



COOMALIE COMMUNITY

GOVERNMENT COUNCIL

ASSET MANAGEMENT PLAN: BUILDINGS AND FACILITES



EXECUTIVE SUMMARY

Purpose of the Buildings and Facilities Asset Management Plan

The Buildings and Facilities Asset Management Plan establishes a framework for managing Coomalie Council's buildings and facilities, ensuring they remain functional, sustainable, and aligned with community needs. Building assets play a vital role in delivering Council services, and supporting community programs by providing essential infrastructure for the administration of these functions.

Through the implementation of this plan, Council aims to maintain and renew its buildings and facilities proactively, ensuring they continue to meet policy requirements, safety standards, and long-term financial sustainability goals.

Key Objectives

- Ensure long-term financial sustainability through efficient asset management.
- Prioritise maintenance, renewal, and upgrades to maintain service levels.
- Establish a clear framework for decision-making on asset disposal.
- Align asset management with community needs and regulatory compliance.

Summary of Findings

1. Asset Portfolio & Condition

Council manages a diverse range of building assets, including:

- Administrative Buildings – Council offices and operational depots.
- Community Centres – Facilities used for public events and community programs.
- Sporting Facilities – Ovals, tennis courts, and the swimming pool.
- Waste Infrastructure – Waste transfer stations and associated facilities.
- Heritage Sites – Historic buildings and cemeteries.
- Approximately 50% of buildings (nine of 18) have surpassed half of their expected useful life, assuming a useful life of 40 years, requiring targeted renewal and maintenance to ensure continued functionality.
- Several buildings (five of 18) are now over 25 years old, highlighting the need for proactive asset management and renewal planning.
- The average condition rating for these assets is 3.8, indicating that most buildings are in Fair-to-Good condition but will require increased investment in maintenance and renewal over time.

2. Key Challenges & Financial Summary

- Ageing Infrastructure: Requires strategic renewal planning to prevent the need for costly repairs.
- Environmental Impacts: High humidity and seasonal weather accelerate asset deterioration.
- Required Funding Projection: Annual renewal needs are estimated at \$300,000, with an additional \$150,000 required for maintenance and \$200,000 for upgrades.

3. Future Planning & Risk Management

- Proactive Risk Management – Addressing risks related to ageing infrastructure, environmental impacts, and compliance.
- Optimising Asset Longevity – Strengthening preventative maintenance strategies.
- Funding & Partnerships – Exploring external grants and funding sources.
- Regular Monitoring & Updates – Reviewing the AMP every four years.

Draft ☒ Final ☐

Identifier: PD Category: Asset Management

Date Adopted: Next Review Date:

Version	Date	Revision Details	Author	Reviewer	Approver
1	31/01/2025	Working Draft	PP	LP	PP
2	03/03/2025	Final Draft	PP	LP	PP

CONTENTS

EXECUTIVE SUMMARY	2
1. INTRODUCTION.....	6
1.1 BACKGROUND.....	6
1.2 STRATEGIC ASSET MANAGEMENT CONTEXT	6
1.3 PURPOSE OF THE BUILDINGS AMP.....	6
2. ASSET OVERVIEW	7
2.1 OVERVIEW OF BUILDING AND FACILITIES ASSETS	7
3. LEVELS OF SERVICE	9
3.1 INTRODUCTION TO LEVELS OF SERVICE	9
4. FUTURE DEMAND.....	10
4.1 FUTURE DEMAND PROJECTIONS.....	10
4.2 DEMAND MANAGEMENT STRATEGIES	10
5. LIFECYCLE MANAGEMENT PLAN	12
5.1 ASSET LIFECYCLE PRACTICES.....	12
5.2 ASSET CONDITION ASSESSMENT FRAMEWORK	12
5.3 MAINTENANCE AND RENEWAL STRATEGIES	13
5.4 DISPOSAL PLAN	13
5.5 FINANCIAL SUMMARY.....	14
6. CONDITION OVERVIEW.....	16
7. RISK MANAGEMENT	19
7.1 KEY RISKS AND IMPACTS	19
7.2 RISK ASSESSMENT AND MANGAGEMENT PROCESS.....	19
7.3 MITIGATION STRATEGIES.....	19
7.4 RISK MONITORING AND REVIEW	20
8. IMPROVEMENT PLAN.....	21
8.1 KEY IMPROVEMENT AREAS	21
9. MONITORING AND REVIEW.....	22
9.1 PERFORMACE TRACKING.....	22
9.2 AMP UPDATES	22

Tables

Table 1. Proposed Levels of Service 9

Table 2. Visual Condition Assessment Criteria 13

Table 3. Disposal Criteria 14

Table 4. Projected Lifecycle Costs 14

Table 5. Useful Life Estimates..... 17

Figures

Figure 1. Asset Age Profile..... 16

Figure 2. Asset Condition Profile 2024..... 17



1. INTRODUCTION

1.1 BACKGROUND

Coomalie Community Government Council (Coomalie Council) is responsible for managing a diverse portfolio of buildings and facilities that provide essential services, recreational opportunities, and community infrastructure across the region. These assets support administration, recreation, tourism, waste management, and essential services while ensuring that residents, businesses, and visitors have access to well-maintained infrastructure.

