



# Asset Management Plan for Buildings 2022/2023

This document forms part of Council's Resourcing Strategy.  
It is updated annually to support Council's Operational Plan.

## Document Revision Status

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# 1. Executive Summary

Council is responsible for 48 buildings that serve a variety of purposes across the Shire. The replacement value of these is considerable (around \$15M). Some of the larger buildings such as the museum and community arts centre are in need of significant work within the next few years. Others, such as the old Commonwealth Bank, are arguably not essential to Council’s operations.

Council is investing in new buildings (Medical Centre and Grenfell Pool Amenities) and has identified the need for a number of new or upgraded buildings in the Sports and Recreation Facilities Plan. The cost of maintaining existing buildings (and accounting for depreciation) is also considerable.

If Council is to deliver sustainable best value, priorities across all buildings need to be reviewed.

Note that the Open Space and Recreation AMP covers buildings relevant to those functions.

## 1.1 Context and Purpose of this AMP

Council has adopted a systematic approach to prioritising its limited resources across all its activities via the *Integrated Planning and Reporting (IPR) Framework*, established under the NSW Local Government Act.

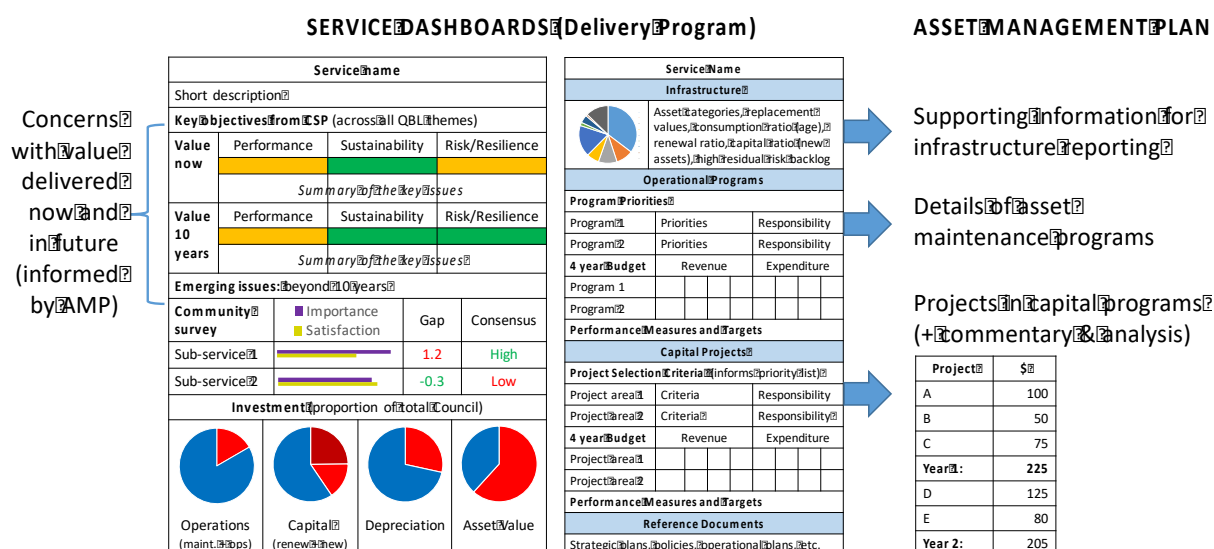
*Service Dashboards* (part of Council’s Delivery Program) present a ‘big picture summary’ highlighting issues of concern with the value Council can provide now and in future with its available resources.

The second page of the Dashboards summarises the infrastructure supporting the service and then identifies the main program areas Council undertakes to provide this value to the community, including budgets (aligned with the Long Term Financial Plan) and performance measures for each (i.e. the adopted Performance Targets as well as measures of other activities).

This AMP then provides the detail behind each of the programs, which are classified as either:

- ‘operational’ (ongoing activities like cleaning, maintenance and repairs, electricity) or
- ‘capital’ (one-off activities to build new, upgraded or renewed assets).

This more detailed analysis in the AMP informs the ‘big picture summary’ of key concerns on page 1 of the Dashboards as well as supporting information relating to infrastructure asset reporting.



In summary, the primary purpose of this AMP is to support Council’s decision-making about its activities relating to building assets by clarifying the current situation and documenting its future programs (actions in the Delivery Program and Operational Plan) in a simple manner. It also highlights what Council cannot afford to do to facilitate conversations about reallocating resources.

