

**GLEN
INNES**
SEVERN COUNCIL



**LAND AND BUILDINGS
ASSET MANAGEMENT
PLAN
2025-2029**

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	3
2. INTRODUCTION	4
2.1 BACKGROUND.....	4
2.2 GOALS AND OBJECTIVES OF ASSET MANAGEMENT	4
2.3 CORE AND ADVANCED ASSET MANAGEMENT	4
3. LEVELS OF SERVICE	5
3.1 CUSTOMER RESEARCH AND EXPECTATIONS	5
3.2 LEGISLATIVE REQUIREMENTS.....	5
3.3 CURRENT LEVELS OF SERVICE	5
3.4 DESIRED LEVELS OF SERVICE	5
4. FUTURE DEMAND	7
4.1 DEMAND FORECAST.....	7
4.2 CHANGES IN TECHNOLOGY.....	8
4.3 DEMAND MANAGEMENT PLAN	8
4.4 NEW ASSETS FROM GROWTH.....	8
5. LIFECYCLE MANAGEMENT PLAN.....	9
5.1 BACKGROUND DATA	9
5.2 RISK MANAGEMENT	11
5.3 ROUTINE MAINTENANCE PLAN	12
5.4 RENEWAL / REPLACEMENT PLAN	12
5.5 CREATION / ACQUISITION / UPGRADE PLAN	13
5.6 DISPOSAL PLAN.....	13
6. FINANCIAL SUMMARY	13
6.1 FINANCIAL STATEMENTS AND PROJECTIONS	13
6.2 FUNDING SUMMARY	13
6.3 VALUATION FORECASTS	13
6.4 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS	14
7. ASSET MANAGEMENT PRACTICES.....	14
7.1 ACCOUNTING AND FINANCIAL SYSTEMS.....	14
8. PLAN IMPROVEMENT AND MONITORING	15
8.1 PERFORMANCE MEASURES	15
8.2 IMPROVEMENT PLAN.....	15
8.3 MONITORING AND REVIEW PROCEDURES.....	15

EXECUTIVE SUMMARY

Council has been very proactive in improving data quality within the building's assets register. In 2018, an independent asset valuation was completed. Thereafter, considerable work was undertaken to refine and reclassify asset holdings. A further revaluation was completed in 2022, with a large number of structures found. The result is a very detailed and accurate land and building register. Additionally, a full-time Facilities Maintenance Officer and a full-time Property Officer have been employed by Council. Having in-house dedicated staff will give Council ongoing ability to provide an accurate assessment of gaps in asset condition against satisfactory condition levels. This gap analysis will inform future budgets and give more accurate results in the Annual Financial Report (cost to bring to satisfactory and backlog ratios).

Recently completed projects include the new indoor sports stadium in West Avenue, the Glen Innes Highlands Skywalk and a major refurbishment of the Centennial parklands amenities.

Looking forward, Council plans to undertake a major project to facilitate colocation of administration staff who currently occupy the Church Street and Town Hall administration buildings. Works are also planned to upgrade facilities at the works depot in Lang Street.

Planned asset disposals include surplus property at 181 Bourke Street Glen Innes and vacant land at 23 Bourke St Deepwater.

2. INTRODUCTION

2.1 BACKGROUND

This asset management plan covers the following infrastructure assets:

ASSET TYPE	QUANTITY	REPLACEMENT VALUE \$	ACCUMULATED DEPRECIATION -\$
BUILDINGS	138	68,685,737	33,669,097
COMMUNITY LAND	43	3,177,300	-
CROWN LAND	55	1,800,500	-
FURNITURE AND FITTINGS	-	333,264	247,575
INVESTMENT	3	2,332,912	1,607,912
LIBRARY BOOKS	-	958,743	886,766
OFFICE EQUIPMENT	-	304,961	288,054
OPERATIONAL LAND	109	9,889,543	-
OTHER OPEN SPACE RECREATIONAL AMENITIES	226	8,374,218	1,500,643
OTHER STRUCTURES	153	14,045,057	4,365,486
SWIMMING POOLS	2	3,674,907	1,325,191
TOTAL		\$ 113,577,143	-\$ 43,890,724

