BUILDING AND OTHER STRUCTURES ASSET MANAGEMENT PLAN COONAMBLE SHIRE COUNCIL

August 2026

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1. EXECUTIVE SUMMARY

1.1 Purpose of the Plan

The purpose of this Buildings and Other Structures Asset Management Plan (AMP) is to provide a 10-year strategy for the sustainable management of Coonamble Shire Council's building and structural assets.

This Plan outlines how Council will manage, maintain, and renew its diverse portfolio of facilities, including community buildings, recreational facilities, cultural venues, and operational structures to ensure they remain safe, functional, accessible, and fit for purpose.

It establishes a framework for delivering reliable and cost-effective building services, optimising whole-of-life asset performance, managing risks, and ensuring that investment decisions are aligned with Council's Community Strategic Plan, Delivery Program, Operational Plan, and Long-Term Financial Plan (LTFP).

By adopting a structured and evidence-based approach to asset planning, maintenance, and renewal, this AMP supports informed decision-making and helps ensure that Council's buildings and other structures continue to meet current and future community needs in a financially responsible and sustainable manner.

1.2 Asset Description

Coonamble Shire Council owns and manages a diverse portfolio of Buildings and Other Structures that provide essential community, recreational, cultural, and operational services across the Shire. These assets include public facilities such as libraries, halls, swimming pools, museums, showgrounds, depots, and other supporting infrastructure that enable the delivery of Council services and community activities.

According to the 2025 building and structures valuation data, the total replacement value of these assets is estimated at $51.01 million, with a fair value of approximately $31.62 million and accumulated depreciation of $19.38 million. The portfolio represents a wide range of asset components, including sub-structures, walls, roofing, mechanical and electrical systems, fit-outs, and specialist assets such as pools and saleyards.

The condition and performance of these assets vary based on age, usage, and maintenance history. The total annual depreciation is estimated at $0.82 million, indicating the ongoing investment required to maintain these assets to a serviceable standard. Continued monitoring, condition assessment, and renewal planning are essential to ensure that Council's building and structural assets remain safe, functional, and aligned with community expectations into the future.

1.3 Levels of Service

Coonamble Shire Council manages a broad portfolio of buildings and other structures that provide vital community, recreational, cultural, and operational services across the Shire. Establishing Levels of Service (LoS) within this Asset Management Plan ensures that the management of these assets is consistent, transparent, and aligned with community expectations, regulatory obligations, and financial capacity.

The LoS framework defines both Customer and Technical levels of service.

- **Customer Levels of Service** focus on the community's experience of Council's buildings — including accessibility, safety, cleanliness, availability, and presentation**.**

- **Technical Levels of Service** address asset performance, condition, maintenance, compliance, and renewal planning to ensure assets remain safe, functional, and financially sustainable.

These performance standards need to be validated and verified by community feedback, legislative and compliance requirements, and Council's long-term financial planning. Together, they provide a balanced approach to managing building assets that support safety, accessibility, functionality, and value for money.

By clearly defining and measuring service outcomes, Council can better prioritise maintenance, renewal, and capital investment decisions to ensure that buildings and other structures continue to meet current and future community needs while maintaining an appropriate balance between cost, risk, and service performance.

1.4 Future Demand

Future demand for buildings and other structures in Coonamble Shire is influenced by a range of demographic, social, environmental, and operational factors. While the Shire is not expected to experience a significant increase in population, ageing demographic profile, community expectations for accessible, safe, and modern facilities continue to rise.

Key challenges include addressing ageing infrastructure, meeting accessibility and inclusion standards, and improving the sustainability and resilience of Council's building portfolio in response to climate change.

To manage these pressures, Council will adopt a proactive and adaptive approach to planning, focusing on:

- Designing multi-purpose, inclusive, and energy-efficient facilities,
- Implementing structured renewal and maintenance programs based on asset condition and lifecycle data; and,
- Engaging regularly with the community to ensure evolving needs and expectations are understood and addressed.

These strategies will help ensure that Council's buildings and structures remain fit for purpose, financially sustainable, and resilient to changing community and environmental conditions into the future.

1.5 Life Cycle Management

Coonamble Shire Council manages its buildings and other structures through all stages of the asset lifecycle: planning, acquisition, operation, maintenance, renewal, and disposal to ensure that community facilities remain safe, functional, and fit for purpose. These assets include libraries, halls, swimming pools, museums, showgrounds, depots, and other essential buildings that support the delivery of community, recreational, and operational services.

Currently, maintenance is largely reactive and there are no structured inspection schemes in place. There is a recognition that there is a need to develop inspection programs, condition assessments, and asset data accuracy to support evidence-based decision-making. Renewal priorities are currently informed by 2025 valuation data and existing condition profiles, though further validation through structured field assessments will improve confidence in renewal timing and investment needs.

Future improvement initiatives will focus on developing planned maintenance and inspection programs, implementing a comprehensive asset data and condition management framework, and integrating renewal modelling to optimise funding allocation and asset performance.

Capital investment for buildings and other structures is primarily directed toward the renewal of ageing infrastructure, targeted upgrades to improve safety, accessibility, and functionality, and select new projects that support community growth, service expansion, and compliance with legislative standards. These actions will help ensure that Council's building assets continue to provide safe, reliable, and sustainable community services across the Shire.

1.6 Risk Management

Coonamble Shire Council recognises that effective risk management is essential to ensure the ongoing safety, functionality, and compliance of its buildings and structures. Although a corporate risk register is not yet established, this Asset Management Plan identifies the key risks affecting building assets and outlines practical mitigation strategies.

The main risks relate to structural integrity, statutory compliance, financial sustainability, and public safety. Council currently manages these through inspections (though not developed as a regular schedule), maintenance activities, and capital works programs. Over time, a formal Asset Risk Register will be developed to strengthen governance and link risk information directly with asset planning and renewal prioritisation.

Council will continue to improve its risk management capability by formalising risk assessment processes, linking risk data to the Asset Register, and ensuring ongoing compliance with AS/NZS ISO 31000:2018. This proactive approach will safeguard the community, protect Council's asset investment, and support long-term service sustainability.

1.7 Financial Summary

The financial summary shown below indicates that while Council has established a solid investment base for the renewal and upgrade of key building assets over the first four years, current allocations fall below the identified long-term renewal demand. This highlights a renewal funding gap that may increase over time if asset condition and service levels are not actively managed.

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	$4,307,096					$4,307,097
2026/27	$1,453,067	$350,000	$5,262,642	$256,685	$5,869,327	$7,322,394
2027/28	$1,556,739	$300,000	$4,942,600	$262,510	$5,505,110	$7,061,849
2028/29	$2,756,139	$300,000	$772,300	$268,670	$1,340,970	$4,097,109
2029/30	$1,224,437	$1,445,000	$972,800	$275,400	$2,693,200	$3,917,637
2030/31	$1,115,124	$2,000,000	$1,751,646	$278,154	$4,029,800.20	$5,144,924.20
2031/32	$1,705,920	$2,000,000	$134,442	$280,936	$2,415,377.54	$4,121,297.54
2032/33	$427,383	$2,000,000	$198,757	$283,745	$2,482,501.90	$2,909,884.90
2033/34	$860,124	$2,000,000	$54,782	$286,582	$2,341,364.34	$3,201,488.34
2034/35	$197,028	$2,000,000	$405,807	$289,448	$2,695,255.17	$2,892,283.17
2035/36	$272,187	$2,000,000	$98,591	$292,343	$2,390,933.65	$2,663,120.65
Total	$15,875,244	$14,395,000	$14,594,367	$2,774,473	$31,763,840	$47,639,085

To address this, Council's funding strategy combines internal revenue sources with external grant opportunities and partnership funding to deliver building renewal, upgrade, and new development projects. While grants such as the Stronger Country Communities Fund (SCCF), Local Roads and Community Infrastructure (LRCI) Program, and other targeted funding streams have been instrumental in delivering key facility improvements, reliance on short-term and competitive funding programs presents challenges for long-term planning and financial stability.

Ongoing maintenance and renewal funding will therefore be critical to sustaining building performance, ensuring compliance with safety, accessibility, and regulatory standards, and minimising the long-term costs associated with deferred renewal.

To improve future financial sustainability, Council should develop a comprehensive 10-year Long-Term Financial Plan (LTFP) that aligns funding allocations with asset renewal priorities, lifecycle forecasts, and service level objectives. This will provide a clear, evidence-based framework for balancing renewal investment, operational requirements, and strategic growth across the Buildings and Other Structures portfolio.

1.8 Improvement Plan

Coonamble Shire Council has identified a comprehensive series of improvement actions aimed at strengthening the management, performance, and sustainability of its Buildings and Other Structures asset portfolio. The improvement program focuses on developing a structured and proactive approach to building management, ensuring that assets remain safe, functional, and aligned with community expectations and statutory requirements.

Key priorities include updating existing management frameworks, such as the Building Maintenance Management Plan (2017–2028) and Showground Management Plan (2018–2019), to reflect current operational, compliance, and service delivery needs. A major focus is the development of formal Customer and Technical Levels of Service, structured inspection and maintenance programs, and a comprehensive condition assessment framework supported by accurate asset data and consistent reporting systems.

The Plan also emphasises the importance of integrating inspection outcomes, risk management, and financial planning through the establishment of a centralised asset data management system and a formal Asset Risk Register. This approach will enable evidence-based decision-making, improve funding prioritisation, and support long-term sustainability.

Financially, the improvement actions highlight the need to develop a 10-year Long-Term Financial Plan (LTFP) that aligns renewal, maintenance, and capital funding with lifecycle forecasts and strategic asset priorities. Establishing dedicated operational and renewal budgets for key facilities will further strengthen Council's capacity to deliver consistent levels of service.

Finally, the establishment of an Asset Management Steering Committee (AMSC) will provide governance oversight, ensuring accountability, continuous improvement, and alignment of asset management practices with Council's strategic and financial objectives.

2. INTRODUCTION

2.1 Background

Coonamble Shire Council is located in north-western New South Wales, approximately 500 kilometers from Sydney, covering an area of around 9,900 square kilometers. The Shire includes the township of Coonamble and the villages of Gulargambone and Quambone, along with extensive rural and agricultural areas. It lies within the Orana region and forms part of the Western Plains of New South Wales.

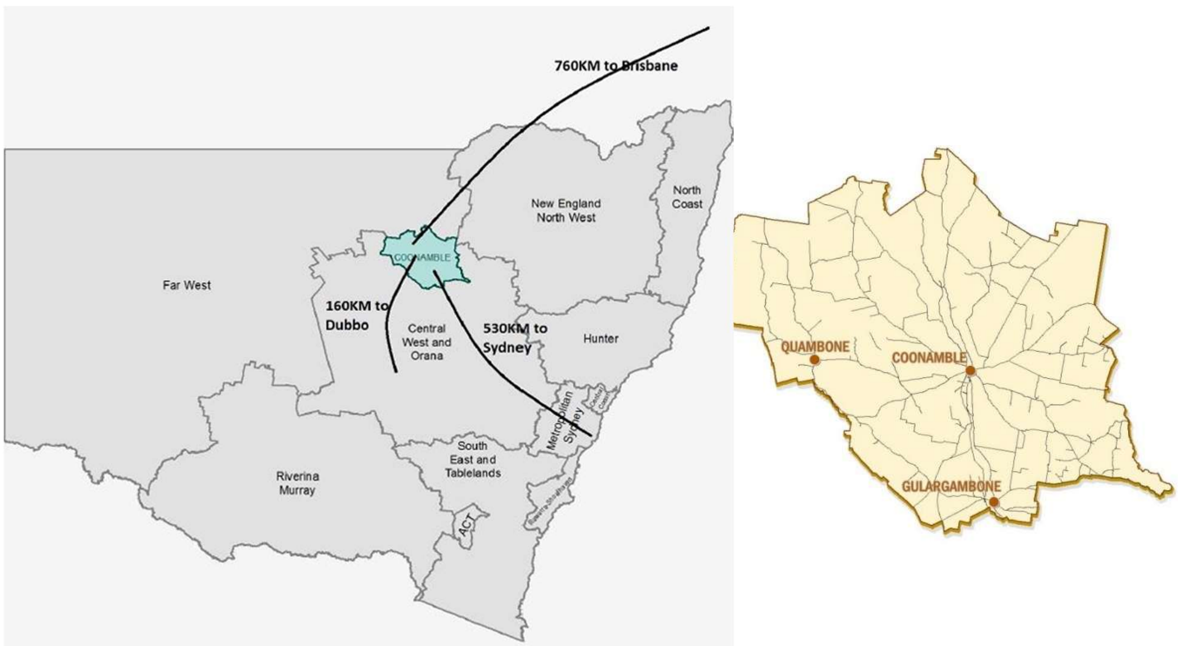

Figure 1 – Coonamble Local Government Area

Coonamble Shire has a population of approximately 3,900 people (based on the latest ABS estimates), with the majority residing in the township of Coonamble. The region is characterised by its strong connection to agriculture, particularly cropping and livestock grazing, and serves as a regional service Centre for surrounding rural communities.

Coonamble Shire Council is responsible for managing a diverse portfolio of buildings and other structures, including community centres, public halls, libraries, sports pavilions, amenities blocks, depots, shade structures, and other built facilities. These assets are essential to delivering community services, supporting recreation, cultural activities, and social engagement, while also contributing to the Shire's identity, functionality, and economic vitality.

This Asset Management Plan outlines the strategies and practices Council will adopt to ensure buildings and other structures are planned, operated, maintained, and renewed in a sustainable and cost-effective manner. It is aligned with community needs and the strategic priorities set out in the Community Strategic Plan 2025–2035, Delivery Program 2025–2029, and Operational Plan 2025–2026.

2.2 Purpose of the Plan

This Asset Management Plan outlines a 10-year plan for managing Coonamble Shire's Building and Other Structures assets, supporting Council's vision to plan, develop, and maintain infrastructure that is both sustainable and cost-effective.

The plan is grounded in responsible asset management principles, aiming to deliver the required levels of service to current and future customers while minimising lifecycle costs.

It ensures that Building and Other Structures infrastructure continue to operate effectively throughout its intended life, balancing technical, financial, environmental, and community considerations.

Key objectives of this plan are to:

- Provide a clear strategy for the long-term management of Building and Other Structures assets.
- Improve understanding of service level standards and enhance customer satisfaction and Council's reputation.
- Identify optimal whole-of-life costs to deliver the desired levels of service.
- Support decision-making by forecasting asset-related needs, management options, and funding requirements.
- Justify long-term works programs and future investment through evidence-based planning.
- Manage environmental, health, and financial risks associated with asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been developed in alignment with good practice guidance from the ISO 55000 Asset Management Standard and the IPWEA International Infrastructure Management Manual (IIMM). It reflects Council's current processes, practices, data, and standards in managing Building and Other Structures infrastructure.

Coonamble Shire Council is committed to continuously improving its asset management capability and recognises that this Plan will need to be periodically updated to reflect changes in asset condition, service requirements, regulatory obligations, and operational practices.

The council's aim is for its Asset Management Plans to closely align with actual management practices. This ensures that long-term financial planning is realistic and supports the sustainable delivery of infrastructure and services to the community.

2.4 Building and Other Structures Assets

The table below provides a summary of Council's building and other structures assets based on the 2025 valuation data.

