

Buildings and Structures

Asset Management Plan

Contents

Buildings and Structures – Asset Management Plan	2
1.1 Purpose of this Plan.....	2
Service Level Agreements.....	3
Indicative Services covered by the SLA.....	3
1.2 Portfolio Overview	4
<i>(Includes some Open Spaces data due to current budget structure)</i>	4
1.3 Asset Class Summary	5
Context	5
Data Sources.....	5
1.5 Roles and Responsibilities	9
1.6 Asset Based Levels of Service	11
1.7 Future Demand	12
1.8 Maintenance Strategy	13
1.9 Renewal/Replacement Strategy	15
1.10 Expenditure Projections	16
1.11 Critical Assets	18
Critical Sites and Building - Critical Event Management Alpha Sites	18
Critical Operations Sites	18
Sites at Risk From Weather Events	18
1.12 Risk Management	19
Standards as Referenced	19
Residual Risk	19
Emergent Risk	19
Inherent Risk.....	19
1.12 Confidence Levels	21
Summary of confidence in asset data	21
1.13 Improvement Plan	22
Key Strategic Elements.	22
Key Actions.	22
1.14 Capital Works Program	23

BUILDINGS AND STRUCTURES – ASSET MANAGEMENT PLAN

1.1 PURPOSE OF THIS PLAN

The 2023 Strategic Asset Management Plan required all of Councils' buildings to be controlled by a single coordinating entity. This Asset Management Plan demonstrates the commencement of integrating Council's built environment into the new Buildings Management Team. In recognition of Council's Building Assets being identified for its importance to delivering Services to the Community, the naming of this Portfolio becomes Facilities, Fleet and Open Spaces. Accordingly, the Portfolio is organised across the focused delivery functions in a Facilities Management service delivery model.

- **Built Environment** – Facilities/Sites, Buildings and Structures according to the Building Code of Australia
- **Spatial** – including Sporting, Cultural and Recreational spaces and Natural Space including Tracks and Trails.
- **Fleet and Plant Services** - including Plant and Vehicle Management and Workshop Services

The Built Environment Asset Plan outlines actions and resources necessary to integrate this Asset Class under a single management structure. Service levels will be established in line with user and occupant groups through detailed Service Level Agreements with the relevant stakeholders. The outcomes will deliver compliant and cost-effective buildings and structures.

This plan includes the following scope of management:

- **Asset inventory, values and condition** - Establish "systems" level asset verification & finalising the integration of flood restored buildings
- **Asset-based Levels of Service** - Development of service level agreements with occupant groups
- **Demand and Service Management** - Ensuring service level agreements integrate with user needs, council strategies, budget and resource constraints.
- **Risk Management** – recognising risk comes in various forms, implementing Works Management Plans, integration of Work Health & Safety inspections and compliance with identified statutory requirements is a key Service Level to this Plan
- **Long-term Financial Plan (LTFP)**. Together with Council's Property Strategy, a revised forecasting and budgeting process will identify Capital, Operational and Maintenance inputs to support the Levels of Service the Community expects.
- **Business and Service Delivery Model**. This plan identifies the Service Delivery model for the new Unit as part of the overall revised Business Model for the Portfolio
- **Maintenance Management**. Establishment of Works Management Plans for incorporation to the Maintenance Management System
- **Forward Works Planning**. Determination of required Capital Works based on Lifecycle, Functional and Risk Management criteria including Consequence and Cost of Asset failure.
- **Procurement Management**. Specific Asset types require Test, Inspect, Certify and Registration under Statutory compliance. Clear determination of designated competency-based qualifications and Engineering qualifications will determine Contracts to be maintained in accordance with compliance regimes.
- **Project Coordination**. Major and Minor Projects will be coordinated together with Shared Services Delivery & Survey, and Project Management teams

SERVICE LEVEL AGREEMENTS

An essential element to this Asset Management Plan is the development and enactment of robust Service Level Agreements (SLA) with all user /occupant groups. These key agreements will recognise in detail, Council's responsibility for several functions including:

- Roles and Responsibilities
- Statutory Compliance being achieved through Maintenance, Inspections and Contract management
- Renewal and Refurbishment, upgrades and improvements
- Disposal of assets.
- Operational Readiness and Availability
- Reporting and Communication
- Remedies and Consequences
- Review and Escalation Procedures

INDICATIVE SERVICES COVERED BY THE SLA

- Statutory and Regulatory activities/requirements
- Cleaning /Soft Services Performance Management
- Planned and Responsive maintenance activities
- Security - Access Control, Locksmithing, CCTV, Duress management
- Grounds and Gardens and more.
- Fire and Life Safety
- Air Conditioning/Ventilation
- Contractor and Contracts Management
- Space Management
- Minor Projects
- Major Projects
- Budget and Actuals detailed and reported to Occupant Lead
- Acquiring / Disposal of Assets

1.2 PORTFOLIO OVERVIEW

(Includes some Open Spaces data due to current budget structure)

