



# Buildings Asset Management Plan

2025



WAVERLEY  
COUNCIL

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# 1. Purpose and Scope

The Buildings Asset Management Plan (AMP) outlines Waverley Council's approach to managing building assets to meet Council's asset management objectives in risk mitigation, community service level achievement, long term financial and environmental sustainability, legislative and regulatory compliance, and continuous improvement.

The Buildings AMP establishes:

- **Current asset inventory, valuation, and types of assets** within the buildings asset class.
- **Current condition** of the buildings assets, and how it is measured.
- **Community engagement outcomes**, methodology, and its influence on Council's targets.
- **Asset levels of service**, current state and its implications.
- **10+ Year financial forecast** for OPEX and CAPEX required for buildings assets.
- **Maintenance, operations, and renewals** required for buildings assets.
- **Risk minimisation approach and critical assets** within the buildings asset class.
- **Continuous improvement** and operational efficiency opportunities for buildings assets.



## 2. Asset Class Summary

Waverley Council owns and maintains a diverse \$335.5 million portfolio of building assets that represent 23% of Council's total infrastructure asset portfolio value. The buildings asset class provides a diverse range of services to the community, from libraries, indoor recreational centres and halls, amenities, carparks, early education centres, cemeteries, to affordable housing, and surf club and lifesaving properties. These assets are crucial to community and connection within the local government area (LGA).

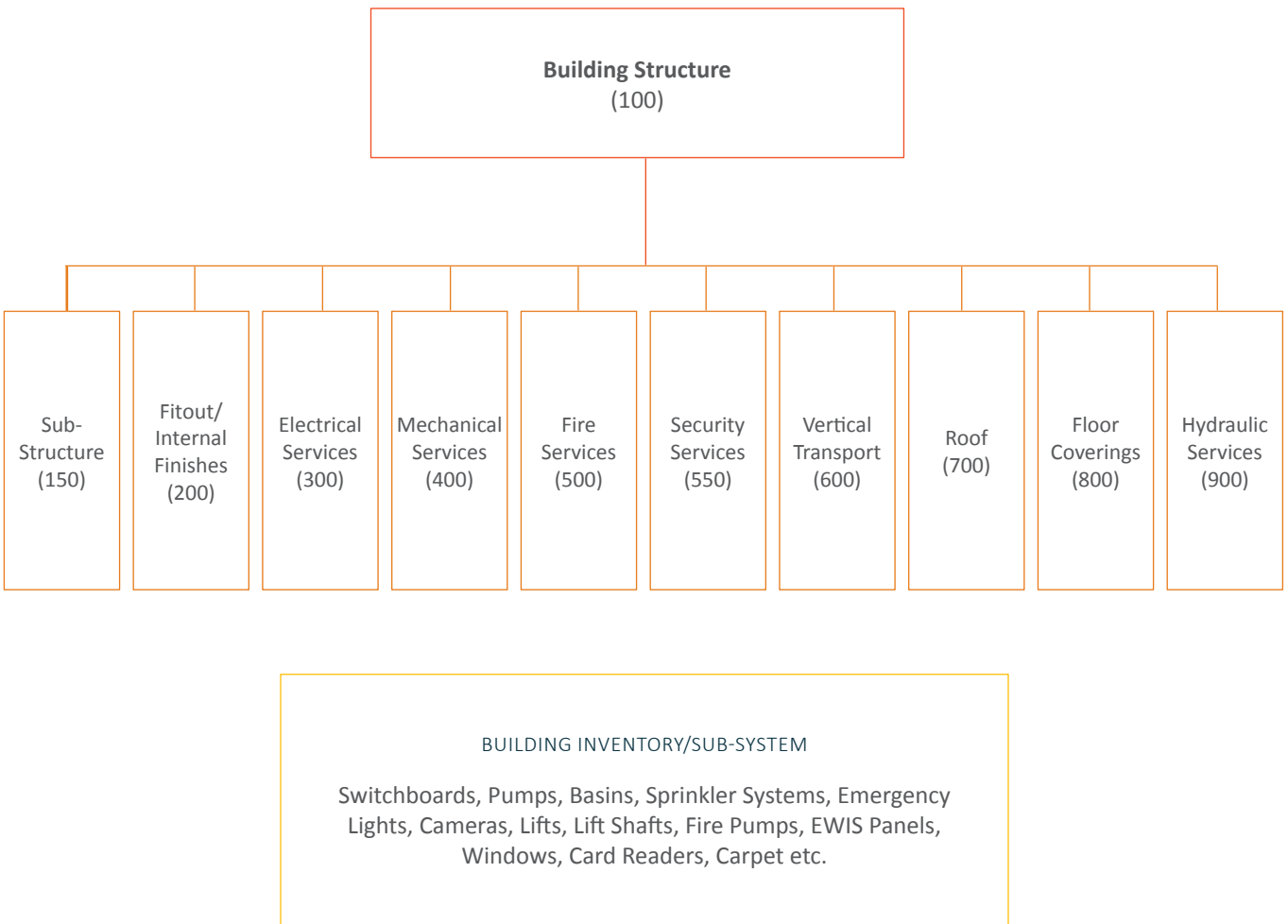
The building asset portfolio is characterised by a long-lived assets that are a mixture of old and new. There is a 5.3% backlog of deteriorated assets in poor condition. Council acknowledges a need to continue to prioritise the maintenance and renewal of building assets to reduce the backlog, and to maintain the assets to extend lifecycles over the 10+ year period ahead. A total MoRUN expenditure of \$18.4 million per year is required to ensure that the asset management objectives are achieved for this crucial asset class.

# 3.Asset Inventory and Valuation

As of the 30th of June 2024, the Buildings asset portfolio has a calculated replacement cost of \$335.5 million, and a depreciated value of \$252.4 million that is attributed to the age, wear, and tear of the assets.

Waverley Council’s 112 building assets are categorised into 11 service-based Asset Categories, and each building structure is broken down into up to 10 building systems, where applicable.

Figure BD1: Building Asset Hierarchy



**Table BD2: Valuation and Quantity of Asset Types – Buildings Infrastructure**

ASSET CATEGORY	ASSET TYPE	CURRENT REPLACEMENT COST (CRC)	DEPRECIATED VALUE (NET CARRYING AMOUNT)	QUANTITY OF UOM	UOM	COUNT OF ASSETS
Affordable Housing	\$47,369,097	\$47,369,097	\$705,143	36	No.(each)	158
Amenities Buildings	\$8,588,458	\$6,617,689	\$117,212	8	No.(each)	4548
Carparks	\$9,412,855	\$9,318,882	\$92,157	3	No.(each)	9
Cemeteries	\$4,628,563	\$2,320,998	\$65,065	6	No.(each)	19
Commercial Premises	\$25,971,127	\$20,285,940	\$438,226	12	No.(each)	6
Community Centres and Halls	\$127,756,522	\$100,092,717	\$2,211,979	7	No.(each)	49
Community Tenancies	\$10,189,221	\$6,044,279	\$158,699	10	No.(each)	132
Council Administration and Depot	\$50,241,178	\$32,835,885	\$838,648	11	No.(each)	2865
Early Education Centres	\$12,273,223	\$9,212,403	\$187,553	4	No.(each)	1616
Residential Lease Properties	\$4,847,612	\$2,764,086	\$68,956	2	No.(each)	122
Surf Club, Lifesaving and Ancillary Coastal Properties	\$34,186,484	\$15,520,640	\$489,733	13	No.(each)	9524
	<b>\$335,464,341</b>	<b>\$252,382,615</b>	<b>\$5,373,373</b>	<b>112</b>		





The current replacement cost and depreciated value is measured for each of the 112 separate buildings represented by 911 individual assets within Council's asset register that constitute the buildings asset class.

The current replacement cost represents the full estimated expenditure that would be incurred by Council to replace the existing assets with new like-for-like assets. These valuations are measured by external property and building valuers.

The depreciated value represents the estimated remaining value of the assets that have deteriorated from the value of the assets since construction. It is a representation of the expected remaining useful life of the asset.






Waverley Council coordinates comprehensive revaluation for its buildings assets with external valuers at least once every four years in line with requirements from AASB 13, The NSW Office of Local Government, and NSW Treasury. The comprehensive revaluation constitutes a review of asset condition, useful life, and unit rates within the asset class. Interim revaluations take place annually between comprehensive revaluations and typically constitute a desktop review with the application of construction indices onto unit rates and straight-line depreciation of the remaining useful life.

## 4. Asset Condition and Current State

Waverley Council adopts a 1 to 5 asset condition rating model/matrix to support its asset fair valuation, maintenance planning, and renewal planning.