Asset Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Sub-Structure	Concrete	141	#	$5,316,819	$1,296,930	$4,019,889	$38,728
Sub-Structure	Concrete/timber	6	#	$47,182	$14,286	$32,895	$427
Sub-Structure	Earth	4	#	$50,736	$6,093	$44,643	$361
Sub-Structure	Light Structure	1	#	$9,676	$138	$9,538	$138
Sub-Structure	Timber	11	#	$884,060	$501,901	$382,159	$8,761
Structure	Brick	21	#	$3,144,581	$1,024,134	$2,120,447	$29,949
Structure	Conc Block	16	#	$1,177,855	$456,694	$721,161	$10,677
Structure	Concrete	3	#	$684,216	$72,905	$611,311	$5,428
Structure	Fibre Cement	1	#	$95,931	$70,115	$25,815	$892
Structure	Metal Cladding	99	#	$7,113,237	$2,868,730	$4,244,508	$81,056
Structure	Posts Only	12	#	$308,952	$143,538	$165,413	$5,539
Structure	Timber	13	#	$810,344	$439,513	$370,831	$9,420
Floor Coverings	Carpet	24	#	$790,080	$398,022	$392,058	$40,823
Floor Coverings	Ceramic Tiles	18	#	$265,218	$102,210	$163,008	$9,251
Floor Coverings	Epoxy Coated	2	#	$35,290	$8,279	$27,011	$2,747
Floor Coverings	Floating Timber	1	#	$1,831	$73	$1,757	$73
Floor Coverings	Polished	4	#	$275,036	$170,107	$104,929	$10,424
Floor Coverings	Vinyl	27	#	$239,580	$142,856	$96,724	$13,623
Fit Out	Asbestos	2	#	$493,992	$310,607	$183,385	$12,952
Fit Out	Fibre Cement	6	#	$173,971	$113,956	$60,015	$3,536
Fit Out	Plaster Board/Gyproc	32	#	$3,039,583	$992,124	$2,047,459	$56,802
Fit Out	Timber Panels/Hardboard	21	#	$584,346	$264,403	$319,943	$10,384
Fit Out	Timber VJs	1	#	$47,943	$25,685	$22,258	$641
Roof	Concrete - Suspended	2	#	$116,210	$969	$115,241	$852
Roof	Metal Decking	162	#	$10,381,997	$4,212,622	$6,169,375	$129,325
Roof	Shade cloth	3	#	$224,223	$196,167	$28,056	$2,567
Service- Mechanical	Air Con (Ducted)	4	#	$879,258	$383,843	$495,415	$18,795
Service- Mechanical	Air Con (Split)	36	#	$2,058,668	$964,500	$1,094,168	$130,140
Service- Mechanical	Air Con (Wall)	5	#	$91,149	$74,958	$16,190	$6,877
Service- Mechanical	Ventilation	1	#	$1,833	$1,063	$770	$73
Service - Fire	Incorporated Fire Services	8	#	$165,426	$77,350	$88,076	$6,488
Service - Fire	Non-Incorporated Fire Service	36	#	$487,460	$282,598	$204,862	$33,295
Service - Elect	Electrical	138	#	$4,429,585	$1,519,537	$2,910,048	$53,235
Service - Hydr	Hydraulic System	115	#	$6,339,108	$2,133,348	$4,205,759	$71,946
Service - Hydr	Hydraulic System - Light Structures	1	#	$2,469	$1,584	$885	$51
Service - Security	Security	23	#	$237,917	$111,269	$126,648	$15,925
Saleyards	Catwalk	1	#	$28,760	$11,190	$17,571	$439
Saleyards	Standard	1	#	$27,789	$6,469	$21,320	$456
25 Metre Swimming Pool	Standard	3	#	$2,383,559	$992,169	$1,391,390	$31,829
50 Metre Swimming Pool	Standard	1	#	$3,636,965	$1,899,919	$1,737,046	$49,811
Freeform Swimming Pool	Standard	1	#	$567,367	$142,850	$424,517	$9,529
Slides and Toys	Standard	3	#	$408,148	$79,732	$328,416	$13,902
Wading / Domestic Pool	Standard	3	#	$114,093	$40,514	$73,579	$2,234
				$58,172,441	$22,555,952	$35,616,489	$930,401

Table 1 – Summary of Buildings and Other Structures Assets

2.5 Building Hierarchy and Condition Standards

Coonamble Shire Council applies a Building Hierarchy framework to classify its building assets according to their function, service importance, and operational requirements. This hierarchy assists in setting appropriate maintenance standards, allocating resources efficiently, and ensuring that buildings are managed in line with their strategic value and community use.

Each building category is assigned a rating (S1–S7) that reflects its level of service, public visibility, and functional priority. Corresponding condition standards define the minimum acceptable physical and aesthetic state required to support safe, reliable, and cost-effective service delivery.

The table below summarises Council's building hierarchy and the associated condition standards that guide maintenance and renewal priorities across the building portfolio.

Rating	Building Category	Condition Standard
S7	Business operations requiring high public presentation (e.g. Council Admin Building)	Asset to be in good condition operationally and aesthetically.
S6	Business operations requiring acceptable public presentation (e.g. Pools)	Asset to be in good condition operationally and aesthetically acceptable.
S5	Residential dwellings	Asset to be in good condition operationally and aesthetically acceptable.
S4	Functionally focussed asset at utility level (e.g. Depot).	Asset to be in reasonable condition, fully meeting operational requirements.
S3	Public Buildings used on occasions (e.g. Halls, pavilions)	Condition needs to meet minimum operational and aesthetically requirements.
S2	Buildings dormant pending utilisation	Condition needs to meet minimum requirements only.
S1	Buildings dormant pending disposal, demolition, etc.	Condition can be allowed to deteriorate and marginally maintained to meet minimum statutory requirements only.

Table 2 – Building Hierarchy

2.6 Summary of Buildings and Structures

Building Type	Quantity	Class
Administration Building	7	Building
Amenities	36	Building
Changerooms	2	Building
Church	1	Building
Civic Centres/City Halls	2	Building
Clubhouses	5	Building

Clubs/Community Centres	3	Building
Demountables	18	Building
Emergency Services	10	Building
Industrial Building	5	Building
Kiosk	4	Building
Library	2	Building
Sheds	48	Building
Staff Housing	10	Building
Town/Community Hall	4	Building
Bus Shelters	1	Structure
Grandstands	3	Structure
Picnic Shelter/Rotunda	4	Structure
Shade Sail/Shade Cloth	3	Structure

Table 3 Summary of Buildings and Structures

3. Strategic Alignment

3.1 Community Strategic Plan

The Coonamble Shire ***Community Strategic Plan (CSP) 2025–2035*** is the Shire's highest-level strategic document, developed following the 2024 local government elections. It captures the community's long-term vision, goals, and priorities for the next ten years and outlines the strategies required to achieve those aspirations. Developed through extensive community consultation, the CSP reflects the social, economic, environmental, and infrastructure needs of the local community.

The CSP is underpinned by five strategic themes:

- Our Community
- Our Economy
- Our Assets
- Our Country
- Our Leadership

The CSP forms the foundation of NSW's ***Integrated Planning and Reporting (IP&R) Framework***, which ensures that local government planning is transparent, community-driven, and aligned across all levels. The framework includes:

- Community Strategic Plan (CSP) – 10+ year vision owned by the community
- Delivery Program – 4-year Council commitment aligned to the CSP
- Operational Plan – Annual actions and budget
- Resourcing Strategy, which includes:
- Long-Term Financial Plan (LTFP)
- Workforce Management Plan
- Asset Management Strategy & Plans

Asset Management Plans (AMPs) for infrastructure assets, including Building and Other Structures, are developed to ensure the Council can deliver services in line with the CSP goals in a financially and operationally sustainable way.

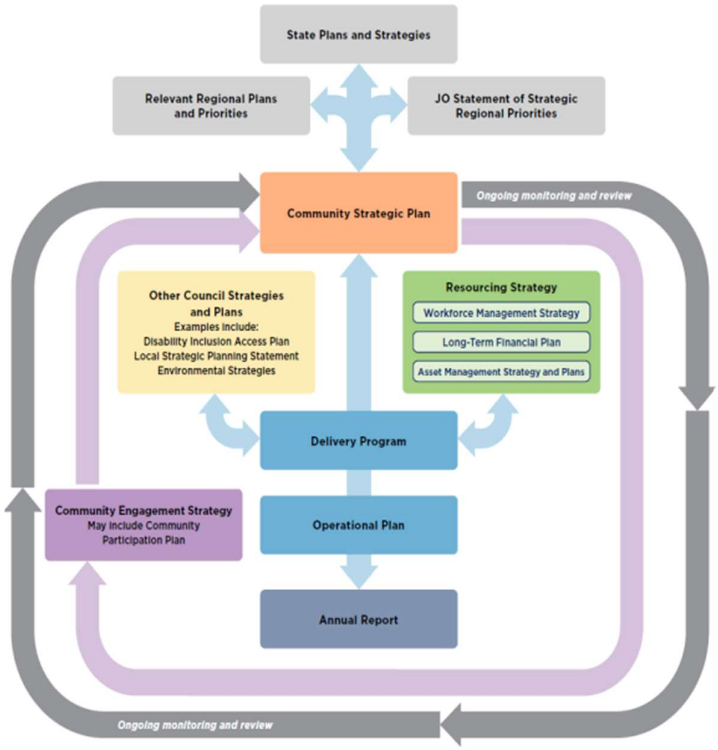

Figure 2 – Integrated Planning and Reporting Framework – NSW

3.2 Strategic Goals and Objectives - CSP

The Building and Other Structures Asset Management Plan supports the Community Strategic Plan (CSP) by ensuring that Council's building assets are safe, accessible, fit for purpose, and maintained to meet community expectations. These assets provide essential spaces for recreation, sport, cultural activities, community services, and social interaction, while contributing to the Shire's identity, economic vitality, and environmental sustainability.

By aligning with the CSP, this AMP guides the prioritisation of investment, effective risk management, and compliance with service standards and legislative requirements. It reinforces Council's commitment to delivering facilities that support community health and wellbeing, foster social connection, and enhance the Shire's liveability and visual amenity.

3.3 Delivery Program (2025-2029) Actions

The Delivery Program translates the long-term vision of the Community Strategic Plan (CSP) into a four-year action plan that directs Council's operations. It defines the specific projects, programs, and service commitments to be delivered within available resources.

For Building and Other Structures, the Delivery Program supports the objectives of this Asset Management Plan by ensuring that maintenance, renewal, and upgrade works are strategically prioritised, adequately funded, and aligned with community needs. It also ensures compliance with legislative requirements and the application of sound asset lifecycle management practices.

The Delivery Program establishes clear performance measures and timelines, enabling Council to monitor, report, and evaluate progress towards achieving agreed service outcomes for its building and other structure assets.

3.4 Operational Plan (2025-26) Actions

The Operational Plan 2025–2026 outlines the specific actions and resource allocations that implement the Delivery Program and advance the broader objectives of the Community Strategic Plan (CSP). The Building and Other Structures Asset Management Plan both informs, and is informed by, the Operational Plan to ensure the effective identification and delivery of priority actions for the management, renewal, and improvement of Council's building and other structure assets.

Key initiatives in the Operational Plan address legislative compliance, consistent service delivery, asset renewal, and environmental sustainability. These actions support the provision of safe, functional, and well-presented facilities, while enabling long-term planning, targeted capital investment, and the promotion of community health, wellbeing, and liveability.

Improvement Opportunity
Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.

3.5 Alignment of CSP, Delivery Program, and Operational Plan (2025-26)

The following table outlines the alignment between the Community Strategic Plan (CSP), Delivery Program, and Operational Plan for 2025–2026 as they relate to Building and Other Structures services. This alignment demonstrates how long-term community aspirations (CSP) are translated into medium-term commitments (Delivery Program) and delivered through specific annual actions and budgets (Operational Plan). By mapping these linkages, Council ensures that the planning, maintenance, and improvement of Building and Other Structures assets remain consistent with community priorities, legislative obligations, and available resources.

Goal		Strategy ID	Strategies	Measures of Success	Delivery Program Actions	Operational Plan Actions (2025–26)	Measure	Council Role
C1: Caring for Community								
Goal 3	We are a safe, secure and supportive community	C1.3	3) Help build and maintain safe, supportive homes and spaces.	Sustain/increase community perception on disaster preparedness.	Ensure we contribute to and plan for disaster preparedness, response and resilience.	Implement Flood Risk Management Plan (2021)'s recommendation and actions Work with agencies for disaster preparation and facility development.	Number of recommendations and actions completed.	Partner Service provider Advocate Facilitator
					Enhance safer regulatory and compliance strategies and operations	Review regulatory and compliance strategies and operations	Compliance with industry best practice standards	
A2: Our utilities								
Goal 9	Our approach to sanitation serves our current and longer-term needs	A2.3	17) Ensure that Building and Other Structures is sufficient to protect infrastructure and health.	Community satisfaction levels in Building and Other Structures Infrastructure and services. Infrastructure renewal ratio achieved. Infrastructure backlog ratio achieve reduction.	Carry out Building and Other Structures Strategic Planning	Complete 30-year Total AMP and LTFP for Coonamble LGA Building and Other Structures.	Coonamble Building and Other Structures 30-year Total AMP and LTFP completed.	Service provider Advocate
A3: Our assets								
Goal 10	Our maintain and improve our natural and built assets to help our families, community, economy and environment thrive.	A3.1	18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics.	Community satisfaction with presentation of streets and public spaces Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection	Successfully represent the interests of our community with regards to rail freight.	Respond and engage where appropriate with the Inland Rail project and other rail infrastructure services and projects to advocate for best outcomes for our community	Number of responses.	Service provider Advocate Facilitator
						Monitor the implementation of the Master Inland Rail Development Agreement (MIRDA)	Monitoring and ongoing dialogue occurring with ARTC regarding MIRDA.	
					Ensure priority measures implemented from the PAMP	Develop and implement annual program of inspections of footpaths and cycleways, aligned to preparation of the annual works program.	Inspection program implemented and monitored.	
OC1: Sustainable Care for Our Country and Community								
Goal 12	We show informed, fair and inclusive care for our country and community.	OC1.1	21) We balance land use interests and minimise risks by following planning framework and regulations.	Planning instruments and planning controls are up to date. Community satisfaction with land use planning framework,		Complete Stage 5 of the Coonamble Flood Levee	Completion of Stage 5	Service provider Advocator
						Draft Development Control Plans to include flood planning area development controls.	DCP adopted by Council	

				and in balance between competing land use interests.		Implement Council's Floodplain Risk Management Study.	Number of recommendations and actions completed	Facilitator
L2: Our Integrity								
Goal 16	We make and implement informed decisions with trustworthiness, integrity and probity.	L2.3	27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.	Number of publications circulated to the community Community satisfaction with communication	Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieve increased community participation in decision-making	Evolve community engagement tools and methods to achieve increased community participation.	Number of initiatives and programs implemented.	Service provider Facilitator
					Maintain compliance with best practice governance standards.	Develop and implement an annual review of governance best practice advice, keeping Council up to date with industry standards	Annual review of governance guidance.	
					Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	Implement annual review of communication strategy to increase engagement and communication with target groups.	Number of engagement and communication to outreach ratio.	

Table 4 - CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Building and Other Structures Services

3.6 Building Maintenance Management Plan 2017–2028

This ten-year plan provides guidance on the maintenance and renewal of Council's building infrastructure, covering over 50 major community facilities including offices, halls, pavilions, and amenities. At the time of planning, the total replacement value of these assets exceeded $28.7 million (General Fund), with an annual maintenance budget of approximately $385,715 (plus a $60,000 allowance for major repairs).

