycle Management Strategies

Background

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

Principles & Definitions

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

Work Category Definitions

The Town considers the activities it undertakes across 6 categories as follows.

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

Table 12: Activity Categories

Operation & Maintenance Strategy

Background

The Town has developed an integrated framework that guides the operation and maintenance of property assets. As described by the figure below, the task based 'Property Operation & Maintenance Levels of Service Manual' is the central document and links to the other key documents.

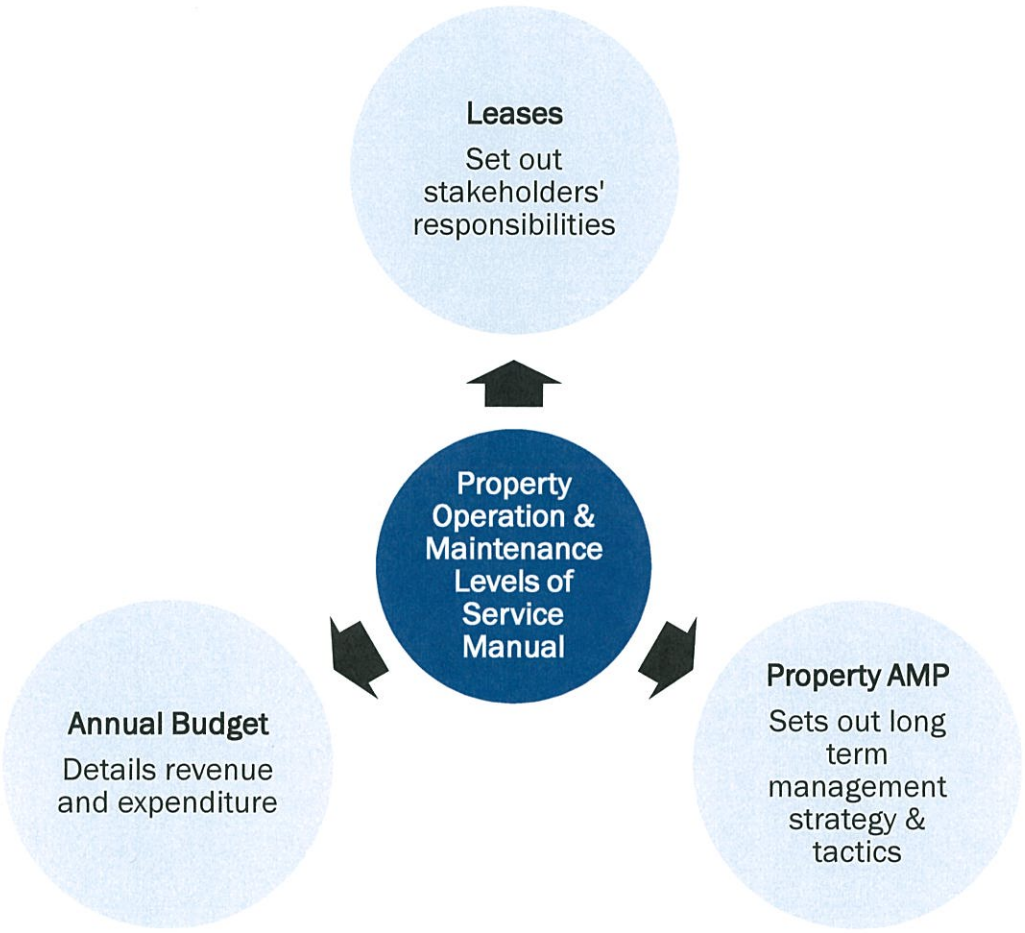


Figure 10: Property Asset Maintenance Framework

The intent of each document is summarised below.

Property Operation & Maintenance Levels of Service Manual

The Town seeks to minimise its levels of reactive maintenance by developing and applying planned activities. These activities are fully documented within the Town's task based 'Property Operation & Maintenance Levels of Service Manual'. This document sets out every typical planned and reactive task undertaken during the year. Each task is also fully costed, so that a required operation and maintenance budget for each asset is produced. These budgets are then used within this AMP.

Property AMP

This document that sets out the Town's long term management tactics for property infrastructure.

Leases

The Town maintains a number of leases for specific buildings. These outline where the responsibility lies for different management activities.

Annual Budget

Town's Annual Budget that covers all functions, and includes all relevant property asset expenditure and revenue.

Software Systems

The Town currently employs the use of the following software systems to manage property asset data.

Software	Uses
SQL database / IntraMaps	Property footprint data is recorded in a SQL database and corporately accessed via IntraMaps.
ITVision SynergySoft	Holds all financial information, records, customer requests and some asset information.
AIM Works Planning Tool	A web based software solution that is used to record a long term (15 years) programme of capital projects and expenditure.

Table 13: Asset Management Software Systems

Renewal Strategy

Background

The Town periodically inspects all property assets to collect critical inventory and condition information. This information then informs several key outputs, including condition based models to predict assets' approximate year of renewal. The Town is able to confidently scope and prioritise these renewal projects over the forthcoming 5 year period. Further out, results help staff to understand the likely amount of renewal expenditure that will be required, from years 6 to 15, even if the exact project details are not yet known.

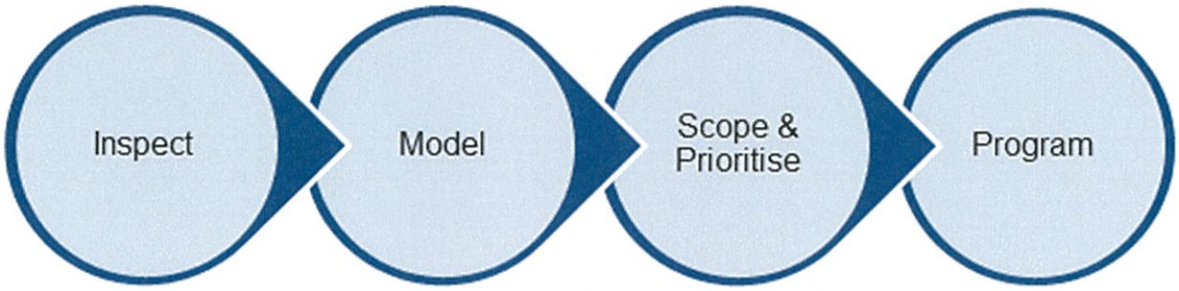


Figure 11: Property Asset Renewal Planning Process

Condition Inspection Methodology

Portfolio Asset Condition Rating Scale

The Town condition rates its infrastructure assets to determine their remaining useful life and to prioritise future capital works. By undertaking regular inspections, the Town can understand at what rate assets are deteriorating and then monitor the effectiveness of maintenance and renewal activities in extending the life of assets. In assessing assets' condition, the Town applies a 1 to 5 scale, as shown in Table 14.

Grade	Condition	Description
1	Very Good	A new or near new asset, or an asset recently rehabilitated back to new condition, with no visible signs of deterioration. The asset or component will have no drop in service level.
2	Good	An asset in good overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	Average	An asset in fair overall condition. Deterioration would be obvious and there would be some serviceability loss.
4	Poor	An asset in poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.

5	Very Poor	An asset in very poor to unserviceable overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance costs would be high.

Table 14: Condition Rating Measures

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

Condition Inspection Frequencies

Property assets are inspected to the following frequencies.

Asset	Inspection Frequency
Buildings	No formal program – currently ad hoc.

Table 15: Condition Inspection Frequencies

Modelling

The Town generally maintains a five year forward works programme for renewal projects. The programme is driven partially by known asset condition, and partially by staff observations. The programme also details projects' scope, timing and budget estimate. However, beyond the immediate 5 year period, it is somewhat difficult to determine which projects are likely to be required. In order to at least understand the potential requirements for renewal expenditure, the Town produces modelling projections from its latest valuation results (annual depreciation expense). These projections are then used for years 6 to 15 and form the basis for the financial details reported in this AMP.

Renewal Intervention Levels

Results from the Town's condition inspections are used to forecast when components may reach certain intervention levels. The table below sets out the renewal intervention triggers being applied for building assets.

Asset	Action	Triggers
All	Renewal programming	Physical condition of 4.0 or worse

Table 16: Asset Renewal Condition Triggers

Renewal Works Programme

The Town maintains a live long term works programme through a web based software solution. This works programme lists all planned capital works for a 15 year horizon. The programme directly informs the financial projections within this AMP.

Upgrade/New Strategy

Background

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

Project Prioritisation/Selection Criteria

The need for either upgraded or new assets is typically identified by staff from many potential sources including customer and Council request, strategic plans, poor asset performance and so on. Assets' needs are then investigated by staff to determine their potential scope, benefit and costs. Where determined as being required, many potential assets are then reported to Council and senior management for their consideration and approval. Approved projects are considered for future funding and assessed on the following prioritisation scale.

= Essential
= Highly desirable
= Desirable

However, there is no clear process around the prioritisation scale. This revision of this, and strengthening of its strategic community plan alignment has been listed as an improvement action.

Upgrade/New Works Programme

The Town maintains a live long term works programme through a web based software solution. This works programme lists all planned capital works for a 15 year horizon. The programme directly informs the financial model within this AMP.

Disposal Strategy

Background

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

Disposal Programme

Any property assets identified for disposal are listed within the Town's works programme.

Appendix G -Financial Model

Projected Expenditure Requirements

Projected Revenue Sources

Key Assumptions

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

- Property assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- Standards, Acts and Regulations associated with property assets will remain essentially the same over the AMP life.
- Expenditure projections do not allow for inflation.
- Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- Renewal programmes have been based primarily on defined works programmes where available. Where not available, programmes are based on either modelling projections, historical cost and/or annual depreciation rates.
- Upgrade, acquisition/construction and disposal programmes are based on defined works programmes. Where not available, programmes are based on either modelling projections and/or historical cost.
- Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

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

- Review the Property Operation and Maintenance Service Levels Manual to improve its robustness.
- Continue to update capital works within the Works Planning Tool

Appendix H - Asset Ratios

Background

On an annual basis each WA local government reports 6 key performance indicators (KPIs) (available within the Annual Report). Of these, 3 KPIs reflect the performance of the Town's infrastructure assets. These KPIs are useful in determining:

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

Essentially the KPIs assess past, present and future performance. Each of the ratios and their historical performance are reported in this appendix.

Asset Consumption Ratio

The ratio is a measure of the condition of the Town's physical assets, by comparing their condition based fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-70%. Non-depreciating assets (e.g. land etc.) should be excluded from the calculation.

Depreciated Replacement Cost (Fair Value) of Depreciable Property Assets

Current Replacement Cost of Depreciable Property Assets

Asset/Service	DRC (FV)	CRC	ACR
Child Care/Education	$1,078,996	$1,519,200	71%
Emergency Services	$124,747	$144,820	86%
Halls	$7,490,905	$9,141,390	82%
Heritage	$71,763	$108,000	66%
Housing	-	-	-
Independent Living	$2,271,268	$2,942,350	77%
Operations	$2,879,220	$4,553,609	63%
Public Toilets	$1,065,058	$1,413,418	75%
Sports Venues	$3,474,803	$5,935,018	59%
TOTAL	**$18,456,761**	**$25,757,805**	**72%**

Table 17: Property Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Town are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the property asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 5). The ratio has a target band of between 90%-110%.

