Shire of Dardanup

Infrastructure Directorate

APPENDICES

Item 12.3.1 – 12.3.4

ORDINARY COUNCIL MEETING

To Be Held

Wednesday, 27th March 2024
Commencing at 5.00pm

At

Shire of Dardanup
ADMINISTRATION CENTRE EATON
1 Council Drive - EATON

This document is available in alternative formats such as:
~ Large Print
~ Electronic Format [disk or emailed]
Upon request.

From: Alexander John <Alexander.John@dplh.wa.gov.au>
Sent: Wednesday, February 1, 2023 3:14 PM
To: Murray Connell <Murray.Connell@dardanup.wa.gov.au>
Subject: FW: Case 2101684: Request to purchase portion of closed Joshua Creek Road (PIN 1112639) for its amalgamation into Freehold Lot 2 on Plan 14509 (CT 1951-898) - Shire of Dardanup

Hi Murray,

Sorry for the delayed response to the below email chain, I have had a difficult time obtaining a response from Western Power (WP).

WP has now advised that *"Given that the resulting land area is over 10ha in size, no action or protection is required for the Western Power assets in this case."*

Telstra assets were also located however they have provided no objections – please see attached.

As a result all referrals have been returned with objection.

Can you please now proceed with the proposed road closure actions to close unmade road (PIN 1315262) – under section 58 of the *Land Administration Act 1997* (LAA)?

If you have any question or require additional information, please do not hesitate to contact me.

Kind Regards,

Alex

Alexander John
Senior State Land Officer | Land Management Metropolitan and South
Department of Planning, Lands and Heritage
140 William Street, Perth WA 6000
wa.gov.au/dplh | 6552 4511

GOVERNMENT OF WESTERN AUSTRALIA

Department of **Planning, Lands and Heritage**

(Appendix ORD: 12.3.1A)

CROWN LAND ENQUIRY FORM

General Request

Applicant Details

If you are applying on behalf of a customer please complete this section and the Customer Details section below.

First Name	Richard	**Last Name**	Mounsey
Telephone	0897315115	**Mobile**	0472672403
Email Address	rjm13@iinet.net.au		
Postal Address	Po Box 150 Boyanup 6237		
Billing Address	as above		
Organisation			
ABN		**ACN**	**ICN**
Your Case Reference	2511/11		

Customer Details

First Name	Richard	**Last Name**	Mounsey
Telephone	0897315115	**Mobile**	0472672403
Organisation			
Email Address	rjm13@iinet.net,au		
Postal Address	Po Box 150 Boyanup 6237		
Billing Address	as above		
ABN		**ACN**	**ICN**

Page 1 of 8

Department of **Planning, Lands and Heritage**

GOVERNMENT OF WESTERN AUSTRALIA

Q1. Which item best describes your request?

(Please select only one)

- ☐ General access to Crown land
- ☐ Amalgamation
- ☐ Boundary amendment or subdivision
- ☐ Easement
- ☐ Freehold land
- ☐ Road /Public access way /Right of way closure
- ☐ Irrigated agriculture proposal (LTPIA)
- ☐ Other – please provide details:
- ■ Land sale/land exchange
- ☐ Lease
- ☐ Licence
- ☐ Ministerial approval (for mortgages, subleases and other interests over Crown land)
- ☐ Property management issues
- ☐ Road /Public access way /Right of way dedication
- ☐ Reserve

Describe your request in more detail

To purchase the closed road offered to me in 1992 your ref 2511/11 to rectify an issue with the shire of the use of the closed road land .To give my property the correct road frontage i thought i purchased in 1986.

Tick the box of the item that best applies to your request.

To request access to Crown land for events or functions please use the Event Form located on the Department of Planning, Lands and Heritage website.

L T P I A

Specific conditions apply for proposals made under the Land Tenure Pathway for Irrigated Agriculture. For more information please go to www.pathwayforirrigatedagriculture.lands.wa.gov.au

Please detail:

- *What you intend doing*
- *What outcome you want (eg. lease, licence, ownership)*
- *How the crown land will be impacted*
- *Why the proposal is suitable*

Include details such as:

- *Benefits to you*
- *Concept/development proposals*
- *Timeframes and/or stages*
- *Implications*

(Appendix ORD: 12.3.1A)

Department of
LAND ADMINISTRATION
BUNBURY REGIONAL OFFICE

Your Ref:

Our Ref: 2511/11

Telephone: 910837
Enquiries: R Hamilton

Mr RJ Mounsey
[redacted]

Dear Mr Mounsey

I refer to your call at this Office yesterday regarding the value fixed for the closed road offered to you.

It is confirmed that there was an error in calculating the price of the area offered to you and the cash adjustment should be $415 and not the $1690 previously conveyed. Please accept my apologies for this error and any inconvenience caused as a result.

On receipt of your written agreement to meet the land cost of $415 further action in the matter will proceed.

A copy of this letter has been forwarded to the Shire of Dardanup for information purposes.

Yours faithfully

D C Smith

DAVID C SMITH
REGIONAL MANAGER - BUNBURY

RH:AM July 1 1992

Q2. What are the details of the Crown land subject to this request?

Land Details *(list all applicable land details)*

	Title *(Vol/Folio)*	Lot Number	Survey Number	Parcel identification number (PIN) *(if available)*
1	CT 1951 898	2	14509	
2				
3				
4				
5				

Land details can be accessed through Landgate.

Queries on using Landgate services can be directed to its Customer Service Centre on (08) 9273 7373 or by email to customerservice@landgate.wa.gov.au

Street Address *(list all applicable addresses)*

	House/Unit Number	Street/Road Name	Locality/Suburb	Postcode
1	1123	Joshua Ck Rd	Crooked Brook	6236
2				
3				
4				
5				

A map with coordinates and address can be obtained by using Landgate's Map Viewer

Reserve Number/s
(if applicable)

General/Other Information
(Example: coordinates, nearest road or crossroad)

Original road aligment on my south boundry adjoining strip of land i pur chased from nieghbour in 1992 along side of Joshua Creek Road Dardanup as indicated on enlosed map highlighted in red

Please attach all available Titles and maps showing all the land records involved in your request. If not attached, your request is incomplete and may be returned to you.

Q3. Primary Interest Holders

	Name on the Title	Are you the Primary Interest Holder?	No Title Available
1	Richard John Mounsey	☒ Yes ☐ No	☐
2		☐ Yes ☐ No	☐
3		☐ Yes ☐ No	☐
4		☐ Yes ☐ No	☐
5		☐ Yes ☐ No	☐

Certificate of Crown Land Titles or Certificates of Titles can be accessed through Landgate.

Queries on using Landgate services can be directed to its Customer Service Centre on (08) 9273 7373 or by email to: customerservice@landgate.wa.gov.au

Q3a. If you are not the Primary Interest Holder, have you consulted with the Primary Interest Holder to initiate this enquiry?

☐ Yes
☐ No ➡ *Continue this form after consulting with the Primary Interest Holder*

Please attach the correspondence you have had with the Primary Interest Holder

Note: If the request is on behalf of the Primary Interest Holder, registered entity or corporation, you must provide reasons and authorisation to enquire on behalf of the entity

Titles include ownership details such as the Primary Interest Holder (PIH) as well as details of the council/shire/local government authority (LGA) in which the land is located.

A certificate of title or a certificate of Crown Land Title can be obtained from Landgate.

A Certificate of Title may not be available for unallocated Crown land (land for which the Department of Planning, Lands and Heritage has direct management responsibility)

Q4. Local Government Authorities (LGAs) in which the Crown land subject to this request is located

	(list all)	Have you sought comment or advice?
1	Dardanup Shire	☒ Yes ☐ No
2		☐ Yes ☐ No
3		☐ Yes ☐ No

Note: You are required to consult with the local government authority in which the Crown land subject to this request is located as they have information on planning or other proposals in their area which may assist or affect your request.

Q4a. If you have sought comment or advice, have you received the LGA's comments on this request?

☒ Yes
☐ No ➡ *Please continue this form after receiving comment/advice from the LGA*

Please provide brief details of the feedback received from the LGA

The councel would like to have the boundry aligment resolved

Q5. If there is any other information that may further support this request, please provide details below and attach the relevant documentation to your request

In 1984 when the Land was surveyed for future sale the lands department was informed of the road aligment error.In 1986 i purchased the land unaware of the error until 1990 when in thr process of putting a house on the property i was informed by the shire i verchaly had no road frontage.After much negotiation i purchased the nieghbours strip of land between the two road reserves.Having no money to purchase the crown land i moved on with life.25 years later i recieved notification from Dardanup Shire of use and development of land outside lot boundaries.Document provided. Hopefully i can purchase this strip of closed road and resolve this issue and give my property the road frontage i thought i purchased in 1986.

If you have engaged in consultations and/or interactions with other parties related to or having an interest in or management authority in the land the subject to your request, please provide details.

Additional information may be:

- *Additional plans*
- *Photographs*
- *Comments/feedback*

Please include any other details that would assist in the assessment of your request.

Shire of Dardanup

Our Ref: CMP-R0981274
MA: ly
☎: 9724 0348
miranda.akerman@dardanup.wa.gov.au

28 June 2021

Richard Mounsey
[redacted]

Dear Sir

RE: UNAUTHORISED DEVELOPMENT – DAM
USE AND DEVELOPMENT OUTSIDE LOT BOUNDARIES
LOT 2 (1123) JOSHUA CREEK ROAD CROOKED BROOK

Construction of dam

It has come to the Shire's attention that development may have occurred on Lot 2 Joshua Creek Road without approval from the Shire (see **Appendix 1**, Figure 1).

A development application seeking approval for the construction of the dam should be submitted to the Planning Department for consideration.

Please submit a development application to the Shire within 35 days of the date of this letter, that is, by **2 August 2021.**

To submit an Application for Development Approval, you are required to provide the following:

- Completed application form (Form 110) – https://www.dardanup.wa.gov.au/planning/plan/forms-fees;
- Relevant planning fees (https://www.dardanup.wa.gov.au/wp-content/uploads/sites/105/2020/11/Schedule-of-Planning-Fees-2020.pdf);
- Scaled and dimensioned site plan which shows the location of the structure(s) including setbacks to boundaries and other existing structures on the lot;
- Scaled and dimensioned plan of the unauthorised structure(s) including depth, length, width.

Please submit the application to records@dardanup.wa.gov.au. Payment of fees can be done over the telephone. Please contact the Planning Department on (08) 9724 0000 if you have any questions regarding the request for development approval for the construction of the dam.

Use and development outside lot boundaries

In addition to the dam, it appears that use and development is occurring outside lot boundaries (see **Appendix 1,** Figures 2 and 3). If you are able to establish that use and development is occurring within lot boundaries then please forward the relevant documentation to the Shire by **2 August 2021**.

(Appendix ORD: 12.3.1A)

Shire of Dardanup

CJS:HS
R8

2 July 1991

Mr R Mounsey
[redacted]et
[redacted]5

Dear Sir

RE: ALIGNMENT OF JOSHUA BROOK ROAD

Reference is made to previous correspondence, discussions, and meetings in connection with the alignment of a section of roadway near your property and effecting the boundary between that property and your neighbour, Mr O Ronzio.

The members of this Council have recently inspected the section of road concerned but have been unable to resolve the problem because of the fact that an agreement cannot be reached between the two effected property owners and both have, in Council's opinion, valid reasons for their views and opinions that have been expressed.

Because most of the alternatives that have so far been under consideration require the agreement of both property owners, it has been decided by Council not to take any further action to correct the faulty alignment. The position will be reviewed in the future should at any time both property owners make a joint request with a mutually agreed proposal to correct the fault.

Yours faithfully

C J SPRAGG
SHIRE CLERK

3 Little Street, Dardanup, W.A. 6236 Phone (097) 28 1058, Fax. (097) 28 1082

(Appendix ORD: 12.3.1A)

CASE REF 2101684

(Appendix ORD: 12.3.1A)

LT. 37

ORIGINAL—NOT TO BE REMOVED FROM OFFICE OF TITLES

Sundry Document F102270
Volume 1718 Folio 755

WESTERN AUSTRALIA

REGISTER BOOK
VOL. FOL.
CT 1951 898

CERTIFICATE OF TITLE

UNDER THE "TRANSFER OF LAND ACT, 1893" AS AMENDED

I certify that the person described in the First Schedule hereto is the registered proprietor of the undermentioned estate in the undermentioned land subject to the easements and encumbrances shown in the Second Schedule hereto.

Dated 4th February, 1993

REGISTRAR OF TITLES

OFFICE OF TITLES WESTERN AUSTRALIA

PERSONS ARE CAUTIONED AGAINST ALTERING OR ADDING TO THIS CERTIFICATE OR ANY NOTIFICATION HEREON

ESTATE AND LAND REFERRED TO

Estate in fee simple in portion of each of Wellington Locations 286, 289 and 3362 and being Lot 2 on Plan 14509, delineated on the map in the Third Schedule hereto.

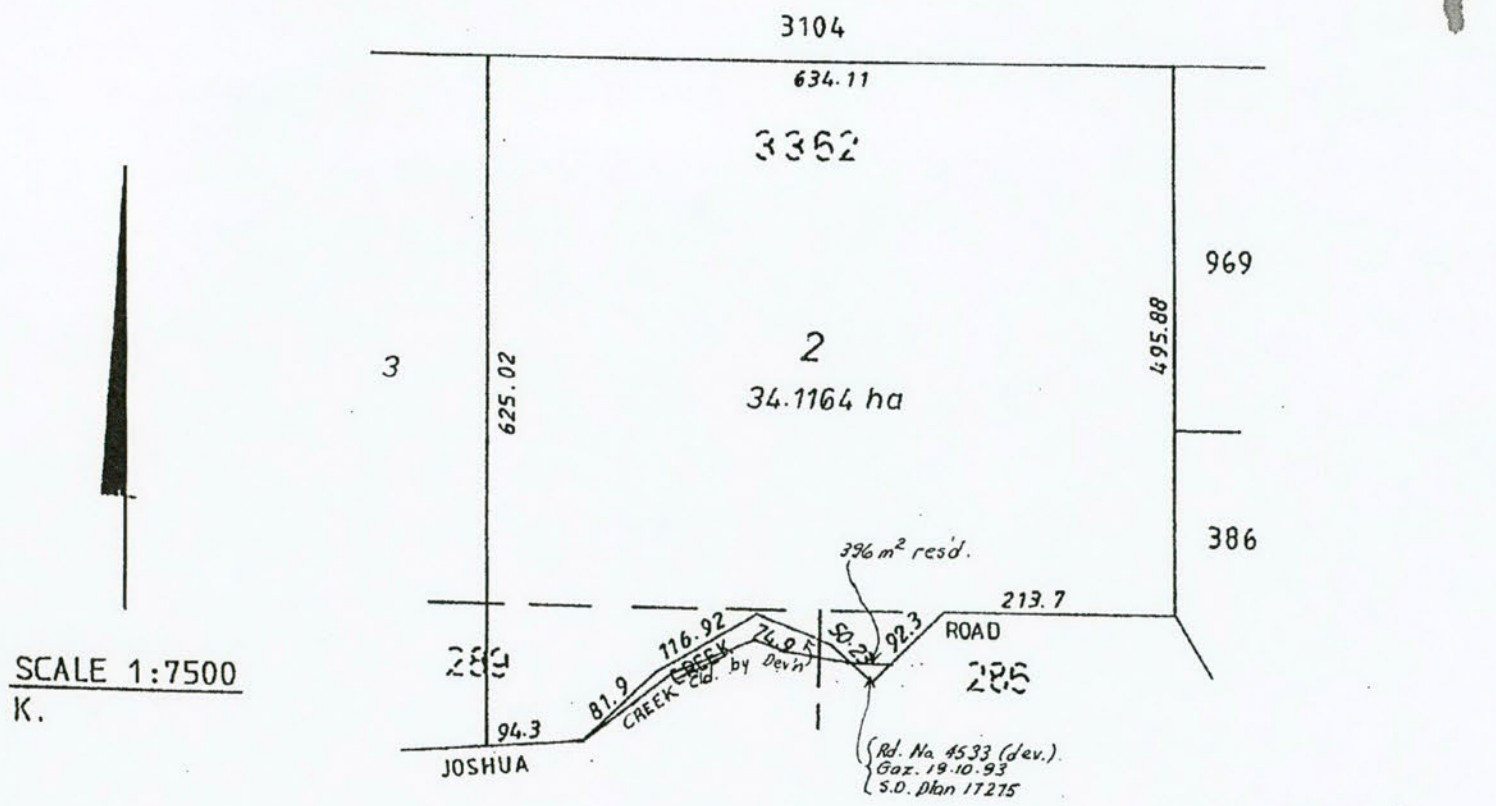
FIRST SCHEDULE (continued overleaf)

Richard John Mounsey of 150 Wittenoom Street, Collie.

SECOND SCHEDULE (continued overleaf)

1. MORTGAGE E942586 to Commonwealth Savings Bank of Australia. Registered 22.7.92 at 9.29 hrs.

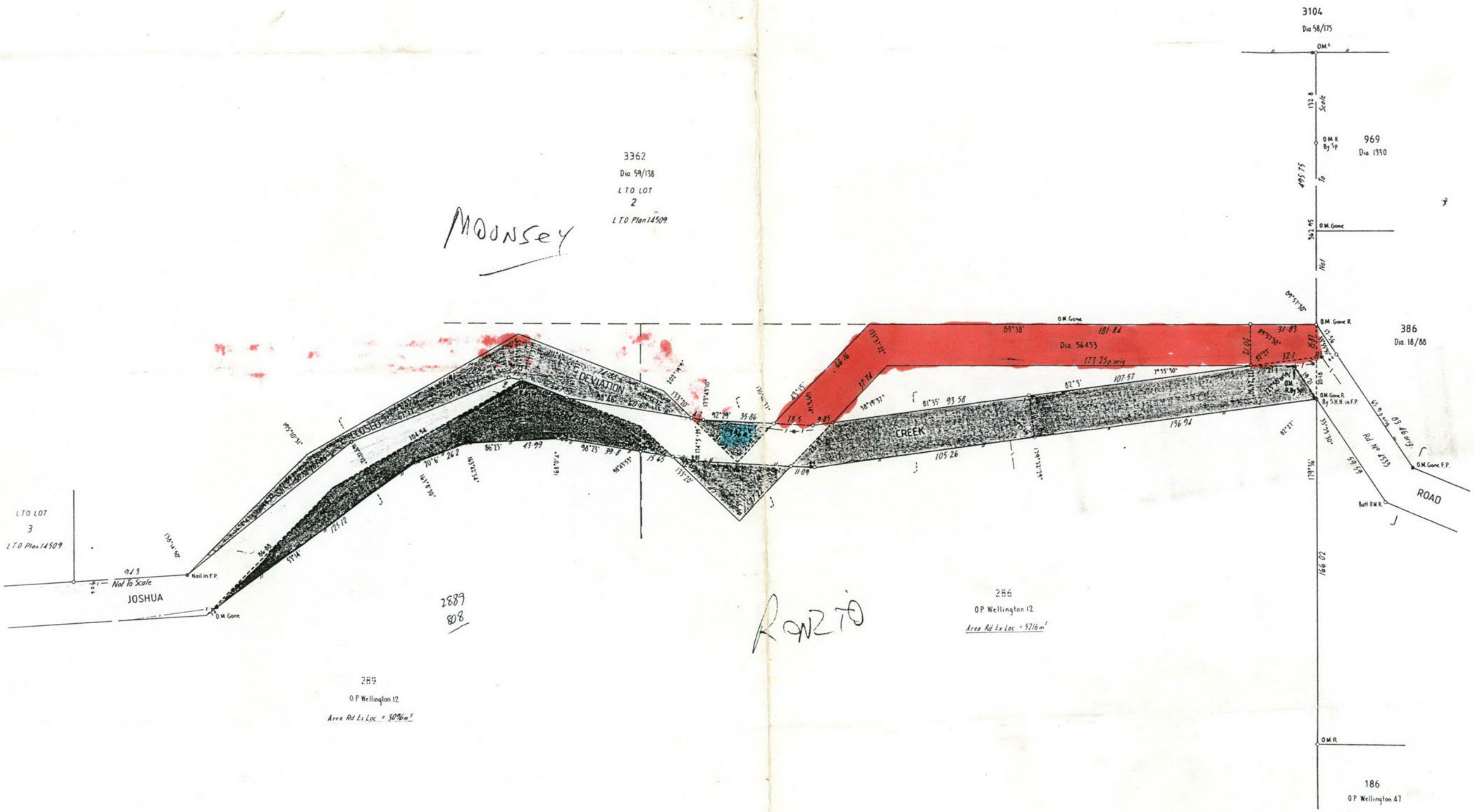
THIRD SCHEDULE



NOTE: ENTRIES MAY BE AFFECTED BY SUBSEQUENT ENDORSEMENTS.

E67590/3/89-20M-L/4664

AMENDMENTS



FOR FURTHER PICK UP SEE FIELD BOOK

LAND DISTRICT
WELLINGTON

ROAD, ROAD WIDENING AND ROAD DEVIATION EX
LOCATIONS 286 & 289

FILE No. 2511/911

SCALE 1:1000
All measurements in metres

SURVEYOR'S CERTIFICATE

I hereby certify that this survey was performed by me personally (or under my personal supervision, inspection and field check), in strict accordance with the Licensed Surveyors (Guidance of Surveyors) Regulations.

Licensed Surveyor

Date

Azimuth observed at
or assumed from Dia 5645?
Date of marking 14.7.1982
Surveyor J.F. Carter
Field Book No. 84 Page 1-14
Cadastral Plan Donnybrook N.W.
Reference 393291
Plan Drawn P.C. Richard Date 19.8.88

Calc. Bk. No. Fol.
Compared with F.B.
Examined
In order for certification
Date

PLAN CERTIFIED CORRECT

Date

Recorded on Public Plan

Registered On Key Plan Donnybrook NW 1:25000
P.C. RICHARD for Supervisor Graphic Bank Crown Surveys 26.8.88

DEPT. OF LAND ADMINISTRATION

PLAN No. 17275

CP 27385 11.87 200

Shire of Dardanup	The Shire of Dardanup does not warrant the accuracy of information in this publication and any person using or relying upon such information does so on the basis that the Shire shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in this information.	PROPOSED ROAD CLOSURE PORTION JOSHUA CREEK ROAD	13/11/2023 1:4000	N
Shire of Dardanup | P O Box 7016|1 Council Drive, Eaton WA 6232 : P: (08) 9724 0300				

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Road Closure – section of unmade road reserve adjacent to Lot 2 Joshua Creek Road, Crooked Brook

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)
Choose an item.

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Not closing the portion of road could lead to legal action from either DPLH or the landowner	Insignificant (1)	Possible (3)	Low (1 - 4)	Approving the proposed road closure will remove any treat of further legal action.	Insignificant (1)	Unlikely (2)	Low (1 - 4)
REPUTATIONAL	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix ORD: 12.3.1C)

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: *Close Out Report for Eaton Junior Football and Cricket Club Pavilion and Change Rooms and Additional Project Funding Request*

RISK THEME PROFILE:

13 - Project/Change Management
15 - Supplier and Contract Management

RISK ASSESSMENT CONTEXT: Project

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Allocating additional funds to this project will impact the Reserve in the Long Term Financial Plan potentially resulting in needing to delay other projects.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix ORD: 12.3.2)

(Appendix ORD: 12.3.3A)

Waste Management Plan

2024

Shire of Dardanup

The Shire of Dardanup acknowledges the Noongar people as the traditional owners of the land upon which the Shire is situated. In doing this, we recognise and respect their continuing culture and contribution they make to the life of this region and pay our respects to their elders, past, present, and emerging.

Document Control

Document History

Version	Date	Description	Comment
1.0	24 June 2020	Endorsed by Council	Res 169-20
2.0	31 March 2021	Endorsed by Council	Res 95-21

Current Revision History

Version No.	Date	Comments
0.0	February 2024	First Draft

Authors

Prepared:	Eliza-Jane Jacques - Coordinator Environment and Waste
Reviewed:	Andre van der Merwe - Manager Operations
Project Sponsor:	Theo Naudé - Director Infrastructure

THIS PLAN IS APPROVED FOR USE

Name	Signature	Date

Contents

1.0. Executive Summary

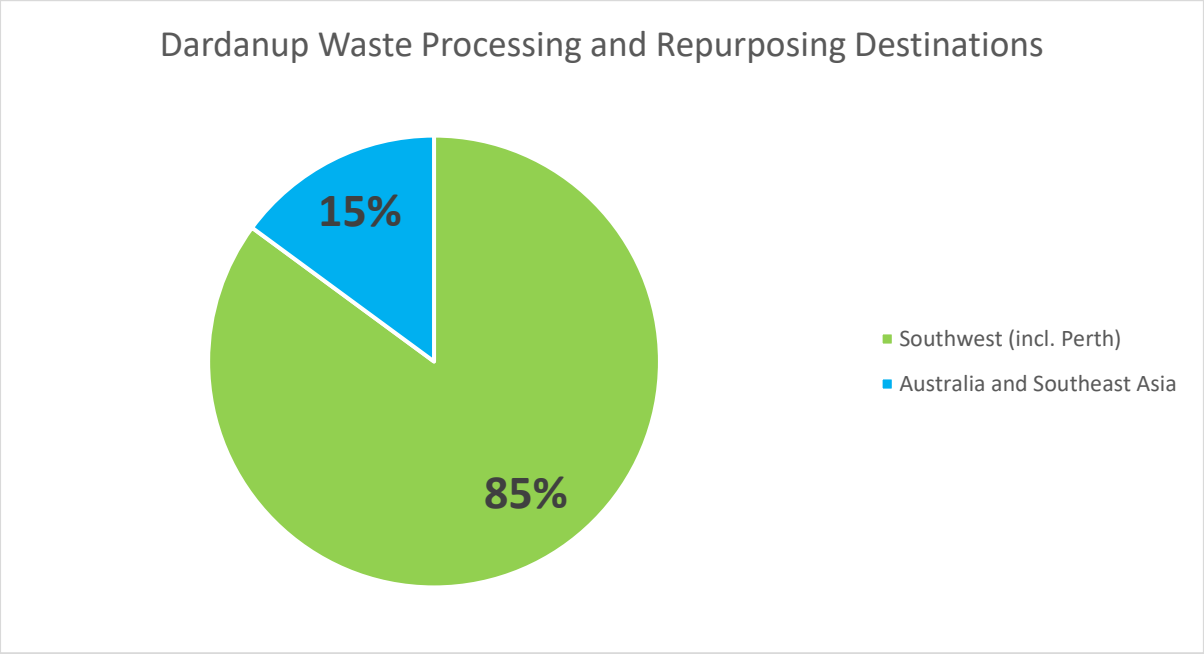
The Shire of Dardanup is committed to providing an overarching waste service that is efficient and effective, which meets the needs and expectations of the community and strives to divert as much waste from landfill as possible. This aligns with the Government of Western Australia's material recovery targets, outlined within the Waste Avoidance and Resource Recovery Strategy 2030.

This Waste Management Plan discusses the Shire of Dardanup's five overarching waste services, which are the weekly kerbside collections, the annual bulk verge-side collections, waste education, public parks and event bins, and a Waste Transfer Station. This plan focuses particularly on the Shire's FOGO future (food organics and garden organics) and conscious downstream management.

The sustainable processing of the Shire's waste is paramount to achieving crucial recovery targets set by the State Government. The Shire believes environmental stewardship towards recycling processing is critical to provide assurance to our community that the Shire is committed to the principles of circular economy. As such, the Shire expects a full chain of custody with all its contractors.

Upon analysis of the Shire of Dardanup's entire municipal solid waste final destinations, as shown in Figure 1 below, most the Shire's final waste destinations is estimated to remain within Western Australia's Greater Southwest (85%), with national Australian markets and trade within Southeast Asia accounting for an approximate one sixth of the processing (15%). Once the full Federal export bans come into fruition, it is estimated that Australian markets will receive approximately 98% of Shire generated recycled material.

Figure 1. The Shire of Dardanup's Processing Destinations



As the Shire of Dardanup's population is set to experience a growth increase of 58% by 2041, this will lead to the Shire's Waste Services needing to adapt to suit the growing community demographics.

The Shire strives to enhance the circular economy by adopting innovative and sustainable waste management solutions, with a greater focus on long-term waste management planning. This service must be balanced with our environment and focused on the circular economy. The Shire strives to achieve excellence in landfill diversion rates while constantly looking forward to new technologies. This service needs to be sustainable and provide value for money to our community.

2.0. Introduction

The Shire of Dardanup is committed to providing a waste service that meets the needs and expectations of the community while striving for excellence in landfill diversion rates. This aligns with the State Government's targets outlined within the Waste Avoidance and Resource Recovery Strategy 2030. This Strategy has material recovery targets for municipal solid waste of 55% by 2025 and 60% by 2030 in major regional centres.

The Shire of Dardanup's population is set to grow from 15,600 in 2023 to over 24,000 by 2041. This represents a 58% change increase. This is predicted to bring the total number of dwellings from 5709 to near 10,000. This will have a significant impact to the Shire's waste management, which will have to adapt to suit the growing population and community demographics.

At the March 2021 Ordinary Council Meeting, Council endorsed the Shire's Waste Management Plan. The Shire's Waste Management Plan 2021 identified the delivery of waste services as an essential provision; and detailed the pre-FOGO waste service and (then proposed) FOGO options for Council consideration. The three bin 'refuse, recycling and FOGO' collection service commenced October 2021, and has subsequently achieved important landfill diversion targets.

The Shire's Council Plan 2022 – 2032 recognises waste management services as an area for continuous improvement and innovation, identifying "*Outcome 6.2: Adopt innovative and more sustainable waste management solutions"*, with a review of the Shire's waste management strategy due in 2023/24.

This Waste Management Plan 2024 acts to satisfy "*Outcome 6.2*" of the Council Plan, by highlighting the Shire's current waste practices, streams, and quantities. This plan discusses future options for innovative solutions and recommendations to enhance waste operations sustainably into the future. Included in this Plan is a Confidential Appendix. This confidential attachment discusses FOGO processing and business options, the Waste Transfer Station's current charges and facility relocation, and general waste contract timeframes and service costs. These documents provide guidance for continuous improvement and direction for the Shire's waste services.

2.1. The Shire's Ambition for Waste Management

The Shire's waste management ambition is interpreted directly from the Shire's 2050 Vision and Council Plan. This conveys the Shire's goal to enhance the circular economy by adopting innovative and sustainable waste solutions, with a greater focus on long-term waste management planning.

2.2. The Shire's Waste Service

The provision of waste services is an essential and core responsibility. The Shire is committed to providing an efficient and effective waste service which meets community needs and expectations. This service must be balanced with our environment and focused on the circular economy. The Shire strives to achieve excellence in landfill diversion rates while constantly looking forward to new technologies. This service needs to be sustainable and provide value for money to our community.

3.0. Legislative Background

The management of waste is governed by Federal and State legislation, which regulates the industry and sets strict descriptions and obligations for the movement, storage, and treatment of waste. The provision of municipal solid waste services is primarily the responsibility of local governments, under the state government regulatory framework.

3.1. Federal Legislation

Relevant pieces of Commonwealth legislation regarded in the development of this Plan include:

- Recycling and Waste Reduction Act 2020
- National Environment Protection Council Act 1994
- National Greenhouse and Energy Reporting Act 2007; and

The National Waste Policy: Less Waste, More Resources (2018) acts as a guide in providing a framework for businesses, governments, communities, and individuals until 2030. The policy recognises five main principles as a foundation for waste management in a circular economy. These include:

1. Avoid waste.
2. Improve resource recovery.
3. Increase use of recycled material and build demand and markets for recycled products.
4. Better manage material flows to benefit human health, the environment, and the economy.
5. Improve information to support innovation, guide investment and enable informed consumer decisions.

The Shire of Dardanup considers these principles in implementing this Waste Management Plan.

3.2. State Legislation

The Shire of Dardanup has the crucial role of providing a community kerbside waste collection and recycling service, delivering waste education and awareness, and supplying and maintaining public bin infrastructure. This Plan adheres with the relevant Western Australian Acts and Strategies, with particular focus on aligning with the targets outlined in the Waste Avoidance and Resource Recovery Strategy 2030.

3.2.1. The WARR Act

The Waste Avoidance and Resource Recovery Act 2007 (WARR Act) is the principal legislation for waste management in Western Australia. Under this Act sits the WARR Regulations 2008.

The primary objective of this Act is to contribute to sustainability, and the protection of human health and the environment. This objective aims to move towards a waste-free society by promoting the most efficient use of resources, including resource recovery and waste avoidance, and reducing environmental harm and waste pollution.

The WARR Act considers resource management options against a hierarchy of:

i. avoidance of unnecessary resource consumption, followed by
ii. resource recovery (including reuse, reprocessing, recycling, and energy recovery),
iii. and finally, disposal.

The hierarchy detailed in the Act has informed the creation of the waste hierarchy featured within the Waste Avoidance and Resource Recover Strategy 2030 (WARR Strategy), as shown in Image 1.

Image 1. The State's Waste Hierarchy

(WARR Strategy 2030)

Additional to the WARR Act is the complementary Waste Avoidance and Resource Recovery Levy Act 2007 (WARR Levy Act), with corresponding WARR Levy Regulations 2008. This legislation creates a levy for all waste generated within the Perth Metropolitan Region, whether received at landfill premises inside, or outside, the Perth region.

3.2.2. Annual Returns

Under regulation 18C of the Waste Avoidance and Resource Recovery Regulations 2008, liable persons are required to lodge annual returns containing waste and recycling data to the Chief Executive Officer of the Department of Water and Environmental Regulation in accordance with approved procedures under Part 3A of the Waste Avoidance and Resource Recovery Regulations 2008.

The Shire has a long history of collecting data relating to its role in waste management. The Shire has reported annually to the Department of Water and Environmental Regulation since 2014. This collective waste management data has been utilised in the development of this Plan.

3.2.3. The WARR Levy Act

Waste Avoidance and Resource Recovery Levy Act 2007 and subsequent 2008 regulations, tasks as an economic tool to reduce waste to landfill by increasing landfill disposal rates. This levy generates funds for a variety of environmental and waste programs, aimed towards the management, reduction, reuse, recycling, monitoring, or measurement of waste. These funds also support the implementation of the WARR Strategy.

The application of the Waste Levy charges a fee on every tonne that is disposed into landfill. As of 2020, the waste levy was $70 per tonne for material generated or landfilled in the Perth metropolitan region. The Levy is expected to encourage or create new markets that boost reprocessing, recovery, and avoidance outcomes.

In May 2023 the Department of Water and Environmental Regulation released a 'Consultation Summary Report' on the 'Review of the Waste Levy' which the Department undertook in 2020. This Consultation Summary Report recognises current findings for future potential reforms to the levy, including economic support towards a policy case for the introduction of a levy in major regional centres and nearby areas comparable to the Perth metropolitan area.

The WARR Strategy defines the City of Bunbury under the term 'Major Regional Centre'. These Centres are "local governments outside the Perth and Peel region that have both a relatively large population and reasonable access to markets." The WARR Strategy reserves the right for the Waste Authority to identify "other major regional centres" during the life of the Waste Strategy.

The Shire of Dardanup is adjacent to the City of Bunbury and has a growing residential population of over 12,000 people in the Eaton and Millbridge localities, as per the Australian Bureau of Statistics.

This proximity to the identified Major Regional Centre poses a financial risk to the Shire of Dardanup, should the levy be introduced to the Bunbury Regional Centre and extended along the coast to encompass all large residential developments of reasonable proximity to the Bunbury City.

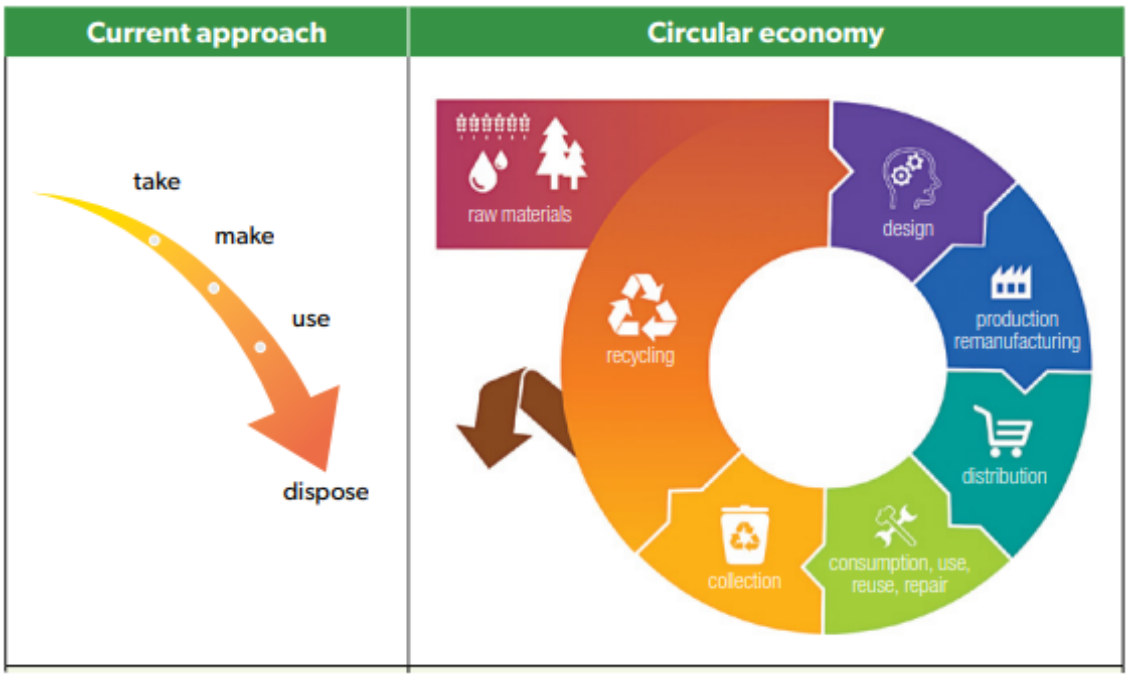
The Shire's 2021 Waste Management Plan acknowledged the possible expansion of the Waste Landfill Levy to major regional centres. This is still a valid threat and a consideration for the Shire in this review.

3.3. State Strategy

In 2019 the Western Australian Government released the Waste Avoidance and Resource Recovery Strategy 2030 (WARR Strategy). The WARR Strategy's vision is that "Western Australia will become a sustainable, low-waste circular economy in which human health and the environment are protected from the impacts of waste". The Strategy also sets targets for waste reduction sent to landfill by 2030.

The Vision's guiding concept of the circular economy model is demonstrated in Image 2. A circular economy refers to the flow of materials and energy, circulating in the market for as long as possible, and builds upon long-standing sustainability ideals, including lifecycle thinking and resource efficiency.

Image 2. The Circular Economy Model vs Current Approach



(WARR Strategy 2030)

Along with the vision, the WARR Strategy analyses how waste has been treated historically and sets clear objectives and targets for the future. In addition, the document looks at ways to encourage onshore processing through establishing new industries. This ensures recycling materials are no longer sent overseas, which is in line with the Commonwealth Government's export bans on glass, plastic and fibre under the Recycling and Waste Reduction Act 2020 and subsequent rules.

The objectives of 'Avoid, Recover and Protect' provide distinct direction for managing waste, having waste avoidance as the most preferred outcome and disposal as the least preferred. These objectives reflect the guiding concept of the waste hierarchy, being the State Government's primary decision-making tool, as set out in the WARR Act 2007.

Through these objectives the WARR strategy has set quantifiable targets for 2025 and 2030, as shown in Image 3. The Shire of Dardanup considers these targets seriously and takes the 'Recover' targets as a primary regard for this Waste Management Plan.

Image 3. WARR Strategy objectives of 'Avoid, Recover and Protect' with targets.

Further focus on the 'Recover' targets of the major regional centres.

Avoid *Western Australians generate less waste.*	**Recover** *Western Australians recover more value and resources from waste.*	**Protect** *Western Australians protect the environment by managing waste responsibly.*
⊙ **2025** – 10% reduction in waste generation per capita ⊙ **2030** – 20% reduction in waste generation per capita	⊙ **2025** – Increase material recovery to 70% ⊙ **2030** – Increase material recovery to 75% ⊙ **From 2020** – Recover energy only from residual waste	⊙ **2030** – No more than 15% of waste generated in Perth and Peel regions is landfilled. ⊙ **2030** – All waste is managed and/or disposed to better practice facilities

RECOVER TARGETS

⊙ **2025** – Increase material recovery to 70%
⊙ **2025** – All local governments in the Perth and Peel region provide consistent three bin kerbside collection systems that include separation of FOGO from other waste categories
⊙ **2030** – Increase material recovery to 75%
⊙ **From 2020** – Recover energy only from residual waste

Waste generators		**Waste managers***
Community	**Government and industry**	**Waste industry**
⊙ **2020** – Increase MSW material recovery to 65% in the Perth and Peel regions, 50% in major regional centres ⊙ **2025** – Increase MSW material recovery to 67% in the Perth and Peel regions, 55% in major regional centres ⊙ **2030** – Increase MSW material recovery to 70% in the Perth and Peel regions, 60% in major regional centres	⊙ C&I sector – Increase material recovery to 70% by **2020**, 75% by **2025**, 80% by **2030** ⊙ C&D sector – Increase material recovery to 75% by **2020**, 77% by **2025**, 80% by **2030**	⊙ **2030** – All waste facilities adopt resource recovery better practice

* Includes local government, private industry and state entities.

A large proportion of the WARR Strategy looks at recovery of food organics and garden organics (FOGO), as this makes up a substantial part of the current waste stream, and thereby removing it from landfill would meet the vision and targets of resource recovery.

The Recover Targets for municipal solid waste in major regional centres of 55% by 2025 and 60% by 2030, has been achieved by the Shire of Dardanup, with the October 2021 introduction of the three bin (FOGO, refuse and recycling) kerbside collection system. As of the 2022/2023 financial year the Shire achieved a total resource recovery rate (FOGO and recycling) of 63.8%, excluding residual

contamination figures of the two waste streams. Therefore, the Shire has surpassed the WARR Strategy recovery targets for both 2025 and 2030 with a 3.8% surplus.

3.3.1. Local Government Waste Plans under the WARR Strategy

One of the headline strategies of the WARR strategy is the implementation of local government Waste Plans. The Strategy envisions Waste Plans will gather the distinctive aspects of local government waste management and provide local governments with an instrument that associates their waste services and contracts with the WARR strategy's better practice.

All Local Governments are encouraged to establish their own waste plans, however currently waste plans are only required for Perth and Peel Local Governments and Major Regional Centres. In 2021, The Shire of Dardanup took a leadership role in the greater Southwest Region and prepared its first Waste Management Plan, without a compulsory requirement. This identifies the Shire's proactive managing of waste then, now, and into the future.

Waste plan requirements and guidelines are developed by the Department of Water and Environmental Regulation in collaboration with the Department of Local Government, Sport and Cultural Industries and the Western Australia Local Government Association.

4.0. Council Strategic Framework

The Shire of Dardanup gives significant regard to sustainable waste management when considering community planning and decision making. This Waste Management Plan integrates with the Shire's strategic framework hierarchy.

4.1. 2050 Vision

The Shire of Dardanup recognises that significant change through extensive growth will approach the region by 2050. The '2050 Vision' was created as guidance for future decision making. This document's principal vision is that "In 2050 the Shire of Dardanup will be a healthy, self-sufficient, and sustainable community that is connected and inclusive, and where our culture and innovation are celebrated".

To achieve this vision of the future, the Shire welcomes growth through innovation and technology, and promotes sustainable outcomes through a circular economy. The 2050 Vision identifies five guiding aspirations that will drive these fundamental ambitions, with waste management actions featuring under two of these headlining aspirations, being 'Sustainable' and 'Innovation'.

Aspiration 3: Sustainable *World-Class Waste Management Solutions*	
Objective	Establish a high-tech recycling and processing facility
Action	The Shire of Dardanup takes a Zero Waste approach whereby waste is seen as a by-product that can be a raw material for further use. Implementing this approach, the shire operates as a circular economy where inputs are sourced locally, and 'waste' outputs are utilised and/or processed locally. Innovative opportunities for recycling are integral to the success of this model. Space allocated for industrial expansion within the shire provides significant opportunities for development of new high-tech waste management, recycling, and processing facilities such as a waste to energy plant and other new technologies. Strategies encourage businesses to reduce and process their own 'waste' along with community education which reduces household waste.
Aspiration 5: Innovation *Energy Cluster*	
Objective	Harness the power of local energy production through a world-class energy industry and advanced manufacturing
Action	The industrial expansion in Waterloo Industrial Park is aimed at incorporating advanced manufacturing techniques and seeks to take advantage of the processing of lithium occurring nearby. An Energy Industry Cluster developed within the precinct maximises the use of raw materials mined and produced within WA and provides value added outcomes, a closed loop for waste and surplus resources while enhancing industry sustainability outcomes. Opportunities include waste to energy projects, coordination of downstream processing of lithium for battery manufacture with links to the high-tech recycling facility mentioned as a flagship project under Sustainability aspirations. These new opportunities complement growth in the shire's more traditional industries of timber construction and manufacturing driving employment and contributing significantly to the local economy.

In 2050 the Shire of Dardanup aims to be leading the way in its commitment to sustainable living practices, showcased through a wide adoption of alternative energy supplies and a circular-style economy where waste is both limited and processed locally through world class technology for reuse and recycling.

This Waste Management Plan 2023 captures the essence of the 2050 Vision by adopting the principle of the circular economy, and promoting sustainability through innovation, both operationally and strategically through our chosen contractors. Creating and fostering opportunities that advance the Shire's sustainability objectives.

4.2. Council Plan 2022-2032

The Shire of Dardanup's Council Plan 2022-2032 identifies waste as an essential service area of continuous improvement. This document outlines the Shire's 10-year plan and combines the past Strategic Community Plan and Corporate Business Plan into one succinct approach.

The Council Plan acknowledges the global priorities under the United Nation's Sustainable Development Goals, with waste management and the circular economy captured under the environmental goal of 'responsible consumption and production' and the community goal of 'sustainable cities and communities'.

The Council Plan highlights local priorities of 'sustainability' and 'waste collection services' as areas requiring continuous improvement as indicated through a 2021 community survey. The community would like more innovative and sustainable waste management solutions, and greater involvement in long-term waste management planning to ensure decisions are in the best interests of residents.

The Council Plan have five performance aspirations, which vow to deliver and improve on a range of services and facilities. Under the 'Environment' aspiration, the Council Plan notes the recent achievement of 'more waste diverted from landfill' through the October 2021 introduction of the 3 bin FOGO service. This success helps accomplish greater sustainability in waste services.

Under the 'Environment' aspiration of the Council Plan, Objective 6.2 highlights the need to adopt innovative and more sustainable waste management solutions, with two priority projects.

Objective 6.2 *Adopt innovative and more sustainable waste management solutions*	
6.2.1	Review the long-term waste management strategy to ensure plans are in the best interests of the local community.
6.2.2	Undertake one waste education campaign per annum to encourage the adoption of more sustainable behaviours.

The priority project of 6.2.1 requires a "review the long-term waste management strategy to ensure plans are in the best interests of the local community." This Waste Management Plan 2023 acts to satisfy this goal.

The Shire achieves the priority project of 6.2.2 through its current waste collection contractor, which delivers an assortment of waste education days with local schools as a part of an annual education schedule. This school's syllabus aligns with the State's Government's 'Great Sorts' program. Additionally, the Shire's own communication and media team create an array of community education and awareness notifications and messages through the Shire's media platforms.

This Waste Management Plan 2023 provides open operational transparency, to better empower the community through knowledge and awareness. The Objectives of the Council Plan 2022-2023 and the guidance of the Community Values and Guiding Aspirations of the Vision 2050 form the direction to achieving and exceeding the Waste Avoidance and Resource Recovery Strategy 2030 recovery targets.

4.3 Waste Local Law

The Waste Avoidance and Resource Recovery Act 2007 (WARR Act) consolidated old provisions that were in the Health Act 1911, effectively updating, and transferring the provisions away from the Health Act concerning the waste management services provided by local government. Under Section 61 of the WARR Act, Local Governments are provided with the power to make Local Laws so that they can perform their functions under the Act.

The Shire of Dardanup does not presently have a Waste Local Law, rather still implementing the Health Local Law, made under Section 342 of the Health Act 1911. The Shire's current Health Local Law discusses very briefly the prescribed areas for waste collection; however, this requires updating to reflect the nomenclature of the Shire's Dardanup West rural residential development.

It is recommended for investigate that this section of the Health Local Law be removed concurrently with the creation and adoption of a Waste Local Law.

4.4 Council Policy CP069 – Waste Management Policy

This policy was last reviewed in September 2022 and does not mention:

- the Shire's FOGO service,
- the extent of Dardanup West's waste service, or
- the new Ferguson Valley voluntary service.

This policy should act as a guide for waste collection prescribed areas and additional bins services. This policy will be reviewed during the 2024/2025 financial year policy review timeline.

5.0. Shire of Dardanup Waste Management

The Shire of Dardanup's population is set to grow from 15,600 in 2023 to over 24,000 by 2041. This represents a 58% change increase. This is predicted to bring the total number of dwellings from 5709 to near 10,000. This will have a significant impact to the Shire's waste management, which will have to adapt to suit the growing population and community demographics.

Currently the Shire provides a kerb-side waste collection, a waste education program, bulk verge-side collection, public park and event bins, and a waste transfer station. The Shire does not own or operate a landfill site for the disposal of household waste. Similarly, the Shire does not own or operate a waste fleet. The collection and disposal of municipal waste is entirely contracted out. Table 1. Below presents the entire Shire municipal solid waste volume in tonnes for the 2022/2023 financial year.

Table 1. 2022/2023 Entire Volumes in Tonnes.

Waste Origin	Service Type	Tonnes Collected	Tonnes Disposed	Tonnes Recycled	Total Percentage	Processing & Repurposing Destination
Kerbside (73.5%)	**Refuse** General waste transported to landfill	1,968.44	1,968.44	0.00	26.6%	Shire of Dardanup
	Recycling - General Commingled dry recycling	953.00	219.19	733.81	12.9%	Australia & Southeast Asia
	Recycling - FOGO Combined food organics and garden organics	2,522.31	94.52	2,427.79	34.1%	Southwest & Perth
Vergeside (5.6%)	**Refuse - Bulky** Domestic hard waste	221.02	221.02	0.00	3.0%	Shire of Dardanup
	Recycling – Green Domestic garden green waste	195.00	0.00	195.00	2.6%	Shire of Dardanup
Waste Transfer Station (20.9%)	**Refuse** General waste drop-off transported to landfill	1,214.70	1,214.70	0.00	16.4%	Shire of Dardanup
	Recycling – General Dry recyclables drop-off (includes commingled, cardboard, and separated items) *	144.66	0.00	144.66	2%	Southwest, Perth, Australia & Southeast Asia
	Recycling - Green waste Garden waste drop-off	185.94	0.00	185.94	2.5%	Southwest & Perth
	Recycling - Resale Items recovered for sale at the "Recycle Shop"	2.00	0.00	2.00	0.03%	Southwest & Perth
TOTAL		**7,407.07**	**3,717.87**	**3689.2**	**100%**	

*Itemised recycling weights of Waste Transfer Station within Table 9 of Section 5.4

5.1. Total Waste Service 'Plan on a Page'

Table 2 below provides an outline of the Shire of Dardanup's different waste services, detailing which individual waste solutions benefit the different localities within the district. Table 3 on the following page presents the Shire's 'Plan on a Page', the entire Total Waste Management undertaken by the

Shire. This encompassing matrix lists the individual waste streams and how they are managed, to keep a transparent view of the Shire's circular economic future.

Table 2. Whole Waste Service Matrix

Whole Waste Service Matrix		LOCALITIES			
		Eaton, Millbridge, Townships of Burekup & Dardanup, and 'small holdings' of Dardanup West & Crooked Brook,	Rural – Parts of: Henty, Paradise, Waterloo, Wellington Mill & the Ferguson Valley	Rural - General	Picton East - Light Industry
Kerbside Weekly Collection	General Refuse	✓	✓	–	✓
	Recycling	✓	✓	–	✓
	FOGO	✓	–	–	–
Verge-side Annual Collection	Bulk Hard Waste	✓	–	–	–
	Bulk Green Waste	✓	–	–	–
General Services	Waste Transfer Station	✓	✓	✓	–
	Public Bins	✓	✓	✓	–
	Waste Education	✓	✓	✓	✓

Table 3. 'Plan on a Page' - Total Waste Management Practice

Shire Operations		Waste Management		
		Service	**Catchment/Availability**	**Processing and Final Destination**
Kerb-side collection service	(1) General refuse	2-bin Service: WEEKLY 3-bin Service: FORTNIGHTLY Includes bin delivery and maintenance	2-bin service: Picton East, part of Crooked Brook, Henty, Paradise, Waterloo, and Ferguson Valley. 3-bin service: Eaton, Millbridge, Dardanup West, Burekup & Dardanup townships	LANDFILL - SOUTHWEST
	(2) Recycling	FORTNIGHTLY Includes bin delivery and maintenance	As above	MIXED RECYCLING FACILITY, PERTH Materials are separated into type and recycled back into the market for reuse into new products.
	(3) FOGO	WEEKLY Includes bin delivery and maintenance	3-bin service: Eaton, Millbridge, Burekup & Dardanup townships	CROOKED BROOK/DARDANUP. Composted in windrows and aerated to reach pasteurization. The end screened product is sent to labs to test against Australian Standard (AS4454-2012). Product is then sold in Australind or in bulk
Verge-side bulk annual collections	hard waste	ANNUALLY Collected from residential verges by a contractor	Eaton, Millbridge, and Townships of Burekup, Dardanup	LANDFILL - SOUTHWEST
	Bulk green waste	BIANNUALLY Collected from residential verges by a contractor	Eaton, Millbridge, and Townships of Burekup, Dardanup	SOUTHWEST Processed externally to wood chip and/or mulch
Waste Transfer Station	Recycle Shop	As above	On site. Shire wide catchment	Reuse within the Shire, to Shire residents. Items such as furniture, garden equipment, books, and kitchen utensils.
	Mattresses	Removed by contractors as required	On site. Shire wide catchment	PERTH. Material is sorted into steel springs for metal roofing/local scrap metal industry, timber bases for mulching, and foam for carpet underlay. Recycles up to 75% of all mattress components. Future hopeful to send textile component to Perth Waste to Energy facilities and reach 100% reduction from landfill.
	Agricultural chemical drums	Removed by stewardship program as required	On site. Shire wide catchment	AUSTRALIA. The drumMUSTER containers are collected and transported by processors and delivered to materials recovery centres where they are recycled into items such as wheelie bins, fence posts, irrigation pipes, bollards, and garden stakes.
	Fridges, freezers & aircons	Removed by contractor as required	On site. Shire wide catchment	SOUTHWEST All grades of non-ferrous and ferrous scrap metal for processing and redistribution

	Construction & demolition waste	Removed by contractor as required	On site. Shire wide catchment	SOUTHWEST local processor
	Tyres	Removed by contractor as required	On site. Shire wide catchment	PERTH. Tyres are processed to become new road surface, soft fall surfaces, brake pads and tyre derived fuel.
	e-waste	Removed by contractor as required	On site. Shire wide catchment	SOUTHWEST and PERTH. Onsite e-waste sorting and packing at the Waste Transfer Station. These materials are then delivered to a recognised National Computer and Television Recycling Scheme product stewardship provider.
	Car batteries	Removed by contractor as required	Site specific location. Shire wide catchment	SOUTHWEST
	Green waste	Removed by contractor as required	Site specific location. Shire wide catchment	CROOKED BROOK/DARDANUP. Composted in windrows and aerated to reach pasteurization. The end screened product is sent to labs to test against Australian Standard (AS4454-2012). Product is then sold in Australind or in bulk
	General recycling	Removed by contractor as required	Site specific location. Shire wide catchment	PERTH Materials Recovery Facility
	General refuse	Removed by contractor as required	Site specific location. Shire wide catchment	LANDFILL SOUTHWEST
	Cardboard	Removed by contractor as required	Site specific location. Shire wide catchment	MIXED RECYCLING FACILITY, PERTH Materials are separated into type and recycled back into the market for reuse into new products.
	Scrap metals	Removed by contractor as required	Site specific location. Shire wide catchment	SOUTHWEST All grades of non-ferrous and ferrous scrap metal for processing and redistribution
	Lightbulbs	Removed by contractor as required	Site specific location. Shire wide catchment	PERTH Recycling centre
Waste Education	Schools program	Waste education based on industry consistent communications, WALGA and the Waste Authority's 'WasteSorted' program	Primary school workshops, vacation and OOSH groups, childcare centres, and community events within the Shire of Dardanup	Waste education helps to reduce waste contamination in the Shire's 3 bin kerbside system. Low contamination leads to efficient and cost-effective processing and reduces recycling waste to landfill.
Public Bins in our parks and gardens	General waste	Weekly	Location specific	LANDFILL - SOUTHWEST

5.2. Kerbside Collection Service

The Shire is committed to providing diverse waste disposal and processing options including General Waste, Recycling and FOGO (food organics/garden organics) services to minimise waste going to landfill. This is in line with the Western Australian Government's WARR Strategy objectives and material recovery targets of 55% by 2025 and 60% by 2030 for municipal solid waste in major regional centres.

The Shire of Dardanup provides a weekly, year-round, kerbside waste collection service to residential and select rural areas. The collection, transport, material recovery processing and refuse disposal of household waste is currently fully outsourced. This waste service includes:

- 3-bin residential and 2-bin rural collection service (bin configuration details in Table 4 below)
- Recycling processing
- Waste education service
- Bin maintenance and repair
- Public bins and events service

Table 4. The 3-bin and 2-bin collection service – general bin configuration

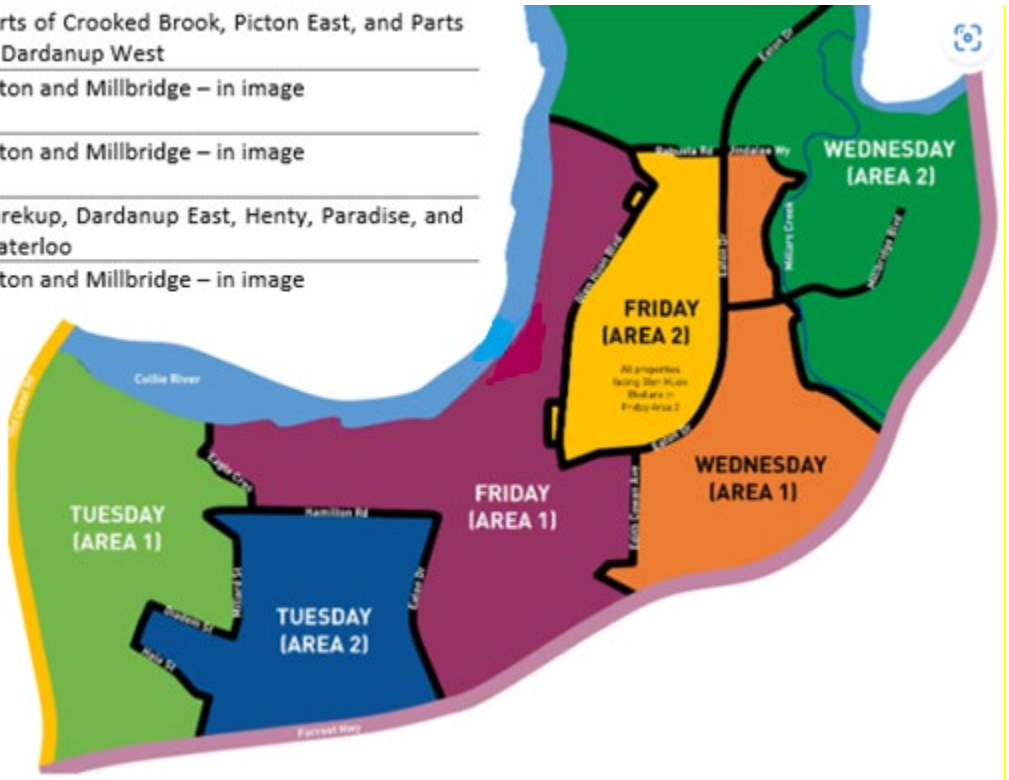
3-bin residential collection service • weekly 240L bin FOGO collection • fortnightly 140L bin general refuse collection • fortnightly 240L recycling collection	
2-bin rural collection service • weekly 240L bin general refuse collection • fortnightly 240L bin recycling collection • FOGO service is *not available* in industrial and rural collection areas.	

Ratepayers can request additional services to upgrade or add extra bins to the standard bin configuration of their collection area. Where additional bins are approved under the corresponding Administrative Policy, ratepayers will be charged per the Shire's adopted Schedule of Fees and Charges. There is no opt out of the FOGO service in residential areas, as the 3-bin collection service is the minimum standard.

Weekly kerbside collections occur to the schedule detailed in Table 5; with an Eaton and Millbridge collection service diagram to clarify the areas. The Eaton and Millbridge localities are enclosed within Old Coast Road to the west, Forrest Highway to the east and south, and Collie River the north and east.

Table 5: The Kerb-Side Weekly Collection Schedule

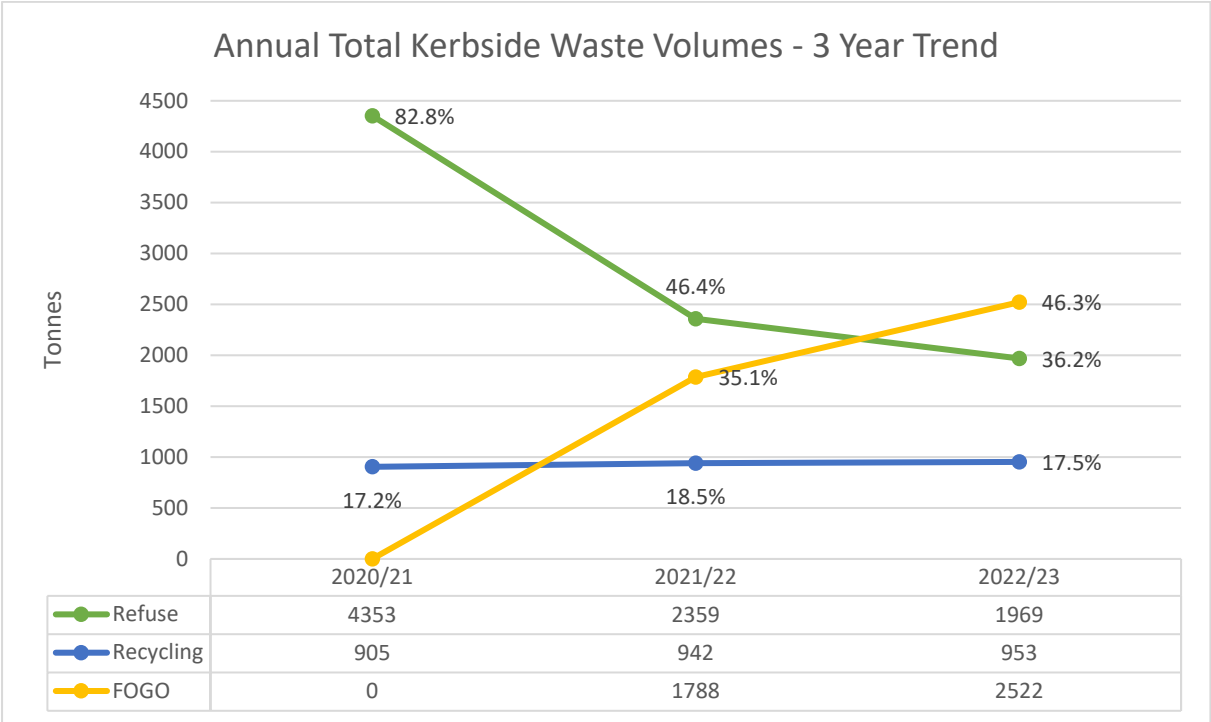
Monday	Parts of Crooked Brook, Picton East, and Parts of Dardanup West
Tuesday	Eaton and Millbridge – in image
Wednesday	Eaton and Millbridge – in image
Thursday	Burekup, Dardanup East, Henty, Paradise, and Waterloo
Friday	Eaton and Millbridge – in image



5.2.1. Kerbside Data

Detailed in Chart 1 is the annual kerbside waste collection volume trend over the last three financial years. Please note, October 2021 saw FOGO introduced to the kerbside collection. From the pre-FOGO 20/21 figure to the 22/23 total, there has been a 54.8% decrease in general refuse waste to landfill.

Chart 1. Three Year Annual Kerbside Waste Volume Trend for General Refuse, Recycling, and FOGO

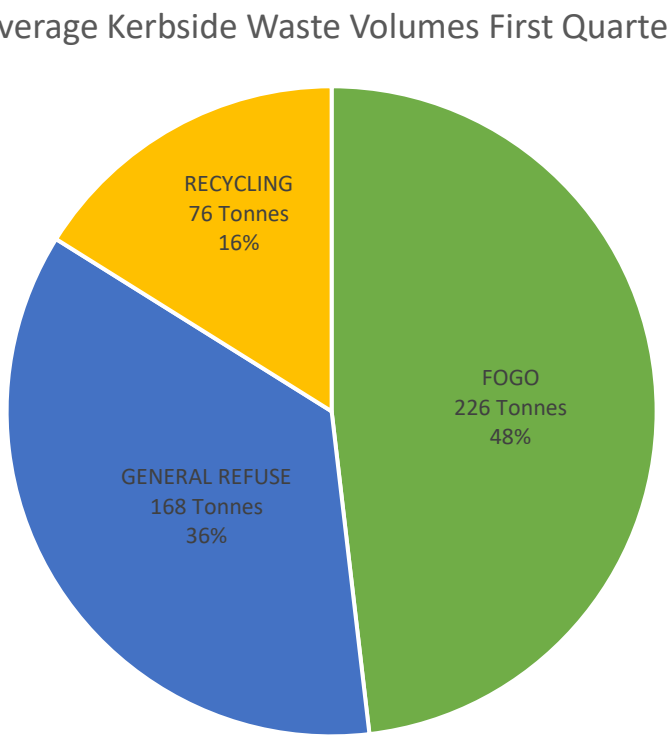


Most of the kerbside waste volumes collected are from residential origin, however, a slight portion is collected from the Shire's light industrial properties. These zoned properties receive the 2-bin configuration. From the 2022/2023 financial year, these industrial properties accounted for 3.2% of recycling and 7.1% general refuse.

In the 2022/2023 financial year, the total recovered waste percentage fed back into the circular economy was 63.8% (recycling and FOGO), with only 36.2% waste to landfill.

Focusing on the recent monthly trend, Chart 2 below presents current data of the 23/24 first quarter monthly average volumes. This chart details the monthly average total being 470 tonnes, comprising FOGO at 48%, general refuse at 36%, and recycling with 17%, respectively.

Chart 2. 2023/24 First Quarter Monthly Average of Kerbside General Refuse, Recycling And FOGO.



The Waste Authority's 2020 Position statement on FOGO collection systems states that typically, organic material makes up more than half of household generated waste. High-performing three-bin services can achieve total recovery rates of about 65 percent. From Chart 2 above, we can see the first quarter of 22/23 saw a 1.7% increase of the FOGO waste proportion to 48%, marked from the last 22/23 financial year figure of 46.3% total FOGO, demonstrated in the previous Chart 1.

As of the 22/23 financial year the Shire achieved a total resource recovery rate (FOGO and recycling) of 63.8%, excluding residual contamination figures of the two waste streams. Therefore, the Shire has surpassed the WARR Strategy regional recovery targets for both 2025 and 2030 with a 3.8% surplus.

Further in line with the Waste Authority's State Targets, the Shire of Dardanup aims for the FOGO ratio to increase to a standard of 50% while maintaining the recycling ratio at a 15% minimum, which will create a baseline total achieved 65% annual recovery rate.

The Shire is committed to accomplishing best-practice in the circular economy and aspires to maximise material recovery from the municipal waste stream.

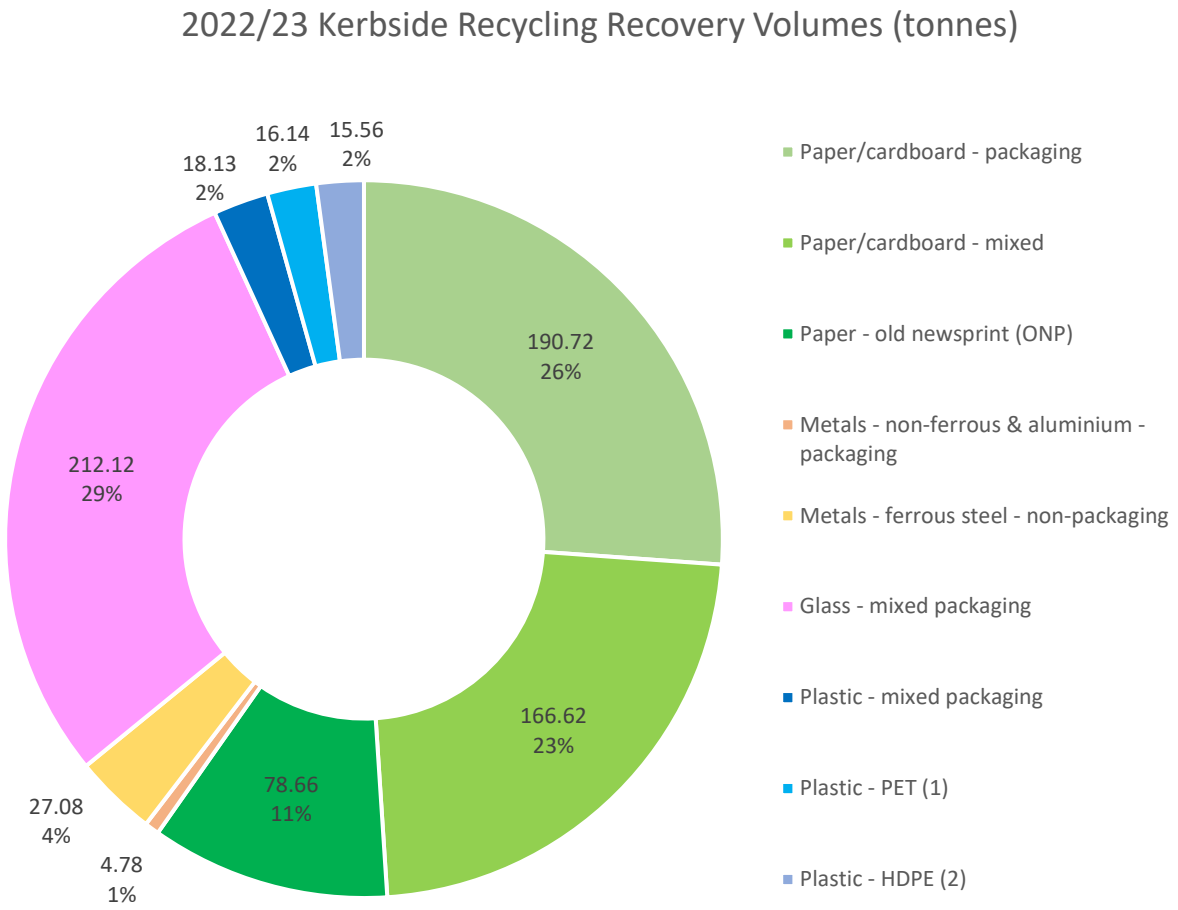
5.2.2. General refuse disposal

Collected general refuse material is taken via the collection contractor to landfill. The Shire has a current landfill contract for an agreed price and guaranteed receival service. The latest snapshot data from Chart 2 above shows monthly general refuse averages 168 tonnes, representing 36% total volume for that quarter. This was collected with a 96%presentation rate (bins presented on kerb).

5.2.3. Recycling processing

Collected recycling material is retained by the collection contractor at their depot and bulk transported to their own Perth based Material Recovery Facility for sorting and recovery. This processing cost is included within the contract. The 23/24 first financial quarter recycling data shows the monthly average weight at 76 tonnes, representing 16% of the total average volume for that quarter. This was collected at a presentation rate of 81% (bins presented on the kerb). Chart 3 below details the 2022/2023 total material breakdown types, volumes, and rates. In this figure we can see that paper/cardboard materials had the highest recovery rate at 60%, followed by glass packaging at 29% recovered.

Chart 3. 2022/2023 Kerbside Recycling Recovery and Volumes. Total recycled was 729.81 tonnes.



Once recovered, all recycled material is sent to individual recycling companies to transform the product into a particular form to be remanufactured. The collection contractor ensures the ethical downstream flow of materials and requires purchasers to comply with a wide range of auditable company processes.

In March 2020, the former Council of Australian Governments (COAG), which consisted of the Australian, State and Territory Governments, and the Australian Local Government Association, agreed that the export of waste plastic, glass, paper, and tyres be regulated by the Australian Federal Government. Additionally, the COAG agreed to create a National Response Strategy, designed to create a coordinated platform to implement the waste export bans and support development of Australian markets to grow the local recycling industry, as part of a move towards a circular economy.

As such, the federal parliament passed legislation in late 2020, banning the export of unprocessed waste through the Recycling and Waste Reduction Act 2020. The legislation incorporates the existing Product Stewardship Act 2011, to encourage businesses to accept greater accountability for their waste, including better product design solutions and increased waste material reuse and recovery.

Each type of waste has its own export requirements and relevant rules. Glass, plastic, and tyres exports were regulated in a staged approach throughout 2021. However, there has been a temporary 12-month exemption to the plastic export ban, announced in May 2023, due to stockpiling issues and lack of domestic processing capacity. Paper and cardboard are due to begin regulation in July 2024.

Table 6 lists the recycling material types and the general commodity market and end processing destination.

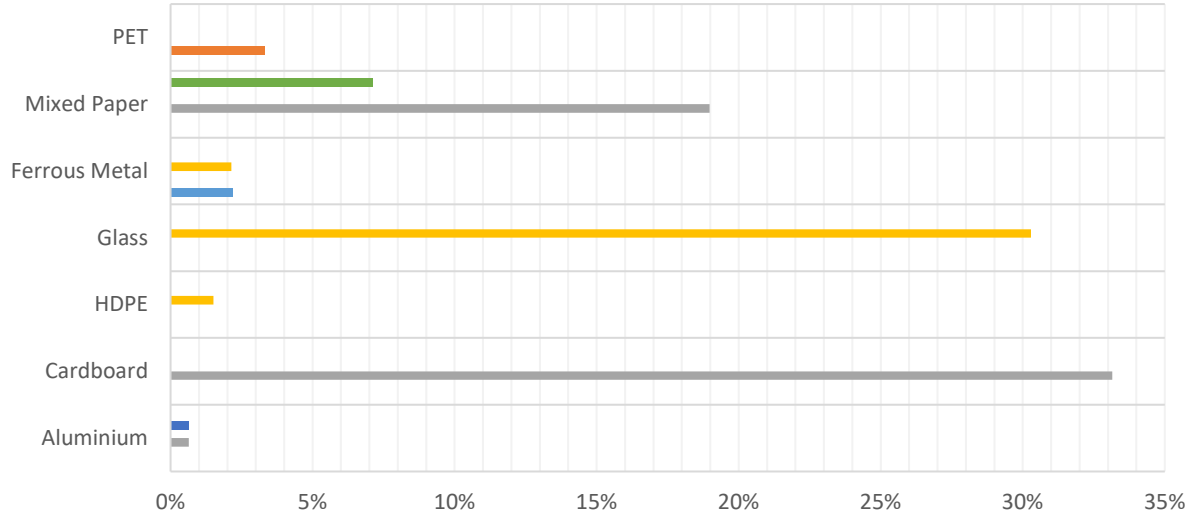
Table 6. General Recycling Types and their Respective Commodity Markets.

Recycling Types	Commodity Market	End Destinations
Metals – non-ferrous & aluminium	Aluminium is recycled back to ingots. Can be sheet pressed for new beverage containers or converted to deox pucks for steel mills to remove oxygen from liquid steel.	Malaysia & South Korea
Metals – ferrous steel	Recycled back into general steel however it is only accepted in minimal steel mills around the world due to the tin content.	Australia & India
Cardboard & Mixed Paper	Recycled back to paper reels. Used to manufacture cardboard boxes.	Malaysia & Vietnam
Plastic - PET (1)	Recycled back into a PET container.	Indonesia
Plastic - HDPE (2)	Received at a recycling plant where it is granulated, washed, and extruded back to a pellet from. From there, the recycler could sell it to a manufacturer of plastics pallets, crates, piping, etc. It could also be recycled back into a drink container if recycled in a particular way.	Australia
Glass	Cycled back into the glass market	Australia
Plastics - Other	Materials recovered for numerous applications. Due to general nature of residual plastic, depends on plastic quality and composition.	Market dependant

Through the kerbside recycling recovery process, the contractor separates the beverage containers eligible under the 'Containers for Change' Container Deposit Scheme. The Collections Contractor then pays the Shire of Dardanup an equal share of the financial benefit realised; net of any verifiable costs incurred in administration.

