



# Byron Shire Council

## Buildings Asset Management Plan

DRAFT

October 2019



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## Summary

The Buildings Asset Management Plan (BAMP) includes **166** building from the general fund assets class (this excludes Caravan Parks which funds are restricted and 3 State owned toilets at Brunswick Heads<sup>1</sup>). They are: public toilets, libraries, community halls, community / recreation leases, swimming pool, recreation, Bangalow showgrounds, Tyagarah airfield, commercial leases, emergency services and Council operation buildings.

A condition and defect audit was conducted in 2018/19 where 1,600 defects were identified to prepare a Maintenance Plan and 12,000 components were condition assessed and modelled to develop an optimised Capital Works Plan.

Our present funding levels are insufficient to continue to provide existing services at current levels in the medium term. This conclusion is made from predictive modelling the current Long Term Financial Plan. Asset modelling has established an annual capital renewal gap of **\$185,567** and annual maintenance target of **\$1.1M**. There is a once off defect maintenance gap of \$1.9M.

The community were engaged and rated the 'quality' of the public toilets at 3.6 and community buildings at 2.2 (1 excellent – 5 very poor). The average 'technical condition' of the public toilets is 3.0 and the community buildings 3.3. There are 30% of the buildings in a poor to very poor condition.

Three scenarios were modelled:

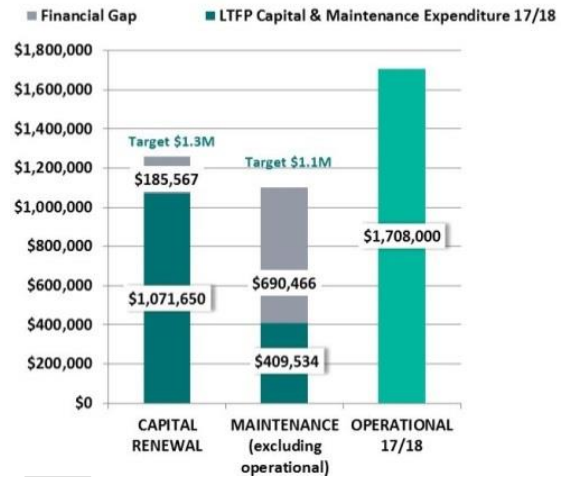
- Scenario 1 – **“Deteriorate”** current Long Term Financial Plan
- Scenario 2 – **“Holding”** budget
- Scenario 3 – **“Improve”** budget

Financial gap indicates service levels are already falling. This is evident with 30 % buildings in a poor condition. For example, 1 statutory, 57 safety/ environmental/security defects and 94 structural defects identified.

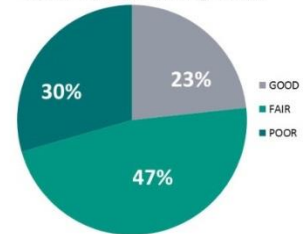
The next step is to work on the improvement plan which will focus on:

- prioritise asset renewals over new or building upgrades
- address missing maintenance and inspection gaps such as gutter maintenance
- plan public toilet renewals over the next 10 years with consistent effort utilising the technical condition reports and community engagement feedback
- utilise the optimised capital works plan
- address lease and licence gaps
- improve clarity of inspection and maintenance responsibilities internally and externally
- optimise operational expenditures to increase available funds for maintenance

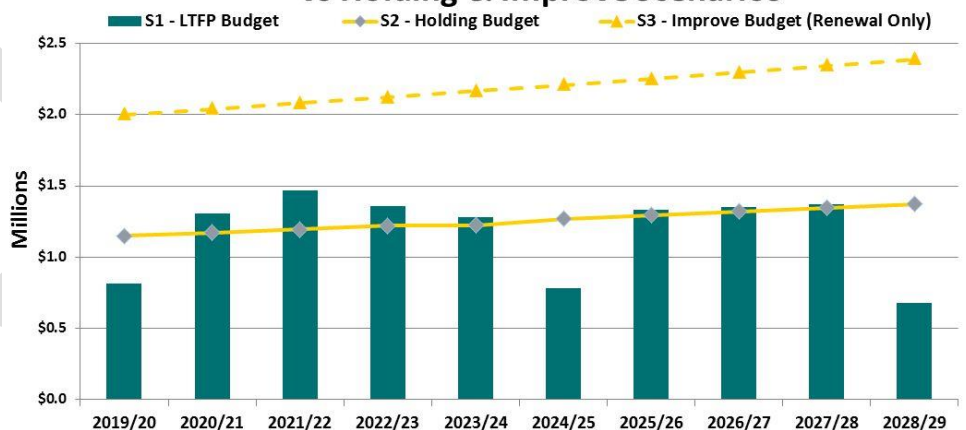
## Building Assets Financial Gaps



Condition of Buildings 2019



## Buildings Capital Long Term Financial Plan vs Holding & Improve Scenarios



<sup>1</sup> Only the cleaning costs are included in this plan for the 3 State owned Brunswick Heads toilets.

# 1. Executive Summary

## The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

This asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period. The purpose of this Buildings Asset Management Plans is to inform the Byron Shire Council's Long Term Financial Plan.

## Asset Description

Byron Shire Council's (BSC) building assets enable the community to access and enjoy a range of services and facilities that Byron has to offer. It has an asset replacement value of **\$74.3 million for buildings**, as at 30 June 18. The efficient management of the building assets is vital to the community. Buildings are defined as being a roof structure with walls; they do not include shelter or shade structures. This Buildings Asset Management Plan (BAMP) includes the following **166** building categories from the general fund assets class (this excludes Caravan Parks which funds are restricted and 3 State owned toilets at Brunswick Heads<sup>2</sup>):

	<b>25 Public toilets / Recreation</b> (& 3 State Owned at Brunswick Heads)		<b>12 Bangalow Showground buildings</b>
	<b>3 Libraries</b>		<b>17 Tyagarah Airfield buildings</b> (Commercial leases)
	<b>20 Community Halls / Centers</b>		<b>3 Commercial leases</b> (eg. Fish Heads Restaurant)
	<b>29 Community / Recreation leases</b> (preschools, SLSC, scouts)		<b>11 Emergency service buildings</b>
	<b>8 Swimming pool buildings</b>		<b>17 Council Operations</b> (General Fund)
	<b>21 Recreational / sport facilities</b>		

## Levels of Service

Our present funding levels are insufficient to continue to provide existing services at current levels in the medium term. This conclusion is made from predictive modelling the current Long Term Financial Plan (Refer to 1.6 Financial Summary).

The main services consequences are:

- ➔ Public toilets maintenance service will not improve to a standard that the community expect.
- ➔ Public toilet capital renewal is possible over the long term if current toilets are replaced with low cost kit style toilets and not expensive self-cleaning toilets like those in Byron Main Beach Park.
- ➔ Community buildings have insufficient funds to accommodate renewal requirements and no new or upgrading of facilities.
- ➔ Some building categories have no dedicated funds for maintenance or capital renewals e.g. Bangalow Showground, Tyagarah Airfield, and Emergency Services.
- ➔ Upgrades and new assets will rely upon grant funding.

<sup>2</sup> Only the cleaning costs are included in this plan for the 3 State owned Brunswick Heads toilets.

## Future Demand

The main demands for new services are created by:

- Population growth
- Changing community expectations
- Development
- Changes in demographic
- Strategic network extensions and upgrades

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

- Fund priority works by seeking grant funding and implementing the Developer Contributions Plan
- Educate the community on the costs associated with maintaining current service levels and increased costs required with increased assets
- Consult with community on options and funding requirements.
- Inform community and manage expectations. Communicate levels of service and financial capacity to balance infrastructure priorities with what the community is prepared to fund.
- Monitor and manage development controls.
- Undertake infrastructure planning taking into account land use changes.

## Lifecycle Management Plan

### What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AMP) includes operations, maintenance, renewal, upgrade and new assets over the 10-year planning period is **\$2,589,760** on average per year.

## Financial Summary

### What we will do?

In the financial year of 2017/18 Council spent **\$409,534** on maintenance, **\$1,708,000** on operational activities. It spent **\$1,543,790** on capital **renewals** and **upgrades** for building assets. Based on the Assetic Predictor© modelling for capital **renewals only** needs average at **\$1.3M** over 10 years to hold / maintain the overall condition of the building portfolio. This work is for capital renewal of assets only and does not account for new or upgrades to building assets.

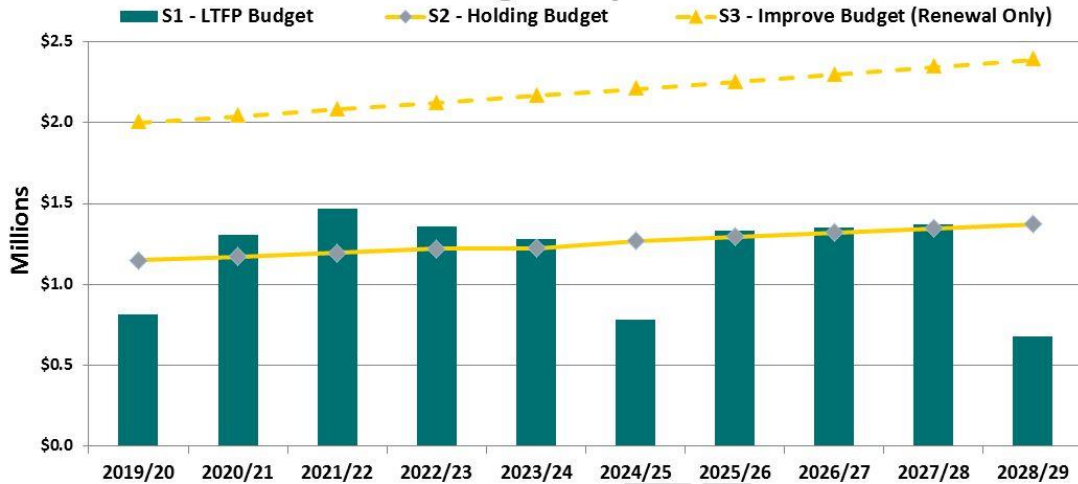
Estimated available funding for this period is **\$1,074,650** annually in the long term financial plan. This is insufficient to sustain the current level of service.

The infrastructure reality is that what is funded in the long term financial plan is not going to hold / maintain the assets and overall the condition will decline with current funding. The emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is "informed". The modelling scenarios in this plan needs to inform the Council's Long Term Financial Plan.

The allocated funding leaves a shortfall of **\$185,567** on average per year of the projected expenditure required to provide services in this plan compared with planned expenditure currently included in the Long Term Financial Plan (LTFP). A complete audit of the buildings and has identified 1,600 identified defects to bring assets to a satisfactory standard. This is estimated at **\$1.9 million** and is currently unfunded<sup>3</sup>. This is shown in the Projected Maintenance / Operational and Capital Expenditure and the Financial Gaps figures over the page with the maintenance gap illustrated in the first year.

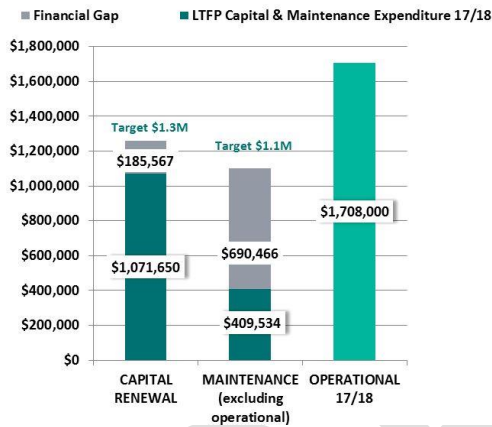
<sup>3</sup> The price above **does not** include the total replacement cost for the building component.

### Buildings Capital Long Term Financial Plan vs Holding & Improve Scenarios



Projected Maintenance / Operating and Capital Expenditure

### Building Assets Financial Gaps



Financial gap indicates service levels are already falling. This is evident with 30 % buildings in a poor condition. For example, 1 statutory, 57 safety/environmental/security defects and 94 structural defects identified.

We plan to provide Building services for the following:

- ➔ Operation, maintenance and renewal of buildings to meet service levels set by in annual budgets.
- ➔ In 2019/20 Council has allocated \$60,000 to the Brunswick Memorial Hall for a commercial kitchen upgrade. This is the only capital upgrade within the 10-year planning period.

### What we cannot do?

We currently do **not** allocate enough funding to sustain these services at the desired standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- ➔ Upgrade or provide new buildings

### Managing the Risks?

Our present funding levels are insufficient to continue to manage risks in the medium term.

The main risk consequences are:

- ➔ Gutters and downpipe replacement is not being addressed when needed resulting in water damage to the internal and or external walls.
- ➔ Roof replacement not complete when needed resulting in water damage to the ceiling, fitout and fittings, and carpets. This can cause mould damage and require relocation of users until addressed e.g. Mullumbimby Administration Building.



- Programmed asbestos replacement to comply with Australian Standards e.g. replacing internal wall sheeting, soffits, eaves, and flooring in community Halls etc. (Marvel Hall)
- Closing of buildings such as public toilets that become unsafe for use.
- Air condition systems requiring replacement increase reactive maintenance and operational costs e.g. Mullumbimby Administration Building
- Public toilets that are reaching overall poor condition are still operational, however, the community are very dissatisfied with the level of service. This is a perceived public perception is a risk.
- Budgets are not allocated to building categories as defined in this plan. As such deferred renewals are likely and maintenance issues not being addressed.

We will endeavour to manage these risks within available funding by:

- Maintaining an asbestos register
- Amend leases and licences to ensure general maintenance e.g. gutters cleaning is detailed
- Review bringing forward air condition renewals at Mullumbimby Administration Building
- Provide high risk defects for maintenance repairs

### Asset Management Practices

Our systems to manage assets include:

- Authority Asset Register, Capital Value Record Module and Work Orders
- Asbestos Register
- Geographical Information Systems to identify and map all buildings
- A contracted centralised Fire Protection web services
- Predictor© Modelling to inform the long term capital works program
- Reflect mobile solutions to inspect assets

Since the 2019 asset inspection assets requiring renewal/replacement are identified from defect repairs in the Building Maintenance Plan and 10 year capital from the modelling software. This is to improve the process and apply a planned asset management response.

### Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Specialised inspections as required e.g. asbestos, pest extermination
- Further refine renewal forecasts based on condition audits using Assetic Predictor© to provide continuous improvement
- Council approval/endorsement of this Plan to communicate levels of service and a commitment to process improvement
- Develop unit rates to calculate required maintenance for all asset sub-types e.g. gutters, roof, carpet, roller doors etc.
- Formalise the new, renewal and disposal policies,
- Test current levels of service to determine if they're achievable

It should be noted that this Asset Management Plan is not a stand-alone document and is closely related to Council's Strategic Asset Management Plan and other significant Council documents. Council will measure the effectiveness and application of the asset management plan through:

- Stakeholder consultation
- Regular condition and maintenance inspections
- Continued use of Assetic Predictor© to predict renewal requirements
- Continuous review and improvement to asset management practices
- Key Performance Indicators (KPI) monitoring and recording of customer levels of service

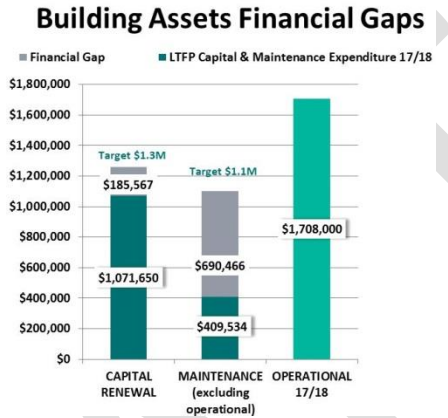
## Key Findings

**The financial challenge is to address the one off defect maintenance gap of \$1.9M.**

**Asset modelling has established an annual capital renewal gap of \$185,567 & annual maintenance target of \$1.1M.**

**To “hold / maintain” the overall building portfolio condition the average capital renewal needs to be \$1.3M annually.**

**The actual maintenance budget averages at \$410,000 (excluding operational costs).**



**The buildings had an operational cost of \$1,708,000 in 2017/18.**

**Asset Management needs to balance Levels of Service & whole of life cycle costs.**

**30% of buildings are in a poor condition.**

**The community rated the quality of Public toilets 3.6 & community buildings 2.2. The technical condition of public toilets 3.0 & community buildings 3.3 (1 Excellent and 5 Very Poor)**

**The community expectation of Public Toilets is higher than what current budgets can afford over the Long Term Financial Plan.**

**Asset management systems are well established & integrated, however, work is required in the Work Order system to improve splits between maintenance and operational costings.**

**Byron leads asset management with the latest technology and innovation.**

**The average ‘useful life’ is lower than industry standard due to deferred renewals and reduced preventative maintenance.**

**Spending on building upgrades reduces the ability to optimise on required capital renewals, this results in deferring on renewals and will result in higher future capital expenditure.**

**There are 19 items identified in the Improvement Plan.**

## 2. Purpose

### What is Asset Management?

Asset management is the planning, acquisition, operation, maintenance, renewal and disposal of assets. In simple terms, asset management is about the way in which assets are looked after, both on a day-to-day basis (i.e. maintenance and operations) and in the medium to long-term (i.e. capital renewal and forward planning). Asset management ensures that Council's assets are capable of providing services, of an agreed quality, in a sustainable manner, for present and future communities.

This asset management plan is prepared to meet legislative and organisational requirements for sustainable service delivery and to inform long term financial planning and reporting.

### Objective of Asset Management

Good asset management takes a proactive approach to asset maintenance and planning in order to avoid costly and dangerous asset failure.

This asset management plan aims to meet the required levels of service in the most cost-effective way for present and future communities (Figure 1).

*Asset Management needs to balance Levels of Service  
and  
whole of life cycle costs.*



Figure 1 Asset Management simplified

### Benefit of Asset Management

Asset management delivers benefits in improved accountability, sustainable service delivery, risk reduction and financial management and forecasting.

Improving Council's asset management practices will enable optimised spending by doing more with less through knowing what assets we own, what condition they're in and by monitoring the effect of our actions.

*Doing more with less.*

### Related Council Documents

This Buildings Asset Management Plan sets out the implementation of Council's Asset Management Strategy for the long-term management of its building assets in a financially responsible manner. It determines recommended service levels, inspection regimes and proactive maintenance routines to keep the building assets in safe and serviceable conditions. In order to do this effectively, other Council policies, strategies and plans have been considered to determine their impact on this Asset Management Plan and ensure overall alignment.

**Table 1 Related Council Documents**

<b>Key Council Documents</b>	<b>Relationship</b>
Strategic Asset Management Plan (SAMP) - E2016/100839	Outlines the framework for the management of Byron Bay Council's General Fund Infrastructure assets to deliver Council's Vision.
Halls and Venues Guidelines for S355 Committees and Boards (E2019/12326)	Outlines the guidelines for hall volunteers maintenance responsibilities etc.
Byron Shire Developer Contribution Plan 2012 (Section 94) - E2015/540	Links to Future Demand, Section 6.
IPART Determination of Council's Application for Special Variation for 2017-18 – E2017/54521	Links to the Financial Statement Projections and Funding Strategy, Section 13.
IPART Application of Council's Special Variation for 2017-18 – E2017/15274	Links to the Customer Levels of Service tables, Section 5.
Workforce Plan 2017-2021 – E2017/19709	Links to Renewal, New and Upgrade Plan.
Long Term Financial Plan 2016-2026 – E2017/8695	Links to the Financial Statement Projections and Funding Strategy, Section 13.
Transport and Infrastructure Advisory Committee	Defines the adopted sealed roads levels of service
Community Consultation and Engagement Report – Funding our Future - E2017/80803	Document that relays the key findings of the communities' expectations of council, it was created for the community engagement and awareness strategy for the Special Rate Variation.
Final Published Byron Shire Council Financial Statements 30 June 2018 (E2018/85029)	Useful Lives
Buildings Maintenance Plan 2019 (E2019/20878).	Building Maintenance Plan Section 8.
Community Buildings Customer Levels of Service Survey E2019/39855 and E2019/39854	Customer Levels of Service Section 4



### 3. Current Position

#### Building Asset Stock

Byron Council manages 166 general fund buildings. This Asset Management Plan takes into consideration all Council building assets as follows and excludes 3 toilets that are State Owned at Brunswick Heads<sup>4</sup>.



**25 Public toilets / Recreation**  
(& 3 State Owned at Brunswick Heads)



**3 Libraries**



**20 Community Halls / Centers**



**29 Community / Recreation leases**  
(preschools, SLSC, scouts)



**8 Swimming pool buildings**



**21 Recreational / sport facilities**



**12 Bangalow Showground buildings**



**17 Tyagarah Airfield buildings**  
(Commercial leases)



**3 Commercial leases**  
(eg. Fish Heads Restaurant)



**11 Emergency service buildings**



**17 Council Operations**  
(General Fund)

Figure 2 Building Asset Stock

<sup>4</sup> The 3 crown owned public toilets are not included

## Building licenses and leases

Council has 5 licenses and 36 leases over sites that contain buildings (Appendix B). In some cases there may be multiple leases for one building when rooms are separately leased. Many of the leases are '*holding over*' which means they operate on a month to month basis.

For lease buildings Council is responsible for the building structure. Prior to a lease being prepared an inspection is carried out and a "dilapidation report" prepared.

Council holds a lease as a monthly tenant with the State Rail Authority for the **Rural Fire Service Fire Station Billinudgel**. The terms of the lease require Council to maintain and keep the premises in good and substantial condition and repair, and fence appropriately.

## Emergency Services (Rural Fire Services and SES)

Council has 11 Emergency Services buildings on its land and has management responsibility for all 11 buildings. However, the maintenance responsibilities are not defined by a lease or licenses which details these responsibilities, as per the Maintenance Plan, Section 8.

## Sports Facility Buildings

Council has 20 individual sporting facility buildings across 10 sports fields. Council does not issue leases or licences to users, however a Sports Field User Agreement is signed at the change of seasons. In this document the '**Facility**' means the change rooms, toilets, canteen, kiosk and clubhouse. The Agreement detail users' maintenance responsibilities and states that all structural, electrical switchboards, roof harness and fire activities are the responsibility of Council. As per the Maintenance Plan, Section 8 (Table 10), the 'Sports Field User Agreement' should define responsibilities for the following maintenance activities:

- Window cleaning
- On site management systems & grease traps
- Painting
- Roller doors/gates
- Roof and gutter cleaning
- Back flow prevention devices

This item has been added to the Improvement Plan, Section 13.

## Swimming Pool Buildings

Council has 2 swimming pool facilities located at Byron Bay and Mullumbimby. These facilities operate under 3 year contracts. The responsibilities are defined as per the Maintenance Plan, Section 8.

## Tyagarah Airfield

Council has 17 buildings at the airfield with 16 that have commercial leases and one with a Hire Agreement (the Aero Club next to the disused hanger). These commercial leases are all "*holding over*" until such time that Council determines the long term strategic plan for the facility (Appendix B Lease List).

## Section 355 Committees

Ten Council buildings and the Lone Goat Gallery are managed by Section 355 Committees with authority delegated by Council under S377 of the Local Government Act. They manage bookings, hiring, collection of hire fees and bonds, and undertake minor maintenance. All finances are managed via a monthly reconciliation to Council.

The buildings are:

1. Bangalow A & I Hall
2. Bangalow Showground
3. Brunswick Heads Memorial Hall
4. Brunswick Valley Community Centre
5. Durrumbul Hall
6. Marvell Hall
7. Mullumbimby Civic Hall
8. Ocean Shores Community Centre
9. South Golden Beach Hall
10. Suffolk Park Community Hall
11. Lone Goat Gallery (inside Byron Library)

### General Terms of Reference

- To maximise income and promote optimum usage of the facility.
- To care for and maintain the facility, through responsible day to day management.
- To ensure the safety of the patrons, contractors and volunteers at the facility.
- To provide short and long-term strategic marketing direction for the facility.
- To ensure compliance with Council policies and all relevant legislation.
- To ensure compliance with Council's adopted fees and charges, Work, Health and Safety and other legislation relevant to the operations of the facility.
- To provide recommendations to Council for function improvements and/or upgrades to the facilities.
- To source and secure grant funding opportunities for Council's consideration.
- To plan and undertake fund raising activities as required.
- To develop procedures for equity of access to the facilities for the local community.
- To ensure that negative impacts on the environment and neighbours are minimised.
- To strive for a "break-even" or profitable annual financial position (after all operational, short and long-term maintenance, building insurance and other costs).

Asset maintenance responsibilities are detailed in Section 8, of the Halls and Venues Guidelines for S355 Committees and Boards (E2019/12326). Simply the committees are responsible for general maintenance and Council is responsible for structural long term capital renewals as well as health and safety requirements, accessibility and inclusion, compliance matters, asset protection (asset management planning e.g. re-roofing, external painting, structural inspections etc., security, and regular fire equipment inspection).

## Public Toilets

Council has 28 public toilets. There are 3 Crown owned public toilets at Brunswick Heads, Torikina, Banner Park and The Terrace. The community perceives these as Council owned and managed toilets. However these toilets are only cleaned by Council and long term capital renewal is the responsibility of the Reflections Holiday Park Board. Associated issues have been noted in the Improvement Plan, Section 13.

Management of the Council public toilets is split across Council departments. Cleaning is managed by Utilities Services, daily maintenance such as hygiene/plumbing/vandalism etc. is managed by Social & Cultural Planning and building ownership sits with Open Spaces. Responsibility for long term capital management is not currently defined by the organisation. Customer levels of service vary depending upon location and usage. Six public toilets are not currently Disability Access Act (DDA) compliant. This is detailed in Table 2 below.

**Table 2 Public Toilet – Customer Levels of Service**

Toilet	Manual Cleaning Service Frequency	Hygiene Services Frequency	Level of Service (1-5)	DDA
Brunswick Heads Banner Park - CROWN OWNED	Daily, twice daily in peek	Monthly	1	YES
Brunswick Heads Terrace Park - CROWN OWNED	Daily, twice daily in peek	Monthly	1	YES
Brunswick Heads SLSC - CROWN BSC	Daily, twice daily in peek	Monthly	1	<b>NO</b>
Byron Bay Clarkes Beach - CROWN BSC	Daily, twice daily in peek	Monthly	1	YES
Brunswick Heads Torakina Park - CROWN OWNED	Daily, twice daily in peek	Monthly	1	YES
Byron Bay Main Beach Carpark - CROWN BSC	Daily, twice daily in peek	Monthly	1	YES
Byron Bay SLSC - CROWN BSC	Daily, twice daily in peek	Monthly	1	YES
Byron Bay Apex Park/Main Beach - CROWN BSC (Exeloo self cleaning every 500 uses)	Daily, twice daily in peek	Twice Weekly	1	YES
Byron Bay Railway Park (Exeloo self cleaning every 500 uses)	Daily, twice daily in peek	Twice Weekly	1	YES
Byron Bay Apex Park/Main Beach - CROWN BSC (Exeloo self cleaning every 500 uses)	Daily, twice daily in peek	Twice Weekly	1	YES
Suffolk Park Gaggin Park	Daily	Monthly	2	YES
South Golden Beach	Daily	Monthly	2	YES
Bangalow Railway Park	Daily	Monthly	2	YES
Bangalow Pool / Weir	Daily	Monthly	2	YES
Mullumbimby Civic Hall Park	Daily	Monthly	2	YES
Byron Bay Recreation Grounds	Daily	Monthly	2	<b>NO</b>
Mullumbimby Rec Ground - CROWN BSC	Daily	Monthly	2	<b>NO</b>
Mullumbimby Station Street Carpark	Daily, twice daily in peek	Monthly	2	YES
Bangalow Sports Fields - Community Land	Daily	Monthly	2	YES
New Brighton Sports Field	Daily	Monthly	2	YES
Ocean Shores Waterlily Park	Weekly	Monthly	3	<b>YES</b>
Mullumbimby Heritage Park Tennis Courts	Weekly	Monthly	3	YES
Brunswick Heads Recreation Grounds - CROWN BSC	Weekly	Monthly	3	<b>YES</b>
Federal Parklands - CROWN BSC	Weekly	Monthly	3	<b>NO</b>
Suffolk Park Sports Fields	Weekly	Monthly	3	YES
Tyagarah Airfield	Weekly	Monthly	3	<b>NO</b>
Byron Bay Butler Street Market Ground	Weekly - Wednesdays	Monthly	3	<b>NO</b>
Cavanbah Centre (Sth Toilet Block)	Weekly	Monthly	3	YES



## Replacement Cost of Council's Buildings Assets

The replacement value of Council's building asset portfolio is **\$74.3 million** with a written down cost of **\$62.7 million**. The annual depreciation is **\$993,863** as at 30 June 2018. The break-up of Council's Building asset portfolio by replacement value is illustrated in the following diagram.