Table 2.1 Assets covered by this Plan

2.2 GOALS AND OBJECTIVES OF ASSET MANAGEMENT

Relevant Council goals and objectives and how these are addressed in this asset management plan are:

GOAL	OBJECTIVE	HOW GOALS AND OBJECTIVES ARE ADDRESSED IN AN AMP
IM 3.1.7 Building Maintenance	To provide timely and professional building maintenance services for Council	Percentage of building maintenance requests completed within KPI

Table 2.2 Council Goals and how these are addressed in this Plan

2.3 CORE AND ADVANCED ASSET MANAGEMENT

Refer to Core Asset Management Plan

3. LEVELS OF SERVICE

3.1 CUSTOMER RESEARCH AND EXPECTATIONS

The recent external customer service satisfaction survey indicated that community satisfaction with building and open spaces assets has slightly reduced from the previous survey in 2020. The reason for this is not known, however, it is noted that results generally decreased across all categories.

SERVICE AREA	COMMUNITY SATISFACTION RATING	
	2020	2023
LIBRARIES & LIBRARY SERVICES	4.10	4.01
SPORTING FACILITIES & GROUNDS	3.73	3.76
PARKS & PLAYGROUNDS	3.94	3.77
SWIMMING POOLS / AQUATIC CENTRES	3.80	3.56
PROTECTING HERIRAGE VALUES & BUILDINGS	3.90	3.63
COMMUNITY BUILDINGS / HALLS	3.63	3.38
PUBLIC TOILETS	3.64	3.25

Table 3.1 Community Satisfaction Ratings

3.2 LEGISLATIVE REQUIREMENTS

Refer to Core Asset Management Plan.

3.3 CURRENT LEVELS OF SERVICE

Council has identified some deficiencies in the current level of service including the inadequate standard of facilities provided for staff.

In particular the need to provide disabled access for any staff requiring that is a source of risk for Council as it is required by legislation to be an equal opportunity employer.

3.4 DESIRED LEVELS OF SERVICE

There is a desire to generally lift the standard of amenity provided to both indoor and outdoor staff in Council administration and depot buildings, and also to provide for a Council chamber that creates a sense of community pride.

There is also a desire to increase the amenity of open spaces areas through the development of improved toilets and children's play areas. The CBD streetscape is also planned to be refreshed with new painting scheme of garden beds and the introduction of annual plantings.

ASSET MANAGEMENT PLAN - LAND AND BUILDINGS

KEY PERFORMANCE INDICATOR	COMMUNITY LEVEL OF SERVICE	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE
SUSTAINABILITY	Facilities are managed for future generations	Long Term financial plan	Key TCORP Financial ratios are maintained	Recent improvements in open spaces assets at the Centennial Parklands have been welcomed by the community. Asset renewal is overdue on some key administration buildings.
COST EFFECTIVENESS	Planned scheduled maintenance	Percent of maintenance done by planned repairs versus reactive	90% of planned maintenance activities	95% of work in the current financial year is planned activity.

Table 3.4a: Financial Sustainability Levels of Service

KEY PERFORMANCE MEASURE	LEVEL OF SERVICE / OUTCOME	PERFORMANCE MEASURE PROCESS	PERFORMANCE TARGET	CURRENT PERFORMANCE
ACCESSIBILITY	Provide reliable and safe access to all residents	Customer Service Requests Community feedback forums	<20 complaints per annum	Complaints FY: 0
COMMUNITY AMENITY	Provides for an appealing sense of place for residents and visitors	Community Survey	Increase on prior year satisfaction	Slight decrease of prior year satisfaction.
SAFETY	Increase public safety	Accident reports	Zero reported accidents related to council buildings and structures condition	Zero reported accidents related to council buildings and structures condition

Table 3.4b: Community Levels of Service

4. FUTURE DEMAND

4.1 DEMAND FORECAST

Refer to Core Asset Management Plan.