Chart 4 below demonstrates month snapshot, with a detailed breakdown of November 2023. Once the paper and cardboard ban comes into place July 2024, it is estimated that Australian markets will receive approximately 96% of Shire generated recycled material (roughly: paper 60%, glass 30%, plastic 6%). Metals will be the remaining material unregulated for export, however 38% of the metal generated in kerbside recycling are already processed within Australian markets, and the actual total metals generated sits under 6% of the total recycling material volume.

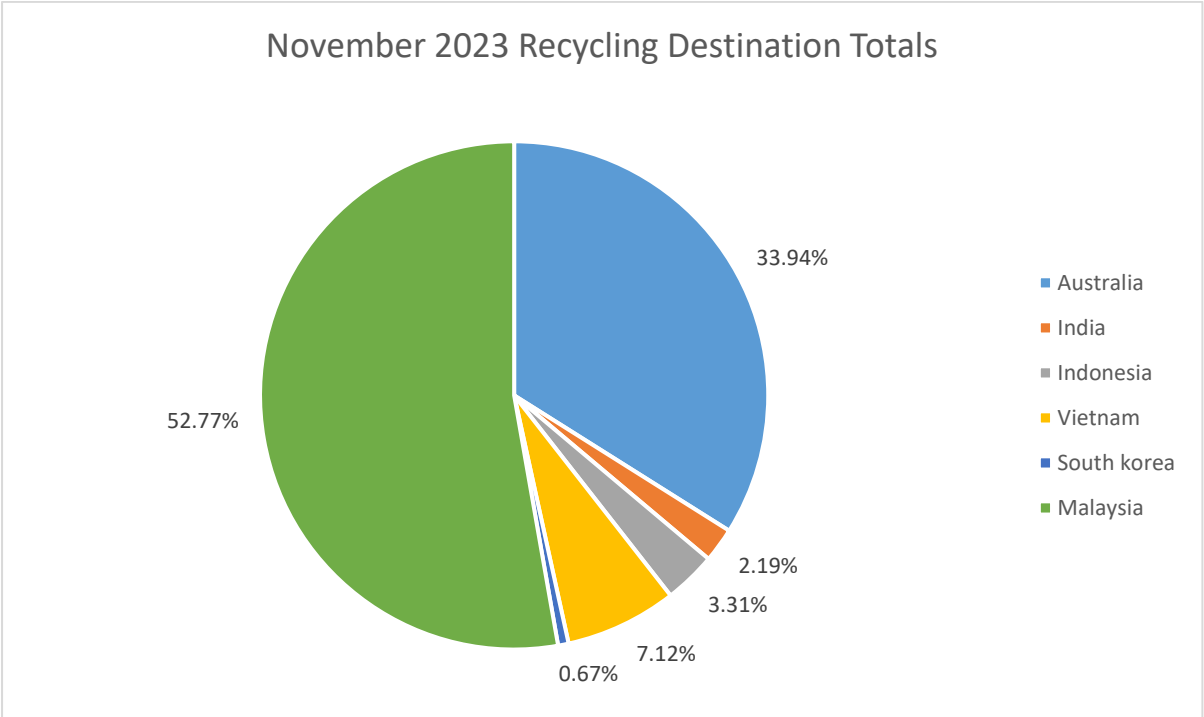
Chart 4. November 2023 Recycling Data and Destination Snapshot



	Aluminium	Cardboard	HDPE	Glass	Ferrous Metal	Mixed Paper	PET
Vietnam						7.12%	
South korea	0.67%						
Australia			1.51%	30.29%	2.14%		
Malaysia	0.64%	33.15%				18.98%	
Indonesia							3.31%
India					2.19%		

Chart 5 below pieces the total November 2023 snapshot into destinations. Malaysia received 53% of processed recycling, consisting almost entirely of cardboard and paper, with 1% being aluminium. Australia was the second largest receiver at 34%, which consisted mostly of glass at 30%, with small amounts of HDPE plastic and ferrous steel.

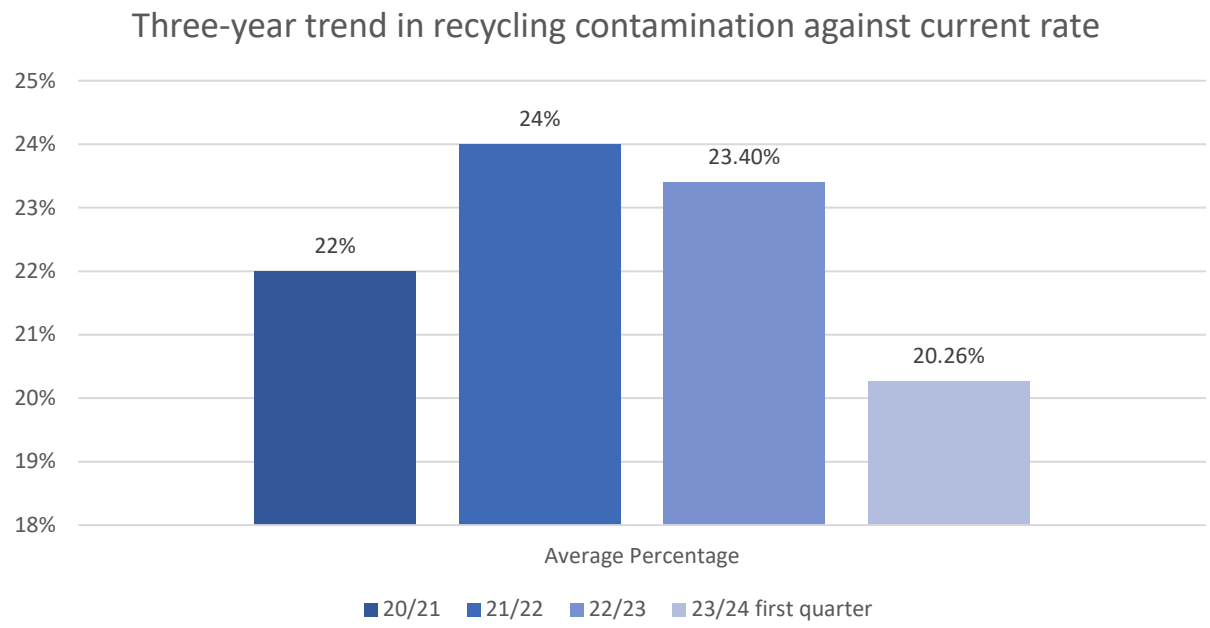
Chart 5. November 2023 Recycling Destination Totals



5.2.4. Recycling contamination

The kerbside recycling contamination rate currently sits at 20.26% for the first quarter of 23/24. The yearly trend demonstrated in Chart 6 indicates have recycling contamination rates hover between the 20-25% mark. These percentage figures are not of concern as they are on a consistent trend, however continuous improvement is always a priority.

Chart 6. Three-year trend in recycling contamination against current rate



5.2.5. FOGO processing

Collected FOGO material is taken via the collection contractor to a local composting facility, in Crooked Brook. The composting processes occurs in windrows, which are aerated to reach pasteurization. The end screened product is sent to labs to test against Australian Standard (AS4454-2012). Product is then sold commercially or in bulk to the agricultural industry.

The first financial quarter of 2023/24 data shows the FOGO monthly average weight was 226 tonnes, representing 48% of the total average volume for that quarter. This was collected at a presentation rate of 68%. This presentation rate is the lowest of the three waste streams (refuse 96% / recycling 81%), however FOGO has the highest volume at 48%, nearly half the total weight. This indicates that the FOGO service has great potential to increase tonnage as presentation rates grow over time. This will lead to a greater diversion of putrescible waste from landfill, achieving key circular economy goals.

In general, a shadow has grown over the success of the Shire's FOGO roll out. This relates to compliance matters surrounding the processing contractor, which has marred public opinion. Additionally, community complaints regarding odour and dust emanating from the Composting Facility, has deepening disapproval. These concerns have place scrutiny on the Shire of Dardanup to work to resolve these issues with the Facility, the State Government and affected residents.

Without FOGO, the Council would not be able to meet the State Government's WARR Strategy objectives and targets. Therefore, it is crucial to keep FOGO processing competitive, viable and lasting. The Shire of Dardanup is committed to advocate for, and continuously support, current and emerging FOGO and/or waste alternative processors.

FOGO processing is discussed further in the Confidential Appendix, Section 1.0.

5.2.6. FOGO Contamination

FOGO contamination events can be a cost issue, as penalty rates apply to >5% contaminated FOGO truck loads entering the contracted FOGO Processing Facility. This penalty fee can exceed three times the normal per tonne rate for processing. This contaminated determination is currently based on a visual assessment on site after the truck has discharged.

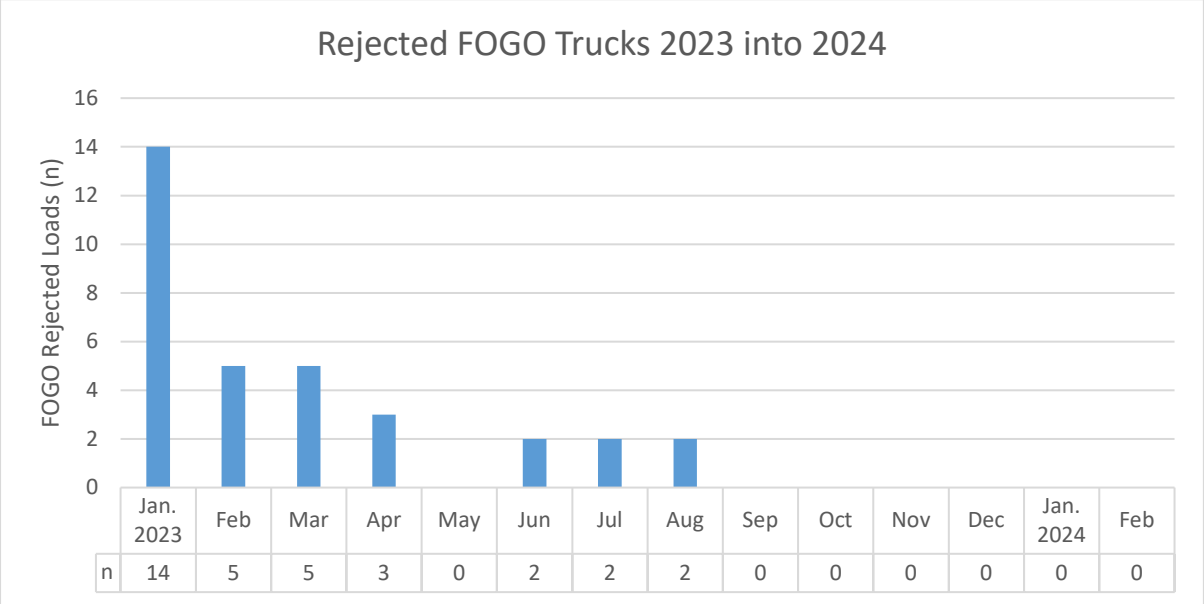
The Shire of Dardanup is working closely with the collection contractor, to keep contaminated load occurrences down with the aim for zero. This is being achieved through a FOGO contamination 'Action Plan' of mixed awareness initiatives, positive reinforcements, and direct programs as seen in Table 7.

Table 7. FOGO contamination 'Action Plan' of mixed education and support campaigns.

Action	Details	Status	Who
Media Campaign	Focus on biodegradable vs compostable FOGO bin liners, eliminating food packaging, and current successes	Ongoing	Shire
'Great Sorts' Competition	Rewarding residents who are 'great sorts'. Includes a mailbox thank-you pack and $100 supermarket voucher	Ongoing	Contractor
Targeted Letter Program	Aimed at properties with high FOGO bin contamination. Includes discrete, informative bin stickers and warning letters. There is a 5-strike step process before possible $50 fee for ongoing contamination and month suspension.	Ongoing	Contractor & Shire
Free Bin Liners	Available over the Eaton office front counter.	Ongoing	Shire
Education Program	Targeted at primary schools and local library/events	Ongoing	Contractor
Audit of FOGO Truck Loads	Audit in April 2023 to determine contamination rates and key contaminants. This audit can occur again as required.	As required	Contractor & Shire

The targeted letters came into operation February 2023 with great effect. This Action Plan is directed at understanding the contamination trends, key contaminants, and ongoing recidivist contaminators. All information helps structure ongoing media campaigns and the Shire's waste education. The successful effect the Action Plan has had on contamination rates is displayed in Chart 7, which shows the total contaminated truck loads rejected by the composting processor in 2023, and early 2024.

Chart 7: Annual year 2023 (into 2024) Rejected FOGO Truck Loads Due to >5% Contamination per Load



This decrease in FOGO contamination correlates to the Shire's media campaign launched in February, centring on the 'Great Sorts' mailbox thank-you packs and $100 supermarket voucher competition (provided by collection contract), and education clarifying biodegradable vs compostable FOGO bin

liners. Concurrently, the collection contractor also launched a targeted letter program aimed at known recidivist contaminating properties, warning of a possible $50 fee for ongoing contamination.

In summary, the Shire's FOGO contamination is low. Reducing contamination at source is the main priority, as preventative measures are the most cost-effective course of action. Fostering sustainable behaviour changes in the community can create lasting attitude changes. FOGO plays an important part in diverting waste from landfill. Its adoption by the community and achieved outcomes, including low contamination levels, should be considered a success story, to be celebrated and reinforced.

5.2.7. Rural service extension

At the May 2023 Ordinary Council Meeting (OCM), Council was presented with a petition from the community requesting a Rural Rubbish service, in particular servicing parts of Ferguson, Henty & Wellington Mills. Council requested a report be presented to the July 2023 OCM regarding the capability for delivering an expanded rural waste collection service and the potential associated costs.

Following this request, Officers released an expression of interest open to all rural residents seeking interest in receiving a 2-bin waste service, comprising of a general refuse red lid bin weekly collection and a yellow lid recycling bin fortnightly collection. The expression of interest was advertised for a period of two weeks ending on the 14th of June 2023. The Shire continued accepting late submissions.

Following the July 2023 OCM Resolution, Council requested a report following the completion of the investigations to formalise the establishment of the expanded service and any related charges.

The Shire of Dardanup is exempt from requiring a permit to collect waste in the first instance, under Part 6, Division 1 — Section 50 (2) of the Waste Avoidance and Resource Recovery Act 2007 (WARR Act). However, Division 2, Section 56, states that Department of Water and Environmental Regulation (DWER) may issue Waste Collection Permits to private companies to collect Local Government Waste, if a local government does not collect the local government waste specified in the waste collection permit in that district or part of that district. Furthermore, if a Waste Collection Permit to a private company to collect Local Government Waste in a district or part of a district is in force, a local government must not collect that Local Government Waste without written approval from DWER.

Following enquiries, DWER Officers were unable to locate any record of a Waste Collection Permit being issued under Section 56 of the WARR Act within the Shire of Dardanup. Therefore, the Shire did not need to apply for written approval to conduct a service in the proposed rural service extension.

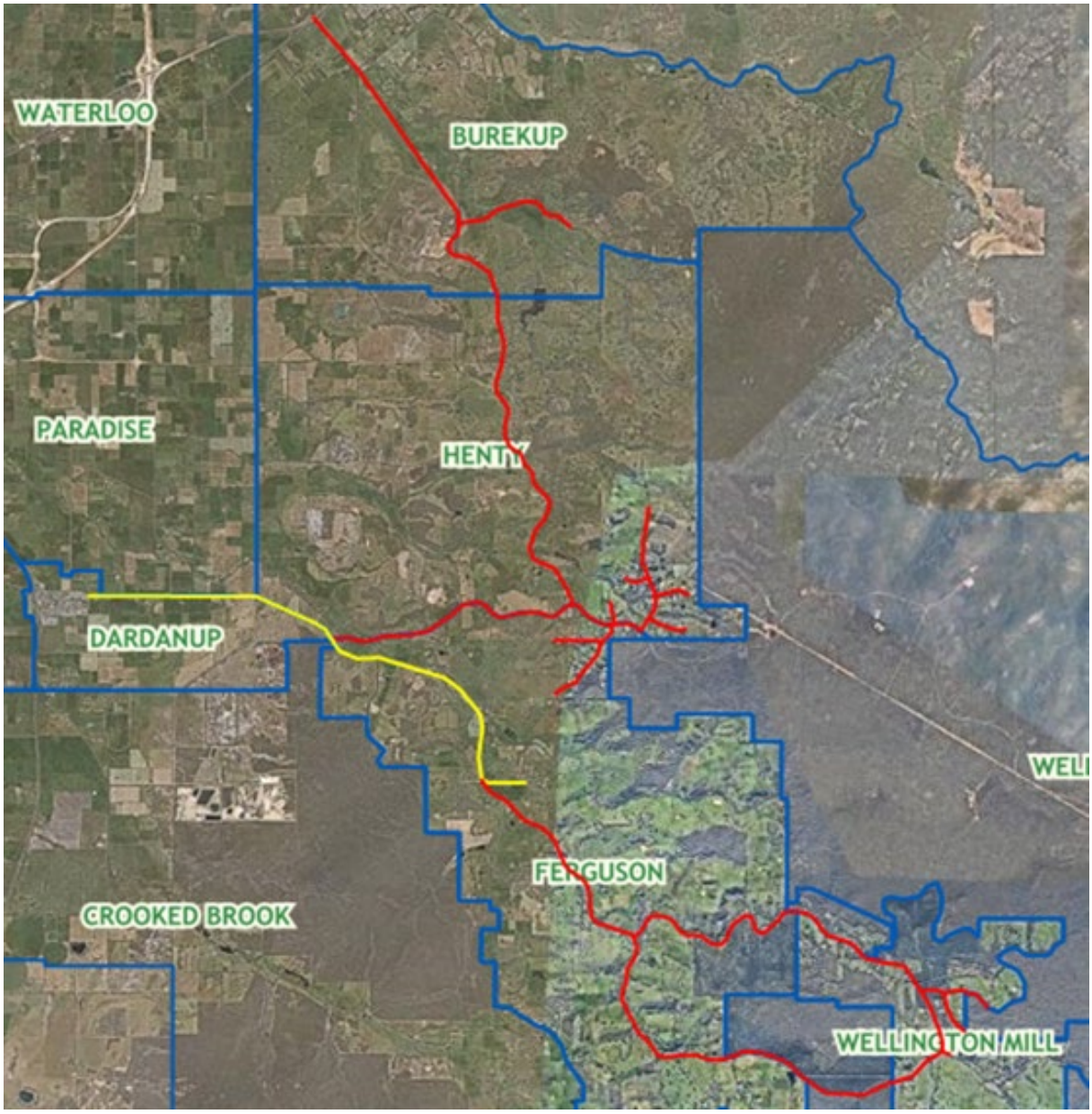
At the October 2023 Ordinary Council Meeting, the Council resolved to approve a voluntary two bin rubbish collection service to the Dardanup rural area within the following localities and streets:

Burekup	Henty Road
	Lennard Road
Henty	Pile Road between Ferguson Road and Gardincourt Drive
	Eastern Rise
	The Dress Circle
	Nyleeta Close
	Greenwood Heights
	Gardincourt Drive
	Seaview Heights
	Pfennig Place
Ferguson	Ferguson Road from the Ferguson Hall to Wellington Mill Road
Wellington Mill	Wellington Mill Road
	Japonica View
	King Tree Road to Lot 51

The October 2023 Ordinary Council Meeting resolved to inform residents that engage this service, that the waste charge will be analysed in the annual Fees and Charges Review, as part of annual budget considerations. This may increase charges significantly depending on service take up, or the service may be discontinued if not considered viable at any point in time.

Image 4 shows the entire additional service on aerial imaging. Note the red line is the service extension and the yellow line is a preexisting route.

Image 4. Rural Rubbish Kerbside Service Extension Area (red line)



Additional community road service requests are being considered on merit under Council Policy 069, section 3.2.3, under CEO delegation. Road generally considered within the policy must have a shared T-junction with an approved route road section.

Once the current kerbside collection contract is discharged. It is recommended that a feasibility case be investigated for the rural service to encompass the entire Shire of Dardanup Road network.

5.3. Verge Side Bulk Collection Service

The Shire of Dardanup's verge side bulk collection service is provided to residential and semi-rural areas. This service is currently not available to rural areas due to the risks associated with waste being placed on rural road verges and its collection on high-speed roads or areas of poor sight distances.

Council announces the week(s) of collection, however, is unable to provide exact collection times. All waste must be placed on the verge prior to the collection week. The property owner is responsible for maintaining the waste piles in a safe condition and in a manner that does not cause litter. Streets are only serviced once. Waste presented after the collection date or uncollected remains the responsibility of the resident to remove.

The collection, transport and disposal of bulk hard waste and bulk green waste is currently fully outsourced. The Shire has a contract for annual hard waste collection (August) and bi-annual green waste collection (May and October). This contractor undertakes these collections usually with a skid-steer loader, labour, and waste trucks. Hard waste collected is disposed via landfill under a current disposal contract. Green waste collected is currently disposed via a local mulch business, free of charge.

The three-year annual data presented in Table 8 indicates that the verge-side collection is a valued and utilised service to the community. Total annual volumes sit steadily within the 400-500 tonnes range, with the 2021/22 period demonstrating an increase of green waste verge presentation.

Table 8: Bulk Verge-Side Waste Collection 2020/21, 2021/22, and 2022/23

Waste Type	2020/2021	2021/2022	2022/2023
Hard waste	171	213	221
Green waste	246	273	195
TOTAL	417 tonnes	486 tonnes	416 tonnes

5.3.1. Hard Waste

The Hard Waste Collection is conducted over a two-week period, with the Eaton and Millbridge collection occurring during the first week, and Dardanup and Burekup townships occurring the second week. All waste collected is disposed. The current contractor does salvage scrap metal from the hard waste collection at their own impetus for reward. Additionally, a proportion of bulk hard waste placed on verges is salvaged voluntarily by the general public prior to the contractor arriving.

This collection includes:

- Washing machines and dryers.
- General furniture, including bedding, lounges, cupboards, etc.
- Fridges, freezers, and air-conditioners (doors removed). The contractor de-gasses onsite.
- General junk - material less than 1.5 metres in length.
- Garden furniture and barbecues.

This collection does not include:

- Bricks, rubble, or asbestos.
- Household food waste.
- Flammable liquids, hazardous chemicals.
- Cars, car tyres, mattresses, or batteries.
- Oils, paints, solvents, or liquids.

5.3.2. Green Waste

This Green Waste Collection is conducted over a week period within Eaton, Millbridge, Dardanup and Burekup townships. All green waste collected is processed into either wood chip, mulch, or compost.

The collection includes:

- Tree and shrub cuttings up to 2 cubic metres.
- Maximum length 1.5m.
- Maximum diameter 200mm.

The collection does not include:

- Lawn clippings or roll on turf.
- Green waste placed in bags or boxes.
- Hard waste including timber.
- Stumps.
- Excessively large piles of green waste (greater than 2 cubic meters).

For safety and asset protections, all residents are reminded prior to collection that all green waste must be clear of reticulation, water mains, electrical domes, footpaths, street signs and street corners.

5.4. Waste Transfer Station

The Shire operates a Waste Transfer Station (WTS) at Lot 81 Marginata Close, Crooked Brook. The premises is licensed under the Environmental Protection Act, Part IV as a Category 62 Solid Waste Depot, receiving and sorting solid waste pending final disposal or reuse, compliant with license number L8888/2015/1. This site is leased from a private entity.

The WTS is open 8.30am to 4.00pm Monday, Wednesday, Friday, Saturday, and Sunday. The facility is open public holidays except New Year's Day, Good Friday, Easter Sunday, ANZAC Day, Christmas Day, and Boxing Day. The WTS accepts residential waste only; commercial volumes or materials of commercial/industrial origin are not accepted. All loads are inspected upon arrival. The facility has an open-door policy, welcoming residents, and non-residents alike.

The Shire provides this service for domestic residential waste. General refuse waste is removed for final disposal, while green waste is removed for compost processing. Recycling and cardboard are removed for processing, and salvageable items are on-sold through the Recycle Shop. Gate fees apply for waste received as per the *Schedule of Fees and Charges*. Specific fees relate to special recycle items such as tyres, mattresses, and fridges. The collected material generally falls under the following types:

- Mattresses
- Fridges, air conditioners and freezers
- Light vehicle tyres (max 4 per entry)
- General waste
- General recycling – no soft plastics
- Green waste
- E-waste - general
- Construction and demolition waste of bricks, cement, and concrete only. No asbestos or ceramic tiles.
- Old furniture
- Fluorescent tubes and bulbs.
- Cardboard
- Car batteries
- Used motor oil (up to 40L)
- Scrap metals
- Household batteries (proposed)
- Agricultural chemical drums (empty and washed, lids removed) – declared upon arrival.

The WTS has a general ethos of sourcing and engaging with environmentally and/or socially responsible contractors for the waste stream removals and processing. This practice follows the principles of maintaining the circular economy. These contractors include recognised stewardship program providers and social enterprise not-for-profits.

Over the 2022 period, the Shire of Dardanup collected, processed, recovered, and disposed of 1,544.923 tonnes of waste (See Table 9).

Table 9: Waste Transfer Station Tonnages for 2022-2023

WASTE TYPE	TONNAGE
General Refuse	1214.7
Green Waste	185.94
Commingled Recycling and cardboard	25.66
Tyres	6.835
Mattresses	11.309
Waste Oil	6.549
Car Batteries	4.48
Scrap Metals	89.45
Construction and demolition	0*
TOTAL	**1,544.923 tonnes**

- *Construction and demolition waste was collected on site, though it wasn't removed within this financial year.*

The Waste Transfer Station does not accept household hazardous waste, with exception to household fluorescent tubes and globes. The Shire is working towards including household batteries within its current licence, to better service the community.

The facility cannot accept all other household hazardous waste, such as aerosols, asbestos, household and pool chemicals, paint, pesticides, engine coolants and glycols, fire extinguishers, smoke detectors, flares, and medical waste. Additionally, truck and tractor tyres and soil/fill are not accepted.

The facility has two Waste Attendants and a weekly bobcat contractor for general site maintenance.

5.4.1. Waste Removal Contracts

At the April 2023 Ordinary Council Meeting, Council resolved to move weekly essential waste streams into current collection and disposal contracts, to guarantee the WTS service to residents and reduce the risk of waste being uncollected. These contract amendments were completed by November 2023.

5.4.2. E-Waste Service

The Western Australian Government introduced a 2024 statewide ban on e-waste disposal to landfill. The State Government is currently in the consultation phase for the draft of the Waste Avoidance and Resource (e-waste) Regulations 2023. The regulations have been developed under the Waste Avoidance and Resource Recovery Act 2007. The e-waste to landfill ban also supports the recovery and protection objectives in the Waste Avoidance and Resource Recovery Strategy 2030

The Shire has secured $24, 123 grant through the Department of Water and Environment Regulation (DWER) E-Waste Infrastructure Grants, for a dedicated e-waste sorting shed, shelving, and storage cages at the Shire's Waste Transfer Station. Additionally, the Shire purchased a sea container for e-waste storage, transport, and processing to Perth e-waste recyclers, through the recognised National Computer and Television Recycling Scheme product stewardship scheme for Western Australia.

5.4.3. E-Waste Licence Amendment

The Shire of Dardanup has achieved amending the Waste Transfer Station Category 62 Solid Waste Depot licence to include e-waste and household batteries. An application to amend licence L8888/2015/1, under Part V Division 3 of the Environmental Protection Act 1986, for the addition of an e-waste shed, e-waste storage and to store household batteries for recycling was received by the DWER on 25 August 2023. This licence amendment was approved on the 8 December 2023.

5.4.4 Waste Transfer Station Relocation

Officers are currently investigating the feasibility of relocating the WTS against a cost benefit analysis of a 'stay vs go' scenario. This investigation aims to detail options surrounding the risk and rewards of developing a new transfer station over spending money to revamp the current location, with possible further business partnership and tender options. These investigations are early stage and ongoing.

5.5. Public Bins and Community Events

The Shire of Dardanup has a condition within the kerbside collection contract with the awarded contractor to conduct public bin waste collection and asset maintenance. Included in this contract is the requirement for additional services during and after nominated community events.

5.5.1. Public bins

As a part of the kerbside general waste service, the collection Contractor services public place bins. During summer months, the foreshore and riverside park area bins are collected twice per week due to increased usage of these areas, otherwise these bins are serviced once per week during all other times of the year. There was a total of 75 tonnes of public place waste collected in the 22/23 financial year.

5.5.2. Community Events

The Shire of Dardanup has an agreed schedule of annual community events, detailed in Table 10, which service as a part of the waste collection and processing contract. The community event service requires a minimum of one collection the day before commencement of the event and one collection the day following the conclusion of the event. At the conclusion of the community event, the removal of all bins delivered is required.

Table 10. Schedule of community events serviced within the waste collection and disposal contract.

EVENT	LOCATION	FREQUENCY	240L GENERAL REFUSE BINS	240L RECYCLE BINS
Spring Out	Eaton	Annual	4	4
Buy it Back Fair	Eaton	Annual	4	4
Walk on the Wild Side	Eaton	Annual	4	4
Movies by Moonlight & Summer Sounds	Eaton	Annual	3	3
Natures Wonderland	Eaton	Annual	2	2
Australia Day Breakfast	Eaton	Annual	10	6
Eaton Foreshore Festival	Eaton	Annual	50	20
Movies by Moonlight & Summer Sounds	Dardanup	Annual	3	3
Australia Day Breakfast	Dardanup	Annual	6	4
Christmas Carols	Dardanup	Annual	2	0
Movies by Moonlight & Summer Sounds	Burekup	Annual	3	3

From time to time, the shire may request the Contractor to provide additional services at special community events such as festivals and shows. Services at these events will include the delivery, emptying and disposal of material from within general waste bins at a minimum; and processing of material from within recycling bins (if specified). At the conclusion of the special event, the removal of all bins delivered will be required.

5.6. Waste Education and Awareness

The Shire of Dardanup works closely with the collection contractor to keep recycling and FOGO kerbside contamination low, with the aim for zero. This is being achieved through the contractor Waste Education Program and the FOGO contamination 'Action Plan' as discussed in the Kerbside Collection Service section of this document. The annual Waste Guide provided by the collection contractor and sent through the Shire's rates annual package is included within the education service.

The Shire has a dedicated media campaign centred on waste contamination. Included is the "Great Sorts" mailbox thank-you packs and $100 supermarket voucher competition, provided by the collection contractor.

Additionally in April 2023, an audit of the Shire's FOGO waste truck load was conducted to determine contaminants and volume by weight of contamination.

5.6.1. Education workshops

The Shire contracts out part of its waste education function as a part of its kerbside collection service. In the month of March 2023, seven workshops with local primary schools aimed specifically on FOGO and composting. In June and August 2023, the collection contractor also completed 16 local primary school workshops focusing on 'closing the loop' and 'smart shopping'. The last two years for workshops are detailed in Table 11 below.

Table 11. School and Community Waste Education Program Deliverables

	Date	Organisation	Activity	Audience	Workshops
2022	22-24 March	Eaton Primary School	Rubbish To Resource	Pp-6	15
	28-29 June	Our Lady Of Lourdes	Rubbish To Resource	K-6	8
	3-4 August	Our Lady Of Lourdes	World Beneath Our Feet	K-6	8
	20 July	Eaton Primary School	Waste Station Grand Opening - Assembly	School, Government, and Businesses.	1
	20 July	Shire Of Dardanup	Pratt Road, Eaton-House Visit	Two Residents	1
	10 October	Shire Of Dardanup	Library - Rubbish To Resource	Adults	1
	9-10 November	Dardanup Primary School	Rubbish To Resource	Pp-6	8
	10 November	Dardanup Primary School	Truck Visit	Mixed	1
				TOTAL	43
2023	8, 9 March	Eaton Primary School	World Beneath Our Feet	Pp-2	7
	April	Shire of Dardanup	FOGO Truck Audit	Shire of Dardanup	1
	20, 21 June	Eaton Primary School	Smart Shopping	3-6	8
	16 17 August	Our Lady Of Lourdes	Closing The Loop	P-6	8
				TOTAL	24

5.7. Litter and Illegal Dumping

Littering and the illegal dumping of waste can have serious environmental, social, and economic impact. The cost of cleaning up litter and illegally dumped waste is borne by the community.

Litter can take many forms, such as:

- Rubbish thrown from a moving vehicle or by pedestrians.
- Household bulk and green waste placed on verges outside of the verge-side collection times.
- Dumped shopping trolleys.
- Improper disposal of used syringes.
- Abandoned vehicles.
- Placing advertising materials on vehicle windscreens.
- Disregarded cigarette butts.

Table 12 shows a two-year trend of litter and illegal dumping data, with a notable increase from the 21/22 period to the 22/23 financial year.

Table 12. Litter and illegal dumping data

	COMPLAINTS RECEIVED	INFRINGEMENT NOTICES ISSUED	ILLEGAL DUMPING SITES
21/22	50	2	2
22/23	177	10	11

Rangers enforce the Litter Act 1979 in the Shire of Dardanup and penalties may apply if litter is not disposed of appropriately. Rangers can only infringe or prosecute an offence where they have sufficient evidence and are able to identify the person or person(s) responsible. Sufficient evidence may take one or more following type(s) of information:

- description of the type of waste dumped.
- date, time and place the offence was committed.
- description of the offender(s).
- vehicle registration details.
- make, model and colour of the vehicle.
- photographic or video evidence of the offence.

The Shire treats reports of illegal dumping confidentially and does everything to maintain the anonymity of the person reporting the alleged offence. Should matters proceed to Court the ability to prove the offence may depend on the witness testimony of the initial reporting person.

6.0 Recommendations

Below is a summary recommendations table from the Waste Management Plan and Confidential Appendix.

Table 13. Summary of recommendations.

	Item	Summary	Officer Recommendation
1	**FOGO Processing**	Discussed in Section 1 of the WMP Confidential Appendix. Officers have detailed within Table 1. of the Appendix, business considerations for the Shire's FOGO processing, listing eight options to considered. Further to Table 1. are the predicted costs of each option, which is contained within Table 2. This second table also details logistical notes regarding the transport and business opportunities.	It is the Officer recommended that Option 1 of Table 1 within the Confidential Appendix be preferred for the 2024/2025 financial year. While utilising BHRC, the Shire can apply heavy advocacy in the State Government sphere for better support to BHRC and the region.
2	**Waste Transfer Station Relocation**	Discussed in Section 2.3 of the WMP Confidential Appendix. The Waste Transfer Station (WTS) is located on leased land. As the Shire's population grows, and State Government recovery expectations increase, the Shire may need to consider expanding/redesigning the current WTS location or relocate to a Shire owned site and rebuild the facility with enhanced functionality and design flow. Officers are currently investigating the feasibility of relocating the WTS against a cost benefit analysis of a 'stay vs go' scenario. This investigation aims to detail options surrounding the risk and rewards of developing a new transfer station over spending money to revamp the current location, with possible further business partnership and tender options. There are five options described within Table 3 of the Confidential Appendix. This table is not exhaustive; however, Officers intend to achieve Council sentiments on the facility's operations. All costs associated with each option listed will need further investigation as the Shire is only within the initial concept stage.	It is the Officer recommended that Option 1 of Table 3 within the Confidential Appendix be preferred at this point of time, with Council continuing to investigate the future viability of Option 2. This recommendation is to continue operations on the current site and extend the lease agreement with the Lessor. Future feasibility studies are encouraged toward the viability of relocation.

3	**Waste Local Law**	<u>Discussed in Section 4.3 of the Waste Management Plan</u> The Waste Avoidance and Resource Recovery Act 2007 (WARR Act) consolidated old provisions that were in the Health Act 1911, effectively updating, and transferring the provisions away from the Health Act concerning the waste management services provided by local government. Under Section 61 of the WARR Act, Local Governments are provided with the power to make Local Laws so that they can perform their functions under the Act. The Shire of Dardanup does not presently have a Waste Local Law, rather still implementing the Health Local Law, made under Section 342 of the Health Act 1911. The Shire's current Health Local Law discusses very briefly the prescribed areas for waste collection; however, this requires updating to reflect the nomenclature of the Shire's Dardanup West rural residential development.	It is recommended that a Waste Local Law be investigated. Once/if adopted, concurrently the Health Local Law should be amended to remove municipal waste management services provided by local government.

7.0. Conclusion

The Shire of Dardanup is committed to providing an overarching waste service that is efficient and effective, which meets the needs and expectations of the community and strives to divert as much waste from landfill as possible. This aligns with the Government of Western Australia's material recovery targets, outlined within the Waste Avoidance and Resource Recovery Strategy 2030.

This Waste Management Plan discusses the Shire of Dardanup's five overarching waste services, with focus on FOGO. This material represents 46-48% of the Shire's kerbside collection, and accounts for 34.1% of the Shire's total municipal solid waste. The sustainable processing of this material is paramount to achieving crucial recovery targets set by the State Government.

The Shire is currently displeased with the existing FOGO processing arrangement, as discussed in the confidential appendix of this plan. The Shire expects a full chain of custody regarding environmental stewardship towards sustainable FOGO processing and end-product creation. Currently the Shire's FOGO processing is without a contractual agreement and is processed through a gate fee system. It is recommended that the Shire call a tender for ≥$250,000 per annum for the FOGO processing with/without transportation options. This tender would be advertised with a contract length of four years, with possibility to extend by one year, and again, another one year. This tender should detail the level of certification around the treatment and end destination of the FOGO material, with strict documentation and process controls, to provide assurance that the product is dealt in an environmentally sound manner that furthers the circular economy.

This Waste Management Plan also discusses the future of the Shire's Waste Transfer Station (WTS) operations. Officers are currently investigating the feasibility of relocating the WTS against a cost benefit analysis of a 'stay vs go' scenario. This investigation aims to detail options surrounding the risk and rewards of developing a new transfer station over spending money to revamp the current location, with possible further business partnership and tender options.

This Plan examines the Shire's recovered kerbside recycling material, and considers the ethical downstream flow of resources, in line with circular economy principles. Currently 33.94% of materials are retained within the Australian market, with the rest going to Southeast Asia. Once the full Federal export bans come into place by July 2024, it is estimated that Australian markets will receive approximately 96% of Shire generated recycled material (roughly: paper 60%, glass 30%, plastic 6%). Metals will be the remaining material unregulated for export, however 38% of the metal generated in kerbside recycling are already processed within Australian markets, and the actual total metals generated sits under 6% of the total recycling material volume.

As the Shire of Dardanup's population is set to grow to over 24,000 by 2041, it is predicted to bring the total number of dwellings from 5700+ to near 10,000. This will have a significant impact to the Shire's waste management, which will have to adapt to suit the growing population and community demographics. The Shire strives to enhance the circular economy by adopting innovative and sustainable waste solutions, with a greater focus on long-term waste management planning.

8.0. Monitoring and Review of this Plan

This Waste Management Plan is to be reviewed in 2028, prior to calling tenders for the Shire's waste collection and processing services contract.

In the 2028 review of this Waste Management Plan, Council may consider broadening the kerbside collection service to consider more localities, or the Shire in its entirety. Currently the kerbside waste collection and processing services contract collects from townsites, small holding/rural residential zonings, and major tourist routes such as main roads within the Ferguson Valley.

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Waste Management Plan

RISK THEME PROFILE:

7 - Environment Management
10 - Management of Facilities, Venues, Events and Services

RISK ASSESSMENT CONTEXT: Choose an item.

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	General risk to human health if municipal solid waste removal and processing management practices are not diligently adhered to	Minor (2)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Financial cost of implementing incorrect or unsustainable waste removal services	Major (4)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	Failure to remove residential kerbside municipal solid waste sustainably and effectively.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Failure to remove residential kerbside municipal solid waste sustainably and effectively.	Minor (2)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Failure to efficiently and effectively remove and process residential kerbside municipal solid waste in a timely manner.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	Pollution risk to the environment if municipal solid waste removal and processing management practices are not sustainable best practice and environmentally conscious.	Major (4)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix ORD: 12.3.3B)

(Appendix ORD: 12.3.4A)

Shire of Dardanup

Roads
Asset Management Plan
2024-2028 (PART A)

Version 3

August 2023

(Appendix ORD: 12.3.4A)

Document Control

Document ID: Roads Asset Management Plan

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		•			
		•			
Next Review Date					

TABLE OF CONTENTS

1 Executive Summary

The Shire of Dardanup must Plan for the Future of the district in accordance with the Western Australian Integrated Planning and Reporting Framework. A Council Plan (incorporating the Strategic Community Plan and Corporate Business Plan) is produced which is used to inform and direct the content of the Shire's Asset Management Plans.

This Road Asset Management Plan has been developed to deliver sustainable fiscal management and continuous improvement of the Shire's Road infrastructure assets.

In addition to the Shire's overarching strategic documents, this plan is informed by:

- The Shire of Dardanup 2050 Vision statement;
- the Shire of Dardanup's Asset Management Policy; and
- the Shire of Dardanup Place Plans for Eaton and Dardanup

This plan collates the Shire's current transport network's condition, valuation, income and expenditure data and compares it with the asset's long-term funding needs that are required to provide an agreed and sustainable Level of Service (LoS). In addition this plan discusses whether Council's current level of asset operational, maintenance and renewal funding is sufficient to sustain the network at an acceptable level to both asset owner and users. In addition, this plan discusses whether Council's current level of asset operational, maintenance and renewal funding is sufficient to sustain the network at an acceptable level to both asset owner and users.

The Plan makes several recommendations which can be summarised as follows:

1. Refocus the Shire's maintenance and capital reinvestment efforts (outside of subdivision development) on preservation of the existing network. This is intended to ensure that the network is sustainable for the long term, while meeting community demand for service at an affordable cost.
2. Make incremental increases in the available Capital Renewals budget by progressively reducing the projected Capital Expansion and Operational Maintenance budgets towards recommended levels ($0 and $1.74 Million, respectively.) This is intended to enable savings in Capital Expansion and Operational Maintenance to be redirected to Capital Renewals in support of Recommendation 1. above.
3. Increase knowledge of road performance through introduction of regular inspections with responsive follow-up maintenance as required. This is intended to address emerging issues before they become noticeable to the community in order to increase road users' safety and satisfaction with consequent reduction in complaint.
4. Be open to innovation, through (for example) introduction of trial sites for alternative surface treatments. This is intended to enable the Shire to take advantage of potential benefits to the asset such increased life or reduced cost.
5. Resource the Asset Management function sufficiently to enable the above recommendations to be implemented, overseen and delivered effectively.

2 Asset Management Context

2.1 Vision

The Shire's Vision for its future is laid out in the 2050 Vision statement.

The 2050 Vision Statement details the Shire's Values (Leadership, Environment, Community, Prosperity and Amenity) along with its Aspirations (Healthy, Self-sufficient, Sustainable, Connected and Innovation).

Asset management comes into play in the delivery of these aspirations. In particular, an effective road asset management plan will provide information to support consideration of the following:

- **Healthy:** How do our roads impact the health of our community? This may include:
  - the need for access to facilities such as the proposed new health campus in the future City of Wanju;
  - the safety of the Shire's existing road network;
  - the health impacts of existing roads on the Shire's community (e.g., due to issues such as dust, noise, fuel contaminants etc.);
  - the opportunity for alternative forms of transport and their impact on the existing road network (e.g., walking cycling, electrification etc.)
- **Self Sufficient:** The Shire's desire to increase economic activity in tourism, agri-business and high-tech manufacturing requires consideration of the functional suitability of the current and future road network to support these activities.
- **Sustainable:** The UN World Commission on Environment and Development has said that ***"sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*** This statement is particularly relevant to roads asset management, in that the Shire needs to ensure that it manages its roads in such a way that future generations are not required to pay for the present generation's consumption of the asset.
- **Connected:** The creation of vibrant community spaces, community hubs and sporting facilities with easy access between them will provide a challenge to the existing road network. Consideration of these issues in the Shire's long-term plans needs to be allowed for, in order to ensure that appropriate transport links are in place in time for the establishment of the new facilities.
- **Innovation:** The creation of spaces within which entrepreneurial activity, educational advancement and fundamental research can be conducted requires coordination of planning across all Shire disciplines. Appropriate transport solutions for such spaces need to be considered well in advance of their development.

2.2 High Level Objectives of an Asset Management Plan

The objective of Asset Management generally (and for roads in particular) is to '***maximise the benefit to the community of the asset by minimising the sum of its maintenance and user costs'***.

Consideration of road user costs (e.g., fuel usage, travel time delays, potential for damage to vehicles etc.) along with pure maintenance cost (routine repairs and capital renewal/upgrades) allows the organisation to compare the relative merits of otherwise disparate issues such as sealed versus unsealed roads, multi-lane versus single lanes, urban versus rural roads etc.

Attention to these considerations is necessary in order to identify and prioritise the relative needs of different parts of the road network for investment, whether that be investment in new or upgraded roads or the costs associated with simply maintaining the status-quo.

This introduces a significant change from a traditional maintenance program aimed at repairing as much existing damage as possible within an available yearly budget. Instead, asset management aims to achieve a specified service level or target condition at the lowest possible cost. In doing so, it takes a long-term perspective, considering the future impacts of current budget allocations.

In order to achieve an optimal balance between cost of maintenance versus benefits delivered, the organisation needs to collect, store and process large volumes of inventory, condition, utilisation and related data. This in turn requires the operation of a computerized asset management system, encompassing data collection, data management (database), and data analysis.

- **Data collection.** Involves carrying out surveys and collecting data on the road network. This includes data that continuously changes and needs to be updated regularly (e.g., road condition, traffic volumes) and data that hardly ever changes (e.g., road alignment, topography, surface type etc.).

- **Data management.** Generally involves some form of database that brings all the collected data together and makes it readily available for planning and monitoring. Data to be managed may include simple textual or numerical data (e.g., road name, road length), and spatial (GIS)-related data (e.g., alignment, road condition) or complex multimedia files such as photographs and video.
- **Data analysis.** Involves analysis of the collected data to determine the optimal level of required funding and allocation of that funding to different roads and to different types of interventions. This activity not only looks at pavements, but may also include bridges, other structures, road furniture, and access to business activities such as tourism or commercial centres.

The organisation therefore not only needs to plan for the physical management and operation of the assets, but also the systems and processes by which it goes about managing those assets.

Recording all of these concepts in a single reference document (the Asset Management Plan) allows the organisation to communicate its intentions to the community effectively while also safeguarding the organisation from change in personnel over time by providing a repository of organisational memory.

2.3 Key Objectives and Principles of this Asset Management Plan

The Road Asset Management Plan has been developed to guide Council and the community in the provision and development of road infrastructure currently managed by Council. The purpose of this plan is to document the Council's asset management principles and practices and present a lifecycle strategy for roads and associated infrastructure for the next ten years.

The plan considers all relevant levels of service, the current Council Plan and other key planning processes and documents. This plan determines the manner by which Council undertakes the management of road infrastructure assets to achieve the required levels of service to the community and to meet regulatory requirements.

3 Standards of Provision

In Australia, the selection of construction standards for roads is strongly regulated at the State and Federal government levels.

Individual Local Governments while having involvement in the Planning process by which most new roads are constructed, are (along with the Developers) required to meet standards established by the relevant State Planning Commission and the relevant State Highways Authority. The local Government is therefore restricted to recommendation of minor design amendments to proposed developments such as managing the interconnection of new roads to the existing road network and ensuring the adequacy of drainage, safety and traffic control features on a project-by-project basis.

In Western Australia the lead agencies and the principal road design guidance that Local Government must abide by are:

- Main Roads Western Australia (MRWA)
  - MRWA Supplement to Austroads Guide to Road Design
  - The Austroads Guide to Road Design
- Western Australia Planning Commission
  - Liveable Neighbourhoods 2009 and the Draft Liveable Neighbourhoods 2015
  - Planning guidelines - The design and geometric layout of residential road

3.1 Hierarchical Approach

The selection of applicable standards for roads is linked to the 'network hierarchy'. This is a means of sub-dividing the road network into groups that have common function, usage and access requirements. Based upon the assigned hierarchy level of the road, gross design features required such as number and width of traffic lanes, surface treatment type and whether or not kerbs are required can be easily assessed and specified.

In order to support clear communication between all levels of government with respect to the road network, it is important that the hierarchy naming conventions and selection criteria are consistent across and between road controlling agencies. Where the Local Government needs to alter the road hierarchy for its own purposes it is important to maintain linkages to the State supported hierarchy groups for reporting purposes.

The Shire of Dardanup Road Network Hierarchy is as follows:

Shire of Dardanup Hierarchy Class	Location Sub-Class	Function
Regional Distributor	Rural and Urban	• Major routes provide connection between commercial, industrial and residential areas and extend beyond the boundaries of the Shire of Dardanup; • Generally approved for RAV traffic;
District Distributor		• Major tourist routes or significant routes that provide connection between commercial, industrial and residential areas within the Shire of Dardanup; • May have purpose permit approvals for RAV traffic.
Local Distributor		• Movement of high-volume traffic within local areas that connect Local Roads to District Distributors.
Local Road 1		• Movement of low volume traffic within local areas that connect lower order Local Roads to Local Distributors; • Provision of vehicle access to abutting properties
Local Road 2		• Provision of vehicle access to abutting properties
Private Roads		• Roads (or parts of roads) that cross private land that intersect the Local Authority Network (e.g., a portion of Illawara Drive in Eaton)
Unconstructed		• Reserves set aside for future road construction pending population or development demand.

The naming of the first four Shire of Dardanup hierarchy elements is aligned to the MRWA recommended convention. Differences between the MRWA and WAPC Liveable Neighbourhood naming conventions exist. In order to support communication, the WAPC Liveable Neighbourhood equivalent classification is identified.

The MRWA classification system includes roads that are outside of the scope of any Shire road (e.g., Freeways and Highways). Similarly, the Shire of Dardanup classification system includes roads that are not represented in the MRWA system (e.g., low

volume access roads and unconstructed roads).

The Shire of Dardanup road hierarchy defines seven classes of roads in total divided into two sub-classes (urban and rural), resulting in fourteen distinct potential network classifications.

These classifications are further sub-divided by eligibility for Regional Road Group (RRG) funding under the Roads of Regional Significance (Roads 2040) program.

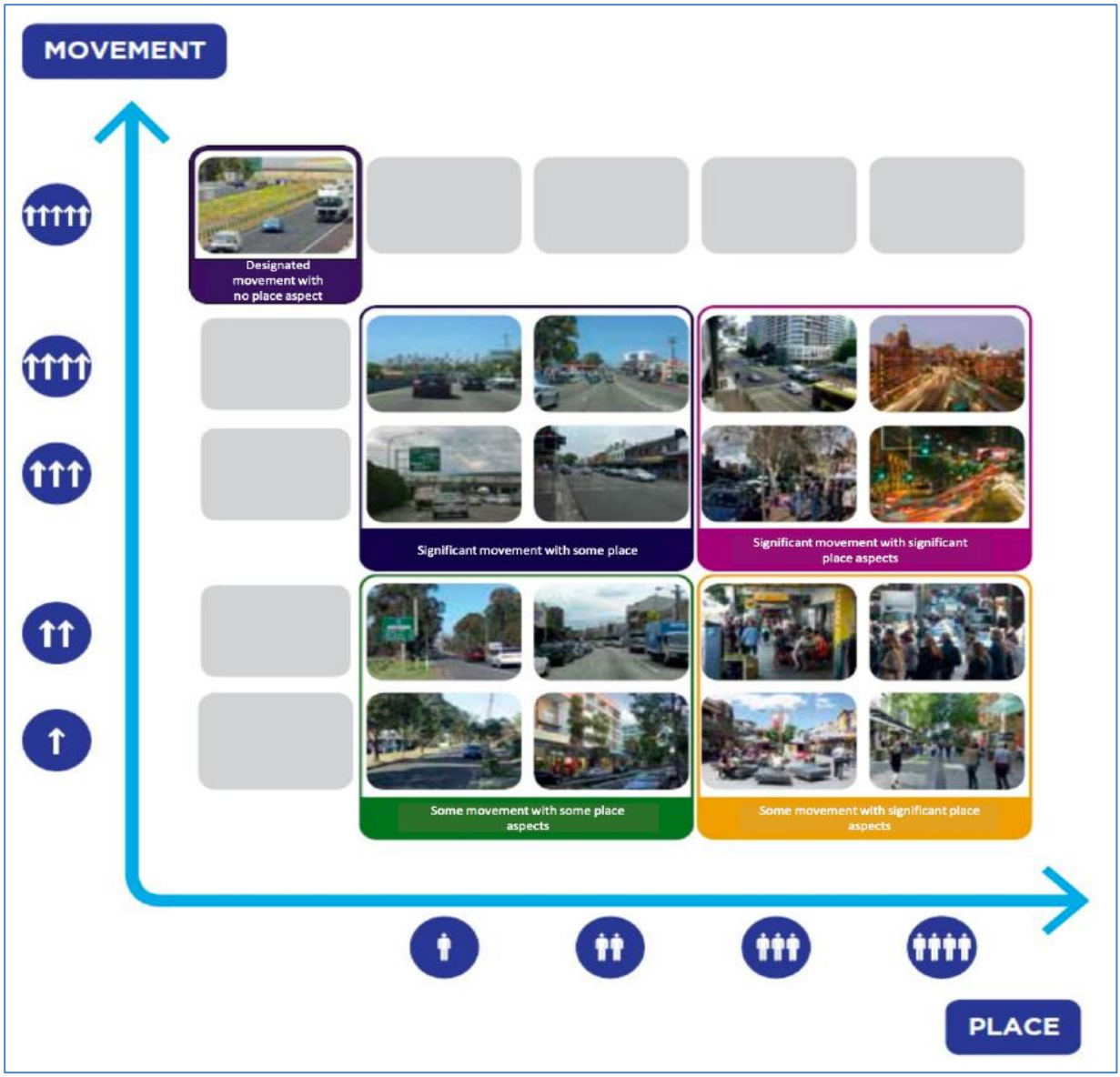
3.2 Future Road Function Considerations

Roads and streets are complex environments that play an important part in the development of contemporary living spaces. They are no longer seen as just a means for travelling from one place to another, but also a place where people live, socialise and go about doing everyday activities.

It is now generally accepted that roads provide two major functions:

1. **Movement:** The safe and efficient transport of people and freight between locations
2. **Place:** Establishment of Place, by traversing and creating landscapes that have meaning to people

The concept of Movement and Place provides a mechanism for identifying which roads serve what purpose, recognising that some transport facilities are more about the movement function, and others about the place (land access) function, and that streets themselves act as places and serve multiple modes. This understanding is important to balance the delivery and management of road assets with the accessibility needs of different types of road users across the network.



Source: Movement and Place (austroads.com.au)

This view of the road environment helps to highlight those areas of the network where conflict may arise requiring greater attention to detail in design, in particular those areas that have both high levels of Movement and high levels of Place.

While not formally published, the Western Australian Department of Transport is (at the time of writing) in the process of developing a Movement and Place framework that may become applicable to all Western Australian Roads within the timeframe of this Asset Management Plan. The Shire of Dardanup will need to consider its ability to meet any additional requirements for its road network that the Framework may identify (e.g., the desirability, level and affordability of additional pedestrian facilities in certain areas).

By placing greater emphasis on the Place function of roads than has previously been the case it is likely that focus will shift from the pavement component of the road to the roadside environment. This may increase the demand for features such as cycle lanes, pedestrianised mall developments, roadside furniture and street shade elements.

3.3 Road Provision

The process by which land is ceded to the State for the purposes of making a road are described in general terms in Landgate guideline ROA-02 Creation of Public Roads.

The State of Western Australia is the owner of all land in roads. All subsequent actions to change the course or status of a road are taken by the Department of Planning, Lands and Heritage. The Department of Planning, Lands and Heritage is not, however, charged with the maintenance and construction of roads, it acts as an agent attending to the legalities.

The care, control and management of public roads (other than highways and main roads) falls to the Local Government via s.3.53 ('*Control of certain unvested facilities*') of the Local Government Act 1995 and s.55 (2) ('*Property in and management etc. of roads*') of the Land Administration Act 1997.

Within local government, the initial design and construction of roads overwhelmingly occurs as a result of subdivision. Construction of these roads is generally the responsibility of the Developer(s). The local government's primary role in this process is to review and approve proposed designs from the Developer(s) to ensure that proposals meet the Shire's expectations in terms of future utility to the public; construction standards, impact on surrounding infrastructure and the probable future maintainability of the new asset(s).

In some cases (e.g., Dardanup West Area 14) the Shire has established Developer Contribution Plans (DCP's) as part of the Planning Approvals process. DCP's operate by applying a levy to each Lot sold that is collected and placed in Trust by the Shire. At varying points, throughout the development of the area covered by the DCP, these funds can be drawn upon to assist in the construction of specified infrastructure. For example, a road may have been identified for construction or upgrade once the traffic volume in the area reaches a nominated level.

Depending upon the specific conditions of the DCP, the actual design and construction of the nominated infrastructure may be the responsibility of one (or more) Developers, or the Shire may be required to undertake that work on behalf of the Developer(s).

Regardless of who delivers the infrastructure, once it is constructed, the Local Government becomes responsible for the ongoing maintenance, upkeep and eventual replacement of the new asset over its presumed life cycle.

Councils can make any changes to the road network that they deem fit. This may include significant changes such as modifying the construction method (i.e., changing a sealed road into an unsealed road or vice versa) or complete closure where a network link is considered surplus to requirements. Changes of this magnitude are rare however and as a result considerable community consultation and engagement prior to implementation are legislatively required (s.3.50 ('*Closing certain thoroughfares to vehicles*') of the Local Government Act 1995).

In the case of the Shire of Dardanup, based upon the currently approved Structure Plans it is expected that over the next twenty-five years the Shire will receive (in the order of) 2.79 kilometres of road per annum at a combined value of $1.4 Million per annum (in 2023-dollar terms).

The majority of the projected growth will occur in the proposed City of Wanju; the Dardanup West Rural Residential area and the residual unbuilt Parkridge/Millbridge areas of Eaton.

Probable New Road Types Acquired by Subdivision per Shire of Dardanup Hierarchy Class	Probable Annual New Construction	Probable Annual New Construction Value
District Distributor Urban	0.33	$214,095
Local Distributor Urban	0.13	$100,504
Urban Local Roads 1	0.71	$125,637
Urban Local Roads 2	1.62	$967,077
	2.79	**$1,407,313**

Note: The above projection assumes that the City of Wanju Structure Plan development goes ahead within the projected timeframe.

Adoption of the ongoing maintenance and upkeep costs of these new roads will require annual increases to the Operations, Capital Works and Depreciation budgets of (approximately) $78.7 Thousand plus CPI per annum.

3.4 Road Development

In order to ensure the orderly and consistent delivery of roads that meet the Shire's identified current and future needs, it is necessary to define the minimum acceptable standards of construction to service the identified needs for residents and visitors.

The Australian and Main Roads Standard Geometric Design Guidelines for roads provide extensive advice in regard to the gross outline of what a road should look like and how a road should work. As they are only Guidelines however, they leave considerable room for interpretation of detailed requirements that can vary based upon the specific design and intended use of the road.

In order to convey its interpretation of those details to Developers and designers, the Shire of Dardanup has prepared a list of minimum requirements for each road based upon its hierarchy classification. Adherence to this specification reduces the potential for the 'look and feel' of subdivisions to change drastically from one development area to the next, while also providing some flexibility to allow developments to be in keeping with their surroundings.

A partial extract of the Shire of Dardanup Design and Construction Guidelines is presented below to demonstrate the type of decision that use of the hierarchy specification supports.

(*Note: Full table is provided in the Asset Management Plan – Roads 2024-2034 (PART B*)

(Partial) Shire of Dardanup Minimum Design and Construction Guidelines - Supplemental to Austroads & MRWA Geometric Design Guides																
Location Type	AADT	SoD Road Hierarchy Class	Road Hierarchy Class (Per Liveable Neighbourhoods)	Minimum No. of Traffic Lanes	Pavement Depth (dependant on subgrade CBR minimum 10%)	Carriageway Width	Min Width of Seal	Traffic Lane Width	Shoulder Width (if Un-kerbed)	Width of Sealed Shoulder (if Un-kerbed)	Bitumen Surfacing Required?	Preferred Seal Type	Line Marking Required?	Bike Lane	Design Speed		Footpath Required?
															Minimum	Desirable	
Urban	>15,000	Regional Distributor	Regional Distributor	2	450	12	12	3.5	2.5	2.5	Yes	14/10	Yes	2.5	60	80	Yes
Urban	7,000 - 15,000	District Distributor Urban	Integrator Arterial	2	400	11	11	3.5	2	2	Yes	AC	Yes	2	60	80	Yes
Urban	3,000 - 7,000	Local Distributor Urban	Neighbourhood Connector	2	350	11	10	3.5	1.5	1.5	Yes	AC	Yes	1.5	50	60	Yes
Urban	1,000 - 3,000	Local Road 1 Sealed	Access Street (A, B or C)	2	300	11	7.2	3.1	1.5	0.5	Yes	AC	No	No	50	60	Yes
Urban	<1,000	Local Road 2 Sealed	Access Street (D)	2	250	11	6.2	3.1	1.5	0.25	Yes	AC	No	No	50	60	No

4 The Plan

The Shire of Dardanup Roads Asset Management Plan 2024-2034 (PART B) details the development, operations, and maintenance of the Shire's roads. It sets out strategies to ensure that the Shire's Road assets are maintained in a manner consistent with national engineering standards and community expectations. In most cases this is achieved through reference to documented procedures, processes and plans used to manage the Shire's roads. Detailed long term expenditure forecasts in the Long-Term Financial Plan 2021-2031 are included.

The plan notes that, while the Shire's Road assets are currently in '*Fair*' condition (with a Weighted Average visual condition rating score of 2.8) this is likely to deteriorate in the medium term as the network ages.

Approximately 45.2% of the Shire's roads (194.7km of the total 430.72km network) are less than twenty-five years old and have not required significant maintenance investment to date. It is likely that an increasing proportion of these relatively new roads will begin to require Renewals during the term of this Plan, placing a strain on the Shire's budget that has not previously been allowed for.

The Plan recognises that achieving the level of capital investment required to fully maintain all Shire roads in the future would mean an increase in cost in the order of 45% above the current budget. A step-change of this magnitude is unachievable and unaffordable in the near term. A strategy of pragmatic, incremental increases in capital maintenance budget is therefore recommended.

The Plan provides achievable financial and management actions to be carried out over the life cycle of the network for effective management, inspection and replacement of this asset group.

4.1 Recommendations

The Plan makes the following broad observations and recommendations:

- To bridge the gap between the Idealised renewal programme and the affordable level of cost, progressive development towards a **Pragmatic Target Sustainability Ratio of 0.59** is proposed.
- Refocus the Shire's current Capital Investment budget (outside of subdivision) towards Renewals i.e.:
    - **Stop Doing:** Widening, Duplication, Intersection Upgrades etc;
    - **Start Doing:** Crack Sealing, Urban Resealing and Kerb Reconstruction
    - **Do more:** Gravel Resheeting, Rural Resealing, Reconstruction (to original standard); and
    - **Do Less:** Streetscape Redevelopment.
- Establish treatment programs that aim for (in the order of) 28.5 km of treatments of all types to allow treatment of the entire road network within the Useful Life specified in Policy AP008 Significant Accounting Policy.
- Allow for growth of the asset from subdivision of up to 2.79 kilometres per annum, with associated additional costs of up to $79 Thousand plus CPI per annum.
- Manage demand for new and improved assets through clear signalling regarding the Shire's need to address the backlog of renewals as part of all community consultation programs.

(Appendix ORD: 12.3.4A)

4.2 Action Plans

The following action plans are presented with the intent to address areas of specific weakness noted throughout the asset management plan. Addressing these items will help to meet Customer expectation through either improved delivery or improved asset information.

Roads Management Action Plan

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RMP1	**Section 2.1**	Enter summary level (Road Id, Road Name, location etc.) data on all roads into the Synergy Asset Management Module.	Listing all roads in the Synergy Asset Management Database will support the use of works orders to permit maintenance requests, work conducted and all associated costs on the assets to be recorded with reference to the relevant assets.	2024/25
RMP2	**Section 3.2**	Where options exist, place increased preference on proposals for capital works renewals in areas outside of active sub-division development zones such as Millbridge and Parkridge.	To offset falling Community satisfaction with roads outside of active sub-division areas, it is necessary to ensure greater equity of access to quality transport services to the rest of the Shire. The renewals process can therefore be used as a means of showing the Shire's commitment to meeting the Community's desired levels of service.	Annually, as part of forward works program development
RMP3	**Section 3.4.1**	Reassess the level of compliance of the existing road network with the defined Shire of Dardanup quality standard targets, based upon the most recent visual condition rating inspection available at the time. Target renewals and upgrade projects toward the asset hierarchy classes that have the greatest level of identified need (based upon Visual Condition Assessment).	Annual reassessment of the level of compliance with the quality standards will enable the Shire of Dardanup to target expenditure towards those projects and activities which will return the greatest level of benefit to the network overall. Note: Evaluation of visual condition rating against desired quality standards suggests that increased priority should be given to: • Regional Roads Group, • Local Distributor Urban and; • Urban Local Roads 1	Annually, as part of forward works program development
RMP4	**Section 3.5.1**	Update the provision level of service section of this document to reflect the cost of delivering any future new and upgraded roads shown in the Shire of Dardanup Integrated Transport Strategy.	Implementation of recommendations contained within the Shire of Dardanup Integrated Transport Strategy (as depicted in the Draft CBP) will be conducted as 'Business as Usual' under the Roads Asset Management Plan.	Immediately following adoption of an Integrated Transport Strategy by Council
RMP5	**Section 4.1**	Prepare a Shire-wide Network Traffic Analysis, to determine the Sources, Destinations, Volumes and Frequency of traffic entering and leaving the Shire's road network.	This is intended to provide greater depth of understanding as to the adequacy and capacity of the current network to meet the needs of its customers. In particular, changes in demand for access to areas affected by the Bunbury Outer Ring Road (BORR) need to be understood prior to decision making regarding (for example) Heavy Vehicle permits.	Post construction of the BORR

(Appendix ORD: 12.3.4A)

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RMP6	**Section 8.3**	Fill all current vacancies and provide additional Asset Management personnel. Needs for up to 2.5 additional FTE roles have been identified	In order to complete all required activities for roads asset management (along with other asset classes) on an annual basis and to provide capacity for succession planning for specific asset management related skillsets.	Progressively over the timeframe of this Plan.

Roads Financial Management Plan

The following fiscal management actions arise in response to the Road Asset Management Plan:

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RFMP1		Investigate a means of identification of the location of any operational maintenance activity on the network	One of the aims of effective asset management is to reduce overall costs by choice of targeted maintenance treatments. This is most often achieved through location of 'hot spots' where elevated levels of operational cost are being experienced which can then be investigated further. To be able to find 'hot spots' for operational maintenance activities, (e.g., excessively high tree lopping or pothole repairs), it is necessary to relate all the relevant costs, (labour, plant and materials), to a specific location. These costs are captured via the payroll (from timesheets) at present however location is not easily able to be recorded.	For 2025/26 Annual Budget
RFMP2	**Section 3.5.1** **Section 6.1.4**	Increase LTFP and annual budget road acquisition budgets to $1,000,000 plus CPI per annum	The average annual road asset acquisition from subdivision activity is forecast to be in the order of $1,407,000 per annum. The depreciation and acquisition cost of gifted assets is allowed for in the Long-Term Financial Plan and the annual budgets by inclusion of an assumed $300,000 expense. Given that the actual rate of acquisition is much higher than the assumed LTFP and budgets allow for, these amounts should be adjusted to reduce the potential for out of cycle revaluation expenses and understatement of the asset value.	For 2025/26 Annual Budget

(Appendix ORD: 12.3.4A)

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RFMP3	**Section 3.5**	Establish a Pragmatic Target Sustainability Ratio (SR) of 0.59 for Capital Renewals, Expansion and Upgrades by: • **Stop Doing:** Widening, Duplication, Intersection Upgrades etc; • **Start Doing:** Renewal (such as Crack Sealing, Urban Resealing and Kerb Reconstruction). Ensure renewal is not accounted for under maintenance. • **Do more:** Gravel Resheeting, Rural Resealing, Reconstruction (to original standard); and • **Do Less:** Streetscape Redevelopment	Under the Current Budget (SR = 0.28) the asset Fair Value will decline by (in the order of) $39 Million (@31% of Current Value) over the next 25 years to result in future Fair Value of approximately $81.1 Million. This will likely result in the Average Condition of the Network falling from the midpoint of 2 (two) at Present to the midpoint of 3 (three) by 2048. The Pragmatic Target (SR = 0.59) reduces the rate of decline to $28.2 Million (@22% of Current Value) to result in future Fair Value of approximately $98.9 Million. This will likely result in the Average Condition of the network falling from the midpoint of range 2 (two) at present to the upper range of 3 (three) by 2048.	Immediately following adoption of this Asset Management Plan by Council.
RFMP4	**Section 6.2.1**	Increases in the available Capital Renewals budget to be achieved by progressively reducing the projected Capital Expansion and Operational Maintenance budgets towards the values proposed in Idealised Model ($0 and $1.74 Million, respectively.) Savings in Capital Expansion and Operational Maintenance to be redirected to Capital Renewals.	In pursuit of RFMP3 above: Outcomes of Scenario modelling detailed in Section 3.5.1 Provision Level of Service (Development Plan) indicates that, over twenty-five years, the effect of the Pragmatic Solution (SR = 0.59) will be a reduction in asset Fair Value to result in future Fair Value of approximately $98.9 Million. This will likely result in the Average Condition of the network falling from the mid-point of range 2 (two) at present to the boundary between of 2 (two) and 3 (three) by 2048. In the meantime, the Shire must therefore plan to direct limited renewal funds available towards ensuring that key road assets are preserved while reducing the level of service to lower priority network segments and actively managing the ongoing growth of the network through subdivision	Progressively over the period of this Plan, as priorities permit.

5 Review

The Shire of Dardanup Roads Asset Management Plan 2024-2034 is a living document. Its content is reviewed and updated annually in line with preparation of the annual Program of Works which supports the Annual Budget. The annual review aligns with Section 5.56 (Plan for the Future) of the Local Government Act 1995.

