Building Asset Management Plan

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Prepared by: Joel McCreanor

Reviewed by: Matthew Hanrahan

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Distribution List

Copy Number	Issue to (Name and role):	Date of Issue
Version 1 – Initial Draft	Internal Stakeholders	5 November 2018
Version 2 – Second Draft	Executive Management Team	5 February 2019
Version 3 – Third Draft	Council Issues Briefing	13 May 2019
Version 4 – Fourth Draft	Council Meeting	22 July 2019
Version 5 – Fifth Draft	Community Consultation	24 July 2019
Version 6 – Final	Council Meeting	2 September 2019

Executive Summary

Knox City Council (Council)'s building portfolio consists of approximately 258 buildings with a replacement value reported as $258.3M at 30 June 2018. Council's buildings support the delivery of community services, act as focal points for community life, and contribute to the social, cultural and economic development of the local community.

The Building Asset Management Plan (BAMP) 2019 advances the processes introduced by the BAMP 2009, in alignment with the Knox Community Facilities Planning Policy (2016). It aims to develop an integrated, evidence-based approach towards building lifecycle management. This approach will equip Council to achieve the ideal balance between level of service, spending, and risk.

The key requirements for this shift are:

- Well defined levels of service built on a 'Place-Service-Asset' framework
- A consistent approach to the collection of data
- Clear articulation of the future role and function of Council's building assets
- Improved coordination and investment planning within and across service areas.

Levels of Service

Extensive consultation with internal stakeholders resulted in the documentation of over 80 service levels, grouped by those relating to the:

- Location of a facility (Place)
- Standard of service delivery (Service)
- Features of a building (Asset).

The organisational relationships required to optimise facilities in accordance with these three criteria will be defined in the proposed 'Place-Service-Asset' framework.

This framework will underpin proposed changes to the planning phase of the capital works process outlined in Figures ES1 and ES2 below.

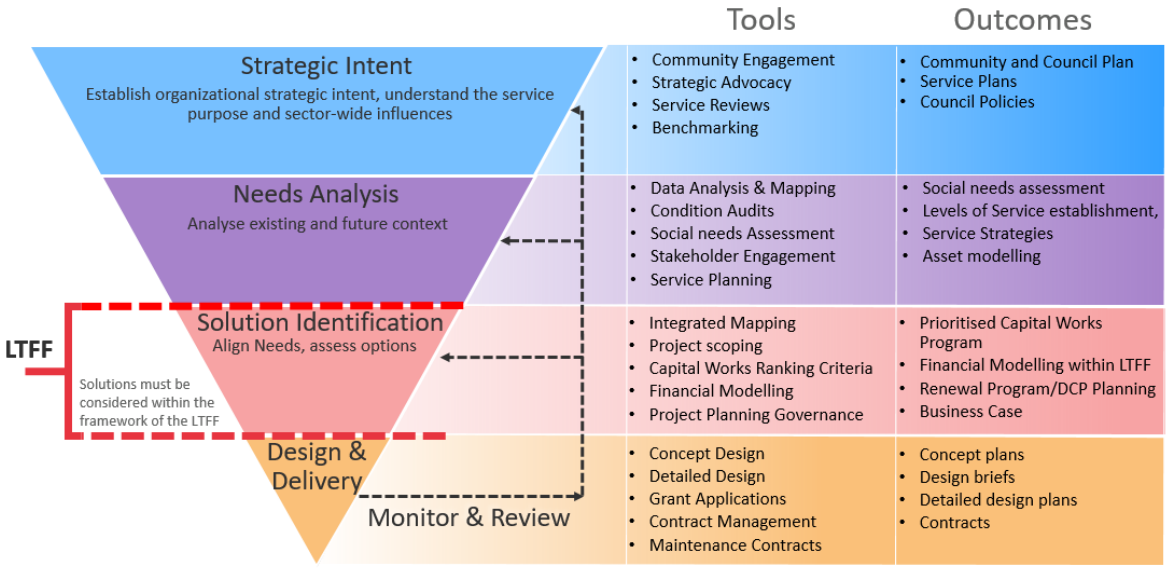

Figure ES1 – Council's Integrated Facility Planning Approach

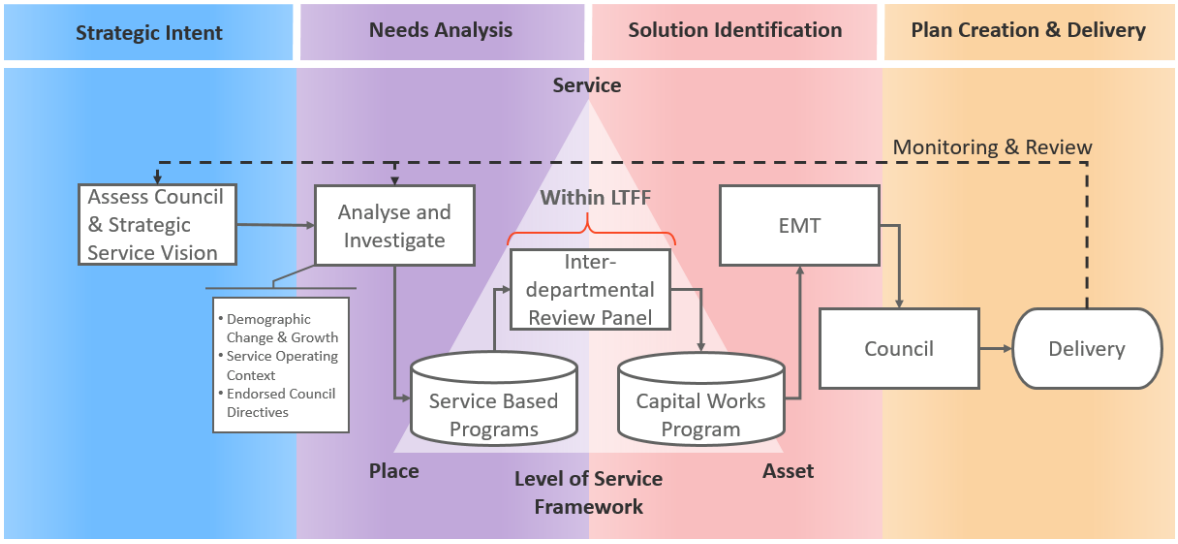

Figure ES2 – Proposed Process for Capital Works, incorporating the Place-Service-Asset Framework

Inter-Departmental Review Panel

An inter-departmental review panel is recommended to consider service-based project proposals before they enter into the Capital Works program. The panel will have a broad view of service area objectives, while maintaining closer alignment with key Council policy direction. Its objectives are to promote integration between service area solutions, identify gaps in current planning processes, and inform the allocation of funds for planning work through the budgetary process.

Knox Facility Planning Tool

A prototype Facility Planning Tool has been developed to document and evaluate the service levels of all Council facilities in a centralised system. The tool can be used to view the performance of Council buildings against target service levels, and compare the consequences of investment scenarios. Outputs from the tool were analysed to recommend outcomes for each of Council's buildings, and determine lifecycle costs.

Investment Scenarios

Armed with the knowledge of how Council's building assets are currently performing, five potential 'investment scenarios' were developed to define a future for each of Council's buildings. The scenarios, described below, have been designed to align in whole (or in part) to a 'Place-Service-Asset' framework. In many cases, there exist a number of applicable scenarios for a particular building.

A key principle of the BAMP 2019 is to ensure that all potential scenarios are evaluated, and investment decisions across Council's asset base are integrated. Solutions to community needs that involve changes to service delivery and those involving asset investment or divestment should be given equal consideration. It is essential that a wide lens of decision making is applied when considering potential futures for Council's buildings. Equally essential is the need to consider the flexibility of Council's buildings, which will help Council adapt to future service changes.

Table ES1 – Summary of Council's five Investment Scenarios

Scenario	Description	Responds to
Business as Usual	Like-for-like renewal of components	Buildings that are generally fit for purpose, providing services that are unlikely to change in the near future
Sweat the Asset	Minimise expenditure on an asset	Decreasing service demand, uncertain futures, imminent relocations, possible disposals
Integrate in Place	Consolidation of buildings in proximity to each other	Clusters of complementary facilities with generally lower functionality, but high utilisation/demand
Close the Gaps	Invest in an asset to improve levels of service	Facilities with high demand or utilisation that are unfit for purpose

Radical Transformation	Change the service or asset significantly	A solution for facilities that are underutilised or unfit for purpose, which could involve disposal. Can also involve transformation of service delivery on a municipal scale (eg. Knox early years hubs)

Council buildings were individually assigned one of the five investment scenarios in order to project future expenditure requirements. Buildings were scored against each scenario based on level of service gaps, fitness for purpose assessments provided by service planning teams, and knowledge of Council's current direction across its building stock. Service areas reviewed the results in September 2018 and provided their own recommendations, which were used to develop a long term financial forecast. Figure ES3 below shows the breakdown of recommended investment scenarios.

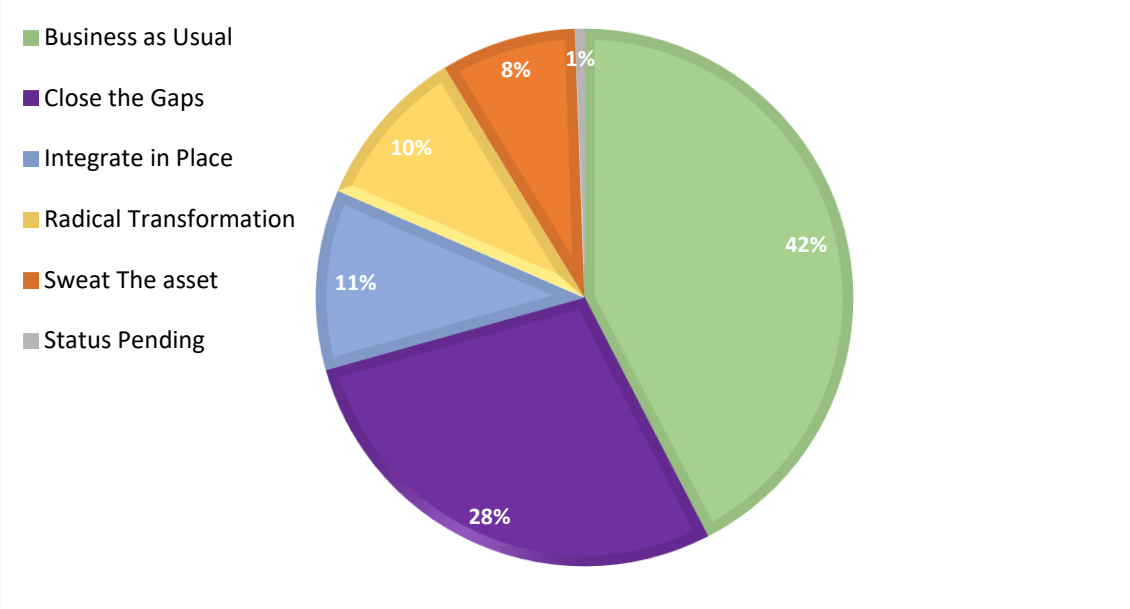

Figure ES3 – Breakdown of Service Area Recommended Building Outcomes

Financial Forecast

Building investment scenarios recommended by service areas were used to model 20 years of renewal and maintenance expenditure, as well as 10 years of capital upgrade/new. The results are shown below in Figures ES4 and ES5.

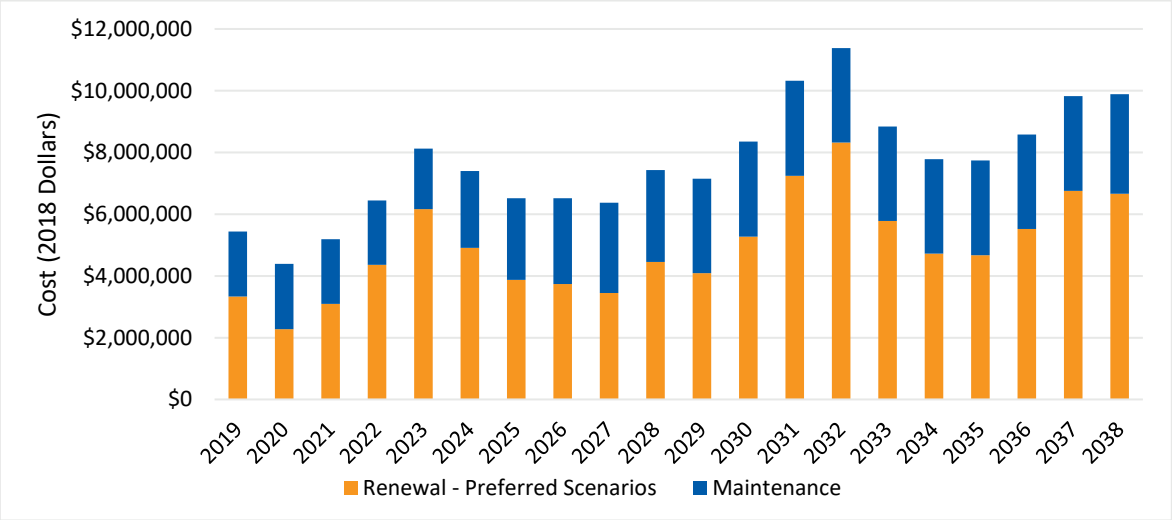

Figure ES4 – Renewal and Maintenance Estimates based on Recommended Building Outcomes

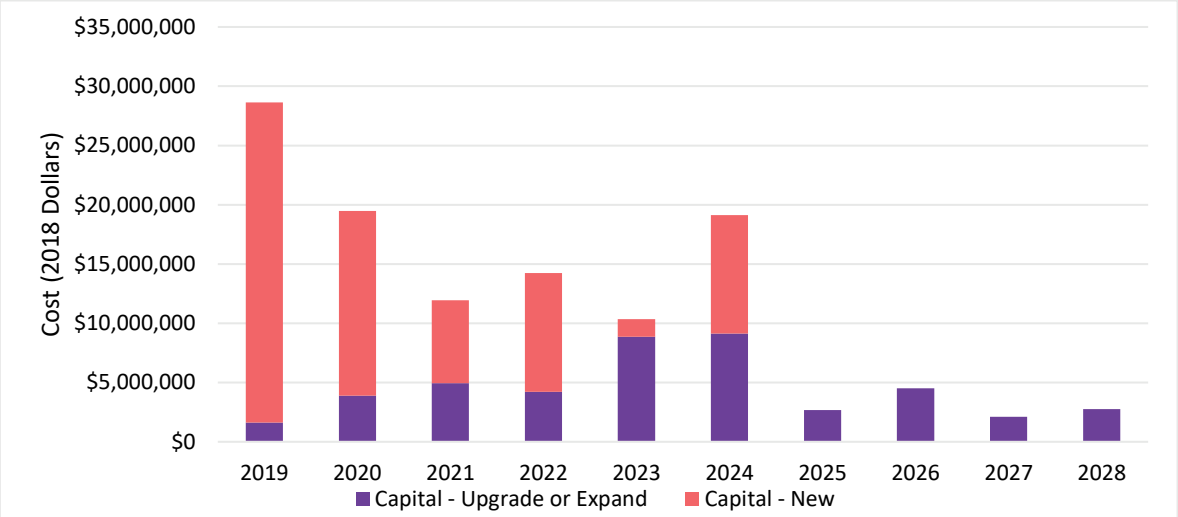

Figure ES5 – Capital Budget Estimates based on Recommended Building Outcomes, incorporating the Current Five Year Capital Works Program

Council needs to spend up to an additional $4.5M annually over the next 10 years to deliver the outcomes currently recommended by service areas. With 'Close the Gaps' recommended for 28% of buildings, it is clear that service needs are not always being met.

On the other hand, timely upgrades can temporarily decrease required renewal expenditure. Figure ES6 below compares renewal requirements between the preferred building outcomes scenario, a 'Business as Usual' scenario where Council spends minimally on capital new and upgrade, and Council's previous 2014 forecast. The upgrade intensive investment program proposed by service areas would reduce required renewal expenditure by up to 20% compared to a primarily 'Business as Usual' approach.

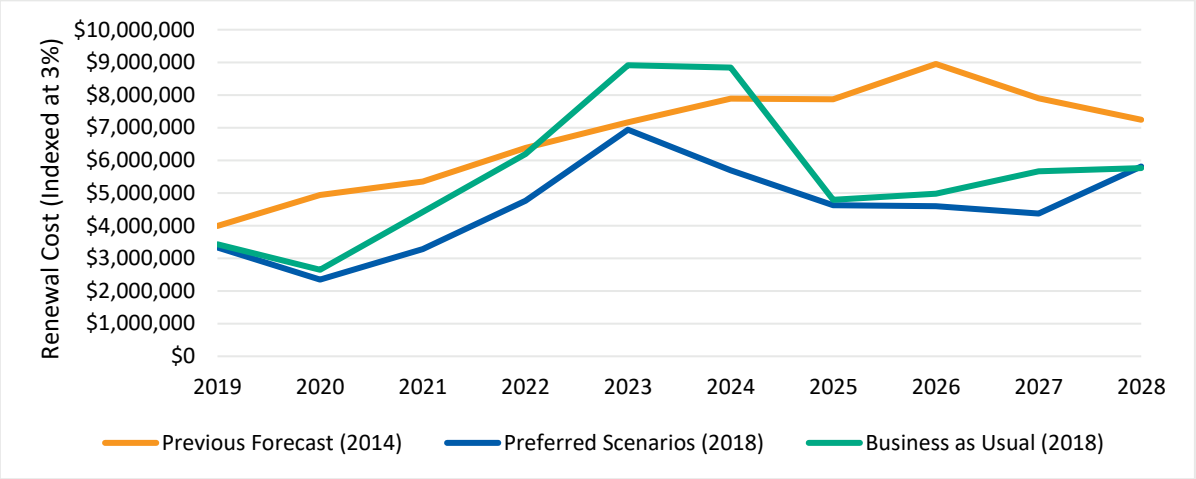

Figure ES6 – Comparison between Renewal Forecasts

Building Portfolio Optimisation

The investment profile produced in this BAMP is not the only pathway to success for Council's buildings. The ideal pathway is the one that meets community standards in the most cost effective fashion, within acceptable levels of risk. Council will progress towards the optimisation of its building portfolio by continuing level of service development, promoting needs integration and alignment across service areas, and implementing the Community Facilities Planning Policy (2016).

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CHAPTER 1. Introduction

1.1 Plan Overview

Knox City Council (Council) is responsible for the management of an extensive building portfolio on behalf of the community. This building portfolio consists of approximately 258 buildings having a current replacement value reported as $258.3M at 30 June 2018. Council's buildings support the delivery of community services, act as focal points for community life, and contribute to the social, cultural and economic development of the local community.

Effective building management is therefore important, due not only to financial implications, but also the services these buildings support. As stated in Council's Asset Management Policy (2019):

> Assets enable the provision of services to the community […] Sustainable service outcomes for the community are very much dependent on the performance of the assets that support those services

This Building Asset Management Plan (BAMP) seeks to improve the management of Council's buildings through the implementation and monitoring of service levels, which are specific and measurable statements documenting Council's performance expectations of buildings. They are expressed in terms of the performance of a building asset, its ability to meet desirable service expectations, and how well its location is able to meet Council's place-based planning aspirations.

1.1.1 Building Asset Management Plan 2009 Summary

Council completed its first BAMP in 2009. Combined with a full condition audit of Council buildings, BAMP 2009 investigated and delivered the foundations, processes and initial funding forecasts required for the management of Council's building assets. BAMP 2009 proposed 77 improvement recommendations with the objective of delivering the following objectives:

1. Improving building performance
2. Meeting community expectations
3. Integrated service and building lifecycle management
4. Improved data and knowledge management
5. Improved building performance measurement
6. Risk management and compliance
7. Long-term sustainability.

Council has achieved significant improvement across these areas, with 82% of the recommendations either fully or partially complete as of 2019.

The intention of this review is not to rebuild the original foundations, but to advance them.

1.1.2 Plan Objectives

In summary, this review seeks the following objectives:

- Implementation of systems that help ensure building assets satisfy current and future service demands via defined and agreed service levels
- Improved evidence-based decision making through identifying and resolving data gaps
- Delivery of a future Place-Service-Asset framework
- Provision of centralised tools to strategic planners that provide access to building information including asset and financial data, operational transactions, service delivery objectives, and strategic planning information
- Increased focus on opportunities for flexible multi-purpose facilities which are adaptable to changes in service delivery
- Enhanced consideration of service-based outcomes and solutions that do not require capital works
- Scenario-based recommendations for Council facilities derived from current building performance and levels of service
- Long-term financial forecasts based on a holistic approach to facility management
- Continuous improvement of building processes and the implementation of systems to reduce administrative workloads.

1.1.3 Plan Structure

With the aim of achieving the objectives listed above in Section 1.1.2 above, this BAMP has the following structure:

1. Review current building management procedures and asset knowledge to identify deficiencies and opportunities (Chapters 2 and 3)

2. Develop a common integrated approach to the management of Council's assets using documented levels of service and a Place-Service-Asset framework (Chapter 4)

3. Employ the newly developed approach to assess current building performance (Chapter 5)

4. Use this enhanced understanding of building performance to recommend scenario-based outcomes for Council's buildings, and estimate future funding requirements (Chapters 6 and 7)

5. Document a series of recommendations with implementation time-frames to further improve Council's approach to building lifecycle management (Chapters 8 and 9)

1.2 Drivers of Strategic Asset Management

1.2.1 Internal Drivers

Knox Community and Council Plan

The Knox Community and Council Plan 2017 – 2021 sets a vision for the City of Knox and identifies eight community and council goals that will drive Council activities over the next four years. This Plan has been formulated in partnership with the community. It provides a guide for individuals, businesses, local groups and other levels of government on strategic priorities for Knox.

Table 1 below outlines every Community and Council Plan goal, strategy and initiative that is supported by this asset management plan.

Table 1 – BAMP 2019 Alignment with the Knox Community & Council Plan 2017-21

Goal	Strategy	Initiative/Target
Goal 1. We value our natural and built environment	**Strategy 1.1** Protect and enhance our natural environment **Strategy 1.3** Ensure the Knox local character is protected and enhanced through the design and location of urban development and infrastructure	• An increase in renewable energy usage • A reduction in water usage of new buildings • A reduction in Greenhouse Gas emissions of new buildings • Sustainable design of Council's new buildings • A decrease in the number of 'at risk buildings' in Knox.
Goal 5. We have a strong regional economy, local employment and learning opportunities	**Strategy 5.2** Plan for a range of key strategic centres that provide a diversity of employment, services and amenities to support the changing needs of our community	• Community infrastructure that fits changing community needs.

	Strategy 5. 3 Promote and improve infrastructure and technology within the municipality and enhance strategic employment places for business	
Goal 6. We are healthy, happy and well	**Strategy 6. 2** Support the community to enable positive physical and mental health	• An increase in the number of females participating in sport • An increase in the number of people with a disability participating in sport • An increase in participation in active ageing activities
Goal 7. We are inclusive, feel a sense of belonging and value our identity	**Strategy 7. 3** Strengthen community connections	• Advocate and plan for the development of a Bayswater Multipurpose Community Facility • Design, develop and implement an approach to facility management that integrates service and facility advocacy, is consistent across the organisation, and improves efficiencies in the management of Council's buildings
Goal 8. We have confidence in decision making	**Strategy 8. 1** Build, strengthen and promote good governance practices across government and community organisations	• A reduction in the funding gap for the renewal of infrastructure. • Strengthen and centralise the coordination, collection and provision of research and data to support future planning by Council • Respond to and implement any reforms made to the Local Government Act 1989

Asset Management Policy

Council's Asset Management Policy (2019) articulates Council's overarching commitment to asset management. A key policy statement is that 'Council will continue to invest in improving its asset management knowledge and planning, and commit to further research and development of asset management plans for individual asset classes'.

Council's Strategic Asset Management Plan (2014) notes that 'it is critical that Asset Management Plans continue to align with the recommended structure, as outlined in the International Infrastructure Management Manual, meet the provisions of the National Asset Management Assessment Framework and start to better integrate with Council service planning processes'.

This review of the Building Asset Management Plan also aims to address recommendation SAMP 3 from the Strategic Asset Management Plan, outlined below in Table 2.

Table 2 – Recommendation SAMP 3 from Strategic Asset Management Plan

Recommendation SAMP 3
(a) Continue to review and update Asset Management Plans, to maintain their currency and validity in accordance with the program in Attachment 3.
(b) Develop enhancements to the Asset Management Plans, to facilitate progression from core to advanced status, in line with the requirements of the MAV STEP program. Reviewing of AMPs, to have a greater focus on: • Identifying future asset requirements, in line with service planning • Validation of service levels, in consultation with community requirements • Advancing understanding of the intrinsic relationship between maintenance, and optimised renewal funding • Creating a framework for the recognition, analysis, and reporting of new asset categories not previously identified by Council • Exploring models of management that recognise different ownership options, for managing services other than Council owned infrastructure (particularly buildings).
(c) Continue to centralise the recording and monitoring of AMP recommendations.

Source: Council's Strategic Asset Management Plan (2014)

1.2.2 External Drivers

National Asset Management Assessment Framework

In 2009, in order to foster a nationally consistent approach to asset management, the Local Government and Planning Ministers' Council developed a National Asset Management Assessment Framework to focus on long-term assets managed by local governments. For some time, most Victorian Councils have been part of the Municipal Association of Victoria's (MAV) asset management capacity building approach, the STEP program. The development of a National Asset Management and Financial Planning Assessment Framework for Local Government provides the assessment framework of the STEP program, and enables benchmarking and reporting to be undertaken at both state and national levels. One of the eleven elements of this assessment framework is the requirement for Councils to work towards preparing documented asset management plans for all material asset categories. The framework also outlines key inclusions and components of a typical asset management plan, which are consistent with the recommendations of the International Infrastructure Management Manual.

ISO 55000: 2014 Asset Management

Since the last iteration of Building Asset Management Plan there has also been the introduction of ISO 55000: 2014 Asset Management (ISO 2014). The standard is intended to assist asset managers in the establishment, implementation, maintenance and advancement of an asset management system. It also provides a process by which organisations can become accredited in their asset management practices, although this is not currently required of local governments.

Statutory Obligations – Duty of Care

Council is obligated to maintain its building assets to comply with legislative standards and Acts. These include:

- Local Government Act 1989
- Victorian Charter of Human Rights and Responsibilities
- Planning and Environment Act 1987
- National Disability Act 1992
- National Construction Code 2015
- Building Control Act 1981.

1.3 Synergies with Other Council Initiatives

Council is undertaking a number of strategic projects which impact on Council buildings, alongside the BAMP. These initiatives vary widely in nature; careful alignment is needed to avoid tension between their respective objectives, and to promote synergy.

1.3.1 Place-Service-Asset Framework

The proposed Place-Service-Asset framework will provide guidance on the relationships between service areas required for Council to obtain maximum value from investment. The methodologies and processes developed as part of this BAMP will serve as inputs into this initiative.

1.3.2 Strategic Asset Investment Strategy (SAIS)

The Strategic Asset and Investment Strategy (SAIS), like the methodologies and systems developed through this BAMP, contributes to the broader toolkit Council uses to determine the value of its assets to the community.

Specifically, the SAIS provides Council with the evidence base required to understand how its public asset base can be leveraged to build equitable community 'wealth', create sustainable and diverse revenue streams, and achieve its social housing, affordable housing, lifelong learning, and mental and physical health priorities.