Figure 1 Buildings, Other Structures and Open Spaces AMP Portfolio Overview

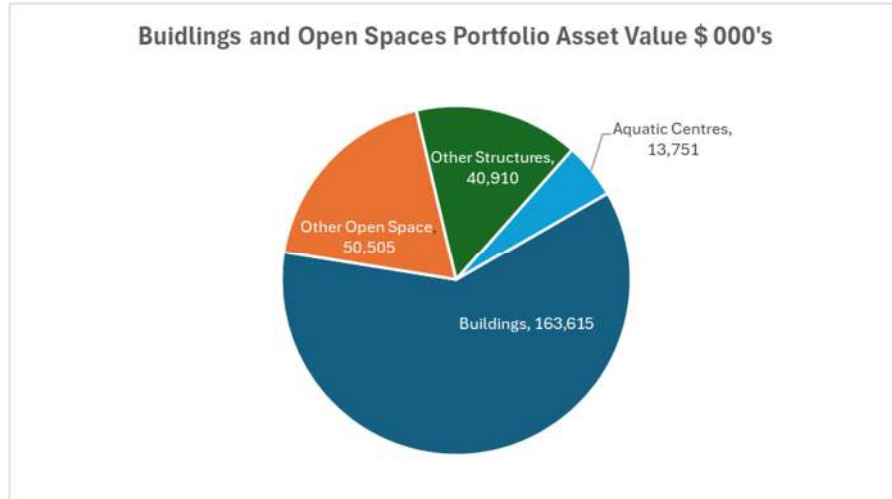
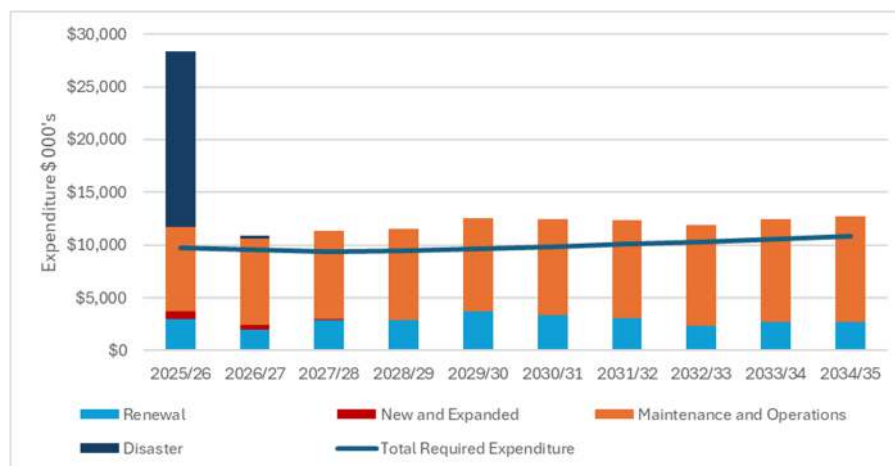


Figure 2 Buildings Portfolio Overview

Infrastructure Ratios	Budget 2025/26	Estimated 2035/36	Funding Gap \$ 000's 2025/26	
Infrastructure Renewals ratio	350.43%	40.64%	Yr 1	\$13,996
Benchmark 100%			Yr 5 Average	\$488
(Includes disaster funding).			Yr 10 Average	-\$1,521
Infrastructure Backlog Ratio	TBA	TBA	Yr 1	
Benchmark 2%			Yr 5 Average	
			Yr 10 Average	
Infrastructure Maintenance Ratio	240.11%	236.93%	Yr 1	\$4,681
Benchmark 100%			Yr 5 Average	\$4,914
			Yr 10 Average	\$5,242
Total Funding Gap			Yr 1	\$18,677
			Yr 5 Average	\$5,402
			Yr 10 Average	\$3,721

Figure 3 Other Structures and Open Space and Land Improvements Portfolio Overview



1.3 ASSET CLASS SUMMARY

This plan for Buildings and Structures sets the pathway for reactivating Council's buildings from post-flood restoration. With a strategic and integrative approach in managing of Council's assets, an improvement in confidence and transparency in asset data will enable sound decision making for the community.

Council has engaged independent consultants to research and prepare recommendations which will inform Council's proposed Property Strategy. These Consultants were engaged in 2024 and asked to consider all aspects of threats and impacts of natural disasters, community needs, economic development and whether the current composition of Council's adequately fits the strategic needs.

CONTEXT

Lismore is a regional city known for its subtropical climate and is susceptible to heavy rainfall and flooding. Central Lismore, including the CBD, is located on the Wilsons River floodplain. Lismore experiences relatively frequent riverine flooding, as well as localised overland flooding caused by high intensity rain events.

The topography of the LGA varies considerably from the steep, elevated lands at Goonellabah, Lismore Heights, to the floodplain areas of Lismore CBD, North and South Lismore which have very low gradients. The underlying geology along the floodplain of the Wilsons River and Leycester Creek is comprised of floodplain alluvium, gravel, sand, silt and clay. Poorly draining soils and high groundwater levels result in ponding and poor conveyance slowing recovery of the Open spaces surrounding Council's buildings and structures.

Like many councils in New South Wales, Lismore faces a growing infrastructure backlog due to aging assets and limited financial resources. With minimal revenue growth, Council continues to experience operating deficits and constraints on renewal spending, resulting in a funding gap between current and required capital expenditure. Buildings restored under the Flood Recovery program generally required replacement to Fixtures, Fittings, Electrical and Plumbed systems, Plant and Equipment. Whilst structure of the buildings was generally confined to technical assessment and minor treatment such as re-painting, ongoing Condition will be monitored through Inspections.

DATA SOURCES

Asset condition is currently recorded in Council's Asset Register. Condition ratings are based on a combination of visual inspections and desktop assessments based on age and useful life.

A significant proportion of the current condition data is based on desktop assessments and not inspection data, resulting in low confidence levels in the condition data. Council is in the process of undertaking capturing relevant data from Flood Recovery works and other inspections. The quality of the condition data is expected to improve underpinned by Service Level Agreement analysis,

In reviewing the financial position of this AMP, there is a shortfall in overall budgeted spending relative to the expected Capital and Operational expenditure requirements for Council's Buildings, Other Structures and Land Improvement assets. Of note however is that a significant portion of these funds are tied to operations expenditure and do not adequately provide for the renewal of infrastructure. Without additional funding Council's portfolio of assets will gradually deteriorate and the backlog will increase. Accordingly, a focus on the delivering statutory and safety compliance is planned through implementing a Works Management Plan.

1.4 ASSET INVENTORY, VALUES AND CONDITION

The assets covered by this Asset Management Plan are shown below:

Table 1 Buildings, Other Structures and Land Improvements Inventory.

Asset Class	Description	Unit of Measure	Units
Buildings	Amenities/Toilets	No.	41
Buildings	Council Offices	No.	2
Buildings	Other	No.	4
Buildings	Saleyards	No.	5
Buildings	Quarry	No.	11
Buildings	Emergency Services	No.	20
Buildings	Art Gallery	No.	1
Buildings	Library Facilities	No.	2
Buildings	Caravan Park	No.	2
Buildings	Aquatic Centres	No.	2
Buildings	Central Library	No.	1
Buildings	Works Depot	No.	3
Buildings	Aerodrome	No.	1
Buildings	Workshop	No.	2
Buildings	Wastewater Facilities	No.	3
Buildings	Water Supply Facilities	No.	16

Table 2 Buildings, Other Structures and Land Improvements Portfolio Valuation

Asset	Gross Replacement Cost	Written Down Value	Annual Depreciation	Excellent	Good	Satisfactory	Poor	Very Poor
Buildings	\$163,615	\$105,733	\$1,338	22.87%	44.57%	22.50%	9.08%	0.98%
Other Structures	\$40,587	\$23,273	-\$1,215	90.98%	2.92%	2.58%	1.62%	1.90%
Aquatic Centres	\$13,751	\$5,174	-\$158	78.96%	21.04%	0.00%	0.00%	0.00%
Land Improvements and other Open Space Assets	\$50,505	\$17,808	- 1,017	86.07%	12.90%	0.92%	0.11%	0.00%

This data is subject to correction as Flood Restoration projects are closed out and integrated to Asset Registers.