The document highlighted deferred maintenance issues, signaling a growing need for increased investment to address deteriorating facilities and maintain service standards.

Improvement Opportunity
Review and update the Building Maintenance Management Plan 2017–2028 to reflect current operational, regulatory, and asset management requirements.

3.7 Disability Inclusion Action Plan 2017–2019

The Disability Inclusion Action Plan (DIAP) outlines Coonamble Shire Council's commitment to creating an inclusive, accessible, and equitable community. It identifies key priorities and actions to improve accessibility across Council-owned facilities, infrastructure, and services. The plan focuses on:

- **Accessible Infrastructure**: Ensuring Council buildings, amenities, and community facilities meet accessibility standards and enable safe, equitable use for all residents.
- **Inclusive Community Participation**: Supporting initiatives that promote participation in social, cultural, and recreational activities by people with disabilities.
- **Improved Service Delivery**: Embedding accessibility considerations into service planning, customer experience, and decision-making processes.
- **Strategic Alignment**: Integrating accessibility priorities into broader asset management and infrastructure planning to ensure Council assets are designed and maintained to meet diverse community needs.

3.8 Coonamble Shire Masterplan (2020)

Adopted in 2020, this Masterplan sets out a 20-year vision for the built environment across the Shire. It integrates infrastructure planning with tourism and branding initiatives, offering aspirational yet pragmatic guidance on key developments. Prioritised projects include upgrades to the Main Street, visitors' information centre, artesian baths, and streetscape enhancements. Projects were ranked using a transparent scoring system to ensure effective allocation of resources.

3.9 Coonamble Development Design Specifications (January 2022)

This document represents Council's customized version (Version 3.1) of the AUS-SPEC design and construction standards. It includes quality assurance provisions, geometric road design, pavement requirements, structural and bridge design, stormwater and subsurface drainage, erosion controls, cycleway and pathway criteria, as well as bushfire protection. It ensures that all new buildings and related structural works meet rigorous quality, safety, and sustainability benchmarks.

3.10 Coonamble Showground Management Plan

The Showground Management Plan 2018–2019 (Draft) provides the strategic framework for the ongoing management, development, and use of the Coonamble Showground. The Showground is a key open space facility within the Shire, serving as a multi-purpose venue that supports agricultural, recreational, cultural, and community events such as the Coonamble Show, Rodeo and Campdraft, Pony Club, and regional exhibitions. The plan outlines the historical significance of the site, its legislative and management context, and identifies current user groups, facilities, and maintenance responsibilities. It also establishes clear management objectives aimed at preserving the Showground's heritage, improving infrastructure, and ensuring that the site continues to provide safe, accessible, and sustainable community benefit.

Improvement Opportunity
Review and update the Showground Management Plan 2018–2019 to reflect current infrastructure conditions, user needs, compliance requirements, and long-term strategic objectives for the Showground's ongoing management and development.

3.11 Legislative and Regulatory Framework

The management of Building and Other Structures assets within Coonamble Shire Council is governed by a robust framework of state and local legislation, regulations, and policy instruments. These define Council's responsibilities, establish service standards, and set compliance requirements to ensure the delivery of safe, accessible, and environmentally sustainable facilities.

This framework provides Council with the legal authority to manage its building portfolio, safeguards public health and safety, protects environmental values, and ensures alignment with broader land use and infrastructure planning objectives. It also supports cost recovery, transparent performance reporting, and continuous improvement in service delivery.

The key Acts, regulations, and guidelines relevant to the management of Coonamble Shire Council's Building and Other Structures assets are outlined below.

Legislation / Regulation	Description	Relevance to Coonamble Shire Council
Local Government Act 1993 (NSW)	Primary legislation outlining Council's powers, responsibilities, and obligations for managing public assets, including buildings and structures.	Provides authority for the planning, provision, maintenance, and disposal of community and operational buildings.
Environmental Planning and Assessment Act 1979 (NSW)	Establishes the framework for land use planning, development assessment, and building approvals.	Ensures that building works comply with planning controls, zoning, and environmental assessment requirements.
Crown Land Management Act 2016 (NSW)	Governs the management and use of Crown land, including buildings and structures located on Crown reserves.	Guides Council in the sustainable management of building assets situated on Crown land.
Heritage Act 1977 (NSW)	Provides for the conservation of heritage items and places of historical significance.	Ensures that heritage-listed buildings and structures are maintained and altered in accordance with statutory requirements.

Disability Discrimination Act 1992 (Cth) & Disability (Access to Premises – Buildings) Standards 2010	Federal legislation and standards ensuring equitable access to buildings for people with disabilities.	Requires Council buildings to meet accessibility standards in design, construction, and upgrades.
Work Health and Safety Act 2011 (NSW)	Establishes duties to ensure the health and safety of workers, contractors, and the public.	Applies to construction, maintenance, inspection, and operation of building and structural assets.
Protection of the Environment Operations Act 1997 (NSW)	Provides measures for environmental protection, including pollution control and waste management.	Requires building and facility operations to minimise environmental impacts and comply with environmental regulations.
Building Code of Australia (BCA) – National Construction Code	Sets minimum standards for the design, construction, and performance of buildings.	Ensures all new buildings, upgrades, and refurbishments meet national safety, health, amenity, and sustainability requirements.
Local Government (General) Regulation 2021	Supports the Local Government Act with detailed operational and administrative requirements.	Provides procedural guidance for managing building assets, including procurement and contracting.
Australian Standards (AS) relevant to Building Assets	Technical specifications and guidelines for building design, construction, and maintenance.	Ensures quality, safety, and compliance in building asset management.

Table 5 - Legislation – Building and Other Structures Services

3.12 Key External Stakeholders

The management of Building and Other Structures assets relies on the active support and collaboration of a broad range of external stakeholders. These groups provide regulatory oversight, funding, technical expertise, emergency response capability, and environmental protection. Council's facilities are safe, sustainable, and compliant with legislative and community expectations.

Residents and property owners are at the centre of this network as the primary users of these facilities. Their feedback, usage patterns, and reporting of hazards or maintenance issues directly inform service delivery, help identify emerging risks, and guide long-term planning.

Ongoing stakeholder engagement enables Council to align with government policy, secure funding, address environmental and cultural considerations, and deliver projects that reflect the needs and priorities of the Coonamble community.

Key external stakeholders include:

- **Residents and Property Owners** – Primary users of Council buildings and facilities; contribute through regular use, feedback, and reporting of hazards or maintenance needs.
- **NSW Department of Planning, Housing and Infrastructure** – Oversees policy, regulation, and funding programs relevant to public building assets (e.g. Public Spaces Legacy Program).
- **NSW Health** – Regulates public health standards for facilities such as public amenities, community centres, and sporting pavilions.
- **NSW Environment Protection Authority (EPA)** – Ensures compliance with environmental regulations, including waste management, land use impacts, and pollution prevention in and around facilities.

- **Bureau of Meteorology (BoM)** – Provides climate and weather data to inform building design, maintenance planning, and resilience measures against climate risks.
- **Essential Energy / Utility Providers** – Coordinate service corridor access and infrastructure works that may affect building sites and operations.
- **NSW Public Works Advisory** – Provides technical advice, design expertise, and delivery support for major building upgrades, renewals, and emergency works.
- **Office of Open Space and Parklands (within DPE)** – Leads state-wide planning and design initiatives for public spaces that integrate built structures.
- **Private Contractors and Consultants** – Deliver capital works, upgrades, specialist maintenance, and technical assessments.
- **State and Federal Funding Bodies** – Provide grants for infrastructure improvements and service enhancements.
- **Local Aboriginal Land Councils** – Offer cultural heritage input and consultation for projects affecting traditional lands or culturally significant sites.

4. LEVELS OF SERVICE

Coonamble Shire Council owns, operates, and maintains a diverse portfolio of buildings and other structures that support the delivery of essential community services. These include community halls, libraries, sporting facilities, childcare centres, administrative buildings, depots, and other operational assets. The community relies on these facilities to deliver programs and services that enhance social, cultural, recreational, and economic wellbeing.

The purpose of defining Levels of Service (LoS) within this Asset Management Plan is to establish clear, measurable performance standards for the management of Council's building assets. These levels of service are designed to balance community expectations, regulatory compliance, financial sustainability, and operational efficiency.

The levels of service have been informed by:

- Community feedback gathered through the Community Strategic Plan and engagement processes
- Legislative requirements including accessibility, safety, and compliance standards
- The need to maintain service reliability and equitable access to facilities across the Shire
- Council's long-term financial planning and resource capacity

This chapter presents two key categories of Levels of Service:

- **Customer Levels of Service** — focused on how the community experiences Council's buildings and facilities, measured through accessibility, safety, presentation, functionality, and overall satisfaction.
- **Technical Levels of Service** — focused on the internal performance, condition, maintenance, and lifecycle management of Council's buildings and other structures to ensure assets remain fit for purpose and financially sustainable over the long term.

Defining these levels of service ensures that asset planning, maintenance programs, renewal priorities, and funding decisions are aligned with both community needs and Council's strategic objectives. This structured approach provides a foundation for transparent decision-making and helps manage the balance between service quality, cost, and risk for current and future generations.

4.1 Customer Levels of Service

The following tables outline the ***suggested*** Customer Levels of Service for Building and Other Structures in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Indicator	Customer Expectation	Performance Measure	Target
Accessibility & Inclusion	Buildings, amenities, and community facilities are accessible to all, including people with disabilities	Percentage of priority facilities compliant with DDA & Coonamble's Disability Inclusion Action Plan	≥90% by 2030
Safety & Security	Buildings are safe for use by the community and meet all health and safety regulations	Number of safety incidents reported annually	0 safety incidents per year

Availability of Community Facilities	Community facilities (halls, sports pavilions, libraries, etc.) are open and available when required	Percentage of booking requests met	≥95% bookings successfully accommodated
Building Presentation & Aesthetics	Public-facing buildings (libraries, halls, amenities) are maintained to a clean and presentable standard	Annual community satisfaction survey score	≥80% satisfaction
Service Reliability	Key operational buildings (depots, pools, sporting amenities) remain functional and available	Unplanned closures per year	≤2 closures per asset annually

Table 6 – Suggested Customer Levels of Service - Building and Other Structures

4.2 Technical Levels of Service

The following tables outline the ***suggested*** Technical Levels of Building and Other Structures in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Indicator	Technical Requirement	Performance Measure	Target
Building Condition	Maintain all priority buildings (S7 & S6 rated assets) at an acceptable operational and aesthetic standard	Condition Index (1–5 scale)	≥4 ("Good") for high-priority assets
Maintenance Delivery	Deliver planned maintenance programs to reduce backlog and minimise reactive repairs	% of planned vs. reactive maintenance	≥70% planned maintenance
Asset Utilisation	Maximise community usage of facilities while monitoring under-utilised assets	Annual utilisation rates per facility	Target ≥75% utilisation for community halls, sports facilities, and libraries
Compliance & Statutory Standards	Meet all relevant building codes, accessibility, safety, and environmental standards	% of facilities compliant	≥95% compliance
Lifecycle & Renewal Planning	Ensure renewal needs are forecasted and funded through the LTFP and AMP	Percentage of forecast renewal works funded and delivered	≥80% delivery of scheduled renewals

Table 7 – Suggested Technical Levels of Service – Building and Other Structures

Improvement Opportunity
Develop and adopt formal Customer and Technical Levels of Service for Building and Other Structures, integrated into asset management practices and subject to regular review.

4.3 Community Engagement 2022

Coonamble Shire Council undertook extensive community engagement in 2022 as part of the development of its Community Strategic Plan. This process included surveys, drop-in sessions, and other consultation activities designed to capture community views on Council's services and infrastructure. The engagement outcomes provide valuable insights into community expectations and priorities, which are directly relevant to the management of Building and Other Structures.

4.4 Community Feedback

Community engagement provided valuable insights into the community's expectations for Council-owned buildings and other structures. Feedback highlighted the need for improved accessibility, better maintenance, enhanced safety, and more equitable investment across the Shire.

The following key themes and recommendations were identified:

- **Improved Accessibility** – Strong calls to enhance access for people with disabilities, older residents, and families by upgrading ramps, pathways, and signage in line with the **Disability Inclusion Action Plan**.
- **Planned Maintenance and Upgrades** – Concerns were raised about outdated facilities and inconsistent upkeep. The community recommended adopting a **proactive maintenance program** to ensure buildings remain safe, functional, and visually appealing.
- **Flexible and Multipurpose Spaces** – Residents requested more versatile facilities to cater for community events, recreational activities, and social gatherings, suggesting upgrades to existing structures to support diverse uses.
- **Safety and Security** – Feedback indicated issues such as insufficient lighting, poor after-hours security, and the need for more regular safety inspections. Suggested improvements include better lighting, CCTV installation, and structured safety audits.
- **Equity Across the Shire** – Rural communities expressed concern that facilities in smaller villages are receiving less investment than urban Coonamble. A **building utilisation review** was recommended to identify service gaps and ensure more balanced resource allocation.

4.5 Future Direction – Levels of Service

Coonamble Shire Council will focus on delivering building and facility services that are **accessible, safe, and fit for purpose**, while balancing community expectations with available resources.

Future levels of service will prioritise:

- Enhancing **accessibility** in line with the Disability Inclusion Action Plan to ensure equitable access to all Council-owned buildings.
- Implementing a **planned and proactive maintenance program** to improve the quality, functionality, and appearance of facilities while reducing reliance on reactive repairs.
- Upgrading selected facilities to provide **flexible, multipurpose spaces** that can accommodate community, cultural, and recreational needs.
- Strengthening **safety and security measures**, including improved lighting, surveillance where necessary, and regular building safety audits.
- Ensuring **equitable service provision** across the Shire by reviewing facility utilisation and prioritising investments where gaps are identified.

This approach aligns with Council's strategic objectives and responds directly to community priorities, ensuring that future service delivery meets both current and emerging needs.

Improvement Opportunity

- Develop and adopt a proactive level of service framework that enhances accessibility, safety, functionality, and equitable access to all Council-owned buildings.
- Implement a planned maintenance and inspection program to deliver flexible, fit-for-purpose facilities that meet current and emerging community needs.

5. FUTURE DEMAND

Future demand for buildings and other structures in Coonamble Shire is shaped by a combination of demographic, social, environmental, and infrastructure-related factors. As the community's population changes and expectations evolve, Council faces the challenge of balancing service delivery with financial sustainability. Population shifts, accessibility requirements, asset ageing, and the growing focus on climate resilience and sustainability will influence how facilities are planned, upgraded, and maintained into the future.

To respond effectively, Coonamble Shire Council will adopt proactive planning and asset management strategies aimed at improving service quality, ensuring equitable access, and extending the useful life of assets. The following table outlines the demand drivers, projections, and the demand management strategies for Building and Other Structures.

Demand Driver	Projections	Demand Management Strategy
Population Growth & Demographic Shifts	Expected gradual population decline with an ageing community profile in Coonamble Shire.	Prioritise multi-purpose and adaptable building designs to meet diverse and changing community needs.
Community Expectations for Service Quality	Rising expectations for accessible, safe, and modern facilities that support cultural, recreational, and social activities.	Regular engagement with the community to capture needs and integrate feedback into service planning and upgrades.
Accessibility & Inclusion Requirements	Increasing demand for inclusive facilities that comply with Disability Inclusion Action Plan and universal access principles.	Retrofit existing facilities and integrate accessibility standards into all new designs to improve equitable access.
Asset Age & Renewal Needs	Many facilities are ageing, with significant portions reaching or exceeding their useful life within the next 10–15 years.	Implement a structured asset renewal and maintenance program, guided by lifecycle costing and condition data.
Climate Change & Sustainability	Higher risk of extreme weather events and increased focus on energy efficiency, sustainability, and resilience.	Incorporate energy-efficient technologies, water-saving features, and climate-resilient designs into upgrades and new developments.

