



## **AGENDA**

**FOR ASSET MANAGEMENT SUB COMMITTEE MEETING TO BE HELD ON**

**7 DECEMBER 2020 AT 6.30 PM**

**IN WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY**

### **MEMBERS**

Cr B Brug (Chairman)  
Mayor G Aldridge  
Cr L Braun  
Cr C Buchanan  
Cr D Hood  
Cr S Ouk  
Cr S Reardon

### **REQUIRED STAFF**

Chief Executive Officer, Mr J Harry  
General Manager City Infrastructure, Mr J Devine  
Manager Governance, Mr M Petrovski  
PA to GM City Infrastructure, Ms H Prasad

### **APOLOGIES**

### **LEAVE OF ABSENCE**

### **PRESENTATION OF MINUTES**

Presentation of the Minutes of the Asset Management Sub Committee Meeting held on 9 November 2020.

### **REPORTS**

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### **OTHER BUSINESS**

### **CLOSE**





**MINUTES OF ASSET MANAGEMENT SUB COMMITTEE MEETING HELD IN  
WITTBER & DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,  
34 CHURCH STREET, SALISBURY ON**

**9 NOVEMBER 2020**

<b>MEMBERS PRESENT</b>	Cr L Braun (Chairman) Mayor G Aldridge (ex officio) Cr C Buchanan Cr A Duncan Cr N Henningsen Cr S Reardon (Deputy Chairman)
<b>OBSERVERS</b>	Cr J Woodman
<b>STAFF</b>	Chief Executive Officer, Mr J Harry A/General Manager City Infrastructure, Mr J Collins Team Leader Parks and Open Space Assets, Mr C Johansen Manager Governance, Mr M Petrovski Governance Support Officer, Ms K Boyd

The meeting commenced at 7.13 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

**APOLOGIES**

There were no Apologies.

**LEAVE OF ABSENCE**

Nil

**PRESENTATION OF MINUTES**

Moved Mayor G Aldridge  
Seconded Cr N Henningsen

The Minutes of the Asset Management Sub Committee Meeting held on  
14 September 2020, be taken as read and confirmed.

**CARRIED**

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## REPORTS

### AMSC1 Future Reports for the Asset Management Sub Committee

Moved Cr N Henningsen  
Seconded Mayor G Aldridge

1. The information is received.

**CARRIED**

### AMSC2 Levels of Service Options - Playgrounds

Moved Cr C Buchanan  
Seconded Cr A Duncan

1. The report is noted and received.
2. That the Local sites of Little Para Linear Park (lower), Paralowie/Parafield Gardens, Stanley Avenue Reserve, Salisbury, and Coomurra Gully, Salisbury Heights are endorsed as the new local playgrounds over the next five years.
3. That installation of new playgrounds be scheduled in the following order:
 

2020/2021:	Coomurra Gully, Salisbury Heights
2021/2022:	Little Para Linear Park (lower), Paralowie/Parafield Gardens
2022/2023:	Stanley Avenue Reserve, Salisbury
2023/2024:	to be determined
4. A further report be provided which includes additional suggested locations for playgrounds to be considered along with Noack Reserve, Pooraka, for future installation.
5. That Council notes its decision in October 2020 to defer the upgrade to the Fairbanks Drive Reserve District playground until 2021/22, but continue with its design in 2020/21.

**CARRIED**

## OTHER BUSINESS

Nil

## CLOSE

The meeting closed at 7.24 pm.

CHAIRMAN.....

DATE.....

<b>ITEM</b>	AMSC1
	<b>ASSET MANAGEMENT SUB COMMITTEE</b>
<b>DATE</b>	07 December 2020
<b>HEADING</b>	Future Reports for the Asset Management Sub Committee
<b>AUTHOR</b>	Michelle Woods, Projects Officer Governance, CEO and Governance
<b>CITY PLAN LINKS</b>	4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	This item details reports to be presented to the Asset Management Sub Committee as a result of a previous Council resolution.

**RECOMMENDATION**

1. The information is received.

**ATTACHMENTS**

There are no attachments to this report.

**1. BACKGROUND**

- 1.1 A list of resolutions requiring a future report to Council is presented to each sub committee and standing committee for noting.
- 1.2 If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

**2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 Report authors and General Managers.
- 2.2 External
  - 2.2.1 Nil.

**3. REPORT**

- 3.1 The following table outlines reports to be presented to the Asset Management Sub Committee as a result of a previous Council resolution:

<b>Meeting Item</b>	<b>- Heading and Resolution</b>	<b>Officer</b>
23/03/2020 2.0.4- AMSC2  <b>Due:</b>	<b>Levels of Service Options</b> 2. Canopy Cover be considered as part of the Sustainability Strategy, that will be the subject of a report back to this Council in time to be considered in the 2021/22 Budget Cycle. March 2021	Craig Johansen