Figure 4 Buildings Condition Summary

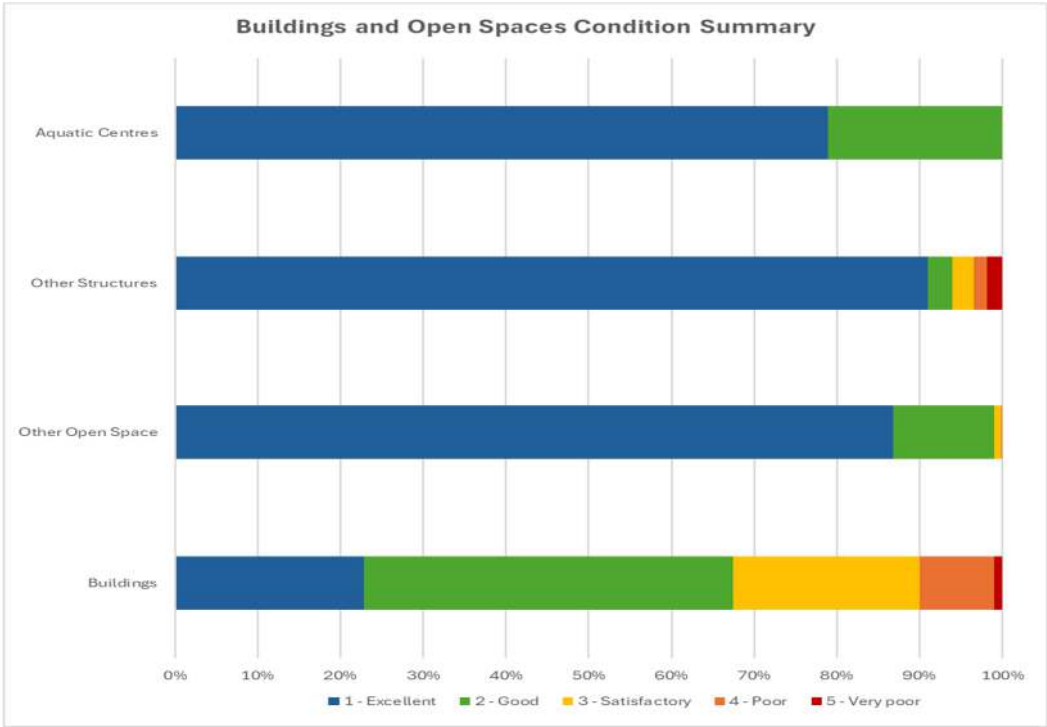
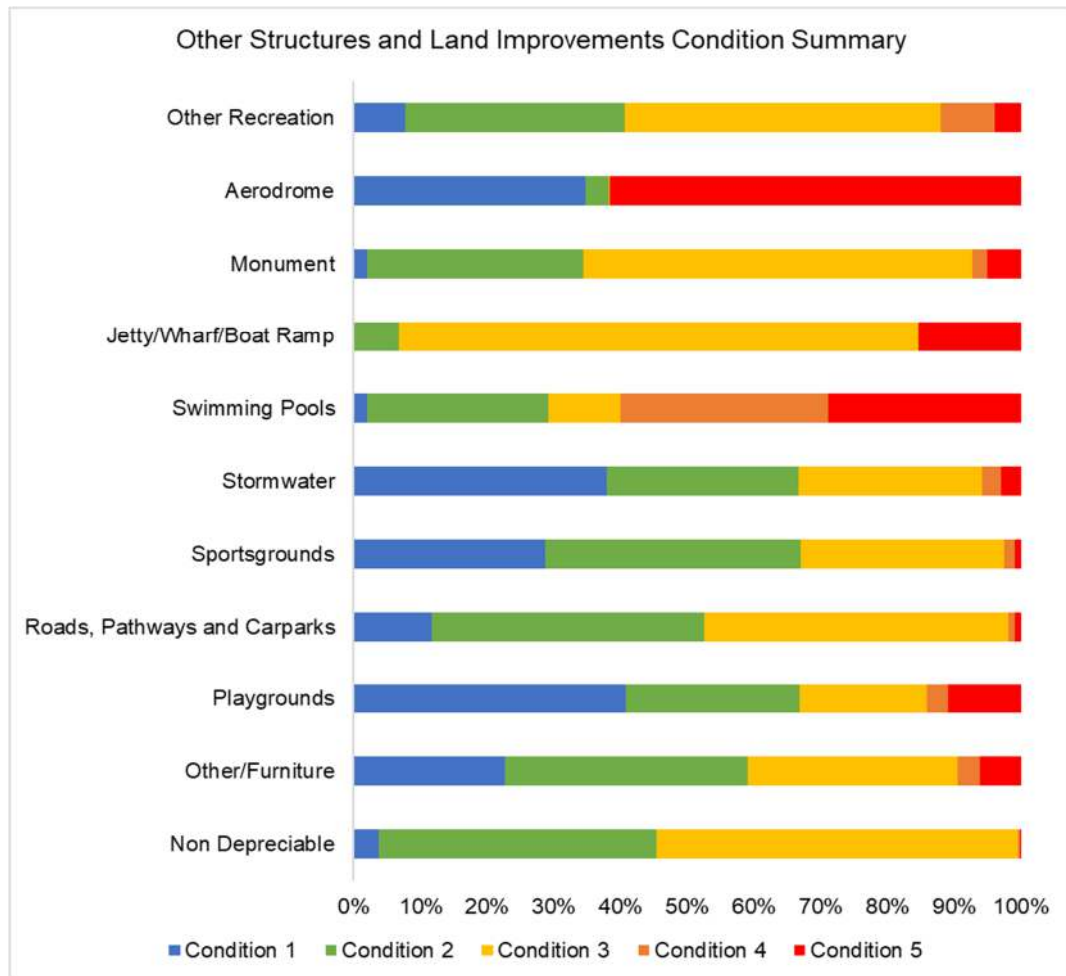


Figure 5 Other Structures and Land Improvements Condition Summary



1.5 ROLES AND RESPONSIBILITIES

Council has adopted the following roles and responsibilities matrix for its buildings, other structures and land improvement assets.