Property Asset Renewal Expenditure

Property Asset Depreciation

Asset	2012/13-2016/17 Average	ADE (2017)	ASR
Buildings	$225,015	$482,994	47%
Total	**$225,015**	**$482,994**	**47%**

Table 18: Property Assets Sustainability Ratios

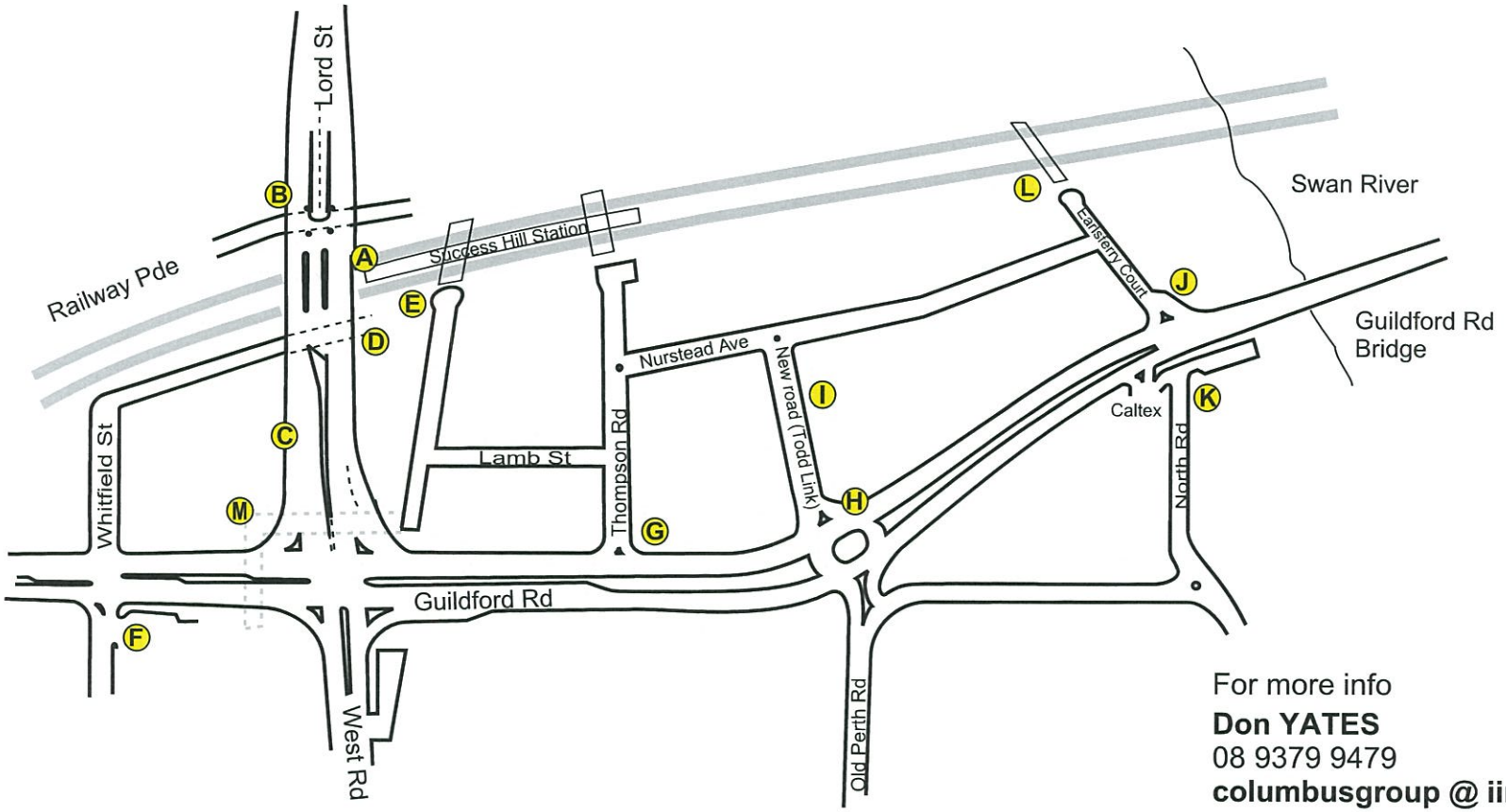
Asset Renewal Funding Ratio

The ratio is a measure as to whether the Town has the financial capacity to fund asset renewal as and when it is required over the future 15 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 15 years in the LTFP, by the net present value of planned renewal expenditure over the next 15 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%. This ratio will be calculated when the LTFP is next updated.

NPV of LTFP Planned Renewal Expenditure over the next 15 years

NPV of AMP Required Renewal Expenditure over the next 15 years

Asset	LTFP	AMP	ARFR
Buildings	-	-	-
Total	**-**	**-**	**-**



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July 2016

Simple road improvements - Lord St & Guildford Rd, Success Hill

A. North & South bus sanctuary with one set of stairs / one lift to Success Hill Station
B. Railway Pde linked and grade separated under Lord St
C. Traffic flow from east & west Guildford Rd and West Road free flows up to Lord St bridge & joined by vehicles exiting carpark
D. Underpass under Lord St to Station St for better entry/exit
E. Improved pedestrian/shopping cart passage over rail line
F. Improved pantech semi access to Bassendean Village Shopping Centre to avoid local road impact
G. Turn in and turn out change for Thompson Rd
H. New roundabout links Old Perth Rd with Guildford Rd to complement Core Activity Centre higher densities in the area.
I. New road from roundabout opens up 4800 sqm block on Guildford Rd and uses Dept of Housing property on Nurstead Ave.
J. Turn in and turn out change for Earlsferry Court with embayment 'stop and drop' facility
K. Cul-de-sac north end of North Rd for improved safety.
L. Reopen 8th Ave railway crossing for bikes and pedestrians
M. Subway links Lamb St / Success Hill to the Bassendean Village Shopping Centre

- *Not shown: traffic lights at intersection of Lord St and Success Rd,*
  Not shown: lift and stairs at Bassendean Station moved to south side of Guildford Rd
  Not shown: Bassendean Station overpass reinstated and right turn from Guildford Rd into Old Perth Rd installed
  Other changes possible for Collier Rd rail crossing and Colstoun Rd onto Guildford Rd treatments

TOWN OF
BASSENDEAN
Home by the Swan

VEHICLES, PLANT AND EQUIPMENT ASSET MANAGEMENT PLAN

Version 0.2

June 2015

Document Control					
Rev No	Date	Revision Details	Author	Reviewer	Approver
V0.1	January 2015	First draft – working version	B Symmons	K Cardy	B Jarvis
V0.2	June 2015	First draft – working version	B Symmons	K Cardy	B Jarvis

Liability Disclaimer

This Vehicle, Plant and Equipment Asset Management Plan (the Plan) has been prepared in partnership by the Town of Bassendean (the Town) and Asset Infrastructure Management (Asset). Portions of the information and conclusions contained within the Plan are based on assumptions, estimates, forecasts, predictions and projections made by both the Town and Asset. Whilst all possible effort has been made to ensure that the information and statements provided are as accurate as possible, their accuracy cannot be guaranteed as circumstances and situations will change. The Town and Asset are therefore not liable for any loss, injury or damage arising either directly or indirectly from any person using, or relying on any content of this Plan.

Contents

Appendices

1. Executive Summary

The Town of Bassendean maintains a range of different types of vehicle, plant and equipment assets that enable stakeholders such as staff to carry out different activities.

This is the Town's first Asset Management Plan (AMP) to be produced for vehicles, plant and equipment. It seeks to outline the activities and programmes that the Town will carry out over the next 10 years. It details the service levels the Town will provide and the resources required to deliver them. While the document is comprehensive, it is also considered a "first cut" AMP. As such there are a number of actions that have been identified that will improve its accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it.

Overall, the AMP has determined that there are a number of data deficiencies on the vehicles, plant and equipment assets. As a result, the current asset management practices are not as effective as they could be. Issues currently of key focus which require action over the short term are to:

- Develop an accurate, and common, asset inventory for all vehicles, plant and equipment assets
- Develop and implement planned maintenance and condition inspection programmes for applicable assets
- Develop an asset replacement schedule
- Develop accurate valuations of all plant and equipment assets
- Secure appropriate resources to further develop the Town's asset management programme/activities
- Begin monitoring asset's performance against the service levels
- Develop a policy position on vehicle, plant and equipment safety and environmental sustainability.

2. Background and Objectives

2.1. Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Town of Bassendean's vehicles, plant and equipment. The AMP documents the management practices, processes and strategies that we (the Town) apply to ensure that the assets are fit for purpose and maintained to agreed service levels that are balanced against long term resource availability.

2.2. Focus of this Asset Management Plan

The AMP broadly covers all vehicles, plant and equipment. Broadly speaking, vehicles are motorised self-propelling (e.g. cars, buses, tractors), equipment are mobile but non self-propelling (e.g. trailers) and plant are fixed items (e.g. fuel bowser, fuel tanks etc.). The asset types covered by this AMP and their valuations are detailed in Table 2-1.

Asset Type	Quantity	Current Replacement Cost	Fair Value
Equipment	29	$307,000	$174,700
Plant	7	$65,000	$22,500
Vehicle	80	$2,845,223	$1,631,887
Total	**116**	**$3,277,223**	**$1,829,087**

Table 2-1: Assets covered by Plant & Equipment AMP

2.3. Corporate Document Relationships

This AMP integrates with many other key Town documents. Furthermore, AMPs are also key informing documents of the Town's integrated planning and reporting framework. The principal documents that link to this AMP are:

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

2.4. Who is the Audience of the AMP?

The principal audience of this AMP is the Town Council and Staff.

2.5. Time Period of the Plan

The AMP covers a 10 year period.

2.6. Asset Management Plan Review Date

This AMP will next be reviewed by 1st July 2017.

2.7. Asset Management Plan Stakeholders

The following people and organisations are key stakeholders in the development of the AMP and/or of the final AMP. The service levels detailed in Section 3 support the interests of these stakeholders. An analysis of possible stakeholders and service levels is attached as Appendix B, as well as the process used to select the final service levels. Only those which have been deemed the most important to the key stakeholders have been included in this AMP.

Stakeholder	Key in AMP development?	Key AMP audience?
Town of Bassendean Council		✓
Town of Bassendean Staff	✓	✓
Other External Users		✓

Table 2-2: Stakeholder Relationships to AMP

3. Service Levels

3.1. Service Level Introduction

This section details the service levels that the Town has set out to achieve and provide for its vehicles, plant and equipment. The service requirements of all major stakeholders were considered (Appendix B) and those which were the most frequently occurring, or were needed, then formed the basis of the service levels along with other strategic drivers. These service levels are then used to monitor the performance of the service from the assets and to identify areas of over or under delivery. The service level measures also allow the Town to ensure that vehicles, plant and equipment are fit for purpose and provided at an efficient cost.

3.2. Organisational Drivers and Objectives

3.2.1. Strategic Community Plan

The Town's Strategic Community Plan (2013-2023) was considered in order to identify organisational drivers and objectives that may affect service levels. The Town defines its overall Vision as:

"By the Year 2030, the Town is widely recognised as an ideal, highly accessible urban hub location in which to participate in a cohesive, vibrant and diverse community lifestyle and thriving local business economy within a high quality and natural environment"

In order to achieve this Vision, The Strategic Community Plan contains a number of objectives, strategies and actions. All identified actions must be considered and incorporated into this Plan. However, aside from the production of this Plan, there are no actions which specifically align to vehicles, plant and equipment.

3.2.2. Asset Management Policy and Strategy

The Town maintains both Asset Management Policy and Strategy documents. Broadly speaking, the Policy sets out the Town's key asset management principles, whilst the Strategy describes the long term approach. The Policy's principles include a number which must be considered by the service levels, they are:

- Define agreed asset service levels, matched with the associated resources and assets required to enable their delivery
- Manage assets in a whole-of-life and economically, environmentally and socially sustainable manner
- Balance decisions with other key Town policies and functions
- Give priority to the needs of existing assets and services before new ones
- Commit to continuous improvement
- Manage the risks associated with asset ownership and management

3.3. Stakeholder Research and Expectations

The Town has not historically undertaken research into stakeholders' service expectations. Their engagement will be considered in future versions of this AMP.

3.4. Legislation and Standards

The Town has to meet many legislative requirements including Australian and State Legislation and State Regulations. Many of these requirements are drivers for minimum service levels that the Town must meet. A list of relevant legislation can be found in Appendix A.

3.5. Service Level Targets and Performance

Table 3-1 details the service level targets and performance which the Town will provide.

Key Performance Indicator	Stakeholder	Level of Service	Performance Measure	Target	Current	Data Confidence
Availability	Staff, External Users	Vehicles, plant & equipment are available for use when required.	Percentage of days per year that assets are available for use.	95%	TBC	-
Compliance	Council	Vehicles, plant & equipment are managed to at least meet statutory obligations.	Number of identified occurrences each year where an asset has failed to meet a statutory requirement.	0	TBC	-
Financial Sustainability	Council	Vehicles, plant & equipment portfolio is financially sustainable.	Percentage of AMP sustainability ratio KPIs within target.	100%	TBC	-
Quality	Staff, External Users	Vehicles, plant & equipment are of a quality that meets users' expectations.	Number of formal complaints received per calendar year on vehicles, plant & equipment assets.	0	TBC	-
Reliability	Staff, External Users	Vehicles, plant & equipment are managed so as to provide a high reliability level.	The percentage of days per year that all assets are fully functioning, excluding planned maintenance periods.	95%	TBC	-
Safety	Council, Staff, External Users	Ensure vehicles, plant & equipment are maintained to reduce risk of injury.	Number of lost time injuries per year caused by a vehicle, plant or equipment fault.	0	TBC	-

Table 3-1: Service Level Targets and Performance

4. Demand

This section summarises likely factors which may affect the demand for vehicles, plant & equipment assets over the life of the AMP. Full details of potential demand factors are recorded in Appendix C.

4.1. Historic Demand

Whilst historical demand trends are not always an indication of what may happen in the future, they often help managers form a view of how service demand may change in the future.

When the overall population change of the Town (Figure 4-1) between 2001 and 2011 is considered, the number of recorded people at census night has risen from 13,362 (2001) to 14,228 (2011). This increase of +6.5% (+0.65% per annum) would suggest that demand for some services would also have increased. Therefore demand for plant & equipment may also have risen.

Over the same timeframe, the Town's population's median age has increased from 37 to 38. This change is deemed somewhat negligible and would not have had an impact on either service or asset demand.