4.1.2 Demand Factors - Trends And Impacts

In determining the need for construction or upgrading of buildings, the following aspects have been considered:

- Provide greater access flexibility to facilities, to cater for changing community needs.
- Providing appropriate community facilities within the urban and rural areas to support increasing population and cater for demographic changes.

To enable fair and planned distribution of funding throughout the Council area, some of the factors influencing the prioritising of works are:

- Community demand and changing demographics.
- Meetings with various groups (key stakeholders) to determine future expansion and required needs.
- Known areas of under-supply or underutilization.
- Buildings with high maintenance demands and poor compliance to Standards.
- Known development areas and Planning Review outcomes.

A building refurbishment and cyclic maintenance program is being developed to cater the increasing demand on Council’s buildings.

POPULATION CHANGES IN TOWNSHIPS	DEMAND FOR FACILITIES
AGEING POPULATION	Smaller scale community buildings, easily accessed by walking or mobility aids.
DECLINE IN INVOLVEMENT IN TEAM SPORTS	Reduced single-use buildings and facilities at sports fields. Reduced ability of clubs to pay rentals.
INCREASED TOURISM	Increased demand for public toilet facilities and of better standard.
'BABY BOOMERS' / RETIREES	More demand for community facilities e.g. small meeting rooms and libraries.

Table 4.1.2 Increasing demand of Council buildings

4.2 CHANGES IN TECHNOLOGY

Technological changes (as distinct from changes to installations brought about by external, e.g. environmental, forces) will impact on the asset classes in this AMP over the 20-year timeframe.

Technology changes are forecast to have little effect on the delivery of services covered by this plan.

Some may include:

- Alternative fuels use; and
- Solar and wind energy use.

4.3 DEMAND MANAGEMENT PLAN

Demand for new services will be managed through a combination of better utilisation of existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices also include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.2. Further opportunities will be developed in future revisions of the AMP.

SERVICE ACTIVITY	DEMAND MANAGEMENT PLAN
BUILDING MAINTENANCE AND UPGRADES	Upgrades to meet population growth demand and changes identified in review reports and planning studies.
BUILDING MAINTENANCE AND UPGRADES	Upgrades to meet changed legislative requirements.
SAFETY IMPROVEMENT PLAN	Upgrades to improve user safety – to be developed further within the next review period.
BUILDING REVIEW PLAN	Review of Strategic Plan to incorporate planned works and incorporate building hierarchy standards and examine utilization patterns within the next review period.
FINANCIAL	Developing long term Financial Management Plans to ensure financial stability.

Table 4.3 Demand Management Plan

4.4 NEW ASSETS FROM GROWTH

No new building assets from growth are anticipated within the current term of this plan.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in section 3) while optimising life cycle costs.

5.1 BACKGROUND DATA

5.1.1 Physical Parameters

The age profile of Council's assets is shown below.