Table 3 Buildings, Other Structures, Land Improvements and Recreation Roles and Responsibilities

Position	Role	Asset Class	Responsibilities	Functions
Head – Facilities, Fleet and Open Spaces	Asset Owner	Buildings and Structures	Responsible for the performance and funding of operations, maintenance and capital expenditure.	<p>Primarily</p> <ul style="list-style-type: none"> Oversees Capital and Operational Delivery Liaison with Executive Leadership Oversee Workforce performance <p>It is recognised that the following functions will be disseminated to other roles outlined herein when budget is made available for recruitment.</p> <ul style="list-style-type: none"> Establishes strategic Business model and Service delivery model Leads development of Occupier Service Level Agreements Establishes existing demand for assets through Service Level Agreements Establish the future demand for assets (type and standard) through Council's Community Planning Strategies Implement policy and strategy for existing assets Ensure integration of Asset Management into Council's Community, Delivery and Operational Plans & Resourcing Strategy Ensure Budget accounting is accurate Manage Capital Works prioritisation Manage Capital Works Program Ensure integration of Asset Management Planning into Council's Community, Delivery and Operational Plans & Resourcing Strategy Ensure asset accounting is accurate and maintained, Develop capital works prioritisation Develop capital works program Liaison with the Council on asset matters.
Facilities Manager (Future)	Supports Head - Open Space and Fleet Management as Deputy Head	Buildings & Structures	<p>This position delivers performance and Quality oversight to all Council owned Buildings and Structures</p> <p>Delivers technical expertise in Facilities</p>	<ul style="list-style-type: none"> Develop and oversee Maintenance program Develop and ensure Capital Works program complete with Handover data and documentation Develop and Control Operations and Maintenance Budget Ensure accurate Asset condition rating

	Ensures compliance with Occupier Group Service Level Agreements Operations, Safety, Reliability and Compliance		Management Acquire and maintaining asset-based data and financial records Works programs Delivery	<ul style="list-style-type: none"> • Liaise with WHS and Asset Engineer to manage Risk • Data custodian – compliance with Hierarchy, and level of detail • Recommendation of asset disposal and renewal 4yr program.
Officer-Facilities Operations and Maintenance	Delivery of Maintenance and Minor Project Asset Delivery - CAPEX Service Manager – Operations Asset Availability and Reliability	Buildings & Structures	Responsible for the day-to-day Safety, Maintenance, Reliability and Operational readiness of these Assets	<ul style="list-style-type: none"> • Monitor Asset use, in line with Policy and Service Level Agreements • Deliver Planned and Responsive Maintenance • Manage Service user expectations • Liaise with Building Occupants • Perform Asset Inspections and Work Audits • Deliver adopted Levels of Service.
Officer-Maintenance Scheduling (Future)	Asset Maintenance Operations Scheduling – Contractors and Internal Delivery	All Asset types within this Portfolio	Responsible for the delivery of well managed Workforce, Contractor and other Resources according to the Works Management Plan	<ul style="list-style-type: none"> • Liaise with Strategic Asset Maintenance Planner (Future) for Works Management Planning • Monitor leave Requests for Resource Management • Issue Scheduled Work orders complete with Work breakdown Structures and Budgeted Costs for Activity based Costing of internal and external resources
Officer - Facilities Quality Control (Future)	Asset Service Delivery	Sites, Buildings and Structures	Compliance to Statutory/Regulatory Continual Process Improvement Assessment of Contractor Performance Assessment of Occupant usage	<ul style="list-style-type: none"> • Review Works Management and Maintenance deliverables by Internal and Contracted resources • Review Minor Projects for compliance with Scope of Works • Review Major Projects for compliance with Scope of Works • Audit major Facilities Condition after Major events
Asset Inspector (Shared)	Asset Inspection (Risk Management)	Playgrounds, Poles, Bollards, Posts, Gating and Fences.	Ensures Council's Assets are safe to Functional and Statutory requirements	<ul style="list-style-type: none"> • Perform physical Inspections • Report emergent and existing safety hazards • Ensure prioritised Workorders are raised to handle Risk • Update Asset condition in Technical Asset Register • Enhance quality of Asset data

1.6 ASSET BASED LEVELS OF SERVICE

Table 4 Buildings Levels of Service

Key performance indicator	Level of Service	Performance measurement process	Target performance
Accessibility	Provide adequate physical access to Facilities	Disability Discrimination Act (DDA) compliance.	Percent of community facilities which are accessible.
		DDA action plan	Compliance with DDA Action Plan.
Quality / Condition	Percent of physical assets in condition 4 or better	Condition assessment	85% of assets in satisfactory condition or better.
Reliability/responsiveness	Ensure Asset service is reliable	Community satisfaction survey	90% of customer requests are completed within Council's agreed service levels
Customer satisfaction and involvement	Facilities are provided that meet Community, Commercial and Operational demand	Community satisfaction survey	The gap between importance and performance rating improves.
Affordability	The services are affordable and managed using the most cost-effective methods for the required level of service	Review of service agreements and benchmark	Total operating and maintenance are not greater than benchmarking against comparable councils.
			Any major renewal and capital works projects go through a capital works framework, requiring business case to demonstrate economic benefits and value.
Sustainability	Assets are managed with respect for future generations	Lifecycle approach to managing assets according to Council's adopted Property Strategy	Prepare a ten-year asset functionality / condition-based renewals plan. Ensure the plan is approved by authorities and updated every four years.
	Assets meet financial sustainability expectations	Budget to support Service Level Agreements with Occupier Groups	Establish accurate Operations and Maintenance budget in cooperation with Finance
		Asset Replacement forward works budget to meet agreed Service Level Agreements with occupier groups	Establish accurate Forward Works Plan
Health and Safety	Ensure buildings/facilities are safe and do not cause a hazard to people	Regular inspections, operational reports and safety audits	Annual Fire Safety Statements are certified for each facility requiring it.
			Safety inspections are carried out for each facility in accordance with Building inspection strategy.

