



Appendix G

Asset Management Plans PART C Buildings Facilities

Essential Services Commission Higher Rate Cap Application 2017-18



Infrastructure Asset & Service Management Plan

Part 'C' – Buildings & Facilities

**Adopted by Council
18 September 2007**

Schedule of Changes & Amendments

Version	Date	Changes/Amendment
Draft		Draft prepared in April 2007 by Council officers with assistance from CT Management Group Consultant Jim Henshelwood.
V1.00		Endorsed by Council at its meeting

- NB:
- 1. Primary number changes to Versions (eg V1.00 to V2.00) will be made when the document undergoes its regular review and when significant changes are made to standards and guidelines for inspections, intervention levels or work
 - 2. Secondary number changes (V1.00 to V1.01) will apply to minor amendments that do not materially impact the document and are intended only to clarify or update issues.

Infrastructure Asset & Service Management Plan

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Part 'C' – Buildings & Facilities Plan

1. Executive Summary

1.1. Overview

The Borough of Queenscliffe provides a number of buildings and facilities with which to provide services to the community. There are 38 buildings and facilities listed that range from community facilities, a kindergarten, public toilets, recreation facilities, a caravan park and municipal facilities. **The listed value of the building assets as at 30 June 2006 was \$14.87M.**

The range of buildings and facilities can be broadly categorised as follows. Table 2.2 shows these categories broken into sub-categories.

Table 1.1: - Building Category Totals

Category	No.
CARAVAN PARK	1
COMMUNITY FACILITY	10
FAMILY & CHILDRENS SERVICES	1
MUNICIPAL FACILITY	3
PUBLIC TOILET	5
RECREATION FACILITY	18
TOTAL BUILDINGS LISTED	38

This type of infrastructure represents a significant investment by the community and is vital to its health and well-being. The range of building assets is a significant group of the infrastructure assets maintained by the Council for the community.

1.2. Future Demand

Population growth within the Borough of Queenscliffe is minimal. Redevelopment of existing allotments is occurring. Demand for new infrastructure is minimal with the greatest pressure for Council being to sustain existing assets in the outstanding urban environment that is Queenscliff.

The pressures of demand appear to be manageable and therefore there is likely to be little need for change to the adopted 'Levels of Service'. However, there is a general expectation within the community for ongoing improvements to basic services.

1.3. Financial Position

The means of establishing the Capital Renewal Demand is determined by a condition assessment of the range of buildings. This assessment ascertains the estimated remaining life based on anticipated life span of the asset or its components and from this the long-term renewal program can be developed. The condition assessment will also pick up those components that may exceed their normal life expectancy or alternatively require replacement earlier than anticipated.

In 2005, to assist Councils establish an indicative funding gap a project was undertaken across Victorian councils by the Municipal Association of Victoria (MAV) using a financial modelling process using the Moloney Model. Council officers provided data to this model and then based on a set of averaged parameters for life-expectancies and deterioration the Borough's Indicative Renewal Gap funding was ascertained.

The following recommended funding levels are based on the Moloney Modelling process of 2005 and should be reviewed annually to ensure that the condition of each of the asset sets is sustained or improved.

Table 5.4.1 – Recommended 5-Year Renewal Funding Levels

Asset Component	2006/07 Renewal Funding	Recommended Renewal Funding				
		2006/07	2007/08	2008/09	2009/10	2010/11
Structure Long Life	All	\$0	\$15,141	\$31,268	\$47,630	\$63,664
Structure Short Life	\$341,222	\$457,580	\$174,531	\$189,692	\$204,452	\$217,191
Roof Structure		\$59,590	\$29,508	\$45,675	\$57,730	\$64,964
Mechanical Services		\$77,300	\$148,000	\$184,400	\$188,767	\$175,095
Building Fit Out		\$216,350	\$174,561	\$255,654	\$290,145	\$287,411
TOTALS		\$341,222	\$810,819	\$541,741	\$706,688	\$788,724

The recommended maintenance funding figures are based on renewal funding levels being achieved. Any shortfall in renewal funding will lead to increases in maintenance requirements and also greater risk of defects occurring.

The current funding level of \$341,000 for building asset renewals is well short of the modelled figure. This does not necessarily indicate that Council's funding level is too low. However it does mean that the position should be closely examined. An examination of the most recent condition assessment should be undertaken to see if any deterioration in Council owned buildings has occurred.

Table 5.4.2 – Recommended 5-Year Maintenance Funding Levels

Asset Component	2006/07 Maint. Funding,	Recommended Maintenance Funding				
		2006/07	2007/08	2008/09	2009/10	2010/11
Structure Long Life	Not	\$30,600	\$31,115	\$31,538	\$31,864	\$32,095
Structure Short Life	Available	\$28,406	\$28,318	\$28,136	\$27,861	\$27,502
Roof Structure		\$24,349	\$25,001	\$24,922	\$24,251	\$23,171
Mechanical Services		\$19,025	\$18,516	\$17,051	\$15,247	\$13,482
Building Fit Out		\$7,838	\$7,813	\$7,483	\$6,997	\$6,483
TOTALS		N/A	\$110,218	\$110,762	\$109,130	\$106,221

Unfortunately a breakdown in maintenance figures for buildings is not available. Close scrutiny is required of building assets to ensure that there is no deterioration in condition due to under-funding of maintenance requirements.

1.4. Improvement Activities Required

During the development of the Asset Management Plan several issues arose that require addressing. These are listed below and are included in the Table of Improvement Actions (refer to Section 6.2).

- **Building Register** – In view of the discrepancies between the two key data sources, there is a need to reconcile them and establish the Municipal Building Register which will be part of the Asset Management Information System. (*Reference Section 4.1.1*)
- **Building Valuations** – Again, because of variations between the two key data sources, valuations need to be checked to ensure that they are representative of true replacement cost or market value whichever is relevant for the particular structure. (*Reference Section 4.1.1 & 4.1.8*)
- **Condition Assessments** – Review the most recent condition assessment of buildings and establish a long term renewal/refurbishment plan for Council, buildings. Also, it is recommended that the 0-10 Condition Rating System be utilised for these assessments. (*Reference Section 4.1.7*)
- **Buildings asset inspection regime** - Investigate current industry practice covering inspection program and reporting & recording mechanism that will satisfy CMP requirements/audit. Document & implement an Inspection Regime. (*Reference Section 4.2.5*)
- **Facility Usage Agreements** - Formalise arrangements with committees for ongoing use of facilities including responsibilities for maintenance and general care of the building. (*Reference Section 4.1.3*)
- **Maintenance Arrangements** - Investigate current industry practices for building maintenance activities & standards then document what is relevant for Queenscliffe Council. (*Reference Section 4.2.2*)
- **Electronic data recording of inspection details** - Investigate the suitability of the use of a PDA electronic device that interfaces with GIS and Conquest AM System to enable inspection data to be input direct from the PDA. Purchase if it is suitable. (*Reference Section 4.2.7*)

2. Introduction

Council's Infrastructure Asset Management Plans are sectioned into separate Parts for ease of reference by users. **Part 'A' - General Information** is applicable to each of the separate asset group plan.

This document, Part 'C', covers Council's Buildings & Facilities.

The **38 buildings and facilities** listed range from community facilities, a kindergarten, public toilets, recreation facilities, a caravan park and municipal facilities. They had a **total replacement value in 2005 of \$17.25M** if replaced by new structures.

This type of infrastructure represents a significant investment by the community and is vital to its health and well-being. The range of building assets is a significant group of the infrastructure assets maintained by the Council for the community.

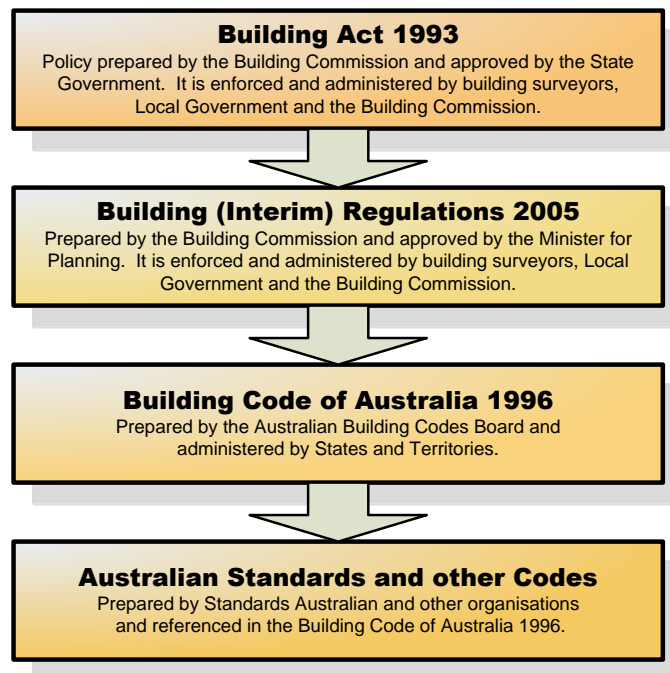
2.1. Legislative Basis for the Plan

This Building & Facilities Plan has been prepared in accordance with the following Acts, Regulations and Codes of Practice:

- *Local Government Act, 1989*
- *Local Government (Best Value Principles) Act 1999*
- *Building Act 1993*
- *Building (Interim) Regulations 2005*
- *Heritage Act 1995*
- *Building Management Practices Act*
- *Disability Discrimination Act 1992 (Federal)*
- *Planning and Environment Act 1987*
- *Borough of Queenscliffe Planning Scheme*

The diagram shows the relationship between building control documents.

Hierarchy of building control documents



2.2. Scope of the Plan

The scope and value of the assets covered by this plan are identified in detail in Section 4.1. Refer also to issues relating to various data sources in Section 4.1.1.

Table 2.2 lists the various categories and sub-categories of buildings to provide an overview of the range and scope of the building and facility assets. The list including replacement values has been developed from Council's Current Register of Fixed Assets as at 30 June 2005.

Table 2.2 – Schedule of Asset Categories & Numbers

Category	No.	Sub-Category	No.
CARAVAN PARK	1	OFFICE	1
COMMUNITY FACILITY	10	CLUB ROOMS	2
		HISTORICAL CENTRE	1
		LIBRARY	1
		MUSEUM	1
		NEIGHBOURHOOD HOUSE	1
		ROTUNDA/SHELTER	4
FAMILY & CHILDRENS SERVICES	1	KINDERGARTEN	1
MUNICIPAL FACILITY	3	COUNCIL OFFICES	1
		EQUIPMENT SHED	1
		NURSERY	1
PUBLIC TOILET	5	PUBLIC TOILET	5
RECREATION FACILITY	18	AMENITIES BLOCK	11
		BBQ SHELTER	1
		CLUB ROOMS	2
		EQUIPMENT SHED	1
		PAVILION	2
		SCOREBOARD	1
LISTED BUILDING TOTALS	38		38

2.3. Asset Function

The table below outlines the functions and purpose of Council buildings & facilities.

Table 2.3 – Function/Driver for Council provided Buildings/Facilities

Building/Facility Type	Function & Purpose
Community Facilities	To provide accommodation facilities fit for purpose for community functions including: <ul style="list-style-type: none"> ▪ Historical Centre ▪ Museum ▪ Library/Meeting Room ▪ Senior Citizens Club ▪ Neighbourhood House ▪ Rotundas/Shelters
Caravan Park	To provide caravan park type sites and accommodation fit for purpose that is maintained to a standard appropriate for public usage. Its purpose is to attract visitors to the area who will utilise community amenities and businesses with the intention of value adding to the local community.
Family & Childrens Services	To provide accommodation facilities fit for purpose for a specific community function. The specific facility is a Kindergarten.
Municipal Buildings	To provide accommodation facilities fit for purpose and maintained to a standard appropriate for public usage. Includes:- <ul style="list-style-type: none"> ▪ Plant Nursery & Equipment sheds ▪ Municipal functions such as administrative offices, library & information centre and operations depots.
Public Toilets	To provide public toilets to a standard that is safe, hygienic and conveniently located to suit the intended usage 'catchment'.
Recreation Facilities	To provide accommodation fit for purpose and maintained to a standard appropriate for public recreation usage. Includes: <ul style="list-style-type: none"> ▪ Amenities blocks ▪ Pavilions, club rooms and scoreboard. ▪ BBQ shelter & Equipment shed

3. Levels of Service – Buildings & Facilities

3.1. Customer Needs & Expectations

3.1.1. *Historic Background to Service Levels*

Council officers in Local Government have traditionally worked to the provision of levels of service that is assumed to be expected by the community. During any future consultation process Council will test these assumptions to make sure that it is correct or amend them accordingly.

It should not be overlooked however that although a formal community consultation has not often taken place in the past, communities especially those in rural councils have generally been able to get their message across to councillors and officers. Most often service limitations are due to funding constraints.

3.1.2. *Key Stakeholders*

The key stakeholder groups of the community who are both users of the various building and facility assets and/or are affected by it include:

- The community in general (for recreation, sport, leisure & business);
- Tourists & visitors to the area;
- Managers of the assets;
- Construction & maintenance personnel who build and maintain asset components;
- Utility agencies that service the buildings and facilities with their infrastructure (water, sewerage, gas, electricity, telecommunications);
- Council as custodian of the asset;
- State & Federal Government that periodically provide support funding to assist with management of buildings and/or facilities;
- Residents & businesses adjoining the buildings or facilities.
- Insurers – integral to risk strategies & maintenance practices

3.1.3. *Community Input/Consultation*

Although community consultation is an important consideration in developing asset management plans, in this the initial Building & Facility Asset Management Plan, this has not occurred. The approach has been taken that at this stage it is important to determine the current status of the assets and whether or not the current levels of service are in fact financially sustainable before seeking community input.

The initial outcomes of the development of the various infrastructure asset management plans is to establish what, if any, the gap is between life-cycle funding requirements and current levels of funding.

By seeking community input into its service delivery, it is vital that Council does not create a false sense of expectation by the community that suggested changes will be implemented that simply cannot be achieved for reasons of affordability. However, once the financial position is reasonably well established, input will be sought on appropriate aspects of the plan by way of community consultation.