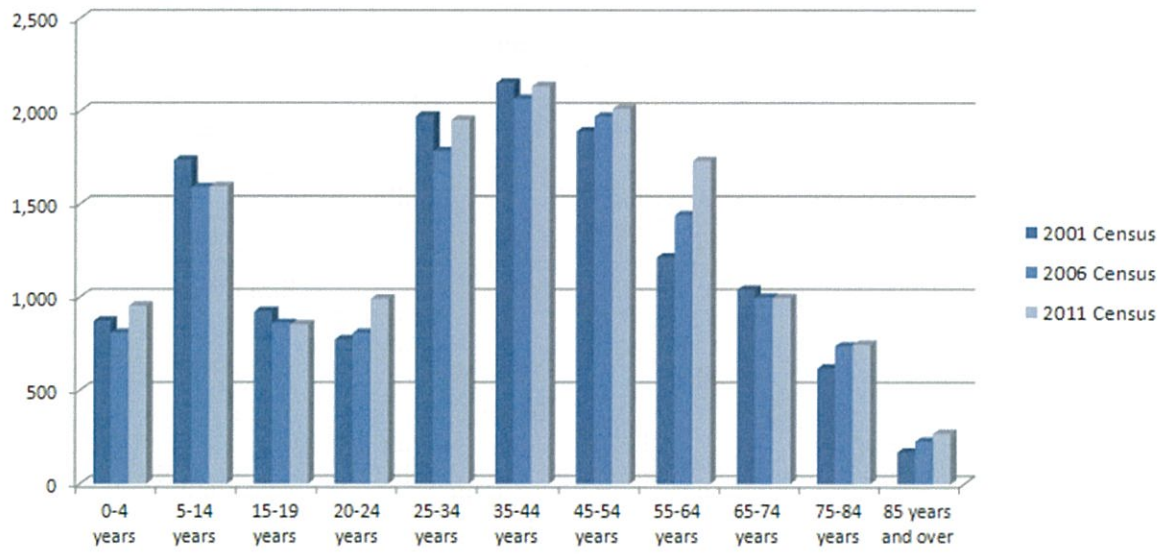


Figure 4-1: ABS Census Data - Bassendean Population and Demographic 2001-2011

While usage figures are recorded for some assets in terms of kilometres driven and fuel used, analysis of past usage changes has not been undertaken. An improvement project to review historical usage levels and also review low use assets has been listed.

In summary, minor population and demographic change is deemed not to have had a noticeable effect on either service or asset demand levels. Instead, changes to the workforce and specific asset usage levels are more likely to have affected historical

demand levels. However, usage data has not been previously analysed and thus conclusions cannot be made.

4.2. Future Demand Drivers (Factors)

Consideration was given to six possible future demand drivers (political, economic, social, technological, legal and environmental) that may influence demand of vehicles, plant and equipment. Each of these drivers is discussed in Appendix C and summarised in Table 4-1.

Driver Type	Affect over life of AMP
Political	State government cannot exert significant direct demand change on the Town's plant & equipment assets. Potential demand change could occur when service shifting happens; however over the life of this AMP, no specific actions have been identified. The Town Council can affect demand through a number of ways, but primarily through the allocation of financial resources and setting of service levels. However, the development of the Town's Integrated Planning and Reporting Framework will help ensure that all service levels are sustainably funded. In 5 February 2009, the Minister for Local Government announced a suite of Local Government reforms. As a result, the Town will be merged into the City of Bayswater on the 1 July 2015. The effects of this reform on the portfolio are unclear. However, for now it is assumed that no significant demand change will occur. **Change Effect: Neutral demand change**
Economic	A direct link exists between the number of Town staff and quantities of certain vehicles, plant and equipment assets. As such, projected changes in staff numbers over the life of this AMP need to be considered. Consequential demand changes for vehicles, plant & equipment will be included in the next version of this AMP. Over the life of this AMP, it is highly likely that the cost of different energy fuels used by plant and equipment (e.g. petrol, diesel, gas, electricity) will increase above normal CPI levels. As such, there may be an increasing need to monitor consumption levels and to identify where opportunities exist to reduce consumption and costs. The introduction of the IPRF will enable the Town to determine its sustainability and potentially allow Council to change the service levels that it provides. The implementation of improved asset management practices will allow the Town to align service levels to plant and equipment portfolio size. **Change Effect: Rising energy costs will drive sustainability initiatives. Changes in workforce size as well as service level performance need to be aligned with portfolio requirements.**
Social	The Town's population has risen from 13,362 in 2001 to 14,228 in 2011. This trend is in line with the State Government's Band B forecast which suggests that the population will grow to 15,300 by 2026. If this forecast were to prove correct, then only minor growth in demand due to population change

	is expected. Historical census data shows that the Town's median age changed from 37 in 2001 to 38 in 2011. With this expected to continue to increase into the foreseeable future service demand may also change. In turn this may result in subtle changes to the types of plant and equipment needed to support these services. **Change Effect: None to minor change due to a growing population size. Possible changes in composition of plant and equipment portfolio due to service demand changing with an ageing population.**
Technological	The increasing technological complexity of many plant and equipment items may make servicing and maintenance support more complex and costly. Investment in staff training and specialist equipment may be required. An improvement in the Town's asset management practices will likely mean that a higher volume of data will need to be captured and managed on plant and equipment assets. This position may mean that an increase in resources is needed to acquire and manage data, as well as a software management system. **Change Effect: Increasing technological complexity will increase demand for staff training and specialist equipment to service and maintain many assets. Additional resources will be required to maintain better data on individual plant and equipment assets in order to achieve better asset management outcomes.**
Legal	No demand factors identified. **Change Effect: No change**
Environmental	Community awareness of environmental issues is likely to continue to grow. Over time this will alter habits and legislation. In line with the Strategic Community Plan direction, future consideration of vehicle, plant and equipment need, obtaining maximum asset life and reducing energy and carbon use will be required. Initiatives may change the composition of the plant and equipment stock. **Change Effect: Increased demand for clearer decision making around asset need. Preference for more environmentally gentler assets may increase whole of life costs.**

Table 4-1: Future Demand Drivers

4.3. Demand Summary

There has been little by way of significant changes in demand drivers over the past 10 years. As a result, service and asset demand has likely remained constant. Looking forward there is little to suggest that this position will change. The analysis shows that the key demand areas over the life of this AMP are likely to be:

= An increased demand for skilled labour (internal or external) and financial resources to:

- Fund higher future energy costs

- Implement environmental sustainability initiatives
- Align vehicle, plant and equipment assets to service demand
- Train and equip staff in order to perform servicing and maintenance activities on increasingly complex vehicles and plant

= An opportunity to reduce demand and costs through:

- The rationalisation of existing stock where opportunities exist and where assets do not clearly align with service provision.

In order to quantify and meet the challenges that these major demand factors may pose, the following improvement actions have been listed:

= Monitor assets' costs and utilisation levels in order to determine those which are performing poorly
= Identify environmental sustainability initiatives
= Align this AMP with the service demand forecasts from other AMPs and staffing projections in the Workforce Management Plan

5. Risk Management

Due to limitations in the accuracy of the current asset inventories and long term renewal programmes for plant, vehicles and equipment, the risk analysis will completed in the next revision of this AMP.

6. Lifecycle Management Plan

The lifecycle management plan details how the Town plans to manage and operate its plant and equipment at the agreed service levels (Section 3).

6.1. Background Data

6.1.1. Work Category Definitions

This AMP generally considers work within the following six areas of activity.

Activity	Definition
Operation	Continuously required expenditure which enables the asset to provide benefits, such as vehicle licensing.
Maintenance	Regular repair works to prevent deterioration of the assets' capability, such as minor repairs, servicing etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the replacement of a grader.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as replacing a truck with one of a higher load carrying capacity.
New Work	The creation or acquisition of a new asset that provides a service that did not exist before, such as the acquisition of a second grader, where previously only one was owned.
Asset Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 6-1: Activity Categories

6.1.2. Lifecycle Costing Basis

The financial projections within this section of the AMP have adopted life cycle costing (LCC) principles. LCC is the combination of all lifecycle costs associated with an asset, from conception and design through to eventual disposal. This concept is demonstrated by the Figure to the right. Lifecycle costing is important in order to understand the true costs of assets.

Figure 6-1: Asset Lifecycle

6.1.3. Plant and Equipment Portfolio Physical Parameters

The Town's vehicle, plant and equipment portfolio supports a number of service outcomes. A valuation of the portfolio was last undertaken on 30 June 2013 and the results of this have been used as the base data for the lifecycle management plan. The quantities and approximate values of the assets currently covered by this AMP are shown in Table 6-2 and the portfolio's current replacement cost in Figure 6-2.

AMP Section	Asset Type	Quantity	Unit	Reinstatement Value	Fair Value
6.2	Equipment	29	No.	$307,000	$174,700
6.2	Plant	7	No.	$65,000	$22,500
6.2	Vehicles	78	No.	$2,845,223	$1,631,887
TOTAL	**ALL**	**114**	**No.**	**$3,217,223**	**$1,829,087**

Table 6-2: Portfolio Physical Parameters

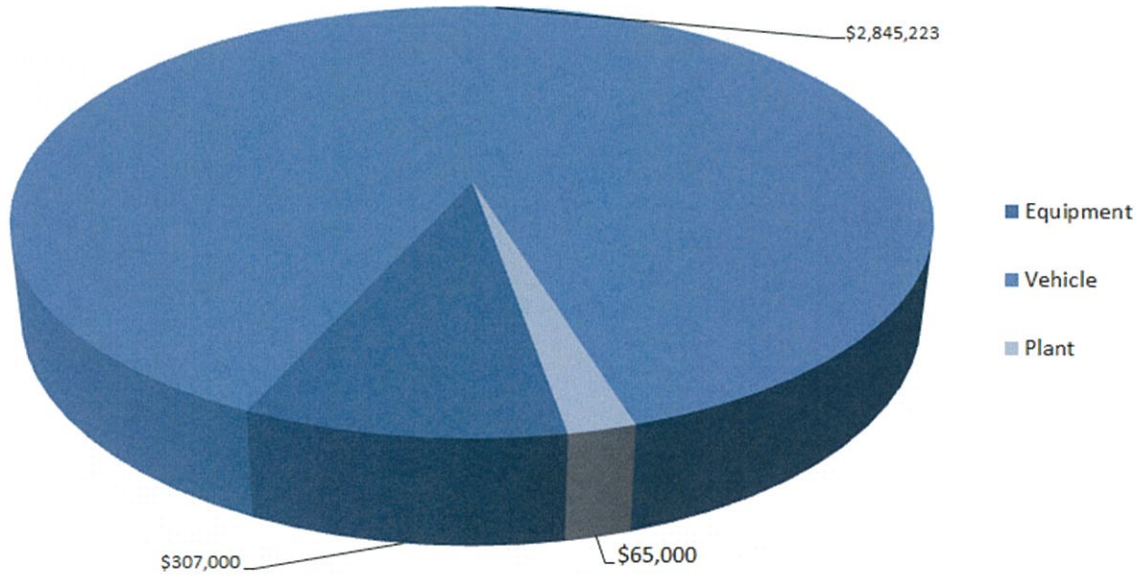


Figure 6-2: Portfolio Current Replacement Cost

6.1.4. Portfolio Data Confidence and Reliability

To be able to effectively manage its assets, the Town collects and maintains a range of data on its Portfolio. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 6-4 details the reliability and confidence levels of the current asset data the Town holds. In assessing the data, the Town has applied the IIMM confidence framework as detailed in Table 6-3.

Confidence Grade	Description	Accuracy
1	Accurate	100%
2	Minor inaccuracies	± 5%
3	50% estimated	± 20%
4	Significant data estimated	± 30%
5	All data estimated	± 40%

Table 6-3: Data Confidence Measures

Asset Class	Inventory	Condition	Valuation
All vehicles, plant and equipment assets	2	4	2

Table 6-4: Portfolio Data Confidence Levels

It is the Town's intention to progress towards a position whereby data confidence levels for all areas are classified as either a 1 or 2.

6.2. Asset Lifecycle Management – Vehicles, Plant and Equipment Assets

6.2.1. Asset Inventory

An inventory of the Town's plant and equipment assets is attached in Appendix F.

6.2.2. Asset Condition

Data on each asset's physical condition is not currently held. An improvement action to develop and apply a condition inspection programme for applicable assets has been listed.

6.2.3. Asset Valuation

At the end of each financial year, the Town reviews the valuation of its assets. A valuation for vehicle, plant and equipment was undertaken by an external valuer in June 2013. The results are shown in Table 6-5.

Year	Current Replacement Cost	Fair Value	Annual Depreciation
2013	$3,217,223	$1,829,087	$194,694*1

Table 6-5: Portfolio Valuation

*1 – Annual depreciation values were not provided by the valuation and have been subsequently calculated by Town staff.

6.2.4. Operation and Maintenance Plan

Operation activities and costs are those which are required to run an asset (e.g. fuel, cleaning, licensing etc.). Maintenance is the regular on-going work that is necessary to keep assets operating including instances where portions of the asset fail and need immediate repair to make the asset operational again (e.g. minor repairs, servicing etc.). This section of the AMP details the Town's current operation and maintenance activities and costs.