23/03/2020 2.0.4- AMSC2	<b>Levels of Service Options</b> 4. Council consider a revised budget for 2021/22 and beyond following consideration of a report on the learnings from the 2020 verge trial program which is currently underway, and any subsequent changes to the level of service.  <b>Due:</b> December 2020 This report will be submitted to the December 2020 meeting of the Urban Services Committee and will detail information requested from various Sub Committee resolutions.	Mark Purdie  Mark Purdie & Craig Johansen
23/03/2020 2.0.4- AMSC-OB1	<b>Capital Program</b> 1. That a report be prepared for the October 2020 meeting of the Asset Management Sub Committee to provide a summary of the three year capital program covering the Strategic Asset Management Plan and related policy initiatives.  <b>Due:</b> February 2021	Dameon Roy
27/04/2020  OB12.2	<b>Bike Paths</b>  2. Council review the current state of our paths throughout the City of Salisbury and allow Elected Members to voice suggestions on new paths.  <b>Due:</b> December 2020 <b>Deferred to:</b> April 2021 <b>Reason:</b> Analysis of the conditions audit has commenced and report will be submitted following its completion.	David Boothway
25/05/2020 2.0.2- AMSC3	<b>Place Activation Strategy - Formal Recreation</b> 4. A report be prepared for the Asset Management Sub Committee that maps all Formal Recreation assets, outlining how each facility is classified as formal/ informal, economic community facility linkages (Local, district, regional), listing club room facilities, a schedule of upcoming budgeted approved renewals and a schedule of the useful life for each facility. 5. A further report be prepared containing a proposed detailed set of principles and standards along with a gap analysis showing what the financial impact would be to achieve the recommended detailed standards.  <b>Due:</b> December 2020 <b>Deferred to:</b> March 2021 <b>Reason:</b> Following the Elected Member workshop being held in February 2021.	Adam Trottman

25/05/2020 2.0.2- AMSC-OB1	<b>Sporting Facilities – Joint Investment</b> That Council consults with other local Councils (Playford, Tea Tree Gully and Port Adelaide Enfield) and the Office for Recreation and Sport to identify funding opportunities for joint investment into new regional sporting and community facilities based on demand, social need and demographic and sporting trends and changes. <b>Due:</b> December 2020 <b>Deferred to:</b> March 2021 <b>Reason:</b> Following the Elected Member workshop being held in February 2021.	Adam Trottman
27/07/2020 1.1.2	<b>Place Activation Strategy – Community Facilities</b> 2. Staff prepare a further report to the Asset Management Sub-Committee regarding a condition and fit for purpose audit of Council owned community facilities with consideration to the hierarchy. <b>Due:</b> December 2020 <b>Deferred to:</b> March 2021 <b>Reason:</b> Following the Elected Member workshop being held in February 2021.	Adam Trottman
27/07/2020  2.0.2- AMSC2	<b>Place Activation Strategy Update</b>  2. Council notes that a report on the Linkages category of PAS will be presented to the sub committee in coming months for consideration. <b>Due:</b> December 2020 <b>Deferred to:</b> February 2021 <b>Reason:</b> More detailed work is continuing with the linkage category covering all 4 destination types within PAS.	David Boothway
24/08/2020  2.0.2- AMSC2	<b>Street Tree Asset Management Plan</b>  5. That an updated Street Tree Asset Management Plan be prepared for future presentation to the Asset Management Sub Committee. 6. That an updated planting palette for street trees, and criteria for selection at particular sites, be developed for Sub Committee consideration and endorsement at a future meeting. <b>Due:</b> December 2020 <b>Deferred to:</b> March 2021 <b>Reason:</b> Detailed work is progressing and needs to be completed before procurement commences for future years.	Mike Oborn / Craig Johansen

24/08/2020 2.0.2- AMSC-OB1	<b>Tree Litter in private residence</b> 1. That a report be provided advising how the City of Salisbury can better assist vulnerable residents on private property where their residences are impacted by litter from regulated trees. <b>Due:</b> December 2020 <b>Deferred to:</b> February 2021 <b>Reason:</b> Further collaboration is required between City Infrastructure and Community Development to better consider resolution of issues.	Craig Johansen
24/08/2020 2.0.2- AMSC-OB2	<b>Disability Access Inclusion Plan</b> 1. That a report be presented in January 2021 regarding the progress of the Disability Access Inclusion Plan. <b>Due:</b> January 2021	Vesna Haracic
28/09/2020 2.0.2- AMSC2	<b>Installation of Irrigation to Bush Park, Pooraka</b> 2. That the installation of irrigation and turf at Bush Park be considered as part of the Place Activation Strategy implementation in 2022/23 as part of the Informal Recreation Upgrade Strategy. <b>Due:</b> February 2021	Craig Johansen
28/09/2020 2.0.2- AMSC4	<b>Community Engagement Framework for program works</b> 4. Copies of community feedback be provided to the Ward Councillors and a summary of the community engagement process for the street tree renewal program be reported to Asset Management Sub Committee as appropriate <b>Due:</b> March 2021	Craig Johansen
28/09/2020 2.0.2- AMSC- MWON1	<b>Streetscape Renewal Policy</b> 1. That the Streetscape Renewal Policy be brought back to the Asset Management Sub Committee for further consideration to include criteria requiring staff to make reference to previous requests for tree removal by residents. <b>Due:</b> March 2021	Craig Johansen
28/09/2020 2.0.2- AMSC- MWON2	<b>Residents Verge Improvement Program</b> 1. the administration investigate and provide advice to Council about the cost and logistics of introducing a Residents Verge Improvement program in the next financial year, to provide incentive for residents to beautify and maintain verges adjacent their properties, with options to include removing existing dolomite, weeds and other materials and providing soil, mulch and plants; <b>Due:</b> December 2020 These investigations will be included in the Level of Services Options report to be submitted to the December 2020 meeting of the Urban Services Committee.	Craig Johansen