Effective asset management is essential to ensure that buildings and facilities remain functional, safe, and financially sustainable over the long term. The Buildings and Facilities Asset Management Plan (Buildings AMP) provides a structured approach to the maintenance, renewal, and future planning of these assets.

1.2 STRATEGIC ASSET MANAGEMENT CONTEXT

Coomalie Council is responsible for the management, operation, and maintenance of various infrastructure asset classes. The development of Asset Management Plans (AMPs) for each asset category provides fit-for-purpose planning and also:

- ensures the sustainable management of assets for the benefit of the community,
- informs the Long-Term Financial Plan (LTFP) and financial sustainability strategies,
- documents current practices and identifies opportunities for improvement,
- addresses infrastructure-specific compliance with policy and reporting requirements,
- supports business cases and funding applications; and
- aligns asset management practices with community and organisational needs.

The Buildings AMP is developed in alignment with Coomalie Council's broader strategic and financial planning framework, to ensure asset decisions are integrated with long-term goals and financial sustainability.

This Buildings AMP is informed by the following key documents:

- Asset Management Policy (Council Resolution 2024/11/19/008),
- Strategic Asset Management Plan 2025,
- Long-Term Financial Plan 2024–2028,
- Coomalie Shire Plan 2024–2025, and
- Coomalie Strategic Plan 2023–2027.

The Buildings AMP is a living document, subject to regular review and updates to reflect changing community needs, funding availability and asset performance.

1.3 PURPOSE OF THE BUILDINGS AMP

The Buildings AMP provides a structured approach to managing Coomalie Council's buildings and facilities, ensuring they continue to support community services, operational functions, and recreational activities in a sustainable and cost-effective manner. By implementing this Buildings AMP, Coomalie Council aims to provide cost-effective, well-maintained, and sustainable facilities that continue to support community and operational needs.

Coomalie Council aims to:

- **Provide a structured framework** for managing its buildings and facilities.
- **Ensure sustainability** by balancing maintenance, renewal, and financial constraints.
- **Improve decision-making** by integrating asset condition assessments, risk management, and lifecycle planning.
- **Prioritise investments** in critical infrastructure to maximise service levels and community benefit.

2. ASSET OVERVIEW

2.1 OVERVIEW OF BUILDING AND FACILITIES ASSETS

This Buildings AMP covers the full lifecycle management of Coomalie Council's buildings and facilities. This includes a range of assets, categorised as follows:

Administrative and Operational Buildings

- Council Office (Cameron Road)
- Adelaide River Office Container
- Council Depots (Batchelor and Adelaide River)

Community and Public Facilities

- Bruce Jones Community Centre
- Rum Jungle Bowling Club
- Havliks Castle
- Tourist Information Centre
- Rum Jungle Lake

Sports and Recreational Facilities

- Batchelor Tennis Courts
- Batchelor Swimming Pool
- Batchelor Oval & Pavilion
- Adelaide River Oval & Pavilion
- Myrtle Fawcett Reserve & Playground

Waste Management and Infrastructure

- Batchelor Waste Management Station
- Adelaide River Waste Management/Transfer Station

Heritage and Cemetery Infrastructure

- Bush Cemetery & Memorial Walls
- Pioneer Cemetery

Other Infrastructure and Miscellaneous Assets

- Demountable Buildings
- Park Tables and Chairs
- Solar Panels (Various Locations)
- Irrigation Systems (Multiple Parks & Facilities)

Asset Valuation and Financial Summary

Based on the 2023 valuation report:

- **Gross Replacement Cost (GRC):** \$11.5 million (for all Council-owned buildings and facilities).
- **Current Fair Value:** \$4.2 million (reflecting asset age and condition).
- **Annual Depreciation:** \$423,000 (average depreciation across all facility assets).

Buildings and facilities comprise approximately 30% of Council's total asset portfolio, representing a significant share of its infrastructure replacement value.

Current Asset Condition

- Approximately 50% of buildings (nine of 18) have surpassed half of their expected useful life, assuming a useful life of 40 years, requiring targeted renewal and maintenance to ensure continued functionality.
- Several buildings (5 of 18) are now over 25 years old, highlighting the need for proactive asset management and renewal planning.

