

# Shire of Kojonup Buildings Assessment Framework





#### DOCUMENT CONTROL

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	Synopsis:	The Shire of Kojonup Building Assessment Framework defines the methodology the Shire implements for undertaking a qualitative assessment of all Shire building assets against an agreed set of criteria, to identify which assets should remain on the Shires inventory and which assets should be considered for replacement rationalisation/ disposal.					
		This report documents:					
		<ul> <li>The Buildings Assessment Framework;</li> <li>The process for development of the framework; and</li> <li>The results of an assessment of Shire Buildings undertaken in May 2017.</li> </ul>					

#### DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
Version 1	19 June 2017	Shire of Kojonup MCS and Council for review and feedback	559 Kojonup Builings Assessment Framework (Ver 1)
Version 2	25 June 2017	Shire of Kojonup MCS and Council for review and feedback. This version of the document incorporates additional modelling to document the predicted result of removing assets scoring 30 or under, from the Shires inventory	559 Kojonup Builings Assessment Framework (Ver 2)
Version 3			
Version 4			

Cover: Shire of Kojonup Buildings Assets: CORE Business Australia



# **Table of Contents**

1.0	Int	roduction	5
1.1		Background	5
1.2	2	About the Buildings Assessment Framework	6
2.0	Me	thodology	7
2.1		Task 1 – Project Establishment	7
2	2.1.1	Workshop 1: Council Engagement	7
2	2.1.2	Workshop 2: Project Initiation	7
2	2.1.3	Adoption of Assessment Criteria	7
ź	2.1.4	Working Sessions to Assess Buildings	7
ź	2.1.5	Preparation of Draft Report (Current Progress)	7
ź	2.1.6	Future Stages	8
3.0	Bui	ldings Assessment Framework Criteria	9
3.1		Scoring Overview	9
3.2	2	Assessment Criteria and Considerations	9
3.3	;	Threshold for Consideration for Disposal1	0
4.0	Sui	nmary Results of Assessment1	1
5.0	Ree	commendations1	3
6.0	Suj 14	oplement to Report – Effect of Removing Low Scoring Buildings from the Shires Inventor	У
6.1		Introduction1	4
6.2	2	Methodology1	4
6.3	1	Results1	4
6	5.3.1	Asset Inventory Valuation1	4
6	5.3.2	Maintenance Costs	4
6	5.3.3	Renewal Costs1	5
6	5.3.4	Assets Beyond Intervention Levels1	6
7.0	Ар	pendix A – Example Option Assessment Template1	8
8.0	Ар	pendix B – Full Assessment Results2	1



# **Table of Figures**

Figure 1: Council Decision OCM 19/07/2017
Figure 2: Annual Renewal Funding Gap (2017 Asset Management Plan)16
Figure 3: Annual Renewal Funding Gap (Following predicted removal of buildings scoring 30 or under in 2017 BAF modelling)
Figure 4: Combined Renewal and Consequential Maintenance (2017 Asset Management Plan)17
Figure 5: Combined Renewal and Consequential Maintenance (Following predicted removal of buildings scoring 30 or under in 2017 BAF modelling)

# List of Tables

Table 1: Scoring Overview	9
Table 2: Assessment Criteria and Considerations	10
Table 3: Top Scoring Buildings (May 2017 Assessment)	11
Table 4: Buildings Scoring 30 or Less out of 100 (May 2017 Assessment)	12
Table 5: Full Record of Assessment - Buildings (May 2017 Assessment)	24



# **1.0** Introduction

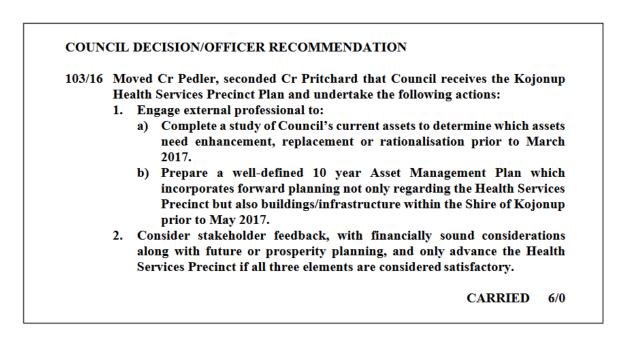
# 1.1 Background

At the Ordinary Council meeting of July 2016, the Shire of Kojonup Council considered a 'Health Services Precinct Plan' which was developed by consultants as part of consideration of the need for a new Medical Centre within the Shire.