3.1.4. Stakeholder/Community Service Level Expectations

The following outlines some of the assumptions of community expectations in terms of building & facility maintenance and presentation and general levels of service.

- Regular inspections of the asset
- Safe for users
- Appearance is acceptable
- Maintenance is done
- Clean
- Good condition
- Litter collected
- Consumables are available
- Safe location
- Operational
- Accessible to all people
- Running water & taps that work
- No graffiti Signage to location
- Mechanism for the reporting of defects
- Doors that work
- Toilet seats in good condition
- Lighting to work
- Well lit
- Non-slippery floors
- Meet Regulations
- Plumbing systems functional
- Council responds to complaints & issues

3.2. Current Levels of Service

The 'level of service' is the defined service quality for a particular activity or service area against which service performance can be measured. They provide the basis for the life cycle management strategies and works programme identified within the Asset Management Plan. Levels of service support the Organisation's strategic goals and are based on customer expectations and statutory requirements.

Levels of service can be broken down into three basic aspects:

- Function – its purpose for the community
- Design Parameters – what is required of and from the asset itself
- Performance & Presentation - the effectiveness of delivery of the service

Community Levels of Service relate to the community's expectation of what the service will deliver and then performance & presentation of delivery of that service.

Technical Levels of Service include the parameters to meet the required function covering technical aspects (eg legislative compliance, design standards, safety, maintainability, reliability and performance, capacity, environmental impacts and cost/affordability) as well as community requirements (eg location & aesthetics), then performance to achieve these ends.

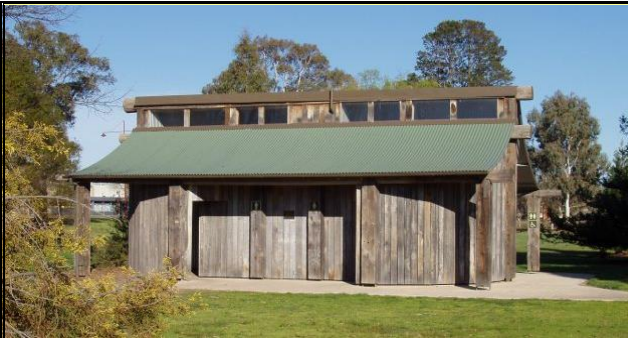
Diagram 3.2.1 illustrates the relationship between the various aspects of levels of service using a Public Toilet facility as a model.

Current levels of service have generally been based on what it is assumed that the customer expects (refer to **Section 3.1.4**) and these assumptions in part have been tested through various community consultation processes. They are driven by available budget funding and based on historic practices rather than looking to the future.

The levels of service will be refined over a period of time in an endeavour to match the expectation of customers, which requires a clear understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service that they require.

Table 3.2.2 shows the Key Performance Indicator in current levels of service along with performance measures, targets and current performance.

Diagram 3.2.1: Levels of Service Diagram – Public Toilet Facility

Public Toilet Facility			
<p style="text-align: center;">Function</p> <p>To provide a public sanitary facility that is:</p> <ul style="list-style-type: none"> ▪ Clean and hygienic ▪ Conveniently located for intended users ▪ Meets community usage needs 			
Community Levels of Service		Technical Levels of Service	
Design	Performance & Presentation	Design	Performance & Presentation
<ul style="list-style-type: none"> ▪ Meets needs of the user catchment; ▪ Easy to find location with adequate signage; ▪ Accessible to all; ▪ Fittings to suit purpose; ▪ Easy to maintain and keep clean & hygienic; ▪ Well lit; ▪ Lockable cubicle doors; ▪ Sharps disposal; ▪ Discourages anti-social behaviour; ▪ Structure is aesthetically pleasing and/or in harmony with its local environment 	<ul style="list-style-type: none"> ▪ Easy to find; ▪ Clean & hygienic; ▪ Consumables available (eg toilet paper & hand cleaner); ▪ Sharps removed; ▪ General community satisfaction 	<ul style="list-style-type: none"> ▪ Meets user catchment needs; ▪ Location & signage; ▪ Accessibility; ▪ Fittings to suit needs & purpose; ▪ Easy to maintain and keep clean & hygienic; ▪ Structure is aesthetically pleasing and/or in harmony with its local environment; ▪ Discourages anti-social behaviour; ▪ Vandal resistant 	<ul style="list-style-type: none"> ▪ Consultation on user needs, location, safety, facility requirements (eg toilet only, baby or public changing rooms), and proposed design aesthetics; ▪ Level of cleanliness; ▪ Level of maintenance; ▪ Frequency of inspection; ▪ No community safety issues; ▪ Timely responses to community issues; ▪ Cost effectiveness

3.3. Desired Level of Service

At present, indications of desired levels of service are obtained from various sources including the Annual DVC Customer Satisfaction survey; Council initiated surveys; residents' feedback to Councillors and staff; service requests and correspondence. Council has yet to quantify desired levels of service. This will be done in future revisions of this Asset Management Plan.

Once this is established, Council can then assess by way of community consultation what changes to service levels may be required by the community. Part of the process of examining changes to service levels is the financial impact of such changes.

Table 3.2.2: Current Levels of Service

Key Performance Indicator	Level of Service	Performance Measure	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Function	Ensure that the building/facility asset meets user requirements and is available for use as programmed.	Customer service requests relating to functional usage and availability	Less than 2 per month	To be determined
Performance	The service delivery	Customer service requests	Less than 3 per month	To be determined
Presentation & Cleanliness	The asset is presented for service as intended.	Customer service requests	Less than 3 per month	To be determined
Safety	Usage is hazard free.	Number of injury accidents	Less than 5 per annum	To be determined
Responsiveness	Requests/Queries are responded to	Number of requests not replied to	Less than 5 per annum	To be determined
TECHNICAL LEVELS OF SERVICE				
Inspections	Conducted as scheduled in the Plan	User reports of defects that should have been picked up during inspection	Safety defects – less than 2/month; Other defects – less than 5/month	To be determined
Condition	<ul style="list-style-type: none"> Maintenance by Council carried out as per service agreement; User groups undertake their agreed maintenance responsibilities 	<ul style="list-style-type: none"> Programmed maintenance not undertaken by Council; User groups not fulfilling their responsibilities 	<ul style="list-style-type: none"> Less than 5 incidents per month Less than 5 incidents per month 	To be determined
Availability	Facility is available as scheduled with user groups.	Facility not available for use as scheduled	Less than 5 incidents per month	To be determined
Cost effectiveness	Building is maintained in a cost-effective manner	Annual cost of maintaining the building to provide the service.	Less than 5% of replacement cost	To be determined
Safety	Provide clear safety signage	Annual defect & condition survey	Less than 5% of signs missing or defective	To be determined

4. Building Lifecycle Management Plans

4.1. General Asset Information

4.1.1. Building Data Sources

There are several sources of building data but unfortunately discrepancies between them. This was discovered while developing this Infrastructure Asset & Services Management Plan.

Source 1 – Spreadsheet '*assets05v1*' which appears to have its origins in August 1997 with Fisher Stewart, Council's engineering consultant at the time. This document is used as **Council's Fixed Asset Register**. It records 34 buildings although two headings, Buildings & Shelters, by implication may include several structures. Total valuation of all building assets is listed as **\$14,976,060**.

Source 2 – **Building Asset Register**, an MS Access database file used for building maintenance that lists buildings by Asset ID but which is incomplete. It also records condition inspection information on an attached worksheet. This information is listed against the Asset ID.

Source 3 – Moloney file '*Model All*' used in the 2005 MAV project to establish the magnitude of the infrastructure renewal funding gap. It uses '*Input Information 3*' for its data source however when apportioning values by condition rating it records a **replacement value of \$17,264,000**.

Source 4 – The Building Register used in this Plan, until such time as a final register is established, has been taken from the Moloney Asset Management System. It is stored in Moloney file '*Input Information 3*' an MS Excel spreadsheet. It lists 38 buildings by number with total **replacement value as at August 2005 of \$17,249,000**. This is \$2.3M more than that established by Council's Fixed Assets Register (outlined in Source 1 above). There is also a variation of \$15,000 over that in Source 3 and is believed to relate to the condition apportioning process. The significant variation lies within the Long Life Structures (\$10,500). For financial modelling purposes, this variation of \$15,000 is insignificant. The modelling is simply an indicator to Council of its long term financial position.

An endeavour was made to reconcile the \$2.3M variation while developing this Infrastructure Asset Management Plan. One difficulty was that the descriptions in some cases were inadequate in Source 1 to be able to identify the matching building in the Source 3 list. A second issue was that where a building was identified on both lists, the valuation for the Moloney listed building was of the order of 20% more than those in Council's valuation figure in Source 1. This is the magnitude of the overall variation between the two lists.

It is evident that a single Building list needs to be established for all management purposes (eg asset valuations, insurance records and asset maintenance). Descriptions need to be clear so that there is no doubt as to what building is being referenced. Also valuations need to be checked to ensure that they are representative of true replacement cost or market value whichever is relevant for the particular structure.

4.1.2. Expected Life Span of Building Elements**Table 4.1.2: Expected Life Span of Key Asset Elements**

Building Element	Type	Life Expectancy (years)
Buildings	Lightweight Roof	50 Years
	Timber frames or Prefab walls	50 Years
	Timber floors	50 Years
	Steel Roof Frame	80 years
	Masonry Walls	80 years
	Concrete Floor	80 years
Major Facility	Concrete Structure	100 years
	Concrete Floors	100 years
	Steel Roof Frame	100 years
Floors	Timber	7-10 years
Roof	Steel	25+ years
	Concrete Tile	25+ years
Fit out	Various – Kitchens, storage / shelving	15-20 years
Plant	Various – Air-conditioning, Heating	10 years

4.1.3. Ownership Responsibilities

Council is charged by its community and the Local Government Act to provide a range of community services. Some of these are mandatory (by legislation) and some are as a result of community need and demand

Building and facility assets facilitate the provision of these functions by providing the infrastructure in which the services are 'housed'.

Council's ownership function is to ensure that these facilities are managed and operated in a sound and safe environment.

Management involves ensuring cost-effective lifecycle management of assets to maximise the investment on behalf of the community in those assets.

Council's asset ownership function, and therefore cost imposition, can involve several aspects:

- *Provision of the asset by way of capital funding (generally through loan funding) to purchase, construct or lease the building/facility;*
- *Provision of management and operation of the service utilising the building/facility;*
- *Provide ongoing maintenance of the building/facility;*
- *Provide for renewal requirements or disposal when it is reached the end of its useful life.*

It is vital when considering the provision of a new service to the community that all these aspects are taken into account, not just the cost to provide the initial capital outlay.

4.1.4. Building & Facility User Agreements

Formalised facility usage agreements between council and community groups/facility users should be developed and executed as soon as practicable. The arrangements in these agreements will cover the actual usage, maintenance and housekeeping responsibilities.

Currently there is no formalised approach to Facility User Agreements. There are arrangements in existence for some groups.

Ideally, all such agreements should be consistent wherever practicable to ensure that the community is treated equitably.

Attachment 8 provides guidelines for User Agreements.

4.1.5. Asset Condition

The Condition Assessment process should produce the following outputs:

- a Condition Index for each asset that indicates the condition of the asset in accordance with the Condition Rating Index outlined below;
- an itemised Schedule of Maintenance Work necessary to bring the asset up to the required standard, ranked in order of priority in accordance with the Priority Ranking Scale as outlined below;
- Cost Estimates of the maintenance work identified; and
- a Technical Assessment of the longer term maintenance needs of the asset to assist in planning and decision-making (for example, any anticipated major replacements and upgrades).

Table 4.1.5 – Building Condition Ratings

Rating	Building Condition Rating Description
0	New asset.
1	As new condition, no visible signs of wear and tear and defects
2	Very good condition, no visible signs of wear and tear and defects
3	Good condition with some signs of wear and tear commensurate with age and use of building
4	More significant wear and tear but no evidence of degradation of the element
5	Some minor evidence of degradation of the element which could shorten life
6	Significant evidence of degradation of the element which could lead to failure
7	Evidence of minor isolated failure in an element which will reduce future life
8	Evidence of multiple failures and the inability of the element to continue to satisfactorily service the original intended purpose
9	Significant evidence of failure of the element and failure to provide design purpose
10	Total failure of the element

A condition assessment of building is currently undertaken on a risk based assessment using the ratings in the **Australian Standard AS/NZS 4360:1999 & 2004 - Risk Management**.

This risk rating, as outlined in Part 'A' – General Information of this Infrastructure Asset & Service Management Plan, is as follows:

Risk		Control
Extreme Risk	E	Immediate attention required
High Risk	H	Senior management attention needed
Medium Risk	M	Management responsibility must be specified
Low Risk	L	Risk managed by routine procedures
Negligible Risk	I	No action required

4.1.6. Asset Valuations

Refer to Part 'A' Section 6.5.1 – Asset Valuations for more background to this issue.

The fair value of land and buildings is usually determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the item an estimate of fair value may need to be made using a depreciated replacement cost approach.

The valuation process for Council would seem to be best managed by utilising both methods to provide for a more realistic valuation and therefore depreciation allowance.

Market Valuation:

Used for valuing non-specialised buildings that are readily replaceable in the local market with minimal alterations required to the replacement structure to meet Council's purposes.

Non-specialised buildings include commercial and general-purpose buildings for which there is a secondary market. Non-specialised property is to be valued at fair value having regard to highest and best use. The buildings and the land under the buildings are to be valued consistently.

There are a number of suitable non-specialised buildings in the municipality that could be readily converted to suit Council's needs for some functions.

Replacement cost valuation:

Necessary for those specialised buildings that are purpose built and for which there is little or no opportunity within the municipality to utilise a suitable existing building. Typical specialised buildings & facilities include the public toilets and Municipal offices with Council Chambers.

Replacement values have been determined from current contract rates on the basis of the cost of replacing the asset with modern materials that provide the equivalent service in terms of capacity to the user.