Council’s overall objective is to deliver *sustainable best value* (as set out in the Policy of that name).

## 2. Operational Programs (Maintenance)

Service Dashboards identify the key operational program areas, priorities, budgets and performance measures and targets. Most of the services in the various Dashboards are supported by buildings.

The operational program budgets generally include cost of activities to operate and maintain the building together with the costs associated with activities that happen within it (for example, the costs of running the library as well as maintaining the library building).

Operational activities specifically relevant to buildings include:

- electricity
- cleaning
- water, sewerage, domestic waste and general rates charges
- maintenance and repairs
- fire protection and security
- pest control
- mowing and garden maintenance.

Under the Local Government Code of Accounting Practice, these costs are to be reported as 'maintenance' in Special Schedule 7 of Council's annual financial statements.

A systematic approach to managing these activities creates significant efficiencies, enabling Council to achieve its performance targets and manage risks at a lower long-term cost. Council is working towards this by developing a formal **Maintenance Management Plan** in Appendix 1 which covers:

- operations (activities that are ongoing – generally associated with the use of the building)
- maintenance, which can be:
  - scheduled (e.g. cleaning, maintaining fire extinguishers) or
  - responsive (e.g. replacing a light fitting) and
- inspections (to identify defects or investigate a customer request).

A key part of the Plan is a risk-based approach to prioritising work given the limited funds available.

Council is currently implementing a computerised *maintenance management system* for maintenance of transport assets, which may be applicable to buildings in future, however at the present time Council will continue to utilise the general customer request system to track such work.

**ACTION 9.18** in the Improvement Plan in the Resourcing Strategy is:

Annual maintenance inspection of buildings as well as fire safety equipment (hoses, signs, etc.).  
Inspection to identify asbestos.

### 3. Capital Works Programs (Renew/Upgrade/New Assets + Disposals)

The *Service Dashboards* summarise Council's capital works programs relating to each service, most of which include buildings.

This AMP provides the detail behind these capital programs. These are considered in the following sections based on the building function:

- Public Toilets
- Sports Buildings
- Swimming Pool Buildings
- Library
- Visitor Information Centre, Art Gallery & Community Hub
- Medical Centres and Dwellings
- Museum
- Community Arts Building
- Caravan Park
- Council Administration Building
- Depot, Workshop and Dog Pound
- Waste Management Depots
- Commercial Buildings, Dwellings and Land
- Sewerage System Buildings
- Emergency Services (RFS and SES)

For each functional area, the following issues are discussed:

- Current infrastructure and its condition
- Need for new and upgraded infrastructure (as identified in the Sport and Recreation Facilities Plan and from other sources)
- Forecasts for the future based on funding currently allocated in the Long Term Financial Plan
- Potential sources of funding
- Criteria for prioritisation of projects
- Performance measures and targets.

A **Priority Projects List** is then included in each section identifying particular *projects* within each *program*. While those in the current year are 'locked in' to the Operational Plan, those in future years are indicative only. Many projects are identified as unfunded.

Projects for future years are important to inform investigation and design activities (which will then inform more accurate estimates of projects prior to their inclusion in the Operational Plan).

Projects that are unfunded are included to facilitate Council decisions about re-prioritising resources between program areas and to be used to ensure Council is prepared to pursue grant funding opportunities (i.e. priorities are clear, projects are 'shovel ready').

The lack of funding for some projects may inform further discussions about the potential to dispose of some buildings or investigate other management models that reduce Council's liability. Unlike roads and recreation assets, the functions provided by building assets can sometimes be provided in other ways.

**ACTION 9.16** in the Improvement Plan in the Resourcing Strategy is:

Identify opportunities to reduce asset holdings (especially buildings near the end of their life with little use) and reinvest (especially in asset renewal). Buildings AMP to include a list of properties (including land) for consideration.

The impact of any projects involving new or upgraded assets on Council’s financial sustainability (in terms of extra operations, maintenance and depreciation expenses) will be considered prior to these being included in Council’s Operational Plan.

It is important to recognise that the level of detail in this framework will improve over time. In particular, future lists will indicate the portions of a project that is ‘renewal’ versus ‘upgrade’ (or new assets) to facilitate projections for the Renewal Ratio and reporting under Fit for the Future.