Historical Expenditure

The Town's recorded expenditure on operation and maintenance activities from the general ledger is shown in Table 6-6. Wages and overheads for maintenance activities are captured in the Town's Workforce Management Plan.

Year	Operation Expenditure	Maintenance Expenditure
2013/14	$288,365	$48,243

Table 6-6: Historical Operation and Maintenance Expenditure

Maintenance Response and Prioritisation

At present, the assessment and prioritisation of maintenance activities is undertaken by operational staff using experience and judgement. An improvement task has been listed for the Town to develop a detailed planned maintenance programme.

Standards and Specifications

Operation and maintenance work is carried out in accordance with the relevant standards and specifications listed in Appendix A.

Future Operation and Maintenance Expenditure

With the portfolio not expected to significantly increase in size over the life of this AMP, operation and maintenance costs are expected to generally change in line with inflation levels. Where upgraded or new assets are forecast for acquisition within the life of this AMP, allowances for additional operation and maintenance costs are allowed. The following figures are presented in future dollar values and an inflation factor of 4% has been applied.

Year	Operation Expenditure	Maintenance Expenditure
2015/16	$311,896	$52,180
2016/17	$324,372	$54,267
2017/18	$337,347	$56,428
2018/19	$350,840	$58,696
2019/20	$364,874	$61,043
2020/21	$379,469	$63,485
2021/22	$394,648	$66,024

2022/23	$410,434	$68,665
2023/24	$426,851	$71,412
2024/25	$443,925	$74,269
2025/26	$461,682	$77,239
2026/27	$480,149	$80,329
2027/28	$499,355	$83,542
2028/29	$519,330	$86,884
2029/30	$540,103	$90,359

Table 6-7: Projected Operation and Maintenance Expenditure

6.2.5. Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade or new work expenditure.

Historical Expenditure

The Town's actual past expenditure on renewal activities is shown in Table 6-8. It should be noted though that at present, it is not possible to clearly separate all expenditure on renewal, upgrade and acquisition activities. As such, the amounts spent on renewal may be overly inflated.

Year	Renewal Expenditure
2013/14	$170,888

Table 6-8: Historical Renewal Expenditure

Renewal Selection

Plant and equipment assets requiring renewal are currently identified either through staff inspection or in accordance with replacement schedules which are updated on an annual basis. There are currently gaps in the replacement programme and an improvement task to refine it has been listed. A draft renewal programme is attached in Appendix D.

Summary of Projected Renewal Expenditure

A summary of the planned expenditure on plant and equipment asset renewal is provided below. The expenditure level is based upon historical levels of expenditure, records of which are currently somewhat inaccurate. An improvement task to refine future renewal expenditure projections using replacement schedules has been listed.

Year	Renewal Expenditure
2015/16	$198,842
2016/17	$206,795
2017/18	$215,067
2018/19	$223,670
2019/20	$232,617
2020/21	$241,921
2021/22	$251,598
2022/23	$261,662
2023/24	$272,129
2024/25	$283,014
2025/26	$299,722

2026/27	$311,711
2027/28	$324,180
2028/29	$337,147
2029/30	$350,633

Table 6-9: Projected Renewal Expenditure

6.2.6. Acquisition/Upgrade Plan

Where a service deficiency is identified and existing assets cannot provide the service, then assets may be acquired or existing ones upgraded. All potential acquisition and upgrades are subject to Council approval.

Historical Expenditure

The Town's actual past expenditure on asset acquisition/upgrade activities is shown in Table 6-10. As previously discussed, records on historical expenditure levels have low confidence levels and may currently be recorded as renewal.

Year	Upgrade Expenditure	New Expenditure
2013/14	$0	$0

Table 6-10: Historical Acquisition/Upgrade Expenditure

Summary of planned upgrade/new asset expenditure.

A summary of planned upgrade and new assets is detailed in Table 6-11.

Year	Asset	Upgrade Expenditure	New Expenditure
2015/16			
2016/17			
2017/18			
2018/19			
2019/20			
2020/21			
2021/22			
2022/23			
2023/24			
2024/25			
2025/26			
2026/27			
2027/28			
2028/29			
2029/30			

Table 6-11: Planned Upgrade & Acquisition Expenditure

6.2.7. Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset. For the purposes of this AMP, this is when the asset is not replaced. Assets identified for possible decommissioning and disposal are shown in Table 6-12, together with estimated annual savings from not having to fund operation, maintenance and renewal of the assets.

Asset	Reason for Disposal	Timing	Net Disposal Expenditure (Expend +ve, Revenue –ve)	Operations & Maintenance Annual Savings

Table 6-12: Assets Identified for Disposal

7. Financial

This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on desired service levels and current, projected future asset performance and replacement schedule programmes.

All future monetary figures in this section are expressed in terms of real dollars, with a 2014/15 base year and an applied inflation rate of 4%. Historic figures are expressed in their respective real values.

7.1. Projected Expenditure

Table 7-1 and Table 7-2 detail the projected expenditure required for the portfolio over the next 10 years. As previously discussed, there are areas of data weakness and therefore the following projections are likely to change as the Town's asset management practices improve.

Asset Type	Year 1	Year 2	Year 3	Year 4	Year 5
	2015/16	2016/17	2017/18	2018/19	2019/20
Vehicle, Plant & Equipment Assets	$566,558	$589,220	$612,789	$637,300	$662,792
Required Funds	$566,558	$589,220	$612,789	$637,300	$662,792

Table 7-1: Projected Portfolio Expenditure - 2015/16 to 2019/20

Asset Type	Year 6	Year 7	Year 8	Year 9	Year 10
	2020/21	2021/22	2022/23	2023/24	2024/25
Vehicle, Plant & Equipment Assets	$689,304	$716,876	$745,551	$775,373	$806,388
Required Funds	$689,304	$716,876	$745,551	$775,373	$806,388

Table 7-2: Projected Portfolio Expenditure - 2020/21 to 2024/25

Asset Type	Year 11	Year 12	Year 13	Year 14	Year 15
	2025/26	2026/27	2027/28	2028/29	2029/30
Vehicle, Plant & Equipment Assets	$838,644	$872,190	$907,077	$943,360	$981,095
Required Funds	$838,644	$872,190	$907,077	$943,360	$981,095

Table 7-3: Projected Portfolio Expenditure - 2025/26 to 2029/30

7.2. Projected Revenue Sources

All current renewal projections have taken into account likely "trade-in" values. As such, all funding sources are presumed to be from municipal sources.

7.3. Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this AMP and in preparing forecasts of required operating and capital expenditure, asset values and depreciation expense. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are that:

- Vehicle, plant & equipment assets will remain in Council ownership (where not leased) throughout the period covered by this AMP, unless specifically detailed otherwise in Section 6.
- Standards, Acts and Regulations associated with vehicles, plant and equipment assets will remain essentially the same over the AMP life.
- Expenditure projections make allowance for likely inflation at a rate of 4% per annum.
- Operation and maintenance costs are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- Renewal programmes have been based on either historical cost or annual depreciation rates. Future versions of this AMP will move to replacement schedules.
- Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- Historical expenditure reports split by activity may contain expenditure which was actually expended on different activities.

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

- Improving the accuracy and data confidence of asset inventories where they are low.
- Ensuring that accurate valuations of all asset types are produced annually.
- Ensuring that all future upgrade, new and disposal activities, with funding expenditure/ revenue projections, are fully documented in Section 6.

7.4. Integrated Planning & Reporting KPIs

The Town operates its business processes in-line with the WA Department of Local Government's Integrated Planning and Reporting Advisory Standard. Asset Management performance is measured by the application of three Key Performance Indicators (KPIs). The portfolio's performance against each KPI is as follows.

KPI	Performance	Comment
Asset Consumption Ratio	56.9%	Target band is between 50% and 75%. The Town's performance is currently within this ratio.
Asset Sustainability Ratio	87.8%	Target band is between 90% and 110%. The 2013/14 performance is narrowly below the target band.
Asset Renewal Funding Ratio	-	Target band is between 90% and 100%. This ratio will be calculated after the next revision of the Town's Long Term Financial Plan has been published.

8. Asset Management Practices

8.1. Accounting/Financial Systems

The current financial package used by the Town for recording expenditure and revenue from vehicle, plant and equipment assets is Synergysoft. The Town's Accountant is responsible for the system's maintenance and accuracy. In meeting its financial reporting obligations the Town must comply with

- AAS 4 Depreciation
- AAS 5 Materiality
- AAS 6 Accounting Policies
- AAS 27 Financial Reporting by Local Governments
- AAS 29 Financial Reporting by Government Departments
- AAS 31 Financial Reporting for Governments
- AAS 38 Revaluation of Non-Current Assets
- AASB 1041 Revaluation of Non-Current Assets
- SAC 4 Definition And Recognition of The Elements of Financial Statements
- Local Government Act 1995 Part 6 – various financial management processes.

Any changes which have been identified as needing to occur to the accounting/financial system by this AMP are included in the improvement plan.

8.2. Asset Management Systems

The Town currently operates a number of software systems to assist with the management of plant, vehicles and equipment. The primary systems and their uses are:

- SynergySoft Asset Management and Finance Modules – To record assets, cost histories and usage levels. It should be noted that both modules currently use different databases.
- Microsoft Access Database – Used by the workshop to record assets, their particulars and servicing needs.

Unfortunately, there are currently issues with the alignment of the three databases. As such, an improvement task has been listed to review the list of plant, equipment and vehicle assets.

8.3. Information Flow Requirements and Processes

The key information flows *into* this AMP are:

- Council strategic and operational plans
- Asset inventories
- Valuation reports
- Current service levels, expenditures, service deficiencies and service risks
- Projections of various factors affecting future demand for services and assets owned by Council
- Future capital replacement programmes
- Financial asset values

The key information flows *from* this AMP are:

- The resulting budget and long term financial plan expenditure projections
- Financial sustainability indicators
- The asset management improvement programme

These will impact the Long Term Financial Plan, Corporate Business Plan and Annual Budget.

8.4. Legislation, Standards, Policies and Guidelines

Standards, guidelines and policy documents referenced in this AMP are listed in Appendix A.

9. Plan Improvement and Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Town's business processes as well detailing the future tasks required to improve its accuracy and robustness.

9.1. Performance Measures

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

- The degree to which the required cash flows identified in this AMP are incorporated into council's long term financial plan.

Suitable measures to continuously monitor the performance of this AMP will be developed after such a time when the Town's corporate integrated planning reaches a suitable maturity and robustness.

9.2. Improvement Plan

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

Task No	Task	Responsibility	Resources Required	Timeline
1	Review the recording of usage levels (in terms of kilometres and hours) and identify low use assets.			
2	Identify environmental sustainability initiatives			
3	Align the Plant, Equipment and Vehicles AMP to other AMPs and the Workforce Management Plan.			
4	Develop a corporate risk management framework. Ensure high level AMP risks are reported in the risk register.			
5	Consider and if possible develop a condition assessment programme for plant, vehicles and equipment.			
6	Develop a detailed planned maintenance programme for all assets.			
7	Develop a robust renewal programme and funding projections.			
8	Consider using a single software management system or, improve alignment and procedures between the current 3 systems.			
9	Develop a policy position on vehicle, plant and equipment safety and environmental			

	sustainability.			

Table 9-1.

Task No	Task	Responsibility	Resources Required	Timeline
1	Review the recording of usage levels (in terms of kilometres and hours) and identify low use assets.			
2	Identify environmental sustainability initiatives			
3	Align the Plant, Equipment and Vehicles AMP to other AMPs and the Workforce Management Plan.			
4	Develop a corporate risk management framework. Ensure high level AMP risks are reported in the risk register.			
5	Consider and if possible develop a condition assessment programme for plant, vehicles and equipment.			
6	Develop a detailed planned maintenance programme for all assets.			
7	Develop a robust renewal programme and funding projections.			
8	Consider using a single software management system or, improve alignment and procedures between the current 3 systems.			
9	Develop a policy position on vehicle, plant and equipment safety and environmental sustainability.			

Table 9-1: Plant, Vehicle and Equipment AMP Improvement Plan

9.3. Monitoring and Review Procedures

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

APPENDICES

Appendix A – Legislation Acts and Regulations

This section provides details on all legislation, standards, policies and guidelines which should be considered as part of the management practices of the Town's vehicles, plant and equipment assets.