A full review of the Plan is undertaken every four years following adoption by Council in line with the requirements of the Western Australian Integrated Planning and Reporting Framework

(Appendix ORD: 12.3.4A)

Appendix A. Roads Renewals Program 2024-2034

2024/25

Road No:	Road Name:	Start:	End:	Description:	Estimate:
9	DOWDELLS LINE	0.3	5.8	SPECIFIC DESIGN: BORR related Emergency Repair Works to Dowdells Line SLK 0.30 to SLK 5.80	$364,786
					$364,786

2025/26

Road No:	Road Name:	Start:	End:	Description:	Estimate:
9	DOWDELLS LINE	5.8	6.16	DESIGN FOR: Rehabilitation (Bitumen)	$15,234
9	DOWDELLS LINE	6.16	6.21	DESIGN FOR: Rehabilitation (Asphalt)	$3,985
9	DOWDELLS LINE	8.252	9.21	DESIGN FOR: Rehabilitation (Bitumen)	$40,558
10	GARVEY ROAD	0	1	Reseal (Bitumen)	$113,000
10	GARVEY ROAD	1	2	Reseal (Bitumen)	$113,000
23	MARTIN PELUSEY ROAD	2.4	3.23	Reseal (Asphalt)	$160,500
26	COPPLESTONE ROAD	0.6	0.651	Drainage	$0
32	PANIZZA ROAD	2.07	2.14	Drainage	$0
32	PANIZZA ROAD	2.19	2.242	Drainage	$0
43	DARDANUP WEST ROAD	0.96	1.96	Reseal (Bitumen)	$104,500
43	DARDANUP WEST ROAD	1.96	2.96	Reseal (Bitumen)	$104,500
100	SCOTT STREET	0	0.11	Reseal (Asphalt)	$20,000
120	HAMILTON ROAD	0.19	0.28	Reseal (Asphalt)	$18,000
120	HAMILTON ROAD	0.42	0.52	Reseal (Asphalt)	$20,000
120	HAMILTON ROAD	0.7	0.86	DESIGN FOR: Reconstruction (Bitumen)	$9,988
222	BUREKUP ENTRANCE	0	0.066	Reseal (Bitumen) Replace Kerb: Left = 7m; Right = 7m	$10,368
279	MONASH BOULEVARD	0.06	0.14	Reseal (Asphalt)	$19,500
102023	EATON DRIVE RIGHT	0	0.49	DESIGN FOR: Rehabilitation (Asphalt)	$33,899
102023	EATON DRIVE RIGHT	2	2.71	DESIGN FOR: Rehabilitation (Asphalt)	$49,083
					$836,115

(Appendix ORD: 12.3.4A)

2026/27

Road No:	Road Name:	Start:	End:	Description:	Estimate:
3	HYNES ROAD	2.15	2.592	Reseal (Asphalt)	$80,500
9	DOWDELLS LINE	5.8	6.16	Rehabilitation (Bitumen)	$151,000
9	DOWDELLS LINE	6.16	6.21	Rehabilitation (Asphalt)	$39,500
9	DOWDELLS LINE	6.252	7.252	DESIGN FOR: Rehabilitation (Bitumen)	$44,363
9	DOWDELLS LINE	8.252	9.21	Rehabilitation (Bitumen)	$402,000
11	OFFER ROAD	0	1	DESIGN FOR: Rehabilitation (Bitumen)	$22,181
11	OFFER ROAD	1	2	DESIGN FOR: Rehabilitation (Bitumen)	$22,181
11	OFFER ROAD	2	2.32	DESIGN FOR: Rehabilitation (Bitumen)	$7,135
24	MOORE ROAD	0.65	1.16	Reseal (Asphalt) Replace Kerb: Left = 0m; Right = 51m	$179,662
30	ST HELENA ROAD	2.91	3.506	Gravel Re-sheeting	$67,217
43	DARDANUP WEST ROAD	0.693	0.96	DESIGN FOR: Rehabilitation (Bitumen)	$8,428
102	MILLARD STREET	0.08	0.32	Reseal (Asphalt)	$44,500
102	MILLARD STREET	0.51	0.64	Reseal (Asphalt)	$24,500
102	MILLARD STREET	0.64	0.69	Reseal (Asphalt)	$10,500
120	HAMILTON ROAD	0.7	0.86	Reconstruction (Bitumen)	$99,000
120	HAMILTON ROAD	1.17	1.923	Reseal (Asphalt)	$152,000
131	ABE COURT	0	0.05	Reseal (Asphalt)	$7,658
217	VELVET GROVE	0.02	0.071	Reseal (Asphalt)	$7,500
240	TANK STREET	0	0.119	Gravel Re-sheeting	$8,500
242	LUSITANO AVENUE	0.08	0.18	Reseal (Asphalt)	$19,000
318	MILLBRIDGE BOULEVARD	0	0.111	Reseal (Asphalt)	$16,500
102021	EATON DRIVE LEFT	2	2.71	Reseal (Asphalt)	$132,000
102023	EATON DRIVE RIGHT	0	0.49	Rehabilitation (Asphalt)	$336,000
					$1,881,825

(Appendix ORD: 12.3.4A)

2027/28

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	3.56	3.67	DESIGN FOR: Rehabilitation (Asphalt)	$17,281
1	FERGUSON ROAD	10.53	11.85	Reseal (Bitumen)	$163,500
8	JOSHUA BROOK ROAD	2.24	2.509	Gravel Re-sheeting	$40,000
9	DOWDELLS LINE	0.03	0.3	Reseal (Bitumen)	$19,500
9	DOWDELLS LINE	7.252	8.252	Rehabilitation (Bitumen)	$429,000
9	DOWDELLS LINE	7.252	8.252	DESIGN FOR: Rehabilitation (Bitumen)	$44,363
32	PANIZZA ROAD	2.242	3.402	Gravel Re-sheeting	$109,500
40	LENNARD ROAD	4.02	4.217	Gravel Re-sheeting	$37,000
43	DARDANUP WEST ROAD	0.693	0.96	Rehabilitation (Bitumen)	$81,500
57	CATALANO ROAD	2	2.16	Gravel Re-sheeting	$18,500
102	MILLARD STREET	0.69	1.67	Reseal (Asphalt)	$210,974
103	DIADEM STREET	0.46	0.841	Reseal (Asphalt)	$120,303
204	GLENHUON BOULEVARD	0.28	1.55	Reseal (Asphalt)	$289,488
235	TEMPLE ROAD	0.03	1.282	Gravel Re-sheeting	$106,000
248	WELLINGTON MILL ROAD	3.06	3.28	Reseal (Bitumen)	$23,500
280	MURDOCH CRESCENT	0.17	0.36	Reseal (Asphalt)	$48,500
102023	EATON DRIVE RIGHT	2	2.71	Rehabilitation (Asphalt)	$486,500
					$2,245,409

(Appendix ORD: 12.3.4A)

2028/29

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	3.56	3.67	Rehabilitation (Asphalt)	$163,000
1	FERGUSON ROAD	5.05	5.11	Reseal (Asphalt)	$11,000
9	DOWDELLS LINE	6.252	7.252	Rehabilitation (Bitumen)	$429,000
23	MARTIN PELUSEY ROAD	3.23	3.36	Reseal (Asphalt)	$27,000
53	CRONSHAW ROAD	0	0.64	Gravel Re-sheeting	$60,500
62	BANKSIA ROAD	0	0.3	Gravel Re-sheeting	$42,500
69	CRAMPTON ROAD	0.03	0.18	DESIGN FOR: Rehabilitation (Bitumen)	$5,975
69	CRAMPTON ROAD	0.43	0.71	DESIGN FOR: Rehabilitation (Bitumen)	$10,320
73	HAYWARD STREET	0.8	0.95	Reseal (Asphalt)	$21,000
76	PRATT ROAD	1.38	2.341	Reseal (Asphalt)	$234,177
93	CHARTERHOUSE STREET	0.09	0.51	Reseal (Asphalt)	$141,690
100	SCOTT STREET	0.11	0.32	Reseal (Asphalt)	$41,000
102	MILLARD STREET	0	0.08	Reseal (Asphalt)	$16,000
102	MILLARD STREET	0.32	0.51	Reseal (Asphalt)	$37,000
120	HAMILTON ROAD	0.7	0.86	2nd Coat Seal (10mm)	$19,680
156	READING PLACE	0	0.284	2nd Coat Seal (10mm)	$21,300
163	CORAL PLACE	0	0.118	Reseal (Asphalt)	$22,000
167	OAK COURT	0	0.11	Reseal (Asphalt)	$18,000
174	HAROLD DOUGLAS DRIVE	0.97	1.75	DESIGN FOR: Rehabilitation (Bitumen)	$25,956
181	MALABOR RETREAT	0.29	0.511	Reseal (Asphalt)	$34,500
242	LUSITANO AVENUE	0.18	0.35	Reseal (Asphalt)	$37,500
248	WELLINGTON MILL ROAD	0.06	1.06	Reseal (Bitumen)	$109,000
262	TAVERNER ROAD	0	0.402	Gravel Re-sheeting	$33,000
278	INDIGO LOOP	0.02	0.35	Reseal (Asphalt)	$47,500
293	EDITH COWAN AVENUE	0.22	0.525	Reseal (Asphalt)	$66,500
102021	EATON DRIVE LEFT	0.5	0.59	Reseal (Bitumen)	$18,000
					$1,693,098

(Appendix ORD: 12.3.4A)

2029/30

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	0	0.64	Reseal (Asphalt)	$224,000
1	FERGUSON ROAD	0.97	2.16	DESIGN FOR: Reconstruction (Asphalt)	$120,014
3	HYNES ROAD	0.02	1.02	Reseal (Bitumen)	$134,000
23	MARTIN PELUSEY ROAD	0	0.27	Reseal (Asphalt)	$57,500
24	MOORE ROAD	2.42	3.27	Reseal (Bitumen)	$77,000
50	TYRELL ROAD	0	1	Gravel Re-sheeting	$82,500
52	FEES ROAD	0	1.02	Gravel Re-sheeting	$98,500
69	CRAMPTON ROAD	0.03	0.18	Rehabilitation (Bitumen)	$55,000
69	CRAMPTON ROAD	0.23	0.43	Reseal (Bitumen)	$24,500
69	CRAMPTON ROAD	0.43	0.71	Rehabilitation (Bitumen)	$95,000
73	HAYWARD STREET	0.43	0.61	Reseal (Asphalt)	$33,000
76	PRATT ROAD	0.1	1.38	Reseal (Asphalt)	$340,422
95	HALE STREET	0.03	0.32	Reseal (Asphalt)	$66,000
95	HALE STREET	0.49	1.624	Reseal (Asphalt)	$249,500
120	HAMILTON ROAD	0.28	0.42	Reseal (Asphalt)	$31,000
120	HAMILTON ROAD	1.06	1.17	Reseal (Asphalt)	$24,000
191	WAXFLOWER PLACE	0.02	0.138	Reseal (Asphalt)	$19,500
230	COPPLESTONE WEST ROAD	0.06	0.459	Gravel Re-sheeting	$29,000
249	GREENWOOD HEIGHTS	0	0.37	Reseal (Bitumen)	$45,500
293	EDITH COWAN AVENUE	0	0.22	DESIGN FOR: Rehabilitation (Asphalt)	$15,154
102021	EATON DRIVE LEFT	0.6	0.84	Reseal (Bitumen)	$33,500
102021	EATON DRIVE LEFT	1.03	1.16	Reseal (Bitumen)	$12,500
102021	EATON DRIVE LEFT	1.19	1.87	Reseal (Asphalt)	$127,000
102023	EATON DRIVE RIGHT	0.49	0.58	Reseal (Asphalt)	$25,500
102202	RECREATION DRIVE (360)	0.58	0.76	Reseal (Asphalt)	$36,000
					$2,055,590

(Appendix ORD: 12.3.4A)

2030/31

Road No:	Road Name:	Start:	End:	Description:	Estimate:
2	HARRIS ROAD	1.14	1.6	Reseal (Asphalt)	$94,500
3	HYNES ROAD	1.02	1.88	Reseal (Bitumen)	$115,000
12	DAMIANI ITALIANO ROAD	0.02	0.8	Reseal (Bitumen)	$72,000
17	DILLON ROAD	0	1.343	Reseal (Bitumen)	$118,500
30	ST HELENA ROAD	1	1.91	Gravel Re-sheeting	$101,500
31	PROUT ROAD	0	0.429	Gravel Re-sheeting	$43,000
34	BELL ROAD	0	1	Gravel Re-sheeting	$121,000
50	TYRELL ROAD	1	2	Gravel Re-sheeting	$84,500
114	PATTERSONS ROAD	1	2	Gravel Re-sheeting	$124,000
114	PATTERSONS ROAD	2	2.689	Gravel Re-sheeting	$85,500
122	RATCLIFFE ACCESS ROAD	0	0.821	Gravel Re-sheeting	$61,000
248	WELLINGTON MILL ROAD	2.06	3.06	Reseal (Bitumen)	$109,000
293	EDITH COWAN AVENUE	0	0.22	Rehabilitation (Asphalt)	$139,500
299	O'MEARA DRIVE	0	0.31	Reseal (Asphalt)	$59,000
312	O'CONNOR ROAD	1	1.618	Reseal (Bitumen)	$88,500
331	GRIFFIN ROAD	0	0.268	Gravel Re-sheeting	$33,000
368	PENISULA LAKES DRIVE	0	0.668	Reseal (Asphalt)	$109,593
102023	EATON DRIVE RIGHT	0.74	0.95	Reseal (Asphalt)	$40,500
					$1,599,593

(Appendix ORD: 12.3.4A)

2031/32

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	11.85	12.85	Reseal (Bitumen)	$130,500
1	FERGUSON ROAD	22.29	22.38	Reseal (Bitumen)	$11,000
2	HARRIS ROAD	1.05	1.14	Reseal (Bitumen)	$13,000
7	RECREATION ROAD	2.05	2.687	Drainage	$21,500
12	DAMIANI ITALIANO ROAD	1.1	2.1	DESIGN FOR: Rehabilitation (Bitumen)	$33,592
13	CROOKED BROOK ROAD	11.81	12.81	Reseal (Bitumen)	$94,000
15	HUTCHINSON ROAD	0.48	1.099	DESIGN FOR: Rehabilitation (Bitumen)	$16,776
22	PILE ROAD	4.06	4.41	Reseal (Asphalt)	$80,500
50	TYRELL ROAD	2	3	Gravel Re-sheeting	$82,500
58	N GARDINER ROAD	0	0.32	Gravel Re-sheeting	$41,000
68	JOHNSTON ROAD	0	0.632	Gravel Re-sheeting	$80,000
70	YABBERUP ROAD	2	2.423	Gravel Re-sheeting	$36,500
73	HAYWARD STREET	0	0.18	Reseal (Asphalt)	$34,500
73	HAYWARD STREET	0.61	0.68	DESIGN FOR: Reconstruction (Asphalt)	$11,700
76	PRATT ROAD	0.04	0.1	Reconstruction (Asphalt)	$183,000
79	FOSTER STREET	0	0.18	Reseal (Asphalt)	$35,217
104	CASUARINA STREET	0	0.49	Reseal (Asphalt)	$116,500
128	VERNON PLACE	0	0.05	Reseal (Asphalt)	$8,500
135	BUTCHER ROAD	0.9	0.988	Gravel Re-sheeting	$11,000
169	PEPPERMINT WAY	0	0.59	Reseal (Asphalt)	$120,500
177	CARINYA ROAD	0	0.204	DESIGN FOR: Rehabilitation (Bitumen)	$9,243
184	SNELLING ROAD	0	0.56	Gravel Re-sheeting	$50,000
202	EATON DRIVE	3.448	4.382	Reseal (Unknown Surface - Assume Bitumen)	$133,500
204	GLENHUON BOULEVARD	0	0.28	Reseal (Asphalt)	$140,868
246	HEREFORD PLACE	0.02	0.189	Reseal (Asphalt)	$29,000
284	PERENDALE LOOP	0	0.654	Reseal (Asphalt)	$136,256
318	MILLBRIDGE BOULEVARD	0.111	0.277	DESIGN FOR: Rehabilitation (Asphalt)	$13,572
318	MILLBRIDGE BOULEVARD	0.277	0.459	Reseal (Asphalt)	$30,500
322	ORD CLOSE	0	0.048	Reseal (Asphalt)	$9,000
349	MARGARET CIRCLE	0	0.08	Reseal (Asphalt)	$13,500

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102021	EATON DRIVE LEFT	0.98	1.03	Reseal (Bitumen)	$8,000
102023	EATON DRIVE RIGHT	1.02	1.5	Reseal (Asphalt)	$94,000
102202	RECREATION DRIVE (360)	0.36	0.58	Reseal (Asphalt)	$46,500
					$1,875,724

2032/33

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	12.85	13.56	Reseal (Bitumen)	$93,000
6	VENN ROAD	0.69	1.39	Reseal (Bitumen)	$56,000
12	DAMIANI ITALIANO ROAD	1.1	2.1	Rehabilitation (Bitumen)	$280,000
12	DAMIANI ITALIANO ROAD	2.1	2.98	DESIGN FOR: Rehabilitation (Bitumen)	$29,573
13	CROOKED BROOK ROAD	12.81	13.09	Reseal (Bitumen)	$26,500
21	PARADISE ROAD	0	1	DESIGN FOR: Rehabilitation (Bitumen)	$33,592
21	PARADISE ROAD	1	1.6	DESIGN FOR: Rehabilitation (Bitumen)	$20,155
24	MOORE ROAD	1.16	1.33	Reseal (Asphalt)	$68,500
24	MOORE ROAD	3.27	3.347	Reseal (Bitumen)	$8,000
27	RAILWAY ROAD	0	1	DESIGN FOR: Rehabilitation (Bitumen)	$29,826
30	ST HELENA ROAD	0	1	Gravel Re-sheeting	$120,000
40	LENNARD ROAD	0	1	Shoulder Grading	$36,000
42	IRONSTONE ROAD	0	0.58	Reseal (Bitumen)	$58,000
50	TYRELL ROAD	3	4	Gravel Re-sheeting	$84,500
62	BANKSIA ROAD	1.617	1.67	Reseal (Unknown Surface - Assume Bitumen)	$7,500
69	CRAMPTON ROAD	0.71	1.575	Reseal (Bitumen)	$103,500
76	PRATT ROAD	0.04	0.1	DESIGN FOR: Reconstruction (Asphalt)	$21,955
81	STANTON STREET	0	0.648	Reseal (Asphalt)	$130,401
82	CUDLISS STREET	0	0.64	Reseal (Asphalt)	$128,395
95	HALE STREET	0.36	0.48	Reseal (Bitumen)	$20,500
109	GARDINER STREET	0.11	0.34	Reseal (Asphalt)	$45,000
110	RUSSELL ROAD	0.52	0.81	Reseal (Asphalt) Replace Kerb: Left = 0m; Right = 26m	$101,612
110	RUSSELL ROAD	0.81	0.88	Reseal (Asphalt)	$18,500
117	QUADRIO ROAD	0	0.406	Gravel Re-sheeting	$38,500

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127	SANFORD WAY	0	0.651	Reseal (Asphalt)	$126,675
134	JONES ROAD	0	0.37	Gravel Re-sheeting	$28,500
146	LOFTHOUSE AVENUE	0	0.46	Reseal (Asphalt)	$131,834
146	LOFTHOUSE AVENUE	0.61	0.791	Reseal (Asphalt)	$50,500
156	READING PLACE	0	0.284	DESIGN FOR: Reconstruction (Bitumen)	$15,056
188	CULLING GROVE	0.04	0.09	Reseal (Asphalt)	$9,000
193	GOLDING CRESCENT	0	0.12	Reseal (Bitumen)	$22,500
203	TOGNOLINI ROAD	0.16	0.36	Drainage	$7,000
231	WATSON STREET NORTH	0	0.049	Reseal (Asphalt)	$9,000
248	WELLINGTON MILL ROAD	1.06	2.06	Reseal (Bitumen)	$109,000
318	MILLBRIDGE BOULEVARD	0.111	0.277	Rehabilitation (Asphalt)	$116,000
319	SWAN AVENUE	0.5	0.55	Reseal (Asphalt)	$9,000
					$2,193,573

2033/34

Road No:	Road Name:	Start:	End:	Description:	Estimate:
12	DAMIANI ITALIANO ROAD	2.1	2.98	Rehabilitation (Bitumen)	$246,500
21	PARADISE ROAD	0	1	Rehabilitation (Bitumen)	$280,000
21	PARADISE ROAD	1	1.6	Rehabilitation (Bitumen)	$168,000
27	RAILWAY ROAD	0	1	Rehabilitation (Bitumen)	$248,612
29	GIUMELLI ROAD	0	1	Reseal (Bitumen)	$92,500
29	GIUMELLI ROAD	1	2	Reseal (Bitumen)	$92,500
30	ST HELENA ROAD	1.91	2.91	Gravel Re-sheeting	$133,500
32	PANIZZA ROAD	1.17	2.07	Gravel Re-sheeting	$105,500
34	BELL ROAD	1	2	Gravel Re-sheeting	$133,185
37	ROSE ROAD	0.65	1.984	Gravel Re-sheeting	$183,000
50	TYRELL ROAD	4	5.706	Gravel Re-sheeting	$141,000
104	CASUARINA STREET	0.5	0.68	Reseal (Asphalt)	$44,000
156	READING PLACE	0	0.284	Reconstruction (Bitumen)	$125,500
161	GARDINCOURT DRIVE	0	0.94	Reseal (Bitumen)	$121,500
312	O'CONNOR ROAD	0	1	Reseal (Bitumen)	$154,000
102021	EATON DRIVE LEFT	1.88	2	Reseal (Asphalt)	$35,500
					$2,304,797

(Appendix ORD: 12.3.4A)

Appendix B. Roads Upgrades Program 2024-2034

2024/25

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	13.56	19.56	SPECIFIC DESIGN: Reconstruct & Widen to 8m (State Black Spot Fund)	$1,860,000
22	PILE ROAD	6.56	8.02	SPECIFIC DESIGN: Reconstruction - Widen seal - Preparation, clearing and drainage	$390,000
66	BUSHER ROAD	0	0.3	SPECIFIC DESIGN: Intersection Upgrade in Accordance with Road Safety Audit	$43,650
10202	EATON DRIVE (2880)	0.4	1.7	SPECIFIC DESIGN: Signalised intersection at Glen Huon Bulevard	$1,200,000
10202	EATON DRIVE (2880)	0.99	1.04	SPECIFIC DESIGN: Intersection improvements to Hands Avenue/Eaton Drive Intersection.	$1,082,126
$4,575,776					

2025/26

Road No:	Road Name:	Start:	End:	Description:	Estimate:
22	PILE ROAD	6.56	8.02	SPECIFIC DESIGN: Reconstruction - Widen seal -Construction	$707,067
66	BUSHER ROAD	0	0.3	SPECIFIC DESIGN: Intersection Upgrade in Accordance with Road Safety Audit	$441,350
					$1,148,417

2026/27

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2027/28

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2028/29

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2029/30

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2030/31

(Appendix ORD: 12.3.4A)

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2031/32

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2032/33

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2033/34

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

Appendix C References

- Asset Management Policy (Policy Infr CP074), Shire of Dardanup
- Shire of Dardanup 2050 Vision
- Annual Budgets, Shire of Dardanup
- 10 Year Capital Works Program 2023/24
- International Infrastructure Management Manual, 2015 Edition, IPWEA

Shire of Dardanup

Roads
Asset Management Plan
2024-2028 (PART B)

(Appendix ORD: 12.3.4B)

Document Control

Document ID: Roads Asset Management Plan

Rev No	Date	Revision Details	Author	Reviewer	Approver
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		•			
Next Review Date					

(Appendix ORD: 12.3.4B)

TABLE OF CONTENTS

1 Executive Summary

1.1 Introduction

The Shire of Dardanup must *Plan for the Future* of the district in accordance with the Western Australian Integrated Planning and Reporting Framework. A Council Plan (incorporating the Strategic Community Plan and Corporate Business Plan) is produced which is used to inform and direct the content of the Shire's Asset Management Plans.

This Road Asset Management Plan has been developed to deliver sustainable fiscal management and continuous improvement of the Shire's Road infrastructure assets.

In addition to the Shire's overarching strategic documents, this plan is informed by:

- The Shire of Dardanup 2050 Vision statement;
- the Shire of Dardanup's Asset Management Policy; and
- the Shire of Dardanup Place Plans for Eaton and Dardanup

This plan collates the Shire's current transport network's condition, valuation, income and expenditure data and compares it with the asset's long-term funding needs that are required to provide an agreed and sustainable Level of Service (LoS). In addition, this plan discusses whether Council's current level of asset operational, maintenance and renewal funding are sufficient to sustain the network at an acceptable level to both asset owner and users. In addition, this plan discusses whether Council's current level of asset operational, maintenance and renewal funding is sufficient to sustain the network at an acceptable level to both asset owner and users.

1.2 Summary of Recommendations

The Plan makes several recommendations which can be summarised as follows:

1. Refocus the Shire's maintenance and capital reinvestment efforts (outside of subdivision development) on preservation of the existing network. This is intended to ensure that the network is sustainable for the long term, while meeting community demand for service at an affordable cost.
2. Make incremental increases in the available Capital Renewals budget by progressively reducing the projected Capital Expansion and Operational Maintenance budgets towards recommended levels ($0 and $1.74 Million, respectively.) This is intended to enable savings in Capital Expansion and Operational Maintenance to be redirected to Capital Renewals in support of Recommendation 1. above.
3. Increase knowledge of road performance through introduction of regular inspections with responsive follow-up maintenance as required. This is intended to address emerging issues before they become noticeable to the community in order to increase road users' safety and satisfaction with consequent reduction in complaint.
4. Be open to innovation, through (for example) introduction of trial sites for alternative surface treatments. This is intended to enable the Shire to take advantage of potential benefits to the asset such increased life or reduced cost.
5. Resource the Asset Management function sufficiently to enable the above recommendations to be implemented, overseen and delivered effectively.

1.3 Discussion

This plan addresses the Shire's Road infrastructure. These items represent an outsize proportion of the Shire's total asset portfolio with a Current Replacement Value of approximately **$170.2 million**. This represents approximately 49.3% of the Shire's total $344.8 million dollar asset portfolio.

The plan deals specifically with the development, operations, and maintenance of the Shire's roads. It sets out strategies to ensure that the Shire's Road assets are maintained in a manner consistent with national engineering standards and community expectations.

In most cases this is achieved through reference to documented procedures, processes and plans used to manage the Shire's roads. Detailed long term expenditure forecasts in the Long-Term Financial Plan 2023-2033 are included.

The plan specifies the financial and management implications of the life cycle requirements for effective management, inspection and replacement of this asset group that are detailed in supporting documents, (e.g., the Shire of Dardanup Construction Maintenance Schedule).

The plan identifies a shortfall in the Provision Plan between the available budget for Capital Renewals **($0.85 million in**

2023/24 allowing for 20% of Upgrade Costs to be counted as Renewals) and the Idealised Budget **($2.2 million)** required to achieve a balanced Sustainability Ratio. The gap to deliver an achievable (Pragmatic) Renewals budget is estimated to be in the order of **$1.46 Million.**

Extrapolation of the assessed shortfall in Capital Renewal expenditure in the current budget over twenty-five years indicates that the overall Asset Fair Valuation of the Shire's **current (i.e., excluding future acquisitions)** Road assets will fall to (in the order of) **$96.3 Million** by 2048, a cumulative loss in Value (and hence Level of Service) in the order of **$29.8 Million**, or 23.6% of the **current** Asset Value.

Note: The above expenditure estimate does not include any allocation for New or Upgraded roads that may be delivered over that period, as these types of works do not (significantly) contribute to the Renewal (i.e., Sustainability) of the network as a whole. This is true since (on average) Upgrading (e.g., Widening) 1km of road costs in the order of ten (10) times the cost of Renewal (e.g., Resealing alone) the same 1km of road. A focus on Renewals will enable the Shire to treat up to of ten times more road per annum using the same amount of money.

It is necessary for the Shire to attempt to achieve a higher level of investment in Capital Renewals without imposing overly burdensome demands upon its ratepayers. All projections in this AMP are therefore based on the assumption of maintaining the current expenditure allocations as published in the 2023/24 Shire of Dardanup Long Term Financial Plan (LTFP).

While maintaining the current overall level of expenditure on assets **($4.7 Million in 2023 Inclusive of Capital, Operations and Grants**) it will be necessary for the Shire to deliberately redistribute existing expenditure currently allocated to Expansion and Upgrade **($1.4 Million in 2023 inclusive of Grants**) in favour of pure Capital Renewals (**$0.57 Million in 2023 inclusive of Grants**). Reallocation of Expansion and Upgrade projects to Renewals will require prioritisation of Preservation type projects on eligible RRG network segments.

The 2023/24 LTFP allows for allocation of (on average) $1.05 Million per annum of Own-Sources funds to Roads related projects between 2024/25 and 2032/33. These funds are sourced from a mix of MRWA Direct Grants, federal Roads to Recovery Grants and General Revenue. The LTFP allows for periodic increases in the overall Reserve transfer allocation for roads at varying intervals and amounts over the period 2024/25 to 2032/33.

In order to estimate the potential allocation for **FY 2033/34** the average increment (**$125 Thousand**) over this period has been assumed.

It is proposed to incrementally redirect all of the Shire's Own-Sources Funds to Renewals based activities (e.g., Resealing, Resheeting, mid-life Rehabilitation and Reconstruction to the Same Standard). In MRWA parlance these types of works are referred to as Preservation Projects.

The above proposed alteration to the Shire of Dardanup Roads expenditure strategy is driven (in part) by the outcomes of the 2023 Roads Visual Condition Assessment, conducted by APV Consultants in September 2023. This independent assessment the Condition of the Shire's roads network has highlighted the increasing rate of deterioration in the Shire's local (i.e., non-RRG eligible) network. While no roads are currently in a 'failed' state, it is necessary for the Shire to refocus its efforts into this portion of the network in order to prevent further decline.

It is impractical to introduce such a significant change to the Shire's funding regime immediately. This is true since the Shire is already committed to the delivery of multiple Upgrade/Expansion projects for which external funds have been provided. In addition, the Shire has identified specific Upgrades that are critical to success (e.g., Traffic Lights at Eaton Drive/Glenhuon Boulevard) that must be completed prior to significant alterations in funding patterns.

As the current committed Upgrade/Expansion Works are completed, and uncommitted Own Sources funds become available, the Shire of Dardanup will endeavour to secure external RRG Preservation Project Grants to the value of (up to) $750 Thousand per annum. This will require commitment of (up to) $250 Thousand of the Shire's Own Sources Funds in order to meet its co-contribution obligation. By this means, the Shire will be able to increase its overall annual Renewals expenditure to (in the order of) $2.6 Million.

As the primary purpose of the proposed Renewals focussed funding strategy is to drive improvements in the non-RRG eligible component of the Shire's network, it would be counter-productive to attempt to seek more than the proposed level of Grants based additional funding. To do so would risk drawing a greater proportion of the Shire's Own-Sources Funds towards RRG projects and away from the Shire's remaining network, negating the benefit of making any change in the funding model.

The probable annual allocation of funds and likely Sustainability Ratio outcome during the currency of this AMP is as shown below:

YEAR	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034 *	Total	Average
Depreciation $k	3,082	3,082	3,082	3,082	3,082	3,082	3,082	3,082	3,082	3,082	30,830	3,082
Own Surces Funds LTFP Allocation $K	1,173	540	797	1,433	1,209	1,144	985	1,256	1,697	1,866	12,100	1,210
Grants $K**	3,826	1,452	1,085	812	484	912	615	620	497	439	10,742	1,074
Upgrade/Expansion $K	4,576	1,148	0	0	0	0	0	0	0	0	5,724	572
Renewal as Part of Upgrade/Expansion	915	230	0	0	0	0	0	0	0	0	1,145	114
Pure Renewal $K	365	836	1,882	2,245	1,693	2,056	1,600	1,876	2,194	2,305	17,052	1,705
Total Renewal	1,280	1,066	1,882	2,245	1,693	2,056	1,600	1,876	2,194	2,305	18,197	1,820
Total Expenditure	4,941	1,984	1,882	2,245	1,693	2,056	1,600	1,876	2,194	2,305	22,776	2,278
% Total Expenditure to Renewals	7%	42%	100%	100%	100%	100%	100%	100%	100%	100%	75%	75%
SR Ratio	**0.42**	**0.35**	**0.61**	**0.73**	**0.55**	**0.67**	**0.52**	**0.61**	**0.71**	**0.75**	**0.59**	**0.59**

* *Note: Projected Allocation Amount – Subject to Change*

** *Note: Grants subject to approval upon application*

Over the term of this AMP (10 years), the above reallocation of resources will deliver an Average Sustainability Ratio (**SR**) of **0.59.** This will have the effect of reducing the projected decline in the value of the **existing** road network by approximately $10.1 Million over the next twenty-five years.

For this strategy to have the desired effect, it will be essential that reallocated funds are ring-fenced for use on Roads Capital Renewals only. These funds must not be diverted to upgrades or new asset acquisition or else the long-term decline in 'Fair Value' will once again begin to exceed the Shire's ability to fund the renewals.

The key elements of this document are:

- Levels of service and performance parameters,
- Future demands for assets,
- Risk management strategies,
- Lifecycle management strategies,
- Fiscal management and budgets, and
- Asset management improvement plans.

The Plan notes that significant change is likely to occur within the Shire's road network within the timeframe of this Plan as a result of current Structure Plan developments. In particular, the proposed City of Wanju development will fundamentally alter the nature of the Shire's road network from being a predominantly Rural network, to a predominantly Urban network.

The servicing needs of these network types differ significantly. The Shire will need to position itself to service these changing needs as they arise.

Council can use this plan, along with its' other asset management plans, to balance levels of service, community expectations and affordability of its assets and services.

This is a living document and will be reviewed for currency on an annual basis. The plan is to be updated, (minor revisions), as necessary. Formal re-adoption of the Road Asset Management Plan, (major revisions), are to be conducted every three years.

2 Introduction

2.1 Background

This Asset Management Plan is to demonstrate responsive management of road assets (and services provided from assets); compliance with regulatory requirements and to communicate funding required to provide the required levels of service. It further documents the management practices, processes and strategies that are applied to ensure that Road Infrastructure assets are 'fit for purpose' and facilitates the delivery of the intended services. In addition, the Shire is committed to ensuring that road assets are maintained cost effectively and that 'whole of life' costs are balanced against long term resource availability.

This is a "live document" and will be continually revised to provide an up-to-date snapshot of the Shire's Roads Infrastructure.

This is the third major revision of the Road Asset Management Plan for the Shire of Dardanup. The first version of this document was adopted by Council in February 2012 (see TARDIS Record: Shire Of Dardanup Road Asset Management Plan 2012 To 2022 - ROAD_ASSET_MANAGEMENT_PLAN).

This asset management plan is to be read in conjunction with the following associated planning documents:

- Shire of Dardanup, Council Plan (Strategic Community Plan and Corporate Business Plan) 2022-2032
- Shire of Dardanup, Long Term Financial Plan 2023-2033
- Shire of Dardanup, Policy CP074 - Asset Management
- Shire of Dardanup, Asset Management Strategy Review 2020
- Shire of Dardanup Roads Maintenance Management Guideline (to be completed)
- Shire of Dardanup, Council Annual Budgets
- Shire of Dardanup, Standards and Policies

The above documents form a hierarchy of strategic information upon which decision making can be based. Lower-level documents expand upon and add detail to information outlined in conceptual form in higher level guidance. Conceptually, the network of information flows between these documents can be mapped out as shown below:

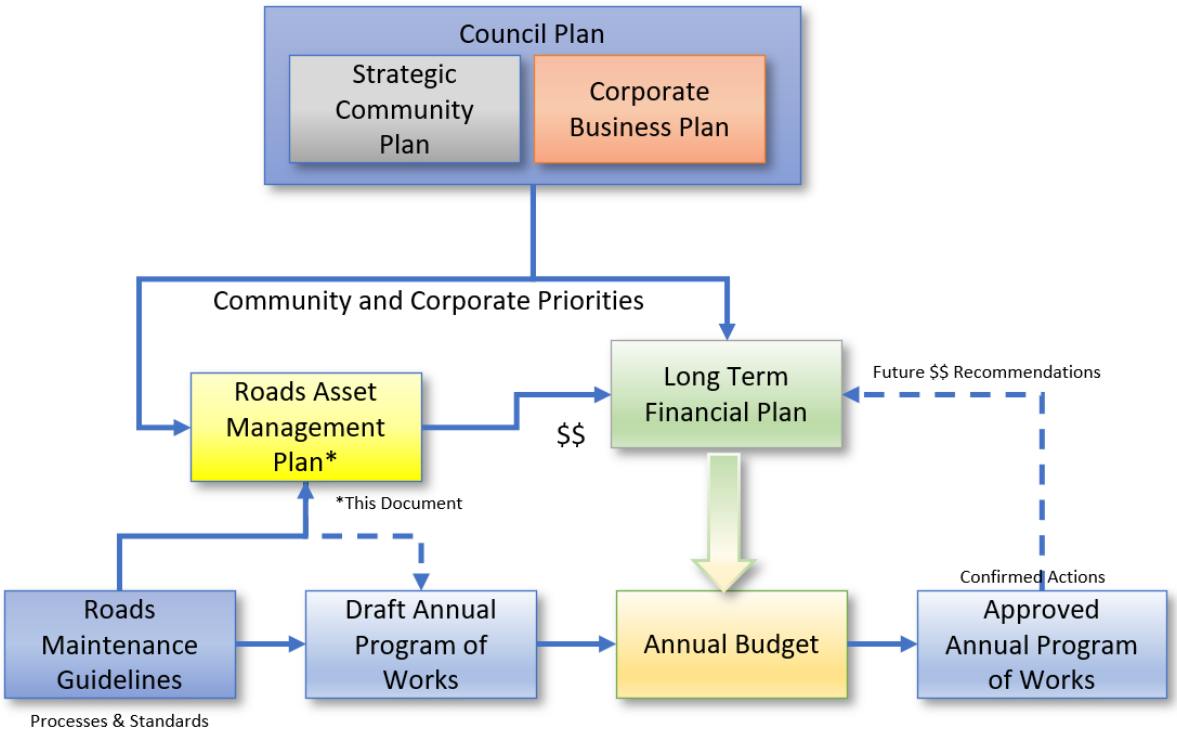


Figure 2.1 Order and Precedence of documents

Road assets are listed and detailed in the Shire's RAMM database. The database is updated to reflect new roads, completed works, and includes any found assets.

Roads (as Job Codes) are recorded within the Shire's Enterprise Resource Planning (ERP) to capture records of maintenance requests, work conducted and costs on the assets.

2.2 Purpose of the Plan

This AMP is a consolidation of all the information that is currently available regarding the Shire's road infrastructure assets and service delivery programs. It is a long-range planning document that the Shire can use to provide a rational framework for current and future understanding of its assets.

The AMP is intended to improve the ability to meet corporate goals and objectives in a way that best services customers. It provides a rational framework enabling systematic and repeatable processes to manage costs, risks and levels of service for the Shire's road network.

The purpose of this AMP is therefore to:

- Establish protocols for the responsible management of road infrastructure assets
- Manage risk of, and from asset failure
- Communicate and support long term financial planning and funding requirements and
- Comply with regulatory requirements

The AMP is a living document that will require ongoing refinement to reflect the evolution of asset management maturity over time

2.3 Asset Overview

The assets covered by this plan include:

Roads		
Road Type		**Length (km)**
Sealed	Thin Surface Flexible	197.45
	Asphaltic Surface	100.98
	Concrete	1.8
Unsealed	Paved	96.22
	Formed Tracks	29.57
Total		**430.72**

Table 2-1 Asset Overview

Inter-Regional roads (such as highways and major distributors) are owned by the State and managed by Main Roads Western Australia under the auspices of the Main Roads Act 1930. They are specifically not included in this asset management plan.

2.4 Key Stakeholders

The following groups have been identified as key stakeholders in the management and use of roads and related assets;

- The Council and Councillors
- Employees/volunteers
- Community residents and businesses
- Facility Users
- Tourists and visitors
- Insurers
- Other Government Bodies (MRWA, PTA, DoT)
- Utility Providers

2.5 Goal and Objective of Road Asset Management

The Shire of Dardanup is the custodian of road infrastructure assets on behalf of the community and is responsible for ensuring that the assets under its control are maintained at an appropriate level; are safe; effectively utilised; and are renewed and refurbished to achieve an efficient whole of life cost balance.

3 Levels of Service

The 'Level of Service' (LOS) is the defined service quality for the asset. Understanding the level of service required of an asset is vital for its lifecycle management as this largely determines an asset's development, operation, maintenance, replacement, and disposal.

Levels of service are pivotal in asset management as they have a direct budgetary impact due to their importance in both operational and risk-based prioritisation.

3.1 Levels of Service Framework

One aim of an asset management plan is to clarify and define key levels of service for assets and to identify the cost of future operations, maintenance, renewal, and capital works required. A key objective of this asset management plan is to allow efficient allocation of resources to ensure levels of service provided by the assets align with customer expectations, which requires a clear understanding of customers' needs and preferences.

The documented levels of service are based on legislative requirements, the Shire's strategic and corporate goals and customer research. The Shire level of service framework is illustrated in the diagram below and described in the sections that follow.

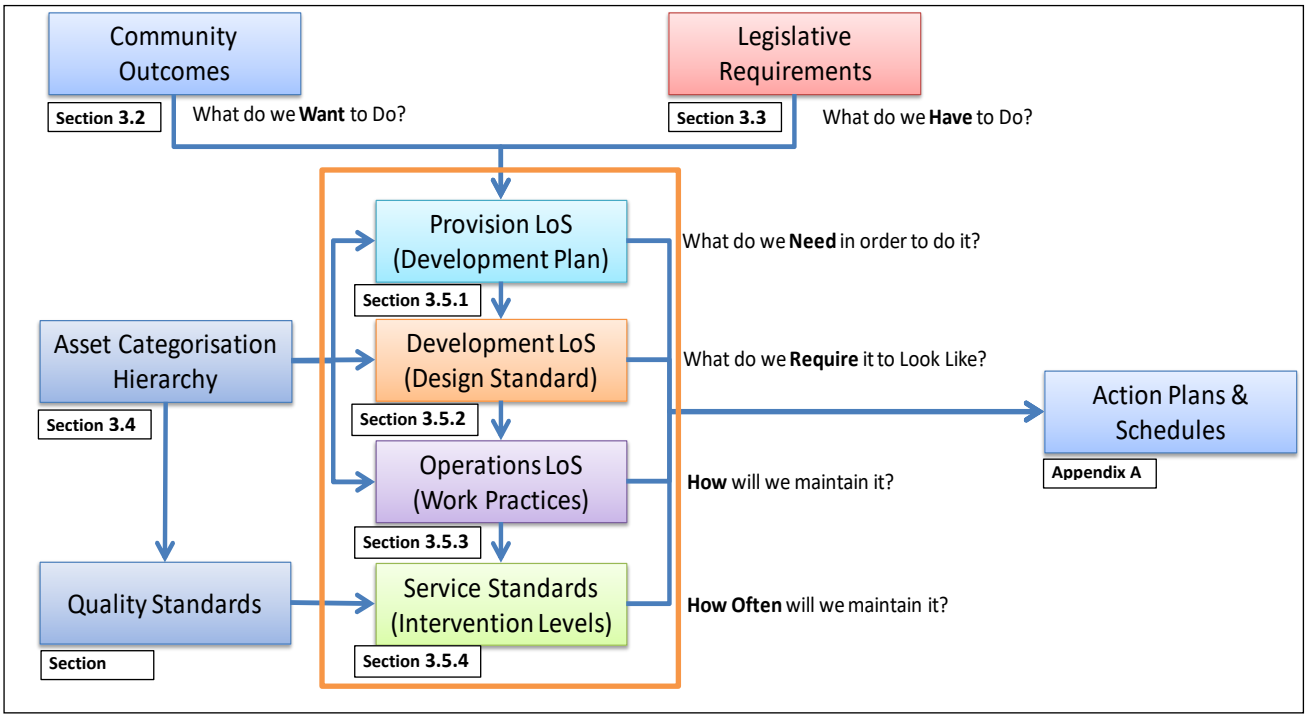


Figure 3 Levels of Service Framework

Of note in the above framework is the identification of appropriate Intervention Levels for the initiation of Actions by the Shire's Operational team. It is considered that one of the greatest benefits of intervention levels is in assisting to provide a sound legal argument as to why certain works were, or were not, conducted. This is central to any defence that the Shire may need to raise in respect of its Duty of Care under the Civil Liability Act 2002.

Section 5Z of the Civil Liabilities Act 2002 provides 'Special protection for road authorities. The presence or absence of intervention levels in supporting the decision making of Officers related to conducting (or not conducting) road works has been a determining factor in deciding such cases in the past.

3.2 Community Outcomes

Community outcomes relate to the service that the road network must deliver from the perspective of its users and are expressed in terms of:

- **Quantity** Is there enough of the asset to meet all demands?
- **Quality** How good is the service?
- **Functionality** Does it meet the user's needs?
- **Safety** Is the service safe?

Indications of desired levels of service to meet these outcomes are obtained from various sources including:

- The biennial Catalyse Community Satisfaction survey;
- Resident's feedback to Councillors and staff; and
- Service requests and correspondence.

The Shire undertakes a periodic Community Satisfaction Survey to provide additional clarity on the community's expectations for future assets and guidance on the desired levels of service. The most recent Shire of Dardanup survey result (55 as at March 2023) is 7% above the Industry Average, but 12% below the Industry High.

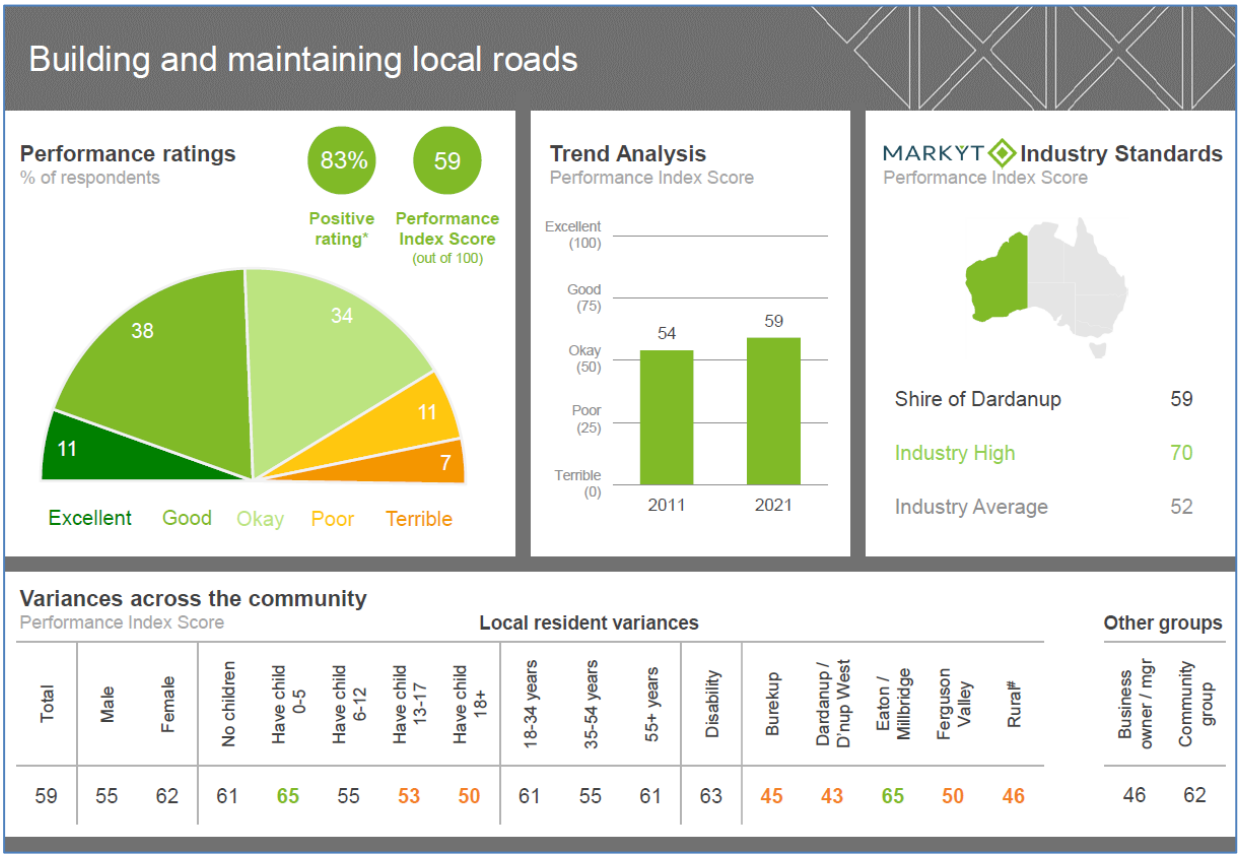


Figure 3.2 2021 MARKYT Customer Satisfaction Survey

(Appendix ORD: 12.3.4B)

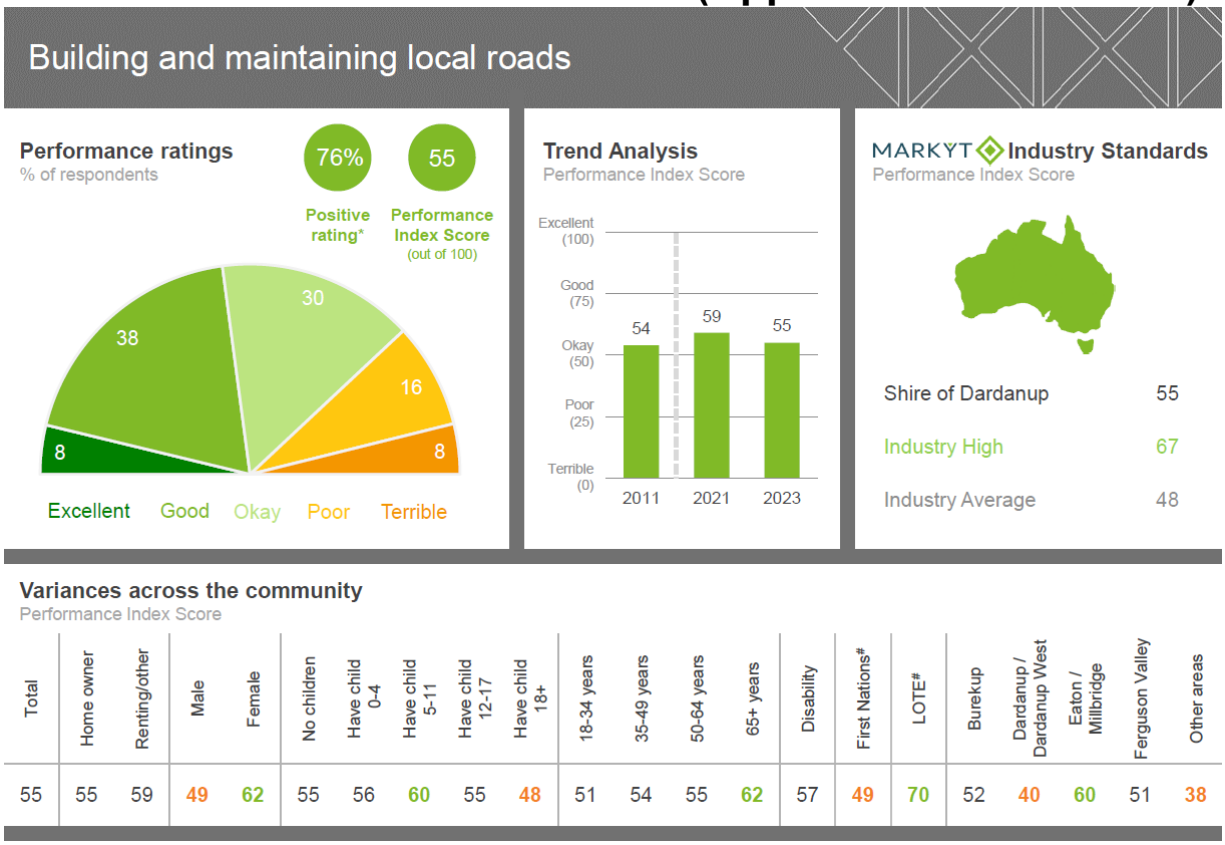


Figure 3.2 2023 MARKYT Customer Satisfaction Survey

Reported customer satisfaction with the roads network has fallen by 4% overall since the previous (2021) survey. Reported satisfaction has declined across all demographics, but predominantly among Males and People with Disabilities. Overall, the reported level of satisfaction has almost returned to the level of the inaugural survey of 2011.

Satisfaction is lowest among people living in Dardanup and Other Areas. This result may be affected by current activities related to the construction of the Bunbury Outer Ring Road having spill-over effects such as travel time delays and re-routing of heavy vehicles onto local roads due to long-term traffic management controls in place.

While it is not possible to extrapolate from these results to a root cause for the loss in reported satisfaction, the fact that the effect is Shire-wide may be indicate a systemic issue. For example, this may reflect a general decline in perceived Level of Service due to lower-than-expected levels of renewals such as reseals.

3.3 Legislative Requirements

In addition to direct legislation, the following International, National, State and Controlling Agency (e.g., Main Roads Western Australia) regulations, standards, guidelines and practices inform the decision making and work practices of the Shire of Dardanup. A non-exhaustive list of the road related legislation and guidance requirements that the Shire refers to is as follows:

Legislation/Guidance	Requirement/Purpose
Local Government Act 1995 and Regulations	Establishes role, purpose, responsibilities, and powers of Local Governments including the preparation of long-term plans and the retention of as-constructed records of all public infrastructure.
Land Administration Act 1997	Regulations for the acquisition of land for road purposes.
State Records Act 2000	Creation, storage and archiving of records and documents.
Austroads Guide to Road Design (GRD)	The Austroads GRD is a set of guidelines covering all aspects of design for roads and footpaths
Main Roads Western Australia (MRWA) Supplement to Austroads GRD	The MRWA supplement to the GRD reflects the preferred practice of Main Roads Western Australia in terms of practical implementation of those components of the GRD that are otherwise open to interpretation.

Legislation/Guidance	Requirement/Purpose
Main Roads Western Australia (MRWA) Operational Procedure 113 *'Maintenance Responsibility within Town Sites'*	This document is to provide guidance to both Main Roads Western Australia (Main Roads) and Local Government (LG), as to the allocation of responsibility of each authority regarding maintenance of state and local roads, including intersection, road and road reserves within town sites or built-up areas.
Western Australia Planning Commission (WAPC) Liveable Neighbourhoods 2009 (and draft 2015 Revision)	Liveable Neighbourhoods is a Western Australian Planning Commission (WAPC) operational policy that guides the structure planning and subdivision for greenfield and large brownfield (urban infill) sites.
Western Australia Planning Commission (WAPC) Planning guidelines - The design and geometric layout of residential road	These guidelines provide suggested design criteria for each level of road in the road hierarchy and provide some simple aspects of geometric design, particularly with respect to network visibility where it influences the planning and layout of residential roads and paths. While responsibility for the approval of the detailed design will rest with the relevant local government, the Commission will be guided by the policy and these guidelines in establishing road reservations and networks through its determination of subdivision applications. Local governments are advised to favourably consider these guidelines, but also to consider any Australian standards where they exist.
Australian Accounting Standards Board AASB 13 'Fair Value Measurement'	This standard defines internationally recognised accounting practices to *'…estimate the price at which an orderly transaction to sell the asset or to transfer the liability would take place between market participants at the measurement date under current market conditions (i.e. an exit price at the measurement date from the perspective of a market participant that holds the asset or owes the liability)….'*

Table 3-1 Legislative Requirements

Collectively these requirements form a framework within which the Shire manages the development, control, allocation, and eventual disposal of the road assets required to provide the services that the Council directs it to undertake to achieve the desired community outcomes.

The measures against which the Shire monitors its performance in this regard relate to:

- **Compliance** Are we meeting our legal obligations?
- **Sustainability** Are we managing our assets for the long term?
- **Accessibility** Adequacy of road widths and standards for traffic volumes and road hierarchy?
- **Cost Effectiveness** Are we achieving best value for money on behalf of our residents?
- **Equity** Are we providing a balanced level of access to the road network?

3.4 Asset Categorisation Hierarchy

The levels of service for road related assets are further informed by the hierarchy class of the road. The Shire of Dardanup hierarchy class for all roads is:

Shire of Dardanup Hierarchy Class	Location Sub-Class	Function
Regional Distributor	Rural and Urban	• Major routes provide connection between commercial, industrial and residential areas and extend beyond the boundaries of the Shire of Dardanup; • Generally approved for RAV traffic;
District Distributor		• Major tourist routes or significant routes that provide connection between commercial, industrial and residential areas within the Shire of Dardanup; • May have purpose permit approvals for RAV traffic.
Local Distributor		• Movement of high-volume traffic within local areas that connect Local Roads to District Distributors.
Local Road 1		• Movement of low volume traffic within local areas that connect lower order Local Roads to Local Distributors; • Provision of vehicle access to abutting properties
Local Road 2		• Provision of vehicle access to abutting properties
Private Roads		• Roads (or parts of roads) that cross private land that intersect the Local Authority Network (e.g., a portion of Illawara Drive in

Shire of Dardanup Hierarchy Class	Location Sub-Class	Function
		Eaton)
Unconstructed		• Reserves set aside for future road construction pending population or development demand.

Table 3-2 Shire of Dardanup Road Hierarchy

The Shire of Dardanup road hierarchy defines seven classes of roads divided into two sub-classes (urban and rural), resulting in fourteen distinct potential network classifications. These classifications are further sub-divided by eligibility for Regional Road Group (RRG) funding under the Roads of Regional Significance (Roads 2040) program.

Technically, any road may be eligible (in part, or in whole) for RRG funding (depending upon its contribution to Regional network efficiency) however, in practice, the lowest eligible classification is generally 'Local Distributor'.

Management and tracking of eligibility for RRG funding is critical to ensure that forward planning for funding of proposed projects only presumes availability of external funding on eligible network segments.

3.4.1 Demarcation and Transfer of Responsibility

Declared main roads and highways within the Shire of Dardanup are managed and maintained by Main Roads Western Australia as the responsible road controlling authority. The Shire is not responsible for the following roads within or traversing the Shire:

Local Name	Location within Shire	MRWA Identifier(s)
Boyanup Picton Rd	Western Boundary (Picton East) to Southern Boundary (Crooked Brook)	M052 Boyanup - Picton Road
Bunbury Outer Ring Road	Northern boundary (Waterloo/Wanju) to Western boundary (Dardanup West)	H058- Bunbury Outer Ring Road
Forest Highway	Northern Boundary (Millbridge/Wanju) to Western Boundary (Eaton/Picton East)	H057 – Forrest Highway
Southwestern Highway	Northern Boundary (Burrekup) to Western Boundary (Picton East)	H009 – Southwestern Highway
Willinge Drive	Picton East (North to South)	H059 - Willinge Drive

Table 3-3 MRWA Network Links within the Shire of Dardanup

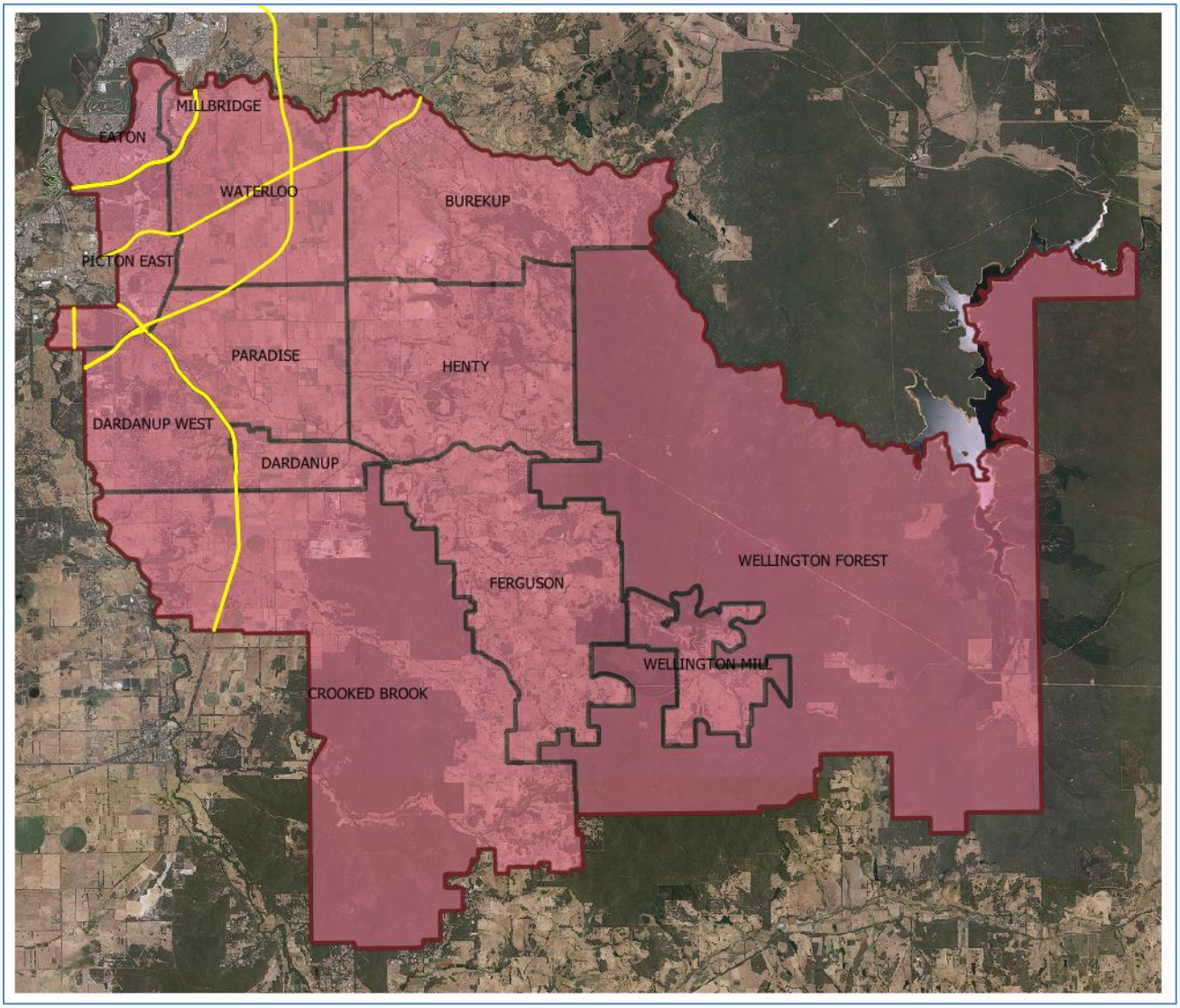


Figure 3.2 MRWA Links within the Shire of Dardanup

While the Shire is not responsible for the Road along these routes, the Shire IS responsible for some of the other asset types that may exist within the road reserve along these routes (e.g., footpaths, street trees, streetlights, drainage etc.) where these assets exist within town site boundaries.

Demarcation of responsibility between the Shire of Dardanup and Main Roads Western Australia is detailed in MRWA Operational Procedure 113 'Maintenance Responsibility Within Town Sites'.

Transfer of responsibility can occur between road controlling authorities on agreement between the parties. Transfers are usually initiated by means of an exchange of letters. Formal proclamation/de-proclamation then occurs to publicly formalise the arrangement.

3.4.2 Quality Standards

Quality standards for infrastructure assets can be described through a combination of the adopted design standard to which the asset is constructed and the desired condition to which the asset should be maintained. The Shire of Dardanup adopted design standards for roads is detailed in Section 3.4.3 below.

Road asset condition is assessed and reported in accordance with the WALGA/AARB Condition Assessment Manual 2016. Condition is assessed against multiple criteria using the following scale:

1. **Very good** condition for new or recently constructed pavements
2. **Good** condition and likely to require only routine maintenance
3. **Fair** condition and likely to require light maintenance or resurfacing
4. **Poor** condition and likely to require a surface correction or structural treatment

5. **Very poor** condition requiring structural treatment, reconstruction, or disposal if not required.

The overall condition of the asset is taken to be the worst case of three Composite Indices, these are:

- **Structural Condition Index:** Indicate the structural condition of the pavement, i.e., all of the road elements up to (but not including) any sealed surface.
- **Surface Condition Index:** Indicates the overall condition of the surface layer where this exists.
- **Drainage Condition Index:** Provides an indication of adequate seal width and ability to drain surface water off the pavement to avoid water ingress.

As noted at Section 5 of the WALGA Road Visual Condition Manual (emphasis added):
The composite indices described above were formulated using the advanced maximum method, based on the findings published by COST (European Cooperation in Science and Technology) in 2008, regarding standardised pavement performance indicators across Europe. The formula used by the advanced maximum method is shown below:

$$CI = MIN\,[5,\ MAX\,[All\ indices] + p \times \frac{\sum All\ indices - MAX\,[All\ indices]}{Number\ of\ Indices - 1}$$

where:

CI = composite index incorporating multiple defect indices
p = influence factor, typically 0.1 - 0.3 used to determine the contribution to the CI from other parameters other than the worst parameter, a default value of 0.1 will be used.

*The advanced maximum method (Equation 1) **emphasises the component in the worst condition**, thus indicating the criticality of the worst condition. This method is **particularly practical for assessing risk**, as the critical property will be highlighted and emphasised, whereas a purely weighted average of all condition indices may conceal problems and present pavements in better condition than they really are.*

Calculation of the Composite Indices will deliver a real number Condition Value ranging from 1 (one) to 5 (five). It is the practice of the Shire of Dardanup to round the Condition Value to zero decimal places for reporting purposes, but (for Operational purposes) rounding to one decimal place may be used in order to provide improved granularity in decision making.

For the Shire of Dardanup, three service quality delivery standards based upon the asset categorisation hierarchy exist.

QS1 – Increased;
QS2 - Neutral and;
QS3 – Reduced

These service quality delivery standards act upon the target overall condition of the assets within each classification to adjust the level, frequency and cost of maintenance, renewals and upgrade activities that will be triggered for each asset.

The division of the service quality standards across the asset classifications is shown below:

Shire of Dardanup Hierarchy Class	Location Sub-Class	Quality Standard
Regional Distributor	Rural and Urban	**QS1 - *Increased* LOS:** Target Overall Condition = 2
District Distributor		**QS1 - *Increased* LOS:** Target Overall Condition = 2
Local Distributor		**QS2 -*Neutral* LOS:** Target Overall Condition = 3
Local Road 1		**QS2 -*Neutral* LOS:** Target Overall Condition = 3
Local Road 2	Urban	**QS2 -*Neutral* LOS:** Target Overall Condition = 3
Laneway	Urban	**QS3 - *Reduced* LOS:** Minimum Acceptable Condition = 4
Local Road 2	Rural	**QS3 - *Reduced* LOS:** Minimum Acceptable Condition = 4

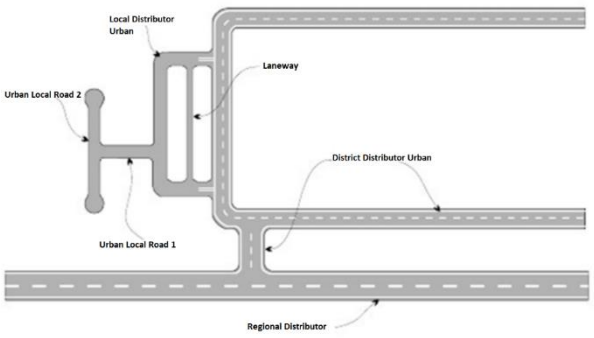
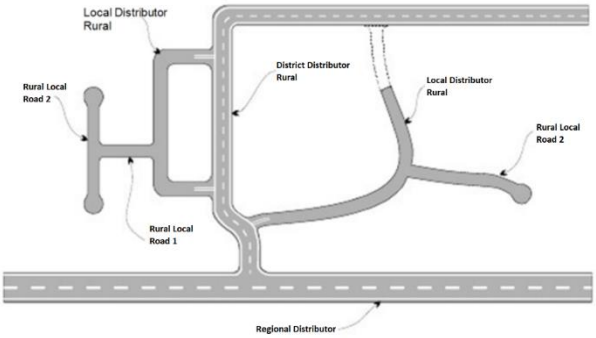
Private Road	Rural and Urban	Not Managed by the Shire of Dardanup
Urban Road Hierarchy		**Rural Road Hierarchy**
		

Table 3-4 Hierarchy Class and Target Overall Condition Levels

It is important to note that irrespective of an asset's original design standard it is sometimes appropriate to permit the condition to fall to Condition State 5 (failed) where (for example) a road has been consciously closed or its usage rate is so low as to be considered non-existent.

Assessment of the current level of compliance of the existing road network with the above quality standard targets has been conducted based upon the most recent visual condition rating inspection (as of October 2023.) Based upon the proposed Pragmatic SR Ratio of 0.59, it is intended that 59% or more of the Shire's road network should meet or exceed the applicable target relevant to each road segment's hierarchy class.

This assessment indicates:

Hierarchy	Target Score	Network Length	Average Score Per Km	Length Meeting Criteria	Length Outside Criteria	Percentage Meeting Criteria	Percentage Outside Criteria 2023
Regional Distributor Rural	2	58.24	2.8	9.44	48.8	16.21%	83.79%
Regional Distributor Urban	2	0.97	3.5	0.33	0.64	34.02%	65.98%
District Distributor Rural	2	24.92	2.7	7.91	17.01	31.74%	68.26%
District Distributor Urban	2	7.12	2.6	2.18	4.94	30.62%	69.38%
Local Distributor Rural	3	36.68	3.4	16.77	19.91	45.72%	54.28%
Local Distributor Urban	3	7.58	2.8	4.33	3.25	57.12%	42.88%
Rural Local Roads 1	3	93.21	2.8	37.41	55.8	40.14%	59.86%
Urban Local Roads 1	3	29.17	2.8	17.07	12.1	58.52%	41.48%
Rural Local Roads 2	4	116.93	2.6	72.98	43.95	62.41%	37.59%
Urban Local Roads 2	3	55.46	2.5	35.94	19.52	64.80%	35.20%
Private Road	6	0.44	2	0.41	0.03	93.18%	6.82%
		430.72	**2.8**	**204.77**	**225.95**	**47.54%**	**52.46%**

Table 3-5 Summary of Hierarchy Length Meeting Criteria

The summary of Hierarchy Length Meeting Criteria above shows that significant improvement in the overall condition of the network is required. More than 52% of the Shire of Dardanup Road Network fails to meet the specified target Hierarchy condition.

In order to reach the target overall Percentage Meeting Target of 59%, the Shire will need to address identified Condition shortfalls in approximately 50 kilometres of Urban and Rural roads, while simultaneously maintaining the Condition of the approximately 205 kilometres of network that currently meet the objective.

3.4.3 Design Standards

The design of roads in the Shire of Dardanup are based upon three primary sources of information:

1. The Austroads Guide to Road Design
2. The Main Roads Supplements to the Austroads Guide to Road Design
3. The Western Australia Planning Commission (WAPC) Liveable Neighbourhoods guideline.

`

The Shire achieves this by publication of its minimum acceptable dimensions and geometry for each Road Hierarchy Class is shown **in tables 3.6a and 3.6b** below**.** These geometric design considerations will be applied to the typical cross-sectional design of new roads as shown in **Figures 3.3a and 3.3b**:

Note: For clarity and consistency with the Western Australia Planning Commission (WAPC) Liveable Neighbourhoods 2009 guidelines, comparative labelling for Planning style classification of Urban Local Roads have been provided:

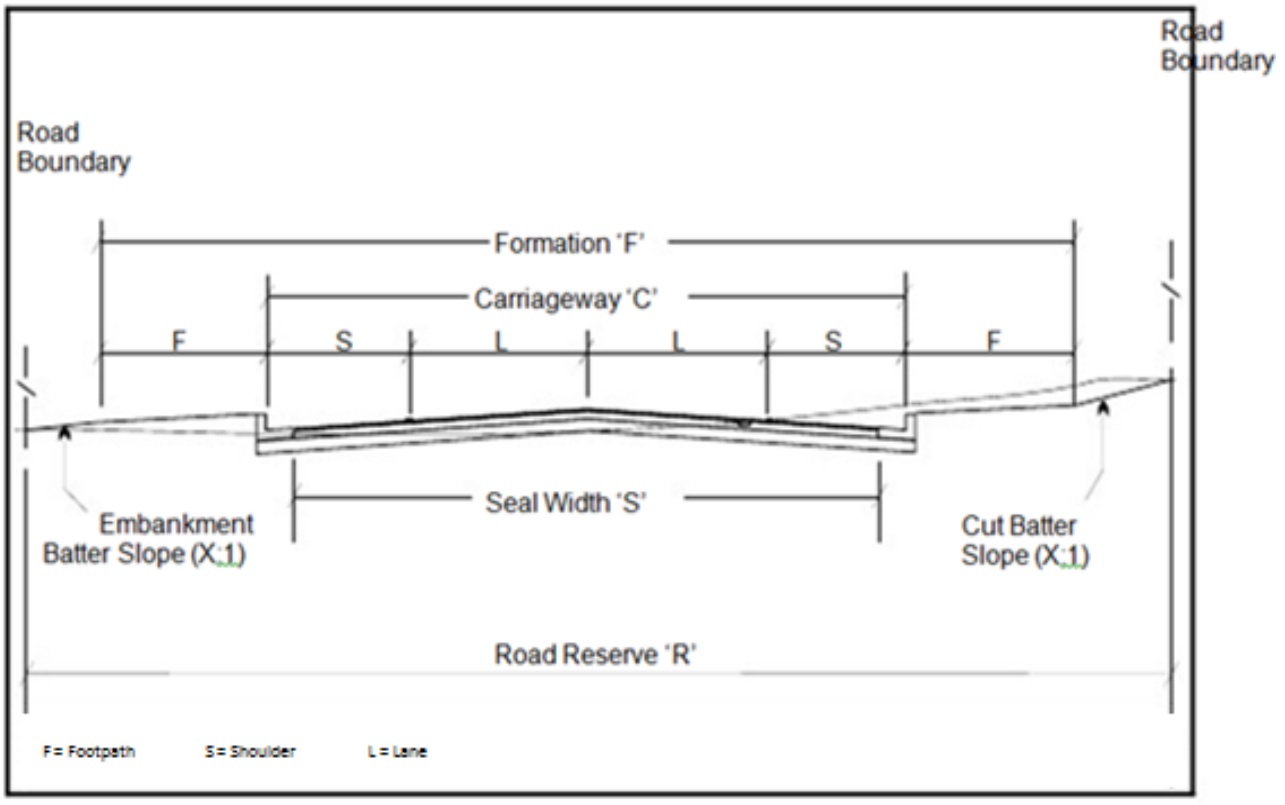


Figure 3.3a - Typical Cross Section – Kerbed Roads

(Appendix ORD: 12.3.4B)

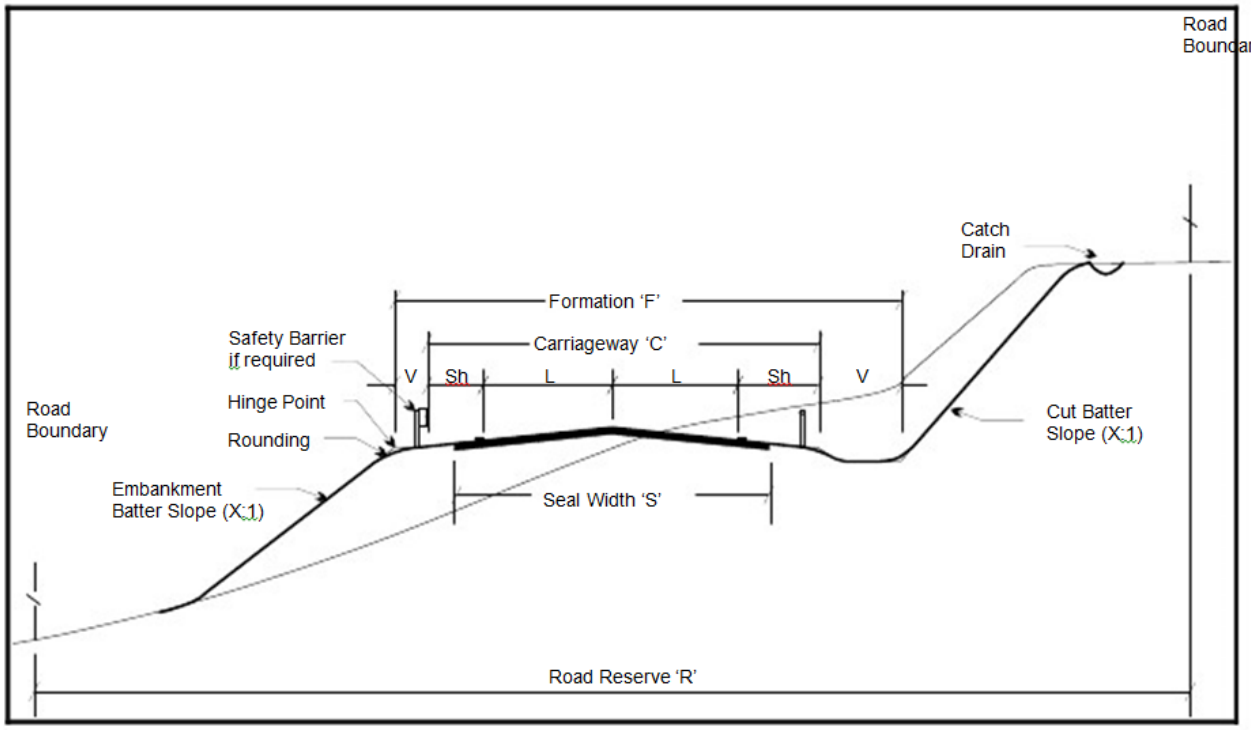


Figure 3.3b - Typical Cross Section – Unkerbed Roads

(Appendix ORD: 12.3.4B)

Shire of Dardanup Minimum Design and Construction Guidelines - Supplemental to Austroads & MRWA Geometric Design Guides																							
Location Type	AADT	SoD Road Hierarchy Class	Road Hierarchy Class (Per Liveable Neighbourhoods)	Minimum No. of Traffic Lanes	Pavement Depth (dependant on subgrade CBR minimum 10%)	Carriageway Width	Min Width of Seal	Traffic Lane Width	Shoulder Width (if Un-kerbed)	Width of Sealed Shoulder (if Un-kerbed)	Bitumen Surfacing Required?	Preferred Seal Type	Line Marking Required?	Bike Lane	Design Speed		Footpath Required?	Width of Footpath **(Where present)** **		Verge Required?	Width of Verge **(Where present)**		Waterway Annual Recurrence Interval **(ARI)**	
															Minimum	Desirable		Pedestrian Footpath	Shared Path		Fill	Cut	Major (Perennial)	Minor (Intermittent)
Urban	>15,000	Regional Distributor	Regional Distributor	2	450	12	12	3.5	2.5	2.5	Yes	14/10	Yes	2.5	60	80	Yes	1.5	2.5	No	0.5	2	50	10
Urban	7,000 - 15,000	District Distributor Urban	Integrator Arterial	2	400	11	11	3.5	2	2	Yes	AC	Yes	2	60	80	Yes	1.5	2.5	No	0.5	2	20	5
Urban	3,000 - 7,000	Local Distributor Urban	Neighbourhood Connector	2	350	11	10	3.5	1.5	1.5	Yes	AC	Yes	1.5	50	60	Yes	1.5	2.5	No	0.5	2	20	5
Urban	1,000 - 3,000	Local Road 1 Sealed	Access Street (A, B or C)	2	300	11	7.2	3.1	1.5	0.5	Yes	AC	No	No	50	60	Yes	1.5	2.5	No	0.5	2	10	5
Urban	<1,000	Local Road 2 Sealed	Access Street (D)	2	250	11	6.2	3.1	1.5	0.25	Yes	AC	No	No	50	60	No	1.5	2.5	No	0.5	1.5	100	5
Urban	<300	Laneway	Laneway	2	250	6	5.5	2.75	N/A	N/A	Yes	AC	No	No	30	40	No	N/A	N/A	No	N/A	N/A	100	5
Urban	50 - 100	Local Road 1 Unsealed	N/A	2	200	8	N/A	3	1	N/A	No	N/A	No	No	30	50	No	1.5	2.5	No	0.5	2	5	2
Urban	1 - 50	Local Road 2 Unsealed	N/A	2	150	5	N/A	2	0.5	N/A	No	N/A	No	No	30	50	No	1.5	2.5	No	0.5	1.5	5	2

Table 3-6a Urban Road Dimensions and Design Considerations by Hierarchy Class

(Appendix ORD: 12.3.4B)

Shire of Dardanup Minimum Design and Construction Guidelines (RURAL ROADS) - Supplemental to Austroads & MRWA Geometric Design Guides																							
Location Type	AADT	SoD Road Hierarchy Class	Road Hierarchy Class (Per Liveable Neighbourhoods)	Minimum No. of Traffic Lanes	Pavement Depth (dependant on subgrade CBR minimum 10%)	Carriageway Width	Min Width of Seal	Traffic Lane Width	Shoulder Width (if Un-kerbed)	Width of Sealed Shoulder (if Un-kerbed)	Bitumen Surfacing Required?	Preferred Seal Type	Line Marking Required?	Bike Lane	Design Speed		Footpath Required?	Width of Footpath **(Where present)** **		Verge Required?	Width of Verge **(Where present)**		Waterway Annual Recurrence Interval **(ARI)**	
															Minimum	Desirable		Pedestrian Footpath	Shared Path		Fill	Cut	Major (Perennial)	Minor (Intermittent)
Rural	>3,000	Regional Distributor	N/A	2	400	12	10	3.5	2.5	1.5	Yes	14/10	Yes	No	100	110	No	1.5	2.5	No	0.5	2	50	10
Rural	1,000 - 3,000	District Distributor Rural	N/A	2	250	10	7	3.5	1.5	0	Yes	10/7	Yes	No	100	110	No	1.5	2.5	No	0.5	2	20	10
Rural	500 - 1,000	Local Distributor Rural	N/A	2	250	8	6	3	1	0	Yes	10/7	No	No	60	80	No	1.5	2.5	No	0.5	2	20	5
Rural / Semi Rural	250 - 500	Local Road 2 Sealed	N/A	2	200	6.5	5.5	2.75	0.5	0	Yes	10/7	No	No	50	60	No	1.5	2.5	No	0.5	1.5	5	2
Rural / Semi Rural	100 - 250	Local Road 2 Sealed	N/A	2	200	5.5	4.5	4.5	0.5	0	Yes	10/7	No	No	50	60	No	1.5	2.5	No	0.5	1.5	5	2
Rural	1 - 150	Local Road 2 Sealed	N/A	1	200	7.7	3.7	3.7	2	0	Yes	10/7	No	No	50	60	No	1.5	2.5	No	0.5	1.5	5	2
Rural	50 - 150	Local Road 1 Unsealed	N/A	2	200	5.5	N/A	5.5	0	N/A	No	N/A	No	No	30	50	No	1.5	2.5	No	0.5	2	5	2
Rural	1 - 50	Local Road 2 Unsealed	N/A	2	150	4.5	N/A	4.5	0	N/A	No	N/A	No	No	30	50	No	1.5	2.5	No	0.5	1.5	5	2

Table 3-6b Rural Road Dimensions and Design Considerations by Hierarchy Class

3.5 Levels of Service for Roads

3.5.1 Provision Level of Service (Development Plan)

The Provision Level of Service discusses the need for, sources of, and likely constitution of future new network development. Whole of Life Cost estimates are developed for likely acquisition, and the implications of these costs on the management of the existing and future asset are discussed.

