

# LODDON SHIRE COUNCIL

## BUILDING ASSET MANAGEMENT PLAN



LODDON  
SHIRE

# DOCUMENT INFORMATION

DOCUMENT TYPE: Strategic document

DOCUMENT STATUS: Approved

POLICY OWNER POSITION: Manager Assets & Infrastructure

INTERNAL COMMITTEE ENDORSEMENT: Not applicable

APPROVED BY: Council

DATE ADOPTED: 22/03/2022

VERSION NUMBER: 1

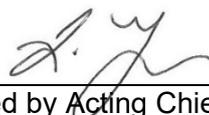
REVIEW DATE: 22/03/2025

DATE RESCINDED:

RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES: Council Plan 2021-2025  
Asset Management Strategy 2011  
Asset Management Policy 2020

RELATED LEGISLATION: Local Government Act 2020

EVIDENCE OF APPROVAL:



---

Signed by Acting Chief Executive Officer

FILE LOCATION: K:\EXECUTIVE\Strategies policies and procedures\Strategies - adopted PDF and Word\STR Building Asset Management Plan 2021-2025 V1.docx

**Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Loddon Shire website to ensure that the version you are using is up to date.**

**This document is available in alternative formats (e.g. larger font) if requested.**

## ACKNOWLEDGEMENT OF COUNTRY

**Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present.**

# CONTENTS

<b>1</b>	<b>PURPOSE</b> .....	<b>1</b>
<b>2</b>	<b>BUDGET IMPLICATIONS</b> .....	<b>1</b>
<b>3</b>	<b>RISK ANALYSIS</b> .....	<b>1</b>
<b>4</b>	<b>INTRODUCTION</b> .....	<b>1</b>
	4.1 Background .....	1
	4.2 Asset management principles .....	2
	4.3 Key stakeholders.....	2
	4.4 Key internal documents, registers, plans and programs .....	4
	4.4.1 Building Asset Register (BAR).....	4
	4.4.2 Building Operations and Maintenance Management Plan (BOMMP) .....	4
	4.4.3 Community Asset Committee Maintenance Guidelines (CACMG).....	5
	4.4.4 Capital Improvement Program (CIP) .....	5
	4.4.5 Capital Works Evaluation Guidelines (CWEG).....	5
	4.4.6 Building Asset Management Improvement Plan (BAMIP).....	5
<b>5</b>	<b>ASSET DESCRIPTION</b> .....	<b>5</b>
	5.1 Council-controlled buildings .....	5
	5.2 Other committees of management buildings.....	7
<b>6</b>	<b>LEVELS OF SERVICE</b> .....	<b>7</b>
	6.1 Building control status .....	8
	6.2 Building service planning area and upgrades .....	9
	6.3 Building functional hierarchy .....	9
	6.4 Customer research and expectations .....	11
	6.5 Legislative requirements .....	11
	6.6 Strategic goals .....	13
	6.7 Customer levels of service .....	13
	6.8 Technical levels of service .....	14
<b>7</b>	<b>FUTURE DEMAND</b> .....	<b>16</b>
	7.1 Demand forecasts and impact on assets .....	16
	7.2 Demand management plan.....	17
<b>8</b>	<b>ASSET LIFECYCLE MANAGEMENT PLAN</b> .....	<b>17</b>
	8.1 Asset capacity and performance.....	18
	8.2 Background data .....	18
	8.2.1 Asset age.....	18
	8.2.2 Asset condition .....	18
	8.3 Operations and maintenance plan .....	21
	8.3.1 Buildings operations and maintenance responsibility.....	21
	8.3.2 Buildings Operations and Maintenance Management Plan (BOMMP).....	21
	8.3.3 Building inspection program .....	22
	8.3.4 Basis for future operations and maintenance costs.....	22
	8.4 Renewal and replacement plan.....	22
	8.4.1 Buildings renewal and replacement responsibility.....	22
	8.4.2 Renewal demand and renewal gap.....	23

8.4.3	Renewal priority evaluation ranking.....	23
8.5	New and upgrade plan.....	23
8.5.1	Buildings new and upgrade responsibility.....	23
8.5.2	New and upgrade proposals.....	23
8.5.3	New and upgrade priority evaluation ranking.....	24
8.6	Disposal plan.....	24
<b>9</b>	<b>RISK MANAGEMENT.....</b>	<b>24</b>
<b>10</b>	<b>FINANCIAL SUMMARY.....</b>	<b>25</b>
10.1	Asset valuations.....	25
10.2	Forecast 10-year renewal funding required.....	25
10.3	Asset consumption ratio.....	28
10.4	Asset sustainability ratio.....	28
10.5	Asset renewal funding ratio.....	29
10.6	Key assumptions in financial forecasts.....	30
<b>11</b>	<b>IMPROVEMENT AND MONITORING PLAN.....</b>	<b>30</b>
11.1	Improvement Plan.....	30
11.2	Monitoring and review.....	31
<b>12</b>	<b>COSTING AND FUNDING OF ACTIONS.....</b>	<b>32</b>
	<b>Appendix A: Council-controlled buildings list.....</b>	<b>33</b>
	<b>Appendix B: Other committees of management buildings list.....</b>	<b>43</b>
	<b>Appendix C: Buildings control status and asset management responsibility.....</b>	<b>44</b>
	<b>Appendix D: Building category and funding options.....</b>	<b>46</b>
	<b>Appendix E: Committee of management maintenance guidelines.....</b>	<b>48</b>
	<b>Appendix F: Buildings component condition rating.....</b>	<b>56</b>
	<b>Appendix G: Buildings inspection program.....</b>	<b>57</b>
	<b>Appendix H: Building operations and maintenance annual cost summary.....</b>	<b>58</b>
	<b>Appendix I: Building risk assessments.....</b>	<b>59</b>
	<b>Appendix J: Capital Works Evaluation Guidelines – Buildings.....</b>	<b>60</b>
	<b>Appendix K: Buildings that require review of their control status.....</b>	<b>61</b>

## LIST OF TABLES

Table 1:	Key stakeholders in building asset management.....	2
Figure 1:	Contribution to Service Delivery by Assets Manager, Service Manager, and Resources Manager.....	4
Table 2:	Building assets on Council's balance sheet.....	6
Figure 2:	Replacement values by building asset category for Council-controlled buildings.....	7
Table 3:	Building functional hierarchy categories.....	9
Table 4:	Building functional hierarchy levels by building types.....	10
Table 5:	Legislative requirements.....	12
Table 6:	Strategic goals addressed by BAMP.....	13
Table 7:	Customer levels of service.....	13
Table 8:	Technical levels of service.....	15
Table 9:	Demand drivers, projections and impact on services.....	16
Table 10:	Demand management issue summary.....	17
Figure 4:	Age profile of buildings.....	18
Table 11:	Building condition rating categories.....	19
Table 14:	Building component description.....	19
Table 13:	Building Overall Condition Index (OCI) (as at 30 June 2017).....	20
Figure 5:	Building component condition summary.....	20

<b>Table 14: Asset valuation.....</b>	<b>25</b>
<b>Figure 6: Building condition remaining life relationship (consumption matrix) .....</b>	<b>26</b>
<b>Table 15: Renewal and maintenance budget funding options .....</b>	<b>26</b>
<b>Table 16: Buildings predicted condition index per funding option .....</b>	<b>27</b>
<b>Table 17: Key buildings asset management improvement plan items .....</b>	<b>31</b>
<b>Table 18: Council-controlled buildings list .....</b>	<b>33</b>
<b>Table 19: Other committees of management buildings list.....</b>	<b>43</b>
<b>Table 20: Building control status asset management responsibilities .....</b>	<b>44</b>
<b>Table 22: Asset management funding option descriptions.....</b>	<b>46</b>
<b>Table 23: Building category applicable funding options .....</b>	<b>47</b>
<b>Table 25: Building component condition rating (as at 30 June 2017) .....</b>	<b>56</b>
<b>Table 26: Building inspection program .....</b>	<b>57</b>
<b>Table 27: Operations and maintenance budget components .....</b>	<b>58</b>
<b>Table 28: Buildings Risk Assessments .....</b>	<b>59</b>
<b>Table 28: Buildings that require review of the building control status .....</b>	<b>61</b>

## 1 PURPOSE

The Building Asset Management Plan (BAMP) outlines key elements involved in managing Council's building assets associated with caravan parks, community centres, Council depots, elderly persons units, Council offices, preschools and child health centres, public halls, public toilets, recreation reserve buildings, senior citizens centres, staff accommodation and miscellaneous 'other' buildings.

It combines management, financial, engineering and technical practices to ensure that the level of service required by user groups is provided at the lowest long term cost to the community within the limits of Council's fiscal constraints.

## 2 BUDGET IMPLICATIONS

The adoption of this plan predicts a required expenditure of \$400,000 per annum capital expenditure and \$232,000 maintenance expenditure. This has been extrapolated out over 20 years and is expected to be sufficient expenditure for capital renewal works on Council buildings. This level of expenditure will result in a small improvement in the condition of Council's existing buildings. It matches the existing level of funding of capital expenditure and maintenance for buildings which is considered adequate.

## 3 RISK ANALYSIS

The majority of risks associated with Council's buildings relate to those which are mitigated through adequate maintenance and renewal of buildings. This plan outlines many improvement actions which will address a number of these risks. These include condition auditing buildings to gain a greater understanding of building condition to allow accurate planning of renewal works, undertaking asbestos audits and removal where necessary to reduce potential public health risks, and reviewing Community Asset Committee instrument of delegation guidelines to ensure there is a clear understanding of the responsibility for maintaining and managing buildings between the Council and committees of management.

## 4 INTRODUCTION

### 4.1 Background

Council owns, controls and manages building infrastructure assets with the objective of delivering services sufficient to meet agreed current and longer-term needs of the local community whilst remaining financially sustainable in accordance with the Council's current and long-term financial objectives.

The BAMP has been produced in accordance with the International Infrastructure Management Manual (IIMM) and industry best practice (adhering to the principles of ISO 55000:2014). The BAMP outlines key elements in managing the building assets to ensure that agreed levels of service are provided at a financially sustainable and lowest long-term cost to the community and Council over a 10-year planning period. These key elements include:

- maintaining a Council Building Asset Register
- building infrastructure asset management
- managing the maintenance and renewal improvement programs to meet progressively identified deficiencies
- compliance with regulatory requirements
- communicating strategies, levels of service and funding expectations to the community.

## 4.2 Asset management principles

Council's goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost-effective manner for present and future consumers. The key elements of infrastructure asset management are:

- providing a defined level of service and monitoring performance
- managing the impact of growth through demand management and infrastructure investment
- taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service
- identifying, assessing and appropriately controlling risks
- linking to a 10 year financial plan which identifies required, affordable expenditure and how it will be financed.

Key elements of the planning framework include:

- **Levels of service:** specifies the services and levels of service to be provided.
- **Future demand:** how this will impact on future service delivery and how this is to be met.
- **Life cycle management:** how to manage its existing and future assets to provide defined levels of service.
- **Financial summary:** what funds are required to provide the defined services.
- **Asset management practices:** how we manage provision of the services.
- **Monitoring:** how the plan will be monitored to ensure objectives are met.
- **Asset management improvement plan:** how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2020
- Building Condition and Performance Assessment Guidelines – Practice Note 3 v2 2016
- International Organization for Standardization (ISO) 55000:2014
- ISO 31000:2018

## 4.3 Key stakeholders

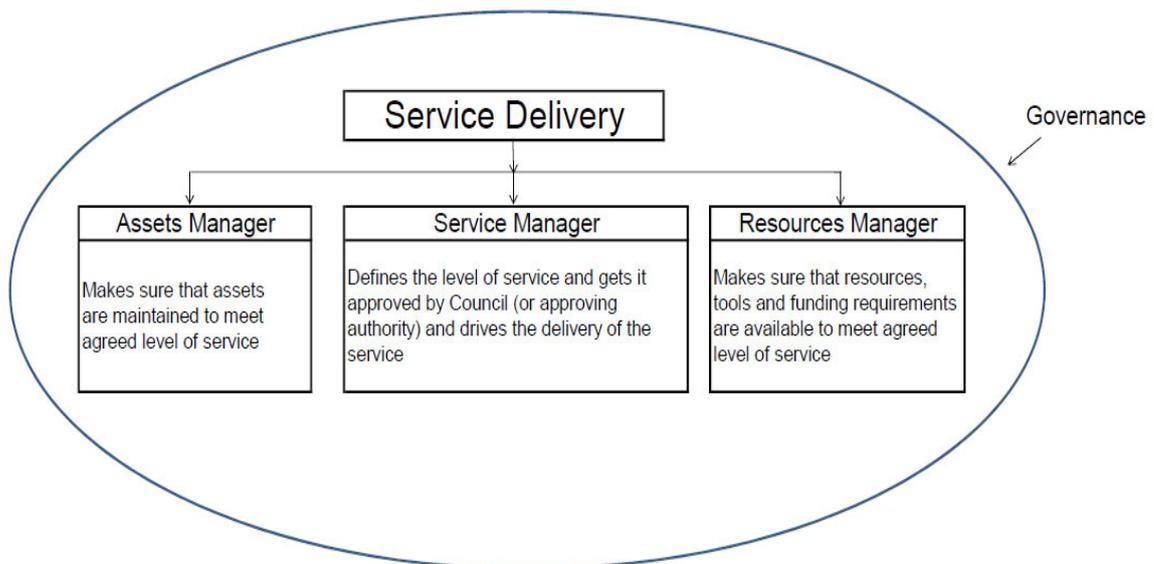
The following stakeholders fulfil roles which impact Council's objectives and capacity to manage building infrastructure assets:

**Table 1: Key stakeholders in building asset management**

Stakeholder group	Role or involvement
<b>Internal stakeholders</b>	
Elected Council	Custodian of the asset, with Councillors representing the residents and setting strategic direction as per the Council and Strategic Plans
Executive Team	To ensure that the Asset Management Policy and the Asset Management Strategy are being implemented as adopted, and to ensure that long-term financial needs to sustain the assets for the services they deliver are advised to Council for its strategic and financial planning processes

<b>Stakeholder group</b>	<b>Role or involvement</b>
Asset Management Team / Asset Managers	As the custodian of buildings assets, the team is responsible for the overall management of the assets including ensuring useful asset life is optimised and adherence to service provision. It is also responsible for the monitoring and updating of the BAMP and ensuring its outcomes are realised to achieve the levels of service being required from utilisation of the assets.
Maintenance (internal)	To ensure provision of the required/agreed level of maintenance services for asset components
Service Managers	Coordination and monitoring of services delivered utilising a building asset.
Financial Services	To ensure that adequate financial information is provided to Council and to the relevant asset managers to facilitate sound management of the assets
Corporate Services	To ensure appropriate governance and management is in place for the assets such as Community Asset Committees
Information Technology (IT)	To ensure that the relevant IT systems are functioning and that any data within the systems is secure and its integrity is not compromised
Internal auditors	To monitor adherence to relevant policies and recommend improvement where applicable
<b>External stakeholders</b>	
Community	General users of the building facilities and members of the committees of management
Committees of management	Community Asset Committee/Committees of management associated with each of the buildings
Community user groups	Users of building facilities that have been dedicated to provision of a specific service (e.g. child care, senior citizens)
External service providers	Those external bodies or agencies that provide services to the community utilising council owned buildings and facilities (e.g. Bendigo Bank Community Branch)
Maintenance contractors	To ensure provision of the required/agreed level of maintenance services for asset components
Utility service providers	Agencies that provide utility services such as electricity, gas, water, sewerage, telecommunications necessary to facilitate building serviceability
DELWP	Victorian Department of Environment, Land, Water and Planning are the effective owners of the Crown land and some buildings within the Council's area of management
Council's insurer	Provides insurance and risk management facility options

A way to view the relationship between some of these stakeholders and their impact on service delivery is through the relationship diagram shown in the following figure.