Legislation / Standard / Organisation	Requirement / Document
Local Government Act 1995	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery.
Dangerous Goods Safety Act 2004	Relates to the safe storage, handling and transport of dangerous goods (e.g. herbicides).
Occupational Health and Safety Act 1984	The Occupational Health and Safety Act is concerned with protecting the safety, health and welfare of people engaged in work or employment. Full consideration and application of the Act should be given in order to identify, manage and reduce or mitigate the risk of harm to the Town's employees.
OSH Regulations 1996	The guidelines for employees and employers to undertake within the work environment
Federal Motor Vehicle Standards Act 1989	The main objectives of this Act are to achieve uniform vehicle standards to apply to new vehicles when they begin to be used in transport in Australia and to regulate the first supply to the market of used imported vehicles.
WA Road Traffic Act 1974	The Act sets out all road regulations applied within WA. It covers key aspects such as licencing for vehicles, driver licencing, traffic regulations, impounding and confiscation of vehicles, events on roads and other regulations.
WA Road Traffic Amendment Act 2004	Amends the Act to cover/clarify areas concerning dangerous driving.
WA Road Traffic Code 2000	Sets out the road rules within WA.
WA Road Traffic (Vehicle Standards) Regulations 2002	Sets out the standards for vehicles, covering areas such as maintenance, emission control, load limits and restricted access vehicles.
Other Standards and	Other relevant documents include, but are not limited to:

Regulations	= Various Australian Standards which may be applicable to individual types of plant and equipment = AS/NZS 4360: 1995 Risk Management = All other relevant State and Federal Acts & Regulations = All Local Laws and relevant policies of the organisation = Refer to Section 7 for the relevant financial legislation and regulatory requirements.
Town of Bassendean	Town Policies including: = 1.16 – Communication & Consultation, Community & Stakeholders = 1.20 – Financial Sustainability Policy = 1.21 – Purchasing Policy = 1.22 – Risk Management Policy = 1.23 – Sustainable Bassendean Policy = 1.36 – Passenger and Light Commercial Vehicle Fleet Management Policy = 1.38 – Use of Council Equipment for Private Purposes Policy = 1.39 – Occupational Safety and Health Responsibility Policy = 2.1.1 – Asset Management Policy = 2.1.3 – Vehicle Tenders Policy = 2.4.6 – Energy Use Policy = 3.9 – Environmental Purchasing Policy = 7.1.4 – Community Use of Disability Access Mini-Bus Policy = 9.1 – Community Buses Policy = 10.2 – Youth Service Bus Policy = 10.3 – Youth Services Go-Karts = 11.12 – Tobacco Policy

Table 9-2: Legislative Requirements, Standards, Policies and Guidelines

Appendix B – AMP Stakeholders and Service Levels

AMP Stakeholders

Analysis of the Town's vehicles, plant and equipment revealed that there are 3 key stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

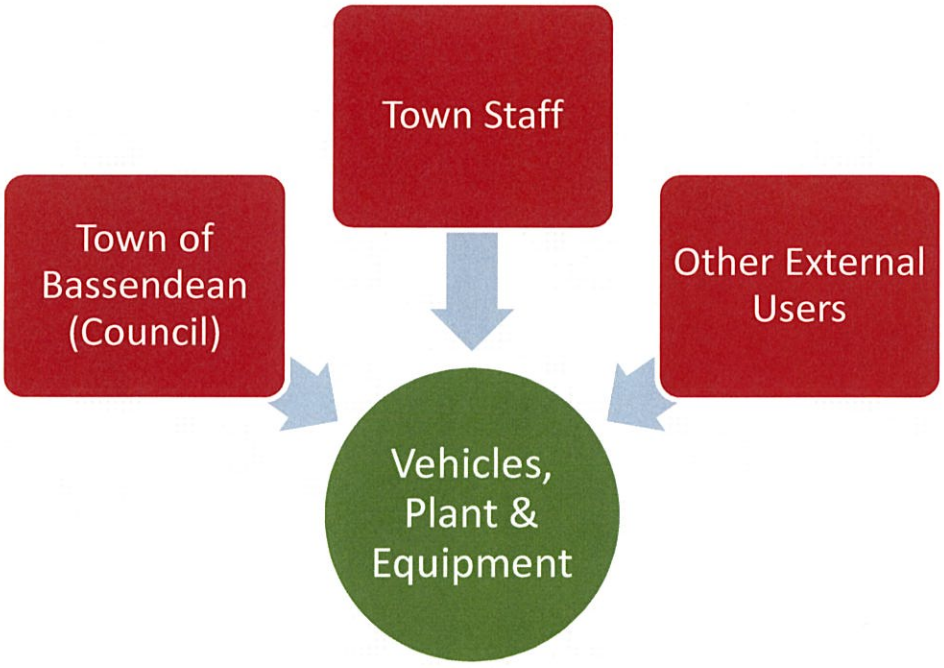


Figure 9-1: Vehicles, Plant & Equipment Stakeholders

- Town of Bassendean Council

  Council is the owner of most vehicles (excluding leased), plant and equipment. Members are responsible for setting suitable policies to help guide the management of these assets. They are also responsible for balancing service levels against whole of life costs. The AMP contains relevant information around which Council is able to make long term strategic decisions.

- Town of Bassendean Staff

  Staff have a number of different interests in vehicles, plant and equipment. Many use these assets during their day to day work, others have access to some privately as part of remuneration packages. Staff use the AMP for a range of business activities such as financial, performance and works management.

- Other External Users

The Town provides and maintains a number of vehicle assets that are used by external stakeholders (e.g. Bassendean Volunteer Services). These assets are usually acquired in order to support specific strategic outcomes. Users of these assets would be unlikely to use the AMP, but would need outcomes such as availability, performance, condition and safety.

Process for Developing Potential Service Levels

In developing the service levels for vehicles, plant & equipment, the Town has generally applied the framework as set out in the IIMM - 2011. The process broadly applies 5 steps, being:

- Identify service attributes important to customers;
- Define the customer service levels the Town delivers;
- Develop performance measures;
- Consult with customers; and
- Make service level based decisions.

Identifying Service Attributes Important to Customers (Stakeholders)

For this AMP, stakeholders were identified and then segmented into groups, as detailed in Figure 9-1. Each stakeholder group has different interests and may seek different service outcomes.

The identification of these service outcomes and interests was undertaken internally, by taking on each group's position. In this instance no stakeholder consultation occurred, however in future revisions of this AMP, it would be advantageous to do so.

Define the Customer Service Levels the Town Delivers

Using the values that were developed, key drivers/service levels were selected. These provided the basis from which the final service level table was produced. Typically, those service levels which were frequently occurring or were "needed" (as opposed to "wanted"), were selected.

Develop Performance Measures

Performance measures for each service level were developed and which used the "SMART" rule, being; **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imebound. Where possible, ratios (percentages) were also used in the final measurement in order to accommodate possible changes in base data.

Consult With Customers

At this point in time, no consultation has occurred with key customers (stakeholders). It is envisaged that this will occur over the medium term. Before this occurs though, a suitable framework for consultation with stakeholders will need to be developed.

Make Service Level Based Decisions

Once the Town has reached a future point whereby it has confidence in both customers' required service levels and portfolio performance, it will be able to make informed strategic decisions.

Stakeholder Key Service Attributes

Each of the key stakeholders were considered as to what they value and expect from vehicles, plant and equipment. These needs and wants were captured and have been presented in the table below. Those considered of high importance, that is are frequently reoccurring, and those which are needed, were then chosen to form the basis of the AMP's Service Levels.

Stakeholder	Specific Needs/Wants	Need or Want?	Service Attribute
Town Council	Managed to meet all applicable statutory regulations	Need	Compliance
	Managed in a financially sustainable manner	Need	Financial Sustainability
	Provided in a financially efficient manner	Want	Financial Efficiency
	Managed in an environmentally sustainable manner	Want	Environmental Sustainability
	Maintained so as to minimise the Town's and user's risk exposure	Want	Safety
	Users are satisfied with the assets	Want	Satisfaction
Town (Staff)	Assets have good ergonomics and are in a good condition	Want	Quality
	Assets are reliable	Want	Reliability
	Assets are available when required	Want	Availability
	Assets are safe to operate	Want	Safety
Other External Users	Assets are reliable	Want	Reliability
	Assets are available when required	Want	Availability
	Assets are safe to operate	Want	Safety
	Assets have good ergonomics and are in a good condition	Want	Quality

Table 9-3: Stakeholder Service Attributes

The following service attributes were selected for Service Levels:

- **Safety – Frequency: 3**
- **Quality – Frequency: 2**
- **Availability – Frequency: 2**
- **Reliability – Frequency: 2**
- **Compliance – Frequency: 1 and Needed**
- **Financial Sustainability – Frequency: 1 and Needed**

Appendix C – Vehicles, Plant & Equipment Demand

Background

Council's fundamental role is to provide services to its community and stakeholders. Vehicles, plant and equipment assist in the delivery of many of these services. Predicting future changes to service demand is an important element of any organisation's asset management practices. It enables practitioners to plan ahead and identify the best way of meeting future demand.

The Demand Section takes a broad view to possible demand influences and as an outcome, attempts to identify those most likely to have the greatest impact on demand over the life of the AMP.

Historic Demand

Usage

Demand for services is generally measured by service demand (e.g. usage). However, linking the usage of services such as transport (e.g. roads, paths etc.) back to vehicle, plant and equipment usage levels is complex. As such and where possible, understanding each piece of plant or equipment's usage levels is a far easier metric to collect and maintain data on. Figure 9-2 and Figure 9-3 show the average annual kilometres and fuel use for items where this information is recorded. They demonstrate that use between items can be significantly different and that further investigation may be warranted to examine whether low use assets could be disposed. An improvement action to review usage levels has been listed.

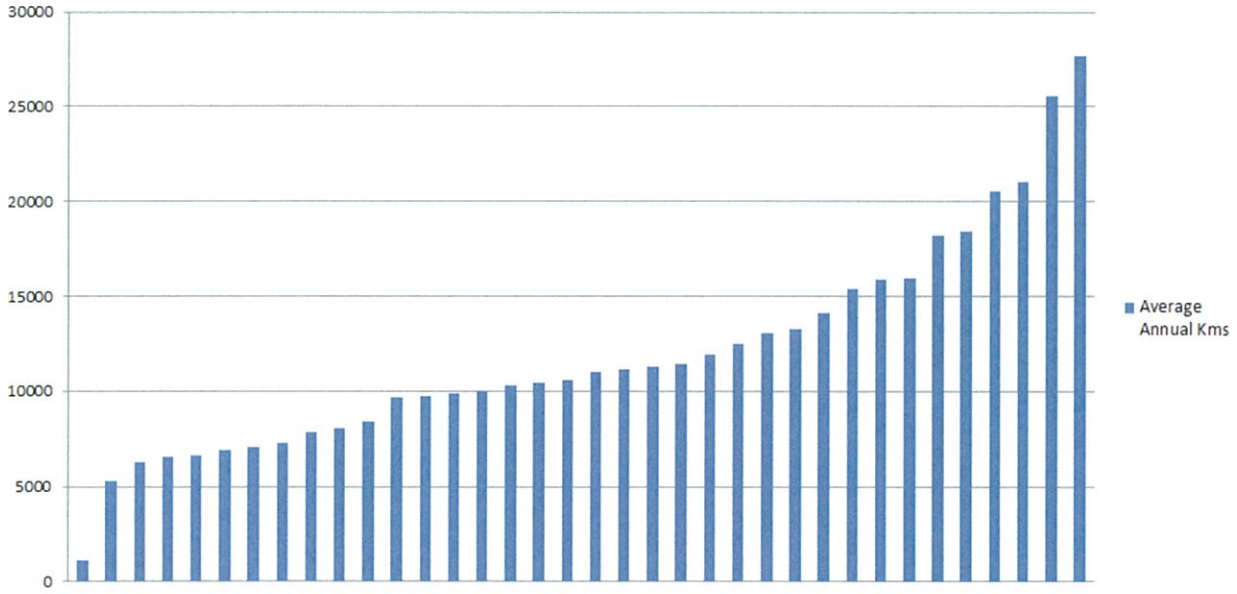


Figure 9-2: Average Annual Kms Driven

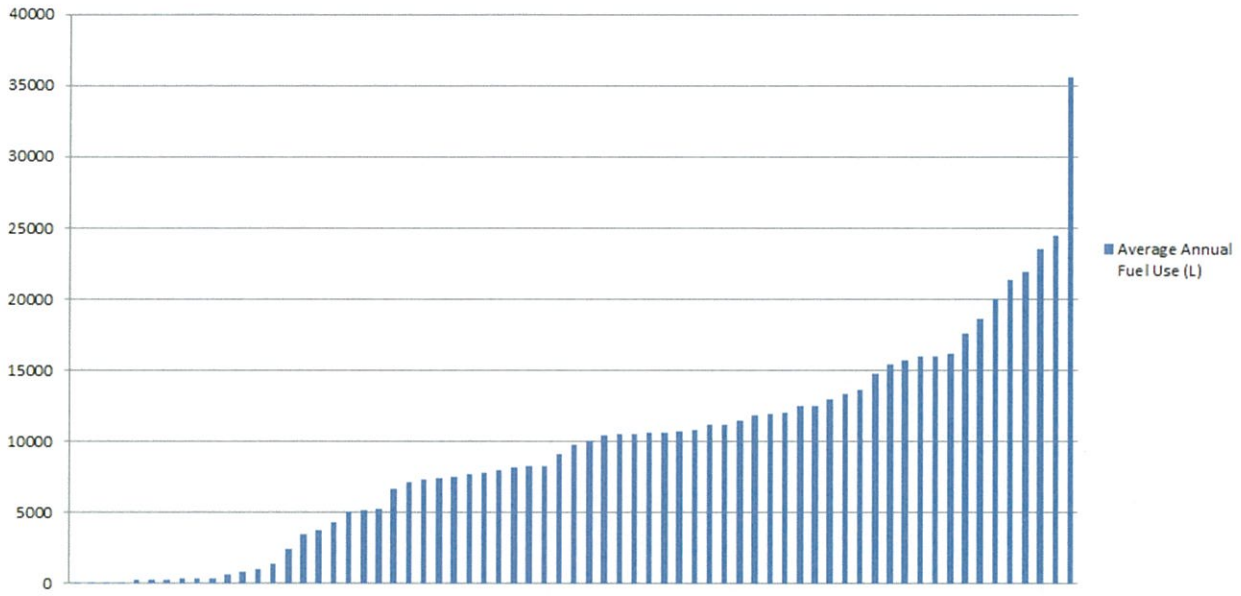


Figure 9-3: Average Annual Fuel Use (L)

Population Change

When the overall population change of the Town (Figure 9-4) between 2001 and 2011 is considered, the number of recorded people at census night has climbed steadily from 13,362 (2001) to 14,228 (2011). The increase of +0.65% per annum would suggest that demand for some services would also have increased. Therefore demand for vehicles, plant & equipment may also have risen. As such, the Town may have to monitor utilisation levels in order to understand where capacity does, and does not, exist. An analysis of current usage levels and comparison to whole of life costs has been listed as an improvement action.