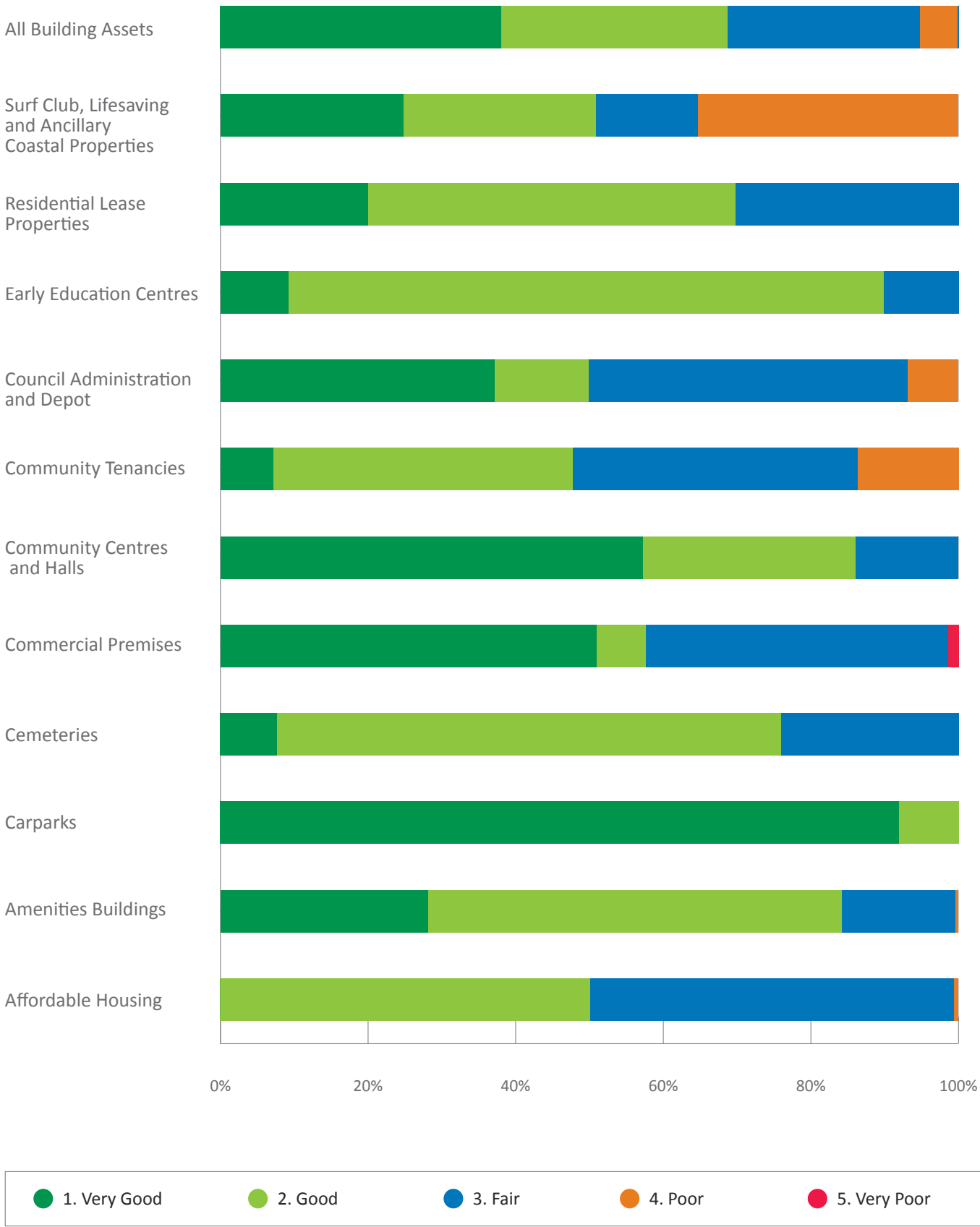
In line with Council's Fair Valuation Methodology and the Office of Local Government's Code of Accounting Practice and Financial Reporting, asset conditions are assessed at least once every four years, and prior to the comprehensive revaluation year allocated.

**Table BD3: Asset Condition Examples - Buildings Asset Class**

ASSET CONDITION RATING	PHOTO	DESCRIPTION	REMAINING USEFUL LIFE
1 - Very Good		New asset. Only normal maintenance required.	95%
2 - Good		Minor defects only. Minor maintenance required.	72.5%
3 - Fair		Maintenance is required for asset to remain in accepted level of service. Significant maintenance required.	50%
4 - Poor		Significant defects and approaching end of life. Full or partial renewal and/or upgrade is required.	27.5%
5 - Very Poor		Significant defects and asset end of life reached. Full replacement is required.	5%

As of the 30th of June 2024, Council maintains an asset portfolio with 95% of building assets (by valuation) in condition 3 - Fair or better.

Graph BD4: Condition by Asset Category – Buildings Asset Class





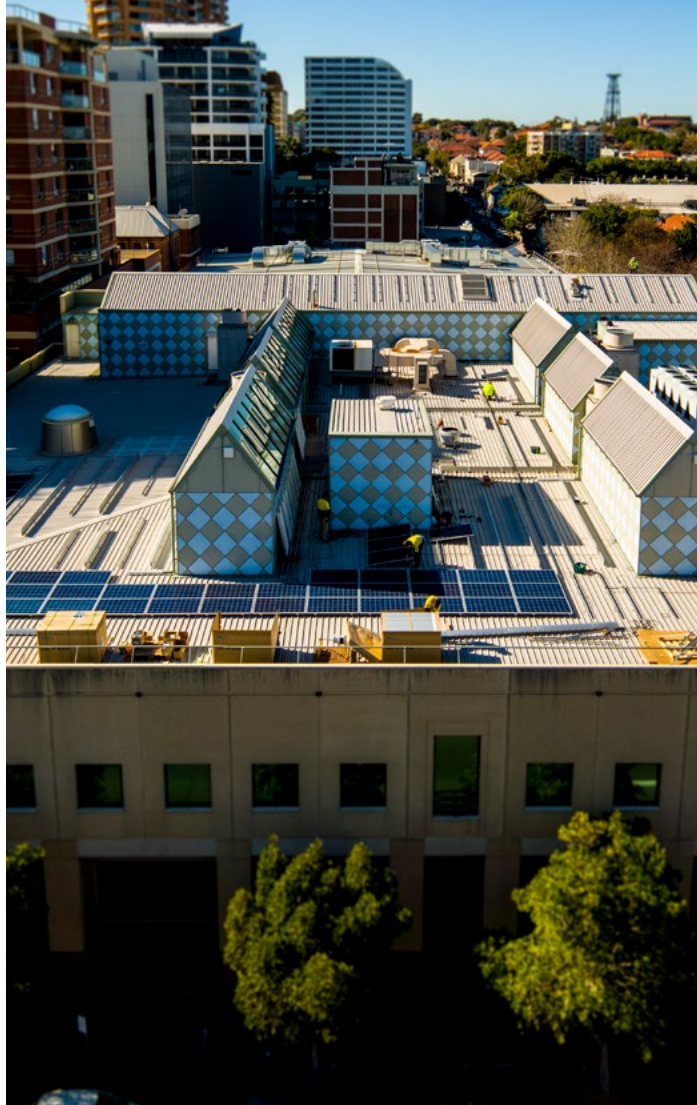
## 5. Community Consultation

Between November 2024 and January 2025, Waverley Council conducted a series of community consultation activities to gather feedback on priorities and satisfaction levels regarding infrastructure assets.

**SAMP Deliberative Panel Workshops (5th and 7th Nov 2024):** Council representatives provided an overview of its infrastructure asset portfolio. The 26 randomly selected residents provided feedback to inform Council's asset management resourcing prioritisation and service levels.

**Issues Workshop (13th Nov 2024):** Council representatives provided an overview of the challenges and issues that Waverley Council faces. The maintenance of public infrastructure and local centre upgrades was discussed with 49 community participants who provided their feedback, their high importance assets, and their satisfaction levels.

**SAMP Online Budgeting Tool (12th Nov 2024 to 31st Jan 2025):** An online budgeting tool was made available to the community via Council's Have Your Say website. A total of 18 people provided a submission where they ranked and prioritised a limited funding budget to Council's asset classes



Council has identified the below opportunities through the three community consultation activities.