- The average condition rating for these assets is 3.8, indicating that most buildings are in Fair-to-Good condition but will require increased investment in maintenance and renewal over time.
- The Batchelor Pool (structure) was originally built in 1950 and has undergone several site improvements over the years to maintain functionality and safety. The remaining five structures are less than 25 years old, indicating they are still within the early to mid-stages of their expected lifecycle.

Key Challenges

1. **Ageing Infrastructure:** Many buildings and facilities have surpassed more than half of their expected useful life, requiring proactive renewal planning to prevent the need for costly future repairs and ensure continued service delivery.
2. **Environmental Impacts:** High humidity, extreme temperatures, and seasonal weather events accelerate wear and deterioration, particularly in older structures, increasing maintenance and renewal demands.
3. **Funding Constraints:** Current funding levels are insufficient to fully cover long-term renewal and upgrade needs, resulting in a reliance on external grants and limited capacity to address anything beyond critical maintenance and urgent repairs.

3. LEVELS OF SERVICE

3.1 INTRODUCTION TO LEVELS OF SERVICE

Levels of Service (LoS) define the standards to which Coomalie Council manages its buildings and facilities to ensure they remain functional, safe, and fit-for-purpose. These service levels are developed to balance community expectations, regulatory requirements, financial sustainability, and asset longevity.

This AMP outlines proposed levels of service, as Council does not currently have formally documented service levels for buildings and facilities. These proposed service levels will be refined through ongoing assessments, community feedback, and strategic planning.

Service levels are classified into two categories:

1. **Community Levels of Service** – Define the service outcomes the community expects, including functionality, safety, quality, and accessibility.
2. **Technical Levels of Service** – Define the operational and maintenance activities required to deliver community service expectations.

Table 1. Proposed Levels of Service

Key Performance Measure	Level of Service Objective	Performance Measure	Proposed Level of Service
Quality	Facilities are maintained to provide a safe and functional environment.	Number of complaints related to facility condition.	Target: Minimal complaints related to maintenance issues.
Functionality	Buildings and facilities meet the needs of users.	Facility utilisation rates and community feedback.	Develop user satisfaction surveys and usage data tracking.
Safety	All facilities comply with safety and regulatory requirements.	Percentage of assets meeting safety compliance standards.	Safety audits and risk assessments.
Operations	Facilities remain accessible and available for public use.	Number of unplanned closures due to asset failure.	Implement proactive maintenance to reduce unplanned closures.
Maintenance	Facilities are maintained to prevent deterioration.	Reactive vs. planned maintenance ratio.	Shift towards a planned maintenance schedule.
Renewal	Buildings and facilities are renewed before major failures occur.	Asset condition ratings and renewal backlog.	Develop a long-term renewal plan based on asset condition data.
Upgrades/New	Facilities are upgraded or expanded based on demand and funding availability.	Number of facility upgrades aligned with demand.	Prioritise upgrades based on a structured needs assessment.

4. FUTURE DEMAND

The demand for buildings and facilities within the Coomalie region is expected to evolve due to changing community needs, economic factors, environmental considerations, and population growth. Council must ensure that assets continue to meet service level expectations, safety standards, and long-term sustainability goals, particularly in response to rural and regional development pressures unique to the area.

The demand for Council buildings and facilities is influenced by several key factors, including:

1. Population Growth & Demographics

- The Coomalie region has a small but evolving population, with changes in age demographics, community needs, and service expectations impacting facility usage.
- An ageing population is likely to drive increased demand for accessible and multipurpose community spaces. The median age in Coomalie has risen by five years between 2016 and 2021, highlighting the need for age-friendly infrastructure and services.

2. Changing Community Expectations

- Residents and visitors expect well-maintained, modern, and adaptable facilities to support community activities, sports, tourism, and business.
- Demand for flexible and multi-use spaces is rising, particularly for sports, cultural events, and community services.

3. Economic and Industry Changes

- Growth in tourism, agriculture, and resource development may increase demand for visitor facilities, operational depots, and public amenities.
- Expansion in local businesses and events may drive the need for improved infrastructure and public spaces.

4. Legislative and Regulatory Changes

- Compliance with building codes, disability access standards, and environmental regulations may require facility upgrades, modifications, or new construction.

5. Climate and Environmental Factors

- Extreme weather events, high humidity, and temperature fluctuations accelerate asset deterioration, increasing the need for resilient construction and proactive maintenance.
- The shift towards sustainable infrastructure may drive investment in energy-efficient buildings and solar installations.