1.7 FUTURE DEMAND

The Lismore Growth and Realignment Strategy (LGRS) was adopted by Council in 2022. Despite uncertainty around the long-term implications of the 2022 natural disaster, it sets a clear mandate for Lismore City Council to plan for the high-growth scenario and to ensure there is sufficient flood free residential and employment lands to facilitate relocation and allow growth over time. The high growth scenario is 51,023 people across the LGA by 2041, which is a net increase of 13.6% over 20 years. It is anticipated that 3105 new dwellings are required to meet the growth in population.

There is also a strategic goal for the NSW Reconstruction Authority to commence a planned retreat from the highest flood risk areas. This may require thousands of residents and businesses to be relocated to higher ground over the coming years and decades.

Council has initiated a Property Strategy which will impact and define future planning strategies including planned retreat, establishing facilities in flood resistant areas and current property and facilities usage and criticality and development of a more detailed Precinct and Master Planning environment.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and in alignment to Council's various Strategies. Demand management practices include insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset condition.

The 2025-26 financial year will entail the assimilation of flood restored Buildings back into Operational availability and Management.

Table 6: Future demand

Demand factor	Impact on assets
Internal Migration	<p>Population projections remain unclear and indicates significant internal migration into new areas of higher elevation within the LGA.</p> <p>Council will need to ensure that a balance of Facilities to these communities is achieved and may potentially need to consider decommissioning existing facilities and relocation of Operational Assets from flood prone areas for Operational efficiency and resilience from flood prone areas.</p> <p>Through Service Level Agreement management and identification of development based Future Demand, Council will regularly assess whether the current portfolio is fit for purpose and have the functionality and capacity to provide the current range of services, and any additional services required in the future.</p>
Increasing costs	<p>The requirement to continue to maximise Service Delivery within the funding limitations, possess significant challenges. A priority is given the Sites deemed to be "Critical", attaining Statutory Compliance and where possible, providing Asset "hardening" and 'upgraded' resilience Level of Service.</p> <p>Alignment to Statutory Maintenance and Inspections</p>

1.8 MAINTENANCE STRATEGY

As a core to Asset strategy, Maintenance is employed to delivering safe and reliable service to the Community. It entails development of a Works Management Plan at Asst Type with detailed Work breakdown structures, Frequencies and competencies as defined within Manufacturers/ Installers requirements, relevant Statutory requirements as exemplified by Safework NSW. The ongoing practice of inspecting, servicing, adjusting, and repairing physical assets to ensure they perform safely, efficiently, and reliably over time is engrained in this practice. The Maintenance Strategy will be enacted through the revised Maintenance Management system (CMMS).

The Program is achieved with

- Asset centric - People Focused
- Assessment of Assets for Service Delivery Criticality
- All activities prioritised to Statutory and Regulatory Compliance workplans and certification e.g Fire Life Safety

Maintaining an Asset will provide management of the

- Condition of the Asset
- Functional and Reliable delivery as designed for the Asset
- Provide rationale of the when and why an Asset is to be replaced
- Age based Lifecycle
- Condition based Lifecycle
- Consequence and Cost of failure
- Change is Community expectations.

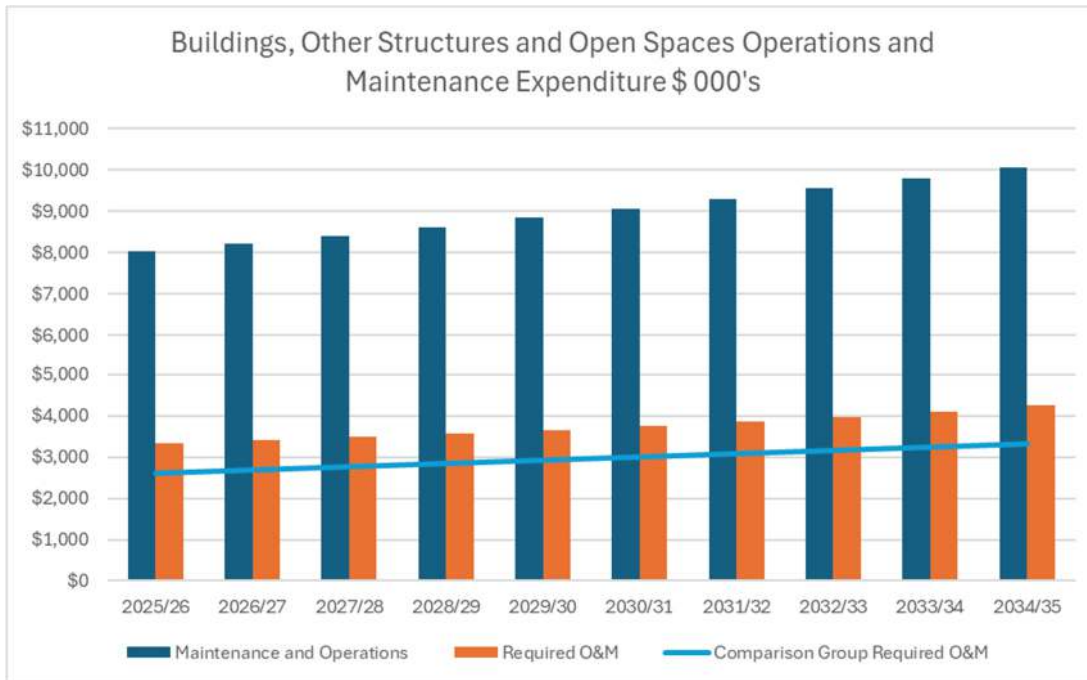
This Plan outlines Council's approach to sustain Buildings. However, there is a significant focus on Planned Maintenance and regular Condition inspections, particularly on assets in poor condition for both Council's buildings and outdoor assets. Council's current expenditure splits on its operational expenditure is as follows:

Table 7 OPEX Proportional Split

Asset	Planned Maintenance %	Responsive Maintenance %	Operations %
Buildings	12.5%	12.5%	75%
Swimming Pools	7.5%	7.5%	85%
Other Improvements	90%	10%	0%
Other Structures	85%	10%	5%

For Building across the Asset Class, it is expected that the percentage of cost-effective Planned Maintenance will increase, whilst high-cost Responsive Asset support will decrease. Additionally, the released budget and resources will be placed into an increased number of supported Assets.