Demographic Change

Figure 9-4 shows that between 2001 and 2011 that population growth has occurred in 6 of the 11 demographic age bands and the median age has risen marginally from 37 to 38. Most age groups have only experienced minor fluctuations in population change, perhaps with the exception of the 55-64 years. However, the results do not suggest that there have been any major changes which would have significantly altered service demand on vehicles, plant and equipment.

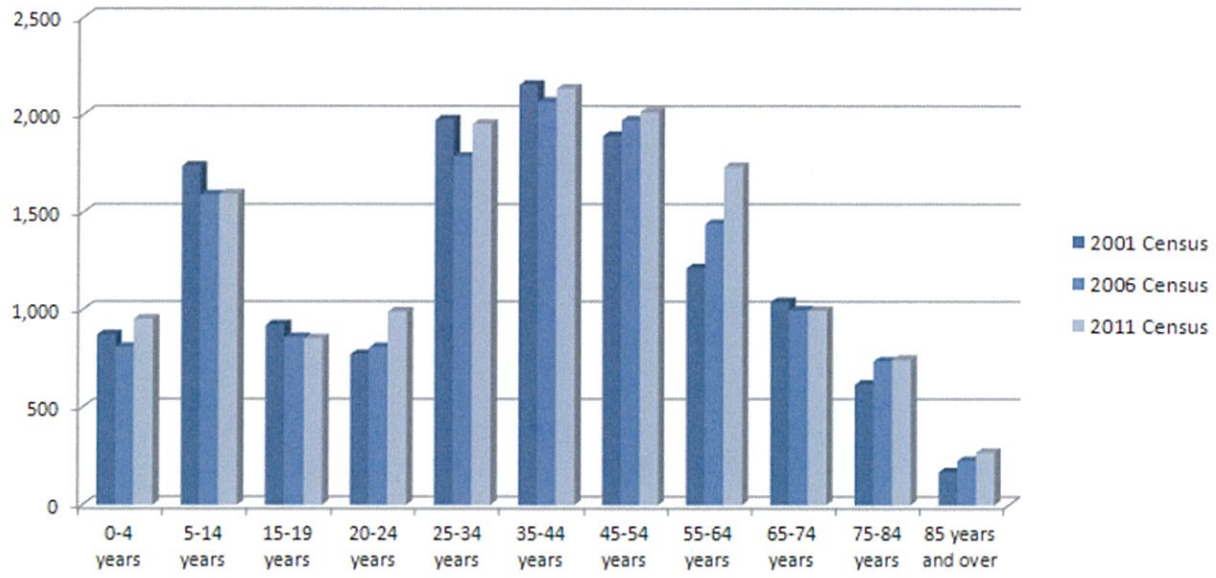


Figure 9-4: ABS Population & Demographic – Town of Bassendean 2001-2011

Future Demand Drivers

In order to identify future demand pressures on vehicle's, plant & equipment (both positive and negative), six driver categories, being political, economic, social, technological, legal and environmental have been considered. Drivers such as these will not only influence asset demand, but also possibly require future resources in order to meet specific needs or goals. Each of these demand drivers are discussed below and their effects summarised. The exact effects of many of these drivers are difficult to quantify though and may also require further study and research.

Political Demand

State Government

Political influence on the Town's service delivery is limited to a number of high level areas. Political influence can also generally be separated by that which occurs from the Town's Council and that which arises from other political levels, such as through state or federal Legislation and Acts.

The only area of potential demand change from state government that has been identified (aside from local government reform) is that of service shifting. In recent years, local governments have increasingly been expected to provide an increasingly diverse range of services. This has naturally affected the amount and types of plant and equipment also required. However, over the life of this AMP, no specific service transfer is planned to occur.

Council

The largest area of demand that the Town's Council can influence is that around changes to service levels. For example, by enforcing changes to current maintenance practices (e.g. increasing mowing frequency) or by changing policy so that vehicles, plant and equipment are renewed more or less frequently. These changes can then affect areas such as the portfolio's size, whole of life costs etc. To ensure that this demand is managed, Council need to be informed on both future service demand levels, as well as the financial sustainability of the service levels that they may wish to provide. This AMP will help to ensure demand changes imposed by Council are manageable.

Local Government Reform

In 5 February 2009, the Minister for Local Government announced a suite of Local Government reforms. The reforms announced by the Minister requested each Local Government to consider structural reform options with its neighbouring Councils. As a specific initiative of reform, in June 2011, the Premier and Minister for Local Government announced the commencement of a metropolitan Local Government reform review. A panel was established to review the social, economic and environmental challenges facing Perth over the next 50 years and to recommend appropriate governance models and resultant boundaries for the sector.

The final model will result in a reduction of Perth metropolitan local governments from 30 to 16. As of the 1 July 2015, the Town will no longer exist as a legal entity and instead will form part of an expanded City of Bayswater. As the logistics of the Town's merger into The City are not entirely clear, it is not currently known what long term demand changes may arise. For now, no significant changes are anticipated.

Change Effect: No significant changes.

Economic Demand

Staff Number Changes

Many of the vehicles, plant & equipment that the Town owns are required to support the jobs that staff members undertake. As such there is a direct link between staff numbers and the quantities of certain vehicles, plant and equipment assets. Although population forecasts would suggest that major changes in staff numbers are unlikely over the life of this AMP, other external factors such as service provision also need to be considered. Ultimately, much will depend on what the Town's Workforce Management Plan predicts. As such, an improvement action to align vehicle, plant & equipment demand with workforce projections has been listed.

Energy Costs and Availability

The operation and maintenance of vehicle, plant & equipment assets uses energy, typically in the form of petrol, diesel, gas or electricity. In recent years, many of these energy sources have significantly increased in cost. For example petrol prices have risen by approximately +6.5% per annum over the past 2 years. Although future energy costs and availability are difficult to predict, it is likely that costs will continue to rise above normal inflation levels. As such, the use of vehicles, plant & equipment will become increasingly expensive. There is merit in considering the composition of the portfolio and to determine where possible policy changes can be made so that utilised assets are increasingly energy efficient. This has been listed as an improvement action.

Council Financial Sustainability

In recent years there has been a moderate level of publicity and investigation into the long term sustainability of WA local governments. The introduction of the Town's integrated planning and reporting framework means that it is working towards a point whereby it can clearly understand its long term financial sustainability. Once this point is reached, the sustainability of the portfolio can also ascertained.

Change Effect: Rising energy costs will drive sustainability initiatives such as fuel efficient plant. Changes in the predicted workforce size need to be aligned with this AMP.

Social Demand

Population

Population forecasts play a pivotal role in understanding future challenges. Typically, as the population grows, so too does demand for services and infrastructure investment. The 2011 ABS census showed that at this time, the Town had a population of 14,228. This represented a growth of +6.5% (866) over the preceding 10 year period. According to the WA Department of Planning's Western Australia Tomorrow Population Report No.7, the population growth seems to be closest to the Band B forecast. If this trend were to continue, it would be anticipated that the Town's population will grow to approximately 15,300 by 2026.

	2001	2006	2011	2016	2021	2026
Actual Population	13,362	13,286	14,228			
Forecast Population				14,800	15,100	15,300
Total % change over previous census		-0.6%	+7.1%	+4.0%	+2.0%	+1.3%

Table 9-4: Town of Bassendean Historic and Forecast Population (ABS)

An increased Town population is likely to result in increasing service demand. Clearly establishing the effect of this demand on individual assets is required. Furthermore, monitoring utilisation and capacity rates will be critical to enable the Town to plan for, and meet, future demand. Both of these tasks have been listed as improvement actions.

Demographics

Analysis of general population change between 2001 and 2011 showed that the Town's median age of persons remained largely unchanged, with just a small shift from 37 to 38. While demographic changes do have the capacity to alter demand of the portfolio (e.g. an aging population may require more community buses), no significant changes are currently forecast.

Change Effect: Overall vehicle, plant & equipment demand levels will be influenced slightly by an increasing population. Demographic change will likely have a negligible affect.

Technological Demand

Plant Maintenance

In recent years, many vehicle, plant and equipment asset components (e.g. vehicle control systems) have become increasingly complex. This trend is likely to continue as other technology features (e.g. parking assist, collision avoidance etc.) become increasingly common. While these features present benefits in terms of efficiency, safety etc., they may make it increasingly difficult for the Town to maintain them without specific technologies such as diagnostic software and hardware. Furthermore, staff will have to be trained to higher levels in order that they may be able to maintain the portfolio. These factors all point to increasingly higher maintenance costs.

Alternative Fuels

Rising fuel costs have led to an increase in the number of alternative fuels available for certain pieces of plant (e.g. compressed natural gas). If the Town were to introduce vehicles using alternative fuels, there would be a need for staff to gain familiarity with their handling. Additional specialist service equipment may also be required.

Condition Monitoring and Asset Management Systems

Changes and improvements to the way WA local governments are managing their assets means that there will likely be a growing need to develop and manage data in the form of inventories, condition ratings, financial performance etc. To do so in an efficient manner so that data can be interrogated and knowledge extracted, a sophisticated asset management is required. An improvement action has been listed to investigate the Town's current software systems and to determine what future resources are required to effectively manage the required data.

Safety

Since 1993 the Australasian New Car Assessment Program (ANCAP) has published crash test results for passenger and light commercial vehicles sold within Australia and New Zealand. Vehicles are awarded an ANCAP safety rating of between 1 to 5 stars indicating the level of safety they provide in the event of a crash. The more stars the better the vehicle performed in tests. ANCAP recommends that buyers purchase 5 star rated vehicles only.

Many employers recognise the importance of supplying safer vehicles for their staff to use. In addition, safer vehicles also reduce the chance of major injury to third parties (e.g. pedestrians) in the event of an accident. The Town does not currently have a policy on either vehicle safety or environmental sustainability. An improvement task to consider these has been listed.

Change Effect: The increasing amount of technology being integrated into specific pieces of vehicles, plant and equipment will increase the demand for specialist servicing equipment and

staff training. Overall maintenance costs may therefore increase. Improved asset management practices will also increase the need for resources to acquire and maintain asset data.

Legal Demand

No specific legal demand factors have been identified.

Change Effect: No change

Environmental Demand

Strategic Goal / Environmental Sustainability

In recent years, the community's awareness of environmental issues, including climate change, has resulted in some change to habits and broader government legislation (e.g. carbon tax). In addition to general community awareness change, the Town has a number of strategic actions that are focussed on increasing its environmental sustainability. However at present, very few specific changes to the composition of the Town's vehicle, plant & equipment portfolio has yet been proposed (e.g. the introduction of hybrid vehicles). Over the life of this AMP, the demand activities/changes that may occur are:

- Questioning whether assets are required
- Ensuring that maximum life is obtained from assets
- Acquiring assets that are energy efficient
- Acquiring assets with a high component recyclability rate and/or low carbon footprint

Change Effect: Increased demand for clearer decision making around asset need. Demand for staff to understand asset's whole of life costs. Preference for the acquisition of "environmentally gentle" assets which may have a higher whole of life costs.

Appendix D – 5 Year Replacement Programme

The following programme is currently in a draft format and should only be used as such. The programme excludes leased vehicles which are renewed in line with their lease terms.