4.1 FUTURE DEMAND PROJECTIONS

As the community evolves, the demand for modern, functional, and accessible buildings and facilities will continue to grow, requiring strategic planning to ensure assets remain fit-for-purpose. The key future demand projections include:

- Increased demand for modern, accessible, and multi-use spaces, particularly community and recreational facilities.
- Upgrades to ageing assets to maintain service levels and compliance with safety regulations.
- Potential expansion of waste management infrastructure to accommodate environmental and regulatory changes.
- Integration of technology and sustainability in asset management (e.g. solar energy and smart infrastructure).

4.2 DEMAND MANAGEMENT STRATEGIES

As demand increases, existing buildings and facilities may experience:

- Higher usage, leading to increased wear and maintenance costs.
- Capacity issues, particularly in high-use community centres, sports facilities, and public amenities.
- The need for improved accessibility, requiring upgrades to meet disability standards and modern expectations.

To address future demand, Council will:

1. Optimise Existing Assets

- Implement planned maintenance programs to extend the life of buildings and facilities.
- Improve the multi-use functionality of community spaces to accommodate diverse needs.

2. Prioritise Upgrades and Renewals

- Identify key facilities needing upgrades based on usage patterns and condition assessments.
- Align asset investment with population growth and community expectations.

3. Pursue Funding and Partnerships

- Seek Northern Territory and federal grants for facility upgrades and sustainability initiatives.
- Explore partnerships with local businesses and organisations to co-fund infrastructure improvements.

4. Improve Data and Asset Monitoring

- Conduct regular asset condition assessments to track performance and renewal needs.
- Integrate technology and sustainability measures in asset planning (e.g. solar panels and energy-efficient upgrades).

5. LIFECYCLE MANAGEMENT PLAN

The Lifecycle Management Plan outlines how Council assesses, maintains and renews its assets to ensure safety, functionality and cost-effectiveness throughout their lifecycle. This plan incorporates a condition-based framework for prioritising maintenance and renewal activities, aligned with available resources and community needs.

5.1 ASSET LIFECYCLE PRACTICES

Effective asset lifecycle management ensures that Coomalie Council's buildings and facilities remain functional, safe, and cost-effective throughout their lifespan.

Acquisition and Creation:

- New buildings and facilities are developed through community needs assessments, grant-funded initiatives, or Council capital investments.
- New asset developments follow building codes, safety regulations, environmental sustainability standards, and accessibility requirements.

Operations and Maintenance:

- Routine activities ensure buildings remain functional, safe, and compliant. These activities include inspections, minor repairs, cleaning, and servicing of essential systems.
- Maintenance schedules are based on asset type, condition, usage levels, and criticality, with a focus on reducing reactive repairs through planned maintenance.

Renewal and Replacement:

- Renewal prioritisation is guided by condition assessments, lifecycle cost analysis, and long-term financial planning.
- Key activities include roof replacements, structural refurbishments, electrical and mechanical system upgrades, and compliance improvements.

Upgrades and Expansion:

- Improvements are undertaken to address increased demand, safety concerns, or evolving community needs, such as expanding community centres, upgrading energy efficiency systems, or enhancing accessibility features.






Disposal:

- Assets that no longer provide value, are underutilised, or are beyond economic repair, are decommissioned, repurposed, or replaced.
- Disposal decisions are made based on a cost-benefit analysis, service demand, and community consultation, ensuring the most effective use of Council resources.

5.2 ASSET CONDITION ASSESSMENT FRAMEWORK

Buildings and facilities assets are assessed using a condition rating system that assigns a numerical score (1–5) based on their visual and structural state (see Table 2). This system enables consistent and objective evaluations, to ensure resources are allocated effectively.

Table 2. Visual Condition Assessment Criteria

Condition Rating	Condition Description	Colour	Criteria
5 (Excellent)	Perfect Condition	 Bright Green	Only planned maintenance required.
4 (Good)	Minor Wear	 Blue	Minor maintenance required plus planned maintenance.
3 (Fair)	Noticeable Defects	 Bright Yellow	Significant maintenance required.
2 (Poor)	Serious Issues	 Deep Orange	Significant renewal/rehabilitation required.
1 (Very Poor)	Failure Condition	 Dark Red	Physically unsound and/or beyond rehabilitation.

5.3 MAINTENANCE AND RENEWAL STRATEGIES

Council follows a combination of planned and reactive maintenance strategies to ensure buildings and facilities remain functional and safe.

- **Planned Maintenance:** Scheduled inspections, servicing, and minor repairs to prevent deterioration and extend asset life.
- **Reactive Maintenance:** Repairs made in response to unexpected failures or urgent issues.
- **Major Renewal Projects:** Planned investments to upgrade or replace ageing assets based on condition assessments.