This information is intended to provide guidance for future network acquisition and budget planning.

The overwhelming majority of new road assets for the Shire of Dardanup are delivered through 'green fields' subdivision development activity. The provision level of service is therefore derived primarily from existing subdivision structure plans with presumed quantities of network construction derived from historical application of the WAPC Liveable Neighbourhoods guidelines within the Shire.

Scenario Modelling of Asset Acquisition based upon current approved Structure Plans for subdivisions and townsites has been conducted. Two Scenarios have been developed based upon Constrained (Conservative) and Unconstrained (Optimistic) Growth outcomes.

From the above Scenario Model, it is estimated that the Shire of Dardanup can expect to acquire (in the order of) between 2.79km (Constrained - **most likely** outcome) and 3.58km (Unconstrained – **least likely** outcome) of new road per annum between 2024 and 2034 (period of currency of this document). Peak acquisition rates are estimated to be between 6.94km (in 2035) and 7.67km (in 2027) under each Scenario as detailed in the following summary:

	Constrained	Unconstrained
Peak Acquisition Rate	6.94	7.67
Average Acquisition Rate	2.79	3.58
Total Acquisition	100.31	100.31
Peak Acquisition Year	2035	2027

The expected timing of acquisitions under each of the two Scenarios is shown graphically below:

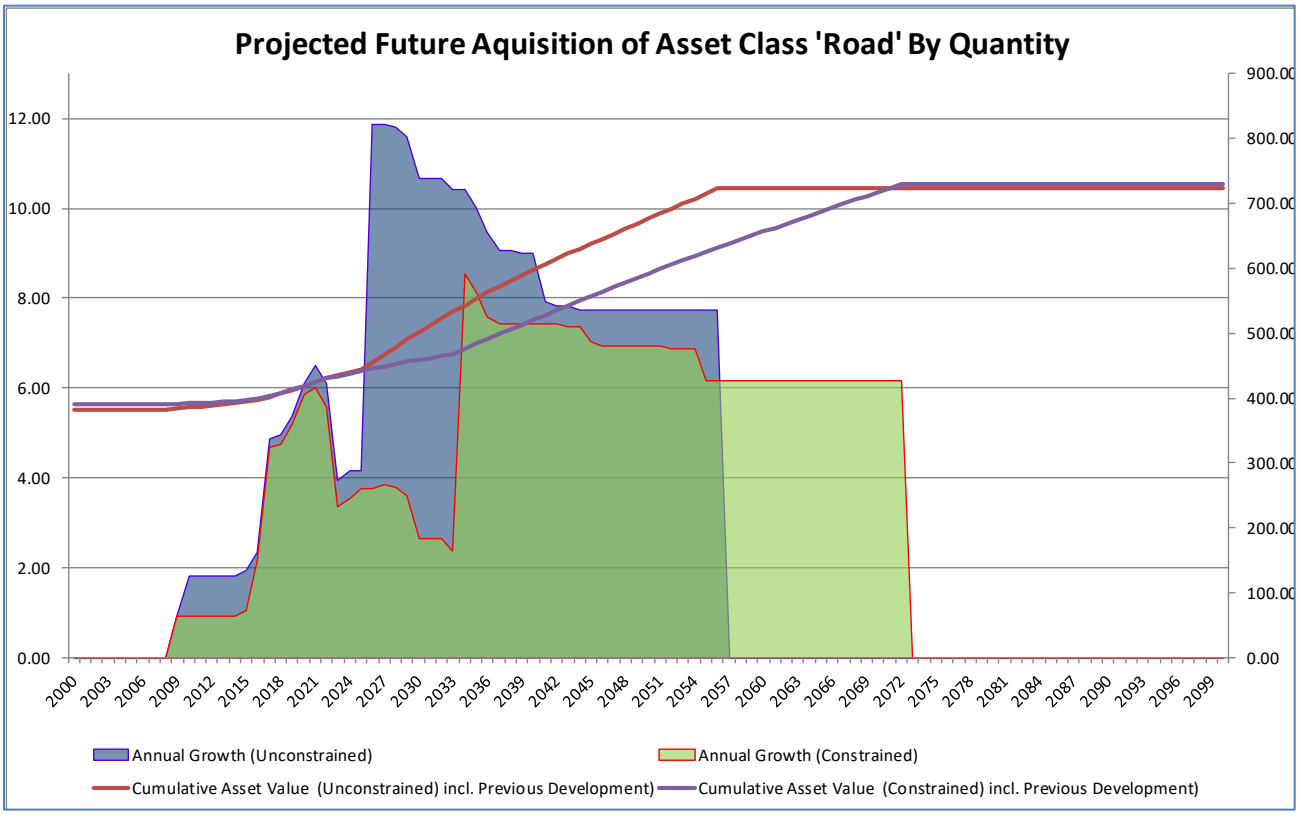


Figure 3.5 Future Road Acquisition from Subdivision

The primary driver for the variance between the Constrained and Unconstrained Scenarios is the expected timing and rate of uptake of the proposed City of Wanju development.

The most recent valuation of the Shire of Dardanup roads network was conducted in 2022. The Fair Valuation of Road Assets by component at that point in time was determined as follows:

ASSET CLASS	ASSET SUB CLASS	COMPONENT	COMPONENT SUB TYPE	REPLACEMENT COST	DEPRECIATED REPLACEMENT COST	CURRENT CUMULATIVE DEPRECIATION	ANNUAL DEPRECIATION
Roads	**Sealed**	Surface		$46,020,289	$31,732,348	$14,287,941	$1,577,051
Roads	**Sealed**	Pavement	Subbase	$59,774,259	$49,632,103	$10,142,156	$398,495
Roads	**Sealed**	Pavement	Base	$35,864,555	$25,754,099	$10,110,456	$550,839
Roads	**Sealed**	Subgrade	Built	$5,756,097	$5,756,097	$0	$0
Roads	**Swc**	Sw Channel	Kerb Barrier	$9,907,095	$5,304,491	$4,602,604	$165,118
Roads	**Swc**	Sw Channel	Kerb Mountable	$727,100	$473,377	$253,723	$12,118
Roads	**Swc**	Sw Channel	Open Drain (Excavated)	$101,350	$101,350	$0	$0
Roads	**Swc**	Sw Channel	Table Drain (Shallow)	$3,109,770	$3,109,770	$0	$0
Roads	**Swc**	Sw Channel	Kerb Flush Edge	$15,730	$13,890	$1,840	$262
Roads	**Swc**	Sw Channel	Kerb Semi Mountable	$825	$728	$97	$14
Roads	**Unsealed**	Pavement	ALL	$147,000	$73,500	$73,500	$7,350
Roads	**Unsealed**	Pavement	Formed	$843,600	$421,800	$421,800	$42,180
Roads	**Unsealed**	Pavement		$6,565,635	$3,282,818	$3,282,818	$328,282
Roads	**Unsealed**	Subgrade	Built	$1,221,238	$1,221,238	$0	$0
Roads	**Unsealed**	Subgrade	Unformed	$108,826	$108,826	$0	$0
Roads	**Unsealed**	Subgrade	Formed	$103,680	$103,680	$0	$0
Roads	**Structure**	Traffic Control	Speed Cushion Set	$11,561	$10,983	$578	$771
				$170,278,610	**$127,101,096**	**$43,177,513**	**$3,082,479**

Table 3-7 Asset Valuation by Sub-Component Type

The Fair Value of the Road Asset mapped against a Typical Deterioration Curve indicates an average Condition score around the mid-point of 2 (two) as shown below:

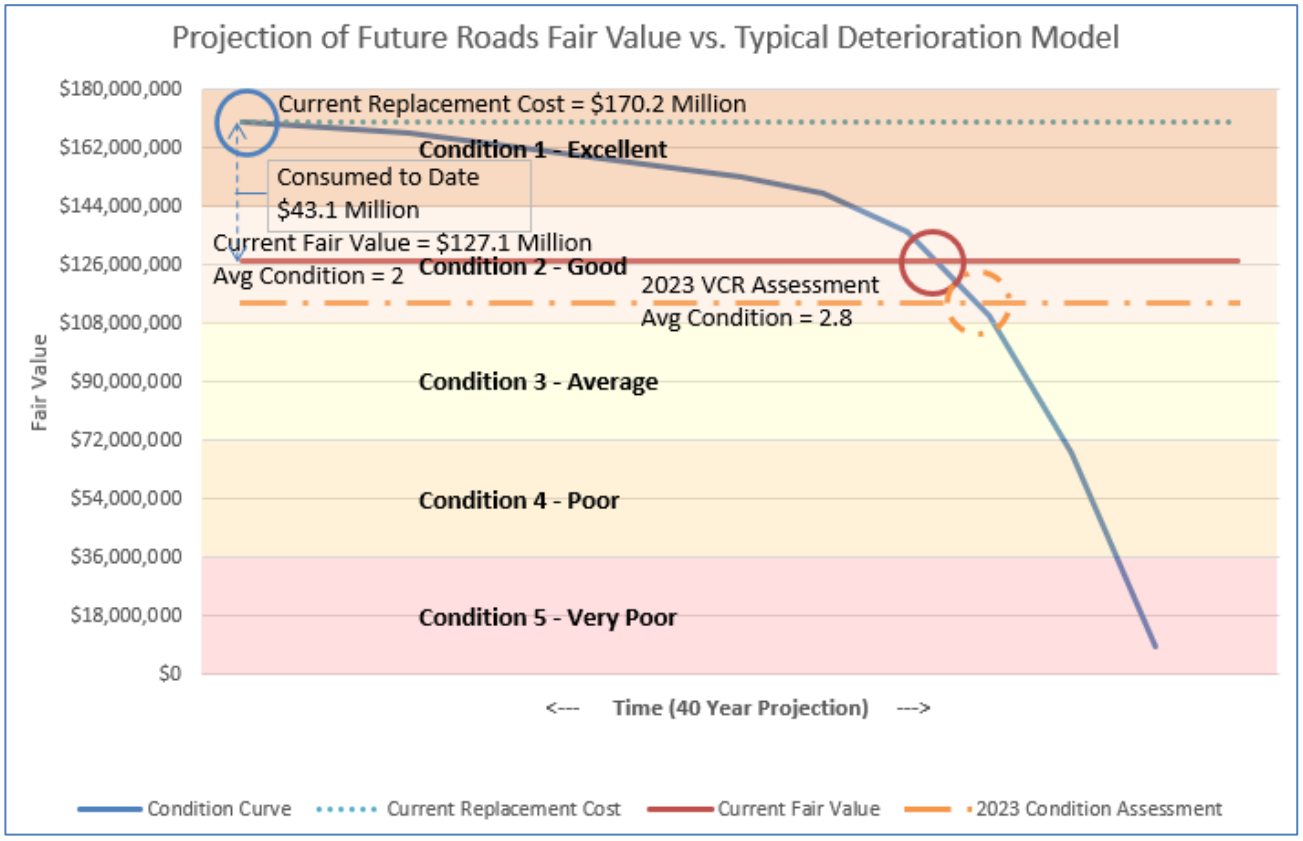


Figure 3.6 Current Asset Fair Value Mapped to Typical Asset Deterioration Curve

This is in line with the average Condition Rating as determined by the Independent Valuer (TALIS Pty Ltd) in May 2022. The most recent Condition Assessment carried out in October 2023 suggests an Average Network Condition Score of 2.8 (see Table 3-5, Section 3.4.2 above). As shown above, this would map closer to the boundary between Conditions 2 (two) and 3 (three).

The later (on-site) survey is considered marginally more accurate than the previous (remote video) survey and some degree of additional, intervening deterioration is to be expected. Together, this shows a very high degree of correlation between the Typical Deterioration Curve and the Actual Deterioration detected in the field.

Assuming that Actual Deterioration continues to follow the Typical Deterioration Curve, the Shire should expect to see an accelerated level of physical deterioration of the asset in the field in future years.

Using the Current Replacement Costs of each Shire of Dardanup Road Hierarchy Class (as reported by the Shire's Independent Valuer) divided by the network length of each Hierarchy Class provides the Replacement Costs per Kilometre of each class from which to calculate the probable Value of incoming acquired assets.

Shire of Dardanup Hierarchy Class	Total Length (km)	Fair Value (*2022 Valuation*)	Current Replacement Cost	Replacement Cost per Kilometre
Regional Distributor Rural	58.24	$25,113,975	$19,067,392	$431,215
Regional Distributor Urban	0.97	$1,323,483	$1,114,686	$1,364,416
District Distributor Rural	24.92	$13,017,822	$10,162,018	$522,385
District Distributor Urban	7.12	$4,656,440	$3,889,130	$653,994
Local Distributor Rural	36.68	$14,363,655	$9,832,842	$391,594
Local Distributor Urban	7.58	$5,758,364	$4,647,752	$759,679
Rural Local Roads 1	93.21	$32,197,182	$22,634,153	$345,426
Urban Local Roads 1	29.17	$19,755,433	$16,508,688	$677,252
Rural Local Roads 2	116.93	$20,733,021	$11,264,663	$177,311

Shire of Dardanup Hierarchy Class	Total Length (km)	Fair Value (*2022 Valuation*)	Current Replacement Cost	Replacement Cost per Kilometre
Urban Local Roads 2	55.46	$33,071,328	$27,728,963	$596,310
Private Road	0.44	$287,905	$250,810	$654,331
	430.72	$170,278,610	$127,101,097	$333,641

Table 3-8 Rough Order Magnitude (ROM) Estimate - Cost per Kilometre

Note: rough order of magnitude estimates can vary greatly from definitive project estimates. Costs may vary up to ± 50%. For more information see: Project Management Learning Series: ROM Estimate vs Definitive Estimate

It should be noted that (pending improved data collection and more accurate unit rates) the above ROM cost per kilometre is not sufficiently accurate to serve as a costing tool for actual design proposals. The estimates above can serve effectively as the basis of relative cost/benefit comparisons where multiple alternative solutions are to be considered, however they should not be relied upon for the establishment of absolute project budgets.

The Millbridge subdivision (while still expanding) is considered the model upon which future developments are likely to be based. This subdivision has been designed in accordance with the WAPC Liveable Neighbourhoods Guidelines and contains a reasonably representative mix of all the applicable Urban road classes.

Based on the ratio of each Shire of Dardanup Urban road hierarchy class present within the Millbridge subdivision, along with the predicted annual network growth rate, provides (indicative!) guidance to the approximate scale and value of future development of each road class that the Shire should make allowance for can be derived:

Shire of Dardanup Hierarchy Class	Total Length (km)	Total Length (%)	Probable Annual New Construction (2.79km x Total Length %)	ROM Greenfields Cost per Kilometre	Probable Annual New Construction Value
District Distributor Urban	2.566	11.7%	0.33	$653,994	$214,095
Local Distributor Urban	1.037	4.7%	0.13	$759,679	$100,504
Urban Local Roads 1	5.554	25.4%	0.71	$177,311	$125,637
Urban Local Roads 2	12.712	58.1%	1.62	$596,310	$967,077
	21.869	**100.0%**	**2.79**		$1,407,313

Table 3-9 Potential Future Annual Road Acquisition Value

From the above assessment, the Shire of Dardanup should plan to accept (in the order of) 2.79km of new roads per annum from subdivision development at an approximate cost of $1.4 Million (at FYE 2022 Unit Rates).

Shire of Dardanup Policy Administration Policy AP008 – Significant Accounting Policy defines the Useful Life of Assets at a component level. For the purposes of calculation of Funding Provision for the above level of acquisition, the average Useful Life of all components across all road assets, as per the most recent Revaluation of the Asset (June 2022) has been adopted, (equal to **@41.23 years**).

Acquisition of new roads at the above rate implies making additional incremental provisions in the Shire's Annual Budgets for:

Idealised Whole of Life Funding Estimate – Future Roads	
Value of Road Acquired Per Annum	1,407,313
Length of Road Acquired Per Annum:	2.79
Nominal Useful Life:	41.23
Requirement	**Estimate (In the Order Of)**
Operations and Maintenance	
Annual Allowance for Operations & Maintenance (SW region Average = $3,765 per km):	$10,504
Whole of Life (WoL) Operations & Maintenance:	**$433,128**
Capital Renewals	
Reseal @15 Years:	$314,394
Rehabilitation @30 Years:	$778,807
Reseal @45 Years:	$314,394
Reconstruction @ 60 Years:	$1,407,313
Whole of Life (WoL) Capital Cost:	**$2,814,907**

Wol Capital Cost Less Accumulated Depreciation:	$1,407,594
Capital Expense Per Annum:	$34,137
Depreciation	
Annual Depreciation Expense:	$34,130
Accumulated Depreciation (over Useful Life):	**$1,407,313**
Whole Of Life Funding Need	
Total On-Ground Cost (WoL Capital Cost Less Accumulated Depreciation) Plus O&M:	**$1,840,722**
Total Annual Cost (Depreciation, O&M plus Capital)	**$78,772**
Total Annual Cost Per Kilometre	**$28,234**
Total On-Ground Cost per Kilometre of Road	$659,757
Total On-Ground Cost per km per annum	$16,001

Notes:

1. Operations and Maintenance have been calculated based upon the South West Regional Average expenditure as reported in the annual WALGA Local Government Road Asset and Expenditure Report available on-line here: Local Government Road Asset and Expenditure Report. ($40.21M over 10.68k Network = $3,765 per km average).
2. Capital Renewals are partially funded from Accumulated Depreciation. As Accumulated Depreciation is calculated to provide for replacement of the asset at end of life, all other renewal activities (reseals, mid-life rehabilitation etc.) must therefore be funded from the Shire's own sources funds (a combination of Accumulated Roads Reserves, Grants from State and Federal Agencies and Municipal Funds).
3. Any difference between Total Capital and Operational Expenditure and the available own sources funds is generally referred to as 'The Gap'.
4. The above Estimates are based on 2022 Revaluation Current Replacement Costs provided by TALIS Pty Ltd.
5. Costs as presented are in 'Todays Dollar Terms' i.e. No allowance has been included for CPI.

Providing an optimised cash-flow to fund all expenses for newly acquired roads (Depreciation plus O&M plus Capital) over an average 41.23-year useful life would therefore require budget increments amounting to (in the order of) **$78,772 per annum** (assuming 2.79 km acquired) or **approximately $28,234 per kilometre in FY 2023/23 Dollar Terms** of new road acquired.

Comparing this to the (idealised) Whole of Life Funding Needs for the current network indicates:

Idealised Whole of Life Funding Estimate - (Current Network - Urban + Rural Mix)	
Current Replacement Cost	143,705,705
Current Fair Value:	126,209,752
Current Network Length:	430.72
Nominal Useful Life:	41.23
Requirement	**Estimate (In the Order Of)**
Operations and Maintenance	
Annual Allowance for Operations & Maintenance (SW region Average = $3,765 per Km):	$1,621,653
Whole of Life (WoL) Operations & Maintenance:	**$66,866,249**
Capital Renewals	
Reseal @15 Years:	$28,394,385
Rehabilitation @30 Years:	$70,337,747
Reseal @45 Years:	$28,394,385
Reconstruction @ 60 Years:	$127,101,096
Whole of Life (WoL) Capital Cost:	**$252,444,746**
Wol Capital Cost Less Accumulated Depreciation:	$127,126,517
Capital Expense Per Annum:	$3,083,096
Depreciation	
Annual Depreciation Expense:	$3,082,479
Accumulated Depreciation (over Useful Life):	**$127,101,096**
Whole Of Life Funding Need	
Total On-Ground Cost (WoL Capital Cost Less Accumulated Depreciation) Plus O&M:	**$193,992,766**
Total Annual Cost (Depreciation, O&M plus Capital)	**$7,787,228**
Total Annual Cost Per Kilometre	**$18,080**
Total On-Ground Cost per Kilometre of Road	$450,392
Total On-Ground Cost per km per annum	$10,923

As shown above the annual **On-Ground** (i.e., excluding Depreciation) Asset Expenditure per Kilometre of Road to maintain the network **in its current state ($10,923 per km)** is significantly lower than the likely future acquisitions **($16,001 per km)**. This difference in Funding Need is driven by two main factors:

1. The heterogeneous nature of the current road network (mixture of Urban and Rural roads) versus the predominantly Urban nature of the likely future road acquisitions from subdivision;
2. The difference between the Current Replacement Value and the Current Fair Value of the assets. Annual Depreciation is based upon the Current Fair Value of the asset as at its most recent revaluation. As the asset ages and is subsequently re-valued at a reduced starting Value, the Depreciation allocation for the asset is reduced accordingly.

This accounting treatment is in line with the requirements of AASB 13 'Fair Value Measurement', Clause B9 and incorporates the concept of '*Obsolescence*' which assumes that any prior consumption of the asset will not be restored within its remaining life.

While technically correct (in strict accordance with the Accounting Standards) this treatment does create an ever-increasing differential between the total accumulated Depreciation allocated to the asset versus its likely future cost of replacement (reconstruction).

Putting this into context, the Shire's FY 2023/24 current budget for On-ground Roads based activities ((Capital + Operations) Less Annual Depreciation) is shown below:

Asset Class	Asset Scale	Annual Depreciation ($k)	Annual Expenditure							
			Capital ($K)				Operations & Maintenance 2022-23 *	Total On-Ground Capital Expense ($K)	Total Annual Cost (Depreciation, O&M plus Capital) ($k)	Total Annual Cost pr Km ($k)
			Renewal	Upgrade	New	Total	($K)			
Roads	430.72 km	3082	574	1,400	0	1,974	1,900	866	6,956	16.151

$6.956 Million to service a **430.72 km** network equates to **$16,151 per km** of road. This is only slightly below the Idealised ($16,789 per km) recommendation.

However, allocation of current budgets between Operations & Maintenance and Capital Renewals is not in line with the Idealised model:

- Current allocation to Operations & Maintenance is $1.90 Million versus the recommended $1.62 Million.
- The Current Budget allows for a significant amount of Upgrade works ($1.4 Million). While such works are sometimes necessary, funding them generally comes at the expense of Renewals, and has future cost implications in terms of subsequent Renewals of an expanded asset.

As a result, the level of reinvestment in the Existing Asset (as opposed to creation of additional asset) is less than necessary to prevent a decline in the Level of Service of the network. The calculated Sustainability Ratio under the Current Budget is 0.28.

A more balanced funding model which enables the Shire to achieve its growth objectives, while also meeting the Renewals needs of the majority of the existing network would require reallocation of funds to adjust the balance between the three funding categories (O&M, Renewal & Expansion/Upgrade) to deliver a (pragmatically achievable) Target SR Ratio.

Doing so may include:

- Progressive reduction of the Operations and Maintenance budget towards the Idealised level ($1.622 Million per annum) reallocating the balance to Renewals. Modification of the Operations and Maintenance budget should not be undertaken in the first instance as less-than-ideal Renewals being delivered implies a higher level of Maintenance requirements (e.g., increased rate of pothole, edge break, crack repairs.)
- Progressive reduction of the Expansion & Upgrades budgets towards the Idealised Level ($Nil) reallocating the

funding to Renewals. It is never practical (nor politically palatable) to eliminate this class of expenditure in the real world, given the Shire's ongoing need to provide increased safety, amenity and access to its residents. Prudent reduction of this budget category would however ensure that greater emphasis is given to selection of expansion projects based on their level of demonstrable benefit to the community.

Delivery of a Pragmatic Target SR Ratio will therefore require effort to refocus the Shire's current Capital Investment budget (outside of subdivision) away from Upgrade/Expansions towards Renewals i.e.:

- **Stop Doing:** Widening, Duplication, Intersection Upgrades etc;
- **Start Doing:** Renewal (such as Crack Sealing, Urban Resealing and Kerb Reconstruction). Ensure renewal is not accounted for under maintenance.
- **Do more:** Gravel Resheeting, Rural Resealing, Reconstruction (to original standard); and
- **Do Less:** Streetscape Redevelopment

The following worked example, based on the least intrusive reallocation of funds (retain Maintenance as-is and redirect Capital to Renewals) delivers a Pragmatic Target SR Ratio of 0.59:

Annual Expenditure Type	Idealised Annual Expenditure - Current Network ($k)	Actual Annual Budget -Current Network ($k)	Pragmatic Target SR Optimised Annual Expenditure - Current Network ($k)	Comment
Depreciation	3,082	3,082	3,082	Budgeted Depreciation
Operations & Maintenance	1,622	1,900	1,900	WALGA O&M Rate vs. Budgeted Amount
Renewals	3,083	574	1,813	Calculated Renewals Need vs. Budgeted Amount
Expansion & Upgrades	0	1,400	0	Budgeted Amounts Only 20% (the adopted Residual Value) of Expansion and Upgrades costs can be applied to the SR Ratio. Therefore (ideally) Expansion and Upgrade should only be considered once costs for all Renewals have been Budgeted for.
Total Asset Expense Per Annum	7,787	6,956	6,795	
Total Cost per Km	18.080	16.151	15.777	
Whole of Life (WoL) Capital Cost:	6,166	6,166	6,166	
Total Capital (Less Depreciation) Expense Per Annum	3,083	1,974	1,813	
SR Attributable Expenditure (allow Renewal + 20% of Upgrade):	3,083	854	1,813	Proportion of re-investment amount attributable to the SR Ratio Calculation
Additional Renewals Expenditure Required to fully fund W0L:	0	2,229	1,270	Additional Own Sources (Reserves + Grants + Municipal) Funds per Annum Required over Whole of Life
SR Ratio Outcome:	**1.00**	**0.28**	**0.59**	

As shown above, the Actual Annual Budget for the Current Network delivers an SR Ratio outcome of 0.28. This translates to a shortfall in Renewals funding in the order of $2.229 Million per annum.

The Pragmatic Target SR tabulated above will still result in an ongoing shortfall in the total allocated budget versus the Idealised Renewals need in the order of **$1.27 Million per annum.** However, this solution would reduce future Asset Value (and hence Level of Service) decline by (in the order of) **$10.1 Million** over the next 25 Years compared to the Current Funding structure.

(*Note: The above Scenarios are calculated in today's (2022/23) dollar terms as are **not adjusted for inflation***).

The long-term effect of each of the three modelled scenarios on the probable future Fair Value of the **Existing** Roads network (i.e., excluding future acquisitions which may or may not arise) are shown in the diagram on the next page following:

- Under the Current Budget (SR = 0.28) the asset Fair Value will decline by (in the order of) $39 Million (@31% of Current Value) over the next 25 years to result in future Fair Value of approximately $81.1 Million. This will likely result in the Average Condition of the Network falling from the midpoint of 2 (two) at Present to the midpoint of 3 (three) by 2048;
- The Pragmatic Target (SR = 0.59) reduces the rate of decline to $28.2 Million (@22% of Current Value) to result in future Fair Value of approximately $98.9 Million. This will likely result in the Average Condition of the network falling from the midpoint of range 2 (two) at present to the upper range of 3 (three) by 2048; and
- The Idealised Model (SR = 1.0) holds the Current Network Asset Fair Value in its current state (Average Condition of the Network remains 2 (two) until at least 2048.

The projection of probable future asset values for each of the three scenarios above is shown in Figure 3.5 below:

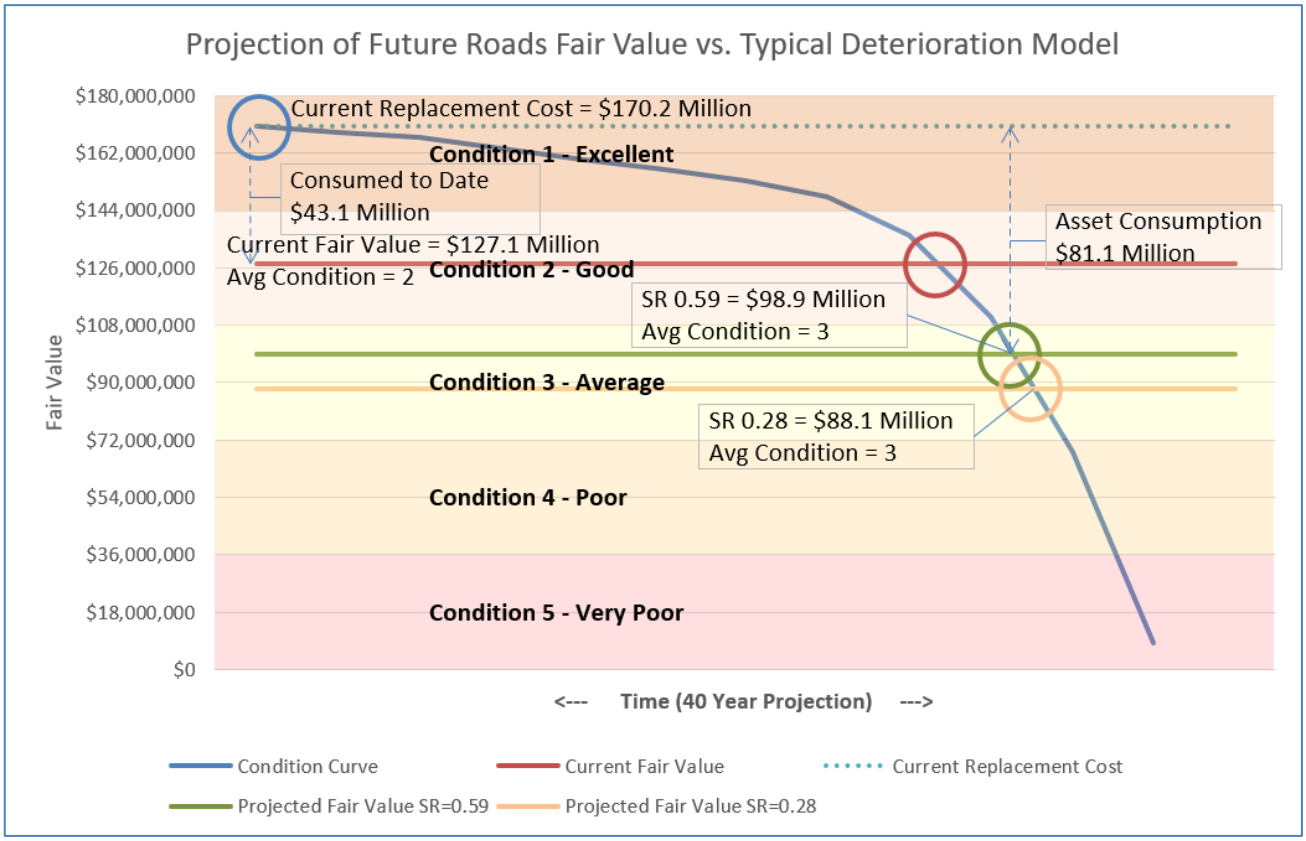


Figure 3.7 Projection of Future Value (Existing Roads Only)

In combination, the Shire's **minimum** future Provisioning Plan for Roads under the **Pragmatic (SR=0.59) Solution** should allow for:

	Existing Network (Pragmatic Solution SR=0.70)	Future Acquisitions (Annual Increment)	Total (in 2022/23 Dollar Terms)
Depreciation ($k):	3,082	34	3,117
Operations & Maintenance ($k):	1,900	11	1,911
Renewals ($k):	1,813	34	1,847
Expansion & Upgrades ($k):	0	0	0
Annual Total ($k):	$6,795 (plus CPI)	$79 (plus CPI)	$6,874 (plus CPI)

The above analysis notwithstanding, in addition to 'gifted' assets, the Shire of Dardanup must (on occasion) allow for the creation of new or upgraded road assets using its own resources (including grants from State and Federal agencies.) Funding Expansion and Upgrades should be allowed for **in addition to**, rather than subtracting from the overall Budget allocation for Roads. This safeguards the Renewals budget to ensure that the decline in asset value does exceed the Shire's ability to meet the minimum Level of Service needs of the network.

It is proposed to develop an Integrated Transport Strategy (due for delivery in 2024/25). This overarching strategy will determine the need for, construction level and location of new and upgraded inter-urban connections for roads between

existing and proposed subdivision developments across the whole Shire.

This plan will also consider the need for additional connections resulting from potential future changes in heavy haulage and state-initiated projects, (e.g., Bunbury Outer Ring Road.) along with integration of outcomes from other Shire of Dardanup Plans and Strategies (e.g., 2050 Vision, Eaton & Dardanup Place Plans etc.)

3.5.1 Development Level of Service (Design Standards)

Tables 3.4a and 3.4b above define the acceptable minimum geometric design guidelines for new and upgraded road construction. This plan assumes that all future roads will be developed in accordance with these specifications (or their subsequent revisions).

3.5.2 Operational Level of Service (Maintenance Practices)

The Office of the Auditor General (OAG) defines maintenance under two main types:

- **Routine maintenance:** Sometimes referred to as Reactive Maintenance, includes sealing cracks and fixing potholes, cleaning up verges, road markings and signs. It is short term and needs to be done on a day-to-day basis to keep roads safe and serviceable;
- **Planned maintenance:** Often referred to as Heavy Maintenance or Capital Works, is more costly but has greater long-term benefits. It includes:
  - Resurfacing of roads in response to ageing, traffic wear and to prevent water damage, bridge repairs and replacing road markings;
  - Reconstruction to restore or upgrade the structure of roads and bridges. This may include strengthening the roads and bridges, correcting the shape of the road or upgrading the road to a new RRG Type classification through widening etc.

Planned maintenance can be further sub-divided into rehabilitation and reconstruction:

- **Rehabilitation** (sometimes referred to as Renewal or Preservation), is heavy periodic maintenance which brings the road back to an acceptable standard but does not extend the road's life to the extent of a full reconstruction. The prime intention of rehabilitation is to refurbish the asset or extend the asset's life to achieve the same functional design intent of the original asset. This requires capital expenditure sufficient only to maintain functional standards of service and regulatory benchmarks.
- **Reconstruction** of roads is not strictly maintenance as it replaces the existing asset with a new one. This renewal process requires capital expenditure sufficient to deliver a completely new asset, to the standard applicable at the date of construction, (which may be significantly higher than was previously in place).

Examples of specific Planned Maintenance works types broken into Rehabilitation and Reconstruction are shown below:

Rehabilitation	Reconstruction
Re-forming	Reconstruction (to different standard)
Re-sheeting	Realignment
Reconstruction (to same standard)	Upgrade to gravel sheeting
Unsealed shoulder reconditioning	Upgrade to seal
Pavement repair	Sealing (primer as an initial treatment)
Final seal (over a primer seal) & reseal	Intersection treatment
Drainage maintenance	New road links
Surface correction	Drainage improvements
Repairs to stock grids	Installation of new stock grids

Important Note: The predicted future requirement to undertake rehabilitation or reconstruction of all or part of individual roads is to be included in the Long-Term Financial Plan (LTFP) and documented in the Asset Management Plan.

Poor road condition contributes to poor road safety, leads to driver frustration and community dissatisfaction, and subsequently detracts from Council's image to the public. Rough, poorly maintained roads can:

- Create extra noise,
- Reduce residential amenity,
- Be unsafe to users,
- Reduce driver comfort,
- Place extra wear and tear on vehicles,
- Increase travelling times,
- Increase motoring costs and
- Detract from the aesthetics of the local environment.

These issues have been recognised (in general terms) by the Council and the Community through the Council Plan (Plan for the Future) Objective 10.3 **'Improve road safety, connectivity and traffic flow'** and its' sub-actions.

The primary road **maintenance** objective of the Shire of Dardanup is therefore to **enable the Council to ensure ongoing access to safe physical road assets to both current and future customers on a sustainable basis.** This objective sets an expectation that roads will therefore be maintained to a standard that promotes their safety and efficiency, while at the same time requires the adoption of fiscally sound, sustainable expenditure policies.

To meet this expectation, the Shire of Dardanup will conduct Routine Maintenance (as defined above) on demand to keep the network in a safe and trafficable state. Routine Maintenance works, (e.g., pothole repairs), may arise through either scheduled inspection by Council staff or road user complaint.

Due to their short-term focus on the immediate safety of road users, repairs conducted under Routine Maintenance programs usually have reduced useful lives leading to the need for more extensive repairs under the Planned Maintenance program at some later date. It is intended that (over time) with greater emphasis on Quality of delivery and diversion of funding towards areas of the network with higher traffic loads, the need for Reactive Maintenance will reduce through delivery of stronger, more resilient road components.

Selection of Planned Maintenance treatment activities and road sections to be treated in the Shire of Dardanup under this AMP will favour Routine Maintenance or Rehabilitation over new construction or upgrades.

It is a requirement of ISO 55001 that a structured methodology is adopted for decision making related to Assets, (see *International Infrastructure Management Manual (IIMM) 2015 Section 3 page 5*.) For the Shire of Dardanup, decisions will be based on the following factors:

- Assessed risk of hazard to users of the asset in its present state, (safety);
- Assessed risk of immediate failure to deliver the required Level of Service, (condition); and
- Assessed risk of future failure to deliver the required Level of Service, (age).

To support the above assessments, the performance of the road network will be continuously monitored through:

- Routine visual condition inspection surveys will be undertaken on the roads network to identify areas of defect;
- Customer complaints will be accepted and investigated on receipt.

Defects identified during either visual inspections or customer complaint investigations will be repaired as soon as possible unless the assessed risk of further failure indicates that more extensive engineering investigation is required.

Where engineering surveys are conducted, the outcome will be to determine whether continued maintenance of the asset is possible. Where further maintenance is not recommended, efforts will be directed towards either extending the potential service life, (where possible), or development of a replacement plan for the asset under the Capital Works programme.

This general practice can be depicted as shown below:

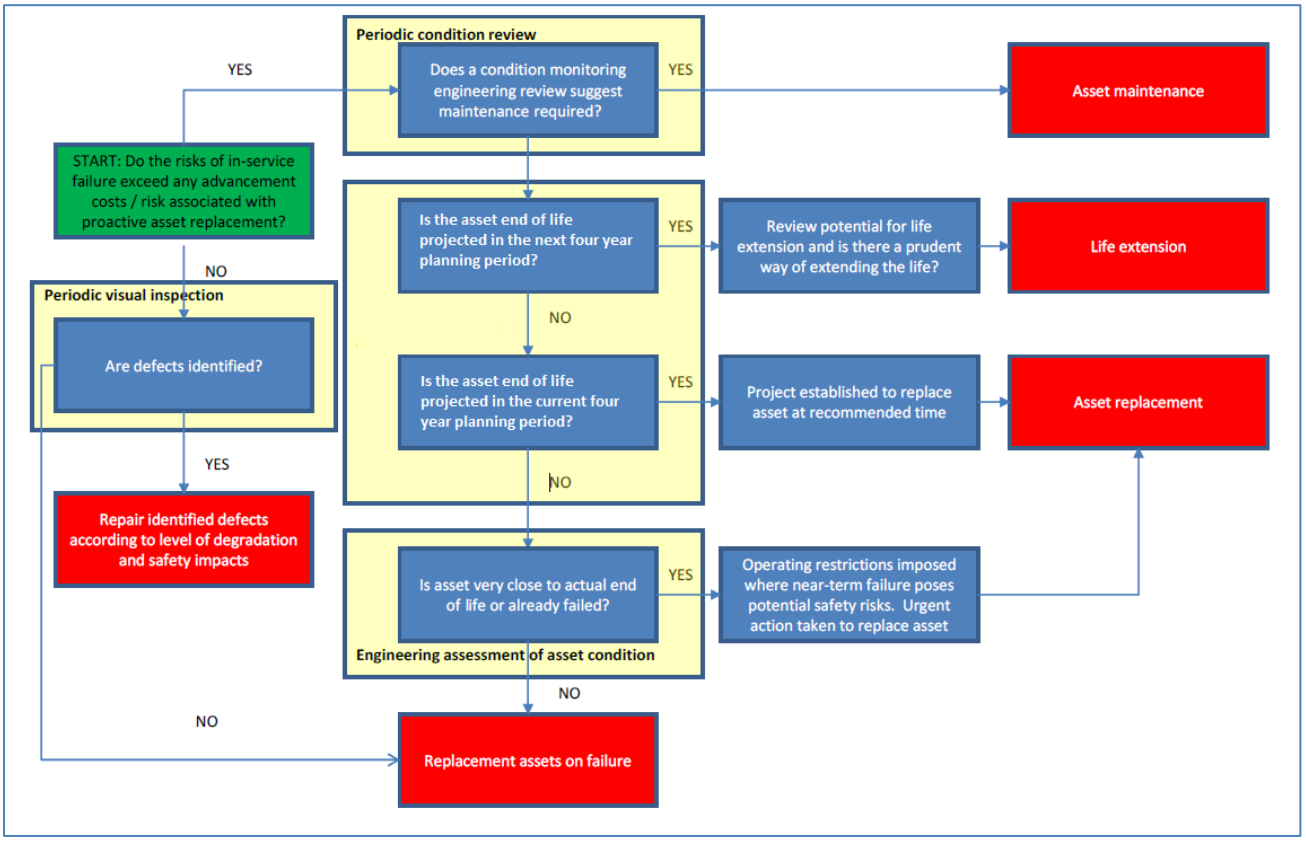


Figure 3.8 Risk Based Asset Maintenance Treatment Selection Process

Ranking of proposed **Planned (Capital)** Maintenance works will be conducted according to the following simplified multi-criteria analysis factors and weightings:

Factor	Code	Variation	Low Value			High Value		
Factor Weighting			0	1	2	3	4	5
Budget	B$	Budget Unavailable	■					
		10% Annual Budget Unallocated		■				
		20% Annual Budget Unallocated			■			
		30% Annual Budget Unallocated				■		
		40% Annual Budget Unallocated					■	
		50% or more Annual Budget Unallocated						■
Black Spots	Bs	Not Present	■					
		Grant Available						■
		Grant Unavailable				■		
RRG Roads	R	Not RRG	■					
		Grant Available						■
		Grant Unavailable		■				
Average Daily Traffic	ADT	<10	■					
		11 - 250		■				
		251 - 500			■			
		501 - 1000				■		
		1001 - 3000					■	
		>3000						■
Hierarchy (Non RRG Roads)	H	RRG	■					
		Urban District Distributor						■
		Urban Local Distributor					■	
		Urban Local Road 1 Sealed				■		
		Urban Local Road 2 Sealed			■			
		Urban Local Road 1 Unsealed				■		
		Urban Local Road 2 Unsealed			■			

Factor	Code	Variation	Low Value			High Value		
Factor Weighting			0	1	2	3	4	5
		Urban Right of Way (ROW)		■				
		Rural District Distributor						■
		Rural Local Distributor					■	
		Rural Local Road 1 Sealed				■		
		Rural Local Road 2 Sealed				■		
		Rural Local Road 1 Unsealed					■	
		Rural Local Road 2 Unsealed				■		
		Rural Right of Way (ROW)		■				
Seal Age	Sa	Unsealed			■			
		<5	■					
		6-7		■				
		8-9			■			
		10-11				■		
		12-13					■	
		14-15 or more						■
Pavement Age	Pa	<5	■					
		5-10		■				
		11-15			■			
		16-20				■		
		21-25					■	
		26-30 or more						■
Treatment Type	T	Shoulder Grading						■
		Drainage						■
		Gravel Re-sheeting					■	
		Other Rehabilitation				■		
		Reconstruction		■				
Public Transport Route	PT	No Public Transport	■					
		PTA Bus Route				■		
		School Bus Route						■
The Sum of the Weighted Criterion will be multiplied by the Assessed VCR Condition to derive the Project Priority								
VCR Condition	C	Weight = Condition	■	■	■	■	■	■

Table 3.9 – Simplified Project Selection Multi Criterion Analysis

Project selection will progress based upon the following business rules:

- Grant funded Black Spot or regional Roads Group projects will be automatically accepted. Unfunded Black Spot or Regional Roads Group projects will be evaluated along with other projects;
- The Absolute Worst Case weighted score for any project under the above regime is 200, (all weights = 5). However, this would represent a network element in a completely failed state. It is the intention of the Shire of Dardanup to ensure that its assets never reach this state. The Target Worst Case weighted score is therefore defined as 128, (all weights = 4). Projects with a weighted score above 77 (60% of Target Worst Case) will be considered for implementation.

Important Note: Nothing in the above process should be construed to indicate that a project will automatically be undertaken solely on the basis that it meets or exceeds the threshold weighted score. Instead, this procedure will be used to narrow the list of potential deserving projects to permit further, (but potentially more subjective), evaluation

The effect of this weighting scheme will be to prioritise available funding towards those roads that are either of greatest importance to the network or in greatest need for repair. As available Shire funds are allocated, projects will need to demonstrate increasing levels of need to meet the 60% of Target Worst Case threshold level for consideration.

Specific considerations related to Sealed Roads Maintenance in Rural Areas

One of the main causes of deterioration of a pavement is the infiltration of excessive moisture. The primary engineering solution to this issue is the application of an impervious bituminous sealing coat, the purpose of which is to:

- Prevent water from entering the road pavement;
- Provide a wearing surface and increased skid resistance for vehicular traffic; and
- Improve drainage across the road surface.

However, when the seal becomes oxidised and/or cracked then water can enter the underlying pavement, thereby significantly increasing the rate of deterioration. Hence (if fiscally possible) regular resealing must be conducted to ensure that the pavement reaches its full design life.

Research conducted by the Australian Roads Research Board (ARRB) has found that:

- Two-layer spray reseals do not have a longer life than single layer reseals.
- In the Southwest of WA, spray reseals have an average life of 10 years as shown in the thematic map at right

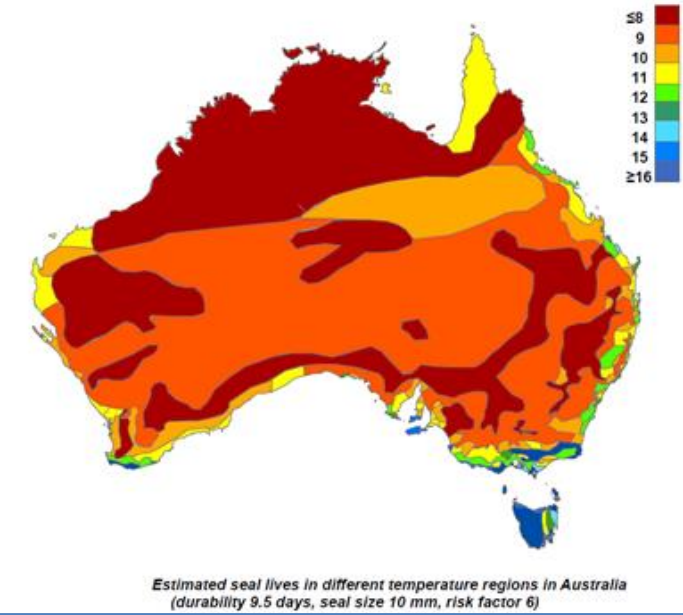


Figure 3.9 **Source: http://www.arrb.com.au/sealing/PDF/Seal Life Map.pdf**

Therefore, as single layer spray reseals cost less than 2 layer reseals and have similar effective life spans, it shall be Council's practice to **apply single layer spray reseals on Rural roads**.

In specific areas of higher-than-average traffic or where heavy vehicle turning circles can introduce higher than normal pavement impacts, (e.g., at cul-de-sac turning pockets), **asphaltic concrete will be considered an acceptable solution under engineering advice.**

Generally, existing roads in this Council area are designed with an expected pavement life of 30 years. With regular Periodic maintenance conducted as required it is expected that in the order of 60 years of actual use can be achieved before a full reconstruction is necessary. Therefore (on average) **four reseals and one pavement rehabilitation will be allowed for over the pavement's design life on sealed roads.**

It is also paramount that, once water has left the pavement surface, it drains away as quickly as possible to table drains and away from the road pavement. For this reason, **specific preference will be given to shoulder grading and drainage works.**

For Urban roads, asphaltic concrete should be the preferred surfacing material applied, unless otherwise directed under engineering advice.

The Shire is not the only organisation to have assets within the road reservation. Works conducted by service authorities (e.g., power, telephone and gas suppliers) have a significant effect on the Shire's roads as activities such as saw cutting and digging of trenches, weakens the base. Even though the trenches are reinstated, the integrity and soundness of the pavement layer is never the same and is therefore more susceptible to failure.

Maintenance Planning must therefore include management of 'Works By Others', to ensure that:

1. Works carried out by others are done so in accordance with Shire of Dardanup specifications for (in particular) traffic management, consultation with residents and coordination with other agencies; and
2. Reinstatement works are carried out in a timely and professional manner. Where reinstatement is considered inadequate, then the initiating agency must be instructed accordingly to ensure that all necessary rework is conducted to make good the Shire asset(s).

Routine Maintenance Activities at the Shire of Dardanup are undertaken in accordance with the following prioritisation/assessment process:

Activity Purpose Group	Activity Description	Needs Assessment Methodology	Activity Priority (1 = Highest)

Safety	Pothole/Pavement Repairs	Routine, (monthly), inspection by Patching Truck	
	Vegetation Clearance (for Sight Line Maintenance)	Inspection by Grader Drivers during routine works	
	Stormwater Damage Control/Repair	Seasonal inspection prior to storm season	
	Line marking/Delineation (incl. Edge Markers)		
	Minor Shape Correction (Defects < 20 M^2)		
	Repair of Sand Holes in Gravel Roads	Grader Driver's notation to Operations Manager	
	Removal of Mature Trees in Clear Zone	Grader Driver's notation to Operations Manager	
	Footpath Repairs (e.g., for Trip Hazards)		
	Emergency Culvert Repairs	Customer Complaint / Request	
	Emergency & Incident Response	Customer Complaint / Request	
	Minor Repair or Replacement of Safety Barriers (Defects < 10m)		
	Repair/Replace/Maintain Traffic Control Signs	Routine, (monthly), inspection	
Preservation	Crack Sealing (Sealed Roads)		
	Drainage Cleaning/Repairs (Surface/Sub-Surface Drains, GPT's, Pits & Culverts)	Seasonal inspection prior to storm season	
	Kerb/Edge Repairs (Defects < 20 m)	Annual inspection by Works Supervisor	
	Shape Correction Grading (Unsealed Roads)	Routine 'See & Fix' works by Grader Drivers	
Aesthetics /Amenity	Verge Mowing (for other than Sight Line Maintenance or Fire Hazard Reduction)	Routine, (monthly), cycle – Townsites Only	
	Litter & Debris Removal (incl. removal of Graffiti/Posters etc.)	Customer Complaint / Request	
	Street Sweeping	Routine, (monthly), cycle by Contractor	
	Repair/Replace/Maintain Street/Location Signs	Routine, (monthly), inspection	
	Graffiti Cleaning	Customer Complaint / Request	

Table 3.10 – Routine Maintenance Selection and Prioritisation

3.5.3 Service Standards (Intervention Levels)

Intervention levels support the quality of assets provided to the community as they define trigger points in determining the type of works to be conducted. Having defined intervention levels also assists the Shire in being able to organise

maintenance works on a risk priority basis, rather than being susceptible to conducting works on a chronological basis or as the result of pressure from individuals within the community.

It is considered that one of the greatest benefits of intervention levels is in assisting to provide a sound legal argument as to why certain works were, or were not, conducted. This is central to any defence that the Shire may need to raise in respect of its Duty of Care under the Civil Liability Act 2002.

Section 5Z of the Civil Liabilities Act 2002 provides 'Special protection for road authorities. The presence or absence of Intervention levels in supporting the decision making of Officers related to conducting or not conducting road work has been the determining factor in deciding such cases in the past.

Appendix B to this plan details the frequency of inspections and (for each asset hierarchy class) provides an overview of intervention levels and response times as applicable. The Shire strives to meet all targets as set out at Appendix B, however, recognises that external factors (environmental, operational or resource constraints) may impact on delivery. Accordingly, a tolerance of 10% has been applied and Council will aim to comply with set targets at least 90% of the time.

The Shire of Dardanup's inspection procedures are designed to identify hazards or defects that have the potential to create a risk of damage or inconvenience to the public. Inspections may result in the programming of maintenance work, asset renewals or changes to processes.

The inspection regime for road assets is aligned with the road hierarchies, the annual preparation of the Program of Works - Roads and the capital works delivery contracts. Inspections may be conducted annually, monthly, or weekly:

- **Bi-Annual Inspection:** Assets are visually inspected once every two years;
- **Annual Inspection:** Assets are visually inspected once per calendar year (or every twelve months);
- **Monthly Inspection:** Assets are visually inspected once per calendar month; and
- **Weekly Inspection**: Assets are visually inspected once per week (7 days).

The Shire of Dardanup's response to hazards will be based on hierarchy, priority, and safety. Response times as detailed in Appendix B are measured from the time the hazard is identified by the Shire. The nominated time is not precise, and a 10% margin is allowable.

3.5.4 Key Performance Indicators

In addition to the delivery and design standards defined within the Shire of Dardanup Roads Maintenance Management Guideline 2016 and the Financial Sustainability KPI established within the Asset Management Strategy Review 2020, the following key performance indicators have been established for the road network:

Roads KPI's (Part 1) Community Outcomes				
Outcome	**Performance Measure Objective**	**Performance Measure Process**	**Performance Measure Target**	**Current Performance (2023/24)**
Quality	Well maintained and suitable road network	User satisfaction measurement survey	70% of respondents are satisfied	
		Customer requests /complaints	Less than 20 complaints per 100 km per year related to network condition Target worst case 100 complaints in total per annum	
	Overall road condition	Annual visual condition survey	80% of network meets or exceeds target overall condition for hierarchy class	
Functionality	Road network meets user requirements	Customer perception of suitability for purpose	Less than 1 request for upgrade or expansion per 100 km per year (including requests related to landlocked properties). Target worst case 5 requests per annum	
	Provide a fully accessible network	No. of road closures per annum of inaccessibility due to lack of maintenance	Less than 3 per 100 km per annum.	
Safety	Provide a safe network	Number of injury accidents	Less than the Southwest Region Rural	

			average	

Table 3-11a Service Levels for Roads - Key Performance Measures (Part 1)

Roads KPI's (Part 2) Legislative Requirements				
Outcome	**Performance Measure Objective**	**Performance Measure Process**	**Performance Measure Target**	**Current Performance (2023/24)**
Compliance	Meet criteria detailed in Licenses, Acts or Regulations	Annual external audit of compliance with Legislative/Statutory requirements	100% compliant	100% compliant
Sustainability	Plan capital renewals in line with asset consumption (Depreciation)	Sustainability ratio	0.7 – 0.9	0.4
Accessibility	Provide a fully accessible network	No of road closures per annum of inaccessibility due to lack of maintenance	Less than 3 per 100 km per annum	1 per annum
Cost Effectiveness	Manage the road network at the agreed standards for the lowest lifecycle cost	User satisfaction measurement survey	90% of customers believe the road network provides good value for money	To be determined (data not collected in Catalyse Survey)
	Undertake proactive maintenance	Determine the ratio of planned to unplanned maintenance conducted.	75% of non-capital expenditure should be planned maintenance in accordance with a schedule of works.	To be determined (data not currently recorded)
	Minimise rework and variation	Ensure that works conducted are planned and done right the first time to minimise waste	Less than 5% of works require rework or variations	To be determined (data not currently recorded)
	Make efficient use of Contractor resources	To be determined	To be determined	To be determined
	Affordability – acknowledge that we can only deliver what we can afford	To be determined	To be determined	To be determined

Table 3-11b Service Levels for Roads - Key Performance Measures (Part 2)

Colour Code	Description
Green	Measured performance meets or exceeds KPI expectation
Yellow	Performance against KPI has not been measured to date
Red	Measured performance fails to meet KPI expectation

4 Future Demand

Council's fundamental role is to provide services to the community and its road assets are one means to support this. Consequently, future demand for road assets is tied to the demand for Council's services and this is a more complex consideration than purely population growth.

Issues such as changing demands for services, changing mixes in the balance between public and private service provisions and changing community expectations of service levels, all affect the need for road assets.

This asset management plan is critically driven by the needs of the services to be delivered. Therefore, meaningful road asset strategies cannot be developed in isolation or in the absence of comprehensive service strategies.

4.1 Demand Forecast

There are several factors that play an important part in determining the future demand requirements or changes required to the Shire's existing road asset portfolio to ensure that it meets the service levels documented in this Road Asset Management Plan.

These factors include:

- New subdivisional activity (industrial, commercial and residential precincts);
- Changes in land use;
- Population changes/density;
- Travel patterns (car usage, traffic volumes, public transport usage);
- Government and Council policy; and
- Regional factors including development.

These factors are interrelated. As well as the growth in the asset base, future demand impacts on the resources required for on-going maintenance activities.

The future demand for new road infrastructure is addressed in two ways:

1. The provision of infrastructure vested in the Shire through subdivision and development (as detailed in 3.5.1 above); and
2. Through Council's program of works. This is principally focussed on renewal of existing assets, however changes in travel patterns/land use necessitate some capital expenditure on the creation of new or upgraded assets.

Changes over time can have major effects on both existing and future traffic flows, volumes and routes. Current examples which are very likely to impact the Shire in the near future are the Bunbury Outer Ring Road (BORR) and the proposed City of Wanju development.

In order to fully assess the impact that these macro-scale activities will have on the micro-scale operation of the network it is proposed that a Shire-wide Transportation Plan is developed that assesses all forms of road transport (including for example heavy vehicles and cycling) along with the adequacy and capacity of the network to cope with these demands post construction of the BORR.

4.2 Population

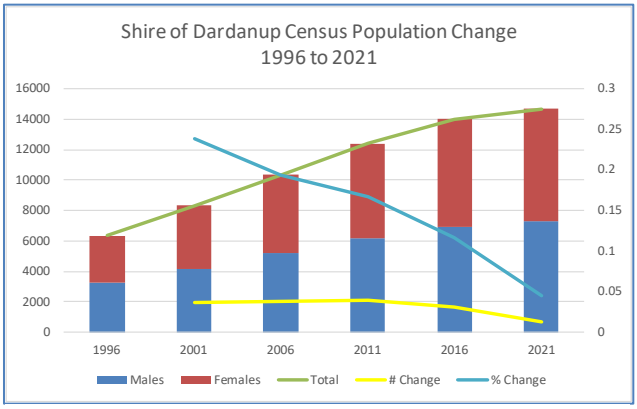
The Shire of Dardanup has experienced significant growth over the past 20 years. Net Migration In (NMI) to the Shire from 2001 to 2021 (the date of the latest published census at the time of writing) was 6,355 persons, at an average compounding growth rate of 13%. The peak of this growth occurred around the time of the 2001 census which reported the Average Growth Rate (AGR) at 23.9% from the previous (1996) census.

Although the Shire is still growing there has been a steady decline in the number of new people entering the Shire since 2001.

The estimated total population at the time of the last census was 15,214 persons, an increase of 527 people in 24 months, or approximately 1.7% per annum since the previous census.

Putting this growth into context, this represents more than doubling of the Shire's population and a corresponding increase in its infrastructure needs over the past fifteen years.

This has created sustained and ongoing demand for new and upgraded roads in the short, medium, and long terms. As a result of this increased demand **approximately 45.2% of the Shire's roads (194.7km of the total 430.7km network) are currently less than twenty-five years old.**



Source: 2021 Dardanup, Census All persons QuickStats | Australian Bureau of Statistics (abs.gov.au)

The development of new commercial and industrial sites in the Waterloo area and extensive residential growth around the Eaton town site has generated significantly increased volume of light and heavy commercial vehicles throughout the shire. The impact of this traffic is seen in the need for increased maintenance on the roads.

Important Note: The cohort of roads constructed over the past fifteen to twenty will likely all come up for renewal at approximately the same time, and certainly within the next five to ten years. As noted below with reference to the City of Wanju, significant additional expansion of the Shire's assets is also likely to have commenced by then.

Delivery of both major expansion and major renewals demands at the same may induce stress in the Shire's ability to service the total demand, especially in the areas of financial capacity, project management, and ongoing maintenance support.

Collectively, these factors create a future financial burden to all ratepayers as both the existing network deteriorates at an increased rate, and the new network assets begin to deteriorate requiring further capital investment.

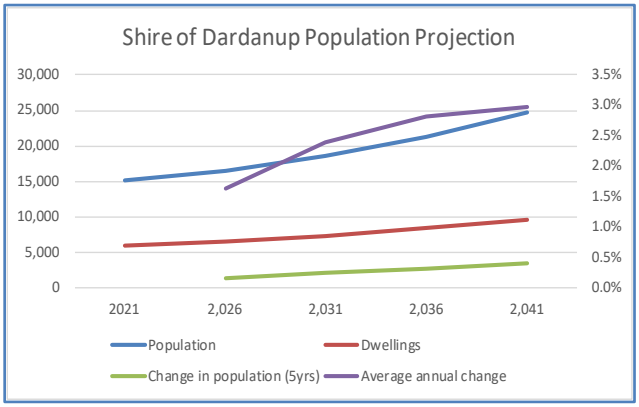
Note: Some (but not all) of the impact of heavy traffic on the Shire's roads can be recouped through fees and charges where specific Extractive Industry Licences (EIL's) are issued. The level of these fees and charges is reviewed when the EIL is due for renewal (usually every three years), however, it is not normally possible to recoup 100% of the replacement cost of the asset and the funds received can only be spent on the roads nominated in the EIL.

Businesses and industries that are traffic generators include:

- Extractive Industries and Mining – heavy haulage vehicles, long term duration with potential for extensive damage to the network – some offset of costs available through EIL processing
- Farm Forest Plantation and harvesting – log trucks, intensive but finite duration each harvest. Some (limited) potential for cost-recovery where this has been allowed for through the Development Approval process;
- Wine production – trucks, intensive but seasonal;
- Changes in cropping practices;
- Changes to the dairy Industry - more intensive programs; and
- Tourism/ buses.

The nature of the Shire has changed significantly with extensive residential development in the west of the Shire at Millbridge and Parkridge. Changes in the age structure and cultural diversity of the Shire's residents also pose significant challenges in the management of current and future demand for quality lifestyles and managing ongoing growth in a sea change community.

With planning for the proposed City of Wanju development currently in the final stages of preparation, and construction likely to begin within the next five years, a renewed step-change growth in the shire's population is expected.



Source: Population, households and dwellings | Shire of Dardanup | Population forecast (id.com.au)

It is expected that (over the next 15 to 20 years) the Shire's total population will increase to approximately 24,701 persons at an average rate of increase of 2.4% per annum. This growth in population, being primarily driven by new subdivision development, will necessitate the construction of a significant quantity of new roads-based assets.

The potential additional road length that the Shire may acquire from the City of Wanju development has been included in the projections provided in Section 3.5.1 Provision Level of Service (Development Plan) above.

The total possible length of new road includes approximately **226.8 km** of new Urban streets and **13.3** km of Industrial/Commercial grade roads. This will be a significant increase in the Shire's roads portfolio, being an increase of 55.74% over the present network and requiring a commensurate increase in the Shire's ongoing maintenance and renewals budgets.

All of the projected growth in the roads network from the City of Wanju will be of an Urban nature. Assuming that all of the projected growth occurs as planned, this change will fundamentally alter the nature of the Shire's road network in the future. As shown below, the current road network is predominantly (in excess of 76%) Rural in nature. Post construction of the City of Wanju, the Shire's road network will be predominantly Urban in nature (in excess of 51%).

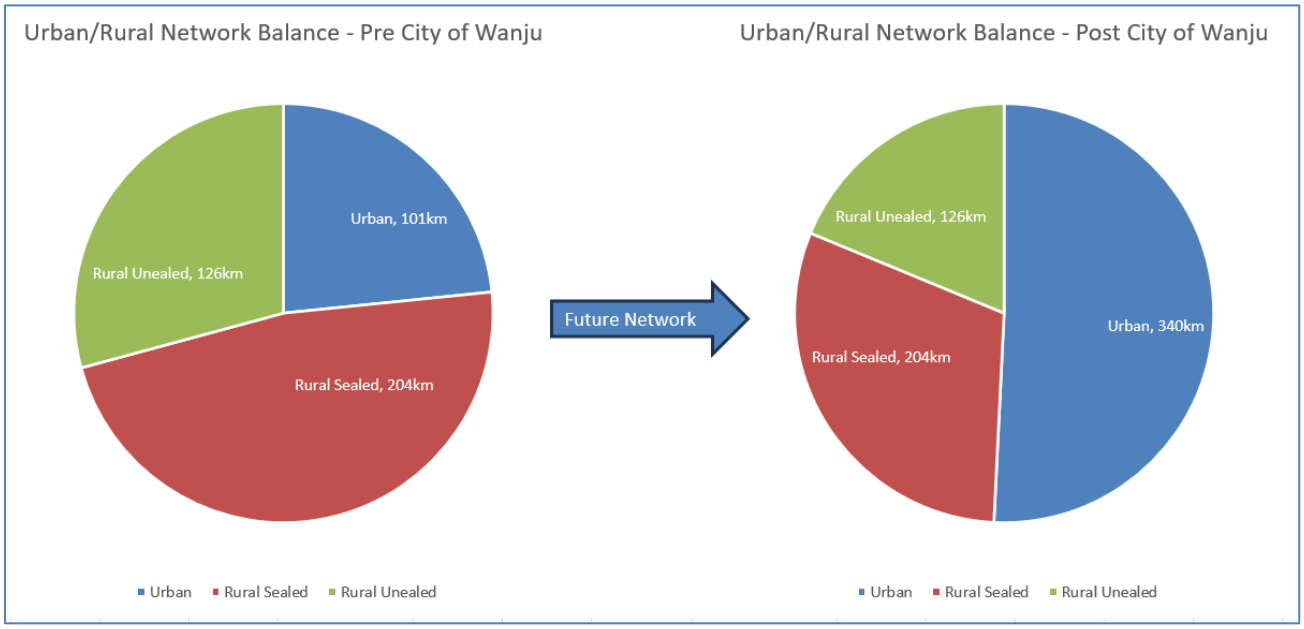


Figure 4.1 Network Change as a Result of the City of Wanju

The need for (and type) of service required by these networks are very different. Among other things, Urban roads, due to the presence of features such as kerbing and piped storm water drainage require a higher level of maintenance in the form of mechanical cleaning (e.g., street sweeping). The users of Urban style roads may also be less tolerant of defects that affect the aesthetics of the road as opposed to its functionality (which tends to be the predominant interest of Rural residents).

The Shire will need to be aware of, and ready to respond to, these changes in source and type of demand for service as

they occur.

4.3 Changes in Technology

The Shire is continuously monitoring new asset treatments or changes within the industry that may be available to increase the life of its assets.

It must be acknowledged that the Shire of Dardanup is not an active 'early adopter', nor does it actively undertake research and development of new technologies in its own right. Rather, the Shire of Dardanup is an opportunistic consumer of alternative delivery methodologies that may be offered to it from time to time by external parties, contractors and neighbouring Local Governments. This position necessarily limits the Shire's access to innovative technologies to those that are seen to be commercially viable by its suppliers and partner agencies.

Technology changes that could affect the delivery of services covered by this Road Asset Management Plan are documented in the following table:

Technology Change	Potential Effect on Service Delivery
Vehicle safety	Improved vehicle design and quality will mean that the road condition will become less important as the vehicles will be able to accommodate minor shape loss / deformations better.
Bitumen quality	Bitumen manufacturers are constantly developing new products to suit modern day applications to cope with increased traffic volumes, increased solar radiation and environmental cracking. These improvements may mean road surfaces have a longer useful life and require less maintenance over their life.
Trenchless Technologies	By promoting the use of trenchless methodologies by utility providers, the impact of works by others on Council's assets can be reduced as the soundness of the road and footpath pavements is not compromised when installing new services within the road reserve.
Recycled Materials	Exploring the option of using recycled materials will have a dual impact in terms of reduction in greenhouse gas emissions and potential reduction in initial asset construction costs, thereby enabling more assets to be renewed with the same allocation of annualised funds. The development of the Bunbury Outer Ring Road has recommended the use of Crushed Recycled Concrete (CRC) as a pavement layer material for trial use on Local Government Roads. The Shire of Dardanup is not directly involved in these trials. The Shire will assess the outcomes to judge the suitability of this material for use in future projects.
Remote Data Access	The ability to collect road information such as As-Constructed details, defects, and condition through use of mobile technologies enables a faster, more responsive delivery of services. This leads to an overall improvement in the level of service experienced by the road user at reduced cost to the Shire (by comparison to manual data collection methodologies).

An opportunity for the Shire of Dardanup to increase the rate of Urban resurfacing, without a major increase to the annual cost of these works has been identified. This involves the application of one of two alternative forms of surfacing material (selection based on engineering advice):

- '**Slurry Seal':** A slurry seal is a homogenous mixture of emulsified asphalt, water, well-graded fine aggregate and mineral filler that has a creamy fluid-like appearance when applied. Slurry seals are used to fill existing pavement surface defects as either a preparatory treatment for other maintenance treatments or as a wearing course. There are three basic aggregate gradations used in slurry seals:
  1. Type I (fine). This type has the finest aggregate gradation (most are smaller than the 2.36 mm (No. 8) sieve) and is used to fill small surface cracks and provide a thin covering on the existing pavement. Type I aggregate slurries are sometimes used as a preparatory treatment for HMA overlays or surface treatments. Type I aggregate slurries are generally limited to low traffic areas.
  2. Type II (general). This type is coarser than a Type I aggregate slurry (it has a maximum aggregate size of 6.4 mm (0.25 inches)) and is used to treat existing pavement that exhibits moderate to severe ravelling due to aging or to improve skid resistance. Type II aggregate slurry is the most common type.
  3. Type III (coarse). This type has the coarsest gradation and is used to treat severe surface defects. Because of its aggregate size, it can be used to fill slight depressions to prevent water ponding and reduce the probability of vehicle hydroplaning.
- **'Stone Mastic Asphalt':** Stone Mastic Asphalt (SMA) is a thin asphalt surfacing mix, which has particularly good rut resistance properties and excellent durability compared to standard asphalt. It can also be used as a base course mix. While it is primarily used for heavily trafficked roads and is the preferred surfacing in some countries,

SMA can be used for all types of pavements.

It is basically a gap-graded asphalt mix, (primarily for surface courses), with a high proportion of coarse aggregate which interlocks to form a stone skeleton to resist permanent deformation. The mix is filled with a mastic of bitumen and fillers, to which fibres are added to provide adequate stability to the binder and prevent drainage of binder during transport and placing.

In addition to its structural capabilities, the SMA surface has a rough texture which offers a good skid resistance over time and can reduce road surface noise.

The Shire of Dardanup has not previously utilised either of the above types of asphalt. However, both materials can be laid in relatively thin layers (by contrast to traditional Dense Graded Asphalt (DGA) used in the majority of situations.) Rather than removing the existing surface layer prior to resealing, it is possible to simply plane off a small proportion of the existing surface (sufficient to remove any major deformations) and then overlay with a thin waterproofing layer while filling any remaining depressions.

This approach may provide significant cost/benefits to the Shire, allowing a greater extent of resurfacing in urban areas at the same (or similar) cost to traditional methods.

The Shire will select suitable trial sites during preparation of its Program of Works for Roads to assess the above processes.

4.4 Demand Management Plan

As outlined previously, the Shire of Dardanup's level of demand for road related assets is likely to continue to increase proportionally with the ongoing population growth and predicted demographic changes. Ongoing demand for new services will be managed through a combination of:

- Managing existing assets to maximise utilisation and life;
- Upgrading existing assets only where necessary;
- Providing new assets to meet demand;
- Transitioning to a deliberate focus on renewals over time; and
- Demand management.

Demand management is a technique to ensure that goods and services are delivered effectively at times when demand pressures exceed capacity to supply, and market forces to achieve balance do not exist. The process is employed by governments where demand cannot be met and additional resources either within the government or the private sector are not available.

It involves managing the service delivery cycle to influence demand for services and the economic, financial, and human resources required for effective delivery of those services.

Common strategies that can be applied to change service demand include:

- Introducing alternative services;
- Targeting services to areas of real need;
- Outsourcing service delivery;
- Educating the community to achieve informed, reduced demand for services;
- Legislative or regulatory restrictions on access to the service;
- Rationing or means-testing access to some services; or
- Introducing charges for some services

Of the above solutions, the most appropriate methodology for the Shire of Dardanup is likely to be Education of the Community, given the lack of available alternative service supply agencies for the services that the Shire provides (in particular for roads), and the undesirability of any form of restriction to those services.

Education of the community to achieve reduced demand requires high-level buy-in and support from, in particular Elected Members, who represent the interface between the Shire and the community. Responding to demand for services appropriately, (i.e., explaining why some demands may not be able to be met, or may only be able to be partially met) will predominantly fall upon these personnel.

In line with the strategic introduction of alternative services, Council adopted the Shire of Dardanup Bicycle Plan at the Ordinary meeting of 22nd March 2023. The primary intent of this Plan is to improve the extent and accessibility of the off-road bicycle network to promote healthy lifestyles and the use of bicycles over private motor vehicles. As the proposed Actions arising from this Plan are funding dependant, this initiative may not show benefits for some time, (possibly measured in decades).

Realistically, given the Shires growing population, increasingly urbanised demographics, and position as a satellite of the City of Bunbury, it is unlikely that fundamental changes can be made in the way that residents choose to travel. It is most likely that personal transportation will continue to favour private motor vehicles over public transport and that heavy transportation will continue to favour trucks in the absence of a viable rail-based alternative.

This suggests that the most appropriate response to the current level of need is to plan for new and upgraded road related assets for the long-term future. Doing so will be a significant challenge for the Shire while concurrently facing increasing demand for renewals of its existing (aging) asset portfolio.

This indicates a pressing need to effectively identify and manage discretionary spending across all asset types to ensure that funds are available when required to meet these demands.

5 Risk Management

The Shire of Dardanup has limited resources to manage its road network and must develop systems that ensure resources are directed to the areas of most need and with the greatest benefit.

5.1 Risk Management Procedures

Management of Risks within the Shire of Dardanup is conducted in accordance with the Shire of Dardanup Risk Management Governance Framework (most recent Version at the time of writing is 2023.) All Risk Assessment and Mitigation Selection detailed below has been conducted in accordance with this Framework.

For the avoidance of doubt or duplication, the principles of the Risk Management Governance Framework have not been repeated here, and the above document should be construed to be an Annexure to this document.

Assessment of service delivery of infrastructure assets has been conducted to find any major systemic risks. The risk assessment process documents credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for non-acceptable risks.

Significant Risks requiring prioritised corrective action for road infrastructure are summarised below.

Asset Risk	What can Happen	Risk Rating	Risk Treatment Plan
Road Pavement (basecourse)	Cracks and moisture penetration to the base course causing accelerated deterioration.	High (12)	Programming of routine road inspections as part of preventative maintenance programs. Regular maintenance and inspection to be conducted under the drainage asset program to reduce the impact of flooding on the road.
Road Seal and Pavement (basecourse)	Edge breaks/edge drop off in un-kerbed road. Hazard to traffic Leads to accelerated seal and shoulder damage and increased exposure to erosion, moisture penetration and undermining of pavement.	High (12)	Shoulder reconstruction and programming of routine road inspections as part of preventative maintenance programs.
Road Seal and Pavement (basecourse)	Potholes and moisture penetration to the basecourse causing accelerated deterioration damaging seal and basecourse.	High (12)	Annual crack sealing, resealing programs and programming of routine road inspections as part of preventative maintenance programs.
Sub-standard road alignment	Increased potential for vehicle accidents due to blind curves and crests.	Moderate	Road improvement programs.
Kerbing	Cracked and misaligned kerb, hazard to pedestrians and motorists.	Moderate	Repair kerb sections and programming of routine road inspections as part of preventative maintenance programs.
Intersections	Poor visibility leading to traffic hazard. Safety prioritisation	Moderate	Improve intersection configuration in line with contemporary design standards.

Table 5-1 Risks and Treatment Plans

Assessment of risk factors is conducted as part of the annual Visual Condition Rating inspections under the WALGA/AARB Condition Assessment Manual 2016. The reporting process identifies potential risks to be recorded against each asset. Once the data has been recorded at completion of inspections, priority works are reviewed. Any necessary immediate remedial works are passed on to the Operations team for action.

Where identified issues are of either of low risk or high cost (i.e., more than the Capital Works threshold as defined by Administrative Policy AP008 - Significant Accounting Policy) proposed remedial actions are utilised to revise and refine the 10 Year Forward Works Program for Roads and the subsequent Annual Capital Works Budget proposals.

6 Lifecycle Management Plan

Lifecycle management provides broad strategies and work programmes required to achieve goals and standards outlined in previous sections of this plan.

Assets are created and acquired to deliver required services for the Shire. These assets are operated and maintained throughout their useful life and their performance and condition are monitored to ensure they deliver the necessary service.