Table 8 – Demand Drivers, Projections, and Management Strategies – Building and Other Structures

Improvement Opportunity
Develop a long-term Buildings and Other Structures Strategy that proactively manages future demand by aligning asset planning, upgrades, and maintenance with population trends, accessibility needs, climate resilience, and evolving community expectations.

6. LIFECYCLE MANAGEMENT PLAN

6.1 Asset Management Systems

The council currently uses a range of corporate information systems to record and manage asset-related data. These systems are central to the Council's asset management capability, serving as a key platform for informed decision-making, coordination of operations, and performance reporting.

Module	System
Customer Request Management	Practical Plus
Financial/Accounting	Asset Valuer
Records Management	Database – EDMS to be implemented in 21/22
Mapping (GIS)	MapInfo, MapBasic, QGIS, SIX maps
Asset Register	Asset Valuer/ Excel
Mobile Solutions	
Works Management	Practical Plus

Table 9 – Overview of Corporate Systems

It is understood that Council is exploring future options for its asset management system. As part of this process, it is essential to develop a clear implementation roadmap that incorporates any additional functionality currently managed through non-integrated systems or manual processes. This will support greater efficiency, data integrity, and alignment across operational areas.

The lifecycle management plan outlines how Council intends to manage and operate its Building and Other Structures assets to the agreed levels of service, while optimising life cycle costs and ensuring long-term sustainability.

6.2 Asset Useful Lives

The Appendix A summarises the estimated useful lives of Coonamble Shire Council's building and other structures assets, derived from the 2025 valuation data.

6.3 Asset Condition

Asset condition is a key indicator of asset health and functionality. It plays a critical role in estimating remaining useful life and forecasting when assets will require maintenance, renewal, or replacement. Condition data also supports the assessment of service performance and is essential for developing long-term funding scenarios and informing Council's strategic budget planning.

Council acknowledges the need to strengthen its inspection regime for Building and Other Structures assets. However, given that a number of these assets are sub-surface and/or sub-floor (for example building slabs and plumbing), inspections are often difficult, resource-intensive, and costly. As a result, the condition information available is limited. In the absence of a comprehensive inspection program, **Council has used 2025 revaluation data** as the best available source of condition information at both the asset and component levels.

Improvement Opportunity
Develop and implement a condition assessment program for Building and Other Structures assets, with dedicated funding allocated through the Long-Term Financial Plan.

6.4 Condition Rating Table

Coonamble Shire Council's condition grading system aligns with good practice guidance from the International Infrastructure Management Manual (IIMM) and other relevant industry standards. Condition data for Building and Other Structures assets, as recorded in the June 2021 valuation registers, has been used to inform asset renewal modelling and strategic planning.

Asset condition is a key indicator of asset health and performance. It plays a critical role in determining the remaining useful life and forecasting when assets may require maintenance, renewal, or replacement. Condition ratings also provide insight into service performance and are essential for developing long-term financial plans and prioritising investment.

The council applies a standardised 1 to 5 condition rating scale, which is summarised in the table below. This consistent framework supports objective assessment and informed decision-making across the Building and Other Structures networks.

Condition	Description	Characteristics
1	Very Good	Asset is new or very close to as new.
2	Good	Asset is no longer in new condition. Only minor maintenance may be required.
3	Fair/ Average	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues.
4	Poor	Asset requires significant maintenance or replacement of the asset is required
5	Very Poor	Asset is physically unsound, and replacement is required

Table 10 –Condition Rating Scale - Building and Other Structures Assets

6.5 Condition - Building and Other Structures

Building sub-structures show a varied condition profile. Light structures are almost entirely in Very Good condition, while earth and timber sub-structures are mainly in Good to Fair. Concrete and mixed concrete/timber sub-structures show higher proportions in the Poor to Very Poor range, highlighting areas where renewal and strengthening will be required.

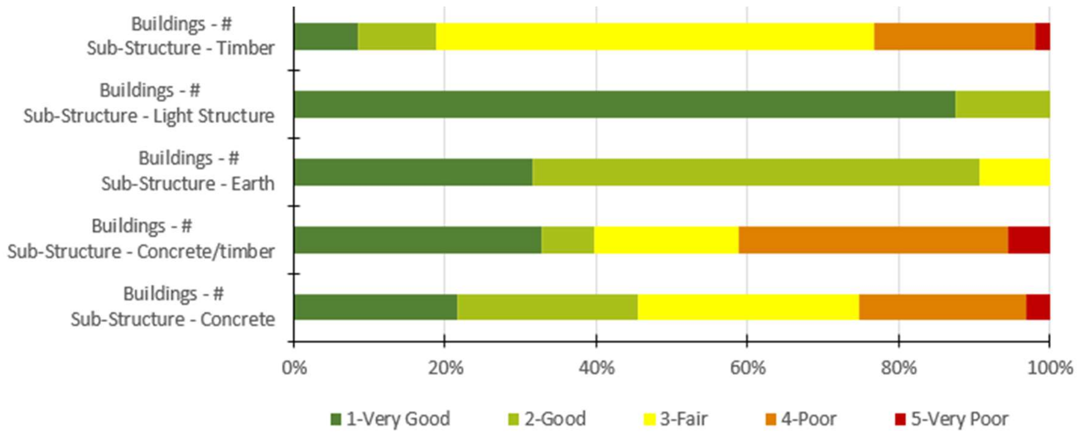

Figure 3 – Condition Profile: Sub Structures

Building structural elements show a wide variation in condition. Concrete structures are largely in *Very Good* condition, while brick, block, fibre cement, timber, and metal cladding structures display significant proportions in the *Fair to Poor* range, with some assets assessed as *Very Poor*. Post-only structures also show high deterioration levels. Overall, this highlights that while some structural types remain sound, a considerable portion of the building stock requires renewal or major maintenance.

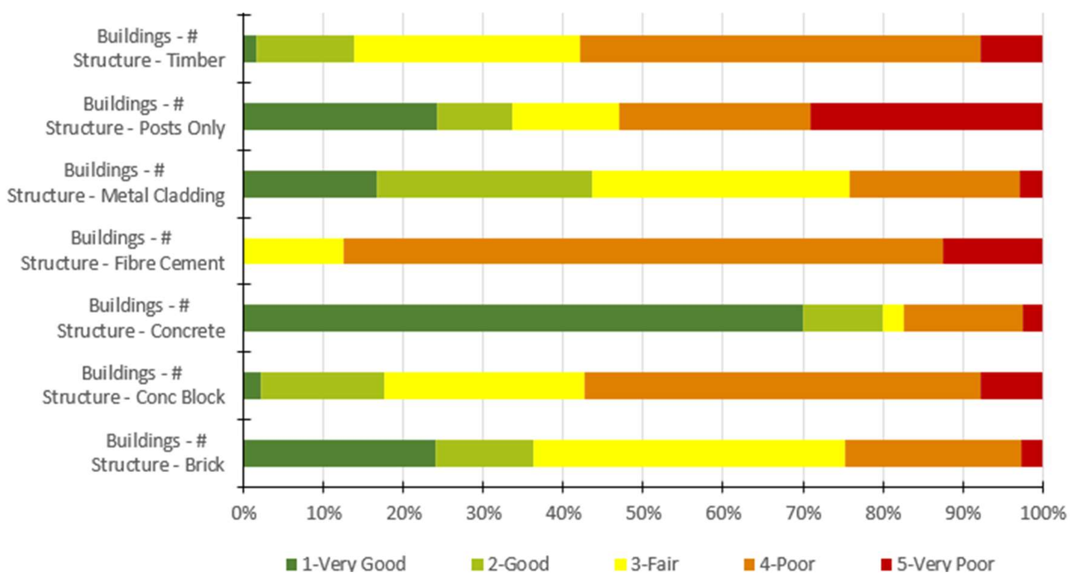

Figure 4 – Condition Profile: Structures

Floor coverings display a mixed condition profile. Floating timber and epoxy-coated finishes are predominantly in Very Good to Good condition, while vinyl, polished, carpet, and ceramic tile coverings show higher proportions in the Fair to Poor range, with some assets rated Very Poor. This highlights the need for targeted renewal programs, particularly for high-use areas with older or worn coverings.

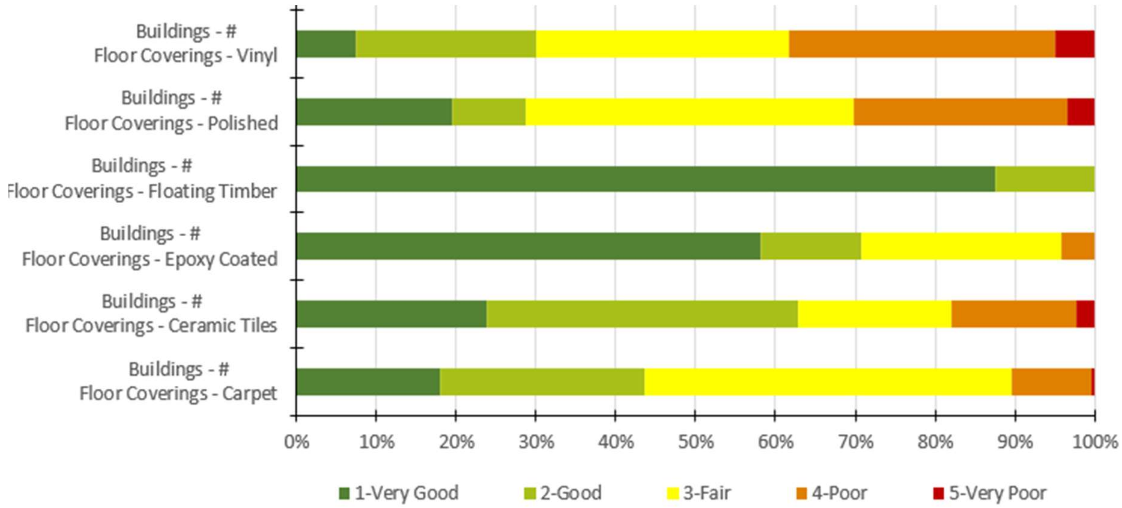

Figure 5 – Condition Profile – Floor Coverings

Fit-out elements show a wide variation in condition. Plasterboard/gyprock is predominantly in Very Good to Good condition, while timber panels and timber VJs are mostly in the Fair to Poor range. Fibre cement and asbestos fit-outs have the poorest profile, with large proportions rated Poor to Very Poor, highlighting significant renewal and risk management priorities in these materials.

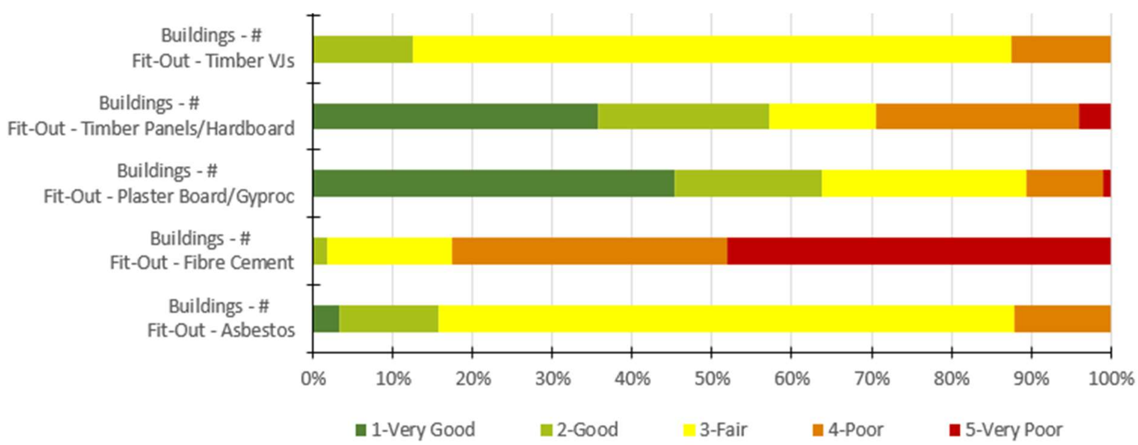

Figure 6 – Condition Profile: Building Fit Outs

Roofing assets vary in performance. Concrete suspended roofs are almost entirely in Very Good to Good condition, reflecting strong durability. Metal decking shows a broader spread, with many assets in the Fair to Poor range and some in Very Poor. Shade clothes present the weakest profile, with the majority rated Poor to Very Poor, highlighting significant renewal requirements.

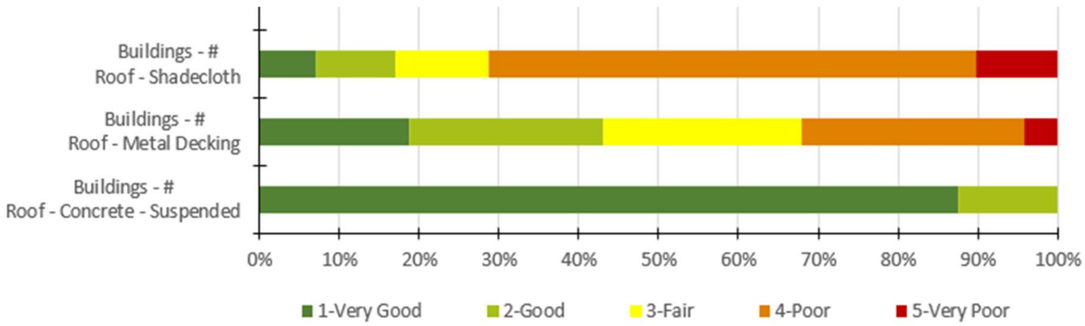

Figure 7 – Condition Profile: Roof

Mechanical services show mixed performance. Split and ducted air conditioning systems are mainly in Good to Fair condition, with some in Very Good. In contrast, wall-mounted units and ventilation systems display higher proportions in the Poor to Very Poor range, highlighting significant renewal and upgrade requirements to maintain service performance.

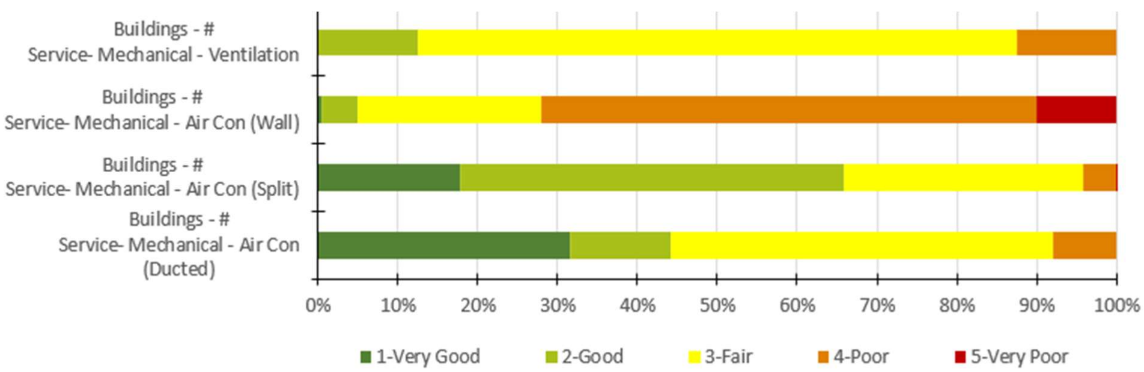

Figure 8 – Condition Profile: Mechanical Services

Fire services are generally in Good to Fair condition. Incorporated fire systems are stronger overall, with a high proportion in Very Good to Good. Non-incorporated systems show more assets in the Fair category, with a small share rated Poor, indicating some targeted renewal requirements.