Plant Number	Make and Model	Date Bought	Forecast Renewal Year	Forecast Renewal Cost After Trade-in
SES	Toyota Landcruiser	2001	2015/16 (Overdue – 2006)	$37,500
P819	John Papas Trailer	1993	2015/16 (Overdue – 2008)	$2,800
P270	Polmac Box Trailer	1997	2015/16 (Overdue – 2012)	$1,600
PP1424	Ford Ranger	2008	2015/16 (Overdue – 2013)	$14,000
PW7006	Ford Ranger	2008	2015/16 (Overdue – 2012)	$14,000
PW1415	Ford Ranger	2008	2015/16 (Overdue – 2012)	$14,000
PP7181	Ford Ranger	2008	2015/16 (Overdue – 2012)	$11,500
PP7186	Ford Ranger	2008	2015/16 (Overdue – 2012)	$11,500
PB7216	Ford Ranger	2008	2015/16 (Overdue – 2012)	$11,500
PP7188	Ford Ranger	2008	2015/16 (Overdue – 2012)	$15,000
P508	Ford Ranger	2008	2015/16 (Overdue – 2012)	$11,500
P896	Hyundai iMax Shuttle	2008	2015/16 (Overdue – 2012)	$22,500
P272	Polmac Roller Trailer	1998	2015/16 (Overdue – 2012)	$3,200
P620	Gentech Welder	1998	2015/16 (Overdue – 2012)	$4,800
P851	Hyundai iMax Shuttle	2009	2015/16 (Overdue – 2014)	$22,500
P897	Hyundai iMax Shuttle	2009	2016/17 (Overdue – 2014)	$22,500
P7191	Toro Greensmaster 3150	2006	2016/17 (Overdue – 2014)	$18,500
P1105	Polmac Trailer	1999	2016/17 (Overdue – 2014)	$2,800
W7040	Polmac Tandem Axle Trailer	1999	2016/17 (Overdue – 2014)	$9,600
SES3	Lighting Trailer	1999	2016/17 (Overdue – 2014)	$9,600
P852	Holden Captiva	2010	2017/18 (Overdue – 2015)	$16,500
P853	Holden Commodore	2010	2017/18 (Overdue – 2015)	$18,000
SES12	Toyota Landcruiser	2010	2017/18 (Overdue – 2015)	$37,500
P482	Leader Flattop Trailer	2000	2017/18 (Overdue – 2015)	$4,000
P898	Holden Commodore	2011	2017/18 (Overdue – 2016)	$18,000
PW7043	Isuzu NQR450	2008	2017/18 (Overdue – 2016)	$32,500
PP7117	Isuzu FRR500 Long	2008	2018/19 (Overdue – 2016)	$45,000
P814	Iveco Daily 35SS14AV	2008	2018/19 (Overdue – 2016)	$54,000
P7110	Massey Ferguson MF5435	2008	2018/19 (Overdue – 2016)	$24,500

PW7042	Ammann AV12 Roller	2001	2018/19 (Overdue – 2016)	$25,600
P7172	Gallagher Verti Mower	2001	2018/19 (Overdue – 2016)	$16,000
P7177	Vermeer BC1400	2002	2018/19 (Overdue – 2017)	$60,000
PA1445	Ford Ranger	2012	2019/20 (Overdue – 2017)	$14,100
PW7011	Volvo L50D	2002	2019/20 (Overdue – 2017)	$148,000
P567	Leader Single Axle Trailer	2002	2019/20 (Overdue – 2017)	$8,000
P568	Leader Single Axle Trailer	2002	2019/20 (Overdue – 2017)	$4,000
P836	Toyota Hiace	2003	2019/20 (Overdue – 2018)	$52,000

Appendix E – Risk Management Analysis

This appendix details the desktop risk analysis undertaken on the management of the plant and equipment portfolio. The risk analysis has been undertaken to be compliant with AS 4360.

Risk Context

The risk analysis applies only to the management activities undertaken on the portfolio. It does not seek to identify physical risks. In-lieu of a corporate risk policy and objectives, the following statement defines what an 'acceptable' level of risk is with regards to plant and equipment assets.

Through risk management, the Town of Bassendean aims to:

- Protect the quality of the plant, vehicle and equipment portfolio;
- Protect users of plant, vehicles and equipment;
- Protect the Town's assets and public image;
- Reduce the Town's exposure to risk; and
- Promote effective financial and asset management practices.

This will be achieved through:

- Identifying, decreasing the likelihood, and mitigating the consequences of risk, within the constraints of sensible commercial objectives and practices;
- Applying risk based practices to the management of assets and associated decision making;
- Maintaining safe and reliable plant, vehicles, equipment and infrastructure;
- Preparing appropriate contingencies;
- Reviewing the risk profile of the portfolio at appropriate intervals and when circumstances dictate; and
- Maintain an up to date Plant, Vehicle and Equipment AMP.

Risk Criteria

The following criteria have been applied as part of the risk analysis.

Likelihood Levels

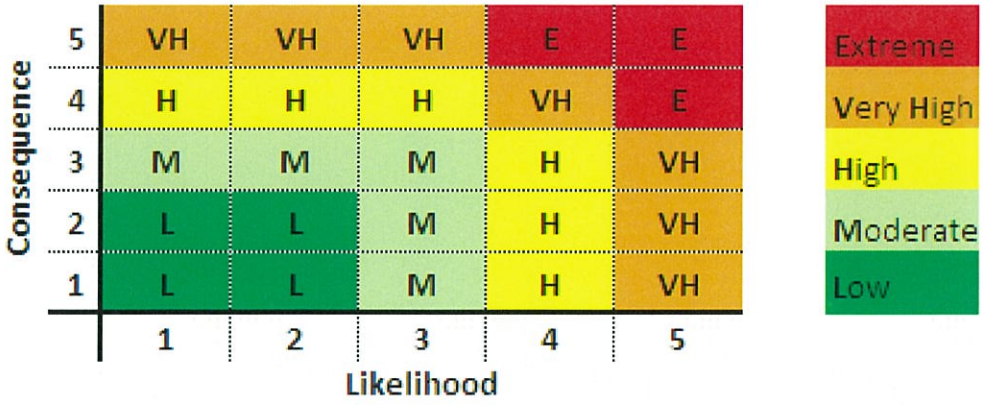
Level	Likelihood Scale	
	Descriptor	Indicative Frequency (expected to occur)
5	Almost certain	The event will likely occur once a year or more frequently.
4	Likely	The event will likely occur every three years.
3	Possible	The event will likely occur every ten years.
2	Unlikely	The event will likely occur every thirty years.
1	Rare	The event will likely occur every one hundred years.

Consequence Scale

Consequences Scale

Severity Level	Consequence Types					
	Political (P)	Economic (E)	Social (S)	Legal (L)	Environmental (E)	Health & Safety (HS)
5		Annual economic benefit or cost change of greater than +/- $1,000,001.		Significant prosecution and fines. Very srious litigation including class actions	Very serious, long term environmental impairment of ecosystem functions.	Multiple fatalities, or significant irreversible effects to >50 persons.
4	Serious public or media outcry (international coverage).	Annual economic benefit or cost change of between +/- $200,001 to $1,000,000.	On-going serious social issues. Significant damage to structures/items of cultural significance.	Major breach of regulation. Major litigation		Single fatality and/or severe irreversible disability (>30%) to one or more persons.
3	Significant adverse national media/ public/ NGO attention.	Annual economic benefit or cost change of between +/- $50,001 to $200,000.		Serious breach of regulation with investigation or report to authority with prosecution and/or moderate fine possible.	Serious medium term environmental effects.	Moderate irreversible disability or impairment (<30%) to one or more persons.
2	Attention from media and/or heightened concern by local community. Critism by NGOs.	Annual economic benefit or cost change of between +/- $10,001 to $50,000.	On-going social issues. Permanent damage to items of cultural significance.	Minor legal issues, non compliances and breaches or regulation.	Moderate, short term effects but not affecting ecosystem functions.	Objective but reversible disability requiring hospitalisation.
1	Minor, adverse local public or medical attention or complaints.	Annual economic benefit or cost change of upto +/- $10,000.	Minor medium term social impacts on local population. Mostly repairable.		Minor effects on biological of physical environment.	No medical treatment required.

Risk Matrix


Consequence
5 VH VH VH E E
4 H H H VH E
3 M M M H VH
2 L L M H VH
1 L L M H VH
1 2 3 4 5
Likelihood
Extreme
Very High
High
Moderate
Low

Risk Analysis

Due to limitations in the accuracy of the current asset inventories and long term renewal programmes for plant, vehicles and equipment, the risk analysis will completed in the next revision of this AMP.

Appendix F – Plant, Vehicles and Equipment Asset Inventory

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
P7157	P7157	Elevated Work Platform	Vehicle	AFRON	PA500 / 5 Metre	1BUU 572	2004	$40,000	$23,000	15	40%	$16,000	Owned
P899	P899	Large Bus	Vehicle	TOYOTA	COASTER	1EES568	2013	$145,868	$126,337				Owned
P550	P550	Fire Engine	Vehicle	BEDFORD	Fire Truck	6SW 062	1971	$150,000	$10,000	50	5%	$7,500	Owned
W7013	PW7013	Loader/Backhoe	Vehicle	CATERPILLAR	428C	1AEE 442	1998	$180,000	$40,000	20	15%	$27,000	Owned
PW7034	PW7034	Skid Steer Loader	Vehicle	CATERPILLAR	226 BAC	1BTP 628	2004	$50,000	$35,000	15	50%	$25,000	Owned
	PP7170	Ride On Mower	Vehicle	COX	A14511M		2012	$4,500	$4,000	8	50%	$2,250	Owned
	P465	Front Cut Walk Behind Mower	Vehicle	DEUTSCHER MOWERS	H26			$6,000	$2,000	8	50%	$3,000	Owned
	PLEO113	Jeremy Walker	Vehicle	FORD	RANGER	1EJE610	2013	$0	$0	0		$0	Leased
	PLB0213		Vehicle	FORD	RANGER	1EIM339	2013	$0	$0	0		$0	Leased
	PP7187		Vehicle	FORD	RANGER	1EMG293	2014	$0	$0	0		$0	Leased
AF0705	PP1424	Utility Extra Cab Well Body-P1423	Vehicle	FORD	RANGER	1CSS 463	2008	$28,000	$18,000	8	50%	$14,000	Owned
PW7006	PW7006	Works (W7005)	Vehicle	FORD	RANGER	1CXS 866	2008	$28,000	$17,000	8	50%	$14,000	Owned
PW1415	PW1415	Supervisor	Vehicle	FORD	RANGER	1CYV 982	2008	$28,000	$18,000	8	50%	$14,000	Owned
PP7181	PP7181	Parks	Vehicle	FORD	RANGER	1CXS 919	2008	$23,000	$20,000	8	50%	$11,500	Owned
PP7186	PP7186	Parks	Vehicle	FORD	RANGER	1CXH 044	2008	$23,000	$20,000	8	50%	$11,500	Owned
PP7185	PB7216	Building Handyman	Vehicle	FORD	RANGER	1CXP 788	2008	$23,000	$20,000	8	50%	$11,500	Owned
	P508	D/C Ute	Vehicle	FORD	RANGER XL	096 BAS	2008	$30,000	$23,000	8	50%	$15,000	Owned
PP7188	PP7188	Ute	Vehicle	FORD	RANGER	1CXP 790	2008	$23,000	$18,000	8	50%	$11,500	Owned
	PA1445		Vehicle	FORD	RANGER	1EAH 100	2012	$28,200	$23,000	8	50%	$14,100	Owned
PP7123	PP7123	Tip Truck Crew Cab	Vehicle	HINO	300 Series Z	1DNQ 663	2010	$68,000	$42,000	8	50%	$34,000	Owned
	PP8101	3 ton Tipper	Vehicle	HINO		1DMW 023	2010	$65,000	$44,000	8	50%	$32,500	Owned
	PLCE013		Vehicle	HOLDEN	CAPRICE	100BAS	2012	$0	$0	0		$0	Leased
	PLSD114		Vehicle	HOLDEN	COMMODORE SPORTWAGON	1ENK761	2014	$0	$0	0		$0	Leased
P852	P852	HACC - not maintained by Town	Vehicle	HOLDEN	CAPTIVA	1DGX 179	2010	$33,000	$19,000	8	50%	$16,500	Owned
	P853	Wagon (HACC/Seniors)	Vehicle	HOLDEN	COMMODORE OMEGA	1DJP 843	2010	$36,000	$20,000	8	50%	$18,000	Owned
P898	P898	Wagon HACC/Seniors	Vehicle	HOLDEN	COMMODORE OMEGA	1DRS 372	2011	$36,000	$24,000	8	50%	$18,000	Owned