This section presents an analysis of available asset information and the life cycle management plans covering the key work activities necessary to run the asset portfolio including:

- Operations – including administration costs, utilities costs, cleaning etc.;
- Maintenance – proactive (planned) and reactive (unplanned) to keep the assets and facilities serviceable, but not increase its service potential;
- Renewal / replacement and rehabilitation to restore the infrastructure to near original condition or replacement with another;
- New capital, vested assets and levels of service (improvements), and regulatory improvements including acquisition of new facilities or upgrade beyond the original design;
- Asset Disposals.

Options for future consideration include alternative service provision models (e.g., service centralisation, use of non- Shire assets in the community and the like). Each of the road asset categories is discussed separately below.

6.1 Background Data

6.1.1 Physical Parameters

The Shire of Dardanup has approximately 534km of roads, with road maintenance and renewal programs consuming a significant amount of the Shire's budget. For this plan, the road asset class includes the following categories:

Roads		
Road Type		**Length (km)**
Sealed	Thin Surface Flexible	197.45
	Asphaltic Surface	100.98
	Concrete	1.8
Unsealed	Paved	96.22
	Formed Tracks	34.27
Total		**430.72**

Table 6-1 Road Network Summary

The data on roads is held in the Shire's RAMM database. The network hierarchy is distributed as follows:

Road Length by Hierarchy Class		
Hierarchy	**Length (kms)**	**Percentage**
Regional Distributor Rural	58.24	13.52%
Regional Distributor Urban	0.97	0.23%
District Distributor Rural	24.92	5.79%
District Distributor Urban	7.12	1.65%
Local Distributor Rural	36.68	8.52%
Local Distributor Urban	7.58	1.76%
Rural Local Roads 1	93.21	21.64%
Urban Local Roads 1	29.17	6.77%
Rural Local Roads 2	116.93	27.15%
Urban Local Roads 2	55.46	12.88%
Private Road	0.44	0.10%
Totals	**430.72**	**100%**

Table 6-2 Road Hierarchy Summary

6.1.2 Asset Valuations

The Fair Value of the Shire's road assets was last calculated in accordance with AASB 13 in March 2022 using the RAMM data with independent review and update of the unit rates by an external consultant (TALIS Pty Ltd). The next revaluation of the council's roads assets will be carried out in 2025/26, with the new data being populated below when completed.

ASSET CLASS	ASSET SUB CLASS	COMPONENT	COMPONENT SUB TYPE	REPLACEMENT COST	DEPRECIATED REPLACEMENT COST	CURRENT CUMULATIVE DEPRECIATION	ANNUAL DEPRECIATION
Roads	**Sealed**	Surface		$46,020,289	$31,732,348	$14,287,941	$1,577,051
Roads	**Sealed**	Pavement	Subbase	$59,774,259	$49,632,103	$10,142,156	$398,495
Roads	**Sealed**	Pavement	Base	$35,864,555	$25,754,099	$10,110,456	$550,839
Roads	**Sealed**	Subgrade	Built	$5,756,097	$5,756,097	$0	$0
Roads	**Swc**	Sw Channel	Kerb Barrier	$9,907,095	$5,304,491	$4,602,604	$165,118
Roads	**Swc**	Sw Channel	Kerb Mountable	$727,100	$473,377	$253,723	$12,118
Roads	**Swc**	Sw Channel	Open Drain (Excavated)	$101,350	$101,350	$0	$0
Roads	**Swc**	Sw Channel	Table Drain (Shallow)	$3,109,770	$3,109,770	$0	$0
Roads	**Swc**	Sw Channel	Kerb Flush Edge	$15,730	$13,890	$1,840	$262
Roads	**Swc**	Sw Channel	Kerb Semi Mountable	$825	$728	$97	$14
Roads	**Unsealed**	Pavement	ALL	$147,000	$73,500	$73,500	$7,350
Roads	**Unsealed**	Pavement	Formed	$843,600	$421,800	$421,800	$42,180
Roads	**Unsealed**	Pavement		$6,565,635	$3,282,818	$3,282,818	$328,282
Roads	**Unsealed**	Subgrade	Built	$1,221,238	$1,221,238	$0	$0
Roads	**Unsealed**	Subgrade	Unformed	$108,826	$108,826	$0	$0
Roads	**Unsealed**	Subgrade	Formed	$103,680	$103,680	$0	$0
Roads	**Structure**	Traffic Control	Speed Cushion Set	$11,561	$10,983	$578	$771
				$170,278,610	**$127,101,096**	**$43,177,513**	**$3,082,479**

Table 6-3 Road Asset Fair Values (as of March 2022)

As shown above, a road is made up of many separate components. These all have different useful lives and residual values. These separate components are as follows;

- Clearing, earthworks and formation (usually not depreciated);
- Pavement (including gravel);
- Road seal (asphalt, aggregate, concrete etc.); and
- Kerb and road furniture (e.g., traffic control devices and signage).

In calculating the Fair Value of the assets, the following residual values and useful life assumptions(as defined in Administrative Policy AP008 - Significant Accounting Policy) have been applied to the Shire of Dardanup road network:

Sealed Roads and Streets	**Residual Value**	**Useful life**
Formation	Not depreciated	100
Pavement (Local Access Roads)	20%	30 to 80 years
Seal: Bitumen	20%	20 years
Seal: Asphalt	20%	40 years
Seal: Brick Paving	20%	40 years
Kerbing	0%	60 years
Drainage	0%	40 years
Gravel Roads	**Residual Value**	**Useful life**
Formation	Not depreciated	100
Pavement	20%	10 to 20 years

Table 6-4 Asset Residual Value and Useful Life Assumptions

Across all road asset components, the current **Average Useful Life** of the Shire of Dardanup's Road asset portfolio can be

calculated to be **41.23 years** by dividing the Fair Value (Depreciated Replacement Cost) by the Annual Depreciation allocation (i.e., $127,101,096/$3,082,479 = 41.23.)

6.2 Maintenance Activities

Routine 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. Maintenance includes capital (planned), reactive (unplanned) and cyclic (scheduled) maintenance work activities:

- Capital maintenance is upgrade, renewal or repair work that is identified and managed through the budget preparation process.
- Reactive maintenance is unplanned repair work conducted in response to service requests and management/supervisory directions.
- Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including road grading, etc. This work generally falls below the capital/maintenance threshold.

6.2.1 Capital Maintenance

Capital maintenance expenditure is major work that **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/expansion or new works expenditure.

At its Ordinary Council Meeting of 26 April 2023, (**Council Decision: OC0306**), the Council Received an updated 10 Year Program of Works for Roads as recommended for adoption by the Integrated Planning Committee in line with the requirements of the WA Integrated Planning Framework.

The program includes planned capital maintenance, including resurfacing of town and rural distributor roads and gravel re-sheeting of unsealed roads. A summary of the financial implications for the life of this program (as at 2022/23) is tabled below.

	LTFP ($k)			Grants Income (Estimate) ($k)			Council Nett Contribution ($k)		
Year	Published LTFP (2021/31)	Proposed Plan (PoW 2022/32)	Variance to Published LTFP (2021/31)	Published LTFP (2021/31)	Proposed Plan (PoW 2022/32)	Variance to Published LTFP (2021/31)	Published LTFP (2021/31)	Proposed Plan (PoW 2022/32)	Variance to Published LTFP (2021/31)
2023-2024	$2,660	$2,289	-$370	$1,699	$1,516	-$183	$960	$773	-$187
2024-2025	$2,069	$2,965	$897	$1,316	$2,093	$777	$753	$873	$120
2025-2026	$2,148	$1,985	-$163	$1,316	$1,195	-$121	$832	$790	-$42
2026-2027	$3,454	$2,382	-$1,071	$1,916	$1,585	-$331	$1,538	$797	-$741
2027-2028	$2,592	$2,624	$32	$590	$1,178	$588	$2,002	$1,446	-$556
2028-2029	$2,465	$2,353	-$113	$881	$1,136	$255	$1,584	$1,217	-$367
2029-2030	$3,363	$2,311	-$1,053	$1,450	$1,167	-$283	$1,913	$1,144	-$769
2030-2031	$3,980	$1,770	-$2,209	$1,662	$786	-$876	$2,318	$984	-$1,334
2031-2032	$3,182	$2,211	-$971	$1,042	$950	-$92	$2,140	$1,261	-$879
2032-2033	$0	$2,326	$2,326	$0	$648	$648	$0	$1,678	$1,678

Table 6-5 10 Year Capital Works Programme Summary

As noted at Section 4.2 *Population Growth* above, approximately 45.2% of the Shire's roads (194.7km of the total 430.7km network) are currently less than twenty-five years old. Most of these roads are sealed roads in urban areas (predominantly in Millbridge and Parkridge.)

Since their creation, this has had the effect of providing the Shire with a relatively high, easily sustainable, level of service due to the low capital and routine maintenance requirements of these new assets. None of these roads have suffered significant levels of physical deterioration, nor have they required resurfacing or reconstruction (yet). The Shire has therefore had the benefits of the utility of these roads without the associated cost.

However, of the roads less than twenty-five years old, 69.8% (135.9km of the 194.7km) are older than ten years. This suggests that over the next five to ten years the Shire should expect to see an increase in the need for unplanned

maintenance on these roads due to the appearance of potholes, rutting or the like. Towards the end of the next five-to-ten-year period most of this cohort of roads will reach end-of-life of their sealed surfaces, requiring a significantly increased level of planned capital expenditure in urban areas.

The Shire's current (2023/24) budget for roads capital maintenance allows for 5.5 km of road to be maintained by all forms of treatment. Given the overall length of network being maintained (430.7 km), this is considered insufficient for long term sustainability of the network.

The useful lives of the Shire of Dardanup's road assets are defined in Administration Policy AP008 - Significant Accounting Policy. Based upon the useful lives defined in Policy AP008, an (un-optimised) sustainable road investment program for the Shire of Dardanup that allows for all roads assets to be renewed prior to failure should allow for approximately 32.46 km of renewal, made up as follows:

- 300.23 km sealed surface / average 20-year life =18.76 km per year renewal
- 300.23 km sealed pavement / average 60-year life = 5.0 km per year renewal
- 130.49 km unsealed pavement / average 15-year life = 8.69 km per year renewal

An optimised investment program would reduce the total length of renewal required by ensuring that the timing of treatments for sealed pavements coincides with the optimal treatment cycles for the surface at the same location. The optimal annual treatment budget should therefore allow for (in the order of) 28.5 km of treatments of all types.

As demonstrated in the analysis provided in Section 3.5.1 Provision Level of Service (Development Plan) above, the Average Annual Budget for reinvestment (Renewals) over the next 10 Years in the currently approved Budget amounts to $792 Thousand per annum, or in the order of 25.6% of the Idealised Annual Expenditure amount ($3.08 Million.)

The plan, therefore, fails to meet the desired sustainability ratio in these years, (annual depreciation is measured at approximately $3 Million). It is intended that this situation will be corrected over time as funds are transferred from network upgrade/expansion activities to network preservation.

It is recognised that achieving the optimal level of renewals expenditure (an increase of more than 537% over the present planned expenditure!) is unrealistic and unaffordable in the short to medium term.

To bridge the gap between the Idealised renewal programme and the affordable level of cost, progressive development towards a **Pragmatic Target Sustainability Ratio of 0.59** is proposed.

Incremental increases in the available Capital Renewals budget will be achieved by progressively reducing the projected Capital Expansion and Operational Maintenance budgets towards the values proposed in Idealised Model ($0 and $1.74 Million, respectively.) Savings in Capital Expansion and Operational Maintenance will be redirected to Capital Renewals.

Outcomes of Scenario modelling detailed in Section 3.5.1 Provision Level of Service (Development Plan) indicates that, over twenty-five years, the effect of the Pragmatic Solution (SR = 0.59) will be a reduction in asset Fair Value to result in future Fair Value of approximately $98.9 Million. This will likely result in the Average Condition of the network falling from the mid-point of range 2 (two) at present to the boundary between of 2 (two) and 3 (three) by 2048.

In the meantime, the Shire must therefore plan to direct limited renewal funds available towards ensuring that key road assets are preserved while reducing the level of service to lower priority network segments and actively managing the ongoing growth of the network through subdivision.

Allowing lower priority network segments to deteriorate to a lower level of service will, however, need to be clearly communicated to Council and the community to minimise the probable increase in customer complaint.

It is further recognised that the renewals component of the 10 Year Program of Works – Roads (2023 – 33) is severely constrained by cost due to competition for funds from planned network upgrades.

The planned activities to be conducted under the proposed 10 Year Program of Works – Roads (2024 – 34) is depicted in Figure 6.1 at right:

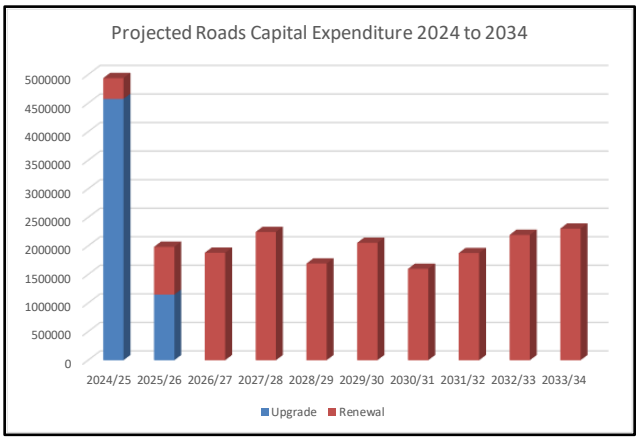


Figure 6.1 10 Year Road Renewal Program

6.2.2 Network Upgrades and Expansion

Network upgrade and expansion works are those that create a new asset that did not previously exist or works which upgrade or improve an existing asset beyond its original capacity. They may result from growth, social or environmental needs. 'Gifted' assets may also be acquired at minimal initial cost to the Shire from land development.

As noted in Section 3.5.1 Provision Level of Service (Development Plan) above, most of the Network Expansion activity within the Shire of Dardanup occurs through subdivision. At the time of writing, the rate of acquisition of new road related assets was in the order of 1.6km per annum at a value of approximately $541,000.

In addition to the above gifted assets, network upgrades/expansion of existing assets are conducted using the Shire's own resources. These works are detailed in the Program of Works – Roads. Prospective capital works projects are identified from various sources such as Councillor or community requests, identified by strategic plans or partnerships with other organisations such as Main Roads Western Australia through the Regional Roads Group (RRG).

6.2.3 Routine Maintenance

Routine road maintenance is performed as required, with activities such as road grading scheduled on a regular basis. All queries and requests relating to roads, drainage and infrastructure are directed through the Shire office. Staff record and lodge a customer action (Fusion) request and the matter is responded to by the relevant service provider as follows:

- Sealed roads are maintained on a reactive maintenance with potholes and defects being repaired as they occur; and
- Where re-sheeting has not been programmed, unsealed roads are regraded and rolled on a frequency suited to the utilisation rate of the road.

Annual expenditure on roads routine maintenance between 2019 and 2023 amounted to $1.73 million per annum on average. Over that period of time allocated Budgets increased by 31.5% (from $1.84 Million to $2.4 Million) whilst actual expenses over the same period increased by 58.43% (from 1.53 Million to $2.05 Million). The actual buying power of the available budgets have therefore reduced by approximately 4% per annum (on average) over the time period presented.

These funds were distributed across multiple expenditure cost categories as shown in Table 6.7 below:

				Annual Actual Road Operations Expenditure ($k)				
Rank	**Cost Centre**	**Road Maintenance**	**Average**	**18/19**	**19/20**	**20/21**	**21/22**	**22/23**
6	**120**	**Grading - Shoulders**	$249,034	$22,652	$31,941	$182,102	$180,391	$205,500
1	**121**	**Rural Drainage**	$561,046	$302,789	$400,058	$243,382	$151,840	$304,545
13	**122**	**Culvert Maintenance**	$85,678	$27,346	$23,309	$88,003	$50,461	$25,076
3	**123**	**Unsealed Road Grading**	$406,479	$163,667	$136,686	$193,585	$232,963	$289,297
12	**124**	**Verge Slashing / Mowing**	$88,908	$46,797	$35,192	$45,157	$36,321	$58,803
17	**125**	**Weed Control**	$49,888	$19,203	$0	$1,356	$43,988	$60,173
11	**126**	**Verge Vegetation Management**	$93,240	$58,411	$57,550	$42,312	$40,098	$34,730
14	**127**	**Sealed Surface Crack Sealing**	$66,242	$69,896	$39,216	$26,115	$15,413	$14,964
9	**128**	**Sealed Surface Edge Repair**	$137,970	$32,488	$61,861	$50,646	$85,466	$114,464
4	**129**	**Sealed Surface Repair - General**	$325,157	$152,114	$113,368	$116,412	$254,095	$176,904
10	**130**	**Pavement Repair - General**	$108,668	$15,389	$30,512	$32,903	$137,309	$55,556
2	**131**	**Tree Pruning**	$430,259	$89,921	$236,735	$263,057	$299,817	$186,119
7	**132**	**Signs & Devices Maintenance**	$191,843	$97,871	$96,798	$81,337	$122,313	$81,289
15	**133**	**Road Sweeping**	$62,914	$18,304	$23,026	$36,085	$44,134	$35,737

				Annual Actual Road Operations Expenditure ($k)				
Rank	Cost Centre	Road Maintenance	Average	18/19	19/20	20/21	21/22	22/23
16	134	Urban Drainage - Cleaning	$62,909	$12,955	$31,237	$7,733	$39,465	$65,883
18	135	Urban Drainage - Repair	$41,766	$20,082	$32,950	$4,293	$30,663	$16,426
19	136	Kerbing Repair - General	$17,402	$9,544	$1,841	$13,464	$15,546	$3,109
20	137	Road Marking	$9,577	$16,664	$745	$0	$2,436	$4,098
8	138	Storm Damage	$168,348	$76,185	$62,537	$48,245	$83,861	$150,042
5	001	SUNDRY EXPENDITURE	$300,583	$47,968	$116,466	$115,431	$294,383	$177,210
		Allocated Budget:		$1,846,117	$1,873,407	$2,168,549	$2,418,706	$2,427,965
		Percentage Change Budget:			1.53%	14.43%	11.43%	1.36%
		Total Expenses:	$1,728,956	$1,300,246	$1,532,029	$1,591,616	$2,160,962	$2,059,926
		Percentage Change Expenses:			17.83%	3.89%	35.77%	-4.68%

Table 6.7 Roads Operations Expenditure (5 Year Average)

Although varying slightly in quantum year-on-year, the majority (in excess of $1.7 Million or @94% of all costs in 2022/23) of the Shire's roads routine maintenance expenditure has been directed toward a relatively small group of work types:

Cost Centre	Road Maintenance	Average Annual Expense	Avg Rank	2022/23 Expense	2023 Rank
121	Rural Drainage	$280,523	1	$304,545	1
131	Tree Pruning	$215,130	2	$186,119	4
123	Unsealed Road Grading	$203,240	3	$289,297	2
129	Sealed Surface Repair - General	$162,579	4	$176,904	6
001	SUNDRY EXPENDITURE	$150,292	5	$177,210	5
120	Grading - Shoulders	$124,517	6	$205,500	3
132	Signs & Devices Maintenance	$95,922	7	$81,289	9
138	Storm Damage	$84,174	8	$150,042	7
128	Sealed Surface Edge Repair	$68,985	9	$114,464	8
130	Pavement Repair - General	$54,334	10	$55,556	13

Table 6.8 Top 10 'Routine Maintenance' Cost Items

Rural drainage has consistently been the primary source of road maintenance expenditure over time. Similarly, costs for tree pruning and unsealed road grading have also required relatively consistent attention over time.

From this analysis, two observations can be made:

1. The Shire's historical expenditure on routine maintenance activities has traditionally focussed on the rural roads network. This may not be sustainable in the future given the increasing proportion of the Shire's urban road network which will begin to show signs of aging within the term of this Plan. The Shire should expect that an increased proportion of the overall budget is likely to be spent on urban costs centres in the future (e.g., Sealed Surface Repairs & Kerbing Repair). Savings will therefore need to be made in the rural expenditure categories in order to fund this probable shift in the maintenance demand centre of gravity.
2. There may be opportunities for the Shire to make savings in its routine maintenance program through improved scheduling of works. For example, it may be possible to make savings in traffic management costs by combining the (necessary and important) grading, pruning and drainage activities into a single operation per road (i.e., do everything, all at once, to avoid repeat mobilisation).

Further review will be required.

The Weighted Average Network Condition per Kilometre, as measured by the 2023 Visual Condition Rating survey is **2.8**.

In line with the WALGA/AARB Condition Rating system an overall condition assessment in the range 2 to 3 is described as *'Fair condition and likely to require light maintenance or resurfacing'*. This assessment indicates that the current maintenance expenditure levels are adequate to meet required service levels, however, further evaluation of operational costs is required to quantify the impact of changes in expenditure patterns upon levels of service.

Anecdotal evidence and superficial investigation at the time of writing indicate that some miscoding of costs has occurred in the past. This miscoding was a combination of both typographical error and inappropriate selection of cost centre (e.g., use of routine maintenance cost codes to account for minor works of a capital nature).

Correctly capturing and categorising these costs will assist the Shire to fully understand its funding requirements. For example, the Shire may be slightly understating the actual level of Capital works being conducted.

6.2.4 Asset Disposal

Disposal includes any activity costs associated with disposal of a decommissioned asset including sale, demolition or relocation. Disposal of road assets occurs infrequently but can occur when land boundaries change, or new roads are constructed adjoining an existing road. Disposed roads are either abandoned in place if safe or destroyed.

Temporary road closures (even if the closure may be for an extended period) are not considered to be asset disposals as the asset is retained, albeit at a lower level of service.

There are no road disposals currently planned within the Shire.

7 Financial Summary

7.1 Introduction

The Shire of Dardanup is committed to supplying quality services to the community. This section holds the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on the actual cost of delivery of the desired levels of service and current and projected future asset performance.

The Shire's 10 Year Long Term Financial Plan (LTFP) 2021-2031 ensures that decision-making and financial planning are undertaken with future impacts in mind. The LTFP is supported by the detailed 10 Year Program of Works – Roads (2024 to 2034) (included at Appendix C and D) for road related assets.

7.2 Accounting/Financial Systems

Under the WA Integrated Planning and Reporting Framework, the Shire of Dardanup must provide a Long-Term Financial Plan (LTFP.) This is a balanced, forward-looking statement of funding requirements designed to ensure that the Shire can address all its existing and future financial commitments.

The LTFP is informed by the capital and operational maintenance expenditure forecasts of the asset management plans. For the purposes of establishing standardised methodologies and processes for integration of the information contained within the asset management plans and the LTFP, the WA Department of Local Government, Sport and Cultural Industries has endorsed the National Asset Management Assessment Framework (NAMAF.)

The recommended NAMAF information flow is shown below[1]:

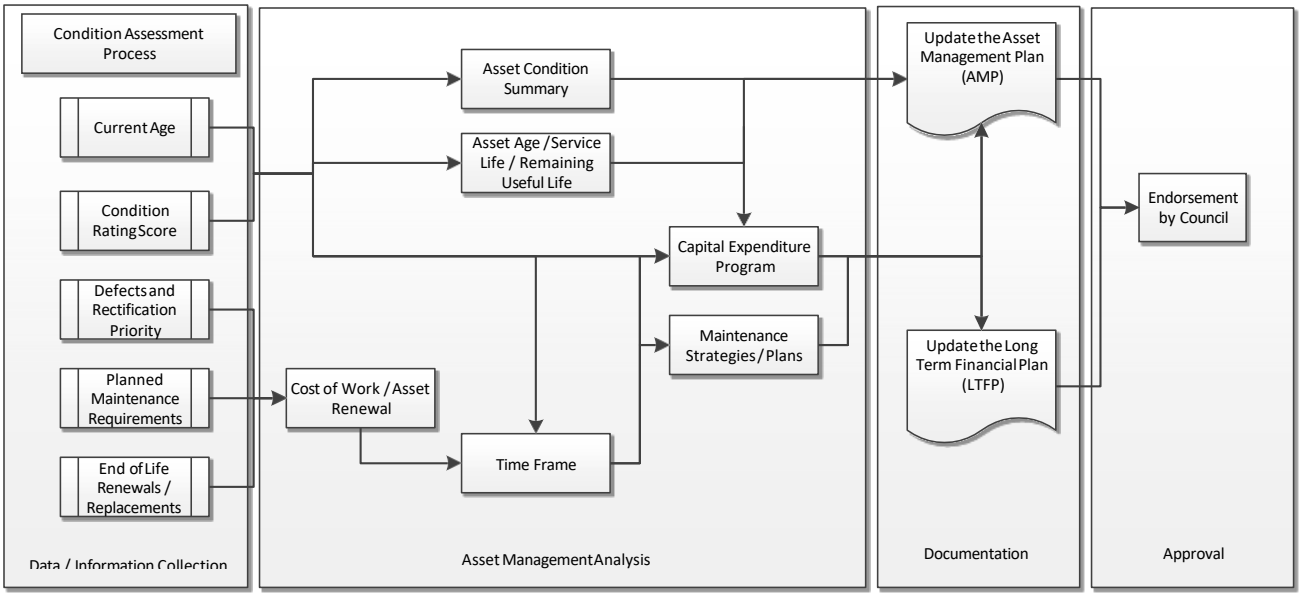


Figure 7.1 NAMAF Integration of Asset Management to LTFP Process

Sourced from: ***National Asset Management Assessment Framework - Phase 2 - Condition Assessment Protocols Report*****, GHD, May 2017**

7.3 Sources of Funds

The Shire currently receives income to maintain and operate the assets from several different areas, including rate revenue, State and Federal grants.

7.3.1 Roads Sources of Funds

The Shire of Dardanup funds its roads asset maintenance programs as follows:

Program	Funds Source
Routine/Minor Maintenance	• Rates or Reserves • Federal Roads to Recovery Programme • WA DLGC Direct Grant
Capital Works Programs	• Rates or Reserves • Federal Roads to Recovery Programme • Federal Local Roads and Community Infrastructure (LRCI) Programme • WA DLGC Direct Grant • South West Regional Roads Group • State Black Spot Funding Programme • National Black Spot Funding Program

It is the intention of the Shire of Dardanup to maximise access to available external sources of funds through focussed preparation of high-quality applications were possible.

A robust procedure for assessment of eligibility and application for grants is being developed as shown at right:

Figure 7.2 Grant Application Process

At the time of writing, roads capital works funds are proposed to be distributed as followings:

Sources of Funds							Use of Funds	
Year	Endorsed Plan (PoW 2023/33)	Proposed Plan (PoW 2024/34)	RRG	Blackspot	RTR/LRCI* *LRCI Stimulus Phase 4	Council Contribution (Revenue & Adjustments)	Renewal Costs	Upgrade Costs
2024/25	2,965,309	4,999,162	1,952,000	1,860,000	14,650	1,172,512	364,786	4,575,776
2025/26	1,984,676	1,992,032	1,028,000	0	460,350	503,682	836,115	1,148,417
2026/27	2,382,200	1,881,825	1,064,000	0	316,000	501,825	1,881,825	0
2027/28	2,624,351	2,245,409	809,000	0	316,000	1,120,409	2,245,409	0
2028/29	2,352,616	1,693,098	168,000	0	316,000	1,209,098	1,693,098	0
2029/30	2,310,843	2,055,590	596,000	0	316,000	1,143,590	2,055,590	0
2030/31	1,770,411	1,599,593	299,000	0	316,000	984,593	1,599,593	0
2031/32	2,210,856	1,875,724	304,000	0	316,000	1,255,724	1,875,724	0
2032/33	2,325,663	2,193,573	181,000	0	316,000	1,696,573	2,193,573	0
2033/34	0	2,304,797	123,000	0	316,000	1,865,797	2,304,797	0

Figure 7.3 10 Year Capital Works Program - Sources and Uses of Funds

8 Plan Improvement and Monitoring

8.1 Monitoring and Review Procedures

To keep this plan current in relation to progress, detailed service level reviews and new knowledge resulting from the asset management improvement program, the plan should be progressively reviewed and continuously updated with a major review every four years, as noted in the document quality control panel.

Ideally the plan will be reviewed prior to annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide the services in preparation of the annual budget decision process.

8.2 Asset Management Improvement Plan

The Shire has developed an overarching asset management improvement plan to set out the key tasks that the Shire intends to carry out over the next ten years to ensure that the Shire's assets are managed on a sustainable basis. This will assist in ensuring that the Shire continues to deliver services in line with community expectations.

The tasks detailed in the table below are related to the further development of the asset management plan and are intended to feed into the asset management improvement action plan.

Task No	Task	Resources Required	Timeline
1.	Interface/Integrate the asset management and financial system for valuation and annual depreciation purposes.	In-house and external resources	To be determined
2.	Complete the ongoing visual condition assessment for the entire road network to refine prediction models.	In-house resources and budget allocation	Ongoing
3.	Identify and collect missing asset attributes data for roads	In-house resources	Ongoing
4.	Review the levels of service to reflect the feedback from the community consultation, set targets and collect actual performance	In-house resources	Ongoing
5.	Conduct a road specific customer survey.	In-house and external resources	Ongoing – aligned to biennial customer satisfaction surveys
6.	Establish a system that can generate work orders with an automatically generated response time. This response time should be based on Council's service level matrix and preconfigured in the system based on asset hierarchy.	In-house resources and budget allocation	To be determined – links to ongoing finance system improvements
7.	Assess the structure and resources within Council, to ensure that the Roads Asset Management Plan can be effectively implemented.	In-house resources	To be determined – links to work force plan
8.	Pilot effective works management, asset inspection integrated with spatial, finance and asset systems.	In-house and external resources	Ongoing
9.	Review asset management plan to ensure alignment to the AM Strategy and Policy	In-house resources	Annually

Table 8-1 Roads Asset Management Improvement Plan

8.3 Personnel

Current personnel engaged in the asset management of roads are as follows:

Role	Incumbent	Current FTE Allocation	Recommended FTE Allocation
Asset Manager	Manager Assets	0.8	0.25
As Constructed Data Management Standards Management	Asset Engineer/Senior Officer (Role Currently Vacant)	0	1
Asset Inspectorate	*Role to be established*	0	2
GIS Support	*Role to be established*	0	0.5
Operational Service Delivery	Works Supervisor Roads (also engaged with other asset classes e.g., paths, drainage etc.)	1	1

Table 8-2 Personnel Time Commitment to Roads Asset Management

To complete all required activities for roads asset management (along with other asset classes) on an annual basis and to provide capacity for succession planning for specific asset management related skillsets, it is necessary to provide additional resources.

As the Shire's asset management strategy matures, more resource allocation and support of existing resources needs to be assigned. The scope of increased resource capacity needs is shown above.

Two additional role types are recommended:

1. **Asset Inspectorate:** This role is required in order to meet the necessary level of inspection on roads to provide input to the routine maintenance and long-term capital planning functions. As this role requires personnel to be working remotely, and to regularly to be on foot on or near the road, it is necessary for this role to be delivered by a two-person team In order to meet the Shire's duty of care obligations under the WHS legislation.
2. **GIS Support:** The Shire's roads-based information is predominantly stored in a spatial database (GIS) format. Keeping this information up to date, and making it available to the rest of the organisation is a constant effort. *Note: This role is fundamentally different to the role of the existing GIS & Data Analyst role employed within the Business Services Division. This role accepts new asset-related information from developers and contractors and creates new GIS data from those sources compatible with the Shire's Asset Management Systems. The existing GIS & Data Analyst role sources existing GIS data from external agencies (such as aerial imagery and data on assets belonging to service providers such as Watercorp etc.) and distributes that data via the Shire's Intramaps tools*.

8.4 Training and External Support

The Shire of Dardanup Asset Management System is supported by the Department of Local Government, Sport and Cultural Industries through training and advice under the National Asset Management Assessment Framework (NAMAF.) This program provides a benchmark set of activities and standards that the Shire of Dardanup should aspire to achieve.

In addition to the NAMAF program, individualised training opportunities for staff are undertaken as and when they become available. Examples of training accessed by staff to date include:

- IPWEA - Professional Certificate in Asset Management Planning
- IPWEA – Parks Management, Establishing Levels of Service (Practice Note 10.3)
- WALGA/RAMM – Road Condition Assessment
- WALGA/RAMM – Asset Valuation

9 Conclusions

The Shire of Dardanup Roads Asset Management Plan details the development, operations, and maintenance of the Shire's roads. It sets out strategies to ensure that the Shire's Road assets are maintained in a manner consistent with national engineering standards and community expectations. In most cases this is achieved through reference to documented procedures, processes and plans used to manage the Shire's roads. Detailed long term expenditure forecasts in the Long-Term Financial Plan 2021-2031 are included.

The plan notes that, while the Shire's Road assets are currently in '*Fair*' condition (with an average visual condition rating score of 2.5) this is likely to deteriorate in the medium term as the network ages.

Approximately 45.2% of the Shire's roads (194.7 km of the total 430.72 km network) are less than twenty years old and have not required significant maintenance investment to date. It is likely that an increasing proportion of these relatively new roads will begin to require Renewals during the term of this Plan, placing a strain on the Shire's budget that has not previously been allowed for.

The Plan recognises that achieving the level of capital investment required to fully maintain all Shire roads in the future would mean an increase in cost in the order of 45% above the current budget. A step-change of this magnitude is unachievable and unaffordable in the near term. A strategy of pragmatic, incremental increases in capital maintenance budget is therefore recommended.

The Plan provides achievable financial and management actions to be carried out over the life cycle of the network for effective management, inspection and replacement of this asset group.

Management improvement and financial action plans arising out of the asset management plan are detailed in Appendix A.

Appendix A. Action Plans

The following action plans are presented with the intent to address areas of specific weakness noted throughout the asset management plan. Addressing these items will help to meet Customer expectation through either improved delivery or improved asset information.

A.a. Roads Management Action Plan

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RMP1	**Section 2.1**	Enter summary level (Road Id, Road Name, location etc.) data on all roads into the Synergy Asset Management Module.	Listing all roads in the Synergy Asset Management Database will support the use of works orders to permit maintenance requests, work conducted and all associated costs on the assets to be recorded with reference to the relevant assets.	2024/25
RMP2	**Section 3.2**	Where options exist, place increased preference on proposals for capital works renewals in areas outside of active sub-division development zones such as Millbridge and Parkridge.	To offset falling Community satisfaction with roads outside of active sub-division areas, it is necessary to ensure greater equity of access to quality transport services to the rest of the Shire. The renewals process can therefore be used as a means of showing the Shire's commitment to meeting the Community's desired levels of service.	Annually, as part of forward works program development
RMP3	**Section 3.4.1**	Reassess the level of compliance of the existing road network with the defined Shire of Dardanup quality standard targets, based upon the most recent visual condition rating inspection available at the time. Target renewals and upgrade projects toward the asset hierarchy classes that have the greatest level of identified need (based upon Visual Condition Assessment).	Annual reassessment of the level of compliance with the quality standards will enable the Shire of Dardanup to target expenditure towards those projects and activities which will return the greatest level of benefit to the network overall. Note: Evaluation of visual condition rating against desired quality standards suggests that increased priority should be given to: • Regional Roads Group, • Local Distributor Urban and; • Urban Local Roads 1	Annually, as part of forward works program development
RMP4	**Section 3.5.1**	Update the provision level of service section of this document to reflect the cost of delivering any future new and upgraded roads shown in the Shire of Dardanup Integrated Transport Strategy.	Implementation of recommendations contained within the Shire of Dardanup Integrated Transport Strategy (as depicted in the Draft CBP) will be conducted as 'Business as Usual' under the Roads Asset Management Plan.	Immediately following adoption of an Integrated Transport Strategy by Council
RMP5	**Section 4.1**	Prepare a Shire-wide Network Traffic Analysis, to determine the Sources, Destinations, Volumes and Frequency of traffic entering and leaving the Shire's road network.	This is intended to provide greater depth of understanding as to the adequacy and capacity of the current network to meet the needs of its customers. In particular, changes in demand for access to areas affected by the Bunbury Outer Ring Road (BORR) need to be understood prior to decision making regarding (for example) Heavy Vehicle permits.	Post construction of the BORR
RMP6	**Section 8.3**	Fill all current vacancies and provide additional Asset Management personnel. Needs for up to 2.5 additional FTE roles have been identified	In order to complete all required activities for roads asset management (along with other asset classes) on an annual basis and to provide capacity for succession planning for specific asset management related skillsets.	Progressively over the timeframe of this Plan.

A.b. Roads Financial Management Plan

The following fiscal management actions arise in response to the Road Asset Management Plan:

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RFMP1		Investigate a means of identification of the location of any operational maintenance activity on the network	One of the aims of effective asset management is to reduce overall costs by choice of targeted maintenance treatments. This is most often achieved through location of 'hot spots' where elevated levels of operational cost are being experienced which can then be investigated further. To be able to find 'hot spots' for operational maintenance activities, (e.g., excessively high tree lopping or pothole repairs), it is necessary to relate all the relevant costs, (labour, plant and materials), to a specific location. These costs are captured via the payroll (from timesheets) at present however location is not easily able to be recorded.	For 2025/26 Annual Budget
RFMP2	**Section 3.5.1** **Section 6.1.4**	Increase LTFP and annual budget road acquisition budgets to $500,000 plus CPI per annum	The average annual road asset acquisition from subdivision activity is forecast to be in the order of $540,000 per annum. The depreciation and acquisition cost of gifted assets is allowed for in the Long-Term Financial Plan and the annual budgets by inclusion of an assumed $300,000 expense. Given that the actual rate of acquisition is much higher than the assumed LTFP and budgets allow for these amounts should be adjusted to reduce the potential for out of cycle revaluation expenses and understatement of the asset value.	For 2025/26 Annual Budget
RFMP3	**Section 3.5**	Establish a Pragmatic Target Sustainability Ratio (SR) of 0.59 for Capital Renewals, Expansion and Upgrades by: • **Stop Doing:** Widening, Duplication, Intersection Upgrades etc; • **Start Doing:** Renewal (such as Crack Sealing, Urban Resealing and Kerb Reconstruction). Ensure renewal is not accounted for under maintenance. • **Do more:** Gravel Resheeting, Rural Resealing, Reconstruction (to original standard); and • **Do Less:** Streetscape Redevelopment	Under the Current Budget (SR = 0.28) the asset Fair Value will decline by (in the order of) $39 Million (@31% of Current Value) over the next 25 years to result in future Fair Value of approximately $81.1 Million. This will likely result in the Average Condition of the Network falling from the midpoint of 2 (two) at Present to the midpoint of 3 (three) by 2048. The Pragmatic Target (SR = 0.59) reduces the rate of decline to $28.2 Million (@22% of Current Value) to result in future Fair Value of approximately $98.9 Million. This will likely result in the Average Condition of the network falling from the midpoint of range 2 (two) at present to the upper range of 3 (three) by 2048.	Immediately following adoption of this Asset Management Plan by Council

(Appendix ORD: 12.3.4B)

RFMP4	**Section 6.2.1**	Increases in the available Capital Renewals budget to be achieved by progressively reducing the projected Capital Expansion and Operational Maintenance budgets towards the values proposed in Idealised Model ($0 and $1.74 Million, respectively.) Savings in Capital Expansion and Operational Maintenance to be redirected to Capital Renewals.	In pursuit of RFMP3 above: Outcomes of Scenario modelling detailed in Section 3.5.1 Provision Level of Service (Development Plan) indicates that, over twenty-five years, the effect of the Pragmatic Solution (SR = 0.59) will be a reduction in asset Fair Value to result in future Fair Value of approximately $98.9 Million. This will likely result in the Average Condition of the network falling from the mid-point of range 2 (two) at present to the boundary between of 2 (two) and 3 (three) by 2048. In the meantime, the Shire must therefore plan to direct limited renewal funds available towards ensuring that key road assets are preserved while reducing the level of service to lower priority network segments and actively managing the ongoing growth of the network through subdivision	Progressively over the period of this Plan, as priorities permit.

(Appendix ORD: 12.3.4B)

Appendix B. Intervention Levels

The following intervention levels and response times have been adopted for roads assets.

Unsealed Roads and Carparks				Response Times (per Quality Standard)		
Item	**Activity**	**Definition/Description**	**Intervention Levels**	**QS1 *Increased* LOS**	**QS2 *Neutral* LOS**	**QS3 *Reduced* LOS**
USR1	Inspection	Inspection of all unsealed roads and carparks to find any defect associated with road assets	Program and by request.	4 Weeks between grades. By request 2 Days	8 Weeks between grades. By request 5 Days	13 Weeks between grades. By request 10 Days
USR2	Potholes and Minor Surface Defects	Repair of any holes in the road surface where the surfacing material, and often the pavement material has broken out	• Potholes greater than 50mm in depth and or greater than 300mm in diameter and less than 50 in number per km. • Pavement defects including corrugations, depressions and scours, of 50mm depth under a 1.2 metre straight edge transversely or a 3.0 metre edge longitudinally up to 20% of the pavement surface per kilometre. • Soft or slippery areas 5% or more of the sub length of 1km.	2 Days	5 Days	10 Days
USR3	Programmed Grading	Programmed grading of unsealed roads and carparks to supply a smooth compacted surface free of potholes, rutting, corrugations and maintain good crossfall to allow free draining of the pavement, formation of table drains and spot gravelling where approved	• Potholes greater than 300mm diameter (0.07m2) and/or greater than 50mm deep exceed 50 in number per kilometre. • Pavement defects including corrugations, depressions and scours, of 50mm depth under a 1.2 metre straight edge transversely or a 3.0 metre edge longitudinally exceed 20% of the pavement surface per kilometre. • Greater than 20% of the pavement surface area per kilometre includes loose material with an average depth of more than 25mm. • Water ponds on the road and cannot be drained longitudinally or crossfall is less than 3% or greater than 7%. • Soft or slippery areas 5% or more of the sub length of 1km.	4 Week Cycle	8 Week Cycle	13 Week Cycle

(Appendix ORD: 12.3.4B)

Unsealed Roads and Carparks				Response Times (per Quality Standard)		
Item	**Activity**	**Definition/Description**	**Intervention Levels**	**QS1 *Increased* LOS**	**QS2 *Neutral* LOS**	**QS3 *Reduced* LOS**
USR4	Remedial / Intervention Level Grading	Remedial grading as directed when deterioration is attributed to the failure of the contractor to properly grade the road in the first instance. Intervention level grading where a road has been identified as not meeting the specified maintenance standards and works are approved by Council	As for programmed grading.	5 Days		
USR5	Additional Grading	On request, any other grading activities which may involve supplementary grading, ripping, reforming etc.	As for programmed grading	10 Days		
USR6	Programmed Resheeting	Resheeting of existing unsealed pavement to supply adequate wearing course over sub grade as directed	Programmed basis only on a projected cycle of 7 Years.	Resheeting program must be completed by the 31st of May of each fiscal year		

Table 9-1 Intervention Levels for Unsealed Roads and Carparks

Sealed Roads and Carparks				Response Times (per Quality Standard)		
Item	**Activity**	**Definition/Description**	**Intervention Levels**	**QS1 *Increased* LOS**	**QS2 *Neutral* LOS**	**QS3 *Reduced* LOS**
SR1	Inspection	Inspection of all sealed roads and carparks to find any defect associated with road assets	Program and by request.	Weekly. Annual day/night. By request 1 Day.	Fortnightly. Annual day/night. By request 2 Days	Monthly. 24-month day/night. By request 5 Days
SR2	Potholes or Minor Surface Defect	Repair of any holes or minor surface defects in the road surface where the surfacing material, and often the pavement material has broken out or weakened	Any pothole or minor surface defect up to 40m2.	2 Days	2 Days	5 Days
SR3	Edge Breaks / Edge Drop	Repair any edge breaks where the edge of the sealed surface is fretted, broken or irregular. Reinstate any edge drop offs which occur along the interface of a sealed road surface and the shoulder/verge	Repair where edge break exceeds 75mm laterally and or edge drop off between sealed surface and shoulder or verge exceeds 25mm.	5 Days	10 Days	10 Days

(Appendix ORD: 12.3.4B)

Sealed Roads and Carparks				Response Times (per Quality Standard)		
Item	**Activity**	**Definition/Description**	**Intervention Levels**	**QS1 *Increased* LOS**	**QS2 *Neutral* LOS**	**QS3 *Reduced* LOS**
SR4	Ruts / Depressions	Regulate any rut or depression in the road surface	Any rut or depression in the surface of a sealed road which exceeds 25mm in depth under a 1.2 metre straight edge transversely or under a 3-metre straight edge longitudinally.	5 Days	10 Days	20 Days
SR5	Minor Reseals	Program minor reseal works where extensive cracking and or stripping has developed	Stripping, fatty and / or block cracking exceeds 5m2 in area with 50% aggregate loss and the pavement has not failed up to but no greater than 40 m2.	20 Days		
SR6	Crack Sealing	Sealing of cracks in the surface of any sealed road surface	Program and seal any cracks greater than 5mm in width.	20 Days		
SR7	Pavement Failure	Repair pavement deformations such as shoving which require a major dig out or any surface defects greater than 40m2	When a failed area results in danger to the public, the sealed surface no longer holds, extensive shoving has occurred, and/or road surface drainage is no longer effective. Conventional methods of maintenance do not support the surface.	If a hazard to the public within 5 days, otherwise by an approved Program of Works		
SR8	Minor Shoulder Defects	Repair of shoulder including removal of potholes, wheel ruts, depressions, scours and soft spots in isolated locations not requiring grading	Any potholes, ruts, scours, depressions and or soft spots >100mm in depth.	10 Days	10 Days	15 Days
SR9	Shoulder Grading	Programmed and intervention grading of unsealed shoulders to remove surface deformations and lip at seal and drain	• More than 50 potholes per kilometre of shoulder which are greater than 300mm diameter (0.70m2) and/or greater than 50mm deep. • Corrugations, depressions or scours of 50mm depth under a 1.2m straight edge transversely, or a 3.0m straight edge longitudinally which exceed 20% of the shoulder area per kilometre of shoulder. • Water forms or ponds on the shoulder. • Soft and slippery areas include more than 5% or more of the shoulder area per kilometre. • The drop from the sealed pavement to the unsealed shoulder exceeds 50mm over the entire distance of any 20-metre length.	As per shoulder grading program. Remedial / intervention grading within 5 days.		
SR10	Road Openings	Reinstatement of sealed pavement in all road openings conducted by other service authorities and private operators as directed by Council	Any road opening as directed	2 Days		

Table 9-2 Intervention for Sealed Roads and Carparks

(Appendix ORD: 12.3.4B)

Appendix C. Roads Renewals Program 2024-2034

2024/25

Road No:	Road Name:	Start:	End:	Description:	Estimate:
9	DOWDELLS LINE	0.3	5.8	SPECIFIC DESIGN: BORR related Emergency Repair Works to Dowdells Line SLK 0.30 to SLK 5.80	$364,786
					$364,786

2025/26

Road No:	Road Name:	Start:	End:	Description:	Estimate:
9	DOWDELLS LINE	5.8	6.16	DESIGN FOR: Rehabilitation (Bitumen)	$15,234
9	DOWDELLS LINE	6.16	6.21	DESIGN FOR: Rehabilitation (Asphalt)	$3,985
9	DOWDELLS LINE	8.252	9.21	DESIGN FOR: Rehabilitation (Bitumen)	$40,558
10	GARVEY ROAD	0	1	Reseal (Bitumen)	$113,000
10	GARVEY ROAD	1	2	Reseal (Bitumen)	$113,000
23	MARTIN PELUSEY ROAD	2.4	3.23	Reseal (Asphalt)	$160,500
26	COPPLESTONE ROAD	0.6	0.651	Drainage	$0
32	PANIZZA ROAD	2.07	2.14	Drainage	$0
32	PANIZZA ROAD	2.19	2.242	Drainage	$0
43	DARDANUP WEST ROAD	0.96	1.96	Reseal (Bitumen)	$104,500
43	DARDANUP WEST ROAD	1.96	2.96	Reseal (Bitumen)	$104,500
100	SCOTT STREET	0	0.11	Reseal (Asphalt)	$20,000
120	HAMILTON ROAD	0.19	0.28	Reseal (Asphalt)	$18,000
120	HAMILTON ROAD	0.42	0.52	Reseal (Asphalt)	$20,000
120	HAMILTON ROAD	0.7	0.86	DESIGN FOR: Reconstruction (Bitumen)	$9,988
222	BUREKUP ENTRANCE	0	0.066	Reseal (Bitumen) Replace Kerb: Left = 7m; Right = 7m	$10,368
279	MONASH BOULEVARD	0.06	0.14	Reseal (Asphalt)	$19,500
102023	EATON DRIVE RIGHT	0	0.49	DESIGN FOR: Rehabilitation (Asphalt)	$33,899
102023	EATON DRIVE RIGHT	2	2.71	DESIGN FOR: Rehabilitation (Asphalt)	$49,083
					$836,115

(Appendix ORD: 12.3.4B)

2026/27

Road No:	Road Name:	Start:	End:	Description:	Estimate:
3	HYNES ROAD	2.15	2.592	Reseal (Asphalt)	$80,500
9	DOWDELLS LINE	5.8	6.16	Rehabilitation (Bitumen)	$151,000
9	DOWDELLS LINE	6.16	6.21	Rehabilitation (Asphalt)	$39,500
9	DOWDELLS LINE	6.252	7.252	DESIGN FOR: Rehabilitation (Bitumen)	$44,363
9	DOWDELLS LINE	8.252	9.21	Rehabilitation (Bitumen)	$402,000
11	OFFER ROAD	0	1	DESIGN FOR: Rehabilitation (Bitumen)	$22,181
11	OFFER ROAD	1	2	DESIGN FOR: Rehabilitation (Bitumen)	$22,181
11	OFFER ROAD	2	2.32	DESIGN FOR: Rehabilitation (Bitumen)	$7,135
24	MOORE ROAD	0.65	1.16	Reseal (Asphalt) Replace Kerb: Left = 0m; Right = 51m	$179,662
30	ST HELENA ROAD	2.91	3.506	Gravel Re-sheeting	$67,217
43	DARDANUP WEST ROAD	0.693	0.96	DESIGN FOR: Rehabilitation (Bitumen)	$8,428
102	MILLARD STREET	0.08	0.32	Reseal (Asphalt)	$44,500
102	MILLARD STREET	0.51	0.64	Reseal (Asphalt)	$24,500
102	MILLARD STREET	0.64	0.69	Reseal (Asphalt)	$10,500
120	HAMILTON ROAD	0.7	0.86	Reconstruction (Bitumen)	$99,000
120	HAMILTON ROAD	1.17	1.923	Reseal (Asphalt)	$152,000
131	ABE COURT	0	0.05	Reseal (Asphalt)	$7,658
217	VELVET GROVE	0.02	0.071	Reseal (Asphalt)	$7,500
240	TANK STREET	0	0.119	Gravel Re-sheeting	$8,500
242	LUSITANO AVENUE	0.08	0.18	Reseal (Asphalt)	$19,000
318	MILLBRIDGE BOULEVARD	0	0.111	Reseal (Asphalt)	$16,500
102021	EATON DRIVE LEFT	2	2.71	Reseal (Asphalt)	$132,000
102023	EATON DRIVE RIGHT	0	0.49	Rehabilitation (Asphalt)	$336,000
					$1,881,825

(Appendix ORD: 12.3.4B)

2027/28

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	3.56	3.67	DESIGN FOR: Rehabilitation (Asphalt)	$17,281
1	FERGUSON ROAD	10.53	11.85	Reseal (Bitumen)	$163,500
8	JOSHUA BROOK ROAD	2.24	2.509	Gravel Re-sheeting	$40,000
9	DOWDELLS LINE	0.03	0.3	Reseal (Bitumen)	$19,500
9	DOWDELLS LINE	7.252	8.252	Rehabilitation (Bitumen)	$429,000
9	DOWDELLS LINE	7.252	8.252	DESIGN FOR: Rehabilitation (Bitumen)	$44,363
32	PANIZZA ROAD	2.242	3.402	Gravel Re-sheeting	$109,500
40	LENNARD ROAD	4.02	4.217	Gravel Re-sheeting	$37,000
43	DARDANUP WEST ROAD	0.693	0.96	Rehabilitation (Bitumen)	$81,500
57	CATALANO ROAD	2	2.16	Gravel Re-sheeting	$18,500
102	MILLARD STREET	0.69	1.67	Reseal (Asphalt)	$210,974
103	DIADEM STREET	0.46	0.841	Reseal (Asphalt)	$120,303
204	GLENHUON BOULEVARD	0.28	1.55	Reseal (Asphalt)	$289,488
235	TEMPLE ROAD	0.03	1.282	Gravel Re-sheeting	$106,000
248	WELLINGTON MILL ROAD	3.06	3.28	Reseal (Bitumen)	$23,500
280	MURDOCH CRESCENT	0.17	0.36	Reseal (Asphalt)	$48,500
102023	EATON DRIVE RIGHT	2	2.71	Rehabilitation (Asphalt)	$486,500
					$2,245,409

(Appendix ORD: 12.3.4B)

2028/29

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	3.56	3.67	Rehabilitation (Asphalt)	$163,000
1	FERGUSON ROAD	5.05	5.11	Reseal (Asphalt)	$11,000
9	DOWDELLS LINE	6.252	7.252	Rehabilitation (Bitumen)	$429,000
23	MARTIN PELUSEY ROAD	3.23	3.36	Reseal (Asphalt)	$27,000
53	CRONSHAW ROAD	0	0.64	Gravel Re-sheeting	$60,500
62	BANKSIA ROAD	0	0.3	Gravel Re-sheeting	$42,500
69	CRAMPTON ROAD	0.03	0.18	DESIGN FOR: Rehabilitation (Bitumen)	$5,975
69	CRAMPTON ROAD	0.43	0.71	DESIGN FOR: Rehabilitation (Bitumen)	$10,320
73	HAYWARD STREET	0.8	0.95	Reseal (Asphalt)	$21,000
76	PRATT ROAD	1.38	2.341	Reseal (Asphalt)	$234,177
93	CHARTERHOUSE STREET	0.09	0.51	Reseal (Asphalt)	$141,690
100	SCOTT STREET	0.11	0.32	Reseal (Asphalt)	$41,000
102	MILLARD STREET	0	0.08	Reseal (Asphalt)	$16,000
102	MILLARD STREET	0.32	0.51	Reseal (Asphalt)	$37,000
120	HAMILTON ROAD	0.7	0.86	2nd Coat Seal (10mm)	$19,680
156	READING PLACE	0	0.284	2nd Coat Seal (10mm)	$21,300
163	CORAL PLACE	0	0.118	Reseal (Asphalt)	$22,000
167	OAK COURT	0	0.11	Reseal (Asphalt)	$18,000
174	HAROLD DOUGLAS DRIVE	0.97	1.75	DESIGN FOR: Rehabilitation (Bitumen)	$25,956
181	MALABOR RETREAT	0.29	0.511	Reseal (Asphalt)	$34,500
242	LUSITANO AVENUE	0.18	0.35	Reseal (Asphalt)	$37,500
248	WELLINGTON MILL ROAD	0.06	1.06	Reseal (Bitumen)	$109,000
262	TAVERNER ROAD	0	0.402	Gravel Re-sheeting	$33,000
278	INDIGO LOOP	0.02	0.35	Reseal (Asphalt)	$47,500
293	EDITH COWAN AVENUE	0.22	0.525	Reseal (Asphalt)	$66,500
102021	EATON DRIVE LEFT	0.5	0.59	Reseal (Bitumen)	$18,000
					$1,693,098

(Appendix ORD: 12.3.4B)

2029/30

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	0	0.64	Reseal (Asphalt)	$224,000
1	FERGUSON ROAD	0.97	2.16	DESIGN FOR: Reconstruction (Asphalt)	$120,014
3	HYNES ROAD	0.02	1.02	Reseal (Bitumen)	$134,000
23	MARTIN PELUSEY ROAD	0	0.27	Reseal (Asphalt)	$57,500
24	MOORE ROAD	2.42	3.27	Reseal (Bitumen)	$77,000
50	TYRELL ROAD	0	1	Gravel Re-sheeting	$82,500
52	FEES ROAD	0	1.02	Gravel Re-sheeting	$98,500
69	CRAMPTON ROAD	0.03	0.18	Rehabilitation (Bitumen)	$55,000
69	CRAMPTON ROAD	0.23	0.43	Reseal (Bitumen)	$24,500
69	CRAMPTON ROAD	0.43	0.71	Rehabilitation (Bitumen)	$95,000
73	HAYWARD STREET	0.43	0.61	Reseal (Asphalt)	$33,000
76	PRATT ROAD	0.1	1.38	Reseal (Asphalt)	$340,422
95	HALE STREET	0.03	0.32	Reseal (Asphalt)	$66,000
95	HALE STREET	0.49	1.624	Reseal (Asphalt)	$249,500
120	HAMILTON ROAD	0.28	0.42	Reseal (Asphalt)	$31,000
120	HAMILTON ROAD	1.06	1.17	Reseal (Asphalt)	$24,000
191	WAXFLOWER PLACE	0.02	0.138	Reseal (Asphalt)	$19,500
230	COPPLESTONE WEST ROAD	0.06	0.459	Gravel Re-sheeting	$29,000
249	GREENWOOD HEIGHTS	0	0.37	Reseal (Bitumen)	$45,500
293	EDITH COWAN AVENUE	0	0.22	DESIGN FOR: Rehabilitation (Asphalt)	$15,154
102021	EATON DRIVE LEFT	0.6	0.84	Reseal (Bitumen)	$33,500
102021	EATON DRIVE LEFT	1.03	1.16	Reseal (Bitumen)	$12,500
102021	EATON DRIVE LEFT	1.19	1.87	Reseal (Asphalt)	$127,000
102023	EATON DRIVE RIGHT	0.49	0.58	Reseal (Asphalt)	$25,500
102202	RECREATION DRIVE (360)	0.58	0.76	Reseal (Asphalt)	$36,000
					$2,055,590

(Appendix ORD: 12.3.4B)

2030/31

Road No:	Road Name:	Start:	End:	Description:	Estimate:
2	HARRIS ROAD	1.14	1.6	Reseal (Asphalt)	$94,500
3	HYNES ROAD	1.02	1.88	Reseal (Bitumen)	$115,000
12	DAMIANI ITALIANO ROAD	0.02	0.8	Reseal (Bitumen)	$72,000
17	DILLON ROAD	0	1.343	Reseal (Bitumen)	$118,500
30	ST HELENA ROAD	1	1.91	Gravel Re-sheeting	$101,500
31	PROUT ROAD	0	0.429	Gravel Re-sheeting	$43,000
34	BELL ROAD	0	1	Gravel Re-sheeting	$121,000
50	TYRELL ROAD	1	2	Gravel Re-sheeting	$84,500
114	PATTERSONS ROAD	1	2	Gravel Re-sheeting	$124,000
114	PATTERSONS ROAD	2	2.689	Gravel Re-sheeting	$85,500
122	RATCLIFFE ACCESS ROAD	0	0.821	Gravel Re-sheeting	$61,000
248	WELLINGTON MILL ROAD	2.06	3.06	Reseal (Bitumen)	$109,000
293	EDITH COWAN AVENUE	0	0.22	Rehabilitation (Asphalt)	$139,500
299	O'MEARA DRIVE	0	0.31	Reseal (Asphalt)	$59,000
312	O'CONNOR ROAD	1	1.618	Reseal (Bitumen)	$88,500
331	GRIFFIN ROAD	0	0.268	Gravel Re-sheeting	$33,000
368	PENISULA LAKES DRIVE	0	0.668	Reseal (Asphalt)	$109,593
102023	EATON DRIVE RIGHT	0.74	0.95	Reseal (Asphalt)	$40,500
					$1,599,593

(Appendix ORD: 12.3.4B)

2031/32

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	11.85	12.85	Reseal (Bitumen)	$130,500
1	FERGUSON ROAD	22.29	22.38	Reseal (Bitumen)	$11,000
2	HARRIS ROAD	1.05	1.14	Reseal (Bitumen)	$13,000
7	RECREATION ROAD	2.05	2.687	Drainage	$21,500
12	DAMIANI ITALIANO ROAD	1.1	2.1	DESIGN FOR: Rehabilitation (Bitumen)	$33,592
13	CROOKED BROOK ROAD	11.81	12.81	Reseal (Bitumen)	$94,000
15	HUTCHINSON ROAD	0.48	1.099	DESIGN FOR: Rehabilitation (Bitumen)	$16,776
22	PILE ROAD	4.06	4.41	Reseal (Asphalt)	$80,500
50	TYRELL ROAD	2	3	Gravel Re-sheeting	$82,500
58	N GARDINER ROAD	0	0.32	Gravel Re-sheeting	$41,000
68	JOHNSTON ROAD	0	0.632	Gravel Re-sheeting	$80,000
70	YABBERUP ROAD	2	2.423	Gravel Re-sheeting	$36,500
73	HAYWARD STREET	0	0.18	Reseal (Asphalt)	$34,500
73	HAYWARD STREET	0.61	0.68	DESIGN FOR: Reconstruction (Asphalt)	$11,700
76	PRATT ROAD	0.04	0.1	Reconstruction (Asphalt)	$183,000
79	FOSTER STREET	0	0.18	Reseal (Asphalt)	$35,217
104	CASUARINA STREET	0	0.49	Reseal (Asphalt)	$116,500
128	VERNON PLACE	0	0.05	Reseal (Asphalt)	$8,500
135	BUTCHER ROAD	0.9	0.988	Gravel Re-sheeting	$11,000
169	PEPPERMINT WAY	0	0.59	Reseal (Asphalt)	$120,500
177	CARINYA ROAD	0	0.204	DESIGN FOR: Rehabilitation (Bitumen)	$9,243
184	SNELLING ROAD	0	0.56	Gravel Re-sheeting	$50,000
202	EATON DRIVE	3.448	4.382	Reseal (Unknown Surface - Assume Bitumen)	$133,500
204	GLENHUON BOULEVARD	0	0.28	Reseal (Asphalt)	$140,868
246	HEREFORD PLACE	0.02	0.189	Reseal (Asphalt)	$29,000
284	PERENDALE LOOP	0	0.654	Reseal (Asphalt)	$136,256
318	MILLBRIDGE BOULEVARD	0.111	0.277	DESIGN FOR: Rehabilitation (Asphalt)	$13,572
318	MILLBRIDGE BOULEVARD	0.277	0.459	Reseal (Asphalt)	$30,500
322	ORD CLOSE	0	0.048	Reseal (Asphalt)	$9,000
349	MARGARET CIRCLE	0	0.08	Reseal (Asphalt)	$13,500

(Appendix ORD: 12.3.4B)

102021	EATON DRIVE LEFT	0.98	1.03	Reseal (Bitumen)	$8,000
102023	EATON DRIVE RIGHT	1.02	1.5	Reseal (Asphalt)	$94,000
102202	RECREATION DRIVE (360)	0.36	0.58	Reseal (Asphalt)	$46,500
					$1,875,724

2032/33

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	12.85	13.56	Reseal (Bitumen)	$93,000
6	VENN ROAD	0.69	1.39	Reseal (Bitumen)	$56,000
12	DAMIANI ITALIANO ROAD	1.1	2.1	Rehabilitation (Bitumen)	$280,000
12	DAMIANI ITALIANO ROAD	2.1	2.98	DESIGN FOR: Rehabilitation (Bitumen)	$29,573
13	CROOKED BROOK ROAD	12.81	13.09	Reseal (Bitumen)	$26,500
21	PARADISE ROAD	0	1	DESIGN FOR: Rehabilitation (Bitumen)	$33,592
21	PARADISE ROAD	1	1.6	DESIGN FOR: Rehabilitation (Bitumen)	$20,155
24	MOORE ROAD	1.16	1.33	Reseal (Asphalt)	$68,500
24	MOORE ROAD	3.27	3.347	Reseal (Bitumen)	$8,000
27	RAILWAY ROAD	0	1	DESIGN FOR: Rehabilitation (Bitumen)	$29,826
30	ST HELENA ROAD	0	1	Gravel Re-sheeting	$120,000
40	LENNARD ROAD	0	1	Shoulder Grading	$36,000
42	IRONSTONE ROAD	0	0.58	Reseal (Bitumen)	$58,000
50	TYRELL ROAD	3	4	Gravel Re-sheeting	$84,500
62	BANKSIA ROAD	1.617	1.67	Reseal (Unknown Surface - Assume Bitumen)	$7,500
69	CRAMPTON ROAD	0.71	1.575	Reseal (Bitumen)	$103,500
76	PRATT ROAD	0.04	0.1	DESIGN FOR: Reconstruction (Asphalt)	$21,955
81	STANTON STREET	0	0.648	Reseal (Asphalt)	$130,401
82	CUDLISS STREET	0	0.64	Reseal (Asphalt)	$128,395
95	HALE STREET	0.36	0.48	Reseal (Bitumen)	$20,500
109	GARDINER STREET	0.11	0.34	Reseal (Asphalt)	$45,000
110	RUSSELL ROAD	0.52	0.81	Reseal (Asphalt) Replace Kerb: Left = 0m; Right = 26m	$101,612
110	RUSSELL ROAD	0.81	0.88	Reseal (Asphalt)	$18,500
117	QUADRIO ROAD	0	0.406	Gravel Re-sheeting	$38,500

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127	SANFORD WAY	0	0.651	Reseal (Asphalt)	$126,675
134	JONES ROAD	0	0.37	Gravel Re-sheeting	$28,500
146	LOFTHOUSE AVENUE	0	0.46	Reseal (Asphalt)	$131,834
146	LOFTHOUSE AVENUE	0.61	0.791	Reseal (Asphalt)	$50,500
156	READING PLACE	0	0.284	DESIGN FOR: Reconstruction (Bitumen)	$15,056
188	CULLING GROVE	0.04	0.09	Reseal (Asphalt)	$9,000
193	GOLDING CRESCENT	0	0.12	Reseal (Bitumen)	$22,500
203	TOGNOLINI ROAD	0.16	0.36	Drainage	$7,000
231	WATSON STREET NORTH	0	0.049	Reseal (Asphalt)	$9,000
248	WELLINGTON MILL ROAD	1.06	2.06	Reseal (Bitumen)	$109,000
318	MILLBRIDGE BOULEVARD	0.111	0.277	Rehabilitation (Asphalt)	$116,000
319	SWAN AVENUE	0.5	0.55	Reseal (Asphalt)	$9,000
					$2,193,573

2033/34

Road No:	Road Name:	Start:	End:	Description:	Estimate:
12	DAMIANI ITALIANO ROAD	2.1	2.98	Rehabilitation (Bitumen)	$246,500
21	PARADISE ROAD	0	1	Rehabilitation (Bitumen)	$280,000
21	PARADISE ROAD	1	1.6	Rehabilitation (Bitumen)	$168,000
27	RAILWAY ROAD	0	1	Rehabilitation (Bitumen)	$248,612
29	GIUMELLI ROAD	0	1	Reseal (Bitumen)	$92,500
29	GIUMELLI ROAD	1	2	Reseal (Bitumen)	$92,500
30	ST HELENA ROAD	1.91	2.91	Gravel Re-sheeting	$133,500
32	PANIZZA ROAD	1.17	2.07	Gravel Re-sheeting	$105,500
34	BELL ROAD	1	2	Gravel Re-sheeting	$133,185
37	ROSE ROAD	0.65	1.984	Gravel Re-sheeting	$183,000
50	TYRELL ROAD	4	5.706	Gravel Re-sheeting	$141,000
104	CASUARINA STREET	0.5	0.68	Reseal (Asphalt)	$44,000
156	READING PLACE	0	0.284	Reconstruction (Bitumen)	$125,500
161	GARDINCOURT DRIVE	0	0.94	Reseal (Bitumen)	$121,500
312	O'CONNOR ROAD	0	1	Reseal (Bitumen)	$154,000
102021	EATON DRIVE LEFT	1.88	2	Reseal (Asphalt)	$35,500
					$2,304,797

(Appendix ORD: 12.3.4B)

Appendix D. Roads Upgrades Program 2024-2034

2024/25

Road No:	Road Name:	Start:	End:	Description:	Estimate:
1	FERGUSON ROAD	13.56	19.56	SPECIFIC DESIGN: Reconstruct & Widen to 8m (State Black Spot Fund)	$1,860,000
22	PILE ROAD	6.56	8.02	SPECIFIC DESIGN: Reconstruction - Widen seal - Preparation, clearing and drainage	$390,000
66	BUSHER ROAD	0	0.3	SPECIFIC DESIGN: Intersection Upgrade in Accordance with Road Safety Audit	$43,650
10202	EATON DRIVE (2880)	0.4	1.7	SPECIFIC DESIGN: Signalised intersection at Glen Huon Bulevard	$1,200,000
10202	EATON DRIVE (2880)	0.99	1.04	SPECIFIC DESIGN: Intersection improvements to Hands Avenue/Eaton Drive Intersection.	$1,082,126
$4,575,776					

2025/26

Road No:	Road Name:	Start:	End:	Description:	Estimate:
22	PILE ROAD	6.56	8.02	SPECIFIC DESIGN: Reconstruction - Widen seal -Construction	$707,067
66	BUSHER ROAD	0	0.3	SPECIFIC DESIGN: Intersection Upgrade in Accordance with Road Safety Audit	$441,350
					$1,148,417

2026/27

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2027/28

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2028/29

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2029/30

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2030/31

(Appendix ORD: 12.3.4B)

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2031/32

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2032/33

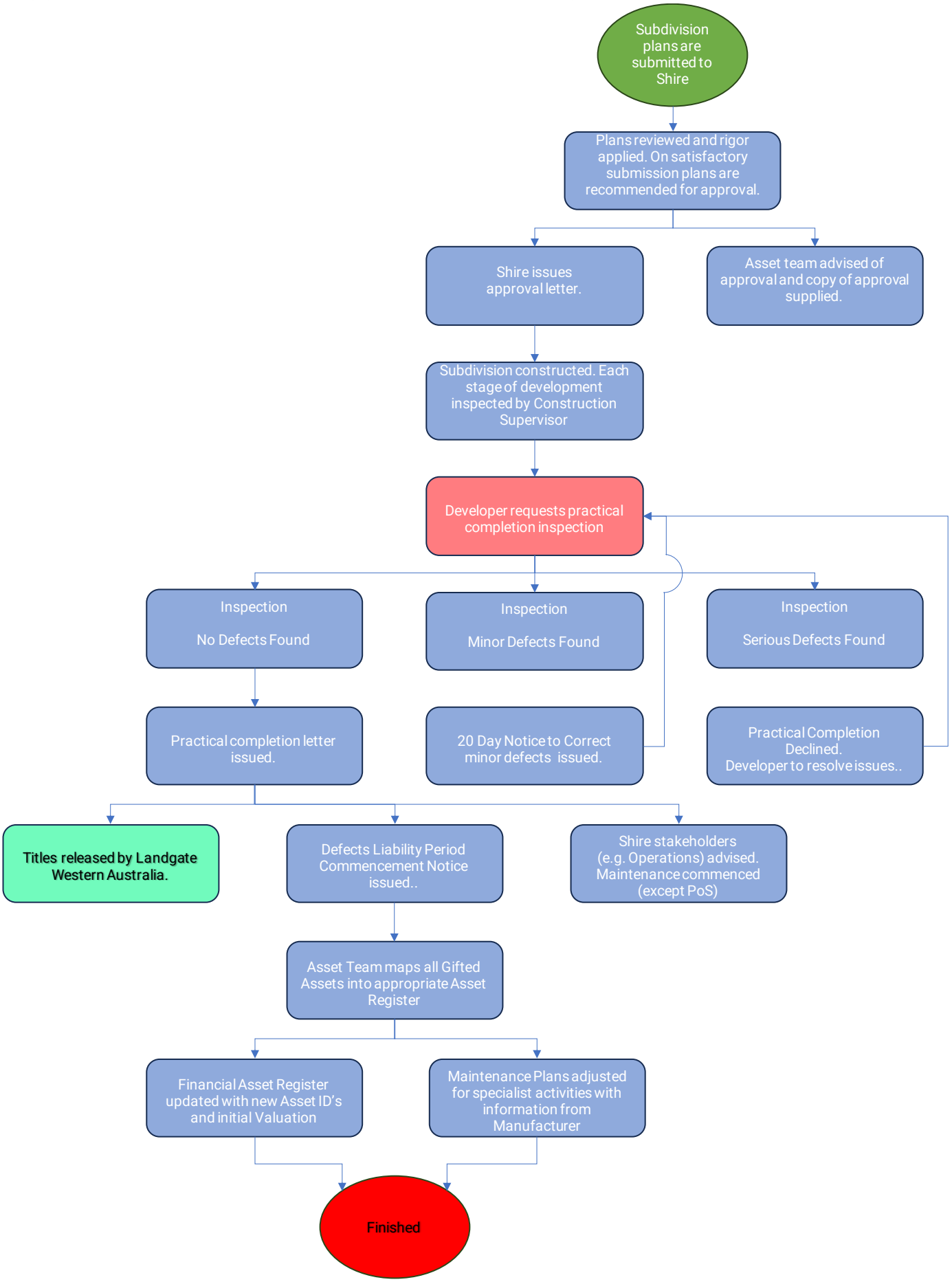
Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

2033/34

Road No:	Road Name:	Start:	End:	Description:	Estimate:
					$0

(Appendix ORD: 12.3.4B)

Appendix E. Subdivision (Gifted) Assets Acceptance Process



Appendix F.References

- Asset Management Policy (Policy 7.1), Shire of Dardanup
- Shire of Dardanup 2050 Vision
- Council Plan 2023-34, Shire of Dardanup
- Annual Budgets, Shire of Dardanup
- 10 Year Capital Works Program 2023/24
- International Infrastructure Management Manual, 2015 Edition

(Appendix ORD: 12.3.4C)

Shire of Dardanup

Buildings Asset Management Plan 2024-2028 (PART A)

Version 3

August 2023

(Appendix ORD: 12.3.4C)

Document Control

Document ID: Buildings Asset Management Plan

Rev No	Date	Revision Details	Author	Reviewer	Approver
		•			
		•			
Next Review Date					

(Appendix ORD: 12.3.4C)

TABLE OF CONTENTS

1 Executive Summary

The Shire of Dardanup must *Plan for the Future* of the district in accordance with the Western Australian Integrated Planning and Reporting Framework. A Council Plan (incorporating the Strategic Community Plan and Corporate Business Plan) is produced which is used to inform and direct the content of the Shire's Asset Management Plans.

This Buildings Asset Management Plan has been developed to deliver sustainable fiscal management and continuous improvement of the Shire's Buildings infrastructure assets.

In addition to the Shire's overarching strategic documents, this plan is informed by:

- The Shire of Dardanup 2050 Vision statement;
- the Shire of Dardanup's Asset Management Policy; and
- the Shire of Dardanup Place Plans for Eaton and Dardanup

This plan addresses the Shire's Buildings infrastructure. These items represent a significant proportion of the Shire's total asset portfolio with a Current Replacement Value of approximately **$49.6 Million.** This represents approximately **14.3%** of the Shire's total **$344.8 Million** dollar asset portfolio. The Current Written Down (Fair) Value of the existing assets is **$30.4 Million**.

The above figures do not include the Fair Value of the new Eaton Administration & Library Building, which (at the time of writing) is still under construction at an estimated final cost of **$17.5 Million.** It is expected that this structure will be handed over to the Shire during the first year of currency of this Plan.

As part of the transition to the new Eaton Administration & Library Building, the existing Eaton Administration Centre (Building B042) at 1 Council Drive, Eaton was disposed of in the 2023 Financial Year. This structure had a reported Current Replacement Cost of **$4.46 Million**. The costs of this portion of the transaction are accounted for in the $49.6 Million Current Replacement Cost noted above.

The collective effect of the Acquisition and Disposal of these buildings will take the Shire's overall Buildings portfolio Replacement Cost to **$67.1 Million**; the Written Down (Fair) Value of the assets will be **$47.9 Million in 2024** and the total asset portfolio will expand to **$362.3 Million**. At that time, the Buildings portfolio will represent **18.4%** of the Shire's overall assets.

The imminent delivery of this significant investment represents a materially significant increase in the Shire's assets and future maintenance liabilities. Therefore, for the purposes of preparation of this Plan, all forecast cost estimates and maintenance plans **include** the value of the new Eaton Administration & Library Building.

The plan deals specifically with the development, operations, and maintenance of the Shire's Buildings. It sets out strategies to ensure that the Shire's Buildings assets are maintained in a manner consistent with national engineering standards and community expectations.

In most cases this is achieved through reference to documented procedures, processes and plans used to manage the Shire's Buildings. Detailed long term expenditure forecasts in the Long-Term Financial Plan 2023-2033 are included.