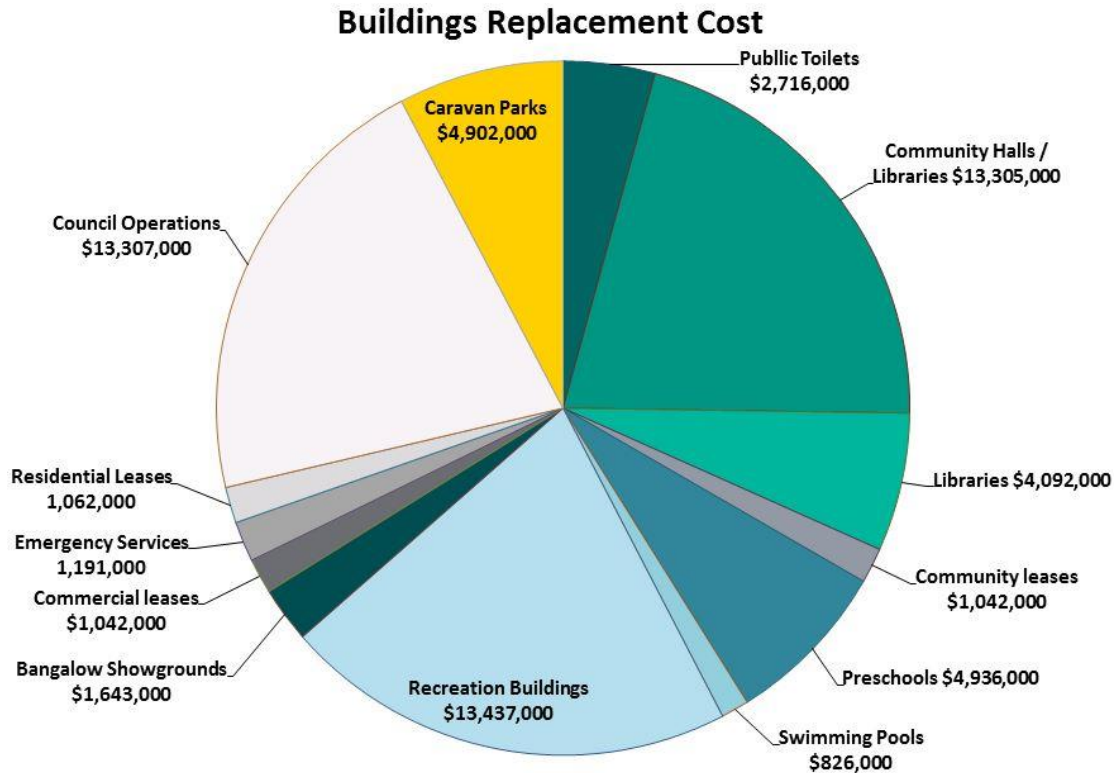


Figure 3 Overall breakdown of depreciated replacement cost for Building Assets

## Present Condition of Council's Building Assets

The work undertaken to develop this Plan identified 1523 defects. By understanding the condition of Council's assets and the various types of impact that affect them, Council is better placed to seek to maintain a level of service that meets community expectations and minimise the risk of asset failure. Asset failures can lead to legal liability if Council is found to have acted unreasonably in the management of its assets.

There are many reasons why assets fail/deteriorate to the point where they do not meet performance standards and community expectations, including e.g. a lack of maintenance. The following identify the asset criticality categories based on the identified defects:

- Functional (874) e.g. clearing of gutters, water damage, rotting timbers
- Aesthetics (497) e.g. water damage, mould, holes, graffiti, cracked tiles
- Structural (94) e.g. beam corrosion, movement, column cracks, timber rotting
- Safety/Environmental/Security (57) e.g. Disability access non compliance, trip hazards, window locks not working, missing fire extinguisher, exit not illuminated, asbestos
- Statutory (1) e.g. loose wires on Byron Surf Club veranda

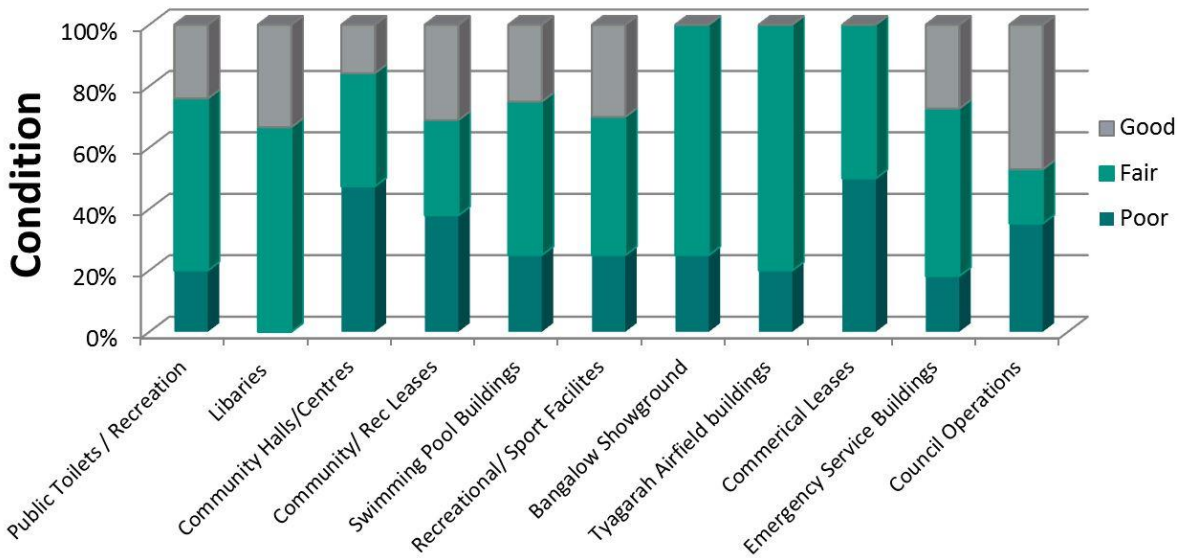
Each building element was individually condition assessed then an overall condition was determined for each building using a complex weighted average condition score. Refer to Appendix C for this formula calculation. Table 3 Condition Grading Model, is a general condition grading model that explains each description of condition using a 1 to 5 grading score that is consistent across all asset types in Council.

**Table 3 Condition Grading Model**

Condition Grading	Description of Condition
1	<b>Excellent:</b> Asset in excellent condition. No maintenance required.
2	<b>Good:</b> Asset is in good condition with limited signs of wear. Only requires cyclic maintenance and is not requiring special attention.
3	<b>Fair:</b> Asset is in useable condition with extensive signs of wear. Asset requires some attention to prevent further deterioration and to return it to a condition so that it requires only cyclic maintenance.
4	<b>Poor:</b> Asset is in poor condition or is faulty. It needs urgent attention to return it to a useable condition and or significant renewal/rehabilitation is required to reduce risk.
5	<b>Very Poor:</b> Asset has failed or is at the end of its life or is physically unsound or poses significant risk. It requires replacement and is beyond rehabilitation.

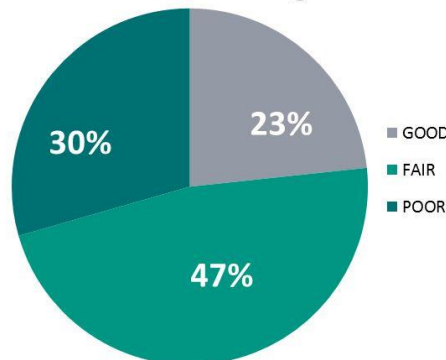
A simplified model derived from Table 3 Condition Grading Models set out in Figure 4 below. Condition Excellent (1) and Good (2) have been combined into GOOD, and Poor (4) and Very Poor (5) into POOR.

**Overall Buildings Assets by Condition**



**Figure 4 Building Assets by condition**

**Condition of Buildings 2019**



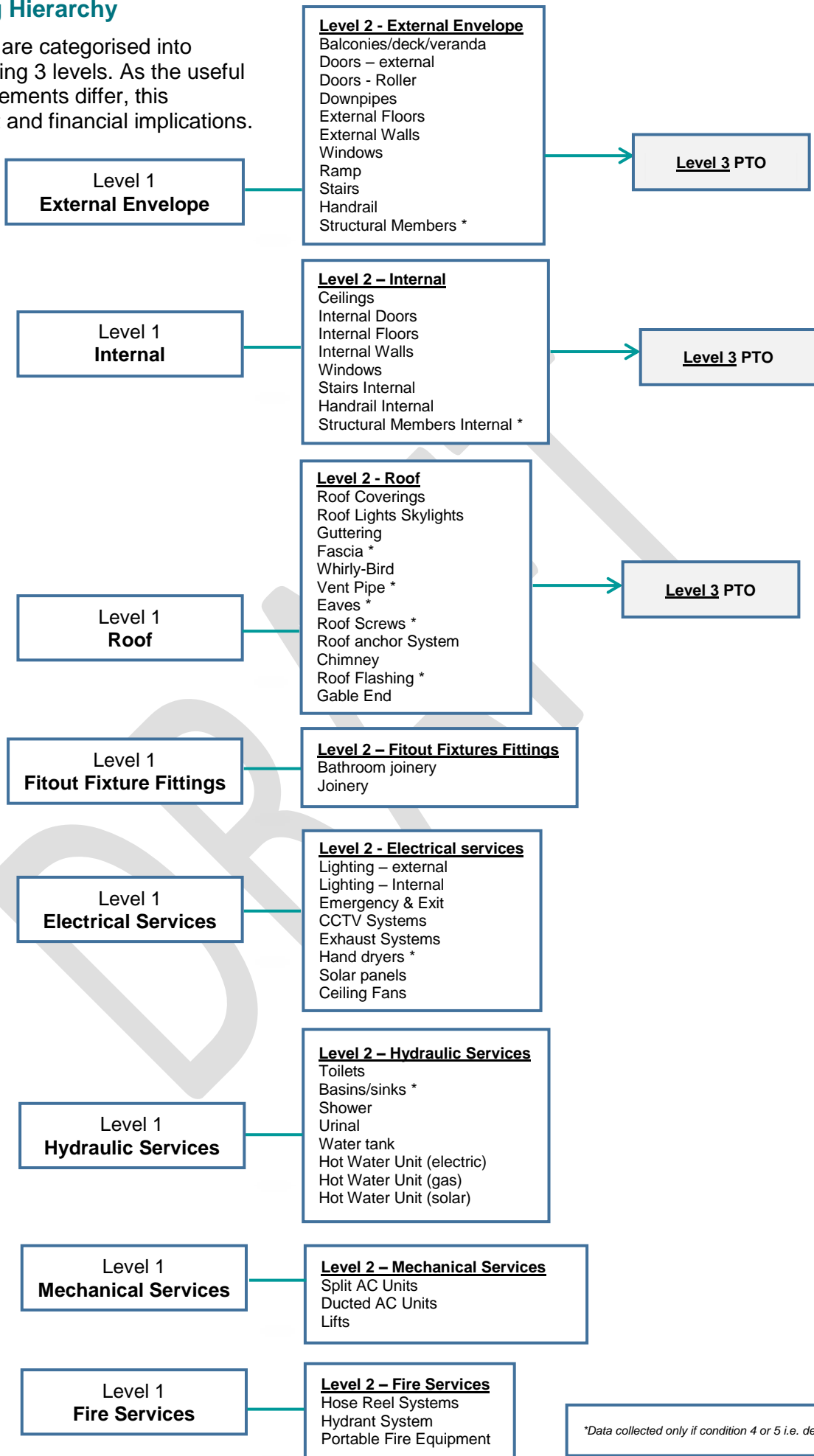
**Figure 5 Building overall condition**

Overall 23% of Council's buildings are in Good condition, 47% in Fair condition and 30% in Poor condition (Figure 5). It is recommended that Council's strategic focus over the next 10 years should be on reducing the percentage in poor condition.

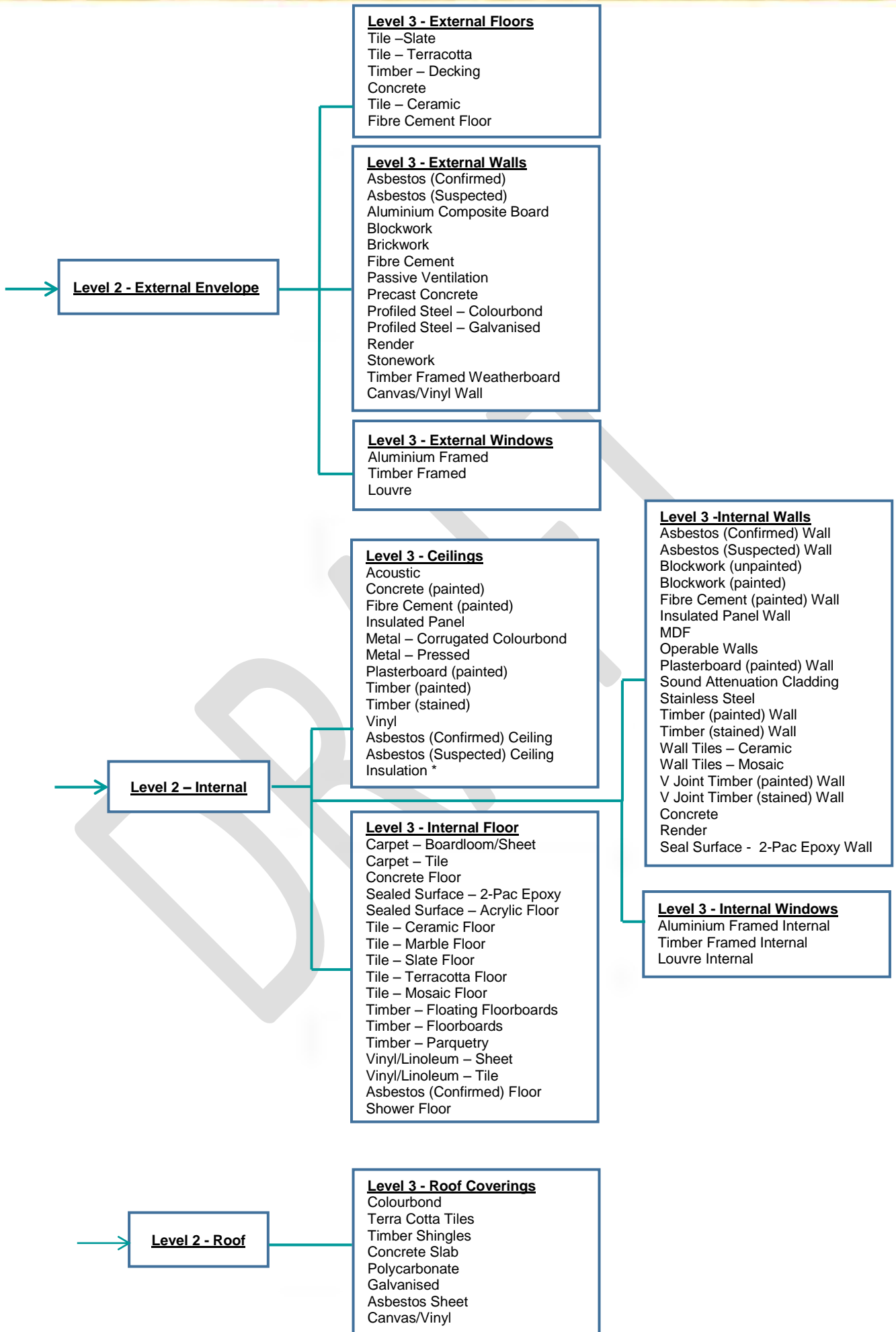
**30 % of buildings are in poor condition**

### Building Hierarchy

Buildings are categorised into the following 3 levels. As the useful lives of elements differ, this has asset and financial implications.



\*Data collected only if condition 4 or 5 i.e. defects identified





## 4. Levels of Service

A key objective of this Asset Management Plan is to identify the current 'Levels of Service' (LoS) provided by Council's asset portfolio. The levels of service defined in this section will be used to:

- Clarify the level of service that our customers should expect.
- Identify works required to meet these levels of service.
- Identify the costs and benefits of the services offered.
- Enable Council and customers to discuss and assess the suitability, affordability and equality of the existing service level and to determine the impact of increasing or decreasing this level in future.

The levels of service for these Building Assets are based on legislative requirements, customer research and expectations, and Council's strategic goals. There are two tiers of levels of service; Customer Levels of Service and Technical Levels of Service.

### Technical Levels of Service

Technical Levels of Service are long term, tactical tools developed to measure, monitor and manage functions of service over time with regard to quality of assets managed, quantities of assets contributed or constructed, operational and capital expenditure (Table 4 Level of Service by Asset Category). These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance. Legislative requirements, infrastructure standards and industry guides combine to strongly influence Technical Levels of Service. The following are also defined:

- New Assets, upgraded or reconstructed assets
- Maintenance – intervention points and responsiveness

**Table 4 Level of Service by Asset Category**

Level Of Service	Importance Rating	Category Primary Function / facility types	Score
1	High	Libraries Child care centres & preschools Council Administration Offices Public Toilet – Brunswick, Byron & Mullumbimby CBD's (cleaned daily & twice in peak periods)	>21
2	Medium High	Halls (dependant on use) Swimming Pool Buildings Public Toilets – High visitation areas (cleaned daily)	10 - 15
3	Medium	Halls (dependant on use) Public Toilets – moderate visitation (cleaned weekly) Council Operations - manned depots Showground Office Buildings Tyagarah Airfield	5 - 9
4	Medium Low	Show ground stalls, pavilions Council operations – unmanned	>1
5	Low	Storage sheds & Garages	= 0

LoS = (Development x Frequency) + Population (Refer to Appendix C for more detail).

### Community Levels of Service

Community Levels of Service are a reflection of the Technical Levels of Service being delivered to the community. They are derived through community engagement undertaken to better understand levels of satisfaction with service, service utilisation and desired levels of service. Levels of Service may also be derived from informal community feedback and complaints (see Table 5 on p 24).

Community levels of service measures used in asset management planning are:

<b>Quality</b>	How good is the service?
<b>Function</b>	Does it meet users' needs?
<b>Capacity/Utilisation</b>	Is the service usage appropriate to capacity?

A Building Asset Management Survey was conducted to consult the community in order to measure and rate the performance and importance of eight criteria (Table 5). The Overall rating of toilets was **3.6** and community buildings at **2.2** (1 Excellent to 5 Very Poor), indicating that generally the community is satisfied with the community buildings. With respect to importance the top three categories were:

- ➔ Cleanliness (Quality)
- ➔ Functionality
- ➔ Overall Condition (Quality)

The public toilet average ratings were compared. The average customer quality was rated at **3.6** and technical condition at **3.0**, refer to Figure 6. This indicates that the community expects a higher level of service than Council provides. This is also relevant in terms of the survey feedback in which respondents listed many requirements including: no graffiti, baby change tables, paper towels, hand dryers, soap, single sex toilets as opposed to multi-use cubicles, and no stainless steel toilets without seats that are unpleasant in winter. The responses indicate the community prioritises renewed modern and clean toilets above more toilets.

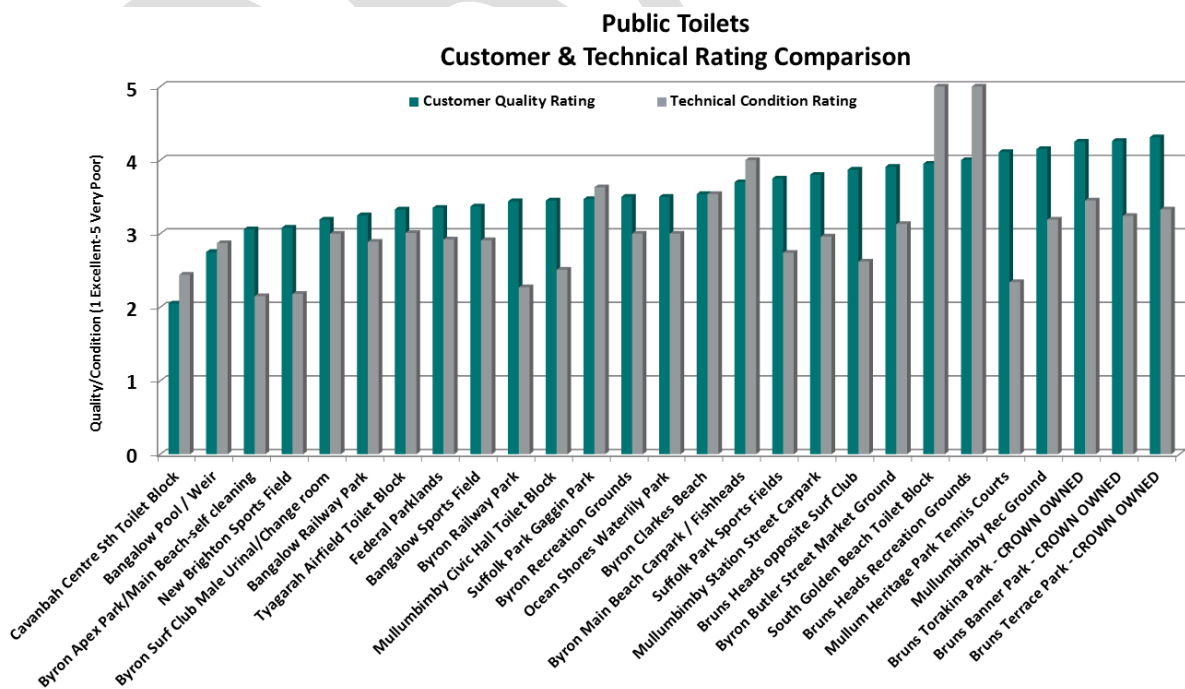


Figure 6 Customer & Technical Rating Comparison

The overall public toilet category has been ranked by condition and customer quality into Good, Fair and Poor (Figure 7). Whilst results are similar, Figure 7 shows a mismatch between the Technical Levels of Service rating and the customer quality rating.

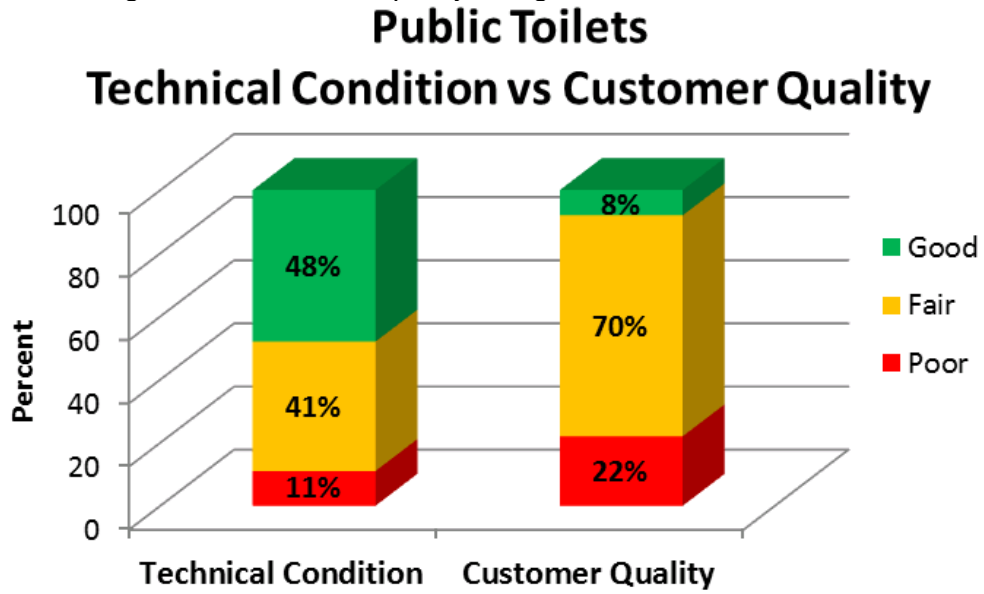


Figure 7 Public Toilet Technical Condition vs Customer Quality

**PUBLIC TOILETS**

**3.6** 

Public toilets had an average quality rating of 3.6 (1 Excellent 5 Poor)

**90%** (152 respondents) had used a council managed **public toilet in the last 12 months.**

**COMMUNITY BUILDING**

**2.2** 

Community buildings had an average quality rating of 2.2 (1 Excellent 5 Poor)

**50%** (84 respondents) had used at least one **community building within the last 12 months.**

Figure 8 Customer Levels of Service Quality Ratings

*The community rated the quality of public toilets 3.6 and community buildings 2.2  
The technical condition rating of public toilets 3.0 and community buildings 3.3  
(1 Excellent and 5 Very Poor)*

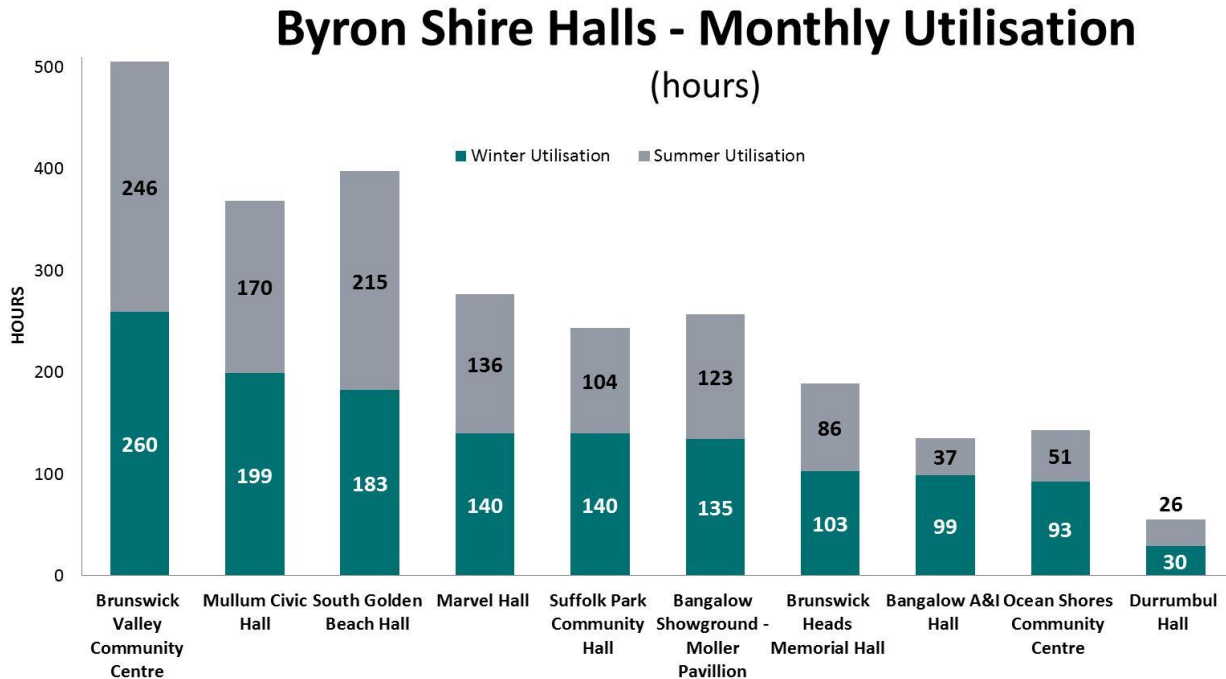
**Community Levels of Service Survey Key Findings**

- ➔ Public toilet maintenance and cleaning is the key area of public dissatisfaction.
- ➔ A third of people who provided a response on public toilets felt there were adequate toilet facilities or preferred a focus on renewing or upgrading existing facilities over provision of new facilities. Public safety should be given priority e.g. locks on doors and lighting.
- ➔ Brunswick Heads attracted a lot of negative comments and is the location of the 3 state owned public toilets in the Shire.
- ➔ The public appears to be generally satisfied with community buildings with a quality rating of 2.2 (other than public toilets). Upgrades were sought to improve disability access.
- ➔ In the general comments section the majority of comments related to public toilets.
- ➔ There were a number of negative comments on the new self-cleaning unisex toilets. There does not appear to be a high level of satisfaction with these facilities.
- ➔ A number of respondents made unfavourable comparison with facilities on the Gold Coast.

Refer to Appendix E for the full **Community Engagement Report & Infographics** document.

### Community Hall Utilisation

Use of the community halls and centres has been analysed over both summer and winter months using sample data from the online calendar booking system. Figure 9 below clearly indicates that the Brunswick Valley Community centre is being fully utilised with an average of 253 hours per month with the Durrumbul Hall at the lowest with just 56 hours per month. When it comes to measuring Customer Levels of Service, use of facilities is one of the key criteria. This is a point in time snapshot and can be remeasured to assist with Future Demand planning.



**Figure 9 Community Hall Monthly Utilisation**  
(E2019/28051)

Together the **Community** and **Technical Levels of Service** provide detail on service performance, cost and whether service levels are likely to stay the same, improve or deteriorate. Council’s current and projected levels of service are documented below. These Key Performance Indicators (KPI’s) for Levels of Service have been developed using the following tools:

- ➔ Council’s Customer Request Management System
- ➔ Surveys – community satisfaction survey
- ➔ Focus Groups – Infrastructure and Transport Advisory Committee
- ➔ Facebook feedback
- ➔ Inspections and condition assessments

*The community expectation for Public Toilet service levels is higher than current budgets can accommodate in the medium term.*

### Levels of Service Summary

Council’s present funding levels are insufficient to continue to provide existing services at current levels in the medium term. This conclusion is made from predictive modelling in the current Long Term Financial Plan (Refer Financial Summary, Section 12). Funding levels therefore need to be reconsidered.



Table 5 Buildings Levels of Service – Community &amp; Technical

**COMMUNITY LEVELS OF SERVICE – PUBLIC TOILETS**

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
<b>Performance rating overall condition 1 to 5 (1 excellent – 5 very poor)</b>				
Quality	Satisfactory and suitable public toilets	Customer Requests for public toilets	<80 customer requests per year public toilets (cleaning, plumbing, graffiti etc. per year)	118 Customer Requests per year (2017/18)
Quality	Performance rating overall condition 1 to 5 (1 excellent to 5 very poor)	Customer Levels of Service Survey <sup>5</sup>	Not achieved Condition 3 - Fair	<b>3.6<sup>6</sup></b>
Capacity	Provide public toilets at regular intervals across the CBD and Open Spaces	Customer requests / consultation feedback <sup>1</sup>	Where renewal is required consider location closer to playgrounds & recreational facilities as per community survey.	Sufficient supply public toilets across the shire.