Asset valuations have been determined on the actual unit replacement cost prevailing at the time of valuation. It recognises the site conditions in its determination and does not adopt what is termed a 'Greenfield' cost – the cost of new work with no impediments. Site condition can involve both increases and decreases in costs compared to 'Greenfield' construction.

4.2. Routine Maintenance Plan

4.2.1. *Building Maintenance versus Operations*

What is often termed as 'maintenance' can cover the following range of aspects including ongoing operational costs:

- **Operational costs** – include the cost of utility services such as electricity (lighting, heating, kitchen purposes, etc), communications; refuse collection, water supply and sewerage and also cleaning.
- **Housekeeping activities**, such as removal of cobwebs from roof fans, which should be day-to-day cleaning tasks and are not specifically designated maintenance for budget purposes. They are operational tasks and should be separately identified and costed that way, against operations not maintenance so that true maintenance functions are not loaded with housekeeping issues. Facility Usage Agreements signed off with various user groups should identify which operations, including housekeeping, and maintenance functions are the responsibility of Council and/or the group.

Maintenance - includes all non-operations activities of repairs/maintenance which are not classified as renewals:

- **Statutory/Regulatory maintenance**, such as meeting necessary regulatory fire safety and health requirements. Failure to meet regulatory requirements may cause a building to be closed to that specific use and also expose council to risk if it is a safety regulation.
- **Preventive maintenance** arising from systematic inspection and monitoring to detect and prevent incipient deterioration or failure of an element. The inspection and monitoring process includes testing to confirm correct operation.
- **Cyclic maintenance** is maintenance work undertaken on a regular cycle to ensure that the element functions as intended. An example is gutter cleaning.
- **Scheduled/Planned maintenance** is corrective maintenance work that is required to address significant deterioration or failure of an element that restores the element to its required condition standard. It can include painting of external timber on a building to keep it weather proof.
- **Reactive maintenance** is an unplanned action performed to restore an asset to operational condition, as a result of an unforeseen failure, such as replacing broken windows, door knobs, hinges, leaking taps, faulty electrical switches, etc. It also includes actions to remedy property damage resulting from storms, fire, forced entry and vandal damage.
- **Minor Building Works/Renovation** – this is an aspect which requires capitalisation if it is above a funding threshold nominated by Council (eg \$5,000 or \$10,000). Because it can be caught up with maintenance, it needs to be separately identified with the funding threshold being the distinguisher between operations and capital funding budgets. Below this threshold, work may be considered by the council as being funded from the maintenance budget but ideally should be categorised as minor works.

4.2.2. *Maintenance Arrangements*

Currently there is no formal buildings & facilities maintenance system. Instead, Council relies on building & facility maintenance being undertaken by local tradespersons as contractors & subcontractors. Where skilled work is required contract tradesmen are utilised (eg electrical, plumbing, etc). The disadvantage of not having a standard specification for work arises when there is a dispute about work quality and standards. However this may not be an issue but the situation should be monitored for deterioration in work performance.

4.2.3. *Maintenance Activities*

Routine maintenance of the various components of buildings and facilities are the day-to-day activities and treatments to keep the asset operating. They form part of the annual operating budget. On the other hand, asset renewals are those works necessary to upgrade, refurbish or replace the existing assets with assets of equivalent capacity or performance capability.

Typical activities should be listed for the key building component areas of:

- Building
- Electrical
- Equipment
- Fire Safety
- Mechanical
- Plumbing
- Site works

The activities and treatments that are necessary to maintain the asset will be listed in the Maintenance Service Agreement.

Typically, they include a range of activities covering:

- Access and Egress
- Carpentry – General Visual
- Ceiling and Eaves
- Concrete
- Floor Structures
- Plumbing
- Paint – External, Internal
- Lighting
- Electrical Safety Tests
- Switchboard – Distribution
- Switchboard – Main
- Residual Current Device

4.2.4. *Inspection Arrangements*

The only practicable means of identifying risk is by implementing an inspection regime of the various buildings and facilities. This process should enable significant risks to be identified and remedied in advance of possible injury, damage or inconvenience to the public.

A four-tier inspection regime has been implemented covering safety, incidents, defects and condition.

Safety/Hazard Inspections – identify all defects likely to create danger or serious inconvenience to building and facility users or the wider community;

Compliance Inspections – a formal programmed inspection undertaken in accordance with requirements of the Victorian Building Regulations to ensure compliance; and in addition to determine if the assets receive the levels of service as specified in the Maintenance Service Agreement. From a compliance perspective, particular attention needs to be given to the Essential Safety Measures Report (refer to **Form 10 in Attachment 5**);

Condition Inspections - identify maintenance deficiencies as well as deficiencies in the structural integrity of the various components of the building/facility assets which if untreated are likely to adversely affect their values. The deficiencies may well impact short-term serviceability as well as the ability of the component to continue to perform for the duration of its intended life span;

Incident Inspections – enables an incident condition report to be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents and the planning and implementation of property management and safety measures.

Inspections shall be undertaken in accordance with the requirements outlined in **Attachment 2** in terms of inspection type, purpose, who it is to be performed by and the reporting requirements.

4.2.5. *Inspection Frequencies*

Building Inspections - Reactive inspections are those undertaken following notification to council by members of the community or council employees while undertaking their normal work duties. These notifications are of defects and safety deficiencies. The subsequent inspection will be conducted by an appropriate council representative.

Programmed and Condition Inspections are undertaken by under a formal timetable regime. Frequencies are outlined in the table in **Attachment 3**.

4.2.6. *Inspection Reporting & Recording*

Details of inspections are to be recorded on the Asset Information System against the particular asset.

Currently, inspection reports are paper based. It is intended at some future stage to implement an electronic data recording system to replace the paper based system. The advantage of this type of electronic data management system is that it enables data to be inserted into the system once only, at the time of the initial inspection in the field. This minimises the risk of an error made during manual transfer of data from one system (eg paper based) into the Asset Information System.

A distinct advantage of the electronic hand-held data recording system is that templates can be developed that enable automatic prioritisation of rectification works based on a risk evaluation process. This process factors in the type of defect, its magnitude, location in terms of the road or street and its hierarchy classification.

The process involved in management of the inspection system & recording of the associated information collected is shown in **Attachment 4**.

4.2.7. *Defect Intervention Levels & Response Times*

Where a defect is assessed and rated for risk, the most significant risks (for example, those of extreme or high risk) are isolated for

Risk	Control	Response Time
E - Extreme Risk	Immediate Action Required	Inspect in 4 hrs, make safe & take remedial action within 24 hrs or program works.
H – High Risk	Priorities action required	Inspect within 24 hrs, make safe & take remedial action within 5 working days or program works.
M - Medium Risk	Planned action required	Inspect in 5 working days, make safe & take remedial action within 2 months
L - Low Risk	Actioned by routine procedures	Subject to the routine maintenance program
I - Negligible Risk	No action required	No action required.

4.3. Renewal/Replacement Plan

4.3.1. Rehabilitation, Renovation or Reconstruction

Renewal work is the substantial replacement of the asset or a significant asset component to its original size and capacity. As mentioned in **Part 'A' Section 6.6 – Work Category Definitions**, renewal works fall into the following categories:

- **Rehabilitation:** Involves the repair of an asset component (eg part of the building structure) that has prematurely failed or is close to doing so. This rehabilitation work does not provide for a planned increase in the operating capacity or design loading. It is intended to enable the structure to meet the current standards of service. This section will be replaced when the building is eventually replaced.
- **Renovation:** Involves work that restores the condition of a building or facility. As for rehabilitation, renovation does not provide for a planned increase in the operating capacity or design loading, simply enabling the building to meet the current standards of service.
- **Reconstruction:** Involves reconstructing the building or facility to provide a new asset with the equivalent size or capacity (ie does not provide for a planned increase to the operating capacity or design loading). Some minor increase in capacity may result from the process of renewal, but a substantial improvement is needed before system development is considered to have occurred.

4.3.2. Renewal Strategy

The general renewals strategy is to rehabilitate or replace assets when justified by assessing:

- **Risk:** The risk of failure and associated financial and social impact justifies action (e.g. impact and extent of resulting inability to achieve access along the road, probable extent of damage to business, any health risk arising from the impediment to access).
- **Asset performance:** Renewal of an asset when it fails to meet the required level of service. Non-performing assets are identified by the monitoring of asset reliability, capacity and efficiency during planned maintenance inspections and operational activity.
 - Indicators of non-performing assets include:
 - constant closures due to maintenance and structural problems;
 - Under-utilised as it is not meeting its intended purpose;
 - risk to safety is rated high on an increasing frequency
- **Economics:** It is no longer economic to continue repairing the asset (i.e., the annual cost of repairs exceeds the annualised cost of renewal).

4.3.3. Renewal Plan

A capital renewal works program for Buildings & Facilities is yet to be developed.

4.4. Asset Creation/Acquisition/Augmentation/Upgrading Plan

New works create an asset that did not exist, or extend an asset beyond its original size or capacity.

These projects (including land purchase) are for the extension or upgrading of assets required to cater for growth or additional levels of service. They include:

- Works which create an asset that did not exist in any shape or form, or
- Works which improves an asset beyond its original size or capacity, or
- Upgrade works which increase the capacity of an asset, or
- Works designed to produce an improvement in the standard and operation of the asset beyond its original capacity.

Funding of new works fall into the following categories depending upon the extent and type of works:

- Council funded, or
- Funded by outside interests (commercial, private, Government or non-profit organisation), or
- Shared contribution to the cost by Council and an outside interest.

Part of the assessment of the above must take into account life-cycle costs, not just the initial capital cost.

There are occasions when Council is required to upgrade an asset because of changed usage requirements. In such instances, the project is scrutinised closely by officers and is dealt with as part of the annual budget process.

4.5. Asset Disposal Plan

When a building or facility reaches the point at which it has outlived its usefulness, consideration will be given as to how best to dispose of it.

Costs associated with the removal or disposal of decommissioned assets are to be included as part of the Disposal Plan. Associated works could include any necessary site remediation or rehabilitation. This is a risk management issue as failure by Council to undertake relevant site remediation to allow it to be used for an intended future purpose that may be permitted for it under the Town Planning Scheme may involve Council in future litigation if problems arise over its failure to remediate the site. A typical example of remediation work for local government is on the site of old Council works depots where fuel and hazardous materials may have been stored, especially those stored in underground tanks.

5. Financial & Resource Management

5.1. Current Financial Position

5.1.1. Current Funding

Capital expenditure for Buildings for 2005/06 amounted to \$341,222 which includes new assets, asset expansion, upgrades and renewals.

A breakdown of the building maintenance budget is not available.

5.1.2. Capital Renewal Demand

The Capital Renewal Demand cannot be established until a detailed condition assessment of Council's buildings and facilities has been completed and a long-term program of capital renewal/renovation works is developed.

5.1.3. Renewal Funding 'Gap'

The means of establishing the Capital Renewal Demand is determined by a condition assessment of the range of buildings. This assessment ascertains the estimated remaining life based on anticipated life span of the asset or its components and from this the long-term renewal program can be developed. The condition assessment will also pick up those components that may exceed their normal life expectancy or alternatively require replacement earlier than anticipated.

In 2005, to assist Councils establish an indicative funding gap a project was undertaken across Victorian councils by the Municipal Association of Victoria (MAV) using a financial modelling process using the Moloney Model. Council officers provided data to this model and then based on a set of averaged parameters for life-expectancies and deterioration the Borough's Indicative Renewal Gap funding was ascertained.

Council provided \$341,222 for capital renewals on buildings for 2005/06. The modelled requirement for 2006/07 is \$810,000. Refer to Section 5.4.1 for greater detail.

5.2. Funding Capacity

The Borough has very limited capacity to raise additional funding for any asset renewal funding shortfalls through rates. Current Rate revenue for 2005/06 was \$3.58M.

5.3. Staffing Resources

As stated in **Section 4.3.2**, Council relies on building & facility maintenance being undertaken by local tradespersons as contractors & subcontractors. Where skilled work is required contract tradesmen are utilised (eg electrical, plumbing, etc).

Queenscliffe is located relatively close to Geelong and therefore has available a number of external contract resources to provide additional support for local resources should the need arise.

5.4. Funding Strategy

Each year Council will develop a Capital Works Budget for asset renewals, upgrades and new works and a Recurrent Budget allocation for maintenance & operations expenditure for its buildings & facilities.

It is intended that the expenditure will be in accordance with this Building & Facility Asset Management Plan, policies named within in, corporate goals, Council's Asset Management System, government legislation and regulations, the needs of the community within financial constraints.

5.4.1. Recommended Renewal Funding

The following recommended funding levels are based on the Moloney Modelling process (Spreadsheet 'Model All' of 2005 and should be reviewed annually to ensure that the condition of each of the asset sets is sustained or improved.

Table 5.4.1 – Recommended 5-Year Renewal Funding Levels

Asset Component	2006/07 Renewal Funding	Recommended Renewal Funding				
		2006/07	2007/08	2008/09	2009/10	2010/11
Structure Long Life	All	\$0	\$15,141	\$31,268	\$47,630	\$63,664
Structure Short Life	Buildings \$341,222	\$457,580	\$174,531	\$189,692	\$204,452	\$217,191
Roof Structure		\$59,590	\$29,508	\$45,675	\$57,730	\$64,964
Mechanical Services		\$77,300	\$148,000	\$184,400	\$188,767	\$175,095
Building Fit Out		\$216,350	\$174,561	\$255,654	\$290,145	\$287,411
TOTALS		\$341,222	\$810,819	\$541,741	\$706,688	\$788,724

The recommended maintenance funding figures are based on renewal funding levels being achieved. Any shortfall in renewal funding will lead to increases in maintenance requirements and also greater risk of defects occurring.

The current funding level of \$341,000 for building asset renewals is well short of the modelled figure. This does not necessarily indicate that Council's funding level is too low. However it does mean that the position should be closely examined. An examination of the most recent condition assessment should be undertaken to see if any deterioration in Council owned buildings has occurred.