**Figure 1: Contribution to Service Delivery by Assets Manager, Service Manager, and Resources Manager**

The Assets Manager, Service Manager, and Resources Manager all contribute to the delivery of the relevant service, with governance surrounding them to represent the mechanisms and rules through which the service is provided.

The Assets Manager represents the Asset Management Team who is responsible for ensuring the assets are maintained in an adequate condition to meet the required level of service. The Service Manager represents the relevant Service Manager for the building who decides on the level of service to be achieved. The Resources Manager represents a number of stakeholders depending on the situation. The Resources Manager is the position that has access to resources to undertake maintenance, renewal, or upgrades to the building to meet the required level of service. Depending on the situation and building this may be the Assets & Infrastructure team, the Service Manager, or the Works Department.

#### 4.4 Key internal documents, registers, plans and programs

The following relevant internal documents, registers, plans and programs are referenced in this BAMP and they are essential to the effective administration of this BAMP:

##### 4.4.1 Building Asset Register (BAR)

The BAR is the register of assets which maintains all the information pertaining to each of the Council's building assets necessary to facilitate effective asset management. The BAR is a responsive register as it is required to be updated in a timely manner to reflect changes in building attribute status.

##### 4.4.2 Building Operations and Maintenance Management Plan (BOMMP)

The BOMMP provides the framework for managing the Council's building infrastructure operations and maintenance activities, including addressing:

- the definitions of defect inspection types (both planned and reactive)
- programmed inspection frequency
- defect intervention levels
- maintenance prioritisation

- response times.

The BOMMP is functionally managed by the Building Maintenance Management System (BMMS).

#### 4.4.3 Community Asset Committee Maintenance Guidelines (CACMG)

The CACMG provides a schedule of responsibility for the respective maintenance areas of particular buildings as managed via Community Asset Committee instruments of delegation. It is intended that the CACMG provide clarity regarding maintenance responsibilities between Council and the committees of management.

See Appendix E for Council's Community Asset Committee Maintenance Guidelines (CACMG).

#### 4.4.4 Capital Improvement Program (CIP)

The CIP is where all proposed and potential capital investments in improving asset condition and services (including asset renewal, asset upgrade, asset creation and disposal) are listed and prioritised. All identified projects are to be initially evaluated and then added to the CIP if deemed worthwhile as a potential project. The CIP includes all asset classes relevant to Council and should be reviewed annually by the Asset Management Team to ensure that proposed projects:

- are thoroughly assessed for technical merit
- conform to Council strategic policy and objectives
- receive consistent and credible prioritisation
- are effectively planned for the appropriate funding year.

#### 4.4.5 Capital Works Evaluation Guidelines (CWEG)

The CWEG provides a framework for prioritisation ranking of proposed capital works projects according to specified criteria. All projects are subject to prioritisation in accordance with CWEG methodology, which includes prioritisation guidelines for both within the asset class as well as across asset classes.

The development of the Capital Works Evaluation Guidelines is an action of the BAMP. See Section 11.1 for details.

#### 4.4.6 Building Asset Management Improvement Plan (BAMIP)

The BAMIP details key improvement items with the overall objective that they will, once completed, result in more effective and mature asset management practices for Council managing its building infrastructure and services. The BAMIP is a responsive register and key performance outcomes will be reported as applicable in each BAMP revision.

See Section 11.1 for key outcomes of the Building Asset Management Improvement Plan (BAMIP).

## 5 ASSET DESCRIPTION

The buildings owned or managed by Council are provided to the community for a range of uses and services and represent a significant investment by the community and is vital to its lifestyle, health and wellbeing.

Council buildings have been categorised to identify functional use for reporting, asset lifecycle prioritisation and risk management purposes.

### 5.1 Council-controlled buildings

The below table is a list of building asset category which the Council has overall control of the buildings via either:

- direct ownership of land and building
- delegated control as the Community Asset Committee for buildings located on Crown land
- lease agreements with Vic Track.

For some of these buildings which either Council owns or controls on Crown land, Council has delegated control to respective Community Asset Committee (CAC) – including Section 65 instrument of delegation agreements.

Note: Buildings which Council leases (such as Vic Track) or are planned to be disposed of in the near future have been assumed to have no effective replacement value but are still included in this list and have been included in the condition and financial analysis contained within this BAMP.

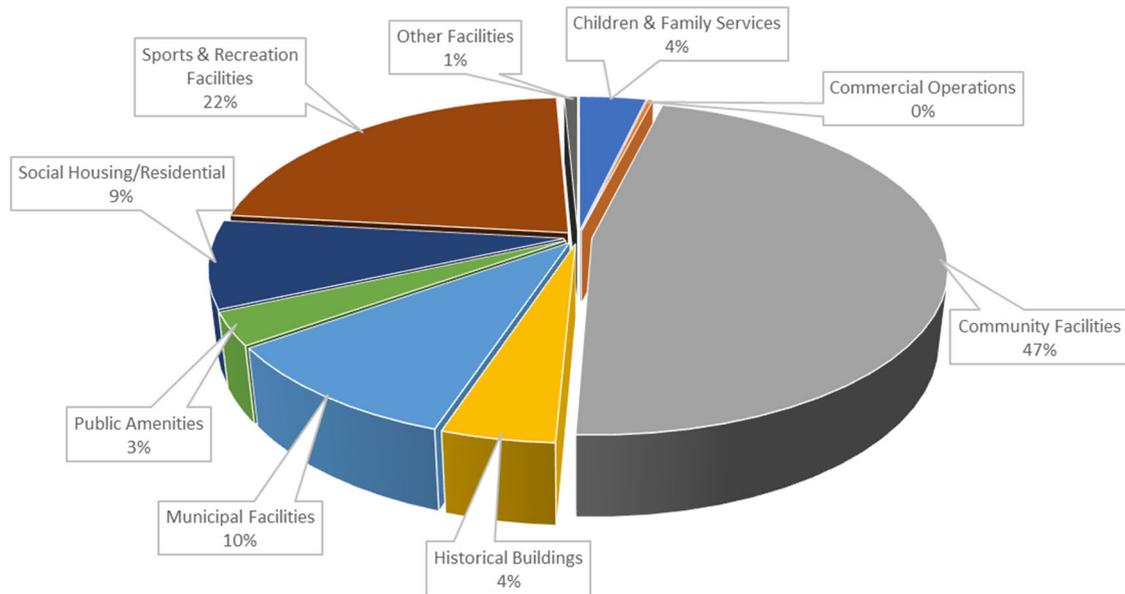
**Table 2: Building assets on Council's balance sheet**

<b>Building asset category</b>	<b>Sub-category</b>	<b>No. of buildings</b>	<b>Replacement value<sup>1</sup> (\$)</b>	<b>Footprint (Sq. m)</b>
Children and family services	Pre-school and maternal child health centres	5	\$2,184,170	1,565
Commercial operations	Commercial property	1	\$181,675	182
Community facilities	Public halls	14	\$16,015,103	6,086
	Community centres	6	\$7,487,715	2,882
	Senior citizen centres	4	\$2,804,549	1,152
	Airport infrastructure	2	\$314,146	533
	Other community buildings	15	\$1,538,553	1,715
Historical buildings	Historical society buildings	5	\$1,986,374	948
	Historical railway buildings	7	\$89,160	1,236
	Museums	2	\$549,048	575
Municipal facilities	Municipal offices	4	\$4,384,882	1,576
	Municipal depots	6	\$1,738,137	2,612
Public amenities	Public toilets	19	\$1,902,303	1,193
Social housing/residential	Caravan parks	18	\$2,127,514	1,780
	Elderly persons units	16	\$3,461,463	2,302
	Staff residence	1	\$329,571	384
Sports and recreation facilities	Swimming pools	11	\$1,268,112	1,249
	Clubrooms	21	\$10,498,739	5,919
	Change rooms/toilets	7	\$1,105,501	798
	Other sports and recreation buildings	7	\$657,902	442
Other facilities	Miscellaneous buildings	2	\$364,552	346

Building asset category	Sub-category	No. of buildings	Replacement value <sup>1</sup> (\$)	Footprint (Sq. m)
<b>Total</b>		<b>173</b>	<b>\$60,187,866</b>	<b>35,475</b>

<sup>1</sup> : The replacement values have been valued as at 30 June 2017.

See Appendix A for the list of Council-controlled buildings.



**Figure 2: Replacement values by building asset category for Council-controlled buildings**

## 5.2 Other committees of management buildings

There are also buildings on Crown land where Council does not have delegated control but the control lies directly with respective committees of management. For these buildings Council has less involvement and responsibility and these buildings have not been included in the condition and financial analysis contained within this BAMP. In many cases Council pays the insurance for these buildings.

See Appendix B for the list of other Crown land committee of management buildings.

## 6 LEVELS OF SERVICE

Key factors that affect Council's capacity to provide levels of service include:

- **Asset control:** where building ownership status, management and operational agreements between Council and community groups/facility users and/or Community Asset Committee for the ongoing use of Council buildings determines asset management obligations and capacity to influence levels of service.
- **Functional hierarchy:** where Council ranks buildings according to set criteria to assist in prioritisation of resource allocation.
- **Customer requirements:** these are customer expectations of the services provided by the utilisation of the asset, which are, in turn, dependent upon the customers' ability and willingness to pay.

- **Legislative requirements:** these are those mandatory provisions or standards set by local, state, federal or international bodies that govern asset utilisation, particularly in terms of various issues affecting the general public.
- **Strategic and corporate goals:** these are the broad framework-based management directives issued within Council. These are expected to be consistent with Council's goals and values stated in policies, strategies, and the Corporate Plan.
- **Availability of resources:** primarily financial constraints.

## 6.1 Building control status

There are a variety of arrangements with how the buildings which Council either owns or controls are managed from an asset management perspective (e.g. operation, maintenance, renewal). Council has full asset management ownership responsibilities for some buildings however it also has external agreements with community groups/facility users and/or Community Asset Committee for the ongoing use of some buildings and thus is not responsible for all asset management obligations. Hence for these buildings Council has reduced capacity to influence provision of service levels compared to the buildings which Council owns and has direct control over.

Some of these external agreement arrangements are formalised with documented agreements, however for some of these arrangements, documentation is sparse resulting in less certainty and understanding regarding asset management responsibilities between respective parties.

Typical agreements include:

- **Section 65 Community Asset Committee instrument of delegation:** Council can delegate some of its responsibilities to special committees made up of Councillors, Council staff, and members of the community. These are known as Section 65 Community Asset Committee and are operated according to the Local Government Act (2020) and the Council's Section 65 Community Asset Committee instrument of delegation. Recreation reserve buildings and public halls often have a Section 65 Community Asset Committee.
- **Other committee of management (Community Asset Committee) agreements:** Council can also reach a less formal agreement with members of the community to share/delegate some of its responsibilities to a committee of management operated according to Council's management agreement.
- **Occupancy/lease agreement:** Council provides the building to others to be used for a specific operational purpose (such as pre-schools) which may or may not be managed by a formal agreement.
- **Building insurance agreement:** Council has agreed to pay the building insurance for selected buildings which it does not own and may or may not have a Management Agreement.
- **Buildings and reserve allocation agreement:** Council provides an annual financial allocation to eligible organisations associated with the management of selected buildings (typically halls). This financial allocation is expected to be used to help with the operations and maintenance costs incurred by the organisation.

A key objective of these agreements is to clarify key asset lifecycle management obligations, including:

- operations (including payment for utilities and building insurance)
- maintenance
- renewal/refurbishment
- upgrade/improvements
- provision of new assets
- rationalisation and disposal of assets

- any potential financial reporting requirements.

Council has ultimate ownership responsibility for buildings (and site land) which it owns. However, there is a lack of clarity for some buildings regarding building ownership and asset management responsibilities (building control status), such as for buildings which Council 'controls' and are located on Crown land. It is an objective of Council to progressively confirm building control arrangements through agreements for all relevant buildings on the Council BAR. A list of buildings that require review of their control status is in Appendix M.

See Appendix C for the building control status and asset management responsibility.  
 See Appendix E for the Community Asset Committee Maintenance Guidelines (CACMG).  
 See Appendix K for buildings that require review of their control status.

## 6.2 Building service planning area and upgrades

Service managers at the Council utilise buildings listed in this BAMP as part of providing services on behalf of the Council (e.g. Community Wellbeing for preschool, senior citizens). It is expected that any need and potential for upgrade works is identified by the relevant service managers and approved through the appropriate channels. The funding proposed in the BAMP does not cover upgrade works to any building facilities. It is based on maintaining the condition of buildings and the levels of service at current levels. Service managers proposing upgrades to buildings will need to fund these through other sources from either within or outside the Council.

See Appendix A Council controlled buildings list for building service planning area

## 6.3 Building functional hierarchy

Building function determines the strategic importance of buildings within the network of Council assets. Council does not have the resources to maintain every asset to the same level of service. Ranking the assets within a hierarchy and assigning different levels of service for each hierarchy level enables Council to more easily prioritise resourcing appropriate for each asset class. This means that the higher order assets attract greater resource because they carry greater risk and are of greater importance to the community. They may have shorter lead times to intervention to repair, maintain or renew the asset. Whereas assets that sit lower down the asset hierarchy, do not carry the same level of importance. Lead time to intervention may be greater.

Each building is ranked according to the following functional hierarchy categories in order to determine an overall functional hierarchy level so that each building is ranked as between a Level 1 to Level 4 building:

- building function/purpose
- frequency of use
- criticality
- community expectation.