28/09/2020 2.0.2- AMSC- MWON2 <b>Due:</b>	<b>Residents Verge Improvement Program</b> 2.the program be incorporated as part of Council's review of its verge maintenance program and include potential criteria for selection and approval. December 2020 These investigations will be included in the Level of Services Options report to be submitted to the December 2020 meeting of the Urban Services Committee.	Craig Johansen
28/09/2020  MON1     <b>Due:</b> <b>Deferred to:</b> <b>Reason:</b>	<b>Motion on Notice: Carpark and Playspace Options for Kingswood Reserve, Paralowie Dog Park</b> 2. A report to the Asset Management Sub Committee be prepared advising options to Council for the provision of playspace equipment appropriate for children at Kingswood Reserve, to complement the dog park, hard court facility and adult exercise equipment already there, and to include consideration of possible deferral of upgrading the playground on nearby Lukin Avenue to prioritise funding new play equipment at Kingswood Reserve. December 2020 February 2021 Further work on car parking options are being considered.	Craig Johansen
28/09/2020  MON4     <b>Due:</b> <b>Deferred to:</b> <b>Reason:</b>	<b>Motion on Notice: Lighting of Dog Parks and Recreation Facilities</b> 1. That a report be prepared for consideration at the November meeting of the Asset Management Sub Committee examining the potential impacts, and opportunities and, if appropriate, the guidelines, of installing lighting at dog parks and other stand-alone recreational facilities such as basketball courts. December 2020 February 2021 Staff are conducting further investigations into different impacts and requirements surrounding the installation of lighting at these types of facilities.	Craig Johansen
23/11/2020 2.0.2- AMSC2     <b>Due:</b>	<b>Levels of Service Options - Playgrounds</b> 4. That the Ward Councillors coordinate and lead a preliminary local consultation with Salisbury Heights residents to determine a location, recommend a theme and identify key aspects of the new playground. All community feedback received in this time will be reported directly to the Ward Councillors. The Ward Councillors to report back to the Asset Management Sub Committee in early 2021. February 2021	Craig Johansen

23/11/2020	<b>Review the standards and user satisfaction of all Dog Parks</b>	Tamika Cook
2.4.2	<p>2. This item be referred to the AMSC for further consideration and staff to provide detailed information on proposed works to be carried out at dog parks as per 3.6 in the table in the report.</p> <p>3. Staff to prepare further information on existing irrigation at dog parks and proposed budget for installing or increasing irrigated areas in dog parks.</p> <p>4. Staff to provide a further report outlining the cost of repairing the fencing and self-close entry/exit gates across all parks.</p>	
<b>Due:</b>	April 2021	
23/11/2020	<b>Motion Without Notice: Gawler to North Haven bike path</b>	John Devine
MWON12.2	<p>1. A review of the accessibility of the Gawler to North Haven bike path be completed with consideration within the report to be on disability riding access (especially at the underpasses).</p> <p>2. Costings be provided within the report on how much it would cost to either remove or alter access at the underpass mazes.</p> <p>3. The report come back to the Asset Management Sub Committee within three months.</p>	
<b>Due:</b>	February 2021	

#### 4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Asset Management Sub Committee have been reviewed and are presented to Council for noting.

#### CO-ORDINATION

Officer:	Executive Group	GMCOD	GMCI
Date:	30/11/2020	3/12/2020	3/12/2020

<b>ITEM</b>	AMSC2
	<b>ASSET MANAGEMENT SUB COMMITTEE</b>
<b>DATE</b>	07 December 2020
<b>HEADING</b>	Buildings Asset Management
<b>AUTHOR</b>	Peter Rexeis, Senior Building Assets Officer, City Infrastructure
<b>CITY PLAN LINKS</b>	1.1 Our City is attractive and well maintained 4.2 We deliver quality outcomes that meet the needs of our community
<b>SUMMARY</b>	This report provides information on the City of Salisbury's Building Assets.

### RECOMMENDATION

1. That the information be received and noted.
2. The Buildings Asset Management Plan supersedes and replaces the November 2015 Building Renewal Policy, which is discontinued.
3. The next steps highlighted in section 3.13.1 to 3.13.6 of this report (Asset Management Sub Committee AMSC3 30/11/2020) be implemented and a further report be brought back to the Asset Management Sub Committee upon completion of the next steps 3.13.1 to 3.13.6.

### ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Attachment 1 Building Renewal Policy

### 1. BACKGROUND

- 1.1 The City of Salisbury currently has 215 building infrastructure assets. These building assets directly or indirectly support delivery of services to the community. such as the Salisbury Community Hub, Para Hills Community Hub the Operations Centre on Cross Keys Road. Other community buildings include the Jack Young Centre, libraries, recreation centres sporting clubs and smaller building assets such as storage sheds, shelters, public toilets and non-utilised heritage assets such as the Magazine Road huts. These buildings can also be leased or used for Council business and have staff located there.
- 1.2 Council is required under the Local Government Act 1999 to update its Strategic Management Plans (SMP) every 4 years or within 2 years of a new Council being elected. The Buildings Asset Management Plan informs the SMP including the Council's Long Term Financial Plan.
- 1.3 As part of this process the building assets are regularly audited and the data from the building audits encompasses condition assessments and service levels to ensure that the buildings have a minimum overall condition rating of 3 or better.

- 1.4 Council's levels of service for buildings are based on the overall condition of the building, its fit for purpose requirements and maintenance response times.
- 1.5 The Buildings Asset Management Plan sets out the proposed management of the building assets providing for both operational and community needs of the City of Salisbury. The Plan specifies the lifecycle requirements for effective management, inspection and replacement the asset and outlines the financial implications and standards to provide the required levels of service.
- 1.6 Council has established the Asset Management Sub Committee to oversee asset management and help prioritise asset related works programs and ensure appropriate risk management is in place for each asset category. This includes reviewing the forward renewal and upgrade capital programs which are integral parts of the Council's annual financial processes.