Note that Council’s *Disability Inclusion Action Plan 2017/18 – 2020/21* includes an action to audit Council buildings to ensure accessibility and compliance.

### 3.1 Public Toilets

Public toilets are generally located in parks and reserves, and so are included in the Recreation AMP to simplify planning.

### 3.2 Sports Buildings

As with public toilets, sports buildings are included in the Recreation AMP to simplify planning.

### 3.3 Swimming Pool Buildings

Council operates 2 swimming pools at Grenfell and Quandialla. There are three buildings on each site including change rooms, club houses and filter shed/chemical store.

The buildings at Grenfell pool have been renewed recently (along with the pool itself).

The buildings at Quandialla are adequate (although accessibility needs improving). The pool itself has some major problems (discussed in the Recreation AMP).

### 3.4 Grenfell Community Hub (Library, Visitor Information, Art Gallery, Technology)

The Grenfell Community Hub facility is a combination of a newer building at the rear (housing the Library and Internet Centre) and an older shopfront which is structurally sound (housing the other functions).

The building is sound and is not in need of work at this time, given adequate maintenance.

Project	Details and Justification	Budget (\$)	Priority	Funding Status
Community Hub stained glass	Renew window – failed putty and lead.	10,000	B	Unfunded

### 3.6 Medical Centres and Dwellings

Council owns two medical centres in Grenfell (in Weddin and Main Sts) and is currently constructing a new facility in Main St, funded by a Special Rate Variation and grants.

The building in Weddin St is old but functional, and has a dwelling attached. Minor works required (painting, carpets, external drainage, etc.).

The existing building in Main St is in reasonable condition.

Council also owns another dwelling rented to medical professionals (to facilitate the provision of adequate services) that is treated as a commercial property (section 3.15).

Once the operational uses of the new Medical Centre are finalised and it is occupied, Council will consider opportunities to consolidate the other buildings.

Project	Details and Justification	Budget (\$)	Priority	Funding Status
New Medical Centre	Construction of new medical centre including consulting rooms, nurse practice facilities, training rooms, amenities, dental surgery to improve and enhance medical services in Grenfell.	1,400,000		2017/18, 2018/19
Weddin St Medical Centre upgrade	Recurrent amount to cover minor issues.	5,689		2018/19
Weddin St Medical Centre upgrade	Minor works required (painting, carpets, external drainage, etc.).	30,000		Unfunded

### 3.7 Museum

The Grenfell Museum is located in Camp St, in a historical building gifted to Council many years ago.

The building is structurally sound but needs the roof replaced and upgrades to address disabled access and to provide appropriate facilities.

Project	Details and Justification	Budget (\$)	Priority	Funding Status
Museum toilet / kitchenette	Install new facilities.	10,000		2018/19
Museum roof replacement	Existing roof in poor condition, risk of structural damage and/or damage to contents if not replaced	TBC		Unfunded
Museum disabled access	Current access is not compliant.	TBC		Unfunded

Council's *A Better Community Strategy* includes an action to undertake an audit of all cultural facilities and installations. Potential investment in the Museum will be considered in this context. Council needs to consider not only the capital costs of the work, but the operational costs of the building and its depreciation which together add up to over 30,000 p.a.

### 3.8 Community Arts Building

The Community Arts Building is located in Rose Street (part of the old Public School) in a historic building gifted to Council. The two key users of the facility are the Community Arts Society and the Dramatic Society. There is no operational cost to Council (this is covered by users).

Like the Museum, it needs significant investment within the next few years. Again, this needs to be considered in the context of the audit of cultural facilities and installations.

Project	Details and Justification	Budget (\$)	Priority	Funding Status
Community Arts Building	Upgrades to the building to address access, facilities, seating, lighting, stage work, fire upgrade and to address some structural issues externally.	TBC		Unfunded

**ACTION 9.17** in the Improvement Plan in the Resourcing Strategy is:

Consider future investment in the Museum and Community Arts Building in the context of the audit of cultural facilities and installations (action from *A Better Community Strategy*).

### 3.9 Caravan Park

Council operates a Caravan Park at Grenfell. Buildings on site include an amenities block, manager’s cottage and 3 accommodation units. There are also a number of other structures classified as ‘other structures’ and ‘depreciable land improvements’ such as lighting, BBQs, clothes lines, signs, etc. that are considered here to simplify planning.