**Table 3: Building functional hierarchy categories**

Parameter	Score	Description
<b>Building function/purpose</b>		
Level 1	10	<ul style="list-style-type: none"> <li>• Municipal offices</li> <li>• Large and important community centres (e.g. community hubs)</li> <li>• High use public toilets and amenities</li> </ul>

Parameter	Score	Description
<b>Building function/purpose</b>		
Level 2	7	<ul style="list-style-type: none"> <li>• Medium use public toilets and amenities</li> <li>• Halls for general public use serving the larger community</li> <li>• Child health care, kindergartens and maternal health centres</li> <li>• Senior citizen centres</li> <li>• Recreation building facilities (e.g. large sporting clubrooms)</li> <li>• Residential buildings (e.g. elderly persons units and staff housing)</li> <li>• Major municipal depots</li> </ul>
Level 3	5	<ul style="list-style-type: none"> <li>• Low use public toilets and amenities</li> <li>• Halls for general public use serving small communities</li> <li>• Smaller community centres</li> <li>• Historical buildings (e.g. historical society and railway station buildings)</li> <li>• Smaller recreation clubrooms, swimming pool facilities and caravan park facilities</li> </ul>
Level 4	2	Miscellaneous and utility buildings (e.g. workshops, sheds, outbuildings)
<b>Frequency of use</b>		
4-7 days/week	10	Typical (or average) number of days per week/month facilities are utilised to provide its service
2-3 days/week	7	
2 -4 days per month	4	
<2 days per month	1	
<b>Criticality</b>		
Critical	10	Critical to Council's function or with heritage and cultural values
Medium	7	Serves a broad cross-section of the municipality, including visitors
Local	5	Facilities that provide services to the community on a local level.
Non-critical	2	Non-critical and vacant buildings
<b>Community expectation</b>		
High	10	Community expectations on level of maintenance and management.
Medium	7	
Low	4	
Insignificant	1	
<b>Hierarchy</b>		
Level 1	32 to 40	Building hierarchy = building purpose + frequency of use + criticality + community expectations
Level 2	27 to 31	
Level 3	17 to 26	
Level 4	0 to 16	

The following table lists the hierarchy levels for the respective building types:

**Table 4: Building functional hierarchy levels by building types**

<b>Building functional hierarchy level</b>	<b>Building types</b>
Level 1	Municipal office Community - level 1 Public toilet - level 1
Level 2	Public hall - level 1 Senior citizens centre Pre-school and child/maternal health centres Elderly persons units Staff housing Sports/recreation clubroom - level 1 Major municipal depots Bendigo Bank branch
Level 3	Public hall - level 2 Community centres – level 2 Public toilets – level 2 and 3 Historical society buildings Museums Caravan park office, cabins, amenities Sports/recreation clubroom - level 2 Swimming pool facilities Other depots
Level 4	Public hall – levels 3 and 4 Railway buildings Pump sheds Workshops Airport buildings Storage/shed/utility buildings

#### **6.4 Customer research and expectations**

A key asset management function is to facilitate consultation with key stakeholders, such as the community, to gain feedback regarding appraisal of the current level of service and expectations for future levels of service. Currently there is no research on customer expectations regarding the levels of service associated with the Council's stewardship of its building infrastructure. This will be investigated for future updates of the BAMP.

#### **6.5 Legislative requirements**

There are many legislative requirements relevant to the management of building assets. These include:

**Table 5: Legislative requirements**

<b>Legislation</b>	<b>Requirement</b>
<b>Local Government Act 2020</b>	Sets out role, purpose, responsibilities and powers of local government including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. Allows delegation of powers to a committee of management.
<b>Local Government Finance and Reporting Regulations 2004</b>	
<b>Building Act 1993</b>	Regulates building work and standards and provides for the accreditation of building products, construction methods, building components and building systems. Also provides an effective system for issue of building and occupancy permits, administration and enforcement building and safety related matters and dispute resolution. In addition, this legislation regulates building practitioners and plumbers. The Act limits periods within which building and plumbing actions may be brought.
<b>Building Regulations 2018</b>	
<b>Disability Act (Vic) 2006</b>	The Disability Act establishes a framework for providing support and services to people with disabilities throughout Victoria.
<b>Domestic Animals Act 1994</b>	The purpose of this Act is to promote animal welfare, the responsible ownership of dogs and cats and the protection of the environment.
<b>Dangerous Goods Act 1985</b>	An Act to promote the safety of persons and property in relation to the manufacture, storage, transfer, transport, sale, purchase and use of dangerous goods.
<b>Electricity Safety Act 1998</b>	The purpose of this Act is to make further provision relating to the safety of electricity supply and use and the efficiency of electrical equipment.
<b>Environment Protection Act 2017</b>	The purpose of this Act is to create a legislative framework for the protection of the environment in Victoria having regard to the principles of environment protection
<b>Graffiti Prevention Act 2007</b>	The purpose of this Act is to reduce the incidence of graffiti.
<b>Housing Act 1983</b>	An Act to modernise housing law, to improve housing administration in Victoria.
<b>Heritage Act 2017</b>	The main purposes of this Act are: (a) to provide for the protection and conservation of places and objects of cultural heritage significance and the registration of such places and objects; and (b) to establish a Heritage Council; and (c) to establish a Victorian Heritage Register.
<b>Independent Contractors Act 2006</b>	The principal objectives of this Act are: (a) to protect the freedom of independent contractors to enter into services contracts; and (b) to recognise independent contracting as a legitimate form of work arrangement that is primarily commercial; and (c) to prevent interference with the terms of genuine independent contracting arrangements.
<b>Landlord and Tenant Act 1958</b>	This legislation defines roles, responsibilities and obligation of landlords and tenants with respect to lease and hire of buildings etc.
<b>Residential Tenancies Act 1997</b>	This legislation defines roles, responsibilities and obligation of landlords and tenants
<b>Occupational Health and Safety Act (Vic) 2004</b>	The Act sets out the key principles, duties and rights in relation to occupational health and safety. The general nature of the duties imposed by the Act means they cover a very wide variety of circumstances, do not readily date and provide considerable flexibility for a duty holder to determine what needs to be done to comply.
<b>Occupational Health and Safety Regulations (Vic) 2017</b>	

## 6.6 Strategic goals

This asset management plan is prepared under the direction of Council's vision, mission, goals and objectives.

Our Community Vision is:

*Creating a community where everyone is welcome and has the opportunity to live, work and thrive.*

Relevant Council Plan strategies and Council's role are:

**Table 6: Strategic goals addressed by BAMP**

Strategy	Council's role
<b>1.1 We will implement financially and environmentally sustainable infrastructure that supports our social and economic needs</b>	
<b>1.1.1 Plan for future facilities and infrastructure that meet community need</b>  Finalise asset management plans and long term strategies for Council assets <ul style="list-style-type: none"> <li>▪ We will do this by reviewing and implementing asset management plans across all asset classes to ensure they reflect the current environment</li> </ul>	<b>Deliver</b>

## 6.7 Customer levels of service

Customer levels of service measure how the customer receives the service and whether value to the customer is provided. Customer levels of service measures are based around:

Quality:	How good is the service? What is the condition or quality of the service?
Function:	Is it suitable for its intended purpose? Is it the right service? Is the service over or under used and do we need more or less of these assets?
Safety:	Has the service unreasonably increased risk of harm to users? Can there be more appropriate safety measures provided?

There is limited information available for reporting on current performance. Council plans to:

- update customer complaint reporting for buildings so that the complaints are categorised in alignment with the agreed levels of service
- introduce a building maintenance management system so that work orders resulting from customer requests can be tracked and reported
- review the performance targets once reliable current performance data has become available.

**Table 7: Customer levels of service**

Key performance measure	Level of service	Performance measure process	Performance target	Current performance
<b>Customer levels of service</b>				
<b>Quality</b>	Facilities are adequately maintained	Number of customer complaints	Annual complaints below agreed benchmark <sup>1</sup>	Data not available
		Community survey	80% satisfied	Survey has not been undertaken
<b>Function</b>	Facilities are suitable for intended use	Number of customer complaints	Annual complaints below agreed benchmark <sup>1</sup>	Data not available
		Community survey	80% satisfied	Survey has not been undertaken
<b>Safety</b>	Facilities are safe for public and staff (internal) use	Number of reported incidents	< 5 incidents per annum	< 1 incident per annum reported
	Ensure all facilities meet asbestos regulations	Asbestos register up to date, all relevant buildings compliant with audit requirements and removal program in place	< 2 friable asbestos incidents per annum	< 1 friable asbestos incident per annum reported
	All relevant facilities compliant with Essential Safety Measures requirements	Regular servicing of fire equipment, emergency lighting and security systems	100% servicing carried out in accordance with building standards for nominated buildings	100% Compliant

<sup>1</sup> : Benchmark for customer levels of service are to be determined once building maintenance management system is operational and aligned with customer complaint reporting.

## 6.8 Technical levels of service

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

- **Operations:** the regular activities to provide services (e.g. condition inspections, essential safety measures audits).
- **Maintenance:** the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life.
- **Renewal:** the activities that return the service capability of an asset up to an agreed level.
- **Upgrade/new:** the activities to provide a higher level of service or a new service that did not exist previously.

There is limited information available for reporting on current performance. Council plans to:

- introduce a Building Maintenance Management System (BMMS) so that work order performance can be analysed and reported
- develop the Building Operations and Maintenance Plan Program
- review the performance targets once reliable current performance data has become available.

**Table 8: Technical levels of service**

<b>Key performance measure</b>	<b>Level of service</b>	<b>Performance measure process</b>	<b>Performance target</b>	<b>Current performance</b>
<b>Technical levels of service</b>				
<b>Responsiveness</b>	Respond to work requests and complaints within target time-frame	Number of work requests and complaints completed	80% of work requests and complaints completed within target timeframe <sup>2</sup>	Data not available
<b>Compliance</b>	Compliance with the Building Code of Australia and related legislative/technical standards: <ul style="list-style-type: none"> <li>- structural adequacy</li> <li>- access/egress</li> <li>- fire services</li> <li>- emergency lighting</li> <li>- ventilation</li> </ul>	Building permit compliance audit for nominated buildings	All nominated buildings compliant by end June 2024, subject to funding approvals	Data not available
<b>Condition</b>	Provide facilities that are in a safe and well - maintained condition	Building overall condition index (OCI): 1 = As New/Excellent 2 = Good 3 = Average 4 = Poor 5 = Very poor	All Council owned buildings – average OCI < 2.8	Data not available
<b>Maintenance and renewals</b>	Planned maintenance and renewal works.	Review effectiveness against budget, standards and timelines	Capital works program: >90% budget expenditure delivered within specified year	Data not available
			Planned maintenance program: >90% planned annual maintenance tasks completed within year	Data not available

Key performance measure	Level of service	Performance measure process	Performance target	Current performance
Accessibility	All abilities accessible facilities provided	Survey/audit	Complete the Disability Discrimination Act (DDA) action plan for building upgrades by end June 2024, subject to funding approvals	Data not available

<sup>2</sup>: The buildings planned maintenance program is being developed and will be more effectively implemented with the introduction of the buildings maintenance management system. The targets timing will be subject to continual review and update.

## 7 FUTURE DEMAND

The objective of asset management is to create, operate, maintain, rehabilitate, and replace assets at the required level of service for present and future customers in a cost effective and environmentally sustainable manner. The asset management plan must therefore forecast the needs and demands of the community in the future and outline strategies to develop the assets to meet these needs.

### 7.1 Demand forecasts and impact on assets

The present position and projections for demand drivers, and their potential impacts on future service delivery and use of assets is identified and documented in the Table below.

**Table 9: Demand drivers, projections and impact on services**

Demand factor	Projection	Impact on assets
<b>Population change</b>	Census figures estimate the population of Loddon Shire is currently stable.	<ul style="list-style-type: none"> <li>▪ Population stability reduces the capacity of Council to raise revenue through rates.</li> <li>▪ Stability of population reduces need for new facilities.</li> </ul>
<b>Demographics</b>	The population of Loddon Shire is increasing in age. Between 2011 and 2016, there was a 8% increase in the number of residents over the age of 60. This trend is expected to continue.	<ul style="list-style-type: none"> <li>▪ Increased demand for works and upgrades to enable greater accessibility.</li> <li>▪ Upgrade of Council buildings to meet Disability Discrimination Act requirements.</li> </ul>
<b>Disability Discrimination Act</b>	Likely that recognition will continue to rise and legislative targets will increase i.e. upgrading of Council's buildings to meet DDA requirements.	<ul style="list-style-type: none"> <li>▪ Additional upgrade and renewal costs.</li> </ul>

Demand factor	Projection	Impact on assets
<b>Legislative requirements</b>	Higher standards for improved safety and amenity.	<ul style="list-style-type: none"> <li>Higher levels of service may impact on the amount of maintenance and renewal able to be undertaken with allocated expenditure.</li> </ul>
<b>Consumer preferences and expectations</b>	Likely that new technology will create new amenities that consumers will expect in buildings.	<ul style="list-style-type: none"> <li>Additional upgrade and renewal costs.</li> </ul>

## 7.2 Demand management plan

Any demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures. Non-asset solutions focus on providing the required service without the need for asset ownership and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures.

Currently, due to the relatively stable population, combined with the minimal impact of forecast change in other drivers on demand for Council services, there is no formal demand management plan. However if the demand drivers change then strategies and actions to help manage these changes in demand will be developed in future revisions of this BAMP. Below is a list of demand issues and responses which can be expanded on in the future if and when developing the demand management plan.

**Table 10: Demand management issue summary**

Service area	Demand issue	Demand management objectives
Regulations	Increased general regulatory bureaucracy	Increase staff resources. Utilise office space more efficiently in order to accommodate more staff.
Regulations	Increased building code/DDA compliance	Increase staff resources. Increase auditing requirements. Increase capital works expenditure.
Education/training	Energy management	Educate about energy efficiencies and alternative energy options.
Demand substitution	Asset efficiency	Rationalise buildings that have only one activity. Provide incentives for amalgamation of groups to use existing resources.

## 8 ASSET LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Council plans to manage and operate the assets at the agreed levels of service whilst managing lifecycle costs.

## 8.1 Asset capacity and performance

Assets are generally provided to meet design standards where they are available. Assets should perform in a manner that supports rather than hinders the service being provided through use of the asset. A building/facility asset may no longer be 'useful' because the structure cannot meet demand as its capacity to meet user demands is inadequate or it is unable to perform to the required level. This could be because it:

- no longer suits the service being provided within it and repairs and maintenance will not improve the position
- no longer suits but an upgrade of the facility will improve the position
- is still quite suitable for service if in sound condition but it is unreliable or unsafe and in continual need of costly maintenance.