**COMMUNITY LEVELS OF SERVICE – COMMUNITY BUILDINGS**

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Quality	Overall condition - what was the condition of floor coverings, lights, walls & ceilings?	Customer Levels of Service Survey	Achieved Condition 3 - Fair	2.34 <sup>4</sup>
Quality	Overall cleanliness - was the kitchen, toilets, change rooms clean?	Customer Levels of Service Survey)	Achieved Condition 3 – Fair	2.21 <sup>4</sup>
Quality	Cost - was the building value for money, in your opinion?	Customer Levels of Service Survey	Achieved Condition 3 – Fair	1.84 <sup>4</sup>
Function	Functionality - did the spaces (rooms & kitchens) serve your purpose?	Customer Levels of Service Survey	Achieved Condition 3 – Fair	2.24 <sup>4</sup>
Function/ Accessibility	Disability access - did it have appropriate ramps, rails and toilets	Customer Levels of Service Survey	Achieved Condition 3 – Fair	2.39 <sup>4</sup>
Capacity	Capacity - did the building cater to the number of users?	Customer Levels of Service Survey	Achieved Condition 3 – Fair	2.18 <sup>4</sup>
Available	Availability - were there lots of date options for you to choose from?	Customer Levels of Service Survey	Achieved Condition 3 - Fair	2.0 <sup>4</sup>
<b>Ave. Rating</b>				<b>2.2</b>

<sup>5</sup> Customer Levels of Service Survey – CloSS

### TECHNICAL LEVELS OF SERVICE – PUBLIC TOILETS & GENERAL FUND BUILDINGS

Performance Measure	Level of Service	Performance Measure Process	Performance Target (Agreed Sustainable Position <sup>7</sup> )	Current Performance <sup>8</sup> 2018
Operations	Buildings meet user's needs	Condition & safety inspections	As per Maintenance Plan (E2019/20878) and Table 10 Maintenance & Inspection Program	To be reviewed. Added to Improvement Plan.
	Buildings are clean  *Other buildings (emergency services, residential, showgrounds, Commercial leases, airfield, community leases, council operations, swimming pool)	Cleaning responsibility/frequency	Buildings cleaning responsibility as per Maintenance Plan, Section 8. Public Toilets refer Table 2 Public Toilet – Customer Levels of Service	Buildings cleaning responsibility as per Maintenance Plan, Section 8. Public Toilets refer Table 2 Public Toilet – Customer Levels of Service
		Budget Council Administration Building	Total \$ "To be determined"	\$291,383
		Budget Cavanbah Centre	Total \$ "To be determined"	\$ 7,819
		Budget Libraries	Total \$ "To be determined"	\$137,352
		Budget Public Toilets	Total \$ "To be determined"	\$460,140
		Budget Community Halls / Centres	Total \$ "To be determined"	\$ 44,407
		Budget Recreational Facilities	Total \$ "To be determined"	\$ 70,223
		Budget *Other Buildings	Total \$ "To be determined"	\$ 98,871
			<b>Total \$ "To be determined"</b>	<b>(R2019/36175) TOTAL \$1,110,196</b>
Maintenance	Buildings are suitable for purpose	Reactive service requests completed to schedule	TBD % high risk defects made safe within 5 working days (Defect = Statutory, Environmental & Safety) TBD % of high risk repairs within 30 working days	TBD e.g. below: < 80% of defects made safe within 5 working days < 60% of repairs in 30 working days
		Planned maintenance activities accomplished from Maintenance Plan (Defects)	85% of planned maintenance activities completed to schedule in accordance with component hierarchy priority on Statutory, Environmental & Safety	To be determined e.g. below: < 90% completed
		Number of recorded defects in condition 4, or 5 (poor to very poor)	1600 defects identified in 2019 (estimated at \$1.46million)	\$214,197 actual in 2018 to address defects
	*Other buildings (emergency services, residential, showgrounds, Commercial leases, airfield, community leases, council operations, swimming pool)	Maintenance Administration Building	\$ 51,796	\$111,298
		Maintenance Budget Cavanbah Centre	\$229,881	\$ 15,589
		Maintenance Budget Libraries	\$ 31,468	\$ 44,410
		Maintenance Budget Public Toilets	\$111,204	\$ 57,129
		Maintenance Budget Community Halls	\$429,050	\$ 34,920
		Maintenance Budget Recreation	\$210,971	\$ 35,432
		Maintenance *Other buildings	\$835,903	\$110,757
			<b>TOTAL \$1,900,006</b>	<b>(R2019/36175) TOTAL \$409,534</b>
Buildings meet relevant legislative requirements	Planned maintenance and inspection program complete	As per planned and unplanned maintenance response times (Maintenance Plan, Section 8) and individual cleaning schedules	Safety/Environmental/Security (57) e.g. Disability access non compliance, trip hazards, window locks, missing fire extinguisher, exit not illuminated, asbestos. Statutory (1) e.g. loose wires Byron Surf Club	
Buildings meet user's needs	Condition of buildings	20 % of buildings in condition 4 and 5	29 % of buildings in condition 4 and 5	
Renewal	Buildings meet user's needs. No new buildings planned in the next 10 years	Budget allocation of \$1,257,217 spent on renewals only	\$1,257,217 (Average Annual "Hold/Maintain" Scenario 2)	\$1,074,650 (Average Annual "Hold/Maintain" Scenario 1)
Upgrade/New	Brunswick Memorial Hall – Commercial kitchen upgrade	Budget 19/20 \$60,000 from Capital Renewals & \$60,000 from Committee	\$0	\$60,000

<sup>7</sup> Performance Target (Agreed Sustainable Position) – Activities and costs communicated and agreed with the community as being sustainable (funded position following trade-offs, managing risks and delivering agreed service levels)

<sup>8</sup> Current Performance – current activities and costs (currently funded) Source: IPWEA, NAMS.PLUS Guidelines, Sec 4.4 p58

## 5. Future Demand

This section evaluates potential factors affecting demand such as:

- Population growth
- Changing community expectations
- Development
- Changes in demographics
- Strategic network extensions, upgrades and additions

These factors will affect the renewal and upgrade of the existing network which in turn impacts maintenance and operational resourcing and budgeting.

### Demand Forecast

Population trends can be used as a guide in determining future demand. Information from NSW Planning & Environment below indicates that Byron Shire is currently experiencing growth, which is expected to continue (Table 6).

**Table 6 NSW population projections regional LG data**

Forecast Year						Change between 2011 and 2036	
2011	2016	2021	2026	2031	2036	Total Change	Total Increase Rate
30,700	32,400	33,850	35,250	36,650	37,950	7,250	1.24

This population growth may see an increase in maintenance requirements across the Building Asset network along with capital renewals and upgrades.

There is also potential for increased developer contributed assets that will alleviate some of the strains placed by an increase in population and the corresponding expectations and requirements. However, this will also bring with it a need for increased maintenance expenditure and resourcing as the assets begin to age.

### Demand Management Plan

The demand for building assets is expected to increase proportional to population growth. This also aligns with the expectations from the community where public toilets scored in the top 3 priorities (Figure 10).



**Figure 10 Top 3 Community Priorities (BSC Survey, 2016)**

Managing the demand for services will involve both asset and non-asset solutions.

Non-asset solutions put emphasis on providing a level of service without making changes to the current asset stock. This includes reducing the level of service, reducing demand for the service and educating the community to accept appropriate asset condition.

Asset solutions include the renewal, upgrade and creation of assets.

Key drivers for demand that have been identified are shown below (Table 7).

**Table 7 Demand management plan summary**

<b>Demand Driver</b>	<b>Impact on Services</b>	<b>Demand Management Plan</b>
Capacity <ul style="list-style-type: none"> <li>• Population growth</li> <li>• Tourism</li> </ul>	Requirement to upgrade or expand public toilets, community halls and sporting facilities	<ul style="list-style-type: none"> <li>• Fund priority works by seeking grant funding and implementing the Developer Contributions Plan</li> <li>• Educate the community on the costs associated with holding/maintaining current service levels and that increased assets mean increased costs</li> </ul>
Capital / Maintenance Works <ul style="list-style-type: none"> <li>• Asset growth</li> <li>• Aging asset stock</li> <li>• Expectation from community for quality building portfolio</li> <li>• Increased costs associated with capital renewal in the region. Trade /contractor demands.</li> </ul>	Requirement to upgrade facilities	<ul style="list-style-type: none"> <li>• Consult with community on options and funding requirements</li> <li>• Inform community and manage expectations. Communicate levels of service and financial capacity, to balance infrastructure priorities with what the community is prepared to fund.</li> </ul>
Development <ul style="list-style-type: none"> <li>• Increased development to accommodate increased population and demand</li> </ul>	Additional infrastructure required to cope with demand	<ul style="list-style-type: none"> <li>• Monitor and manage development controls</li> <li>• Undertake infrastructure planning taking into account land use changes</li> </ul>

### **New Assets from Growth**

The purpose of the *Development Contributions Plan 2012 (Amendment 3)* (the Plan) is to enable Byron Shire Council to request contributions from developers. These contributions are expected to provide services that are likely to be required as a result of development throughout Byron Shire. The Plan also outlines the programmed work to be completed as part of the expenditure of contributions, and is available on Council's website (<http://www.byron.nsw.gov.au/developer-contributions-plans>).

The Plan requires the carrying out of works or the payment of contributions to go towards the provision, extension or augmentation of services and facilities that will, or are likely to be, required as a consequence of development in Byron Shire.



## 6. Asset Management Practices

This section outlines the decision-making tools currently used to determine long term maintenance, renewal and upgrade expenditure for building assets. As a result of Council restructuring, an asset team was formed in 2015. This now consists of 4 full time staff dedicated to strategically managing assets. This has provided the opportunity to increase capacity and scale to improve asset management systems and technologies and is detailed in Figure 11 Asset Management Systems and Elements.

### Financial Systems

Council currently uses Authority as the financial management and accounting system.

### Inspection Processes

Council completed a comprehensive audit of all buildings in 2019. This identified 1,600 defects that need to be addressed to bring assets to a satisfactory condition in accordance with the standards. This audit used a mobile solution called *Reflect*<sup>™</sup>. All roof tops were visually inspected using Council's drone which enabled inspection that would not otherwise have been affordable and highlighted the need for improvements to general gutter maintenance. All defects were detailed and photographed. The inspections also included detailed condition assessments to the component level and the data used in the Predictor© modelling software for the capital works programming.

### Asset Management Systems

Council uses Authority as the asset management system. Authority Asset Register contains details of all Council assets, their attribute and condition information. At present 37,000 (July 19) assets are linked to Council's corporate GIS system, which is used to show asset locations spatially in conjunction with cadastral, topographic and aerial information.

Assetic Predictor© was used to perform the strategic modelling prediction analysis to determine the future strategies and capital expenditure plans detailed in the Financial Summary section (Figure 11).

***Asset management systems are well established and integrated, however, work is required in the Work Order system to improve splits between maintenance and operational costings.***

### Changes in Technology

Byron Shire Council uses mobile Android and Trimble TDC100 handheld devices for inspections, defects and electronic forms. It utilises Asset Edge *Reflect*<sup>™</sup> which synchronises data to a cloud solution and information can be available simultaneously in the office. Council does not use any paper systems to manage Building Assets.

Council's drone is used for asset inspections, aerial photography and video. It provides the ability to gain access to difficult sites that would not previously have been inspected or would have required roof anchor systems. Examples include roof top inspections.

Council utilises in-house time lapse cameras and drone footage on construction of all major projects. This is used to promote the investment into infrastructure capital renewals.

***Byron leads asset management with the latest technology and innovation.***



Byron Shire Council - Asset Management Systems

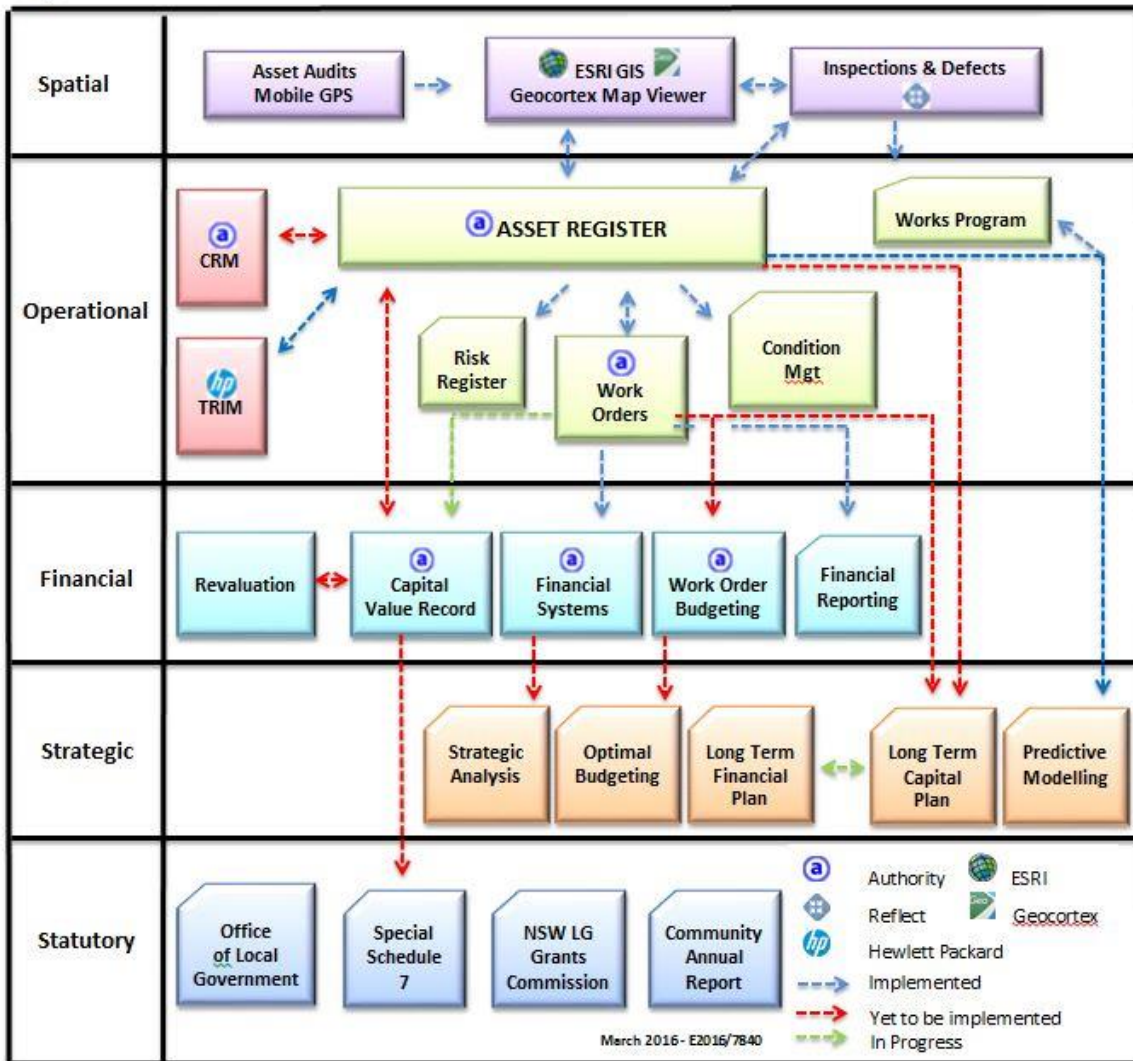


Figure 11 Asset Management Systems and Elements

Accounting Framework

The following Accounting Framework applies to local government in New South Wales:

- Local Government Code of Accounting Practice and Financial Reporting
- AASB 13 Fair Value Measurement – prescribes fair value measurement of assets
- AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets
- AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not in excess of their recoverable amounts
- AASB 108 Accounting Policies – specifies the policies that Council is to have for recognition of assets and depreciation

## Standards and Guidelines

Asset Management practices and processes are driven by a number of legislative requirements and assisted various asset management guidelines:

- Australian Accounting Standards set out the financial asset accounting reporting requirements on Local Governments.
- International Standard ISO55000
- International Infrastructure Management Manual developed by IPWEA (Provides guidance and direction on asset management policy and plan development).
- Australian Infrastructure Financial Management Guidelines developed by IPWEA (Provides guidance and direction on asset accounting).
- Federal Disability and Discrimination Act (DDA) 1992.

## Risk Management

Byron Shire acknowledges that risk management is an essential part of best practice asset management. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

The *Draft Infrastructure Services Risk Management Procedure (E2015/23531)*, available at Council offices, outlines the process of identifying and managing risks for Council's infrastructure assets.

## 7. Lifecycle Management Plan

Life cycle management is an integrated approach to optimising the asset life cycle from the initial idea through to disposal (Figure 12). This section discusses the identification of renewal, new, upgrade and maintenance works that are required at each stage of the asset's life.

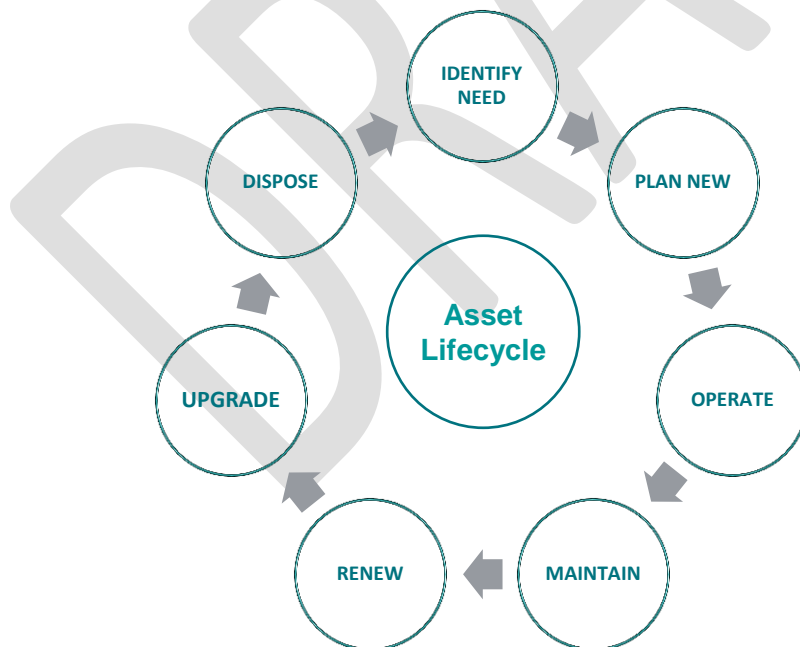


Figure 12 Asset life cycle stages

### Asset Capacity and Performance

In general, the capacity of the building infrastructure network is adequate throughout most of the Shire. As previously described in Section 4, the community was surveyed in 2019 and specifically asked to rate the performance and importance of the public toilets and community buildings.

- The Public Toilets had an average rating of **3.6**.
- The Community Buildings had an average rating of **2.2**.

Council will endeavour to improve the public toilet quality rating up to a rating of 3 - fair condition.

### Useful Lives and Unit Rates

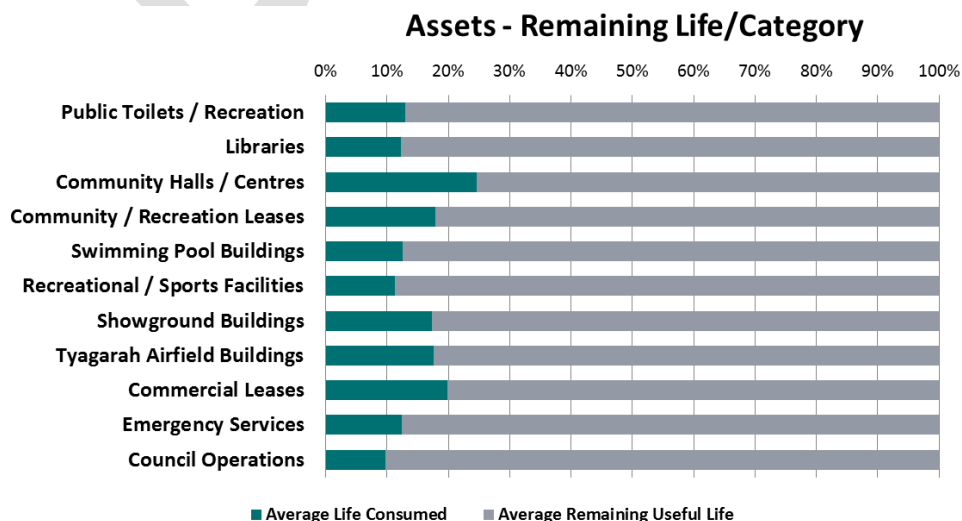
The Byron Shire average actual life of building assets is compared to industry average ‘useful life’ in Table 8. This information is based on the revaluation of building assets in 2016.

**Table 8 Building Assets useful lives**

Asset Type Component	Component	Industry Average Useful Lives	Byron Shire Average Useful Lives <small>E2018/85029</small>
Structure	Sub structure (Floor Structure)	40-150	109
	Super structure (Building Envelope)	40-200	83
Roof	Roof cladding	30-40	68
Fitouts & fittings	Floor coverings carpet	15-45	13
	Fixtures, fittings & screens	45-65	41
Services	Electrical	64-90	69
	Hydraulic	70-100	77
	Fire	15-20	20
	Mechanical	10-60	12
	Transport (lifts)	94	
	Security	10-20	

Figure 13 represents the remaining life by asset category in the financial asset register. The building assets have an average life of 12 years. On a network basis Council’s assets have 85% of their useful life remaining. However in comparing useful life data with overall condition and Predictor © useful life data, it is apparent that the data is not similar (Refer to Figure 20 in the Financial Summary). The useful life used in modelling goes to a sub-component level and provides greater detail. It indicates that the assets appear to be deteriorating at a greater rate.

The conclusion is that the remaining life data from the 2016 building valuations is not consistent with the recent condition inspections and identifies an area for improvement in future financial asset revaluations (Refer to Improvement Plan). This data is to be used for financial management and not to be taken out of context from this document.



**Figure 13 Useful life consumption from financial register**



## Asset Valuations

Table 9 details the current replacement cost of the buildings at **\$74,318,000** with a depreciated replacement cost of **\$62,459,000**. The annual depreciation is **\$993,863**. The Financial Summary section details the asset performance indicators. The Figure 14 Asset condition over useful life depicts how depreciation is accounted for over the useful life of an asset.

Table 9 Building asset valuation data (SS7 30 June 18)

Asset Category	Current Replacement Cost (,000) (Gross Replacement)	Depreciated Replacement Cost (,000) (Net Carrying Amount)	Annual Depreciation (,000)	Accumulated Depreciation (,000)
Council Operations	\$15,308	\$13,307	\$190,177	\$2,001
Swimming Pool Buildings	\$931	\$826	\$11,681	\$105
Showground Buildings	\$2,083	\$1,643	\$28,915	\$440
Recreation buildings	\$16,135	\$13,437	\$235,947	\$2,698
Libraries	\$4,455	\$4,092	\$65,907	\$363
Public Amenities	\$3,123	\$2,716	\$28,915	\$407
Emergency Services	\$1,338	\$1,191	\$14,825	\$147
Community Buildings	\$16,612	\$13,305	\$255,212	\$3,307
Commercial leases	\$1,266	\$1,042	\$18,666	\$224
Pre-schools	\$6,006	\$4,936	\$100,613	\$1,070
<b>TOTALS</b>	<b>\$74,318</b>	<b>\$62,459</b>	<b>\$993,863</b>	<b>\$11,859</b>

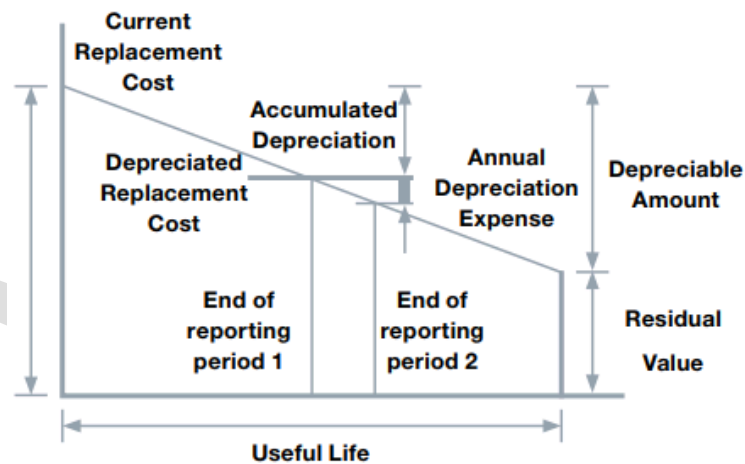


Figure 14 Asset condition over useful life

## Asset Condition

Council has a condition assessment manual that outlines the strategic inspection plan for Building Assets. Each asset, or component, is condition scored from 1 to 5, as defined in Levels of Service Table 3. The condition scoring scale follows internationally accepted good practice. The results of these condition assessments are then used in predictive modelling software, Asset Register and Geographical Information System.

## 8. Maintenance Plan

The actual operational expenditure was **\$1,244,412** and the maintenance was **\$214,197** at 30 June 2018 (total **\$1,458,609**). From the LTFP the annual average maintenance and operational budget over 10 years is **\$1,415,600**. With recent inspections there is currently a gap of **\$1,900,000** identified maintenance defects. These defects are in the Buildings Maintenance Plan 2019 (E2019/20878).

## Maintenance and Inspection Program

### Table 10 Maintenance & Inspection Program

Activity	Type	Freq.	Comments	Public Toilets	Sports - User Agreements	Emergency Services	Pools	Tyagara h Airfield	Halls/ Showground (*355 Committees)	Leases	Licenses
General inspections	I	12 months	355 Com. 5 yearly	Council	Council	Council	Council	Council	Council	Council	Council
Fire extinguishers/hose reels	M	6 months	AS/NZS ISO	NA	Council	Not defined	Council	Leasee	Committee	Council	Council
Fire Evacuation Plans	I	12 months	AS/NZS ISO	NA	Council	Not defined	Council	Leasee	Council	Council	Council
Exit & Emergency Lighting	I	12 months	AS/NZS ISO	NA	Council	Not defined	Council	Leasee	Council	Council	Council
Fire emergency systems	I	Mthly Byron library & Civic Hall. Others 6 mthly	AS/NZS ISO	NA	Council	Not defined	Council	Leasee	Council	Council	Council
Security Systems & monitoring	I	6 monthly	AS Standards	NA	Council	Not defined	Council	Leasee	Council	Council	Council (AFL Cavanbah)
Testing & tagging	M	12 months	AS/NZS ISO	NA	Sports User	Not defined	Council	Leasee	Committee	Tenant (Council if fixed)	Licensee
Floor coverings-replace	M	As required		NA	Council	Not defined	Council	Leasee	Council/committee	Council (if installed)	Council
Cleaning	M	Daily		Council contract	Sports User	Not defined	Leasee	Leasee	Committee	Tenant	Licensee
Cleaning -carpet	M	As required	Dependant on use	NA	NA	Not defined	Leasee	Leasee	Committee	Tenant	Licensee
Cleaning - Hygiene services	M	monthly		Council contract	Sports User (Council - public toilets)	Not defined	Council	Leasee	Council	Tenant	Licensee
Cleaning - windows	M	6 monthly		NA	Not defined	Not defined	Leasee	Leasee	Committee	Tenant	Licensee
Lifts	M	1 monthly		NA	NA	NA	NA	NA	NA	NA	NA
OSMS& Grease traps	M	Dependent on use	Dependent on use	NA	Not defined	Not defined	Leasee	Leasee	Committee	Tenant	Council
Painting	M	10 yearly		Council	Not defined	Not defined	Council/Leasee	Leasee	Council or committee	Tenant or council	Licensee
Pest control	M	¼, 6mth/ yearly	Dependent on usage & location	Council	Sports User	Not defined	Council	Leasee	Council	Council	Council & Licensee
Roller doors/gates	M	Annually		NA	Not defined	Not defined	Council	Leasee	Committee	Council	Council
Roof & gutter cleaning	M	6 mthly/as required		Council	Not defined	Not defined	Council	Leasee	Committee	Tenant or council	Council
Air cond.	I	Monthly	AS/NZS ISO	NA	NA (Cavanbah Council)	Not defined	Leasee	Leasee	Council	Council if installed	Owner – Council or Licensee
Back Flow prevention devices	I	Annually		Council	Not defined	Not defined	Council	Leasee	Council	Council	Council
Electrical compliance (switchboards)	I	As stds require / annually	AS/NZS ISO	Council	Council	Not defined	Council	Leasee	Council	Council	Council
Roof harness system	I	Annually	AS/NZS ISO	Council	Council	Not defined	Council	Leasee	Council	Council	Council

Note: 1. I – Inspection 2. M – Maintenance 3. Onsite Sewage Management System (OSMS) 4. \* Section 355 Committee specific maintenance responsibility splits between council and committee are identified in Section 8 of E2016/79739. Items in red need further action to follow up with clarification of documentation e.g leases or Committee agreements. .

## Public Toilet Future Maintenance Expenses

The future average annual maintenance and operational expenses for public toilets is **\$623,500**, calculated from the LFTP. The operational costs of providing the current level of service to the 28 public toilets averages \$22,300 per year (this includes the cleaning of the 3 Crown toilets) and is based on the assumption that no more self-cleaning toilets are installed. Table 11 details the Public Toilet maintenance over the last 3 years. It is worth noting that the majority of these costs are for cleaning which is an operational cost, not maintenance expenditure.

**Maintenance** does not increase the service potential of the asset it keeps it in good condition, slows down deterioration, delays necessary renewals and ensures the asset achieves its expected useful life.

**Operational** activities enable the asset to be used and consume resources such as wages, energy, chemicals, and materials. They include overheads.