- **Service Levels and Prioritisation:**  
Participants were generally satisfied with the resource allocation to the buildings asset class, and suggested it could continue with current resource prioritisation. Buildings were consistently provided a score of higher-than-average satisfaction rating, however affordable housing was also consistently rated with low satisfaction. This was generally understood to be associated with the availability of affordable housing rather than satisfaction in the maintenance and renewal condition levels of these assets.

## 5.1. SAMP Deliberative Panel Workshops

In November 2024, Waverley Council engaged residents to inform the Strategic Asset Management Plan. An external agency was engaged to independently recruit a demographically diverse panel of 26 interested participants. The selection of participants was designed to reflect the diverse mix of the community within the Waverley LGA. This included location, age, gender, housing tenure, language spoken at home, ability, and whether the participant was a First Nations person.

Through a mixture of online Zoom call presentations and physical asset information packs, Council provided an overview of the buildings asset class, including its current condition, maintenance, and renewal programs. Participants used Mentimeter (an interactive online polling tool) to provide feedback on their satisfaction levels and future priorities.

Waverley Council obtained the below key insights from participants regarding the buildings asset class.

- **Satisfaction levels:** On average, the participants expressed higher than neutral satisfaction in building assets, with amenities, community centres, surf clubs, carparks and early education centres scoring at least 3.5 out of 5. Affordable housing was rated 3 out of 5, although this score was more associate with the availability of affordable housing rather than the maintenance and management of these buildings. Some participants indicated that

they did not have enough knowledge about this asset class to provide informed feedback or that they have not used the facilities. The participants who did provide feedback stated that the Boot Factory, Bondi Pavilion, Waverley Library and the early education centres are all excellent facilities.

The top priority building asset as ranked by participants was amenities buildings. The lowest priority building asset was surf club, lifesaving and ancillary coastal properties. One participant noted the importance of the Council Chambers on Bondi Road and expressed a desire for it to be retained

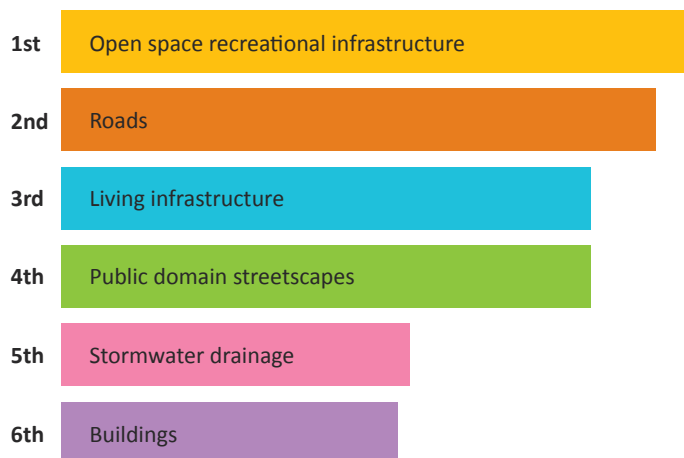
- **Community facilities:** Community facilities and council buildings were highlighted as important in Waverley and participants spoke about many of the fantastic classes and events they have attended there. Participants recommended more promotion and advertising of these assets so everyone knows they are there and the opportunities to participate.
- **Surf clubs:** A participant questioned why surf club refits use a large part of Council's budget, when they are exclusive and not openly accessible to all residents.
- **Resourcing:** Participants generally indicated that they were satisfied with the level of resourcing provided to the buildings asset class and recommended continuing to maintain the assets to the same standard. Of the 6 asset classes discussed, buildings assets were identified as the lowest priority for maintenance resourcing, and 2nd lowest for renewal resource allocation.

**Figure BD5: Satisfaction levels using Mentimeter Platform -Buildings Asset Class**

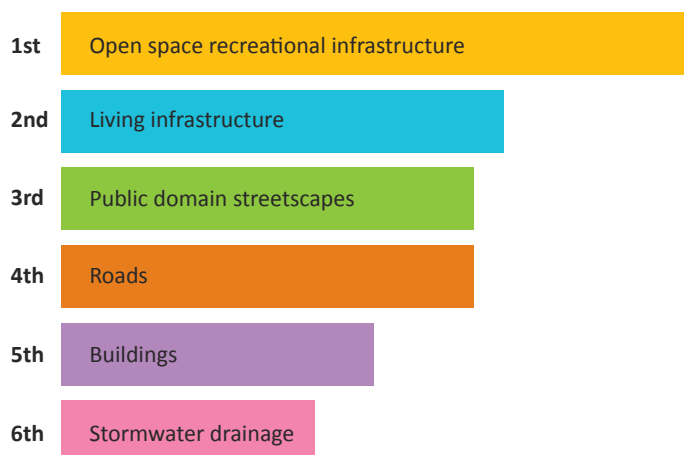
(1 = Strongly Disagree, 5 = Strongly Agree).



**Figure BD6: Asset Class Prioritisation Ranked by Residents for Maintenance Resourcing**



**Figure BD7: Asset Class Prioritisation Ranked by Residents for Renewal Resourcing**



## 5.2. Issues Workshop

In November 2024, Waverley Council hosted an Issues Workshop at the Bondi Pavilion, where 49 residents provided feedback on public infrastructure maintenance and local centre upgrades, amongst other important topics. Participants registered via the Have Your Say website.

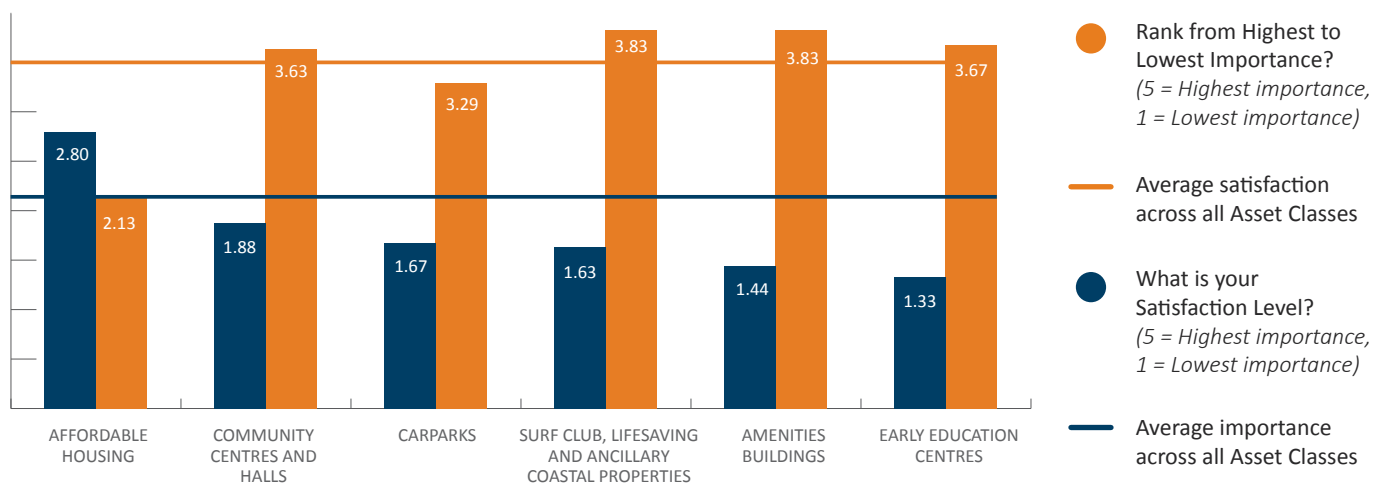
The issues workshop covered all infrastructure assets, and Council obtained the below key insights regarding the building asset class.

**Satisfaction levels:** The buildings asset class was given an average satisfaction score of 3.39 out of 5 which was overall lower than the average score of 3.5 out of 5 across all asset classes. The overall low satisfaction score was mainly due to affordable housing with a score of 2.13, and carparks with a score of 3.29; all other building asset categories scored a higher-than-average satisfaction rating.

**Importance levels:** Of the 25 asset types presented to the issues workshop, participants rated affordable housing to be within the top 5 most important assets, while early education centres, amenities buildings, surf clubs and carparks were considered the least important assets.