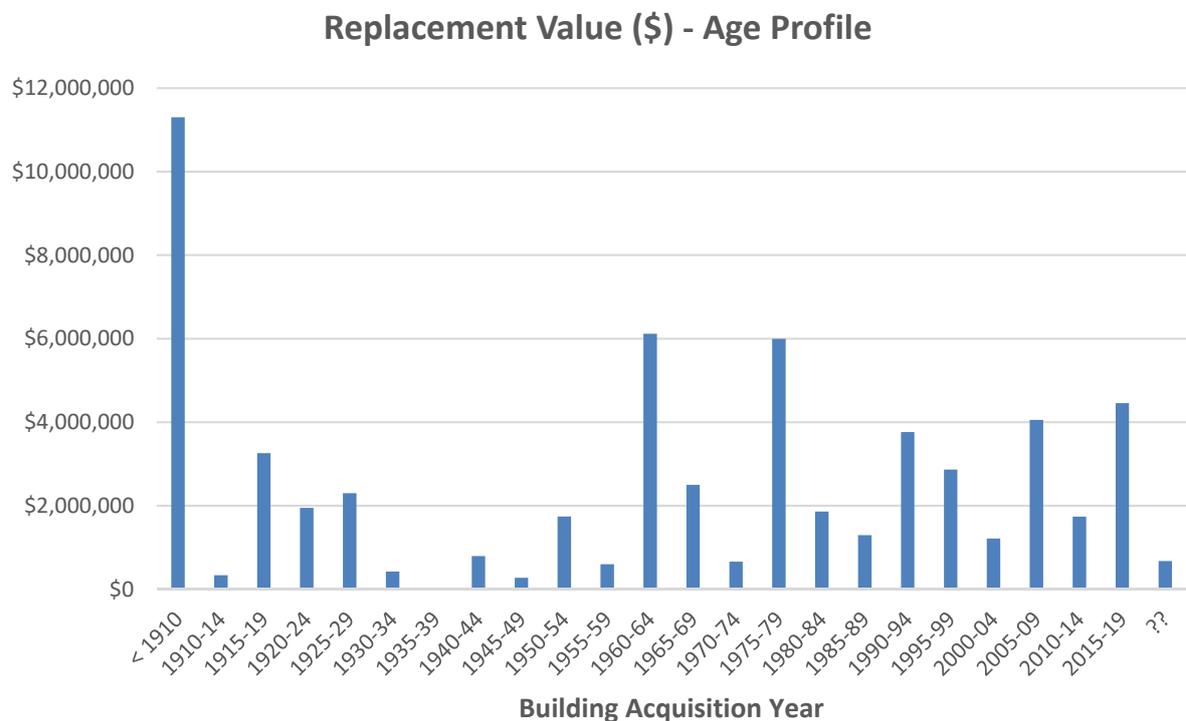
Building locations where deficiencies in service performance have been identified should be reviewed in terms of:

- should the building/facility be upgraded?
- should the building/facility be renewed (or replaced with an alternative)?
- should the building/facility be disposed of?

## 8.2 Background data

### 8.2.1 Asset age

The buildings which are listed on the Council Building Asset Register are of varying ages as shown following:



**Figure 4: Age profile of buildings**

### 8.2.2 Asset condition

Council has adopted a five-point rating to characterise asset condition, as described in the table following:

**Table 11: Building condition rating categories**

Condition rating	Status	Condition
1	As new/excellent	Brand new asset - as new condition and appearance No defects
2	Good	Minor defects Superficial wear and tear Some deterioration to finishes Minor maintenance required in addition to cyclic maintenance
3	Average	Significant defects are evident Services are functional but need attention Significant maintenance required Capital renewal or upgrade may be required within the next 5 years
4	Poor	Major defects - badly deteriorated Potential structural problems Unacceptable appearance Components fail frequently Significant renewal/upgrade required within the following 2 years
5	Very poor	Building has failed - not operational Unfit for occupancy or normal use Environmental/contamination/pollution issues exist End of life provides no service potential

Due to the nature of building construction, assessing building condition is best done by analysing the building in terms of its respective building components as described below:

**Table 14: Building component description**

Building asset category	Sub-category
Structure	Includes the main structure of the building - weight bearing walls, posts and external cladding
Substructure	Includes joists, bearers, concrete slabs and foundations
Roof	Includes roof trusses, cladding and gutters
Fittings and fixtures	Includes all internal non-weight bearing walls, ceilings, wall finishes, kitchens and other fit outs
Floor coverings	Includes all floor coverings
Water/plumbing	Includes water supply, storm water, backflow prevention valves, water treatment and filtration systems and sewer pumps
Mechanical	Includes air conditioning, lifts, escalators, building control systems and other similar services
Electrical	Includes switchboards, cabling, lighting and data
Fire and safety	Includes all fire safety equipment (fire extinguishers, alarms, etc.) and other essential safety measures (emergency lighting, access and egress and ventilation)
Transport	Includes car parking
Security	Includes locks, bolts, CCTV, access control and movement sensors
Site services	Includes utility services through to building
Site externals	Includes land, access paths, drainage, septic system and other infrastructure

A building Overall Condition Index (OCI) is then calculated which provides a component-weighted overall condition rating for each building. The condition of most Council buildings was

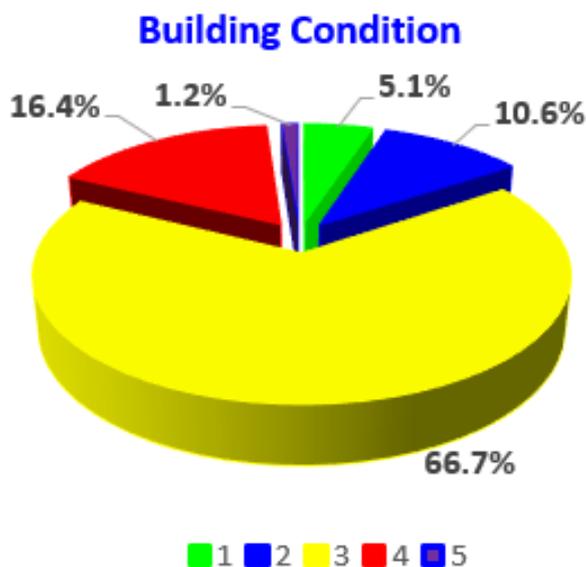
assessed in late 2016. For the purposes of this BAMP the condition assessments are assumed to still be valid.

**Table 13: Building Overall Condition Index (OCI) (as at 30 June 2017)**

Building asset category		No. of buildings	OCI
Children and family services	Pre-school and maternal child health centres	5	2.88
Commercial operations	Commercial property	1	2.98
Community facilities	Public halls	14	3.27
	Community centres	6	2.69
	Senior citizen centres	4	2.99
	Airport infrastructure	2	3.00
	Other community buildings	15	2.89
Historical buildings	Historical society buildings	5	3.44
	Historical railway buildings	7	2.99
	Museums	2	2.95
Municipal facilities	Municipal offices	4	2.52
	Municipal depots	6	3.13
Public amenities	Public toilets	19	3.59
Social housing/residential	Caravan parks	18	2.65
	Elderly persons units	16	3.11
	Staff residence	1	2.25
Sports and recreation facilities	Swimming pools	11	2.99
	Clubrooms	22	3.06
	Change rooms/toilets	6	2.82
	Other sports and recreation buildings	7	3.17
Other facilities	Miscellaneous buildings	2	3.94
<b>Total</b>		<b>173</b>	

See Appendix F for the component condition score rating for each building category.

It is expected that some older categories of buildings which typically do not have high frequency of use (such as the historical society buildings, some public halls and miscellaneous and storage/utility buildings) will have a lower condition rating than other building categories.



**Figure 5: Building component condition summary**

### 8.3 Operations and maintenance plan

The operations and maintenance plan is the framework for how Council seeks to operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner.

Operational and maintenance activities keep the asset safe, in good working order for the intended usage and attractive for the user. Effective operational and maintenance activities do not extend the design service life of the asset but are essential to ensure it reaches that design life. Inadequate or no maintenance results in reduced service life and increased rehabilitation costs. Poor maintenance results in a vicious cycle of unattractive site leading to reduced usage leading to further natural or vandal induced degradation.

Operations activities affect service levels including quality and function through the types and timing of activities, and the design of the infrastructure. Examples of these include asset inspections and public amenity and office cleaning.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Maintenance may be classified into reactive, planned and specific maintenance work activities.

1. Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.
2. Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, priority of works, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
3. Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacing air conditioning units, etc. This work falls below the capital/maintenance threshold but may require a specific budget allocation.
4. Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded, are to be included in the risk assessment and analysis in the Building Risk Management Plan.

#### 8.3.1 Buildings operations and maintenance responsibility

The responsibility for operations and maintenance of buildings is determined by the building control status and the building hierarchy and category. Typically either Council or the Community Asset Committee has agreed asset management responsibility for operations and maintenance.

See Appendix C: Buildings control status and asset management responsibility list

#### 8.3.2 Buildings Operations and Maintenance Management Plan (BOMMP)

Council is currently developing its operations and maintenance plan, similar to the (legislatively required) road management plan, covering building assets. When completed it will address:

- definition of defect inspection types (planned and reactive)
- minimum programmed Inspection frequency by asset hierarchy
- intervention levels and maintenance prioritisation by asset hierarchy, and
- response times.

The BOMMP is to be managed by the Buildings Maintenance Management System (BMMS) and will be regularly updated to reflect identification of new issues/defects, etc. For this revision of the BAMP, the BMMS has not been implemented and hence a comprehensive scheduling of operations and maintenance activities has not been completed. It is expected future revisions of the BAMP to include a reference to the BOMMP.

### 8.3.3 Building inspection program

As part of the BOMMP, building inspections are required for the following compliance areas:

- fire services
- pest control
- contract cleaning audits
- electrical services
- plumbing and gas services
- air-conditioning
- OH&S/risk audits
- general maintenance
- essential safety measures
- asbestos audits
- condition assessments
- building permits

See Appendix G for the Building Inspection Program (BIP).

### 8.3.4 Basis for future operations and maintenance costs

Historical data on operating and maintenance costs assist prudent budgeting. Such data also assists in ensuring adequate provision is made for such costs when Council considers new capital proposals and when Council accepts gifted assets.

The total annual operating and maintenance cost for Council buildings is approximately \$800,000. This comprises \$512,000 for operations and \$288,000 for maintenance. This maintenance amount is greater than the amount forecast by the modelling of \$232,000 (see Section 10.2). This difference results from yearly variations resulting from annual maintenance requirements. For example, the \$288,000 maintenance allocation includes \$66,000 for asbestos management (audits and removal) which will not be required again once they are completed.

See Appendix H for the buildings operations and maintenance annual cost summary.

## **8.4 Renewal and replacement plan**

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure resulting in additional future operations and maintenance costs.

The responsibility for renewal and replacement for each building infrastructure is listed in Appendix C - Buildings control status and asset management responsibility list.

### 8.4.1 Buildings renewal and replacement responsibility

The responsibility for building renewal and replacement is determined by the building control status – where typically either Council or Community Asset Committee has agreed asset management responsibility for renewal and replacement.

See Appendix C: Buildings control status and asset management responsibility list.

#### **8.4.2 Renewal demand and renewal gap**

Modelling of Council's building components suggests that an average capital renewal of \$200,000 to \$250,000 per year would normally be required for renewal to maintain buildings and infrastructure services at the current level of just below average (near average overall condition score of 3). The modelling suggests that to improve the average condition of buildings over the next 10 years will require more than \$250,000 capital renewal investment per year – an average annual capital renewal investment of approximately \$400,000 over the next 10 years will raise the average building condition level to good (condition score 2.23). Annual renewal expenditure on Council buildings has been in the range of \$400,000 per year so maintaining this level will improve the condition of buildings.

It is worth noting that the nature of managing building infrastructure is that it is unrealistic to expect the actual expenditure to be always the same as the forecast average. The timing of some building works is determined by factors outside the control of Council (e.g. termites, rising damp) and some renewal works will be over the budget amount and will be required to be funded over a number of years or a special budget allocation and input from community and/or grant funds.

#### **8.4.3 Renewal priority evaluation ranking**

A rigorous evaluation process must occur to establish a credible prioritisation of renewal and replacement asset proposals. Council's Buildings Capital Works Evaluation Guidelines (see Appendix J) provides a prioritisation ranking according to specified criteria. All renewal projects identified on the Council's Capital Improvement Program are to be prioritised in accordance with this methodology.

In a mature asset management framework, long-term renewal budget predictions are based on a schedule of treatment options linked to condition assessments and desired levels of service. The building asset group is still some way off this. Treatment options currently are largely developed on an ad hoc basis.

### **8.5 New and upgrade plan**

New works are those works that create a new asset that did not previously exist, and upgrade works are those which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

The responsibility for creation/acquisition and upgrades for each building infrastructure is listed in Appendix C - Buildings control status and asset management responsibility list.

Within Council the service manager is responsible for upgrades to building infrastructure. The service planning area for each building type is listed in Appendix A Council controlled buildings list.

#### **8.5.1 Buildings new and upgrade responsibility**

The responsibility for upgrade and creation of new buildings is determined by the building control status – where typically either Council or Community Asset Committee or lessor has agreed asset management responsibility for new assets and upgrades.

See Appendix A: Council controlled buildings list for the service manager for each building.

#### **8.5.2 New and upgrade proposals**

New or upgrade proposals for building assets ideally derive from Council strategies. These strategic plans typically incorporate the identification of community wants and needs and the translation of these into community levels of services.

Due to the stability in population, new building creation and/or building upgrades are generally not regarded as a high priority. Council will typically only participate in the creation of a new building or a building upgrade if the proposal is significantly supported by external funding.

### 8.5.3 New and upgrade priority evaluation ranking

A rigorous evaluation process must occur to establish a credible prioritisation of new and upgrade asset proposals. Council's Buildings Capital Works Evaluation Guidelines (see Appendix J) provides a prioritisation ranking according to specified criteria. All new and upgrade projects identified on the Capital Improvement Program are to be prioritised in accordance with this methodology.

New and upgrade proposals are evaluated against defined criteria within budget parameters for building projects broadly set by the long term financial plan. The overall budget for new and upgraded building facilities will take into account the needs of all community stakeholders.

## 8.6 Disposal plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. As with acquisition decisions, asset disposals should be undertaken within an integrated planning framework that takes account of Council policy and priorities, service delivery needs, financial and budgetary constraints and the Council's overall resource allocation objectives.

Assets may become surplus to requirements for a variety of reasons, including:

- under-utilisation, for example due to demographic changes
- obsolescence due to changed community attitudes or technological change
- failure to meet changed legal, technical or safety requirements
- excessive increases in operating or maintenance costs
- service provided by more economical means.