A shift towards preventative maintenance will help reduce long-term costs and extend asset lifespan.

Renewal activities focus on replacing or restoring assets that have reached the end of their useful life. The renewal strategy includes:

- **Condition-Based Renewals:** Prioritising assets requiring urgent attention based on periodic condition assessments.
- **Component-Specific Renewals:** Targeting critical building elements such as roofing, electrical systems, and structural integrity.
- **Lifecycle-Driven Investments:** Allocating renewal funds according to asset lifecycle projections to prevent backlogs.

5.4 DISPOSAL PLAN

The disposal of Council-owned buildings and facilities is governed by the Coomalie Council's Asset Management Policy. The policy establishes a structured approach to asset disposal, ensuring transparency, compliance, and financial accountability in decision-making.

Disposal of assets is a key component of asset management, ensuring that buildings that no longer provide value to the community or meet service needs are appropriately decommissioned. Disposal activities may include sale, demolition, or relocation of the asset, with any revenue gained being incorporated into Council's Long-Term Financial Plan (LTFP).

Building assets being considered for disposal will be evaluated based on some or all of the following criteria shown in Table 3.

Table 3. Disposal Criteria

Criteria No.	Category	Detail
1	Criticality	How critical is the building to delivering Council's core services to the community?
2	Utilisation	How frequently is the building used?
3	Location	Is the building appropriately located for its current use, or any proposed future use, or could its function be accommodated elsewhere?
4	Quality	Does the building meet acceptable building standards and minimum legislative & workplace health and safety requirements?
5	Function	Is the building performing to meet its current or proposed future use?
6	Capacity	Is the building able to meet the volume of users for its current or proposed use?

Disposal Process & Decision-Making

The Council follows a structured disposal process as outlined in the Asset Management Policy:

1. **Asset Identification** – The asset is assessed against disposal criteria to determine if it is surplus to Council needs.
2. **Evaluation & Approval** – A report is prepared detailing the asset's condition, value, and disposal recommendation for Council consideration.
3. **Disposal Method Selection** – Depending on the asset type, disposal may involve:
 - o Sale via public auction, tender, or direct negotiation.
 - o Demolition if the asset is beyond economic repair.
 - o Relocation for repurposing within another Council function.
4. **Financial Treatment** – Any revenue generated from the disposal is accounted for within Council's Long-Term Financial Plan.
5. **Compliance & Documentation** – All disposals are formally documented to ensure compliance with legal and financial obligations.

If a building asset is evaluated against the disposal criteria and fails to satisfy them, an assessment will be conducted to determine whether continued investment is the most cost-effective and efficient use of Council funds.

5.5 FINANCIAL SUMMARY

The following table outlines the projected financial needs for buildings & facilities over the next 10 years, including maintenance, renewals, and upgrades.

Table 4. Projected Lifecycle Costs

Asset Category	Maintenance (\$)	Annual Renewal (\$)	Annual Projected Upgrades/New Works (\$)
Buildings & Facilities	\$150,000	\$300,000	\$200,000

Key Financial Considerations:

- **Maintenance Funding:** Based on 1.5% of the total replacement cost (\$11.54M), ensuring ongoing upkeep of buildings and facilities.
- **Renewal Requirements:** Estimated at \$300,000 annually, considering major asset components needing replacement within 20–25-year cycles.
- **Upgrades/New Works:** Budgeted at \$200,000 per year to allow for expansions, enhancements, and compliance-driven upgrades.

Financial Sustainability & Funding Strategy

Council will ensure the financial sustainability of its buildings and facilities by:

- Aligning renewal investments with asset condition assessments to prevent backlogs.
- Seeking external funding and grants to support capital projects and major refurbishments.
- Exploring cost efficiencies in maintenance contracts and energy-efficient building solutions.
- Regularly reviewing financial allocations to ensure service levels meet community needs.

The Long-Term Financial Plan currently lacks the necessary financial data to accurately forecast operations and maintenance budgets over the next four years. Due to the absence of programmed defect inspections and recorded asset condition surveys, forward planning for maintenance and asset renewal remains limited.

To improve budget confidence and capital asset planning, cyclical defect inspections should be incorporated into maintenance contracts, ensuring proactive asset management and more reliable financial forecasting.

6. CONDITION OVERVIEW

Effective asset management relies on a clear understanding of the current condition of buildings and facilities. Assessing asset condition helps identify maintenance priorities, renewal needs, and long-term sustainability strategies to ensure facilities continue to meet service expectations.

Understanding the age and condition of Council's assets is essential for effective lifecycle planning. The age profile of the assets included in this AMP is shown in Figure 1.