To deliver on this objective, the SAIS establishes the locational 'value' of an asset before proposing which of three possible strategic solutions are required to realise an asset's commercial, social, environmental and/or economic value.

These solutions fall into three main categories:

- **Investment** in an asset if it is well located but could function better
- **Conversion** of an asset to alternative community uses or multiple activities if the asset is strategically better located for those alternative uses
- **Divestment** of an asset (land and / or building) to realise revenue in order to fund other community uses.

A fourth designation may also be invoked so that Council continues to have a relevant and sustainable asset base. This relates to the:

- **Acquisition** of a new asset (land and/or building) to address an identified gap in Knox's assets provision/impact if there are no other Knox assets which can address that gap.

The SAIS and this BAMP share the ambition to optimise Council's assets. The key difference is that this BAMP employs a Place-Service-Asset framework to assess buildings, while the SAIS makes use of a primarily place-based approach to identify opportunities for Council land assets, which do not necessarily incorporate existing Council facilities. The two initiatives apply similar criteria for evaluating the 'place' of an asset but ultimately operate independently of one-another. If an instance arises where this BAMP and the SAIS propose conflicting outcomes for a Council facility, both options will enter into consideration.

1.3.3 Boronia Renewal Project

The Boronia Renewal Project is a place-based initiative focusing on the Boronia Activity Centre. It involves reviewing built form, social, economic and environmental issues, as well as examining the future options for Council's ageing and at risk infrastructure to better deliver community services.

In regards to buildings, the project will involve strategic planning for the 27 Council facilities within Boronia. The scenario-based recommendations to be outlined in Chapter 7 take into account likely outcomes from the Boronia Renewal Project, and serve as a reference for future decisions. The tools and levels of service developed in this BAMP will also be made available to strategic planners as part of this work.

1.3.4 Knox Central

Knox Central is an on-going strategy for the implementation of the Knox Central Structure Plan (2016), which aims to turn Knox Central into a 'modern mixed-use activity centre that attracts residents, workers and visitors from across Melbourne's east'. Council has several assets that will be impacted by this project, including the Operations Centre, and Knox Library. Like the Boronia Renewal Project, the modelling in Chapter 7 accounts for the probable outcomes of this project. Since decisions have already been made on the future of assets at this location, it is unlikely to make use of the methodologies and tools developed in this BAMP.

1.3.5 Development Contributions Plan (DCP)

Council is currently assessing the feasibility of implementing a Development Contributions Plan (DCP). Development contributions are one way Council can partially fund the cost of assets or infrastructure. A mechanism available through the Planning and Environment Act 1987 is for Council to adopt a DCP. The DCP lists the infrastructure that Council commits to develop over the horizon of the Plan, which is normally 15-20 years.

Council can collect funds from development of dwellings and other land uses toward the developments' share of the cost of infrastructure identified in the Plan. Funds are collected based on the number of additional development of residential dwellings or floor space for other uses over the existing development.

The risk with such a plan is that Council must still deliver the infrastructure even if the level of development projected in the DCP does not occur, or if Council's strategic objectives shift. Careful planning is therefore critical, since Council will have reduced capacity to adjust proposed project scopes and priorities. The tools and methodologies developed and utilised in this BAMP will contribute to the validity of any such infrastructure program.

A DCP is a significant strategic planning policy for Council with several approval hurdles. The Plan must be prepared in accordance with State Government guidelines and Ministerial Directions. Council approves its adoption into the Planning Scheme by way of an amendment to the Scheme, and the Minister of Planning has the final say on the DCP's effect.

1.3.6 Community Facility Planning Policy 2016

The Community Facilities Planning Policy (2016) outlines Council's commitment to achieving an integrated approach to building planning, with increased consideration of facilities that are flexible enough to meet changing community needs. This BAMP supports the Policy by introducing a set of evidence-based tools, frameworks, and methodologies that will assist Council officers to progress towards integrated planning.

1.3.7 Future Initiatives

Council will inevitably undertake new initiatives over the lifetime of this document. It is intended for future projects to incorporate the methodologies developed throughout this BAMP.

1.4 Related Documents

1.4.1 Asset Management Plans

This Building Asset Management Plan forms part of Council's suite of Asset Management Plans. Plans already adopted by Council are as follows:

1. Drainage Asset Management Plan (2010)
2. Open Space Asset Management Plan (2011)
3. Car Park Asset Management Plan (2013)
4. Bridge Asset Management Plan (2013)
5. Playground Asset Management Plan (2013)
6. Street Tree Asset Management Plan (2016)

7. Footpath Asset Management Plan (2016)
8. Draft Road Asset Management Plan (to be adopted in 2019)

1.4.2 Related Plans & Strategies

Other Council documents that influence the strategic direction of building asset management include:

- Affordable Housing Action Plan 2015-2020
- Community and Council Plan 2017-2021
- Knox Community Access and Equity Implementation Plan 2017-2022
- Knox Key Life Stages Plan 2017-2021
- Knox Leisure Plan 2014-2019
- Municipal Early Years Plan 2011-2015
- Community Facilities Planning Policy 2016
- Public Toilet Implementation Plan 2017-2022

1.5 Consultation for this Plan

A number of internal stakeholders provided input and feedback into the development of this Building Asset Management Plan.

- Councillors
- Asset Management Steering Group members
- Sustainable Infrastructure Department
- Community Services Directorate
- Community Infrastructure Department
- City Futures
- Executive Management Team

1.6 Plan Implementation Approach

Council's Asset Management Policy articulates Council's commitment to asset management, as a whole of organisation approach. The approach embeds asset management activities within corporate planning process and departmental business plans.

Council's Asset Management Steering Group is responsible for monitoring the implementation of plan improvements. An annual report is generated for approval by Council's audit committee.

An implementation plan is included in Chapter 9 detailing key resources, target dates and deliverables for each improvement recommendation identified in this plan. Business case development and approval may be required to secure capital funding.

CHAPTER 2. Current Context & Opportunities

2.1 Review of the Building Asset Management Plan (2009)

Council endorsed the original Building Asset Management Plan in 2009. Providing a holistic documentation of the management of Council's facilities, the BAMP 2009 gave a detailed account of Council's approach to managing its facilities.

The plan also highlighted challenges in managing Council's building assets and established a comprehensive listing of recommended improvement actions, both within and across services. Many stakeholders involved in the BAMP 2009 indicated that the primary requirement of asset performance was to meet service requirements. These requirements could not clearly be defined at the time, which led to the original BAMP being founded on the principle that asset performance would drive investment decisions.

This lack of a holistic approach to investment resulting from an organisational focus on assets, rather than services or places, represents a key driver for this iteration of the BAMP.

Key improvements delivered to date as result of the BAMP 2009 include:

- Advances in Council's overall asset management knowledge, including building performance data
- Implementation of levels of service relating to asset data such as minimum condition levels
- Better data management and building performances;
- Traceability of maintenance and renewal activities within Council's Asset Management System
- The advancement of service planning across the organisation;
- Identification of opportunities to further pursue integration of Council's facilities to meet multiple service users
- Establishment of the community infrastructure planning working group and development of a community facility planning policy
- Advancement in Council's overall approach to asset management, resulting in progression from the core to advanced assessment tool when assessing Council's asset management proficiency
- Implementation of work order system enhancements to support building maintenance and management practices.

The first iteration of the BAMP also foreshadowed the need for a consistent approach to service planning in order to better define the role and purpose of core services delivered by Council and functional asset functionality necessary to meet those requirements. Council responded to this need with the introduction of service planning for all Council services, delivered across a four year period.

There remain some initiatives from the first iteration of the Building Asset Management Plan which have yet to be addressed. These include:

- Clear articulation of service standards/ level of service which can define Council's investment planning
- Identifying more efficient investment decisions which challenge Council's siloed approach to service and asset investment
- Understanding in detail the current building stock performance in terms of utilisation
- Development of a consolidated booking system for managing Council's assets
- Ongoing challenges with respect to the management of leasing of Council's building assets.

2.2 Current Delivery Context

2.2.1 Decentralised Building Management Model

No individual Council Directorate or Department has oversight of the management of Council's entire building portfolio. Lifecycle management responsibilities are primarily spread across three directorates and many departments, complicating integration and coordination. Figure 1 below outlines the distribution of major responsibilities between Directorates, although there can be exceptions. For instance, Corporate Services is involved in leasing and licensing as well as property acquisition and disposition.

Community Services	Engineering & Infrastructure	City Development
•Planning for buildings (including social planning, identification of need and community enagement) within each service area. •Delivery of generally non-major projects. •Operation of buildings within service areas.	•Planning for public toilets only. •Project delivery (i.e.design, creation, and disposal) of major projects only. •Administration of the Capital Works program. •Maintenance and renewal of all Council buildings. •All phases of major projects.	•Planning only for buildings that form part of strategic place project (eg Boronia Renewal Project). •Planning for acquisition and disposition of Council sites. •Development of standard occupancy agreements to be administered by service areas. •Investigation of strategic asset investment opportunities.

Figure 1 – Council Directorates with Lifecycle Management Responsibilities

2.2.2 Community Facilities Planning Policy

As noted in Chapter 1, Council's Community Facilities Planning Policy (2016) outlines Council's commitment to an integrated planning process for the planning, delivery and management of community facilities, and as part of that process, to consider opportunities for multipurpose, co-located or integrated uses or community hub opportunities when planning for new and/or upgrades or change of use of Council community facilities.

The policy integrates with Council's Service Planning approach by ensuring that consideration of the community demand for services, Council's role and models for delivery of services are key elements of the Community Infrastructure Planning Process.

Figure 2 below outlines how the objectives, tools and outcomes across key stages of the Community Facility Planning Process are delivered internally within Knox. Note that the tools described in this framework possess differing levels of maturity, and that solutions are considered through the framework of Council's Long Term Financial Forecast (LTFF).

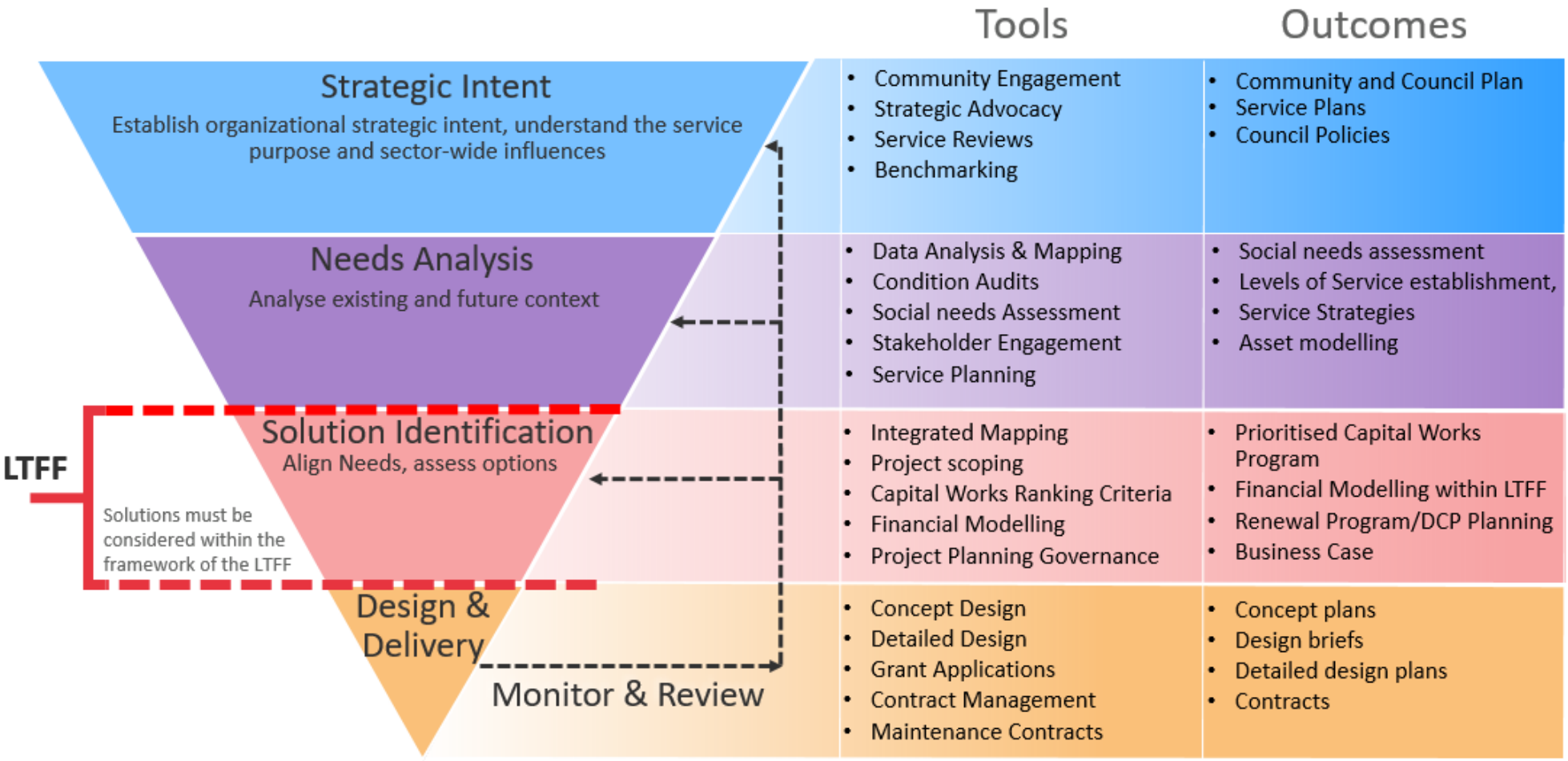


Figure 2 – Community Facility Planning Process

2.3 Current challenges

The current challenges in managing Council's building assets require an exploration of new methodologies to inform decision making and investment, as it is clear that the current approach does not result in Council meeting community expectations in the most effective manner.

A full list of the issues and potential opportunities identified in Council's building lifecycle management are documented in Appendix 1.

2.3.1 Detailed Descriptions of Current Challenges

The need to explore new methodologies to inform decision making and investment is broadly informed by the following significant factors:

Siloed service thinking

A number of the processes and tools identified in Figure 2 above represent a new approach for Knox and it is likely that it will take some time for processes to bed down and become core planning tools to inform investment. A major impediment to progressing the methodology outlined above is the manner in which investment decisions for buildings have traditionally been made across Council. Decisions relating to Council's building assets have typically been proposed by individual service areas. This model can simplify the management of Council buildings, but has become outdated as demand for facility space increases and Council's financial operating environment has become more constrained.

Building Asset Infrastructure

Many of Council's community facilities are reaching the end of their useful life, with numerous facilities delivering a service to users that does not meet current day expectations. Many buildings were constructed in an era when only the provision of basic services was required within a facility, and there were inferior standards for disability access, lighting, air conditioning and heating, insulation and storage. These buildings are often located in residual land parcels, sites which were subject to flooding, poor soil conditions, and often distant from good public transport services.

Increasing Renewal Liability

Council is currently going through a period of major investment in community facilities, including the construction of two new early years hubs. Whenever an asset is added to Council's building portfolio, the total amount that must be spent on maintenance and renewal increases. In order to maintain financial sustainability, Council must recognise the financial burden incurred by the entire asset lifecycle.

Demographic Changes

The demographic composition Knox is changing rapidly and it appears that ongoing changes will continue to inform the demands on community infrastructure. As housing affordability in the inner suburbs continues to escalate, there have been considerable flow on impacts in Knox. Key among these is the rising demand for diverse housing stock, with apartment living and multi-storey developments becoming more commonplace. The parts of Knox developed in the 1980s and 1990s continue to age, resulting in older families, with adult children and some empty nesters, who have strong demand for safe, accessible and quality local services. Young families are again growing in number in once established suburbs such as Bayswater and Boronia, providing affordable places to live, which are close to good public transport. A key driver of demand in Knox results from increasing multicultural diversity, which is changing the functional requirements of our building stock

Expectations Management

There is a clear pattern of community participants wanting more out of Council's investment in community services and facilities. This relates to not only the breadth of services provided by Knox but the quality of the service offering available to the community. A once traditional sporting facility which supported football in winter and cricket in summer, is now looking to cater for increasing levels of female participation, air conditioning/heating to survive the season, a commercial standard kitchen to support their fundraising efforts and suitable social infrastructure which can meet the demands of key tenants in addition to third party service providers who are looking to use the same facility outside of the peak periods.

Financial Climate

The overall fiscal environment in which Council operates has changed substantially since the initial iteration of the BAMP 2009. Ageing infrastructure coupled with the increasing user expectations means new decision models need to be explored in order to align service outcomes with Council's financial capacity. A key advantage for Council is that it has foreshadowed some of the challenges identified within this BAMP and is proactive in the areas of identifying and funding at risk assets, incorporating facility upgrades into the Major Projects program over the next 10 years and demonstrating a solid track record in funding asset renewals across all asset categories.

2.4 Key Opportunities

The issues currently being faced in Council's approach to building lifecycle management each offer opportunities for improvement, as identified in Appendix 1. These opportunities mostly relate to the integration and standardisation of Council's building lifecycle management process, and are captured in the BAMP objectives listed in Chapter 1.

One such opportunity is for the development of standard functional requirements for multipurpose and modular buildings, which are planned to become more and more prevalent.

> **Recommendation 1:** Develop standard functional requirements for multipurpose facilities.

2.5 Progress towards Integrated Planning

To effectively manage Council buildings, the intrinsic relationship between all stages of the asset lifecycle must be acknowledged, shown below in Figure 3. Deficiencies in the management of any lifecycle stage can lead to community dissatisfaction and/or inefficient delivery of Council's strategic objectives.

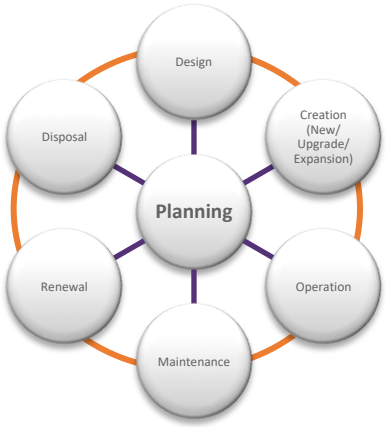


Figure 3 – Link between Planning and other Asset Lifecycle Phases

It has been established in this chapter that the most significant issues in Council's building lifecycle management occur during the planning phase. However, the planning phase is critical because it allows Council to strongly influence project outcomes, at a relatively low cost (see Figure 4 below).

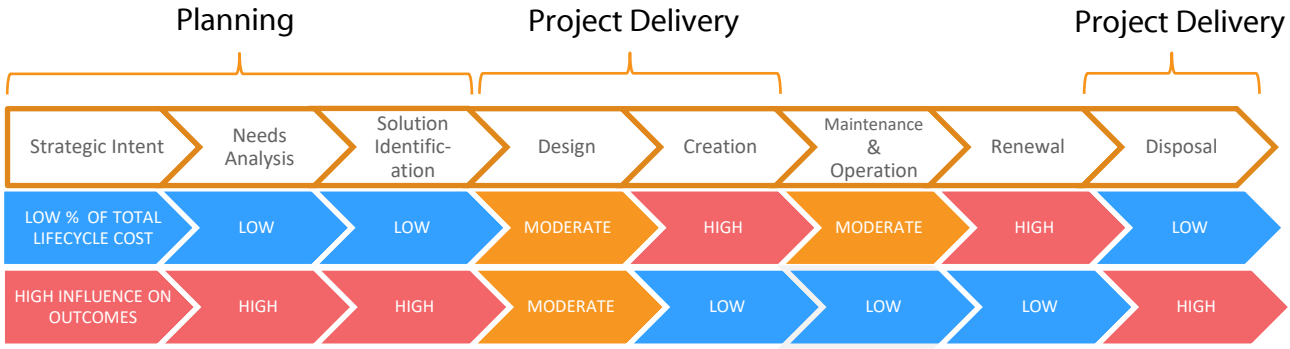


Figure 4 – Planning across the asset life cycle

Council can significantly improve building outcomes without the need for additional capital investment by improving the planning process. An integrated, evidence-based approach to lifecycle planning along with a common framework for needs analysis and solution identification would resolve many of the issues that are currently being faced.

Changes to processes will be investigated to better support the implementation of this new approach to lifecycle planning.

> **Recommendation 2:** Investigate further changes to Council's organisational processes to support the achievement of objectives and recommendations described in this BAMP.

CHAPTER 3. Asset Knowledge

3.1.1 Land and Building Ownership and Occupancy

Council's building management responsibility varies based on factors including land ownership, building ownership and building occupancy. Table 3 lists site typologies and provides examples of buildings that fall across differing categorisations.

Table 3 – Site Typologies and Examples

Land owner	Building owner	Building occupant	Number of buildings	Sample buildings
Council	Council	Council	108 (40%)	CB22 Civic Centre CB139 Mariemont Pre-school
Council	Council	Others	114 (42%)	CB5 Knox Gardens Reserve — Pavilion and Community Hall
Council	Others	Others	28 (10%)	OB13 Edinburgh Road – Scout Hall CB284 Bayswater CFA
Others	Council	Others	12 (4%)	CB118 to 121 and CB255 Vineyard sheds CB160 Wantirna Reserve Pavilion
Others	Council	Council	4 (1%)	CB2 Ferntree Gully Shopping Centre — Alpine Street public toilets CB117 Vineyard House
Others	Others	Council	4 (1%)	CB303 Youth Information Centre
Others	Others	Others	3 (1%)	OB4 Wantirna Reserve Scout Hall

Council is responsible for:

- Buildings where Council is the occupant and owner of the land and the buildings
- Buildings where Council has constructed buildings on land owned by others.

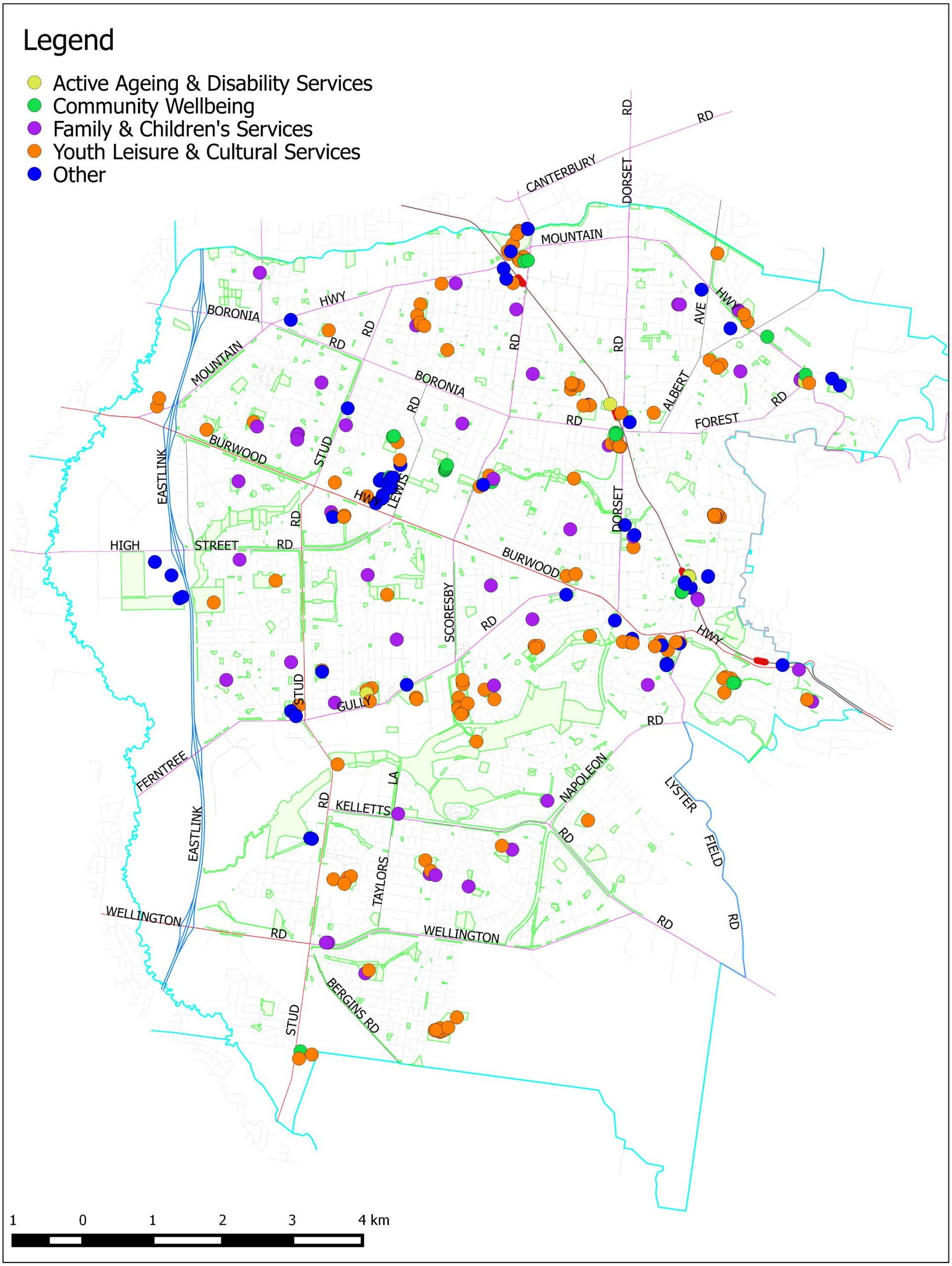
Council is partially responsible for:

- Buildings where Council is the land owner and others have constructed and occupy a building.

3.1.2 Building Inventory

Knox City Council has a total of 258 buildings including sporting pavilions, early learning centres, municipal offices, libraries, community centres, storage sheds and miscellaneous use buildings. The map below illustrates the locations of buildings that Council manages, and their primary service areas. It is evident that there exist clusters of community buildings around activity centres within Knox, however there is considerable geographic dispersal for the majority of Council buildings.

Figure 5 – Council Managed Facilities by Primary Service Area



3.1.3 Asset Hierarchy

BAMP 2009 detailed Council's methodology used to classify the level of importance of each building. The methodology evaluates the following criteria:

- Current replacement cost
- Building occupation
- Occupant regulatory/legislative restrictions
- Utilisation
- Revenue generating potential
- Quantity of services occupying the building;
- Contingency.

The asset hierarchy is used to prioritise renewal and upgrade expenditure.

Table 4 lists the number of buildings within each hierarchy, based on the BAMP 2009.

Table 4 – Number of Council Buildings by Hierarchy

Building Hierarchy (High to Low Criticality)	Number of Buildings
1	7
2	142
3	98
4	11

While still in use, the complicated methodology behind this system has hampered its success. Council's other asset classes have clearly defined hierarchies based on worded descriptions, such as roads with 'Link', 'Collector', 'Industrial', and 'Access'. Introducing a more intuitive framework that aligns with service area terminologies would increase use of the building hierarchy in strategic planning.

Recommendation 3: Revise Council's building hierarchy.

3.1.4 Useful Lives

Useful lives indicate the expected life of an asset before it becomes unserviceable. Council adopts two types of useful lives for different purposes:

- Financial Valuation – In accordance with the Local Government Accounting Manual and the Australian Accounting Standards Board AASB13

- Building Component Renewal – Component useful lives are sourced from Rawlinson's Building Construction Handbook which is considered the industry standard, as well as NAMS Practice Note 12 – Useful Life of Infrastructure (IPWEA, 2017)

3.1.5 Asset Age Profile

The age distribution of Council's buildings varies from one year to 138 years with the median age being 42 years.