The Asset Management Plan specifies the financial and management implications of the life cycle requirements for effective management, inspection, and replacement of this asset. In particular, the Plan notes that approximately **43%** of the Shire's Current Replacement Cost for Buildings ($20.7 Million of $47.9 Million) is represented by **13%** of the asset (7 of 52 buildings) that are less than four years old and have not required significant maintenance investment to date. It is likely that an increasing proportion of these relatively new Buildings will begin to require Renewals during the term of this Plan, placing a strain on the Shire's budget that has not previously been allowed for.

The Plan recognises a shortfall in Renewals expenditure in the Buildings portfolio in the order of 2.3 Million per annum. It is proposed to address this shortfall through cessation of Expansion and Upgrade activities for at least the duration of this Plan, with savings diverted to Renewals.

Council can use this plan, along with its' other asset management plans, to balance levels of service, community expectations and affordability of its assets and services.

This is a living document and will be reviewed for currency on an annual basis. The plan is to be updated, (minor revisions), as necessary. Formal re-adoption of the Buildings Asset Management Plan, (major revisions), are to be conducted every four years.

2 Asset Management Context

2.1 Vision

The Shire's Vision for its future is laid out in the 2050 Vision statement.

The 2050 Vision Statement details the Shire's Values (Leadership, Environment, Community, Prosperity and Amenity) along with its Aspirations (Healthy, Self-sufficient, Sustainable, Connected and Innovation).

Asset management comes into play in the delivery of these aspirations. In particular, an effective building asset management plan will provide information to support consideration of the following:

- **Healthy:** How do our buildings impact the health of our community? This may include:
  - the need for access to facilities (in particular for disabled access);
  - the safety of the Shire's existing building portfolio;
  - the health impacts of existing buildings on the Shire's community (e.g., due to the need for management of dust, noise, airborne contaminants etc.);
- **Self Sufficient:** The Shire's desire to increase economic activity in tourism, agri-business and high-tech manufacturing requires consideration of the functional suitability of the current and future building portfolio to support these activities.
- **Sustainable:** The UN World Commission on Environment and Development has said that ***"sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*** This statement is particularly relevant to buildings asset management, in that the Shire needs to ensure that it manages its buildings in such a way that future generations are not required to pay for the present generation's consumption of the asset.
- **Connected:** The creation of vibrant community spaces, community hubs and sporting facilities with easy access between them will provide a challenge to the existing building portfolio. Consideration of these issues in the Shire's long-term plans needs to be allowed for, in order to ensure that appropriate buildings are in place in time for the establishment of the new services required by the community.
- **Innovation:** The creation of spaces within which entrepreneurial activity, educational advancement and fundamental research can be conducted requires coordination of planning across all Shire disciplines. Appropriate solutions for such spaces need to be considered well in advance of the development of new structures to ensure that the costs and viability of the facilities is not compromised.

2.2 High Level Objectives of an Asset Management Plan

The objective of Asset Management generally (and for buildings in particular) is to '***maximise the benefit to the community of the asset by minimising the sum of its maintenance and user costs'***.

Consideration of building user costs (e.g., heating, ventilation, insurance and occupancy costs etc.) along with pure maintenance cost (routine repairs and capital renewal/upgrades) allows the organisation to compare the relative merits of otherwise disparate buildings such as Recreation Centres versus Administration or Operational spaces etc.

Attention to these considerations is necessary in order to identify and prioritise the relative needs of different parts of the building portfolio for investment, whether that be investment in new or upgraded buildings or the costs associated with simply maintaining the status-quo.

This introduces a significant change from a traditional maintenance program aimed at repairing as much existing damage as possible within an available yearly budget. Instead, asset management aims to achieve a specified service level or target condition at the lowest possible cost. In doing so, it takes a long-term perspective, considering the future impacts of current budget allocations.

In order to achieve an optimal balance between cost of maintenance versus benefits delivered, the organisation needs to collect, store and process large volumes of inventory, condition, utilisation and related data. This in turn requires the operation of a computerized asset management system, encompassing data collection, data management (database), and data analysis.

- **Data collection.** Involves carrying out surveys and collecting data on the building portfolio. This includes data that continuously changes and needs to be updated regularly (e.g., building condition, traffic volumes) and data that hardly ever changes (e.g., building alignment, topography, surface type etc.).
- **Data management.** Generally involves some form of database that brings all the collected data together and makes it

readily available for planning and monitoring. Data to be managed may include simple textual or numerical data (e.g., building name, building length), and spatial (GIS)-related data (e.g., alignment, building condition) or complex multimedia files such as photographs and video.

- **Data analysis.** Involves analysis of the collected data to determine the optimal level of required funding and allocation of that funding to different buildings and to different types of interventions. This activity not only looks at pavements, but may also include bridges, other structures, building furniture, and access to business activities such as tourism or commercial centres.

The organisation therefore not only needs to plan for the physical management and operation of the assets, but also the systems and processes by which it goes about managing those assets.

Recording all these concepts in a single reference document (the Asset Management Plan) allows the organisation to communicate its intentions to the community effectively while also safeguarding the organisation from change in personnel over time by providing a repository of organisational memory.

2.3 Key Objectives and Principles of this Asset Management Plan

The Building Asset Management Plan has been developed to guide Council and the community in the provision and development of building infrastructure currently managed by Council. The purpose of this plan is to document the Council's asset management principles and practices and present a lifecycle strategy for buildings and associated infrastructure for the next ten years.

The plan considers all relevant levels of service, the current Council Plan and other key planning processes and documents. This plan determines the manner by which Council undertakes the management of building infrastructure assets to achieve the required levels of service to the community and to meet regulatory requirements.

3 Standards of Provision

In Australia, the selection of construction standards for buildings is strongly regulated at the State and Federal government levels.

Individual Local Governments while having involvement in the Planning process by which most new buildings are constructed, are (along with the Developers) required to meet standards established by Building Act 2011, overseen by the Buildings and Energy Section of the Department of Mines, Industry Regulation and Safety.

3.1 Hierarchical Approach

The selection of applicable standards for buildings is linked to the 'portfolio hierarchy'. This is a means of sub-dividing the building portfolio into groups that have common function, usage and tenure requirements.

The Shire of Dardanup Building Portfolio Hierarchy is as follows:

Shire of Dardanup Hierarchy Class	Description	Typical Characteristics	General Location	Example(s)
Class 1	A building that is identified as core service, high usage and high public profile asset	A large building with meeting rooms and office space Able to accommodate in excess of 100 people	Urban Main Reserves & Civic Precincts	Shire Administration Offices
Class 2	A building that is identified as core service, moderate usage and /or moderate public profile asset	Typically, a community centre or pavilion. A multi-use building which can accommodate around 60 people.	Urban Residential reserves	Martin Pelusey Office & Workshop (Depot) Dardanup Main Hall
Class 3	A building/structure that is low usage and/or public profile asset to be kept in serviceable condition.	Centrally located within a Townsite Small groups/club/building which can accommodate around 30 people. Public conveniences within urban landscapes. Significant/high usage minor structures located in central locations	Urban Residential / Rural reserves	Eaton Tennis Court Pavilion T- Jetty - Eaton Foreshore
Class 4	A building that is of non-core service, some degree of usage	Public conveniences within rural landscapes. Sheds and storage for Council Operations	Urban Residential / Rural reserves	Gnomesville Public Toilets Martin Pelusey Depot Storage
Class 5	A building that is of non-core service, little or no usage and / or profile, it is unoccupied	Unoccupied buildings	Urban Residential / Rural reserves	No existing examples (as of October 2023)
Class 6(a)	Commercial leased buildings of which the Shire is responsible for maintenance and renewal	Commercial buildings leased by others for which the Shire is responsible for maintenance and renewal either directly or through coordination of funding programs. Tenant responsible for day to day maintenance	Urban Residential / Rural reserves	Eaton Bowling & Social Club
Class 6(b)	Community leased buildings for which the Shire is responsible for the structural integrity only	Commercial and community leased buildings for which the Shire is responsible for the structural integrity only. Tenant or lessee responsible for day-to-day maintenance and minor renewal.	Urban Residential / Rural reserves	Eaton Child Heath Centre
Class 6(c)	Buildings on Shire Land for which the Shire has no obligation with respect to the ongoing maintenance and renewal or for which ongoing maintenance is externally funded.	Commercial and community leased buildings for which the Shire has no obligation with respect to the ongoing maintenance and renewal of the building i.e. not required to have a yearly budget allocation for these buildings.	Urban Residential / Rural reserves	Bush Fire Brigades
Class 6(d)	Shire lessee of Building owner by others	Commercial and community leased buildings for which the Shire has leased the facility from others	Urban Residential / Rural reserves	No existing examples (as of October 2023)

The Shire of Dardanup building hierarchy defines nine classes of buildings in total. The Hierarchy is divided into two groups (Shire Owned and Occupied and Leased) Leased buildings may be either leased to others by the Shire or leased by the Shire

from others.

3.2 Building Provision

The Provision Level of Service discusses the need for, sources of, and likely constitution of future new network development. This information is intended to provide guidance for future asset acquisition and budget planning.

The Shire creates multiple Strategies and Plans that may recommend new Buildings proposals. Examples of such Strategies include:

- The Shire of Dardanup Sport and Recreation Plan 2020 - 2030
- The Shire of Dardanup Place Plans (Eaton, Dardanup & (future) Burrekup
- Various Local Structure Plans (e.g. City of Wanju)

These plans are primarily required in order to substantiate and support applications for grants on behalf of the Shire and to provide forecasts of future costs for input into the Long-Term Financial Planning for the future. Newer strategies and plans replace existing plans. The plans may also be utilised in the preparation of Developer Contribution Plans by which the Shire may receive contributions from subdividers towards the coast of provision of facilities deemed essential for the community.

3.3 Building Development

Council's Buildings are generally constructed in accordance with the relevant building standards at the time the building was built. Building standards are continually being refined through changes in legislation (see Section 3.4) and what was built in the past may not comply with today's standards. This may result in service performance deficiencies over the duration of an assets lifetime.

The current applicable standards for buildings include:

Legislation	Requirement
AS 1668: 1991	The use of mechanical ventilation and air conditioning in buildings
AS 4032.3-2004	Water supply - Valves
AS/NZS 1851	Maintenance of fire protection systems and equipment
AS/NZS 3000	Wiring Rules
AS/NZS 3666	Air-handling and water systems of buildings - Microbial control - Operation and maintenance
AS/NZS 3666.2	Standard operational and maintenance systems to manage the risk of Legionella growth
AS/NZS ISO 31000:2009	Risk Management 0 Principles and Guidelines
AS/NZS 5601: Set:2013	Gas Installations Set
AS ISO 55002:2014	Asset Management – Management systems – Guidelines for the application of AS ISO 55001
DA19	AIRAH HVAC&R Maintenance
IIMM	International Infrastructure Management Manual 2015
ISO 55000	International Standards Association ISO 55000 – Asset Management
NAMS.PLUS	Institute of Public Works Engineering Australia (IPWEA)
NCC	National Construction Code

4 The Plan

The Shire of Dardanup Buildings Asset Management Plan 2024-2034 (PART B) details the development, operations, and maintenance of the Shire's buildings. It sets out strategies to ensure that the Shire's Building assets are maintained in a manner consistent with national engineering standards and community expectations. In most cases this is achieved through reference to documented procedures, processes and plans used to manage the Shire's buildings. Detailed long term expenditure forecasts in the Long-Term Financial Plan 2023-2034 are included.

The plan notes that, while the Shire's Building assets are currently in 'Good' condition (with a Weighted Average visual condition rating score of 2.5) this assessment is heavily skewed by the outsize influence of several recently acquired assets. The presence of such large and important new assets does increase the overall Asset Value, and holds up the Average Condition of the portfolio, it does not affect the Actual Condition of the remaining Buildings.

Excluding all new buildings from this assessment indicates that the remaining existing assets have an Actual Average Condition Rating of **2.7** (i.e., approaching the lower bound of Band 2).

The optimal cost for Renewals, Operations and Maintenance of the current Buildings portfolio has been calculated to be in the order of **$3.5 Million plus CPI per annum**. The capital renewals component of the on-ground costs is offset by accumulation of Depreciation at a rate of **$1.53 Million** per annum.

Planned capital renewals in the most recently approved currently approved Long Term Financial Plan (LTFP) covering the period from 2023/24 to 2032/33 (i.e. first nine years of this AMP) amount to $3.19 Million, or approximately $319 Thousand per annum on average. This is in the order of 21% of the Annual Depreciation Expense amount ($1.53 Million per annum). In combination with a nominal allowance of 20% of Capital Expansion and Upgrades costs contributing to Renewals, this results in a Sustainability Ratio (SR) of 0.36, representing a shortfall in Renewals expenditure in the order of $2.3 Million per annum over the period.

The Plan recognises that achieving the level of capital investment required to fully maintain all Shire buildings in the future would mean an increase in cost in the order of 314% above the current budget. A step-change of this magnitude is unachievable and unaffordable in the near term. A strategy of pragmatic, incremental increases in capital maintenance budget is therefore recommended.

The Plan provides achievable financial and management actions to be carried out over the life cycle of the portfolio for effective management, inspection and replacement of this asset group.

4.1 Recommendations

The Plan makes the following observations and recommendations:

- To bridge the gap between the Idealised renewal programme and the affordable level of cost, progressive development towards a **Pragmatic Target Sustainability Ratio of 0.98** is proposed.
- Refocus the Shire's current buildings Capital Investment budget towards Renewals i.e.:
    - **Stop Doing:** New Building Construction;
    - **Start Doing:** Refurbishment and replacement of existing building components (e.g. paint finishes, ventilation systems etc.);
    - **Do more:** Operation Planned Preventative Maintenance (equipment servicing); and
    - **Do Less:** Precinct Redevelopment.
- Manage demand for new and improved assets through clear signalling regarding the Shire's need to address the backlog of renewals as part of all community consultation programs.

(Appendix ORD: 12.3.4C)

4.2 Action Plans

The following action plans are presented with the intent to address areas of specific weakness noted throughout the asset management plan. Addressing these items will help to meet Customer expectation through either improved delivery or improved asset information.

Buildings Management Action Plan

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
BMP1	**Section 2.1**	Enter summary level (Buildings Id, Buildings Name, location etc.) data on all Buildings into the Synergy Asset Management Module.	Listing all Buildings in the Synergy Asset Management Database will support the use of works orders to permit maintenance requests, work conducted and all associated costs on the assets to be recorded with reference to the relevant assets.	2024/25
BMP2	**Section 3.4.2**	Reassess the level of compliance of the existing Buildings portfolio with the defined Shire of Dardanup quality standard targets, based upon the most recent visual condition rating inspection available at the time. Target renewals and upgrade projects toward the asset hierarchy classes that have the greatest level of non-compliance.	Annual reassessment of the level of compliance with the quality standards will enable the Shire of Dardanup to target expenditure towards those projects and activities which will return the greatest level of benefit to the portfolio overall.	Annually, as part of forward works program development
BMP3	**Section 3.5.1**	Update the provision level of service section of this document to reflect the cost of delivering any future new and upgraded Buildings shown in the Shire of Dardanup Council Plan.	Implementation of recommendations contained within the Shire of Dardanup Council Plan) will be conducted as 'Business as Usual' under the Buildings Asset Management Plan.	Immediately following adoption of an updated Council Plan by Council

Buildings Financial Management Plan

The following fiscal management actions arise in response to the Building Asset Management Plan:

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RFMP1		Investigate a means of identification of the location of any operational maintenance activity on the portfolio	One of the aims of effective asset management is to reduce overall costs by choice of targeted maintenance treatments. This is most often achieved through location of 'hot spots' where elevated levels of operational cost are being experienced which can then be investigated further. To be able to find 'hot spots' for operational maintenance activities, (e.g., excessively high utility costs or structural repairs), it is necessary to relate all the relevant costs, (labour, plant and materials), to a specific building.	For 2025/26 Annual Budget

5 Review

The Shire of Dardanup Buildings Asset Management Plan 2024-2034 is a living document. Its content is reviewed and updated annually in line with preparation of the annual Program of Works which supports the Annual Budget. The annual review aligns with Section 5.56 (Plan for the Future) of the Local Government Act 1995.

A full review of the Plan is undertaken every four years following adoption by Council in line with the requirements of the Western Australian Integrated Planning and Reporting Framework

(Appendix ORD: 12.3.4C)

Buildings Risk Assessments

No.	Risk	Existing measures	Likelihood	Consequence	Risk severity	Preventative controls	Likelihood	Consequence	Risk severity
1	Availability of suitable tradesperson to meet timeframes	Limited means to dictate terms. Difficult to have many tradespeople available	Likely (4)	Minor (2)	**Moderate (8)**	Have alternative tradespeople available when possible	Likely (4)	Minor (2)	**Moderate (8)**
2	Unknown structural and/ or environmental issues	Reliance on previously undertaken building inspections	Likely (4)	Minor (2)	**Moderate (8)**	Engage experts/consultants as required	Likely (4)	Minor (2)	**Moderate (8)**
3	The presence of asbestos containing materials	Asbestos registers updated and asbestos audit regime undertaken	Likely (4)	Minor (2)	**Moderate (8)**	Site induction to include asbestos awareness. Carry out intrusive inspection and remove as necessary	Likely (4)	Minor (2)	**Moderate (8)**
4	Allocated budget not sufficient due to quotation price exceeding cost estimate	Negotiate with persons carrying out work	Rare (1)	Minor (2)	**Low (3)**	Apply for increase in budget or reduce scope of works	Rare (1)	Minor (2)	**Low (2)**
5	There is a risk of electrical failure	Regular electrical tagging and testing. Inspections of outlets and switches	Unlikely (2)	Minor (2)	**Low (4)**	Existing measures plus implement regular RCD and switchboard testing	Unlikely (2)	Minor (2)	**Low (4)**
6	There is a risk of water related issues (rain ingress, storm water drainage, etc.)	Inspections undertaken. Regular cleaning of gutters, sumps, downpipes on Council buildings	Likely (4)	Minor (2)	**Moderate (8)**	Regular inspection of Council owned buildings	Possible (3)	Minor (2)	**Moderate (6)**
7	There is a risk of fire in a Council building	Regular servicing of fire equipment alarms, emergency lighting, exit doors, path of travel to exits	Possible (3)	Major (4)	**High (12))**	Building inspections procedure. Fire evacuation drills undertaken. Insurance in place	Possible (3)	Minor (2)	**Moderate (6)**
8	There is a risk of building permit non-compliance	ESM audits	Likely (4)	Moderate (3)	**High (12)**	Building non-compliance items scheduled in planned scope of works	Likely (4)	Minor (2)	**Moderate (8)**
9	There is a risk of noncompliance with DDA	Non-qualified inspections	Likely (4)	Moderate (3)	**High (12)**	DDA audits and DDA items scheduled in planned works	Unlikely (2)	Moderate (3)	**Moderate (6)**
10	There is a risk involving the security of Council buildings	Security locks for all access doors in place for response. Alarms in some buildings	Possible (3)	Moderate (3)	**Moderate (9)**	Increasing no. of buildings with alarms. Install CCTV for critical locations	Possible (3)	Moderate (3)	**Moderate (9)**

(Appendix ORD: 12.3.4C)

Appendix A Buildings Renewals Program Year One (2024/25)

Building Name	Type	Year
Burekup BFB Station	Services	2024/25
Burekup BFB Station	Services	2024/25
Burekup Hall/Tennis Public Toilets	Services	2024/25
Burekup Public Toilet	Interior Finishes	2024/25
Dardanup Community Centre	Interior Finishes	2024/25
Dardanup Community Centre	Interior Finishes	2024/25
Dardanup West BFB Station	Interior Finishes	2024/25
Don Hewison Centre (Heritage Council 04628)	External Fabric	2024/25
Don Hewison Centre (Heritage Council 04628)	External Fabric	2024/25
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2024/25
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2024/25
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2024/25
Eaton Basketball Shed & Courts	Sports	2024/25
Eaton Family Centre	Interior Finishes	2024/25
Eaton Hall (Little Theatre)	Interior Finishes	2024/25
Eaton Hall (Little Theatre)	Interior Finishes	2024/25
Eaton Hall (Little Theatre)	Interior Finishes	2024/25
Eaton Hall (Little Theatre)	Services	2024/25
Eaton Recreation Centre	External Fabric	2024/25
Eaton Recreation Centre	External Fabric	2024/25
Eaton Recreation Centre	Interior Finishes	2024/25
Eaton Recreation Centre	Interior Finishes	2024/25
Eaton Recreation Centre	Interior Finishes	2024/25
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2024/25
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2024/25
Ferguson Hall (incl. Patio)	Interior Finishes	2024/25
Glen Huon Football Club Rooms Pavilion	Services	2024/25
Glen Huon Football Club Rooms Pavilion	Services	2024/25
Glen Huon Football Club Rooms Pavilion	Services	2024/25

(Appendix ORD: 12.3.4C)

Glen Huon Football Change Rooms	Services	2024/25
Glen Huon Football Change Rooms	Services	2024/25
Glen Huon Softball Club Rooms (Pavilion)	Services	2024/25
Glen Huon Softball Club Rooms (Pavilion)	Services	2024/25
Upper Ferguson BFB Fire Shed	Services	2024/25
Waterloo BFB Fire Station	Interior Finishes	2024/25
Waterloo BFB Fire Station	Services	2024/25
Wells Recreation Park Clubrooms	Interior Finishes	2024/25
Wells Recreation Park Clubrooms	Interior Finishes	2024/25

(Appendix ORD: 12.3.4C)

Appendix B Buildings Upgrades Program 2024/25-2033/34

Building Name	Proposed Work	Year
Eaton Recreation Centre Burekup BFB Station	Provide New Bollards to Ground Floor Entranceways	2024/25

Appendix C References

- Asset Management Policy (Policy Infr CP074), Shire of Dardanup
- Shire of Dardanup 2050 Vision
- Annual Budgets, Shire of Dardanup
- 10 Year Capital Works Program 2023/24
- International Infrastructure Management Manual, 2015 Edition, IPWEA

(Appendix ORD: 12.3.4D)

Shire of Dardanup

Buildings Asset Management Plan 2024-2028 (PART B)

Version 3

August 2023

(Appendix ORD: 12.3.4D)

Document Control

Document ID: Buildings Asset Management Plan

Rev No	Date	Revision Details	Author	Reviewer	Approver
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		•			
Next Review Date					

(Appendix ORD: 12.3.4D)

TABLE OF CONTENTS

1 Executive Summary

The Shire of Dardanup must *Plan for the Future* of the district in accordance with the Western Australian Integrated Planning and Reporting Framework. A Council Plan (incorporating the Strategic Community Plan and Corporate Business Plan) is produced which is used to inform and direct the content of the Shire's Asset Management Plans.

This Buildings Asset Management Plan has been developed to deliver sustainable fiscal management and continuous improvement of the Shire's Buildings infrastructure assets.

In addition to the Shire's overarching strategic documents, this plan is informed by:

- The Shire of Dardanup 2050 Vision statement;
- the Shire of Dardanup's Asset Management Policy; and
- the Shire of Dardanup Place Plans for Eaton and Dardanup

This plan addresses the Shire's Buildings infrastructure. These items represent a significant proportion of the Shire's total asset portfolio with a Current Replacement Value of approximately **$49.6 Million.** This represents approximately **14.3%** of the Shire's total **$344.8 Million** dollar asset portfolio. The Current Written Down (Fair) Value of the existing assets is **$30.4 Million**.

The above figures do not include the Fair Value of the new Eaton Administration & Library Building, which (at the time of writing) is still under construction at an estimated final cost of **$17.5 Million.** It is expected that this structure will be handed over to the Shire during the first year of currency of this Plan.

As part of the transition to the new Eaton Administration & Library Building, the existing Eaton Administration Centre (Building B042) at 1 Council Drive, Eaton was disposed of in the 2023 Financial Year. This structure had a reported Current Replacement Cost of **$4.46 Million**. The costs of this portion of the transaction are accounted for in the $49.6 Million Current Replacement Cost noted above.

The collective effect of the Acquisition and Disposal of these buildings will take the Shire's overall Buildings portfolio Replacement Cost to **$67.1 Million**; the Written Down (Fair) Value of the assets will be **$47.9 Million in 2024** and the total asset portfolio will expand to **$362.3 Million**. At that time, the Buildings portfolio will represent **18.4%** of the Shire's overall assets.

The imminent delivery of this significant investment represents a materially significant increase in the Shire's assets and future maintenance liabilities. Therefore, for the purposes of preparation of this Plan, all forecast cost estimates and maintenance plans **include** the value of the new Eaton Administration & Library Building.

The plan deals specifically with the development, operations, and maintenance of the Shire's Buildings. It sets out strategies to ensure that the Shire's Buildings assets are maintained in a manner consistent with national engineering standards and community expectations.

In most cases this is achieved through reference to documented procedures, processes and plans used to manage the Shire's Buildings. Detailed long term expenditure forecasts in the Long-Term Financial Plan 2023-2033 are included.

The Asset Management Plan specifies the financial and management implications of the life cycle requirements for effective management, inspection, and replacement of this asset. In particular, the Plan notes that approximately **43%** of the Shire's Current Replacement Cost for Buildings ($20.7 Million of $47.9 Million) is represented by **13%** of the asset (7 of 52 buildings) that are less than four years old and have not required significant maintenance investment to date. It is likely that an increasing proportion of these relatively new Buildings will begin to require Renewals during the term of this Plan, placing a strain on the Shire's budget that has not previously been allowed for.

The Plan recognises a shortfall in Renewals expenditure in the Buildings portfolio in the order of 2.3 Million per annum. It is proposed to address this shortfall through cessation of Expansion and Upgrade activities for at least the duration of this Plan, with savings diverted to Renewals.

Council can use this plan, along with its' other asset management plans, to balance levels of service, community expectations and affordability of its assets and services.

This is a living document and will be reviewed for currency on an annual basis. The plan is to be updated, (minor revisions), as necessary. Formal re-adoption of the Buildings Asset Management Plan, (major revisions), are to be conducted every four years.

(Appendix ORD: 12.3.4D)

2 Introduction

2.1 Background

This Asset Management Plan is to demonstrate responsive management of Buildings assets (and services provided from these assets); compliance with regulatory requirements and to communicate funding required to provide the required levels of service.

This is the second major revision of the Buildings Asset Management Plan for the Shire of Dardanup. The first version of this document was incorporated into the Building~~Transport~~ Asset Management Plan adopted by Council in April 2014.

This asset management plan is to be read in conjunction with the following associated planning documents:

- Shire of Dardanup, Council Plan (Strategic Community Plan and Corporate Business Plan) 2022-2032
- Shire of Dardanup, Long Term Financial Plan 2023-2033
- Shire of Dardanup, Policy CP074 - Asset Management
- Shire of Dardanup, Council Annual Budgets
- Shire of Dardanup Sport and Recreation Plan
- Shire of Dardanup Place Plans (Eaton, Dardanup & (future) Burrekup
- Various Local Structure Plans (e.g. City of Wanju)
- Shire of Dardanup, Standards and Policies
- Office of the Government Architect, Design Standards for all public buildings

The above documents form a hierarchy of strategic information upon which decision making can be based. Lower-level documents expand upon and add detail to information outlined in conceptual form in higher level guidance.

Conceptually, the portfolio of information flows between these documents can be mapped out as shown below:

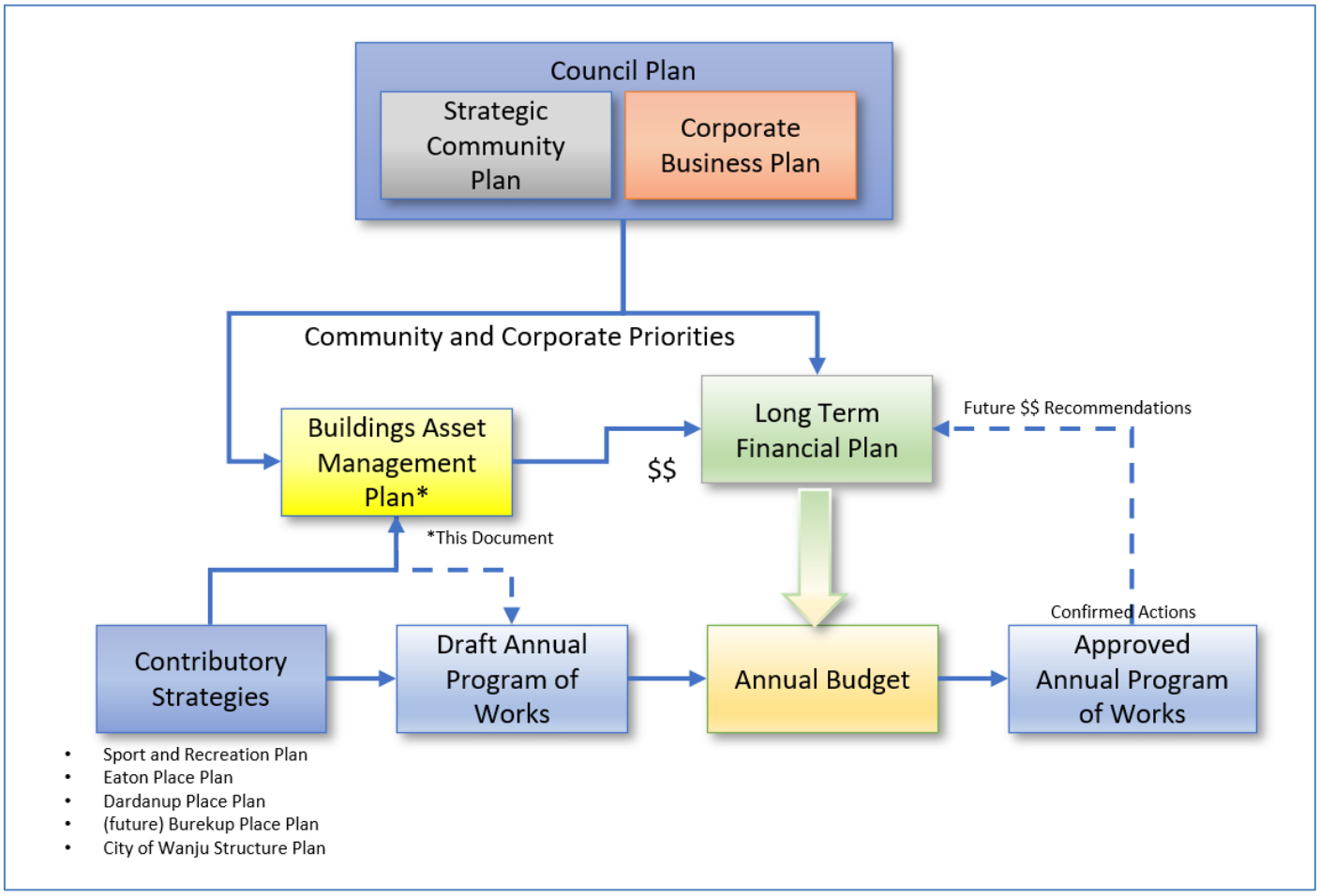


Figure 2-1 Order and Precedence of Documents

Buildings (as Job Codes) are recorded within the Shire's Enterprise Resource Planning (ERP) to capture records of maintenance requests, work conducted and costs on the assets.

2.2 Purpose of the Plan

The purpose of this AMP is to provide the Shire with guidance and planning for the management of Buildings physical assets and to document the processes used to manage assets and plan actions required for operations, maintenance, renewals, new assets, and disposal of Building assets.

The International Infrastructure Management Manual defines an asset management plan as:

> **"An AMP is a plan developed for the management of assets that combines multi- disciplinary management techniques (including technical and financial) over the life cycle of the asset in the most cost-effective manner to provide a specific level of service."**

The AMP is an asset class document that covers all Building assets and provides the overarching guidance on management of the assets through their lives. The purpose of the AMP is to document the processes used to manage the assets and plan actions required for the future management of operations, maintenance, renewals, new assets for growth and demand, and disposal of assets.

This AMP is a consolidation of all the information that is currently available in regard to Shire's Buildings infrastructure assets and service delivery programs. It is a long range-planning document that the Shire can use to provide a rational framework for current and future understanding of its assets.

The 2050 Vision Statement details the Shire's Values (Leadership, Environment, Community, Prosperity and Amenity) along with its Aspirations (Healthy, Self-sufficient, Sustainable, Connected and Innovation).

Asset management comes into play in the delivery of these aspirations. In particular, an effective road asset management plan will provide information to support consideration of the following:

- **Healthy:** How do our buildings support the health of our community? This may include:
  - the need for access to new facilities such as the proposed new health campus in the future City of Wanju;
  - the safety of the Shire's existing buildings;
  - the health impacts of existing buildings on the Shire's community (e.g., due to issues such as the presence of contaminants (e.g., asbestos), access to sanitary facilities (e.g., public toilets), etc.);
  - the opportunity for Shire facilities to be used by the community for activities that promote health or healthy living.
- **Self Sufficient:** The Shire's desire to increase economic activity in tourism, agri-business and high-tech manufacturing requires consideration of the functional suitability of the current and future buildings portfolio to support these activities.
- **Sustainable:** The UN World Commission on Environment and Development has said that ***"sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*** This statement is particularly relevant to buildings asset management, in that the Shire needs to ensure that it manages its buildings in such a way that future generations are not required to pay for the present generation's consumption of the asset.
- **Connected:** The creation of vibrant community spaces, community hubs and sporting facilities will provide a challenge to the Shire. Consideration of these new facilities in the Shire's long-term plans needs to be allowed for, in order to ensure that the new facilities are available within the timeframes envisioned by the 2050 Vision Statement.
- **Innovation:** The creation of spaces within which entrepreneurial activity, educational advancement and fundamental research can be conducted requires coordination of planning across all Shire disciplines. Appropriate and affordable solutions for such spaces need to be considered well in advance of their development.

The AMP is intended to improve the ability to meet corporate goals and objectives in a way that best services customers. It provides a rational framework enabling systematic and repeatable processes to manage costs, risks and levels of service for the Shire's Buildings portfolio.

The purpose of this AMP is therefore to:

- Establish protocols for the responsible management of Buildings infrastructure assets
- Communicate and justify funding requirements and

- Comply with regulatory requirements

The AMP is a living document that will require ongoing refinement to reflect the evolution of asset management maturity over time

2.3 Key Stakeholders

The following groups have been identified as key stakeholders in the management and use of Buildings and related assets;

- The Council and Councillors
- Employees/volunteers
- Community residents and businesses
- Facility Users
- Tourists and visitors
- Insurers
- Other Government Bodies (DLGSC, WA Health, WA LGGC)
- State & Federal Members (and aspiring Members)
- Utility Providers

2.4 Goal and Objective of Buildings Asset Management

The Shire of Dardanup is the custodian of Buildings infrastructure assets on behalf of the community and is responsible for ensuring that the assets under its control are maintained at an appropriate level; are safe; effectively utilised; and are renewed and refurbished to achieve an efficient whole of life cost balance.

In addition to planning for the retention of the existing buildings, the Asset Management Plan must address the need for ongoing expansion and major purpose renovations in accordance with the Shire of Dardanup's adopted Strategic Plans. These strategic development plans include allowance for major renovation, changes of purpose and identification and proposal of additional assets to meet service demand.

Achievement of these aspirational strategic objectives will require that investment costs are balanced to ensure an equitable distribution of funds between the renewal and ongoing maintenance of the existing portfolio (preservation) and the capital development of proposed new assets (expansion).

2.5 Asset Overview

This plan addresses the Shire's Buildings infrastructure. These items represent a significant proportion of the Shire's total asset portfolio with a Current Replacement Value of approximately **$49.6 Million.** This represents approximately **14.3%** of the Shire's total **$344.8 Million** dollar asset portfolio. The Current Written Down (Fair) Value of the existing assets is **$28.8 Million**.

The above figures do not include the Fair Value of the new Eaton Administration & Library Building, which (at the time of writing) was under construction at an estimated final cost of **$17.5 Million.** It is expected that this structure will be handed over to the Shire during the first year of currency of this Plan. As part of the transition to the new Eaton Administration & Library Building, the existing Eaton Administration Centre (Building B042) at 1 Council Drive, Eaton was disposed of in the 2023 Financial Year.

This structure had a reported Current Replacement Cost of **$4.46 Million**. The costs of this portion of the transaction are accounted for in the $49.6 Million Current Replacement Cost noted above.

The collective effect of the Acquisition and Disposal of these two buildings will take the Shire's overall Buildings portfolio Fair Value to **$67 Million**, and the total asset portfolio to **$362.3 Million.** At that time, the Buildings portfolio will represent **18.4%** of the Shire's overall assets.

The imminent delivery of this significant investment represents a materially significant increase in the Shire's assets and future maintenance liabilities. Therefore, for the purposes of preparation of this Plan, all future cost estimates and maintenance plans include the value of the new Eaton Administration & Library Building.

The assets (and Asset Groups) covered by this plan therefore include:

Buildings		
Structure Type	**Structure Sub-Type**	**Number**
Building	Administration	2
	BFB	10
	Community	11
	Library	1
	Public Hall	7
	Public Toilets	9
	Sport	10
	Waste	1
	Works Depot	1
Table 2-1 Asset Overview		**52**

Note: Where multiple physical structures exist within a single site (e.g. Bush Fire Brigade sites containing engine sheds & water tanks, all such assets are included in the above schedule as a single entity.

Structures for special consideration within this Plan include:

Buildings		
Structure Type	**Structure Sub-Type**	**Number**
Structures Scheduled for Disposal	Administration (B042, old Eaton Administration Building, 1 Council Drive, Eaton)	1
	Administration (B058(a) Eaton Shire Office Transportable Building (incl. Patio))	1
	Administration (B058(a) Eaton Shire Office Transportable Toilets (Admin.))	1
Proposed New/Expanded Buildings	Wanju District Open Space (at least one Oval/Regional Sports Facility)	1
	Expand the Eaton Recreation Centre to a 6-court indoor Regional Sports Centre	1
	Development of multi-functional hard courts at Eaton Oval Ground	1
	Provision of a multi-functional shared use pavilion at Wells recreation Park	1
	Provision of a multi-functional shared use pavilion at Burekup Cricket/Tennis grounds	1
Table 2-2 Structures for Special Consideration		**8**

3 Levels of Service

The 'Level of Service' (LOS) is the defined service quality for the asset. Understanding the level of service required of an asset is vital for its lifecycle management as this largely determines an asset's development, operation, maintenance, replacement, and disposal.

Levels of service are pivotal in asset management as they have a direct budgetary impact due to their importance in both operational and risk-based prioritisation.

3.1 Levels of Service Framework

One aim of an asset management plan is to clarify and define key levels of service for assets and to identify the cost of future operations, maintenance, renewal, and capital works required. A key objective of this asset management plan is to allow efficient allocation of resources to ensure levels of service provided by the assets align with customer expectations, which requires a clear understanding of customers' needs and preferences.

The documented levels of service are based on legislative requirements, the Shire's strategic and corporate goals and customer research. The Shire level of service framework is illustrated in the diagram below and described in the sections that follow.
Of note in the above framework is the identification of appropriate Intervention Levels for the initiation of Actions by the Shire's

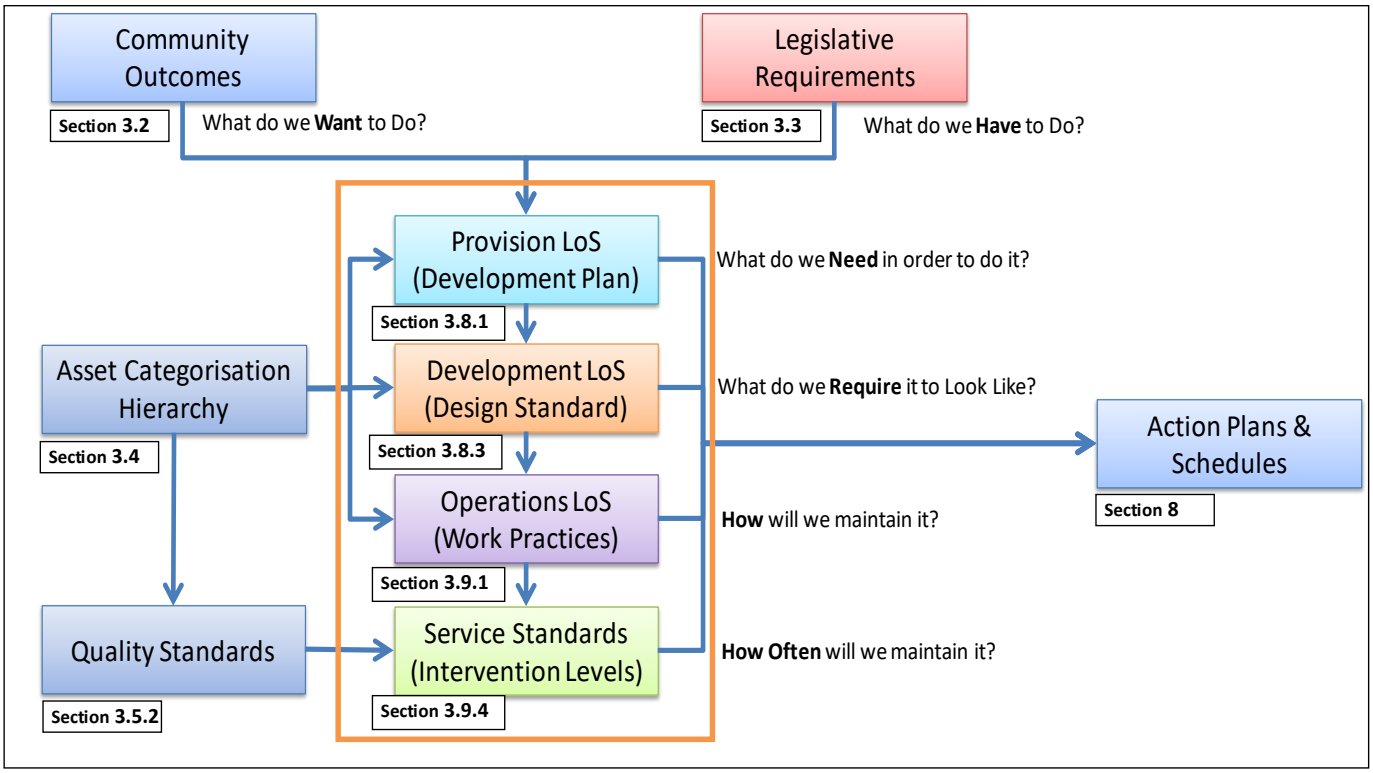


Figure 3-1 Levels of Service Framework

Operational team. It is considered that one of the greatest benefits of intervention levels is in assisting to provide a sound legal argument as to why certain works were, or were not, conducted. This is central to any defence that the Shire may need to raise in respect of its Duty of Care under the Civil Liability Act 2002.

Unlike Roads, Local Government is offered no special consideration under the Civil Liability Act 2002 in respect to the management of its Buildings. It is therefore critical that the Shire can show that it has applied due diligence to meeting its' obligations under the Act, and to be able to demonstrate that it has Plans in place to identify, manage, and minimise any potential harms to persons from deficiencies in its Buildings when it detects them.

3.2 Community Outcomes

Community outcomes relate to the service that the Buildings portfolio must deliver from the perspective of its users and are expressed in terms of:

- Quantity Is there enough of the asset to meet all demands?
- Quality How good is the service?
- Functionality Does it meet the user's needs?
- Safety Is the service safe?

Indications of desired levels of service to meet these outcomes are obtained from various sources including:

- the biennial Catalyse Community Satisfaction survey
- resident's feedback to Councillors and staff
- service requests and correspondence.

The Shire of Dardanup does not currently carry out community satisfaction surveys at the individual Buildings level. However, the Shire undertakes a periodic Community Satisfaction Survey to provide additional clarity on the community's expectations for future assets and guidance on the desired levels of service. The Shire's overall performance scored during the most recent Shire of Dardanup survey result (March 2023) was 81. This score is 7% above the Industry Average (76), but 12% below the Industry High (90).

Due to their integral position in the delivery of services across a wide array of functionality within the Shire, there are multiple categories within the Community Satisfaction Survey that apply to Buildings. The most appropriate category for the purposes of this Asset Management Plan is the catch-all *'Community buildings, halls and toilets'* category:

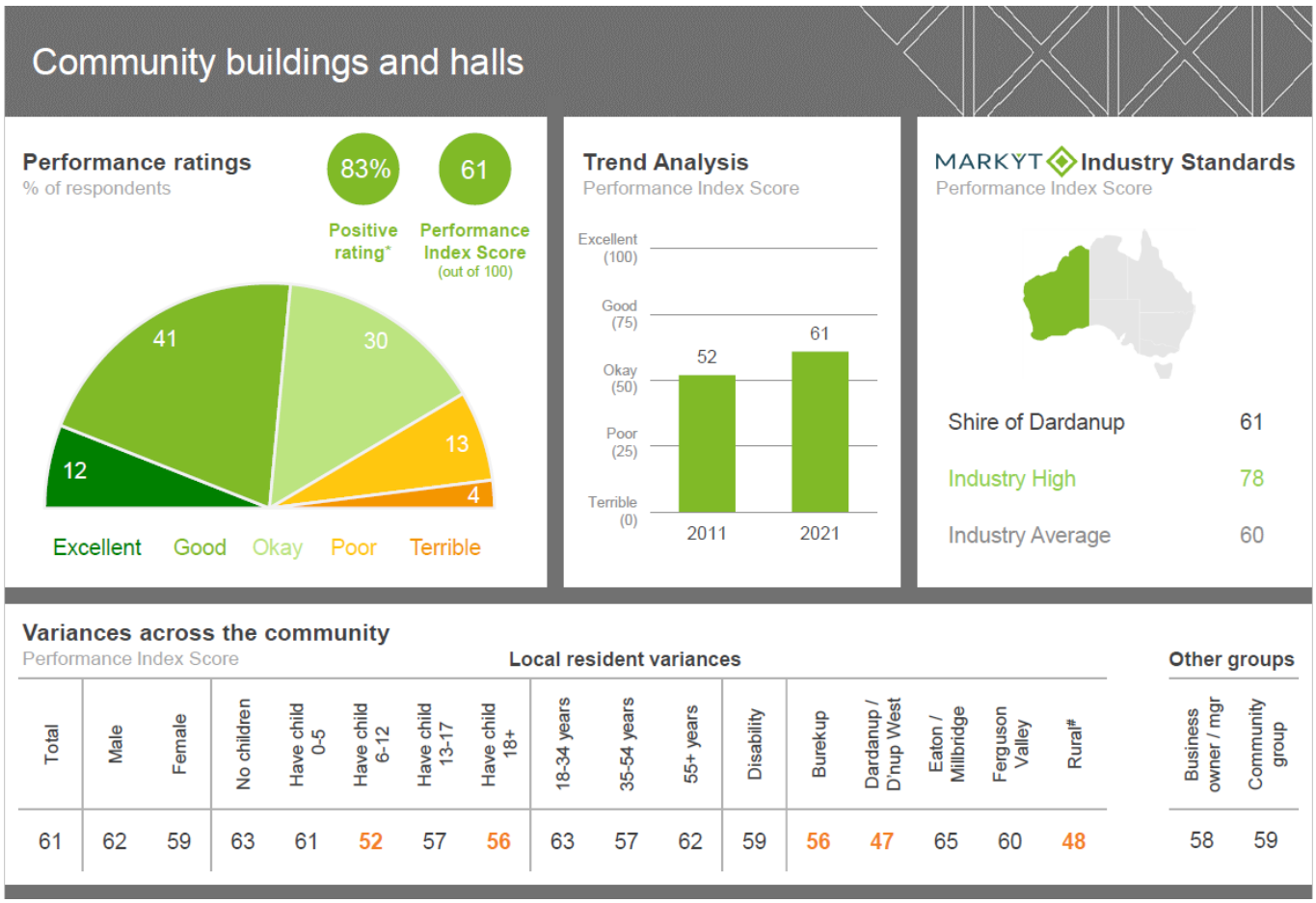


Figure 3-2 2021 MARKYT Customer Satisfaction Survey

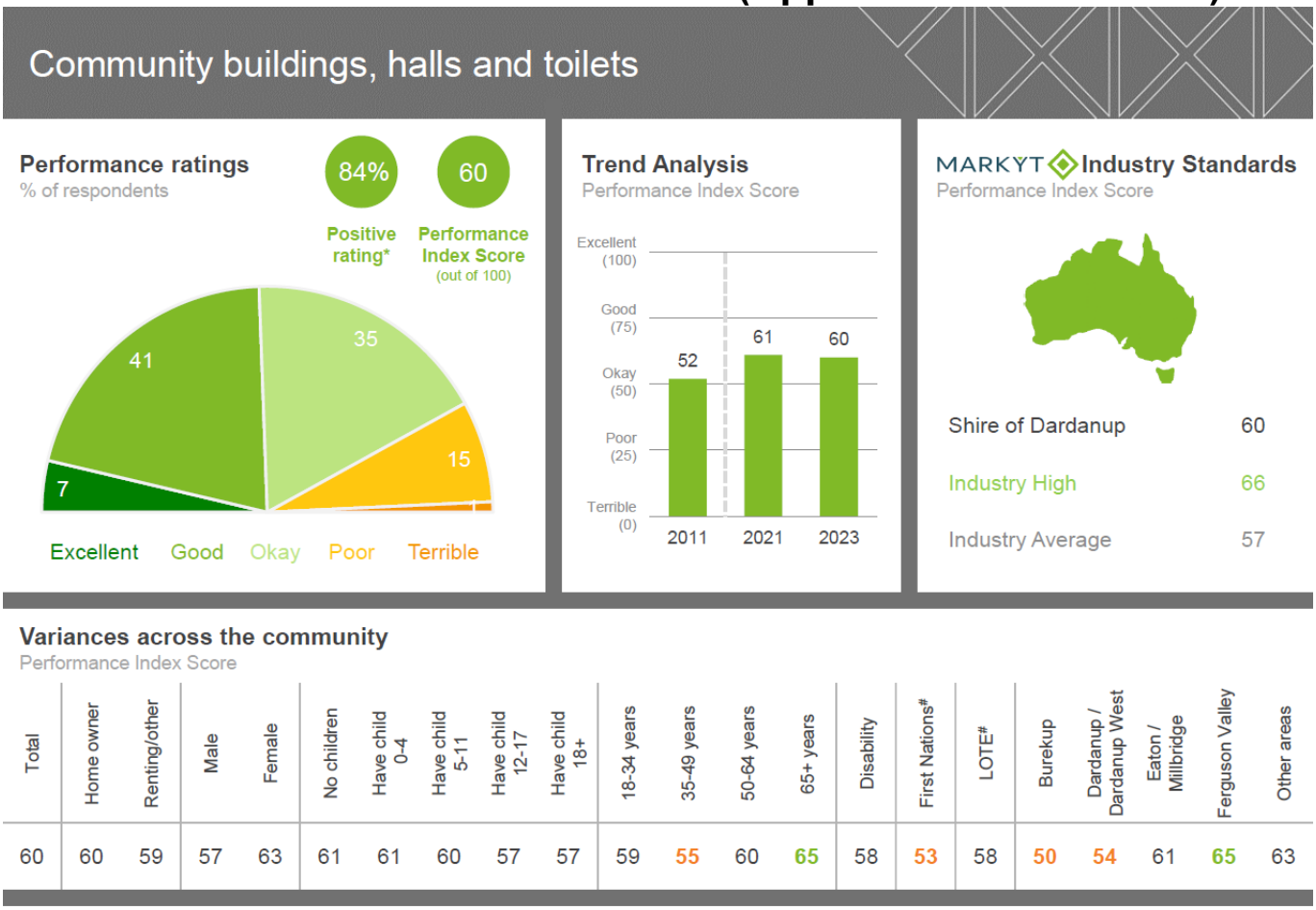


Figure 3-3 2023 MARKYT Customer Satisfaction Survey

Reported customer satisfaction with the Buildings portfolio has fallen by 2% (decline from 61 to 60) overall since the previous (2021) survey. Reported satisfaction has declined most among Working Age (34 to 49 years) and First Nations people. Overall satisfaction (60) remains significantly higher than the reported level in the inaugural survey of 2011 (52).

Satisfaction is lowest among people living in Burekup and Dardanup/Dardanup west. This result is likely the result of low levels of Renewals investment in those areas. This is despite new facilities such as the Wells Recreation Change Rooms being opened in Dardanup at very close to the time of the survey being carried out. This suggests that the creation of new facilities may not be uniformly valued as highly as retention of the existing (often heritage) structures portfolio in these areas.

The fact that the loss in reported satisfaction is not Shire-wide indicates that this is not a systemic issue. Addressing specific localised concerns may see this trend reversed.

3.3 Legislative Requirements

In addition to direct legislation, the following International, National, and State regulations, standards, guidelines and practices inform the decision making and work practices of the Shire of Dardanup. A (non-exhaustive) list of the Buildings related legislation and guidance requirements that the Shire refers to is as follows:

Legislation/Guidance	Requirement/Purpose
Building Act 2011 and associated Building Regulations 2012.	Define the Codes and Standards that are required to maintain minimum necessary standards of relevant safety, health, amenity and sustainability within the Building industry in relation to all building services (plumbing, painting and building work) regulated by Building and Energy.
Local Government Act 1995 and Regulations	Establishes role, purpose, responsibilities, and powers of Local Governments including the preparation of long-term plans and the retention of as-constructed records of all public infrastructure.
Land Administration Act 1997	Regulations for the acquisition of land for Buildings purposes.
State Records Act 2000	Creation, storage and archiving of records and documents.

Legislation/Guidance	Requirement/Purpose
Disability Services Act (1993) and Disability Services Regulations (2004)	Sets out the responsibilities of Council and staff in dealing with access and use of public infrastructure.
Australian Accounting Standards Board AASB 13 'Fair Value Measurement'	This standard defines internationally recognised accounting practices to *'…estimate the price at which an orderly transaction to sell the asset or to transfer the liability would take place between market participants at the measurement date under current market conditions (i.e. an exit price at the measurement date from the perspective of a market participant that holds the asset or owes the liability)….'*
Office of the Government Architect (OGA) Design Standard for all public buildings	The Office of the Government Architect (OGA) has developed a suite of Design Standards for new public building projects to improve the performance and value of these facilities. The purpose of the OGA's General Design Standard is to formalise a set of objective, minimum provisions for design quality to use in the delivery of all public works. These guidelines provide a decision support framework to assist in the specification, design and cost estimation of structures of all types. The advice includes consideration of: • Innovation and creativity • Functionality and Build Quality • Responsiveness to context • Efficiency and Sustainability The guideline is aimed at State Government rather than Local government. The Shire is therefore not strictly required to adhere to this guideline. However, as a Treasury publication the having regard to this guideline may assist the Shire when seeking Grants or Loans in respect of any new building proposals.
Department of Local Government, Sport and Cultural Industries Asset Management Guide – Sport and Recreation Facilities	Guidance for development of Asset Management Plans with a specific focus on Buildings (in particular Sports & Recreation Facilities).

Table 3-1 Legislative Requirements

Collectively these requirements form a framework within which the Shire manages the development, control, allocation, and eventual disposal of the Buildings assets required to provide the services that the Council directs it to undertake to achieve the desired community outcomes.

The measures against which the Shire monitors its performance in this regard relate to:

- Compliance — Are we meeting our legal obligations?
- Sustainability — Are we managing our assets for the long term?
- Accessibility — Adequacy of Buildings widths and standards for traffic volumes and Buildings hierarchy
- Cost Effectiveness — Are we achieving best value for money on behalf of our residents
- Equity — Are we providing a balanced level of access to the Buildings portfolio

3.4 Asset Categorisation Hierarchy

Buildings have multiple (often competing) priorities that need to be considered in determining their management needs:

- They are often high-risk assets for public safety;
- They often possess high intrinsic community Values (e.g., Heritage buildings);
- They may provide services to a broad spectrum of users with widely varying needs (e.g., sporting facilities);
- Their maintenance, upkeep and/or replacement cycles are often driven by issues other than pure condition, for example replacement of carpets might be triggered for external aesthetic reasons such as a desire to reflect colour palette changes in corporate branding;
- etc.

It would be extremely difficult to attempt to address all possible permutations of these issues across the entire Buildings portfolio at the individual structure level. The Shire of Dardanup Buildings portfolio hierarchy classification system therefore establishes 'Classes' of structure which have common elements, needs for service and/or tenure arrangements. This enables the subsequent establishment of generic Levels of Service requirements that meet the needs of each Class of structure, rather than having to establish specific Levels of Service for each individual structure (which would quickly become untenable).

The 'Classes' of structure present in the Shire of Dardanup Buildings portfolio is as follows:

Shire of Dardanup Hierarchy Class	Description	Typical Characteristics	General Location	Example(s)
Class 1	A building that is identified as core service, high usage and high public profile asset	A large building with meeting rooms and office space Able to accommodate in excess of 100 people	Urban Main Reserves & Civic Precincts	Shire Administration Offices
Class 2	A building that is identified as core service, moderate usage and /or moderate public profile asset	Typically, a community centre or pavilion. A multi-use building which can accommodate around 60 people.	Urban Residential reserves	Martin Pelusey Office & Workshop (Depot) Dardanup Main Hall
Class 3	A building/structure that is low usage and/or public profile asset to be kept in serviceable condition.	Centrally located within a Townsite Small groups/club/building which can accommodate around 30 people. Public conveniences within urban landscapes. Significant/high usage minor structures located in central locations	Urban Residential / Rural reserves	Eaton Tennis Court Pavilion T- Jetty - Eaton Foreshore
Class 4	A building that is of non-core service, some degree of usage	Public conveniences within rural landscapes. Sheds and storage for Council Operations	Urban Residential / Rural reserves	Gnomesville Public Toilets Martin Pelusey Depot Storage
Class 5	A building that is of non-core service, little or no usage and / or profile, it is unoccupied	Unoccupied buildings	Urban Residential / Rural reserves	No existing examples (as of October 2023)
Class 6(a)	Commercial leased buildings of which the Shire is responsible for maintenance and renewal	Commercial buildings leased by others for which the Shire is responsible for maintenance and renewal either directly or through coordination of funding programs. Tenant responsible for day to day maintenance	Urban Residential / Rural reserves	Eaton Bowling & Social Club
Class 6(b)	Community leased buildings for which the Shire is responsible for the structural integrity only	Commercial and community leased buildings for which the Shire is responsible for the structural integrity only. Tenant or lessee responsible for day-to-day maintenance and minor renewal.	Urban Residential / Rural reserves	Eaton Child Heath Centre
Class 6(c)	Buildings on Shire Land for which the Shire has no obligation with respect to the ongoing maintenance and renewal or for which ongoing maintenance is externally funded.	Commercial and community leased buildings for which the Shire has no obligation with respect to the ongoing maintenance and renewal of the building i.e. not required to have a yearly budget allocation for these buildings.	Urban Residential / Rural reserves	Bush Fire Brigades
Class 6(d)	Shire lessee of Building owner by others	Commercial and community leased buildings for which the Shire has leased the facility from others	Urban Residential / Rural reserves	No existing examples (as of October 2023)

Table 3-2 Shire of Dardanup Hierarchy Classes

3.4.1 Demarcation and Transfer of Responsibility

The Shire's Buildings portfolio predominantly consists of fully owned assets. The majority of these assets have either been constructed by the Shire using its own resources (including funds derived from Grants and Loans) or have been gifted to the Shire through either subdivision construction, or benevolent grants.

The Shire maintains multiple leasing and subleasing agreements with other parties within the Shire. These arrangements include:

- Shire leases building to others e.g., Eaton Child Heath Centre;• Shire provides land upon which structures are erected by others e.g., Bush Fire Brigades;
- Applications to hire council facilities

Formal agreements are in place for most (but not all) such arrangements, and not all leases have been established in the same format. It is the intent of the Shire of Dardanup to progressively review all leases in place and move to a consistent template for such agreements as they come due for renewal.

The template Lease agreement will outline the responsibilities of both parties with fees and penalties of failure. Lease agreements are managed by the Building Property Management Officer with copies of the formal records stored and maintained though the TARDIS documents register.

Applications to hire are advertised via the Shire's web site.

3.4.2 Quality Standards

Quality Standards for infrastructure assets can be described through a combination of the adopted design standard to which the asset is constructed and the desired condition to which the asset should be maintained. The design standards for new asset construction and upgrade adopted by the Shire of Dardanup must meet the Building Code of Australia and have evidence of 3rd party certification from a suitably qualified Building Surveyor.

Due to the complexity of construction, documentation of Buildings requirement must include:

- Full range of design drawing as per drafting Australian Standards;
- Design feedback and communications with all stakeholders (including Operations);
- Low maintenance materials. E.g., steel and composite material and high-grade structural timber is an acceptable solution.
- 3rd Party Certification of all delivered products including utility services, internal fitting and civil & structural components.

Buildings asset condition is assessed and reported in accordance with *IPEWA Practice Notes 3 – Buildings* (2016). Condition is assessed against multiple criteria using the following scale:

- 0 – 1 – Very good condition for new or recently constructed assets
- 1 – 2 – Good condition and likely to require only routine maintenance
- 2– 3 – Fair condition and likely to require light maintenance
- 3– 4 – Poor condition and likely to require a structural treatment
- 4– 5 – Very poor condition requiring structural treatment or reconstruction.

The service quality standard required per hierarchy class:

Shire of Dardanup Hierarchy Class	Quality Standard
Class 1	Target Overall Condition = 2
Class 2	Target Overall Condition = 2
Class 3	Target Overall Condition = 2
Class 4	Target Overall Condition = 3
Class 5	Target Overall Condition = 3
Class 6(a)	Target Overall Condition = 2
Class 6(b)	Target Overall Condition = 3
Class 6(c)	Target Overall Condition = 3 *Note: The Shire is not responsible for the cost of maintenance or renewal of this class of building, however it remains important to ensure that Buildings on Shire land are safe and fit for purpose. The Shire may also have a Duty of Care to the occupants of these building (for example Volunteer Bush Firemen). It is therefore important for the Shire to conduct regular inspection of these facilities and to recommend remedial works as necessary.*
Class 6(d)	Target Overall Condition = 2

Table 3-3 Target Overall Condition per Hierarchy Class

Building Condition Assessment (BCA's) of all Shire owned buildings was completed between October and December 2023. Full Results of these surveys are presented in Appendix B. A summary of results by Hierarchy Class follows:

Shire of Dardanup Hierarchy Class	Target Overall Condition	Number in Portfolio	Average Condition	Weighted Average Condition	% Assessed Function Meets or Exceeds Target	% Assessed Function Below Target
Class 1	2	2	2.2	1.5	75.8	24.2
Class 2	2	11	2.8	1.9	56.4	43.6
Class 3	2	11	2.5	1.7	67	33
Class 4	3	4	2.5	1.7	97.8	2.2
Class 5	3	0	0	Nil	N/A	N/A
Class 6(a)	2	1	1.3	0.9	100	0
Class 6(b)	3	12	2.7	1.8	97.2	2.8
Class 6(c)	3	11	2.3	1.5	99.3	0.7
Class 6(d)	2	0	0	Nil	N/A	N/A

Totals	52	2.5	1.7	81.0	19.0

Table 3-4 Assessed Overall Condition per Hierarchy Class

3.4.3 Building Condition Assessment

Building Condition Assessment (also known as a Facility Condition Assessment (FCA)) is a systematic inspection, review, and report on the state of a commercial building's structure and systems. It is often compared to a home inspection, but it provides more detailed information and is necessarily more complex due to the nature of and requirements for commercial facilities.

The BCA is comprised of a detailed inspection of the building's:

- Structural components, including walls, floors, roofs, windows, and doors
- Systems, including plumbing, HVAC, and electrical
- Interior components, including finishes and fixtures
- Exterior components, including finishes and fixtures

Condition ratings are provided for each building at a component level. Internal floor, walls and equipment are assessed and reported on a room-by-room basis. External roof; walls, civil works etc. are assessed for the site overall.

While these raw condition scores provide a high level of confidence in the knowledge about a specific item within the Building, they can be misleading in terms of assessment of the overall condition of a site. If taken on face value, it would be possible to overstate the seriousness of a poor condition score where the item being assessed is of a minor nature in the overall condition of the Building e.g., fire extinguishers (while important in themselves) are of lesser importance in assessing the overall condition of the building when compared to (for example) the building roof.

It is therefore imperative to provide a system of Weightings by which a rational overall condition score can be derived. For this purpose, the Shire of Dardanup allocates weightings in accordance with the Function that the Component serves in relation to the Asset Overall as below: (Note: in descending order of importance)

Component Function	
Asset Function	**Condition Weighting**
INTERNAL	1.0
EXTERNAL	1.0
MECHANICAL	0.5
HYDRAULICS	0.5
FIRE SERVICES	0.5
ELECTRICAL	0.5
BUILDING FINISHES	0.5
SPECIALIST SERVICES	0.25
SECURITY	0.25
FIXTURES & FITTINGS	0.25
COMMUNICATIONS	0.25

Table 3-5 Element Function Weighting Factors

By multiplying the Condition score allocated by the Building Surveyor for each element by the Condition Weighting factor, it is possible to derive a Weighted Condition Score that shows the relative impact of that condition score on the overall building. These scores can then be averaged over the entire building to provide an overall Weighted Condition that can be compared to the Target Condition for the relevant Shire of Dardanup Hierarchy Class.

Building Type/ Structure Name	Hierarchy	Raw Average Component Condition	Weighted Average Condition	Target Condition	Pass/Fail
Administration		2.1	1.4	2	Pass
Dardanup Shire Offices	Class 2	2.8	1.9	2	Pass
Eaton Administration Centre (New)	Class 1	1.3	0.9	2	Pass
BFB		2.3	1.5	3	Pass
Burekup BFB Station	Class 6(c)	2.5	1.7	3	Pass
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Class 6(c)	1.2	0.8	3	Pass
Dardanup West BFB Station	Class 6(c)	2.5	1.7	3	Pass

Building Type/ Structure Name	Hierarchy	Raw Average Component Condition	Weighted Average Condition	Target Condition	Pass/Fail
Ferguson Volunteer BFB Station	Class 6(c)	2.7	1.8	3	Pass
Joshua/Crooked Brook BFB Station	Class 6(c)	2.2	1.5	3	Pass
Joshua/Crooked Brook BFB Storage Shed	Class 6(c)	2	1.3	3	Pass
Upper Ferguson BFB Fire Shed	Class 6(c)	2.3	1.6	3	Pass
Waterloo BFB Fire Shed	Class 6(c)	2.1	1.4	3	Pass
Wellington Mill BFB (2nd Shed)	Class 6(c)	2.4	1.8	3	Pass
Wellington Mill BFB Station	Class 6(c)	2.7	1.7	3	Pass
Community		2.7	2.0	3	Pass
Burekup Hall Storage Shed	Class 6(b)	2.8	2.8	3	Pass
Dardanup Community Centre Shed x 2 (front half)	Class 6(b)	2.8	1.8	3	Pass
Dardanup Equestrian Centre Bore Shed No.1	Class 6(b)	2.6	1.7	3	Pass
Don Hewison Centre (Heritage Council 04628)	Class 6(b)	2.7	1.8	3	Pass
Don Hewison Shed	Class 6(b)	3.2	3.2	3	Fail
Don Hewison Shelter	Class 6(b)	3.2	2.7	3	Pass
Eaton Child Health Centre	Class 6(b)	2.6	1.8	3	Pass
Eaton Family Centre	Class 6(b)	2.7	1.8	3	Pass
Old Main Depot Secondary shed (incl. patio)	Class 6(c)	2.6	1.8	3	Pass
Old Main Depot Shed	Class 6(b)	2.9	1.9	3	Pass
Recycling Yard Storage Shed	Class 3	2.9	1.9	2	Pass
Wells Reserve Community Storage Shed (with 5 x roller doors)_x000d_	Class 6(b)	1.6	1.1	3	Pass
Library		2.8	1.9	2	Pass
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Class 2	2.8	1.9	2	Pass
Public Hall		2.7	1.9	3	Pass
Burekup Public Hall Shed	Class 6(b)	1.3	0.9	3	Pass
Dardanup Community Centre	Class 6(b)	3.0	2.0	3	Pass
Dardanup Main Hall	Class 2	3.1	2.2	2	Fail
Don Hewison Public Toilet	Class 2	3.0	2.1	2	Fail
Eaton CWA Hall	Class 2	2.8	1.9	2	Pass
Eaton Hall (Little Theatre)	Class 2	3.0	2.1	2	Fail
Ferguson Hall (incl. Patio)	Class 2	2.7	1.8	2	Pass
Public Toilets		2.4	1.7	3	Pass
Burekup Hall/Tennis Public Toilets_x000d_	Class 2	2.6	1.8	2	Pass
Cadell Park Public Toilets	Class 3	2.2	1.6	2	Pass
Dardanup Hall Public Toilet	Class 2	3.0	2.1	2	Fail
Dardanup Toilets & Dump Station (Boyanup-Picton Road)	Class 3	1.6	1.1	2	Pass
Eaton Foreshore Public Toilets	Class 3	2.4	2.0	2	Pass
Gnomesville Public Toilets	Class 4	1.6	1.0	3	Pass
Watson Street Reserve Toilets	Class 3	2.8	2.0	2	Pass
Wellington Mills Public Toilets (long drop)	Class 4	2.7	1.9	3	Pass
Sport		2.5	1.7	2	Pass
Dardanup Tennis Courts & Club Changerooms	Class 3	2.9	2.0	2	Pass
Eaton Basketball Shed & Courts	Class 3	3.6	2.5	2	Fail
Eaton Bowling Club New building	Class 6(a)	1.3	0.9	2	Pass
Eaton Recreation Centre	Class 1	2.8	2.0	2	Pass
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Class 3	2.8	1.9	2	Pass
Glen Huon Football Club Rooms Pavilion	Class 2	2.5	1.6	2	Pass
Glen Huon Football Change Rooms	Class 3	2.5	1.7	2	Pass
Glen Huon Softball Club Rooms (Pavilion)	Class 2	2.5	1.7	2	Pass
Wells Recreation Park Clubrooms	Class 3	2.9	1.9	2	Pass
Wells Reserve Change Rooms	Class 3	1.2	0.8	2	Pass
Waste		3.0	2.0	3	Pass
Recycling Yard Transportable Gatehouse (incl. Patio)	Class 4	3.0	2.0	3	Pass
Works Depot		2.4	1.7	3	Pass
Martin Pelusey Depot	Class 4	2.4	1.7	3	Pass

Table 3-6 Weighted Average Condition per Hierarchy Class

As shown in table 3.6 above, six (6) individual Buildings fail to meet the Target Weighted Average Condition Score for their respective Hierarchy Classes as at January 2024. However, the aggregate Condition Ratings for each Hierarchy Class is within the required tolerance.

3.5 Levels of Service for Buildings

3.5.1 Provision Level of Service (Development Plan)

The Provision Level of Service discusses the need for, sources of, and likely constitution of future new portfolio development. This information is intended to provide guidance for future asset acquisition and budget planning.

The Shire creates multiple Strategies and Plans that may recommend new Buildings proposals. Examples of such Strategies include:

- The Shire of Dardanup Sport and Recreation Plan 2020 - 2030
- The Shire of Dardanup Place Plans (Eaton, Dardanup & (future) Burrekup
- Various Local Structure Plans (e.g. City of Wanju)

These plans are primarily required in order to substantiate and support applications for grants on behalf of the Shire and to provide forecasts of future costs for input into the Long-Term Financial Planning for the future. Newer strategies and plans replace existing plans.

While the content of the existing strategies is intended to be complementary, they are not always fully integrated nor fully implemented. As a result, works conducted under one strategy may not always take full advantage of opportunities presented in others, nor are all identified opportunities ultimately acted upon for one reason or another. In order to rationalise such changes over time, actions that have not been carried out more than 5 years after their initial recommendations should be reviewed to ensure that they remain relevant or required.

Examples of historical issues which should be addressed during review of prior strategies include:

- Lack of integration of strategies leading towards forgotten/unplanned assets in documentation;
- Timeline difficulties in obtaining development cash contribution funds which may require Ministerial approval;
- Potential for implementation of outdated/unnecessary facilities due to changes in the community's needs;
- Outdated costings due to economic changes resulting in budgets being underestimated.

It is proposed to introduce a requirement for a formal, documented, feasibility review of all projects including details as part of the organisational Long Term Financial Plan review process. The feasibility review will be required 3 years prior to planned project delivery with subsequent annual review leading up to project initiation.

3.5.2 Development Level of Service (Design Standards)

The standards referenced or used as a basis for the information contained in this AMP include the following:

Legislation	Requirement
AS 1668: 1991	The use of mechanical ventilation and air conditioning in buildings
AS 4032.3-2004	Water supply - Valves
AS/NZS 1851	Maintenance of fire protection systems and equipment
AS/NZS 3000	Wiring Rules
AS/NZS 3666	Air-handling and water systems of buildings - Microbial control - Operation and maintenance
AS/NZS 3666.2	Standard operational and maintenance systems to manage the risk of Legionella growth
AS/NZS ISO 31000:2009	Risk Management 0 Principles and Guidelines
AS/NZS 5601: Set:2013	Gas Installations Set
AS ISO 55002:2014	Asset Management – Management systems – Guidelines for the application of AS ISO 55001
DA19	AIRAH HVAC&R Maintenance
IIMM	International Infrastructure Management Manual 2015
ISO 55000	International Standards Association ISO 55000 – Asset Management
NAMS.PLUS	Institute of Public Works Engineering Australia (IPWEA)
NCC	National Construction Code

Table 3-8 Applicable Australian and International Standards

Council's Buildings are generally constructed in accordance with the relevant building standards at the time the building was built. Building standards are continually being refined through changes in legislation (see Section 3.4) and what was built in the past may not comply with today's standards. This may result in service performance deficiencies over the duration of an assets lifetime.

Performance Deficiencies may include:

- Universal access has not been provided to all Council buildings;
- Asbestos is present in some buildings. This is managed and monitored via the Shire's Asbestos Hazard Register, with removal planned as necessary to ensure the safe operation of the building;
- No central register of termite treatments carried out on new buildings exists which details the type of treatment used

and whether follow up treatments are required some of Council's buildings;
- Maintenance and renewal responsibilities of some leased buildings are not clearly defined and documented for each building;
- Etc.

Potential expansion and upgrade projects that may impact this Plan are detailed in Section 6.2.2 Upgrades and Expansion below.

3.5.1 Operational Level of Service (Work Practices)

The Office of the Auditor General (OAG) defines maintenance under two main types:

- **Routine maintenance**, (sometimes referred to as Reactive Maintenance), a non-exhaustive list of this type of work includes (for example):
    - Janitorial services including cleaning of occupied spaces (including kitchen facilities and septic/sanitary areas);
    - Inspection and testing of mechanical services (such as Fire Suppression/Monitoring equipment or mechanical ventilation);
    - Lubrication of equipment with moving parts (such as elevators or self-actuating doors);
    - Electrical inspection including 'Test & Tagging';
    - Degreasing kitchen exhaust filters and cleaning of kitchen grease traps

  Routine Maintenance is short term in nature (usually at cycles of one year or less) and needs to be done on a day-to-day basis to keep the Buildings safe and serviceable;
- **Planned maintenance**, (often referred to as Heavy Maintenance or Capital Works), is more costly but has greater long-term benefits. It includes (for example):
    - Replacement of roof or exterior wall claddings in response to ageing or wear and tear to prevent water damage;
    - Reconstruction of all or part of the Building or Minor Structure. This may include structural strengthening, layout alteration, or upgrade to existing utility supplies in order to support changing needs of the structure's users.

Planned maintenance can be further sub-divided into rehabilitation and reconstruction:

- **Rehabilitation** (sometimes referred to as Renewal or Preservation), is heavy periodic maintenance which brings the Buildings back to an acceptable standard but does not extend the Buildings' life to the extent of a full reconstruction. The prime intention of rehabilitation is to refurbish the asset or extend the asset's life to achieve the same functional design intent of the original asset. This requires capital expenditure sufficient only to maintain functional standards of service and regulatory benchmarks.
- **Reconstruction** (also referred to as Upgrade or Expansion) of Buildings is not strictly maintenance as it replaces the existing asset with a new one. This renewal process requires capital expenditure sufficient to deliver a completely new asset or sub-component, to the standard applicable at the date of construction, (which may be significantly higher than was previously in place).

Examples (non-exhaustive list) of Planned Maintenance works broken into Rehabilitation and Reconstruction are shown below:

Rehabilitation	Reconstruction
Interior/Exterior Repainting	Full Reconstruction (Knock-Down-Rebuild) (to different standard)
Replace Roof/Wall Cladding	
Replace Floor Coverings, Fixtures & Fittings	Addition of New Room(s) or Outbuilding(s)
Resurface Paved External Areas	Provision of Entirely New Buildings or Minor Structure
Drainage maintenance	Utility Supply Replacements e.g., Electrical rewiring or Gas Line replacement *Note: this type of work must always be done to the standard applicable on the day. Therefore, it must be assumed to be of higher specification than the original installation (or we would not do the work).*
Replacement of Glazing	

Important Note: The predicted future requirement to undertake rehabilitation or reconstruction of all or part of individual Buildings and Minor Structures is to be included in the Long-Term Financial Plan (LTFP) and documented in the Asset Management Plan.