Council determined that prior to adoption of any option which would result in creation of new assets, there was a need for the Shire to fully understand; and if needed rationalise its current Asset related commitments. This would in turn ensure that:

- The 'Whole of Life Costs', funding scenario's and sustainability of Health Precinct options can be assessed appropriately; and
- If feasible, any resulting development can be implemented appropriately with respect to all other Shire commitments.

At this meeting Council determined that:



#### Figure 1: Council Decision OCM 19/07/2017

In late March 2017 the Shire engaged Core Business Australia (CORE) to undertake items 1.(a) and (b) of the above recommendation.



### **1.2 About the Buildings Assessment Framework**

The International Infrastructure Management Manual (IIMM) (2006, section 5) discusses 'Optimised Decision Making' (ODM). The IMM describes that:

"In making any descision we have to weigh up the pros and cons and make tradeoffs.... ODM provides a process to ensure you make the best, or optimal decisions given those trade-offs and financial considerations." (p 3.77).

The IIMM (2006) describes the use of a 'Multi Criteria Analysis' (MCA) as part of ODM. The MCA *"Takes into account range of criterion which are both qualitative and quantitative in nature and which reflect the cultural, social, economic or environmental characteristics of the project..."* (p 3.81).

The Buildings Assessment Framework is a process of qualitative assessment of all Shire building assets against an agreed set of criteria to identify which assets should remain on the Shires inventory and which assets should be considered for replacement rationalisation/ disposal.

The buildings assessment framework has been prepared taking into account relevant information and direction contained within the IIMM.



# 2.0 Methodology

The buildings assessment framework was developed in conjunction with review of the Shires Asset Management Plan. The following methodology was utilised for development of the framework. Elements relating specifically to review of the Asset Management Plan (only) have been omitted:

# 2.1 Task 1 – Project Establishment

### 2.1.1 Workshop 1: Council Engagement

CORE delivered an initial workshop on the 21<sup>st</sup> March 2017 for Council, Shire Executive and Officers with responsibilities relating to Asset Management and/or buildings.

The workshop involved:

- A refresher on Asset Management: Key elements, strategic integration, situation assessment and continued practical implementation for Kojonup; and
- Initial identification of criteria for inclusion as part of the 'Buildings Assessment Framework.

### 2.1.2 Workshop 2: Project Initiation

CORE Facilitated a second workshop with the Shire's project working group on the 22<sup>nd</sup> March 2017. During this workshop the proposed 'Buildings Assessment Framework' was further defined and draft 'Assessment Criteria' developed. The project working group included:

- Manager of Corporate Services;
- Manager Works and Services;
- Senior Ranger/ Buildings Maintenance Coordinator;
- Senior Finance Officer;
- Manager Community Development & Tourism; and
- Senior Associate CORE Business Australia.

### 2.1.3 Adoption of Assessment Criteria

At the Ordinary Council meeting of April 2017 Council considered a report prepared by Shire officers in conjunction with CORE and adopted the Buildings Assessment Framework Criteria detailed within section 3.0 'Buildings Assessment Framework Criteria' on page 9 of this report. Coucnil determined that the Criteria would be included in the Shires 'Asset Management Policy'.

### 2.1.4 Working Sessions to Assess Buildings

CORE then facilitated a series of working sessions with the Shire's project team to Assess all buildings against the adopted criteria.

### 2.1.5 **Preparation of Draft Report (Current Progress)**

A draft report was prepared and presented to Council as part of a briefing session.