Asset condition degrades over time. Renewal modelling uses asset age to calculate the remaining lives of assets and predict the funding necessary to maintain buildings in accordance with agreed service levels.

Figure 6 below presents an age profile of Council's buildings.

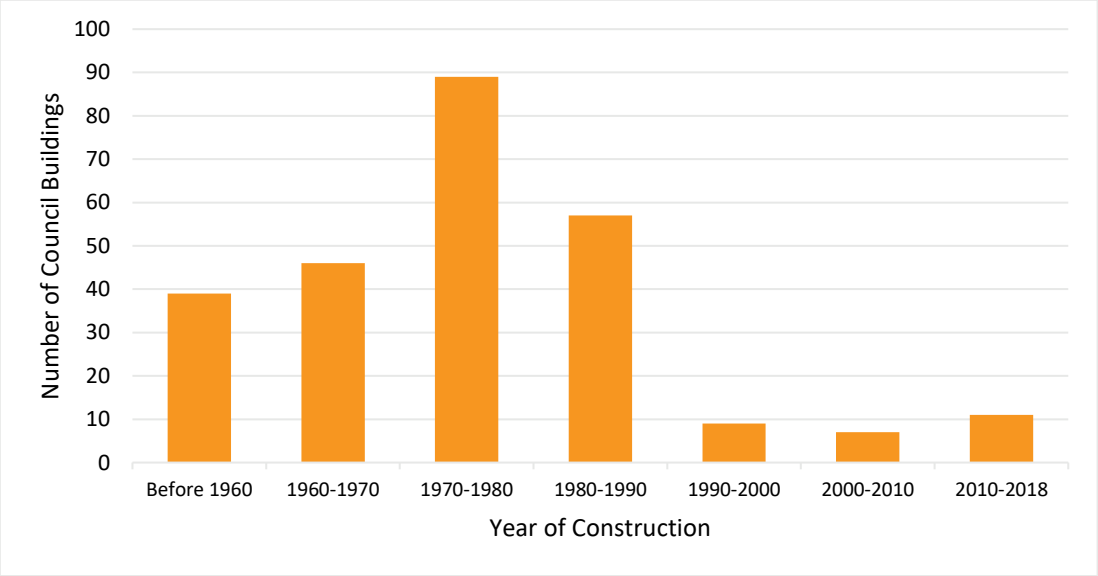


Figure 6 – Current Age Profile (2019) of Council Building Assets

3.1.6 Asset Condition

Council conducts a condition audit of its building assets every four years with the most recent occurring in 2018. External auditors having specialist experience undertake the onsite audit of buildings. The condition audit captures:

- Overall building condition
- Building aspect condition (External, Internal, Structure and Services)
- Building component condition and renewal estimates
- Compliance defects

Council adopts a basic condition rating system where Condition 1 is 'very good' or 'as new' and Condition 5 is 'very poor'.

The condition audit data is utilised to generate a renewal program of works, maintenance activity lists to resolve compliance defects and long-term financial forecasts.

Condition audits every four years enable Council to monitor building condition against predicted degradation resulting from ageing of assets. Where necessary, amendments to long-term financial forecasts are considered to cover shortfalls or excesses in funding. The results of the most recent condition audit will be detailed in Chapter 5.

3.1.7 **Risk**

The renewal forecasting process identifies the funding required to maintain the condition of Council's buildings to a minimum standard deemed acceptable by the Community.

Occasionally Council's buildings condition auditors may observe signs of structural building movement and suggest that a more detailed assessment by a qualified structural engineer is warranted. For the purposes of this plan, these buildings are designated as 'at risk'. Currently 17 buildings are flagged as being in this state. 'At risk' buildings require a structural assessment to check the adequacy, structural integrity and soundness of structures and their components. The assessment may or may not result in rectification works being required. The Knox Community and Council Plan identifies a target to decrease the number of 'at risk buildings' in Knox, towards which Council has set aside up to $1M of funding over the next three years.

At the time of writing, initial structural reports have been developed for 10 of these facilities, with the balance to be completed in the first half of the 2018-19 financial year. In some cases, the structural reports have resulted in rectification works to mitigate risk. These works are prioritised on the basis of need.

The reports have resulted in strategic deliberation by Council on the need for assets and consideration of alternate service scenarios. Additional funding has been provided by Council over a three year period to address structural defects in Council facilities. A breakdown of current status is shown below in Table 5.

Table 5 – Structural Assessment of 'At Risk' Council Facilities

Status	Number of Buildings
Structural Assessment completed – **rectification works required**	8
Structural Assessment completed – **rectification works complete**	2
Structural Assessment completed – **no works required**	0
Structural Assessment to be completed	7

Council also manages risk operationally by monitoring the completion of programmed regulatory maintenance activities. Examples of these activities include testing and tagging and Essential Safety Measure inspections.

3.1.8 Asset Utilisation and Demand

Council does not currently record building utilisation or demand in a consistent way across its building stock, representing a major gap in knowledge. Service areas collect data using separate methodologies, with varying levels of detail. A new facility booking system that records detailed information including attendee numbers is needed before Council can accurately report on utilisation, and improve its capacity to model demand.

> **Recommendation 4:** Implement a facility booking system that can report on building utilisation.

3.1.9 Asset Valuations

Formal building valuations are undertaken on a two-year cycle by external auditors engaged by the Finance Department. Replacement cost estimates are based on the assumption that each building is constructed on undisturbed ground (green field rates).

Building valuations are reported in Council's financial reports under the Infrastructure Asset Category. Council's annual financial reports are prepared in accordance with relevant accounting standards, including AASB 116, as well as Council's Fixed Asset Accounting Policy.

At 30 June 2018, the total current replacement cost of Council building assets was reported as $258M, with a written down value of $122M.

3.1.10 Asset Management Information Systems

Council has a complete formal dataset regarding all building assets applicable to this Plan. Council's asset knowledge exists predominantly in the asset register of its corporate asset management information system, Lifecycle, and spatially through its Geographic Information System (GIS), IntraMaps.

Ongoing data management work is undertaken primarily by the Asset Strategy team and the Facilities team. Data management also involves collation and verification of data discrepancies to ensure all asset data is recorded accurately and appropriately.

Lifecycle – Asset Register

Building assets are currently stored in the asset register of Council's asset management system (Lifecycle). Building attributes include categorisation, dimensional, locational, financial, condition, contact information and asset life details. The asset register also contains an inventory of building components, which is updated after every building condition audit.

IntraMaps – GIS

Within Council's GIS software, there are a number of dedicated layers for the building assets that are the responsibility of Council. Each building in the GIS is assigned a unique GIS identifier. It is possible to view some asset attribute information in IntraMaps – this information is sourced directly from the Asset Register.

Lifecycle – Maintenance Management

The Facilities Module within Lifecycle manages the day-to-day work activities undertaken by contractors engaged by the Facilities team. The module captures all reactive, regulatory/routine and miscellaneous work types. The system integrates with Council's People, Property and Rating System (Pathway) for the actioning of Customer Requests. All maintenance transactions are linked to the asset register by way of unique building identifiers.

Updating the Asset Register

In order for Council to be confident that it has a reliable understanding of the assets it is responsible for, robust procedures for capturing new assets and asset modifications are required.

New building assets are created through Council's capital works program or purchased. Building disposals result from land sales managed by the Property team or demolition which is managed by the Facilities team. Upon receipt of confirmation of these activities, the Asset Strategy team then updates the Asset Register. While these processes are in place, there is still room to refine them to ensure that assets are captured as they are created, so that they can be effectively managed.

Routine asset condition audits are used to verify and update Council's Asset Register.

CHAPTER 4. Levels of Service

4.1 Overview

Council buildings are important to the local community. They support the delivery of community services, act as focal points for community life, and contribute to the social, cultural and economic development of the municipality. As an asset owner and service provider, Council's key challenge is to invest its limited resources in a way that ensures Knox continues to be a place where people of all ages and abilities like to live, work, study and socialise.

In managing its building portfolio, Council is required to respond to community needs as efficiently, equitably, effectively and sustainably as possible within financial and other practical constraints. This requires proactive evidence-based planning, which can be facilitated through the documentation of service level targets.

This Chapter describes:

- Anticipated benefits of developing and using service level targets
- The status of service level documentation and use, since the adoption of the previous Building Asset Management Plan (BAMP) 2009
- Key learnings from the implementation of BAMP 2009 service levels
- How service level setting supports delivery of the Community and Council Plan, and the Community Facilities Planning Policy
- The approach used to document place, service and asset planning service level targets
- The Knox Facility Planning Tool – a prototype information system
- Improvement recommendations developed to ensure service levels become a useful and integral part of Council's future place, service and asset planning activities.

4.1.1 Definition of Levels of Service

Levels of service are specific, measureable objectives by which Council defines its service provision delivered to the community. In the context of this BAMP, it is important to note that levels of service for buildings can define any aspect of the service supported by Council, and apply to:

- The **Service** – by articulating the service aspirations as experienced by the user/customer

- The **Asset** – through measuring the performance of the asset/building and its capacity to support the service need
- The **Place** – through understanding the value provided by the asset/service within its own geographic context.

Typical examples of Levels of Service for Council's buildings as captured through the BAMP process are shown in Table 6 below.

Table 6 – Sample BAMP 2019 Levels of Service

Level of Service Description	Type	Target
Maximum distance from public transport	Place	200 metres
Desired Minimum % of activities attended by multiple age cohorts	Service	75% of activities
Maximum Overall Condition	Asset	Condition 3 (fair) or better

This BAMP has involved a considerable amount of engagement with service owners and planners across Council to better document both current and desirable levels of service, and define the gaps between them.

4.2 Anticipated Benefits

Levels of service delivered by Council (whether documented or not) are directly related to the cost of service and the level of risk accepted by Council. Documentation of service levels helps Council to improve consistency in asset performance, and to allocate future investment in accordance with community expectations.

Service levels provide Council with an opportunity to:

- Contrast the current state of buildings with a desired future state
- Facilitate proactive planning that considers the facility location, service delivery, and asset performance
- Identify and close gaps in current or future asset and service provision
- Model the cost of investment scenarios
- Assess alternate means for delivering a service level outcome
- Compare and prioritise projects with improved consistency.

4.3 Levels of Service in the Building Asset Management Plan (2009)

4.3.1 Community Levels of Service

As noted in Chapter 2, BAMP 2009 included community service level targets. The targets were aligned with five core values: Access & Inclusion, Availability, Environmental Sustainability, Compliance, and Fitness for Purpose.

The service levels were developed in consultation with Service Managers and were tested with community focus groups. The documented service levels were only concerned with community expectations regarding the building asset itself, with no consideration of building location or the service being provided.

Although Council embarked on an extensive program of service planning, resources were not adequately allocated to the implementation of the recommendations made by the original BAMP.

As a result, community service level targets were not adequately developed to facilitate long-term place, service and asset planning. Service level targets also had not been developed to assist officers to identify gaps in service, place or asset provision.

4.3.2 Technical Levels of Service

In addition to the considerations for basic technical levels of service such as condition summarised in Chapter 2, the BAMP 2009 implemented technical levels of service and inspection time-frames for maintenance activities. This information is stored in LifeCycle and periodically updated, but has not been fully reviewed since its initial development.

> **Recommendation 5:** Review Council's levels of service and target time-frames for building maintenance.

4.3.3 Key Learnings

Key learnings from the implementation of BAMP 2009 service levels include:

- Documentation of service levels requires appropriate allocation of resources
- Continuous review and improvement of the targets is necessary to maintain relevance
- Service levels must extend beyond asset based considerations if they are to be used in long-term integrated planning
- Service managers need to have ownership of service levels

- A supporting information system is necessary to:
    - embed the use of service levels into Council's existing work practices;
    - keep service levels up to date;
    - identify gaps in delivery of desired performance; and
    - facilitate identification of actions that can be used to close the gaps
- Good quality data (including service and building utilisation and availability data) is required to reliably assess current performance and inform future decisions to close identified gaps
- Community consultation is necessary to test the validity of Council's assumptions regarding community expectations.

4.4 Approach to Developing Levels of Service

The approach adopted incorporated the following key features:

- Establishment of a BAMP reference group
- Reference group workshops (and follow-up meetings) aimed at educating participants and encouraging collaboration and ownership of the targets developed
- Development of a prototype Facility Planning System to centralise asset knowledge and levels of service, and enable strategic analysis

The decentralised model of building management at Knox means that multiple teams across the organisation contribute to the planning, design, construction and ongoing operation of Council's facilities. A reference group with representatives from most relevant internal teams was created to explore, and co-design a common approach to the management of Council buildings.

Figure 7 – Services represented by the reference group, colour-coded by Council department

Council departments with direct responsibility for services delivered from Council buildings were tasked with documenting 'Service Specific' service level targets. The Asset Strategy team focused on developing 'Global' service levels that would be applicable to all places, services and buildings.

Levels of Service were a new concept for many of the relevant internal stakeholders, representing a significant paradigm shift in how facility planning is undertaken. A series of creative and interactive workshops were held with the reference group to engage stakeholders in the delivery of the new BAMP, increase organisational awareness of levels of service, and develop the aforementioned common approach to building management. Detailed descriptions of the workshops can be found in Appendix 3.

The group agreed that a resident's decision to use a service in a Council building, is impacted by the quality of the:

- Location (place)
- Service
- Assets.

Figure 8 below demonstrates the kinds of prompts that were provided to service areas for defining the 'quality' of places, services, and assets.

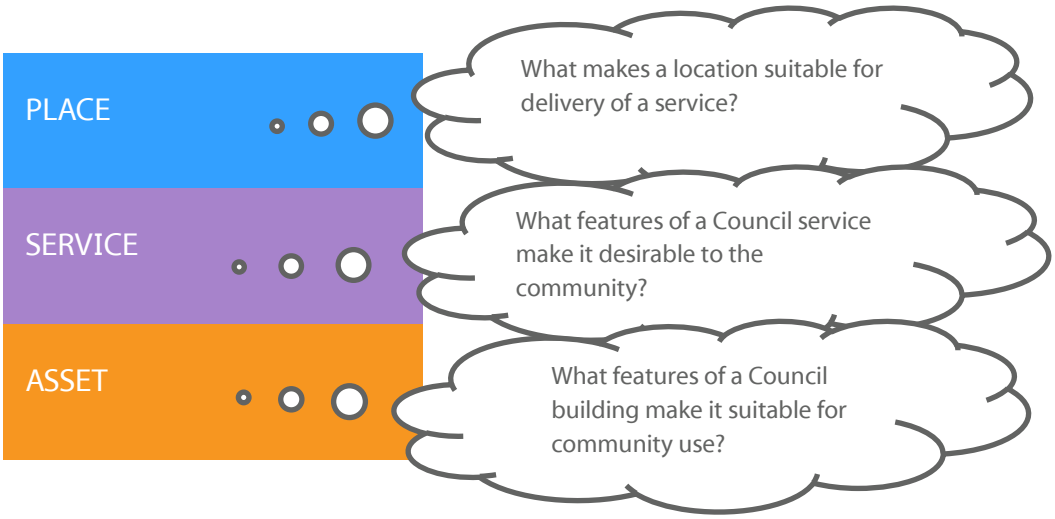


Figure 8 – Considerations to describe the 'quality' of a place, service or asset

Members of the reference group had diverse definitions for building quality, but the responses were divided into key themes, shown below in Figure 9.

Figure 9 – Key themes for aspects of building quality split broadly into place (blue), service (purple), and asset (orange)

The identification of distinct themes was an important educational stepping stone to the development of levels of service for the reference group, which need to be specific and measurable.

4.5 Strategic Alignment

The Community Facility Planning Policy 2016, was a major driving force for the development of service levels in 2017.

The policy outlines Council's commitment to an integrated process for the planning, delivery and management of community facilities. It supports consideration of opportunities for multipurpose, co-located, integrated uses or community hubs when planning for new facilities, upgrades or change of use of existing community facilities. The policy includes the five-stage process, depicted below in Figure 10.

Figure 10 – Community Facility Planning Policy - Five Stage Process

A proposed flowchart for building capital works following the five stage planning process is shown below in Figure 11. The proposal incorporates levels of service into the decision-making process through the Place-Service-Asset framework. It also requires project scopes to be reviewed by an inter-departmental panel with the aim of promoting needs alignment between service areas.

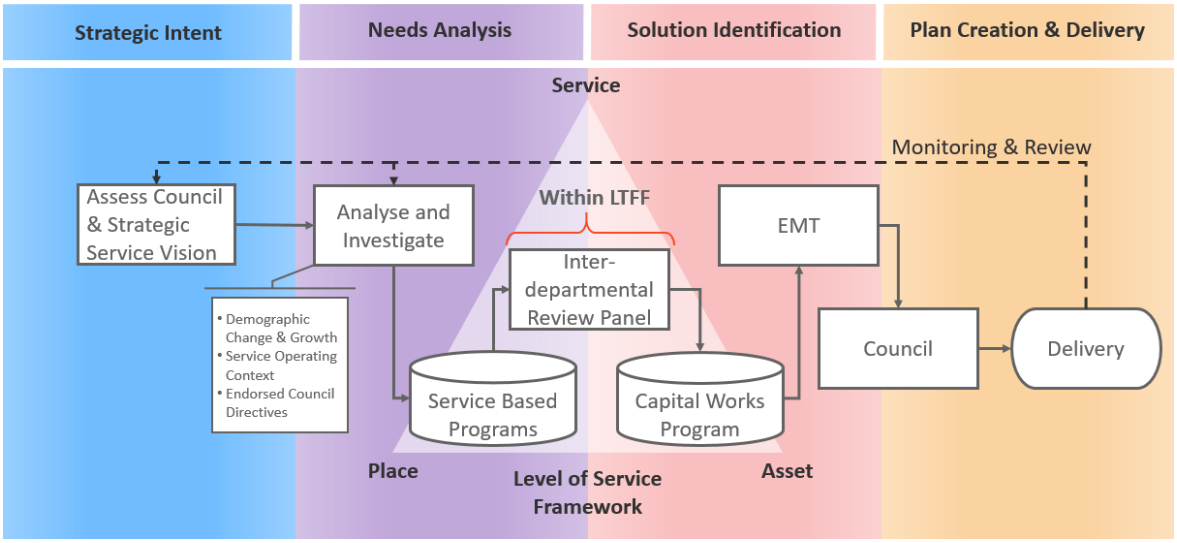


Figure 11 – Proposed Building Capital Works Process

Recommendation 6: Establish an inter-departmental review panel to align needs between service areas before solutions enter into Council's capital works program.

4.6 Knox Facility Planning System

A prototype facility planning system has been developed to centralise and embed the use of service levels in integrated place, service and asset planning.

The prototype is a Microsoft Access database linked to Council's asset management system. The tool allows users to compare the current performance of buildings against documented levels of service, at scales ranging from high level summaries to specific level of services in an individual building. The system is integrated with GIS, enabling visual presentation of results.

The system has been developed so that users can add or change levels of service and produce reports with a very basic understanding of databases. In this way, the tool is accessible to all staff involved in strategic planning. Samples of system functionality are shown in Figures 12, 13 and 14 below.

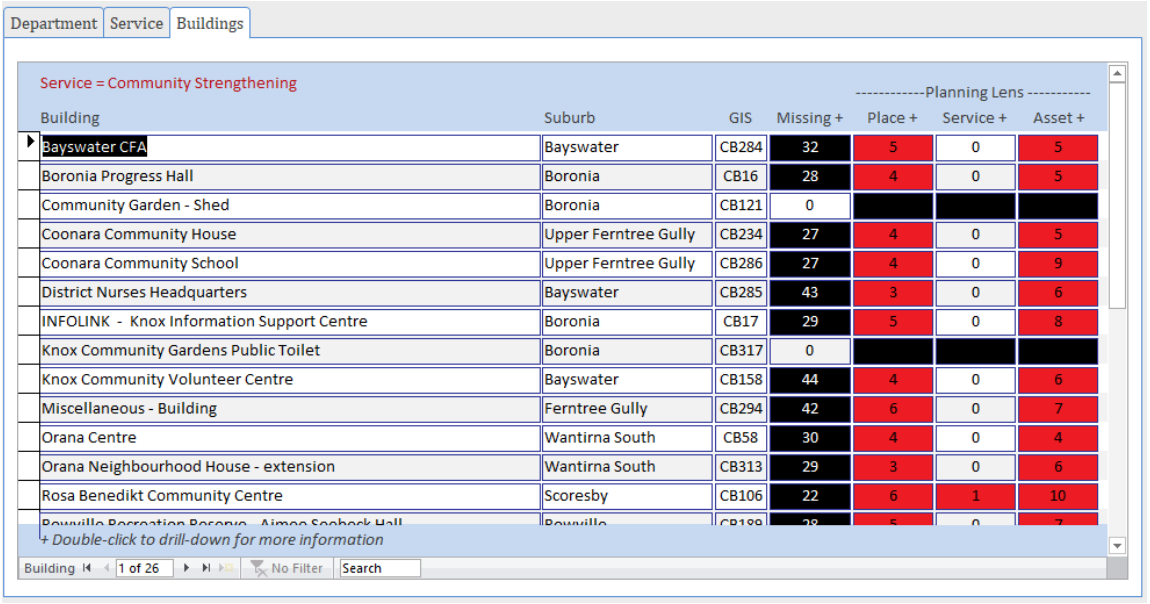


Figure 12 – Facility Planning Tool Gap Analysis (red is the number of service levels not being met)

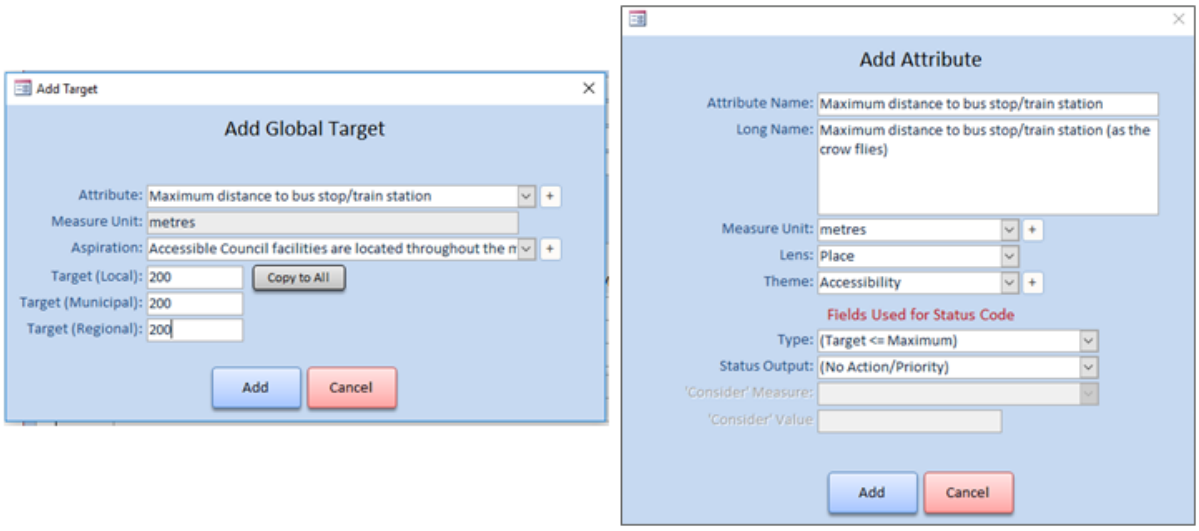


Figure 13 – Simple User Interface for Adding Levels of Service in the Facility Planning Tool

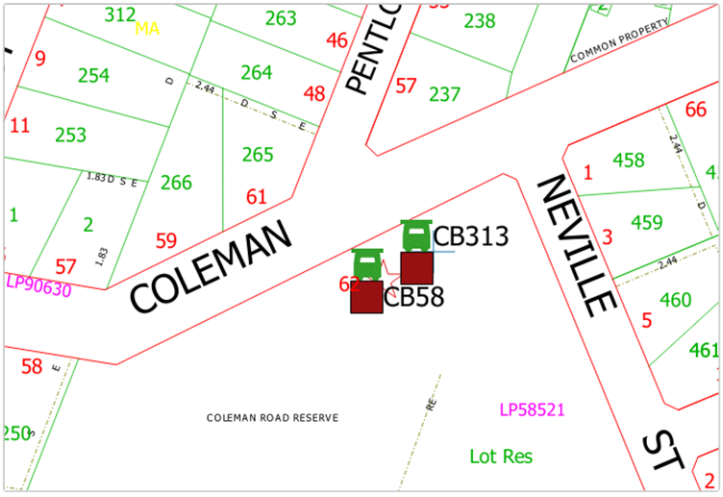


Figure 14 – Integration between the Facility Planning Tool and GIS

The Facility Planning Tool is still a work in progress, but with further development it is intended to become an important central element of the integrated planning process.

> **Recommendation 7:** Continue development of the Facility Planning Tool to support integrated planning.

4.7 Implementation of Service Levels

Extensive stakeholder engagement and research has led to the documentation of over 80 levels of service covering a wide array of themes, divided into 'place', 'service', and 'asset'. The full list is documented in Appendix 4, noting that it is still a work in progress.

High quality, up-to-date data is critical for implementing levels of service. Council's GIS database is frequently updated, and asset data based on regular condition audits is recorded in Council's asset register.

These systems have enabled the successful progression of levels of service related to 'place' and 'asset', but not 'service'. Council still has major gaps in 'service' knowledge due to the lack of a consistent approach between service areas. A new booking system that collects detailed utilisation data, as recommended in Chapter 3, would significantly support the implementation of levels of service in the 'service' lens.

It was noted in Chapter 2 that a lack of standardised ranking criteria for capital works is preventing Council from prioritising projects in a consistent way. A generic set of building project ranking criteria that includes consideration of service levels is attached in Appendix 5. The new criteria has been approved by Council, and will continue being adjusted over time. Building capital works can be consolidated into a single program once the ranking criteria can appraise projects from different services areas with consistency.

> **Recommendation 8:** Consolidate building capital works into a single program with standardised ranking criteria incorporating levels of service.

Service levels will be used later in this plan to:

- Illustrate current performance of the building portfolio (see Chapter 5)
- Inform scenario planning and financial modelling (see Chapter 6 and Chapter 7).

CHAPTER 5. Asset Performance

5.1 Overview

This chapter assesses the performance of Council's building stock using a wide range of indicators, including levels of service, condition, maintenance requests, and regulatory compliance. Where possible, the results have been presented alongside historical data so that trends can be identified. Data-driven measures of performance such as those outlined in this chapter are important for achieving this BAMP's objective of an evidence-based decision making process for Council's assets.

Council's buildings are overwhelmingly assessed as 'Fair' to 'Good' against most indicators, although 10-20% of buildings are consistently demonstrating 'Poor' or worse performance. The asset base is therefore generally performing at an acceptable level, but there is a noteworthy group of buildings that are unsatisfactory.

5.2 Building Condition

As detailed in Chapter 3, Council monitors the condition of its building assets against a minimum level of service that has been established through consultation with the community. Currently the minimum level of service condition for buildings is 3 – 'Fair'.

Figure 15 displays the change in overall building condition between 2012 and 2018.