**Table 11 Public Toilet Operational and Maintenance over 3 years**

Public Toilets Shire Wide	Total Cost 2016	Total Cost 2017	Total Cost 2018
Cleaning	\$377,006	\$407,789	\$406,216
Chemical Supplies	\$34,789	\$42,216	\$34,229
Work Health & Safety	\$75	\$502	\$132
Vandal Damage	\$19,186	\$10,250	\$11,490
Plumbing	\$49,650	\$8,242	\$15,523
Structural	\$4,975	\$13,647	\$8,223
Electrical	\$4,732	\$6,648	\$21,893
Security	\$5,318	\$5,292	\$7,223
Electrical Charges	\$6,423	\$6,256	\$6,216
Waste & Sanitation	\$5,220	\$4,550	\$0
Hygiene	\$16,527	\$9,960	\$679
Rates & Charges	\$6,588	\$1,762	\$2,287
Allowances	\$21,836	\$23,939	\$3,042
Safety Works	\$115	\$251	\$218
Roofing	\$0	\$0	\$0
Emergency Works	\$605	\$0	\$0
<b>Total</b>	<b>\$553,043</b>	<b>\$541,305</b>	<b>\$517,371</b>

It is recommended that operational and maintenance tasks are separated, to better manage the buildings into the future as per Table 12. This action has been added to the Improvement Plan.

**Table 12 Public toilet Operational and Maintenance tasks**

Public Toilets Operational	Public Toilets Maintenance
Cleaning	Gutter cleaning
Graffiti	Electrical Lighting repairs
Chemical Supplies	Plumbing - Tap repairs, cisterns
WH&S	Structural
Security	Roof
Waste & Sanitation	Door locks
Hygiene	High pressure cleaning
Electrical charges & supply	Tiling
Rates & Charges	Painting/Oiling
Allowances	Vandalism (breakages not graffiti)
Safety Works	
Consumables (toilet paper)	

Figure 15 details the actual expenditures of building operations and maintenance. Notably public toilets account for nearly half the expenditure due to the high operational cleaning costs as perviously detailed in Table 11.

## Buildings - Operations & Maintenance 2017/18

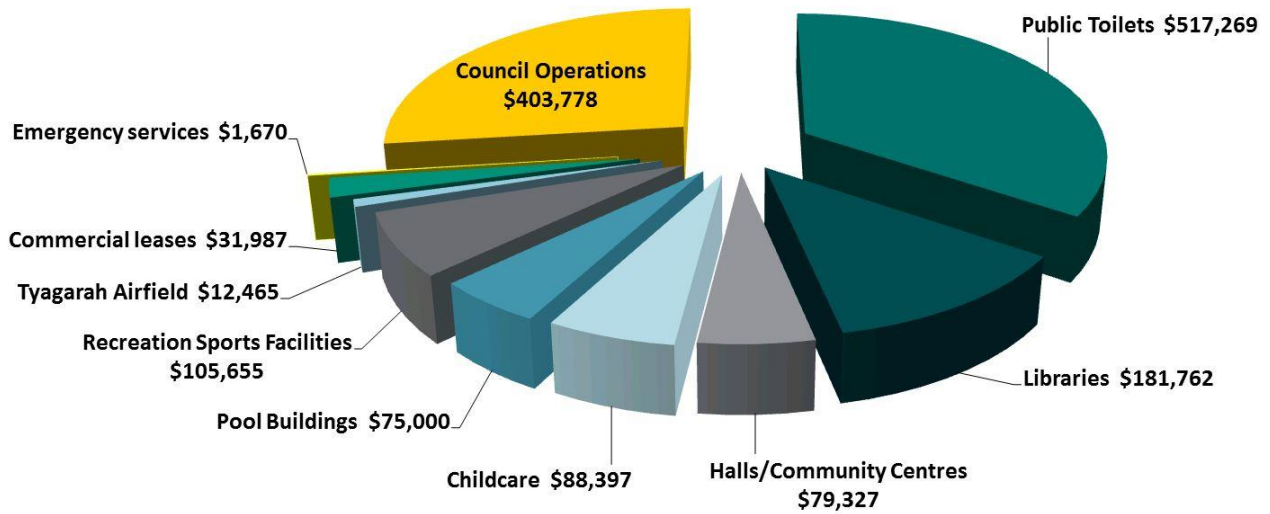


Figure 15 Buildings Operations & Maintenance Actuals 2017/18

### Maintenance Challenges

- A complete audit of the buildings has identified 1,600 identified defects which require action to bring assets to a satisfactory standard. The cost of these works is estimated at \$1.9million and is currently unfunded.
- The inspections and maintenance program has identified a number of required activities, specifically that gutter maintenance is not occurring on the majority of buildings.
- Maintenance responsibility is not allocated in the current Sports User Agreements nor with the Emergency Services (Table 10)
- The following maintenance activities are unfunded in some categories: general inspections, fire extinguishers/hose reels, Fire Evacuation Plans, Exit & Emergency Lighting, fire emergency systems, security systems & monitoring, testing & tagging, replacement of floor coverings, OSMS and grease traps, painting, pest control, roller doors/gates, roof and gutter cleaning, air conditioning, back flow prevention devices, electrical compliance (switchboards) and roof harness systems.
- The frequency of some maintenance activities is unspecified and yet to be defined.

*There is a maintenance gap of \$1.9M to address all identified building defects.*

## 9. Renewal Plan

In the financial year of 2017/18 Council spent **\$1,543,790** on capital expenditure for building assets. This was higher than normal as it included \$303,000 on the council foyer. Based on the Assetic Predictor© modelling for Capital renewal for buildings, needs average at **\$1.3M** over 10 years to 'hold/maintain' the overall condition of the building portfolio. This work is for replacement of assets only and does not account for new building assets.

### Renewal Prioritisation

Council uses Assetic Predictor©, prediction modelling software, to prioritise capital works. The objective of this analysis is to model the performance of the general fund buildings (excluding caravan parks). The process includes setting up:

- degradation profiles based on condition and remaining life,
- identifying current treatments and unit rates to deliver these treatments, and
- setting up treatment decision matrices defined for optimal interventions for each treatment.

Thus it is possible to model the future costs of building renewal requirements and predict the future condition based on budget options.

Predictive modelling scenarios for the buildings have been run over 10 years to align with the language used in the Special Rate Variation below:

**What we can do?**      **Scenario 1 "Deteriorate"** Current Long Term Financial Plan (Affordable)

**What we would like to do?**      **Scenario 2 "Hold/Maintain"** Holding Budget Renewal Only  
(does not include New or Upgrades)

**What we should do?**      **Scenario 3 "Improve"** Renewal Only (does not include New or Upgrades)

Scenario 1 is what we can do with the current budget in the Long Term Financial Plan.

Scenario 2 provides a tool for discussion with Council and community on trade-offs between what we would like to do and what we can do with existing budgets. This is a minimum requirement to hold the asset portfolio from further deterioration. However it will still result in some buildings reaching a point of poor to very poor condition beyond maintenance capability and they will then require replacement.

Scenario 3 can be achieved by balancing changes in services and service levels with affordability and acceptance of the service and risk consequences of a given trade-off position.

None of the three scenarios includes New or Upgrades to buildings such as extensions to verandas, disability ramps, improvements to kitchens to comply with the Sale of Food regulations etc. It only includes essential capital renewals to keep like for like on the existing asset. Figure 16 below shows the financial budgets over 10 years used in the Asset Predictor© Modelling scenarios.

***To "hold/maintain" the overall building portfolio condition the average capital renewal needs to be \$1.3M.***



Table 13 Asset Predictor© Modelling Buildings

Year	Deteriorate Scenario 1 Long Term Financial Plan	Hold / Maintain Scenario 2 Holding Budget	Improve Scenario 3 Renewal Only Budget
2019/20	\$ 474,600	\$1,150,000	\$2,000,000
2020/21	\$1,120,000	\$1,173,000	\$2,040,000
2021/22	\$1,020,000	\$1,196,460	\$2,080,800
2022/23	\$1,042,000	\$1,220,389	\$2,122,416
2023/24	\$1,066,000	\$1,224,796	\$2,164,864
2024/25	\$1,150,500	\$1,269,692	\$2,208,161
2525/26	\$1,176,700	\$1,295,086	\$2,252,324
2026/27	\$1,204,000	\$1,320,988	\$2,297,371
2027/28	\$1,232,000	\$1,347,408	\$2,343,318
2028/29	\$1,260,700	\$1,374,356	\$2,390,185
<b>TOTALS</b>	<b>\$10,746,500</b>	<b>\$12,572,175</b>	<b>\$21,899,439</b>

*There is a capital renewal gap of \$185,567 annually to 'hold / maintain' the overall condition of the building assets.*

### Buildings Capital Long Term Financial Plan vs Holding & Improve Scenarios

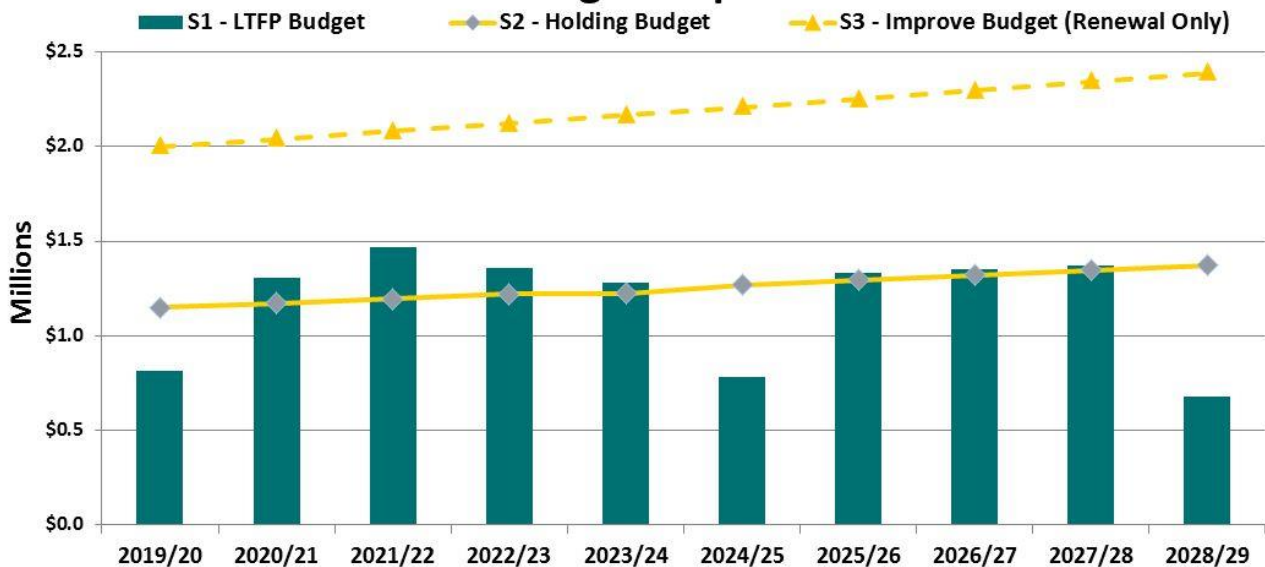


Figure 16 Capital Modelling Scenarios Compared

Below are the 10 year budget comparisons of the overall condition using the modelling scenarios above. By investing (the 'improve' budget), 17 % of the Poor assets move into the Good condition over 10 years and the whole asset portfolio looks much more healthy. The 'improve' budget scenario also saves \$5,260,000 in maintenance costs over 10 years. Figure 17 Modelling Scenario 10 Year Condition Comparisons depicts the condition changes with budget scenarios. The output of the Current Budget scenario has produced 10 year capital works.

**Overall Condition:**

- o **2.65** – Overall Average Condition at 2018.
- o **2.85** – Overall Average Condition Deteriorates on Current Budget.
- o **2.64** - Overall Average Condition Maintains on Hold / Maintain Strategy Budget.
- o **2.01** – Overall Average Condition Improves on Improve Strategy Budget.

*Using the "hold / maintain" Scenario 2 less money is spent in total.*

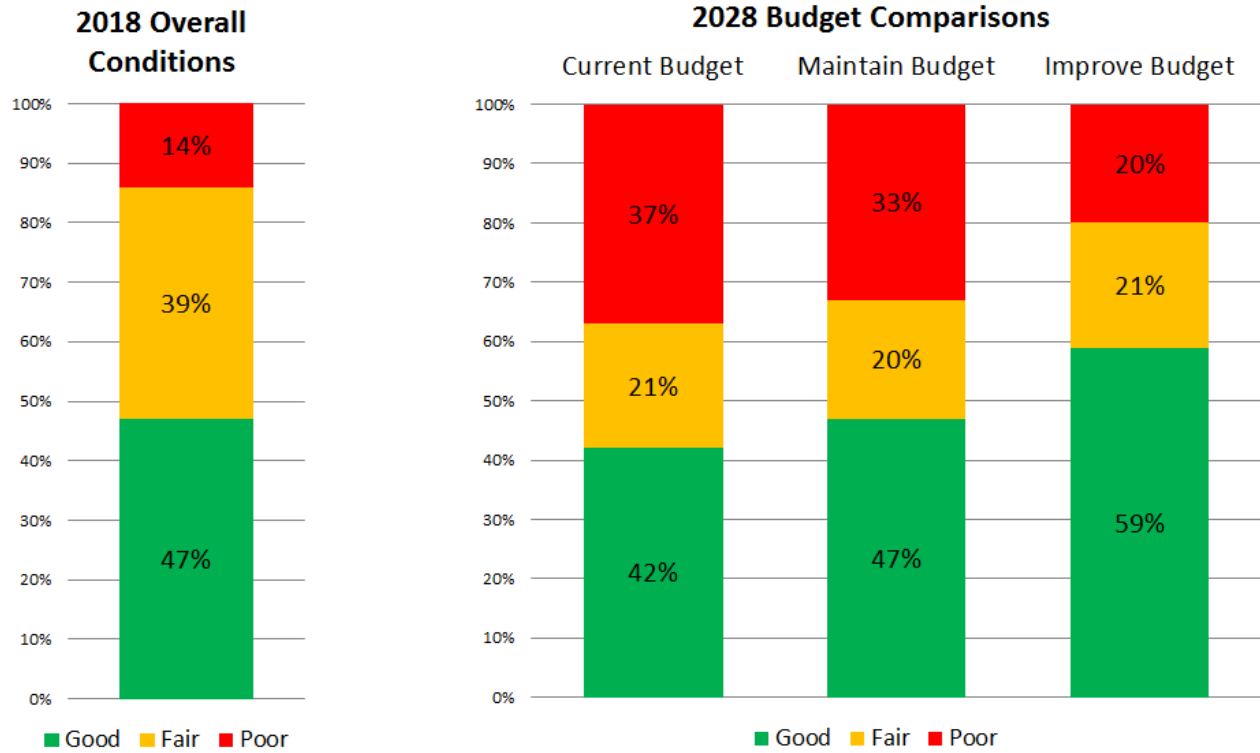


Figure 17 Modelling Scenario 10 Year Condition Comparisons

### Impact of Deferring Renewal Works

Deferring renewal works occurs when renewal requirements exceed the available budget. Deferring renewal projects impacts on the level of service an asset is able to provide. In the short term the impact may be acceptable, however continued deferral can lead to an increase in backlog and therefore risk (Figure 18).

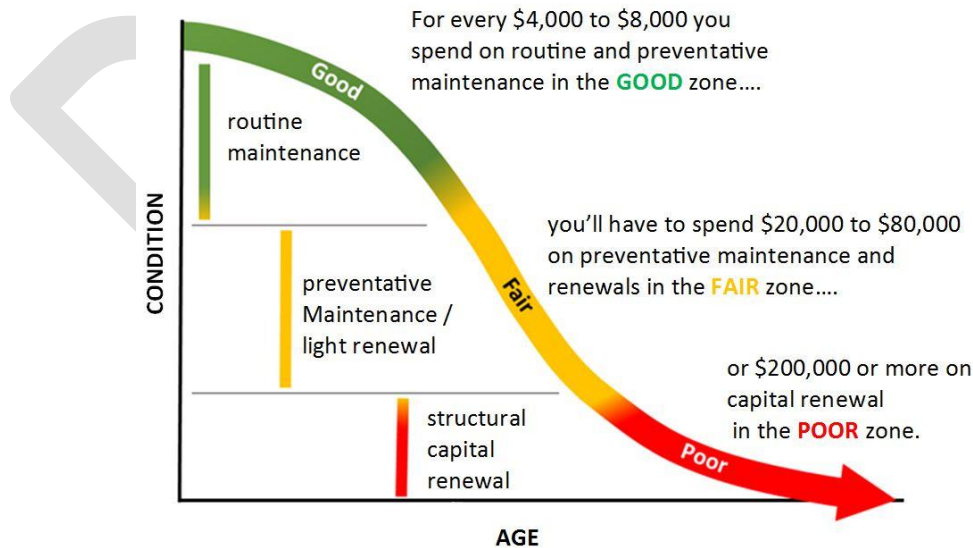


Figure 18 Building Deterioration and Maintenance Curve

## Managing the Risks and Renewal Challenges

There are increasing risks to infrastructure associated with providing a service and not being able to fund and complete the necessary maintenance and renewal. The major risks are:

- Gutter and downpipe replacement is not addressed when needed, resulting in water damage to internal and or external walls.
- Roof replacement not completed when needed, resulting in water damage to the ceiling, fitout and fittings, and carpets. This can cause mould damage and require relocation of users until addressed.
- Programmed asbestos replacement to comply with Australian Standards e.g. replacing internal wall sheeting, soffits, eaves, and flooring in community Halls etc. (Marvel Hall)
- Closing of buildings such as public toilets that become unsafe for use.
- Air conditioning systems requiring replacement increase reactive maintenance and operational costs e.g. Mullumbimby Administration Building
- Public toilets that are reaching overall poor condition are still operational, however, the community is very dissatisfied with the level of service.
- The costs to upgrade facilities to comply with the Federal Disability Discrimination Act needs to be considered in the development of future long term financial plans.
- Budgets are not allocated to building categories as defined in this Plan. As such, deferred renewals are likely with maintenance issues unable to be addressed.

Council will endeavour to manage these risks within available funding by implementation of asset management systems and inspection regimes, to provide a sound platform for understanding the condition, maintenance and replacement schedule for all assets.

## Asbestos

In the 2011/12 Special Rates program for community buildings Council began asbestos audits to comply with the 'Occupational Health and Safety Regulation 2001', chapter 4, clauses 43 and 44 - Risk assessment, control and asbestos register.

The program continued for five years to establish an Asbestos Register and Asbestos Management Plans for all community buildings. During this program, funding was also allocated to a number of projects to begin asbestos removal. Listed below are buildings that have had asbestos removal and/or are undergoing programmed asbestos removal as budget allocations permit. Asbestos sheeting and other products are referred to as ACM (asbestos containing material).

1. Bangalow Sports Field Clubhouse - Removal of all ACM sheeting on walls and ceilings.
2. Brunswick Memorial Hall – Removal of ACM soffits- program continuing to remove ACM from kitchen and toilets over next two years.
3. Marvell Hall/old Autumn Club - Removal of ACM from meeting room walls & Ceilings, common area- programed for removal in Toilets and kitchen over next two years.
4. Neighbourhood Centre Mullumbimby - Removal of ACM roofing, internal ceilings.
5. Mullumbimby Drill Hall - Removal of ACM soffits, internal wall cladding.
6. Mullumbimby Scout Hall - Removal of ACM wall linings.

During some routine maintenance on buildings, minor ACM removal occurs on a regular basis as ACM is discovered in a damaged or deteriorated state. This can be a broken or cracked ACM wall sheet, ceiling or soffit. ACM is also present in many switch boxes with many being replaced in the RCD compliance program.

## 10. New and Upgrade Plan

### Selection Criteria

New and upgrade works can be identified from a number of sources including community suggestions, internal knowledge, Councillors and strategies and plans, such as the Section 94 plan.

These suggestions and strategies are assessed for validity, priority, benefit and cost and can then be programmed into future capital works schedules.

At this stage the main driver for new and upgrade work is through the Section 94 Plan. The Plan discusses population, demographic characteristics, contributions and the identification of projects.

### Developer Contributions

New capital assets provided to Council through Developer Contributions are handed over at agreed Levels of Service which comply with the *Northern Rivers Local Government Design and Construction Manuals*. These service standards have been developed as a resource sharing initiative involving Byron Shire Council, Ballina Shire Council, Clarence Valley Council, Lismore City Council, Kyogle Council and Richmond Valley Council. The initiative has provided uniform development standards for the region via a clear and comprehensive set of requirements for development infrastructure design and construction.

***New and upgrade work is mostly funded through the Contributions Plan.***

### Forecast Upgrade/New Expenditure

The current forecast upgrade and new expenditure is presented in the Section 94 Plan in detail. In 2019/20 Council has allocated \$60,000 to the Brunswick Memorial Hall for a commercial kitchen upgrade. The Section 355 committee is also contributing \$60,000 to the project from Hall Hire funds. The works include extensive asbestos removal, an extension to the kitchen into an old storage area, upgrading all fixtures and fittings to commercial grade, application for commercial kitchen licence and installation of a commercial Grease Trap.

The Long Term Financial Plan beyond 2019/20 does not allocate funds specifically for new or upgrades to building assets.

***Spending on building upgrades reduces the ability to optimise required capital renewals. This results in deferring renewals and leads to higher future capital expenditure.***

## 11. Disposal of Assets

While there are no current plans to dispose of buildings infrastructure assets, Council has previously downgraded assets in order to better reflect requirements and manage maintenance costs.

### Critical assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans, and capital expenditure plans at the appropriate time.

Operations and maintenances activities may be targeted to mitigate critical asset failure and maintain service levels. These activities may include increased inspection frequency or higher maintenance intervention levels. Critical assets' failure modes and required operations and maintenance activities are in Table 14.

**Table 14 Critical Assets and Service Level Objectives**

Component criticality score	Critical assets	Critical failure mode	Operations and maintenance activities
1	Fire safety equipment	Failure results in building not being safe for occupation.	Maintenance and repairs in accordance with Australian Standards and Essential Safety Provisions.
2	Safety - Electrical infrastructure	Failure results in building not being safe for occupation.	Maintenance and repairs in accordance with Australian Standards and Essential Safety Provisions.
2	Safety - Air conditioning and hydraulics	Failure results in building not being safe for occupation.	Maintenance and repairs in accordance with Australian Standards and Essential Safety Provisions.
2	Safety - Lifts	Failure results in building not being safe for occupation.	Maintenance and repairs in accordance with Australian Standards and Essential Safety Provisions.
2	Safety – Asbestos	Asbestos register, labels etc	'Occupational Health and Safety Regulation 2001'.
2	Security	External stairs, alarms, exits etc	Maintenance and repairs in accordance with Australian Standards
3	Structural	Structural retaining	Preventative maintenance of vegetation build up and further structural investigations as required.
4	Functional	Bathroom, ceiling fans	Preventative maintenance and cleaning.
5	Aesthetic	Floor coverings	Programmed cleaning.



## 12. Financial Summary

This section contains the financial requirements for building assets over the next 10 years as determined through predictive and financial modelling. Note that all figures incorporate 2.5% inflation.

### Funding Strategy

The projected expenditure will be funded from Council’s maintenance, operating and capital budgets. The funding strategy is detailed in the LTFP. This also details the Special Rate Variation that Council applied for, and received, in 2017.

Figure 19 displays the annual required capital renewal expenditure as determined primarily through Assetic Predictor© modelling and the required maintenance defects (\$1.9million) identified with a detailed audit. The funding level applied has been determined by Council staff.

This graph compares Scenario 1 the budgeted LTFP with Scenario 2 the Holding budget.

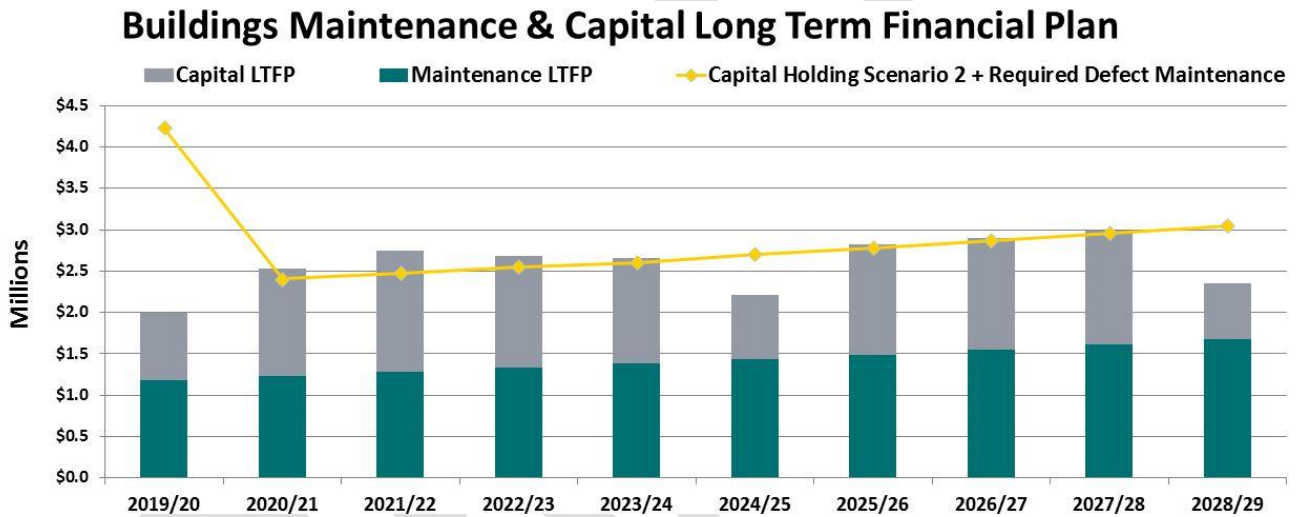


Figure 19 Maintenance & Capital Long Term Financial Plan (LTFP)

The proposed Council approved LTFP, capital and maintenance budgets are presented below.

### Capital Funding

Table 15 Capital Funding Assetic Predictor© Scenario 1 Deteriorate

Year/	Public Toilets	Libraries	Community Halls	Community Leases	Swimming Pools	Recreation Sport	Bangalow Showground	Tyagarah Airfield	Commercial leases	Emergency Services	Council Operations	TOTAL
2019/20	\$13,238	\$0	\$28,690	\$367,468	\$6,960	\$269	\$6,395	\$9,818	\$5,891	\$1,651	\$34,184	\$474,600
2020/21	\$60,640	\$43,408	\$90,716	\$166,621	\$49,013	\$55,494	\$7,394	\$39,754	\$21,350	\$0	\$585,585	\$1,120,000
2021/22	\$104,018	\$116,764	\$213,736	\$245,243	\$13,155	\$68,223	\$34,158	\$9,625	\$20,869	\$25,863	\$168,337	\$1,020,000
2022/23	\$2,453	\$253,626	\$155,198	\$175,930	\$0	\$397,252	\$289	\$1,159	\$6,769	\$0	\$49,315	\$1,042,000
2023/24	\$13,307	\$24,172	\$357,646	\$354,975	\$6,675	\$24,684	\$9,367	\$9,247	\$4,578	\$1,691	\$259,591	\$1,066,000
2024/25	\$96,322	\$21,237	\$247,868	\$353,323	\$9,527	\$15,473	\$64,836	\$90,913	\$29,286	\$28,703	\$192,968	\$1,150,500
2025/26	\$60,622	\$28,563	\$375,986	\$154,645	\$14,138	\$158,961	\$3,011	\$48,836	\$16,692	\$0	\$315,171	\$1,176,700
2026/27	\$90,916	\$39,596	\$12,178	\$91,337	\$0	\$27,731	\$4,470	\$0	\$5,613	\$1,782	\$930,329	\$1,204,000
2027/28	\$102,213	\$239,766	\$106,252	\$285,953	\$20,361	\$282,088	\$1,829	\$9,957	\$365	\$4,309	\$178,871	\$1,232,700
2028/29	\$73,729	\$24,797	\$31,571	\$148,918	\$20,015	\$217,401	\$0	\$1,084	\$14,478	\$25,752	\$702,918	\$1,260,700
<b>Total</b>	<b>\$617,458</b>	<b>\$791,929</b>	<b>\$1,619,841</b>	<b>\$2,344,413</b>	<b>\$139,844</b>	<b>\$1,247,576</b>	<b>\$131,749</b>	<b>\$220,393</b>	<b>\$125,891</b>	<b>\$89,751</b>	<b>\$3,417,269</b>	<b>\$10,746,500</b>

*To "hold / maintain" the overall building portfolio condition the average capital renewal needs to be \$1.3M annually.*

### Maintenance Funding Modelled from Assetic Predictor© (Year Level Comparison)

Table 16 Maintenance Funding LTFP vs Predictor© Modelling

YEAR	LTFP Budgets Maintenance & Operational Costs	Modelling Maintenance (excluding Operational)
2019/20	\$1,181,600	\$702,692
2020/21	\$1,230,400	\$642,802
2021/22	\$1,277,800	\$650,567
2022/23	\$1,327,000	\$797,780
2023/24	\$1,378,200	\$956,228
2024/25	\$1,431,300	\$1,036,413
2025/26	\$1,489,400	\$1,263,337
2026/27	\$1,549,800	\$1,519,834
2027/28	\$1,612,600	\$1,735,157
2028/29	\$1,677,900	\$2,110,545
<b>TOTAL</b>	<b>\$14,156,000</b>	<b>\$11,415,360</b>

Table 16 compares the LTFP budgets with the identified modelling maintenance over 10 years. The figures do not correlate as the LTFP budgets do not clearly separate out operational and maintenance costs and building category. This highlights an area for improvement which will enable better asset management and is noted in the Improvement Plan.

The actual operational expenditure in 2017/18 by task activity was **\$1,708,000** and the maintenance was **\$410,000** (total **\$2,117,786**). The current LTFP indicates an annual average maintenance and operational budget over 10 years of **\$1,415,600** which is insufficient. As an example maintenance spend in the 2018 financial year was **\$410,000** compared to the **\$1.1million** required. (Modelling yearly average Table 16).