Figure 6 OPEX Expenditure



Council has assessed its indicated OPEX expenditure for the Buildings and Structures with the knowledge available at the time of this Plan. The current data implies that the required funding is not available to undertake the indicated baseline needs. The 2025-2026 Financial year will accumulate the evidence from Flood Recovery Asset Handover, and the improved budgeted Works Management System to provide the true cost of operating the current fleet of Buildings Assets

The following significant impacting factors apply.

- Facilities based data being handed over from Flood Recovery projects is still in infancy and will take much of the period of this Plan to be fully integrated into Asset and maintenance Registers
- Key Asset data structure within the Asset Register is undergoing a rebuild to facilitate the action plans. These updates are scheduled for early 2026.
- Accordingly, the previously stated objectives of Service Level Agreements, Condition Assessments and Maintenance Planning will be actively pursued during the 2025-26 financial year

In assessing CAPEX forecasts, core essential data is unclear and significant assessment will be undertaken withing the 2025-26 financial year for subsequent action in line with Operational Planning.

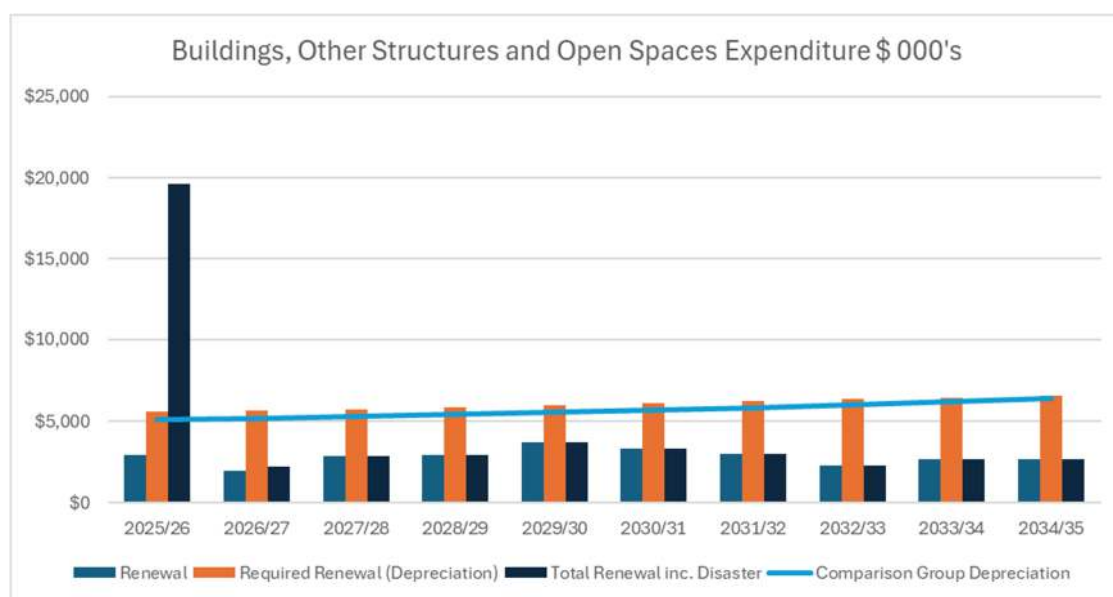
The Property Strategy will be informative to developing Action Plans beyond the current financial year

1.9 RENEWAL/REPLACEMENT STRATEGY

As stated earlier in this Plan, Council's Property Strategy will significantly impact the renewal of its Buildings and Structures. Accordingly, this Plan established significant improvements to its knowledge and data quality. Ongoing Criticality assessment, Service level Agreements, clarified Condition rating /remaining useful life is being established to underpin and prioritise the Property Strategy insights.

Ongoing pursuit of Grant based funding will be supported through implementing the "Business Impact Statement (BIS)" process to preview assessed Operational cost burdens. This BIS will be available for review by Head of Facilities, Fleet and Open Spaces in conjunction with Head of Finance in line with Councils wider Project Authorisation /Acceptance procedures.

Figure 7 CAPEX Expenditure



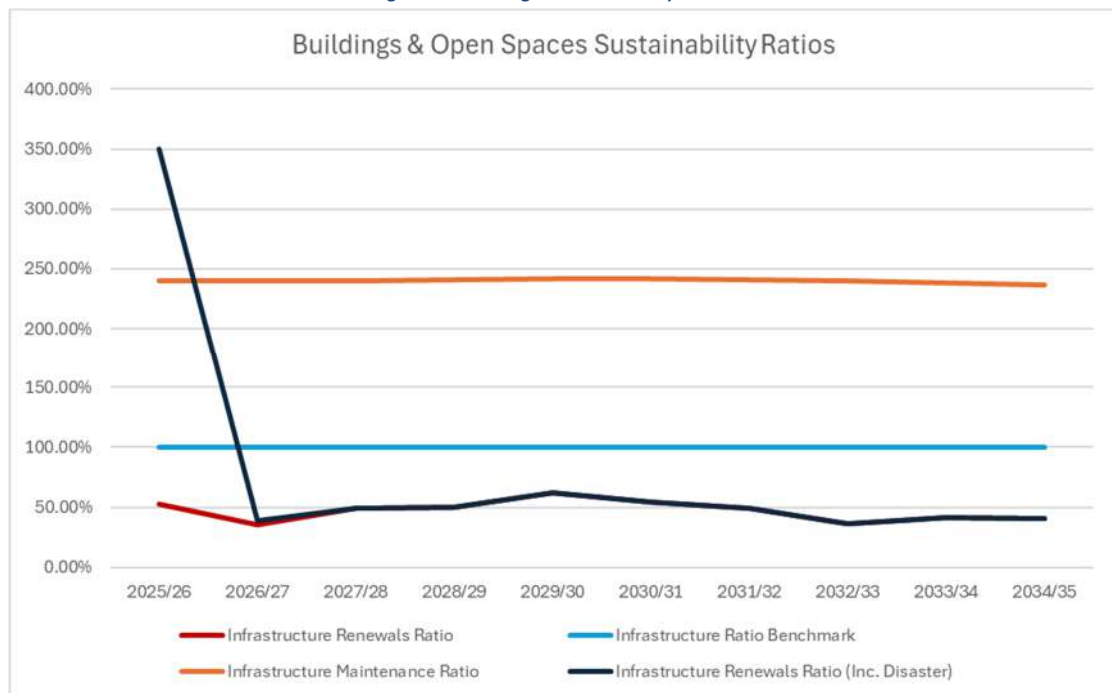
Council compared its budgeted/actual CAPEX expenditure for its Buildings, and Structures against its annual depreciation methods. The 2023 Asset Plan showed that Council has not budgeted adequate funds to meet the required level of funding, and it is anticipated that the condition of these assets will gradually degrade. The integration of Flood restored Facilities, detailed Condition Assessment, and ongoing Community Feedback will assist in establishing a factual position.