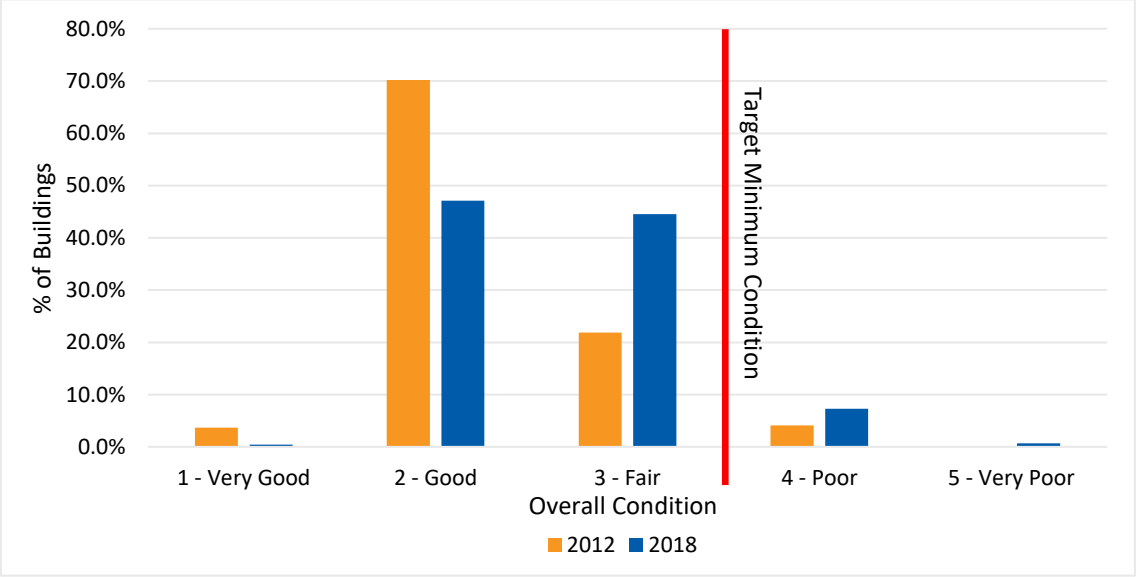


Figure 15 – Comparison of Overall Condition between Audits

There was a significant increase in the proportion of buildings deemed to be in 'Fair' condition between 2012 and 2018. To investigate, Council comprehensively reviewed photography for all buildings where there was a change in overall condition between the two audits. The 2012 audit was found to be more lenient when it came to rating buildings as 'Good' rather than 'Fair'. As such, the change is attributable to inconsistencies between condition audits rather than asset deterioration.

Recommendation 9: Improve consistency between building condition audits.

A noteworthy 7.27% of Council building assets are currently deemed to be in 'Poor' condition. These buildings have less than 25% of their useful life remaining, offer reduced functionality, and may require renewal or disposal in the near future. Data acquired from the 2018 building audit will enable these facilities to be prioritised for renewal works, as required.

Figure 16 below shows the condition distribution for Council's buildings split between Council's four condition aspects based on the 2018 audit.

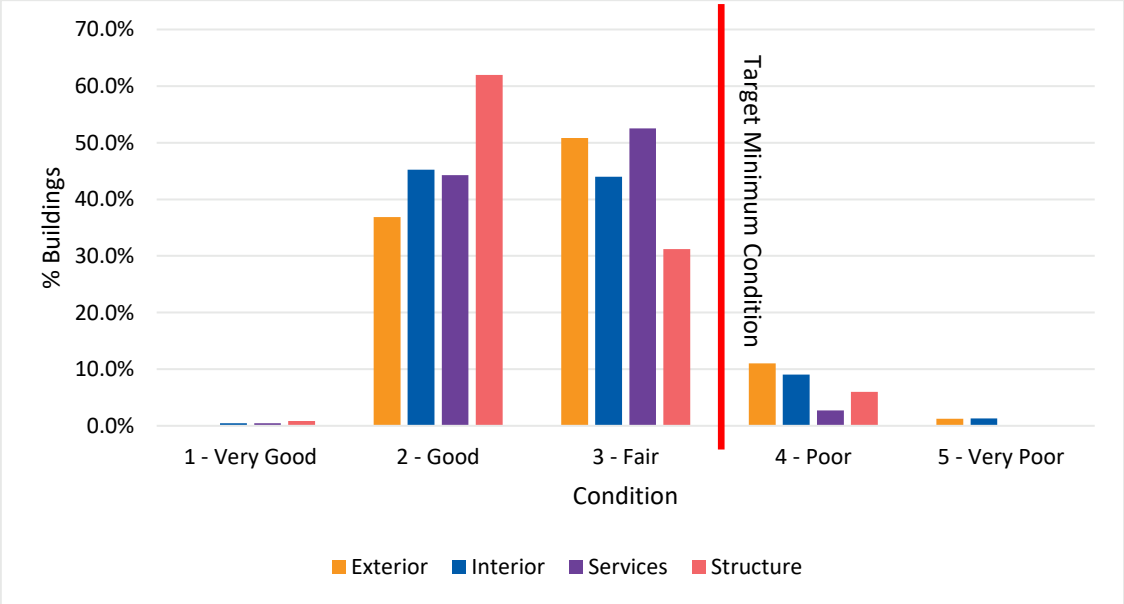


Figure 16 – Breakdown of 2018 Building Aspect Conditions

The structures of Council's buildings are mostly in 'Good' condition, whereas the other aspects are in 'Good' to 'Fair' condition. Building structures have longer useful lives than the other aspects, which explains the contrast in condition. As described in Chapter 2, buildings with potential structural issues are designated as 'At Risk' and added to a structural assessment and rectification program.

5.3 Fitness for Purpose, Utilisation, and Demand

As noted in Chapter 2, Council has gaps in knowledge and documented levels of service concerning building utilisation, fitness for purpose, and demand. As a substitute for this information, service areas were asked to rate their buildings from 1 to 5 using the descriptions contained in Appendix 6. Although each service area had varying amounts of available data, they were all able to respond to the survey. Results are displayed below in Figure 17.

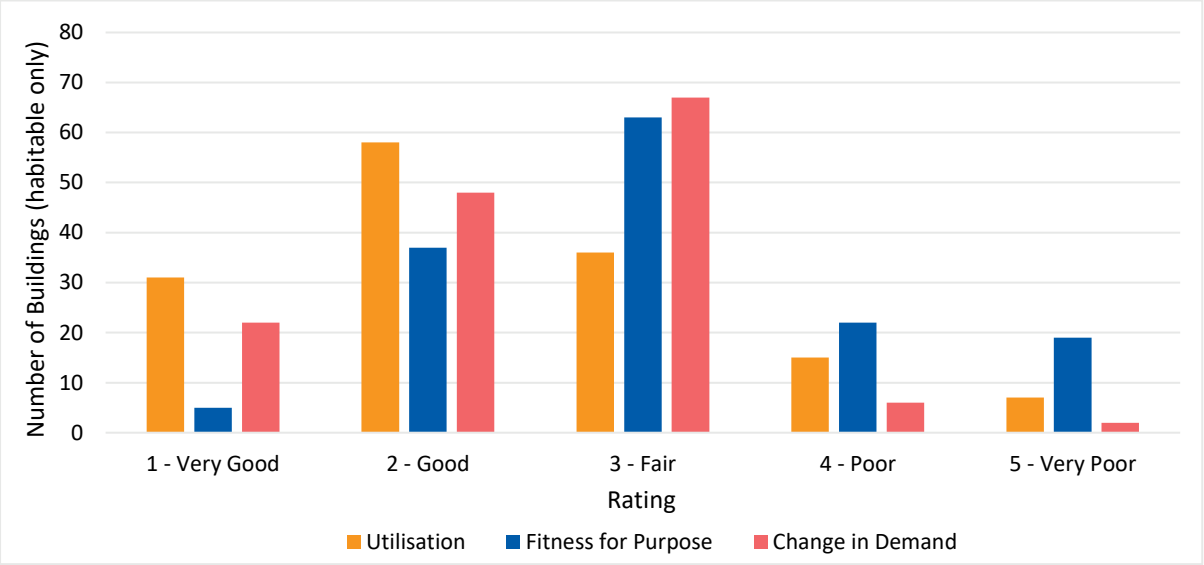


Figure 17 – Summary of Service Manager Ratings for Utilisation, Fitness for Purpose, and Demand

Council's building assets are generally well utilised and experience fair to high change in demand. 'Very Good' utilisation can indicate that a facility is over capacity, demonstrating a potential demand challenge.

Council facilities are not performing to the same standard in terms of fitness for purpose. Improvements will be made by using levels of service as a means for assessing asset functionality, identifying solutions, and prioritising projects.

5.4 Place-Service-Asset Assessment

The Knox Facility Planning Tool was developed to document levels of service, and display instances where buildings are not performing at the designated standard. Figure 18 below summarises the performance of Council Buildings using the 'Place' and 'Asset' levels of service developed for this BAMP. Results for 'Service' levels of service have not been included because they are at an earlier stage of development (refer to Chapter 4 for further information). Note that the results below incorporate some of the performance measures already described in this chapter, as they are also considered levels of service.

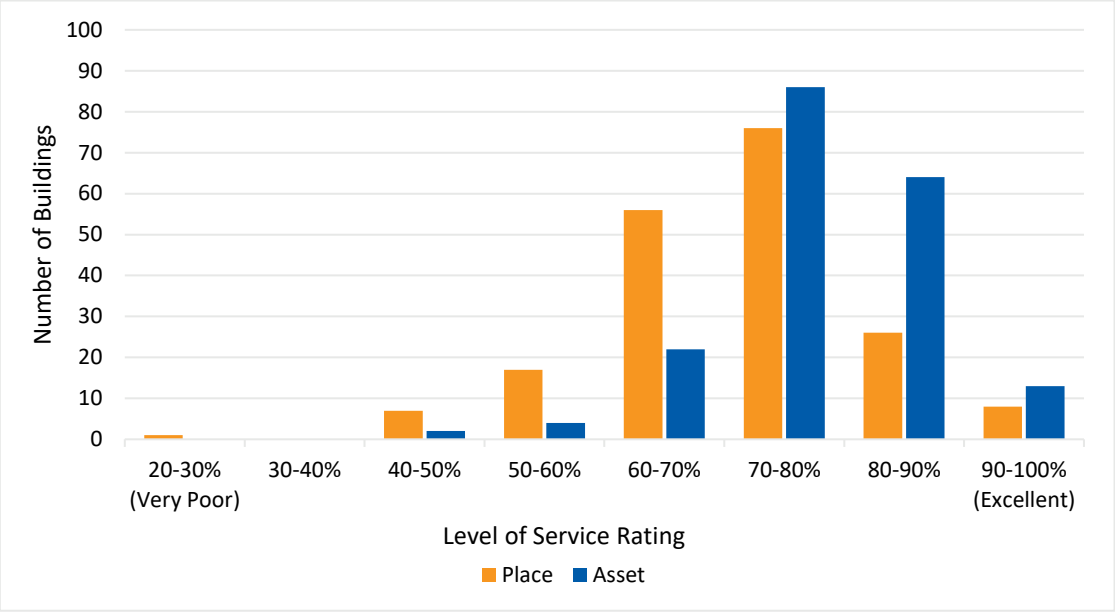


Figure 18 – Distribution of 'Place' and 'Asset' Level of Service Rating for Habitable Buildings

The 'Level of Service Rating' is a representation of how well a building meets the levels of service that apply to it. A 'Place' rating of 75%, for instance, would roughly indicate that a building meets 75% of 'Place' levels of service.

Noting that some levels of service are more critical than others, the rating was calculated by applying a weighting based on perceived importance (outlined in Appendix 4). These weightings are indicative in nature, as they have not been reviewed by service areas. For details on the formula used, refer to Appendix 7.

Recommendation 10: Introduce a level of service hierarchy.

The snapshot displayed in Figure 18 shows that buildings most frequently score 70-80%, which could be interpreted as 'Fair'. Buildings also tend to perform better in terms of 'Asset' than 'Place'. Through ongoing building investment and continued documentation of service levels, these results are expected to change.

5.5 Customer Request System

The Customer Service module within Council's Pathway system captures customer service requests relating to building assets. The customer service requests are categorised and automatically dispatched to the Facilities Module within Lifecycle where they initiate Facility Orders. Facility Orders are prioritised and allocated a maintenance activity having agreed target time-frames for rectification. As described in Chapter 4, these time-frames will be subject to review in the near future.

Figure 19 below shows historical data for the number of facility requests received by Council, and how many are completed within the adopted time-frames. The number of requests received is fairly stable, and Council's target of rectifying 90% within the adopted timelines is consistently being met.

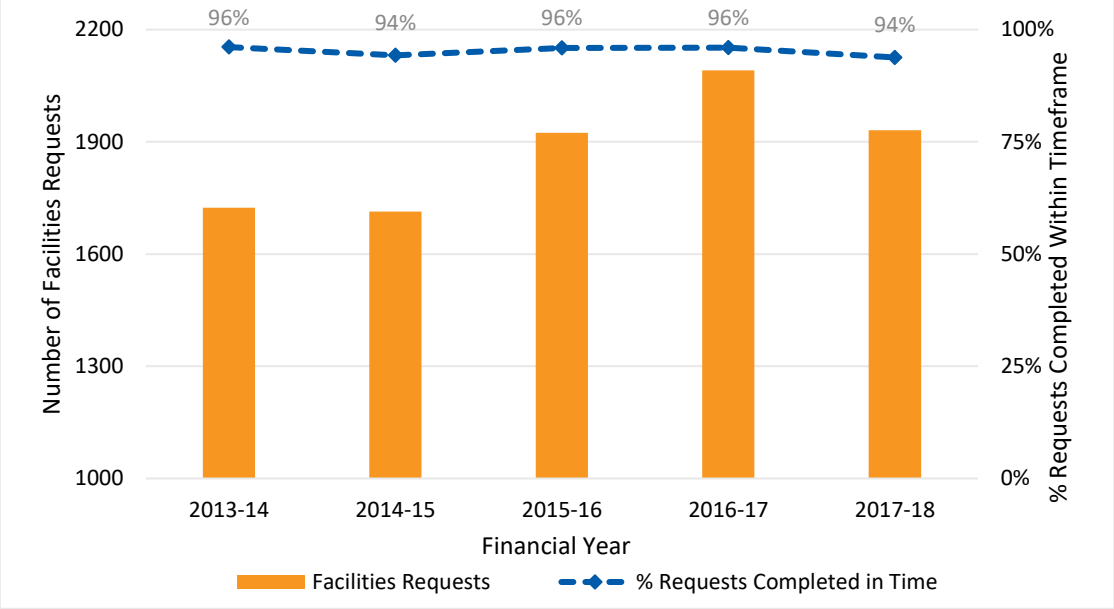


Figure 19 – Facility Maintenance Requests and Time-frame Performance

Compliance

Compliance with the National Construction Code (NCC), Building Code of Australia (BCA), and Disability Discrimination Act (DDA) is an important indicator for the safety and accessibility of buildings. Figures 20 and 21 below compare the findings from Council's last two condition audits.

Instances of non-compliance have fallen dramatically in all respects, due to an on-going, targeted rolling program to address compliance issues. There still remains a reasonable number of DDA compliance issues, which are typically addressed as facility works occur.

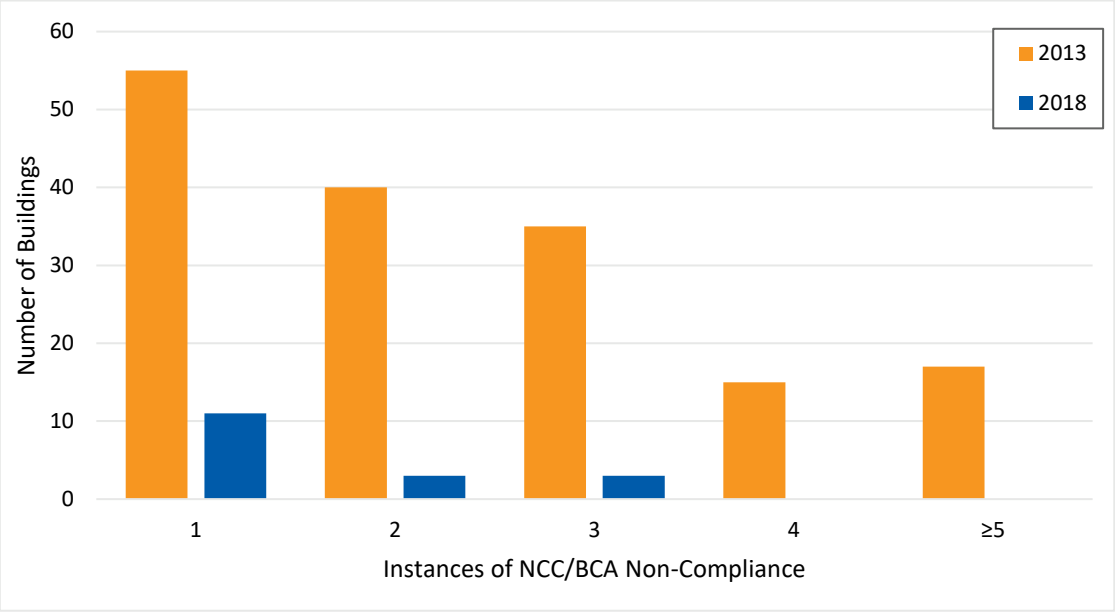


Figure 20 – Compliance with National Construction Code (NCC) and Building Code of Australia (BCA)

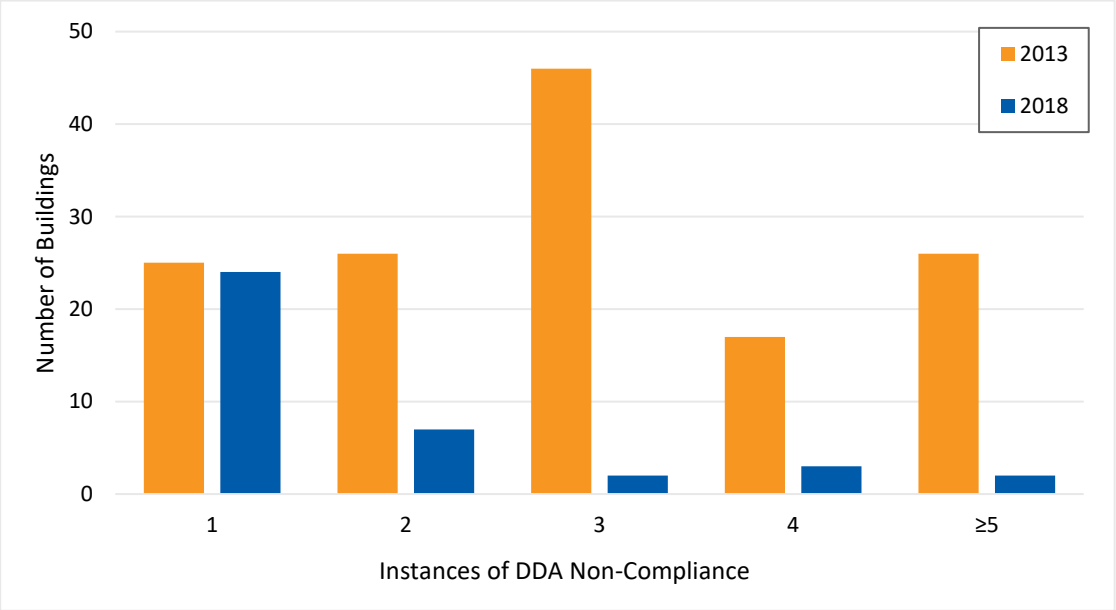


Figure 21 – Compliance with requirements of Disability Discrimination Act 1992 (DDA)

CHAPTER 6. Sustainable Investment Scenarios

6.1 Overview

The way that Council manages a building is, in part, a response to its performance against defined service levels relating to place, service, and asset. Based on the totality of available knowledge for each asset, Council must decide whether to continue in a 'business as usual' fashion, close level of service gaps, minimise spending, integrate, divest, or make a major service modification. The validity of each outcome depends on service direction and available data.

Potential asset outcomes have been simplified into five 'investment scenarios', briefly described below in Table 7, and in detail in Section 6.2. Each one has been designed to align in whole (or in part) to the Place-Service-Asset framework described in Chapter 4. The investment scenarios can reasonably be applied at a macro level, to address building stock at a whole of service aggregate level or at a discrete level, whereby specific investment decisions can be made to influence key building attributes.

Table 7 – Summary of Council's five Investment Scenarios

Scenario	Description	Responds to
Business as Usual	Like-for-like renewal of components based on expected deterioration	Buildings that are generally fit for purpose, providing services that are unlikely to change in the near future
Sweat the Asset	Minimise expenditure on an asset	Decreasing service demand, uncertain futures, imminent relocations, possible disposals
Integrate in Place	Consolidation of buildings and services in proximity to each other, in areas of high demand.	Clusters of complementary facilities with generally lower functionality, but high utilisation/demand
Close the Gaps	Invest in an asset to improve levels of service in line with current demand	Facilities with high demand or utilisation that are unfit for purpose

Radical Transformation	Significant change of service or asset in response to financial or operating environment	A solution for facilities that are underutilised or unfit for purpose, which could involve disposal. Can also involve transformation of service delivery on a municipal scale (eg. Knox early years hubs)

6.2 Detailed Investment Scenario Descriptions

Business as Usual

The 'Business as Usual' approach is generally limited to renewing building components as they approach the end of their useful life. This model does not seek to extract value beyond an asset's expected life and on renewal, and will generally provide an equivalent service outcome to that previously provided, noting the need to bring certain building aspects up to current standards. Given that the current situation indicates that many of Council's buildings do not appear to be meeting fit for purpose requirements, it is likely that a 'like for like' scenario will continue to disenfranchise key user groups.

Building investment under the 'Business as Usual' model will provide existing user groups with minimal opportunity for growth and enhancement, unless Council seeks to rationalise its asset stock in line with current demand. Operationally, both this scenario and the 'Sweat the Asset' scenario require an increased reliance on maintenance budgets to keep facilities functional. Under these scenarios, it might be reasonable to explore user pays models to increase service outcomes. These models rely strongly on external grants to deliver level of service enhancements.

Sweat the Asset

Under this scenario, a conservative approach is taken to managing Council's building stock, seeking to extend the available life of the asset and avoid risk at a minimal cost. This scenario responds well to the current economic climate, but risks alienating key service groups, whose current needs and anticipated future may fail to be met.

Delivery on the ground would likely result in small investments timed to extend the useful life of an asset and defer asset renewal investment. Maintenance costs would increase with reduced renewal spending. 'Sweat the Asset' investments would deliver basic functionality improvements to mitigate risk, rather than large scale building enhancements to enhance storage and support co-location of user groups. Operationally, this model requires a tighter rein on leasing and licensing approaches when managing Council's building assets in order to exert stronger control over user groups to ensure that facilities are achieving maximum available utilisation. In some cases, it will result in little or no investment in Council facilities if a future need for cannot be identified.

Integrate in place

Council has long been progressing the definition of its activity centres, which are now expected to be vibrant and house supporting and complementary facilities that meet community needs. The 'Integrate in Place' approach seeks to make strategic building investments in activity centres and at key trip attractors in order to deliver community outcomes that deliver benefits across services. Aligning strongly with Council's Community Facility Planning Policy (2016), this approach will deliver complementary service outcomes which are both integrated and flexible to meet ever-changing community needs.

These larger style building assets can be seen as catalyst investments by Council which will foster further activation of its activity centres in accordance with endorsed structure plans. They may incorporate integrated commercial development as part of the project itself, or to create a stronger sense of identity for the area, which in turn fosters third party investment. To facilitate such investment, it's likely that decisions will be made to both invest in and divest Council assets to support accelerated delivery of community facility assets. Council's current work in the Strategic Asset Investment Strategy (described in Chapter 1) will guide and support this decision making.

Close the Gaps

The development of this BAMP has involved a focus on defining Levels of Service in terms of Place, Service, and Asset aspirations. The 'Close the Gaps' approach seeks to meet the requisite service standards articulated by the project team. This will result in a stronger alignment between Council's building assets and the services they support. In many cases, when buildings fall due for renewal, this approach will provide opportunity to expand or extend facility to fully support articulated requirements for the service supported.

Implementation of this model generally times investments to coincide with renewal of building facilities, however where a specific need can be demonstrated, it may support accelerated investment by Council through both the New/Upgrade program and the Major Projects program, noting the requirement to align with the financial capacity of Council.

This approach also provides opportunity to design and deliver facilities which are flexible enough to meet multiple community needs and requires collaborative planning approaches to achieve such an outcome. In part it may result in the disposal of lower value assets in order to effectively 'close the gaps'.

Radical Transformation

Using this approach, Council would be encouraged to think differently about how it provides buildings for services. Different models might be explored to provide facilities, including long term leasing to provide flexibility and responsiveness where service demands change. It may also respond to strategic decisions of Council to cease providing services in certain circumstances or cease investing in services which may not continue to be core to Council in the future.

The type of outcomes delivered under this model might include public/private facility partnerships, a more flexible approach to leasing and licensing agreements, and strategically mandating the sharing of facilities. In some cases, this might result in Council relinquishing exclusive rights for key user groups. Adopting such approaches may allow Council to provide a higher level of service for the facilities that it does directly support, resulting in a reduced inventory of buildings.

6.3 Asset Investment Planning

The five potential investment pathways identified above are used as a basis for framing the investment modelling undertaken in Chapter 7. Investment decisions have been informed by defining levels of services, evaluation of available data and input proposed by service owners to inform future direction. The methodology and findings of a workshop with service managers involving use of the five investment scenarios is detailed in Appendix 8.

It is clear that multiple investment pathways could often be reasonably applied to an individual building. There exist many co-dependant relationships between building assets both within and across services and many factors which could radically change demand for Council's building assets. Such examples include:

- The introduction or cessation of a Council service offering
- Spikes in demand for certain building assets based on growth
- Demographic or population changes at a regional or local level
- Regional service delivery models
- Changes in Government or private land holdings management
- Risk events associated with Council's assets.

While it is important to model a preferred scenario, it is equally acknowledged that the operating context may change and that potential alternate scenarios may be a realistic outcome or perhaps a preferred outcome. In such cases, these matters will be deliberated on by the Capital Works governance committee prior to presentation to both EMT and Council. Annual renewal modelling will equally be updated through the presentation of the buildings renewal programs and the new and upgrade and major projects programs.

CHAPTER 7. Financial Forecasting and Scenario Modelling

7.1 Overview

Accurate forecasts of how much needs to be spent by Council to achieve a desired level of service is critical when assessing financial sustainability. Council's financial modelling for buildings has historically been limited to 'like for like' renewal forecasting based on condition audit data. This type of modelling demonstrates the relationship between spending and building condition, which helps Council to budget sufficiently to prevent unacceptable deterioration. However, it does not consider whether renewal is actually the best outcome for each asset, or its relationship with capital investment.

The BAMP 2019 seeks to resolve this issue by conducting a 20 year financial forecast where each building is assigned one of the five investment scenarios detailed above in Chapter 6: 'Business as Usual', 'Sweat the Asset', 'Integrate in Place', 'Close the Gaps', and 'Radical Transformation'. This decision is based on:

- How well the asset meets levels of service, identified by the Knox Facility Planning Tool;
- Qualitative assessment by service managers of demand, fitness for purpose, and utilisation (in the absence of reliable data);
- Any future plans for an asset, eg. recommendations in adopted Council reports; and
- The spatial context of the asset, eg. if several buildings offering complementary services are within the same reserve, asset consolidation would be considered.

Once a preferred scenario has been selected for each building, financial modelling for capital, renewal, and maintenance costs can be calculated and analysed by using 'business as usual' as a base case. As such, renewal modelling similar to the BAMP 2009 is an important step in the process.