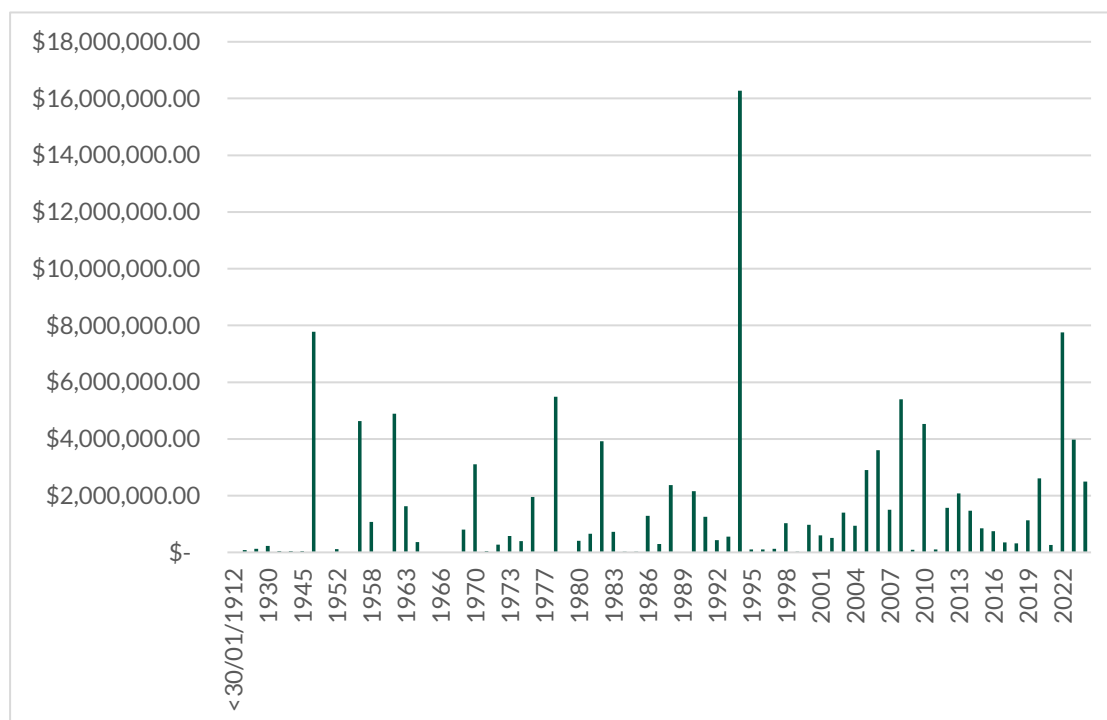


Figure 5.1.1 Asset Age Profile

5.1.2 Asser Capacity and Performance

Council's services are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

LOCATION	SERVICE DEFICIENCY
STAFF ADMINISTRATION BUILDINGS	Administration buildings were constructed prior to the advent of modern safety and accessibility standards. As a result, the two main administration buildings do not comply with current requirements.

Table 5.1.2: Known Service Performance Deficiencies

5.1.3 Asset Condition

The condition profile of Council’s assets is shown below.

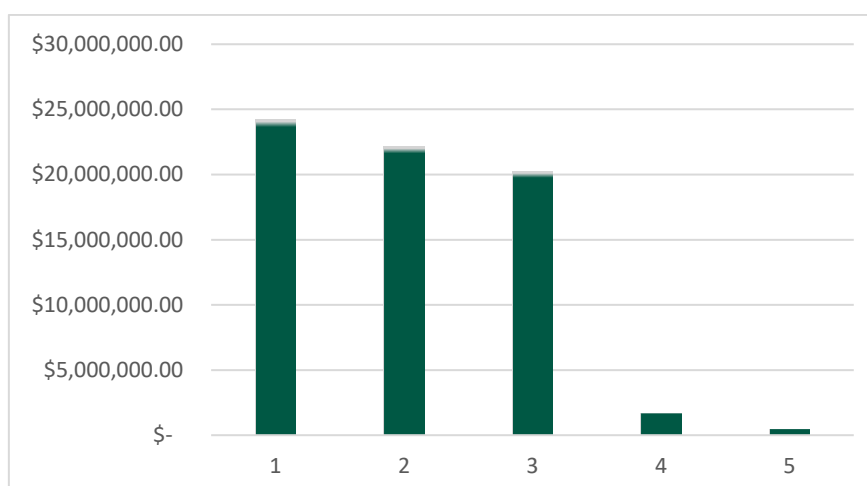


Figure 5.1.3: Asset Condition Profile

Condition is measured using a 1 – 5 rating system.

Rating	Description of Condition
1	Excellent condition: Only planned maintenance required.
2	Very good: Minor maintenance required plus planned maintenance.
3	Good: Significant maintenance required.
4	Average: Significant renewal/upgrade required.
5	Poor: Unserviceable.

5.1.4 Asset Valuations

The values of assets are shown below for buildings infrastructure assets as at 30 June 2023.