The onsite cabins are relatively new, however the amenities block and managers residence are old. The managers residence is being renovated and converted to a cabin in 2018/19. A purpose built office will be added.

Project	Details and Justification	Budget (\$)	Priority	Funding Status
Separate Residence, New Office	Convert Manager’s Residence for renting out, and provision of new Manager’s office for administration	65,000		2018/19
Amenities block	Refurbishment	TBC		Unfunded

### 3.10 Council Administration Building

Council’s main administration building and Council Chambers is located on the corner of Camp and Weddin Sts, Grenfell. It consists of an older portion on the corner, and a newer extension along Weddin St.

The older portion of the building has significant structural issues associated with foundations. This has been investigated, with a recommendation to review once the site dries out (problems found to be with expansion of clay).

The newer portion is in need of refurbishment (particularly painting) to create a more professional appearance.

The priority projects are listed below.

Project	Details and Justification	Budget (\$)	Priority	Funding Status
Administration Building Structural Repairs	Investigate issues with foundations	10,000	B	2018/19
Administration Building Air Conditioning	Replace air conditioning	15,000	B	Unfunded
Administration Office Refurbishment	Refurbish office (painting, workstations, reception, committee meeting room) to give a more professional image and update the ‘tired’ look.	25,000	B	Unfunded
Administration Office – Solar	Installation of solar panels to save on power costs over the longer term and to show Council’s commitment to sustainability – business case to be developed, options to deliver explored.	TBC		Unfunded



### 3.11 Depot, Workshop and Dog Pound

Council's main works depot is in Grenfell, which also includes a workshop for plant. This was built in 2010 and so requires little work now or in the medium-term future.

Council also has a dog pound in Grenfell which is adequate to service current needs, however will require consideration given its proximity to the new Sewage Treatment Plant.

Project	Details and Justification	Budget (\$)	Priority	Funding Status
Dog Pound	Review in context of new Sewage Treatment Plant	TBC		Unfunded
Depot extra skillion	Extra skillion on western end of workshop	70,000	C	Unfunded

### 3.12 Waste Management Depots

Council operates waste management facilities at Grenfell, Quandialla and Caragabal (all of which include landfills) and a recycling station at Greenthorpe.

In addition to buildings (sheds) there is a number of assets classified as 'other structures' and 'depreciable land improvements'. These are considered here to simplify planning.

Council maintains improvement plans for all facilities, and seeks funding through EPA improvement grants to address issues identified in the improvement plans. In addition, Council has resolved to undertake an overall Waste Strategy with funding received from NetWaste to investigate and drive future use of landfill and domestic collection.

Project	Details and Justification	Budget (\$)	Priority	Funding Status
Caragabal recycling station	Construction	10,000	B	2018/19

### 3.13 Commercial Buildings, Dwellings and Land

Council owns three dwellings, one rented to a doctor and two to senior staff. These are all in good condition.

Council also owns the old Commonwealth Bank Building, the top floor rented as a residential property and the bottom floor commercially. The building is old, but structurally sound.

Council also undertakes development works to ensure there is a supply of industrial and residential land as required. Currently, Council is planning to undertake further development of industrial land as the previous development is nearly all sold. Provision of commercial land will be considered in Council's urban strategy to be carried out in 2018/19.

Council also owns a proportion of aged care units (these arrangements need review).

This portfolio of buildings and land is simply referred to as 'commercial' as they are not directly related to service provision by Council and need to generate some level of return, although it is important to note that Council undertakes these activities for more than commercial reasons (for example, dwellings are owned to facilitate appropriate medical services and attract staff).

The table below highlights that there are no works identified as being required other than the purchase of further industrial land.

<b>Project</b>	<b>Details and Justification</b>	<b>Budget (\$)</b>	<b>Priority</b>	<b>Funding Status</b>
Purchase of industrial land	Promote economic activity. Land in previous industrial subdivision has sold.	20,000	B	2018/19

### 3.14 Sewerage System Buildings

Capital works for buildings related to the sewerage system (really only the Grenfell sewerage treatment plant) are included in the AMP for sewerage.

### 3.15 Emergency Services (RFS and SES)

Council has, in the last few years, not included Rural Fire Service assets in its accounts as it was of the opinion that these are not under the control of Council (priorities for such works are determined by RFS and funded by their own budgets via Council). There are discussions about the way these should be accounted for by local government (some councils include them in their accounts) however at this stage they are excluded.