Poor Buildings condition contributes to safety hazards, leads to user frustration and community dissatisfaction, and subsequently detracts from Council's image to the public. Poorly maintained Buildings can:

- Necessitate increased budgets for untreated maintenance faults and for emergency repairs;
- Reduce the capacity of the organisation to meet its objectives for provision and delivery of public services;
- Reduce revenue potential (through reduced hiring rate) due to reduced desirability of access or lack of functionality;
- Reduce property values and quality of life in surrounding neighbourhoods due to reduced residential amenity;
- Be unsafe / unhealthy for occupants in use; and
- Increase operational costs.

These issues have been recognised (in general terms) by the Council and the Community through the Council Plan (Plan for the Future) Objective 9.3 '*Provide quality community facilities*' and its' sub-actions.

The primary Buildings maintenance objective of the Shire of Dardanup is therefore to enable the Council to ensure ongoing access to safe physical Buildings assets to both current and future customers on a sustainable basis. This objective sets an expectation that Buildings will therefore be maintained to a standard that promotes their safety and efficiency, while at the same time requires the adoption of fiscally sound, sustainable expenditure policies.

To meet this expectation, the Shire of Dardanup will conduct Routine Maintenance (as defined above) on demand to keep the structures in a safe and habitable state. Routine Maintenance works, (e.g., glazing repairs), may arise through either scheduled inspection by Council staff or Buildings user complaint.

Due to their short-term focus on the immediate safety of Buildings users and the security of the structure itself, repairs conducted under Routine Maintenance programs usually have reduced useful lives leading to the need for more extensive repairs under the Planned Maintenance program at some later date. It is intended that (over time) with greater emphasis on Quality of delivery, the need for Reactive Maintenance will reduce through delivery of stronger, more resilient Buildings components.

3.5.3 Selection and Prioritisation of Planned (Capital) Works

Selection of planned (Capital) works is carried out through the following activities:

1. Major Capital projects (e.g. new (Expansion) or replacement (Upgrade) Buildings) are assigned a Project Year based upon the Shire's ability to fund the works, as shown in the Long Term Financial Plan (LTFP).
2. Proposals for minor building works through the Annual Community Requests are considered as part of the annual Budget Setting process.
3. Prioritisation of all proposed works is by reference to available funds as a result of Council decision making with respect to the annual Budget. Should insufficient funds be available to carry out all proposed works in any one year, then one or more projects may be deferred.
4. Cyclic Maintenance Works (e.g. routine replacements of air conditioner units/filters etc.) identified through Building Condition Assessments (BCA's) are scheduled for completion under the Operational Expenses budget. These items are assigned a Project Year based upon the Year of First Installation plus the Optimal Replacement Cycle as determined

by the Manufacturer.

3.5.4 Minor Maintenance Initiation & Execution

It is a requirement of ISO 55001 that a structured methodology is adopted for decision making related to Assets, (see *International Infrastructure Management Manual (IIMM) 2015 Section 3 page 5*.) For the Shire of Dardanup, decisions will be based on the following factors:

- Assessed risk of hazard to users of the asset in its present state, (safety)
- Assessed risk of immediate failure to deliver the required Level of Service, (condition)
- Assessed risk of future failure to deliver the required Level of Service, (age)

To support the above assessments, the performance of the Buildings portfolio is continuously monitored through:

- Routine visual condition inspection surveys undertaken on the Buildings to identify areas of defect. Defects identified as a result of such inspections are assessed against the Shire's Risk Management Framework.
- Customer complaints are accepted and investigated on receipt.

Defects which are assessed as High Risk or above (e.g., broken glass) are considered Urgent Works. These will be corrected immediately.

Defects which are assessed as Moderate Risk or below (e.g., peeling paint) will be scheduled for further monitoring. Should the defect increase in scope, or if there is a significant time remaining before the next scheduled cyclic maintenance (Renewal) of the affected asset component, then a specific project will be scheduled in the next Program of Works to correct the issue.

Where the assessed risk of further failure indicates that more extensive engineering investigation is required, the outcome will be to determine whether continued maintenance of the asset is possible. Where further maintenance is not recommended, efforts will be directed towards either extending the potential service life, (where possible), or development of a replacement plan for the asset under the Capital Works programme.

This general practice can be depicted as shown below:

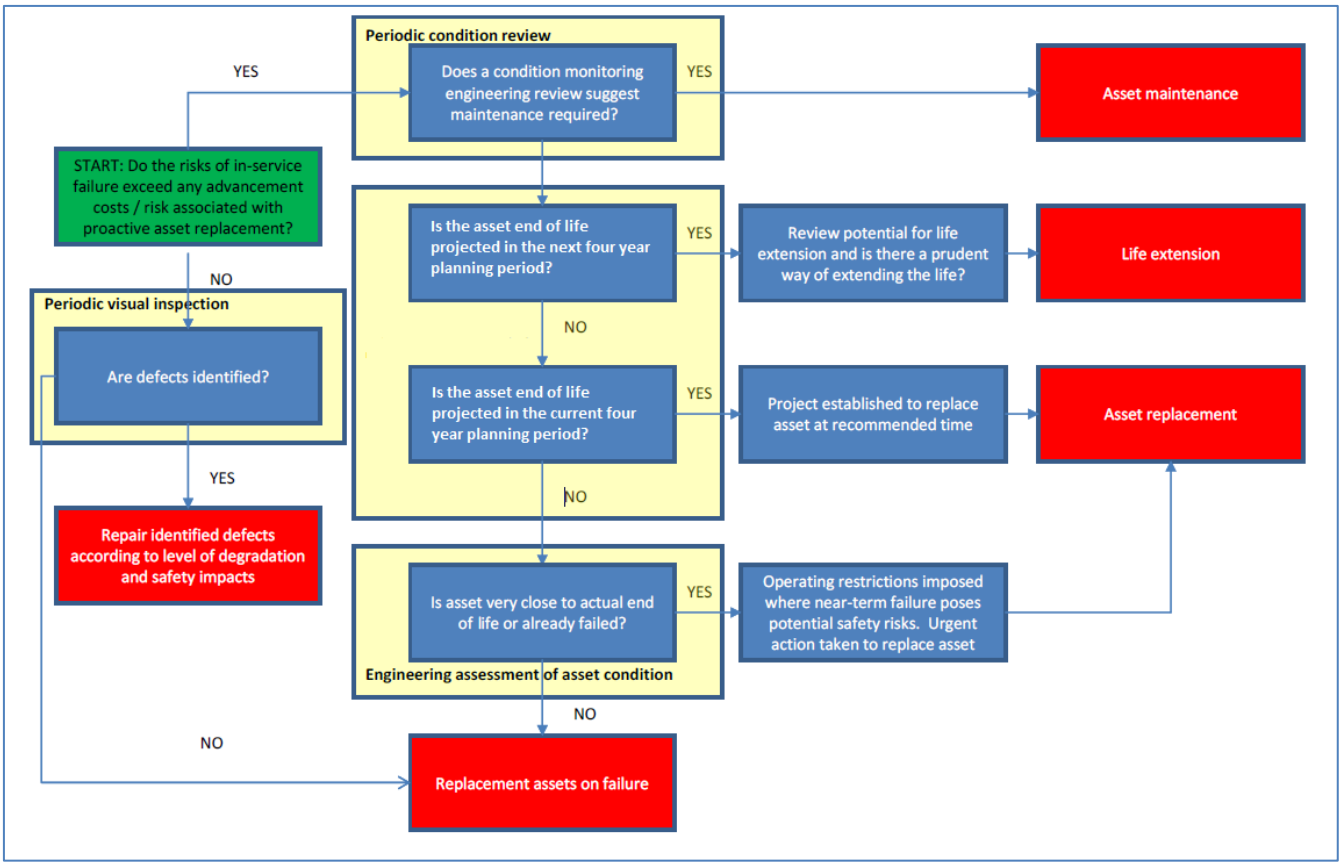


Figure 3-4 Risk Based Asset Maintenance Treatment Selection Process

Annual preparation of an updated forward works program for capital works and future cost estimates for LTFP review will be conducted in accordance with the process indicated in Figure 3.9 below:

3.5.5 Routine Maintenance

Routine Maintenance Activities at the Shire of Dardanup are undertaken in accordance with the following prioritisation/assessment process:

Activity Purpose Group	Activity Description	Needs Assessment Methodology	Activity Priority (1 = Highest)
Safety/Health	Emergency & Incident Response	Customer Complaint / Request	1
	Cleaning (Toilets, Floors)	Demand Based (Daily/Weekly depending on Usage)	1
	Roof/Gutter Cleaning	Seasonal inspection prior to fire/storm season	2
	HVAC Filter Replacement	Routine, (annual), cycle	2
	Emergency Lighting and Exit Signage testing	Statutory Requirement (Six Monthly)	2
	Testing and Inspection of Fire Extinguishers & Fire Blankets	Statutory Requirement (Six Monthly)	2
	Testing and Inspection of Fire Hose Reels	Statutory Requirement (Twelve Monthly)	2
	Electrical Testing and Tagging	Statutory Requirement (Twelve Monthly)	2
	Roof Access/Anchorage Systems Inspection	Statutory Requirement (Six Monthly)	2
Preservation	Kitchen Exhaust Fans Inspection & Maintenance	Routine, (monthly), cycle	3
	HVAC Inspection & Maintenance	Routine, (quarterly), cycle	3
	Roller Door Inspection & Maintenance	Routine, (annual), cycle	4
	Pest Control	Routine, (annual), cycle	4
Aesthetics /Amenity	Litter & Debris Removal (incl. removal of Graffiti/Posters etc.)	Customer Complaint / Request	5
	Lawn Mowing to Surrounds	Routine, (monthly), cycle	5
	Landscaping – Inspection of Site Irrigation	Routine, (six monthly), cycle	5
	Sanitary Fixtures	Routine, (six monthly), cycle	5
	Inspection and Maintenance of Light Fittings/Fixtures	Routine, (annual), cycle	5

3.5.2 Service Standards (Intervention Levels)

Intervention levels support the quality of assets provided to the community as they define trigger points in determining the type of works to be conducted. Having defined intervention levels also assists the Shire in being able to organise maintenance works on a risk priority basis, rather than being susceptible to conducting works on a chronological basis or as the result of pressure from individuals within the community.

This requires that the Shire is diligent in the establishment of systems and processes for detection, correction and monitoring of potential risks of harm to any person accessing public assets. Due to their high occupancy rates and use by personnel other than Shire employees (most often unsupervised by the Shire), this requirement is particularly relevant to Buildings.

Appendix B to this plan details the frequency of inspections and (for each asset hierarchy class) provides an overview of intervention levels and response times as applicable. The Shire strives to meet all targets as set out at Appendix B, however,

recognises that external factors (environmental, operational or resource constraints) may impact on delivery. Accordingly, a tolerance of 10% has been applied and Council will aim to comply with set targets at least 90% of the time.

The Shire of Dardanup's inspection procedures are designed to identify hazards or defects that have the potential to create a risk of damage or inconvenience to the public. Inspections may result in the programming of maintenance work, asset renewals or changes to processes.

The inspection regime for Buildings assets is aligned with the Buildings hierarchies, the annual preparation of the program of works - Buildings and the capital works delivery contracts. Inspections may be conducted annually, monthly, or weekly:

- Bi-Annual Inspection — Assets are visually inspected once every two years;
- Annual Inspection — Assets are visually inspected once per calendar year (or every twelve months);
- Monthly Inspection — Assets are visually inspected once per calendar month; and
- Weekly Inspection — Assets are visually inspected once per week (7 days).

The Shire of Dardanup's response to hazards will be based on hierarchy, priority, and safety. Response times as detailed in Appendix B are measured from the time the hazard is identified by the Shire. The nominated time is not precise, and a 10% margin is allowable.

An important aspect of service level delivery is the response times required to be met when undertaking a maintenance activity. Response times will vary depending upon the nature of the work required to be undertaken to minimise the risk to the public, the users and to Council's investment in the building.

Response time should be inversely proportional to risk. The higher the risk the quicker the response time required. The risk categorisation process is detailed in Section 5.

The following process flowchart outlines customer reporting of maintenance and associated treatment.

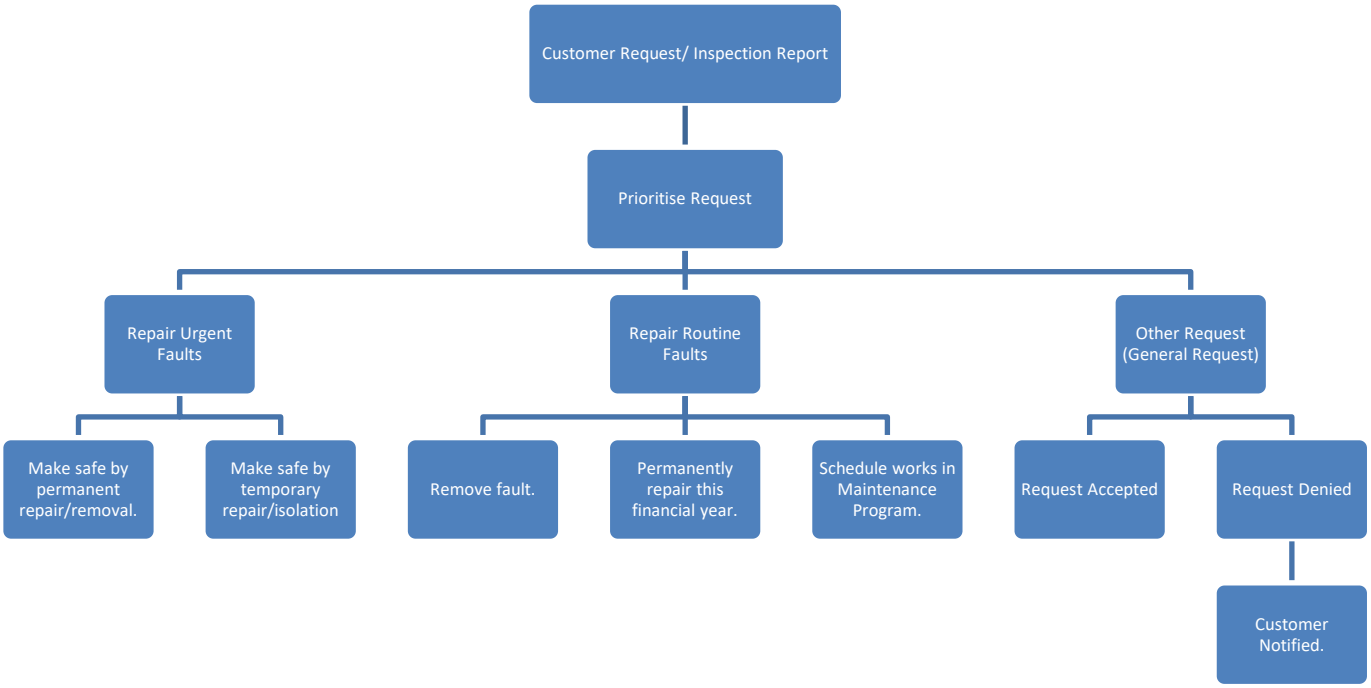


Figure 3-5 Fault Management

3.5.3 Key Performance Indicators

In addition to the delivery and design standards defined within the Shire of Dardanup Buildings Maintenance Management Guideline 2016 and the Financial Sustainability KPI established within the Asset Management Strategy Review 2020, the following key performance indicators have been established for the Buildings portfolio:

Buildings KPI's (Part 1) Community Outcomes				
Outcome	**Performance Measure**	**Performance Measure Process**	**Performance Measure Target**	**Current Performance (2023/24)**

(Appendix ORD: 12.3.4D)

	Objective			
Quality	Well maintained and suitable Buildings portfolio	User satisfaction measurement survey	70% of respondents are satisfied	**TBC (Statistics Not Available)**
		Customer requests /complaints	Less than 20 complaints per 100 km per year related to portfolio condition Target worst case 100 complaints in total per annum	
	Overall Buildings condition	Annual visual condition survey	80% of portfolio meets or exceeds target overall condition for hierarchy class	
Functionality	Buildings portfolio meets user requirements	Customer perception of suitability for purpose	Less than 1 request for upgrade or expansion per 100 km per year (including requests related to landlocked properties). Target worst case 5 requests per annum	
	Provide accessible buildings.	No. of Buildings closures per annum of inaccessibility due to lack of maintenance	Less than 3 per 100 km per annum.	
Safety	Provide safe buildings	Number of injury accidents	Less than the Southwest Region Rural average	

Table 3-8(a) Service Levels for Buildings - Key Performance Measures (Part 1)

Buildings KPI's (Part 2) Legislative Requirements				
Outcome	**Performance Measure Objective**	**Performance Measure Process**	**Performance Measure Target**	**Current Performance (2023/24)**
Compliance	Meet criteria detailed in Licenses, Acts or Regulations	Annual external audit of compliance with Legislative/Statutory requirements	100% compliant	100% compliant
Sustainability	Plan capital renewals in line with asset consumption (Depreciation)	Sustainability ratio	0.7 – 0.9	0.4
Accessibility	Provide a fully accessible portfolio	No of Buildings closures per annum of inaccessibility due to lack of maintenance	Less than 3 per 100 km per annum	1 per annum
Cost Effectiveness	Manage the Buildings portfolio at the agreed standards for the lowest lifecycle cost	User satisfaction measurement survey	90% of customers believe the Buildings portfolio provides good value for money	To be determined (data not collected in Catalyse Survey)
	Undertake proactive maintenance	Determine the ratio of planned to unplanned maintenance conducted.	75% of non-capital expenditure should be planned maintenance in accordance with a schedule of works.	To be determined (data not currently recorded)
	Minimise rework and variation	Ensure that works conducted are planned and done right the first time to minimise waste	Less than 5% of works require rework or variations	To be determined (data not currently recorded)
	Make efficient use of Contractor resources	To be determined	To be determined	To be determined
	Affordability – acknowledge that we can only deliver what we can afford	To be determined	To be determined	To be determined

Table 3-8(b) Service Levels for Buildings - Key Performance Measures (Part 2)

(Appendix ORD: 12.3.4D)

Colour Code	Description
Green	Measured performance meets or exceeds KPI expectation
Yellow	Performance against KPI has not been measured to date
Red	Measured performance fails to meet KPI expectation

3 Future Demand

Council's fundamental role is to provide services to the community and its Buildings assets are one means to support this. Consequently, future demand for Buildings assets is tied to the demand for Council's services and this is a more complex consideration than purely population growth.

Issues such as changing demands for services, changing mixes in the balance between public and private service provisions and changing community expectations of service levels, all affect the need for Buildings assets.

This asset management plan is critically driven by the needs of the services to be delivered. Therefore, meaningful Buildings asset strategies cannot be developed in isolation or in the absence of comprehensive service strategies.

4.1 Demand Forecast

There are several factors that play an important part in determining the future demand requirements or changes required to the Shire's existing Buildings asset portfolio to ensure that it meets the service levels documented in this Buildings Asset Management Plan.

These factors include:

- New subdivisional activity (industrial, commercial and residential precincts);
- Changes in land use;
- Population changes/density;
- Patronage patterns (e.g., changes in the number of library users or sporting club participation rates over time);
- Travel pattern changes (affected by customer habit and lifestyle choices) which impact accessibility to existing structures;
- Promotion of health and wellbeing of residents by Council;
- Government and Council policy; and
- Regional factors including development.

These factors are interrelated. As well as the growth in the asset base, future demand impacts on the resources required for on-going maintenance activities.

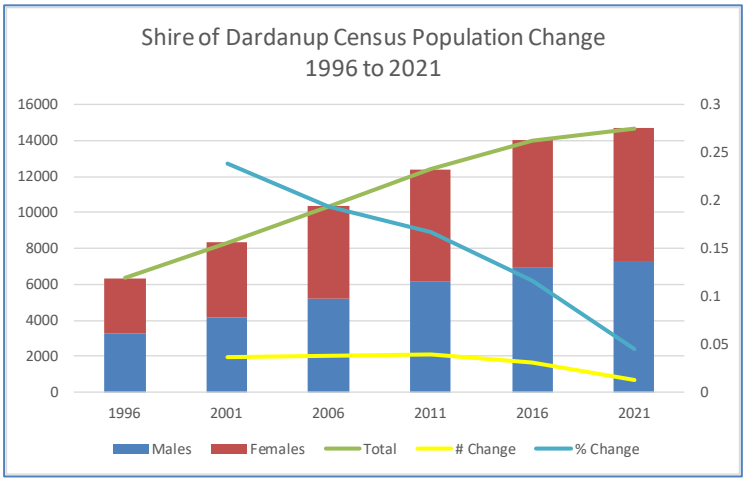
The future demand for new Buildings infrastructure is addressed in three ways:

1. The provision of infrastructure vested in the Shire through subdivision and development (as detailed in 3.5.1 above); and
2. Through Council's Program of Works. This is principally focussed on renewal of existing assets, however changes in patronage patterns or requests for access to new types of service may necessitate some capital expenditure on the creation of new or upgraded assets.
3. Delivery of new infrastructure through Strategic programs, such as the Place Plans, or the Sport and Recreation Plan.

4.2 Population Growth

The Shire of Dardanup has experienced significant growth over the past 20 years. Net Migration In (NMI) to the Shire from 2001 to 2021 (the date of the latest published census at the time of writing) was 6,355 persons, at an average compounding growth rate of 13%. The peak of this growth occurred around the time of the 2001 census which reported the Average Growth Rate (AGR) at 23.9% from the previous (1996) census.

Although the Shire is still growing there has been a steady decline in the number of new people entering the Shire since 2001. The estimated total population at the time of writing is 15,214 persons, an increase of 527 people in 24 months, or approximately 1.7% per annum since the previous census.



Source: 2021 Dardanup, Census All persons QuickStats | Australian Bureau of Statistics (abs.gov.au)

Putting this growth into context, this represents more than doubling of the Shire's population and a corresponding increase in its infrastructure needs over the past fifteen years. As the majority of this growth has taken place in the areas of Eaton, Millbridge and Parkridge, this has created sustained and ongoing (but asymmetric) demand for new and upgraded Buildings across the Shire.

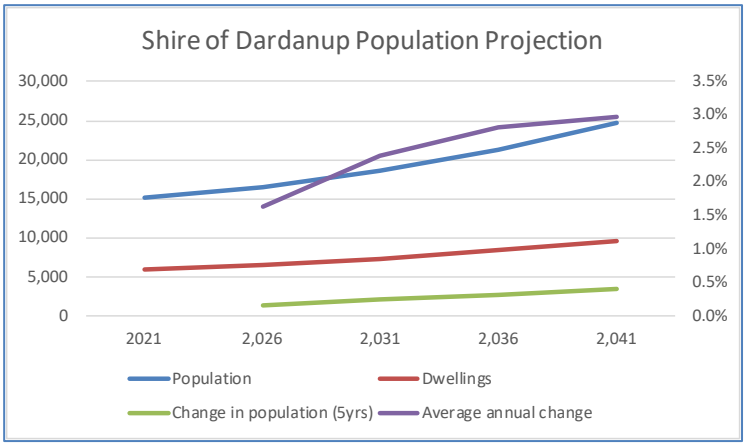
This has resulted in clustering of new structures in and around the newer parts of the Shire, while the older (generally more rural) areas have a greater proportion of older structures. Many of these older structures are now considered to be of historical or cultural significance.

The asymmetric growth of the Buildings portfolio, combined with the aging nature of the bulk of the assets poses a serious challenge. Upkeep of existing (often historical) structures while at the same time expanding the asset portfolio as a whole makes equitable distribution of scare resources more complex.

When considering the needs of historic buildings, it is important to balance the utility and functional needs of the present and the future with the need to preserve the unique character and significance of the historic asset. These issues are discussed in more depth in Section 6.2.4 below.

The nature of the Shire has changed significantly with extensive residential development in the west of the Shire at Millbridge and Parkridge. Changes in the age structure and cultural diversity of the Shire's residents also pose significant challenges in the management of current and future demand for quality lifestyles and managing ongoing growth in a sea change community.

With the planning for proposed City of Wanju development current in the final stages of preparation, and construction likely to begin within the next five years, a renewed step-change growth in the shire's population is expected.



Source: Population, households and dwellings | Shire of Dardanup | Population forecast (id.com.au)

It is expected that (over the next 15 to 20 years) the Shire's total population will increase to approximately 24,701 persons at an average rate of increase of 2.4% per annum. This growth in population, being primarily driven by new subdivision development, will necessitate the construction of a significant quantity of new Buildings-based assets.

4.3 Changes in Technology

It is not sufficient for Council to simply expand its asset base to match the population of the area. Account must also be taken of the changing service expectations of the community and how these impact the design, construction and maintenance of building and minor structure assets.

The Shire is continuously monitoring new asset treatments or changes within the industry that may be available to increase the life of its assets.

Section 3.3 (Design and Construction of Shire of Dardanup Infrastructure and Built Assets) of Shire of Dardanup Policy Infr CP120 9Environment) states:

When undertaking design and construction activities, the Shire of Dardanup will give consideration to, and incorporate the following with the intention of increasing sustainability and reducing the direct and indirect impacts on the environment:

- *The use of recycled construction and demolition products in civil construction projects, for example the use of recycled road base and drainage rock.*
- *Procuring products and materials from renewable and sustainable sources, such as plantation timber.*
- *Aspire to sourcing end-of-life management of materials at procurement stage to promote sustainable disposal of final products as appropriate.*
- *Seeking design consultants, builders, suppliers and construction contractors who employ current best practice in environment and sustainability, and systems to minimise the environmental impact resulting from the project, implementation and ongoing processes.*
- *During the development of project designs, examine water and energy efficiencies and explore possible design and specification changes that can enhance the environmental performance of the asset while achieving both a sustainable and affordable solution and final outcome.*

This Policy is of particular relevance to the Buildings portfolio, in that it directs the Shire to preferentially implement technological solutions to environmental issues presented by construction of new structures. Technology changes that could affect the delivery of services, and the costs of delivery, covered by this AMP are documented in the following table:

Technology Change	Potential Effect on Service Delivery
Environmentally Sustainable Energy System	The ability to incorporate and use alternate energy sources and to include energy devices within Council Properties. Increased costs from installation may be offset by improved energy usage costs over time.
Internal Management Systems	With the movement from Synergy to Altus in the next 5 years there is a potential data transfer/validation impact.
Security	Increased pressures for CCTV system may reduce damage assets at the same time increasing labour cost in review information.
Increasing penetration of high-speed Internet	Will enable better communication links between Council buildings to improve data capture/flow. Increased demand for-Commerce solutions resulting in larger and more complex technology systems for Council.
Changes in building methodology	Longer life materials which may also be maintained and managed more cost effectively may reduce whole of life cost.
Alternative Materials Selection	Increased use of modified natural materials (e.g. laminated timber) for construction and innovative coatings (e.g. ultra-white paint) for cooling. Use of such materials can reduce the carbon footprint of a building through use of renewable materials and reduction in energy consumption. Care should be taken to allow for the additional up-front cost of construction and potential long-term maintenance cost increases arising from selection of these materials.
Remote Data Access	The ability to collect building and structure information such as As-Constructed details, defects and real time condition through use of mobile technologies enables a faster, more responsive delivery of services. This leads to an overall improvement in the Level of Service experienced by the user at relatively low cost to the Shire.
Client Survey	Use of new platforms for communication by the Shire with its clients, (such as social media tools, survey monkey or similar). Such tools may increase the ability of the Shire to align service to client demand. Care must be taken in this space that the use of these tools does not, in and of itself, generate heighted expectation for instant gratification of demand from vocal minorities in the community.

Table 4-1 Technology Change

4.4 Climate Change

Human influence on the climate system is clear, and recent anthropogenic emissions of greenhouse gases are the highest in history. Recent climate changes have had widespread impacts on human and natural systems. Response to Climate Change consists of two (complementary) approaches:

- Mitigation – Reduce human-induced greenhouse gas and aerosols emissions thereby limiting global warming and reducing future climate risks.
- Adaptation – Reduce vulnerability to harmful effects of climate change by developing strategies to best protect assets in the expected future climate

Both mitigation and adaptation strategies for climate change are required to ensure that the potential impacts are identified and minimised as much as possible. This is particularly essential for Building assets which can be seriously affected by climate change:

Climate Change Factor	Management Plan
Coastal Erosion	(Where appropriate) follow a Coastal Hazard Risk Management and Adaption Plan (CHRMAP). In the absent of a CHRMAP ensure that all effort is made to avoid locating infrastructure in vulnerable areas by recognising the risk of sea level rise on assets over their lifetime. Facilities located on or near foreshores may result in additional rusting and treatment of the whole structure. The declining of the Buildings outer surfaces will be assessed though the completion of condition assessments and sporadic inspections
Increased frequency and extremes of flooding	Manage townsite drainage through a dedicated Drainage Asset Management Plan. Review of Buildings against the 1:50 year flood mapping. Facilities located on or near water courses may result in additional corrosion requiring treatment of the whole structure. Degradation of Buildings outer surfaces will be assessed though the completion of condition assessments and regular inspections
Increased risks of wildfires	Regular removal of combustible material from guttering. Implementation of Reserve Management Plans to reduce the risk of wildfire on Shire land. Construction of new facilities in line with DFES and BAL requirements.
Shire Greenhouse Gas Emissions	Assess current Shire GHG emissions, reduce emissions and consider developing a Shire roadmap for Carbon-neutrality or Net-Zero through Climate Active. Greenhouse Gas Emissions reductions in buildings typically include lighting assessments and LED light replacements, air conditioning reviews and replacements of aging infrastructure (BMS operation review), hot water systems replacement etc. Energy Audits of facilities can identify the energy use profile of each building, emissions resulting and the most suitable energy reduction methods as well as payback periods associated with each action. Remaining energy can then be offset using roof mounted solar PV installations.

Table 4-2 Climate Change Considerations

4.5 Demand Management

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

Non-asset solutions focus on solutions that may include some (or all) of the following:

- Providing the required service without the need for the organisation to own the assets;
- Reducing demand for the service
- Reducing the level of service (allowing some assets to deteriorate beyond current service levels)
- Educating customers to accept appropriate asset failures

Examples of non-asset solutions include providing new services from existing infrastructure, centralisation and de-duplication of services (e.g., provide a single large library rather than supporting multiple smaller facilities) or promote creation of public toilets provided in commercial premises.

The level of demand for Buildings related assets is likely to continue to increase proportionally with the ongoing population growth and demographic changes. Ongoing demand for new services will be managed through a combination of the following:

(Appendix ORD: 12.3.4D)

Demands	Demand Management Plan
Increase in demand for all services	Managing existing assets to maximise utilisation and life though appropriate intervention levels
Improved access to services required	Ensure that all new or upgraded buildings meet the current Disability Discrimination Act
Security	Increased public expectations and possible demand for CCTV system overall coverage. Assessment of CCTV demand requirements for buildings.
Increased need for maintenance and renewal costs	Transition to a deliberate focus on renewals over time.
Increase in demand for public amenity buildings	Review of utilisation of nearby assets and demand to determine the most cost-effective options keeping in mind that non assets solutions could be available.
Utilisation	Actively measure utilisation of Buildings assets to determine current capacity vs demand. Increase functionality and multiple use focus for assets as necessary to support measured demand.

Table 4-3 Demand Management Considerations

5 Risk Management

The Shire of Dardanup has limited resources to manage its Buildings portfolio and must develop systems that ensure resources are directed to the areas of most need and with the greatest benefit.

The objective of the risk management process with regards to building assets is to ensure that:

- all significant operational and organisational risks are understood;
- the highest risks that need to be addressed in the short to medium term are identified; and
- strategies and treatments to address risks are identified and applied.

The key risk management criteria relating to Council's building assets include:

- asset damage through storms, flooding, water damage, termite damage or events such as accidents;
- public health and safety;
- financial risk (escalating costs in deterioration and/or maintenance);
- service provision/business interruption;
- environmental and legal compliance; and
- security, theft and vandalism.

5.1 Risk Management Procedures

Management of Risks within the Shire of Dardanup is conducted in accordance with the Shire of Dardanup Risk Management Governance Framework (most recent Version at the time of writing is 2023.) All Risk Assessment and Mitigation Selection detailed below has been conducted in accordance with this Framework.

For the avoidance of doubt or duplication, the principles of the Risk Management Governance Framework have not been repeated here, and the above document should be construed to be an Annexure to this document.

Assessment of service delivery of infrastructure assets has been conducted to find any major systemic risks. The risk assessment process documents credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for non-acceptable risks.

See Appendix D - Building and Minor Structures Risk Assessment for tabulated assessment results.

Where identified issues are of either of low risk or high cost (i.e., more than the Capital Works threshold as defined by Administrative Policy AP008 - Significant Accounting Policy) proposed remedial actions are identified and included in the 10 Year Forward Works Program for Buildings and the subsequent Annual Capital Works Budget proposals.

Internal assessment of service delivery of Building assets has identified the most obvious risks. More work is required in this space:

Asset Risk	What can Happen	Risk Rating	Risk Minimisation Plan	Residual Risk*	Associated Cost
All	Total Loss due to unforeseen incidences (e.g. Fire, Flood)	Extreme	Maintain insurances	Moderate	TBD
All	Personal injury to visitor and occupants	High	Condition of buildings to be regularly audited and necessary works identified and actioned.	Low	Condition Assessment + Variable action arrived from assessment
All	Structural failure	High	Undertake structural audits. Regular inspection.	Low	Structural Assessment
All	Fire	Extreme	Provide and maintain adequate fire protection and regular audit of electrical systems in all public buildings. Removal of combustible material from guttering.	Moderate	Internal Processes
Buildings	Damage or loss of coastal infrastructure arising from storm surge events/ rise in sea levels.	Moderate	Review existing buildings and structure against the 1:50 year flood mapping. Any identified assets prone to flooding and costal damage to be	Low	Internal Processes

Asset Risk	What can Happen	Risk Rating	Risk Minimisation Plan	Residual Risk*	Associated Cost
			monitored though condition assessments. Monitor foreshore areas (e.g. Eaton Foreshore) to predict changes in the future.		
Leased buildings and leased land with Buildings	Insufficient maintenance by leaseholder leading to loss of asset life and/or insurance issues for leases without maintenance or removal plan	**High**	Review lease agreement 3 months prior renewal date. Prioritise and review leases depending on building operation duration. Reviewed lease agreements to contain maintenance and removal plans	**Low**	Internal Processes
All	Lack of disability access to all buildings and structures	**Moderate**	All new buildings to meet code. All renewals to meet current standards.	**Moderate**	Internal Processes
All	Legislative noncompliance	**High**	Compliance inspections with appropriate remedial action.	**Low**	Internal Processes
All	Lack of funding provision for maintenance, operations and renewal activities resulting in declining asset condition	**High**	Ensure adequate annual funding is allocated for the maintenance, operation and renewal of Buildings assets though the program of works and Long term financial plan	**Low**	Annual adoption of Budget.
All	Lack of capital renewals leading to loss of service due to deterioration	**High**	Increase focus Capital Works on renewals targeting Sustainability Ratio as specified in Asset Management Strategies.	**Low**	Internal Processes
All	Hazardous materials held in Shire facilities (e.g. Shire Depot Storage) or hazardous materials (such as asbestos) within Building fabric.	**High**	Ensure correct identification, storage, and treatment of hazardous materials. Planned removal program. Follow existing OH&S practices	**Low**	Variable action arrived from assessment

Table 5-1 Risk Assessment

6 Lifecycle Management Plan

Lifecycle management provides strategies and work programmes required to achieve goals and standards outlined in previous sections of this plan.

Assets are created and acquired to deliver required services for the Shire. These assets are operated and maintained throughout their useful life and their performance and condition are monitored to ensure they deliver the necessary service.

This section presents an analysis of available asset information and the life cycle management plans covering the key work activities necessary to run the asset portfolio including:

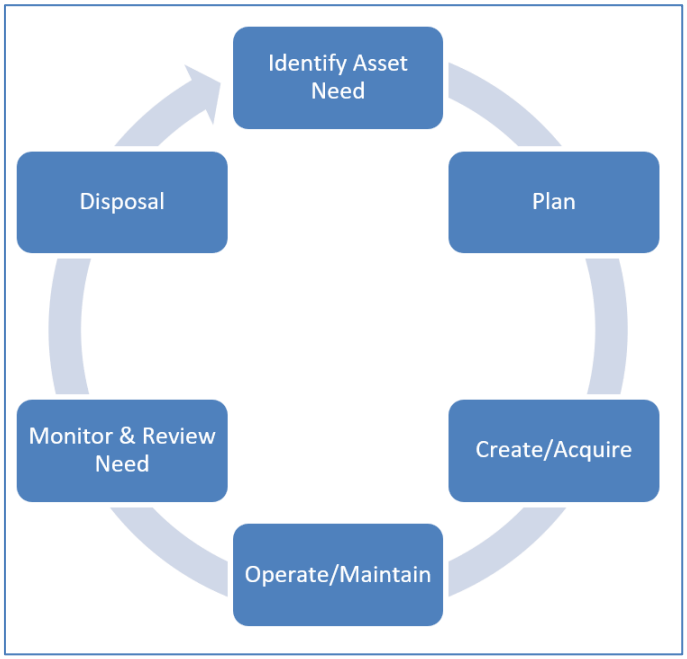


Figure 6-1 Asset Management Life Cycle

- Operations – including administration costs, utilities costs, cleaning etc.;
- Maintenance – proactive (planned) and reactive (unplanned) to keep the assets and facilities serviceable, but not increase its service potential;
- Renewal / replacement and rehabilitation to restore the infrastructure to near original condition or replacement with another;
- New capital, vested assets and levels of service (improvements), and regulatory improvements including acquisition of new facilities or upgrade beyond the original design;
- Asset Disposals.

6.1 Background Data

6.1.1 Physical Parameters

The Shire of Dardanup Buildings asset register contains information on 96 specific structures. Not all of the structures recognised in the Asset Register are recorded individually in the Financial Asset Register (Synergy as at November 2023). Differences between the two Registers primarily relate to minor structures associated with larger Buildings (e.g., water tanks or outbuildings) have been aggregated into a single line item representing the entire site in the Financial Asset Register.
The assets (and Asset Groups) covered by this plan therefore include:

Buildings		
Structure Type	**Structure Sub-Type**	**Number**
Building	Administration	2
	BFB	10
	Community	11
	Library	1
	Public Hall	7
	Public Toilets	9
	Sport	10
	Waste	1
	Works Depot	1
		52

Table 6-1 Asset Overview

Note: Where multiple physical structures exist within a single site (e.g. Bush Fire Brigade sites containing engine sheds & water tanks, all such assets are included in the above schedule as a single entity.

Structures for special consideration within this Plan include:

Buildings		
Structure Type	**Structure Sub-Type**	**Number**
Structures Scheduled for Disposal	Administration (B042, old Eaton Administration Building, 1 Council Drive, Eaton)	1
	Administration (B058(a) Eaton Shire Office Transportable Building (incl. Patio))	1
	Administration (B058(a) Eaton Shire Office Transportable Toilets (Admin.))	1
Proposed New/Expanded Buildings	Wanju District Open Space (at least one Oval/Regional Sports Facility)	1
	Expand the Eaton Recreation Centre to a 6-court indoor Regional Sports Centre	1
	Development of multi-functional hard courts at Eaton Oval Ground	1
	Provision of a multi-functional shared use pavilion at Wells recreation Park	1
	Provision of a multi-functional shared use pavilion at Burekup Cricket/Tennis grounds	1
Table 6-2 Structures for Special Consideration		**8**

6.1.2 Asset Valuations

The Fair Value of the Shire's Buildings assets was last calculated in accordance with AASB 13 in October 2020, with a report delivered to the Shire in June 2021. Independent inspection and determination of the Fair Value was carried out by an external consultant (AssetVal Pty Ltd).

Fair Value is defined in Australian Accounting Standards AASB 13 and AASB 116 as follows:

> *"The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."*

In reaching the assessed Fair Value for each building, the independent assessor utilized a high-level componentization basis. That is to say, they derived a Market Value for the building overall as a going concern, rather than calculating the Value of the building from the sum of its parts.

Market Value is defined as:

> "The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction, after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion."

The next revaluation of the council's Buildings assets will be carried out in 2025/26, with the new data being populated below when completed.

At the time of Valuation, the reported Valuations provided by AssetVal were given as:

Description	Gross Replacement Cost	Fair Value	Accumulated Depreciation
Buildings & Site Improvements	$50,772,500	$29,186,799	$21,585,701*

* *Note: Accumulated Depreciation was not explicitly reported by AssetVal and has been calculated as the difference between Fair Value and Gross Replacement Value.*

Since the time of Valuation, due to subsequent acquisitions and disposals and adjustments, the Valuations recorded in the Shire's Financial Management System (Synergy) are (as of November 2023):

Description	Gross Replacement Cost	Fair Value	Accumulated Depreciation
Buildings & Site Improvements	$49,565,874	$30,359,502	$19,206,372

Annual Depreciation allocations for Buildings in the Shire's Financial Management System (Synergy) are (as of November 2023) are $1,284,486.

Across all Buildings asset components, the current Average Remaining Useful Life of the Shire of Dardanup's Buildings asset portfolio can be calculated to be approximately 23.64 years by dividing the Fair Value (Depreciated Replacement Cost) by the Annual Depreciation allocation (i.e., $30,359,502/$1,284.486 = 23.64.)

The Shire is scheduled to take possession of the new ton Administration & Library Building in March 2024. At that time, the Shire's overall Buildings portfolio Gross Replacement Cost will rise to **$67.1 Million**; the Written Down (Fair) Value of the assets

will increase to **$47.9 Million** and the total asset portfolio will expand to **$362.3 Million**. At that time, the Buildings portfolio will represent **18.4%** of the Shire's overall assets.

6.2 Maintenance Activities

Routine 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. Maintenance includes capital (planned), reactive (unplanned) and cyclic (scheduled) maintenance work activities:

- Capital maintenance is upgrade, renewal or repair work that is identified and managed through the budget preparation process.
- Reactive maintenance is unplanned repair work conducted in response to service requests and management/supervisory directions.
- Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including Buildings grading, etc. This work generally falls below the capital/maintenance threshold.

6.2.1 Capital Maintenance (Renewals)

Capital maintenance (Renewals) expenditure is major work that **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 required to be recognised as upgrade/expansion or new works expenditure.

At its Ordinary Council Meeting of 26 April 2023, (**Council Decision: OC0306**), the Council Received an updated 10 Year Program of Works for Buildings as recommended for adoption by the Integrated Planning Committee in line with the requirements of the WA Integrated Planning Framework.

The program included planned capital maintenance, upgrades and replacements of Buildings. A summary of the financial implications for the life of this program (as at 2023/24) is tabled below.

	LTFP ($k)			Grants Income (Estimate) ($k)			Council Nett Contribution ($k)		
Year	Published LTFP (2022/33)	Proposed Plan (PoW 2023/34)	Variance to Published LTFP (2021/31)	Published LTFP (2022/33)	Proposed Plan (PoW 2023/34)	Variance to Published LTFP (2021/31)	Published LTFP (2022/33)	Proposed Plan (PoW 2023/34)	Variance to Published LTFP (2021/31)
2023-2024	$5,917,762	$10,369,230	-$4,451,468	$1,978,727	$1,796,586	-$182,141	$3,939,035	$8,572,645	-$4,633,609
2024-2025	$1,782,207	$1,164,409	$617,798	$1,235,403	$832,368	-$403,035	$546,804	$332,042	$214,762
2025-2026	$7,329,910	$2,362,527	$4,967,383	$5,909,779	$1,265,252	-$4,644,527	$1,420,131	$1,097,275	$322,856
2026-2027	$3,077,275	$845,049	$2,232,226	$2,337,790	$508,222	-$1,829,568	$739,485	$336,827	$402,658
2027-2028	$1,748,902	$940,467	$808,435	$896,848	$519,473	-$377,376	$852,053	$420,994	$431,059
2028-2029	$1,777,765	$388,442	$1,389,324	$990,560	$265,729	-$724,831	$787,205	$122,713	$664,493
2029-2030	$1,406,959	$380,472	$1,026,487	$768,605	$275,029	-$493,576	$638,354	$105,443	$532,910
2030-2031	$372,325	$414,571	-$42,246	$242,409	$284,655	$42,246	$129,916	$129,916	$0
2031-2032	$508,960	$298,572	$210,388	$249,770	$294,618	$44,848	$259,190	$3,954	$255,236
2032-2033	$363,228	$413,392	-$50,165	$254,765	$304,930	$50,165	$108,462	$108,462	$0

Table 6-3 - 10 Year Capital Works Programme Summary

Shire of Dardanup Administration Policy AP008 – Significant Accounting Policy defines the Useful Life of Assets at a sub-component level. Estimates based upon industry norms have been provided in order to derive the approximate percentage of total cost of a structure represented by each sub-component. Note that these estimates vary widely between structure types and are therefore intended as macro-level guidance only.

Component	Policy	Use (Average)	Approx Percentage of Structure Cost
Sub-structure	18 to 90 years	75	12
Super-structure	15 to 75 years	75	50
Roof	14 to 68 years	25	18
Finishing & Fittings	8 to 38 years	25	5

Services (mechanical, hydraulic, electrical, fire)	11 to 53 years	35	10
Site surround works	30 years	30	5
	Nominal Useful Life	75.00	100.00

Table 6-4 – Useful Life of Building and Minor Structure Sub-Components

Based upon the above information, and for the purposes of calculation of Funding Provision, the Nominal Useful Life of Buildings has been set as being equal to **@75 years**.

It should be noted that the Nominal Useful Life is not the same as the Actual Service Life (which may be more or less than average depending upon the specific asset in question.

In order to provide an indication of the likely condition state of asset portfolio, the Fair Value of the existing Buildings Asset portfolio has been mapped against a Typical Deterioration Curve over this **75 Year** timeframe.

The analysis of Current Fair Value versus Typical Condition Curve shown in Figure 6.2 above suggests an expected **Average Condition Score of 2.6** (i.e., just below the mid-point of Band 2).

An independent condition assessment survey of all buildings was conducted between October and December 2023. The **Actual Average Condition Rating** of the entire portfolio based upon onsite inspection has been determined to be **2.5** (i.e., on the midpoint of Band 2 and slightly higher than the theoretical rating based upon Fair Value).

This suggests a very high degree of correlation between the Typical Deterioration Curve and the Actual Deterioration detected in the field.

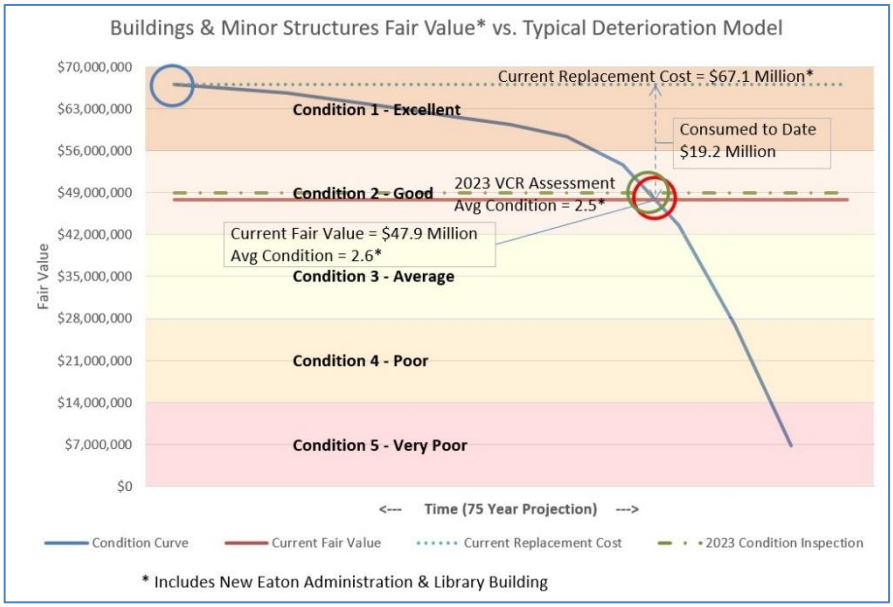


Figure 6-2 Current Asset Condition - Calculated vs. Actual

Assuming Actual Deterioration continues to follow the Typical Deterioration Curve the Shire should expect to see an accelerated level of physical deterioration of the older asset in the field in future years.

However, this assessment is heavily skewed by the outsize influence of several recently acquired assets.

As shown in Table 6-5 at right, these new assts represent **$20,664,166** or **43.14%** of the total **Current Replacement Cost** ($47.9 Million) of this asset class. As these new structures all warrant an **Actual Condition Rating of 1** (One) (As New), their collective impact on the overall condition of the portfolio masks the impact of the more deteriorated condition of the older structures in the portfolio.

Building Name	Building Permit	Construction Cost
Burekup Public Hall Shed	Building Permit 2020210492	$14,750
Gnomesville Public Toilets	Building Permit 2020210485	$76,330
Wells Reserve Change Rooms	Building Permit 2021220441	$1,055,786
Eaton Bowling Club New building	Building Permit 2020210400	$3,410,000
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Building Permit 2021220153	$534,100
Eaton Administration Centre (New)	Building Permit 22230162	$15,522,864
Dardanup Toilets & Dump Station (Boyanup-Picton Road)	Building Permit 2021220254	$50,336
	Total	**$20,664,166**

Table 6-5 – New Buildings Acquired in Past Four Years

While the presence of such large and important new assets does increase the overall Asset Value, and holds up the Average Condition of the portfolio, it does not affect the Actual Condition of the remaining Buildings. Excluding all new buildings from this assessment indicates that the remaining existing assets have an Actual Average Condition Rating of **2.7** (i.e., approaching the lower bound of Band 2).

(Appendix ORD: 12.3.4D)

The impact of the distortion in the condition assessments can be most easily seen in the Normal Distribution Curve of the Condition states as shown in Figure 6-3 at right.

Over time, this skewed distribution of condition assessments is likely to persist. As the new assets age, and their Condition Ratings reduce accordingly, the distortion will 'ripple' through the condition distribution curve.

As this 'ripple' effect moves through the portfolio, care will need to be taken in decision making with respect to funding needs as the actual condition of the portfolio overall may be better or worse than is apparent at first glance.

For example, Figure 6.4 at right depicts the projected Condition Distribution of the Buildings portfolio when the cohort of new assets reaches Condition 2.

In order to establish current funding requirements for the Buildings Portfolio, it is necessary to develop approximate cost allocations for both Operational (a.k.a. Operations and Maintenance) and Capital (Renewals and upgrade/Expansion) expenditure.

For Operational Expenditure, it is common to estimate future budgetary requirements based upon nominal '*Percentages of Capital Replacement Costs*' against various activity types. The following examples are often quoted in international literature:

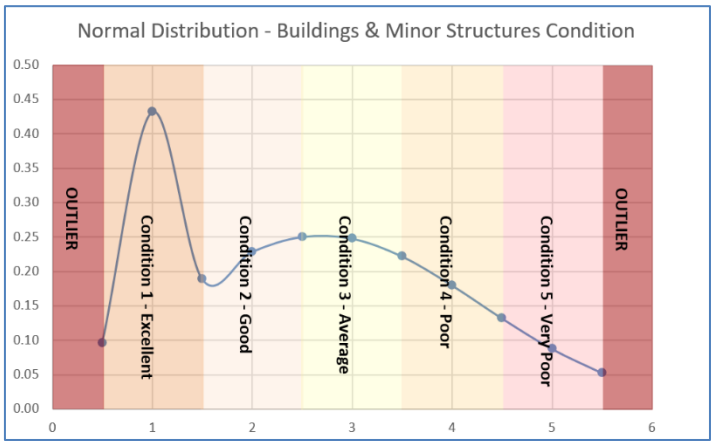


Figure 6-3 Normal Distribution – Buildings and Minor Structures Condition (As at 2023/24)

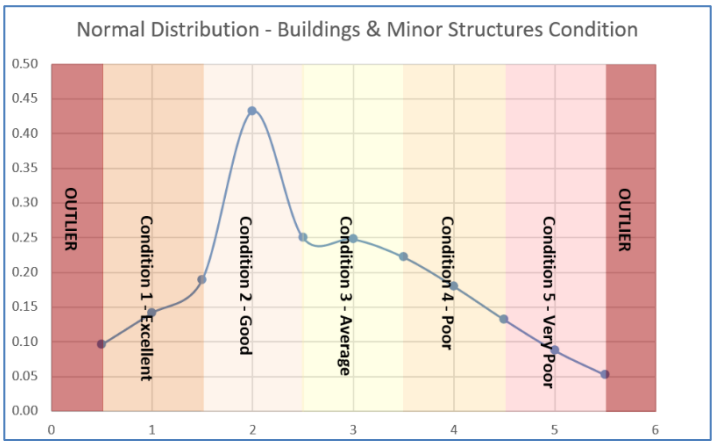


Figure 6-4 Normal Distribution – Buildings and Minor Structures Condition (New Assets in Condition 2)

Activity Type	Description	% Capital Replacement Cost (Typical Industry Range)	Shire of Dardanup Current Allocation
Operating	Includes power, water, waste disposal, insurance, rates, and property/lease management charges.	0.5%	0.57%
Maintaining a healthy environment	Cleaning, pest control, and security.	0.3% to 0.6%	0.55% Note: Costs recorded as 'Salaries & Wages'
Maintaining safety	Complying with building codes through regular inspections, and servicing of essential plant and equipment.	0.3 to 0.6%	0.59% Note: These Activity Types are not recorded separately in the Shires's Financial Systems. Costs recorded as 'Plant' and 'Goods and Services'
Tenant expectations	Reactive or responsive works and maintenance. This increases as the building ages. The level of reactive expenditure is largely driven by the asset management policies and procedures that the governing body commits to.	0.5%	
Extending asset life	Planned preventative maintenance, including gutter cleaning, wash downs, replacing air conditioning filters, and general scheduled maintenance work that's often determined by the Facility Management Team or the FM service provider.	0.3%	
Sustainability	Component renewals and replacement, and room/building refurbishments.	1%	
Overheads	Staff costs associated with employment of personnel other than direct labour costs such as employee entitlements (superannuation, leave etc.), executive administration, financial services, human resources, records management, information technology, accommodation, etc.	N/A: Included in Rates Above	1.08%
	Totals	**2.9% to 3.5%**	**2.79%**

Table 6-6 Industry Best Practice Operational Cost Allocations vs. Shire of Dardanup Historical Practice

By applying the 'rules of thumb' as shown in Table 6-6 above, over 3% per annum (to the Capital Replacement Cost) could be needed to care for complex more buildings (e.g., such as the Eaton Recreation Centre). The proportion of applicable cost will vary with different types of buildings, i.e. single storey buildings with minimal plant and equipment could be closer 2%, whereas larger, more complex buildings could be over 4%, and larger heritage buildings could be over 5% depending on the renewal and

replacement costs of heritage classed components.

As shown in Table 6-6 Industry Best Practice Operational Cost Allocations vs. Shire of Dardanup Historical Practice above, the Shire's equivalent allocations for funding in this category has traditionally been on the low end of the recommended levels.

For Renewals expenditure, it is helpful to refer to the established Useful Life information provided in Shire of Dardanup Administration Policy AP008 – Significant Accounting Policy.

For sub-components other than the Sub-Structure and Superstructure, (which are typically only renewed during reconstruction at the end of life of the Building), application of the Useful Lives presented in Policy AP008 implies replacements at cycles of 1, 2 or 3 times per structure over its useful life.

This information is shown in Table 6-7 Optimal Funding Model for Buildings Portfolio at right, in combination for costs related to Operations and Maintenance based upon the above Industry Norms as shown in Table 6-6.

As demonstrated in the analysis presented in provided in Table 6-7, the Annualised On-Ground Cost for Renewals, Operations and Maintenance of the current Buildings portfolio should be in the order of **$3.5 Million plus CPI per annum**.

The capital renewals component of the on-ground costs is offset by accumulation of Depreciation at a rate of **$1.53 Million** per annum.

Idealised Whole of Life Funding Estimate - Buildings Portfolio (Note: Includes New Eaton Administration & Library Building)	
Current Replacement Cost:	67,065,874
Current Fair Value:	47,859,502
Nominal Useful Life:	75
Depreciation	
Annual Depreciation Expense:	$1,531,153
Accumulated Depreciation (over Useful Life):	**$114,836,489**
Funding Needs	**Estimate (In the Order Of)**
Operations and Maintenance	
Annual Allowance for Operations & Maintenance (@3% of Capital)	2,011,976
Whole of Life (WoL) Operations & Maintenance:	**$150,898,217**
Capital Renewals	
Sub-structure Reconstruction (@75 Year Intervals)	Not Done (Part of EoI Replacement)
Super-structure Reconstruction (@75 Year Intervals)	Not Done (Part of EoI Replacement)
2x Roof Reconstruction (@25 Year Intervals)	$24,096,329
2.8 x Finishing & Fittings Reconstruction (@20 Year Intervals)	$6,572,456
1.5 x Services (mechanical, hydraulic, electrical, fire) Reconstruction (@30 Year Intervals)	$10,059,881
1.5x Site surround works Reconstruction (@30 Year Intervals)	$7,041,917
End of Life Replacement (assume Like for Like)	$67,065,874
Capital Renewals Reinvestment (over Useful Life):	$114,836,457
Whole Of Life Funding Need	
Capital Renewals Expense Per Annum:	$1,531,153
Annual Allowance for Operations & Maintenance (@3% of Capital)	$2,011,976
Annualised On-Ground Cost (Capital + O&M)	$3,543,129
Total On-Ground Cost (Capital + O&M):	$265,734,674
Annualised Whole of Life Cost (Capital + O&M) Less Depreciation	$2,011,976
Total Whole of Life Cost (Capital + O&M) Less Depreciation:	$150,898,185

Table 6-7 – Optimal Funding Model for Buildings Portfolio

Planned capital renewals in the most recently approved currently approved Long Term Financial Plan (LTFP) covering the period from 2023/24 to 2032/33 (i.e. first nine years of AMP) amount to $3.19 Million, or approximately $319 Thousand per annum on average. This is in the order of 21% of the Annual Depreciation Expense amount ($1.53 Million per annum). In combination with a nominal allowance of 20% of Capital Expansion and Upgrades costs contributing to Renewals, this results in a Sustainability Ratio (SR) of 0.36 representing a shortfall in Renewals expenditure in the order of $2.3 Million per annum over the period.

The plan, therefore, fails to meet the recommended Sustainability Ratio (SR) in these years. It is intended that this situation will be corrected over time as funds are transferred from upgrade/expansion activities to preservation.

It is recognised that achieving the optimal level of renewals expenditure (an increase of more than 314% over the present planned Capital expenditure!) is unrealistic and unaffordable in the short to medium term.

To bridge the gap between the Idealised renewal programme and the affordable level of cost, progressive development towards a Pragmatic Target Sustainability Ratio of 0.98 is proposed.

SR Ratio Scenarios Annual Expenditure by Type	Idealised Annual Expenditure - Current Portfolio ($k)	Actual Annual Budget -Current Portfolio ($k) (Average Over 10 Years)	Pragmatic Target SR Optimised Annual Expenditure - Current Portfolio ($k)
Depreciation	1,531	1,531	1,531
Operations & Maintenance	2,012	1,870	1,920
Renewals	1,531	320	1,496
Expansion & Upgrades	0	1,176	0
Total Asset Expense Per Annum	5,074	4,897	4,947
Whole of Life (WoL) Capital Cost:	380,548	367,255	371,028
Total Capital (Less Depreciation) Expense Per Annum	2	1,496	1,496
SR Attributable Expenditure (allow Renewal + 20% of Upgrade):	1,531	555	1,496
Additional Renewals Expenditure Required to fully fund W0L:	0	2,350	85
SR Ratio Outcome:	**1.00**	**0.36**	**0.98**

Table 6-8 – Proposed Pragmatic Target SR (0.98) Cost Allocations

Incremental increases in both the available Operations and Maintenance and Capital Renewals budget will be required in order to progressively align these budgets towards the values proposed in Idealised Model ($2 Million and $1.74 Million, respectively). Funds for these incremental increases will be obtained from a cessation of Capital Expansion/Upgrade activity, with savings redirected to Operations and Renewals activities.

	Pragmatic Change Vs. Current Amount	Pragmatic Change %
Operations & Maintenance	50	2.7%
Renewals	1,126	352.0%
Expansion/Upgrade	-1,176	-100.0%
Additional Funds Required	-2,145	-43.8%
Total Asset Expense Per Annum	0	0.0%

Table 6-9 – Budget Adjustment Required to Deliver Proposed Pragmatic Target SR (0.98) Cost Allocations

It should be noted that the above Pragmatic Target SR solution will still result in a shortfall in Capital Renewals in the Buildings portfolio in the order of $85 Thousand per annum.

Outcomes of Scenario modelling detailed in Section 3.5.1 Provision Level of Service (Development Plan) indicates that, over twenty-five years, the effect of the Pragmatic Solution (SR = 0.94) will be a reduction in asset Fair Value to result in future Fair Value of approximately $43.8 Million. This will likely result in the Average Condition of the portfolio falling from the mid-point of range 2 (two) at present to the lower of range2 (two) by 2048.

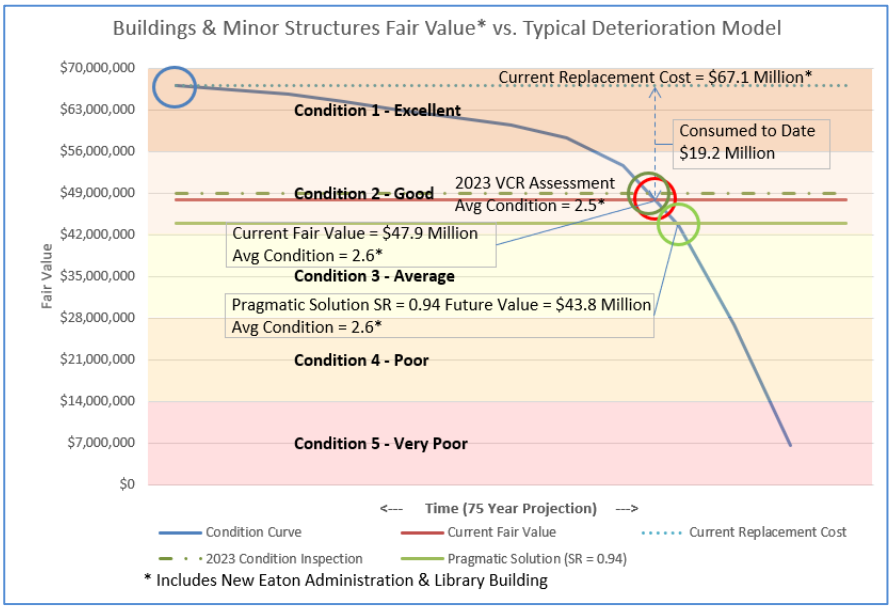


Figure 6-5 Future Asset Condition Projection – Pragmatic SR = 0.94

6.2.2 Upgrades and Expansion

Upgrade and expansion works are those that create a new asset that did not previously exist or works which upgrade or improve an existing asset beyond its original capacity. They may result from growth, social or environmental needs. 'Gifted' assets may also be acquired at minimal initial cost to the Shire from land development.

In addition to gifted assets (such as shade shelters in Public Open Spaces), portfolio upgrades/expansion of existing assets are

conducted using the Shire's own resources (including Grants funds).
Potential future development proposals that may involve the Buildings portfolio for which the Shire of Dardanup will need to make financial provision have been identified from various Shire of Dardanup publications such as the Eaton and Dardanup Place Plans, the Community Facilities Plan and various Structure Plans.

(Note: Some items listed in these Plans have already been completed. Completed items will not be shown here):

Proposed Capital Expansion Projects	Timeframe	Estimated Cost	Status
Wanju District Open Space (at least one Oval/Regional Sports Facility)	Long Term (By 2036)	To be determined	Under Consideration for DCP
Expand the Eaton Recreation Centre to a 6-court indoor Regional Sports Centre	Medium Term	@$750,000	Pending Grants
Development of multi-functional hard courts at Eaton Oval Ground	Short/Medium Term	To be determined	Pending development of Masterplan
Provision of a multi-functional shared use pavilion at Wells recreation Park	Medium/Long Term	@1,100,000	
Provision of a multi-functional shared use pavilion at Burekup Cricket/Tennis grounds	Short/Medium term	To be determined	Pending Final Design and Grants

Table 6-10 Proposed Capital Expansion Projects as at November 2023

These works are detailed in the Program of Works – Buildings. Prospective capital works projects are identified from various sources such as Councillor or community requests, identified in strategic plans.

6.2.3 Particular Maintenance Considerations for Historic or Culturally Significant (Heritage) Buildings

Heritage buildings pose unique challenges for maintenance:

- **Physical maintenance of heritage buildings**
  Maintaining heritage buildings is notoriously difficult due to a number of issues. These can include decaying wood, lost or forgotten building methods, damp, and many of the other issues that affect older buildings. There is an elevated need for constant monitoring of the status of the building to prevent major problems from setting in.
- **Documentation in multiple formats**
  As-constructed documentation for these structures can be available in a wide range of formats. From relatively modern CAD files to basic historical drawings. Multiple versions may exist, from which it may be difficult to determine which is the latest document. In some cases, no documentation exists at all.
- **Information silos**
  Knowledge related to the prior history of heritage buildings is often held in several different places. Some of this information may not actually be held by the Shire and may reside with people who have had prior association with the Building such as former Councillors, historical societies, sporting or social clubs, volunteer organisation etc. Accessing all this documentation to make the best decisions about building maintenance is often extremely challenging.
- **Changing usage over time**
  Meeting changing patterns of use can be difficult. For example, alterations necessary in order to re-purpose an historical building from (say) an administrative function to a storage or archival function might not be practical given constraints in removal of walls or installation of legislated upgrade requirements triggered by the change in use (e.g., to meet Disabled Access requirements).
- **Natural and manmade hazards**
  Heritage buildings face a range of both natural and manmade hazards. Many buildings contain very old, very dry wooden beams which are at serious risk of fire. Meanwhile, others are located close to rivers and related flooding threats, or are close ancient trees that could blow over. Many heritage buildings are also homes to birds, mice, termites and weeds which, over time, can damage the structure.
- **Materials**
  When working on heritage structures it is important to use the same kinds of wood, stone, brickwork, tiles etc., as used in the original in order to be in keeping with the original character of the Building. However, these materials are not always available, or they may be extremely expensive.
- **Financing**
  Accessing external finance support for existing structures (as opposed to new Buildings) is a challenge, this is especially true for heritage buildings. Often, funding agencies are motivated to direct their resources towards the creation of new facilities to deliver new services or functionality. Business cases for upkeep or refurbishment of existing structures must therefore be extremely compelling in order to be competitive in a crowded market.

In combination, the above factors must be accommodated within the Asset Management Plan through allowance for costs and resource needs that are higher than might be expected for newer buildings or those which have lesser social importance ratings.

The Shire must also be very selective in granting heritage status to buildings. Once granted, such status cannot easily be removed (most notably due to the likely negative political and community perception of such a decision) and brings with it elevated obligations on the Shire such as those mentioned above.

6.2.4 Asset Disposal

Disposal includes any activity costs associated with disposal of a decommissioned asset including sale, demolition or relocation. Disposal of Buildings assets occurs infrequently but can occur when land boundaries change, or new Buildings are constructed adjoining an existing Buildings. Disposed Buildings are either abandoned in place if safe or destroyed.

Assets may become surplus to requirements for a variety of reasons, including:

- under-utilisation, for example due to demographic changes;
- obsolescence due to changed community attitudes or technological change;
- failure to meet changed legal, technical or safety requirements;
- excessive increases in operating or maintenance costs; or
- service provided by more economical means.

Temporary Buildings closures (even if the closure may be for an extended period) are not considered to be asset disposals as the asset is retained, albeit at a lower level of service.

At the time of writing (November 2023) Council had determined to dispose of the existing Eaton Administration Centre as part of the transition to the new Eaton Administration and Library Building. Costs related to this disposal are included in a contractual arrangement that includes the existing site in a proposed development expansion of the Eaton Fair Shopping Centre and the Town Centre. There is therefore no cost to Council of this transaction.

No other Buildings disposals currently planned within the Shire.

7 Financial Summary

7.1 Introduction

The Shire of Dardanup is committed to supplying quality services to the community. This section holds the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on the actual cost of delivery of the desired levels of service and current and projected future asset performance.

The Shire's 10 Year Long Term Financial Plan (LTFP) 2021-2031 ensures that decision-making and financial planning are undertaken with future impacts in mind. The LTFP is supported by the detailed 10 Year Program of Works – Buildings (2022 – 32) (included at Appendix C and D) for Buildings related assets.

7.2 Accounting/Financial Systems

Under the WA Integrated Planning and Reporting Framework, the Shire of Dardanup must provide a Long-Term Financial Plan (LTFP.) This is a balanced, forward-looking statement of funding requirements designed to ensure that the Shire can address all its existing and future financial commitments.

The LTFP is informed by the capital and operational maintenance expenditure forecasts of the asset management plans. For the purposes of establishing standardised methodologies and processes for integration of the information contained within the asset management plans and the LTFP, the WA Department of Local Government, Sport and Cultural Industries has endorsed the National Asset Management Assessment Framework (NAMAF.)

The recommended NAMAF information flow is shown below[1]:

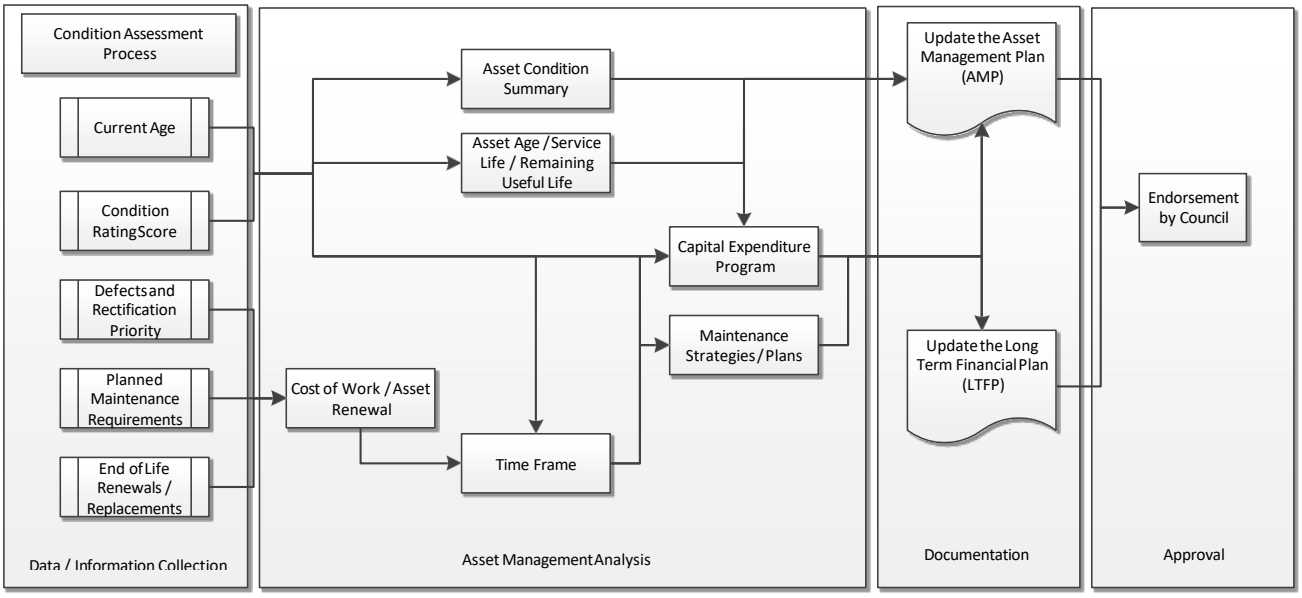


Figure 7.1 NAMAF Integration of Asset Management to LTFP Process

7.3 Sources of Funds

The Shire currently receives income to maintain and operate the assets from several different areas, including rate revenue, State and Federal grants.

7.3.1 Buildings Sources of Funds

The Shire of Dardanup funds its Buildings asset maintenance programs as follows:

- Routine/Minor Maintenance - Sourced from Rates or Reserves
- Capital Works Programs
    - Sourced from Rates or Reserves
    - Sourced from State Grants Agencies (e.g., CSRFF, LotteryWest)
    - Sourced from Federal Grants Agencies (e.g., Building Better Regions (BBRF))
    - Sourced from Developer Contributions and Private Endowments

It is the intention of the Shire of Dardanup to maximise access to available external sources of funds through focussed preparation of high-quality applications were possible.

At the time of writing, Buildings capital works funds were utilised as followings:

	LTFP ($k)	Sources of Funds ($k)						Uses of Funds ($k)			SR Ratio ($k)	
Year	Published LTFP (2023/33) ($k)	Rates Revenue and Reserves	Loans	Grants	Contributions	Carried Forward Projects	Project Management Salaries	Renewal Costs	Upgrade Costs	Project Management Salaries	Depreciation	SR Ratio
2023-2024	$10,369	$8,848	$1,500	$21	$0	$0	$275	$339	$9,811	$219	$1,531	0.22
2024-2025	$1,164	$561	$0	$603	$0	$0	$229	$30	$905	$229	$1,531	0.02
2025-2026	$2,363	$1,338	$0	$1,024	$0	$0	$241	$2,122	$0	$241	$1,531	1.39
2026-2027	$845	$585	$0	$260	$0	$0	$248	$77	$520	$248	$1,531	0.05
2027-2028	$940	$678	$0	$263	$0	$0	$257	$159	$524	$257	$1,531	0.10
2028-2029	$388	$388	$0	$0	$0	$0	$266	$123	$0	$266	$1,531	0.08
2029-2030	$380	$380	$0	$0	$0	$0	$275	$105	$0	$275	$1,531	0.07
2030-2031	$415	$415	$0	$0	$0	$0	$285	$130	$0	$285	$1,531	0.08
2031-2032	$299	$299	$0	$0	$0	$0	$295	$4	$0	$295	$1,531	0.00
2032-2033	$413	$413	$0	$0	$0	$0	$305	$108	$0	$305	$1,531	0.07
Totals	**$17,577**	**$13,906**	**$1,500**	**$2,172**	**$0**	**$0**	**$2,675**	**$3,198**	**$11,760**	**$2,619**	**$15,312**	**0.21**

Table 7.1 Current Approved Ten-Year Capital Works Program - Sources and Uses of Funds

7.1.1 Asset Management Funding Options

As noted above, funding for Buildings related activities in the Shire of Dardanup comes from multiple sources. When developing proposals for works to be undertaken, it is also critical that consideration is given to the application of Council's limited own-sources funds for this type of activity. The following issues must be addressed:

- What type of works does Council contemplate making own-sources contributions for (Renewals, New or Upgrade)?
- What level of own-sources funds should Council contemplate contributing towards any project proposal?
- What level of external funding should Council require before considering contribution of own-sources funds? and
- What types of Buildings should Council consider contribution of own-sources funds for?

In combination, the following Funding Options (Table &.2) and Application (Table 7.3) matrices provide a transparent, repeatable, and equitable means of determining the above considerations.

The following table details the respective asset management funding options available to Council:

Asset stage	Funding option no.	Funding option description
Asset renewal	**R1**	Council will fully fund facility renewal where it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis) and fits within overall budget constraints.
	R2	Council may fund facility renewal if no external funding is available and where it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis) and fits within overall budget constraints.
	R3	Council will contribute part funding to facility renewal only if there are sufficient other external funding contributions available (from community, service provider, external funding grants), fits within overall budget constraints and it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis).
	R4	Council will not contribute any funding for facility renewal – funding relies solely on external sources.
Asset upgrade	**U1**	Council will fully fund facility upgrade where it is satisfied that there is a demonstrated demand and/or predicted long term future usage and fits within overall budget constraints.
	U2	Council may fund facility upgrade if no external funding is available and where it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis) and fits within overall budget constraints.

Asset stage	Funding option no.	Funding option description
	U3	Council will contribute part funding to facility upgrade only if there are sufficient other external funding contributions available (from community, service provider, external funding grants), fits within overall budget constraints and it is satisfied that there is a demonstrated demand and/or predicted long term future usage.
	U4	Council will not contribute any funding for facility upgrade – funding relies solely on external sources.
New asset	N1	Council will fully fund new facility where it is satisfied that there is a demonstrated demand and/or predicted long term future usage and fits within overall budget constraints.
	N2	Council may fund new facility if no external funding is available and where it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis) and fits within overall budget constraints.
	N3	Council will contribute part funding to new facility only if there are sufficient other external funding contributions available (from community, service provider, external funding grants), fits within overall budget constraints and it is satisfied that there is a demonstrated demand and/or predicted long term future usage.
	N4	Council will not contribute any funding for new facility – funding relies solely on external sources.