### 2.1.6 Future Stages

This version of the report is the 'draft report' presented to Council. It is anticipated that future stages will involve:

- Consideration by Council and either adoption or amendment of the findings of the draft report;
- Separate, detailed assessment of future options by Shire officers for buildings achieving a weighted score of 30 or less out of 100 against the Buildings Assessment Framework.

An example assessment record template is included at section 7.0 'Appendix A – Example Option Assessment Template' on page 18.

In the event officers determine that (due to risk or other relevant circumstances) a higher level of detail of assessment is required for any building, a full feasibility study should be undertaken for the decision relating to that building.



# **3.0 Buildings Assessment Framework Criteria**

Council has adopted the following Buildings Assessment Framework criterea:

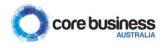
## **3.1 Scoring Overview**

Score	Overview
5	Meets or exceeds the requirement in all respects
4	Meets the requirement but may be marginal in minor aspects
3	Meets the requirement except for minor aspects
2	Does not meet the requirement, but may be adaptable or made acceptable
1	Does not meet the requirement to a major degree
0	Does not meet the requirement at all

Table 1: Scoring Overview

# **3.2 Assessment Criteria and Considerations**

Criteria	Assessment Considerations
Degree to which provision of the building meets SCP commitments (Weighting 30%)	<ul> <li>5= Addresses all commitments to some degree (may be indirectly) or four or more to a significant degree</li> <li>4= Addresses six or seven commitment's to some degree (may be indirectly) and/or three to a significant degree</li> <li>3= Addresses four or five commitment's to some degree (may be indirectly) and/ or two to a significant degree</li> <li>2= Addresses two or three commitment's to some degree (may be indirectly) and/or one to a significant degree</li> <li>1= Addresses a single commitment to some degree</li> <li>0= Does not address any SCP objectives</li> </ul>
Level of efficiency with regards to operational and maintenance costs (Weighting 20%)	Comparative assessment considering whole of life cost on a like for like basis for the type of building/ construction 5= Highly efficient and low whole of life cost 4= Moderately efficient and moderately low whole of life cost 3= Average efficiency and average whole of life cost 2= Moderately inefficient and/or moderately high whole of life cost 1= Highly inefficient and/or very high whole of life cost
Fit for Purpose/ Adaptability for new purpose/ Risk and BCA Compliance (score to the highest possible use) (Weighting 35%)	Comparative assessment taking into account: • Degree building meets requirements for current use • Adaptability for new use/ potential for dual/ multi-use • Frequency of use • Level of risk associated with continued use • BCA compliance 5= Meets standards, excellent fit for purpose or adaptability for new purpose 1= Major compliance issues, poor fit for purpose or poor adaptability for new purpose



Criteria	Assessment Considerations
Historical and cultural value (Weighting 15%)	<ul> <li>Elements of significance to be considered include:</li> <li>Aesthetic significance</li> <li>Architectural significance</li> <li>Historical significance</li> <li>Scientific significance</li> <li>Social significance</li> <li>Social significance</li> <li>Other significance</li> <li>Significance to past, present and future generations</li> <li>Period of significance</li> <li>S= Listed on State Heritage Register and/ or Nationally significant and/or profoundly culturally and historically significant for the majority of the Kojonup population</li> <li>4= On State Heritage list and/or strongly culturally and historically significant for the majority of the Kojonup population</li> <li>3= Strongly culturally and historically significant for a small proportion and/or moderately significant for a large proportion of the Kojonup community</li> <li>2= Culturally and historically significant for a moderate proportion of the Kojonup community</li> <li>1= Culturally and historically significant for a small proportion of the Kojonup community</li> </ul>

 Table 2: Assessment Criteria and Considerations

# **3.3** Threshold for Consideration for Disposal

In the event any building scores a total weighted score of thirty (30) or less out of one hundred (100) in the assessment, then officers will subsequently prepare a detailed assessment of the building and present the results to council. The Assessment will include at a minimum:

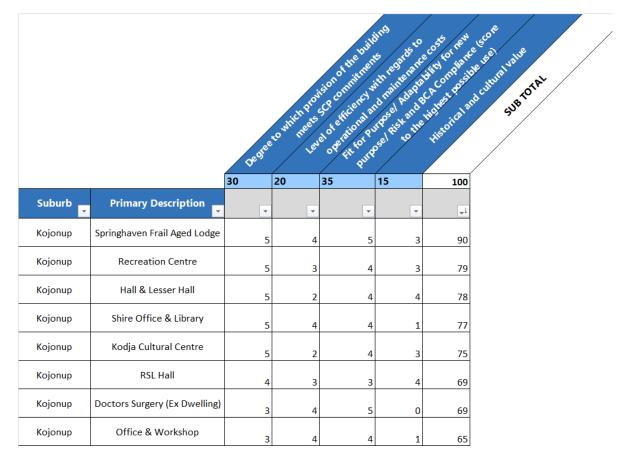
- Background information about the building;
- Valuation and asset management condition scoring information;
- A detailed option and impact assessment of the pros and cons of renewal/ repurposing, replacement, rationalisation and/or other relevant options; and
- Recommendations.



# 4.0 Summary Results of Assessment

Ninety-one (91) buildings were assessed in May 2017 in accordance with the methodology detailed above. A list of the results is included in section 8.0 'Appendix B – Full Assessment Results' on page 21.

The following buildings were assessed as the top 8 'highest scoring' buildings for the Shire:



#### Table 3: Top Scoring Buildings (May 2017 Assessment)

The next highest scoring buildings were a number of independent living units on Loton close, all scoring 64 out of a possible 100.

25 buildings score 30 or less, this being the threshold for consideration for disposal. These buildings and their scoring is as follows:



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		Degree 30	to which pros	SCF efficient and a second a s	15	historical 2 Historical 2
Suburb	Primary Description	<b>•</b>	<b>•</b>		· · ·	 1
Kojonup	Occasional Care Centre	0	1	0	1	7
Boscabel	Boscabel Hall Toilet Block	0	1	1	0	11
Kojonup	101 Albany Hwy (Curly Wigg)	0	1	1	0	11
Changerup	Hall	0	1	1	1	14
Kojonup	Showgrounds Poultry Shed	2	0	0	1	15
Kojonup	Pistol Clubrooms	0	3	0	1	15
Qualeup	Qualeup Hall & Toilets	0	1	1	2	17
Boscabel	Boscabel Hall	0	1	1	2	17
Kojonup	Showgrounds 150 Exhibition Hall	2	0	0		18
Kojonup	Old Scout Hall	1	1	1	1	20
Kojonup	CWA Rooms	1	1	1	1	20
Kojonup	Netball Clubrooms	2	1	1	0	23
Kojonup	Dog Pound	2	1	1	0	23
Kojonup	Men's Shed	2		1	0	
Kojonup	Showgrounds Male Toilet Block	1	2	1	1	24
Kojonup	Showgrounds Toilet Block	1	2	1	1	24
Kojonup	Showgrounds Women's Toilet Block		2	1	1	24
Kojonup	Showgrounds Male Toilet Block	1	2	1	1	24
Kojonup	Office & Workshop	1	2	1	2	
Kojonup	Showgrounds Bar	1	2	1	2	27
Kojonup	Showgrounds Food Hall	1	2	1	2	27
Kojonup	Showgrounds Stables	1	2	1	2	27
Kojonup	Barracks Toilet Block	1	2	2	0	28
Kojonup	Kojonup Toy Library	2	2	1	1	30
Kojonup	Gun Club Clubrooms	2	1	2	0	30

Table 4: Buildings Scoring 30 or Less out of 100 (May 2017 Assessment)



# 5.0 Recommendations

It is recommended that:

Recommendation 1: Shire officers undertake a detailed assessment of each building scoring 30 or under during the buildings assessment undertaken in May 2017 and presents the results to Council;

Recommendation 2: The Shire considers utilising the provided template as a basis for developing the corporate format for the record of detailed assessment for each building;

Recommendation 3: In the event officers determine that (due to risk or other relevant circumstances) a higher level of detail of assessment is required for any building, a full feasibility study is undertaken for the decision relating to that building; and the results documented in an appropriate format.