*The maintenance budget averages at \$410,000 (excluding operational costs) compared to the target average of \$1.1million.*

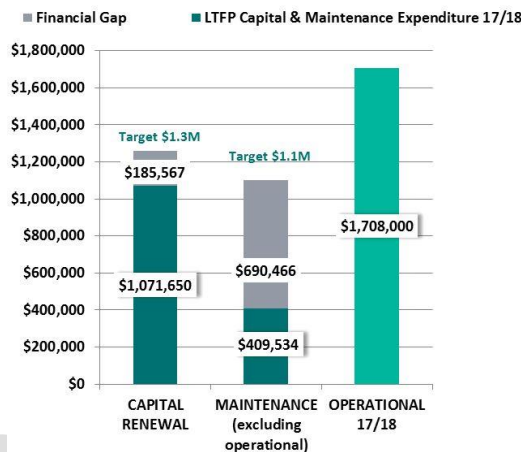
### Financial Challenges and Gaps

Table 17 details the required annual capital renewal budget gap of **\$185,567** and maintenance budget gap of **\$1,900,000** that should be resolved so that the high risk defects identified in the Maintenance Plan can be addressed.

Table 17 Financial Gaps

Annual Expenditure Type	Current Spend 2017/18	Gap	Required Budget
Capital Renewal	\$1,543,790	<b>\$185,567</b>	\$1,729,357
Maintenance (excluding Operational)	<b>\$409,534</b>	<b>\$1,900,000</b>	\$2,309,871
<b>TOTAL</b>	<b>\$1,953,324</b>	<b>\$2,085,567</b>	<b>\$4,039,891</b>

### Building Assets Financial Gaps



### Financial Useful lives

The next section will discuss the financial performance ratios. It is worth noting that the useful lives figure derived from the Capital Value Register (CVR) and the useful lives figure derived from modelling vary greatly (Figure 20). The average useful life in modelling is **28 years** compared with **59 years** in CVR.

For completeness these performance ratios have been included but should NOT be used to influence asset management decisions as, if taken out of context, the assets appear to be performing well above benchmarks.

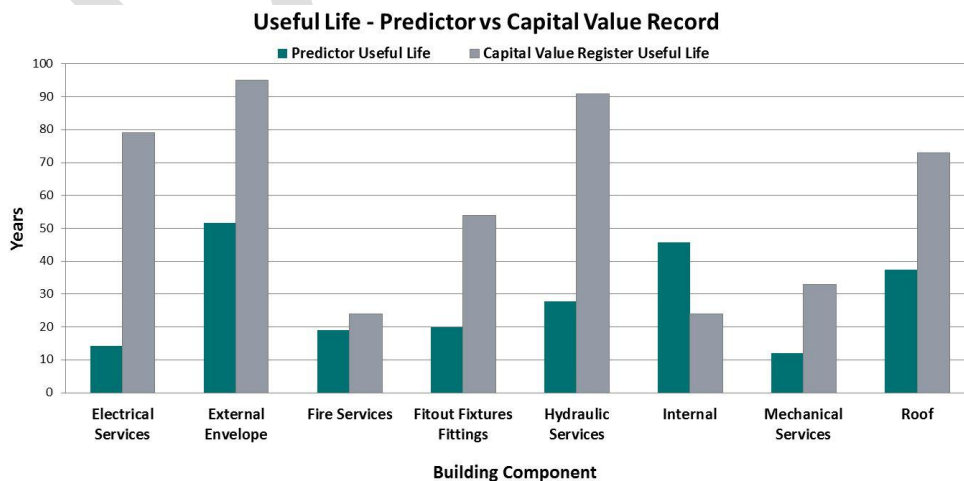


Figure 20 Useful Lives vs Capital Value Record

*Average Useful life is lower than industry standard due to deferred renewals and reduced preventative maintenance.*

### Financial Ratios

#### Asset Consumption Ratio

This ratio seeks to highlight the aged condition of a local government's stock of physical assets.

If a local government is responsibly maintaining and renewing/replacing its assets in accordance with a well prepared asset management plan, then the fact that the Asset Consumption Ratio may be relatively low and/or declining should not be cause for concern – providing it is operating sustainably.

$$\text{Asset Consumption Ratio} = \frac{\text{Depreciated Replacement Cost of Depreciable Assets}}{\text{Current Replacement Cost of Depreciable Assets}}$$

$$\frac{\$62,459,000}{\$74,318,000} = 84\%$$

**Purpose:** This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.

**Standards:** Standard is not met if less than 50%.  
Standard is met if the ratio can be measured and is 50% or greater (0.50 or >).  
Standard is improving if the ratio is between 60% and 75% (0.60 and 0.75).

**Table 18 Asset Consumption Ratios**

Asset Financial Class	Current Replacement Cost	Depreciated Replacement Cost	Ratio	Standard
Buildings	\$74,318,000	\$62,459,000	84%	Improving

Whilst it appears that the **asset consumption ratio** is improving (Table 18) the 'useful lives' affect the depreciated replacement cost values below. For completeness these performance ratios have been included but should **NOT** be used to influence asset management decisions as, if taken out of context, the assets appear to be performing well above benchmarks.

## Asset Sustainability Ratio

This ratio is an approximation of the extent to which assets managed by a local government are being replaced as they reach the end of their useful lives.

It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense.

Expenditure on new or additional assets is excluded.

Depreciation expense represents an estimate of the extent to which the assets have been consumed during that period.

Measuring assets at fair value is critical to the calculation of a valid depreciation expense value.

$$\text{Asset Sustainability Ratio} = \frac{\text{Actual Capital Renewal Expenditure}}{\text{Annual Depreciation}}$$

$$\frac{\$1,597,201}{\$993,863} \quad 160.7\%$$

**Purpose:** This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.

**Standards:** Standard is met if the ratio can be measured and is 90% (or 0.90)  
Standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10).

**Table 19 Asset Sustainability Ratio Figures**

Asset Financial Class	Annual Planned Renewal Expenditure	Annual Depreciation	Ratio	Standard
Buildings	\$1,597,201	\$993,863	160.7%	Improving

The **Asset Sustainability Ratio** (Table 19) appears to indicate Council is over-spending. However, the extensive condition assessment indicates that there is a defect maintenance backlog of \$1,900,000 and a 10 year capital gap of \$839,575. Also, \$303,000 was spent in 2017/18 on internal capital renewals which has distorted this figure to indicate a higher renewal performance which is outside normal trends.



## Asset Renewal Funding Ratio

This ratio indicates whether a local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without additional operating income; or reductions in operating expenses.

The ratio is calculated from information included in the local government's Long Term Financial Plan and Asset Management Plan; not the Annual Financial Report.

For the ratio to be meaningful, a consistent discount rate should generally be applied in Net Present Value (NPV) calculations

$$\text{Asset Renewal Funding Ratio} = \frac{\text{NPV of Planned Capital Renewals over 10 years}}{\text{NPV for Required Capital Expenditure over 10 years}}$$

$$\frac{\$10,746,500}{\$12,572,175} = 85.48\%$$

**Purpose:** This ratio is a measure of the ability of a local government to fund its projected asset renewal / replacements in the future.

**Standards:** Standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95).  
Standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the ASR falls within the range 90% to 110% and 50% to 75%.  
Standard not met if <75%.

**Table 20 Asset Renewal Funding Ratio Figures**

Asset Financial Class	Planned Renewal Expenditure	Required (Unlimited) Renewal Expenditure	Ratio	Standard
Buildings	\$10,746,500	\$12,572,175	85.48%	Met

Whilst it appears that the asset **Renewal Ratio** (Table 20) is being met this can change if future renewal funding were to be spent on assets that are not essential instead of focussing on the renewal of assets and asset components that are in poor condition.

**Asset Maintenance Ratio**

This ratio is reported in Council’s Annual Financial Statements as part of Special Schedule 7 (SS7) – Condition of Infrastructure. This ratio relates to the Council’s General Fund and it covers the assets that are the subject of this Asset Management Plan plus Buildings. This ratio measures the actual or estimated asset maintenance expenditure against required asset maintenance. Council does not separate maintenance and operational costs clearly in the general ledger. The actual costs have been calculated using work orders and task activities. As such the figure below is for actual maintenance only, excluding operational expenditure as otherwise this inflates the amount spent on building maintenance. The benchmark for this ratio is 1 i.e. maintenance expenditure equals required maintenance expenditure. Council is currently not maintaining its assets as required. To calculate this Ratio, the following formula is used:

$$\text{Asset Maintenance Ratio} = \frac{\text{Actual Asset Maintenance}}{\text{Required Asset Maintenance}}$$

$$\frac{\$410,000}{\$1,900,000} = 0.21$$

**Infrastructure Backlog Ratio**

This ratio is reported in Council’s Annual Financial Statements as part of Special Schedule 7 (SS7) – Condition of Infrastructure. It measures the estimated cost to bring assets back to a satisfactory standard compared to the total written down value of infrastructure assets. The benchmark for this ratio is to have a backlog on an annual basis of 2.00% or less i.e. cost to bring assets back to a satisfactory standard is less then 2.00% of the total written down value of Infrastructure Assets equals required maintenance expenditure. If the trend of this ratio is above the 2.00% benchmark it demonstrates that Council is not addressing its Infrastructure backlog. This is the case for Byron Shire Council.

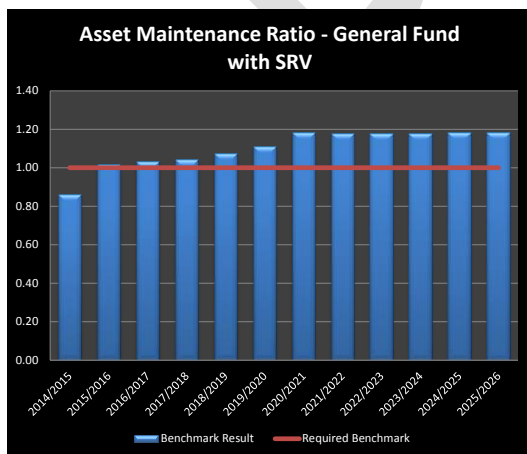
To calculate this Ratio, the following formula is used:

$$\text{Infrastructure Backlog Ratio} = \frac{\text{Estimated cost to bring assets to a satisfactory standard}}{\text{Total written down value of infrastructure assets}}$$

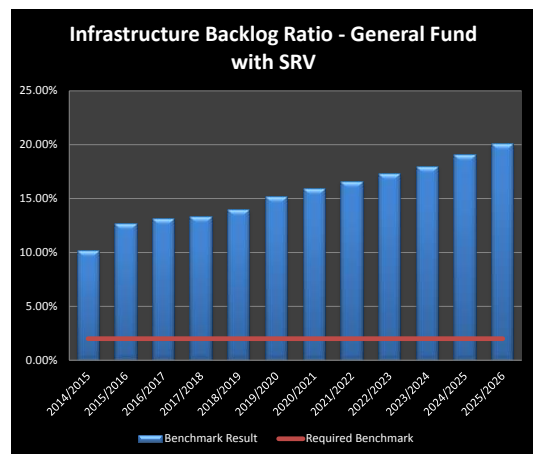
$$\frac{\$6,411,145}{\$62,460,000} = 10\%$$

(Note: Total written down value of infrastructure assets was calculated on the 30/06/2018)

Figure 21 Asset Maintenance Ratio General Fund SS7 and Figure 22 Infrastructure Backlog Ratio General Fund SS7 identifies the outcome relevant for Council for the period 2016/2017 to 2025/2026.



**Figure 21 Asset Maintenance Ratio General Fund SS7**



**Figure 22 Infrastructure Backlog Ratio General Fund SS7**

### 13. Improvement Plan

A comprehensive list of improvement actions are detailed in Table 21 below to address issues that have been identified in this Asset Management Plan.

**Table 21 Improvement actions summary**

<b>Item</b>	<b>Identified issue for improvement</b>	<b>Responsible officer</b>
<b>1. Building Maintenance &amp; Capital Renewal responsibilities</b>	Responsibility for building maintenance and capital renewal is shared across the organisation leading to potential gaps. For example, this is identified in Maintenance and Inspection Table 10.	Director of Infrastructure Services (DIS) and Director Corporate and Community Services (DCCS)
<b>2. Capital Renewal Gap</b>	Investigate options to review the annual financial capital renewal gap of \$185,567	<i>DIS and DCCS</i>
<b>3. Maintenance Gap</b>	Investigate options to review the annual financial maintenance gap of \$690,466.	<i>DIS and DCCS</i>
<b>4. Operational Expenditure</b>	Review high operational expenditure to reduce and optimise and then allocate funds into preventative maintenance (\$1,708,000 in 2017/18).	<i>DIS and DCCS</i>
<b>5. Long Term Financial Plan structure</b>	The LTFP does not provide forward funding for all building categories. For example there is no provision for Emergency Services, Tyagarah Airfield, Bangalow Showgrounds, and Council Operational buildings (except the main depot and administration building. The pool buildings are not separately accounted for and are treated as a whole facility with the pool assets which does not allow for long term financial planning or asset management.	Manager of Finance (MF) and <i>DIS and DCCS</i>
<b>6. Capital Renewal Plan</b>	Predictor modelling should be used to dictate the LTFP and future capital renewal works rather than subjective assessments.	<i>DIS and DCCS</i>
<b>7. Maintenance Plan</b>	The "Maintenance Plan" generated from the inspections which identified the 1600 defects should be used to dictate the levels of service and address high risk defects.	<i>DIS and DCCS</i>
<b>8. Long Term Financial Plan (LTFP) - Operational &amp; Maintenance</b>	The LTFP needs to separate out the operational and maintenance costs by building category to better manage the assets into the future and to align with the Predictor© Modelling systems.	MF
<b>9. BSC Sponsor responsible.</b>	<ul style="list-style-type: none"> <li>• Country Women's Association (CWA)</li> <li>• Brunswick Heads Historical Society, Mullumbimby</li> <li>• Mullumbimby Golf Club Shed (Crown land Council Administered)</li> </ul>	<i>DIS and DCCS</i>
<b>10. No lease or Licenses</b>	<p>Some building assets have no existing leases or license arrangements:</p> <ul style="list-style-type: none"> <li>• Country Women's Association (CWA), Mullumbimby Tincogan and Gordon St</li> <li>• Brunswick Heads Historical Society, Mullumbimby</li> <li>• Kohinur Hall, Main Arm</li> <li>• Scouts Byron Bay</li> <li>• Mullumbimby Pre-school (in progress)</li> <li>• All Sporting Clubs (only user agreement that generally deals with the sports grounds)</li> </ul>	Leasing Coordinator       Leasing Coordinator / Manager of Open Spaces
<b>11. Public Toilets</b>	Unclear organisational responsibilities mean available funds for capital renewal have not been	<i>DIS</i>

	<i>used in recent financial years.</i>	
<b>10. Gutter maintenance</b>	Routine gutter maintenance was identified with the inspections as lacking for all buildings. It is worth noting for halls this is the responsibility of the Section 355 Committees. Attention need to be drawn to this maintenance requirement as it is not detailed in the document E2016/79739 but assumed along with general maintenance. Long term the buildings are affected and structural defects are occurring due to the continued lack of maintenance with stormwater running down external walls. Leases need updating to include gutter maintenance etc.	Buildings Maintenance Coordinator / Leasing Coordinator
<b>11. Disposal</b>	Two buildings that are impaired and closed (Federal Parkland shed and Byron Grandstand/Office/Storage). These assets need to be accounted for as impaired and plans to dispose of the asset to reduce risk exposure.	Manager of Open Spaces (MOS)
<b>12. Public Toilets – Crown Owned</b>	The 3 toilets at Brunswick Heads owned by the crown are in poor condition and the community is dissatisfied with the performance of the toilets. The Reflections Holiday Board intend on replacing these in 2019/20. It is recommended that signs are installed on the assets to advise the community who is the owner.	MOS
<b>13. Remaining Useful Life</b>	Future financial asset re-valuations of buildings to review remaining useful life with overall condition data. (The conclusion is that the remaining life data from the financial register does not align well with the building condition audit consumption profiles.)	Asset Management Accountant
<b>14. Key Access</b>	<i>Inspection process identified key access to buildings was significantly hindered as council does not have keys to a significant number of community buildings. Additionally, there could be improvements made to the master key arrangement and naming convention for the building key register.</i>	Buildings Maintenance Coordinator
<b>15. Technical Levels of Service – Inspection &amp; Maintenance</b>	<i>There are gaps in information from the Technical Levels of Service Table 5. The condition and safety inspections have no measurement of performance, and Planned and Reactive tasks to have performance targets set and current performance is to be determined.</i>	Buildings Maintenance Coordinator
<b>16. Building Under construction for 2 years</b>	<i>H.H.7 - Hippy Hut 7 (Safari tent) half built construction started in 2017.</i>	Manager of Open Spaces
<b>17. Building Names</b>	<i>Names are used interchangeable across asset systems such as the Asset Register/GIS, Key Register, Insurance valuation register and the community. It is recommended that the Asset Register is now used as the single point of truth since the inspection audit has been complete.</i>	Buildings Maintenance Coordinator / Asset Management Coordinator / Insurance Officer
<b>18. Disability and Discrimination Act</b>	Consider Disability and Discrimination Act were possible with all capital renewals and upgrades.	DIS and DCCS

**There are 18 items identified in the Improvement Plan.**



## Glossary

<b>Asset condition assessment</b>	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.
<b>Asset management</b>	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
<b>Assets</b>	<p>Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12).</p> <p>Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 month.</p>
<b>Backlog</b>	Estimated cost to bring infrastructure, buildings and other structures and depreciable land improvements to a satisfactory standard, measured at a particular point in time
<b>Capital expenditure</b>	Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
<b>Capital funding</b>	Funding to pay for capital expenditure.
<b>Capital new expenditure</b>	Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.
<b>Capital renewal expenditure</b>	Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a building portfolio, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
<b>Capital upgrade expenditure</b>	Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the Council's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
<b>Carrying amount</b>	The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.
<b>Component</b>	An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system. Also referred to as an element.
<b>Cost of an asset</b>	The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.



<b>Current replacement cost (CRC)</b>	The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.
<b>Current Replacement Cost "As New" (CRC)</b>	The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.
<b>Cyclic Maintenance</b>	Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.
<b>Depreciable amount</b>	The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)
<b>Depreciated replacement cost (DRC)</b>	The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset
<b>Depreciation / amortisation</b>	The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.
<b>Economic life</b>	See useful life definition.
<b>Expenditure</b>	The spending of money on goods and services. Expenditure includes recurrent and capital.
<b>Fair value</b>	The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.
<b>Greenfield asset values</b>	Asset (re)valuation values based on the cost to initially acquire the asset.
<b>Heritage asset</b>	An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.
<b>Impairment Loss</b>	The amount by which the carrying amount of an asset exceeds its recoverable amount.
<b>Infrastructure assets</b>	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and Shared Paths. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.
<b>Level of service</b>	The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).
<b>Life Cycle Cost</b>	The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

<b>Life Cycle Expenditure</b>	The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.
<b>Maintenance and renewal gap</b>	Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (e.g. 5, 10 and 15 years).
<b>Maintenance and renewal sustainability index</b>	Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).
<b>Maintenance expenditure</b>	Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.
<b>Materiality</b>	An item is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.
<b>Modern equivalent asset.</b>	A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.
<b>Non-revenue generating investments</b>	Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.
<b>Operating expenditure</b>	Recurrent expenditure, which is continuously required excluding maintenance and depreciation, e.g. power, fuel, staff, plant equipment, on-costs and overheads.
<b>Planned Maintenance</b>	Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
<b>Rate of annual asset consumption</b>	A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.
<b>Rate of annual asset renewal</b>	A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).
<b>Rate of annual asset upgrade</b>	A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).
<b>Reactive maintenance</b>	Unplanned repair work that carried out in response to service requests and management/supervisory directions.
<b>Recoverable amount</b>	The higher of an asset's fair value, less costs to sell and its value in use.
<b>Recurrent expenditure</b>	Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.

<b>Recurrent funding</b>	Funding to pay for recurrent expenditure.
<b>Rehabilitation</b>	See capital renewal expenditure definition above.
<b>Remaining life</b>	The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining life is economic life.
<b>Renewal</b>	See capital renewal expenditure definition above.
<b>Residual value</b>	The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.
<b>Risk management</b>	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
<b>Section or segment</b>	A self-contained part or piece of an infrastructure asset.
<b>Service potential</b>	The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.
<b>Service potential remaining</b>	A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (DRC/DA).
<b>Strategic Management Plan</b>	Documents Council objectives for a specified period (3-5 years), the principle activities to achieve the objectives, the means by which that will be carried out, estimated income and expenditure, measures to assess performance and how rating policy relates to the Council's objectives and activities.
<b>Sub-component</b>	Smaller individual parts that make up a component part.
<b>Useful life</b>	<p>Either:</p> <p>(a) the period over which an asset is expected to be available for use by an entity, or</p> <p>(b) the number of production or similar units expected to be obtained from the asset by the entity.</p> <p>It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council. It is the same as the economic life.</p>

## 14. APPENDIX A Special Schedule 7 – Buildings at 30 June 2018

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2018

\$'000

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2017/18 Required maintenance <sup>a</sup>	2017/18 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
<b>Buildings</b>	Council Operations	–	–	257	247	13,307	15,308	95%	5%	0%	0%	0%
	Swimming Pool Buildings	187	187	14	14	826	931	94%	6%	0%	0%	0%
	Showground Buildings	–	–	–	–	1,643	2,083	65%	31%	3%	1%	0%
	Residential Leases	9	9	–	–	1,062	1,324	50%	22%	1%	27%	0%
	Recreation Buildings	115	115	23	23	13,437	16,135	79%	20%	1%	0%	0%
	Libraries	–	–	98	98	4,092	4,455	95%	5%	0%	0%	0%
	Public Amenities	428	428	513	513	2,716	3,123	84%	10%	6%	0%	0%
	Emergency Services	49	49	2	2	1,191	1,338	93%	7%	0%	0%	0%
	Community Buildings	1,028	1,028	129	129	13,305	16,612	76%	21%	1%	2%	0%
	Commercial Leases	253	253	1	1	1,042	1,266	89%	8%	1%	2%	0%
	Holiday Parks	–	–	298	298	4,902	5,737	90%	8%	2%	0%	0%
	Childcare	–	–	24	24	4,936	6,006	80%	17%	3%	0%	0%
	<b>Sub-total</b>	<b>2,069</b>	<b>2,069</b>	<b>1,358</b>	<b>1,348</b>	<b>62,460</b>	<b>74,317</b>	<b>83.4%</b>	<b>14.4%</b>	<b>1.2%</b>	<b>1.0%</b>	<b>0.0%</b>

## 15. APPENDIX B – Licences & Leases

### Licence List

License owner	Parcel	Reference	Issued	Start	End	Owner	
Katia Nursery	94860	45 Wallum Place, Byron Bay	S2017/4863	Annual	01/05/2017	30/04/2022	Licensee
		125 Shara Boulevard, Ocean Shores	S2015/15760	Monthly	04/10/2015	03/04/2020	Licensee
Mullumbimby SEED Inc. Byron Bay Community Association Inc. (Girl Guides Byron)	138870	35 Carlyle St, Byron Bay	E2016/27961	Annual	01/06/2016	31/05/2018	BSC
	177670	25 Staceys Way, Tyagarah	DM752182	Monthly	01/07/2007	30/06/2012	
Mr W F Bailey SEED Mullumbimby Sustainability Education & Enterprises	205770	154 Stuart St, Mullumbimby	S2016/3326	Monthly	01/03/2015	31/08/2019	Licensee
	239417						

### Lease List

Applicant	Parcel	Trim Ref	Start	End	Holding over
Andrew Bates Tennis Pty Ltd	177670	S2013/449	07/01/2013	06/01/2019	No
Federal Community Children's Centre	105960	S2017/6224	01/01/2017	31/12/2022	No
**Byron Gliding Club Inc.	241414	DM384745	01/01/2002	31/12/2008	Yes
**Byron Gem & Lapidary Club Incorporated	208030	DM568518	01/01/2006	31/12/2010	Yes
North Coast Community Housing	66820	S2017/20590	01/05/2017	30/04/2027	No
Bangalow Community Pre-School	121260	E2014/48235	01/05/2014	30/04/2019	No
Mullumbimby Tennis Association Inc	238167	S2014/6357	01/05/2014	30/04/2019	No
Byron Bay Community Association Inc (Byron Girl Guides Hall)	177670	E2016/27961 S2015/8262;	01/06/2016	31/05/2018	No
*Fishheads @ Byron Pty Ltd	238186	S2017/15540	01/07/2015	30/06/2020	No
Brunswick Valley Historical Society (Museum) Note – Not Councils building	238167	S2014/13674	01/07/2014	30/06/2019	No
Durrumbul Community Pre-school	200770	S2014/11704	01/07/2014	30/06/2024	No
Brunswick Surf Life Saving Club	181600	E2017/111545	01/07/2017	30/06/2018	No
Byron Bay Surf Life Saving Club Inc	238790	E2017/69026	01/07/2017	30/06/2018	No
Byron Bay Pre-School Inc (Cavanbah Centre)	50050	S2013/9831	01/07/2013	30/06/2018	Yes
Byron Youth Service (sub-lease War Widows Cottage)	30220	S2017/15617	01/07/2017	30/06/2022	No
**Mr W F Bailey	205770	DM752182	01/07/2007	30/06/2012	Yes
**Cape Byron Pistol Club Inc.	241414	DM819094	31/07/2008	31/12/2010	Yes
**Clay Target Club	241414	DM826801	31/07/2008	31/12/2010	Yes
Brunswick Heads Tennis Club Inc.	198340	E2017/72293	01/08/2017	31/07/2018	No
Mullumbimby & District Neighbourhood Centre Inc. (sub-lease old Council Chambers)	18210	S2017/14477	01/08/2017	31/07/2022	No
Ocean Shores Pre School Inc.	132520	S2017/1702	01/08/2016	31/07/2022	No
Byron Bay Pre-School Inc. (Coogera Center)	240275	DM870265	23/08/2010	22/08/2031	No
Byron Shire Toy Library	240275	S2015/14837	23/08/2015	22/08/2016	Yes
Byron Shire Early Intervention Association	240275	DM870267	23/08/2010	22/08/2031	No
Mullumbimby District Cultural Centre Inc.	35480	S2016/11873	01/09/2016	31/08/2021	No
Community Learning & Innovation Centre Inc.	7090	S2012/2245	09/09/2012	08/09/2022	No
*Byron Visitor Centre	187190	S2017/21019	01/10/2017	30/09/2020	No
*Mullumbimby Golf Club	171450	S2015/11329	01/10/2014	30/09/2024	No
Secretary Scouts Association of Australia (Bangalow)	85400	E2017/89895	01/10/2017	30/09/2018	No
Secretary Scouts Association of Australia (Bangalow)	85430	E2017/89896	01/10/2016	30/09/2018	No
Secretary Scouts Association of Australia (Mullumbimby)	7110	E2017/89893	01/10/2016	30/09/2018	No
**Callanan Holdings Pty Ltd	205780	DM539775	01/10/2005	30/09/2009	Yes
Lilly Pilly Community Pre-School	203090	S2014/3916	01/12/2013	30/11/2018	No
Australian Red Cross Society (Brunswick Memorial Hall)	24270	S2014/1588; S2017/16796	01/12/2013	30/11/2018	No
Australian Red Cross Society (Brunswick Memorial Hall)	24270	S2014/1587; S2017/16797 DM617944 &	01/12/2013	30/11/2018	No
**Tiger Moth Aerial Service Pty Ltd	208040	DM568500	01/12/2010	30/11/2015	Yes

**Note1:** Brunswick Valley Historical Society (Museum) is NOT council owned by Council resolution 14-236.

\*Commercial lease \*\*Tyagarah Airfield Commercial lease



## 16. APPENDIX C – Overall Building Condition

Council calculated an overall building condition using a weighted average. A weighted average is an average in which each observation in the data set which is assigned or multiplied by a weight before summing to a single average value. In this instance, each Building Element Condition Score to be averaged is assigned a weight (Buildings Element Hierarchy) that determines the relative importance of each Buildings Element.

To calculate a weighted average, each condition score (Building Element Condition Score) is multiplied in the set by its weight (Building Element Hierarchy). This results in a Building Element Hierarchy Score (BEH Score). The products are added and divided by sum by the sum of all conditions.

Below is how the weighted average condition is calculated.

Weighted Average OCI =

$$\frac{((\text{Building Element Condition Score}_1 \times \text{Building Element Hierarchy}_1) + (\text{Building Element Condition Score}_2 \times \text{Building Element Hierarchy}_2) + \dots + \text{Building Element Condition Score}_n \times \text{Building Element Hierarchy}_n))}{(\text{Building Element Condition Score}_1 + \text{Building Element Condition Score}_2 + \dots + \text{Building Element Condition Score}_n)}$$

Note: The above use of the word element is the same as component.