It is acknowledged that the levels of service documented through this BAMP are still a work in progress, and that there are significant gaps in asset and service knowledge with respect to current utilisation and future demand. The tools and methodologies established in this BAMP will be refined as Council collects more data, and formulates a more robust catalogue of levels of service. Through continuous improvements to the facility planning process, the scenario-based recommendations made in this chapter will eventually be superseded.

7.2 Renewal Modelling

Using information obtained from the 2018 building condition audit for Council building components, three models were compared to develop a reliable renewal forecast:

1. **Knox Model**: A traditional model for developing a renewal program, based on renewing components when they reach the end of their useful lives
2. **DCP Model:** Developed in-house by Knox staff. Similar to the Knox Model but more sophisticated, with the ability to schedule works in a practical way, and group certain components into rooms which are renewed all at once
3. **Moloney Model:** An industry standard model capable of developing a high level forecast for required renewal; simple, but useful for validating other models.

For the Knox and DCP Models, three scenarios were run on all Council-owned buildings to determine the cost to maintain various service levels, based on the timing of renewal:

i. Before end of life (Failure, 0% life remaining)
ii. Before condition 5 (Very Poor, 10% life remaining)
iii. Before condition 4 (Poor, 20% life remaining)

It should be noted that the Council's current procedure is to renew components one year before they reach the end of their useful life, unless the component failure poses significant risk. In terms of the three scenarios being examined in this modelling, current practice sits somewhere between the end of life and condition 5 scenarios.

Average annual renewal requirements for the three scenarios over the next 20 years are shown in the Table 8 below.

Table 8 – Summary of Average Annual Building Renewal Requirement for each Model 2018-2038 (2018 dollars)

	Knox Model ('000s)	DCP Model ('000s)
Condition 4	$7,000	$6,899
Condition 5	$5,550	$5,625
Failure	$4,299	$4,905

To determine the most valid forecast, each model and scenario was compared against the Moloney Model and Council's existing renewal forecast developed in 2013.

The Condition 5 DCP Model was the closest match to a 2018 Moloney Model, with a relatively minor average annual difference of approximately $500,000 over 20 years, shown below in Figure 22.

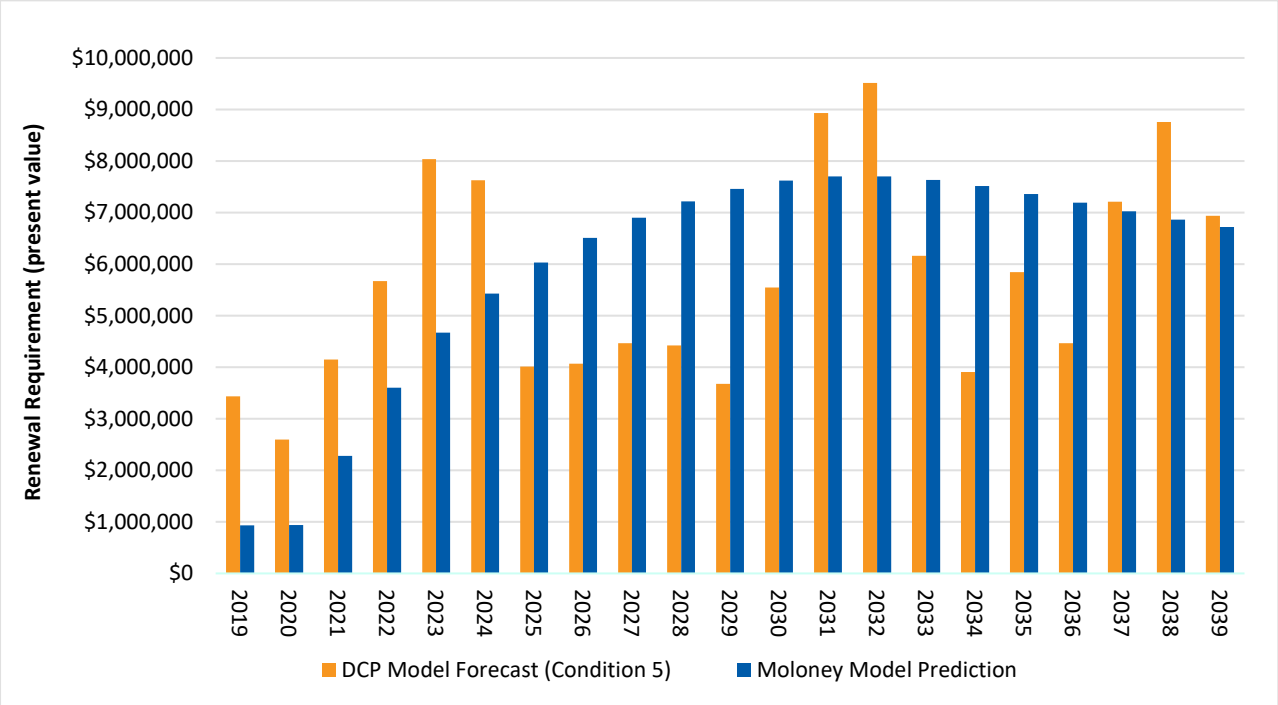


Figure 22 – Condition 5 DCP Model and 2018 Moloney Model Renewal Forecast Comparison

The model is also the most consistent with the results of renewal modelling undertaken in 2013, shown below in Figure 23.

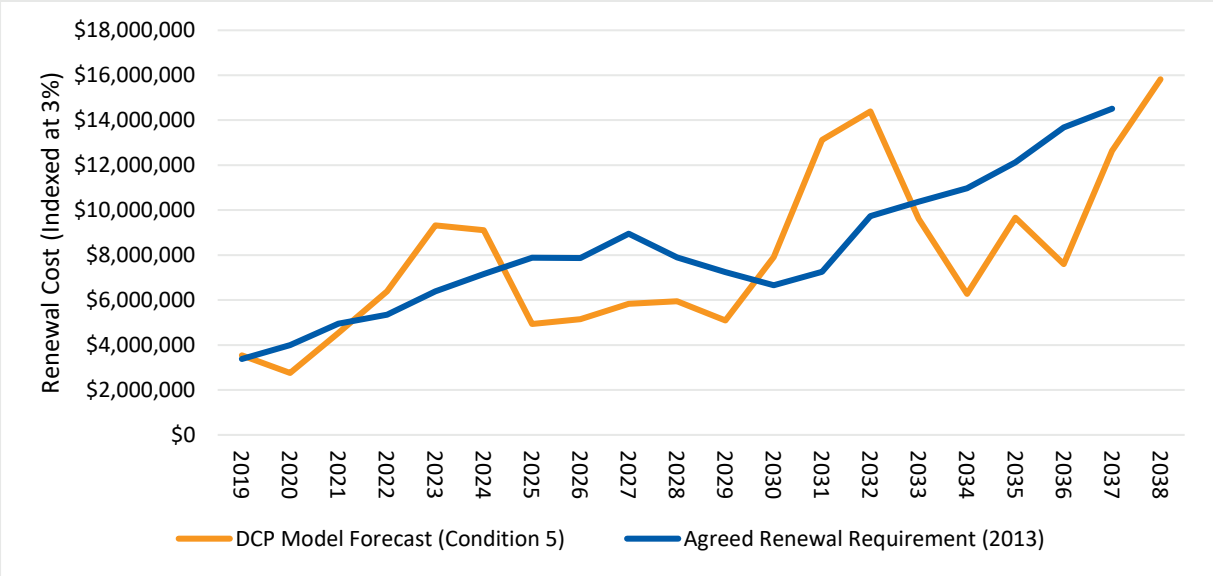


Figure 23 – DCP Model (Condition 5) and 2013 Renewal Forecast Comparison (both indexed at 3%)

As it is the most valid forecast, the Condition 5 DCP Model will be used as the basis for financial modelling in this BAMP.

Renewal of building components before condition 5 does not necessarily conflict with the overall condition 3 target set in Chapter 5. Buildings are made up of a wide array of components, each with a different useful life. A building's overall condition rating will consequently be better than the condition of its lowest rated components.

Further details on renewal forecasting can be found in Appendix 9.

7.3 Scenario Modelling

A model was created to determine the ideal investment scenario for each building based on available data, as defined in Chapter 8. A wide range of factors were considered, including a combination of levels of service performance and professional judgment. The scope of scenario modelling was limited to habitable buildings, since they represent approximately 98% of the monetary value. The buildings that were not modelled in this chapter are assumed to be 'Business as Usual'.

The full list of factors considered and details on scoring mechanisms are documented in Appendix 10.

An overview of the investment scenarios recommended by the model are summarised below in Figure 24.

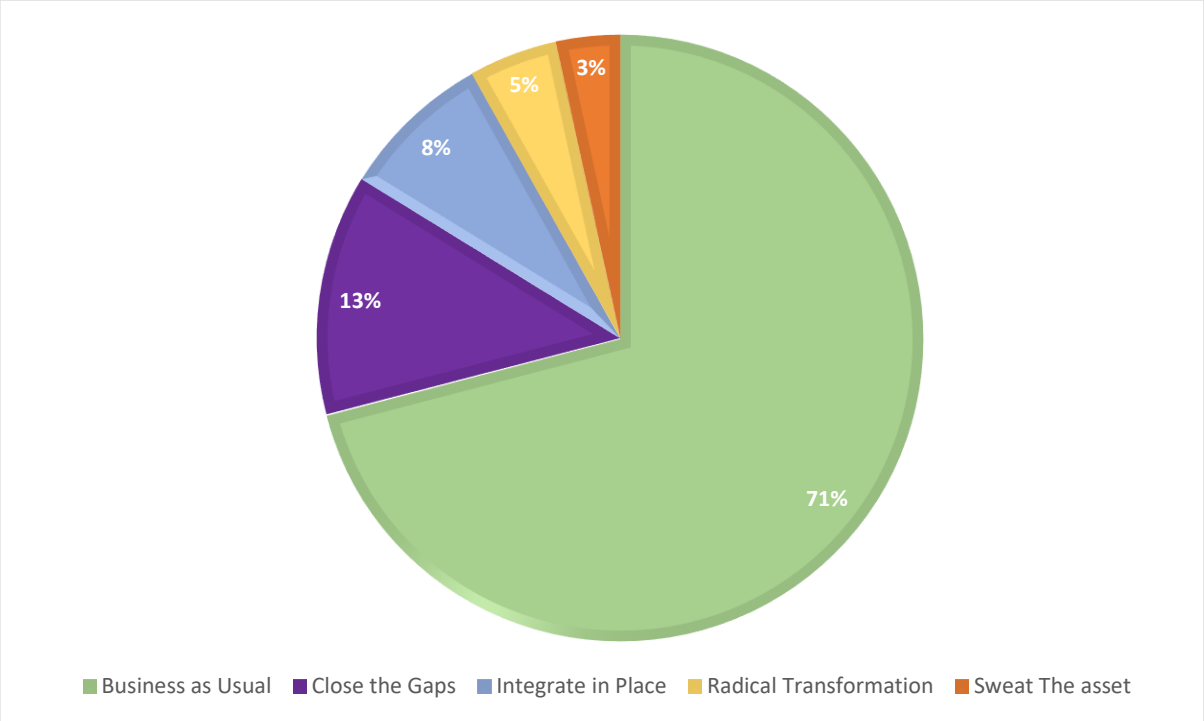


Figure 24 – Breakdown of Highest Scoring Building Investment Scenario

The highest scoring investment scenario for each building, as well as the second highest if there was a narrow margin, were presented to service managers for review. Council stakeholder preferences were found to match model outputs in approximately 70% of cases. The model was most frequently incorrect for buildings for which there are existing detailed plans such as masterplans or place-based initiatives like the Boronia Renewal Project.

Figure 25 below shows the breakdown of scenario outcomes based on service area preferences. The full list of model outputs and preferred building outcomes is contained in Appendix 11.

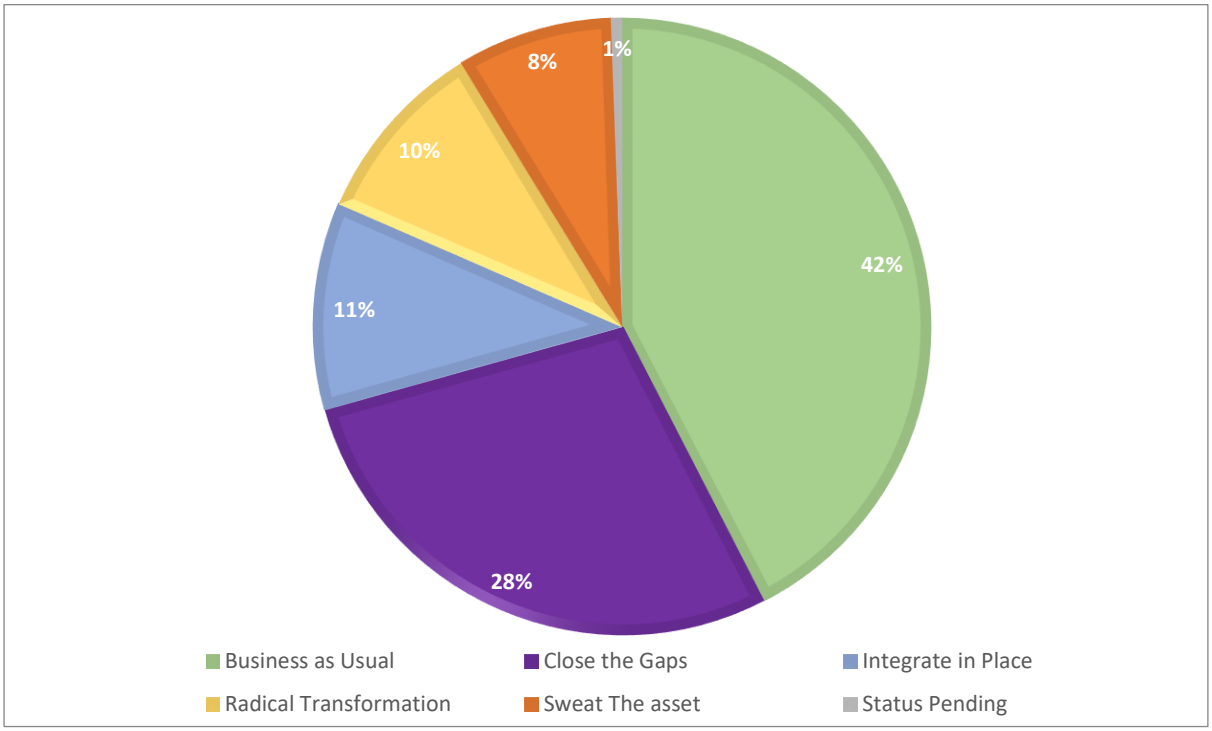


Figure 25 – Breakdown of Preferred Building Investment Scenarios

7.4 Financial Modelling

The financial modelling in the BAMP 2019 covers three types of expenditure: capital, renewal, and maintenance. Renewal and maintenance will be modelled over 20 years, and capital over 10 years.

Each of the five investment scenarios is assumed to involve a different combination of the three types of expenditure, shown below in Table 9.

The operational costs to deliver services in buildings is not included in the forecast, as Council's financial accounting system does not record this type of spending at the required level of detail.

By changing the investment scenarios assigned to each building, the BAMP financial model can be used by strategic planners to compare and contrast the lifecycle costs incurred under various scenarios

Table 9 – Cost Estimation for Investment Scenarios

Scenario	Capital Costs	Renewal Costs	Maintenance Costs
Business as Usual	Negligible	DCP (Condition 5) forecast	Status quo
Sweat The asset	Negligible	A reduced % of Business as Usual	Greater than status quo due to declining building condition
Integrate in Place	Based on the value of buildings being integrated	Business as Usual until several years before integration, then Sweat the Asset. After integration, reduced requirements for a number of years	Significant reduction from status quo once new facility built, but will eventually return to normal levels
Close the Gaps	Based on current building fitness for purpose, and value	Business as Usual until Close the Gaps, then renewal costs increase due to increased building value	Temporary minor reduction from status quo upon upgrade, but eventually will be higher (due to increased building value)
Radical Transformation	Case-by-case assessment	Case-by-case assessment	Case-by-case assessment

7.4.1 Capital Expenditure

Capital expenditure in the BAMP 2019 refers to new, upgrade, and expansion work. It is calculated by combining scenario-based estimations with Council's existing capital works program.

7.4.2 Renewal Expenditure

Renewal means like-for-like replacement of buildings, or building components. As noted in Table 9 above, renewal requirements for each building are typically based on the Condition 5 DCP forecast described in earlier in this chapter. For buildings not covered by the 2018 buildings condition audit, such as those proposed for the future, an annual renewal requirement is estimated by dividing the building replacement cost by its total expected useful life:

$$Renewal\ Requirement\ (\$\ per\ year) = \frac{Building\ Replacement\ Cost\ (\$)}{Building\ Useful\ Life\ (years)}$$

7.4.3 Maintenance Expenditure

Maintenance expenditure is estimated using historical data. According to records held within LifeCycle, Council has been spending approximately $1.9M annually maintaining $258M worth of assets. This represents a maintenance requirement rounded up to 0.8% of total building value per year, which can be extrapolated to any new or upgraded assets.

The relationship between maintenance costs and asset condition is not accounted for in this forecast, meaning that this is a fairly conservative estimate.

7.4.4 Results

Capital Works Forecast

Capital works forecasts for the next ten years based on preferred scenarios are split into Upgrade and New below in Figure 26. The forecasts were created by distributing proposed investment across Council's assets between financial years based on service area priorities, and by extracting information from Council's existing five-year capital works program. Given that these forecasts do not take external funding into account, the actual cost to Council will be lower.

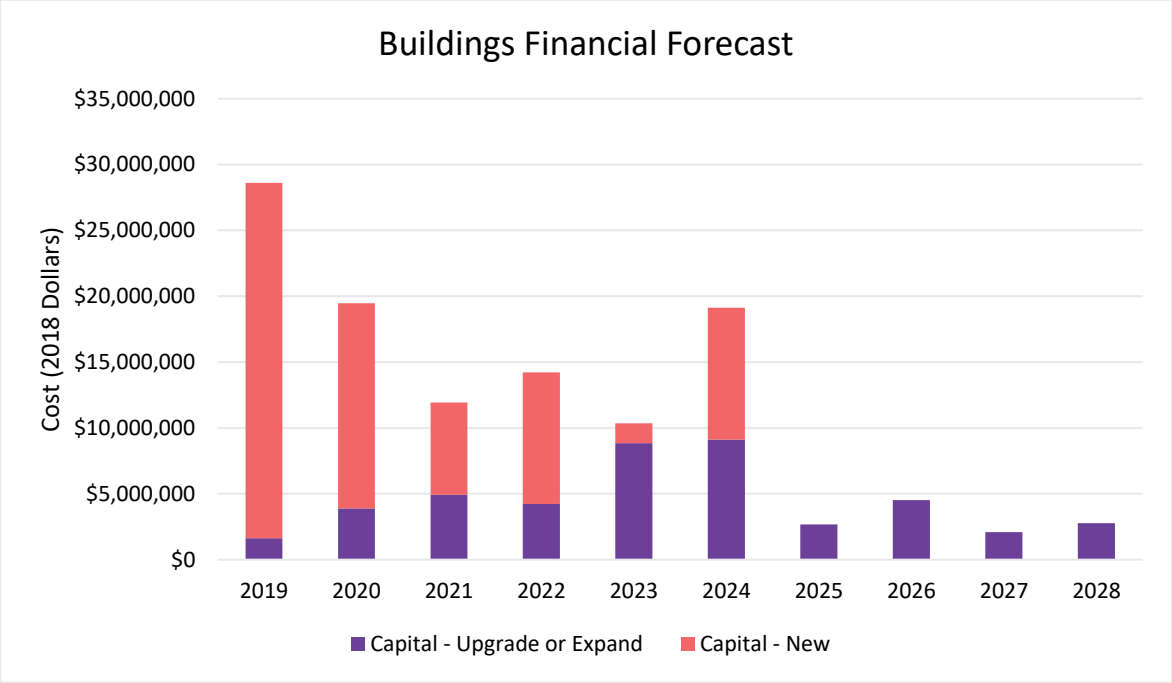


Figure 26 – Capital Forecast for Preferred Investment Scenarios

Renewal Forecast

The results of the preferred scenario forecast will be compared against a base case where all buildings are 'Business as Usual', and there are no disposals or new acquisitions

Figure 27 compares the renewal liability in these two cases. The renewal requirement for Preferred Scenarios is lower than Business as Usual because it includes actions which can reduce or postpone renewal requirements, such as upgrades and disposals.

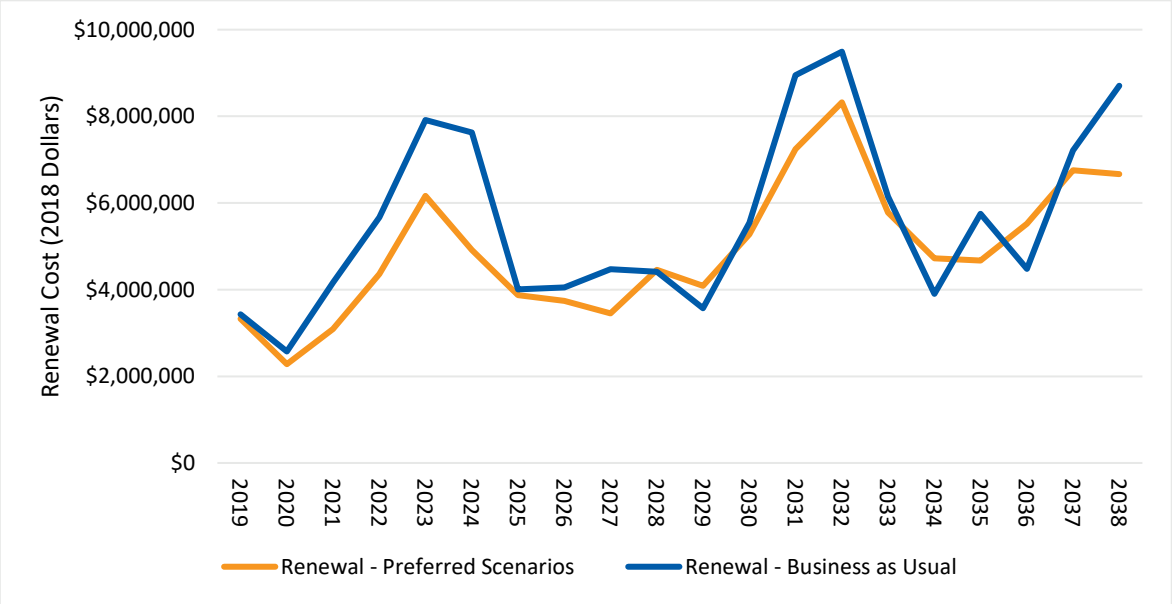


Figure 27 – Scenario Modelling Renewal Forecast Comparison

Maintenance Forecast

As previously noted, current maintenance requirements are steady at approximately $1.9M per year. Figure 28 below shows the maintenance forecast for Council buildings if preferred investment scenarios are implemented. The significant jump from 2023 to 2028 is caused by the new and upgraded buildings proposed over the next few years beginning to require maintenance. Note that since maintenance costs are sometimes carried by building tenants or external organisations, Council's actual maintenance expenditure requirements will be lower.

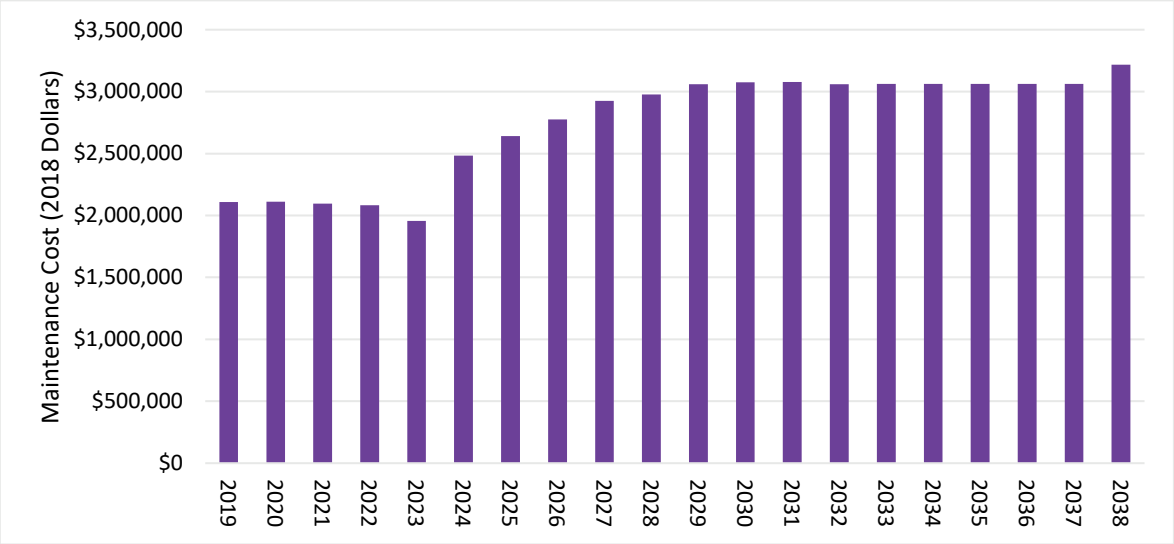


Figure 28 – Maintenance Requirement Forecast for Preferred Investment Scenarios

7.5 Discussion of Results

Council faces renewal requirement reductions of 10-15% over the next 20 years due to a sizeable capital works program in the Preferred Scenario. On the other hand, new facilities and upgrades would increase the amount Council needs to spend on maintenance by up to 50%.

Council's current Operational and Maintenance budgets do not adequately reflect the additional lifecycle costs incurred by building infrastructure investment. Given the projected rise in spending requirements due to capital works, it is increasingly important that whole of life costs are accounted for during project planning, and allocated to future operational budgets.

> **Recommendation 11:** Improve lifecycle costing in capital works scoping and prioritisation to adjust future operational budgets.

Timely investment can evidently mitigate the requirement for renewal and produce positive service outcomes, but requires careful planning and a solid evidence base. The preferred scenario for each building assigns the 'Close the Gaps' investment scenario to almost 30% of habitable buildings over the next 10 years, making it clear that service needs are not always being met. If Council were to follow service area preferences, it would involve five or six building upgrades a year in addition to any 'Integrate in Place' and 'Radical Transformation', resulting in an average annual cost in the order of $3 to $6 million.

Preferred investment scenarios indicate a continued focus on asset-based solutions, which is not in line with the aspirations of the BAMP. Council finances are becoming more constrained, and increased renewal requirements will reduce the amount that can be spent on capital works. The main impediment to the identification of non-asset based solutions has been a lack of fully developed 'Service' levels of service, which would facilitate a deeper understanding of the interrelationship between Asset, Service, and Place.

> **Recommendation 12:** Continue documenting levels of service, particularly those under the 'Service' lens.

Nevertheless, the modelling undertaken has demonstrated the value of service levels, and feedback from service areas was positive; in some cases, recommendations from the model alerted service managers to building solutions that they had otherwise not considered.

The evidence-based BAMP modelling tools have the potential to add great value to Council's facility planning process. Further improvements to the Facility Planning Tool, documented levels of service, asset knowledge, and the calculations used to calculate and recommend scenarios, will continue to improve the accuracy of the investment scenario model beyond 70%.