Graph BD8: Asset Categories Ranked for Importance and Satisfaction - Buildings Asset Class

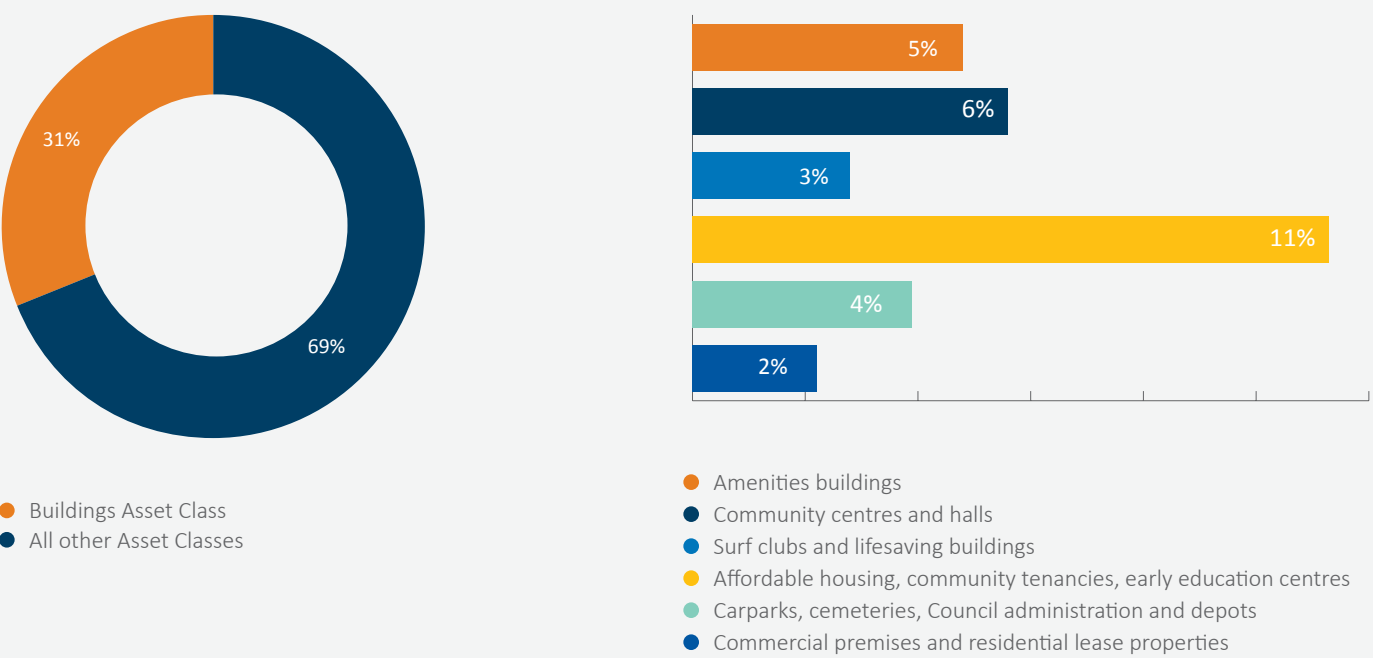


### 5.3. SAMP Online Budgeting Tool

Waverley Council opened an online budgeting tool on its Have Your Say website between 12th November 2024 and 31st January 2025. This tool provided flexibility for all members of the community to complete online, and in their own time. Participants were given a hypothetical budget of \$100 that they could distribute across 20 asset categories using a sliding scale. Council received a total of 16 submissions through this tool.

On average, participants chose to allocate 30.6% (\$30.6 of the total \$100) of Council’s asset renewal budget to building assets.

Graphs BD8: Residents’ Prioritisation of Renewals Budget - Buildings Asset Class



# 6.Asset Levels of Service

Waverley Council monitors five key measures of asset service levels to ensure alignment and success with its asset management objectives and principles.

## 6.1. Asset Condition and Performance

Asset condition and performance is assessed based on the structural condition (1 – Very Good to 5 – Very Poor) for each building asset type and category. The service levels are maintained through the delivery of effective asset maintenance schedules and renewal programs, ensuring that assets remain above the minimum condition standard.

These service levels are designed to minimise risk to the community, meet community expectations for infrastructure performance, and ensure long-term financial and environmental sustainability. The target performance for asset condition is determined through a combination of optimised financial maintenance and renewal intervention points, safety risk assessments to reduce hazards, and community feedback from the asset satisfaction and importance surveys.

Waverley Council engages a variety of specialist building contractors and consultants to develop and deliver asset condition assessments, valuations, and maintenance programs.



Table BD10: Preferred Minimum Structural Condition - Buildings Asset Class

PERFORMANCE MEASUREMENT	ASSET TYPE / CATEGORY	TARGET PERFORMANCE	PERFORMANCE AS AT 30/06/2024
Council's asset condition assessments and asset register	All buildings asset types.	60% in condition 1 and 2 100% in condition 1, 2, and 3	69% in condition 1 and 2 95% in condition 1, 2, and 3

## 6.2. Asset Availability and Response Time

The asset availability and response time service level is assessed based on Council's ability to respond to and resolve infrastructure-related customer requests within the timeframes set by Council's Customer Charter. This service level is designed to ensure that infrastructure issues are addressed promptly, meeting community expectations while minimising risks associated with buildings asset defects.

To improve service delivery, Waverley Council strives to achieve the following improvements.

- Defining response time targets for infrastructure related enquiries for initial inspections and triaging to ensure that resources are allocated efficiently.
- Creating a defect classification register, mapping different building asset defect types to predefined rectification work orders to ensure appropriate resolution methods and timeframes are allocated.
- Implementing risk-based resolution times such that work orders are allocated due dates and prioritised based on the criticality of asset locations and defect classifications.
- Establishing an integrated system for customer requests, asset information, and work order management to centralise and streamline the approach to acceptance of request, prioritisation of request, triaging of issue, and resolution of issue.
- Establishing performance monitoring dashboards to track and report response time metrics, improving accountability and service resilience.

This structured response and works management system will enable Waverley Council to deliver higher service reliability, reduce risks, and meet community expectations efficiently. It ensures that buildings asset issues are addressed in a timely manner based on asset criticality, defect and location risk, and community needs.

PERFORMANCE MEASUREMENT	ASSET TYPE / CATEGORY	TARGET PERFORMANCE
Council's Customer Request Management System (Merit)	All buildings asset types.	90% of requests are responded to and resolved within Council's Customer Service Charter and Service Level Agreements.
Availability to the community	Community facing buildings.	356 days of operation per year.



6.3. Community Satisfaction

Waverley Council measures community satisfaction service levels through community engagement surveys and asset satisfaction reports. These surveys assess whether infrastructure services align with community expectations and ensure that Council’s asset management activities effectively address public needs.

The community satisfaction surveys enable Council to understand and evaluate public perception of asset quality, maintenance, and response times. It identifies gaps in service delivery and areas for improvement and resource prioritisation to refine service levels and infrastructure planning. Feedback sessions, satisfaction trends, and community concerns enable Council to assess resource adequacy in meeting service expectations in maintenance schedules, renewal priorities, and response times.

By continuously engaging with the community, Waverley Council ensures a responsive and community centric approach to asset management.

PERFORMANCE MEASUREMENT	TARGET PERFORMANCE
Community satisfaction report	Attaining a ‘High’ or 4 out of 5 satisfaction score
No. of patrons accessing facilities	Increasing annual total patronage by 5%

6.4. Financial Sustainability

The financial sustainability of Waverley Council’s building assets is assessed based on asset condition, renewal expenditure, and the rate of asset depreciation. By achieving these service levels, Council ensures that infrastructure assets are sufficiently funded to maintain their minimum required condition now, and into the future. Capital expenditure is strategically allocated to the most critical assets at the most financially viable intervention points.

Waverley Council uses four key financial ratios to evaluate funding sufficiency and renewal efficiency:

- **Asset Consumption Ratio:** This ratio measures the extent to which an assets useful life has been consumed. The ratio is important for long-term distribution of renewal demand and financial sustainability. A position below the target would indicate that Council is overspending and renewing assets too early. A position above the target would indicate that assets are not meeting minimum asset condition expectations from the community, and that Council is accumulating unsustainable backlog.

CONSUMPTION RATIO

=

ACCUMULATED DEPRECIATION

TOTAL ASSET REPLACEMENT COST

×

100

The building asset class consists of long-lived assets that deteriorate over time due to loading, weather conditions, and material aging. To maintain an optimal balance between serviceability and financial sustainability, Waverley Council targets an Asset Consumption Ratio of 30% to 50%. This ensure that building assets are neither renewed too early and too frequently, nor are they underfunded and resulting in increased risk and backlog to Council.

Council strives to ensure that the consumption ratio is appropriately designated across different building asset types and locations based on criticality and optimal renewal intervention points. A well distributed asset consumption across the LGA ensures financial sustainability and a balanced distribution of asset renewal intervention points year-on-year over the long term.