## **2. CONSULTATION / COMMUNICATION**

- 2.1 Internal
  - 2.1.1 City Infrastructure
  - 2.1.2 Community Development
- 2.2 External
  - 2.2.1 Sproutt Engineering Services Pty Ltd

## **3. REPORT**

### **3.1 Building Assets**

- 3.1.1 Council currently has 215 buildings with a value of \$127.71m. This figure includes the Salisbury Community Hub & Bridgestone Sports Athletics Facility.
- 3.1.2 For the purposes of asset management the buildings are classified as either Tier 1 or Tier 2 buildings.
- 3.1.3 There are 96 Tier 1 buildings with a value of \$115.5m and 119 Tier 2 buildings with a value of \$6.21m.
- 3.1.4 Tier 1 Buildings are defined as componentised, complex, civic & operational buildings such as the SCH, Para Hills Community Hub and the Operations Centre on Cross Keys Road. Other community buildings such as the Jack Young Centre, libraries, recreation centres and the sporting clubs. They can be leased buildings or buildings used for Council business.
- 3.1.5 Tier 2 Buildings are defined as more likely to be functionality-based assets such as storage sheds, shelters, public toilets and non-utilised heritage assets such as the Magazine Road huts and building.

### 3.2 Building Maintenance

- 3.2.1 Council carries out regular maintenance of all its buildings (either by way of programmed or reactive maintenance). This ensures the building assets are kept at a fair or better condition and protects the building and the building occupants, whilst ensuring compliance with legislative requirements, i.e. fire safety, access points to the roof, as well as DDA compliance etc. Regular building maintenance makes sure that the building and its environment remain healthy, clean and a safe place to occupy. Regular maintenance can cause the value of the building to remain stable or increase while extending the buildings useful life.
- 3.2.2 Programmed maintenance is maintenance performed at regular scheduled intervals to prevent or reduce the risk of failure of the buildings components such as painting, electrical, carpentry, plumbing etc. This is carried out by the Property & Buildings Maintenance staff or by contractors engaged when required. This also ensures that we also comply with any legislation/compliance i.e. testing/tagging, fire services, roof access certification and maintenance and asbestos registers are up to date.
- 3.2.3 Programmed maintenance carried out by contractors engaged by Council includes:
- Gutter and Roof cleaning maintenance.
  - Air-conditioning maintenance.
  - Solar Panel cleaning and maintenance.
  - Cleaning of buildings utilised by Council staff, ie Community Centres, Libraries, and Public Toilets.
  - Lift maintenance.
  - Fire Safety equipment in buildings. (Compliance)
  - Major electrical issues.
  - E-safe (Compliance test & tag)
  - Plumbing.
  - Roof access certification and maintenance.
  - Automatic egress doors.
  - Asbestos registers
- 3.2.4 Reactive maintenance is unplanned and can result from vandalism, break ins, weather events and unforeseen failures. These works are either undertaken by staff or by contractors. Whilst reactive maintenance will always be present it is being reduced with the introduction of additional programmed maintenance, including routine maintenance works and preventative treatments.
- 3.2.5 Council currently has an annual maintenance budget of \$3.1m as well as a graffiti removal budget of \$500k. We do not use contractors to undertake graffiti removal as this is undertaken by staff and volunteers.

### 3.3 Building Maintenance - Inspection Program

- 3.3.1 Historically staff relied on occupants of the buildings to report any maintenance issues, as well as the building condition audit data rather than undertaking regular inspections. Some occupants would regularly report any maintenance whilst others did not report at all which can cause the building infrastructure/services to deteriorate quickly.
- 3.3.2 An inspection program of all of Council's buildings was introduced in April 2020 and this is undertaken by staff in the Property & Buildings Division. To date 50 buildings have been inspected and have been logged for works to be undertaken. A maintenance program has also been developed and prioritised.
- 3.3.3 Staff utilise tablets to log all issues into the corporate system (Confirm). This reduces the time taken in prioritising and scheduling of works especially issues that require immediate attention.
- A regime of programmed maintenance is in place and this will continually be updated and prioritised.
  - This maintenance includes repainting all surfaces, electrical items, plumbing, adjusting doors, windows and locks, joinery and carpentry. These maintenance items would normally be part of the Customer Request Management system and come ad hoc, taking up more resources and increased costs.
  - Programed maintenance allows Council to be proactive and community centric, providing a more seamless service. The buildings will present fresher, safer and be more inviting, encouraging the community to utilise the services that are being offered at the building.
  - It is expected that the programmed maintenance will reduce the amount of reactive maintenance ongoing.
- 3.3.4 Inspections will be undertaken yearly on each building and this also includes public toilets

### 3.4 Lease/Licence Agreements Maintenance Inspections

- 3.4.1 In addition to developing a maintenance program the inspections that are undertaken also provide the opportunity to monitor Lessor/Lessee obligations. This ensures that occupants who lease Council buildings comply with the conditions of their lease agreements. It also ensures that Council as the Lessor also adheres to their responsibilities contained within the lease as well.
- 3.4.2 Depending on the type of the lease/licence that is put in place the conditions and maintenance obligations will differ.
- 3.4.3 With the sporting club leases (currently expiring in September 2023) Council has taken on more maintenance responsibilities with every new lease negotiated which is endorsed by Council. This ensures that maintenance items are carried out and extending the life of the building and its components. Commercial leases are different with more responsibility of this lying with the Lessee.