Council does account for SES buildings – the headquarters and shed in Dalton Lane – and contributes some funds to projects when required, in addition to other funding sources. The following projects are identified:

<b>Project</b>	<b>Details and Justification</b>	<b>Budget (\$)</b>	<b>Priority</b>	<b>Funding Status</b>
SES Building	Install carport.	10,000	C	Unfunded

## 4. Risk Management

As discussed in section 4.3 of the Resourcing Strategy, risk is one of Council's primary considerations when it is formulating its activities in the Delivery Program so as to deliver 'sustainable best value'.

The table below summarises the key risks and treatment plans that Council has in place to manage these. Note that while there are no 'critical assets' specifically identified, many of Council's buildings are essential to providing specific services.

Risk	Treatment Method
Fire causes injury to persons and/or damage to property	Wardens appointed in Administration Office. Contractor engaged to maintain fire safety systems (smoke alarms, extinguishers, etc.) in all buildings. After hours alarms monitored.
Electrical fault causes injury to persons and/or damage to property	Switchboards inspected annually (along with testing and tagging).
Exposure to asbestos	Buildings with asbestos to be identified (ACTION
Claim against Council in relation to lack of Disability Access to buildings	Action in Council's Disability Inclusion Action Plan includes an audit of Council buildings for accessibility and compliance, as well as an action to source funding for accessible unisex toilets throughout the Shire.
Other problem with buildings prevents usage in delivering Council services	To be addressed in Business Continuity Plan (to be developed).

### 4.1 Reporting on Infrastructure Renewal Backlog and 'Required' Maintenance

As discussed in section 4.4 of the Resourcing Strategy, Council has adopted a risk-based approach to reporting on infrastructure maintenance and renewal backlog in Special Schedule 7 of Council's Annual Financial Statements (these are also key Fit for the Future measures).

It is important to note that this does not mean that Council is therefore providing 'sustainable best value', only that it is adequately managing risks associated with the network. Decisions about the activities that will deliver sustainable best value are made in the context of sections 2 and 3, where Council prioritises its resources to particular program areas.

The following assets are identified as having a higher level of risk that requires renewal to resolve. Note that only those requiring 'immediate action' will be reported as backlog (the other issues will help inform decisions about funding in section 3).

Asset at Risk	What Can Happen?	Risk Rating	Unfunded Risk ( <i>Renewal</i> ) Treatment	Cost to Treat (\$)	Residual Risk Rating
None identified					

The following maintenance programs have been identified as being under-funded to the extent that there may, potentially, be maintenance defects with a higher level of risk identified but insufficient funds to address the issue:

Asset at Risk	What Can Happen?	Risk Rating	Unfunded Risk (Maintenance) Treatment	Cost to Treat (\$)	Residual Risk Rating
None identified					

**A risk-based review of renewal and maintenance of assets on this basis will be undertaken as at 30 June each year. Where there were insufficient funds to manage risks to an acceptable level – where there were risks assessed as requiring immediate action (rather than programming for action in future) under Council’s Risk Management Policy and Framework – the funding shortfall will be reported in Special Schedule 7 in relation to the ‘cost to bring to satisfactory’ (infrastructure renewal backlog) or ‘required’ (over and above ‘actual’) maintenance as applicable.**

**ACTION 9.4** in the Improvement Plan in the Resourcing Strategy is:

Annual review of risks associated with maintenance and renewal activities to inform ‘required maintenance’ and ‘bring to satisfactory’ reporting in Special Schedule 7; other risks (e.g. need for upgraded / new assets) also identified; AMP updated if required.

In addition to those requirements, Council will also consider higher-risk issues associated with the need to upgrade or construct new assets (note that these are specifically excluded from the ‘backlog’ reporting). The following have been identified at this time:

Asset at Risk	What Can Happen?	Risk Rating	Unfunded Upgrade or New Asset Treatment	Cost to Treat (\$)	Residual Risk Rating
None identified					

## 5. Asset Register and Accounting

As discussed in section 4.1 of the Resourcing Strategy, if Council's operating revenues are sufficient to cover the expenses associated with its 'day to day' operating activities (discussed in section 2 of this AMP) *and* its depreciation expenses then it is very likely to be financially sustainable.