5.4.2. Recommended Maintenance Funding

The following recommended maintenance funding levels are based on the Moloney Modelling process (Spreadsheet 'Model All' of 2005 and should be reviewed annually to ensure that the condition of each of the asset sets is sustained or improved.

The recommended figures are based on renewal funding levels being achieved. Any shortfall in renewal funding will lead to increases in maintenance requirements and also greater risk of defects occurring.

Table 5.4.2 – Recommended 5-Year Maintenance Funding Levels

Asset Component	2006/07 Maint. Funding,	Recommended Maintenance Funding				
		2006/07	2007/08	2008/09	2009/10	2010/11
Structure Long Life	Not Available	\$30,600	\$31,115	\$31,538	\$31,864	\$32,095
Structure Short Life		\$28,406	\$28,318	\$28,136	\$27,861	\$27,502
Roof Structure		\$24,349	\$25,001	\$24,922	\$24,251	\$23,171
Mechanical Services		\$19,025	\$18,516	\$17,051	\$15,247	\$13,482
Building Fit Out		\$7,838	\$7,813	\$7,483	\$6,997	\$6,483
TOTALS	N/A	\$110,218	\$110,762	\$109,130	\$106,221	\$102,732

Unfortunately a breakdown in maintenance figures for buildings is not available. Close scrutiny is required of building assets to ensure that there is no deterioration in condition due to under-funding of maintenance requirements.

5.5. Performance Measures

Important performance measures for funding of infrastructure assets are:

- **Renewal Gap** – i.e. the funding gap expressed as a ratio of current spending on renewal to the long term Average Annual Asset Consumption, AAAC.
- **Renewal & Maintenance Gap** – i.e. the ratio of current spending on renewal plus maintenance to AAAC plus maintenance.

The AAAC is the amount of the Council's asset base consumed during a year based on current replacement cost; divided by useful life; and totalled for each and every infrastructure asset.

6. Management Issues

6.1. Management Responsibilities

The Manager Engineering Services administers the Asset Management system and determines the strategic and operational works program which is approved by Queenscliffe Council on a financial plan basis.

Council has no direct labour work force, so necessary building & facility maintenance works are delivered local tradespersons as contractors & subcontractors.

In emergencies, natural disasters or similar unpredictable events, resources of Council may be deployed as per Council's Emergency Management Plan. In these circumstances, the level of service will be resumed after available resources have been returned to their original level.

Table 6.1: Asset Management Responsibilities

Area of Responsibility	Officer Responsible
<p>Data Management</p> <ul style="list-style-type: none"> • Recommend to the Manager Technical Services on the quantity and quality of asset related data required to be loaded into and maintained in the Conquest Asset System. • Ensuring that relevant asset data is collected, installed in the asset information systems, and that the data is kept current. • Responsible for the integrity of data within the Conquest System. • Provision of the asset systems and technical expertise to assist asset information management • Development of & keeping up-to-date Asset Management Plans. 	Assets Officer
<p>Strategic Management of the Asset</p> <ul style="list-style-type: none"> • Determination of the quantity and quality of asset related data required to be loaded into and maintained in the Conquest Asset System • Responsible for the use and operation of the asset and for formulating corporate standards and agreements for the relevant asset. • Determines maintenance standards and ensure that these standards are met. Through the relevant officers. • Also responsible for providing advice to Council on the most appropriate levels of service for each particular use and should also set 	Manager Technical Services
<p>Facility/Service Delivery Management using the Asset</p> <ul style="list-style-type: none"> • Responsible for delivering services from the facility or for managing the use of the facility. • Responsible for advising the Asset Strategic Manager of usage needs of the asset and any Regulations that have to be met through the usage. 	Facility/Service Manager
<p>Asset Operations & Maintenance</p> <ul style="list-style-type: none"> • Responsible for undertaking the designated inspection program; • Also responsible for the undertaking of the asset maintenance works according to the agreed service level agreement. • Co-ordinate external contractors that are engaged on an annual basis to undertake renewal replacement and other augmentation works. 	Manager Technical Services

6.2. Asset Management Improvements

This first edition of the Buildings & Facilities Plan uses levels of services & intervention levels that have existed over recent years.

It is intended that the Buildings & Facilities Plan be updated periodically to reflect changes to management of the road network. It is to be a 'living' document that should always reflect as closely as practicable actual practices used in managing the asset grouping. Only in this way will Council be best able to ascertain its long term financial needs for the network.

Any community consultation process or legislative changes (eg Building Regulations) may well bring about a need to amend services levels, etc.

During the development of Part 'C' – Building & Facilities Plan several issues arose that require addressing. These are listed below and are included in the Table of Improvement Actions.

- **Building Register** – In view of the discrepancies between the various data sources, there is a need to reconcile them and establish the Municipal Building Register which will be part of the Asset Management Information System. (*Reference Section 4.1.1*)
- **Building Valuations** – Again, because of variations between the two key data sources, valuations need to be checked to ensure that they are representative of true replacement cost or market value whichever is relevant for the particular structure. (*Reference Section 4.1.1 & 4.1.8*)
- **Condition Assessments** – Review the most recent condition assessment of buildings and establish a long term renewal/refurbishment plan for Council, buildings. Also, it is recommended that the 0-10 Condition Rating System be utilised for these assessments. (*Reference Section 4.1.7*)
- **Buildings asset inspection regime** - Investigate current industry practice covering inspection program and reporting & recording mechanism that will satisfy CMP requirements/audit. Document & implement an Inspection Regime. (*Reference Section 4.2.5*)
- **Facility Usage Agreements** - Formalise arrangements with committees for ongoing use of facilities including responsibilities for maintenance and general care of the building. (*Reference Section 4.1.3*)
- **Maintenance Arrangements** - Investigate current industry practices for building maintenance activities & standards then document what is relevant for Queenscliffe Council. (*Reference Section 4.2.2*)
- **Electronic data recording of inspection details** - Investigate the suitability of the use of a PDA electronic device that interfaces with GIS and Conquest AM System to enable inspection data to be input direct from the PDA. Purchase if it is suitable. (*Reference Section 4.2.7*)

Table 6.2 schedules the improvement activities and timetables.

Table 6.2 - Schedule of Improvement Activities and Actions

Activity	Action	Target Date	Costs
1. Building Register	<ul style="list-style-type: none"> Reconcile the various data sources (Ref Section 4.1.1) and establish a single Municipal Building Register which will be part of the Asset Management Information System. 	30 Jun 07	
2. Building Valuations	<ul style="list-style-type: none"> Review the current nominated valuations to ensure they are realistic (ref Section 4.1.1) 	30 Jun 07	
3. Condition Assessments	<ul style="list-style-type: none"> Complete examination of most recent condition assessment and provide required input into this plan. It is recommended that the 0-10 Condition Rating System be utilised for future building structural condition assessments. Conducted by Building Inspectors as part of routine work. 	As part of roll out of scheduled annual inspection completed by Dec 07	
4. Buildings asset inspection regime	<ul style="list-style-type: none"> Investigate current industry practice covering inspection program and reporting & recording mechanism. that will satisfy CMP requirements/audit Document & implement an Inspection Regime 	30 Jun 07	
5. Formal Facility Usage Agreements	<ul style="list-style-type: none"> Formalise arrangements with committees for ongoing use of facilities including responsibilities for maintenance and general care of the building. 	30 Jun 08	
6. Maintenance Arrangements	<ul style="list-style-type: none"> Investigate current industry practices for building maintenance activities & standards; Document what is relevant for Queenscliffe Council 	31 Dec 07	
7. Electronic data recording of inspection details	<ul style="list-style-type: none"> Investigate the suitability of the use of a PDA electronic device that interfaces with GIS and AM System to enable inspection data to be input direct from the PDA. Purchase if it is suitable. 	31 Dec 07	
8.	<ul style="list-style-type: none"> 		

7. Technical References – Buildings & Facilities Plan

Key standards, manuals & guidelines include:

- International Infrastructure Management Manual (IIMM), IPWEA.

8. Attachments – Buildings & Facilities Plan

Attachment 1: Building & Facility Asset Register Summary

Attachment 2: Inspection Requirements

Attachment 3: Inspection Frequencies

Attachment 4: Inspection Management Flow Chart

Attachment 5: Building Risk Assessment

Attachment 6: Annual Essential Safety Measures Report

Attachment 7: Schedule of Buildings Requiring Form 10 Report

Attachment 8: Building & Facility User Agreement Guidelines

Attachment 9: Building Components – Standard Definitions & Descriptions

Attachment 1: - Building & Facility Asset Register Summary

Note: The following table draws information from the 2005 Moloney Model database using the Moloney Asset Management System. The replacement values are at variance with those in Council's Fixed Asset Register (Refer Section 4.1.1). The key difference being that the Moloney asset values are some 30% greater than those listed in Council's Fixed Asset Register.

The reasons for this variation need to be explored as a matter of urgency as it can have a significant impact on Council's finances (eg Annual Depreciation).

Build No.	Name	Category	No.	Category Replacement Value	Sub-category	Replacement Value
33	CARAVAN PARK MANAGERS OFFICE -QRR	CARAVAN PARK	1	\$61,000	OFFICE	\$61,000
13	SENIOR CITIZENS CLUB	COMMUNITY FACILITY	10	\$5,386,000	CLUB ROOMS	\$863,000
27	QUEENSCLIFF SEA SCOUTS CLUBROOMS	COMMUNITY FACILITY			CLUB ROOMS	\$635,000
5	QUEENSCLIFFE HISTORICAL CENTRE	COMMUNITY FACILITY			HISTORICAL CENTRE	\$567,000
3	FREE PUBLIC LIBRARY & MEETING ROOMS	COMMUNITY FACILITY			LIBRARY	\$813,000
26	MARITIME MUSEUM AND BOAT PAINTING SHED.	COMMUNITY FACILITY			MUSEUM	\$2,269,000
2	NEIGHBOURHOOD HOUSE (VICTORIA PARK)	COMMUNITY FACILITY			NEIGHBOURHOOD HOUSE	\$140,000
16	SHELTER SHED	COMMUNITY FACILITY			ROTUNDA/SHELTER	\$8,000
24	ROTUNDA (CITIZENS PARK)	COMMUNITY FACILITY			ROTUNDA/SHELTER	\$34,000
7	WAITING SHED (PRINCESS PARK)	COMMUNITY FACILITY			ROTUNDA/SHELTER	\$40,000
29	ONE (1) DAYLESFORD GAZEBO - Cemetery	COMMUNITY FACILITY			ROTUNDA/SHELTER	\$17,000
11	KINDERGARTEN	FAMILY & CHILDRENS SERVICES	1	\$340,000	KINDERGARTEN	\$340,000
1	COUNCIL CHAMBERS, OFFICES AND HALL	MUNICIPAL FACILITY	3	\$3,577,000	COUNCIL OFFICES	\$3,450,000
10	EQUIPMENT SHED (LOWER PRINCESS PARK)	MUNICIPAL FACILITY			EQUIPMENT SHED	\$110,000
30	COUNCIL NURSERY	MUNICIPAL FACILITY			NURSERY	\$17,000
19	TOILET BLOCK TOC H	PUBLIC TOILET	5	\$864,000	PUBLIC TOILET	\$50,000
21	TOILET BLOCK BOAT RAMP AND SECURITY LIGHTING	PUBLIC TOILET			PUBLIC TOILET	\$144,000
23	TOILET BLOCK (CITIZENS PARK)	PUBLIC TOILET			PUBLIC TOILET	\$70,000
28	OLD SEXTON'S COTTAGE & TOILET BLOCK - Cemetery	PUBLIC TOILET			PUBLIC TOILET	\$130,000
6	TOILET BLOCK & KIOSK (PRINCESS PARK)	PUBLIC TOILET			PUBLIC TOILET & KIOSK	\$470,000

Attachment 1 - Building & Facility Asset Register Summary (continued)

Build No.	Name	Category	No.	Category Replacement Value	Sub-category	Replacement Value
9	WEEROONA AMENITIES BLOCK	RECREATION FACILITY	18	\$7,021,000	AMENITIES BLOCK	\$390,000
12	AMENITIES BLOCK (W.J. FIELD PARK)	RECREATION FACILITY			AMENITIES BLOCK	\$130,000
14	AMENITIES BLOCK LARKIN PDE	RECREATION FACILITY			AMENITIES BLOCK	\$57,000
15	AMENITIES BLOCK (small) ROYAL PARK	RECREATION FACILITY			AMENITIES BLOCK	\$150,000
17	AMENITIES BLOCK (large) ROYAL PARK	RECREATION FACILITY			AMENITIES BLOCK	\$330,000
18	AMENITIES BLOCK - GOLIGHTLY PARK	RECREATION FACILITY			AMENITIES BLOCK	\$350,000
20	AMENITIES BLOCK (NEXT TO THE BOWLS CLUB)	RECREATION FACILITY			AMENITIES BLOCK	\$285,000
22	AMENITIES BLOCK (VICTORIA PARK, KING ST)	RECREATION FACILITY			AMENITIES BLOCK	\$170,000
25	AMENITIES BLOCK (GANES RESERVE)	RECREATION FACILITY			AMENITIES BLOCK	\$200,000
35	AMENITIES BLOCK - NEW BLOCK NEAR SCOREBOARD	RECREATION FACILITY			AMENITIES BLOCK	\$428,000
36	QRR - HESSE ST AMENITIES BLOCK	RECREATION FACILITY			AMENITIES BLOCK	\$310,000
38	QRR BBQ SHELTER	RECREATION FACILITY			BBQ SHELTER	\$30,000
4	TENNIS CLUB AND LIGHTS- GANES RESERVE	RECREATION FACILITY			CLUB ROOMS	\$500,000
37	QUEENSCLIFF SPORTS CLUB & CHANGE ROOMS	RECREATION FACILITY			CLUB ROOMS	\$1,337,000
34	TOOL AND MACHINERY SHED - QRR	RECREATION FACILITY			EQUIPMENT SHED	\$17,000
8	PAVILION (LOWER PRINCESS PARK)	RECREATION FACILITY			PAVILION	\$130,000
31	Q'CLIFF REC RESERVE SPORTING COMPLEX	RECREATION FACILITY			PAVILION	\$2,163,000
32	QRR SCOREBOARD	RECREATION FACILITY			SCOREBOARD	\$44,000
TOTALS			38	\$17,249,000		\$17,249,000