3.4.4 Staff currently manage different types of agreements:

- Leases (exclusive use)
- Licenses (non-exclusive use)
- Management agreements
- Hire (casual or ongoing)

### 3.5 Levels of Service

3.5.1 Council's levels of service for buildings are based on the overall condition of the building, fit for purpose requirements and maintenance response times.

3.5.2 *Condition*

3.5.2.1 The condition of Council owned buildings are as per Council's scoring matrix 0-6 as per table 1. The matrix is for overall condition of the building and can also be utilised for individual assets that make up the building, including but not restricted to building fabric, electrical, mechanical and hydraulic services, fire and safety services, heritage, pest control and essential regulatory compliance. The higher the conditions score the poorer the condition. The current level of service for the condition of Council buildings is to be condition 0-3.

Condition Score	Condition	Description
0	Brand New	Asset is brand new.
1	Very Good	Near as new condition with no defects.
2	Good	Superficial deterioration, no issue with reliability, no maintenance is required.
3	Fair	Minor deterioration present. Routine maintenance may be required.
4	Poor	Significant deterioration present. Requires maintenance to keep the asset serviceable and programming for renewal/rehabilitation on forward 5 year works program.
5	Very Poor	Extensive deterioration present. Requires significant maintenance to keep the asset serviceable and programming for renewal/rehabilitation within the following year.
6	End of Life	Asset is unserviceable and provides no service. Asset cannot be used.

**Table 1 Condition Scoring Matrix**

### 3.5.3 *Maintenance Response Times*

3.5.3.1 The Property & Buildings maintenance team have received and completed over 3,000 requests for maintenance and 1,000 requests for graffiti removal per year. 95% are closed out within the required timelines. The outstanding requests typically require the ordering of materials resulting in a delay to complete the work.

3.5.3.2 Maintenance requests are for Plumbing, Electrical, Carpentry, Air Conditioners and any other building related maintenance.

3.5.3.3 Emergency maintenance is carried out on an as needs basis, staff are notified as soon as it is reported and attend immediately.

### 3.5.4 *Fit For Purpose*

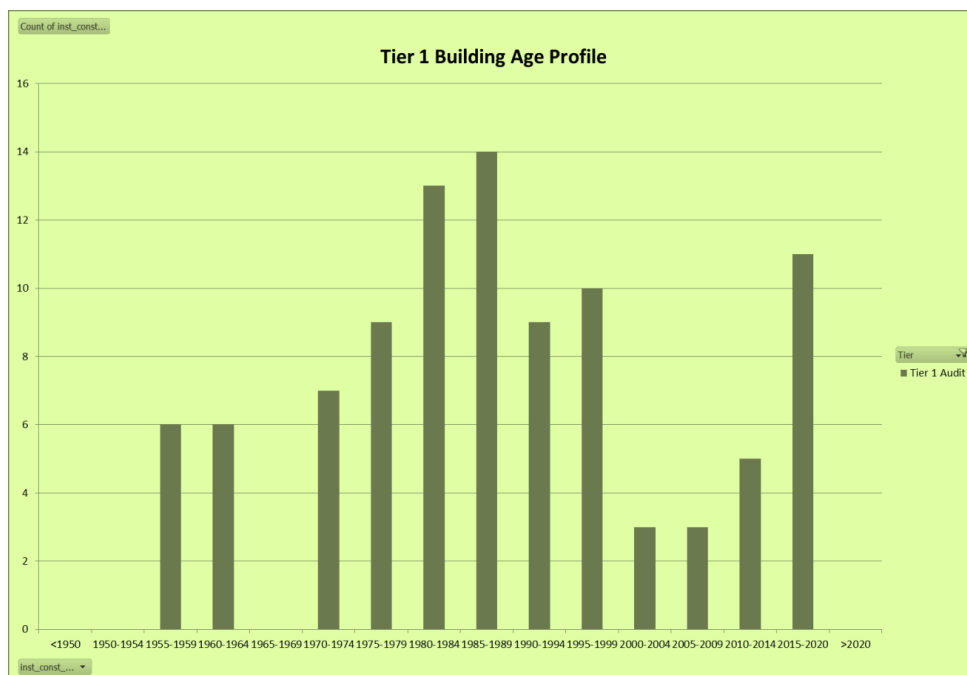
3.5.4.1 Fit for purpose for Council's buildings can be defined as a building or facility that has been designed and is well equipped and suited for its designated role or purpose.

3.5.5 Leased/licensed buildings can log any issues directly with the Property & Buildings Division by emailing or calling the administration staff.

## 3.6 **Buildings Age Profile Tier 1**

3.6.1 The majority of Councils tier 1 buildings are within the 20 – 40 years age bracket:

- 0-5 years – 11 buildings
- 5-10 years – 8 buildings
- 10-20 years – 3 buildings
- 20-40 years – 46 buildings
- 40+ years – 28 buildings