This is because depreciation is a measure of the annualised cost of owning an asset, calculated by dividing its replacement cost by its service life.

Council will be able to afford to renew its *existing* assets over the long term if it is projecting ongoing operating surpluses (i.e. operating expenses, including depreciation, exceed revenues), even if it needs to borrow money to cover a shortfall in cash at some stage over the long term.

Council will also be able to afford any *new or upgraded* assets if, when the depreciation of these assets is added to operating expenses currently projected in the Long Term Financial Plan (LTFP), Council still has an ongoing surplus.

All of this highlights the importance of an accurate *asset register*, which not only identifies all Council assets, but their value and current condition. This information is equally important to effectively plan and deliver operational and capital programs.

It also highlights the importance of accurate *estimates for depreciation*, and for aligning information in the LTFP and AMPs (e.g. if Council is proposing to renew a building in 50 years in the AMP but is depreciating it over 40 years in the LTFP, there will be a shortfall in funds).

Once works (in the AMP) are actually carried out, it is vital that the asset register is updated (e.g. to record that a new asset was built). The costs of the work also need to be captured (this will help refine estimates for replacement cost of similar assets). There is also an opportunity to review the actual service life of the asset that was renewed or replaced (to help refine depreciation estimates).

The functionality of Council's corporate finance system is a barrier to improvements here.

**ACTION 7.1** in the Improvement Plan in the Resourcing Strategy is:

Capture asset renewals, disposals and additions from capital works program; review assumptions (valuation/service life) in this context and any other available information (inspections, floods, etc.)

**ACTION 7.2** in the Improvement Plan in the Resourcing Strategy is:

Implement works order system to capture capital works (details of assets created/disposed, costs) – after GL restructure (action 1.3)

The variable nature of building assets makes benchmarking of asset values and useful lives more difficult than other asset classes, but Council will pursue opportunities to do so when they arise.

Currently, Council is relying on formal revaluations undertaken by Scott Fullarton Valuations as well as actual historical costs for assets constructed since this time.

The table below summarises current condition data and proposed collection of future data. Note that the next full revaluation of buildings is due in 2018 and is currently underway.

Asset Category	Current Condition Data (method and date, report ref.)	Confidence level in data	Next Proposed Data Collection (method and date, report ref.)
Buildings	Liquid Pacific Valuations report 2013	Medium	Currently underway, by Asset Val

## 6. Asset Hierarchy

An asset hierarchy is an important input to prioritisation of resources for maintenance, renewal and upgrades / new assets.

This is relatively simple for roads which can be compared ‘apples and apples’ based largely on traffic volumes but also the strategic importance of the route (e.g. if it links two localities or there is an alternative route).

Decisions about competing priorities for buildings are more like ‘apples and oranges’: for example, is it more important to renew this public toilet or that library?

At this stage, Council has established functional categories (section 3) and ranked buildings within each of these in terms of their level of usage. Commentary has also been added, where relevant, identifying deficiencies and/or the need for work in future.

The intention is that this list will help Council to refine funding allocations between categories over time, and across Council’s building asset portfolio as a whole.

## 7. Financial Plan

Figures in the table below summarise the program budgets outlined in sections 2 and 3.

The portion of operational budgets related to maintenance of buildings (as distinct from the operations undertaken within those buildings e.g. library services) is under review.

Capital works relevant to buildings are identified below. Longer term programs are yet to be prepared based on a reconsideration of priorities from the Sports and Recreation Facilities Plan and the audit of cultural facilities and installations (an action identified in Council’s *A Better Community Strategy*).

<b>Project</b>	<b>2018/19 Budget</b>	<b>Refer Service Dashboard for</b>
Grenfell Medical Centre Construction	1,400,000	Community Programs and Facilities
Weddin St Medical Centre	5,689	Community Programs and Facilities
Museum toilet/kitchenette	10,000	Community Programs and Facilities
Caravan Park Manager’s Residence	65,000	Tourism & Economic Development
Admin. Office Structural Repairs	10,000	Organisational Support
Caragabal Recycling Station	10,000	Planning, Building, Environment & Health

## 8. Standards and Specifications

Building Code of Australia

AS 1428.1 (disability access)

Fire safety codes

Weddin Shire Council Development Control Plan

## Appendix 1 – Maintenance Management Plan

The following Plan covers all operational activities for building assets. This is the first revision of the plan, so it will be subject to review and improvement.