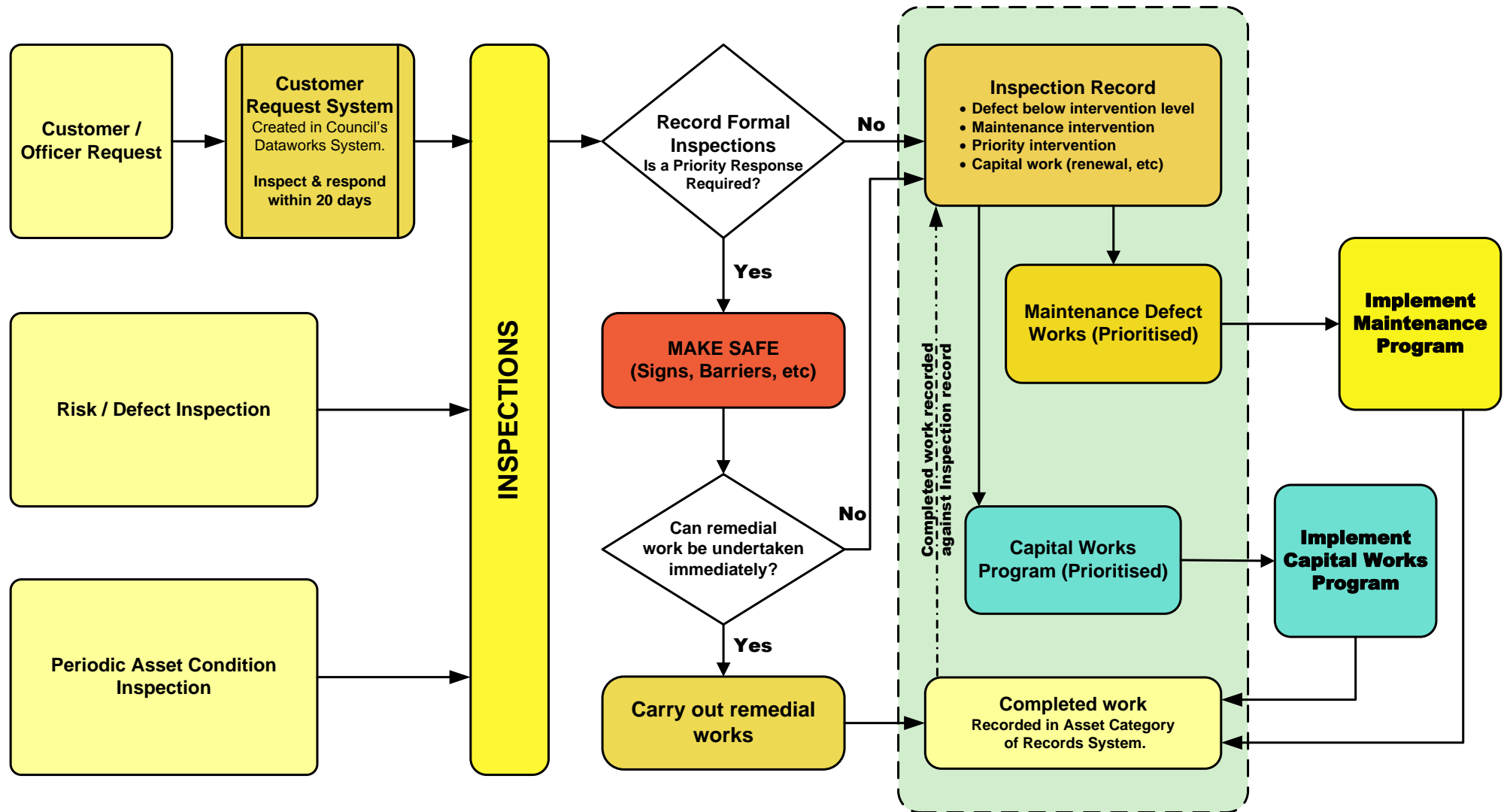
Attachment 2: - Inspection Requirements

Inspection Type	Purpose	Inspection Performed by & Reporting Requirements
Hazard Inspection	<ul style="list-style-type: none"> ▪ Hazard inspections are designed to identify all defects likely to create danger or serious inconvenience to building or facility users or the wider community. ▪ Hazards may be detected as the result of: <ul style="list-style-type: none"> (a) formal programmed defect inspection; or (b) WorkCover inspection; or (b) observation followed by notification to council by members of the community or council employees while undertaking their normal work duties with a subsequent safety inspection to be conducted by an appropriate council officer. 	<ul style="list-style-type: none"> ▪ Council representative with some knowledge of building and specific facility maintenance techniques who may then call in a higher level of expertise if necessary. ▪ Recording to identify specific safety defect, time first reported, time inspected & by whom, subsequent action & time of completion.
Compliance Inspection	<ul style="list-style-type: none"> ▪ A formal programmed inspection undertaken to ensure compliance with Legislation & Regulations; ▪ A record of each building/facility is to be completed detailing the name of the inspector, the inspection date, time and building/facility name and a description of any non-compliance and also defects found that are at the specified intervention levels defined in the Maintenance Service Agreement; ▪ In addition, a notation must be recorded of any building/facility inspected even if there is full compliance & no defect is apparent under the specific rigour of the inspection. 	<ul style="list-style-type: none"> ▪ Suitably experienced trades person or technical officer who is familiar with the various Building Regulations and the requirements of the Maintenance Service Agreement; ▪ A record of the inspection is to be signed by the inspector for placing on council's asset database for reference purposes (NB: this may include insurance or litigation requirements).
Condition Inspection (Maintenance & Structural)	<ul style="list-style-type: none"> ▪ An inspection specifically to identify maintenance deficiencies as well as deficiencies in the structural integrity of the various components of the building/facility assets which if untreated are likely to adversely affect their values. The deficiencies may well impact short-term serviceability as well as the ability of the component to continue to perform for the duration of its intended life span; ▪ The condition inspection process must also meet the requirements for accounting regulations and asset management; ▪ Regular or periodic assessment, measurement and interpretation of the resulting condition data is required so as to determine the need for any preventive or remedial action then development of relevant programs of rehabilitation or renewal works. 	<ul style="list-style-type: none"> ▪ Inspection undertaken under the direction of a suitably qualified person, trades person or experienced technical officer with extensive knowledge and experience in building and specific facility construction and maintenance practices; ▪ Specific data to be recorded is determined by requirements of the Maintenance Service Agreement & the Asset Information System used to assess asset component needs.
Incident Inspection	<ul style="list-style-type: none"> ▪ An inspection carried out to comply with requirements of Council's Risk Management processes; ▪ This inspection enables an incident condition report to be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents and the planning and implementation of building management and safety measures. 	<ul style="list-style-type: none"> ▪ Qualified person or experienced technical officer with extensive knowledge and experience in building and specific facility construction and maintenance practices. ▪ Formal Incident Report required, as described.

Attachment 3: - Inspection Frequencies

Asset Category	Sub-Category	Inspection Interval			
		Compliance	Maintenance	Structural Condition	Valuation
CARAVAN PARK	OFFICE	Annual	Annual	4 years	4 years
COMMUNITY FACILITY	CLUB ROOMS	Annual	Annual	4 years	4 years
	HISTORICAL CENTRE	Annual	Annual	4 years	4 years
	LIBRARY	Annual	Annual	4 years	4 years
	MUSEUM	Annual	Annual	4 years	4 years
	NEIGHBOURHOOD HOUSE	Annual	Annual	4 years	4 years
	ROTUNDA/SHELTER		Annual	4 years	4 years
FAMILY & CHILDRENS SERVICES	KINDERGARTEN	Annual	Annual	4 years	4 years
MUNICIPAL FACILITY	COUNCIL OFFICES	Annual	Annual	4 years	4 years
	EQUIPMENT SHED		Annual	4 years	4 years
	NURSERY		Annual	4 years	4 years
PUBLIC TOILET	PUBLIC TOILET		Annual	4 years	4 years
RECREATION FACILITY	AMENITIES BLOCK		Annual	4 years	4 years
	BBQ SHELTER		Annual	4 years	4 years
	CLUB ROOMS	Annual	Annual	4 years	4 years
	EQUIPMENT SHED		Annual	4 years	4 years
	PAVILION	Annual	Annual	4 years	4 years
	SCOREBOARD		Annual	4 years	4 years

Attachment 4: - Inspection Management Flow Chart



Attachment 5: - Building Risk Assessment

Ref	Risk Event	Typical Hazards/Events	Potential Consequence(s)	Treatment	Likelihood Ranking	Consequence Rating	Assessed Risk
1	Trip	Tripping incident where someone is injured.	Successful public liability claim against Council	<ul style="list-style-type: none"> Onsite surveillance by caretaker. Programmed building inspections. Dedicated maintenance budget. Public Liability Insurance. 	A - Almost Certain	2 - Minor	High
2	Slip	Slipping incident due to surface that has insufficient traction or spillage causing slip.	Successful public liability claim against Council	<ul style="list-style-type: none"> Onsite surveillance and clean up of slippery material from floor areas by caretaker. Use of non slip floor materials in buildings. Programmed building inspections. Dedicated maintenance budget. Public Liability Insurance. 	A - Almost Certain	2 - Minor	High
3	Personal injury	Injury resulting from contact with defect associated with the building (eg protruding nail, hole in floor, etc)	Successful public liability claim against Council	<ul style="list-style-type: none"> Onsite surveillance by caretaker. Programmed building inspections. Dedicated maintenance budget. Public Liability Insurance. 	B – Likely	2 - Minor	High
4	Vandalism	Property damage	Costly repairs resulting in an insurance claim with payment of excess & potential premium increase	<ul style="list-style-type: none"> External security lighting in place and regularly checked. Movement sensitive lighting in key risk areas Building & Contents (Council property only) insurance policies. 	B – Likely	3 – Moderate	High
5	Airborne disease	Contamination of Air Conditioning system causing outbreak of airborne disease such as Legionnaire's disease	Legionnaire's disease results in possible fatality, public outcry and successful public liability claim and/or WorkCover action against Council.	<ul style="list-style-type: none"> Inspection and maintenance contracts with external air conditioning service personnel. Replacement programs based on condition monitoring. Routine and regular filter maintenance. Public Liability Insurance. 	E – Rare	4 – Major	Moderate
6	Electrocution	Faulty electrical system results in building user becoming electrocuted.	Fatality, successful public liability claim and/or WorkCover action against Council.	<ul style="list-style-type: none"> Inspection and maintenance programs covering permanent wiring and appliance wiring. RCD fitted to all buildings. Routine and regular switchboard inspection and maintenance. Public Liability Insurance. 	D - Unlikely	4 - Major	High

Attachment 5 - Building Risk Assessment (continued)

Ref	Risk Event	Typical Hazards/Events	Potential Consequence(s)	Treatment	Likelihood Ranking	Consequence Rating	Assessed Risk
7	Emergency System failure	Emergency lighting fails during an emergency	Building users trapped in building - fatalities.	<ul style="list-style-type: none"> • Routine and regular inspection and testing of emergency lighting. • Annual contract with external inspection and maintenance service. • Routine inspection of fire doors by council building staff. • Public Liability Insurance. 	C - Possible	4 – Major	High
8	Emergency System failure	Fire detection system fails resulting in fire getting out of control.	Building users trapped in building - fatalities.	<ul style="list-style-type: none"> • Inspection and maintenance contracts with fire engineering company. • Regular scheduled inspection and testing of detection system. • Public Liability Insurance. 	C - Possible	4 – Major	High
9	Emergency equipment failure	Fire suppression equipment fails	Fire control is restricted leading to extended damage or loss of building.	<ul style="list-style-type: none"> • Inspection and maintenance contracts with fire engineering company. • Regular scheduled inspection and testing of fire suppression equipment. • Public Liability Insurance. • Building & Contents (Council property only) insurance policies. 	C - Possible	4 – Major	High
10	Internal fire	Outbreak of fire in kitchen area or other areas.	Fire damage to or total loss of building.	<ul style="list-style-type: none"> • Fire response equipment (extinguishers, hose and reels) placed in buildings. • Kitchen equipment regularly inspected for faults. • Fire blankets provided in kitchen areas. • Staff training in fire response and emergency evacuation. • Building & Contents (Council property only) insurance policies. 	C - Possible	4 – Major	High
11	External fire	Malicious/vandal set fire external to but in close proximity to building.	Fire damage or total loss of building.	<ul style="list-style-type: none"> • External security lighting in place and regularly checked. • Movement sensitive lighting in key risk areas • Fire response equipment (extinguishers, hose and reels) placed in buildings. • No rubbish or bins generally stored next to the building in an area that is vulnerable (ie timber clad walls, doorways, etc) • Building & Contents (Council property only) insurance policies. 	D – Unlikely	4 – Major	High

Attachment 6: - Annual Essential Safety Measures Report**FORM 10**

Regulation 1210

Building Act 1993**Building (Interim) Regulations 2005****ANNUAL ESSENTIAL SAFETY MEASURES REPORT****Property Address****Building/s or part of building****Classification of building/s or part of building**

This report is in relation to occupancy permit no. (*insert no.*) issued (*insert date*) or maintenance determination dated (*insert date*) and is required to be prepared before each anniversary of the date of that occupancy permit or maintenance determination.

Maintenance personnel details

The following personnel carried out maintenance on the essential safety measures in this building during the preceding 12 months.

Essential safety measure	Name	Address

Details of any inspection report provided under section 227E of the Building Act 1993**Compliance**

I hereby state that I have/the owner has* taken all reasonable steps to ensure that—

* *Delete as applicable*

- (i) each essential safety measure is operating at the required level of performance; and
- (ii) each essential safety measure has been maintained in accordance with the occupancy permit or maintenance determination and will fulfil its purpose; and
- (iii) since the last annual essential safety measures report there have been no penetrations to required fire-resisting construction, smoke curtains and the like in the building, other than those for which a building permit has been issued; and
- (iv) since the last annual essential safety measures report there have been no changes to materials or assemblies that must comply with particular fire hazard properties, other than those for which a building permit has been issued; and
- (v) the information contained in this report is correct.