# 6.0 Supplement to Report – Effect of Removing Low Scoring Buildings from the Shires Inventory

### 6.1 Introduction

Version 1 of the 'Buildings Assessment Framework' (BAF) report was presented to the Shire of Kojonup Council and Executive on the 20<sup>th</sup> June 2017. Following this presentation, the Shire's Executive sought to determine the effect of removal of buildings scoring 30 or less under the assessment from the Shires inventory.

This report briefly documents the implications of removal of buildings scoring 30 or under in the June 2017 BAF assessment from the Shires inventory.

Implications modelled and recorded include changes to: the Shire's theoretical total asset valuation; renewal and maintenance costs; renewal funding gap and percentage of total assets beyond intervention level over 20 years.

# 6.2 Methodology

The following methodology was undertaken to produce this supplementary report:

- A secure modelling folder was created in CORE's asset management system to ensure data integrity (i.e. new modelling could not be mixed-up with existing results);
- A new copy of the Shire's final 2017 asset inventory spreadsheet was saved in the secure folder;
- Buildings scoring 30 or less in the June 2017 BAF assessment (N=25) were deleted from the copy asset inventory spreadsheet;
- The new resulting data was uploaded to a fresh copy of the 'Maloney Model' and the model was re-run;
- The results of this were checked and validated; and
- The new results (graphs and individual data points) were compared to the results from modelling completed for the 2017 Asset Management Plan. Impacts were quantified and are recorded below.

### 6.3 Results

### 6.3.1 Asset Inventory Valuation

According to the Shires 2017 Asset Management Plan, the Shire has care, control and responsibility for over with **\$142.33m** of depreciable assets with **\$46.26m** of these assets being building assets.

If the Shire removed buildings scoring 30 or under in the June 2017 BAF assessment, the depreciable inventory would stand at **\$ 136.83 m** with **\$ 40.75m** of building assets.

This means the Shire would remove **\$ 5.51m** of buildings from its inventory and responsibility. This represents a reduction in building asset value of **11.9%**.

### 6.3.2 Maintenance Costs

According to modelling for the Shires 2017 Asset Management Plan, if the Shire continues spending at current levels, the Shire is predicted to underspend on buildings maintenance by an average of **\$** 6,390 per year for the next 20 years, with a total maintenance gap of **\$** 127,802 for buildings after 20 years.



Following removal of buildings scoring 30 or under in the June 2017 BAF assessment, the Shire's predicted underspend on buildings maintenance would fall to an average of **\$ 6,034** per year for the next 20 years, with a total maintenance gap of **\$ 120,680** for buildings after 20 years.

### 6.3.3 Renewal Costs

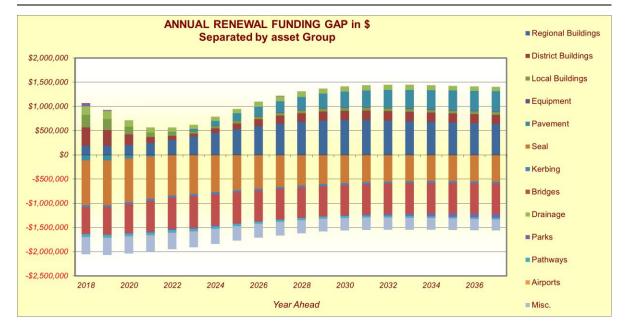
According to modelling for the Shires 2017 Asset Management Plan, if the Shire continues spending at current levels, the Shire is predicted to underspend on buildings renewal (renewal gap) by an average of **\$ 791,852** per year for the next 20 years, with a total renewal funding gap of **\$ 15.84m** for buildings after 20 years.