Table 7.2 Funding Options for Buildings Related Activities

The following table lists the funding option relevant to the asset lifecycle stage for each building category. These categories are a guide only, each building renewal, upgrade, or new building project may be reviewed individually at Council's discretion.

Example Building Type	Hierarchy Class(es)	Renewal	Upgrade	New
Municipal offices	Class 1	R1	U1	N1
Municipal depots	Class 2	R1	U1	N1
Public toilets	Class 3 Class 4	R2	U2	N2
Public halls	Class 3	R3	U2	N3
Community centres	Class 2	R2	U3	N3
Clubrooms & Change rooms/toilets	Class2 Class 3 Class 6(a)	R3	U3	N3
Bush Fire Brigade Buildings	Class 6(c)	R3	U3	N3
Pre-school and maternal child health centres	Class 3 Class 6(b)	R3	U3	N3
Senior citizen centres	Class 3	R3	U3	N4
Other sports and recreation buildings	Class 4	R3	U3	N4
Historical buildings	Class 2	R3	U3	N/A
Other community buildings	Class 3 Class 4 Class 5	R4	U4	N4

Table 7.3 Application of Funding Options to Buildings Hierarchy Classes

8 Plan Improvement and Monitoring

8.1 Monitoring and Review Procedures

To keep this plan current in relation to progress, detailed service level reviews and new knowledge resulting from the asset management improvement program, the plan should be progressively reviewed and continuously updated with a major review every four years, as noted in the document quality control panel.

Ideally the plan will be reviewed prior to annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide the services in preparation of the annual budget decision process.

8.2 Levels of Service Improvement

The Shire undertakes initiatives including Community Satisfaction Surveys (as noted in Section 3.2 above)., Town Hall Meetings with local Advisory Groups and direct negotiation with facility Users in order to gauge the demand for and Level of Service required of the Buildings Portfolio.

The Levels of Service discussed throughout Section 3.4 are a first pass proposal and require further refinement, agreement and confirmation with the Council, relevant staff and building occupants. This works is intended to ensure that the targets adopted are specific, measurable, achievable, relevant and trackable.

The improvement plan in Appendix B includes specific Actions for establishment and improvement of the targets for each performance parameter and for reporting actual performance against targets.

8.3 Asset Management Improvement Plan

The Shire has developed an overarching asset management improvement plan to set out the key tasks that the Shire intends to carry out over the next ten years to ensure that the Shire's assets are managed on a sustainable basis. This will assist in ensuring that the Shire continues to deliver services in line with community expectations. The tasks detailed in the table below are related to the further development of the asset management plan and are intended to feed into the asset management improvement action plan.

Task No	Task	Resources Required	Timeline
1.	Interface/Integrate the asset management and financial system for valuation and annual depreciation purposes.	In-house and external resources	To be determined
2.	Conduct regular visual condition assessment for the entire Buildings portfolio to refine prediction models.	In-house resources and budget allocation	Ongoing
3.	Identify and collect missing asset attributes data for Buildings	In-house resources	Ongoing
4.	Review the levels of service to reflect feedback from the community consultation, set targets and collect actual performance	In-house resources	Ongoing
5.	Conduct a Buildings specific customer survey.	In-house and external resources	Ongoing – aligned to biennial customer satisfaction surveys
6.	Establish a system that can generate work orders with an automatically generated response time. This response time should be based on Council's service level matrix and preconfigured in the system based on asset hierarchy.	In-house resources and budget allocation	To be determined – links to ongoing finance system improvements
7.	Assess the structure and resources within Council, to ensure that the Buildings Asset Management Plan can be effectively implemented.	In-house resources	To be determined – links to work force plan
8.	Pilot effective works management, asset inspection integrated with spatial, finance and asset systems.	In-house and external resources	Ongoing
9.	Review asset management plan to ensure alignment to the AM Strategy and Policy	In-house resources	Annually

Table 8-1 Buildings Asset Management Improvement Plan

8.4 Personnel

Current personnel engaged in the asset management of Buildings are as follows:

Role	Incumbent	Current % FTE Allocation
Asset Owner	Manager Technical Services	80
As Constructed Data Management	Asset Engineer (Role Currently Vacant)	0
Asset Inspector		0
GIS Support		0
Operational Service Delivery	Works Supervisor Buildings (also engaged with other asset classes e.g., paths, drainage etc.)	60

Table 8-2 Personnel Time Commitment to Buildings Asset Management

To complete all required activities for Buildings asset management (along with other asset classes) on an annual basis and to provide capacity for succession planning for specific asset management related skillsets, it is necessary to provide additional resources.

As the Shire's asset management strategy matures, more resource allocation and support of existing resources needs to be assigned. The scope of increased resource capacity needs to be further quantified.

8.5 Training and External Support

The Shire of Dardanup Asset Management System is supported by the Department of Local Government, Sport and Cultural Industries through training and advice under the National Asset Management Assessment Framework (NAMAF.) This program provides a benchmark set of activities and standards that the Shire of Dardanup should aspire to achieve.

In addition to the NAMAF program, individualised training opportunities for staff are undertaken as and when they become available. Examples of training accessed by staff to date include:

- IPWEA - Professional Certificate in Asset Management Planning
- IPWEA – Building Condition & Performance Assessment Guideline (Practice Note 3)

9 Conclusions

The Shire of Dardanup Buildings Asset Management Plan details the development, operations, and maintenance of the Shire's Buildings. It sets out strategies to ensure that the Shire's Buildings assets are maintained in a manner consistent with national standards and community expectations. In most cases this is achieved through reference to documented procedures, processes and plans used to manage the Shire's Buildings.

Detailed long term expenditure forecasts in the Long-Term Financial Plan 2023/24 TO 2032/33 are included.

The plan notes that, while the Shire's Buildings assets are currently in '*Fair*' condition (with an average visual condition rating score of 2.5) this is likely to deteriorate in the medium term as the portfolio ages.

However, because they also represent **$20,664,166** or **43.14%** of the total **Current Replacement Cost** ($47.9 Million) of this asset class, their collective impact on the overall condition of the portfolio masks the impact of the more deteriorated condition of the older structures in the portfolio

Approximately **43%** of the Shire's Buildings Current Replacement Cost ($20.7 Million of $47.9 Million) is represented by **13%** of the asset (7 of 52 buildings) that are less than four years old and have not required significant maintenance investment to date. It is likely that an increasing proportion of these relatively new Buildings will begin to require Renewals during the term of this Plan, placing a strain on the Shire's budget that has not previously been allowed for.

The Plan recognises that achieving the level of capital reinvestment required to fully maintain all Shire Buildings in the future would mean an increase in cost in the order of three times the current budget. A step-change of this magnitude is unachievable and unaffordable in the near term. A strategy of pragmatic, incremental increases in capital maintenance budget is therefore recommended.

The Plan provides achievable financial and management actions to be carried out over the life cycle of the portfolio for effective management, inspection and replacement of this asset group.

Management improvement and financial action plans arising out of the asset management plan are detailed in Appendix A.

(Appendix ORD: 12.3.4D)

Appendix A. List of Assets Including. Fair Value

Asset ID	Synergy Asset #	Building Description	Asset Location	Street Address	Town / Suburb	Replacement Cost	Fair Value
BLDG 001	B010	Burekup Hall (incl. Patio)	BUREKUP HALL	Lot 4 Russell Road	Burekup	$1,680,000	$562,574
BLDG 002	B010	Ablutions Block	BUREKUP HALL	Lot 4 Russell Road	Burekup	$54,900	$16,967
BLDG 003	B010	Storage Shed	BUREKUP HALL	Lot 4 Russell Road	Burekup	$17,100	$8,550
BLDG 004	B035	Tip (Not Used)	OLD REFUSE SITE FACILITY	LOT 64 Henty Brook Rd	Burekup	$-	$-
BLDG 005	B056	Burekup Fire shed	BUREKUP BFB STATION	1 Russell Road	Burekup	$268,000	$111,216
BLDG 006	B056	Garden shed	BUREKUP BFB STATION	1 Russell Road	Burekup	$3,000	$1,500
BLDG 007	B069	Crooked Brook Fire Shed	CROOKED BROOK BFB SHED	Crooked Brook Road	Crooked Brook	$249,000	$211,787
BLDG 008	B069	Storage Shed	CROOKED BROOK BFB SHED	Crooked Brook Road	Crooked Brook	$18,000	$16,122
BLDG 009	B003	Main building (Shire Office)	DARDANUP OFFICE	3 Little Street	Dardanup	$1,480,000	$502,980
BLDG 010	B007	Main Hall & Toilets	DARDANUP HALL	3 Little Street	Dardanup	$2,214,000	$680,491
BLDG 011	B015	Ferguson Hall (incl. Patio)	FERGUSON HALL	5 Ferguson Road	Ferguson	$887,000	$485,432
BLDG 012	B018	Toilets (not located - see B046)	PUBLIC TOILETS DARDANUP OVAL	11 Ferguson Road	Dardanup	$-	$-
BLDG 013	B020	Dardanup Community Centre	DARDANUP COMMUNITY CENTRE	11 Little Street	Dardanup	$901,000	$279,493
BLDG 014	B020	Shed (back half)	DARDANUP COMMUNITY CENTRE	11 Little Street	Dardanup	$9,600	$5,789
BLDG 015	B020	Shed x 2 (front half)	DARDANUP COMMUNITY CENTRE	11 Little Street	Dardanup	$3,900	$1,586
BLDG 016	B024	Dardanup Fire Shed	DARDANUP CENTRAL BFB STATION	34 Ferguson Road	Dardanup	$173,000	$61,762
BLDG 017	B027	Don Howison Centre	DON HEWISON CENTRE	5 Ferguson Road	Dardanup	$255,000	$132,545
BLDG 018	B027	Ablution block	DON HEWISON CENTRE	5 Ferguson Road	Dardanup	$76,000	$30,400
BLDG 019	B027	Timber storage sheds x 2	DON HEWISON CENTRE	5 Ferguson Road	Dardanup	$27,400	$11,116
BLDG 020	B032	Change rooms & Kiosk	DARDANUP TENNIS COURTS & CLUB CHANGEROOMS	11 Ferguson Road	Dardanup	$283,000	$86,618
BLDG 021	B032	Storage Room	DARDANUP TENNIS COURTS & CLUB CHANGEROOMS	11 Ferguson Road	Dardanup	$90,000	$46,333
BLDG 022	B038	Equestrian Clubrooms	EQUESTRIAN CENTRE	66 Garvey Road	Dardanup	$819,000	$501,201
BLDG 023	B038	Storage Shed (incl undercover)	EQUESTRIAN CENTRE	66 Garvey Road	Dardanup	$127,300	$79,495
BLDG 024	B038	Bore Shed No.1	EQUESTRIAN CENTRE	66 Garvey Road	Dardanup	$6,400	$3,859
BLDG 025	B038	Pump / Garden sheds	EQUESTRIAN CENTRE	66 Garvey Road	Dardanup	$2,900	$1,750
BLDG 026	B038	Bore Shed No.2	EQUESTRIAN CENTRE	66 Garvey Road	Dardanup	$6,400	$3,859
BLDG 027	B046	Sports club & Changerooms (incl. undercover area)	DARDANUP SPORTS CLUB CHANGEROOMS SHED COURTS	11 Ferguson Road	Dardanup	$614,000	$250,053
BLDG 028	B046	Ablutions Block	DARDANUP SPORTS CLUB CHANGEROOMS SHED COURTS	11 Ferguson Road	Dardanup	$123,900	$38,346

(Appendix ORD: 12.3.4D)

Asset ID	Synergy Asset #	Building Description	Asset Location	Street Address	Town / Suburb	Replacement Cost	Fair Value
BLDG 029	B046	Transportable Changerooms (incl. patio)	DARDANUP SPORTS CLUB CHANGEROOMS SHED COURTS	11 Ferguson Road	Dardanup	$79,900	$49,221
BLDG 030	B066	Community Storage Shed (with 5 x roller doors)	DARDANUP COMMUNITY STORAGE SHED (Refer to B046)	55 Ferguson Road	Dardanup	$146,400	$91,461
BLDG 031	B075	Transportable Gatehouse (incl. Patio)	RECYCLING YARD / RFUSE SITE POWERED OFFICE	Lot 81 Marginata Close (Banksia Rd)	Dardanup	$48,400	$38,834
BLDG 032	B075	Sheds	RECYCLING YARD / RFUSE SITE POWERED OFFICE	Lot 81 Marginata Close (Banksia Rd)	Dardanup	$66,900	$52,816
BLDG 033	B011	West Dardanup Fire shed & Office	WEST DARDANUP BFB STATION	Garvey Road	Dardanup West	$265,000	$200,724
BLDG 034	B008	Eaton Hall (Little Theatre)	EATON HALL	Lot 4749 Pratt Road	Eaton	$1,300,000	$277,303
BLDG 035	B014	Clubhouse & Storage Rooms (Incl. open sided shelter)	EATON TENNIS COURTS & CLUB ROOMS	Lot 4739 Pratt Road	Eaton	$89,000	$29,982
BLDG 036	B019	Bowling Clubhouse	EATON BOWLING CLUB	Pratt Road Eaton	Eaton	$2,580,000	$703,013
BLDG 037	B019	Storage sheds x 2	EATON BOWLING CLUB	Pratt Road Eaton	Eaton	$44,600	$22,300
BLDG 038	B022	Senior Citizens Centre & Storage Room (incl. patio)	EATON SENIOR CITIZENS CENTRE	2 Sanford Way	Eaton	$1,274,000	$518,799
BLDG 039	B023	CWA Hall	CWA HALL	27 Hamilton Road	Eaton	$279,000	$87,585
BLDG 040	B025	Ablutions block	PUBLIC TOILETS - EATON BOAT RAMP	Watson Street	Eaton	$143,900	$50,333
BLDG 041	B028	Junior Football Clubrooms (incl. Patio)	EATON JUNIOR FOOTBALL CLUBROOMS	Pratt Road	Eaton	$726,000	$224,773
BLDG 042	B028	Storage shed	EATON JUNIOR FOOTBALL CLUBROOMS	Pratt Road	Eaton	$70,700	$29,554
BLDG 043	B029	Basketball Shed	EATON BASKETBALL SHED (Excl. COURTS)	Pratt Road	Eaton	$25,200	$10,250
BLDG 044	B040	Child Heath Centre	EATON CHILD HEALTH CENTRE CHARTERHOUSE ST EATON	10 Charterhouse Street	Eaton	$1,954,000	$914,000
BLDG 045	B040	Storage sheds x 3	EATON CHILD HEALTH CENTRE CHARTERHOUSE ST EATON	10 Charterhouse Street	Eaton	$20,200	$12,183
BLDG 046	B042	SoD Administration Centre	ADMIN CENTRE - EATON 1 COUNCIL - Refer to B058	1 Council Drive	Eaton	$4,460,000	$2,257,778
BLDG 047	B049	Eaton Recreation Centre	EATON RECREATION CENTRE	18 Recreation Drive	Eaton	$12,500,000	$7,391,429
BLDG 048	B052	Main Depot Shed	EATON DEPOT	Lot 511 Bobin Street	Eaton	$161,000	$83,625
BLDG 049	B052	Transportable Building (incl. Patio and ramp)	EATON DEPOT	Lot 511 Bobin Street	Eaton	$73,400	$39,522
BLDG 050	B052	Secondary shed (incl. patio)	EATON DEPOT	Lot 511 Bobin Street	Eaton	$54,400	$44,015

(Appendix ORD: 12.3.4D)

Asset ID	Synergy Asset #	Building Description	Asset Location	Street Address	Town / Suburb	Replacement Cost	Fair Value
BLDG 051	B058	Transportable Administration Building (incl. Patio)	EATON ADMIN CENTRE EXTENSIONS (Refer to B042)	1 Council Drive	Eaton	$465,000	$367,666
BLDG 052	B058	Transportable Toilets (Admin.)	EATON ADMIN CENTRE EXTENSIONS (Refer to B042)	1 Council Drive	Eaton	$51,600	$40,830
BLDG 053	B065	Ablution Block	PUBLIC TOILETS - EATON FORESHORE (NEW)	Eaton Foreshore - Pratt Road	Eaton	$157,500	$133,494
BLDG 054	B070	Ablution Block	PUBLIC TOILETS - MILLBRIDGE	Cadel Park - Millbridge	Eaton	$96,200	$84,860
BLDG 055	B071	Clubrooms	GLEN HUON PAVILION FOOTBALL CLUBROOM & CHANGEROOMS	3 Council Drive	Eaton	$2,705,000	$2,508,818
BLDG 056	B071	Changerooms	GLEN HUON PAVILION FOOTBALL CLUBROOM & CHANGEROOMS	3 Council Drive	Eaton	$2,115,000	$1,961,303
BLDG 057	B072	Softball Pavilion	GLEN HUON SOFTBALL PAVILION	3 Council Drive	Eaton	$2,775,000	$2,573,413
BLDG 058	B017	Ferguson Fire Shed	FERGUSON BFB STATION	43 Gardin Court Drive	Ferguson	$151,500	$78,667
BLDG 059	B013	Upper Ferguson Fire Shed	UPPER FERGUSON BFB STATION	Lot 55 Ferguson Road	Upper Ferguson	$217,000	$119,571
BLDG 060	B006	Waterloo Hall (incl. Verandah & Storeroom)	WATERLOO HALL	14419 South West Highway	Waterloo	$655,000	$291,405
BLDG 061	B006	Toilets (incl. covered entry)	WATERLOO HALL	14419 South West Highway	Waterloo	$91,900	$40,740
BLDG 062	B006	Storage Shed	WATERLOO HALL	14419 South West Highway	Waterloo	$2,900	$1,230
BLDG 063	B041	Waterloo Fire Shed	WATERLOO BFB STATION CAA 67 S/W HWY WATERLOO	Lot 67 SW Highway	Waterloo	$161,300	$52,936
BLDG 064	B073	Main Office & Workshop	WORKS DEPOT	Lot 101 Martin Pelusey Rd	Waterloo	$3,330,000	$3,081,447
BLDG 065	B044	Wellington Fire Shed (old)	WELLINGTON MILL BFB STATION LOC WELL 5666 WELL-LOWDEN ROAD	Wellington Mill Road (Near Lot 5666)	Wellington Mill	$62,400	$13,647
BLDG 066	B050	Ablution Block (long drop)	WELLINGTON MILLS PUBLIC TOILET	Wellington Mill Road (Near Lot 5666)	Wellington Mill	$74,100	$38,748
BLDG 067	B057	Wellington Mill Fire Shed	WELLINGTON MILL BFB STATION (2ND SHED) +WATER TANK	Wellington Mill Road	Wellington Mill	$221,000	$159,859
$50,084,200	**$28,809,958**						

(Appendix ORD: 12.3.4D)

Appendix B. Action Plans

The following action plans are presented with the intent to address areas of specific weakness noted throughout the asset management plan. Addressing these items will help to meet Customer expectation through either improved delivery or improved asset information.

Acton No.	Improvement Action
1.	Establish the key performance parameters and performance targets.
2.	Establish response times appropriate for Maintenance Reporting and Rectification
3.	Update Development Plan and associated Buildings Capital Projects list in-line with Long-Term Financial Plan
4.	Develop strategies to meet target Levels of Service.
5.	Carry out a Buildings specific customer survey. Review the levels of service to reflect the feedback from the community consultation, set targets and collect actual performance.
6.	Assess the structure and resources within Council, to ensure that the AMP can be effectively implemented.
7.	Develop Multi-Criterion Analysis procedure for Buildings works project selection and prioritisation
8.	Review the renewal ratio (Percentage of agreed projected Asset Life when Renewals vs. Defects) in alignment to the Asset Management Strategy
9.	Any lease agreements within Shire owned buildings should align with Levels of Service

a. Buildings Management Action Plan

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RMP1	**Section 2.1**	Enter summary level (Buildings Id, Buildings Name, location etc.) data on all Buildings into the Synergy Asset Management Module.	Listing all Buildings in the Synergy Asset Management Database will support the use of works orders to permit maintenance requests, work conducted and all associated costs on the assets to be recorded with reference to the relevant assets.	2024/25
RMP2	**Section 3.4.2**	Reassess the level of compliance of the existing Buildings portfolio with the defined Shire of Dardanup quality standard targets, based upon the most recent visual condition rating inspection available at the time. Target renewals and upgrade projects toward the asset hierarchy classes that have the greatest level of non-compliance.	Annual reassessment of the level of compliance with the quality standards will enable the Shire of Dardanup to target expenditure towards those projects and activities which will return the greatest level of benefit to the portfolio overall.	Annually, as part of forward works program development
RMP3	**Section 3.5.1**	Update the provision level of service section of this document to reflect the cost of delivering any future new and upgraded Buildings shown in the Shire of Dardanup Council Plan.	Implementation of recommendations contained within the Shire of Dardanup Council Plan) will be conducted as 'Business as Usual' under the Buildings Asset Management Plan.	Immediately following adoption of an updated Council Plan by Council

(Appendix ORD: 12.3.4D)

b. Buildings Financial Management Plan

The following fiscal management actions arise in response to the Buildings Asset Management Plan:

Action Plan No.	AMP Section Reference	Action	Rationale/Desired Outcome	Timeline
RFMP1		Investigate a means of identification of the location of any operational maintenance activity on the portfolio	One of the aims of effective asset management is to reduce overall costs by choice of targeted maintenance treatments. This is most often achieved through location of 'hot spots' where elevated levels of operational cost are being experienced which can then be investigated further. To be able to find 'hot spots' for operational maintenance activities, (e.g., excessively high utility costs or structural repairs), it is necessary to relate all the relevant costs, (labour, plant and materials), to a specific building.	For 2025/26 Annual Budget

(Appendix ORD: 12.3.4D)

Appendix C. Intervention Levels

The following Maintenance Intervention levels and response times have been adopted for Buildings assets.

Buildings Maintenance Interventions				Response Times* (per Quality Standard)		
Item	**Activity**	**Issue Definition/Description**	**Intervention Action**	**QS1** ***Increased*** **LOS**	**QS2** ***Neutral*** **LOS**	**QS3** ***Reduced*** **LOS**
BMI1	Graffiti	Graffiti is defined as writing or drawings scribbled, scratched or sprayed on a wall or other surface in a public place. Graffiti can include images, writing, posters, stickers and stencils, but is often word based and can span complex or abstract letter based designs called tagging. A graffiti tag is a personalised signature of the graffiti writer.	Offensive material and/or high visibility area • Inspect and Cover • Repair	1 Hour 2 Days	2 Hours 3 Days	4 Hours 1 Week
			Material not offensive or not in highly visible area • Inspect and Cover • Repair	2 Hours 2 Days	4 Hours 1 Week	8 Hours 2 Weeks
BMI2	Vandalism	The wilful or malicious destruction, disfigurement or defacement of any Shire of Dardanup infrastructure, property and equipment, without consent.	• Inspect and Make Safe • Assess and Notify potential Insurance Claim • Repair or Replace damaged property	12 Hours 24 Hours 2 Weeks	24 Hours 48 Hours 3 Weeks	48 Hours 1 Week 1 Month
BMI3	Roof Cladding	Roof cladding (steel, tile etc) loose or damaged. Roof repair refers to fixing specific areas of a roof that have sustained damage and or degradation or are experiencing issues, such as leaks, cracked tiles, or flashing problems. The goal of roof repair is to address and fix isolated problems without the need for a complete roof replacement.	• Inspect and Make Safe • Assess and Notify potential Insurance Claim • Repair or Replace damaged section of roof	12 Hours 24 Hours 3 Days	24 Hours 48 Hours 1 Week	48 Hours 1 Week 2 Weeks
BMI4	Roof Guttering and Downpipes	Roof gutter or downpipe loose, damaged or blocked. Regular inspection and maintenance of gutters and downpipes contributes to overall protection of the structure from damage due to water ingress.	• Inspect and Make Safe • Repair or Replace damaged or blocked section of gutter or downpipe.	12 Hours 3 Days	24 Hours 1 Week	48 Hours 2 Weeks

BMI5	Exterior Wall Cladding	Faults detected in external wall cladding (brick, fibro, timber or steel).
		
		Exterior wall cladding contributes to the overall structural integrity of the building, along with aesthetic impression and quality perception of the structure.
			• Inspect and Make Safe
			• Repair or Replace:
			  ○ Wall regrouting where necessary and appropriate.
			  ○ Replace damaged cladding.
				12 Hours
				3 Days
					24 Hours
					1 Week
						48 Hours
						2 Weeks

(Appendix ORD: 12.3.4D)

Buildings Maintenance Interventions				Response Times* (per Quality Standard)		
Item	**Activity**	**Issue Definition/Description**	**Intervention Action**	**QS1** ***Increased*** **LOS**	**QS2** ***Neutral*** **LOS**	**QS3** ***Reduced*** **LOS**
BMI6	Windows	Glazing or Frame to Window is cracked or broken. Cracked or broken window glass or frames can cause leakage of water into the internal walls and can expose steel members to corrosion.	• Inspect and Make Safe • Repair or Replace damaged glass or window frame	12 Hours 3 Days	24 Hours 1 Week	48 Hours 2 Weeks
BMI7	Internal Ceiling and Walls	Damage to Internal ceiling and/or walls. Internal ceilings and walls are primarily aesthetic features and contribute to user comfort and well-being.	• Inspect and Make Safe • Repair or Replace damaged ceiling or wall	24 Hours 1 Week	48 Hours 2 Weeks	1 week 1 Month
BMI7	Building Surrounds (Civil Works)	Damage to civil works attached to the Building (paving, ramps, steps etc.). Paving, ramps, steps etc are important for access to the building. Damage to these features can constitute a safety hazard to users.	• Inspect and Make Safe • Repair or Replace damaged civil works	12 Hours 3 Days	24 Hours 1 Week	48 Hours 2 Weeks
BMI8	General Maintenance - Steelwork	Damage to steelwork attached to the Building (handrails, balcony railing, gates etc.). These features generally contribute to the safety and security of the structure and its occupants, and therefore have an elevated priority for repair.	• Inspect and Make Safe • Repair or Replace damaged steelwork.	8 Hours 2 Days	12 Hours 3 Days	24 Hours 1 Week
BMI9	General Maintenance – Carpentry and Joinery	Damage to fixed shelving, desks, kitchen cabinets, office furniture, and other fit outs. These features contribute to usability and functionality of the building.	• Inspect and Make Safe • Repair or Replace damaged carpentry and joinery.	12 Hours 3 Days	24 Hours 1 Week	48 Hours 2 Weeks
		Damage to locks on doors and windows. These features generally contribute to the safety and security of the structure and its occupants, and therefore have an elevated priority for repair.	• Inspect and Make Safe • Repair or Replace locks	8 Hours 2 Days	12 Hours 3 Days	24 Hours 1 Week
BMI10	Floor Coverings	Damage to floor coverings (carpet, tiles etc.). These are primarily aesthetic features and contribute to user comfort and well-being.	• Inspect and Make Safe • Repair or Replace damaged floor coverings.	24 Hours 1 Week	48 Hours 2 Weeks	1 week 1 Month

(Appendix ORD: 12.3.4D)

Buildings Maintenance Interventions				Response Times* (per Quality Standard)		
Item	**Activity**	**Issue Definition/Description**	**Intervention Action**	**QS1** ***Increased*** **LOS**	**QS2** ***Neutral*** **LOS**	**QS3** ***Reduced*** **LOS**
BMI11	Air Conditioning	Air conditioning system has been reported as not working. These features contribute to the usability, functionality, and health of the building. Depending on the type of equipment (e.g. split cycle vs. evaporative), malfunctioning air conditioning can be a significant health hazard due to fungal or microbial infestation of the filtration systems. These features therefore have a very elevated priority for repair	• Inspect and Make Safe • Repair or Replace faulty air conditioning components or systems.	2 Hours 2 Days	4 Hours 1 Week	8 Hours 2 Weeks
BMI12	Plant – Hot Water System – Boilers - Pumps	Deficient hot water or other systems. These features contribute to the usability, functionality, and health of the building. Depending on the type of equipment (e.g. gas vs. electric, instant vs. stored pressure etc.), malfunctioning hot water systems can be a significant hazard due to potential for scalding or (rarely) explosion. These features therefore have a very elevated priority for repair.	• Inspect and Make Safe • Repair or Replace hot water systems, urns, or boilers.	2 Hours 2 Days	4 Hours 1 Week	8 Hours 2 Weeks
BMI13	Plumbing	Internal plumbing fixtures loose, damaged or blocked (kitchen and/or bathroom fittings etc.) *Note: Includes all water and sewerage pipes between the building and the water meter / property boundary line as appropriate.* These features contribute to the usability, functionality, and health of the building. Temporary loss of access to these features can cause user discomfort but are not considered hazardous.	• Inspect and Make Safe • Unblock, Repair or Replace faulty fittings such as kitchen waste, toilet pans, toilet seats, taps, washers, cisterns.	12 Hours 3 Days	24 Hours 1 Week	48 Hours 2 Weeks

(Appendix ORD: 12.3.4D)

Buildings Maintenance Interventions				Response Times* (per Quality Standard)		
Item	**Activity**	**Issue Definition/Description**	**Intervention Action**	**QS1** ***Increased*** **LOS**	**QS2** ***Neutral*** **LOS**	**QS3** ***Reduced*** **LOS**
BMI14	Electrical	Electrical faults, electrical compliance requirement, PE-cell maintenance and general lighting maintenance. These features contribute to the usability, functionality, safety and health of the building. Depending on the type of fault (e.g. faults in switchboards/wiring, vs. failed light globes), malfunctioning electrical systems can be a significant hazard due to potential for electrocution or fire. These features therefore have a very elevated priority for repair.	• Inspect and Make Safe • Unblock, Repair or Replace faulty electrical fittings or wiring. Ensure all repairs/replacements meet contemporary Standards.	2 Hours 2 Days	4 Hours 1 Week	8 Hours 2 Weeks
BMI15	Painting (SPECIAL ACTIVITY)	Repainting of internal and external surfaces after any other repairs and replacements actions have been completed.	• The repainting of internal or external surfaces necessitated by any repairs and replacement due to any Maintenance Activity listed above will occur as part of that repair and replacement activity. • The quality of paint on walls and ceilings does not pose any health or safety risks. Therefore, all other re-paint work outside of the Maintenance Activity area is to be deferred to the next financial year and considered within the Council's overall budget for that year.			
** Note: Response Times measured from the time of first record of Issue in the Shire's Task Management System (Fusion), regardless of reporter (i.e. community or staff)*						

(Appendix ORD: 12.3.4D)

Appendix D. Buildings Risk Assessments

No.	Risk	Existing measures	Likelihood	Consequence	Risk severity	Preventative controls	Likelihood	Consequence	Risk severity
1	Availability of suitable tradesperson to meet timeframes	Limited means to dictate terms. Difficult to have many tradespeople available	Likely (4)	Minor (2)	**Moderate (8)**	Have alternative tradespeople available when possible	Likely (4)	Minor (2)	**Moderate (8)**
2	Unknown structural and/ or environmental issues	Reliance on previously undertaken building inspections	Likely (4)	Minor (2)	**Moderate (8)**	Engage experts/consultants as required	Likely (4)	Minor (2)	**Moderate (8)**
3	The presence of asbestos containing materials	Asbestos registers updated and asbestos audit regime undertaken	Likely (4)	Minor (2)	**Moderate (8)**	Site induction to include asbestos awareness. Carry out intrusive inspection and remove as necessary	Likely (4)	Minor (2)	**Moderate (8)**
4	Allocated budget not sufficient due to quotation price exceeding cost estimate	Negotiate with persons carrying out work	Rare (1)	Minor (2)	**Low (3)**	Apply for increase in budget or reduce scope of works	Rare (1)	Minor (2)	**Low (2)**
5	There is a risk of electrical failure	Regular electrical tagging and testing. Inspections of outlets and switches	Unlikely (2)	Minor (2)	**Low (4)**	Existing measures plus implement regular RCD and switchboard testing	Unlikely (2)	Minor (2)	**Low (4)**
6	There is a risk of water related issues (rain ingress, storm water drainage, etc.)	Inspections undertaken. Regular cleaning of gutters, sumps, downpipes on Council buildings	Likely (4)	Minor (2)	**Moderate (8)**	Regular inspection of Council owned buildings	Possible (3)	Minor (2)	**Moderate (6)**
7	There is a risk of fire in a Council building	Regular servicing of fire equipment alarms, emergency lighting, exit doors, path of travel to exits	Possible (3)	Major (4)	**High (12))**	Building inspections procedure. Fire evacuation drills undertaken. Insurance in place	Possible (3)	Minor (2)	**Moderate (6)**
8	There is a risk of building permit non-compliance	ESM audits	Likely (4)	Moderate (3)	**High (12)**	Building non-compliance items scheduled in planned scope of works	Likely (4)	Minor (2)	**Moderate (8)**
9	There is a risk of noncompliance with DDA	Non-qualified inspections	Likely (4)	Moderate (3)	**High (12)**	DDA audits and DDA items scheduled in planned works	Unlikely (2)	Moderate (3)	**Moderate (6)**
10	There is a risk involving the security of Council buildings	Security locks for all access doors in place for response. Alarms in some buildings	Possible (3)	Moderate (3)	**Moderate (9)**	Increasing no. of buildings with alarms. Install CCTV for critical locations	Possible (3)	Moderate (3)	**Moderate (9)**

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Appendix F. Buildings Renewals Program 2024/25-2033/34

Building Name	Type	Year
Burekup BFB Station	Services	2024/25
Burekup BFB Station	Services	2024/25
Burekup Hall/Tennis Public Toilets	Services	2024/25
Burekup Public Toilet	Interior Finishes	2024/25
Dardanup Community Centre	Interior Finishes	2024/25
Dardanup Community Centre	Interior Finishes	2024/25
Dardanup West BFB Station	Interior Finishes	2024/25
Don Hewison Centre (Heritage Council 04628)	External Fabric	2024/25
Don Hewison Centre (Heritage Council 04628)	External Fabric	2024/25
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2024/25
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2024/25
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2024/25
Eaton Basketball Shed & Courts	Sports	2024/25
Eaton Family Centre	Interior Finishes	2024/25
Eaton Hall (Little Theatre)	Interior Finishes	2024/25
Eaton Hall (Little Theatre)	Interior Finishes	2024/25
Eaton Hall (Little Theatre)	Interior Finishes	2024/25
Eaton Hall (Little Theatre)	Services	2024/25
Eaton Recreation Centre	External Fabric	2024/25
Eaton Recreation Centre	External Fabric	2024/25
Eaton Recreation Centre	Interior Finishes	2024/25
Eaton Recreation Centre	Interior Finishes	2024/25
Eaton Recreation Centre	Interior Finishes	2024/25
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2024/25
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2024/25
Ferguson Hall (incl. Patio)	Interior Finishes	2024/25
Glen Huon Football Club Rooms Pavilion	Services	2024/25
Glen Huon Football Club Rooms Pavilion	Services	2024/25
Glen Huon Football Club Rooms Pavilion	Services	2024/25

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Glen Huon Football Change Rooms	Services	2024/25
Glen Huon Football Change Rooms	Services	2024/25
Glen Huon Softball Club Rooms (Pavilion)	Services	2024/25
Glen Huon Softball Club Rooms (Pavilion)	Services	2024/25
Upper Ferguson BFB Fire Shed	Services	2024/25
Waterloo BFB Fire Station	Interior Finishes	2024/25
Waterloo BFB Fire Station	Services	2024/25
Wells Recreation Park Clubrooms	Interior Finishes	2024/25
Wells Recreation Park Clubrooms	Interior Finishes	2024/25
Dardanup Community Centre	Services	2025/26
Dardanup Community Centre	Services	2025/26
Dardanup West BFB Station	Services	2025/26
Dardanup West BFB Station	Services	2025/26
Eaton CWA Hall	Services	2025/26
Eaton Hall (Little Theatre)	Services	2025/26
Eaton Hall (Little Theatre)	Services	2025/26
Eaton Hall (Little Theatre)	Services	2025/26
Eaton Recreation Centre	Services	2025/26
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2025/26
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2025/26
Glen Huon Football Change Rooms	Services	2025/26
Old Main Depot Secondary shed (incl. patio)	Services	2025/26
Old Main Depot Secondary shed (incl. patio)	Services	2025/26
Old Main Depot Shed	Services	2025/26
Old Main Depot Shed	Services	2025/26
Recycling Yard Storage Shed	Services	2025/26
Waterloo BFB Fire Station	External Fabric	2025/26
Wellington Mill BFB (2nd Shed)	Services	2025/26
Burekup BFB Station	Interior Finishes	2026/27
Burekup Hall/Tennis Public Toilets	External Fabric	2026/27
Burekup Hall/Tennis Public Toilets	Interior Finishes	2026/27
Burekup Hall/Tennis Public Toilets	Interior Finishes	2026/27
Burekup Hall/Tennis Public Toilets	Interior Finishes	2026/27

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Burekup Hall/Tennis Public Toilets	Interior Finishes	2026/27
Burekup Hall/Tennis Public Toilets	Interior Finishes	2026/27
Dardanup Community Centre	External Fabric	2026/27
Dardanup Community Centre	Interior Finishes	2026/27
Dardanup Community Centre	Interior Finishes	2026/27
Dardanup Community Centre	Services	2026/27
Dardanup Community Centre	Services	2026/27
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2026/27
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2026/27
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2026/27
Dardanup Community Centre Shed x 2 (front half)	Services	2026/27
Dardanup Community Centre Shed x 2 (front half)	Services	2026/27
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2026/27
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2026/27
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2026/27
Dardanup Equestrian Centre Bore Shed No.1	Services	2026/27
Dardanup Equestrian Centre Bore Shed No.1	Services	2026/27
Dardanup Hall Public Toilet	Interior Finishes	2026/27
Dardanup Hall Public Toilet	Interior Finishes	2026/27
Dardanup Hall Public Toilet	Interior Finishes	2026/27
Dardanup Hall Public Toilet	Interior Finishes	2026/27
Dardanup Main Hall	Renovation Works (Specific Design)	2026/27
Dardanup West BFB Station	Services	2026/27
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2026/27
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2026/27
Don Hewison Centre (Heritage Council 04628)	Services	2026/27
Don Hewison Public Toilet	External Fabric	2026/27
Don Hewison Public Toilet	External Fabric	2026/27
Don Hewison Public Toilet	Interior Finishes	2026/27
Don Hewison Public Toilet	Interior Finishes	2026/27
Don Hewison Public Toilet	Interior Finishes	2026/27
Don Hewison Public Toilet	Interior Finishes	2026/27

Don Hewison Shed	External Fabric	2026/27
Don Hewison Shelter	External Fabric	2026/27
Eaton Basketball Shed & Courts	Interior Finishes	2026/27
Eaton Child Health Centre	Services	2026/27
Eaton CWA Hall	Interior Finishes	2026/27
Eaton Family Centre	Interior Finishes	2026/27
Eaton Family Centre	Services	2026/27
Eaton Family Centre	Services	2026/27
Eaton Hall (Little Theatre)	Interior Finishes	2026/27
Eaton Hall (Little Theatre)	Interior Finishes	2026/27
Eaton Hall (Little Theatre)	Services	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27
Eaton Recreation Centre	Interior Finishes	2026/27

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Eaton Recreation Centre	Services	2026/27
Eaton Recreation Centre	Services	2026/27
Eaton Recreation Centre	Services	2026/27
Eaton Recreation Centre	Services	2026/27
Eaton Recreation Centre	Services	2026/27
Eaton Recreation Centre	Services	2026/27
Eaton Recreation Centre	Services	2026/27
Eaton Recreation Centre	Services	2026/27
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2026/27
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	External Fabric	2026/27
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Interior Finishes	2026/27
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Services	2026/27
Ferguson Hall (incl. Patio)	Interior Finishes	2026/27
Ferguson Hall (incl. Patio)	Interior Finishes	2026/27
Ferguson Hall (incl. Patio)	Interior Finishes	2026/27
Ferguson Hall (incl. Patio)	Services	2026/27
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2026/27
Martin Pelusey Depot	Services	2026/27
Martin Pelusey Depot	Services	2026/27
Recycling Yard Storage Shed	Interior Finishes	2026/27
Recycling Yard Storage Shed	Interior Finishes	2026/27
Recycling Yard Storage Shed	Interior Finishes	2026/27
Recycling Yard Storage Shed	Services	2026/27
Recycling Yard Storage Shed	Services	2026/27
Recycling Yard Transportable Gatehouse (incl. Patio)	Interior Finishes	2026/27
Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2026/27
Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27

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Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Watson Street Reserve Toilets	Interior Finishes	2026/27
Wellington Mill BFB Station	Services	2026/27
Wellington Mills Public Toilets (long drop)	Services	2026/27
Wells Recreation Park Clubrooms	Interior Finishes	2026/27
Wells Recreation Park Clubrooms	Interior Finishes	2026/27
Wells Recreation Park Clubrooms	Interior Finishes	2026/27
Wells Recreation Park Clubrooms	Interior Finishes	2026/27
Wells Recreation Park Clubrooms	Interior Finishes	2026/27
Wells Recreation Park Clubrooms	Services	2026/27
Wells Recreation Park Clubrooms	Services	2026/27
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Interior Finishes	2027/28
Burekup BFB Station	Services	2027/28
Burekup BFB Station	Services	2027/28
Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28
Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28
Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28
Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28
Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28
Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28

Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28
Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28
Burekup Hall/Tennis Public Toilets	Interior Finishes	2027/28
Burekup Hall/Tennis Public Toilets	Services	2027/28
Burekup Public Toilet	Interior Finishes	2027/28
Dardanup Community Centre	Interior Finishes	2027/28
Dardanup Community Centre	Interior Finishes	2027/28
Dardanup Community Centre	Interior Finishes	2027/28
Dardanup Community Centre	Interior Finishes	2027/28
Dardanup Community Centre	Interior Finishes	2027/28
Dardanup Community Centre	Services	2027/28
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2027/28
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2027/28
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2027/28
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2027/28
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2027/28
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2027/28
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2027/28
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2027/28
Dardanup Community Centre Shed x 2 (front half)	Services	2027/28
Dardanup Community Centre Shed x 2 (front half)	Services	2027/28
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2027/28
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2027/28
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2027/28
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2027/28
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2027/28
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2027/28
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2027/28
Dardanup Equestrian Centre Bore Shed No.1	Services	2027/28
Dardanup Hall Public Toilet	Services	2027/28
Dardanup Hall Public Toilet	Services	2027/28
Dardanup Main Hall	Interior Finishes	2027/28
Dardanup Main Hall	Interior Finishes	2027/28

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Dardanup Main Hall	Interior Finishes	2027/28
Dardanup Main Hall	Interior Finishes	2027/28
Dardanup Main Hall	Interior Finishes	2027/28
Dardanup Main Hall	Services	2027/28
Dardanup Main Hall	Services	2027/28
Dardanup Tennis Courts & Club Changerooms	Interior Finishes	2027/28
Dardanup West BFB Station	Interior Finishes	2027/28
Dardanup West BFB Station	Interior Finishes	2027/28
Dardanup West BFB Station	Services	2027/28
Don Hewison Public Toilet	Services	2027/28
Eaton Bowling Club New building	Exterior Wks., Sundries	2027/28
Eaton Bowling Club New building	Services	2027/28
Eaton Child Health Centre	Services	2027/28
Eaton CWA Hall	Interior Finishes	2027/28
Eaton CWA Hall	Interior Finishes	2027/28
Eaton CWA Hall	Interior Finishes	2027/28
Eaton CWA Hall	Interior Finishes	2027/28
Eaton CWA Hall	Interior Finishes	2027/28
Eaton CWA Hall	Services	2027/28
Eaton CWA Hall	Services	2027/28
Eaton Family Centre	Interior Finishes	2027/28
Eaton Family Centre	Interior Finishes	2027/28
Eaton Family Centre	Interior Finishes	2027/28
Eaton Family Centre	Interior Finishes	2027/28
Eaton Family Centre	Interior Finishes	2027/28
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Eaton Family Centre	Interior Finishes	2027/28
Eaton Family Centre	Interior Finishes	2027/28
Eaton Family Centre	Interior Finishes	2027/28
Eaton Family Centre	Services	2027/28
Eaton Family Centre	Services	2027/28
Eaton Family Centre	Services	2027/28
Eaton Hall (Little Theatre)	Interior Finishes	2027/28
Eaton Hall (Little Theatre)	Interior Finishes	2027/28
Eaton Hall (Little Theatre)	Interior Finishes	2027/28
Eaton Hall (Little Theatre)	Interior Finishes	2027/28
Eaton Hall (Little Theatre)	Interior Finishes	2027/28
Eaton Hall (Little Theatre)	Interior Finishes	2027/28
Eaton Hall (Little Theatre)	Interior Finishes	2027/28
Eaton Hall (Little Theatre)	Services	2027/28
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2027/28
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2027/28
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2027/28
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2027/28
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2027/28
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2027/28
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2027/28
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Interior Finishes	2027/28
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Services	2027/28
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Services	2027/28
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Services	2027/28
Ferguson Hall (incl. Patio)	Interior Finishes	2027/28
Ferguson Hall (incl. Patio)	Interior Finishes	2027/28
Ferguson Hall (incl. Patio)	Interior Finishes	2027/28
Ferguson Hall (incl. Patio)	Interior Finishes	2027/28

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Ferguson Hall (incl. Patio)	Services	2027/28
Ferguson Hall (incl. Patio)	Services	2027/28
Ferguson Volunteer BFB Station	Services	2027/28
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2027/28
Glen Huon Football Club Rooms Pavilion	Services	2027/28
Glen Huon Football Change Rooms	Interior Finishes	2027/28
Glen Huon Football Change Rooms	Interior Finishes	2027/28
Glen Huon Football Change Rooms	Services	2027/28
Glen Huon Football Change Rooms	Services	2027/28
Glen Huon Football Change Rooms	Services	2027/28
Glen Huon Football Change Rooms	Services	2027/28
Glen Huon Football Change Rooms	Services	2027/28
Glen Huon Football Change Rooms	Services	2027/28
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2027/28
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2027/28
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2027/28
Gnomesville Public Toilets	Interior Finishes	2027/28
Gnomesville Public Toilets	Interior Finishes	2027/28
Joshua/Crooked Brook BFB Station	Interior Finishes	2027/28
Joshua/Crooked Brook BFB Station	Interior Finishes	2027/28
Joshua/Crooked Brook BFB Station	Interior Finishes	2027/28
Martin Pelusey Depot	Interior Finishes	2027/28
Martin Pelusey Depot	Interior Finishes	2027/28
Martin Pelusey Depot	Interior Finishes	2027/28
Martin Pelusey Depot	Interior Finishes	2027/28
Martin Pelusey Depot	Interior Finishes	2027/28
Martin Pelusey Depot	Services	2027/28
Old Main Depot Secondary shed (incl. patio)	Services	2027/28
Old Main Depot Secondary shed (incl. patio)	Services	2027/28
Old Main Depot Shed	Services	2027/28
Old Main Depot Shed	Services	2027/28
Recycling Yard Storage Shed	Services	2027/28
Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2027/28

Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2027/28
Waterloo BFB Fire Station	Interior Finishes	2027/28
Waterloo BFB Fire Station	Interior Finishes	2027/28
Waterloo BFB Fire Station	Services	2027/28
Watson Street Reserve Toilets	Services	2027/28
Watson Street Reserve Toilets	Services	2027/28
Watson Street Reserve Toilets	Services	2027/28
Wellington Mill BFB (2nd Shed)	Interior Finishes	2027/28
Wellington Mill BFB (2nd Shed)	Interior Finishes	2027/28
Wellington Mill BFB (2nd Shed)	Interior Finishes	2027/28
Wells Recreation Park Clubrooms	Interior Finishes	2027/28
Wells Recreation Park Clubrooms	Interior Finishes	2027/28
Wells Recreation Park Clubrooms	Interior Finishes	2027/28
Wells Recreation Park Clubrooms	Interior Finishes	2027/28
Wells Recreation Park Clubrooms	Interior Finishes	2027/28
Wells Recreation Park Clubrooms	Interior Finishes	2027/28
Wells Recreation Park Clubrooms	Services	2027/28
Wells Recreation Park Clubrooms	Services	2027/28
Wells Recreation Park Clubrooms	Services	2027/28
Wells Recreation Park Clubrooms	Services	2027/28
Wells Reserve Change Rooms	Interior Finishes	2027/28
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29

Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29

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Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Interior Finishes	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Eaton Recreation Centre	Services	2028/29
Burekup BFB Station	Services	2029/30
Burekup BFB Station	Services	2029/30
Burekup Hall/Tennis Public Toilets	Services	2029/30
Dardanup Community Centre	Interior Finishes	2029/30
Dardanup Community Centre	Interior Finishes	2029/30
Dardanup Equestrian Centre Bore Shed No.1	External Fabric	2029/30
Dardanup Equestrian Centre Bore Shed No.1	Services	2029/30
Dardanup Equestrian Centre Bore Shed No.1	Services	2029/30
Dardanup Shire Offices	Renovation Works (Specific Design)	2029/30
Dardanup Tennis Courts & Club Changerooms	Exterior Wks., Sundries	2029/30
Eaton Hall (Little Theatre)	Interior Finishes	2029/30
Eaton Hall (Little Theatre)	Services	2029/30
Eaton Recreation Centre	Services	2029/30
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Exterior Wks., Sundries	2029/30

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Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Exterior Wks., Sundries	2029/30
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	External Fabric	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Ferguson Volunteer BFB Station	Interior Finishes	2029/30
Glen Huon Football Club Rooms Pavilion	Services	2029/30
Glen Huon Football Club Rooms Pavilion	Services	2029/30
Glen Huon Football Club Rooms Pavilion	Services	2029/30
Glen Huon Football Change Rooms	Services	2029/30
Glen Huon Football Change Rooms	Services	2029/30
Glen Huon Softball Club Rooms (Pavilion)	Services	2029/30
Glen Huon Softball Club Rooms (Pavilion)	Services	2029/30
Upper Ferguson BFB Fire Shed	Services	2029/30
Waterloo BFB Fire Station	Services	2029/30
Burekup BFB Station	Interior Finishes	2030/31
Burekup BFB Station	Interior Finishes	2030/31
Burekup BFB Station	Services	2030/31
Burekup BFB Station	Services	2030/31
Burekup BFB Station	Services	2030/31
Burekup Hall/Tennis Public Toilets	Interior Finishes	2030/31
Burekup Hall/Tennis Public Toilets	Services	2030/31
Burekup Hall/Tennis Public Toilets	Services	2030/31
Burekup Hall/Tennis Public Toilets	Services	2030/31

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Burekup Hall/Tennis Public Toilets	Services	2030/31
Burekup Hall/Tennis Public Toilets	Services	2030/31
Burekup Public Hall Shed	Interior Finishes	2030/31
Burekup Public Hall Shed	Interior Finishes	2030/31
Burekup Public Toilet	Services	2030/31
Cadell Park Public Toilets	Services	2030/31
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2030/31
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2030/31
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2030/31
Dardanup Community Centre	Exterior Wks., Sundries	2030/31
Dardanup Community Centre	External Fabric	2030/31
Dardanup Community Centre	Interior Finishes	2030/31
Dardanup Community Centre	Interior Finishes	2030/31
Dardanup Community Centre	Interior Finishes	2030/31
Dardanup Community Centre	Interior Finishes	2030/31
Dardanup Community Centre	Interior Finishes	2030/31
Dardanup Community Centre	Services	2030/31
Dardanup Community Centre	Services	2030/31
Dardanup Community Centre	Services	2030/31
Dardanup Community Centre	Services	2030/31
Dardanup Community Centre	Services	2030/31
Dardanup Community Centre	Services	2030/31
Dardanup Community Centre	Services	2030/31
Dardanup Community Centre Shed x 2 (front half)	Services	2030/31
Dardanup Community Centre Shed x 2 (front half)	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	External Fabric	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2030/31

Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Equestrian Centre Bore Shed No.1	Services	2030/31
Dardanup Hall Public Toilet	Services	2030/31
Dardanup Hall Public Toilet	Services	2030/31
Dardanup Main Hall	Interior Finishes	2030/31
Dardanup Main Hall	Interior Finishes	2030/31
Dardanup Main Hall	Interior Finishes	2030/31
Dardanup Main Hall	Interior Finishes	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Main Hall	Services	2030/31
Dardanup Shire Offices	External Fabric	2030/31
Dardanup Shire Offices	External Fabric	2030/31
Dardanup Shire Offices	External Fabric	2030/31

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Dardanup Shire Offices	Interior Finishes	2030/31
Dardanup Shire Offices	Interior Finishes	2030/31
Dardanup Shire Offices	Interior Finishes	2030/31
Dardanup Shire Offices	Interior Finishes	2030/31
Dardanup Shire Offices	Interior Finishes	2030/31
Dardanup Shire Offices	Interior Finishes	2030/31
Dardanup Shire Offices	Services	2030/31
Dardanup Shire Offices	Services	2030/31
Dardanup Shire Offices	Services	2030/31
Dardanup Shire Offices	Services	2030/31
Dardanup Shire Offices	Services	2030/31
Dardanup Shire Offices	Services	2030/31
Dardanup Tennis Courts & Club Changerooms	External Fabric	2030/31
Dardanup Tennis Courts & Club Changerooms	Interior Finishes	2030/31
Dardanup Tennis Courts & Club Changerooms	Interior Finishes	2030/31
Dardanup Tennis Courts & Club Changerooms	Services	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Interior Finishes	2030/31
Dardanup West BFB Station	Services	2030/31
Dardanup West BFB Station	Services	2030/31
Dardanup West BFB Station	Services	2030/31
Dardanup West BFB Station	Services	2030/31
Dardanup West BFB Station	Services	2030/31
Dardanup West BFB Station	Services	2030/31
Don Hewison Centre (Heritage Council 04628)	External Fabric	2030/31
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2030/31

Don Hewison Centre (Heritage Council 04628)	Services	2030/31
Don Hewison Centre (Heritage Council 04628)	Services	2030/31
Don Hewison Public Toilet	Interior Finishes	2030/31
Don Hewison Public Toilet	Interior Finishes	2030/31
Don Hewison Public Toilet	Services	2030/31
Don Hewison Public Toilet	Services	2030/31
Don Hewison Public Toilet	Services	2030/31
Eaton Administration Centre (New)	Interior Finishes	2030/31
Eaton Administration Centre (New)	Interior Finishes	2030/31
Eaton Basketball Shed & Courts	External Fabric	2030/31
Eaton Basketball Shed & Courts	Services	2030/31
Eaton Basketball Shed & Courts	Services	2030/31
Eaton Bowling Club New building	Exterior Wks., Sundries	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Bowling Club New building	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31

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Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Interior Finishes	2030/31
Eaton Child Health Centre	Services	2030/31
Eaton Child Health Centre	Services	2030/31
Eaton CWA Hall	Exterior Wks., Sundries	2030/31
Eaton CWA Hall	Interior Finishes	2030/31
Eaton CWA Hall	Interior Finishes	2030/31
Eaton CWA Hall	Interior Finishes	2030/31
Eaton CWA Hall	Interior Finishes	2030/31
Eaton CWA Hall	Interior Finishes	2030/31
Eaton CWA Hall	Services	2030/31
Eaton CWA Hall	Services	2030/31
Eaton CWA Hall	Services	2030/31
Eaton CWA Hall	Services	2030/31
Eaton CWA Hall	Services	2030/31
Eaton Family Centre	Interior Finishes	2030/31
Eaton Family Centre	Interior Finishes	2030/31
Eaton Family Centre	Interior Finishes	2030/31
Eaton Family Centre	Interior Finishes	2030/31
Eaton Family Centre	Interior Finishes	2030/31
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Eaton Family Centre	Interior Finishes	2030/31
Eaton Family Centre	Interior Finishes	2030/31

Eaton Family Centre	Interior Finishes	2030/31
Eaton Family Centre	Services	2030/31
Eaton Family Centre	Services	2030/31
Eaton Family Centre	Services	2030/31
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Eaton Family Centre	Services	2030/31
Eaton Family Centre	Services	2030/31
Eaton Family Centre	Services	2030/31
Eaton Family Centre	Services	2030/31
Eaton Hall (Little Theatre)	External Fabric	2030/31
Eaton Hall (Little Theatre)	Interior Finishes	2030/31
Eaton Hall (Little Theatre)	Interior Finishes	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Hall (Little Theatre)	Services	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31

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Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31
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Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Interior Finishes	2030/31
Eaton Recreation Centre	Services	2030/31
Eaton Recreation Centre	Services	2030/31
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Eaton Recreation Centre	Services	2030/31
Eaton Recreation Centre	Services	2030/31
Eaton Recreation Centre	Services	2030/31
Eaton Recreation Centre	Services	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2030/31
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2030/31
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	External Fabric	2030/31
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Services	2030/31
Ferguson Hall (incl. Patio)	External Fabric	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31
Ferguson Hall (incl. Patio)	Interior Finishes	2030/31

Ferguson Hall (incl. Patio)	Services	2030/31
Ferguson Hall (incl. Patio)	Services	2030/31
Ferguson Hall (incl. Patio)	Services	2030/31
Ferguson Hall (incl. Patio)	Services	2030/31
Ferguson Volunteer BFB Station	Services	2030/31
Ferguson Volunteer BFB Station	Services	2030/31
Ferguson Volunteer BFB Station	Services	2030/31
Ferguson Volunteer BFB Station	Services	2030/31
Ferguson Volunteer BFB Station	Services	2030/31
Glen Huon Football Club Rooms Pavilion	External Fabric	2030/31
Glen Huon Football Club Rooms Pavilion	External Fabric	2030/31
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2030/31
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2030/31
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2030/31
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2030/31
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2030/31
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2030/31
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2030/31
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2030/31
Glen Huon Football Club Rooms Pavilion	Services	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Interior Finishes	2030/31
Glen Huon Football Change Rooms	Services	2030/31
Glen Huon Football Change Rooms	Services	2030/31
Glen Huon Football Change Rooms	Services	2030/31
Glen Huon Football Change Rooms	Services	2030/31

Glen Huon Football Change Rooms	Services	2030/31
Glen Huon Football Change Rooms	Services	2030/31
Glen Huon Football Change Rooms	Services	2030/31
Glen Huon Football Change Rooms	Services	2030/31
Glen Huon Softball Club Rooms (Pavilion)	External Fabric	2030/31
Glen Huon Softball Club Rooms (Pavilion)	External Fabric	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Interior Finishes	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Services	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Services	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Services	2030/31
Glen Huon Softball Club Rooms (Pavilion)	Services	2030/31
Joshua/Crooked Brook BFB Station	Interior Finishes	2030/31
Joshua/Crooked Brook BFB Station	Interior Finishes	2030/31
Joshua/Crooked Brook BFB Station	Interior Finishes	2030/31
Joshua/Crooked Brook BFB Station	Interior Finishes	2030/31
Joshua/Crooked Brook BFB Station	Interior Finishes	2030/31
Joshua/Crooked Brook BFB Station	Services	2030/31
Joshua/Crooked Brook BFB Station	Services	2030/31
Martin Pelusey Depot	Exterior Wks., Sundries	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31

Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Interior Finishes	2030/31
Martin Pelusey Depot	Services	2030/31
Martin Pelusey Depot	Services	2030/31
Martin Pelusey Depot	Services	2030/31
Martin Pelusey Depot	Services	2030/31
Martin Pelusey Depot	Services	2030/31
Martin Pelusey Depot	Services	2030/31
Martin Pelusey Depot	Services	2030/31
Old Main Depot Secondary shed (incl. patio)	Interior Finishes	2030/31
Old Main Depot Secondary shed (incl. patio)	Services	2030/31
Old Main Depot Shed	Services	2030/31
Old Main Depot Shed	Services	2030/31
Old Main Depot Shed	Services	2030/31
Old Main Depot Shed	Services	2030/31
Recycling Yard Storage Shed	Services	2030/31
Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2030/31
Upper Ferguson BFB Fire Shed	External Fabric	2030/31
Upper Ferguson BFB Fire Shed	Interior Finishes	2030/31
Upper Ferguson BFB Fire Shed	Interior Finishes	2030/31
Upper Ferguson BFB Fire Shed	Interior Finishes	2030/31
Upper Ferguson BFB Fire Shed	Interior Finishes	2030/31
Upper Ferguson BFB Fire Shed	Interior Finishes	2030/31
Upper Ferguson BFB Fire Shed	Services	2030/31
Upper Ferguson BFB Fire Shed	Services	2030/31
Waterloo BFB Fire Station	External Fabric	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31

Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Interior Finishes	2030/31
Waterloo BFB Fire Station	Services	2030/31
Waterloo BFB Fire Station	Services	2030/31
Waterloo BFB Fire Station	Services	2030/31
Waterloo BFB Fire Station	Services	2030/31
Waterloo BFB Fire Station	Services	2030/31
Waterloo BFB Fire Station	Services	2030/31
Watson Street Reserve Toilets	External Fabric	2030/31
Watson Street Reserve Toilets	External Fabric	2030/31
Watson Street Reserve Toilets	Services	2030/31
Wellington Mill BFB (2nd Shed)	Services	2030/31
Wellington Mills Public Toilets (long drop)	Services	2030/31
Wells Recreation Park Clubrooms	Interior Finishes	2030/31
Wells Recreation Park Clubrooms	Interior Finishes	2030/31
Wells Recreation Park Clubrooms	Interior Finishes	2030/31
Wells Recreation Park Clubrooms	Interior Finishes	2030/31
Wells Recreation Park Clubrooms	Interior Finishes	2030/31
Wells Recreation Park Clubrooms	Interior Finishes	2030/31
Wells Recreation Park Clubrooms	Services	2030/31

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Wells Recreation Park Clubrooms	Services	2030/31
Wells Recreation Park Clubrooms	Services	2030/31
Wells Recreation Park Clubrooms	Services	2030/31
Wells Recreation Park Clubrooms	Services	2030/31
Wells Reserve Change Rooms	External Fabric	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Wells Reserve Change Rooms	Interior Finishes	2030/31
Burekup Public Toilet	Interior Finishes	2031/32

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Dardanup Community Centre	Interior Finishes	2031/32
Dardanup Community Centre	Interior Finishes	2031/32
Dardanup Community Centre Shed x 2 (front half)	Services	2031/32
Dardanup Community Centre Shed x 2 (front half)	Services	2031/32
Dardanup Main Hall	Interior Finishes	2031/32
Dardanup Main Hall	Interior Finishes	2031/32
Dardanup Main Hall	Interior Finishes	2031/32
Dardanup Main Hall	Interior Finishes	2031/32
Dardanup Main Hall	Interior Finishes	2031/32
Dardanup Main Hall	Services	2031/32
Dardanup Main Hall	Services	2031/32
Dardanup Main Hall	Services	2031/32
Dardanup Shire Offices	Interior Finishes	2031/32
Dardanup Shire Offices	Interior Finishes	2031/32
Dardanup Shire Offices	Interior Finishes	2031/32
Dardanup Shire Offices	Interior Finishes	2031/32
Dardanup West BFB Station	Interior Finishes	2031/32
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2031/32
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2031/32
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2031/32
Don Hewison Centre (Heritage Council 04628)	Services	2031/32
Eaton Family Centre	Interior Finishes	2031/32
Eaton Family Centre	Services	2031/32
Eaton Hall (Little Theatre)	Interior Finishes	2031/32
Eaton Hall (Little Theatre)	Interior Finishes	2031/32
Eaton Hall (Little Theatre)	Interior Finishes	2031/32
Eaton Recreation Centre	Interior Finishes	2031/32
Eaton Recreation Centre	Interior Finishes	2031/32
Eaton Recreation Centre	Interior Finishes	2031/32
Eaton Recreation Centre	Services	2031/32
Eaton Recreation Centre	Services	2031/32
Eaton Recreation Centre	Services	2031/32
Eaton Recreation Centre	Services	2031/32

(Appendix ORD: 12.3.4D)

Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2031/32
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2031/32
Ferguson Hall (incl. Patio)	Interior Finishes	2031/32
Martin Pelusey Depot	Services	2031/32
Martin Pelusey Depot	Services	2031/32
Recycling Yard Storage Shed	Services	2031/32
Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2031/32
Waterloo BFB Fire Station	Interior Finishes	2031/32
Wellington Mill BFB Station	Services	2031/32
Wells Recreation Park Clubrooms	Interior Finishes	2031/32
Wells Recreation Park Clubrooms	Interior Finishes	2031/32
Burekup BFB Station	Services	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Interior Finishes	2032/33

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Dardanup Community Centre	Services	2032/33
Dardanup Community Centre Shed x 2 (front half)	Services	2032/33
Eaton CWA Hall	Services	2032/33
Eaton Hall (Little Theatre)	Services	2032/33
Eaton Recreation Centre	Services	2032/33
Martin Pelusey Depot	Services	2032/33
Burekup BFB Station	Interior Finishes	2033/34
Burekup BFB Station	Interior Finishes	2033/34
Burekup BFB Station	Services	2033/34
Burekup BFB Station	Services	2033/34
Burekup BFB Station	Services	2033/34
Burekup Hall/Tennis Public Toilets	Interior Finishes	2033/34
Burekup Hall/Tennis Public Toilets	Interior Finishes	2033/34
Burekup Hall/Tennis Public Toilets	Interior Finishes	2033/34
Burekup Hall/Tennis Public Toilets	Interior Finishes	2033/34
Burekup Hall/Tennis Public Toilets	Interior Finishes	2033/34
Burekup Hall/Tennis Public Toilets	Interior Finishes	2033/34
Burekup Hall/Tennis Public Toilets	Interior Finishes	2033/34
Burekup Hall/Tennis Public Toilets	Services	2033/34
Burekup Hall/Tennis Public Toilets	Services	2033/34
Burekup Hall/Tennis Public Toilets	Services	2033/34
Burekup Hall/Tennis Public Toilets	Services	2033/34
Burekup Hall/Tennis Public Toilets	Services	2033/34
Burekup Hall/Tennis Public Toilets	Services	2033/34
Burekup Public Toilet	Services	2033/34
Burekup Public Toilet	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34

Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Central BFB Station Lot 55 Ferguson (new site)	Services	2033/34
Dardanup Community Centre	Interior Finishes	2033/34
Dardanup Community Centre	Interior Finishes	2033/34
Dardanup Community Centre	Services	2033/34
Dardanup Community Centre	Services	2033/34
Dardanup Community Centre	Services	2033/34
Dardanup Community Centre	Services	2033/34
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2033/34
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2033/34
Dardanup Community Centre Shed x 2 (front half)	Interior Finishes	2033/34
Dardanup Community Centre Shed x 2 (front half)	Services	2033/34
Dardanup Community Centre Shed x 2 (front half)	Services	2033/34
Dardanup Community Centre Shed x 2 (front half)	Services	2033/34
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2033/34
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2033/34
Dardanup Equestrian Centre Bore Shed No.1	Interior Finishes	2033/34
Dardanup Equestrian Centre Bore Shed No.1	Services	2033/34
Dardanup Equestrian Centre Bore Shed No.1	Services	2033/34

Dardanup Equestrian Centre Bore Shed No.1	Services	2033/34
Dardanup Equestrian Centre Bore Shed No.1	Services	2033/34
Dardanup Equestrian Centre Bore Shed No.1	Services	2033/34
Dardanup Hall Public Toilet	Interior Finishes	2033/34
Dardanup Hall Public Toilet	Interior Finishes	2033/34
Dardanup Hall Public Toilet	Interior Finishes	2033/34
Dardanup Hall Public Toilet	Interior Finishes	2033/34
Dardanup Hall Public Toilet	Interior Finishes	2033/34
Dardanup Hall Public Toilet	Interior Finishes	2033/34
Dardanup Hall Public Toilet	Interior Finishes	2033/34
Dardanup Hall Public Toilet	Interior Finishes	2033/34
Dardanup Hall Public Toilet	Services	2033/34
Dardanup Hall Public Toilet	Services	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Interior Finishes	2033/34
Dardanup Main Hall	Services	2033/34
Dardanup Main Hall	Services	2033/34
Dardanup Main Hall	Services	2033/34
Dardanup Main Hall	Services	2033/34
Dardanup Main Hall	Services	2033/34

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Dardanup Main Hall	Services	2033/34
Dardanup Main Hall	Services	2033/34
Dardanup Main Hall	Services	2033/34
Dardanup Main Hall	Services	2033/34
Dardanup Main Hall	Services	2033/34
Dardanup Shire Offices	Interior Finishes	2033/34
Dardanup Shire Offices	Interior Finishes	2033/34
Dardanup Shire Offices	Interior Finishes	2033/34
Dardanup Shire Offices	Interior Finishes	2033/34
Dardanup Shire Offices	Interior Finishes	2033/34
Dardanup Shire Offices	Interior Finishes	2033/34
Dardanup Shire Offices	Services	2033/34
Dardanup Shire Offices	Services	2033/34
Dardanup Shire Offices	Services	2033/34
Dardanup Shire Offices	Services	2033/34
Dardanup Shire Offices	Services	2033/34
Dardanup West BFB Station	Exterior Wks., Sundries	2033/34
Dardanup West BFB Station	Services	2033/34
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2033/34
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2033/34
Don Hewison Centre (Heritage Council 04628)	Interior Finishes	2033/34
Don Hewison Centre (Heritage Council 04628)	Services	2033/34
Don Hewison Centre (Heritage Council 04628)	Services	2033/34
Don Hewison Public Toilet	External Fabric	2033/34
Don Hewison Public Toilet	Interior Finishes	2033/34
Don Hewison Public Toilet	Interior Finishes	2033/34
Don Hewison Public Toilet	Interior Finishes	2033/34
Don Hewison Public Toilet	Interior Finishes	2033/34
Don Hewison Public Toilet	Services	2033/34
Don Hewison Public Toilet	Services	2033/34
Don Hewison Shed	External Fabric	2033/34
Don Hewison Shelter	External Fabric	2033/34
Eaton Administration Centre (New)	Services	2033/34

Eaton Administration Centre (New)	Services	2033/34
Eaton Administration Centre (New)	Services	2033/34
Eaton Administration Centre (New)	Services	2033/34
Eaton Administration Centre (New)	Services	2033/34
Eaton Bowling Club New building	Services	2033/34
Eaton Bowling Club New building	Services	2033/34
Eaton Bowling Club New building	Services	2033/34
Eaton Bowling Club New building	Services	2033/34
Eaton Bowling Club New building	Services	2033/34
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Eaton Bowling Club New building	Services	2033/34
Eaton Bowling Club New building	Services	2033/34
Eaton Bowling Club New building	Services	2033/34
Eaton Bowling Club New building	Services	2033/34
Eaton Child Health Centre	Services	2033/34

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Eaton CWA Hall	Interior Finishes	2033/34
Eaton CWA Hall	Interior Finishes	2033/34
Eaton CWA Hall	Services	2033/34
Eaton CWA Hall	Services	2033/34
Eaton Family Centre	Interior Finishes	2033/34
Eaton Family Centre	Interior Finishes	2033/34
Eaton Family Centre	Interior Finishes	2033/34
Eaton Family Centre	Interior Finishes	2033/34
Eaton Family Centre	Interior Finishes	2033/34
Eaton Family Centre	Interior Finishes	2033/34
Eaton Family Centre	Services	2033/34
Eaton Family Centre	Services	2033/34
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Eaton Family Centre	Services	2033/34
Eaton Family Centre	Services	2033/34
Eaton Family Centre	Services	2033/34
Eaton Family Centre	Services	2033/34
Eaton Hall (Little Theatre)	Interior Finishes	2033/34
Eaton Hall (Little Theatre)	Interior Finishes	2033/34
Eaton Hall (Little Theatre)	Services	2033/34
Eaton Hall (Little Theatre)	Services	2033/34
Eaton Hall (Little Theatre)	Services	2033/34
Eaton Recreation Centre	Interior Finishes	2033/34
Eaton Recreation Centre	Interior Finishes	2033/34
Eaton Recreation Centre	Interior Finishes	2033/34
Eaton Recreation Centre	Interior Finishes	2033/34
Eaton Recreation Centre	Interior Finishes	2033/34
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Eaton Recreation Centre	Interior Finishes	2033/34
Eaton Recreation Centre	Interior Finishes	2033/34
Eaton Recreation Centre	Interior Finishes	2033/34
Eaton Recreation Centre	Services	2033/34
Eaton Recreation Centre	Services	2033/34
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Eaton Recreation Centre	Services	2033/34
Eaton Recreation Centre	Services	2033/34
Eaton Recreation Centre	Services	2033/34
Eaton Recreation Centre	Services	2033/34
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2033/34
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Interior Finishes	2033/34
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2033/34
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2033/34
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2033/34
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2033/34
Eaton Temp Library / Senior Citizens Centre & Storage Room (incl. patio)	Services	2033/34
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Interior Finishes	2033/34
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Interior Finishes	2033/34
Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Services	2033/34

Eaton Tennis Clubhouse & Storage Rooms (Incl. open sided shelter)	Services	2033/34
Ferguson Hall (incl. Patio)	Interior Finishes	2033/34
Ferguson Hall (incl. Patio)	Interior Finishes	2033/34
Ferguson Hall (incl. Patio)	Interior Finishes	2033/34
Ferguson Hall (incl. Patio)	Services	2033/34
Ferguson Hall (incl. Patio)	Services	2033/34
Ferguson Hall (incl. Patio)	Services	2033/34
Ferguson Hall (incl. Patio)	Services	2033/34
Ferguson Hall (incl. Patio)	Services	2033/34
Ferguson Volunteer BFB Station	Services	2033/34
Ferguson Volunteer BFB Station	Services	2033/34
Ferguson Volunteer BFB Station	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Interior Finishes	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Club Rooms Pavilion	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34
Glen Huon Football Change Rooms	Services	2033/34

Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Glen Huon Softball Club Rooms (Pavilion)	Services	2033/34
Joshua/Crooked Brook BFB Station	Services	2033/34
Joshua/Crooked Brook BFB Station	Services	2033/34
Joshua/Crooked Brook BFB Station	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34

(Appendix ORD: 12.3.4D)

Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Martin Pelusey Depot	Services	2033/34
Old Main Depot Shed	Services	2033/34
Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2033/34
Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2033/34
Recycling Yard Transportable Gatehouse (incl. Patio)	Services	2033/34
Upper Ferguson BFB Fire Shed	Services	2033/34
Upper Ferguson BFB Fire Shed	Services	2033/34
Upper Ferguson BFB Fire Shed	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
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Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Waterloo BFB Fire Station	Services	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34

(Appendix ORD: 12.3.4D)

Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Interior Finishes	2033/34
Watson Street Reserve Toilets	Services	2033/34
Watson Street Reserve Toilets	Services	2033/34
Watson Street Reserve Toilets	Services	2033/34
Watson Street Reserve Toilets	Services	2033/34
Wellington Mill BFB (2nd Shed)	Services	2033/34
Wellington Mill BFB Station	Services	2033/34
Wells Recreation Park Clubrooms	Interior Finishes	2033/34
Wells Recreation Park Clubrooms	Interior Finishes	2033/34
Wells Recreation Park Clubrooms	Interior Finishes	2033/34
Wells Recreation Park Clubrooms	Interior Finishes	2033/34
Wells Recreation Park Clubrooms	Interior Finishes	2033/34
Wells Recreation Park Clubrooms	Interior Finishes	2033/34
Wells Recreation Park Clubrooms	Interior Finishes	2033/34
Wells Recreation Park Clubrooms	Services	2033/34
Wells Recreation Park Clubrooms	Services	2033/34
Wells Recreation Park Clubrooms	Services	2033/34
Wells Recreation Park Clubrooms	Services	2033/34
Wells Reserve Change Rooms	Services	2033/34
Wells Reserve Change Rooms	Services	2033/34
Wells Reserve Change Rooms	Services	2033/34
Wells Reserve Change Rooms	Services	2033/34
Wells Reserve Change Rooms	Services	2033/34

(Appendix ORD: 12.3.4D)

Appendix G Buildings Upgrades Program 2024/25-2033/34

Building Name	Proposed Work	Year
Eaton Recreation Centre Burekup BFB Station	Provide New Bollards to Ground Floor Entranceways	2024/25

Appendix H References

- Asset Management Policy (Policy 7.1), Shire of Dardanup
- Shire of Dardanup 2050 Vision
- Council Plan 2023-34, Shire of Dardanup
- Annual Budgets, Shire of Dardanup
- International Infrastructure Management Manual, 2015 Edition

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Adoption of Asset Management Plan (Roads and BuildIngs)

RISK THEME PROFILE:

1 - Asset Sustainability Practices

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Risk that assets are not renewed at the end of their useful lives.	Moderate (3)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Risk that assets are not upgraded or created to meet demand.	Moderate (3)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Risk of Non-Compliance with the Integrated Planning and Reporting Framework where AMP's are not rviewed in accordance with Guidelines.	Moderate (3)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Risk that customer levels of service are reduced or maintained to meet public expectation.	Moderate (3)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix ORD: 12.3.4E)