Signature

Owner*/agent of owner*

* *Delete if inapplicable*

Date

NOTES

1. The owner must ensure that this annual safety measures report is displayed at an approved location in accordance with regulation 1211 of the Building (Interim) Regulations 2005. The penalty for non-compliance is a maximum of 10 penalty units.
2. The owner must ensure that this annual essential safety measures report and records of maintenance checks, service and repair work are kept on the premises for inspection by the municipal building surveyor or chief officer at any time on request. The penalty for non-compliance is a maximum of 10 penalty units.
3. Under section 240 of the **Building Act 1993** an owner of a building or land may in writing authorise another person to make any application, appeal, referral or representation under this Act on behalf of the owner. Under section 248(1) of the **Building Act 1993**, it is an offence for a person to do those things unless they are so authorised.

Attachment 7 - Schedule of Buildings Requiring Form 10 Report

This schedule lists the Council owned buildings for which Regulation 1209 of the Building (Interim) Regulations 2005 applies which require an Annual Essential Safety Measures Report using Form 10.

Building	Location	Function

Attachment 8 – Building & Facility User Agreement Guidelines

The following are the various roles and responsibilities associated with use of Council buildings, facilities or reserves.

Each group or Committee of Management that is assigned a usage right will formally acknowledge and agree to their roles and responsibilities on a separate Agreement Form.

The intention is to have a standard agreement as much as possible for all users to ensure consistency and fairness to users. Should any of the issues be of a concern to a group, then there is the opportunity to appeal to the Chief Executive Officer who may ask that the matter be considered further by Council. Such issues are to be the exception rather than the rule in order to maintain the level of consistency and fairness to all.

Council may withdraw the usage right with 3 months notice under normal circumstances, although in an emergency usage rights may be temporarily suspended to enable a strategically more important use to take effect immediately (eg use as an Emergency Evacuation Centre).

Failure to maintain the facility to an acceptable standard and comply with the agreement conditions may result in the immediate cancellation of the usage rights as will evidence of the user group mismanaging the Council property.

The items listed in the Responsibility Guidelines have been determined on the basis of a single user group (such as Committee of Management) for a building, facility or reserve. However for a multi-user group facility there are a number of items where Council should be the responsible authority, eg checking of fire extinguishers, where the cost can be apportioned to each of the groups but arrangements for inspection are made by Council. This position will be outlined in each user group's agreement for such a facility.

In general:

- **Maintenance and Damage:**

In all instances other than where Council has accepted responsibility, the user group must accept full financial responsibility for damages, and internal and external non-structural maintenance except in exceptional circumstances whereby an agreement may be negotiated with Council.

- **Damage Reports:**

Damage incurred to all properties on Council reserves must be reported to Council immediately by the occupying tenant. Immediate action must then be taken to secure the building. If this action is not taken by the tenant Council will provide the required services and pass the charge on to the tenant.

- **Public Liability Insurance:**

Council requires independent bodies, public elected committees and sporting bodies who conduct activities on Council property to provide their own Public Liability Insurance with indemnity of not less than \$10,000,000.00 or such other amounts as required by Council from time to time.

- **Building & Contents Insurance:**

Buildings owned by Council are fully insured by Council and paid for by the principal tenant organisations unless an alternative arrangement is negotiated with Council;

Contents purchased or supplied by the occupiers and not considered fixtures of the facility remain the property of the occupiers and are NOT insured by Council, nor are cash and consumable goods kept on the premises.

Attachment 8: - Building & Facility User Agreement Guidelines continued

RESPONSIBILITY GUIDELINES – COUNCIL BUILDINGS, FACILITIES & RESERVES

Item	User Group/Committee of Management Responsibilities	Council's Responsibilities
Building Structure	Responsible to ensure the structure is not subjected to usage by the group that may result in damage; also to report any damage that may be observed regardless of how it has arisen.	Council is responsible for and then managing any maintenance, repair or alteration that may be necessary to the structure.
Vandalism	Responsible for repairs up to \$500	If cost exceed \$1,000 arrange insurance claim
Security system	Total responsibility for purchase, installation, service and maintenance where the system is to protect the groups' assets.	No responsibility
Building alterations	To determine and document building alteration requests, including a cost estimate, as required by the group for its operations and also any contribution it may make to the cost..	Assess submitted requests & costs, and if approved ensure funding is available then arrange for work to be undertaken under Council supervision to relevant standards.
Curtains and blinds	Regular cleaning and repair	No responsibility
Ceilings	Repairs due to misuse	Major repair and/or replacement due to structural faults, age etc
Doors (including cupboard doors and door fittings)	Regular cleaning and repair of internal doors due to misuse	Replacement due to structural fault.
Electrical wiring and fittings in the building	Repair and replacement of 'electricals' including light fittings, switches and power points arising from misuse	Building wiring including the switchboard
Fire extinguishers	Fill when discharged and pay for annual inspection fee	Arrange annual inspection of units.
Floor surfaces and coverings	Regular cleaning and maintenance	No responsibility
Glass	Keep clean and replace breakages up to \$500 per incident	If cost exceeds \$1,000 arrange insurance claim
Heating fixtures	Payment of all electricity accounts, servicing, replacing and repairing when required	No responsibility
Keys, Locks	Secure management of keys issued by Council	Purchase, install and maintain all locks
Light globes (internal and external) associated with the building	Replacement and repair faulty fittings	No responsibility
Plumbing and fixtures	Cost of internal repairs due to misuse, and any pre-approved add-on fixtures not standard within the building	Ensure that there is provision of water and sewerage services to premises
Plumbing waste pipes and drains	To keep pipes and drains clear of foreign objects and to clear any blockages.	Responsibility only for blockages caused by external influences such as tree roots or other damage.
Other permanent fixtures	Regular cleaning of all fixtures and repair/replace if due to misuse	No responsibility
Hygiene	To keep all areas in a clean and hygienic state	No responsibility
Painting	External non-structural & internal painting as needed	External structural painting only
Roofs	No responsibility	All maintenance and repair as required
Walls	Regular cleaning and repair of internal walls	Structural maintenance
Building (external)	General non-structural maintenance	Structural maintenance
Food handling areas and equipment	To comply with the relevant Health Act and regulations	No responsibility

Attachment 9: - Bldg Components – Standard Definitions & Descriptions

The following list is based on the National Public Works Council guideline (now Australian Procurement and Construction Council), which refers to the components of a building as element groups, elements and sub-elements. Utilising a standard method to break building structures into smaller components helps to provide a consistent approach for identifying the parts of the building structure and services. A standard approach also helps consistent use of terminology to be applied in the establishment of condition standards within the assessment process, costing, planning, implementation and reporting of maintenance works.

(a) Substructure - the structurally sound and watertight base upon which to build.

Includes: Basement and foundation excavations; piers, piles, pedestals, beams and strip footings; foundation walls; drop aprons; hardcore filling; work slabs and damp-proofing or other membranes; floor structures; sub-soil drainage; ducts, pits, bases and service tunnels; entrance steps, ramps and their finishes; steps and ramps in the one floor level; structural screeds and toppings; internal swimming pools; all other work up to but excluding the lowest floor finish.

(b) Superstructure

Columns - The upright supports to upper floors and roof forming part of a framed structure.

Includes: internal and external columns from tops of column to bases; column casings; all protective non-decorative coatings.

Upper floors - floor structures above that at the lowest level.

Includes: all beams; concrete, precast and in-situ floors; waffle slab and filler block floors; metal floors; computer floors; timber framed floors; structural screeds and toppings; concealed insulation; balconies; overhangs and sunhoods integral with floors; steps and ramps in the one floor level; all protective non-decorative coatings.

Staircases - the structural connections between two or more nominal floor levels or to roof, plant rooms and motor rooms together with associated finishes.

Includes: landings; ramps between floor levels; fire escapes; supporting framework; access ladders; spiral staircases; tread, riser; string and soft finishes; balustrades and handrails.

Roof - to provide a structurally sound and watertight covering over the building.

Includes: portal frames; roof construction; gable and other walls in roof spaces; parapet walls and roof balustrades; thermal insulation; roof lights and dormers with their sun screenings; eaves, verges and fascias; rainwater goods; internal stormwater drainage runs; awnings and open lean-to roofs; all protective non-decorative coatings.

External walls - the vertical enclosure around the building other than 'Windows' and 'External Doors' from 'Substructure' to 'Roof'.

Includes: structural walls; basement walls and tanking above lowest floor finish; spandrel, curtain and window walls; external shop fronts; glazed screen walls; columns and isolated piers to non-framed (load bearing) structures; gallery and balcony walls and balustrades; solar screen walls; plant room air flow screens; all insulation to external walls; all external finishes to all columns, slab edges, beams, projecting overhangs and walls; lintels and flashings at openings; ring beams and stiffening beams not integral with floor, ceiling or roof slabs.

Windows - openings in 'External Walls' to provide light and ventilation.

Includes: flyscreens; louvres; guard grilles; remote control gear; sun protection to windows; curtains; blinds, track and pelmets; window sills and linings; hardware and decoration.

External doors - the access ways into the building both for pedestrians and vehicles.

Includes: frames; linings; glazing; architraves; hardware; panels and highlights over; fly doors; roller shutters; garage doors; fire doors; grille and chainwire doors; gates; service cupboard doors and thresholds and decoration.

Internal walls - permanent division of internal spaces into separate room or to enclose duct and other non-usable areas.

Includes: walls and piers; internal columns and isolated piers to non-framed (load bearing) structures; lintels; damp courses and bearing strips; stiffening beams not integral with floor, ceiling or roof slabs; part height solid walls glazed over to ceiling; unducted air flow grilles; firewalls and smoke screens.

Attachment 9: - Standard Definitions & Descriptions Continued

Internal screens and borrowed lights - to screen off or temporarily divide internal spaces into separate compartments and to allow the transfer of light through 'Internal Walls'.

Includes: proprietary type office partitioning; glazed screens; internal shop fronts; fold away and operable walls; overhead framework and supporting beams; chain wire and grille screens; toilet partitions and screen walls; borrowed lights; balustrades and rails not associated with staircases; all finishes and decorations.

Internal doors - passage ways through 'Internal Walls', internal screens and partitions and to provide access to service cupboards and ducts.

Includes: frames; linings; glazing; architraves; pelmets; hardware and door grilles; chain wire and grille doors; toilet doors; cell and strong room doors; fire doors; roller shutters; service cupboard doors; duct access panels; fanlights and panels over and linings to blank openings and decoration.

(c) Finishes

Wall finishes - to finish and decorate all interior faces of 'Columns', 'External Walls' and 'Internal Walls'.

Includes: finishes to internal faces of external walls and columns; acoustic wall linings; face and coloured blocks and off form concrete; splashbacks; dados and regulation wall vents.

Floor finishes - to provide a satisfactory finish to 'Upper Floors' and 'Substructure' for walking on.

Includes:- balcony floor finishes; skirtings; screeds; timber floor finishes; dividing strips; mats and matwells; duct and pit covers; carpeting used as a permanent floor finish; timber and other finishes to concrete floors; finishes to steps in the one floor level.

Ceiling finishes - to finish and decorate all internal soffits of 'Upper Floors' and 'Roof' over rooms and external soffits over unenclosed covered areas.

Includes: suspended false ceilings; proprietary suspended ceiling systems; acoustic ceiling linings; linings to roof lights; ceiling manholes; framing to bulkheads and cornices.

(d) Fittings

Fitments - to fit out the building with built-up fitments and fixed items.

Includes: benches; cupboards; shelving; racks; seats; counters; notice boards; signs and nameplates; coat rails and hooks; mirrors; wall hatches; daises and stages.

However, loose furniture is considered as a non-building asset. These are the items of furniture that are not built in and are easily relocatable such as tables; chairs; desks; lounges; freestanding cupboards and shelving, and filing cabinets.

Special equipment - to provide items of equipment of unitary, commercially available type and/or of a type not covered by other elements.

Includes: window cleaning; boiling water units; sink heaters; refrigerated drinking water coolers; sanitary macerators and circulating fans.

In circumstances where equipment has been provided for a purpose-built building, the equipment should be considered as part of the building. This applies when equipment is built in, affixed to or installed in such a manner that the installation costs will be substantial and could include special foundations, or extensive restoration works after the equipment has been removed (e.g. spray painting booths, incinerators, autoclaves, sterilizers, bakery equipment, laundry equipment and cranes).

Non-building plant and equipment can be defined as equipment that can be easily removed after erection or installation. In this context, the primary consideration of the building should be that of a shelter. Therefore, non-building plant and equipment are those that can be disconnected, dismantled and removed without significant impact on the building in terms of:

- damage to the building structure, including internal partitions;
- affecting the function of the building as a shelter; and
- the need to restore, change or upgrade the building after removal.

For ease of reference, the following sub-categories have been used to identify those items that are to be considered as non-building plant and equipment.

Attachment 9: - Standard Definitions & Descriptions Continued

Portable and attractive equipment is considered to be in the category of non-building asset. These assets are generally smaller items of equipment that are usually stand-alone, hand-held, or plug-in. Examples of portable and attractive equipment include:

- portable tools
- cameras
- calculators
- portable power tools,; and
- battery clocks.

Plug-in "white goods" and general office equipment are considered to be non-building assets. These assets are generally plug-in electric items of equipment, usually included as office facilities. Examples of plug-in 'white goods' and general office equipment include:

- urns (plug-in)
- fridges/freezers
- clothes washers
- computer terminals and printers
- facsimile machines
- photocopying machines
- shredders, and
- microwave ovens.