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
PP7161	PP7161	Winged	Vehicle	HOWARD	STEALTH MOWER 2			$26,000	$15,000	8	50%	$13,000	Owned
	PLSPO13		Vehicle	HYUNDAI	ix35	093BAS	2013	$0	$0	0		$0	Leased
	PLLIS13		Vehicle	HYUNDAI	iLOAD	999BAS	2013	$0	$0	0		$0	Leased
	PLRO214		Vehicle	HYUNDAI	iLOAD	1EKC824	2013	$0	$0	0		$0	Leased
	PLRO114		Vehicle	HYUNDAI	iLOAD	1EKC823	2013	$0	$0	0		$0	Leased
P896	P896		Vehicle	HYUNDAI	IMAX SHUTTLE CV VT	1CXG 816	2008	$45,000	$24,000	8	50%	$22,500	Owned
P851	P851	HACC	Vehicle	HYUNDAI	IMAX SHUTTLE SLX	089 BAS	2009	$45,000	$28,000	8	50%	$22,500	Owned
P897	P897	HACC	Vehicle	HYUNDAI	IMAX SHUTTLE	094 BAS	2009	$45,000	$28,000	8	50%	$22,500	Owned
	PW7043	Truck	Vehicle	ISUZU	NQR 450	1ECB 757	2008	$65,000	$47,000	8	50%	$32,500	Owned
PP7117	PP7117	Tip Truck	Vehicle	ISUZU	FRR500 Long	1CZS 186	2008	$90,000	$68,000	8	50%	$45,000	Owned
P808	P808	18 Seater Bus (Seniors)	Vehicle	IVECO	DAILY 50C15 HPT	1BSE 494	2004	$140,000	$65,000	15	50%	$70,000	Owned
P814	P814	Bus	Vehicle	IVECO	Daily 35SS14AV	1CWW 016	2008	$120,000	$85,000	8	55%	$66,000	Owned
P7108	P7108	Tractor	Vehicle	JOHN DEERE		1BWD 510	2004	$95,000	$55,000	15	50%	$47,500	Owned
	P7114	Quad Bike	Vehicle	KAWAZAKI	KLF300	1 CFX 685		$8,000	$4,000	8	50%	$4,000	Owned
	PLVS112		Vehicle	KIA	GRAND CARNIVAL	1DWX174	2012	$0	$0	0		$0	Leased
	PLMDS13		Vehicle	KIA	SORENTO	092BAS	2013	$0	$0	0		$0	Leased
	PLMCS14	Michelle Hillary	Vehicle	KIA	GRAND CARNIVAL	104BAS	2013	$0	$0	0		$0	Leased
	PLPBS14		Vehicle	KIA	SORENTO	091BAS	2014	$0	$0	0		$0	Leased
	P7110	Tractor	Vehicle	MASSEY FERGUSON	MF 5435	1CVN 347	2008	$70,000	$45,000	8	65%	$45,500	Owned
	PLMSD13		Vehicle	MAZDA	MAZDA6	095BAS	2013	$0	$0	0		$0	Leased
PW7031	PW7031	Tip Truck	Vehicle	MITSUBISHI	FM65 FJ1RFAG	1BTN 437	2004	$140,000	$60,000	15	20%	$28,000	Owned
PP7178	PP7178	Tip Truck	Vehicle	HINO	300 Series	1EOC349	2014	$67,655	$66,960				Owned
PW7049	PW7049		Vehicle	MITSUBISHI	FUSO	1DVX 668	2012	$65,000	$60,000	8	50%	$32,500	Owned
	PLETC14		Vehicle	NISSAN	X-TRAIL	011BAS	2014	$0	$0	0		$0	Leased
151A	151	Fibreglass Trailer	Equipment	POLMAC	Fibreglass B	1TFY 591	2005	$4,000	$2,000	15	20%	$800	Owned
270	270	Box Trailer	Equipment	POLMAC	Box 2mx1.2m	1TAC 279	1997	$2,000	$1,000	15	20%	$400	Owned
300	300	Single Axle Tilt Bed Trailer	Equipment	POLMAC	Single Axle Tilt Bed	1TFL 686	2004	$10,000	$6,000	15	20%	$2,000	Owned
	P7133	Gang Mower	Vehicle	RANSOME	RA 786 A46			$35,000	$37,000	8	50%	$17,500	Owned
	555	4 Post Vehicle Hoist	Plant	STENHOJ	DK-7150		2005	$9,000	$4,000	15	20%	$1,800	Owned
	888	2 Post Vehicle Hoist	Plant	STENHOJ	099517 - 2.32 MAESTRO		2011	$6,000	$5,500	8	50%	$3,000	Owned
	P798	Concrete Saw	Equipment	STIHL	TS760 - 16"			$2,000	$1,000	8	50%	$1,000	Owned

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
P7191	P7191	Mower	Vehicle	TORO	GREENSMASTER 3150	No Rego	2006	$37,000	$8,000	8	50%	$18,500	Owned
PP7191	PP7191	Mower	Vehicle	TORO	Z MASTER 6000	1EKB195	2013	$17,000	$15,591				Owned
PP7179	PP7179	Mower	Vehicle	TORO	GROUNDMASTER 3500	1DSI 120	2011	$18,000	$11,000	8	50%	$9,000	Owned
	PP7193	Mower	Vehicle	TORO	Z MASTER 6000	1EAM 889	2012	$18,000	$15,000	8	50%	$9,000	Owned
	PLDCD12		Vehicle	TOYOTA	LANDCRUISER PRADO	101BAS	2012	$0	$0	0		$0	Leased
	PLSP012		Vehicle	TOYOTA	CAMRY	106BAS	2012	$0	$0	0		$0	Leased
	PLMAS13		Vehicle	TOYOTA	RAV4	099BAS	2013	$0	$0	0		$0	Leased
	PLCOR13		Vehicle	TOYOTA	AURION	103BAS	2013	$0	$0	0		$0	Leased
	PLYS114		Vehicle	TOYOTA	HIACE	1ELN344	2014	$0	$0	0		$0	Leased
	PLMLS14		Vehicle	TOYOTA	RAV4	1ELX122	2014	$0	$0	0		$0	Leased
	PLBS114	Garry Pearcy	Vehicle	TOYOTA	HILUX	1EOM286	2014	$0	$0	0		$0	Leased
	PLWS114		Vehicle	TOYOTA	HILUX	1EOM287	2014	$0	$0	0		$0	Leased
	PLPG114		Vehicle	TOYOTA	HILUX	1EOM288	2014	$0	$0	0		$0	Leased
	PLHM114		Vehicle	TOYOTA	HILUX	1EOS931	2014	$0	$0	0		$0	Leased
P836	P836	14 Seater Bus	Vehicle	TOYOTA	HIACE	1BLY 177	2003	$65,000	$24,000	15	20%	$13,000	Owned
	SES	Not maintained	Vehicle	TOYOTA	LANDCRUISER	1BZW 695	2001	$75,000	$30,000	15	20%	$15,000	Owned
	SES12		Vehicle	TOYOTA	LANDCRUISER	1DKM 718	2010	$75,000	$50,000	8	50%	$37,500	Owned
	SES13	Dual Cab Tray Utility	Vehicle	TOYOTA	HILUX	1DOQ 946		$55,000	$40,000	8	50%	$27,500	Owned
319	319	Fertiliser Spreader	Equipment	VICON	PS303			$3,000	$1,000	8	50%	$1,500	Owned
	PLDCS12		Vehicle	VOLKSWAGEN	PASSAT	105BAS	2012	$0	$0	0		$0	Leased
	PLDOS13		Vehicle	VOLKSWAGEN	PASSAT	102BAS	2013	$0	$0	0		$0	Leased
W7011	PW7011	Loader	Vehicle	VOLVO	L50D	1BCY 425	2002	$185,000	$65,000	15	20%	$37,000	Owned
PW7036	W7036	Single Drum Vibrating Roller	Vehicle	WACKER NEUSON	RS800A			$15,000	$11,000	8	65%	$9,750	Owned
139	139	2 Tonne Tandem Axle Trailer	Equipment			1TEP 587	2003	$7,000	$2,500	15	20%	$1,400	Owned
182	182	Cement Mixer	Equipment	Easimix	EP35T	1TBX 821		$2,500	$1,200	8	50%	$1,250	Owned
214	214	Radar Speed Display trailer	Equipment	AD Engineering	TRSD 2002	1TEB 145	2003	$19,000	$10,000	15	20%	$3,800	Owned
272	272	Trailer	Equipment	POLMAC	Pedestrian Roller Carrier	1TAK 384	1998	$4,000	$2,000	15	20%	$800	Owned
482	482	Trailer	Equipment	Leader	Flat Top	1TBZ 090	2000	$5,000	$2,000	15	20%	$1,000	Owned
567	567	Trailer	Equipment	Leader	Single Axle Box	1TDH 854	2002	$10,000	$3,000	15	20%	$2,000	Owned

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
568	568	Trailer	Equipment	Leader	Single Axle Box Tip Trailer	1TDH 853	2002	$5,000	$2,000	15	20%	$1,000	Owned
P1105	P1105	Trailer	Equipment	POLMAC	Trailer	1TBN 579	1999	$3,500	$500	15	20%	$700	Owned
P7177	P7177	Woodchipper	Equipment	Vermeer	BC1400	1TEC 351	2002	$75,000	$27,000	15	20%	$15,000	Owned
P819	P819	Trailer	Equipment	John Papas	Box Trailer	1TCN 985	1993	$3,500	$1,000	15	20%	$700	Owned
W7040	W7040	Trailer	Equipment	POLMAC	Tandem Axle	1TBO 796	1999	$12,000	$4,000	15	20%	$2,400	Owned
W7042	PW7042	Tandem Vibrating Roller	Vehicle	AMMANN	AV12	1AYK 457	2001	$32,000	$18,000	15	20%	$6,400	Owned
21899	W7048	Single Axle Plant Trailer	Equipment	POLMAC	Dual Axle	1TGF 534	2005	$6,000	$3,000	15	20%	$1,200	Owned
	SES3	Lighting Trailer - Not maintained	Equipment			1TBT 165	1999	$12,000	$7,000	15	20%	$2,400	Owned
	SES	Rescue Trailer No 1 - Not maintained	Equipment			1QTB 100		$13,000	$13,000	8	50%	$6,500	Owned
	SES5	Rescue Trailer No 2	Equipment			8QT 160		$13,000	$13,000	8	50%	$6,500	Owned
	SES54	SES Logistics Trailer	Equipment			1THI 554	2006	$14,000	$14,000	8	50%	$7,000	Owned
	SES7	SES Flood Boat Trailer	Equipment			8UP 209		$5,000	$3,000	8	50%	$2,500	Owned
	SES	SES IS Trailer - Not maintained	Equipment			1TJG 190		$12,500	$12,500	8	50%	$6,250	Owned
AM0705	215	Speed Trailer	Equipment	CMADE	AD300	1TIJ 833	2007	$19,000	$15,000	8	50%	$9,500	Owned
	216	Trailer - AUSTRL Boxtop	Equipment	Austrl	Boxtop	1TIM 446	2007	$1,000	$500	8	50%	$500	Owned
P7196	P7196	Dual Axle Mower Trailer	Equipment	John Papas	Dual Axle	1THZ 708	2007	$8,000	$4,000	8	50%	$4,000	Owned
PA844	844	10x5 Tandem Luggage Trailer (2009)	Equipment	Midland Trailers	Pantac	1TKQ 013	2009	$6,000	$3,500	8	50%	$3,000	Owned
PW7018	PW7018	Model S20 Sweeper	Vehicle	TENNANT	MS20	1DMW269	2010	$65,000	$50,000	8	50%	$32,500	Owned
850	P850	CCTV MOBILE SURVEY TRAILER	Equipment			1TMV 135		$25,000	$18,000	8	50%	$12,500	Owned
	889	Single Axle Mower Trailer	Equipment	POLMAC	Flat Top with Ramp	1TNN 133		$5,000	$2,000	8	50%	$2,500	Owned
	P7172	Fine Cut Forger Verti Mower	Vehicle	Farmgard (Gallagher)	1.35m Flail		2001	$20,000	$8,000	15	20%	$4,000	Owned
	P574	Deisel Bowser	Plant	FLEETLINE	T334 AT			$12,000	$2,000	8	0%	$0	Owned
	P573	Petrol Bowser	Plant	FLEETLINE	T334 AT			$12,000	$2,000	8	0%	$0	Owned
	P7190	9,000l Diesel Tank	Plant					$10,000	$4,000	20	0%	$0	Owned
	P101	4,000l Petrol Tank (x2)	Plant					$10,000	$4,000	20	0%	$0	Owned
	P620	6kVA Generator	Plant	GENTECH	GEP180 WELD SHR		1998	$6,000	$1,000	15	20%	$1,200	Owned
	PP7160	Green Roller	Vehicle	LOCKWOOD	ROLLERMATIC 2000		2007	$18,000	$7,000	8	50%	$9,000	Owned

Asset Number	Plant Number	Description	Category	Make	Model	Serial No/ Registration	Date Bought	GCRC	Fair Value	Total Useful Life (Years)	Residual Percentage at End of TUL	Annual Depreciation	Ownership
		SES Boat - Not maintained	Vehicle					$45,000	$25,000	8	50%	$22,500	Owned

Table 9-5: Town Vehicle, Plant and Equipment Inventory