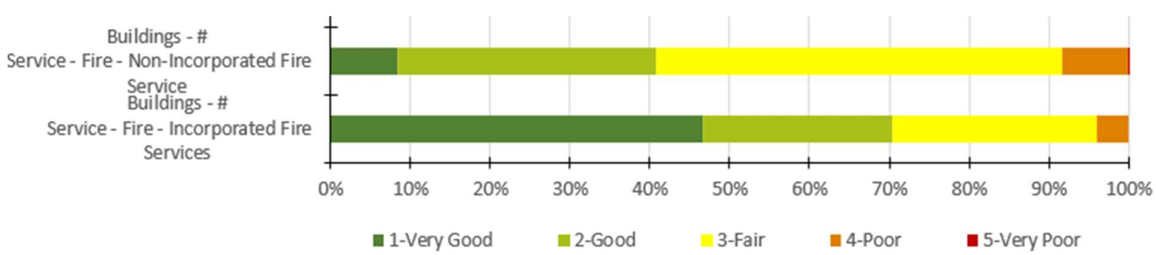

Figure 9 – Condition Profile: Fire Services

Electrical services are spread across all condition categories, with most assets in Good to Fair condition. A smaller proportion are in Very Good condition, while a noticeable share falls into the Poor and Very Poor categories, highlighting areas that will require renewal or upgrade to maintain safety and reliability.

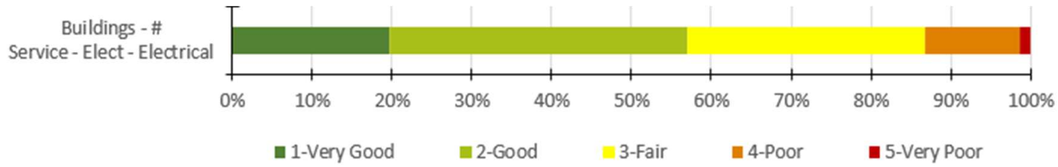

Figure 10 – Condition Profile: Electrical Services

Hydraulic services show mixed performance. Standard hydraulic systems are mostly in Good to Fair condition, with some assets in Very Good. Light structure systems, however, are heavily concentrated in the Fair to Poor range, with a small proportion rated Very Poor. This indicates emerging renewal priorities, particularly for ageing or less robust installations.

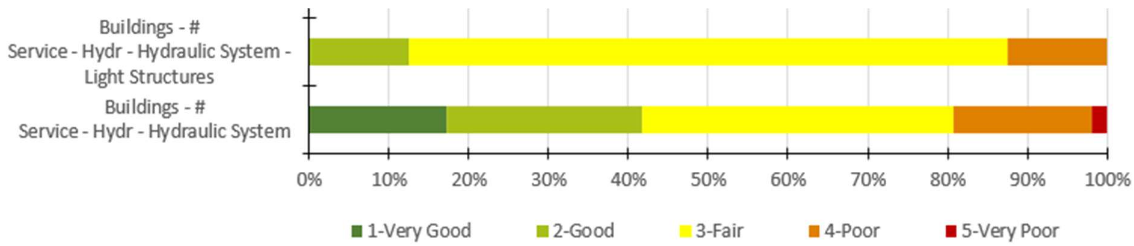

Figure 11 – Condition Profile: Hydraulic Services

Security systems are mostly in Good to Fair condition, supported by a notable proportion in Very Good. A smaller share has been rated as Poor, indicating some targeted renewal or upgrades will be required to maintain reliable performance and coverage.

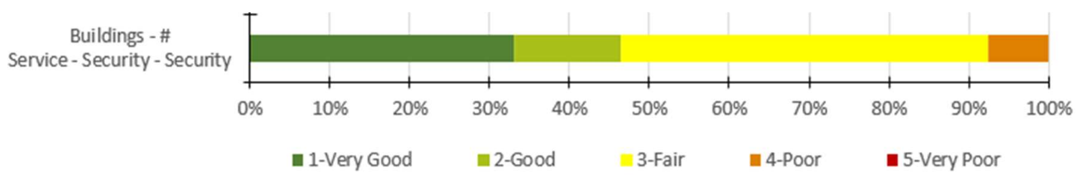

Figure 12 – Condition Profile: Security Services

Saleyard assets, including standard yards and catwalks, are largely in *Good* condition, with a smaller proportion in *Very Good*. A limited share has been assessed as *Fair*, and no assets fall into the *Poor* or *Very Poor* categories, indicating a generally sound and functional asset group with minimal immediate renewal needs.

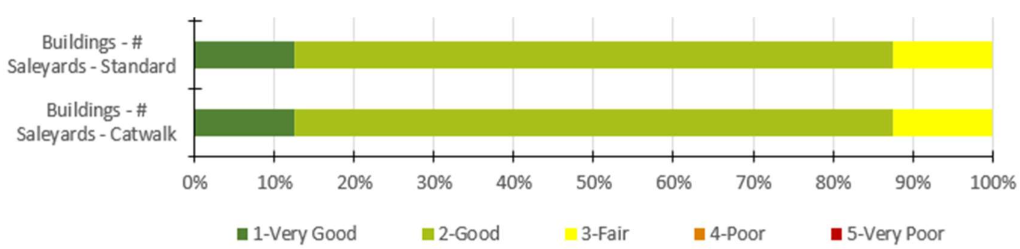

Figure 13 – Condition Profile: Saleyards

Smaller facilities such as wading pools, slides, toys, and freeform pools are mostly in Very Good to Good condition, reflecting strong performance. In contrast, larger swimming pools (25m and 50m) show significant deterioration, with a high proportion rated Fair to Poor and some in Very Poor condition. This highlights major renewal priorities for larger pool assets to ensure safety, compliance, and service continuity.

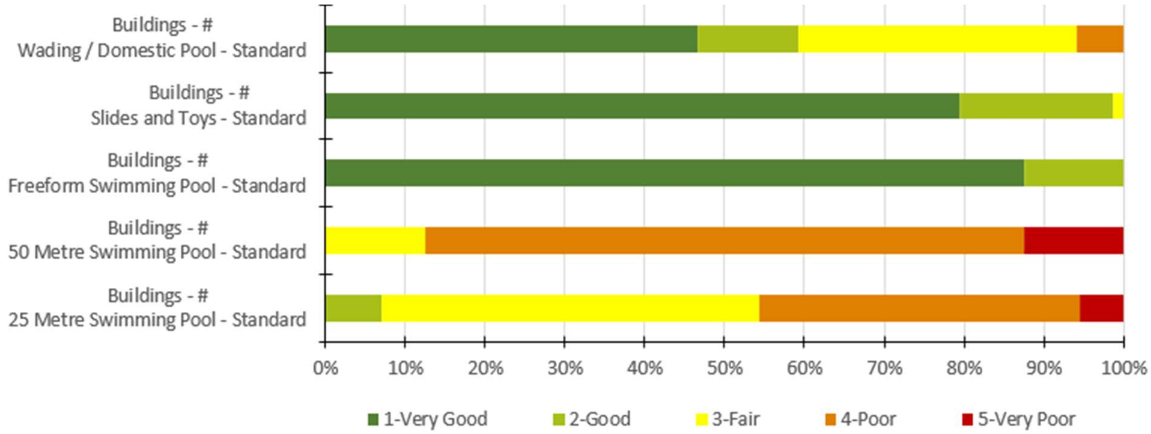

Figure 14 – Condition Profile: Pool Assets

6.6 Overall Buildings & Other Structures Condition Profile

The 2025 valuation data provide a high-level overview of the condition of Council's buildings and other structures. At a broad level, many asset components (such as light structures, plasterboard, concrete roofs, and smaller ancillary facilities) are in Good to Very Good condition. However, several elements display a significant spread into the Fair to Poor range, with some assets in Very Poor condition. These include structural elements (timber, brick, blockwork, and fibre cement), floor coverings (vinyl, carpet, ceramic tiles), fit-outs (fibre cement and asbestos), mechanical and electrical services, and large swimming pools. Such variation reflects the diverse age, material types, and levels of maintenance across the portfolio.

It is important to note that these profiles have been derived from valuation data, which provides only a desktop-level indication of asset condition. Valuation ratings do not capture localised deterioration, service performance issues, or risks such as compliance gaps. To develop a robust and prioritised renewal program, detailed building condition assessments are required. Field-based inspections will provide an accurate picture of building performance, support the identification of high-risk assets, and ensure that renewal and maintenance resources are allocated where they deliver the greatest value and risk reduction.

Improvement Opportunity

Implement a structured asset data collection and management program covering all Building and Other Structures. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.7 Building and Other Structures Assets within Valuation Data

In the 2025 valuation, open space assets were grouped within the broader Buildings and Other Structures category. While this provides a consolidated picture of overall asset value, it limits the ability to distinguish the specific condition, performance, and renewal needs of open space and also building assets regardless of splitting the classes into two individual AMPs.

Separating building and open space assets in future valuations will be critical to improving the accuracy of asset reporting, supporting more targeted renewal planning, and ensuring resources are allocated appropriately. A distinct valuation of open space assets will provide greater transparency, align with best practice asset management, and strengthen long-term financial and service planning.

6.8 Operations and Maintenance Framework

Effective maintenance management is essential to ensure that Council's assets continue to operate safely, efficiently, and in line with community expectations. The maintenance framework defines the different types of maintenance activities undertaken throughout the asset lifecycle, distinguishing between planned and unplanned maintenance.

Planned maintenance includes statutory, preventative, and condition-based activities designed to maintain asset functionality, compliance, and performance, while minimising the risk of unexpected failures. Unplanned maintenance, on the other hand, involves reactive actions required to restore assets following unforeseen breakdowns, incidents, or external events such as storms or vandalism.

The following table outlines the key maintenance categories, sub-categories, and definitions adopted by Council, consistent with industry best practice and as referenced in the Draft Building Management Plan 2018/2019–2028/2029.

Category	Sub-Category	Definition
Planned Maintenance	Statutory Maintenance	Both preventative service maintenance and condition-based maintenance may contain elements of statutory maintenance which is defined as action preformed to provide the minimum level of maintenance to meet legal and other mandatory requirements contained in Commonwealth and State Regulations, Australian Standards and Codes of Practice.
	Preventative Service Maintenance	The actions performed to prevent failure by providing systematic inspection and monitoring to detect and prevent incipient deterioration of failure and includes testing to confirm correct operation.
	Condition Based Maintenance	Corrective maintenance work performed, as a result of significant deterioration or failure, to restore an asset to its required condition standard, The work may be programmed as a result of Condition Assessment or as random additions to the program based on priority.
Unplanned Maintenance	Routine & Breakdown Maintenance	Unplanned and reactive maintenance actions performed to restore an asset to operational condition, as a result of an unforeseen failure.
	Incident Maintenance	Unplanned maintenance actions to restore an asset to an operational or safe condition as a result of property damage resulting from storms, fire, forced entry and vandal damage.

Table 11 – Building Maintenance Framework

Maintenance Plan

The Building Maintenance Plan 2018/2019 – 2028/2029 provides a structured framework for the effective management and preservation of Council's building assets, which include more than 50 facilities such as offices, community halls, residences, amenities, and sporting clubhouses, with an estimated replacement value of approximately $28 million.

The plan highlights the current limitations in maintenance funding—approximately $449,800 per annum—which primarily covers essential costs such as rates, insurance, and reactive maintenance, leaving limited capacity for proactive upkeep or major renewal works. As a result, several buildings have experienced deferred maintenance, creating a growing backlog and the need for increased investment to maintain functionality and compliance.
To address this, the plan introduces a Building Maintenance System that distinguishes between planned maintenance (including statutory, preventative, and condition-based activities) and unplanned maintenance (covering routine, breakdown, and incident responses). This system aims to promote proactive asset care, improve inspection practices, and enable evidence-based prioritisation of works.

The plan also establishes condition assessment categories, maintenance priorities, and building classifications based on function and required standards. These tools support Council in balancing operational needs, community expectations, and financial constraints while progressing towards a more sustainable, long-term approach to asset management.

Overall, the Building Maintenance Plan provides a foundation for improving the condition, safety, and performance of Council's building portfolio, supporting informed decision-making, and ensuring that assets continue to meet service delivery and compliance requirements well into the future.

Maintenance Standards

All maintenance work undertaken is in accordance with Council's standard design guides, standard drawings, and specifications for relevant storm Building and Other Structures assets or, if not, covered by these technical guides, in accordance with standard industry practices. New assets either built or acquire will be accompanied by manufacturer recommendations on maintenance to achieve full utilisation. The asset register becomes a point of truth holding this attribute information.

Inspections

Coonamble Shire Council undertakes irregular inspections of its building and structure assets to ensure they remain safe, functional, and fit for purpose. Inspections form a critical component of the asset management process, supporting condition assessments, identifying maintenance priorities, and informing renewal planning. Regular inspection programs will be developed over the next 12 month period as part of Councils' Asset Management Improvement Strategy.

At present, building inspections are largely reactive, with limited structured programs in place. The Building Maintenance Plan 2018/2019–2028/2029 recognises the need for a comprehensive inspection regime and recommends the development of a long-term, risk-based inspection and maintenance framework. This framework will enable Council to systematically monitor asset condition, plan maintenance interventions, and ensure compliance with statutory requirements.

Future inspections will be structured under the following categories consistent with the Building Maintenance Plan:

- Statutory Maintenance: Activities required to meet legal and regulatory obligations, including those specified in Australian Standards, Building Codes, and safety regulations.
- Preventative Service Maintenance: Regular inspections and testing designed to detect and prevent early signs of deterioration, ensuring buildings continue to operate safely and efficiently.
- Condition-Based Maintenance: Inspections that assess the physical condition of assets to determine when corrective action or renewal is required, based on condition data or observed performance.
- Unplanned Maintenance (Reactive): Inspections and repairs arising from unforeseen failures, incidents, or damage events such as storms, fire, vandalism, or structural failure.

Inspection frequencies and standards will be aligned with each building's hierarchy rating (S1–S7) and functional role, ensuring that high-use, high-visibility buildings such as the Council Administration Building and community facilities receive more frequent and detailed inspections, while low-use or dormant assets are inspected less frequently.

To improve consistency and data quality, Council intends to:

- Develop and implement a formal building inspection schedule and associated maintenance program.
- Establish clear inspection procedures and training for staff and contractors.
- Introduce a centralised system to record, monitor, and analyse inspection data.
- Use condition data to prioritise renewal and maintenance funding through the Long-Term Financial Plan.

The implementation of this structured inspection program will ensure Council's buildings and structures are maintained in a safe, compliant, and cost-effective manner, while supporting informed decision-making and sustainable long-term asset management.

Improvement Opportunity

- Develop a structured building inspection and maintenance program covering all Council-owned buildings and structures, including defined inspection frequencies and methods based on building hierarchy, risk, and usage.

- Establish a centralised inspection data management system to record, track, and analyse building condition, compliance, and maintenance information, enabling evidence-based decision-making and renewal planning.