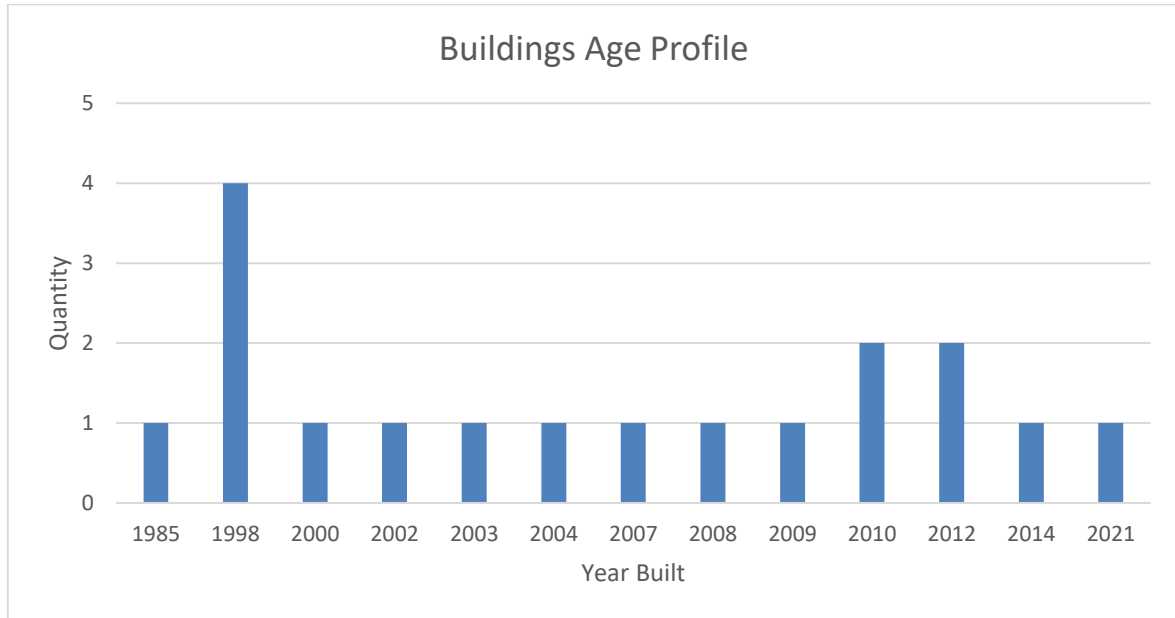


Figure 1. Asset Age Profile

Key observations from Figure 1:

- The majority of buildings were constructed between 1985 and 2021.
- The highest concentration of buildings was constructed around 1998, with five out of 18 buildings now exceeding 25 years of age.
- More recent construction activity occurred in 2010, 2012, 2014, and 2021 – and these newer assets may require lower short-term maintenance but will need long-term renewal planning.
- Approximately 50% of buildings (nine of 18) have surpassed half of their expected useful life, assuming a useful life of 40 years, requiring targeted renewal and maintenance to ensure continued functionality.
- A significant number of buildings are 20+ years old, meaning they are approaching or have exceeded half of their expected useful life.