## 17. APPENDIX D – Capital Works Plan (3 years only)

Year	Site	Building	Level	Area / Room	Room description	System	SubSystem	Component	Quantity	Estimated Cost
1	Byron Bay Fletcher Street Cottage	Cottage	G	Building	Exterior	External_Envelop	Stairs		6	\$5,891
1	Brunswick Valley Community Centre	Community Centre	G	Hall	community activities	Internal	Internal_Walls	Operable Walls	7.5	\$8,544
1	Brunswick Valley Community Centre	Community Centre	G	Office - Office	office 6	Internal	Internal_Floors	Vinyl/Linoleum - Sheet	2	\$178
1	Byron Bay Pre-School	Pre-School	G	Classroom	north play room	Electrical_Service	Emergency & Exit Lighting		1	\$75
1	Byron Bay Recreation Grounds	Girl Guides Hall	G	Building	Exterior	External_Envelop	Doors - roller		1	\$3,347
1	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Store	Store off main area (kiosk)	Internal	Internal_Walls	Asbestos (Confirmed) Wall	7.5	\$815
1	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Building		Roof	Roof_Coverings	Colourbond	6	\$407
1	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Building		External_Envelop	External_Walls	Asbestos (Confirmed)	12	\$1,407
1	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Building		Roof	Eaves		40	\$6,558
1	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Classroom	mackellar	Mechanical_Serv	Split AC Units		1	\$3,143
1	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Kitchen	kitchen off mackellar	Electrical_Service	Exhaust System		1	\$150
1	Ewingsdale Emergency Accommodation	Emergency Accommodation	G	Building	External.	External_Envelop	Stairs		5	\$4,909
1	Federal Community Childrens Centre	Community Childrens Centre	G	Building	external.	Roof	Roof_Coverings	Colourbond	624	\$42,327
1	Mullumbimby Civic Hall	Hall	G	Stage	Stage Area	Roof	Roof_Coverings	Polycarbonate	5	\$2,909
1	Mullumbimby Drill Hall Complex	Cultural Centre (Drill Hall)	G	Building	External	External_Envelop	Stairs		7.2	\$7,069
1	Mullumbimby Youth Information and Resou	Youth Information and Resource	G	Shower - Unisex		Internal	Internal_Floors	Concrete Floor	1	\$130
1	Ocean Shores (Billinudgel) Pre-School	Pre-School	G	Building	Exterior	External_Envelop	Balconies/deck/verandah		35	\$6,627
1	Ocean Shores (Billinudgel) Pre-School	Pre-School	G	Building	Exterior	External_Envelop	Handrail		30	\$7,791
1	Tyagarah Airfield	Aussie Air Charter Training Ted K	G	Building	External	External_Envelop	Stairs		10	\$9,818
1	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Building	External	Roof	Roof_Coverings	Galvanised	550	\$32,836
1	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Building	External	External_Envelop	Stairs		18	\$17,673
1	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Building	External	External_Envelop	External_Walls	Brickwork	583	\$182,004
1	Mullumbimby Old Northpower Facility	Old Northpower Building	L1	Meeting	meeting/ Kitchen/ copier	Electrical_Service	Emergency & Exit Lighting		2	\$150
1	Mullumbimby Old Northpower Facility	Old Northpower Building	G	Kitchen		Electrical_Service	Emergency & Exit Lighting		2	\$150
1	Mullumbimby Old Northpower Facility	Old Northpower Building	G	Office	Computer Room	Electrical_Service	Emergency & Exit Lighting		2	\$150
1	Byron Bay BSC Depot	Byron Bay BSC Depot Office / W/G	G	Office - Office	main	Fire_Services	Portable Fire Equipment		1	\$269
1	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce	G	Building	Exterior	External_Envelop	External_Walls	Profiled Steel - Colourbond	296	\$24,016
1	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce	G	Building	Exterior	Roof	Roof_Coverings	Colourbond	112	\$7,597
1	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Archives (Wing 4)	Internal	Internal_Floors	Carpet - Broadloom/Sheet	1	\$46
1	Willsons Creek Rural Fire Service Brigade	Rural Fire Service Brigade Statio	G	Building	External	External_Envelop	External_Walls	Timber Framed Weatherboa	14	\$1,652
1	Byron Bay Clarkes Beach	Toilets WO18	G	Building	External	External_Envelop	External_Walls	Timber Framed Weatherboa	46	\$5,427
1	Byron Bay Main Beach Carpark	Toilets WO16	G	Toilet - Male		Internal	Internal_Floors	Concrete Floor	12	\$1,558
1	South Golden Beach Toilets	Toilets WO2	G	Building	Extene	External_Envelop	External_Walls	Timber Framed Weatherboa	53	\$6,253
1	Brunswick Heads SLSC	Surf Life Saving Club House	G	Building	Exterior	Internal	Ceilings	Asbestos (Confirmed) Ceilir	51	\$6,582
1	Bangalow Park Showground Reserve Trust	Showground Toilets 2	G	Toilet - Male		Internal	Ceilings	Asbestos (Confirmed) Ceilir	7	\$903
1	Byron Bay Memorial Swimming Pool	Grandstand / Office	G	Building		External_Envelop	External_Walls	Profiled Steel - Colourbond	60	\$4,868
1	Byron Bay Memorial Swimming Pool	Grandstand / Office	G	Building		Roof	Guttering		4	\$260
1	Byron Bay Memorial Swimming Pool	Grandstand / Office	G	Building		External_Envelop	Doors - external		1	\$1,832
1	Bangalow Community Children's Centre	Pre-School	G	Building	Exterior	External_Envelop	Handrail		90	\$23,374
1	Bangalow Community Children's Centre	Pre-School	G	Building	Exterior	External_Envelop	Stairs		37	\$36,328
1	Bangalow Community Children's Centre	Pre-School	G	Building	Exterior	Mechanical_Servi	Split AC Units		1	\$3,143
1	Bangalow Park Showground Reserve Trust	Caretakers Residence	G	Bedroom	north	Internal	Ceilings	Timber (stained)	13	\$2,231
1	Bangalow Park Showground Reserve Trust	Caretakers Residence	G	Bedroom	South	Internal	Ceilings	Timber (stained)	11	\$1,888
1	Bangalow Park Showground Reserve Trust	Caretakers Residence	G	Bedroom	middle	Internal	Ceilings	Timber (stained)	8	\$1,373
1	Byron Bay Recreation Grounds	Rugby Club Storage Shed	G	Store	Interior	Fire_Services	Portable Fire Equipment		1	\$269
1	Mullumbimby Old BSC Depot	Council Storage Shed	G	Building	External	Roof	Guttering		14	\$910
1	Mullumbimby Old BSC Depot	Council Storage Shed	G	Building	External	Fire_Services	Portable Fire Equipment		5	\$1,346
2	Byron Bay Fishheads Restaurant	Fishheads Restaurant	G	Building	External	Mechanical_Servi	Split AC Units		1	\$3,222
2	Byron Bay Fletcher Street Cottage	Cottage	G	Building	Exterior	Roof	Roof_Coverings	Colourbond	221	\$15,366
2	Byron Bay Fletcher Street Cottage	Cottage	G	Toilet - Unisex	inside toilet	Electrical_Service	Lighting - Internal		1	\$259
2	Byron Bay Fletcher Street Cottage	Cottage	G	Building	Exterior	External_Envelop	External_Floors	Timber - Decking	15.4	\$2,228
2	Byron Bay Fletcher Street Cottage	Cottage	G	Hallway	entrance	Fire_Services	Portable Fire Equipment		1	\$276
2	Bangalow Heritage House	Heritage House	G	Building	External	Electrical_Service	Lighting - External		20	\$7,683
2	Brunswick Heads Library	Library	G	Hall	main library area and sma	Mechanical_Servi	Split AC Units		5	\$16,109
2	Brunswick Heads Library	Library	G	Building	External	External_Envelop	External_Walls	Timber Framed Weatherboa	172	\$20,800
2	Brunswick Heads Library	Library	G	Hall	Back entrance	Internal	Windows	Timber Framed-Internal	2	\$1,285
2	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Laundry		Electrical_Service	Exhaust System		1	\$154
2	Brunswick Heads Memorial Hall	Hall	G	Hall		Internal	Internal_Floors	Timber - Floating Floorboard	297	\$38,584
2	Byron Bay Library	Byron Library	G	Meeting	quiet study	Internal	Ceilings	Ceiling Tile	45.5	\$5,215
2	Byron Bay Pre-School	Pre-School	G	Building	Exterior	Roof	Guttering		65	\$4,333
2	Byron Bay Pre-School	Pre-School	G	Building	Exterior	External_Envelop	External_Walls	Render	147	\$40,139
2	Byron Bay Pre-School	Pre-School	G	Classroom	south	Mechanical_Servi	Split AC Units		1	\$3,222
2	Byron Bay Pre-School	Pre-School	G	Classroom	south	Electrical_Service	Emergency & Exit Lighting		1	\$77
2	Byron Bay Pre-School	Pre-School	G	Foyer		Electrical_Service	Emergency & Exit Lighting		1	\$77
2	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Hall	dodgeroo main hall area	Fire_Services	Portable Fire Equipment		1	\$276
2	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Toilet - Unisex	disabled	Hydraulic_Service	Toilets		1	\$1,680
2	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Toilet - Male		Internal	Windows	Aluminium Framed-Internal	4	\$2,682
2	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Toilet - Female		Internal	Windows	Aluminium Framed-Internal	4	\$2,682
2	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Classroom	mackellar	Electrical_Service	Emergency & Exit Lighting		1	\$77
2	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Hall	dodgeroo main hall area	Electrical_Service	Emergency & Exit Lighting		4	\$307
2	Ewingsdale Emergency Accommodation	Emergency Accommodation	G	Building	External.	Roof	Guttering		56	\$3,733
2	Ewingsdale Emergency Accommodation	Emergency Accommodation	G	Dinning		Fire_Services	Portable Fire Equipment		2	\$552
2	Federal Community Childrens Centre	Community Childrens Centre	G	Building	external	External_Envelop	External_Walls	Timber Framed Weatherboa	398	\$48,130
2	Durrumbul Hall Main Arm	Hall	G	Building	External	External_Envelop	Stairs		11	\$11,070
2	Kohinur Hall Main Arm	Hall - NO LEASE S. Ford - they ow	G	Building	External	External_Envelop	Handrail		67	\$17,836
2	Mullumbimby Civic Hall	Hall	G	Building	External	External_Envelop	Doors - external		1	\$1,878
2	Mullumbimby Youth Information and Resou	Youth Information and Resource	G	Shower - Unisex		Internal	Internal_Walls	Asbestos (suspected) Wall	18	\$2,004
2	Mullumbimby Youth Information and Resou	Youth Information and Resource	G	Toilet - Unisex		Internal	Internal_Walls	Asbestos (suspected) Wall	11	\$1,225
2	Ocean Shores (Billinudgel) Pre-School	Pre-School	G	Classroom	Main	Internal	Internal Doors		4	\$3,669
2	Ocean Shores Community Centre	Community Centre	G	Kitchen		Internal	Internal_Floors	Vinyl/Linoleum - Sheet	30	\$2,731
2	Tyagarah Airfield	Aussie Air Charter Training Ted K	G	Building	External	Roof	Roof_Coverings	Colourbond	172.8	\$12,014
2	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Building	External	Electrical_Service	Lighting - External		11	\$4,226
2	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Kitchen		Fire_Services	Portable Fire Equipment		1	\$276
2	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Office - Office	community development	Mechanical_Servi	Split AC Units		1	\$3,222
2	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Hallway		Internal	Internal_Floors	Carpet - Broadloom/Sheet	1	\$47
2	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Kitchen		Mechanical_Servi	Split AC Units		1	\$3,222
2	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Kitchen		Fire_Services	Portable Fire Equipment		3	\$828
2	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce	G	Building	Exterior	External_Envelop	External_Walls	Timber Framed Weatherboa	41	\$4,958
2	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce	G	Building	Exterior	Roof	Guttering		86	\$5,733
2	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce	G	Office - Office	office 3	Electrical_Service	CCTV Systems		1	\$4,252
2	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce	G	Office - Office	office 3	Fire_Services	Portable Fire Equipment		1	\$276
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Building	Exterior	Mechanical_Servi	Ducted AC Units		4200	\$563,580
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Corridor	Passage 1 (wing 2)	Electrical_Service	Emergency & Exit Lighting		1	\$77
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	hallway	Passage 2	Electrical_Service	Emergency & Exit Lighting		1	\$77
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Archives (Wing 4)	Internal	Ceilings	Ceiling Tile	1	\$115
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Corridor	passage way 5 (wing 4)	Internal	Ceilings	Ceiling Tile	11.2	\$1,284
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Computer & printer room	Mechanical_Servi	Split AC Units		1	\$3,222
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Corridor	passage way 3 (wing 4)	Electrical_Service	Emergency & Exit Lighting		1	\$77
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Strong room (wing 4)	Internal	Ceilings	Ceiling Tile	4.23	\$485
2	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Building	Exterior	External_Envelop	External_Walls	Timber Framed Weatherboa	12	\$1,451

Year	Site	Building	Level	Area / Room	Room description	System	SubSystem	Component	Quantity	Estimated Cost
2	Brunswick Heads SLSC	Toilets WO6	G	Building	External	External_Envelop	External_Walls	Profiled Steel - Colourbond	53	\$4,408
2	Byron Bay Clarkes Beach	Toilets WO18	G	Building	External	Roof	Guttering		8	\$533
2	Mullumbimby Heritage Park Tennis Courts	Toilets WO9	G	Building	External	Roof	Roof_Coverings	Colourbond	32	\$2,225
2	Suffolk Park Gaggin Park	Toilet Block / Showers WO22	G	Building	External	Roof	Roof_Coverings	Concrete Slab	46	\$24,446
2	Bangalow Sports Fields - Community Land	Kiosk / Amenities WO99	G	Building	External	External_Envelop	Doors - roller		4	\$13,724
2	Brunswick Heads Recreation Grounds	Toilets / Club House WO8	G	Bathroom	home change rooms	Internal	Internal_Walls	Blockwork (painted)	28	\$7,242
2	Brunswick Heads SLSC	Surf Life Saving Club House	G	Shower - Male	change room and toilets	Internal	Internal_Walls	Asbestos (Confirmed) Wall	18	\$2,004
2	Brunswick Heads SLSC	Surf Life Saving Club House	L1	Gym	Club room	Fire_Services	Portable Fire Equipment		1	\$276
2	Byron Bay Recreation Grounds	Toilets / Change Rooms WO20	G	Toilet - Female		Hydraulic_Service	Toilets		4	\$6,720
2	Byron Bay SLSC	Surf Life Saving Club House	L1	Foyer	Trophy Room.	Internal	Internal_Floors	Carpet - Broadloom/Sheet	60	\$2,821
2	Byron Bay SLSC	Surf Life Saving Club House	G	Bathroom	Mens.	Hydraulic_Service	Urinal		2	\$9,306
2	Byron Bay Memorial Swimming Pool	Grandstand / Office	G	Office - Office		Mechanical_Servii	Split AC Units		1	\$3,222
2	Byron Bay Memorial Swimming Pool	Office / Storage Shed	G	Building	External	External_Envelop	External_Walls	Profiled Steel - Colourbond	76	\$6,320
2	Byron Bay Memorial Swimming Pool	Plant Room	G	Building	External	Roof	Roof_Coverings	Asbestos Sheet	70	\$6,833
2	Byron Bay Memorial Swimming Pool	Plant Room	G	Building	External	External_Envelop	External_Walls	Brickwork	102	\$32,639
2	Bangalow Community Children's Centre	Pre-School	G	Classroom	Jambay Room	Mechanical_Servii	Split AC Units		1	\$3,222
2	Bangalow Community Children's Centre	Pre-School	G	Classroom	Jambay Room	Electrical_Service	Emergency & Exit Lighting		2	\$154
2	Bangalow Community Children's Centre	Pre-School	G	Classroom	Jambay Room	Fire_Services	Portable Fire Equipment		1	\$276
2	Bangalow Community Children's Centre	Pre-School	G	Classroom	west	Fire_Services	Portable Fire Equipment		2	\$552
2	Bangalow Community Children's Centre	Pre-School	G	Building	Exterior	Internal	Ceilings	Timber (painted)	100	\$18,063
2	Bangalow Community Children's Centre	Pre-School	G	Building	Exterior	Roof	Guttering		114	\$7,599
2	Bangalow Community Children's Centre	Pre-School	G	Office - Office	southside	Mechanical_Servii	Split AC Units		1	\$3,222
2	Bangalow Community Children's Centre	Pre-School	G	Meeting	Off kitchen	Mechanical_Servii	Split AC Units		1	\$3,222
2	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Store	2	Mechanical_Servii	Split AC Units		1	\$3,222
2	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Building	External	Electrical_Service	CCTV Systems		11	\$46,769
2	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G		function room 1	Internal	Internal Doors		4	\$3,669
2	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Office - Office		Internal	Internal Doors		2	\$1,834
2	Byron Bay Railway Park	Toilet	G	Building	Exterior	External_Envelop	External_Walls	Passive Ventilation	3	\$1,341
2	Tyagarah Airfield Lapidary Club	Lapidary Club	G	Workshop	main room	Fire_Services	Portable Fire Equipment		1	\$276
2	Tyagarah Airfield Lapidary Club	Lapidary Club	G	Building	External	External_Envelop	Stairs		4	\$4,025
2	Bangalow Park Showground Reserve Trust	Broadcasting Box and Amenities	G	Building	External	Roof	Roof_Coverings	Colourbond	106.35	\$7,394
2	Tyagarah Airfield Garden Shed	Garden Shed	G	Building	External	External_Envelop	External_Walls	Profiled Steel - Colourbond	21	\$1,745
2	Tyagarah Airfield	Tiger Moth Aerial Service	G	Building	External	Roof	Roof_Coverings	Colourbond	312	\$21,693
3	Byron Bay Fishheads Restaurant	Fishheads Restaurant	G	Building	External	External_Envelop	Doors - external		4	\$7,700
3	Byron Bay Fletcher Street Cottage	Cottage	G	Building	Exterior	Electrical_Service	Lighting - External		9	\$3,544
3	Byron Bay Fletcher Street Cottage	Cottage	G	Building	Exterior	External_Envelop	Doors - external		5	\$9,626
3	Bangalow A & I Hall	A & I Hall	L1	Balcony	Dress circle mezzanine	Internal	Handrail Internal		14	\$3,820
3	Bangalow A & I Hall	A & I Hall	G	Hall	hall with stage	Internal	Windows	Louvre-Internal	18	\$13,710
3	Bangalow A & I Hall	A & I Hall	G	Hall	hall with stage	Internal	Internal Doors		7	\$6,581
3	Bangalow Heritage House	Heritage House	G	Verandah	store	Internal	Internal_Floors	Vinyl/Linoleum - Sheet	6	\$560
3	Bangalow Heritage House	Heritage House	G	Verandah	store	Electrical_Service	Lighting - Internal		2	\$530
3	Bangalow Heritage House	Heritage House	G	Foyer	entry	Internal	Internal_Walls	MDF	8	\$618
3	Brunswick Heads Library	Library	G	Hall	main library area and sma	Internal	Ceilings	Fibre Cement (painted)	198	\$25,191
3	Brunswick Heads Library	Library	G	Hall	Back entrance	Internal	Ceilings	Asbestos (Confirmed) Ceilr	11	\$1,492
3	Brunswick Heads Library	Library	G	Shower - Unisex	used as store , labeled " L"	Hydraulic_Service	Toilets		1	\$1,722
3	Brunswick Heads Library	Library	G	Building	External	Internal	Ceilings	Asbestos (Confirmed) Ceilr	49	\$6,644
3	Brunswick Heads Library	Library	G	Building	External	Electrical_Service	Lighting - External		3	\$1,181
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Office - Office	manager	Electrical_Service	CCTV Systems		1	\$4,358
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Classroom	Play room	Electrical_Service	Lighting - Internal		14	\$3,711
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Classroom	Play room	Hydraulic_Service	Basins/Sinks		1	\$710
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Toilet - Unisex	Kids bathroom	Internal	Ceilings	Plasterboard (painted)	12	\$1,469
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Foyer	Entrance / Kitchen	Internal	Ceilings	Plasterboard (painted)	58	\$7,099
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Classroom	Parent room 1	Internal	Ceilings	Plasterboard (painted)	7	\$857
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Toilet - Unisex	Disabled	Internal	Ceilings	Plasterboard (painted)	5.5	\$673
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Laundry		External_Envelop	Downpipes		14	\$3,176
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Building	Overall	Roof	Guttering		81	\$5,534
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Building	Overall	Electrical_Service	Lighting - External		16	\$6,300
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Building	Overall	Hydraulic_Service	Hot Water Unit (electric)		1	\$1,065
3	Brunswick Heads Lilly Pilly Community Pre-S	Pre-School	G	Classroom	Eastern Side - hunny hum	Internal	Ceilings	Acoustic	18	\$2,775
3	Brunswick Heads Memorial Hall	Hall	G	Building	External	External_Envelop	Doors - external		14	\$26,952
3	Brunswick Heads Memorial Hall	Hall	G	Stage	stage and toilet foyer	Internal	Handrail Internal		5	\$1,364
3	Brunswick Valley Community Centre	Community Centre	G	Hallway		Hydraulic_Service	Basins/Sinks		1	\$710
3	Brunswick Valley Community Centre	Community Centre	G	Building	Exterior.	Electrical_Service	Lighting - External		14	\$5,513
3	Brunswick Valley Community Centre	Community Centre	G	Office - Office	office 7	Electrical_Service	Lighting - Internal		2	\$530
3	Brunswick Valley Community Centre	Community Centre	G	Kitchen	open kitchen	Internal	Ceilings	Plasterboard (painted)	16	\$1,958
3	Brunswick Valley Community Centre	Community Centre	G	Kitchen	open kitchen	Internal	Internal_Floors	Vinyl/Linoleum - Sheet	14	\$1,306
3	Brunswick Valley Community Centre	Community Centre	G	Toilet - Male		Electrical_Service	Lighting - Internal		3	\$795
3	Brunswick Valley Community Centre	Community Centre	G	Hall	Respite Care.	Electrical_Service	Exhaust System		3	\$473
3	Brunswick Valley Community Centre	Community Centre	G	Toilet - Unisex	Disabled.	Electrical_Service	Exhaust System		1	\$158
3	Brunswick Valley Community Centre	Community Centre	G	Building	Exterior.	External_Envelop	Downpipes		15	\$3,402
3	Brunswick Valley Community Centre	Community Centre	G	Shower - Unisex	Staff	Electrical_Service	Exhaust System		1	\$158
3	Brunswick Valley Community Centre	Community Centre	G	Cleaner		Electrical_Service	Exhaust System		1	\$158
3	Brunswick Valley Community Centre	Community Centre	G	Hallway		Internal	Ceilings	Plasterboard (painted)	92	\$11,261
3	Brunswick Valley Community Centre	Community Centre	G	Hallway		Internal	Internal_Walls	Operable Walls	9	\$10,771
3	Byron Library	Byron Library	G	Building	External	External_Envelop	Handrail		36	\$9,823
3	Byron Library	Byron Library	G	Hall	main library area	Electrical_Service	CCTV Systems		7	\$30,506
3	Byron Library	Byron Library	G	Meeting	indigenous / quiet study	Electrical_Service	CCTV Systems		1	\$4,358
3	Byron Bay Pre-School	Pre-School	G	Building	Exterior	External_Envelop	External_Floors	Concrete	44	\$5,386
3	Byron Bay Pre-School	Pre-School	G	Toilet - Unisex		Internal	Internal_Walls	Wall Tiles - Ceramic	5	\$778
3	Byron Bay Pre-School	Pre-School	G	Building	Exterior	External_Envelop	Downpipes		7	\$1,588
3	Byron Bay Pre-School	Pre-School	G	Toilet - Unisex		Internal	Windows	Aluminium Framed-Internal	2	\$1,375
3	Byron Bay Pre-School	Pre-School	G	Building	Exterior	Electrical_Service	Lighting - External		12	\$4,725
3	Byron Bay Pre-School	Pre-School	G	Building	Exterior	Roof	Eaves		84	\$4,901
3	Byron Bay Recreation Grounds	Girl Guides Hall	G	Building	Exterior	External_Envelop	Handrail		24	\$6,549
3	Byron Bay Sandhills Early Childhood Centre	Early Childhood Centre	G	Building	External and verandah are	Roof	Guttering		124.5	\$8,507
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Foyer	entrance room	Internal	Ceilings	Asbestos (Confirmed) Ceilr	84	\$11,390
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Hall	dodgeroo main hall area	Electrical_Service	Exhaust System		3	\$473
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Store		Electrical_Service	Lighting - Internal		1	\$265
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Toilet - Male		Electrical_Service	Lighting - Internal		2	\$530
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Toilet - Male		Hydraulic_Service	Basins/Sinks		2	\$1,420
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Foyer	entrance room	Electrical_Service	Lighting - Internal		9	\$2,386
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Toilet - Female		Electrical_Service	Lighting - Internal		2	\$530
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Toilet - Female		Hydraulic_Service	Basins/Sinks		2	\$1,420
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Building		Electrical_Service	Lighting - External		3	\$1,181
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Building		External_Envelop	Handrail		35	\$9,550
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Classroom	mackellar	Internal	Ceilings	Asbestos (Confirmed) Ceilr	32	\$4,339
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Classroom	mackellar	Internal	Ceilings	Asbestos (Confirmed) Ceilr	10	\$1,356
3	Byron Bay Senior Citizens Centre (Autumn C)	Senior Citizens Centre	G	Kitchen	kitchen off mackellar	Internal	Ceilings	Acoustic	142	\$21,890