Disposal of assets, especially for building infrastructure, typically requires significant consultation with the community. There can be community associations with these assets which the Council may not be fully aware of and thus need to fully consider the implications of decisions regarding disposal of assets. Council continuously reviews assets planned for disposal and once the consultation process has been undertaken and the asset has been confirmed for disposal, then the disposal task will be listed on the Capital Improvement Program.

## 9 RISK MANAGEMENT

The objective of the risk management process with regards to building assets is to ensure that:

- all significant operational and organisational risks are understood and identified
- the highest risks that need to be addressed in the short to medium term are identified and
- strategies and treatments to address risks are identified and applied.

It is important for Council to understand the risks associated with service delivery from infrastructure assets.

The key risk management criteria relating to Council's building assets include:

- asset damage through storms, flooding, water damage, termite damage or events such as accidents
- public health and safety
- financial risk (escalating costs in deterioration and/or maintenance)
- service provision/business interruption

- environmental and legal compliance
- security, theft and vandalism.

Risk identification for building assets can be identified from a number of resources such as:

- cyclical and routine inspections
- reports and complaints from general public
- information obtained from incidents
- advice from professional bodies
- past experience.

See Appendix I for Council's buildings risk assessments.

Once risks have been assessed and rated the most significant risks (those rated as high or extreme), are isolated for treatment/control. Those identified as moderate or low will continue to be monitored and reviewed if circumstances change.

Options to treat risk posed by building assets include (but not limited to):

- risk elimination
- reduction in the cause or likelihood of the event occurring
- reduction in the consequence or severity of the event if it were to occur
- increasing the maintenance regime
- initiating council improvements
- changing operating processes and procedures
- sharing the risk through insurance or contracts
- doing nothing and accepting the risk.

## 10 FINANCIAL SUMMARY

### 10.1 Asset valuations

The value of the Council's building assets as at 30 June 2017 is shown below:

**Table 14: Asset valuation**

Financial class	Replacement value (\$)	Accumulated depreciation (\$)	Written down value (\$)	Depreciation expense (\$)
Buildings	60,187,866	24,956,990	35,230,876	1,184,447

### 10.2 Forecast 10-year renewal funding required

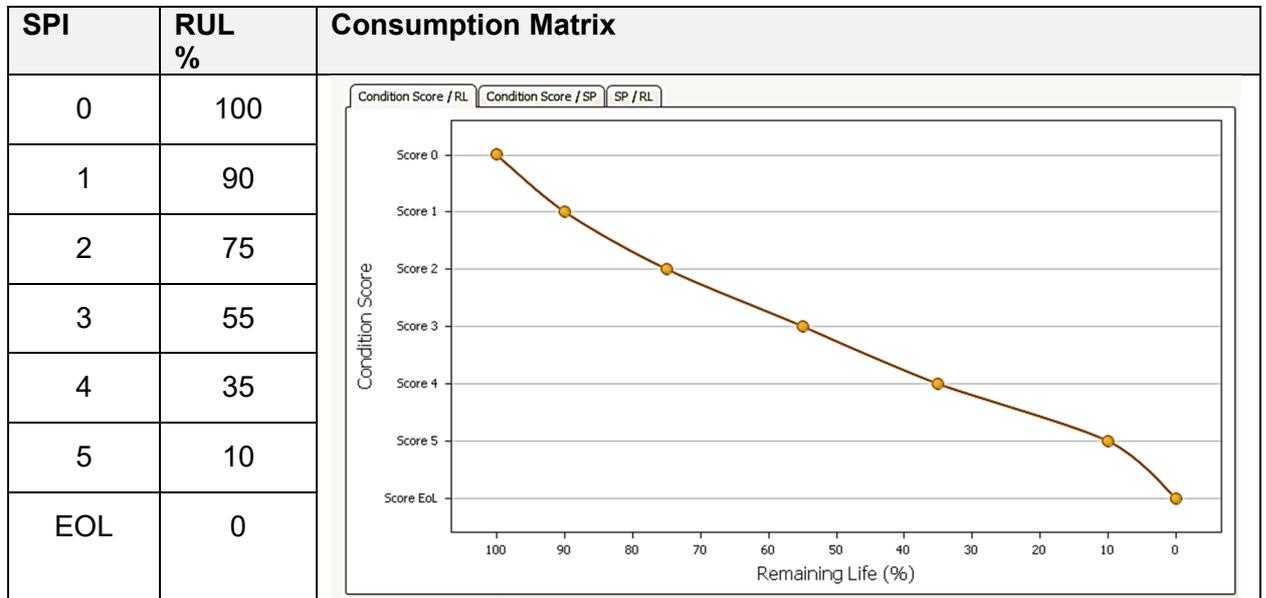
Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Council's forward renewal plan is based on the most recent strategic visual condition inspections that are undertaken annually which identify assets which have reached a condition state of 4 or 5. This indicates that these assets have deteriorated by more than 55% and are considered within the lower ranges of tolerance. Assets in this condition state are assessed and considered for renewal works. Refer to Table 12 for a description of each of the condition ratings.

Modelling of Council buildings has been undertaken using Assetic Predictor© modelling software. This involved setting up:

- remaining life profiles based on condition
- current treatments and unit rates to deliver these treatments
- treatment decision matrices defined for optimal interventions for each treatment.

The 10 year funding requirements have been determined based on the condition of building components from the latest condition audit and the building hierarchy. An example of the condition rating and remaining useful life used by Council for the structural component of its building assets is shown in the following graph:



**Figure 6: Building condition remaining life relationship (consumption matrix)**

Three renewal funding options were developed, outlined as following:

- Option 1: This funding option models how the building asset stock would perform if Council allocated an average capital renewal funding of \$400,000 p.a. over the following 10 years.
- Option 2: This funding option models how the building asset stock would perform if Council allocated capital renewal funding of \$400,000 p.a. for 5 years and then sufficient funding to achieve an average 'Good' asset condition over the following 5 years.
- Option 3: This funding option has been based on the financial requirements to achieve an average 'Good' asset condition after 10 years (i.e. achieving a condition score of 2.00)

**Table 15: Renewal and maintenance budget funding options**

Year	Option 1 \$400,000 p.a. capital expenditure	Option 2 \$400,000 p.a. capital expenditure for 5 years	Option 3
<b>CAPITAL RENEWAL BUDGET \$</b>			
1	400,000	400,000	660,000
2	400,000	400,000	300,000
3	400,000	400,000	300,000
4	400,000	400,000	500,000
5	400,000	400,000	250,000

6	400,000	450,000	250,000
7	400,000	370,000	270,000
8	400,000	350,000	300,000
9	400,000	990,000	990,000
10	400,000	500,000	650,000
<b>Total</b>	<b>4,000,000</b>	<b>4,660,000</b>	<b>4,470,000</b>
<b>MAINTENANCE BUDGET \$</b>			
1	332,000	332,000	323,000
2	325,000	325,000	327,000
3	305,000	306,000	330,000
4	249,000	249,000	257,000
5	205,000	205,000	213,000
6	210,000	206,000	209,000
7	203,000	197,000	202,000
8	200,000	193,000	204,000
9	144,000	134,000	133,000
10	147,000	134,000	130,000
<b>Total</b>	<b>2,320,000</b>	<b>2,281,000</b>	<b>2,328,000</b>
<b>TOTAL CAPITAL RENEWAL AND MAINTENANCE BUDGET \$</b>			
1	732,000	732,000	983,000
2	725,000	725,000	627,000
3	705,000	706,000	630,000
4	649,000	649,000	757,000
5	605,000	605,000	463,000
6	610,000	656,000	459,000
7	603,000	567,000	472,000
8	600,000	543,000	504,000
9	544,000	1,124,000	1,123,000
10	547,000	634,000	780,000
<b>Total</b>	<b>6,320,000</b>	<b>6,941,000</b>	<b>6,798,000</b>

The predicted overall condition of the buildings for the three funding options are shown in the table and chart below:

**Table 16: Buildings predicted condition index per funding option**

<b>Buildings predicted condition index</b>			
<b>Year</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
0	2.82	2.82	2.82
1	2.77	2.77	2.71
2	2.59	2.59	2.58
3	2.49	2.49	2.54
4	2.41	2.42	2.42
5	2.19	2.20	2.27
6	2.16	2.15	2.20
7	2.04	2.04	2.13
8	1.98	2.00	2.09
9	2.07	1.92	2.00
10	2.23	2.00	2.00
20	2.59	1.98	1.93

Key findings include:

- option 1 indicates some improvement in asset condition
- options 2 and 3 result in a significant improvement to 'Good' asset condition.

Under option 1 there are a number of required asset component renewals that are unable to be funded, where the component value is above the annual budget. This will require the renewal to be funded over a number of years or a special budget allocation and input from community and/or grant funds.

Proposed levels of annual maintenance of \$232,000 represents about 0.4% of the asset replacement value. Where there is inadequate capital budget to maintain current overall condition of the assets the need for maintenance expenditure will increase. Higher levels of capital renewal reduce the required level of annual maintenance due to the improved condition of the assets.

Option 1 is considered adequate given the slightly improved condition of buildings over the next 10 years. The required expenditure of \$400,000 capital works and \$232,000 maintenance works is also consistent with the amount currently spent by Council upgrading, renewing and maintaining buildings.

### 10.3 Asset consumption ratio

This ratio seeks to highlight the aged condition of Council’s stock of physical assets. If Council is responsibly maintaining and renewing/replacing its assets in accordance with a well prepared asset management plan, then the fact that it’s Asset Consumption Ratio may be relatively low and/or declining should not be cause for concern – providing it is operating sustainably.

$$\text{Asset consumption ratio} = \frac{\text{Depreciated replacement cost of depreciable assets}}{\text{Current replacement cost of depreciable assets}}$$

Purpose: This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.

Standards: Standard is met if the ratio can be measured and is 50% or greater (0.50 or >). Standard is improving if the ratio is between 60% and 75% (0.60 and 0.75).

Asset group	Current replacement cost	Depreciated replacement cost	Current asset consumption ratio
Buildings	60,187,866	35,230,876	58.5%

Based on the current asset consumption ratio, Council is adequately maintaining and renewing/replacing its assets.

### 10.4 Asset sustainability ratio

This ratio is an approximation of the extent to which assets managed by Council are being replaced as these reach the end of their useful lives. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense. Expenditure on new or additional assets is excluded.

Depreciation expense represents an estimate of the extent to which the assets have been consumed during that period. Measuring assets at fair value is critical to the calculation of a valid depreciation expense value.

$$\text{Asset sustainability ratio} = \frac{\text{Capital renewal and replacement expenditure}}{\text{Depreciation}}$$

Purpose: This ratio indicates whether Council is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.

Standards: Standard is met if the ratio can be measured and is 90% (or 0.90). Standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10).

Asset group	Capital renewal and replacement budget	Depreciation	Asset sustainability ratio
Buildings	4,000,000	11,844,469	33.7%

Based on this ratio, it would appear that Council is not replacing buildings as they reach the end of their useful lives. This is partially correct as Council maintains many buildings beyond their expected useful life of 100 years as many older buildings have significant heritage value. This ratio is also low as many Council buildings have not met the end of their useful lives. Careful planning will be required in the future as more Council buildings start to approach their end of useful life to ensure funds are allocated to replace or refurbish buildings. It is expected that the required renewal and replacement budgets will need to increase during future BAMP plans as these buildings begin to require renewal or replacement.

### 10.5 Asset renewal funding ratio

This ratio indicates whether Council has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without additional operating income; or reductions in operating expenses.

The ratio is calculated from information included in Council's 10 year Financial Plan and Asset Management Plan; not the Annual Financial Statements. For the ratio to be meaningful, a consistent discount rate should generally be applied in Net Present Value (NPV) calculations.

$$\text{Asset renewal funding ratio} = \frac{\text{NPV of planned capital renewals over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$$

Purpose: This ratio is a measure of the ability of Council to fund its projected asset renewal/replacements in the future.

Standards: Standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95). Standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the ASR falls within the range 90% to 110%, and the ACR falls within the range 50% to 75%.

Asset group	Planned capital renewals over 10 years	Required capital expenditure over 10 years	Asset renewal funding ratio
Buildings	4,000,000	4,470,000	89.5%

This ratio shows that Council meets its building renewal requirements as at 2017. However, as mentioned in Section 10.4, as buildings continue to age renewal requirements will begin to increase. Renewal forecasts need to be updated regularly to ensure future renewal requirements can be anticipated and met.

## **10.6 Key assumptions in financial forecasts**

Key assumptions in financial forecasts include:

- Buildings and structures assets will remain in Council ownership throughout the planning period unless otherwise known.
- All expenditure is stated in current dollar values with no allowance made for inflation or other escalations over this period.
- The condition and size of the asset group as stated at a specific date.
- Consequential impact on operations, maintenance and renewal financial projections of newly acquired assets has not been considered.
- Renewal, maintenance and isolated failure replacement is generally “like for like”.
- Depreciation is in accordance with Council policy.
- This Plan has been developed using available information from the various data and other information sources as at 2017. The Building Asset Register is not fully populated and there are still some issues about accuracy of what data is currently stored. It is however the best available information until otherwise reviewed and updated.

## **11 IMPROVEMENT AND MONITORING PLAN**

### **11.1 Improvement Plan**

The BAMIP details key improvement items with the overall objective that they will, once completed, result in more effective and mature asset management practices for Council managing its building infrastructure and services. The table below details some of the key buildings asset improvement tasks relevant to this BAMP:

**Table 17: Key buildings asset management improvement plan items**

<b>Improvement task description</b>	<b>Planned timeline</b>	<b>Status</b>	<b>Completion date</b>
Confirm Building Control Status of Buildings listed in Appendix K	Jan 2020	Pending	As resources permit
Setup and review Reflect as the Council BMMS	Jan 2024	Pending	As resources permit
Review buildings list and confirm asset control status	Jan 2020	Pending	As resources permit
Establish Building Asset Management Improvement Plan (BAMIP) as formal MS Excel file	Jan 2021	Pending	As resources permit
Provide first draft of Capital Works Evaluation Guidelines (CWEG) for buildings	Jan 2021	Pending	As resources permit
Review and update Merit reporting categories and workflow	Jan 2021	Pending	As resources permit
Establish first draft of Buildings Operations and Maintenance Management Plan (BOMMP) – review how maintenance is to be managed (e.g. defects, intervention levels)	Jan 2021	Pending	As resources permit
Review and confirm building levels of service	Jan 2022	Pending	As resources permit
Survey buildings customers and the community on their expectations regarding building levels of service	Jan 2022	Pending	As resources permit
Consolidate building data in multiple locations in to one database	Jan 2022	Pending	As resources permit

## 11.2 Monitoring and review

This BAMP will be reviewed as required and amended to recognise any changes in (but not limited to):

- service levels
- asset values
- available resources
- building status such as additions and disposals
- updated building condition assessments
- changes to asset lifecycle management plans.