- **Annual Renewal Funding Ratio:** This ratio measures how effectively Council has funded building asset renewals and replacements when compared with the depreciation of the assets. This measure provides insight into whether the assets are renewed at a sustainable rate each year.

$$\text{RENEWAL FUNDING RATIO} = \left( \frac{\text{ACTUAL RENEWAL EXPENDITURE}}{\text{DEPRECIATION EXPENSE}} \right) \times 100$$

To meet minimum asset performance targets, building assets are maintained, refurbished, or reconstructed to at least Condition 3 – Fair. Assets that reach Condition 4 – Poor (72.5% consumption) must be renewed to prevent safety and reputational risks to Council.

Council typically renews assets when they reach 27.5% remaining useful life, which is consistent with maintaining minimum asset condition levels that align with community expectations. Council avoids running assets to complete failure and deterioration to Condition 5 – Very Poor (100% consumption), as failed building assets would pose significant safety and reputation risk to Council and the community through infrastructure collapses and introduction of other hazards.

Council sets its Renewal Funding Ratio target between 100% and 130% as buildings asset components are typically fully replaced with good condition as they approach 72.5% consumption, and very rarely are the assets run to 100% consumption before replacement.

- **10+ Year Long-Term Funding Ratio:** This ratio is similar to the Renewal Funding Ratio. However, rather than measuring the previous year's renewal expenditure, it assesses whether Council's 10+ Year planned renewal expenditure is adequate in supporting the services and expectations of Council's existing infrastructure and the forecasted depreciation expense.

$$\text{LTFR} = \left( \frac{\text{PLANNED ASSET RENEWAL EXPENDITURE (10+YRS)}}{\text{ACCUMULATED DEPRECIATION EXPENSE (10+YRS)}} \right) \times 100$$

As with the targets set for the Renewal Funding Ratio, Council sets its 10+ Year Long-Term Funding Ratio target between 100% and 130% as building assets are typically full replaced as they approach 72.5% consumption and restored to good condition. Very rarely are the assets run to 100% consumption before full replacement.

- **Backlog Ratio:** This ratio measures the proportion of infrastructure assets that are in Condition 4 – Poor and Condition 5 – Very Poor that require renewal. The backlog ratio allows Council to assess the extent of deferred renewal, renewal funding adequacy, and risks to community service levels.

$$\text{BACKLOG RATIO} = \left( \frac{\text{TOTAL ASSET BACKLOG REPLACEMENT COST}}{\text{TOTAL ASSET REPLACEMENT COST}} \right) \times 100$$

Council aims to achieve a backlog ratio of less than 2% to demonstrate that renewal programs are prioritised to deteriorating assets as to prevent decline into poor condition and to minimise risks to the community.

**Table BD11: Financial Sustainability Service Level Performance - Buildings Asset Class**

PERFORMANCE MEASUREMENT	ASSET TYPE / CATEGORY	TARGET PERFORMANCE	PERFORMANCE AS AT 30/06/2024
<b>Asset Consumption Ratio</b>	All buildings asset types.	Between 30% and 50%	25%
<b>Annual Renewal Funding Ratio</b>	All buildings asset types.	Between 100% and 130%	96%
<b>10+ Year Long-Term Funding Ratio</b>	All buildings asset types.	Between 100% and 130%	130%
<b>Backlog Ratio</b>	All buildings asset types.	Less than 2%	5.3%

With the increased granularity of cost breakdowns and definition of the buildings asset class, Council has identified a current asset condition backlog of 5.3%. The 10+ Year long-term funding ratio indicates Council's commitment and prioritisation to renewing the ageing and backlog assets that are currently in condition 4 and 5.

The Asset Consumption Ratio in combination with the backlog ratio suggests that Council maintains a large portion of recently renewed or new constructed assets, but also a large portion of assets that are aged and that have degraded to poor condition. The 10+ Year Long-Term Funding ratio represents Council's prioritisation to the buildings asset class in the upcoming years to reduce backlog and restore these assets to their expected service levels.

## 6.5. Safety

Waverley Council prioritises safety in the quality, design, and usage of its building assets, as well as in the services that it provides to the community. The safety service level is assessed based on a commitment to continuous improvement in reducing building incidents and safety incidents within the LGA. Waverley Council ensures that building assets are constructed and maintained in compliance with Australian Standards and regulatory requirements to minimise risks for the community.

**Table BD12: Safety Service Level Performance - Buildings Asset Class**

PERFORMANCE MEASUREMENT	ASSET TYPE / CATEGORY	TARGET PERFORMANCE
<b>Compliance with Fire Safety regulation via annual inspection</b>	All buildings asset types.	100% compliance
<b>Electrical isolation switches operational and annual inspections of all residential properties</b>	All buildings asset types.	100% compliance





## 7. Long Term Financial Plan and Sustainable Funding Scenario

In December 2024, Waverley Council engaged external financial and asset management consultants to assess Council's long term financial sustainability and advise on the development of Council's Asset Management Strategy. A sustainable funding scenario was developed based on the technical levels of service, which were used to calculate the funding that would be required to sustainably treat and manage the assets.

The technical levels of service model guides service delivery through the MoRUN framework: Maintenance and Operations, Renewal, Upgrade and New. The scenario prioritises asset renewal and replacement to maintain service levels, acknowledging that the construction of new and upgraded infrastructure results in higher ongoing maintenance and operations costs. Council also incorporated maintenance and renewal schedules provided from specialist building contractors and consultants.



**Table BD13: Average Annual Funding Requirement based on Sustainable Funding Scenario - Stormwater Drainage Asset Class**

ASSET CATEGORY	CURRENT REPLACEMENT COST (CRC)	AVERAGE ANNUAL OPERATIONAL REQUIREMENT	AVERAGE ANNUAL MAINTENANCE REQUIREMENT	ANNUAL O&M COST REQUIREMENT	ANNUAL CAPITAL RENEWAL REQUIREMENT	ANNUAL CAPITAL NEW & UPGRADE REQUIREMENT
Affordable Housing	\$47,369,097	\$169,292	\$237,475	\$406,767	\$1,106,914	\$374,366
Amenities Buildings	\$8,588,458	\$63,600	\$149,000	\$212,600	\$200,694	\$67,876
Carparks	\$9,412,855	\$146,500	\$285,983	\$432,483	\$219,958	\$74,391
Cemeteries	\$4,628,563	\$140,400	\$93,400	\$233,800	\$108,160	\$36,580
Commercial Premises	\$25,971,127	\$479,500	\$574,467	\$1,053,967	\$606,890	\$205,254
Community Centres and Halls	\$127,756,522	\$869,800	\$961,867	\$1,831,667	\$2,985,396	\$1,009,682
Community Tenancies	\$10,189,221	\$197,800	\$339,925	\$537,725	\$238,100	\$80,527
Council Administration and Depot	\$50,241,178	\$568,100	\$806,592	\$1,374,692	\$1,174,029	\$397,065
Early Education Centres	\$12,273,223	\$121,200	\$226,367	\$347,567	\$286,799	\$96,997
Residential Lease Properties	\$4,847,612	\$30,700	\$33,300	\$64,000	\$113,278	\$38,312
Surf Club, Lifesaving and Ancillary Coastal Properties	\$34,186,484	\$727,500	\$710,492	\$1,437,992	\$798,865	\$270,182
<b>Total</b>	<b>\$335,464,341</b>	<b>\$3,514,392</b>	<b>\$4,418,867</b>	<b>\$7,933,258</b>	<b>\$7,839,083</b>	<b>\$2,651,234</b>