CHAPTER 8. Conclusion

The Building Asset Management Plan 2019 set out to advance the foundations of building lifecycle management developed in the BAMP 2009, in line with the methodology described in the Council Facility Planning Policy (2016). In response to weaknesses identified in Council's planning processes, this BAMP has focussed on the development of an evidence-based, integrated approach to planning; aiming for the optimisation of places, services, and assets to meet community needs in the most efficient way.

Key to this paradigm shift are:

- Well defined levels of service underpinned by a Place-Service-Asset framework;
- Consistent approaches to the collection of data; and
- Improved coordination between service areas.

To achieve these outcomes, Council has engaged in extensive consultation and workshopping with internal stakeholders, proposed changes to the capital works process, and created prototype centralised systems to guide planning and facilitate the alignment of needs between service areas.

As additional strain is put onto Council's finances due to an ageing asset base, and major investment in new assets drives spending requirements upwards, the need for robust planning procedures becomes increasingly important.

Delivery of an integrated planning process is on-going, and will be progressed through the implementation of recommendations outlined in Chapter 9.

CHAPTER 9. Recommendations

9.1 Overview

This chapter summarises the recommendations made throughout this Asset Management Plan. Implementation, over the next five years, is expected to result in:

- Better coordinated, more transparent and evidence-based facility planning (including needs analysis and solution identification)
- Reduced duplication of effort in research and data collection, leaving more time for thorough analyses and solution identification
- More objective prioritisation of capital works projects, so that the most beneficial, integrated and cost-effective projects are implemented.

9.2 Improvement Recommendations

Table 10 below, summarises the improvement recommendations, highlighting the following:

- Recommended Action
- Key Responsibility (Project Leader)
- Implementation Year (ranging from 2019-20 to 2022-23)
- Estimated Implementation cost

Table 10 – Recommendations and Implementation Program

Action ID	Recommended Action	Anticipated EFFORT	Anticipated BENEFIT	Key Responsibility (Project Leader)	Implementation Year	Upfront Cost	Ongoing Cost
1	Develop standard functional requirements for multipurpose facilities	Moderate	Moderate	Facilities	3	$30,000	N/A
2	Investigate further changes to Council's organisational processes to support the achievement of objectives and recommendations described in this BAMP	Moderate	Moderate	Sustainable Infrastructure	2	0.2 EFT	N/A
3	Review building hierarchies	Low	Moderate	Asset Strategy	1-2	0.1 EFT	N/A
4	Implement a booking system that can report on facility utilisation	High	Very High	Asset Strategy/IT	1-2	$50,000	N/A
5	Review Council's levels of service and target time-frames for building maintenance	Low	Moderate	Facilities	1	0.1 EFT	N/A
6	Establish an inter-departmental review panel to align needs between service areas before solutions enter into Council's capital works program	Low	High	Sustainable Infrastructure/Community Services	1	0.1 EFT	0.1 EFT
7	Continue development of facility planning tool, and other modelling tools to support integrated planning, including staff training	High	High	Asset Strategy	1-2	0.5 EFT	0.05 EFT
8	Consolidate building capital works programs, and standardise ranking criteria to include Levels of Service	High	Potentially Very High	Asset Strategy/Capital Works	Commenced	0.25 EFT	N/A
9	Improve consistency between building audits	Low	Moderate	Asset Strategy	4	0.05 EFT	N/A
10	Introduce a level of service hierarchy	Low	Moderate	Asset Strategy	1	0.1 EFT	N/A
11	Improve lifecycle costing in capital works scoping and prioritisation to adjust future operational budgets	High	High	Capital Works	2-3	0.25 EFT	0.1 EFT
12	Continue documenting levels of service, in particular those under the 'Service' lens	High	High	All Service Areas/Asset Strategy	1-4	0.25 EFT	0.1 EFT

9.3 Implementation Approach.

Each Project Leader has responsibility for incorporating delivery of nominated recommendations into their annual business plan. For projects that cannot be delivered within existing resources, it will be necessary for the nominated Project Leader to prepare a budget submission to seek additional funding as part of Council's budget preparation process.

Further work is required to define the scope of nominated projects and review the project delivery time, resource and costs estimates.

Implementation of BAMP improvement recommendations will be monitored by the Asset Strategy team and reported internally on an annual basis.

9.4 Plan Review

Review of this Plan will occur at five yearly intervals and focus on:

- Updating the asset performance analysis based on future audits and levels of service;
- Evaluating the success of completed improvement recommendations;
- Assessing the applicability of outstanding improvement recommendations; and
- Updating the funding scenarios to reflect changes to Council priorities and assumptions regarding the value and size of the asset portfolio and the costs of asset renewal, upgrade, expansion and disposal.

The Asset Strategy team is responsible for the review and update of this asset management plan.

Appendix 1 – Issues and Opportunities with Current Approach

LIFECYCLE PHASE	ISSUE	IMPACT	OPPORTUNITY
Planning	Facility planning has historically been service led, without a common framework for investment decisions.	Investment decisions often siloed without regard to complementary investment opportunities.	An inter-departmental review panel acting as a filter to the capital works program would promote multi-disciplinary projects.
	Capital works ranking are driven by service areas, and each service has its own priority list in the capital works program.	Spending is split into service-based programs, insufficient checks between programs to ensure optimal investment is taking place.	Standardisation of ranking criteria and consolidation of capital works into one program will improve Council's ability to deliver the best projects.
	Community Facilities Planning Group provides improved awareness of service led planning analysis but doesn't influence Council investment	Planning expertise is enhanced however inconsistently applied across Council.	Establish Governance tool to directly inform investment planning

	Funding for planning activities is not consistently resourced	Certain service areas are better positioned to argue for infrastructure funding.	Align operational business case priority to close defined facility planning and data gaps.
	Asset based solutions appear to be the easiest and most reached for solution when planning for services	Council's asset investment program is ever-growing, opportunities to improve service outcomes with minimal capital costs are being overlooked.	The facility planning tool will simplify strategic planning, and increase awareness of non-asset solutions
	Inconsistent approach to building and service data collection	Data formats are not standardised making it difficult to compare buildings and services; duplicate data is common	Centralised systems such as the asset register and the facility planning tool can resolve this issue
	Limited service and utilisation data	Difficult to optimise the usage of Council assets because utilisation levels cannot easily be identified	A centralised booking system can provide this information
Project Delivery	Limited staff experience in designing multipurpose buildings	Buildings typically don't enable flexible use, making it difficult for future changes to building use.	Develop a standard design for multi-purpose and modular buildings
	Capital bid submissions can have major flaws such as under-estimated project costs	Projects are sometimes delivered with a reduced scope due to inadequate funding allocation	Introduce a process to enable re-assessment of project priority when the scope or budget changes

Maintenance and Renewal	Strict 'like-for-like' renewal of assets can result in missed opportunities to improve asset	Renewals could bring more value if involved more consideration of ways to improve asset performance	Facility Planning Tool will enable Facilities to identify current service level gaps, and close them if feasible
	Routine maintenance frequencies, eg. how often buildings are painted, do not take into account considerations such as level of building utilisation	Inconsistent service levels across Council's buildings, since maintenance requirements vary depending on level of utilisation, and type of use.	Data obtained from a booking system would allow Council to adjust the frequency of routine maintenance based on utilisation.

Appendix 2 – Reference Group Workshops

Reference Group Workshops & Follow-up Meetings

A citizen-centric approach was adopted to ensure service levels would be consistent with community values. Several workshops and follow up meetings were held to delve into understanding:

- Who are Council's customers? (eg. age cohort, income, household types, employment, education level, cultural origins, mobility, behavioural/ lifestyle factors)
- How do they access services?
- What things are likely to be most important to the most dependant customers? What do they value?
- Which important things can Council realistically influence or change?

A key workshop involved asking participants to **walk in someone else's shoes**. Several personas, representing community members were developed.

Jack	Elderly Man Living Alone
Richard	President of the Local Football Club
Olivia	Teenager
Sandra	New Mother
Jean	Active Retiree
Magda	Despairing Youth

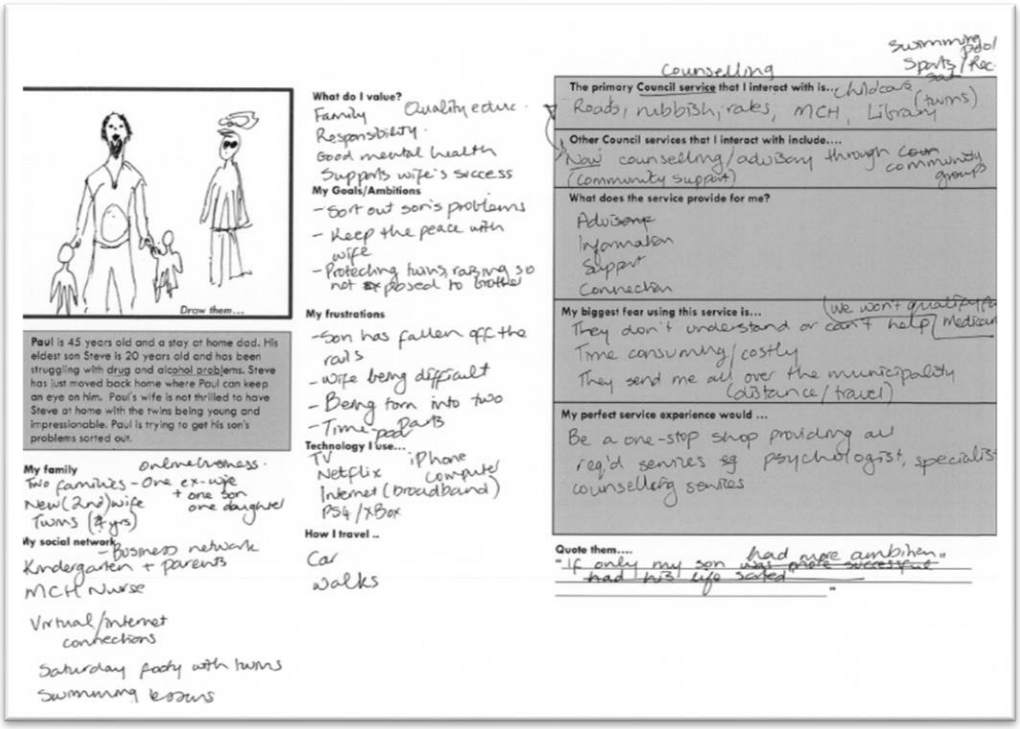
Paul	Stay-at-home Dad
Neil	Divorced Scout Leader and Father
Sarah	Community Bus Driver
Boris	Father with Health Concerns
Steven	Concerned about Ageing Parents
Keely	Artist and Environmental Activist

Janani	Mobility Impaired University Student
Wendy	Young Preschool Teacher
Brendan	Vision Impaired Student
Kostas	President of the Greek Social Club
Darren	Parent organising Son's 21st Birthday

John	University Student
Maria	Small Business Owner - Mother of 2.5
Michael	Cricket Club Treasurer - Transitioning to Retirement
Margaret	Grandmother Adjusting to Living Alone
Sanjeewa	Unemployed Recent Migrant Father
Scott	Investor - Lions Club President

Level of Service Workshop - Walk in someone else's shoes – Personas

Participants were asked to choose a persona and walk in their shoes. They were prompted to describe themselves and describe how they interact with Council. A sample worksheet is reproduced below.



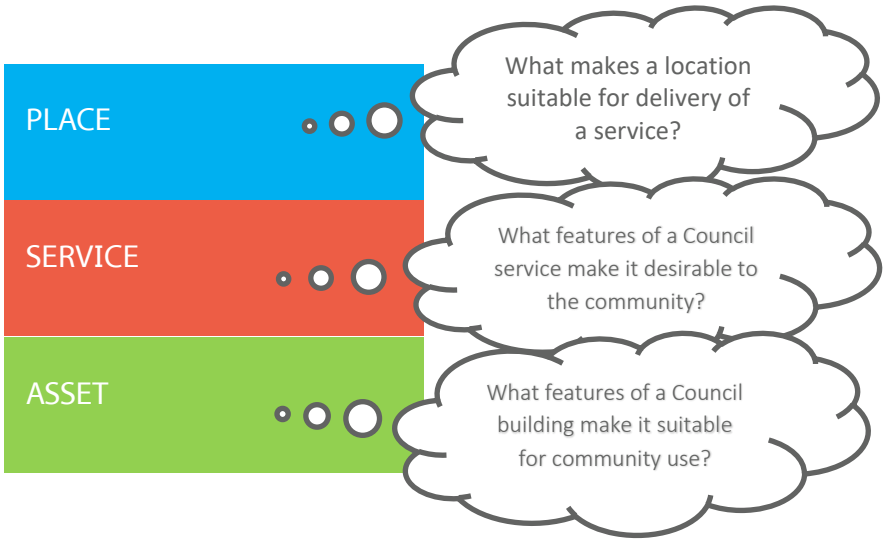
Level of Service Workshop - Walk in someone else's shoes – sample worksheet

The reference group, working collaboratively, established that a person's decision to use a service in a Council building, is impacted by the quality of the following:

- location (place);
- service; and
- assets.

Questions, such as those presented in the figure below, were then posed to help the reference group drill down into the concept of quality in more detail.

By posing the types of questions, illustrated above, many attributes were identified as important to a person's assessment of service, place and facility quality. Many of these could be rolled up into one or more of the key themes summarised in below.



Key themes considered when a person decides whether to use a service in a Council building

Key themes for aspects of building quality split broadly into place (blue), service (purple), and asset (orange)

To be useful from an asset management perspective, the key themes needed to be expanded into service level targets that are specific and measurable.

While developing targets, staff were asked to draw on their experience and recent strategic planning work. They were asked to consider current and future community needs and to focus their attention on levels of service that can be used to:

- communicate what Council is trying to achieve
- optimise building and service utilisation
- optimise Council's investment in new buildings, upgrades, expansions, renewals, disposal and modification
- optimise service collocations and sharing of resources
- encourage innovation.

It is acknowledged that the reference group participants had limited time allocated within their business plans for the documentation of service levels. Further work is therefore required to refine and update the currently documented levels to ensure they adequately reflect strategic objectives and are going to be useful for future integrated place, service and asset planning.

Appendix 3 – List of Levels of Service

List of levels of service used to assess building performance in the BAMP (work in progress, subject to change):

Level of Service Description	Lens	Theme	Classification	Tentative Weighting
Maximum distance to bus stop/train station	Place	Accessibility	Priority	M
Maximum distance from Activity Centre	Place	Accessibility	Priority	M
Maximum distance to footpath or shared path	Place	Accessibility	Priority	M
Minimum number of organisations using a facility	Service	Social Connections	Priority	L
Maximum distance to playground	Place	Connections	Priority	L
Maximum distance to primary school	Place	Connections	Priority	L
Maximum distance to secondary school	Place	Connections	Priority	L
Minimum number of accessible parking bays	Place	Accessibility	Priority	L
Maximum frequency of public transport	Place	Accessibility	Priority	L
Maximum distance from households	Place	Accessibility	Priority	L
Has lighting between key access points	Place	Safety	Priority	L
Minimum number of community use meeting spaces	Place	Equitable Provision	Priority	L
Maximum number of DDA Compliance issues - External	Asset	Accessibility	Priority	M
Maximum number of DDA Compliance issues - Internal	Asset	Accessibility	Priority	M
Maximum distance from childcare facility	Place	Accessibility	Priority	L
Minimum meeting room size	Asset	Fit for Purpose	Priority	L
Maximum number of heating/cooling complaints per year	Asset	Responsive	Priority	L
Has heating and cooling climate control systems	Asset	Fit for Purpose	Priority	L
Has dedicated lockable weather proof storage	Asset	Fit for Purpose	Priority	L
Has kitchen (for light meals and refreshments)	Asset	Fit for Purpose	Priority	M
Has soundproofed counselling rooms	Asset	Fit for Purpose	Priority	L
Is parking in accordance with planning scheme?	Place	Accessibility	Priority	L
Has links to Council's footpath / shared path network?	Asset	Accessibility	Priority	M
Minimum hours of operation per week	Service	Connections	Priority	M

Maximum distance to open space	Asset	Responsive	Priority	L
Is building assessed as ‘at risk’?	Asset	Safety	Priority	H
Maximum walking time to bus stop / train station	Place	Accessibility	Priority	M
Is co-located with other complementary services?	Place	Accessibility	Priority	M
Minimum space for Community Wellbeing (250m dev. site)	Place	Accessibility	Priority	L
Min. catchment (all residents) within designated 'shortest' distance	Place	Equitable Provision	Priority	L
Maximum Internal condition rating (building audit)	Asset	Condition	Priority	M
Maximum Structural condition rating (building audit)	Asset	Condition	Priority	L
Maximum Services condition rating (building audit)	Asset	Condition	Priority	L
Maximum External condition rating (building audit)	Asset	Condition	Priority	L
Maximum number of ESM compliance issues	Asset	Safety	Priority	M
Can support alternative use at minimal cost	Asset	Flexibility	Desirable	L
Is suitable for multiple uses (building audit)	Asset	Flexibility	Priority	L
Minimum meeting room capacity (people)	Asset	Fit for Purpose	Priority	L
Has office and staffing space	Asset	Fit for Purpose	Priority	L
Meets energy efficiency target	Asset	Environmental Sustainability	Priority	L
Meets water efficiency targets	Asset	Environmental Sustainability	Priority	L
Maximum Insulation condition rating (building audit)	Asset	Environmental Sustainability	Priority	L
Maximum % decrease in building utilisation	Asset	Climate Adaptation	Priority	L
Maximum number of cleanliness complaints	Asset	Cleanliness	Priority	L
Desired % activities attended by multi age cohorts	Service	Social Connections	Priority	L
Desired % age cohorts in building at same time	Service	Social Connections	Priority	L
Minimum day-time hrs (pa) of community group utilisation	Service	Social Connections	Priority	H
Minimum % by standalone service	Service	Social Connections	Priority	L
Desired minimum number of different programs	Service	Flexibility	Priority	L
Minimum number of people using facility	Asset	Utilisation/Availability	Priority	L
Minimum % utilisation (hours) by user groups	Service	Utilisation/Availability	Priority	M
Minimum % utilisation (floorspace) by user groups	Service	Utilisation/Availability	Priority	M
Has adequate external lighting	Asset	Safety	Priority	L
Min. catchment (all residents) within designated 'driving' distance	Place	Equitable Provision	Priority	L
Min. catchment (all residents) within designated driving time	Place	Equitable Provision	Priority	L

Min. catchment (Knox residents) within designated 'shortest' distance	Place	Equitable Provision	Priority	M
Min. catchment (Knox residents) within designated 'driving' distance	Place	Equitable Provision	Priority	M
Min. catchment (Knox residents) within designated driving time	Place	Equitable Provision	Priority	M
Has commercial kitchen?	Asset	Fit for Purpose	Desirable	M
Max. distance to flexible facility	Place	Equitable Provision	Priority	L
Max. distance to complimentary building type	Place	Equitable Provision	Priority	M
Maximum Overall Condition of Building	Asset	Condition	Priority	M
Building Not Located in Flood Zone	Place	Environmental Sustainability	Desirable	M
Building has early warning system	Asset	Safety	Desirable	M
Well-Lit Parking for Staff near Building	Place	Safety	Desirable	L
Safety Perception Rating	Asset	Safety	Desirable	L
Distance to nearest small or larger reserve	Place	Connections	Desirable	L
Distance to nearest medium or larger reserve	Place	Connections	Desirable	L
Distance to nearest major reserve	Place	Connections	Desirable	L
Building has a rainwater tank	Asset	Environmental Sustainability	Desirable	L
Building has roof insulation	Asset	Environmental Sustainability	Desirable	L
Building has solar panels	Asset	Environmental Sustainability	Desirable	L
Building Contains Asbestos	Asset	Environmental Sustainability	Desirable	M
Building has an accessible toilet	Asset	Accessibility	Desirable	M
Number of accessible parking bays	Asset	Accessibility	Priority	L
Does the building have male amenities?	Asset	Fit for Purpose	Desirable	L
Does the building have female amenities?	Asset	Fit for Purpose	Desirable	L
Does the building have unisex amenities?	Asset	Fit for Purpose	Desirable	M
Does the building have children’s amenities?	Asset	Fit for Purpose	Desirable	L
Does the building have laundry facilities?	Asset	Fit for Purpose	Desirable	M
Is the building easily convertible?	Asset	Flexibility	Desirable	L
Can the building support multiple uses without modification?	Asset	Flexibility	Desirable	L
Building Average daily Energy Use	Asset	Environmental Sustainability	Desirable	L
Distance to nearest shared path	Place	Accessibility	Desirable	L

Community Bus Access within 200m?	Asset	Accessibility	Priority	L

'Global' targets that apply to all Habitable Buildings (subject to change):

Level of Service Description	Lens	Target Type	Low Building Hierarchy	Middle Building Hierarchy	Top Building Hierarchy
Maximum distance from Activity Centre	Place	At Most	N/A	2000 metres	1000 metres
Minimum number of accessible parking bays	Place	At Least	1	2	2
Average frequency of public transport within walking distance during operating hours	Place	At Most	40 minutes	30 minutes	20 minutes
Has lighting between key access points	Place		Yes	Yes	Yes
Minimum number of community use meeting spaces	Place	At Least	0	1	2
Maximum number of DDA Compliance issues - External	Asset	At Most	5	2	0
Maximum number of DDA Compliance issues - Internal	Asset	At Most	5	2	0
Has links to Council's footpath / shared path network?	Asset		Yes	Yes	Yes
Is building assessed as "at risk"?	Asset		No	No	No
Maximum walking time to bus stop / train station	Place	At Most	15 minutes	10 minutes	10 minutes
Min. catchment (all residents) within designated 'shortest' distance	Place	At Least	5000 people	10000 people	30000 people
Maximum Internal condition rating	Asset	At Most	3	3	3
Maximum Structural condition rating	Asset	At Most	3	3	3
Maximum Services condition rating	Asset	At Most	3	3	3
Maximum External condition rating	Asset	At Most	3	3	3
Maximum number of ESM compliance issues	Asset	At Most	0	0	0
Can support alternative use at minimal cost	Asset		Yes	Yes	Yes
Is suitable for multiple uses (building audit)	Asset		Yes	Yes	Yes
Maximum Insulation condition rating (building audit)	Asset	At Most	3	3	3
Maximum number of cleanliness complaints	Asset	At Most	2	2	2
Desired % activities attended by multi age cohorts	Service	At Least	75	75	75
Desired % age cohorts in building at same time	Service	At Least	20	50	75

Minimum % utilisation (hours) by user groups	Service	At Least	100	60	85
Minimum % utilisation (floorspace) by user groups	Service	At Least	100	100	100
Has adequate external lighting	Asset		Yes	Yes	Yes
Min. catchment (all residents) within designated 'driving' distance	Place	At Least	5000 people	10000 people	30000 people
Min. catchment (all residents) within designated driving time	Place	At Least	5000 people	10000 people	30000 people
Min. catchment (Knox residents) within designated 'shortest' distance	Place	At Least	5000 people	10000 people	30000 people
Min. catchment (Knox residents) within designated 'driving' distance	Place	At Least	5000 people	10000 people	30000 people
Min. catchment (Knox residents) within designated driving time	Place	At Least	5000 people	10000 people	30000 people
Maximum Overall Condition of Building	Asset	At Most	3	3	3
Building Located in Flood Zone	Place		No	No	No
Well-Lit Parking for Staff near Building	Place		Yes	Yes	Yes
Safety Perception Rating	Asset	At Least	20	20	25
Building has a rainwater tank	Asset		Yes	Yes	Yes
Building has roof insulation	Asset		Yes	Yes	Yes
Building has solar panels	Asset		Yes	Yes	Yes
Building Contains Asbestos	Asset		No	No	No
Building has an accessible toilet	Asset		Yes	Yes	Yes
Number of accessible parking bays	Asset	At Least	1	2	2
Does the building have male amenities?	Asset		Yes	Yes	Yes
Does the building have female amenities?	Asset		Yes	Yes	Yes
Does the building have unisex amenities?	Asset		Yes	Yes	Yes
Is the building easily convertible?	Asset		Yes	Yes	Yes
Can the building support multiple uses without modification?	Asset		Yes	Yes	Yes
Building Average Energy Use	Asset	At Most	0.13 kWh/m2/d	0.13 kWh/m2/d	0.13 kWh/m2/d

Department Specific Targets for habitable buildings (subject to change):

Note: these take priority over 'global' targets if they cover the same level of service

Attribute Description	Council Department	Lens	Target Type	Low Building Hierarchy	Middle Building Hierarchy	Top Building Hierarchy
Maximum distance to bus stop/train station	Active Ageing & Disability	Place	At Most	200 metres	200 metres	200 metres
Maximum distance to bus stop/train station	Community Wellbeing	Place	At Most	400 metres	100 metres	100 metres
Maximum distance from Activity Centre	Community Wellbeing	Place	At Most	1000 metres	N/A	N/A
Maximum distance to footpath or shared path	Community Wellbeing	Place	At Most	10 metres	50 metres	50 metres
Minimum number of organisations using a facility	Community Wellbeing	Service	At Least	2	2	2
Maximum distance to primary school	Family & Children Services	Place	At Most	1000 metres	1000 metres	1000 metres
Minimum number of accessible parking bays	Active Ageing & Disability	Place	At Least	3	3	3
Maximum distance from childcare facility	Community Wellbeing	Place	At Most		400 metres	3000 metres
Minimum meeting room size	Community Wellbeing	Asset	At Least	40 square metres	200 square metres	800 square metres
Maximum number of heating/cooling complaints per year	Community Wellbeing	Asset	At Most	2	2	2
Has heating and cooling climate control systems	Community Wellbeing	Asset		Yes	Yes	Yes
Has dedicated lockable weather proof storage	Community Wellbeing	Asset		Yes	Yes	Yes
Has kitchen (for light meals and refreshments)	Community Wellbeing	Asset		Yes	Yes	Yes
Minimum hours of operation per week	Community Wellbeing	Service	At Least	40 hours	40 hours	40 hours
Maximum distance to open space	Active Ageing & Disability	Asset	At Most	50 metres	50 metres	50 metres
Maximum distance to open space	Community Wellbeing	Asset	At Most	100 metres	N/A	N/A
Maximum walking time to bus stop / train station	Active Ageing & Disability	Place	At Most	10 minutes	10 minutes	10 minutes
Is co-located with other complementary services?	Community Wellbeing	Place		Yes	Yes	Yes
Minimum space for Community Wellbeing space within 250m of a strategic development site	Community Wellbeing	Place	At Least	450 square metres	450 square metres	450 square metres

Min. catchment (all residents) within designated 'shortest' distance	Community Wellbeing	Place	At Least	5000 people	10000 people	30000 people
Minimum meeting room capacity (people)	Community Wellbeing	Asset	At Least	20 people	100 people	400 people
Has office and staffing space	Community Wellbeing	Asset		Yes	Yes	Yes
Max. % decrease in building utilisation (including Heritage buildings) during peak summer and winter months (Jan-March and Jun- Aug)	Community Wellbeing	Asset	At Most	10%	10%	10%
Desired % different age cohorts in building at same time	Active Ageing & Disability	Service	At Least	50%	50%	75%
Min % of programming, community education, community support programs and activities offered by a standalone service	Community Wellbeing	Service	At Least	60%	60%	60%
Has adequate external lighting	Community Wellbeing	Asset		Yes	Yes	Yes
Has commercial kitchen?	Active Ageing & Disability	Asset		Yes	Yes	Yes
Building has early warning system	Family & Children Services	Asset		Yes	Yes	Yes
Distance to nearest small or larger reserve	Active Ageing & Disability	Place	At Most	50 metres	50 metres	50 metres
Distance to nearest small or larger reserve	Community Wellbeing	Place	At Most	100 metres	N/A	N/A
Does the building have childrens amenities?	Active Ageing & Disability	Asset		Yes	Yes	Yes
Does the building have childrens amenities?	Family & Children Services	Asset		Yes	Yes	Yes
Does the building have laundry facilities?	Family & Children Services	Asset		Yes	Yes	Yes
Community Bus Access within 200m?	Active Ageing & Disability	Asset		Yes	Yes	Yes
Community Bus Access within 200m?	Family & Children Services	Asset		Yes	Yes	Yes

Appendix 4 – New Building Project Ranking Criteria

Alignment with Strategic Plans	Maximum Score	Description	Score
Community and Council Plan	20	Project Aligns with a Council Plan Initiative	20
Initiatives, strategies and goals.		Project Aligns with a Council Plan Strategy	15
		Project Aligns with two or more Council Goals	10
		Project Aligns with 1 Council Goal	5
		Project does not align with the Community and Council Plan	0

Council Strategies and Other Plans	10	The project is explicitly detailed or recommended in an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	10
Masterplans, strategies, service plans, asset management plans, or implementation plans.		Project indirectly aligns with an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	5
		Project is not related to an approved Council masterplan, strategy, service plan, asset management plan, or implementation plan	0

Risk			
Regulatory Compliance	10	Project is required to resolve one or more regulatory issues	10
DDA, NCC, Australian Standards, etc.		Project will enable the facility to meet specific industry guidelines	5
		Project does not resolve regulatory issues or respond to specific industry guidelines	0

Risk if Project does not Proceed	15	High	15
Based on assessment from Corporate Risk Framework.		Medium	10
		Low	5

		Negligible	0

Financial			
External Funding	10	Project to be 50% or more funded by a grant, or external organisation	10
		Project to be 10-50% funded by a grant, or external organisation	5
		Project <10% funded by grant or external organisation	2
		Project completely Council funded	0

Lifecycle Cost Impact	10	RI equal to or greater than 20%	10
Investment is prioritised for buildings where significant renewal works are planned in the near future. If project impacts multiple buildings, take weighted average.		RI equal to or greater than 10%	5
Renewal Indicator (RI) = Value of Planned Renewals over Next 5 Years / Building Replacement Cost		RI less than 10%	0

Asset Service Delivery Improvement			
Asset Performance Impact	25	Project will resolve one or more major asset performance deficiencies, resulting in greatly improved service delivery	25
How asset performance, and consequently service delivery (including community use), will be improved by the project. Measurements of performance include: - Levels of service (could include multipurpose facilities) - Fitness for Purpose - Utilisation - Demand		Project will resolve one or more minor asset performance deficiencies, resulting in improved service delivery	15
		Project will improve asset performance, but current service delivery is acceptable	5
		Project does not improve asset performance	0

Maximum Score	**100**

Appendix 5 – Asset Performance Survey Rating System

Utilisation

The amount a building is typically used versus the maximum amount it could be used. Utilisation takes into account both hours available, and space.