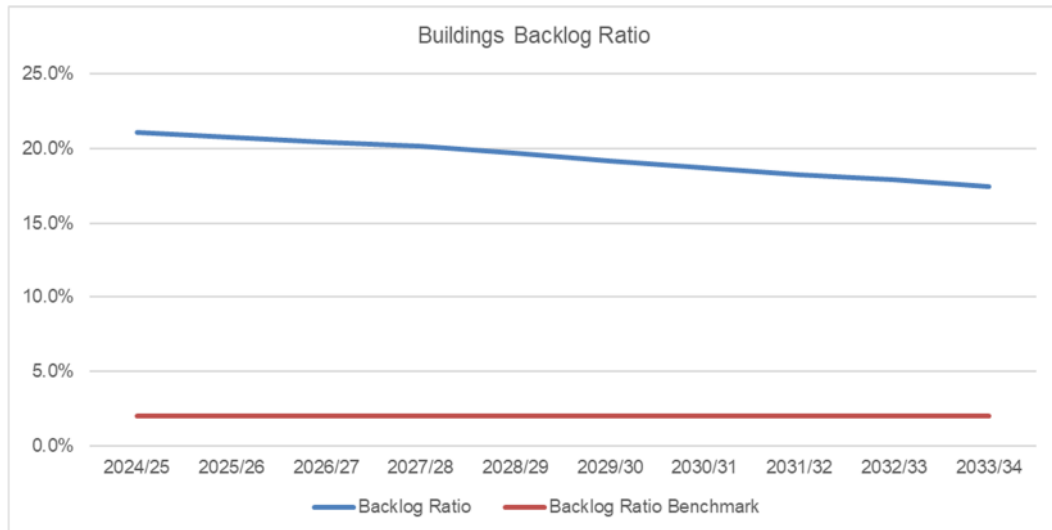
1.10 EXPENDITURE PROJECTIONS

Table 8 Buildings, Other Structures, Land Improvements and Open Space Assets Expenditure Projections

Budget Gap by Asset Group (\$,000s)			2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Buildings	Actual											
Other Structures	Renewal		\$2,948	\$1,979	\$2,846	\$2,912	\$3,701	\$3,331	\$3,027	\$2,301	\$2,674	\$2,674
Land Improvements	Disaster Funding		\$16,636	\$236	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Open Space Assets	New and Expanded Assets		\$766	\$464	\$114	\$14	\$14	\$14	\$14	\$14	\$14	\$14
Pools	Maintenance and Operations		\$8,022	\$8,206	\$8,395	\$8,615	\$8,838	\$9,070	\$9,307	\$9,552	\$9,802	\$10,059
	Total Expenditure		\$28,372	\$10,885	\$11,354	\$11,541	\$12,553	\$12,415	\$12,348	\$11,867	\$12,490	\$12,747
	Required											
	Required Renewal (Depreciation)		\$5,589	\$5,661	\$5,742	\$5,855	\$5,970	\$6,087	\$6,207	\$6,328	\$6,453	\$6,579
	New and Expanded Assets		\$766	\$464	\$114	\$14	\$14	\$14	\$14	\$14	\$14	\$14
	Required O&M		\$3,341	\$3,423	\$3,502	\$3,580	\$3,661	\$3,748	\$3,860	\$3,979	\$4,110	\$4,245
	Total		\$9,696	\$9,548	\$9,358	\$9,449	\$9,645	\$9,849	\$10,081	\$10,321	\$10,577	\$10,839
	OPEX Balance (GAP)		\$4,681	\$4,783	\$4,893	\$5,035	\$5,177	\$5,322	\$5,447	\$5,573	\$5,692	\$5,813
	RENEWAL Balance (GAP)		\$13,996	-\$3,446	-\$2,897	-\$2,943	-\$2,269	-\$2,756	-\$3,180	-\$4,027	-\$3,779	-\$3,905
	Overall (GAP)		\$18,677	\$1,337	\$1,996	\$2,092	\$2,909	\$2,565	\$2,268	\$1,546	\$1,914	\$1,908
	Overall (GAP) excluding Disaster Funding		\$2,041	\$1,101	\$1,996	\$2,092	\$2,909	\$2,565	\$2,268	\$1,546	\$1,914	\$1,908
	Comparison Group – Depreciation		\$5,079	\$5,193	\$5,321	\$5,443	\$5,566	\$5,691	\$5,829	\$6,006	\$6,197	\$6,394
	Comparison Group - Total		\$7,844	\$8,523	\$8,312	\$8,397	\$8,583	\$9,176	\$10,897	\$11,564	\$12,450	\$13,404
	Comparison Overall (GAP)		\$20,528	\$2,362	\$3,042	\$3,144	\$3,970	\$3,239	\$1,451	\$303	\$40	-\$657

Figure 8 Buildings Sustainability Ratios*





**Council currently has a significant backlog in its building's assets due to the impacts of the 2022 Flood. The damage has been recognised in the condition of the portfolio; This financial year will integrate relevant project costs and key data into the Financial, Technical Asset Registers and Asset Management Plan updates. Council will update the CAPEX projections accordingly when further information becomes available.*

1.11 CRITICAL ASSETS

Critical assets are those assets that are likely to result in a more significant financial, environmental and high social cost terms of impact on Organisational objectives.

A review of all Assets will be undertaken during 2025-26 financial year. Critical assets and critical failure modes, causes and consequences will be clarified or established where necessary.