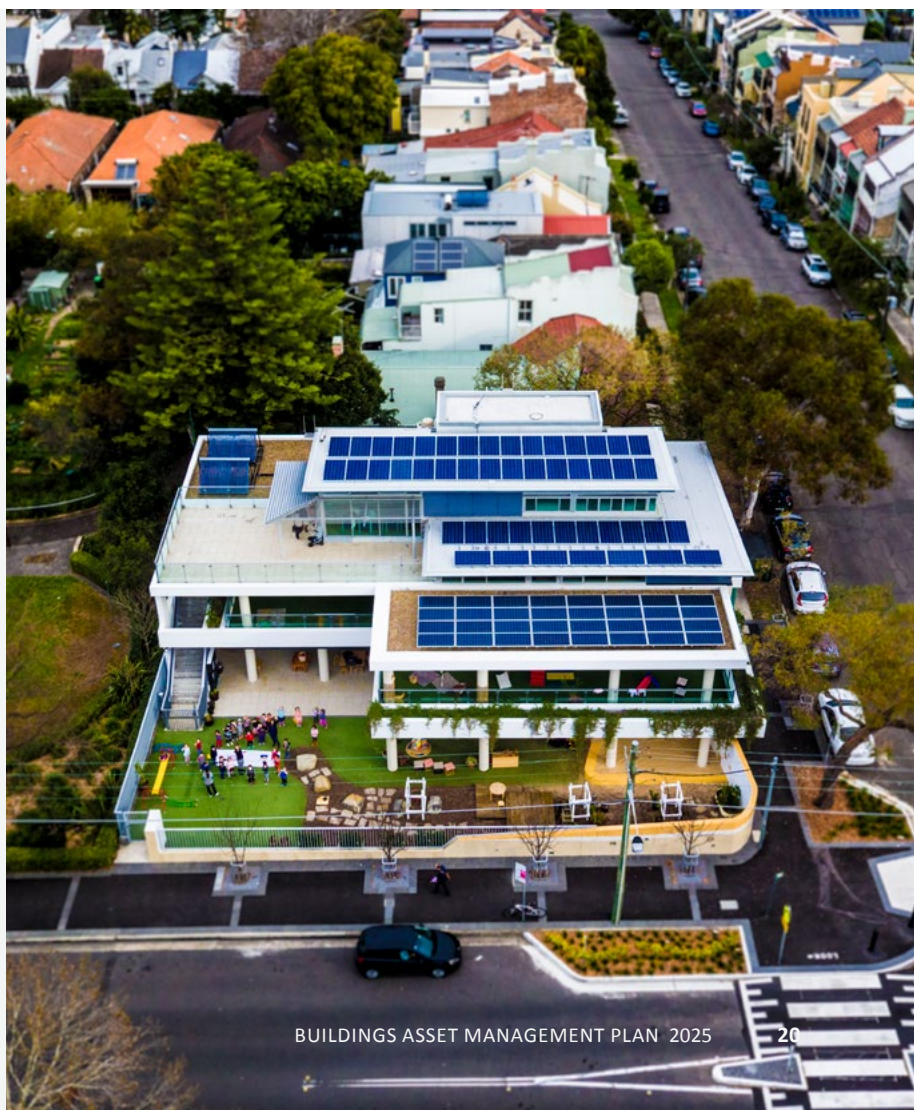


The Sustainable Funding Scenario equates to a full OPEX and CAPEX program of about \$184 million over the next 10-Years, while the current Long Term Financial Plan Projection comprises about \$173 million over the same period. There is an opportunity to improve segregation of operational expenditure into services across the buildings asset class. Due to the current backlog of poor condition assets, Council strives to increase resource allocations to renewal over the course of the 10+ years.

**Table BD14: Sustainable Funding Scenario Versus LTFP Projection - Buildings Asset Class**

SCENARIO	ANNUAL O&M FUNDING REQUIREMENT	ANNUAL CAPITAL RENEWAL FUNDING REQUIREMENT	ANNUAL CAPITAL UPGRADE & NEW FUNDING REQUIREMENT	ANNUAL TOTAL	10-YEAR TOTAL
<b>Sustainable Funding Scenario</b>	\$7,933,258	\$7,839,083	\$2,651,234	\$18,423,575	\$184,235,753
<b>LTFP Projection</b>	\$7,143,925	\$7,164,518	\$3,617,700	\$17,926,143	\$179,261,434
<b>Variance</b>	-9.9%	-8.6%	36.5%	-2.7%	-2.7%

In developing Council's asset renewals plans, consideration is given to the target service levels in each asset category and the current condition of the asset inventory. Council's overall strategy for asset renewal is to initially ensure that the overall network condition is maintained. This will be achieved by renewing assets at the optimum point of their life cycle to maximise Council's renewal expenditure and achieve the desired service level. As such, Council's renewal strategy will be a bottom-up approach.





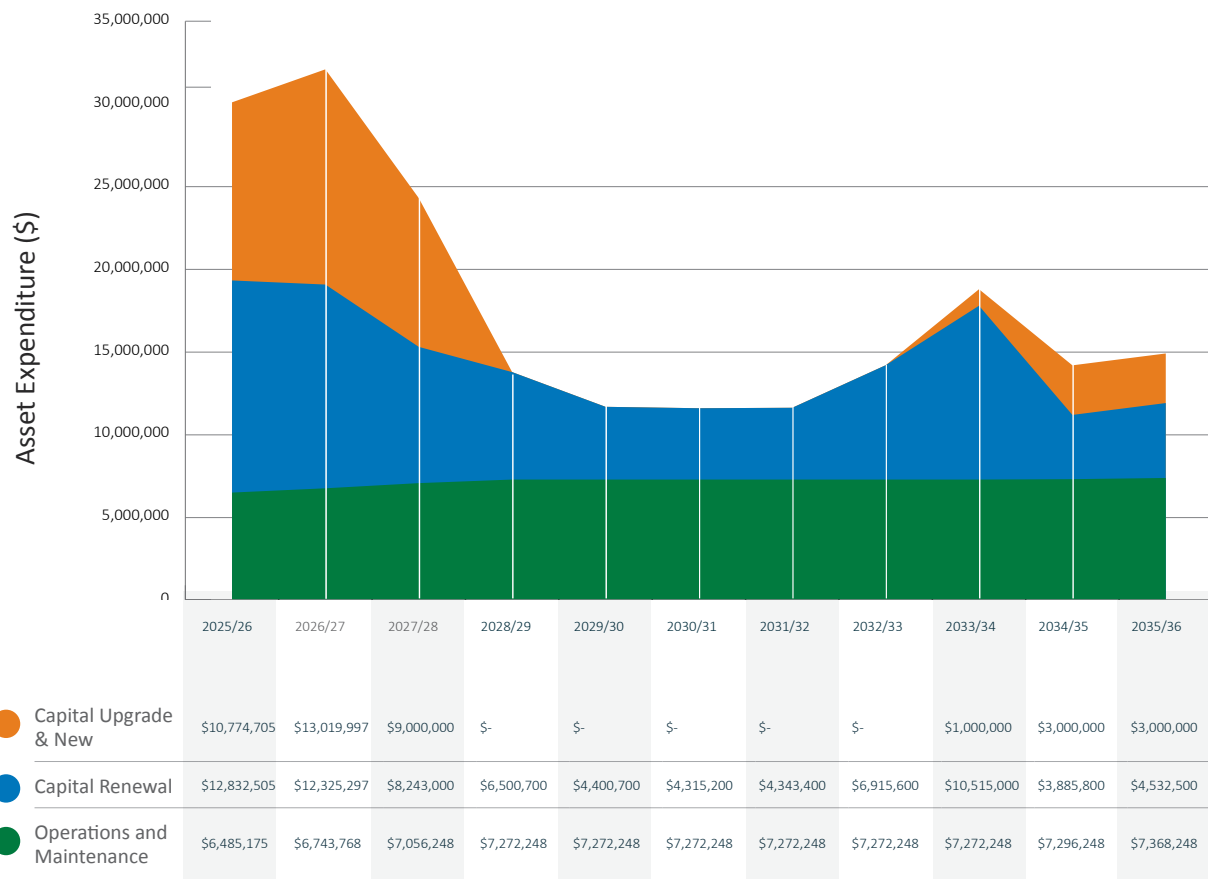
**Table BD15: Planned 11 Year LTFP CAPEX Program - Buildings Asset Class**