### 1. Operations

‘Operations’ are generally associated with the use of the building and are dealt with as part of those activities.

### 2. Inspections

#### 2.1 Inspections Generally

Council will undertake a formal annual inspection of all its buildings to identify maintenance defects and update condition assessments as appropriate (this is identified as ACTION 9.18 in the Improvement Plan).

The inspector will complete a *Building Inspection Record* (below) identifying the defect and prioritising the need for action based on the level of risk (section 3.2).

The most important source of information on building maintenance needs is building occupiers, who will also identify defects and notify Council (section 2.2) when required.

#### 2.2 Customer Requests

When Council receives a customer request regarding a maintenance defect for a building, the officer receiving the information will ask questions to determine the priority, including:

- Building name
- Description of the defect
- Other details that will help with prioritisation based on risk (section 3.2)

Council staff will inspect the site to assess the defect and note this on the customer request. Once assessed, the defect will be responded to as for any defects identified via formal inspections.

The customer will be advised of the outcome in accordance with Council’s Customer Service Standards.

#### 2.3 Specific Inspections (Fire, Electrical Safety, Asbestos)

Council arranges for annual inspection of fire extinguishers by specialist contractors. Other fire safety equipment (signs, hydrants, hose reels) needs to be done (this is identified in ACTION 9.18 in the Improvement Plan).

Electrical inspections (test and tag, switchboards) are done annually.

Inspections to identify asbestos and provide appropriate warnings also need to be carried out (this is identified as ACTION 9.18 in the Improvement Plan).

### 3. Maintenance

Maintenance is either planned in advance, or is reactive (in response to a defect identified via an inspection – section 2). Activities are limited by available funds, so at times the level of service may need to be reduced to stay within budget. Where this is required, it will be done on a risk basis.

#### 3.1 Planned Maintenance

The key planned maintenance activities are cleaning and grounds maintenance.

Cleaning is undertaken of all public buildings on a schedule tailored to suit the building use and service standards. At present, there are no formalised service standards, however this has been identified as an opportunity for improvement in future.

Grounds maintenance is generally undertaken by Council staff.

### 3.2 Reactive Maintenance (including Defect Risk Assessment)

Most other activities undertaken in this AMP are reactive, i.e. undertaken in response to a defect identified via an inspection.

Council's primary aim is to ensure the safety of those using its buildings and so given Council's limited resources, a risk-based approach is taken. A high, medium or low risk level is identified on the *Building Inspection Record* and timeframes for repair nominated.

Not all Council's operational activities are driven by risk, though – for example, a non-functional light in a library is probably not a danger to users but rather a level of service issue. Such activities will be undertaken by contractors as directed by the appropriate authorised officer within available resources.

Records will be kept of such activities in Council's finance system will enable the costs of building maintenance at each site to be tracked. When Council's customer request system is next reviewed and updated, the classification of building defects will be reviewed to facilitate data collection on the activities undertaken.

## 4. Performance Reporting

The *Service Dashboard for Organisational Support* includes a program for **Property (Building and Facilities) Management**. This draws together all building-related activities across the individual programs such as libraries, toilets, administration, etc.

There are only two performance measures and targets identified at this time:

- implement Maintenance Management Plan, undertake inspections, achieve service standards e.g response to maintenance requests (target: 90%) and
- measure: report on utilisation and revenues, maintenance activities, commercial returns.

Council may include further measures in future (e.g. seeking a reduction in energy or water usage) however it is early days in taking a more systematic approach to building asset management. The first step is to better understand current service standards, costs, etc. in order to then establish service standards to report against.



## Appendix 1 – Building Inspection Record

Template for Register to be completed during inspections (section 2.1).

High priority defects should be fixed urgently. Medium priority defects should be scheduled within the next 6 months. Low priority defects may be scheduled within the next 1-3 years (professional judgement to be exercised as to the level of detail collected for low priority defects).

<b>Weddin Shire Council</b>	Building Maintenance Defects Register
<b>Building Name/Location/No.</b>	
<b>Inspected by/Date</b>	

Item	Details of defect (including reason for priority: safety, impact on users, structural damage) and repair required	Estimated Cost (\$)	Priority (circle)
1			H M L
2			H M L
3			H M L
4			H M L
5			H M L
6			H M L
7			H M L
8			H M L
9			H M L