ASSET TYPE	QUANTITY	REPLACEMENT VALUE \$	ANNUAL DEPRECIATION -\$
BUILDINGS	138	68,685,737	183,552
COMMUNITY LAND	43	3,177,300	
CROWN LAND	55	1,800,500	
FURNITURE AND FITTINGS		333,264	15,844
INVESTMENT	3	2,332,912	2,222
LIBRARY BOOKS		958,743	83,852
OFFICE EQUIPMENT		304,961	10,352
OPERATIONAL LAND	109	9,889,543	
OTHER OPEN SPACE RECREATIONAL ASSETS (GENERAL)	226	8,374,218	93,325
OTHER STRUCTURES	153	14,045,057	289,548
SWIMMING POOLS	46	3,674,907	52,225
TOTAL		\$ 113,577,143	-\$ 1,730,920

Table 5.1.4a: Asset Summary

Council’s sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

FINANCIAL REPORTING CRITERION	BRIDGES INFRASTRUCTURE
ASSET CONSUMPTION RATE (ANNUAL)	1%
ASSET RENEWAL RATE (ANNUAL)	0%
ASSET UPGRADE EXPANSION RATE (ANNUAL)	1%

Table 5.1.4b: Financial Reporting Ratios

5.2 RISK MANAGEMENT

The risk assessment process identified credible risks, the likelihood of the risk event and the consequences should the event occur. Future refinements will use these factors to develop risk ratings, incorporating a risk treatment plan for non-acceptable risks.

There are no critical risks identified in this asset class.

ASSET AT RISK	WHAT CAN HAPPEN	EXISTING CONTROLS	RISK RATING	RISK TREATMENT PLAN	ACTIONS
BUILDINGS	Age, condition and insufficient maintenance over the years have increased the risk of injury to users.	Reactive maintenance relying on user reporting	Medium	Planned/replacement maintenance as per AMPs and Service delivery	Submit program work for budget consideration
BUILDINGS	Non compliance with legislation / DA	Development Approval Building, Audits, DDA Action Plan.	Medium	Upgrades to comply with legislation and maintain DDA Action plan.	Maintain DDA action, Funding and design works.
BUILDINGS	Lack of notification of required maintenance by tenant causing GISC to be unaware of maintenance requirements	Lease and Inspections	Medium	Communication with clubs and lease holders.	Information and communication with clubs when renewing leases.
BUILDINGS (Mainly Corporate Facilities)	Air Conditioning failure	Nil	Low	Replacement of Plant, regular service and inspections.	Programmed maintenance and replacement program
BUILDINGS	Roof leaks and internal flooding	Reactive maintenance and lease conditions	Medium	Maintain roof. Regular maintenance and inspections. Programmed replacement plan.	Programmed maintenance and replacement program.

Table 5.2 Critical Risks

5.3 ROUTINE MAINTENANCE PLAN

Routine maintenance is the regular ongoing work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.3.1 Maintenance Plan

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Fig 5.3.3. Note that all costs are shown in current dollar values.