It is intended that this BAMP will be reviewed within two years after this version is adopted. After that, once the BAMP is more mature, it is expected that the BAMP will be reviewed every four years.

## 12 COSTING AND FUNDING OF ACTIONS

The capital and maintenance costs associated with Council's buildings are detailed in the following tables. These may vary annually as a result of competing Council funding priorities. External grant allocations may also increase the level of funding available.

<b>Action</b>	<b>Estimated cost/annum (\$)</b>	<b>Proposed funding source</b>
Annual building capital works	400,000	Council and external grants
Annual building maintenance	232,000	Council and external grants

## Appendix A: Council-controlled buildings list

The below table lists the buildings which Council either owns, leases or has control over as trustee of buildings on Crown land. Some minor Council buildings (e.g. sheds) are not listed

**Table 18: Council-controlled buildings list**

Building sub-category	Building/ infrastructure name	Address	Town	Building control status	Service manager (planning/upgrade responsibility)	Building Hierarchy
Pre-schools and kindergarten	Dingee Pre-School	785 Dingee Rd	Dingee	Council owned freehold and Council control	Community Wellbeing	Level 2
Pre-schools and kindergarten	Pyramid Hill Pre-School	65-67 Kelly St	Pyramid Hill	Council owned freehold and Council control	Community Wellbeing	Level 2
Pre-schools and kindergarten	Wedderburn Pre-School	77 Ridge St	Wedderburn	Council owned freehold and Council control	Community Wellbeing	Level 2
Pre-school and maternal child health centre	Boort Pre-School and MCH	26 King St	Boort	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Pre-school and maternal child health centre	Inglewood Pre-School and MCH	75/75A Grant St	Inglewood	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Commercial property	Inglewood Shop	64 Brooke St	Inglewood	Council owned freehold and lease	Executive and Commercial Services	Level 2
Public hall - level 1	Boort Memorial Hall	89 Lake View St	Boort	Council owned freehold and CoM delegation	Assets & Infrastructure	Level 1
Public hall - level 1	Inglewood Town Hall	18 Verdon St	Inglewood	Council controlled assets on Crown land and CoM delegation	Assets & Infrastructure	Level 1
Public hall - level 1	Newbridge Public Hall	38 Burke St	Newbridge	Council owned freehold and Council control CoM Management Agreement	Assets & Infrastructure	Level 1
Public hall - level 1	Pyramid Hill Memorial Hall	30-32 Kelly St	Pyramid Hill	Council owned freehold and CAC delegation	Assets & Infrastructure	Level 1

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Public hall - level 1	Wedderburn and Mechanics Institute Hall	92 High St	Wedderburn	Council owned freehold and CAC delegation	Assets & Infrastructure	Level 1
Public hall - level 2	Bridgewater Memorial Hall	39-41 Eldon St	Bridgewater	Council controlled assets on Crown land and CoM Management Agreement	Assets & Infrastructure	Level 2
Public hall - level 2	Korong Vale Mechanics Institute Hall	6-8 Allen St	Korong Vale	Council owned freehold and CAC delegation	Assets & Infrastructure	Level 2
Public hall - level 3	Boort James Boyle Hall	Nolens Park Recreation Reserve, 196 Godfrey St	Boort	Council controlled assets on Crown land and CoM Management Agreement	Assets & Infrastructure	Level 3
Public hall - level 3	Campbells Forest Hall	Loddon Valley Hwy	Campbells Forest	Council owned freehold and CAC delegation	Assets & Infrastructure	Level 3
Public hall - level 3	Pyramid Hill CERT Hall	106 Victoria St	Pyramid Hill	Council owned freehold and CoM Management Agreement	Assets & Infrastructure	Level 4
Public hall - level 3	Wedderburn St. Andrew's Church Hall	Wilson St	Wedderburn	Council owned freehold and Council control	Assets & Infrastructure	Level 4
Public hall - level 3	Yando Public Hall	908 Boort-Yando Rd	Yando	Council owned freehold and CAC delegation	Assets & Infrastructure	Level 4
Community centre	Boort Resource and Information Centre (BRIC)	123-127 Godfrey St	Boort	Council owned freehold and CoM Management Agreement	Corporate Services	Level 1
Community centre	Inglewood Town Hall Hub	18 Verdon St	Inglewood	LSC controlled assets on Crown land and CAC delegation	Corporate Services	Level 1
Community centre	Wedderburn Community Centre	24-32 Wilson St	Wedderburn	Council owned freehold and CAC delegation	Corporate Services	Level 1
Community centre	East Loddon Community Centre	789 Serpentine Rd	Dingee	Council owned freehold and CAC delegation	Corporate Services	Level 3

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Community centre	Korong Vale Community Centre	12-14 Allen St	Korong Vale	Council owned freehold and Council control	Corporate Services	Level 3
Senior citizens centre	Boort Senior Citizens Centre	46 Godfrey St	Boort	Council owned freehold and Council control	Community Wellbeing	Level 2
Senior citizens centre	Inglewood Senior Citizens Centre	75/75A Grant St	Inglewood	Council owned freehold and Council control	Community Wellbeing	Level 2
Senior citizens centre	Pyramid Hill Senior Citizens Centre	6-10 McKay St	Pyramid Hill	Council owned freehold and Council control	Community Wellbeing	Level 2
Senior citizens centre	Wedderburn Senior Citizens Centre	19 Kerr St	Wedderburn	Council owned freehold and Council control	Community Wellbeing	Level 2
Airport infrastructure	Boort Aerodrome	Silo-Woolshed Rd	Boort	Council owned freehold and CAC delegation	Assets & Infrastructure	Level 4
Other community building	Inglewood Eucalyptus Distillery Museum	1 Brooke St	Inglewood	Council owned freehold and CoM Management Agreement	Executive and Commercial Services	Level 3
Other community building	Pyramid Hill Mens Shed	30-32 Kelly St	Pyramid Hill	Council owned freehold and CoM Management Agreement	Community Support	Level 4
Other community building	Wedderburn Engine Park and Market Square Reserve	Racecourse Rd	Wedderburn	LSC controlled assets on Crown land and CAC delegation	Community Support	Level 3
Historical society building	Boort Historical Society	95 Godfrey St	Boort	LSC controlled assets on Crown land and CoM Management Agreement	Community Support	Level 3
Historical society building	Inglewood Former Court House	28 Southey St	Inglewood	Council controlled assets on Crown land and CoM Management Agreement	Community Support	Level 3
Historical society building	Pyramid Hill Historical Society	McKay St	Pyramid Hill	Council owned freehold and CoM Management Agreement	Community Support	Level 3

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Historical society building	Wedderburn Historical Record Museum	26 High St	Wedderburn	Council owned freehold and CoM Management Agreement	Community Support	Level 3
Railway station building	Dingee Railway Station	Mack St	Dingee	Council controlled assets on VicTrack property	Community Support	Level 4
Railway station building	Inglewood Railway Station	Thompson St	Inglewood	Council Controlled Assets on VicTrack Property	Executive and Commercial Services	Level 4
Museum	Pyramid Hill Historical Museum	McKay St	Pyramid Hill	Council owned freehold and Council control	Community Support	Level 3
Municipal office	Serpentine Shire Office	37 Peppercorn Way	Serpentine	Council controlled assets on Crown land and Council controlled	Corporate Services	Level 1
Municipal office	Wedderburn Shire Office	37-41 High St	Wedderburn	Council owned freehold and Council control	Corporate Services	Level 1
Municipal office	Wedderburn Shire Depot (Operations Office)	21 Ridge St	Wedderburn	Council owned freehold and Council control	Works	Level 2
Municipal depot	Boort Shire Depot	25 Victoria St	Boort	Council owned freehold and Council control	Works	Level 3
Municipal depot	Newbridge Shire Depot	3256 Bridgewater-Maldon Rd	Newbridge	Council owned freehold and Council control	Works	Level 3
Municipal depot	Pyramid Hill Shire Depot	17-25 Bramley St	Pyramid Hill	Council owned freehold and Council control	Works	Level 3
Municipal depot	Serpentine Shire Depot	7 Chapel St	Serpentine	Council controlled assets on Crown land and Council controlled	Works	Level 2
Municipal depot	Wedderburn Shire Depot	25 Ridge St	Wedderburn	Council owned freehold and Council control	Works	Level 3

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Public toilet - level 1	Boort Public Toilet – Nolens Park	Boat Ramp Access	Boort	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 1
Public toilet - level 1	Bridgewater Public Toilet - Main St	10 Main St	Bridgewater	Council owned freehold and Council control	Assets & Infrastructure	Level 1
Public toilet - level 1	Inglewood Public Toilet - Town Hall	18 Verdon St	Inglewood	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 1
Public toilet - level 1	Newbridge Public Toilet - Public Hall	38 Burke St	Newbridge	Council owned freehold and Council control	Assets & Infrastructure	Level 1
Public toilet - level 1	Pyramid Hill Public Toilet - Kelly St Park	26 Kelly St	Pyramid Hill	Council owned freehold and Council control	Assets & Infrastructure	Level 1
Public toilet - level 1	Wedderburn Public Toilet - Jacka Park	Chapel St	Wedderburn	Council owned freehold and Council control	Assets & Infrastructure	Level 1
Public toilet - level 2	Boort Public Toilet - Former Court House	97 Godfrey St	Boort	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3
Public toilet - level 2	Dingee Public Toilet - Railway Station (Progress Park)	Mack St	Dingee	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3
Public toilet - level 2	Inglewood Public Toilet - Sloan Park	75/75A Grant St	Inglewood	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3
Public toilet - level 2	Korong Vale Public Toilet - Public Hall	6-8 Allen St	Korong Vale	Council owned freehold and Council control	Assets & Infrastructure	Level 3
Public toilet - level 2	Mitiamo Public Toilet - Female - Mitiamo Park	27-29 Glossop St	Mitiamo	Community assets on Crown land	Assets & Infrastructure	Level 3
Public toilet - level 2	Mitiamo Public Toilet - Male - Mitiamo Park	27-29 Glossop St	Mitiamo	Community assets on Crown land	Assets & Infrastructure	Level 3
Public toilet - level 2	Serpentine Public Toilet - Rudkins Reserve	37 Peppercorn Way	Serpentine	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Public toilet - level 2	Tarnagulla Public Toilet - Tarnagulla Park	67 Commercial Rd	Tarnagulla	Council owned freehold and Council control	Assets & Infrastructure	Level 3
Public toilet - level 3	Boort Public Toilet - Sailing Club	34 Ring Rd	Boort	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3
Public toilet - level 3	Bridgewater Public Toilet - Swimming Hole	Brougham St	Bridgewater	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3
Public toilet - level 3	Inglewood Public Toilet - Botanic Gardens	Sullivan St	Inglewood	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3
Public toilet - level 3	Laanecoorie Public Toilet - Brownbill Reserve	Brownbill Reserve Rd	Laanecoorie	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3
Public toilet - level 3	Pyramid Hill Public Toilet - The Hill	Hill Rd	Pyramid Hill	Council controlled assets on Crown land and Council controlled	Assets & Infrastructure	Level 3
Caravan park	Boort Caravan Park	192 Godfrey St	Boort	Council controlled assets on Crown land and Council control	Executive and Commercial Services	Level 3
Caravan park	Bridgewater Caravan Park	1 Park St	Bridgewater	Council owned freehold and Council controlled	Executive and Commercial Services	Level 3
Caravan park	Pyramid Hill Caravan Park	114-124 Victoria St	Pyramid Hill	Council owned freehold and MoU	Executive and Commercial Services	Level 3
Caravan park	Wedderburn Caravan Park	61 Hospital St	Wedderburn	Council owned freehold and Council controlled	Executive and Commercial Services	Level 3
Elderly persons unit	Dingee EPU - Unit 1	29 King St	Dingee	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Dingee EPU - Unit 2	29 King St	Dingee	Council owned freehold and lease delegation	Community Wellbeing	Level 2

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Elderly persons unit	Dingee EPU - Unit 3	27 King St	Dingee	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Dingee EPU - Unit 4	27 King St	Dingee	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Dingee EPU - Unit 5	25 King St	Dingee	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Inglewood EPU – Unit 1	60-62 Sullivan St	Inglewood	Council owned freehold and CAC delegation	Corporate Services	Level 2
Elderly persons unit	Inglewood EPU – Unit 2	60-62 Sullivan St	Inglewood	Council owned freehold and CAC delegation	Corporate Services	Level 2
Elderly persons unit	Pyramid Hill EPU - Unit 1	35 Victoria St	Pyramid Hill	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Pyramid Hill EPU - Unit 2	35 Victoria St	Pyramid Hill	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Pyramid Hill EPU - Unit 3	35 Victoria St	Pyramid Hill	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Pyramid Hill EPU - Unit 4	35 Victoria St	Pyramid Hill	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Serpentine EPU - Unit 1	3 Tresise St	Serpentine	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Serpentine EPU - Unit 2	3 Tresise St	Serpentine	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Serpentine EPU - Unit 3	3 Tresise St	Serpentine	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Serpentine EPU - Unit 4	3 Tresise St	Serpentine	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Elderly persons unit	Serpentine EPU - Unit 5	6 Tresise St	Serpentine	Council owned freehold and lease delegation	Community Wellbeing	Level 2
Staff housing	CEO's Residence	36 Ridge St	Wedderburn	Council owned freehold and Council control	Corporate Services	Level 2
Swimming pool	Boort Swimming Pool Buildings	Ring Rd	Boort	Council controlled asset on Crown land	Community Support	Level 3