Production and business equipment that can be easily removed is considered to be a non-building asset. These assets are generally used for carrying out the core business and activities (eg. production, training, testing, research) of the occupant. Examples of production and business equipment include:

- scientific equipment
- wood working equipment
- metal working equipment
- sewing machines
- welding machines, and
- biological safety cabinets.

Ancillary equipment is considered to be a non-building asset. This type of equipment is generally used for routine operational purposes. Examples of ancillary equipment include:

- motor vehicles and tractor
- trailers
- boats
- ride on mowers
- pool cleaning and servicing equipment
- cleaners' equipment, and
- garden hoses, sprinklers.

(e) Services

Sanitary fixtures - to fit out the building with normal fixtures connected to the soil and waste plumbing systems and all associated ancillaries.

Includes:- WC suites; urinals; basins; sinks and tubs; troughs and runnels; drinking fountains; slop hoppers; showers; hobs; shower curtains and trays; terminal outlets integral with fixtures; flusherette valves; soap and toilet paper holders; towel rails and hand driers.

Sanitary plumbing - the disposal of all waste and soiled water from fixtures and equipment out to the external face of external walls.

Includes:- stacks and vents; all loose traps; floor wastes; internal sewer drainage runs, pumps and ejectors; acid resisting pipes and drains; box ducting and paintwork.

Water supply - systems to supply water from point of building entry to the points of consumption.

Includes:- storage tanks; pumps; water treatment plants; water heaters and coolers; reticulation pipework including pipeline components; terminal outlets not integral with fixtures and/or equipment; controls other than those associated with water consuming items of equipment; box ducting; insulation; sheathing; painting and identification; building and electrical work forming part of the water supply.

Attachment 9: - Standard Definitions & Descriptions Continued

Gas services - to supply town, natural, simulated natural and liquefied petroleum gas from point of building entry to points of consumption.

Includes:- portable gas cylinders; booster compressors; manifolds and regulators; box ducting, painting and identification; building and electrical work forming part of the gas service element; reticulation pipework and pipeline components; terminal outlets not integral with fixtures and/or equipment and gas detection systems.

Space heating - to heat the interior of buildings by means of convection, radiation or any other form of heating.

Includes:- unitary heaters; reticulated steam, hot water or hot oil systems; warm air systems; electric floor or ceiling heating systems; fireplaces, hearths or associated work in chimney stacks; boiler plant; insulation and painting; controls and associated electrical work.

Ventilation - to ventilate buildings by means of supply and/or exhaust systems.

Includes:- mechanical ventilators; non-mechanical roof ventilators; supply and/or exhaust fans; ducted systems; exhaust hoods; ducting, plant, controls and associated electrical work.

Evaporative cooling - to cool air within a building by evaporative processes; the system can include ancillary heating.

Includes:- evaporative coolers; rock bed regenerative systems and ancillary heating devices; ducting, insulation, painting and associated electrical work.

Air conditioning - to maintain and control temperature, humidity and quality of air within predetermined limits within buildings.

Includes:- package air conditioners; systems for cooling only; ductwork, plant (chillers, cooling towers, air handling units, pumps etc.), controls and associated electrical work and air conditioning grilles.

Fire protection - to detect and/or extinguish fires.

Includes:- sprinklers and other automatic extinguishing systems; fire indicator boards; manual and automatic fire alarm installations; fire fighting equipment; hydrant installations and hose reels and cupboards, hand appliances.

Electric light and power - to provide all light and power and emergency light and power from and including main distribution board to and including power outlets and light fittings.

Includes:- main distribution board; sub-mains and distribution boards; emergency lighting systems; power sub-mains to mechanical equipment and sub-mains and/or sub-circuits to other equipment and/or final sub-circuits.

Communications - to provide audio and video communication within a building.

Includes:- all telephone cabling, internal telephone, public address, call, emergency warning and inter communication, personal paging, clock and/or bell, TV antenna and closed circuit TV.

Transportation systems - to transport personnel and/or goods from floor to floor or area to area.

Includes:- lifts, hoists and conveying systems; escalators; all associated equipment and work other than structural building work.

Special services - to provide services or installations not covered by other elements.

Includes:- monitoring systems; cool rooms and process cooling; special conditioned rooms; staircase pressurisation systems; compressed air; medical and industrial gas systems; dust extraction systems; security systems; lightning protection; stage lighting and theatre equipment; reticulated soap dispenser systems; laundry, heat and water reclaim systems.

(f) External services

External stormwater drainage - to dispose of rain and surface water from site.

Includes:- pipe runs from the external face of buildings; inspection pits; sumps; road gullies; culverts; box drains; grated trenches; runs from pools and fountains; outfalls and head/walls; agricultural and sub-soil drains; connections to existing runs and pits.

Attachment 9: - Standard Definitions & Descriptions Continued

External sewer drainage - to dispose of soil and waste water from the site.

Includes:- pipe runs from the external face of buildings; grease gullies; inspection pits and manholes; acid resisting and special drains; dilution pits; petrol and plaster arrestors; septic tanks; collection and holding wells; absorption trenches; transpiration areas; pumps and ejectors; connections to existing runs, pits and mains.

External water supply - systems to supply water up to the external faces of buildings and up to other major consuming points such as swimming pools, fountains, artificial ponds, irrigation and ground watering outlets.

Includes:- storage tanks; water towers; pumps; water treatment plants; water heaters and coolers; reticulation pipework including components; terminal outlets not integral with fixtures and/or equipment; insulation; sheathing; painting and identification; meters and meter enclosures; water bores; irrigation and ground watering systems; building and electrical work forming part of the water supply.

External gas - to supply town, natural, simulated natural and liquefied petroleum gas up to the external faces of buildings and other consuming points.

Includes:- storage cylinders and tanks; meters and regulators; meter enclosures; reticulation pipework and pipeline components; building and electrical work forming part of the external gas supply.

External fire protection - to supply fire hydrant and gas or vaporising agent runs up to external faces of buildings, external sprinkler systems, and for site connections and connection of fire protection systems between buildings. Also to detect and/or extinguish fires in fixed plant of equipment located in the open air.

Includes:- stand-by and booster pumps; pipe runs; storage and reticulation of gas and vaporising agents; hydrant points; overhead and underground cables for fire detection systems.

External electric light and power - to supply electric power to main distribution boards of buildings and to provide lighting and power to external site areas.

Includes:- connections to source of power supply; consumers mains; sub-station equipment; emergency generating plant; main switchboard; underground and overhead cables; pylons and all trenches for cabling; street and area lighting; illuminated signs and building flood lighting.

External communications - to provide external communication cables to terminating frames of buildings and to provide communication systems between buildings and to external site areas.

Includes: underground and overhead cables; pylons; connections to existing cables; external speakers; hooters; clocks; bells; closed circuit TV; community antenna systems.

External special services - to provide external service or installations not included in other elements.

Includes:- external connections to special services; service tunnels, ducts or conduits in connection with external reticulation of services elements; dust extraction plant; incineration plant; bulk storage for medical and industrial gases.

Source: Queensland Government Building Asset Maintenance System
<http://www.build.qld.gov.au/amps/mmfpolicy.asp#mmf> – September 2006



Appendix I

Draft 2017-18 Budget - G21 Rate Comparison

**Essential Services Commission
Higher Rate Cap Application
2017-18**

BOQ 2017-18 DRAFT BUDGET v. 2017/2018 DRAFT BUDGETS OF G21 REGION COUNCILS

Rates and charges for residential properties	Queenscliffe Adopted Budget 2016/17	Queenscliffe Draft Budget 2017/18	2017/18 Variance to 2016/17 \$	2017/18 Variance to 2016/17 %	COGG Draft Budget 2017/18	Colac-Otway Draft Budget 2017/18	Surf Coast Draft Budget 2017/18	Golden Plains Draft Budget 2017/18
General Rates	0.00236536	0.00247180	0.00010644	4.50%	0.00279400	0.00442200	0.00250083	0.00371900
Municipal Charge	\$0.00	\$0.00	\$0.00	0.00%	\$98.55	\$184.64	\$204.00	\$225.00
Kerbside/General Waste Charge	0.00019210	0.00019342	0.00	0.69%	\$278.05	\$298.00	\$379.00	\$252.00
Recycling Charge	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$198.00	\$0.00	\$0.00
Green Waste Charge	\$36.90	\$37.95	\$1.05	2.85%	\$0.00	\$0.00	\$0.00	\$0.00
Public Waste Charge	\$96.50	\$99.20	\$2.70	2.80%	\$0.00	\$0.00	\$0.00	\$0.00
CIV: \$1,200,000								
General Rates	\$2,838.43	\$2,966.16	\$127.73	4.50%	\$3,352.80	\$5,306.40	\$3,001.00	\$4,462.80
Municipal Charge	\$0.00	\$0.00	\$0.00	0.00%	\$98.55	\$184.64	\$204.00	\$225.00
Waste Management Charges:								
Kerbside/General Waste Charge	\$230.52	\$232.10	\$1.58	0.69%	\$278.05	\$298.00	\$379.00	\$252.00
Recycling Charge	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$198.00	\$0.00	\$0.00
Green Waste Charge	\$36.90	\$37.95	\$1.05	2.85%	\$0.00	\$0.00	\$0.00	\$0.00
Public Waste Charge	\$96.50	\$99.20	\$2.70	2.80%	\$0.00	\$0.00	\$0.00	\$0.00
Sub total: Waste Management Charges	\$363.92	\$369.25	\$5.33	1.47%	\$278.05	\$496.00	\$379.00	\$252.00
TOTAL Rates and Charges	\$3,202.35	\$3,335.42	\$133.06	4.16%	\$3,729.40	\$5,987.04	\$3,584.00	\$4,939.80
% above BOQ 2016/17 Adopted Budget	n/a	n/a	n/a	n/a	16.46%	86.96%	11.92%	54.26%
% above BOQ 2017/18 Draft Budget	n/a	n/a	n/a	n/a	11.81%	79.50%	7.45%	48.10%
CIV: \$900,000								
General Rates	\$2,128.82	\$2,224.62	\$95.80	4.50%	\$2,514.60	\$3,979.80	\$2,250.75	\$3,347.10
Municipal Charge	\$0.00	\$0.00	\$0.00	0.00%	\$98.55	\$184.64	\$204.00	\$225.00
Waste Management Charges:								
Kerbside/General Waste Charge	\$172.89	\$174.08	\$1.19	0.69%	\$278.05	\$298.00	\$379.00	\$252.00
Recycling Charge	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$198.00	\$0.00	\$0.00
Green Waste Charge	\$36.90	\$37.95	\$1.05	2.85%	\$0.00	\$0.00	\$0.00	\$0.00
Public Waste Charge	\$96.50	\$99.20	\$2.70	2.80%	\$0.00	\$0.00	\$0.00	\$0.00
Sub total: Waste Management Charges	\$306.29	\$311.23	\$4.94	1.61%	\$278.05	\$496.00	\$379.00	\$252.00
TOTAL Rates and Charges	\$2,435.11	\$2,535.85	\$100.74	4.14%	\$2,891.20	\$4,660.44	\$2,833.75	\$3,824.10
% above BOQ 2016/17 Adopted Budget	n/a	n/a	n/a	n/a	18.73%	91.38%	16.37%	57.04%
% above BOQ 2017/18 Draft Budget	n/a	n/a	n/a	n/a	14.01%	83.78%	11.75%	50.80%
CIV: \$700,000 (approx. Median)								
General Rates	\$1,655.75	\$1,730.26	\$74.51	4.50%	\$1,955.80	\$3,095.40	\$1,750.58	\$2,603.30
Municipal Charge	\$0.00	\$0.00	\$0.00	0.00%	\$98.55	\$184.64	\$204.00	\$225.00
Waste Management Charges:								
Kerbside/General Waste Charge	\$134.47	\$135.39	\$0.92	0.69%	\$278.05	\$298.00	\$379.00	\$252.00
Recycling Charge	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$198.00	\$0.00	\$0.00
Green Waste Charge	\$36.90	\$37.95	\$1.05	2.85%	\$0.00	\$0.00	\$0.00	\$0.00
Public Waste Charge	\$96.50	\$99.20	\$2.70	2.80%	\$0.00	\$0.00	\$0.00	\$0.00
Sub total: Waste Management Charges	\$267.87	\$272.54	\$4.67	1.74%	\$278.05	\$496.00	\$379.00	\$252.00
TOTAL Rates and Charges	\$1,923.62	\$2,002.80	\$79.18	4.12%	\$2,332.40	\$3,776.04	\$2,333.58	\$3,080.30
% above BOQ 2016/17 Adopted Budget	n/a	n/a	n/a	n/a	21.25%	96.30%	21.31%	60.13%
% above BOQ 2017/18 Draft Budget	n/a	n/a	n/a	n/a	16.46%	88.54%	16.52%	53.80%
CIV: \$500,000								
General Rates	\$1,182.68	\$1,235.90	\$53.22	4.50%	\$1,397.00	\$2,211.00	\$1,250.42	\$1,859.50
Municipal Charge	\$0.00	\$0.00	\$0.00	0.00%	\$98.55	\$184.64	\$204.00	\$225.00
Waste Management Charges:								
Kerbside/General Waste Charge	\$96.05	\$96.71	\$0.66	0.69%	\$278.05	\$298.00	\$379.00	\$252.00
Recycling Charge	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$198.00	\$0.00	\$0.00
Green Waste Charge	\$36.90	\$37.95	\$1.05	2.85%	\$0.00	\$0.00	\$0.00	\$0.00
Public Waste Charge	\$96.50	\$99.20	\$2.70	2.80%	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL Rates and Charges	\$1,279.18	\$1,335.10	\$55.92	4.37%	\$1,397.00	\$2,211.00	\$1,250.42	\$1,859.50
Total Rates and Charges	\$1,412.13	\$1,469.76	\$57.63	4.08%	\$1,773.60	\$2,891.64	\$1,833.42	\$2,336.50
% above BOQ 2016/17 Adopted Budget	n/a	n/a	n/a	n/a	25.60%	104.77%	29.83%	65.46%
% above BOQ 2017/18 Draft Budget	n/a	n/a	n/a	n/a	20.67%	96.74%	24.74%	58.97%
CIV: \$300,000								
General Rates	\$709.61	\$741.54	\$31.93	4.50%	\$838.20	\$1,326.60	\$750.25	\$1,115.70
Municipal Charge	\$0.00	\$0.00	\$0.00	0.00%	\$98.55	\$184.64	\$204.00	\$225.00
Waste Management Charges:								
Kerbside/General Waste Charge	\$57.63	\$58.03	\$0.40	0.69%	\$278.05	\$298.00	\$379.00	\$252.00
Recycling Charge	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	\$198.00	\$0.00	\$0.00
Green Waste Charge	\$36.90	\$37.95	\$1.05	2.85%	\$0.00	\$0.00	\$0.00	\$0.00
Public Waste Charge	\$96.50	\$99.20	\$2.70	2.80%	\$0.00	\$0.00	\$0.00	\$0.00
Sub total: Waste Management Charges	\$191.03	\$195.18	\$4.15	2.17%	\$278.05	\$496.00	\$379.00	\$252.00
TOTAL Rates and Charges	\$900.64	\$936.72	\$36.08	4.01%	\$1,214.80	\$2,007.24	\$1,333.25	\$1,592.70
% above BOQ 2016/17 Adopted Budget	n/a	n/a	n/a	n/a	34.88%	122.87%	48.03%	76.84%
% above BOQ 2017/18 Draft Budget	n/a	n/a	n/a	n/a	29.69%	114.28%	42.33%	70.03%



Appendix J

**Council Report Rate Capping Submission
Variation Process
Minutes Ordinary Meeting of Council
19 January 2017**

**Essential Services Commission
Higher Rate Cap Application
2017-18**



16.2 Rate Capping Submission Variation Process

File:	QG-227-08-04
Report Author:	General Manager Corporate and Community Services
Strategic Objective:	A proactive and accountable Council
Portfolio:	Governance and Finance
Portfolio Holder:	Cr Susan Salter

Purpose

The purpose of this report is to enable Council to determine if it intends to formally consider an application for a higher rate cap for the 2017/18 rating year at a future date and to advise the Minister for Local Government by the 31 January 2017 deadline of Council's intent.