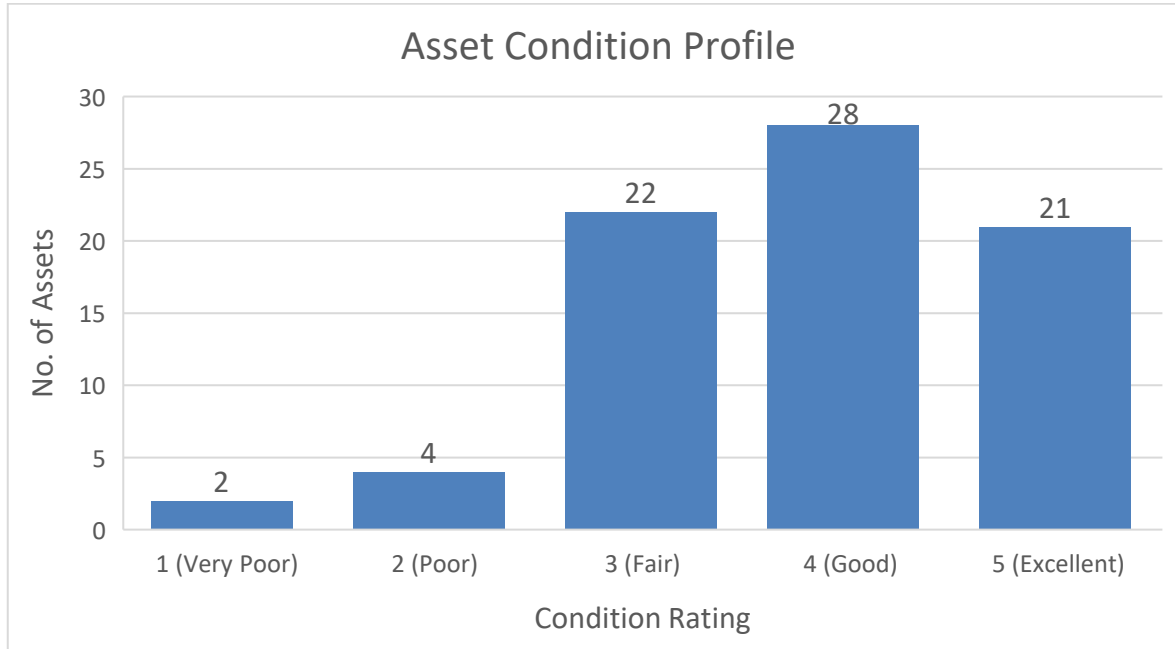


Figure 2. Asset Condition Profile 2024

Figure 2 visually represents the distribution of condition ratings from the December 2024 inspection, highlighting the overall state of Council's assets.

The majority of assets are rated 3 or 4 (Fair or Good condition), indicating noticeable defects or minor wear that require ongoing maintenance and renewal planning.

Only a small proportion (six assets) are rated 1 or 2 (Poor or Very Poor condition), meaning they have serious issues requiring significant rehabilitation or renewal but do not currently pose widespread risks. The Batchelor Pool is at the end of its service life, requiring urgent consideration for renewal or replacement to ensure continued community use and safety.

A portion of assets are rated 5 (Excellent condition), meaning they are in perfect condition with only planned maintenance required.

The average condition rating for buildings and structures is 3.8, indicating that most assets are in Fair to Good condition but will require ongoing maintenance and strategic renewal investments to sustain service levels.

The expected useful life of Coomalie Council's buildings and facilities varies based on construction materials, environmental exposure, and maintenance levels. General estimates used for financial forecasting and renewal planning are shown in Table 5.

Table 5. Useful Life Estimates

Building Type	Estimated Useful Life (Years)
Commercial & Office Buildings	40 – 60 years
Community Centres	40 – 60 years
Sporting & Recreational Facilities	30 – 50 years
Heritage Buildings	Varies (can exceed 100 years with preservation)
Industrial/Operational Buildings	30 – 50 years
Waste Management Facilities	25 – 40 years
Prefabricated/Demountable Structures	20 – 30 years

The continuous improvement of asset knowledge through regular condition assessments, maintenance adjustments, service level evaluations, and defect monitoring will enable a more accurate review of funding requirements to support these evolving needs. Understanding the remaining useful life of assets is essential for effective lifecycle cost planning, renewal prioritisation, and long-term sustainability.

A key priority for Council is to undertake a comprehensive structural assessment of all assets to accurately evaluate current condition, maintenance needs, and future renewal requirements, ensuring the ongoing sustainability and functionality of community infrastructure.

7. RISK MANAGEMENT

This section addresses the systematic identification, assessment, and treatment of risks associated with Council's building and facilities assets. It ensures that risks are managed proactively to minimise disruptions and maintain service levels, guided by the principles of ISO 31000:2018 – Risk Management: Guidelines.

Effective risk management is essential to ensuring the long-term sustainability and safety of Council's building and facility assets. Risks associated with these assets can impact service delivery, financial sustainability, regulatory compliance, and public safety. This section outlines the key risks, assessment processes, and mitigation strategies.

7.1 KEY RISKS AND IMPACTS

Council has identified several potential risks that could affect the performance and lifecycle of its buildings and facilities:

- **Structural Integrity Risks:** Ageing infrastructure leading to deterioration, structural failures, or unsafe conditions.
- **Environmental Risks:** Exposure to extreme weather, flooding, and erosion leading to accelerated asset degradation.
- **Compliance Risks:** Changes in building codes, safety regulations, and accessibility requirements that may require asset modifications.
- **Funding Constraints:** Limited funding affecting the Council's ability to maintain and renew assets, potentially resulting in a backlog of critical works.
- **Operational Risks:** Inadequate maintenance planning or reactive repairs instead of proactive asset management, leading to higher long-term costs.

7.2 RISK ASSESSMENT AND MANGAGEMENT PROCESS

Council follows a structured approach to assessing and managing risks, in alignment with ISO 31000:2018 - Risk Management Principles and Guidelines:

1. **Risk Identification** – Recognising potential threats to asset performance and service delivery.
2. **Risk Assessment** – Evaluating risks based on likelihood and consequence to determine priority levels.
3. **Risk Treatment** – Implementing appropriate mitigation measures such as preventative maintenance, renewal strategies, or operational adjustments.
4. **Monitoring & Review** – Regularly reviewing and updating risk profiles to reflect changing conditions, asset performance, and funding availability.