Following removal of buildings scoring 30 or under in the June 2017 BAF assessment, the Shire's predicted underspend on buildings renewal would fall to an average of **\$ 581,497** per year for the next 20 years, with a total renewal gap of **\$ 11.63m** for buildings after 20 years.

This represents a potential reduction in renewal funding demand of an average of **\$ 210,355** per year and a total reduction in renewal demand over 20 years of **\$ 4.21m**.

This impact is demonstrated graphically below. Figure 2 shows the annual renewal funding gap modelled as part of the 2017 Asset Management Plan. Figure 3 shows the impact of removal of buildings scoring 30 or under in 2017 BAF.





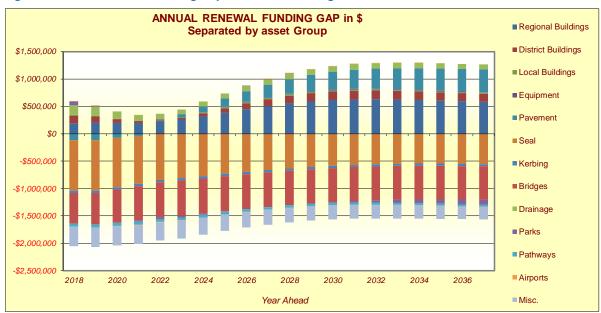




Figure 3: Annual Renewal Funding Gap (Following predicted removal of buildings scoring 30 or under in 2017 BAF modelling)

### 6.3.4 Assets Beyond Intervention Levels

Figure 4 below predicts that in the event Shire continued underfunding asset renewal and maintenance at current levels, 18 % of total assets would be beyond intervention after 20 years.

Figure 5 predicts that if the Shire removed building assets scoring under 30 in the 2017 BAF assessment, from the inventory, 16 % of total assets would be beyond intervention after 20 years.

This is a noticeable improvement and a demonstration of what can be achieved through implementing sound asset management practices. It is envisaged that if the Shire implemented a number of other



initiatives identified in the 2017 Asset Management plan, the percentage of assets beyond intervention levels could be reduced to 2 % or lower after 20 years.

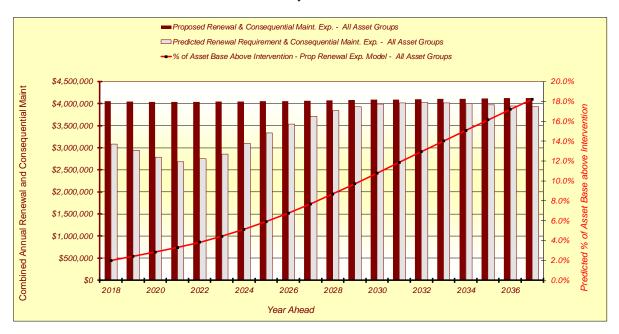


Figure 4: Combined Renewal and Consequential Maintenance (2017 Asset Management Plan)

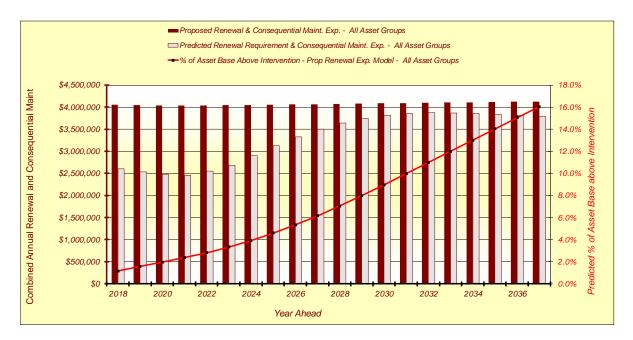


Figure 5: Combined Renewal and Consequential Maintenance (Following predicted removal of buildings scoring 30 or under in 2017 BAF modelling)



# 7.0 Appendix A – Example Option Assessment Template

### **BUILDINGS ASSESSMENT FRAMEWORK - OPTION ASSESSMENT RECORD SHEET**

#### **Building Details**

LGIS No	Land ID	Location		Address		Suburb
Primary Description		Secor	dary Description	Renewal Value	Valuation Date	