- Develop and implement formal inspection procedures and training for Council staff and contractors to ensure inspections are conducted consistently, accurately, and in line with statutory and safety standards.

- Integrate inspection outcomes into the Long-Term Financial Plan (LTFP) to ensure renewal and maintenance funding priorities are aligned with actual asset condition and performance trends.

10-Year Operational Expenditure (OPEX) Summary

The table below presents the forecast operational expenditure for Coonamble Shire Council's Buildings and Structures asset portfolio over the 10-year planning period. The data reflects projected annual costs associated with the operation, repair, and maintenance of key community facilities, including libraries, museums, public halls, and swimming pools.

Operational expenditure forecasts are currently available for the first four years (2025/26–2028/29), based on existing budgets and known maintenance requirements. The remaining six years of the planning horizon (red text), and future projections are estimates only and will need to be developed through Council's annual budget process and Long-Term Financial Plan (LTFP) and are therefore subject to change.

These figures primarily capture routine and reactive maintenance activities necessary to ensure the continued functionality, safety, and presentation of community buildings. As Council's asset management practices mature, future OPEX forecasts will be refined to include preventative maintenance programs, lifecycle-based costing, and improved data integration from inspection schedules and condition assessments.

Financial Year	Repairs & Maintenance - Libraries	Operations & Maintenance - Museum	Repairs & Maintenance - Public Halls	Repairs & Maintenance - Swimming Pools	Total
2025/26	$16,800	$16,530	$17,500	$205,855	$256,685
2026/27	$16,610	$16,950	$17,940	$211,010	$262,510
2027/28	$16,610	$17,380	$18,390	$216,290	$268,670
2028/29	$17,030	$17,820	$18,850	$221,700	$275,400
2029/30	$17,200	$17,998	$19,039	$223,917	$278,154
2030/31	$17,372	$18,178	$19,229	$226,156	$280,936
2031/32	$17,546	$18,360	$19,421	$228,418	$283,745
2032/33	$17,721	$18,544	$19,615	$230,702	$286,582
2033/34	$17,899	$18,729	$19,812	$233,009	$289,448
2034/35	$18,078	$18,916	$20,010	$235,339	$292,343
2035/36	$18,258	$19,105	$20,210	$237,692	$295,266
Total	$191,125	$198,511	$210,015	$2,470,088	$3,069,739

Table 12 – 10-Year Operational Budget - Buildings & Structures

Improvement Opportunity

- Develop a full 10-year operational expenditure forecast for all building and structure asset categories, extending beyond the current four-year budget horizon to align with Long-Term Financial Plan (LTFP) requirements.
- Establish dedicated operational budgets for all major building asset groups (e.g., libraries, halls, pools, and museums) to ensure ongoing maintenance funding supports asset functionality, safety, and presentation.
- Integrate preventative and planned maintenance programs into future OPEX forecasts to reduce reliance on reactive maintenance and improve long-term cost efficiency and asset performance.

6.9 Capital Works (Renewal, New, and Upgrade)

Capital works for buildings and structures include renewal, upgrade, and new (acquisition) projects. Each category plays an important role in ensuring that Council's building assets continue to provide safe, functional, and sustainable spaces for the community, staff, and service delivery.

Renewal
Renewal works involve major activities to restore, rehabilitate, or replace existing buildings and structures so they can continue to meet operational and community needs without significantly increasing capacity. These projects address asset deterioration, extend useful life, and maintain agreed service levels in a cost-effective manner.

Examples of renewal works include roof replacement, structural rehabilitation, refurbishment of building interiors, re-painting, or replacement of essential services such as electrical, plumbing, and HVAC systems.

Upgrade / Expansion
Upgrade or expansion works improve existing buildings beyond their original design capacity or functionality. These works are typically undertaken to enhance safety, accessibility, energy efficiency, or compliance with current building codes and community expectations.

Examples include accessibility upgrades, installation of energy-efficient lighting, expansion of community facilities, or improvements to meet Building Code of Australia (BCA) and Disability Discrimination Act (DDA) standards. While upgrades improve service outcomes and community satisfaction, they can also increase ongoing operational and maintenance costs.

New (Acquisition)
New buildings or structures are constructed or acquired to provide new or expanded services, accommodate population growth, or replace obsolete facilities that can no longer meet operational or community needs. These assets increase the overall size and complexity of the building portfolio, introducing additional lifecycle cost obligations for operation, maintenance, renewal, and disposal.

Renewal Strategy

Coonamble Shire Council plans and delivers renewal and replacement projects for its building and structure assets to maintain safety, functionality, and compliance with statutory and community expectations. The renewal strategy is guided by the following principles:

- **Planned and prioritised investment:** Renewal projects are planned and scheduled to achieve service objectives efficiently and cost-effectively.
- **Comprehensive project scoping:** Each project identifies:
  - The service deficiency, associated risks, and optimum timing for renewal.
  - Project objectives and the most suitable renewal or replacement solution.
  - A range of options and lifecycle cost assessments, evaluated against organisational criteria to determine the preferred solution.
- **Optimised renewal methods:** Where possible, cost-effective renewal techniques (such as targeted refurbishment) will be used to extend asset life and minimise expenditure.
- **Risk-based prioritisation:** A building risk register will be maintained to monitor Very High and High risks associated with safety, compliance, or service continuity.
- **Capability and workforce development:** Council will continue to build internal capability through

training and contractor engagement to support building renewal and maintenance activities.

- **Asset criticality and hierarchy:** Renewal priorities will be guided by the Building hierarchy, which defines performance and condition standards for each building category.
- **Value for money:** Renewal decisions will aim to deliver the best value for resources, balancing cost, risk, and service outcomes.

As a general principle, the frequency and cost of maintenance and repairs inform the optimal timing for renewal investment. Each maintenance activity provides insight into asset deterioration, enabling prediction of the most cost-effective renewal time that minimises lifecycle costs while maintaining service performance.

Renewal Standards

All building renewal works are delivered in accordance with relevant Australian Standards, the Building Code of Australia (BCA), and Council's Building Maintenance Plan (2018–2029). These standards ensure that renewed assets meet safety, durability, and operational performance expectations.

Design and construction of renewal works are undertaken by suitably qualified and experienced practitioners, ensuring compliance with statutory requirements, building regulations, and occupational health and safety standards. Renewal works also consider environmental sustainability, energy efficiency, and accessibility improvements where practicable.

Renewal Modeling

Renewal modelling has been undertaken to estimate the long-term investment required to maintain Coonamble Shire Council's building and structure assets at acceptable service levels over the next 10 years. The modelling is based on 2025 valuation data and the latest asset information, providing reliable insights into asset condition, replacement cost, and renewal demand.

The model identifies when assets are likely to reach the end of their useful lives and estimates the renewal expenditure required to sustain service levels and prevent functional or safety failure. Renewal timing is determined by condition profiles, building hierarchy, and identified risk levels.

As condition assessment programs and data collection improve, the renewal forecasts will be refined to increase accuracy and optimise investment timing.

Key assumptions used in the modelling include:

- Renewal costs are based on the latest asset register and valuation data.
- Asset condition data and financial information are considered accurate for current planning purposes.
- Renewal intervention occurs before assets fall into "very poor" condition.
- Useful lives reflect Council's adopted standards for building and structure assets.
- Forecasts are presented in current dollar values (no escalation applied).
- No major increase in total building floor area is assumed during the 10-year period.
- Service levels are based on current performance and may be adjusted as community expectations or regulatory standards evolve.

10 Year Renewal Forecast – Building & Structures

The table below presents the forecast renewal expenditure for Coonamble Shire Council's Buildings and Structures asset portfolio over the next 10 years. The forecast identifies the anticipated investment required to maintain the functionality, safety, and service performance of Council's building assets, including community facilities, administrative buildings, saleyards, and swimming pools. This forecast is based on 2025 valuation data, incorporating current asset condition, useful life estimates, and replacement costs. It highlights both the existing renewal backlog ($4.31 million) and the projected renewal demand of approximately $15.88 million over the 10-year planning horizon.

The largest funding needs are associated with building structures, pools, roofs, and mechanical services, which collectively account for the majority of the forecast renewal expenditure. These assets are critical to maintaining safe and functional community infrastructure and ensuring compliance with statutory and operational requirements. This renewal forecast provides a key input to Council's Long-Term Financial Plan (LTFP) and supports the prioritisation of capital works programs. As asset condition data and maintenance practices continue to improve, renewal forecasts will be refined to optimise investment timing, extend asset life, and achieve best value for money.

Asset Type	Backlog	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Structure	$1,100,729	$24,563	$163,106	$498,214	$174,999	$93,557	$156,315	$27,242	$530,978	$24,014	$49,112	$2,842,829
Sub-Structure	$365,376	$0	$78,300	$37,000	$93,612	$0	$11,110	$0	$69,700	$22,766	$0	$677,863
Roof	$912,506	$0	$97,409	$59,000	$136,523	$0	$28,653	$0	$115,600	$19,920	$27,655	$1,397,266
Floor Coverings	$61,668	$0	$11,750	$7,000	$0	$68,750	$0	$0	$0	$0	$175,995	$325,163
Fit-Out	$310,942	$1,104,396	$682,499	$696,063	$602,188	$825,182	$73,798	$281,880	$86,452	$127,483	$0	$4,790,883
Service-Mechanical	$20,295	$38,706	$54,896	$6,000	$0	$0	$0	$0	$0	$0	$1,833	$121,730
Service-Fire	$711	$8,602	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,313
Service-Electrical	$117,810	$38,706	$20,606	$23,000	$43,789	$0	$15,788	$0	$40,800	$2,846	$17,592	$320,936
Service-Hydr	$245,148	$38,094	$200,427	$122,862	$16,594	$0	$30,043	$0	$16,594	$0	$0	$669,762
Service-Security	$0	$0	$0	$12,000	$0	$0	$0	$0	$0	$0	$0	$12,000
Saleyards	$1,171,911	$100,000	$197,747	$1,245,000	$156,732	$127,635	$1,390,213	$118,261	$0	$0	$0	$4,507,499
Pools	$0	$50,000	$50,000	$50,000	$0	$0	$0	$0	$0	$0	$0	$150,000
Planning	$0	$50,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$50,000
Total	$4,307,096	$1,453,067	$1,556,739	$2,756,139	$1,224,437	$1,115,124	$1,705,920	$427,383	$860,124	$197,028	$272,187	$15,875,244

Table 13 – 10-Year Renewal Forecast - Buildings & Structures

Asset Acquisition (New) and Upgrade – Buildings & Structures

Coonamble Shire Council continues to invest in new and upgraded building and structure assets to ensure its facilities remain safe, functional, and capable of meeting the community's evolving needs. These investments support the delivery of essential services, enhance public amenity, and promote sustainable community development.

Asset acquisition (new works) typically occurs when new facilities are required to meet community demand, replace obsolete infrastructure, or support service growth. Examples include the construction of new community buildings, amenities blocks, recreational facilities, or extensions to existing structures to accommodate expanded service delivery.

Upgrade works are undertaken when existing assets no longer meet operational, safety, or compliance standards. These projects may include accessibility improvements to meet Disability Discrimination Act (DDA) requirements, installation of energy-efficient systems, structural strengthening, refurbishment of public buildings, or upgrades to essential services such as electrical, fire, or mechanical systems.

While Council's building portfolio is largely established, investment in new and upgraded assets remains essential to:

- Enhance building functionality, safety, and presentation.
- Address evolving community service and accessibility requirements.
- Comply with modern building codes, sustainability, and safety standards.
- Improve energy efficiency and reduce operating costs.
- Support the long-term sustainability and resilience of Council facilities.

These projects are identified through Council's capital works planning process, supported by condition data, service planning, and community feedback. Funding is prioritised through the Long-Term Financial Plan (LTFP) to ensure that renewal, upgrade, and new works are delivered sustainably and aligned with Council's strategic and operational objectives.

10 -Year Asset Renewal, New, and Upgrade Budget Summary

The table below outlines the forecast capital investment for Coonamble Shire Council's Buildings and Structures assets over the 10-year planning horizon (2026/27–2035/36). It includes renewal, upgrade, and new works programs aimed at maintaining service delivery, improving asset performance, and meeting emerging community and operational needs.

The forecast identifies a total planned investment of approximately $11.6 million, incorporating:

- Renewal works to maintain existing facilities in safe and functional condition, including operational buildings, public pools, saleyards, and residential premises.
- Upgrade projects to enhance asset functionality, safety, and compliance—such as depot improvements, aerodrome fencing upgrades, library improvements, and truck wash facilities.
- New works to expand Council's asset base, including strategic developments such as the Artesian Bathing Experience, Coonamble Waste Depot Training Facility, and Yarran Street Residential Subdivision.

This program balances investment across essential community, recreational, and operational facilities, reflecting Council's commitment to ensuring long-term sustainability and service reliability. Projects have been prioritised based on asset condition, community needs, compliance requirements, and available funding. Note that program and figures in red text will require external funding.

The 10-year capital works plan provides the foundation for integrating asset renewal and upgrade needs with Council's Long-Term Financial Plan (LTFP), ensuring that capital expenditure is strategically aligned with available resources and community priorities. The items in this program are proposed and subject to available funding.