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Swimming pool	Inglewood Swimming Pool Buildings	13 Heales St	Inglewood	Council owned freehold and Council control	Community Support	Level 3
Swimming pool	Mitiamo Swimming Pool Buildings	27-29 Glossop St	Mitiamo	Council controlled assets on Crown land	Community Support	Level 3
Swimming pool	Pyramid Hill Swimming Pool Buildings	106-117 Victoria St	Pyramid Hill	Council owned freehold and Council control	Community Support	Level 3
Swimming pool	Wedderburn Swimming Pool Buildings	Peters St	Wedderburn	Council owned freehold and Council control	Community Support	Level 3
Sports/recreation clubroom	Boort Bowling Club - Club Room	158 Godfrey St	Boort	Council controlled assets on Crown land and CoM Management Agreement	Community Support	Level 2
Sports/recreation clubroom	Boort Malone Park - Pavilion	53-83 Malone St	Boort	Council controlled asset on Crown land and CAC delegation	Community Support	Level 2
Sports/recreation clubroom	Inglewood Sports Centre	75/75A Grant St	Inglewood	Council owned freehold and CAC delegation	Community Support	Level 2
Sports/recreation clubroom	Korong Vale Rec Reserve Social Room	Pakenham St	Korong Vale	Council owned freehold and CAC delegation	Community Support	Level 2
Sports/recreation clubroom	Mitiamo Rec Reserve	50 Glossop St	Mitiamo	Council owned freehold and CoM Management Agreement	Community Support	Level 2
Sports/recreation clubroom	Pyramid Hill Golf Club Pavilion	Leitchville-Pyramid Rd/Hill Rd	Pyramid Hill	Council controlled assets on Crown land and CoM Management Agreement	Community Support	Level 2
Sports/recreation clubroom	Serpentine Bowls and Tennis Pavilion	34 Peppercorn Way	Serpentine	Council owned freehold and CoM Management Agreement	Community Support	Level 2
Sports/recreation clubroom	Wedderburn Bowls and Tennis Club Rooms	Chapel St	Wedderburn	Council owned freehold and CAC delegation	Community Support	Level 2

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Sports/recreation clubroom	Wedderburn Donaldson Park - Main Club Room	Chapel St	Wedderburn	Council owned freehold and CAC delegation	Community Support	Level 2
Sports/recreation clubroom	Wedderburn Donaldson Park - Harness Racing Club Room	Chapel St	Wedderburn	Council owned freehold and CAC delegation	Community Support	Level 2
Sports/recreation clubroom	Boort Lakeside Croquet Club Room	Fire Brigade Track	Boort	Council controlled assets on Crown land and CoM Management Agreement	Community Support	Level 3
Sports/recreation clubroom	Boort Angling Club Room	34 Ring Rd	Boort	Council controlled assets on Crown land and CoM Management Agreement	Community Support	Level 3
Sports/recreation clubroom	Boort Power Boat and Ski Club Room	Boat Ramp Access	Boort	Council controlled assets on Crown land and CoM Management Agreement	Community Support	Level 3
Sports/recreation clubroom	Boort Tennis Club Room	158 Godfrey St	Boort	Council controlled assets on Crown land and CoM Management Agreement	Community Support	Level 3
Sports/recreation clubroom	Inglewood Sports Riding Reserve	Borong St	Inglewood	Council owned freehold and CoM Management Agreement	Community Support	Level 3
Sports/recreation clubroom	Inglewood Tennis Club Room	75/75A Grant St	Inglewood	Council owned freehold and CAC delegation	Community Support	Level 3
Sports/recreation clubroom	Pyramid Hill Quarter Horse Club Room	Leitchville-Pyramid Rd/Hill Rd	Pyramid Hill	Council controlled assets on Crown land and CoM Management Agreement	Community Support	Level 3
Sports/recreation clubroom	Pyramid Hill Tennis Club Room	106-117 Victoria St	Pyramid Hill	Council owned freehold and CoM Management Agreement	Community Support	Level 3

<b>Building sub-category</b>	<b>Building/ infrastructure name</b>	<b>Address</b>	<b>Town</b>	<b>Building control status</b>	<b>Service manager (planning/upgrade responsibility)</b>	<b>Building Hierarchy</b>
Sports/recreation clubroom	Wedderburn Market Square Rec Reserve Club Room	Racecourse Rd	Wedderburn	Council controlled assets on Crown land and CAC delegation	Community Support	Level 3
Toilet/amenities/change room	Boort Malone Park Rec Reserve	53-83 Malone St	Boort	Council owned and CAC delegation	Community Support	Level 3
Toilet/amenities/change room	Bridgewater Boat Ramp	Peppercorn Lane	Bridgewater	Council controlled assets on Crown land	Community Support	Level 3
Miscellaneous buildings	Inglewood Shop - Rear Park Out Building	64 Brooke St	Inglewood	Council owned freehold and Council control	Executive and Commercial Services	Level 4
Miscellaneous buildings	Wedderburn SES Depot	2 Nardoo Court	Wedderburn	Council owned freehold	Community Support	Level 3

## Appendix B: Other committees of management buildings list

The below table lists the buildings which are controlled by other committees of management:

**Table 19: Other committees of management buildings list**

<b>Building – Controlled by other Committees of Management</b>
Arnold Public Hall
Calivil Hall
Calivil Recreation Reserve Club Room
Derby Public Hall
Dingee Memorial Hall
Durham Ox Hall
Eddington Public Hall
Fentons Creek Hall
Jarklin Public Hall
Laanecoorie Public Hall
Mitiamo Public Hall
Powlett Hall
Rheola Hall
Serpentine Public Hall
Tarnagulla Community Centre
Tarnagulla Public Hall
Woodstock Public Hall
Yarrowalla Community Centre

## Appendix C: Buildings control status and asset management responsibility

The following table lists the asset management responsibilities for the various building control status options:

**Table 20: Building control status asset management responsibilities**

Description (building control status)	Building ownership	Site land ownership	Building control	Delegated control	Operations	Maintenance	Renewal	Upgrade	New
<b>Council owned freehold and Council control</b>	Council	Council	Council	No	Council	Council	Council and building category options	Building category options	Building category options
<b>Council owned freehold and CAC/lease delegation</b>	Council	Council	Council	CAC (S65) /lease	CAC/leasee	CACMG/ lease agreement	CACMG/ lease agreement and building category options	Building category options	Building category options
<b>Council controlled assets on Crown land and Council control</b>	Council as trustee /CoM	Crown	Council	No	Council	Council	Council and Building Category Options	Building category options	Building category options

<b>Description (building control status)</b>	<b>Building ownership</b>	<b>Site land ownership</b>	<b>Building control</b>	<b>Delegated control</b>	<b>Operations</b>	<b>Maintenance</b>	<b>Renewal</b>	<b>Upgrade</b>	<b>New</b>
<b>Council controlled assets on Crown land and CAC/lease delegation</b>	Council as trustee /CoM	Crown	Council	CAC (S65) /lease	CAC/lessee	CACMG/ lease Agreement	CACMG/lease agreement and Building category options	Building category options	Building category options
<b>Community assets on Crown land</b>	Community CoM	Crown	CoM	Yes to Council	Council	Council	Council and building category options	Building category options	Building category options
<b>Community assets (CAC) on Crown land and CoM control</b>	Community CoM	Crown	CoM	No	CAC	CACMG	CACMG and building category options	Building category options	Building category options
<b>Community assets (CAC) on other land</b>	Community CoM	Land owner	CoM	No	CAC	CACMG	CACMG and building category options	Building category options	Building category options
<b>Council controlled assets on Vic Track land</b>	Vic Track	Vic Track	Council	Leased to Council	Council/CoM sub-lease	Council/CoM sub-lease	Council and building category options	No	No

## Appendix D: Building category and funding options

The below table provides the explanatory detail for the respective asset management funding options available to Council:

**Table 22: Asset management funding option descriptions**

<b>Asset stage</b>	<b>Funding option no.</b>	<b>Funding option description</b>
<b>Asset renewal</b>	<b>R1</b>	Council will fully fund facility renewal where it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis) and fits within overall budget constraints.
	<b>R2</b>	Council may fund facility renewal if no external funding is available and where it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis) and fits within overall budget constraints.
	<b>R3</b>	Council will contribute part funding to facility renewal only if there are sufficient other external funding contributions available (from community, service provider, external funding grants), fits within overall budget constraints and it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis).
	<b>R4</b>	Council will not contribute any funding for facility renewal – funding relies solely on external sources.
<b>Asset upgrade</b>	<b>U1</b>	Council will fully fund facility upgrade where it is satisfied that there is a demonstrated demand and/or predicted long term future usage and fits within overall budget constraints.
	<b>U2</b>	Council may fund facility upgrade if no external funding is available and where it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis) and fits within overall budget constraints.
	<b>U3</b>	Council will contribute part funding to facility upgrade only if there are sufficient other external funding contributions available (from community, service provider, external funding grants), fits within overall budget constraints and it is satisfied that there is a demonstrated demand and/or predicted long term future usage.
	<b>U4</b>	Council will not contribute any funding for facility upgrade – funding relies solely on external sources.
<b>New asset</b>	<b>N1</b>	Council will fully fund new facility where it is satisfied that there is a demonstrated demand and/or predicted long term future usage and fits within overall budget constraints.
	<b>N2</b>	Council may fund new facility if no external funding is available and where it is satisfied there is a demonstrated benefit (service provision and/or lifecycle cost analysis) and fits within overall budget constraints.
	<b>N3</b>	Council will contribute part funding to new facility only if there are sufficient other external funding contributions available (from community, service provider, external funding grants), fits within overall budget constraints and it is satisfied that there is a demonstrated demand and/or predicted long term future usage.
	<b>N4</b>	Council will not contribute any funding for new facility – funding relies solely on external sources.

The following table lists the funding option relevant to the asset lifecycle stage for each building category. These categories are a guide, each building renewal, upgrade, or new building project may be reviewed individually.

**Table 23: Building category applicable funding options**

<b>Sub-category</b>	<b>Renewal</b>	<b>Upgrade</b>	<b>New</b>
Pre-school and maternal child health centres	<b>R3</b>	<b>U3</b>	<b>N3</b>
Commercial property	<b>R2</b>	<b>U2</b>	<b>N2</b>
Public halls – level 1	<b>R2</b>	<b>U2</b>	<b>N2</b>
Public halls – level 2	<b>R3</b>	<b>U3</b>	<b>N4</b>
Public halls – level 3	<b>R4</b>	<b>U4</b>	<b>N4</b>
Public halls – level 4	<b>R4</b>	<b>U4</b>	<b>N4</b>
Community centres	<b>R2</b>	<b>U4</b>	<b>N3</b>
Senior citizen centres	<b>R3</b>	<b>U3</b>	<b>N3</b>
Airport infrastructure	<b>R2</b>	<b>U3</b>	<b>N3</b>
Other community buildings	<b>R2</b>	<b>U4</b>	<b>N3</b>
Historical society buildings	<b>R3</b>	<b>U3</b>	<b>N/A</b>
Historical railway buildings	<b>R4</b>	<b>U4</b>	<b>N/A</b>
Museums	<b>R3</b>	<b>U3</b>	<b>N4</b>
Municipal offices	<b>R1</b>	<b>U1</b>	<b>N1</b>
Municipal depots	<b>R1</b>	<b>U1</b>	<b>N1</b>
Public toilets – level 1	<b>R2</b>	<b>U3</b>	<b>N3</b>
Public toilets – level 2	<b>R3</b>	<b>U3</b>	<b>N3</b>
Public toilets – level 3	<b>R4</b>	<b>U4</b>	<b>N4</b>
Caravan parks	<b>R2</b>	<b>U2</b>	<b>N3</b>
Elderly persons units	<b>R3</b>	<b>U3</b>	<b>N3</b>
Staff residence	<b>R1</b>	<b>U1</b>	<b>N1</b>
Swimming pools	<b>R3</b>	<b>U3</b>	<b>N4</b>
Clubrooms	<b>R3</b>	<b>U3</b>	<b>N4</b>
Change rooms/toilets	<b>R3</b>	<b>U3</b>	<b>N4</b>
Other sports and recreation buildings	<b>R3</b>	<b>U3</b>	<b>N4</b>
Miscellaneous buildings	<b>R2</b>	<b>U4</b>	<b>N4</b>

# Appendix E: Committee of management maintenance guidelines

## ANNEXURE A: COMMUNITY ASSET COMMITTEE RESPONSIBILITY

### MAINTENANCE GUIDELINES FOR COMMUNITY ASSET COMMITTEE MANAGING COUNCIL FACILITIES:

This document provides guidelines to your Community Asset Committee for the maintenance of Loddon Shire's (Council) owned / managed facilities.

Item	Responsibility		Comments
	Council	Community Asset Committee	
<b>UTILITIES</b>			
Power (electricity) Gas (bottled and mains) Water (building) Telecommunications		✓	Payment for all supply costs, service charges and associated expenses.
Solar		✓	Payment for installation, renewal and all other associated cost.
<b>BUILDINGS</b>			
Includes: Main buildings, grandstands, scoreboards, timekeepers hut, player and public shelters, ticket entrances, shedding, carports, verandas, toilets, fences etc. <b>Note:</b> does not apply to public toilets which Council is responsible for as defined in Council's Building Asset Management Plan.			
Rates	✓ <b>Contact Revenue Coordinator</b>		Council will be responsible for any rates and charges, including land tax if applicable.
Building insurance	✓ <b>Contact Manager Organisational Development</b>		Council insures building

Item	Responsibility		Comments
	Council	Community Asset Committee	
Structure – foundations, floors and walls. Roof and guttering	✓ <b>Contact Building Maintenance Officer</b>		Council will be responsible for all structural and roof/guttering maintenance and repairs/replacement.  This may include ageing materials, rising damp, pest (termite) damage, ground movement, drainage, storm damage etc.
Guttering cleaning		✓	Committee is responsible for organising cleaning of guttering
General building maintenance.		✓	All general maintenance including electrical, plumbing, fit outs, spouting (cleaning), drainage etc.  Cleaning internally and externally and supply of cleaning products and consumables.  Repairs due to vandalism including the removal of graffiti.  Report any structural damage to Council.
External painting		✓ <b>Contact Building Maintenance Officer</b>	Committee is responsible for external painting.
Internal painting		✓	Committee is responsible for internal painting.
Kitchen – food safety/hygiene		✓	Committee must comply with Environmental Health regulations.
Cleaning of sports use toilets		✓	Day to day cleaning and supply of all consumables such as toilet paper and hand towels (excluding public toilets recognised within Council's Building Asset Management Plan.)

Item	Responsibility		Comments
	Council	Community Asset Committee	
Asbestos audits and asbestos register	<p style="text-align: center;">✓  <b>Contact Building Maintenance Officer</b></p>		Committee is responsible for ensuring site hazards are isolated
Asbestos containment and/or removal			<p>Council will be responsible for engaging suitably qualified contractors to undertake Asbestos Audits on Council buildings over a 5 year period.</p> <p>Council will maintain the Asbestos Register.</p> <p>Council will manage identified asbestos in buildings through regular inspection checks or removal.</p>
Seasonal inspections		✓	Where facilities involve the running of seasonal sports, the committee is responsible for arranging for Council to inspect all sporting facilities prior to the season
<b>BUILDING CONTENTS</b>			
Contents insurance		✓	For contents not owned by the Council.
Electrical testing and tagging of appliances		✓	The Community Asset Committee is responsible for engaging competent person(s) to undertake testing and tagging of electrical equipment every 12 months or to Australian Standards, whichever is the lesser term.
Floor coverings		✓	The Community Asset Committee is responsible for general upkeep and cleaning of floor coverings.
Window furniture		✓	The Community Asset Committee is responsible for the general upkeep, cleaning and replacement of curtains, blinds and other window furnishings.