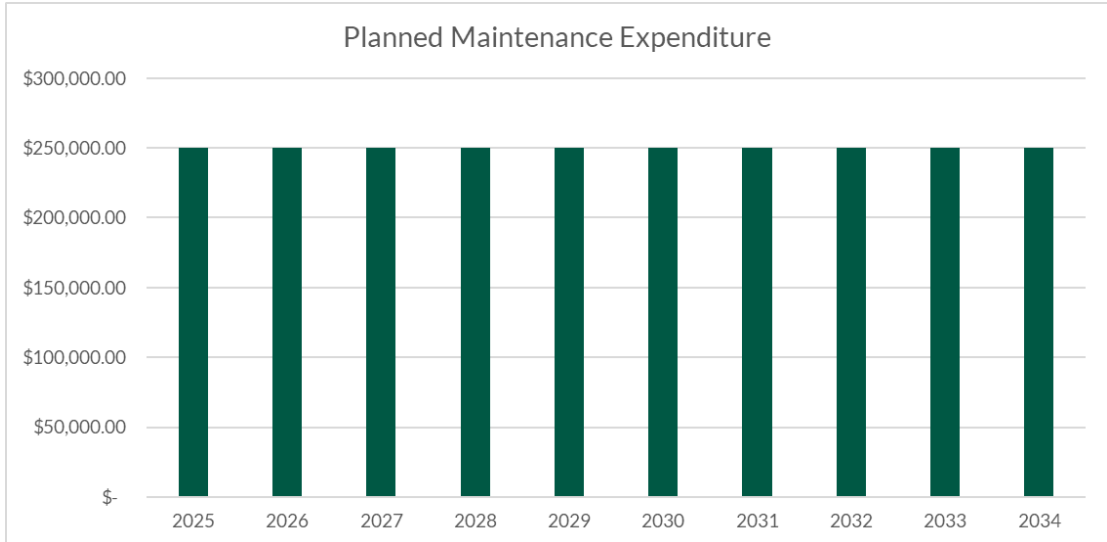


Figure 5.3.3 Planned Maintenance Expenditure

Maintenance is funded from Council’s operating budget and grants where available.

5.4 RENEWAL / REPLACEMENT PLAN

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.

5.4.1 Renewal and Additions Plan

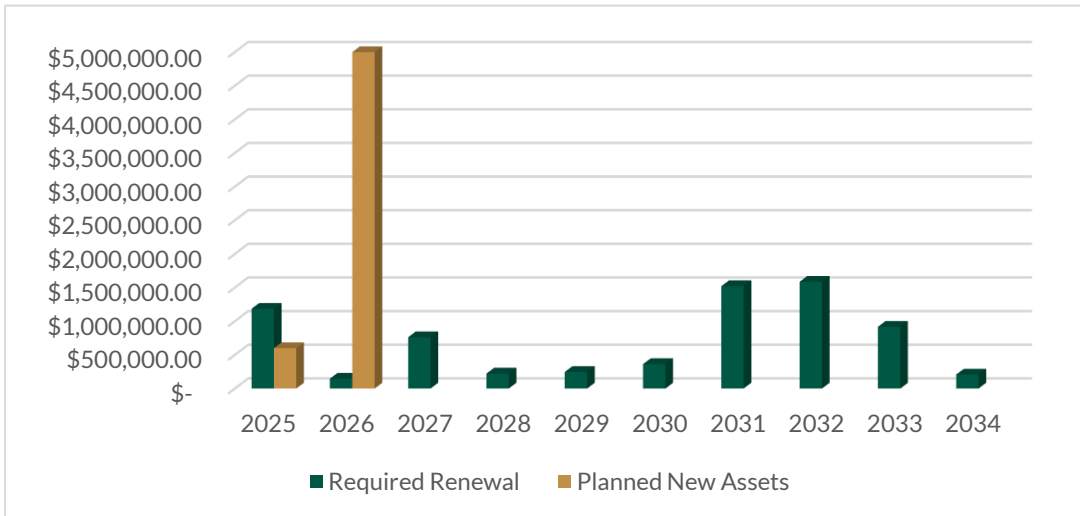


Figure 5.4.3a: Planned Capital Expenditure

5.5 CREATION / ACQUISITION / UPGRADE PLAN

New works are those works that create a new asset that did not previously exist or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social, or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in Section 4.4.

5.6 DISPOSAL PLAN

Land and buildings are routinely reviewed against operational and community needs. Any assets identified as not being required are disposed in accordance with Council's Corporate Property Policy.

The town hall and Church Street administration buildings will likely fall into this category once a new site is developed for staff. It is planned that the administration building would be subdivided from the Town Hall to separate the offices from that important community asset. The office portion and carpark could be reclassified as operational land and disposed, with the Town Hall parcel retained as community land.

6. FINANCIAL SUMMARY**6.1 FINANCIAL STATEMENTS AND PROJECTIONS****6.1.1 Sustainability of Service Delivery**

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium-term costs over the 10-year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The annual average life cycle cost for the services covered in this asset management plan is \$1,930,000.

6.2 FUNDING SUMMARY

Projected costs are to be funded from Council's operating and capital budgets. The funding strategy will be detailed in the Council's LTFP.

Achieving the financial strategy will require an ongoing commitment to fund the increasing demand for asset renewals. Renewal costs may outpace increased revenue from development growth.