Type	Program	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Renewal	Coonamble Saleyards - Renewal of facilities	$50,000	$50,000	$50,000	$0	$0	$0	$0	$0	$0	$0	$150,000
	Joint sealing - Coonamble Swimming Pool	$0	$0	$85,000	$0	$0	$0	$0	$85,000	$0	$0	$170,000
	Joint sealing - Gulargambone Swimming Pool	$0	$0	$0	$0	$0	$0	$27,242	$0	$0	$0	$27,242
	Joint sealing - Quambone Swimming Pool	$0	$0	$0	$0	$27,242	$0	$0	$0	$0	$0	$27,242
	Museum - Project Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Painting of canteen building In and out - Coonamble Sportsground	$0	$0	$0	$0	$0	$67,950	$0	$0	$0	$0	$67,950
	pipework leaks repairs - Gulargambone Swimming Pool	$0	$0	$35,862	$0	$0	$0	$0	$0	$0	$0	$35,862
	pipework leaks repairs - Quambone Swimming Pool	$0	$12,890	$0	$0	$0	$0	$0	$0	$0	$0	$12,890
	Public Pools - Capital Renewal / Upgrade Program	$100,000	$100,000	$1,245,000	$0	$0	$0	$0	$0	$0	$0	$1,445,000
	Refurb old changerooms - Coonamble Sportsground	$0	$0	$0	$0	$0	$0	$0	$0	$85,960	$0	$85,960
	Refurbish toilets - Quambone Sportsground	$0	$0	$26,514	$0	$0	$0	$0	$0	$0	$0	$26,514
	Refurbishment of clubhouse - Tennis Courts - Coonamble	$0	$0	$162,589	$0	$0	$0	$0	$0	$0	$0	$162,589
	Renew all underground pipework - Coonamble Swimming Pool	$16,594	$16,594	$0	$16,594	$0	$16,594	$0	$16,594	$0	$0	$82,970
	Renew concrete concourse - Coonamble Swimming Pool	$24,563	$24,563	$0	$24,563	$0	$24,563	$0	$24,563	$0	$0	$122,815
	Renew lane ropes - Coonamble Swimming Pool	$0	$0	$12,631	$0	$0	$0	$0	$0	$12,631	$0	$25,262
	Renew lane ropes - Gulargambone Swimming Pool	$0	$0	$12,583	$0	$0	$0	$0	$0	$0	$0	$12,583
	Renew pool covers - Coonamble Swimming Pool	$0	$0	$0	$0	$38,450	$0	$0	$0	$0	$0	$38,450

	Renew pool covers - Gulargambone Swimming Pool	$0	$0	$0	$24,580	$0	$0	$0	$0	$0	$0	$24,580
	Renovations / Repairs - Residential Premises	$40,000	$60,000	$40,000	$0	$0	$0	$0	$0	$0	$0	$140,000
	repainting - Coonamble Swimming Pool	$0	$0	$101,000	$0	$0	$0	$0	$101,000	$0	$0	$202,000
	repainting - Gulargambone Swimming Pool	$0	$0	$0	$0	$0	$0	$0	$89,650	$0	$0	$89,650
	repainting - Quambone Swimming Pool	$0	$0	$0	$0	$0	$89,650	$0	$0	$0	$0	$89,650
	Repairs and painting of floor - Coonamble Depot Workshop	$0	$0	$0	$0	$68,750	$0	$0	$0	$0	$0	$68,750
	Sandblasting - Coonamble Swimming Pool	$0	$0	$89,000	$0	$0	$0	$0	$89,000	$0	$0	$178,000
	Specific Works - Operational Buildings	$110,000	$110,000	$110,000	$0	$0	$0	$0	$0	$0	$0	$330,000
	Stable renovations - Coonamble Showground	$0	$0	$27,540	$0	$0	$0	$27,540	$0	$0	$0	$55,080
	Structure - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$49,112	$49,112
	Sub-Structure - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Roof - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$27,655	$27,655
	Floor Coverings - Other CAPEX Works	$0	$0	$0	$15,000	$0	$0	$0	$0	$0	$175,995	$190,995
	Fit-Out - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Service-Mechanical - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,833	$1,833
	Service-Fire - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Service-Electrical - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$17,592	$17,592
	Service-Hydr - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Service-Security - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Saleyards - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Pools - Other CAPEX Works	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Storage internal sheds - Gulargambone Depot Workshop	$26,854	$0	$0	$0	$0	$0	$0	$0	$0	$0	$26,854
New	Coonamble Waste Depot - Training Facility and Carpark	$0	$0	$350,000	$0	$0	$0	$0	$0	$0	$0	$350,000
	Housing Development - Planning & Establishment Costs	$50,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$50,000
	Residential Development Yarran St - Establish Subdivision	$250,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$250,000
	New grandstands - Coonamble Showgrounds	$0	$37,865	$0	$0	$27,865	$0	$0	$27,865	$0	$0	$93,595
	New Show Arena Office - Coonamble Showgrounds	$0	$26,478	$0	$0	$0	$0	$0	$0	$0	$0	$26,478
	Toilet / Shower block - Primary Camp Grounds - Coonamble	$0	$86,620	$0	$0	$0	$0	$0	$0	$0	$0	$86,620
	New Grandstands - Coonamble Sportsground	$0	$0	$27,586	$0	$0	$0	$0	$27,586	$0	$0	$55,172
	New Grandstands - Coonamble Showgrounds	$0	$23,560	$0	$0	$0	$0	$23,560	$0	$0	$0	$47,120
	Canteen/storage for netball - Smith Park Coonamble	$0	$0	$0	$0	$0	$116,950	$0	$0	$0	$0	$116,950

	New toilet block - Smith Park Coonamble	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	New works shed - Coonamble Depot	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Undercover storage for plant - Coonamble Depot	$0	$60,000	$0	$0	$0	$0	$0	$0	$56,914	$0	$116,914
	Female change facilities - Coonamble Depot	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Undercover storage for plant - Gulargambone Depot	$0	$0	$0	$59,781	$0	$0	$0	$0	$0	$0	$59,781
	Office for ARO - Coonamble Aerodrome	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	New toilet block - Smith Park Coonamble	$0	$185,900	$0	$0	$0	$0	$0	$0	$0	$0	$185,900
	Construct New Hangars for lease/Sale - Coonamble Aerodrome	$0	$0	$0	$340,000	$0	$0	$0	$340,000	$0	$0	$680,000
Upgrades	Works Depot Improvements	$301,100	$380,000	$235,800	$0	$0	$0	$0	$0	$0	$0	$916,900
	Library LSP Grant Funds - Upgrades	$0	$40,000	$0	$0	$0	$0	$0	$0	$0	$0	$40,000
	Aerodrome - Fencing Upgrade (Exclusion fence)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Truck wash Upgrades	$21,500	$58,600	$87,000	$0	$0	$0	$0	$0	$0	$0	$167,100
	Upgrade terminal - Coonamble Aerodrome	$0	$0	$0	$0	$783,659	$0	$0	$0	$0	$0	$783,659
	Upgrade toilets - Coonamble Aerodrome	$69,740	$0	$0	$0	$0	$0	$0	$0	$0	$0	$69,740
	Storage shed for plant - Coonamble Aerodrome	$0	$90,000	$0	$0	$0	$0	$0	$0	$0	$0	$90,000
	Upgrade mealroom - Coonamble Depot	$46,358	$0	$0	$0	$0	$0	$0	$0	$0	$0	$46,358
	Upgrade toilets - Coonamble Depot	$69,857	$0	$0	$0	$0	$0	$0	$0	$0	$0	$69,857
	Storage areas - Coonamble Depot	$0	$0	$85,620	$0	$0	$0	$0	$0	$0	$0	$85,620
	Office upgrades - Coonamble Depot	$0	$0	$0	$0	$0	$0	$57,986	$0	$0	$0	$57,986
	Upgrades to store area (New building) - Coonamble Depot	$0	$0	$0	$451,262	$0	$0	$0	$0	$0	$0	$451,262
	Improve amenity of meeting room - Jane Cant Park	$0	$30,000	$0	$0	$0	$0	$0	$0	$0	$0	$30,000
	Upgrade canteen - Coonamble Pool	$0	$54,890	$0	$0	$0	$0	$0	$0	$0	$0	$54,890
	Upgrade changerooms/toilets - Coonamble Pool	$0	$0	$0	$0	$0	$145,213	$0	$0	$0	$0	$145,213
	Upgrade entrance - Coonamble Pool	$0	$53,780	$0	$0	$0	$0	$0	$0	$0	$0	$53,780
	Upgrade upper level rooms - Coonamble Pool	$0	$0	$0	$0	$127,635	$0	$0	$0	$0	$0	$127,635
	Upgrade filtration to 3 individual systems - Coonamble Pool	$0	$0	$0	$0	$0	$1,245,000	$0	$0	$0	$0	$1,245,000
	Upgrade chemical dosing system - Coonamble Pool	$0	$0	$0	$31,331	$0	$0	$0	$0	$0	$0	$31,331
	Upgrade toilets/showers - Coonamble Showground	$41,523	$0	$0	$0	$41,523	$0	$0	$0	$41,524	$0	$124,570
	Upgrade sewer pump station - Coonamble Showground	$0	$55,000	$0	$0	$0	$0	$0	$0	$0	$0	$55,000
	Replace toilet - Gulargambone Highway Park	$127,582	$0	$0	$0	$0	$0	$0	$0	$0	$0	$127,582

	Replace toilet - Gulargambone Highway Park	$0	$0	$0	$135,925	$0	$0	$0	$0	$0	$0	$135,925
	Upgrade chemical dosing system - Gulargambone Pool	$0	$0	$0	$0	$0	$0	$31,331	$0	$0	$0	$31,331
	Toilets/chanmgerooms upgrades - Gulargambone Sportsground	$86,452	$0	$0	$0	$0	$0	$0	$0	$0	$0	$86,452
	New Changerooms/canteen - Gulargambone Sportsground	$0	$0	$0	$0	$0	$0	$0	$86,452	$0	$0	$86,452
	replace toilets/changerooms - Quambone Pool	$0	$0	$0	$125,401	$0	$0	$0	$0	$0	$0	$125,401
	Replace chemical shed - Quambone Pool	$0	$0	$0	$0	$0	$0	$86,930	$0	$0	$0	$86,930
	upgrade toilets and showers - Quambone Sportsground	$0	$0	$0	$0	$0	$0	$196,354	$0	$0	$0	$196,354
Total		$1,432,123	$1,556,740	$2,783,725	$1,224,437	$1,115,124	$1,705,920	$450,943	$887,710	$197,029	$272,187	$11,625,938

Table 14 – 10-Year Renewal, New & Upgrade Budget - Buildings & Structures

Improvement Opportunity
Develop a complete 10-year capital works forecast for the Buildings & Structures asset portfolio, extending beyond the current four-year funding horizon.

6.10 Disposal Plan

Disposal refers to any activity associated with the decommissioning, demolition, removal, sale, relocation, or financial write-off of a building or structure that is no longer required, safe, or economically viable to maintain. Although the disposal of buildings and structures occurs less frequently than maintenance or renewal activities, it remains an essential part of the asset lifecycle. Strategic disposal ensures that Council's asset portfolio remains sustainable, cost-effective, and aligned with community service needs.

Long Asset Lives and Strategic Disposal

Most of Council's buildings and structures, including community facilities, operational buildings, recreational amenities, and heritage structures, have long service lives, often extending 40–80 years. As a result, disposal typically occurs under specific circumstances, including:

- When a building has reached the end of its useful life, and renewal or reconstruction is more cost-effective than ongoing maintenance.
- As part of capital renewal or upgrade programs, where obsolete or non-compliant structures are replaced or redeveloped.
- When a facility becomes surplus to requirements due to changes in service delivery, community demand, or operational priorities.
- When an asset no longer meets safety, accessibility, or environmental compliance standards and cannot be economically upgraded.
- When a building is damaged beyond repair following a natural disaster, fire, or other external event.

Prior to disposal, each asset is assessed through a structured process that considers condition, functionality, risk, heritage value, and whole-of-life cost implications. Any new capital project should also assess the future disposal requirements of the existing assets it replaces, including site rehabilitation, decommissioning costs, and financial write-off or reclassification within Council's asset register.

Council's approach to disposal is guided by the principles of sustainability, value for money, and compliance with environmental and regulatory standards. Strategic disposal decisions contribute to maintaining a fit-for-purpose asset portfolio and support long-term financial sustainability by focusing investment on assets that continue to deliver value to the community.

7. RISK MANAGEMENT PLAN

Risk management is an integral part of the asset management process and ensures that Coonamble Shire Council's buildings and structures remain safe, compliant, and fit for purpose. This section outlines the key risks associated with the management of Council's building and structural assets, identifies their causes, and defines mitigation strategies to reduce the likelihood or consequence of failure.

Although Council does not currently maintain a corporate risk register, risks relating to the building and structures portfolio are managed through irregular inspections (to be developed as a regular schedule), statutory compliance activities, and capital works planning. This Asset Management Plan provides the foundation for establishing a more structured and proactive approach to risk management in the future.

7.1 Risk Management Process

Council's risk management framework is aligned with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines. This framework provides a consistent and structured approach to managing risks across all of Council's operations, including the delivery of services and the management of infrastructure assets.

- The objective of Council's asset-related risk management processes is to:
- Identify and understand all significant operational and organisational risks
- Highlight the highest-priority risks requiring short- to medium-term attention
- Develop and implement appropriate strategies and treatments to mitigate these risks

Council applies this risk management process to assess risks associated with service delivery from its Building and Other Structures infrastructure. This includes identifying risks, assigning risk ratings, and developing treatment plans for risks deemed unacceptable.

Infrastructure or system risks assessed as Very High (requiring immediate corrective action) or High (requiring prioritised intervention) are considered critical and are summarised in the following sections.

7.2 Building and Other Structures Asset Risk

Risks have been identified based on a review of historical maintenance practices, statutory obligations, building condition data, and Council's operational context as described in the Building Maintenance Plan (2017–2028). These risks consider structural integrity, compliance, financial sustainability, service continuity, and community safety.

Risk ratings are indicative only and should be reviewed and validated as part of the development of Council's formal Asset Risk Register.

Risk Event	Cause	Risk Rating	Mitigation/Control Measures
Structural failure of aging buildings	Deferred maintenance, inadequate inspections, material degradation	High	Implement a condition inspection program; prioritise renewal of assets with poor structural integrity; maintain accurate asset condition records.
Non-compliance with statutory or safety requirements (e.g., fire safety, electrical, asbestos)	Lack of statutory maintenance schedules or outdated systems	High	Establish a formal statutory maintenance program; ensure annual safety audits and compliance inspections are undertaken; maintain documentation for regulatory compliance.
Deterioration of roofs, gutters, or external façades leading to water ingress	Limited preventative maintenance and aging materials	Medium	Implement preventative maintenance program; ensure regular roof and gutter cleaning; prioritise repairs from inspection results.
Failure of essential services (HVAC, electrical, plumbing)	Asset age, lack of preventative maintenance, or system overload	Medium	Schedule regular servicing; ensure testing and tagging compliance; replace systems approaching end-of-life based on condition and performance.
Inadequate accessibility for people with disabilities	Aging infrastructure and lack of Disability Inclusion planning	Medium	Incorporate accessibility improvements into renewal projects; review compliance with the *Disability Inclusion Action Plan 2017–2019*; prioritise high-use public facilities for upgrades.
Building fire or emergency incidents	Faulty wiring, poor housekeeping, or absence of fire safety systems	High	Maintain fire protection systems (extinguishers, alarms, exits); conduct regular fire safety inspections and staff training; ensure compliance with Building Code of Australia (BCA).
Public injury due to unsafe facilities	Uneven surfaces, damaged handrails, poor lighting	Medium	Conduct regular safety inspections; prioritise repairs to high-risk public facilities; ensure signage and restricted access where hazards exist.
Financial unsustainability due to inadequate maintenance funding	Budget constraints, reactive maintenance culture	High	Develop long-term renewal forecasts; allocate dedicated maintenance and renewal funding; integrate with Long-Term Financial Plan (LTFP).
Heritage or community asset degradation	Lack of specialised conservation maintenance or documentation	Medium	Identify heritage assets; implement tailored maintenance plans; pursue external grant funding for heritage restoration.
Natural disaster damage (e.g., storms, flooding, fire)	Climate change, location vulnerability	High	Include building assets in Council's disaster resilience and insurance programs; review emergency preparedness procedures; ensure data backup for asset registers.

Table 15 – Risks - Building and Other Structures

7.3 Continuous Improvement and Monitoring

Council will progressively improve risk management capability by:

- Establishing a formal Asset Risk Register covering all building and structural assets.
- Linking inspection findings and maintenance activities to risk levels.
- Incorporating risk-based prioritisation into renewal and capital planning.
- Ensuring compliance with AS/NZS ISO 31000:2018 Risk Management Guidelines.

Risk reviews should occur annually or following significant events such as extreme weather, infrastructure failure, or major capital works. Regular reporting to management and Council will ensure transparency and support evidence-based investment decisions.

Improvement Opportunities

- Establishing a formal Asset Risk Register covering all building and structural assets.
- Link inspection findings and maintenance activities to risk levels.
- Incorporating risk-based prioritisation into renewal and capital planning.
- Ensure compliance with AS/NZS ISO 31000:2018 Risk Management Guidelines.

8. FINANCIAL SUMMARY

Council's Long-Term Financial Plan (LTFP) outlines the financial resources expected to be available over the coming years and how these will be allocated to deliver essential services, maintain facilities, and support future community needs. It reflects Council's current and projected financial capacity to provide safe, functional, and sustainable buildings and structures, while planning for critical capital investment to address asset ageing, compliance, accessibility, and evolving community expectations.