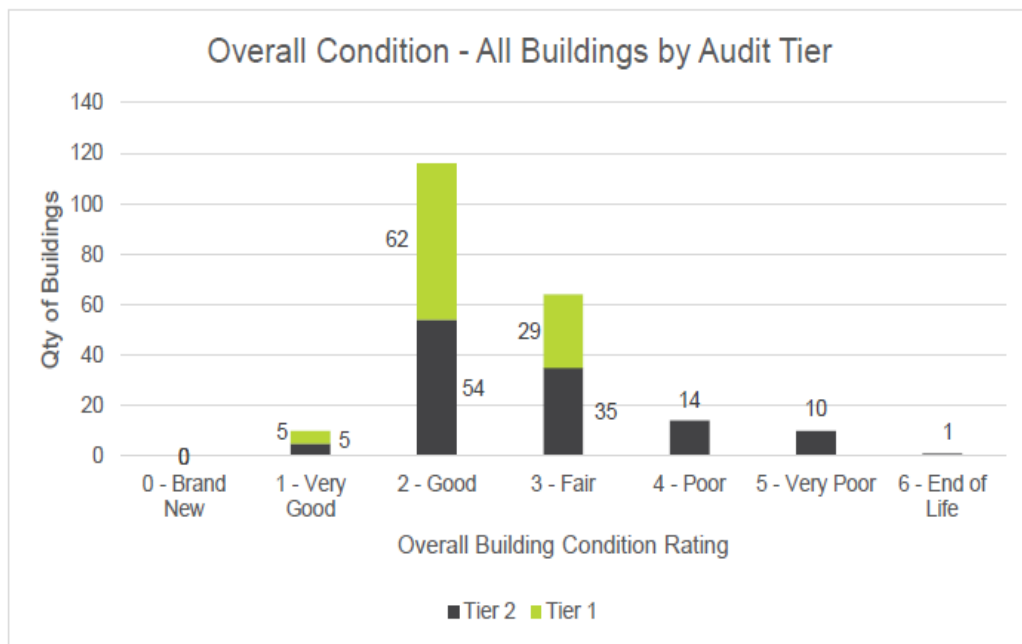


### 3.7 Building Condition Audit

- 3.7.1 The 2020 Building Assets Condition Audit for all 215 Council buildings was carried out April-July 2020. The onsite audits of the buildings were undertaken from April - June 2020, with post processing and reporting completed in June - July 2020. Valuations are currently being undertaken and are due to being completed soon. The condition data helps determine the revised value of the building, and a building in a very good condition would have a much higher value compared to the same building in a fair or poor condition.
- 3.7.2 In conjunction with the condition audits, floorplans of all Tier 1 buildings was captured.
- 3.7.3 The condition audit report has highlighted that the Tier 1 assets are found to be in overall better condition than the Tier 2 assets. This skew of Tier 2 assets towards a slightly poorer overall condition is quite common and expected due to the following factors:
- Tier 2 assets are more likely to be functionality-based assets such as storage sheds and shelters, public toilets and include non-utilized historic assets such as the Magazine Road huts and RM Williams site buildings and structures.
- 3.7.4 The condition audit indicates that the overall condition rating for the majority of the buildings is “2 – Good” and “3-Fair”. (Refer Table 1 & Graph 1)
- 3.7.5 The level of service accepted as a minimum threshold for habitable and utilised Council buildings is a condition rating of “3 – Fair” Council is currently achieving and exceeding this level of service for the Tier 1 assets.
- 3.7.6 77% of Councils Tier 2 buildings are also achieving and exceeding a condition rating of “3 – Fair”.

		All Audited Buildings – Overall Building Condition Ratings							
		0 – Brand New	1 – Very Good	2 - Good	3 - Fair	4 - Poor	5 – Very Poor	6 – End of Life	TOTAL
Audit Tier	1	0	5	54	29	0	0	0	96
	2	0	5	62	35	14	10	1	119
TOTAL		0	10	116	64	14	10	1	215

Table 1



Graph 1

- 3.7.7 Council's Property & Buildings Division have or are currently carrying out condition audits for roofs and gutters, air conditioning, roof access equipment and certification. These audits have transpired into maintenance, renewal or upgrades as required.

### 3.8 Building Condition Audit - Fit For Purpose

- 3.8.1 The 2020 Building Assets condition audit included a basic assessment of the fit for purpose nature of the buildings. This was an initial assessment only to consider whether buildings were functional, rather than a detailed assessment of whether the buildings met various user group requirements.
- 3.8.2 A building can be maintained and in a good/very good condition but still may not meet the needs of the occupants or City of Salisbury.
- 3.8.3 The consultants had made the assessments on the tier 1 buildings only and they made observations on the following:
- DDA compliance (access paths/widths, door widths, no steps/obstacles, amenities such as bathrooms/toilets & carparking).
  - General suitability – adequate function space & general amenities (changeroom, storage, bathroom etc).
  - Associated Sports Facilities – where these present ie pitches/courts.
  - Pest control evidence.
  - Fire & Emergency Services – does it contain fire services, are they compliant & are they appropriate for the building type/use/size.
  - Any health & safety risk – are they present? Any which were considered a risk were reported directly to staff prior to the consultant leaving the site.
- 3.8.4 It has been determined that Councils Tier 1 buildings meet the basic fit for purpose requirements.

### 3.9 Place Activation Strategy

- 3.9.1 Council has endorsed the Place Activation Strategy which is a core strategy delivering key parts of the City Plan 2035. It provides a framework to deliver social and economic benefits for the City of Salisbury.
- 3.9.2 There are two categories which are relevant to the building assets. These are 'Formal Recreation' and 'Community Facilities (meaning Community Centres, libraries & Civic buildings)'. Council has endorsed the definitions and guiding principles of its Formal Recreation and the hierarchy of its social infrastructure and provision threshold of its Community Facilities.
- 3.9.3 Details of this work will be reported to the AMSC.
- 3.9.4 The Buildings Condition Audit and Place Activation Strategy will provide data to assist in prioritising the capital building programs over future years in conjunction with other capital projects to gain a holistic outcome.
- 3.9.5 These capital projects though will need to be programmed to ensure financial stability to Council and the users whilst ensuring Council's capability to deliver.