Year	Site	Building	Level	Area / Room	Room description	System	SubSystem	Component	Quantity	Estimated Cost
3	Ewingsdale Emergency Accommodation	Emergency Accommodation	G	Building	External.	Hydraulic_Service	Water Tank		1	\$6,600
3	Ewingsdale Emergency Accommodation	Emergency Accommodation	G	Lounge		Electrical_Service	CCTV Systems		1	\$4,358
3	Federal Community Childrens Centre	Community Childrens Centre	G	Building	external	Electrical_Service	Lighting - External		2	\$788
3	Federal Community Childrens Centre	Community Childrens Centre	G	Toilet - Unisex	toilet	Internal	Ceilings	Fibre Cement (painted)	3	\$382
3	Federal Community Childrens Centre	Community Childrens Centre	G	Building	external	External_Envelop	Doors - external		4	\$7,700
3	Federal Community Childrens Centre	Community Childrens Centre	G	Building	external	External_Envelop	Handrail		4	\$1,091
3	Federal Community Childrens Centre	Community Childrens Centre	G	Building	front deck	External_Envelop	External_Floors	Timber - Decking	30	\$4,449
3	Federal Community Childrens Centre	Community Childrens Centre	G	Building	front deck	External_Envelop	Handrail		7	\$1,910
3	Federal Community Childrens Centre	Community Childrens Centre	G	Building	front deck	Electrical_Service	Lighting - External		1	\$394
3	Federal Community Childrens Centre	Community Childrens Centre	G		nappy change	Internal	Ceilings	Plasterboard (painted)	6	\$734
3	Main Arm Durrumbul Community Pre-School	Pre-School	G	Building	External Area	Hydraulic_Service	Basins/Sinks		2	\$1,420
3	Main Arm Durrumbul Community Pre-School	Pre-School	G	Building	External Area	Roof	Guttering		44	\$3,006
3	Main Arm Durrumbul Community Pre-School	Pre-School	G	Bathroom	kids	Electrical_Service	Lighting - Internal		1	\$265
3	Main Arm Durrumbul Community Pre-School	Pre-School	G	Classroom	main	Electrical_Service	Lighting - Internal		3	\$795
3	Main Arm Durrumbul Community Pre-School	Pre-School	G	Kitchen		Internal	Ceilings	Plasterboard (painted)	35	\$4,284
3	Main Arm Durrumbul Community Pre-School	Pre-School	G	Building	External Area	External_Envelop	Downpipes		7	\$1,588
3	Main Arm Durrumbul Community Pre-School	Pre-School	G	Store	near kitchen	Electrical_Service	Lighting - Internal		1	\$265
3	Durrumbul Hall Main Arm	Hall	G	Building	External	External_Envelop	Doors - external		2	\$3,850
3	Kohinur Hall Main Arm	Hall - NO LEASE S. Ford - they ow	G	Building	External	Hydraulic_Service	Water Tank		1	\$6,600
3	Mullumbimby Civic Hall	Hall	G	Building	External	External_Envelop	Doors - external		1	\$1,925
3	Mullumbimby Civic Hall	Hall	G	Store	Small store area	Internal	Ceilings	Plasterboard (painted)	19	\$2,326
3	Mullumbimby CWA Building	CWA Building	G	Building	External	External_Envelop	Handrail		23	\$6,276
3	Mullumbimby Drill Hall Complex	Cultural Centre (Drill Hall)	G	Kitchen		Internal	Windows	Aluminium Framed-Internal	2.5	\$1,718
3	Mullumbimby Drill Hall Complex	Cultural Centre (Drill Hall)	G	Store	Sailors Arms	Internal	Windows	Aluminium Framed-Internal	2.5	\$1,718
3	Mullumbimby Drill Hall Complex	Cultural Centre (Drill Hall)	G	Store	General	Internal	Windows	Aluminium Framed-Internal	2.5	\$1,718
3	Mullumbimby Drill Hall Complex	Cultural Centre (Drill Hall)	G	Dressing		Internal	Windows	Aluminium Framed-Internal	2.5	\$1,718
3	Mullumbimby Scout Hall	Scout Hall	G	Corridor	including internal stairs ar	Internal	Internal_Walls	Asbestos (suspected) Wall	12	\$1,370
3	Mullumbimby Youth Information and Resou	Youth Information and Resource G	G	Kitchen		Internal	Windows	Timber Framed-Internal	8	\$5,268
3	Mullumbimby Youth Information and Resou	Youth Information and Resource G	G	Building	Exterior	Roof	Guttering		40	\$2,733
3	Ocean Shores (Billinudgel) Pre-School	Pre-School	G	Building	Exterior	Roof	Guttering		75	\$5,124
3	Ocean Shores (Billinudgel) Pre-School	Pre-School	G	Building	Exterior	External_Envelop	Downpipes		5	\$1,134
3	Ocean Shores Community Centre	Community Centre	G	Building	External	External_Envelop	Handrail		103	\$28,105
3	Suffolk Park Community Hall	Community Hall	G	Toilet - Unisex	disabled	Hydraulic_Service	Toilets		1	\$1,722
3	Tyagarah Airfield	Aussie Air Charter Training Ted K	G	Building	External	External_Envelop	Doors - external		4	\$7,700
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Office - Office	south	Internal	Ceilings	Plasterboard (painted)	10	\$1,224
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Reception		Internal	Ceilings	Plasterboard (painted)	42	\$5,141
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Building	External	External_Envelop	Handrail		11	\$3,001
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	L1	Meeting	Upstairs conference room	Internal	Ceilings	Acoustic	70	\$10,791
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Toilet - Female		Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	L1	Corridor	half staircase and landing	Internal	Windows	Timber Framed-Internal	18	\$11,854
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Building	External	Roof	Eaves		51	\$8,785
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Corridor	Entrance	Internal	Ceilings	Plasterboard (painted)	18	\$2,203
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Building	External	Roof	Eaves		45.5	\$7,838
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	L1	Office - Office		Internal	Ceilings	Acoustic	27	\$4,162
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	L1	Office - Office		Internal	Windows	Timber Framed-Internal	12	\$7,902
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	L1	Toilet - Unisex		Internal	Ceilings	Acoustic	4	\$617
3	Mullumbimby Neighbourhood Centre	Old Council Chambers	G	Kitchen		Internal	Ceilings	Acoustic	80	\$12,332
3	Mullumbimby Old Northpower Facility	Small Business Incubator Units (r	G	Office - Office	unit 3	Internal	Windows	Timber Framed-Internal	6	\$3,951
3	Byron Bay BSC Depot	Byron Bay BSC Depot Office / W/G	G	Building	External	Roof	Guttering		174	\$11,889
3	Byron Bay BSC Depot	Byron Bay BSC Depot Office / W/G	G	Building	External	Electrical_Service	Lighting - External		9	\$3,544
3	Byron Bay BSC Depot	Byron Bay BSC Depot Office / W/G	G	Office - Office		Internal	Ceilings	Ceiling Tile	25	\$2,937
3	Byron Bay BSC Depot	Byron Bay BSC Depot Office / W/G	G	Kitchen	main	Internal	Ceilings	Plasterboard (painted)	40	\$4,896
3	Byron Bay BSC Depot	Byron Bay BSC Depot Office / W/G	G	Kitchen	main	Internal	Internal_Floors	Vinyl/Linoleum - Sheet	40	\$3,732
3	Byron Bay BSC Depot	Byron Bay BSC Depot Office / W/G	G	Hallway	change room/ toilets hall	Internal	Ceilings	Fibre Cement (painted)	15	\$1,908
3	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce G	G	Office - Office	front office right	Internal	Ceilings	Timber (painted)	46	\$8,517
3	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce G	G	Meeting	main meeting room	Internal	Ceilings	Timber (painted)	54	\$9,998
3	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce G	G	Meeting	main meeting room	Electrical_Service	CCTV Systems		1	\$4,358
3	Byron Bay BSC Depot	Byron Bay BSC Depot Training Ce G	G	Kitchen		Internal	Ceilings	Timber (stained)	13	\$2,344
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Toilet/Shower	off Public lobby 1 (wing 1)	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Building	Exterior	Electrical_Service	CCTV Systems		7	\$30,506
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Building	Exterior	Electrical_Service	Lighting - External		41	\$16,144
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Building	Exterior	Hydraulic_Service	Hot Water Unit (solar)		4	\$2,846
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	L1	Meeting	Mayor (wing 1)	Internal	Ceilings	Ceiling Tile	26	\$3,055
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Computer Room (passage	Internal	Ceilings	Ceiling Tile	32.5	\$3,818
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Files Store (passage 4) (wi	Internal	Ceilings	Ceiling Tile	25.2	\$2,961
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	L1	Office - Office	Office 8 (wing 2)	Internal	Internal_Floors	Carpet - Broadloom/Sheet	21	\$1,012
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	L1	Office - Office	Office 7 (wing 2)	Internal	Internal_Floors	Carpet - Broadloom/Sheet	19	\$916
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	L1	Toilet - Female	Wing 2	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Kitchen	Off passage 2 (wing 3)	Internal	Ceilings	Ceiling Tile	7.03	\$826
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	L1	Toilet - Male	Wing 3 - WC 4	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Lift motor room	(Wing 1)	Fire_Services	Portable Fire Equipment		1	\$283
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Office - open pl	Central records (Wing 4)	Internal	Ceilings	Ceiling Tile	54	\$6,344
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Office - open pl	Central records (Wing 4)	Internal	Ceilings	Ceiling Tile	2	\$235
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Office - open pl	Central records (Wing 4)	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Archives (Wing 4)	Internal	Ceilings	Ceiling Tile	60	\$7,049
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Archives (Wing 4)	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Files stores/Works & servi	Internal	Ceilings	Ceiling Tile	29	\$3,407
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Store	Files stores/Works & servi	Electrical_Service	Lighting - Internal		6	\$1,591
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Shower - Male	Off passage 3 (wing 4)	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Shower - Female	Off passage 3 (wing 4)	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Toilet - Female	Off passage 6 (wing 4)	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Toilet - Female	Off passage 6 (wing 4)	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	L1	Toilet - Male	Wing 4	Electrical_Service	Exhaust System		1	\$158
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	L1	Office - Office	Office 17 (wing 4)	Internal	Ceilings	Ceiling Tile	19	\$2,232
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	L1	Store	Plant Room 4 (wing 4)	Fire_Services	Portable Fire Equipment		1	\$283
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Corridor	passage way 4 (Runs throu	Internal	Ceilings	Ceiling Tile	38.5	\$4,523
3	Mullumbimby BSC Administration Centre	Byron Shire Council Administrati	G	Toilet - Female	off Public lobby 1 (wing 1)	Electrical_Service	Exhaust System		1	\$158
3	Billinudgel Rural Fire Service Brigade -- NSW	Rural Fire Service Brigade Statio	G	Building	External	External_Envelop	External_Floors	Concrete	72	\$8,813
3	Billinudgel Rural Fire Service Brigade -- NSW	Rural Fire Service Brigade Statio	G	Services	truck store/garage	Fire_Services	Portable Fire Equipment		2	\$566
3	Federal Rural Fire Service Brigade - PRIVATE	Rural Fire Service Brigade Statio	G	Building	External	Roof	Guttering		46	\$3,143
3	Federal Rural Fire Service Brigade - PRIVATE	Rural Fire Service Brigade Statio	G	Building	External	External_Envelop	Doors - external		1	\$1,925
3	Mullumbimby Rural Fire Service Brigade	Rural Fire Service Brigade Statio	G	Building	External	Electrical_Service	Lighting - External		2	\$788
3	Mullumbimby Rural Fire Service Brigade	Rural Fire Service Brigade Statio	G	Building	External	Electrical_Service	CCTV Systems		1	\$4,358
3	Mullumbimby Rural Fire Service Brigade	Rural Fire Service Brigade Statio	G	Building	External	Roof	Guttering		28	\$1,913
3	Suffolk Park Rural Fire Service Brigade	Rural Fire Service Brigade Statio	G	Building	external	Electrical_Service	CCTV Systems		1	\$4,358

Year	Site	Building	Level	Area / Room	Room description	System	SubSystem	Component	Quantity	Estimated Cost
3	Bangalow Railway Park	Toilets WO23	G	Building	External	Roof	Guttering		38	\$2,596
3	Brunswick Heads SLSC	Toilets WO6	G	Building	External	Roof	Guttering		6	\$410
3	Brunswick Heads SLSC	Toilets WO6	G	Building	External	Electrical_Service	Lighting - External		2	\$788
3	Byron Bay Butler Street Market Ground	Toilets WO15	G	Building	Exterior	External_Envelop	Doors - external		2	\$3,850
3	Byron Bay Clarkes Beach	Toilets WO18	G	Toilet - Male	Male Toilet	Electrical_Service	Lighting - Internal		2	\$530
3	Byron Bay Clarkes Beach	Toilets WO18	G	Store	wheelchair shore	Internal	Internal_Floors	Sealed Surface - 2-Pac Epoxy	8	\$1,039
3	Byron Bay Clarkes Beach	Toilets WO18	G	Building	External	External_Envelop	Downpipes		2	\$454
3	Byron Bay Clarkes Beach	Toilets WO18	G	Building	External	Electrical_Service	Lighting - External		3	\$1,181
3	Byron Bay Main Beach Carpark	Toilets WO16	G	Toilet - Male		Electrical_Service	Lighting - Internal		6	\$1,591
3	Byron Bay Main Beach Carpark	Toilets WO16	G	Toilet - Female		Internal	Internal_Walls	Blockwork (unpainted)	50	\$12,588
3	Byron Bay Main Beach Carpark	Toilets WO16	G	Toilet - Male		Electrical_Service	Lighting - Internal		2	\$530
3	Byron Bay Main Beach Carpark	Toilets WO16	G	Toilet - Male		Hydraulic_Service	Urinal		2	\$9,539
3	Byron Bay SLSC	Toilets WO19	G	Toilet - Male	Mens urinal	Internal	Ceilings	Plasterboard (painted)	18	\$2,203
3	Byron Bay SLSC	Toilets WO19	G	Toilet - Male	Mens urinal	Hydraulic_Service	Urinal		1	\$4,770
3	Byron Bay SLSC	Toilets WO19	G	Toilet - Male	Mens urinal	Hydraulic_Service	Basins/Sinks		2	\$1,420
3	Federal Parklands	Toilets WO13	G	Building	External	Roof	Guttering		16	\$1,093
3	Federal Parklands	Toilets WO13	G	Building	External	External_Envelop	Doors - external		1	\$1,925
3	Bangalow Sports Fields - Community Land	Kiosk / Amenities WO99	G	Building	shelter	External_Envelop	Downpipes		2	\$454
3	Bangalow Sports Fields - Community Land	Kiosk / Amenities WO99	G	Building	External	Roof	Guttering		72	\$4,920
3	Bangalow Sports Fields	Tennis Shed	G	Building	External	External_Envelop	Doors - external		3	\$5,775
3	Brunswick Heads Recreation Grounds	Toilets / Club House WO8	G	Building	Exterior	External_Envelop	Doors - roller		2	\$7,034
3	Brunswick Heads Recreation Grounds	Toilets / Club House WO8	G	Building	Exterior	External_Envelop	External_Walls	Timber Framed Weatherboa	110	\$13,635
3	Brunswick Heads Recreation Grounds	Toilets / Club House WO8	G	Toilet - Male		Internal	Ceilings	Plasterboard (painted)	16	\$1,958
3	Brunswick Heads SLSC	Surf Life Saving Club House	L1	Gym	Club room	Internal	Windows	Aluminium Framed-Internal	12	\$8,248
3	Brunswick Heads SLSC	Surf Life Saving Club House	L1	Store	near bar westside	Internal	Windows	Aluminium Framed-Internal	3	\$2,062
3	Brunswick Heads SLSC	Surf Life Saving Club House	L1	Store	Alcohol	Internal	Windows	Aluminium Framed-Internal	2	\$1,375
3	Brunswick Heads SLSC	Surf Life Saving Club House	L1	Kitchen		Internal	Windows	Aluminium Framed-Internal	4	\$2,749
3	Byron Bay Recreation Grounds	Rugby Club and Amenities	G	Building	Exterior	Roof	Guttering		21	\$1,435
3	Byron Bay Recreation Grounds	Toilets / Change Rooms WO20	G	Building	External	External_Envelop	Downpipes		4	\$907
3	Byron Bay Recreation Grounds	Toilets / Change Rooms WO20	G	Store	soccer east	Internal	Internal_Walls	Wall Tiles - Ceramic	4	\$622
3	Byron Bay Recreation Grounds	Toilets / Change Rooms WO20	G	Store	soccer east	External_Envelop	Doors - roller		1	\$3,517
3	Byron Bay Recreation Grounds	Toilets / Change Rooms WO20	G	Building	External	External_Envelop	Doors - roller		2	\$7,034
3	Byron Bay SLSC	Surf Life Saving Club House	G	Building	Exterior	External_Envelop	Handrail		43	\$11,733
3	Byron Bay SLSC	Surf Life Saving Club House	G	Store	Surf Ski Storage	Electrical_Service	Emergency & Exit Lighting		3	\$236
3	Mullumbimby Jubilee Avenue Sporting Fields	Tennis Clubhouse	G	Building	External	External_Envelop	Handrail		21	\$5,730
3	Mullumbimby Pine Avenue Sporting Fields	Kiosk / Storage / Clubhouse	G	Building	storage clubhouse	Internal	Internal_Floors	Concrete Floor	12	\$1,637
3	Mullumbimby Pine Avenue Sporting Fields	Toilets - Not public	G	Building	External	External_Envelop	External_Walls	Blockwork	107.5	\$23,651
3	New Brighton (Tom Kendall) Sporting Fields	Change Room	G	Building	External	Roof	Roof_Coverings	Colourbond	89	\$6,343
3	Ocean Shores Waterlily Park	Tennis Clubhouse / Toilets WO13	G	Building	Exterior	Electrical_Service	CCTV Systems		2	\$8,716
3	Bangalow Park Showground Reserve Trust	Showground Pavilion	G	Building	External	External_Envelop	Handrail		53	\$14,462
3	Bangalow Park Showground Reserve Trust	Showground Toilets 2	G	Building	External	External_Envelop	Doors - external		2	\$3,850
3	Byron Bay Memorial Swimming Pool	Grandstand / Office	G	Building	External	External_Envelop	Downpipes		1	\$227
3	Byron Bay Memorial Swimming Pool	Plant Room	G	Store	Internal	Internal	Windows	Aluminium Framed-Internal	5	\$3,437
3	Byron Bay Memorial Swimming Pool	Plant Room	G	Store	Internal	Internal	Ceilings	Asbestos (Confirmed) Ceilr	70	\$9,492
3	Bangalow Community Children's Centre	Pre-School	G	Store	with toilet	Electrical_Service	Exhaust System		1	\$158
3	Bangalow Community Children's Centre	Pre-School	G	Classroom	Jambay Room	Electrical_Service	Exhaust System		2	\$315
3	Bangalow Community Children's Centre	Pre-School	G	Bathroom	Kids off Jambay room	Internal	Ceilings	Plasterboard (painted)	3	\$367
3	Bangalow Community Children's Centre	Pre-School	G	Meeting	with lockers and cupboard	Electrical_Service	Exhaust System		1	\$158
3	Bangalow Community Children's Centre	Pre-School	G	Building	Exterior	External_Envelop	Downpipes		12	\$2,722
3	Bangalow Community Children's Centre	Pre-School	G	Building	Exterior	Electrical_Service	Lighting - External		26	\$10,238
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Kitchen	coolroom	Internal	Internal_Walls	Blockwork (painted)	17	\$4,507
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Kitchen	coolroom	Internal	Internal_Floors	Concrete Floor	3	\$409
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Building	External	Electrical_Service	Lighting - External		8	\$3,150
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Cleaner		Hydraulic_Service	Basins/Sinks		1	\$710
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Building	External	Electrical_Service	Lighting - External		20	\$7,875
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Bathroom	WC Female	Hydraulic_Service	Toilets		1	\$1,722
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Shower - Unisex	3	Hydraulic_Service	Toilets		1	\$1,722
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Toilet - Unisex	4	Hydraulic_Service	Basins/Sinks		2	\$1,420
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Toilet - Unisex	disabled	Electrical_Service	Lighting - Internal		1	\$265
3	BRSCC Multipurpose Building	BRSCC Multipurpose Building	G	Toilet - Unisex	disabled	Hydraulic_Service	Toilets		1	\$1,722
3	BRSCC Toilets and Canteen	BRSCC Toilets and Canteen	G	Shower - Unisex	Change Room 2	Electrical_Service	Lighting - External		6	\$2,363
3	BRSCC Toilets and Canteen	BRSCC Toilets and Canteen	G	Shower - Unisex	Change Room 2	External_Envelop	Doors - roller		1	\$3,517
3	Apex Park/Main Beach Toilet	Exeloo 2	G	Toilet - Unisex	Exterior	Electrical_Service	CCTV Systems		1	\$4,358
3	Apex Park/Main Beach Toilet	Exeloo 1	G	Toilet - Unisex	Exterior	Electrical_Service	CCTV Systems		1	\$4,358
3	Bangalow Park Showground Reserve Trust	Entry booth	G	Building	External	Roof	Guttering		26	\$1,776
3	Bangalow Park Showground Reserve Trust	Caretakers Residence	G	Building	External	Roof	Guttering		30	\$2,050
3	Bangalow Park Showground Reserve Trust	Caretakers Residence	G	Building	External	Electrical_Service	Lighting - External		2	\$788
3	Bangalow Park Showground Reserve Trust	Broadcasting Box and Amenities	G	Building	External	External_Envelop	Doors - external		3	\$5,775
3	Bangalow Park Showground Reserve Trust	Broadcasting Box and Amenities	L1	Building	External	External_Envelop	Handrail		20	\$5,457
3	Mullumbimby Old BSC Depot	Council Storage Shed	G	Building	External	Roof	Facia		42	\$2,450
3	Tyagarah Airfield	Tiger Moth Aerial Service	G	Building	External	External_Envelop	Doors - external		1	\$1,925
3	Mullumbimby Library	Library	G	Hall	Library (wing 4)	Internal	Ceilings	Ceiling Tile	176.5	\$20,736



## 18. APPENDIX E – Asset Levels of Service Community Engagement



### Asset Levels of Service Buildings Community Engagement

Council own and maintain a number of community buildings and toilet facilities within Byron Shire.



A **community survey** rating toilets and community buildings was posted between **8<sup>th</sup> March 2019 to 12<sup>th</sup> April 2019**



**168 people** rated any **toilet facilities and other community buildings** within Byron Shire Council that they have used within the last 12 months.

#### PUBLIC TOILETS



Public toilets had an average quality rating of 3.6 (1 Excellent 5 Poor)

**90%** (152 respondents) had used a council managed **public toilet in the last 12 months.**

#### COMMUNITY BUILDING



Community buildings had an average quality rating of 2.2 (1 Excellent 5 Poor)

**50%** (84 respondents) had used at least one **community building** within **the last 12 months.**



**Byron Shire Council** owns and maintains 25 public toilets and cleans an additional 3 public toilets on Crown Land (owned by the State)

**↑** A third of people felt there were adequate toilet facilities or preferred a focus on **renewing existing facilities** over provision of new facilities.



**Byron Shire Council** owns 141 community buildings.

- 25 Public toilets / Recreation** (& 3 State Owned at Brunswick Heads)
- 3 Libraries**
- 20 Community Halls / Centers**
- 29 Community / Recreation leases** (preschools, SLSC, scouts)
- 8 Swimming pool buildings**
- 21 Recreational / sport facilities**
- 12 Bangalow Showground buildings**
- 17 Tyagarah Airfield buildings** (Commercial leases)
- 3 Commercial leases** (eg. Fish Heads Restaurant)
- 11 Emergency service buildings**
- 17 Council Operations** (General Fund)



## **Asset Levels of Service Buildings Community Engagement**



# Executive Summary

The Byron Shire Council is currently developing a Buildings Asset Management Plan and have sought feedback from the community in relation to the community buildings and public toilets within Byron Shire.

An online survey was conducted from 8th March 2019 to 12th April 2019 and the results are presented in this report.

Within the Shire there are currently 24 toilet blocks owned and managed by Byron Shire Council and 3 facilities owned by the State of NSW (Reflections Holiday Parks) and cleaned by Byron Shire Council (at Brunswick Heads). There were 168 responses to the survey which is a relatively low number given the comprehensive marketing of the survey on social media, print, website and direct email to selected groups.

Graphs of public toilet ratings are provided on pages 13 and 14. It is interesting that the three state owned facilities rated the poorest (page 14).

The survey sought perceptions of the performance of community buildings against key criteria (page 17) and the importance of criteria when selecting or using a building (page 18). A cross comparison of performance against importance is presented on page 19.

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## Quantitative Analysis

- 168 surveys completed;
- 90% (152) of respondents had used a council managed public toilet in the last 12 months;
- 50% (84) had used at least one community building within the last 12 months;
- 45% (75) respondents provided information on whether more public toilet blocks should be built in Byron Shire;
- 23% (38) respondents made further comments on public buildings in the shire.

## Key Findings

- Public toilet maintenance and cleaning is the key area of public dissatisfaction in this survey.
- A third of people who provided a response on public toilets felt there were adequate toilet facilities or preferred a focus on upgrading existing facilities over provision of new facilities.
- Brunswick Heads was an area that attracted a lot of negative comments and is the location of the three state owned public toilets in the shire.
- The public appears to be generally satisfied with community buildings (other than public toilets).
- In the general comments section, the majority of comments related to public toilets rather than other community buildings within the shire.
- There were a number of negative comments on the newer/self-cleaning/Unisex toilets. There does not appear to be a high level of satisfaction with these facilities.
- A number of respondents indicated unfavorable comparison with facilities on the Gold Coast which could impact tourist visitation to the region.

## Recommendations

- Initial focus on upgrading existing toilet facilities rather than installation of new facilities.
- Prioritise upgrades, particularly disability access upgrades based on individual building performance (page 20-21).
- Public safety should be a priority area for maintenance (e.g. locks on doors, lighting).
- Council review public toilet locations in relation to playground facilities in parks. Toilets may have been situated prior to playground development and may not be convenient for parents with young children.
- The mix of traditional toilet facilities with newer self-cleaning facilities needs to be considered as there appears to be a high level of dissatisfaction with the self-cleaning model.
- Brunswick Heads is a priority area. Council needs to resolve provision of suitable facilities in the area including negotiation with State Government to upgrade their facilities at Brunswick Heads.
- Consider a public awareness campaign for online reporting of issues with community buildings and public toilets in particular.



## Purpose

The Byron Shire Council is currently developing a Buildings Asset Management Plan. This report provides information from the community on their perceptions of selected performance criteria of buildings owned or managed by Council.

Performance criteria include:

- Are the buildings clean and safe?
- Are the buildings catering for disability access?
- Are there enough public toilets?
- How can we better look after our buildings to meet our community's needs?

## Background

'Assets' refers to infrastructure that is managed by the Byron Shire Council. The major asset categories are roads, footpaths, car parks, drainage, parks and reserves, buildings, and plant and fleet. This report relates to community buildings that are owned or managed by Byron Shire Council.

This includes the following buildings:

- Public toilets
- Community centres and halls
- Recreation and sporting facilities
- Showgrounds
- Libraries
- Pre-Schools

Council assigns a Level of Service to buildings. This is based on what the community thinks is acceptable in terms of the quality, quantity and management of assets.

Council generally seeks public feedback on the current status of assets and community expectations. Staff will review the community feedback and prepare a report to Council on the outcomes of the consultation. The results of all the feedback will also be used to guide the relevant asset management plans.

## Location and maintenance of toilets

There is a wide range of toilet facilities within Byron Shire Council ranging from relatively new self-cleaning facilities to older toilet blocks that have been in operation for decades. Not all public toilets within Byron Shire are owned by council, the following facilities are owned by the State Government (Reflections Holiday Park Board) and only cleaned by Byron Shire Council (refer to map 1 on page 8).

- ➔ Brunswick Heads Torakina Park
- ➔ Brunswick Heads Banner Park
- ➔ Brunswick heads Terrace Park

Council reviews maintenance needs based on meeting three condition levels:

- ➔ **GOOD** (e.g. Railway Park Byron Bay) - 19%
- ➔ **FAIR** (e.g. Mullumbimby Civic Hall Park & Brunswick Heads The Terrace.) - 63%
- ➔ **POOR** (e.g. Clarkes Beach Byron Bay) - 19%



Railway Park



Brunswick Heads



Mullumbimby



Clarkes Beach



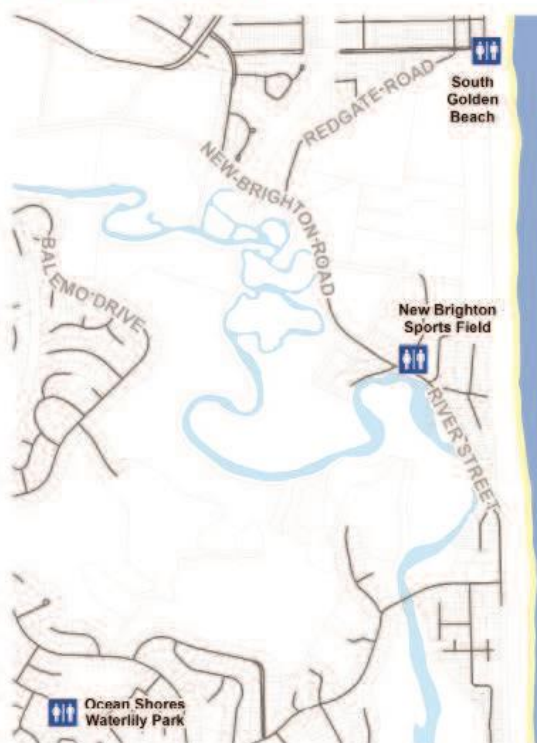
The following maps provide the location of all public toilets within Byron Shire.



**BRUNSWICK HEADS**



**MULLUMBIMBY**



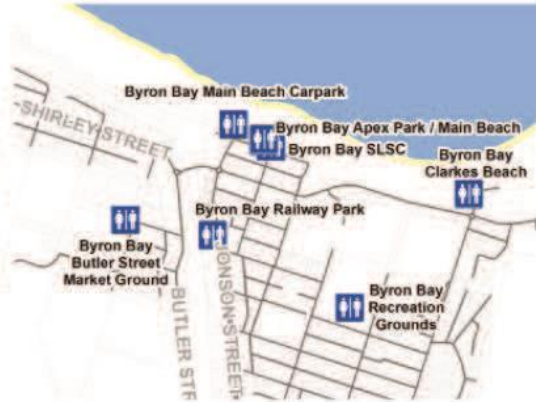
**OCEAN SHORES, NEW BRIGHTON**



**SUFFOLK PARK**



WEST BYRON BAY



BYRON BAY



BANGALOW



FEDERAL



TYAGARAH



## Survey Methodology

An internet based survey was developed and posted on the Yoursay Byron Shire Website from 8th March 2019 to 12th April 2019. Overall there were 168 responses to the survey. Respondents were asked to rate any toilet facilities and other community buildings within Byron Shire Council that they have used within the last 12 months.

### Public Toilets

- Have you used a council managed public toilet block in the last 12 months?
- Provide an overall rating from very poor to excellent for any public toilet block used in the past 12 months.
- Would you like to have more public toilet blocks built in Byron Shire? If so, where?

### Community Buildings

- Have you hired or used a community building within the last 12 months?
- Select a building you have hired or used in the last 12 months.
- Rate this building according to its current performance from excellent to very poor, or not applicable in relation to selected criteria.
- How important were selected criteria when you hired or used this building?
- Up to four separate buildings could be identified and rated.
- Make further comment about public buildings in the Shire.

## Marketing of Survey

The survey was promoted via Facebook, an advertisement in the Byron News and Byron Echo and via a link on the council website. Survey links were emailed to stakeholders including:

- ➔ all regular facility users groups;
- ➔ business commerce bodies;
- ➔ resident associations;
- ➔ community licencees and lease holders;
- ➔ council staff; and the
- ➔ Transport & Infrastructure Advisory Committee

## Survey Results

There was a total of 168 surveys completed. Given the comprehensive marketing of the survey, this relatively low level of response for a community of around 34,000 signifies that there is probably not a high level of dissatisfaction with facilities.

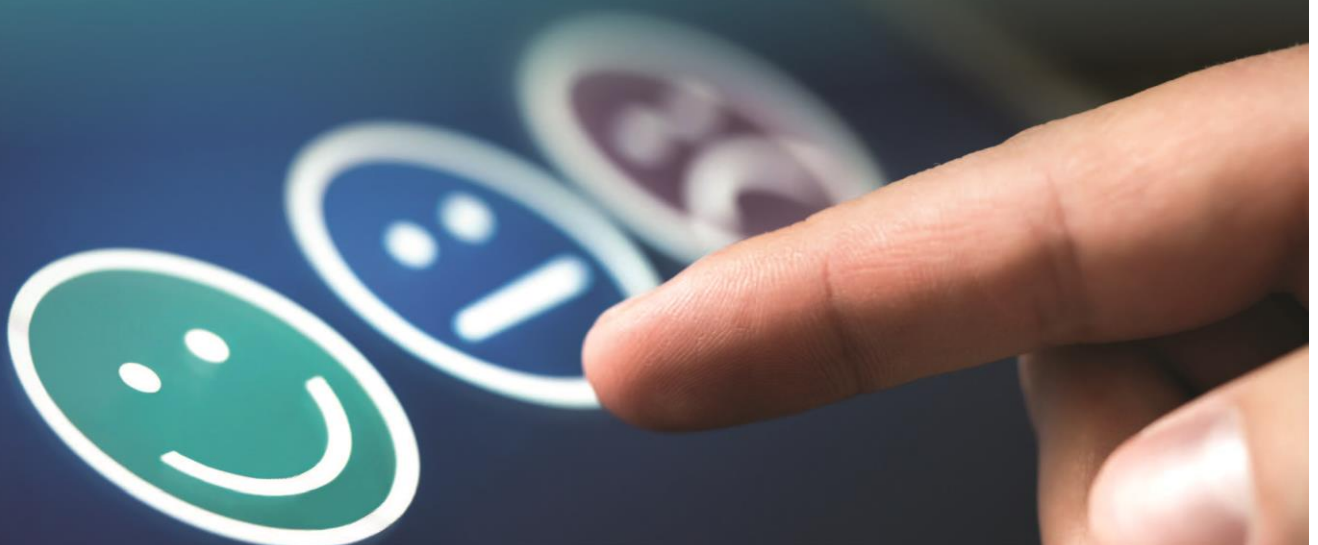
## Public Toilets

Almost all (152 of 168) respondents had used a council managed public toilet in the last 12 months.