This section presents the financial forecasts derived from the asset data, levels of service, risk assessments, and lifecycle strategies outlined in earlier sections of this Plan. These forecasts will continue to be refined as Council improves its asset condition information, strengthens lifecycle cost modelling, and enhances its understanding of long-term service delivery requirements for buildings and other structures.

8.1 Financial Statements and Projections

Asset Valuations

The value of the assets covered by this Building and Other Structures Asset Management Plan as recorded in our financial asset register as of 30 June 2025 are shown below.

Building and Other Structures	
Replacement Cost	$51,005,760
Fair Value (Written Down Value)	$31,622,651
Accumulated Depreciation	$19,383,109
Annual Depreciation	$822,201

Table 16 – Valuation Information – Building and Other Structures

Sustainability of Service Delivery

We use the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Asset Sustainability Ratio

Asset Renewal Funding Ratio measures the extent to which Council's renewal expenditure aligns with the estimated renewal demand identified in this Asset Management Plan. A ratio of 100% means Council is fully funding its renewal needs, while a ratio below 100% indicates a potential funding shortfall and increasing risk of asset deterioration or service failure.

Asset Sustainability Ratio compares the actual or planned renewal expenditure against the annual depreciation of the asset base. This ratio indicates whether Council is renewing assets at a rate equal to or greater than the rate at which they are wearing out. A ratio of 90–110% is generally considered sustainable over the long term.

The results are not entirely reliable as they draw from estimated figures within the lifecycle model and the estimated depreciation expenses over the next 10 years. Understanding this, the Asset Renewal Funding Ratio and Asset Sustainability Ratio show significant variability across the forecast period. Early years indicate underinvestment in asset renewal relative to depreciation. This is followed by a period of accelerated capital expenditure reflecting a catch-up in renewal backlog and delivery of major capital works programs. The very high ratios in later years (exceeding 400% and up to 1000%) are driven by timing effects and concentrated capital investment rather than sustainable ongoing funding levels. These peaks should therefore be interpreted as one-off or program-driven fluctuations rather than long-term funding benchmarks and because of relying on the estimations. The red figures are particularly driven by estimations rather than actual figures and therefore will require further development before incorporation into the LTFP. These figures are therefore subject to change.

Financial Year	Asset Renewal Funding Ratio	Asset Sustainability Ratio
2025/26	13%	42%
2026/27	21%	35%
2027/28	19%	34%
2028/29	52%	159%
2029/30	163%	215%
2030/31	179%	210%
2031/32	117%	205%
2032/33	468%	200%
2033/34	233%	195%
2034/35	1015%	190%

Table 17 – Financial Ratios - Building and Other Structures

Improvement Opportunities
Allocate dedicated renewal funding for building and other structures assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management.

10-Year Budget vs Lifecycle Demand – Building and Other Structures

The table below presents the projected 10-year financial outlook for Council's Buildings and Other Structures portfolio. It summarises the forecast expenditure across key lifecycle categories: renewal, new and upgrade, and operational budgets, based on available data and current capital works planning.

The financial forecasts indicate that significant investment is required to maintain and enhance Council's building assets, with a total estimated renewal need of approximately $47.64 million over the planning period. Renewal and upgrade programs in the early years (2026–2029) reflect key facility improvements and capital renewals, while later years will be refined as further data on condition, performance, and service priorities becomes available.

Operational funding supports routine maintenance, inspections, and compliance activities necessary to sustain service performance and building safety. Total lifecycle demand will be progressively updated as Council enhances its asset data and integrates future renewal and maintenance needs into the Long-Term Financial Plan (LTFP).

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	$4,307,096					$4,307,097
2026/27	$1,453,067	$350,000	$5,262,642	$256,685	$5,869,327	$7,322,394
2027/28	$1,556,739	$300,000	$4,942,600	$262,510	$5,505,110	$7,061,849
2028/29	$2,756,139	$300,000	$772,300	$268,670	$1,340,970	$4,097,109
2029/30	$1,224,437	$1,445,000	$972,800	$275,400	$2,693,200	$3,917,637
2030/31	$1,115,124	$2,000,000	$1,751,646	$278,154	$4,029,800.20	$5,144,924.20
2031/32	$1,705,920	$2,000,000	$134,442	$280,936	$2,415,377.54	$4,121,297.54
2032/33	$427,383	$2,000,000	$198,757	$283,745	$2,482,501.90	$2,909,884.90
2033/34	$860,124	$2,000,000	$54,782	$286,582	$2,341,364.34	$3,201,488.34
2034/35	$197,028	$2,000,000	$405,807	$289,448	$2,695,255.17	$2,892,283.17
2035/36	$272,187	$2,000,000	$98,591	$292,343	$2,390,933.65	$2,663,120.65
Total	$15,875,244	$14,395,000	$14,594,367	$2,774,473	$31,763,840	$47,639,085

Table 18 – 10 Year Financial Summary - Building and Other Structures

Note that figures in red text are estimations and will require further development prior to being incorporated into the LTFP and are therefore subject to change.

8.2 Funding Strategy

Coonamble Shire Council funds its Buildings and Other Structures capital works program through a combination of Council revenue, grants, and joint funding partnerships. The funding approach aims to ensure that renewal, upgrade, and new works are financially sustainable, strategically prioritised, and aligned with community and service delivery needs.

A significant proportion of projects are supported by external grant funding, reflecting Council's proactive approach to leveraging State and Federal programs to deliver improved community infrastructure. Examples include:

- Stronger Country Communities Fund (SCCF) – supporting upgrades such as the Women's Changerooms and Gulargambone Sportsground Amenities.
- Local Roads and Community Infrastructure (LRCI) Program – providing funding for facility renewals and upgrades across multiple community assets.
- Regional Youth Investment Program (RYIP) – contributing to the Provision of Crisis Accommodation and related housing projects.
- Library LSP Grant Funds – assisting with improvements to community library facilities.
- Other targeted grants – including funding for projects such as the Artesian Bathing Experience and Development of Old Sheep Yards and Industrial Land.

Council also allocates funding from its own-source revenue to support essential renewal and maintenance programs, including Operational Buildings, Residential Premises, Saleyards, and Museum facilities. These allocations ensure that core community assets remain safe, functional, and compliant with legislative requirements.

In addition, joint partnerships and co-funding arrangements (such as the Quambone Tennis Courts Upgrade) demonstrate Council's commitment to collaborating with community and regional stakeholders to maximise investment outcomes.

Over the long term, Council's funding strategy will continue to balance external grant opportunities with internal funding capacity, guided by the Long-Term Financial Plan (LTFP). The focus will remain on maintaining critical assets, addressing renewal backlogs, and ensuring that new developments are supported by sustainable lifecycle funding.

9. IMPROVEMENT PLAN AND MONITORING

9.1 Improvement Plan

The table below presents the Improvement Action Plan for Coonamble Shire Council's Buildings and Other Structures asset portfolio. The plan identifies targeted actions required to strengthen asset management capability, improve data confidence, enhance planning and maintenance practices, and ensure the long-term sustainability of building assets.

Each action aligns with the objectives of this Asset Management Plan (AMP) and supports continuous improvement across key areas including asset data and systems, condition assessment, maintenance and inspection programs, financial and lifecycle planning, levels of service, and governance. Clear responsibilities have been assigned to relevant Council officers and departments to ensure effective coordination, accountability, and delivery.

The improvement actions will be implemented progressively over the 10-year planning horizon, with priority given to initiatives that enhance regulatory compliance, safety, financial sustainability, and operational performance of the Council's building and structural assets.

Item No.	Task	Responsibility
1	Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.	Manager - Finance
2	Review and update the Building Maintenance Management Plan 2017–2028 to reflect current operational, regulatory, and asset management requirements.	Planning Manager -Building and Other Structures
3	Review and update the Showground Management Plan 2018–2019 to reflect current infrastructure conditions, user needs, compliance requirements, and long-term strategic objectives for the Showground's ongoing management and development.	Planning Manager -Building and Other Structures
4	Develop and adopt formal Customer and Technical Levels of Service for Building and Other Structures, integrated into asset management practices and subject to regular review.	Planning Manager -Building and Other Structures
5	Develop and adopt a proactive level of service framework that enhances accessibility, safety, functionality, and equitable access to all Council-owned buildings.	Planning Manager -Building and Other Structures
6	Develop and implement a structured building inspection and maintenance program covering all Council-owned buildings and structures, including defined inspection frequencies and methods based on building hierarchy, risk, and usage.	Operations Manager - Building and Other Structures
7	Develop a long-term Buildings and Other Structures Strategy that proactively manages future demand by aligning asset planning, upgrades, and maintenance with population trends, accessibility needs, climate resilience, and evolving community expectations.	Planning Manager -Building and Other Structures
8	Develop and implement a condition assessment program for Building and Other Structures assets, with dedicated funding allocated through the Long-Term Financial Plan.	Manager - Finance/Manager - Assets
9	Implement a structured asset data collection and management program covering all Building and Other Structures. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager - Assets

10	Establish a centralised inspection data management system to record, track, and analyse building condition, compliance, and maintenance information, enabling evidence-based decision-making and renewal planning.	Operations Manager - Building and Other Structures/Manager - Assets
11	Develop and implement formal inspection procedures and training for Council staff and contractors to ensure inspections are conducted consistently, accurately, and in line with statutory and safety standards.	Operations Manager - Building and Other Structures
12	Integrate inspection outcomes into the Long-Term Financial Plan (LTFP) to ensure renewal and maintenance funding priorities are aligned with actual asset condition and performance trends.	Operations Manager - Building and Other Structures/Manager - Assets
13	Develop a full 10-year operational expenditure forecast for all building and structure asset categories, extending beyond the current four-year budget horizon to align with Long-Term Financial Plan (LTFP) requirements.	Manager - Finance
14	Establish dedicated operational budgets for all major building asset groups (e.g., libraries, halls, pools, and museums) to ensure ongoing maintenance funding supports asset functionality, safety, and presentation.	Manager - Finance/Operations Manager - Building and Other Structures
15	Integrate preventative and planned maintenance programs into future OPEX forecasts to reduce reliance on reactive maintenance and improve long-term cost efficiency and asset performance.	Manager - Finance/Operations Manager - Building and Other Structures
16	Develop a complete 10-year capital works forecast for the Buildings & Structures asset portfolio, extending beyond the current four-year funding horizon.	Manager - Finance/Planning and Operations Managers - Building and Other Structures
17	Establishing a formal Asset Risk Register covering all building and structural assets.	Manager - Risks
18	Link inspection findings and maintenance activities to risk levels.	Manager - Risks/Operations Manager - Building and Other Structures/Manger - Assets
19	Incorporating risk-based prioritisation into renewal and capital planning.	Manager - Assets/Capital Works Planning Manager
20	Ensure compliance with AS/NZS ISO 31000:2018 Risk Management Guidelines	Manager - Risks
21	Allocate dedicated renewal funding for building and other structures assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management	Manager - Finance/Manager - Assets
22	Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.	Executive Manager - Assets

Table 19 – Improvement Plan – Building and Other Structures

9.2 Monitoring and Review Procedures

This Buildings and Other Structures Asset Management Plan (AMP) will be reviewed as part of Council's annual budget and integrated planning processes. Any material changes to service levels, asset performance, or available financial resources resulting from budget decisions or operational priorities will be incorporated into future updates to ensure ongoing alignment with Council's strategic direction.

The AMP will be updated annually to ensure it remains accurate, relevant, and reflective of current circumstances, including:

- Agreed customer and technical levels of service.
- Updated asset condition, inventory, and valuation data.
- Forecast operating, maintenance, renewal, upgrade, and disposal costs.
- Financial projections aligned with the Long-Term Financial Plan (LTFP).

In addition, this Plan will have a four-year review cycle to inform the development of key corporate planning documents, including the:

- Community Strategic Plan (CSP)
- Delivery Program and Operational Plan (DPOP)
- Long-Term Financial Plan (LTFP)

This structured review process ensures that the management of building and structural assets remains integrated with Council's broader strategic, financial, and operational frameworks. It also supports evidence-based decision-making and enables the sustainable delivery of safe, functional, and fit-for-purpose community facilities.

9.3 Performance Measures

To ensure this AMP is effectively implemented and achieves its intended objectives, Council will monitor performance through a combination of delivery, process, and governance-based measures. These indicators will assess progress against the Improvement Plan, evaluate asset management maturity, and confirm alignment with service delivery, financial, and risk management outcomes.

Delivery of Improvement Actions

- Percentage of improvement actions completed within planned timeframes.
- Status of actions (Not Started / In Progress / Completed / Deferred).
- Clear assignment of responsibilities and accountability for each action.
- Integration of completed actions into business-as-usual practices.

Asset Management Capability and Maturity

- Adoption and implementation of Customer and Technical Levels of Service.
- Completion of regular asset condition and compliance assessments.
- Improved accuracy and completeness of the building asset register.
- Use of renewal modelling and lifecycle costing to inform decision-making.
- Integration of maintenance, inspection, and renewal data within Council's Asset Management Information System (AMIS).

Financial Alignment and Sustainability

- Preparation of a 10-year operational and capital forecast for building assets.
- Renewal funding aligned to lifecycle modelling and identified renewal demand.
- Monitoring the Asset Renewal Funding Ratio and Asset Sustainability Ratio.
- Enhanced alignment between the AMP, LTFP, and capital works programs.

Governance and Accountability

- Active oversight by the Asset Management Steering Committee (AMSC).
- Regular review meetings to track AMP implementation progress.
- Strategic decision-making informed by reliable asset and financial data.
- Periodic reporting of asset performance and funding outcomes to Executive and Council.

Improvement Opportunities
Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.

Appendix A – Useful Lives of Assets

Asset Type	Component	Useful Life
Sub-Structure	Concrete	129
Sub-Structure	Concrete/timber	122
Sub-Structure	Earth	141
Sub-Structure	Light Structure	70
Sub-Structure	Timber	82
Structure	Brick	93
Structure	Conc Block	94
Structure	Concrete	124
Structure	Fibre Cement	108
Structure	Metal Cladding	84
Structure	Posts Only	52
Structure	Timber	78
Floor Coverings	Carpet	20
Floor Coverings	Ceramic Tiles	23
Floor Coverings	Epoxy Coated	13
Floor Coverings	Floating Timber	25
Floor Coverings	Polished	26
Floor Coverings	Vinyl	17
Fit Out	Asbestos	43
Fit Out	Fibre Cement	49
Fit Out	Plaster Board/Gyproc	51
Fit Out	Timber Panels/Hardboard	52
Fit Out	Timber VJs	75
Roof	Concrete - Suspended	68
Roof	Metal Decking	76
Roof	Shade cloth	16
Service- Mechanical	Air Con (Ducted)	49
Service- Mechanical	Air Con (Split)	16
Service- Mechanical	Air Con (Wall)	14
Service- Mechanical	Ventilation	25
Service - Fire	Incorporated Fire Services	22

Service - Fire	Non-Incorporated Fire Service	16
Service - Elect	Electrical	78
Service - Hydr	Hydraulic System	82
Service - Hydr	Hydraulic System - Light Structures	48
Service - Security	Security	15
Saleyards	Catwalk	65
Saleyards	Standard	61
25 Metre Swimming Pool	Standard	75
50 Metre Swimming Pool	Standard	73
Freeform Swimming Pool	Standard	60
Slides and Toys	Standard	19
Wading / Domestic Pool	Standard	34

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