### 3.10 Fit for Purpose - Current Expectations

- 3.10.1 Council's buildings can be regularly maintained and in a good/very good condition but still may not be fit for purpose and no longer meet the needs of the occupants.
- 3.10.2 The building condition audit states that our Tier 1 buildings are in fair to very good condition and meet the basic fit for purpose requirements, such as DDA compliance, change room facilities, kitchen, general clubroom social space at the time of construction etc. How the buildings are utilised has and is constantly changing.
- 3.10.3 Fit for purpose – what we know:
  - Sporting Clubs – additional change rooms required and the provision for all users and unisex capabilities, the change rooms can be used by both male and female teams depending on the sporting fixtures programmed. The social space is no longer large enough to hold events, commercial grade kitchen or facilities, DDA compliance, providing inclusive spaces.
  - Community Facilities – ability to run the programs that the community/elected members want, service provision, one stop shop (Community Hubs). Community expectations are changing with the expectations for facilities like the Salisbury Community Hub and Para Hills Community Hub with multi use areas, the ability for the community to book and attend programs, relax and have access to the library and community spaces.
- 3.10.4 There needs to be a balance on what the community desires and what the Council is able to do.

### **3.11 Capital Renewal & Upgrades**

3.11.1 Council have a forward buildings renewal & upgrade program, this program is constantly being maintained and updated utilising the condition ratings and fit for purpose data supplied as part of the 2020 Building Assets Condition & Fit for Purpose Audit. It will also include the detail of the works being undertaken in the Formal Recreation and Community Facilities categories once endorsed.

#### *3.11.2 Capital Renewal*

3.11.2.1 Can be defined as the works that return the building to its as-new condition while making it fit for purpose:

- restores/rehabilitates the building to the modern equivalent and being fit for purpose.
- providing universal access and unisex facilities.
- modernising the buildings energy efficiency.

3.11.2.2 Buildings that have recently been renewed are the Adams Oval Salisbury Cycle Speedway Clubrooms, Unity Park Pooraka Tennis Clubrooms, Bagster Road Public Toilets, Salisbury Croquet Clubrooms and air-conditioner Renewals.

3.11.1.3 Current budget allocation if \$1.7m per year.

#### *3.11.3 Capital Upgrade*

3.11.3.1 Is new works which may involve demolition of an existing building and building new, all in compliance with Councils specifications and requirements. Recent examples are the SCH, Bridgestone Athletics, public toilet facility at Unity Park, Underdown Park Sports Facility and the Para Hills Community Centre.

3.11.3.2 The upgrade program budget varies from year to year but Council has spent an average of \$3.7m per year over the last 8 years (excluding the SCH).

3.11.3.3 Cost can vary for each project from \$700k to \$5m depending on the upgrade

### **3.12 Building Renewal Policy**

3.12.1 Besides the Building Asset Management Plan there is only one building related policy that Council has called the Building Renewal Policy which was approved in November 2015. The purpose of the policy was to set out the responsibilities of the City of Salisbury in relation to the conduct of the building renewal program, allocation of funding and what will be undertaken. Refer attachment 1

3.12.2 It also sets out how the building renewal programs will be prioritised and the rational analysis taking into account – condition, risk, future demand, upgrade planning, exceptional maintenance, access issues, compliance.

3.12.3 The policy is now outdated as this information is contained within the Buildings Asset Management Plan.

- 3.12.4 It is being recommended that it be withdrawn and that it is no longer included in Council's future policies.

### **3.13 Next Steps**

- 3.13.1 A copy of the building asset management presentation will be placed on the Elected Members' portal.
- 3.13.2 The finalisation of the building assets valuations which are currently being undertaken and is expected to be completed by the end of December 2020.
- 3.13.3 The prioritisation of the buildings capital expenditure and maintenance requirements for 2022/2023 and 2023/2024 by end of February 2021.
- 3.13.4 Review the buildings assets levels of service in alignment with financial constraints taking into account and guided by the PAS categories of Formal Recreation and Community Facilities once endorsed by Council. This work is expected to be completed by the end of February 2021.
- 3.13.5 Improve the environmental performance of Council's buildings, (utilising environmental design and construction principles such as led lighting, installation of solar panels, utilisation of recycled materials etc.) This is currently taking place with the renewals, upgrades, maintenance and will be included in the redrafted Buildings Asset Management Plan expected to be completed by December 2021. Discussion with members of the Asset Management Sub Committee to help inform the extent of improvement to the environmental performance will occur by mid 2021.
- 3.13.6 With the completion of the external building audit, all facets of the Place Activation Strategy and analysis of the results in line with any new requirements or demands on the buildings, (including the environmental performance) will allow for the updating of the Buildings Asset Management Plan as per Local Government requirements expected to be completed by December 2021.

## **4. CONCLUSION**

- 4.1 The overall condition for 88% of all Council buildings is fair to very good, noting that all of Councils tier 1 buildings are fair to very good. This can be attributed to Council's proactive renewal and upgrade asset management program for buildings.
- 4.2 The City of Salisbury currently has 215 buildings with a value of \$127.71m, and carries out both programmed and reactive maintenance to all its buildings. An inspection program for all Council's buildings was introduced in April 2020 and this is undertaken by staff in the Property & Buildings Division with the purpose of identifying programmed maintenance and the monitoring of Lessor/Lessee's comply with the conditions of their lease agreements.