LTFP 7 CAPITAL WORKS PROGRAM	GRANT FUNDING	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL PROPOSED COSTS
<b>Building Infrastructure</b>	<b>\$25,072,851</b>	\$23,607,210	\$25,978,926	\$18,115,927	\$7,000,543	\$4,857,549	4,882,253	\$5,037,012	\$8,220,475	\$14,029,909	\$8,599,421	\$9,642,237	<b>\$129,971,463</b>
<b>Building Major Projects</b>	<b>\$12,922,952</b>	\$20,684,410	\$19,515,994	\$9,455,625	\$-	\$-	\$-	\$-	\$3,268,886	\$5,787,414	\$3,746,589	\$3,840,254	<b>\$66,299,171</b>
2A Edmund St (Social housing) Redevelopment	<b>\$256,250</b>	\$1,250,000	\$1,281,250	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$2,531,250</b>
Tunnel 1 Refurbishment	<b>\$164,000</b>	\$800,000	\$820,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$1,620,000</b>
Bondi Surf Bathers Life Saving Club Conservation and Upgrade Project	<b>\$1,209,488</b>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$1,783,029	\$4,264,410	\$-	\$-	<b>\$6,047,439</b>
Bronte Surf Life Saving Club & Community Facilities Upgrade	<b>\$4,920,199</b>	\$15,969,410	\$6,600,994	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$22,570,404</b>
Bondi Diggers Golf Club Redevelopment	<b>\$601,772</b>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$1,485,857	\$1,523,004	\$-	\$-	<b>\$3,008,861</b>
South Bronte Community Centre and Amenities	<b>\$1,517,369</b>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$3,746,589	\$3,840,254	<b>\$7,586,843</b>
Bronte Pump House Upgrade and Pump Replacement	<b>\$164,000</b>	\$800,000	\$820,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$1,620,000</b>
Council Chambers Upgrade	<b>\$3,736,125</b>	\$250,000	\$9,225,000	\$9,455,625	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$18,930,625</b>
Bronte House Refurbishment	<b>\$153,750</b>	\$-	\$768,750	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$768,750</b>
Library Staff Accommodation & Customer Service	<b>\$-</b>	\$840,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$840,000</b>
Rowe Street Development	<b>\$-</b>	\$200,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$200,000</b>
AIF Washbay	<b>\$200,000</b>	\$400,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$400,000</b>
Bondi Pavilion Welcome Centre Reconfiguration	<b>\$-</b>	\$175,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$175,000</b>
<b>SAMP Building Renewal Program</b>	<b>\$12,149,898</b>	\$2,797,800	\$6,462,933	\$8,660,302	\$7,000,543	\$4,857,549	\$4,882,253	\$5,037,012	\$4,951,589	\$8,242,496	\$4,852,832	\$5,801,983	<b>\$63,547,292</b>
SAMP Building Condition Based Renewals	<b>\$12,149,898</b>	\$2,797,800	\$6,462,933	\$8,660,302	\$7,000,543	\$4,857,549	\$4,882,253	\$5,037,012	\$4,951,589	\$8,242,496	\$4,852,832	\$5,801,983	<b>\$63,547,292</b>
<b>Facilities Sustainable Energy Upgrades</b>	<b>\$-</b>	\$125,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$125,000</b>
Facilities Sustainable Energy Upgrade Project	<b>\$-</b>	\$125,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	<b>\$125,000</b>

## Graph BD16: Council's Planned 11 Year LTFP Expenditure - Buildings Asset Class

Note: 2.4% of each year's Capital Upgrade & New value is added to the required Operations and Maintenance expenditure the following year.

### 11-Year Plan CAPEX & OPEX for Buildings (No Indexation - Present Value 01/07/2025)



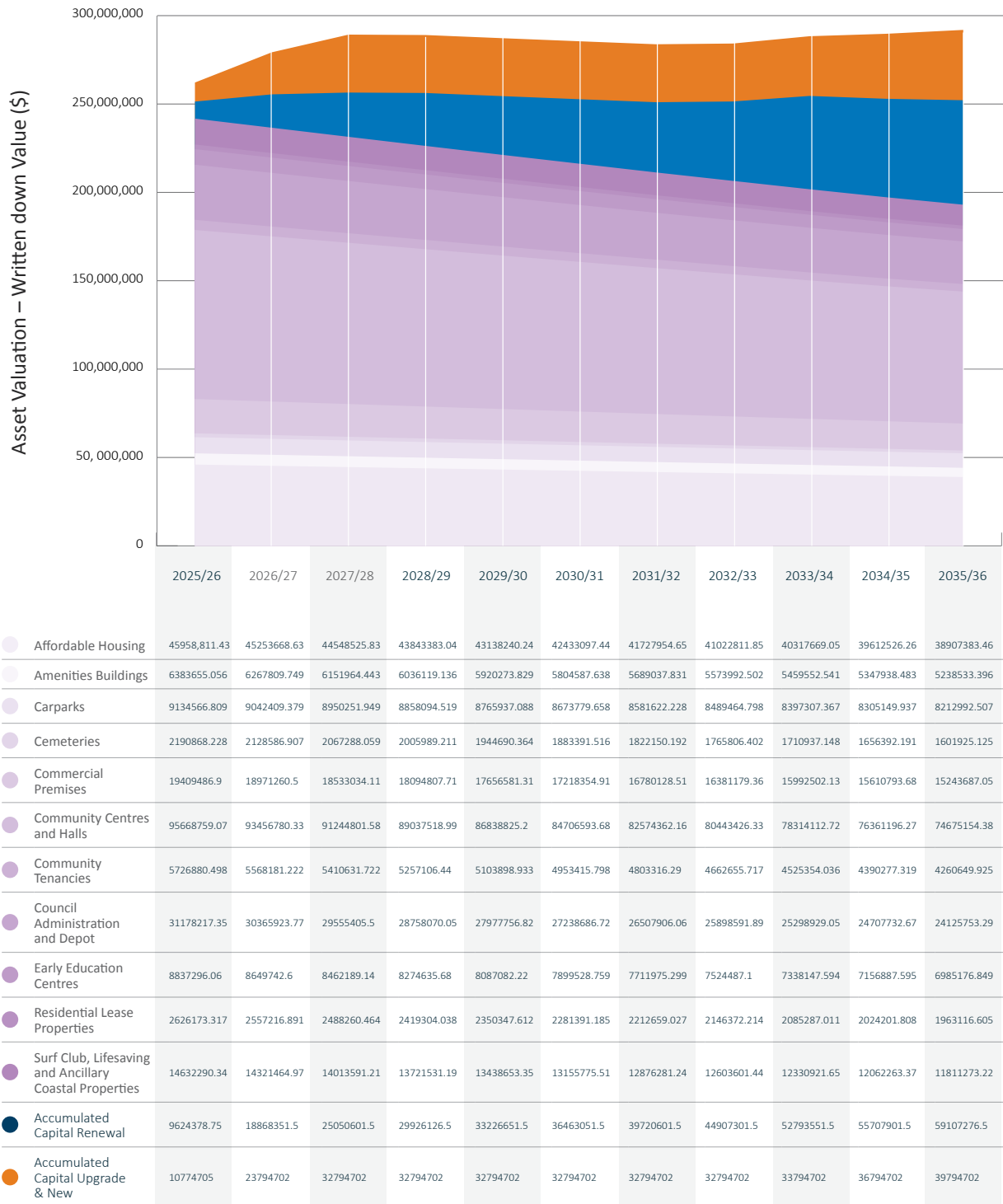
The buildings asset class experiences an annual depreciation expense of \$5,373,373 each year. This means that without any capital works taking place, the roads asset class would deteriorate from 72% to 58% in the 11-years between FY2025/26 and FY2035/36. The implementation of the current LTFP will improve asset health to 67% in FY2035/36.

This projected asset health assumes 100% of Capital Upgrade & New is capitalised as an addition to existing asset valuation, and 75% of Capital Renewal is capitalised as an addition to existing asset valuation. This is because capital renewals will typically replace assets that are at about 25% asset health.

**Graph BD17: Asset Value Depreciation and Capitalisation over 11 Years - Buildings Asset Class**

Note: This graph demonstrates the projected Written Down Value of Buildings Assets as they depreciate annually. It also demonstrates the impact of the LTFP capital upgrades, new, and renewals on the asset valuation.

### Asset Value Depreciation and Capitalisation over 11 Years - Buildings (No Indexation - Present Value 01/07/2025)



## 8. Maintenance, Operations and Renewals

Waverley Council operates a periodic and preventive maintenance program for its buildings assets, while also delivering capital renewal programs, and responding to reactive maintenance requests. Periodic and preventive maintenance takes place to uphold the safety and structural integrity of buildings infrastructure, while also preventing further deterioration of aged assets.