6.3 VALUATION FORECASTS

Asset values are forecast to increase as construction costs increase.

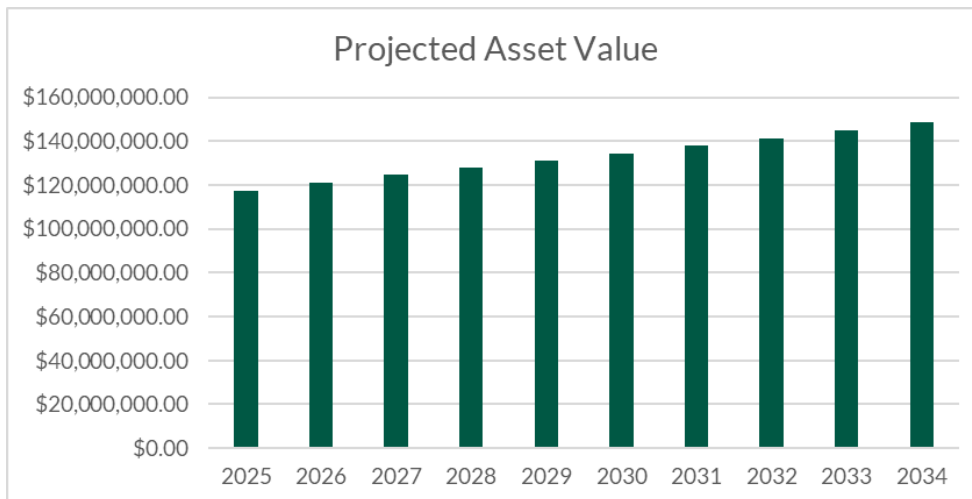


Figure 6.3a: Projected Asset Values

6.4 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions:

- Assumptions on the relationship between growth and increases in the asset stock.
- Assumptions on changes to useful life estimated to reflect improved maintenance and renewal practices.
- Present service levels will remain constant until revised service levels are produced in accordance with Section 3.3.
- Assumption of a normal weather conditions.

Accuracy of future financial forecasts may be improved in future revisions of this Asset Management Plan by the following actions:

- Undertaking regular defect surveys on bridges.
- Improved information on maintenance and operating expenditures.
- Assumptions have been made as to the average useful lives and remaining lives of the asset groups based on current local knowledge and experience and historical trends. These need to be reviewed and the accuracy improved based on real time assessment of asset deterioration.
- Changes in the desired level of service and service standards from those identified in this plan.

7. ASSET MANAGEMENT PRACTICES

7.1 ACCOUNTING AND FINANCIAL SYSTEMS

Refer to Core Asset Management Plan

8. PLAN IMPROVEMENT AND MONITORING

8.1 PERFORMANCE MEASURES

The effectiveness of the asset management plan can be measured in the following ways:
 The degree to which the required cash flows identified in this asset management plan are incorporated into council's Long-Term Financial Plan and Community Strategic Plan;
 The degree to which 1 to 5-year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan.

8.2 IMPROVEMENT PLAN

Refer to Core Asset Management Plan.

The asset management improvement plan generated from this asset management plan is shown in **Table 8.2**.

TASK NO	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TARGET COMPLETION DATE
1	Maintenance Activities - document levels of service and Maintenance Management Plan	Manager of Recreation and Open Spaces	Staff	Ongoing
2	Undertake a review of this Asset Management Plan.	Manager Asset Services	Staff	After revaluation or during review of the Resourcing Strategy.
3	Review costs in asset register and revalue assets	Manager Asset Services	Staff	Full revaluation of this class is to be undertaken in 2027/2028.
4	Review of risk management plan detailed in Section 5.2.	Manager Asset Services	Staff	Ongoing

Table 8.2 Improvement Plan

8.3 MONITORING AND REVIEW PROCEDURES

This asset management plan will be reviewed after any evaluation of the asset class or during review of the Resourcing Strategy.

REFERENCES

Refer to the Core Asset Management Plan.