#### **Current Building Condition**

Component	Long Life	Short Life	Roof	Mech Services	Fit Out	Assessment date
Condition Score/10						

#### **Building Assessment Framework Score**

Criteria (Abbreviated)	Meets SCP commitments?	Efficiency	Fit for Purpose/ Adaptability	Historical and cultural value	SUB TOTAL
Weighting	30	20	35	15	100
Score					

Identification of Options (Include a brief description of the pros and cons of each\*)



#### **Identification of Preferred Option\***

#### Costs associated with preferred option

Item	\$ Cost	Notes
Total		

Are there any opportunity costs associated with disposal (I.e. a need will be created to expend capital on a replacement asset) – Please Detail

**Benefits achieved from preferred option** (please describe the benefits and quantify in \$ terms as appropriate)

**Cost Vs Benefit** (please detail and quantify as appropriate\*\*)



**Risk** (briefly detail the results of a risk assessment undertaken for the preferred option using the Shires risk management framework)

#### Recommendations

\* In the event a clear preferred option cannot be reasonably identified without detailed analysis, officers should complete a full feasibility study, in an appropriate format and to an appropriate level of detail in relation to the proposal.

\*\* Officers should complete an analysis of the cost vs benefit over an appropriate time period.



# 8.0 Appendix B – Full Assessment Results

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		Deol		o. Fit purp		
Suburb	Primary Description	30	20	35	15	100
Kojonup	Springhaven Frail Aged Lodge	5	4	5	3	90
Kojonup	Recreation Centre	5	3	4	3	79
Kojonup	Hall & Lesser Hall	5	2	4	4	78
Kojonup	Shire Office & Library	5	4	4	1	77
Kojonup	Kodja Cultural Centre	5	2	4	3	75
Kojonup	RSL Hall	4	3	3	4	69
Kojonup	Doctors Surgery (Ex Dwelling)	3	4	5	0	69
Kojonup	Office & Workshop	3	4	4	1	65
Kojonup	Unit 10 Loton Close	4	3	4	0	64
Kojonup	Unit 12 Loton Close	4	3	4	0	64
Kojonup	Unit 14 Loton Close	4	3	4	0	64
Kojonup	Unit 16 Loton Close	4	3	4	0	64
Kojonup	Unit 8 Loton Close	4	3	4	0	64
Kojonup	Unit 6 Loton Close	4			0	
Kojonup	Unit 4 Loton Close	4	3	4	0	64
Kojonup	Toilet Block	4	3	4	0	
Kojonup	Unit 1 Loton Close	4	3	4	0	64
Kojonup	Unit 3 Loton Close	4	3	4	0	
Kojonup	Unit 5 Loton Close	4	3	4	0	
Kojonup	Unit 7 Loton Close	4	3	4	0	64
Kojonup	Unit 9 Loton Close	4	3	4	0	64
Kojonup	Unit 11 Loton Close	4	3	4	0	64
Kojonup	Day-care Centre	3	4	4	0	62