Periodic and preventive maintenance takes place to uphold the hygiene and safety of buildings, while also preventing and reducing deterioration of new and aged assets. Routine maintenance activities include:

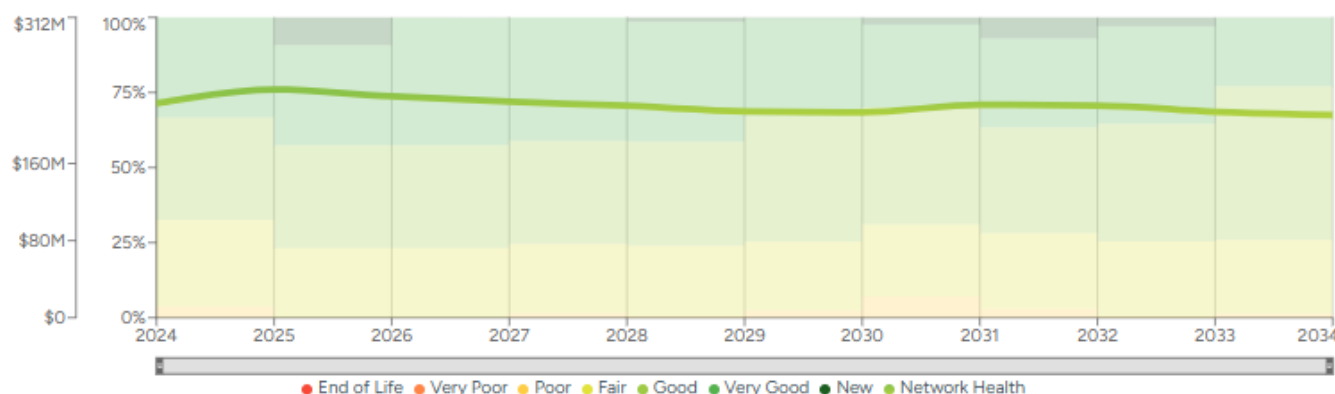
- Daily building internal and amenities cleaning.
- Periodic pest control and waste management.
- Periodic servicing and inspections for Fire, HVAC, Electrical, Lift, and Mechanical systems in alignment with Building Code of Australia, and Australian Standards recommendations.

Council used the Modelve funding scenario software to visualise the impact of various funding scenarios on the asset health of the buildings asset class. When planning for buildings asset replacements, the asset health is projected to decline over the 10 years in the Sustainable Funding Scenario.

**Table BD18: Buildings Asset Health and Value over 10-Year period**

ELEMENT	SUSTAINABLE FUNDING SCENARIO
Capital Renewal Expenditure	\$78,390,827
Capital New & Upgrade Expenditure	\$26,512,342
Estimated Operations & Maintenance	\$130,741,861
Estimated Depreciation	\$59,137,645
<b>Total Scenario Cost</b>	<b>\$294,782,674</b>
Asset Health as at 2024	75.23%
Asset Health estimated by 2034	67.47%
Current Worth as at 2024	\$252,382,615
Projected Worth estimated by 2034	\$226,337,791
<b>Change of worth</b>	<b>-\$26,044,825</b>

**Figure BD19: Buildings Asset Network Health – Sustainable Funding Scenario (Modelve Software)**





## 8.1. Amenities Buildings

Waverley Council manages 8 amenities buildings that provide dedicated toilet and changing facilities for the community.

**Marks Park Amenities, Tamarama**



## 8.2. Carparks

Waverley Council manages 3 carpark structures that facilitate dedicated parking for public vehicles.

**Eastgate Carpark**



**Hollywood Avenue Carpark**







### 8.3. Early Education Centres

Waverley Council manages 4 Early Education Centres that cater to working families with children 0-5 years of age. Operating over 10 hours per day for 49 weeks of the year, these facilities offer affordable education and care within the local community.

Early Education Centre





## 8.4. Community Centres and Halls

Waverley Council manages 7 community centres and halls which are public buildings that accommodate a range of services and activities from art galleries, libraries, and community classes to private functions.

**Bondi Pavilion**



**School of Arts**



**Waverley Library**



**Hugh Bamford Reserve Hall**



## 8.5. Council Administration and Depots

Waverley Council manages 11 Council Administration and Depot facilities that allow the operations, maintenance and provision of Council's services to the community and the local government area.

**Mill Hill Centre**



**Alexandria Integrated Facility (AIF) Depot**



## 8.6. Surf Club, Lifesaving and Ancillary Coastal Properties

Waverley Council manages 13 Surf Club, Lifesaving and Ancillary Coastal Properties. In addition to the 4 Surf Life Saving Clubs at Bronte, Bondi, North Bondi, and Tamarama that promote community, facilities and safety to beach users; Council also manages lifeguard towers and first aid facilities.

**Bondi Surf Bathers' Life Saving Club**



**Bondi Lifeguard Tower**





## 8.7. Commercial Premises

Waverley Council manages 12 Commercial Premises that are leased at market rates and generate recurrent rental revenue for Council. This revenue supports the delivery of Council services to the community.

**14-26 Ebley Street, Bondi Junction**  
**Leased to Officeworks**



**65 Ebley Street, Bondi Junction**  
**Leased to Spotlight**



## 8.8. Community Tenancies

Waverley Council manages 10 Community Tenancies that support community-based organisations such as childcare centres, youth and family social services, and neighbourhood facilities.

**63A Wairoa Avenue, North Bondi:**  
**WAYS Youth and Family Centre**



**74 Newland Street, Bondi Junction:**  
**Waverley Drug and Alcohol Centre**



## 8.9. Residential Lease Properties

Waverley Council manages 2 Residential Lease Properties including the Bronte House; one of Waverley's oldest properties which is held for open days for the community.

**Bronte House**



## 8.10. Affordable Housing

Waverley Council owns 78 Affordable Housing units. These units provide affordable housing for local residents via the Social Housing and Affordable Housing tenancy Policies.

The portfolio comprises of both individual units located within strata buildings and units located within complete social housing blocks. Some of these blocks are owned solely by Council and others are part owned with other parties such as NSW Housing.





## 8.11. Cemetery Buildings

Waverley Council manages 6 Cemetery Buildings within the Waverley Cemetery and South Head General Cemetery. The buildings include a caretaker residence, public amenities, an administration office and storage rooms to operate and maintain the cemeteries.

**Caretaker Residence**



**Waverley Cemetery**





# 9. Minimising Risks to Community and Council

In line with its asset management objectives, Waverley Council is committed to the mitigation of risks associated with its building assets and services. The safety and wellbeing of the community, visitors and Council staff is paramount to building asset management planning and delivery. Asset prioritisation decisions are made through the determination and application of risk prevention approaches that consider severity, likelihood, criticality and resilience across communities, infrastructure assets, and services. Waverley Council considers the below risk areas when prioritising building maintenance, operations, renewal, and upgrade activities.

- Safety and wellbeing impacts
- Reputational impacts
- Financial impacts
- Regulatory compliance and legal risks
- Service delivery and asset availability risks
- Environmental impacts
- Loss of corporate knowledge, data loss, and risks to resilience and continuity

## 9.1. Critical Assets

Waverley Council has identified critical building assets that are critical to emergency response management serving as staff emergency response depots or evacuation centres.

- State Emergency Services Depot
- Alexandria Integrated Facility (Depot)
- Grafton Street Sub Depot
- Waverley Library (Evacuation Centre)
- Margaret Whitlam Recreation Centre (Evacuation Centre)





# 10. Continuous Improvement and Operational Efficiency

In line with its asset management objectives, Waverley Council strives to be proactive in enhancing the operational efficiency of its asset management processes, and in pursuing continuous improvement. The development and delivery of Council's Asset Management Improvement plan is crucial to ensuring that Council's asset management objectives are achieved in the most sustainable, resilient, and efficient manner.

**Table BD20: Asset Management Improvement Plan - Buildings Asset Class**

STRATEGY COMPONENT	TASK	DESCRIPTION OF REQUIREMENTS	TIMEFRAME AND PRIORITY
Asset Information Management System	Define Data Attribute Requirements	Define data attribute requirements for informed decision making and implement into the Asset Information Management System.	12 months (High Priority)
Asset Financial Planning	Develop Asset Maintenance and Operations Plans	Develop asset maintenance and operations plans whereby reactive maintenance demand is accurately costed and based on historic annual requests. Routine and preventive maintenance demand is accurately costed and based on agreed levels of service. Identify resourcing requirements.	18 months (Medium Priority)
Work Order Management System	Define Work Orders and Defects	Define routine and reactive maintenance work orders and defect types. Configure and implement into the Work Order Management System.	18 months (Medium Priority)
Asset Management Culture	Asset Management Education	Conduct annual workshops with all asset stakeholders to understand the roads asset lifecycle management approach.	12 months (Medium Priority)
Asset Financial Planning	Asset Useful Life and Depreciation	Review asset useful lives based on the actual life of assets achieved by the Council.  Consider applying different useful lives to locations and assets based on projected utilisation, wear, and tear.  Consider applying asset depreciation models to different roads asset categories based on data, evidence and/or studies.	24 months (Medium Priority)
Asset Operations	Asset Condition Assessments and Defect Capture	Develop detailed buildings asset condition assessment and defect capture manual.  Ensure that operations and maintenance teams capture asset conditions and defects in the works management system.	24 months (Medium Priority)
Risk Management Approach	Develop Asset Criticality Matrix	Use demand data including visitation and patronage to develop a criticality matrix and scoring method for all Buildings assets to guide maintenance frequencies and response times, as well as renewal investment prioritisation	24 months (Medium Priority)



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