The following attributes are currently being considered as part of this analysis:

CRITICAL SITES AND BUILDING - CRITICAL EVENT MANAGEMENT ALPHA SITES

- Corporate Centre
- Wyrallah Depot
- Goonellabah Community Centre [Critical Event Storage] During this Plan, a revised location is to be allocated for emergency event asset retrieval and storage.

CRITICAL OPERATIONS SITES

- Library for the Community CCTV 1 x Server)
- Molesworth House (Leased) for Community CCTV 2 x Server
- Municipal Building for near future Community Safety CCTV 2 x Server
- South and East Lismore Treatment Plants
- Resource Recovery Site
- Reservoirs
- Pump Stations
- Brunswick Rd Fleet Workshop

SITES AT RISK FROM WEATHER EVENTS

- Brunswick Rd (Fleet Workshop)
- Brunswick Rd (Buildings and Open Space Depot)
- Lismore SES

1.12 RISK MANAGEMENT

STANDARDS AS REFERENCED

Council is working towards a corporate risk framework which aligns with ISO 31000 framework.

The framework has been adopted for Council's Built Environment and highlights the strategic risks which impact Council's asset portfolio.

The ISO 31000 framework integrates the Asset Management Standard AS ISO 55001 and Facility Management Standard AS ISO 41000 are aligned to this Risk Management structure.

RESIDUAL RISK

Project delivery and acquiring new Assets delivers a Residual Risk which is mitigated through Maintenance and Inspections.

EMERGENT RISK

Emergency events and other incidents raise possibility of Asset destruction; Insurance mitigates some of this Risk category.

INHERENT RISK

The ongoing decline of Asset Condition is to be mitigated through Condition Assessments and review of Operational Use and Maintenance and functional Asset performance

The key Risk Management strategy (management of residual risk) is to identify all maintainable Assets, align practices to The Work Health and Safety Act 2011 (NSW) and manufacturers requirements utilising industry best practice.

Table 10 Strategic Risk Management

Service at Risk	Occurrence	Treatment Plan
Building Renewal	Buildings (the structures) deteriorate to a lesser service standard and higher risk situation	<ul style="list-style-type: none"> Continue to improve Asset and Condition data Assess in line with Council's Property Strategy Required renewal of building components is being achieved in the short to medium term. Future planning improvements can be made by further documenting service level risks and utilisation of these in establishing future renewal priorities.
Building Plant, Equipment and Fit out	These assets are shorter life than the structure and critical function can be overlooked resulting service interruption and high cost or reactive replacement	<ul style="list-style-type: none"> Continue to improve data Forecast Asset Replacement schedule Add to Budget
Utilisation-Low	Lower than industry compared for asset utilisation	<ul style="list-style-type: none"> Buildings not suiting the needs of service providers to be determined through SLAs and Property Strategy Continue to monitor condition and functionality of buildings with a Risk focus Monitor for low levels of Council promotion / community communication
Utilisation-High	Higher than Design Life of Asset	<ul style="list-style-type: none"> Buildings not suiting the needs of service providers to be determined through SLAs Continue to monitor condition and functionality of buildings
Buildings - Financial Pressure	Building portfolio grows but additional funds not allocated for OPEX and CAPEX	<ul style="list-style-type: none"> Business Case Analysis on the procurement of significant buildings assets
Asset Renewal	Improvements do not meet regulatory standards	Compare desk top audits/forecasts to ongoing facilities inspection so their standard is known. Monitor industry changes so that potential changes to regulatory standards can be anticipated
Asset reliability decreases	Limited maintenance funds to maintain to an acceptable level	Refer to Works Management Plan and Budget nomination

1.12 CONFIDENCE LEVELS

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the following below.

Table 11: Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

SUMMARY OF CONFIDENCE IN ASSET DATA.

Table 12: Asset data confidence rating

Asset class	Inventory	Condition	Age	Overall
Buildings	Uncertain	Uncertain	Acceptable	Acceptable
Structures	Acceptable	Uncertain	Acceptable	Acceptable
Pools	Acceptable	Uncertain	Reliable	Acceptable

1.13 IMPROVEMENT PLAN

Priorities for improvement are based on establishing clear asset records, aligning service delivery with budget and expectations, defining responsibilities, prioritising works effectively, identifying staffing needs and optimising resource models, and collaborating with the community for sustainable solutions.

KEY STRATEGIC ELEMENTS.

1. **Define & Plan Assets** – Develop clear asset registers, strategic and operational plans, and fit-for-purpose management frameworks to guide future works.
2. **Optimise Processes & Systems** – Implement the Computerised Maintenance Management System, Scheduling roles, and clear Handover/Takeover processes to ensure efficiency and proactive upkeep.
3. **Enhance Community & Service Integration** – Collaborate with the community and internal teams to refine service standards, asset usage agreements, and budget-driven solutions.
4. **Align Resources for Best Fit** – Assess staffing models versus contractors, refine hiring structures, and optimize resources to balance cost, capability, and service delivery.

KEY ACTIONS.

Develop, document and adopt guidelines for Condition and Defect assessment.
Develop and document Service Level Agreements with Occupant Groups <ul style="list-style-type: none"> • Corporate Centre and Wyrallah Rod Depot (Alpha Sites) • Community Groups Occupied Sites • Community Facing Sites • Property Management Leased Sites • Operations operated sites
Implement comprehensive Maintenance and renewal strategy for the management of its assets.
Identify assets with performance/capacity deficiencies to be prioritised for upgrade
Review long-term (ten-year) lifecycle costing requirements including CAPEX, OPEX & depreciation
Undertake an in-depth Workforce assessment and review of Asset Management roles and responsibilities and ensuring that all functions of Asset Management are covered and are being carried out.
Identify Assets for Criticality including disaster consideration and resilience measures
Document guidelines and adopt a consistent approach for Condition Rating and Defect Cause assessment.
Implement a Maintenance Management System that records Maintenance Works Plans with activity outputs against defined assets
Implement Budget vs Actual required Maintenance and Inspection costs to understand variance in expenditure
Review outcome-based Service Levels in alignment to IP&R Framework.
Review expenditure and cost coding to ensure works that are clearly defined as CAPEX or OPEX in nature are fully captured and recorded accordingly.
Review long-term (ten-year) lifecycle costing requirements including CAPEX, OPEX & Depreciation

1.14 CAPITAL WORKS PROGRAM

Refer to 2025/2026 Adopted Budget.