7.3 MITIGATION STRATEGIES

To mitigate the identified risks, Council employs the following strategies:

- **Planned Maintenance & Inspections:** Carrying out regular condition assessments and scheduled maintenance to prevent unexpected failures.
- **Capital Renewal Programs:** Prioritising renewal investments based on risk assessments and lifecycle costs.
- **Compliance Audits:** Ensuring all facilities meet legislative and safety standards.
- **Disaster Resilience Planning:** Implementing measures to protect assets from environmental hazards.
- **Financial Planning:** Aligning asset management strategies with funding opportunities and grant applications.

7.4 RISK MONITORING AND REVIEW

- Inspections: Carry out regular condition inspections, especially for high-risk assets.
- Risk Register: Maintain a centralised register to track risks and mitigation measures.
- Annual Reviews: Evaluate risk management effectiveness and adjust as needed.
- Community Engagement: Collaborate with stakeholders to refine priorities and solutions.

Risk management is embedded in the Strategic Asset Management Plan and aligns with the Long-Term Financial Plan to ensure that risk-based decision-making supports sustainable asset management. By adopting a proactive risk management approach, Council can reduce asset failures, optimise financial resources, and ensure safe and reliable facilities for the community.

The Council is committed to undertaking a thorough assessment of risks associated with building and facilities assets to enhance understanding and ensure these potential risks are systematically documented in a comprehensive risk register.

8. IMPROVEMENT PLAN

To ensure the ongoing effectiveness of asset management practices, Council is committed to continuous improvement. This section identifies key areas for enhancement and outlines a structured plan to improve asset management processes, data accuracy, and financial sustainability.

8.1 KEY IMPROVEMENT AREAS

The following areas have been identified for improvement in the management of Council's buildings and facilities.

1. **Asset Data and Condition Assessments:** Improve the frequency and accuracy of condition inspections to better inform maintenance and renewal priorities.
2. **Service Level Documentation:** Develop and formally adopt service levels to ensure alignment with community expectations and financial capacity.
3. **Lifecycle Costing and Forecasting:** Enhance financial modelling to ensure long-term planning accounts for realistic renewal and maintenance needs.
4. **Funding Strategies:** Strengthen external funding opportunities, including grants and partnerships, to supplement Council's financial capacity.
5. **Risk Management Integration:** Improve alignment between asset management planning and risk management processes to proactively address potential failures and compliance issues, as outlined in Section 7.
6. **Sustainability and Energy Efficiency:** Investigate opportunities to incorporate energy-efficient and sustainable practices into building maintenance and renewal programs.
7. **Long-Term Financial Planning:** Develop a structured budgeting framework within the Long-Term Financial Plan that aligns with asset management strategies.

9. MONITORING AND REVIEW

Council will establish a structured monitoring and reporting framework. This will enable continuous assessment of asset performance, financial sustainability, and service delivery to ensure alignment with Council objectives and community expectations. Performance

9.1 PERFORMANCE TRACKING

Council will undertake the following actions to track asset performance:

- **Annual Asset Condition Audits:** Conducted to assess the current state of buildings and facilities.
- **Financial Performance Reviews:** Alignment of asset expenditure with the Long-Term Financial Plan and budget forecasts.
- **Maintenance and Renewal Tracking:** Monitoring of scheduled and completed works to ensure timely interventions.
- **Community Feedback Surveys:** Engaging with residents and facility users to gauge service satisfaction.

9.2 AMP UPDATES

The AMP will be reviewed and updated to reflect new data, priorities, and resources:

- **Annual Updates:**
 - Incorporate updated condition assessments and financial projections.
 - Reassess risk mitigation strategies based on new risks or changes in asset conditions.
- **Comprehensive Reviews (every 4–5 years):**
 - Align the AMP with updates to the Strategic Asset Management Plan, Long-Term Financial Plan, and Council's strategic objectives.
 - Include findings from major studies, such as climate impact assessments or infrastructure audits.

By implementing these improvements, Council aims to strengthen its asset management capabilities, ensuring that its buildings and facilities remain sustainable, functional, and fit-for-purpose into the future. Regular performance tracking and periodic updates will allow for proactive asset management, ensuring timely interventions that optimise resources, extend asset life, and enhance safety. Through continuous improvement and strategic decision-making, the AMP will support long-term infrastructure sustainability, financial accountability, and service reliability for the Coomalie community.