Rating	Description
1	**Very Good** - Facility use is close to, or above 100% of capacity
2	**Good** - Facility use is around 80% of capacity
3	**Fair** - Facility use is around 60% of capacity
4	**Poor** - Facility use is around 50% of capacity
5	**Very Poor** - Facility use is around or under 40% of capacity

Functionality/Fitness for Purpose

How well the building meets the needs of the services using it. Examples might include size, building features, storage, and comfort.

Rating	Description
1	**Very Good -** Facility Functionality enables best practice service delivery
2	**Good** - Facility functionality meets almost all requirements, with minimal to no impact on service
3	**Fair** - Facility functionality meets most requirements, there is some impact on service delivery but it is acceptable
4	**Poor** - Facility functionality does not meet many requirements, service delivery is impacted significantly
5	**Very Poor** - Facility is hardly functional, service delivery is severely impacted

Change in Demand

Refers to how demand for the asset is changing - increasing, decreasing, or staying the same.

Rating	Description
1	**Rapidly Increasing**
2	**Slightly Increasing**
3	**Stable**
4	**Slightly Decreasing**
5	**Rapidly Decreasing**

Appendix 6 – Level of Service Rating Formula

$$Lens\ Service\ Rating\ (\%) = \sum_{i=1}^{n} \left(\frac{S_i W_i}{W_i} \right) \times 100$$

Where:
i is a particular level of service of a certain lens, applicable to the specific building
S is the level of service status:

- S = 1 if a level of service target is met;
- S = 0.5 if a required level of service target is marginally missed or a desirable level of service is not met; and
- S = 0 if a required level of service is not met.

W represents a weighting based on the level of service hierarchy (High = 5, Moderate = 3, Low = 1)

Appendix 7 – Scenario Planning Workshop (Play Your Cards)

A **Play your Cards** workshop was also conducted to demonstrate how planning decisions can address gaps in delivery of desired service levels.

At this workshop, reference group participants were asked to consider Council's entire building portfolio. Working in teams, the participants drew on their knowledge of Council's strategic intent, community needs, services, places and Council buildings to propose the sites where they believe Council should:

- Create a new facility
- Dispose of an existing facility
- Integrate services
- Invest in the upgrade or expansion of a facility
- Modify services.

Participants were required to justify their proposals by referring to the service level themes and gaps that would be closed (or reduced) by their proposal. The table below summarises the justifications used.

Breakdown of Proposals by Theme of Justification

Level of Service Theme	% Proposals Justified using the Level of Service Theme
Accessibility (incl. Transport Options)	58%
Social Connection	50%
Fitness for purpose	46%
Utilisation/ Participation /	42%
Condition	19%
Contribute to economic development	15%
Flexibility	12%
Safety	4%

Appendix 8 – Renewal Modelling Report

Introduction

Council's most recent building condition audit was completed in March 2018, providing the data used to develop a building renewal program and associated financial forecast.

This year's modelling is significant because it aligns with the review of the Buildings Asset Management Plan (BAMP), and the proposed Developers Contribution Plan (DCP) which would reduce the flexibility of Council's renewal program and forecast. With less opportunity to adjust the building renewal program when issues are encountered, it is more important than ever to develop an accurate renewal forecast.

As part of this process the audit data needs to be checked for errors, a variety of models and scenarios need to be run and cross-referenced to determine which is the most valid, and finally the adopted model needs to be checked against the previous forecast undertaken in 2013 based on data from the 2012 audit.

Once the model passes these checks it will be refined through the development of the BAMP, entered into the Long Term Financial Forecast (LTFF), and used to inform future renewals.

Building Audit Data

The 2018 building condition audit included an audit of components in every building, documenting estimated values, conditions, and quantity.

The data was validated before undertaking analysis by checking useful lives and replacement costs. IPWEA Practice Note 12 'Useful Life of Infrastructure' (2017) and the American Society of Heating, Refrigerating and Air-Conditioning Engineers' HVAC database were used as references to update the useful life of many components, which were extended in virtually all instances.

In a similar fashion to the modeling undertaken after the 2012 audit, it has been assumed that Council maintains all components even though delineation of asset responsibility varies between lease agreements. This assumption has been made for the sake of simplicity, and the fact that these components would be unlikely to have a significant impact on the forecast.

Non Quantity Components

Non-Quantity Components are components for which individual quantities are not recorded in the audit. The value of these components is assumed to be dependent on building area and building type, with figures being taken from Rawlinsons Australian Construction Handbook (2016). The adopted rates per square metre are shown below.

Table of Non Quantity Unit Rates per m^2

COMPONENT:	Walls	Walls	Plumbing fixtures	Ceilings	Hygiene Amenity Fixtures	Lighting	Surface Finishing excluding floors	Windows	Tapware	Foundation
ASPECT:	Exterior	Interior	Services	Interior	Interior	Services	Interior	Exterior	Interior	Structure
Amenities	$322	$52	$46	$23	$29	$12	$40	$12	$12	$100
Child / Education / Health / Community	$322	$75	$12	$86	$8	$17	$40	$40	$6	$150
Clubrooms	$322	$75	$17	$86	$17	$17	$40	$37	$6	$150
Halls / Libraries	$322	$75	$12	$86	$8	$17	$40	$37	$6	$200
Offices	$322	$75	$12	$86	$8	$17	$40	$37	$6	$300
Operational	$322	$58	NA	$86	$8	$17	$40	$29	$6	$200
Rental and Vacant	$322	$75	NA	$86	$8	$17	$40	$37	$6	$150
Scouts and Storage	$322	$75	NA	$86	$8	$17	$40	$37	$6	$100
Sheds and Storage	$207	$23	NA	$17	$5	$12	$5	$23	$5	$100
Sports and Pavilions	$322	$75	$17	$86	$17	$17	$40	$37	$6	$150

This methodology is the same as what has been used in previous audits, except for addition of foundations as a Non-Quantity Component, and adjustments to useful life which are shown below.

Non-Quantity Component Useful Life Table (Years)

			Condition				
			1	2	3	4	5
Component	Aspect	Proportion life Remaining: / Expected Useful Life:	0.9	0.7	0.6	0.2	0.1
Walls (Exterior)	Exterior	60	54	42	36	12	6
Walls (Interior)	Interior	40	36	28	24	8	4
Plumbing fixtures	Services	40	36	28	24	8	4
Ceilings	Interior	50	45	35	30	10	5
Hygiene Amenity Fixtures	Interior	10	9	7	6	2	1
Lighting	Services	15	13.5	10.5	9	3	1.5
Surface Finishing excluding floors	Interior	12	10.8	8.4	7.2	2.4	1.2
Windows	Exterior	40	36	28	24	8	4
Tapware	Interior	20	18	14	12	4	2
Foundation	Structure	60	54	42	36	12	6

The condition of each Non-Quantity component was assumed to be equal to the overall condition of its associated aspect. For example, the ceilings of a building with an interior condition of 3 would also be in condition 3.

This assumption was made due to the prevalence of cases where a single building had multiple components associated with a single Non-Quantity component. For example, a building could have a condition 2 plaster ceiling in some rooms, and condition 3 ceiling tiles in others. Since the auditor was not required to record the quantity of these components, it was not possible to determine what proportion of the building's total ceiling they each represented. As a consequence, a weighted condition based on individual component conditions could not be calculated.

In previous audits, the component value determined using Table 1 was equally divided between the associated components. This method resulted in significant inaccuracies, especially when one of these components was relatively small or large.

The use of Non-Quantity components should be reviewed before the next audit to avoid these approximations in future.

Model Overview

Building condition data, useful lives, and component costs are the key inputs into renewal modeling. The key outputs of this process are the creation of a renewal program to be delivered by Facilities, and an associated budget requirement which feeds into Council's long-term financial forecast.

Three methods of renewal modeling were undertaken using condition data from the 2018 audit: the Knox Model, Moloney Model, and DCP model.

Knox Model

The Knox Model is a simple method for calculating renewal using component data, and was relied upon the last time facility renewal modeling was undertaken in 2013. Its application involves determining the useful lives of every building component, and forecasting renewal expenditure equal to the component value when it reaches the end of its useful life. At this point the component is assumed to be new, and requires renewal again at the end of its next life.

Because of the tendency to round component useful lives to multiples of five, eg. 15, 20, 25 year useful lives, the Knox Model produces forecasts with spikes of renewal requirements at intervals linked to this pattern. The forecast has then historically been smoothed out to prevent sudden increases to mitigate impacts on budgeting, and also to represent variance between asset useful lives. It should be noted that arbitrarily changing a forecast in this way means the renewal program also needs to be adjusted.

The major limitations of this model are that it does not make any considerations for efficient renewal scheduling, and that it is based strictly on 'like for like' replacement. In reality, there are many cases where the mere renewal of a component will not meet modern standards, meaning that an insufficient amount is budgeted.

Moloney Model

The Moloney Model is a widely-used tool for estimating long-term renewal requirements based on condition data. It is not concerned with individual assets, instead conducting analysis on a network level.

In the case of buildings, the total value of the asset base is divided up across the four aspects – interior, exterior, services, and structure, which are each given an expected useful life. The condition distribution of each of these aspects is also provided on a 0-10 scale (requiring conversion from Council's 1-5 rating system).

Using these inputs, along with an intervention level and assumed asset deterioration curve, the model is able to estimate the budget required to renew assets as they reach the intervention level, such as in Figure 2 in the results section of this report.

This information is not detailed enough to develop a renewal program, but since the results are based on total asset replacement costs over their useful lives, it provides a good indication of long-term financial requirements. It is consequently a useful tool for checking that renewal forecasts developed by other models are within reason.

A powerful feature of the Moloney Model is its ability to model a proposed expenditure scenario against calculated renewal expenditure requirements. If the proposed scenario is less than what is required, Moloney will determine the percentage of assets that will be above intervention level due to that gap in funding. However due to limitations of the model, this feature is difficult to use effectively for assets that are modeled in multiple parts, such as buildings.

DCP Model

The DCP (Development Contribution Plan) Model was developed by the Asset Strategy team in preparation for DCP funding to be used for renewal projects.

It is a more sophisticated version of the Knox Model, due to the addition of two major features:

1. Renewal works are programmed for buildings at regular intervals based on building hierarchy (eg. every two years for a high priority facility, every 4 years for a low priority facility).
2. Components belonging to specific rooms are grouped into a component 'assembly'. These assemblies are given a value and renewed in their entirety based on a standard useful life.

The result is a renewal program that reduces the service disruption caused by frequent small renewals, is more simplistic from an operational perspective, and reflects the common practice of renewing entire building rooms rather than single components.

Model Configuration

Knox Model

The Knox Model was undertaken using mostly the same methodology as previous years, but is based on new component data with updated useful lives.

Previous implementations of the Knox Model for buildings has assumed that components are replaced at the end of their useful life. This time, three scenarios were modeled for renewal of components:

1. Before end of life (failure, 0% life remaining)
2. Before condition 5 (very poor, 10% life remaining)
3. Before condition 4 (poor, 20% life remaining)

Renewing components when they theoretically fail has negative impacts on building functionality, causes service disruption, and means renewals will become more reactive.

Renewing components at condition 5 does not mean Council's aspect condition target of condition 3 or better will not be met; buildings would generally still meet this requirement because there will always be a distribution of component conditions.

Renewing all components when they reach condition 4 would provide a high level of service, but would be more costly.

Moloney Model

Buildings were split into aspects using the settings shown below, based on IPWEA Practice Note 12 (page 34) as well as asset register building data for quantity and asset value. The intervention level was set at 8, which represents a 4 in Council's rating framework. The value of buildings was determined using a 3.6% index on top of 2014 valuations based on Rawlinsons Construction Handbook price index.

2018 Moloney Model Settings

Asset Set Name - User Definable	Structure	Services	Interior	Exterior
Valuation Distribution between Building sub Components	30%	20%	25%	25%
Retreatment Intervention Cond. Level	8	8	8	8
Total Design Life in Years	70	40	25	40

In 2012, the configuration shown below was used:

2013 Moloney Model Settings

Asset Set Name - User Definable	Structure Long Life	Exterior	Mechanical Services	Building Fit Out
Valuation Distribution between Building sub Components	32.0%	33.6%	6.9%	27.5%
Retreatment Intervention Cond. Level	8	8	8	8
Total Design Life in Years	70	45	25	25

Note that the asset set names utilised in 2013 did not correspond with Council's four building aspects, and the value for services was very low compared to estimates in the literature. This is because the 2013 values were extracted from the distribution of component values by aspect in the renewal data. This sum of every component cost was also assumed to be the value of each building.

The total value of buildings modelled in Moloney was $220M in 2018, compared to $138M in 2013. A discrepancy of this magnitude indicates that the 2013 values were under-estimated, meaning 2013 Moloney Model renewal forecasting is much lower.

Building conditions for the 2018 model were converted from a 1-5 scale to a 0-10 using the raw average condition data for each building aspect from the audit (i.e. the ratings before they are rounded to the nearest integer). The conversions used are shown below.

2018 Conversion from Knox Condition Rating to Moloney

Knox Condition (**x**)	Moloney Condition
1≤x<1.5	0
1.5≤x<2	1
2≤x<2.4	2
2.4≤x<2.7	3
2.7≤x<3	4
3≤x<3.4	5
3.4≤x<3.7	6
3.7≤x<4	7
4≤x<4.4	8
4.4≤x<4.7	9
4.7≤x≤5	10

DCP Model

Like the Knox Model, Council's DCP Model uses component data obtained from the building condition audit as its main input. As a result, their configuration is largely identical and the same three condition based scenarios were run.

The key differences are based on determining visitation frequency for each facility, and the useful lives of 'assemblies'. Refer to the tables below for the settings used, which were developed with Council's Facilities team.

Assembly Useful Life Table

Assembly Name	Useful Life (years)
Painting (Int/Ext/Floor Coating)	7
Kitchen Refit	15
Amenities Refit	15

Building Hierarchy Visitation Frequency

Building Hierarchy	Renewal Frequency (years)
1	2
2	3
3	4
4	5

The cost of kitchen and amenities refits as well as painting differ based on the contents of each building. The renewal frequency refers to the interval length between renewal visits at a building, and is based on the asset hierarchy (1 is high priority, 4 is low priority).

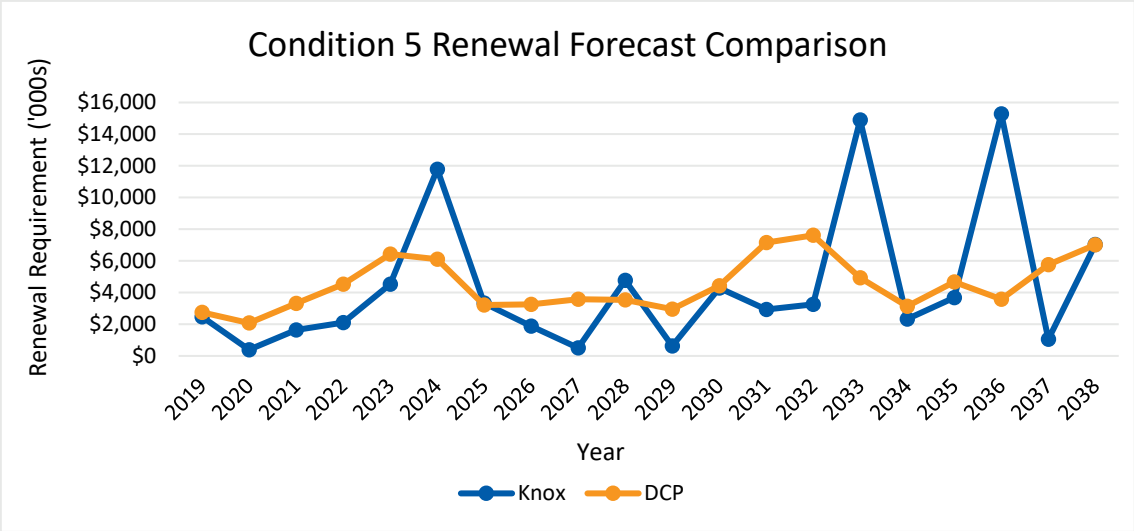
Results

The average annual renewal requirement over the next 20 years for the Knox and DCP Models can be found below in Table 8. The DCP model forecast is larger than the Knox Model for Condition 5 and Failure because the useful lives of assemblies remain static between scenarios.

Average Annual Renewal Requirement by Scenario ('000s)

	Knox Model	DCP Model
Condition 4	$5,600	$5,519
Condition 5	$4,440	$4,500
Failure	$3,439	$3,924

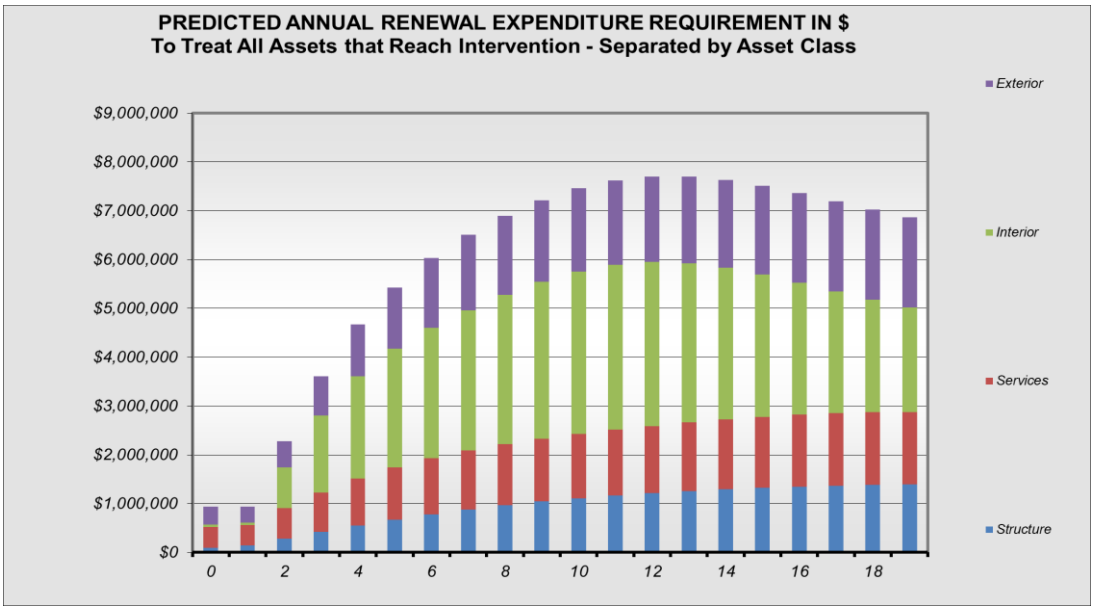
A graph comparing annual renewal requirements of the middle condition 5 scenarios can be found below.



Knox and DCP Model Condition 5 Forecast Comparison

The DCP model is smoother because it has in-built scheduling functionality which ensures that renewals are staggered across the years. On average, there is a trend of slight increase over the forecast period.

The renewal requirement split between building aspects determined by the Moloney Model is shown below.



Moloney Model Renewal Requirement (2018)

Spending requirements for building interiors peaks in approximately 10 years, whereas structural and services renewal needs steadily increase for the duration of the model, and into the longer term. Exterior spending remains relatively stable.

Few Council buildings currently have an aspect condition of 4 or greater (which is the intervention level for the Moloney Model), hence the low renewal requirements at the beginning of the forecast. Note that an aspect condition of 3 'Fair' or better, doesn't indicate that individual components within that building won't be condition 4 'Poor'.

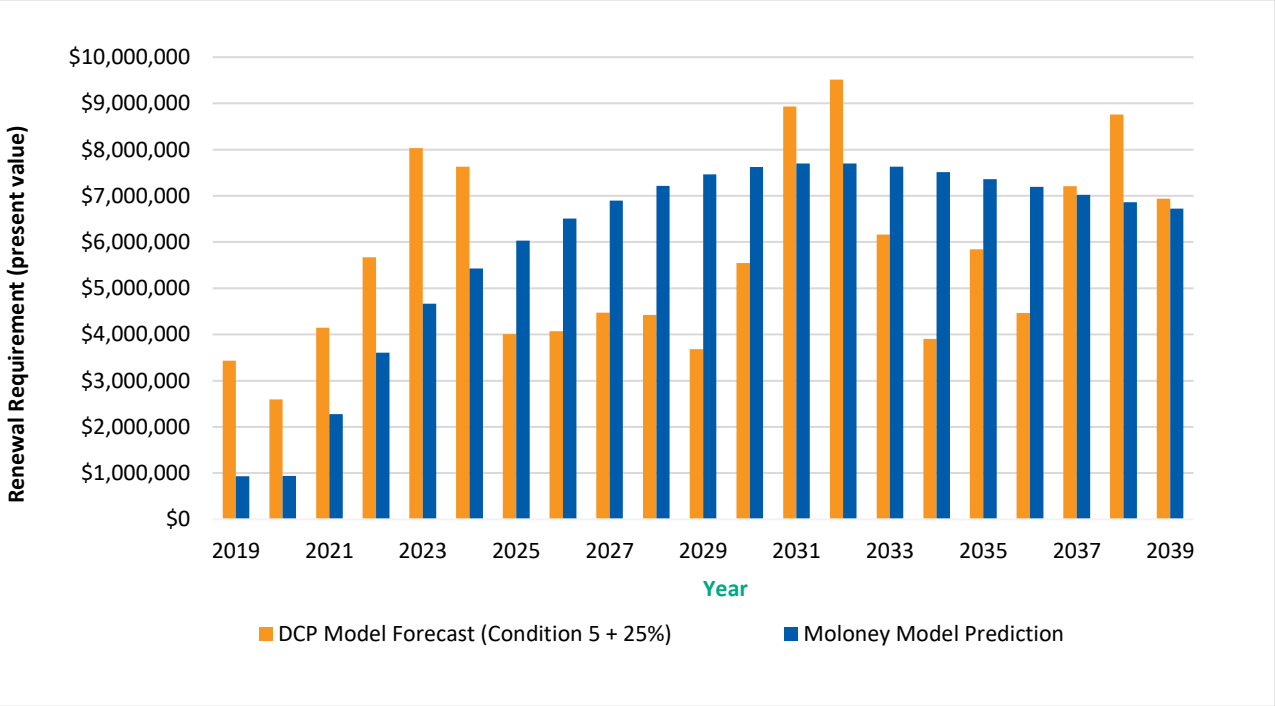
The Moloney Model is free of sudden peaks and troughs because it makes calculations based on the probability of a building aspect deteriorating in condition. Additionally, the model has a mechanism that prevents renewal requirements from increasing by more than a certain percentage in a single year.

Discussion

The Condition 5 middle scenario will be examined in detail to assess the validity of the DCP model. The component costs will be increased by 25% in this analysis to account for installation and disposal not being included in the values obtained from the building audit.

The Knox and DCP Models present similar results, but the relative smoothness of the DCP model and its scheduling features mean that it does not have to be manipulated as much as the Knox model before it is finalised. It is therefore recommended that this model be used as the basis for renewal forecasting and programming.

As previously discussed, the Moloney model is used as a checking tool, shown below in Figure 3.



DCP Model (Condition 5 + 25%) and Moloney Model Forecast Comparison

The Moloney estimate is slightly higher than the DCP Model, with an average annual difference between of approximately $500,000. The Condition 4 + 25% scenario would have a greater gap, with an average of approximately $750,000 greater yearly requirement when compared to the Moloney model.