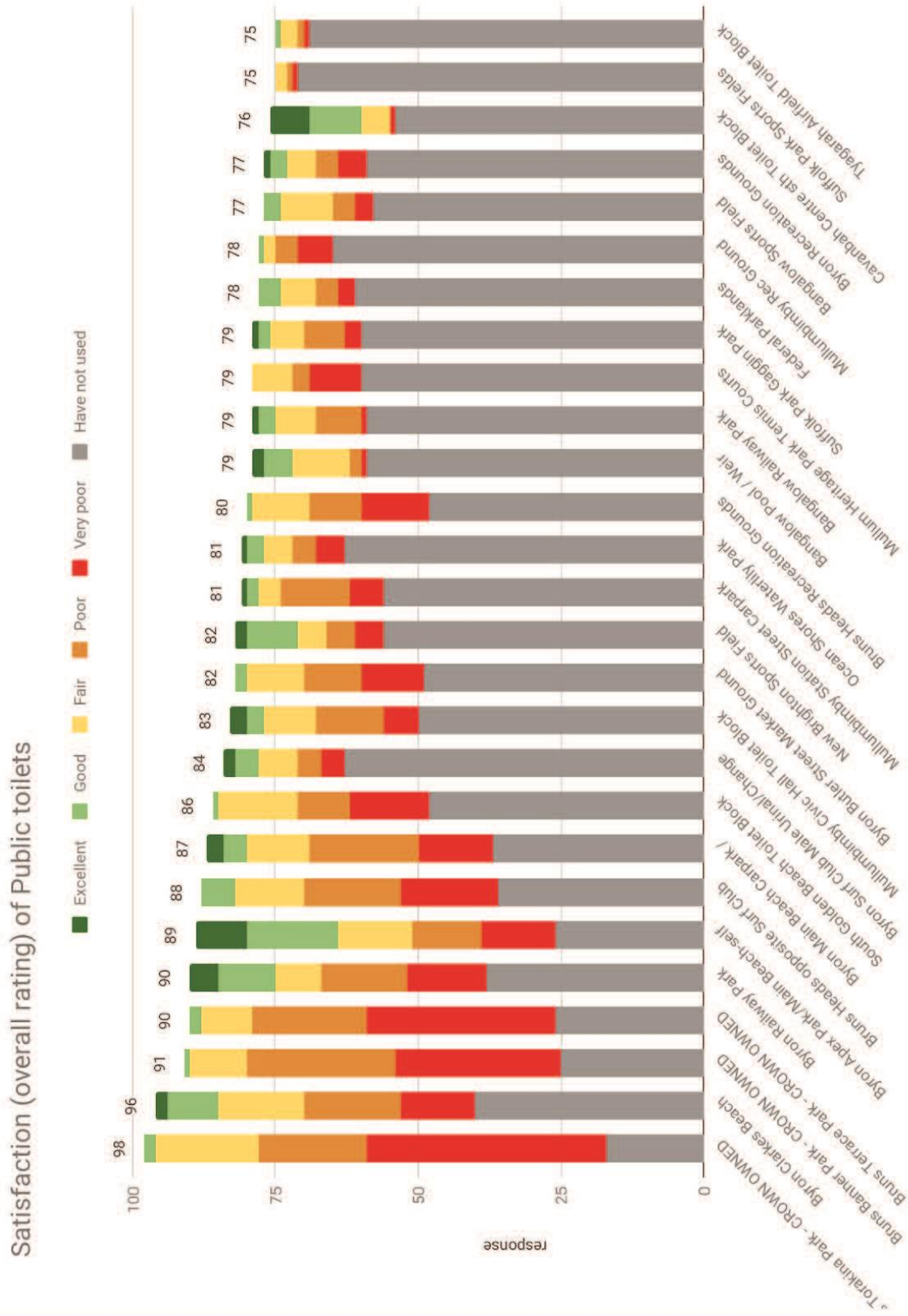
The following graph shows the overall rating of Public toilets. As there was a wide variance in the level of usage of public toilets, further analysis was conducted to just highlight perceived quality of the facilities ranked in order of overall rating from excellent to very poor in the second graph (page 14).

It must be pointed out that these are public perceptions on the day of their visit to the facilities and are therefore only indicative of overall quality. Many factors can influence public perceptions at a point in time including:

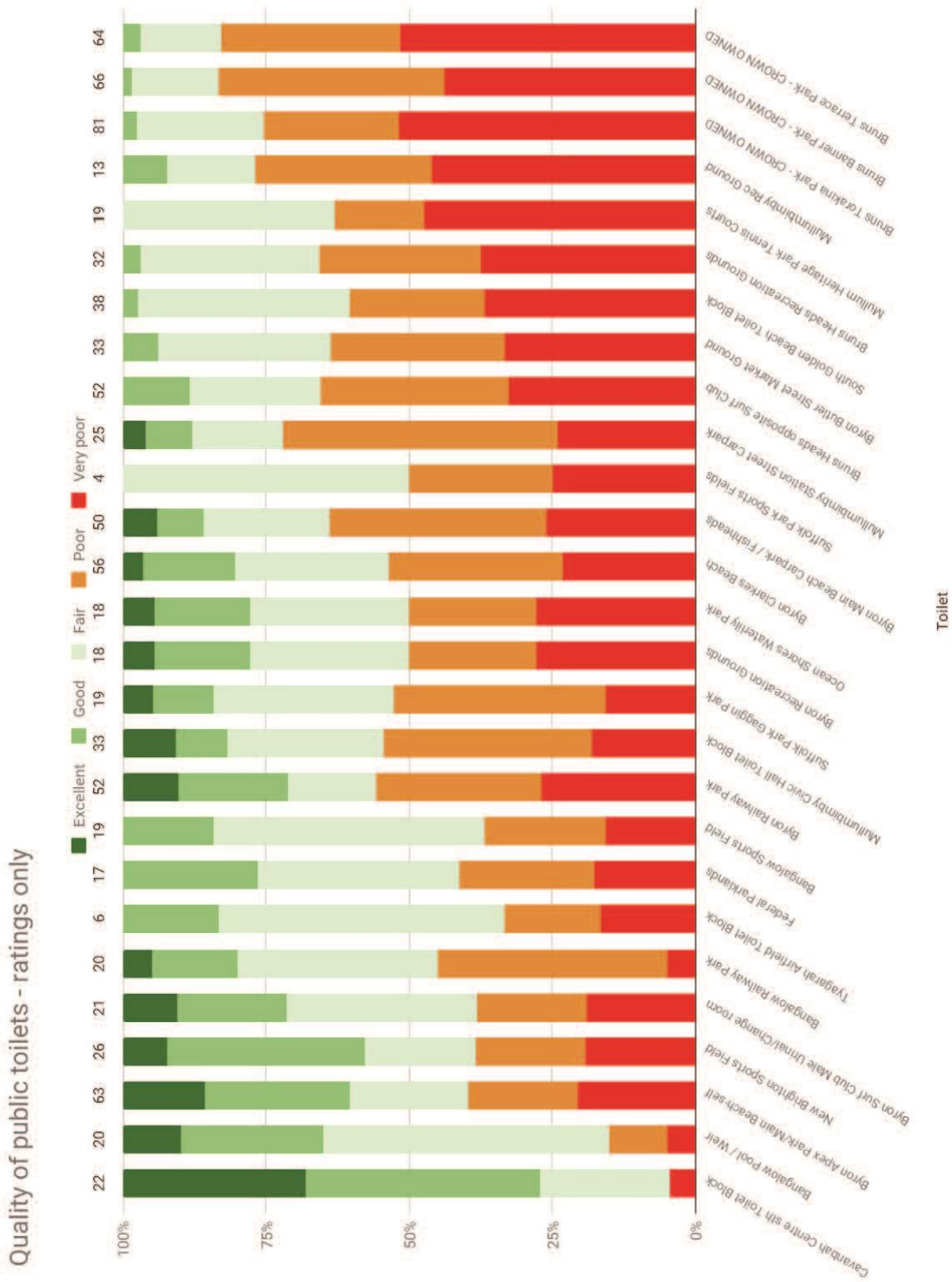
- ➔ How recently the facility was cleaned prior to the visit;
- ➔ Period of heavy use (e.g. during festivals, events etc.);
- ➔ Behavior of recent visitors to the facility.



### Quality of public toilets (by public toilet facility)









# Community Buildings

Survey respondents were asked if they had used a community building in the Byron Shire in the past 12 months. Respondents were allowed to identify multiple buildings with no respondent identifying using more than three different public buildings (other than toilets) in the past 12 months. In each case they were asked to:

- Identify the building from the list provided;
- Rate the performance of the building from excellent to very poor in relation to the following criteria
  - **Overall condition 2.34** - what was the condition of floor covering, lights, walls & ceilings?
  - **Overall Cleanliness 2.21**- was the kitchen, toilets, change rooms clean?
  - **Functionality 2.24**- did the spaces (rooms & kitchens) serve your purpose?
  - **Disability access 2.39** - did it have appropriate ramps, rails and toilets?
  - **Booking process 2.25** - how easy was it to book and pay for the building?
  - **Capacity 2.18**- did the building cater to the number of users?
  - **Cost 1.84** - was the building value for money in your opinion?
  - **Availability 2** - were there lots of date options for you to choose from?

→ How important were the following criteria when you hired or used the building? Please rank in order from 1 (most important) to 8.

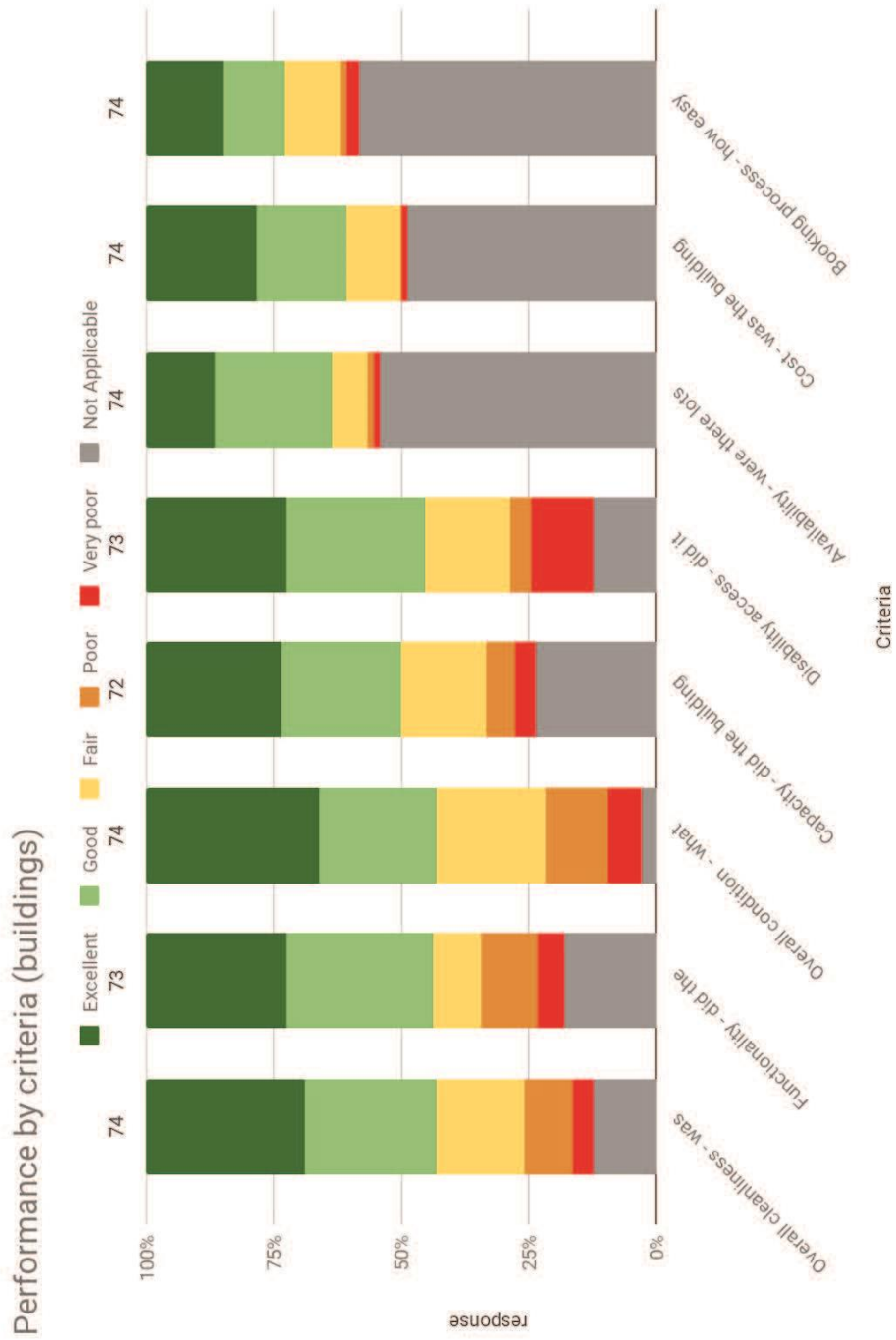
- Overall condition of floors, walls & ceilings
- Cleanliness and maintenance of kitchen, toilets, change rooms etc.?
- Functionality of the building meeting your needs?
- Disability access having ramps, railings etc.?
- Booking and or payment process?
- Capacity sufficient for number of users?
- Cost and value for money?
- Availability for when I want it?

The following graphs identify performance of buildings by criteria and the importance of criteria when hiring or using a building.

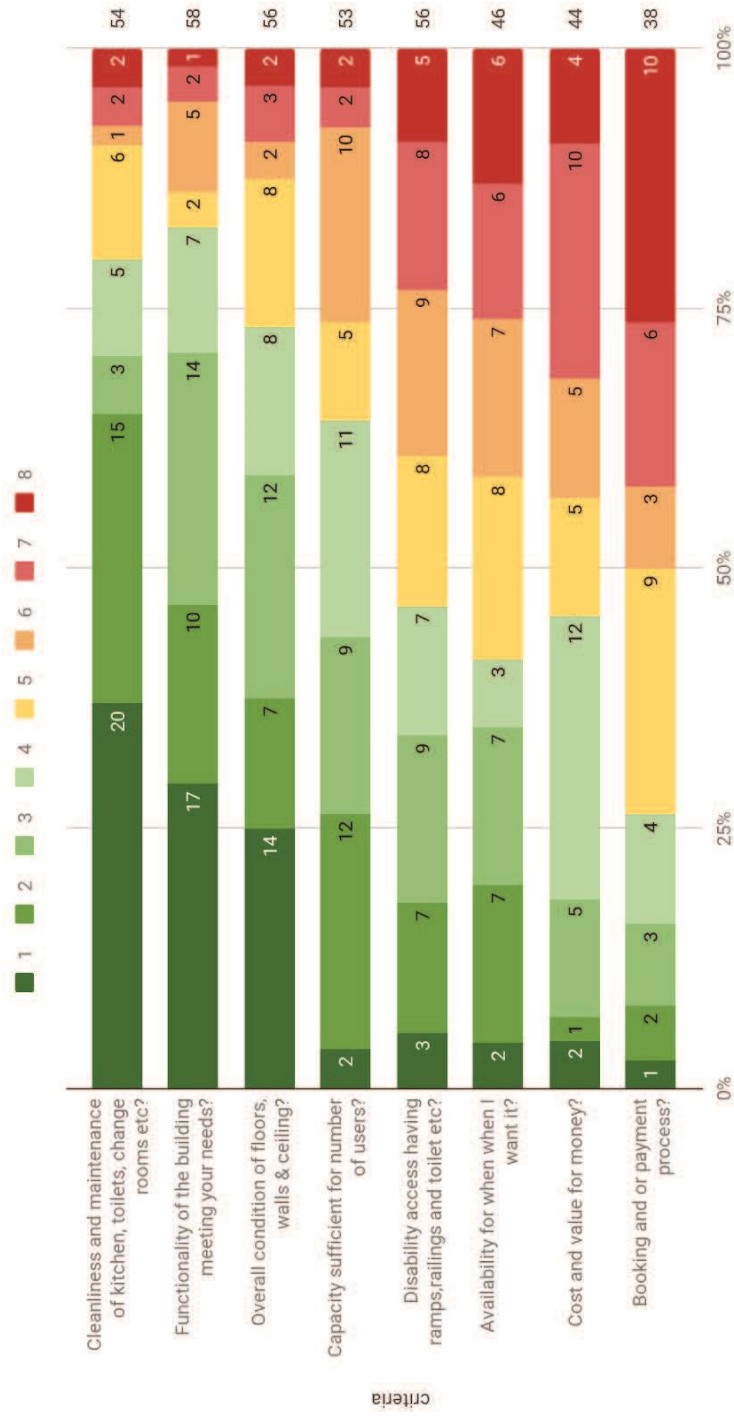
Generally, performance was good across all categories with green areas greater than orange or red areas. Some categories had a much higher level of not applicable for buildings that attract no fee or require no booking.

With respect to importance in selection of a building, the top three categories were:

- Cleanliness
- Functionality
- Overall Condition



Importance of each criteria in selection of building



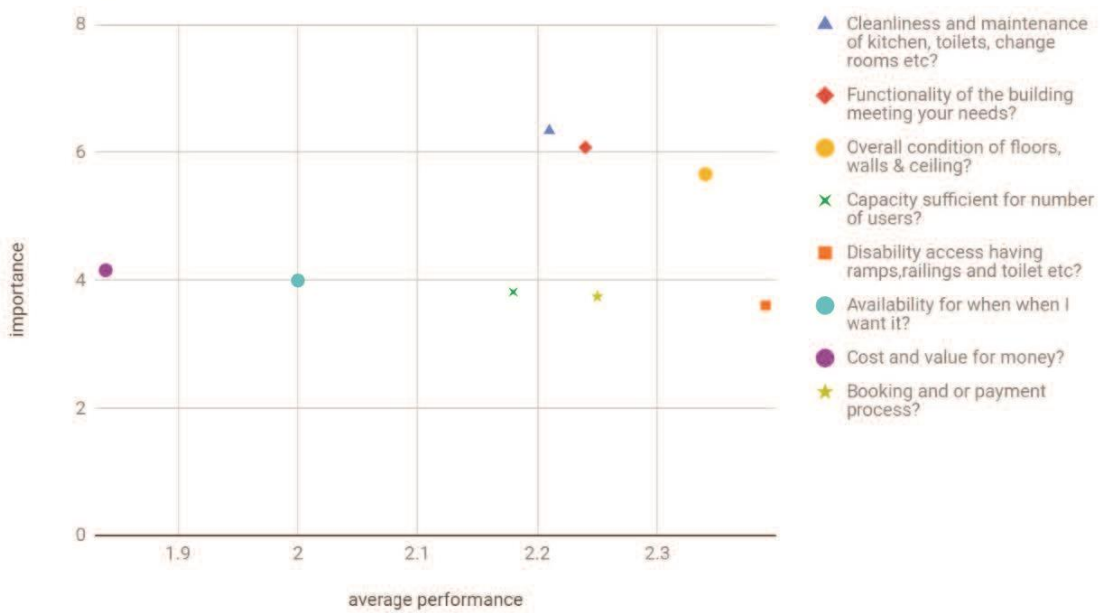
## Cross comparison

A cross comparison was made of average performance of building against the importance of key criteria in selecting a building. The importance comes from the ranking provided, with 8 being most important and 1 being least important. The five point scale for performance was converted to a numerical scale where 1 Excellent – 5 Very Poor. It is interesting to note that the three most important criteria for selection of buildings did not rate that high in performance being:

- ➔ Cleanliness
- ➔ Functionality
- ➔ Overall Condition

Disability access whilst not rated highly in terms of importance did score lowest in terms of performance.

Buildings cross comparison - average performance vs. importance





## Buildings: performance by criteria

The following shows the responses per building which gives council an indication of public perceptions of individual buildings. Please note that sometimes this is based on only one response for buildings that are probably not utilised as frequently as others. This serves as a guide to council where to focus their maintenance efforts, particularly in relation to the key factors of overall condition, overall cleanliness and functionality. The colours are in a traffic light scale, from dark red (representing very poor) to yellow (representing fair) to dark green (representing excellent). Criteria marked as not applicable or not answered have been left uncoloured.

	Number of Responses	Overall condition	Overall cleanliness	Functionality	Disability access	Booking process	Capacity	Cost	Availability
Byron Bay Cavanbah Centre Canteen	1	Green	Green	Green	Green	Green	Green	Green	Green
Suffolk Park Community Hall	1	Green	Green	Green	Green	Green	Green	Green	Green
Ocean Shores Community Centre	1	Yellow	Green	Green	Green	Green	Green	Green	Green
Byron Bay Cavanbah Centre	11	Green	Green	Green	Green	Green	Green	Green	Green
Mullum Pool	2	Green	Green	Green	Green	Green	Green	Green	Green
Byron Lone Goat Library	5	Green	Green	Green	Green	Green	Yellow	Green	Green
Bangalow Heritage House	1	Green	Green	Green	Green	Green	Green	Green	Green
Brunswick Valley Community Centre	1	Green	Green	Green	Green	Green	Green	Green	Green
Mullum CWA Building	1	Green	Green	Green	Green	Green	Green	Green	Green
Bangalow A & I Hall	7	Green	Green	Green	Green	Green	Green	Green	Green
South Golden Beach Community Hall	4	Green	Green	Green	Green	Green	Green	Green	Green
Mullumbimby Civic Hall	4	Green	Green	Green	Green	Green	Green	Green	Green
Byron Bay Marvell Hall	1	Yellow	Green	Green	Green	Yellow	Green	Green	Green
Mullum Neighbourhood Centre	1	Yellow	Green	Green	Green	Green	Green	Yellow	Green
Brunswick Heads Memorial Hall	2	Green	Yellow	Green	Yellow	Green	Green	Green	Green
Byron Bay Surf Club	2	Green	Green	Green	Green	Green	Green	Green	Green
Federal Tennis Club Tennis Clubhouse	1	Green	Green	Green	Green	Yellow	Green	Green	Green



## Analysis

### Quantitative Analysis

The majority of quantitative information is provided within the graphs. Other key statistics are:

- **168 surveys** completed;
- **90% (152)** of respondents had used a council managed public toilet in the last 12 months;
- **50% (84)** had used at least one community building within the last 12 months;
- **10% (17)** had used a second community building;
- **2% (3)** had used a third community building;
- No one had used a fourth community building.
- **Public toilets** rated at an average of **3.57** (1 Excellent – 5 Very Poor)
- **Community buildings** rated at an average of **2.18** (1 Excellent – 5 Very Poor)

# Qualitative analysis

There were two key fields in the survey providing qualitative information:

- **45% (75)** respondents provided information on whether more public toilet blocks should be built in Byron Shire;
- **23% (38)** respondents made further comments on public buildings in the shire.

## Public Toilets

The following comments were made in relation to public toilets. The number in brackets identifies how many responses if more than one. Please note that there were multiple items identified in a number of responses so the total will exceed the 75 respondents.

- No additional toilets needed (16)
- Improve existing toilets (11)
- Brunswick Heads (11)
- Central Byron CBD (7)
- New Brighton, Ocean Shores (4)
- Railway Park (4)
- Main Beach (4)
- Mullumbimby (3)
- South Golden Beach (3)
- Clarkes Beach (3)
- Belongil has nothing (2)
- Bangalow Fire Station Park
- Bangalow Jeff Schneider Field
- Federal Park closer to playground
- Billinudgel
- St Helena Lookout
- Suffolk Park
- Cricket field/ Football Oval
- Sunrise Beach
- Near Byron High School
- Near Library
- Do not like automated toilets (3)

- All public beach and recreation places with disabled and baby change facilities
- Metal toilets with no seat unpleasant in winter
- Don't want to share male and female
- New surf club Brunswick Heads – ensure public access maintained
- All toilets in Mullumbimby are in poor condition

## General Comments on Public Buildings in the Shire

*I tend to sneak into hotels etc. to avoid using Councils public toilets  
Ensure workers are actually cleaning the facilities and not just looking busy.*

*I find the self cleaning toilets in Byron scary to use with small children & myself being a tad claustrophobic. Would be good to have at least one toilet as an option that you didn't feel locked inside of*

*I have not hired a public building but could not submit my survey without answering that question. Annoying;*

*They are all old and outdated, tired looking;*

*Brun's toilets are a disgrace, all of them, dangerous, no lighting;*

*The toilets in Brunswick Heads and Mullumbimby are absolutely disgusting. They don't feel safe, no locks on the doors, dirty, no soap or hand dryer poor lighting. With so many tourists passing through the area you should be ashamed;*

*Don't need more amenity blocks, just need existing to be better maintained;*

*Ocean Shores and South Golden Beach need more infrastructure;*

*The toilet blocks at Brunswick Heads are shockingly unsanitary, unsafe & outdated. Why would people holiday at Brunswick Heads when they can enjoy paths, parks & modern facilities in practically every other coastal town in Australia. These revolting facilities are an embarrassment to the local community & need to be knocked down & replaced with toilets that can be safely used by families, the elderly, locals & tourists all year round. About time BSC started listening to the community they were elected to represent & finally do something about the Brunswick Heads toilet blocks!*

*The AFL community here is bursting at the seams, we really need a clubhouse located at the cav centre. Somewhere for us all to enjoy the footy on game day. At the moment we have these Awesome facility's at the cav with absolutely no atmosphere.*

*Generally they have poor presentation and are in poor condition  
Hiring can be way too expensive!;*

*the toilet block at SGB is in a very poor condition. it is regularly tagged with graffiti, has holes in the walls and the toilets are often closed for repair for extended periods. they are a very poor first impression for visitors to our village. the building needs to be replaced.*

*The toilets are NOT hygienic, inadequate and filthy. They are embarrassment when we have visitors. The toilets are third world. The Gold coast have quality clean toilets.*



*The toilets in Brunswick Heads need major attention. I have walked out and couldn't use as were absolutely disgraceful! Door lock broken so couldn't shut, aged, mouldy and just plain gross. Considering the amount of traffic using them its really embarrassing that they aren't maintained and need more due to influx of people;*

*If you compare our facilities with those on the Gold Coast - particularly around the beaches - Byron Shire's are sadly lacking;*

*Yes, No Parking signs at the Brunswick Heads surf club have been interfered with (presumably by 'locals') so that two short No Parking spots now appear like one long No Parking area. This was achieved by removing the right end limit of the left-hand area and the left end limit of the right-hand area, thus achieving one long but illegal No Parking area. Could you please reinstall the correct signage. You'll see the fixing points of the removed signs or email me and I'll submit photos;*

*Yes the hire fees for halls is too high and prohibitive;*

*Brian from the A&I Hall has always been an absolute pleasure to work with;  
The car park at the Mullum Rec Grounds is APALLING!!! Get the surface fixed!!!!!!!*

*How on earth can the shire let tourists into Brunswick Heads and expect them to have a suit ? Joke of a council;*

*The toilets at Torakina beach are a disgrace!!! Truly embarrassing ...  
Cleaner toilets*

*The toilets are old, grotty and dirty. You never feel safe using them.*

*Few toilet and bathroom amenities suitable for baby nappy change or breastfeeding;*

*Brunswick surf club is in need of a upgrade to a better facility for the community.*

*It was difficult to book one of the halls and organise key collection as the person responsible did not answer their phone. Would be great to have a single database for seeing when halls are available and central place to get keys etc. rather than relying on the people who run the specific hall.  
Halls should also be much cheaper to use. The public toilets need to have more light and look more inviting rather than run down and scary*

*Make the public toilets like the ones on the Gold Coast where they are open and clean and not disgusting small and closed like the ones in the top park.*

*The public toilets on all the beaches are dreadful and I cannot understand why they are left in such disrepair. At Torakina they are dark, mouldy, dirty and generally very unpleasant. At the Main Beach the self-cleaning toilets are completely out of keeping with the shire. I understand the need for a small footprint, but surely and larger and less offensive building could have been built on the other side of the surf club. The same for the ones outside the Rails. Self-cleaning toilets are revolting and an embarrassment to our shire.*

*The toilets at Banner Park were locked at 11am on the day that Brunswick Heads Bakery had its first birthday and had a doughnut float day on the river for families. No one could use the toilets a real annoyance and inconvenience.*

# Key Findings

There were two key fields in the survey providing qualitative information:

- Public toilet maintenance and cleaning is the key area of public dissatisfaction in this survey.
- A third of people who provided a response on public toilets felt there were adequate toilet facilities or preferred a focus on upgrading existing facilities over provision of new facilities.
- Brunswick Heads was an area that attracted a lot of negative comments and is the location of the three state owned public toilets in the shire.
- The public appears to be generally satisfied with community buildings (other than public toilets).
- In the general comments section, the majority of comments related to public toilets rather than other community buildings within the shire.
- There were a number of negative comments on the newer/self-cleaning/Unisex toilets. There does not appear to be a high level of satisfaction with these facilities.
- A number of respondents indicated unfavorable comparison with facilities on the Gold Coast which could impact tourist visitation to the region.

# Recommendations

- Initial focus on renewing/upgrading existing toilet facilities rather than installation of new facilities.
- Prioritise upgrades, particularly disability access upgrades based on individual building performance (page 20-21).
- Public safety should be a priority area for maintenance (e.g. locks on doors, lighting).
- Council review public toilet locations in relation to playground facilities in parks. Toilets may have been situated prior to playground development and may not be convenient for parents with young children.
- The mix of traditional toilet facilities with newer self-cleaning facilities needs to be considered as there appears to be a high level of dissatisfaction with the self-cleaning model.
- Brunswick Heads is a priority area. Council needs to resolve provision of suitable facilities in the area including negotiation with State Government to to renew their facilities at Brunswick Heads.
- Consider a public awareness campaign for online reporting of issues with community buildings and public toilets in particular.

## 19. References

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