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		Degree	to which rests	elofentionation	rop Risks to the	Historic	
Suburb	Primary Description	30	20	35	15	100	
•	Staff housing (old Doctors	<b>*</b>	×	<b>•</b>	*		
Kojonup	surgery)	2	4	4	1	59	
Kojonup	Dwelling	1	4	5	0	57	
Kojonup	Jean Sullivan Units	1	4	5	0	57	
Kojonup	Dwelling	1	4	5	0	57	
Kojonup	Dwelling	1	4	5	0	57	
Kojonup	Duplex Pair	1		5	0	57	
Kojonup	Pump house						
Kojonup	Chemical Store	4		2	1	57	
Kojonup	Elverds Farm Cottage	4	4	2	1	57	
		2	2	3	5	56	
Muradup	Bush Fire Brigade	2	4	4	0	56	
Kojonup	Golf Club	2	3	4	1	55	
Kojonup	Dwelling	1	3	5	0	53	
Kojonup	Dwelling	1	3	5	0	53	
Kojonup	Military Barracks	2	2	3	4	53	
Kojonup	Engine Shed	2			5	53	
Kojonup	Storage Shed	2			5	53	
Kojonup	Railway Storage Shed						
Kojonup	Golf Club Greenkeepers Shed	2			5	53	
Jingalup	Communication Hut	2		4	0	52	
Kojonup	Transfer Station Shed	3	3	3	0	51	
	Elverds Farm Machinery &	3	3	3	0	51	
Kojonup	Harness Complex	1	4	4	0	50	
Muradup	Muradup Hall	3	3	2	2	50	
Kojonup	15 Loton Close	1	4	4	0	50	
Kojonup	Railway Station	3	2	1	5	48	
Kojonup	Telecentre	3	3	2	1	47	



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		30	20	35	15	100	
Suburb 🚽	Primary Description	×	×	<b>.</b>	-		
Kojonup	Depot Vehicle Garage	1	3	4	0	46	
Kojonup	Depot Store	1	3	4	0	46	
Kojonup	Depot Shed	1	3			46	
Kojonup	Depot Maintenance Shed	1				46	
Kojonup	Depot Tyre Store	1				46	
Kojonup	Airport Terminal Building	2				45	
Kojonup	Hocky Clubrooms	2				45	
Kojonup	Old Post Office	1				40	
Kojonup	Transmission Hut	0				40	
Kojonup	Sporting Complex Toilet Block					39	
Kojonup	Works Depot Explosives Shed	1			0	39	
Kojonup	Gun Club Toilet Block	2				38	
Kojonup	Kojonup Play Group	3			1	36	
Kojonup	Information Stand	1				36	
Kojonup	Elverds Farm Old Machinery Shed	1				34	
Kojonup	Showgrounds Sheep Pavilion						
Kojonup	Showgrounds Shearing Shed	2				33	
Kojonup	Showgrounds Centenary Pavilion	2				33	
Kojonup	Benn Parade Toilet Block	2				32	
Kojonup	Kojonup Toy Library	1					
Kojonup	Gun Club Clubrooms	2			1	30	
Kojonup	Barracks Toilet Block	2				30	
Kojonup	Office & Workshop	1				28	
Kojonup	Showgrounds Bar	1				27	
Kojonup	Showgrounds Food Hall	1				27	



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		Degree 30	20	al operation to the purp	15	100
Suburb 🔽	Primary Description	-	-	-	-	Ţ.
Kojonup	Showgrounds Stables	1	2	1	2	27
Kojonup	Showgrounds Male Toilet Block	1	2	1		24
Kojonup	Showgrounds Toilet Block	1	2	1	1	24
Kojonup	Showgrounds Women's Toilet Block		2	1		24
Kojonup	Showgrounds Male Toilet Block	1	2	1	1	24
Kojonup	Netball Clubrooms	2	1	1	0	23
Kojonup	Dog Pound	2	1	1	0	23
Kojonup	Men's Shed	2	1	1	0	23
Kojonup	Old Scout Hall	1	1	1	1	20
Kojonup	CWA Rooms	1	1	1	1	20
Kojonup	Showgrounds 150 Exhibition Hall	2	0	0	2	18
Qualeup	Qualeup Hall & Toilets	0	1	1	2	17
Boscabel	Boscabel Hall	0	1	1	2	17
Kojonup	Showgrounds Poultry Shed	2	0	0	1	15
Kojonup	Pistol Clubrooms	0	3	0	1	15
Changerup	Hall	0	1	1	1	14
Boscabel	Boscabel Hall Toilet Block	0	1	1	0	11
Kojonup	101 Albany Hwy (Curly Wigg)	0	1	1	0	11
Kojonup	Occasional Care Centre	0	1	0	1	7

Table 5: Full Record of Assessment - Buildings (May 2017 Assessment)

Prepared by



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