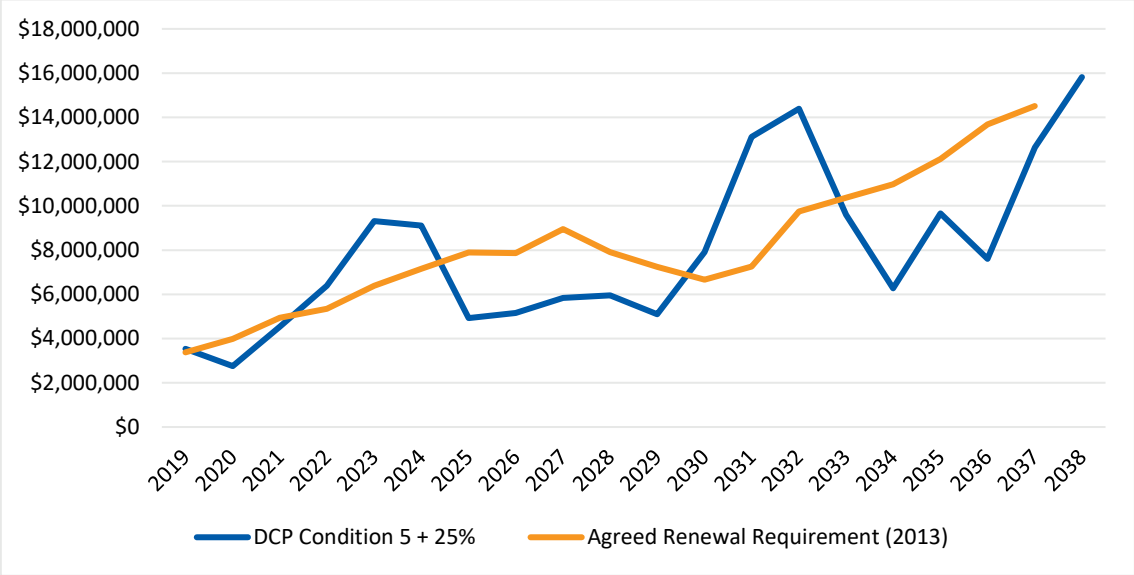
The Condition 5 + 25% model is the closest, and the relatively insignificant gap is potentially attributable to inaccuracies in asset valuations, or to the configuration of the Moloney Model. The evidence therefore suggests that the DCP Model Condition 5 + 25% scenario is the most reasonable forecast.

Comparisons between the new forecast and the current long term forecast based on 2013 analysis are shown in the table and figure below.

2018 DCP Model and Long Agreed Renewal Requirement based on 2013 Audit.

	DCP Condition 5 + 25%	DCP Condition 5 + 25% (indexed at 3%)	AGREED RENEWAL REQUIREMENT 2013 (indexed at 3%)
2019	$3,433,684	$3,536,694	$3,377,022
2020	$2,596,779	$2,754,923	$3,991,868
2021	$4,149,449	$4,534,215	$4,943,826
2022	$5,670,661	$6,382,378	$5,347,660
2023	$8,034,083	$9,313,704	$6,381,140
2024	$7,627,643	$9,107,805	$7,161,110
2025	$4,010,310	$4,932,176	$7,886,840
2026	$4,067,468	$5,152,547	$7,866,791
2027	$4,469,266	$5,831,379	$8,950,880
2028	$4,424,450	$5,946,091	$7,900,772
2029	$3,680,124	$5,094,153	$7,242,564
2030	$5,544,893	$7,905,692	$6,663,593
2031	$8,933,605	$13,119,300	$7,252,802

2032	$9,515,897	$14,393,648	$9,738,448
2033	$6,161,401	$9,599,262	$10,370,782
2034	$3,906,810	$6,269,282	$10,970,139
2035	$5,843,520	$9,658,448	$12,122,409
2036	$4,465,459	$7,602,144	$13,674,625
2037	$7,209,834	$12,642,487	$14,511,764
2038	$8,759,461	$15,820,561	N/A



Comparison between Existing Agreed Renewal Requirement (based on 2013 data) and DCP Condition 5 + 25% (both indexed at 3%)

The two forecasts are very similar once indexing takes place, which serves to further validate the 2018 modelling. The agreed renewal requirement is more linear because it was derived by finding the average of a smoothed out 2013 Knox Model and Moloney.

Conclusion

The validity of the DCP Model has been established through a range of checks against other models, both from 2018 and 2013.

Component data collected in the 2018 building audit has been checked rigorously for errors, and revised using up to date publications. The new forecast is based on deeper analysis than what has been undertaken previously; this enhanced reliability means that it will be more suitable under rigid DCP requirements. The scheduling component of the model will also result in greater operational efficiency when carrying out the renewal program.

The Condition 5 + 25% model is the closest fit to the Moloney Model. The Condition 4 and Failure DCP Models created using the same methodology can be used as forecasts for higher or lower levels of service respectively.

The model can now be refined using knowledge of how Council's asset base will change over the coming years. This work will be undertaken as part of the BAMP, and involves removing buildings currently planned for disposal, as well as accounting for growth in the asset base. Renewal requirement in the short term is expected to decrease after this process since disposals are usually reserved for older buildings, and any new buildings will be in very good condition.

Use of non-quantity components as well as the lack of disposal and installation costs were two major shortcomings in the modelling process. It is recommended for the next audit to consider an alternative to the use of non-quantity components, and to provide indicative costs for component installation and disposal. These changes would further improve model accuracy.

Model Results

Knox Model Results Rounded to Nearest Thousand (2018 dollars)

Year	Condition 4 ('000s)	Condition 5 ('000s)	Failure ('000s)
2019	$10,929	$2,462	$459
2020	$44	$395	$1,604
2021	$906	$1,637	$145
2022	$3,777	$2,112	$813
2023	$7,063	$4,524	$1,208
2024	$5,230	$11,783	$4,571
2025	$218	$3,342	$7,278
2026	$4,699	$1,875	$4,911

2027	$994	$511	$1,501
2028	$7,056	$4,769	$1,127
2029	$42	$620	$2,422
2030	$14,723	$4,290	$7,282
2031	$5,448	$2,929	$654
2032	$4,026	$3,262	$3,998
2033	$11,554	$14,898	$3,277
2034	$11,717	$2,330	$3,250
2035	$70	$3,680	$3,440
2036	$7,134	$15,281	$13,719
2037	$12	$1,055	$3,788
2038	$16,347	$7,038	$3,344
AVERAGE:	**$5,600**	**$4,440**	**$3,439**

*Note: These values do not include installation/disposal costs

DCP Model Results Rounded to Nearest Thousand (2018 dollars)

Year	Condition 4 ('000s)	Condition 5 ('000s)	Failure ('000s)
2019	$7,455	$2,747	$1,652
2020	$3,069	$2,077	$1,408
2021	$4,608	$3,320	$1,701
2022	$5,316	$4,537	$3,239
2023	$3,836	$6,427	$4,382
2024	$3,174	$6,102	$5,155
2025	$4,343	$3,208	$4,176

2026	$4,906	$3,254	$2,754
2027	$6,527	$3,575	$3,258
2028	$5,228	$3,540	$3,395
2029	$5,013	$2,944	$4,739
2030	$6,486	$4,436	$3,561
2031	$8,067	$7,147	$5,302
2032	$6,938	$7,613	$4,630
2033	$6,019	$4,929	$3,380
2034	$5,168	$3,125	$4,610
2035	$5,386	$4,675	$6,870
2036	$3,351	$3,572	$5,318
2037	$6,268	$5,768	$4,711
2038	$9,220	$7,008	$4,234
AVERAGE:	**$5,519**	**$4,500**	**$3,924**

*Note: These values do not include installation/disposal costs

Appendix 9 – Scenario Modelling Methodology

Scenario modelling was conducted using a score-based system, taking inputs from:

- Level of service performance for 'Place' and 'Asset', as described in Chapter 5, converted into a 1-5 score, where:

Rating	Description
1	Excellent/Rapidly Increasing
2	Good/Increasing
3	Fair/Stable
4	Poor/Decreasing
5	Very Poor / Rapidly Decreasing

- Asset survey results as described in Appendix 5
- Contextual factors such as proximity to strategic sites and other complementary buildings, and if a disposal or sale is already planned for the building

The table below shows the scoring criteria used for each asset, and was developed through careful trial and error and consultation between the Asset Strategy team with key strategic facility planners. The tool is developed in such a way where planners can easily adjust weighting and scoring criteria.

Buildings are scored greater depending on how well they perform against the given criteria. For example, if the criteria is less than 3, and the maximum score is 15, a 3 in the associated field will be scored 5, a 2 would be scored 10, and a 1 would be scored 15.

Scores were calculated for each scenario by finding the ratio of each building's score against the total available score. If a field was left blank, it was skipped and the available score for that indicator was not added to the total.

Scoring System for Investment Scenarios

Scenario	Place	Asset	Overall Condition	Building within 500m of strategic development location?	Nearby Complementary Underutilised/demand reducing Flexible Facility?	Nearby complementary services proposed for consolidation?	Utilisation	Fitness for Purpose	Demand Change	Year of planned disposal or sale
Maximum Score	**20**	**20**	**20**	**15**	**10**	**10**	**20**	**20**	**20**	**150**
Business as Usual	Fair or better	Fair or better	Fair or better				Fair or better	Fair or better	Stable or increasing	
Sweat The asset	Fair or worse	Fair or worse	Fair or worse				Poor or worse	Fair or worse		Less than or equal to 10 years
Integrate in Place	Good or better	Fair or worse	Fair or worse	Yes	Yes	Yes	Fair or worse		Stable or decreasing	
Close the Gaps	Fair or better	Fair or worse	Any	Yes			Good or better	Fair or worse	Increasing	
Radical Transformation	Any	Poor or worse	Any	Yes			Any	Poor or worse	Stable or decreasing	

Appendix 10 – List of Preferred Investment Scenarios by Building

The full list of habitable buildings, their highest scoring investment scenarios, and preferred service area scenarios (as of October 2018) are documented below. Note that a highest score scenario of N/A indicates that the building was not modelled, due to a lack of available data or because it is intrinsically linked to another facility (such as Knox Leisure Works, which has multiple buildings on the same site).

Building Number	Building Name	**Highest Score Scenario**	**Second Highest Score (if within 15%)**	**Stakeholder Preferred Scenario**
CB135	Alchester Village - Playgroup Centre	Business as Usual	Close the Gaps	**Close the Gaps**
CB134	Alchester Village Pre-School	Business as Usual	Close the Gaps	**Close the Gaps**
CB113	Alexander Magit Pre-School & Playgroup	Business as Usual	Radical Transformation	**Radical Transformation**
CB175	Alice Johnson Preschool & Playgroup Centre	Business as Usual	Close the Gaps	**Business as Usual**
CB322	Ambleside - Archives	N/A		**Business as Usual**
CB279	Ambleside - Church Porch	Business as Usual	Close the Gaps	**Close the Gaps**
CB172	Ambleside - Cottage	Business as Usual	Close the Gaps	**Close the Gaps**
CB170	Ambleside - Historic Homestead	Close the Gaps	Business as Usual	**Close the Gaps**
CB280	Ambleside - Isolation Room	Business as Usual	Close the Gaps	**Close the Gaps**
CB281	Ambleside - Wattle & Daub	Business as Usual	Close the Gaps	**Close the Gaps**
CB144	Batterham Reserve - Cricket & Football Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB142	Batterham Reserve - Tennis Pavilion	Business as Usual		**Business as Usual**
CB289	Bayswater Bowling Club - Clubroom	Business as Usual		**Business as Usual**
CB316	Bayswater Branch Library	Business as Usual		**Integrate in Place**
CB284	Bayswater CFA	N/A		**Radical Transformation**

CB152	Bayswater Senior Citizens - Garage	N/A		**Integrate in Place**
CB151	Bayswater Senior Citizens & MOW	Radical Transformation	Integrate in Place	**Integrate in Place**
CB38	Bayswater Youth Hall	Integrate in Place		**Integrate in Place**
CB78	Bellbird Senior Citizens Club	Business as Usual	Sweat the Asset	**Sweat the Asset**
CB196	Benedikt Reserve - Cricket Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB12	Berrabri Children and Family Centre	Business as Usual		**Close the Gaps**
CB15	Billoo Park Children and Family Centre (MCH, Playgroup)	Business as Usual		**Close the Gaps**
CB13	Billoo Park Pre-School	Business as Usual		**Close the Gaps**
CB320	Birch Street Children and Family Centre	Business as Usual		**Business as Usual**
CB14	Birchfield Crescent Children's Centre	N/A		**Close the Gaps**
CB182	Boronia Amateur Swimming Club	Business as Usual		**Business as Usual**
CB179	Boronia Basketball Stadium	Close the Gaps	Sweat the Asset	**Sweat the Asset**
CB180	Boronia Branch Library	Business as Usual		**Integrate in Place**
CB244	Boronia Community Youth Club	N/A		**Integrate in Place**
CB16	Boronia Progress Hall	Business as Usual		**Integrate in Place**
CB246	Boronia Radio Controlled Car Club	Business as Usual	Close the Gaps	**Business as Usual**
CB80	Carrington Park - Cricket/Football Pavilion	Business as Usual		**Integrate in Place**
CB168	Carrington Park - Leisure Centre	Business as Usual		**Radical Transformation**
CB169	Carrington Park - Senior Centre	Business as Usual		**Radical Transformation**
CB167	Carrington Park - Tennis Pavilion	Integrate in Place	Radical Transformation	**Radical Transformation**
CB35	Chandler Park - Cricket & Netball Pavilion	Business as Usual		**Close the Gaps**
CB22	Civic Centre - City Office & Council Chambers	Business as Usual	Integrate in Place	**Business as Usual**
CB27	Civic Centre - Eastgate North	N/A		**Business as Usual**
CB23	Civic Centre - Eastgate South Building	N/A		**Business as Usual**
CB298	Civic Centre - Portable Office behind Eastgate Bld.	Business as Usual		**Business as Usual**

CB270	Colchester Park - Cricket Pavilion	Business as Usual	Close the Gaps	**Business as Usual**
CB154	Colchester Pre-School - Miller Park Reserve	Business as Usual		**Business as Usual**
CB165	Coleman Road Reserve - Tennis Pavilion	Business as Usual		**Business as Usual**
CB66	Cooinda Pre-School	Business as Usual		**Radical Transformation**
CB234	Coonara Community House	Business as Usual		**Business as Usual**
CB286	Coonara Community School	Business as Usual	Close the Gaps	**Business as Usual**
CB61	Coorie Avenue Children and Family Centre	N/A		**Sweat The asset**
CB99	Dobson Park - Cricket & Football Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB229	Egan Lee Reserve - Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB77	Eildon Parade Children and Family Centre (Child Care)	N/A		**Sweat The asset**
CB74	Eildon Parade Children and Family Centre (Preschool / Playgroup)	Business as Usual		**Sweat the Asset**
CB76	Eildon Park - Cricket & Football Pavilion	Business as Usual		**Business as Usual**
CB75	Eildon Park - Tennis Pavilion	Business as Usual		**Close the Gaps**
CB193	F W Kerr Pre-School & Playgroup Centre	Close the Gaps	Business as Usual	**Business as Usual**
CB115	Factory - Leased Premises	N/A		
CB177	Fairpark Reserve - Cricket & Football Pavilion	Close the Gaps		**Integrate in Place**
CB290	Ferntree Gully Bowling Club - Clubroom	Business as Usual		**Business as Usual**
CB37	Ferntree Gully Cemetery - Office & Toilets	N/A		**Business as Usual**
CB24	Ferntree Gully Community Arts Centre and Library	Business as Usual		**Business as Usual**
CB141	Flamingo Pre-School & Playgroup Centre	Business as Usual		**Business as Usual**
CB93	Forest Road Bena Angliss Children and Family Centre (Preschool)	Business as Usual		**Business as Usual**
CB94	Forest Road Maternal & Health Centre	Business as Usual		**Business as Usual**
CB81	Gilbert Park - Softball Pavilion	Close the Gaps	Radical Transformation	**Close the Gaps**
CB111	Glenfern Park - Archery Pavilion	Integrate in Place		**Radical Transformation**

CB110	Glenfern Park - Store	N/A		**Business as Usual**
CB109	Glenfern Park - Tennis Pavilion	Business as Usual		**Business as Usual**
CB195	Goodwin Estate Children and Family Centre	Business as Usual		**Close the Gaps**
CB185	Guy Turner Reserve - Cricket & Football Pavilion	Business as Usual		**Business as Usual**
CB186	Guy Turner Reserve - Tennis Pavilion	Business as Usual		**Business as Usual**
CB8	H.V. Jones Reserve - Meeting Room	Business as Usual	Radical Transformation	**Integrate in Place**
CB6	H.V. Jones Reserve - Pavilion	Business as Usual	Close the Gaps	**Integrate in Place**
CB7	H.V. Jones Reserve - Tennis Pavilion	Business as Usual		**Integrate in Place**
CB112	Haering Road Pre-School & Playgroup Centre	Business as Usual		**Business as Usual**
CB256	Heany Park - Brick Store	N/A		**Business as Usual**
CB191	Heany Park - Sports Pavilion & Open Shelter	N/A		**Business as Usual**
CB254	Heany Park - Timber Hut	N/A		**Business as Usual**
CB17	INFOLINK - Knox Information Support Centre	Close the Gaps	Business as Usual	**Integrate in Place**
CB57	Kinderlea Pre-School and Health Centre	N/A		**Business as Usual**
CB237	Kings Park - Athletics Pavilion & External Toilet Block	Integrate in Place		**Integrate in Place**
CB235	Kings Park - Baseball Pavilion & External Toilet Block	Business as Usual		**Business as Usual**
CB238	Kings Park - Cricket & Football Pavilion	Business as Usual	Close the Gaps	**Integrate in Place**
CB39	Knox Community Arts Centre	Business as Usual	Sweat the Asset	**Sweat the Asset**
CB230	Knox Early Parenting Centre (KEPC)	N/A		**Sweat the Asset**
CB5	Knox Gardens Reserve Pavilion and Community Hall	Business as Usual		**Business as Usual**
CB147	Knox Gymnasium	Sweat the Asset	Close the Gaps	**Sweat the Asset**
CB217	Knox Leisure Works - Filter Room - 50m pool plant room	N/A		**Close the Gaps**
CB296	Knox Leisure Works - Leisure Pool Plant Room (Boiler Room)	N/A		**Close the Gaps**
CB216	Knox Leisure Works - Office/Cafe/Pools/Slide/Gym	Close the Gaps	Integrate in Place	**Close the Gaps**

CB299	Knox Leisure Works - Outdoor Pool Plant & Chemical Room	N/A		**Close the Gaps**
CB218	Knox Leisure Works - Pool Plant Room	N/A		**Close the Gaps**
CB318	Knox Leisure Works - Warm Water Pool Plant Rooom	N/A		**Close the Gaps**
CB273	Knox Library	Business as Usual	Close the Gaps	**Radical Transformation**
CB198	Knox Model Aero Club	Business as Usual	Radical Transformation	**Business as Usual**
CB84	Knox Park - Athletics Pavilion & Toilet Block	Business as Usual	Radical Transformation	**Business as Usual**
CB87	Knox Park - BMX Track Clubrooms	Close the Gaps		**Close the Gaps**
CB86	Knox Park - Cricket & Soccer Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB85	Knox Park - Dog Obedience Clubhouse	Business as Usual		**Business as Usual**
CB88	Knox Park - Grandstand	Business as Usual		**Business as Usual**
CB114	Knox Regional Netball Complex	Business as Usual	Integrate in Place	**Close the Gaps**
CB309	Knox Regional Sports Park - Indoor Sports Stadium	Business as Usual		**Radical Transformation**
CB310	Knox Regional Sports Park - Soccer Pavilion	Business as Usual		**Close the Gaps**
CB3	Knoxfield Pre-School and Infant Welfare Centre	Business as Usual		**Business as Usual**
CB9	Kumala Road Hall	Integrate in Place		**Sweat The asset**
CB271	Lakesfield Reserve Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB130	Lewis Park Reserve - Cricket & Football Pavilion	Close the Gaps	Radical Transformation	**Close the Gaps**
CB274	Liberty Avenue Football/Cricket Pavilion	Business as Usual		**Close the Gaps**
CB133	Liberty Children and Family Centre	Business as Usual		**Close the Gaps**
CB34	Llewellyn Reserve - Football Pavilion	Close the Gaps	Sweat the Asset	**Radical Transformation**
CB54	Marie Wallace Bayswater Oval - Cricket & Football Pavilion	Integrate in Place	Business as Usual	**Close the Gaps**
CB53	Marie Wallace Bayswater Oval - Curator's Store	N/A		**Business as Usual**
CB306	Marie Wallace Bayswater Oval - Curators Store and Timekeeper	N/A		**Business as Usual**

CB52	Marie Wallace Bayswater Oval - Grandstand	N/A		**Business as Usual**
CB287	Marie Wallace Bayswater Oval - Scorer's Pavilion	N/A		**Business as Usual**
CB305	Marie Wallace Bayswater Oval - Store	N/A		**Business as Usual**
CB49	Marie Wallace Bayswater Park - Community Building	Business as Usual	Integrate in Place	**Business as Usual**
CB47	Marie Wallace Bayswater Park - Cricket & Football Pavilion	Integrate in Place	Business as Usual	**Integrate in Place**
CB48	Marie Wallace Bayswater Park - Netball Pavilion	Integrate in Place	Business as Usual	**Integrate in Place**
CB139	Mariemont Pre-School	Business as Usual		**Business as Usual**
CB157	Miller Park Reserve - Football & Cricket Pavilion	Close the Gaps	Sweat the Asset	**Close the Gaps**
CB156	Miller Park Reserve - Tennis Pavilion	Business as Usual		**Business as Usual**
CB68	Millers Homestead - Historic House	N/A		**Status Pending**
CB146	Milpera Reserve - Cricket & Football Pavilion	Close the Gaps	Radical Transformation	**Close the Gaps**
CB294	Miscellaneous - Building	N/A		**Business as Usual**
CB163	Murrindal Children and Family Centre	Business as Usual		**Business as Usual**
CB208	N G Haynes Pre-School & MCHC	Sweat the Asset		**Sweat the Asset**
CB125	Operations Centre - Amenities Block	N/A		**Radical Transformation**
CB122	Operations Centre - Office Complex and Workshops	N/A		**Radical Transformation**
CB128	Operations Centre - Residential Building	N/A		**Radical Transformation**
CB58	Orana Centre	Business as Usual		**Business as Usual**
CB313	Orana Neighbourhood House - extension	N/A		**Business as Usual**
CB181	Park Crescent Children and Family Centre (Marie Chandler)	Business as Usual		**Close the Gaps**
CB62	Park Ridge Children and Family Centre	Business as Usual		**Business as Usual**
CB63	Park Ridge Reserve - Soccer Pavilion	Close the Gaps		**Close the Gaps**
CB59	Picketts Reserve - Cricket & Football Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**

CB304	Placemakers - Knox & District Woodworkers Association	N/A		**Business as Usual**
CB107	Placemakers - Studio/Office/Workshop	Business as Usual		**Business as Usual**
CB108	Placemakers - Woodworks Building	Business as Usual		**Business as Usual**
CB19	Reta Matthews Reserve - Tennis Pavilion	Business as Usual	Radical Transformation	**Business as Usual**
CB192	Riddell Road Pre-School & MCHC	Business as Usual		**Close the Gaps**
CB106	Rosa Benedikt Community Centre	Business as Usual		**Business as Usual**
CB104	Rowville Branch Library	Business as Usual	Close the Gaps	**Business as Usual**
CB232	Rowville Children and Family Centre (Alan Clayton Preschool)	Business as Usual		**Business as Usual**
CB231	Rowville Children and Family Centre (Bernie Seebeck Preschool)	Business as Usual		**Business as Usual**
CB105	Rowville Community Centre	Business as Usual		**Business as Usual**
CB102	Rowville Community Centre - Football Pavilion	Close the Gaps	Business as Usual	**Close the Gaps**
CB103	Rowville Community Centre - Tennis Pavilion	Business as Usual		**Business as Usual**
CB189	Rowville Recreation Reserve - Aimee Seebeck Hall	Business as Usual		**Business as Usual**
CB199	Rowville Recreation Reserve - Football & Cricket Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB190	Rowville Recreation Reserve - Tennis Pavilion	Radical Transformation	Integrate in Place	**Business as Usual**
CB212	Sasses Avenue Retarding Basin - Soccer Pavilion	Sweat the Asset	Close the Gaps	**Business as Usual**
CB116	Schultz Reserve - Cricket Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB92	Scoresby Hall (Old School)	Business as Usual	Close the Gaps	**Integrate in Place**
CB200	Scoresby Reserve - Cricket & Football Pavilion	Close the Gaps	Business as Usual	**Close the Gaps**
CB201	Scoresby Reserve - Tennis Pavilion	Business as Usual		**Business as Usual**
CB164	Scoresby West Children and Family Centre	Business as Usual		**Business as Usual**
CB288	St John Ambulance Hall	Integrate in Place		**Integrate in Place**
CB204	Stamford House - Historic Home	N/A		**Business as Usual**

CB132	State Emergency Service - Headquarters	Business as Usual	Close the Gaps	**Sweat the Asset**
CB41	Talaskia Community Child Care Centre	N/A		**Sweat the Asset**
CB42	Talaskia Reserve Pavilion & Toilet Block	Sweat the Asset	Radical Transformation	**Business as Usual**
CB209	Taylors Lane Children and Family Centre	Radical Transformation	Business as Usual	**Sweat The asset**
CB210	Templeton Orchards Pre-School	Business as Usual		**Close the Gaps**
CB211	Templeton Reserve - Community Hall/Pavilion	Business as Usual		**Business as Usual**
CB97	The Basin Children and Family Centre (Playgroup)	Business as Usual	Close the Gaps	**Close the Gaps**
CB96	The Basin Children and Family Centre (Preschool)	Business as Usual		**Business as Usual**
CB150	The Basin Community House	Sweat the Asset		**Sweat the Asset**
CB95	The Basin Progress Hall	Business as Usual		**Business as Usual**
CB98	The Basin Senior Citizens Club	Business as Usual		**Business as Usual**
CB188	The Fields Children and Family Centre	Business as Usual		**Business as Usual**
CB219	Tormore Reserve - Cricket & Football Pavilion	Radical Transformation	Integrate in Place	**Close the Gaps**
CB31	Transfer & Recycling Station - Gatehouse	N/A		**Business as Usual**
CB32	Transfer & Recycling Station - Transfer Building	N/A		**Business as Usual**
CB226	Tyner Road Occasional Child Care Centre	N/A		**Close the Gaps**
CB178	University 3rd Age - Parkhills Campus	Business as Usual	Close the Gaps	**Integrate in Place**
CB194	Upper Ferntree Gully Children and Family Centre	Radical Transformation	Business as Usual	**Sweat the Asset**
CB223	Walker Reserve - Football & Cricket Pavilion	Close the Gaps	Business as Usual	**Close the Gaps**
CB222	Walker Reserve - Tennis Pavilion	Integrate in Place	Sweat the Asset	**Close the Gaps**
CB136	Wally Tew Reserve - W H Tew Pavilion	Business as Usual	Close the Gaps	**Close the Gaps**
CB161	Wantirna Reserve - Tennis Pavilion	Business as Usual		**Radical Transformation**
CB160	Wantirna Reserve - Pavilion	Close the Gaps	Radical Transformation	**Radical Transformation**
CB307	Waterford Valley	Integrate in Place	Business as Usual	**Business as Usual**

CB227	Wattle Senior Citizens Club - Activities Centre	Radical Transformation	Business as Usual	**Radical Transformation**
CB101	Wattleview Pre-School & MCHC	Radical Transformation	Business as Usual	**Sweat The asset**
CB67	West Gully Pre-School & Playgroup	Close the Gaps	Radical Transformation	**Business as Usual**
CB241	Windermere Pre-School	Business as Usual		**Business as Usual**
CB242	Windermere Reserve - Cricket & Football Pavilion	Close the Gaps		**Close the Gaps**
CB243	Windermere Reserve - Tennis Pavilion	Integrate in Place	Radical Transformation	**Radical Transformation**
CB303	Youth Information Centre	Business as Usual	Close the Gaps	**Radical Transformation**

Modelled Council Buildings by Stakeholder Preferred Scenario