- 4.3 Council's current levels of service for buildings are based on the overall condition of the building, basic fit for purpose requirements and maintenance response times. The buildings can be regularly maintained and in a good/very good condition but still may not be fit for purpose for the needs and uses of the occupants. The additional work developing the classifications for Formal Recreation and Community Facilities as part of the Place Activation Strategy will provide additional assistance in the determination of fit for purpose requirements.
- 4.4 The current Building Renewal Policy is now outdated as this information will be contained within the redrafted Buildings Asset Management Plan. Council has endorsed the Place Activation Strategy which is a core strategy delivering key parts of the City Plan 2035. This provides a framework to deliver social and economic benefits for the City of Salisbury and will guide the Buildings Asset Management Plan.
- 4.5 The work currently being carried out by Property & Buildings, Community Planning & Vitality to further develop the Formal Recreation and Community Facilities Plan will when endorsed by Council allow Council's buildings to be classified with specifications which will better inform and provide guidance for developing and prioritising building renewals and upgrades.

**CO-ORDINATION**

Officer: GMCI  
Date: 3/12/2020



## Building Renewal Policy

<b>Policy Type:</b>	<b>Policy</b>		
<b>Approved By:</b>	Council	<b>Decision No:</b>	2007/411, 2011/522, 2013/1926, 2015/750
<b>Approval Date:</b>		<b>Last Reapproval Date:</b>	23 November 2015
<b>Review Date:</b>	November 2017	<b>Internal Reference No.:</b>	
<b>Department:</b>	City Infrastructure	<b>Division:</b>	Property and Buildings
<b>Function:</b>	14 - Infrastructure	<b>Responsible Officer:</b>	Manager, Property and Buildings

### A - PREAMBLE

1. Building renewal is a program of physical work on building assets to re-establish function and amenity commensurate with the pre-existing state.
2. The City's building assets vary in size, purpose, utilisation, age and condition, and a rational approach needs to apply in prioritising annual programs of work.

### B - SCOPE

1. This Policy applies to building assets of the City of Salisbury.

### C - POLICY PURPOSE/OBJECTIVES

1. This Policy sets out the responsibilities of the City of Salisbury in relation to the conduct of the building renewal program.

### D - DEFINITIONS

1. **Asset** – property including improvements recorded on the City's asset database or otherwise in possession of the City.
2. **Building** – A structure with a roof and walls, such as a house, library, recreation centre, or sporting club, not including smaller structures such as, coaches' boxes, lighting towers etc.
3. **Compliance** – conformity with current statutory requirements.
4. **Condition** – condition of an asset is a measure of the cost to carry out work identified in routine inspection over a set period against the insurance valuation. Inspection elements include building fabric, electrical, mechanical and hydraulic services, fire and safety services, heritage, pest control and essential regulatory compliance. The higher the index the poorer the condition.
5. **Disposal** – a program of sale, demolition or relocation of decommissioned building assets.
6. **Exceptional maintenance** – unforeseen/unprogrammed building maintenance effort more cost effectively elevated to renewal work.
7. **Future demand** – growth forecasts which affect the management and utilisation of assets.
8. **Renewal** – extensive work which does not increase the asset's design capacity but restores or rehabilitates, replaces or renews an existing asset to its original capacity.

9. **Risk** – Potential for adverse effect on the use of a facility, assessed as a function of probability and severity of occurrence.
10. **Upgrade planning** – planning for new capital works to existing facilities which may involve some renewal work.

#### **E - POLICY STATEMENT**

1. The Council of the City of Salisbury will consider the allocation of funds to carry out a building renewal program annually as part of the budget process, and including forward commitments of four years.
2. Annual building renewal programs will be determined by staff and reported to Council following rational analysis of the following criteria:
  - Condition
  - Risk
  - Future demand
  - Upgrade planning
  - Exceptional maintenance
  - Access issues
  - Compliance
3. 'Condition' will provide the initial basis for renewal ie buildings in poorest condition will be reviewed against the other criteria and the renewal program refined accordingly.
4. Risk ratings will be determined by assessment of risk probability and severity. Buildings with higher risk factors will have priority over lower rated buildings.
5. 'Future demand' will be assessed in terms of demand forecast, changes in technology and non-asset based alternatives available. Trends will be used in assigning renewal work priorities.
6. In conjunction with planned new capital building upgrade works to existing facilities consideration will be given to simultaneously undertaking renewal works which would otherwise not be comprised in the new work.
7. Exceptional maintenance effort required to building components and which arises unforeseen will be considered for inclusion in the renewal program in the year in which it arises. Any variations to the program caused by the need for exceptional maintenance shall be reported to Council.
8. Rectification of non conformance with the provisions of the Disability Discrimination Act will be considered in developing building renewal programs.
9. Compliance with current statutory requirements will be considered in developing building renewal programs.
10. Building assets determined by stakeholders to have no further value to Council will be considered for disposal.

#### **F - LEGISLATION**

1. BCA – Building Code of Australia
2. DDA – *Disability Discrimination Act 1992*

#### **G - REFERENCES**

1. City of Salisbury Building Asset Management Plan
2. Building Condition Audit



**H - ASSOCIATED PROCEDURES**

## 1. Building Inspection Procedure

**Document Control**

<b>Document ID</b>	Building Renewal Policy
<b>Prepared by</b>	Karen Pepe
<b>Release</b>	<b>3.00</b>
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