Item	Responsibility		Comments
	Council	Community Asset Committee	
<b>ESSENTIAL SAFETY MEASURES</b>			
Records of service must be kept in the installed Essential Safety Measures Cabinet and also be provided to Council on request.			
Fire extinguishers Fire blankets Hose reels Fire hydrants		✓	The Community Asset Committee is responsible for engaging competent person(s) to undertake servicing of equipment every 6 months to Australian Standards.
Air-conditioning and mechanical ventilation systems		✓	Servicing of air conditioning systems (heating and cooling) and mechanical ventilation systems to Australian Standards. Service requirements and frequencies may vary from site to site
Fire mains	✓ Contact Building Maintenance Officer		Servicing and testing of fire mains (ring mains) to Australian Standards. Currently required every 5 years.
Lifts		✓	Serviced to Australian Standards by suitably qualified person(s) Minimum service requirement is annually unless Council deem a more frequent service is required.
Emergency lighting and exit lights		✓	Serviced to Australian Standards by suitably qualified person(s) at 6 monthly intervals
Material Safety Data Sheets (MSDS)		✓	Committee is responsible for maintaining applicable MSDS.
Access and egress paths of travel to exits		✓	Internal audits to be conducted by a suitably responsible person at quarterly intervals.

Item	Responsibility		Comments
	Council	Community Asset Committee	
Emergency Evacuation Policy	✓ <b>Contact Manager Organisational Development</b>		Community Asset Committee are responsible for implementation and ongoing reviews.  Council may assist the Community Asset Committee with the development and/or review of Emergency Evacuation policies and procedures.
<b>BUILDING SERVICES</b>			
Rubbish and recycle kerbside collection		✓	Council will supply as well as collect bins and the committee are responsible for all other waste management on site.
Septic tank and lines	✓		Council will be responsible for major maintenance repairs or replacement
Septic tank and lines servicing		✓	General annual/tri-annual servicing is the committee of management's responsibility.
Grease traps/triple interceptor pits	✓		Council will be responsible for repairs, major maintenance or replacement
Grease traps/triple interceptor pits servicing		✓	General annual/tri-annual servicing is the committee of management's responsibility.
Thermostatic mixing valves/tempering valves		✓	Serviced to Australian Standards by suitably qualified person(s) at 12 monthly intervals
Backflow prevention devices		✓	Annual serving and repairs of backflow prevention devices where installed by Coliban Water
Automatic doors		✓	Serviced to Australian Standards by suitably qualified person(s) at 6 monthly intervals.  Community Asset Committee is responsible for all service and maintenance costs.
<b>GROUNDS</b>			
Including nature strips			

Item	Responsibility		Comments
	Council	Community Asset Committee	
Fencing maintenance and renewal		✓	Community Asset Committee responsible for all maintenance and renewal of boundary and internal fencing
Playground equipment		✓ <b>Contact Building Maintenance Officer</b>	Annual safety check of installations provided by Council, however committee is responsible for general upkeep.
Seat and bench maintenance		✓	Where installed by committee of management
Ovals and surrounds maintenance		✓	Community Asset Committee responsible for all maintenance and upkeep of ovals and surrounds.
Light tower maintenance		✓	Community Asset Committee is responsible for all maintenance and upkeep of light towers.
Water (sporting grounds)		✓	Irrigation systems are managed and maintained by committees of management.
Garden beds maintenance and watering around halls, clubrooms or pavilions		✓	Includes maintenance of all garden beds, ornamental lawns, mowing and their respective watering systems.  New garden beds situated in close proximity of buildings must be approved by Council prior to installation.
Netball and tennis courts maintenance		✓	Community Asset Committee is responsible for all maintenance and upkeep of netball and tennis courts.
Pest plants (weeds) and animals		✓	Includes insects, rodents, rabbits, feral animals and weeds
Road and path maintenance		✓	Community Asset Committee is responsible for: inspection, maintenance and renewal of all internal driveways, roadways, footpaths and parking areas.

Item	Responsibility		Comments
	Council	Community Asset Committee	
Hard surfaces - (paving, asphalt, concrete etc.)		✓	Community Asset Committee is responsible for all maintenance and upkeep of all hard surfaces.
Advertising sign maintenance		✓	The erection and maintenance of advertising signs is subject to Council approval and must meet all regulations and planning requirements. A planning permit may be required.
Barbecue maintenance		✓	Community Asset Committee is responsible for all maintenance and works associated with the BBQ facilities at reserves
Rubbish maintenance		✓	Rubbish generated from activities that use the facility must be disposed of in bins on site kerbside collection service. If no bins available, the Committee must remove rubbish off site. Hard rubbish that is generated from works must be carted away from the property at the completion of the works.
<b>MISCELLANEOUS</b>			
Smoking		✓	No smoking is permitted in any Council property. Committees are responsible to ensure no cigarette butts litter the ground and surrounding areas.
Special events		✓	Any special events costs and damage is the responsibility of the committee of management
Alcohol		✓	No alcohol is permitted <b>to be sold</b> unless a liquor licence is held– see Department of Justice for more information ( <a href="http://www.justice.vic.gov.au/alcohol">www.justice.vic.gov.au/alcohol</a> )
Gambling		✓	No gambling is permitted in any Council property without appropriate approvals
Politicians		✓	Community Asset Committee must seek authorisation from Council prior to contacting a politician.



## Appendix F: Buildings component condition rating

The following table lists the respective building component asset condition rating (assessed as at 30 June 2017):

**Table 25: Building component condition rating (as at 30 June 2017)**

Building Asset Category		No. buildings	OCI	Structure	Sub structure	Roof	Fittings fixtures	Floor	Water/plumbing	Mech	Elec	Transport	Security	Site services	Site externals
Children and family services	Pre-school and maternal child health centres	5	2.88	2.60	2.60	3.40	3.00	3.00		3.00	3.00	3.00		3.00	3.00
Commercial operations	Commercial property	1	2.98	3.00	3.00	4.00	3.00	3.00		3.00	2.00	3.00	2.00	3.00	3.00
Community facilities	Public halls	14	3.27	3.50	3.36	3.64	3.07	3.21	2.00	3.00	3.00	3.07	3.00	3.00	3.07
	Community centres	6	2.69	2.83	2.67	2.83	2.33	2.67	1.00	2.50	2.67	2.83	2.50	2.50	2.83
	Senior citizen centres	4	2.99	2.75	2.75	3.25	3.00	2.75		3.00	3.75	3.00		3.00	3.00
	Airport infrastructure	2	3.00	3.00	3.00	3.00	3.00	3.00		3.00	3.00	3.00		3.00	3.00
	Other community buildings	15	2.89	2.93	2.80	2.93	2.67	2.82	3.00	3.00	2.93	3.13	3.00	2.93	2.93
Historical buildings	Historical society buildings	5	3.44	4.00	3.20	3.60	3.00	3.00		2.50	3.60	3.00		3.20	3.40
	Historical railway buildings	7	2.99	3.29	3.29	2.71	2.67	2.33	3.00	2.33	2.33	3.00	3.00	2.86	2.71
	Museums	2	2.95	3.00	3.00	3.00	3.00	3.00		3.00	2.50	3.00	3.00	3.00	3.00
Municipal facilities	Municipal offices	4	2.52	2.50	2.50	2.50	2.25	2.50	1.00	2.50	2.50	2.33	2.50	2.75	3.00
	Municipal depots	6	3.13	3.17	3.17	3.17	3.00	3.00	3.50	3.00	3.00	3.00	3.00	2.83	3.00
Public amenities	Public toilets	19	3.59	2.79	2.79	2.72	2.89	3.25	1.00	3.00	3.00	2.88		2.84	2.95
Social housing/residential	Caravan parks	18	2.65	2.61	2.44	2.61	2.78	2.80	3.00	2.70	2.71	2.69		2.94	2.82
	Elderly persons units	16	3.11	3.14	3.00	3.36	3.07	3.07		3.00	3.08	3.14		3.00	3.50
	Staff residence	1	2.25	2.00	2.00	2.00	2.00	2.00		3.00	2.00	2.00		3.00	3.00
Sports and recreation facilities	Swimming pools	11	2.99	2.91	2.82	3.18	3.18	3.20	3.00	3.00	2.89	3.00		3.00	3.00
	Clubrooms	21	3.06	3.05	3.05	3.10	3.10	2.95		3.00	3.26	3.00	3.00	3.00	3.00
	Change rooms/toilets	7	2.82	2.86	2.57	2.86	2.86	2.33			3.20	2.80		2.83	2.83
	Other sports and recreation buildings	7	3.17	3.14	3.14	3.43	3.00	3.00			3.33	3.00		3.14	3.00
Other facilities	Miscellaneous buildings	2	3.94	4.00	3.33	4.33	4.00	4.00		3.00	3.00	3.33		3.67	3.67
<b>Total</b>		<b>171</b>													

## Appendix G: Buildings inspection program

The following table lists the various building inspection program: maintenance budget components used for the financial modelling:

**Table 26: Building inspection program**

Inspection Type	Building Hierarchy			
	Level 1	Level 2	Level 3	Level 4
Fire services	6 months	6 months	6 months	6 months
Pest control	Annual	Annual	Annual	Annual
Contract cleaning audits	Random audit	Random audit	Random audit	Random audit
Electrical services	Annual test and tag			
Plumbing and gas services	Annual	Annual	Annual	Annual
Air-conditioning	Quarterly	Annual	Annual	Annual
OH&S/risk audits	6 months	6 months	Annual	Annual
General maintenance	Annual	Annual	2 years	3 years
Essential Safety Measures	Annual	Annual	Annual	Annual
Asbestos	5 years	5 years	5 years	5 years
Condition assessment	5 years	5 years	5 years	5 years
Building permit	10 years	10 years	10 years	10 years

## Appendix H: Building operations and maintenance annual cost summary

The following table lists the respective operations and maintenance budget components used for the financial modelling:

**Table 27: Operations and maintenance budget components**

Budget item	Expenditure amount
<b>Operations</b>	
Rates	\$ 60,000
Utilities	\$ 80,000
Building audits	\$ 20,000
BAMP	\$ 10,000
Public toilet cleaning	\$ 240,000
Office cleaning	\$ 42,000
Public hall and recreation reserve allocations (half share)	\$ 60,000
<b>Maintenance</b>	
Asbestos management (audits and removal)	\$66,000
Termites	\$ 10,000
Painting	\$ 10,000
Public toilets	\$ 20,000
Council residences	\$ 5,000
Municipal offices	\$ 35,000
Pre-school and maternity child health centres	\$ 23,000
Elderly person units	\$ 5,000
Public halls	\$ 10,000
Senior citizen centres	\$ 10,000
Security and locks	\$ 2,000
Pest spraying	\$ 7,000
Furniture - non-capital	\$ 5,000
Other maintenance	\$ 20,000
Public hall and recreation reserve allocations (half share)	\$ 60,000
<b>Operations</b>	<b>\$ 512,000</b>
<b>Maintenance</b>	<b>\$ 288,000</b>
<b>Total</b>	<b>\$ 800,000</b>

# Appendix I: Building risk assessments

**Table 28: Buildings Risk Assessments**

No.	Risk	Existing measures	Likelihood	Consequence	Risk severity	Preventative controls	Likelihood	Consequence	Risk severity
1	Availability of suitable tradesperson to meet time-frames	Limited means to dictate terms. Difficult to have many tradespeople available	Likely	Minor	Low	Have alternative tradespeople available when possible	Likely	Minor	Low
2	Unknown structural and/or environmental issues	Reliance on previously undertaken building inspections	Likely	Minor	Medium	Engage experts/consultants as required	Likely	Minor	Medium
3	The presence of asbestos containing materials	Asbestos registers updated, asbestos audit regime undertaken	Likely	Minor	Medium	Site induction to include asbestos awareness. Carry out intrusive inspection and remove as necessary	Likely	Minor	Medium
4	Allocated budget not sufficient due to quotation price exceeding cost estimate	Negotiate with persons carrying out work	Rare	Minor	Low	Apply for increase in budget or reduce scope of works	Rare	Minor	Low
5	There is a risk of electrical failure	Regular electrical tagging and testing. Inspections of outlets and switches	Unlikely	Minor	Low	Existing measures plus implement regular RCD and switchboard testing	Unlikely	Minor	Low
6	There is a risk of water related issues (rain ingress, storm water drainage, etc.)	Inspections undertaken. Regular cleaning of gutters, sumps, downpipes on Council buildings	Likely	Minor	Low	Regular inspection of Council owned buildings	Likely	Minor	Low
7	There is a risk of fire in a Council building	Regular servicing of fire equipment alarms, emergency lighting, exit doors, path of travel to exits	Unlikely	Moderate	Medium	Building inspections procedure. Fire evacuation drills undertaken. Insurance in place	Unlikely	Minor	Low
8	There is a risk of building permit non-compliance	ESM audits	Likely	Moderate	Low	Building non-compliance items scheduled in planned scope of works	Likely	Minor	Low
9	There is a risk of non-compliance with DDA	Non-qualified inspections	Likely	Moderate	Low	DDA audits and DDA items scheduled in planned works	Likely	Moderate	Low
10	There is a risk involving the security of Council buildings	Security locks for all access doors in place for response. Alarms in some buildings	Possible	Moderate	Medium	Increasing no. of buildings with alarms. Install CCTV for critical locations	Possible	Moderate	Medium

## **Appendix J: Capital Works Evaluation Guidelines – Buildings**

These are currently being developed. When complete they will be updated in the next version of the BAMP.

## Appendix K: Buildings that require review of their control status

Table 28: Buildings that require review of the building control status

Building sub-category	Building/ infrastructure name	Address	Town	Building control status
Sports/recreation clubroom	Wedderburn Bowls and Tennis Club Rooms	Chapel St	Wedderburn	Council owned freehold and Council control
Miscellaneous buildings	Wedderburn SES Depot	2 Nardoo Court	Wedderburn	Council owned freehold
Sports/recreation clubroom	Inglewood Sports Centre	75/75A Grant St	Inglewood	Council owned freehold and CAC delegation
Public toilet - level 2	Serpentine Public Toilet - Rudkins Reserve	37 Peppercorn Way	Serpentine	Council controlled assets on Crown land and Council controlled
Municipal office	Serpentine Shire Office	37 Peppercorn Way	Serpentine	Council controlled assets on Crown land and Council controlled
Historical society building	Pyramid Hill Historical Society	McKay St	Pyramid Hill	Council owned freehold and CoM Management Agreement