Background

The Victorian Government has established the Fair Go Rates System (FGRS), which is the framework limiting the maximum amount councils may increase rates in a year without seeking additional approvals.

Each year the Minister for Local Government sets the rate cap that will specify the maximum increase in councils' rates and charges (excluding waste management charges) for the forthcoming financial year. The Minister has the capacity to set a cap that applies to all councils, a group of councils or a single council.

In circumstances where the rate cap is insufficient for the Borough of Queenscliffe Council's needs, Council can apply to the Essential Services Commission (ESC) for a higher cap.

The ESC is responsible for:

- providing advice to the Minister on the annual rate cap,
 - assessing council applications for a higher cap,
 - accepting or rejecting council applications for a higher cap,
 - monitoring and reporting annually on councils' compliance with the cap or approved higher cap,
 - monitoring and reporting biennially on the overall outcomes in the sector arising from the FGRS, and
 - issuing guidance materials and guidelines on the implementation and administration of the FGRS.
-



In considering whether to approve a higher cap, the ESC has regard to:

- the proposed higher cap and the specified year(s) that it will apply,
- the reasons for which Council seeks the higher cap,
- how the views of ratepayers and the community have been taken into account in proposing the higher cap,
- how the higher cap is an efficient use of Council resources and represents value for money,
- whether consideration has been given to reprioritising proposed expenditures and alternative funding options and why Council does not consider those options to be adequate, and
- that the assumptions and proposals in the application are consistent with Council's long term strategy and financial management policies set out in Council's planning documents and annual budget.

The ESC, in response to the Minister's request, provided the Minister with advice regarding the ESC's preferred quantum and rationale for the 2017/18 rate cap in December 2016. The ESC advised the Minister of its view that the formula published in the ESC's final report *A Blueprint for Change – Local Government Rate Capping and Variation Framework Review (September 2015)* remained appropriate. The formula proposed application of a 60% weighting to the rate of increase in the Consumer Price Index and a 40% weighting to the Wage Price Index less an efficiency factor of 0.05.

Contrary to the advice of the ESC, the Minister determined that the rate cap to apply to Victorian councils in 2017/18 will be 2.00% in line with the forecast Consumer Price Index (CPI) for 2017/18.

Council officers have scheduled and commenced a number of informal financial planning briefings and workshops with Councillors during the period from December 2016 – April 2017 in preparation of the draft 2017/18 Budget and Strategic Resource Plan. These briefings and workshops will inform Councillors regarding the implications of any relevant matters that may impact on the draft 2017/18 Budget and financial planning, and to provide information to assist Councillors to consider the implications of these matters on the long term financial plan. Councillors have been informed about the ESC's process requirements should Council wish to have an opportunity to formally consider and resolve to apply for a higher rate cap for the 2017/18 rating year at a future date.

Key Issues

The ESC has requested that councils advise of their intentions regarding whether a higher rate cap is likely to be sought for the 2017/18 rating year by 31 January 2017. This will enable the ESC to allocate sufficient resources to the sector to assess and respond to the applications in a timely manner. This initial process does not obligate Council in any way to apply for a higher rate cap and does not imply that Council has determined to apply for a higher rate cap.

An important matter to be considered by Council, should Council resolve to seek an opportunity to consider an application for a higher cap at a future date, is the implications of meeting the ESC's application requirements. This includes the requirement to undertake adequate community



consultation prior to seeking a higher rate cap. While the Minister has made adjustments to the statutory timeframes for council's to make an application and also adopt the 2017/18 Budget, Council will need to give due consideration to the implications on resourcing and the timeframe to deliver the 2017/18 Budget process with the legislative framework.

Discussion

The ESC has published guidance material to help councils meet their obligations under the FGRS, including how to apply for a higher cap. This guidance reflects the ESC's learnings from the first year of application in 2016/17, along with feedback from the sector, technical working groups and ratepayers. The guidance material was amended in December 2016 following a change to the date by which councils must submit applications.

Applications for a higher cap are required to demonstrate a long-term funding need that would justify a permanent increase in the rates base higher than that provided by the cap. A long-term funding need is a situation in which a council projects that its long-term operating revenue will be less than the projected long-term operating expenditure needed to perform its duties and functions, including some capacity to accommodate unforeseen events.

Applications must specify and address each of the following six legislative matters:

1. a proposed higher cap for each specified financial year (up to four financial years); and
2. the reasons for which the Council seeks the higher cap; and
3. how the views of ratepayers and the community have been taken into account in proposing the higher cap; and
4. how the higher cap is an efficient use of Council resources and represents value for money; and
5. whether consideration has been given to reprioritising proposed expenditure and alternative funding options and why those options are not adequate; and
6. that the assumptions and proposals in the application are consistent with the Council's long term strategy and financial management policies set out in the Council's planning documents and annual budget.

In addressing each of these matters an application should demonstrate the funds needed, the reason, the actions that Council has taken to address the need, and that Council has robust long-term financial management policies and plans informed by meaningful engagement with the community.

The ESC gives further consideration to the following matters in assessing an application:

1. What is the financial capacity of Council (to meet the need)?
2. What actions has Council taken to address the need?
3. How robust are Council's plans, policies and strategies?
4. Is the need short-term or long-term?



Ultimately, a decision to approve a higher cap rests on how confident the ESC is that Council's application demonstrates that long-term financial planning can deliver sustainable outcomes in services and infrastructure to its community.

A higher cap is not appropriate when an application:

- does not demonstrate a long-term funding need
- proposes to apply the higher cap to fund short-term needs
- is not supported by adequate long-term financial planning
- does not demonstrate that Council accounted for the views of the community and ratepayers
- is inconsistent with Council's internal plans and policies, and conflicts with information provided to the community and the ESC
- is not supported by the ESC's analysis of Council's financial capacity and overall flexibility to manage its short-term needs.

Notification of intent

Councils are encouraged to notify the ESC no later than 31 January 2017 of any intention to seek a variation to the rate cap in 2017/18. This notification does not obligate Council to apply for a variation to the rate cap, but enables the ESC to estimate the resources needed to properly assess the applications in a timely manner. The Council (or Chief Executive Officer) can send an email to the ESC advising of Council's intention and nominating a contact officer. The ESC will publish a list of councils that give notice.

If Council subsequently decides not to submit an application, it should advise the ESC of the decision at the earliest possible time. The ESC will then publish this updated information on their website.

Notification of intent will enable the ESC to arrange a time for a pre-application meeting with Council officers to discuss the application process and to explain more interactively what information should be provided, if Council subsequently makes a decision to apply for a variation to the rate cap. This process is anticipated to give some consideration to Council's relative resource capacity.

Council has been requested to indicate its intention at a point in time when Council has not yet prepared its new Council Plan and related financial planning or prior to engaging with the community in setting its key priorities for the next four years. This places Council in the difficult position of requesting an opportunity to consider an application for a higher rate cap at a future date. This has to occur prior to engaging with the community on the justification for a higher rate cap.

Application process

Council must formally approve and sign off an application for a variation to a rate cap. Council was advised on 1 December 2016 that the Minister has extended the due date for higher rate cap applications for the 2017/18 financial year from 31 March 2017 to 31 May 2017. The one-off extension aims to accommodate council elections held in October 2016. It provides councils with an opportunity to undertake sufficient community engagement and align an application for a



higher rate cap with the development of the 2017-2021 Council Plan. Applications can be made earlier, but councils are requested by the ESC not to make applications before 1 February 2017.

In addition, the Minister also advised that the statutory deadline for councils to adopt a 2017/18 Budget and Strategic Resource Plan has been extended from 30 June 2017 to 31 August 2017. This extension allows councils that are awaiting an ESC decision on a higher rate cap application sufficient time to adopt their 2017/18 Budget, including a Strategic Resource Plan.

The key dates for making a submission for a higher rate cap in the 2017-18 rating year are:

Key date	Timeframe
Minister announces cap	31 December 2016
Council seeking approval for a higher cap notifies the ESC of intention to apply	31 January 2017
Council applies for a higher cap and submits Budget Baseline Information	1 February – 31 May 2017
ESC assesses Council applications	February - July 2017
ESC notifies Council of decisions	Within two months of receipt of application
Council formally adopts budget by	31 August 2017
Council submits Annual Baseline Information by	31 October 2017
ESC publishes Compliance Report	30 November 2017

Council's timetable for the development of the 2017-2021 Council Plan, 2017/18 Implementation Plan and 2017/18 Budget is already extensive. The timetable for the development of the 2017-2021 Council Plan is summarised in Item 16.1 of this Agenda to enable adoption of the 2017-2021 Council Plan by 30 June 2017. The key community engagement phases for the draft 2017-2021 Council Plan are scheduled to occur during January-February 2017 and April-May 2017. The community engagement phase for the 2017/18 Implementation Plan is scheduled to occur in May-June 2017 to ensure that the Budget and Implementation Plan are adopted by July 2017, which is before the extended due date allowed by the Minister up to 31 August 2017.

Importantly, any application for a higher rate cap will require Council to give consideration to a more extensive community engagement program and must be undertaken within the statutory timeframes. This consultation process is expected to contain adequate information on Council's long-term plan to enable the community to understand how the higher cap will provide good value for money, that trade-offs have been considered and that the decision to apply for a higher cap fits into Council's long-term strategy.

The above requirements will present a significant challenge for Council given the available staff resources and capacity to complete appropriate community engagement activities in the timeframe allowed. Council officers strongly recommend that Council give due consideration to



the resourcing implications should Council identify a need to apply for a higher rate cap during the Budget deliberations.

Council Plan

Council's response to the rate cap released by the Minister for Local Government in December 2016 is a crucial element to Council's decision making processes in preparation of a sustainable long term financial plan, including the Strategic Resource Plan and annual budget. It is aligned with the key strategy in the 2013-2017 Council Plan to: *'Provide accountable governance and long term sustainable financial management'*.

Financial

Any future Council decision to seek a higher rate cap will be informed by the development of the Strategic Resource Plan and draft 2017/18 Budget. Council officers are currently expanding the Strategic Resource Plan financial forecasts from four years to a five year time horizon to assist Council to fully understand the longer term financial implications of its decision making.

Social

Any future application for a higher rate cap must demonstrate good community engagement and provide a stable and predictable rating burden on ratepayers. Specifically, an application should clearly explain how the community was engaged with and why the methodology chosen was the most suitable, what information was provided to the community, what the outcomes of the process were and, crucially, how Council took those views into account in deciding to seek a higher cap.

Environmental

No specific items to report.

Risk Management

Council officers have already adjusted the timetable to enable the adoption of the 2017/18 Budget, including a Strategic Resource Plan by 27 July 2017. Any decision by Council to apply for a higher rate cap may necessitate a further extension to this timeframe within the statutory timeframe, which has been extended to 31 August 2017.



Officer Direct or Indirect Interest

Under Section 80C (1) (2) of the Local Government Act 1989, Council staff and persons engaged under a contract to provide advice or a report to a meeting of the Council or a special committee, and who have a direct or indirect interest in a matter to which the advice or report relates, must disclose the type of interest when providing the advice or report and before the advice or report is considered by the Council or the committee.

Officers involved in developing the report have no direct or indirect interests.

Conclusion

In deliberating on this matter it is important that Council retain all possible options (including pursuing or declining the opportunity to make a rate cap variation) so that it maximises its future strategies to meet community needs and respond to the emerging priorities in the new Council Plan and the future financial challenges associated with achieving these objectives.

Given the timing restrictions and limited resources of the organisation to undertake a further comprehensive community engagement program in relation to preparation of an alternative budget in support of a higher rate cap, any decision to make an application should give due consideration at that time to organisation capacity and Council's ability to meet the ESC's application requirements within the prescribed timeframe.

In conclusion, Council officers request direction from Council regarding whether Council is seeking a future opportunity to formally consider application for a higher rate cap for the 2017/18 rating year prior to the deadline on 31 May 2017. Consequently, a subsequent formal decision to apply for a higher cap should occur prior to Council consideration of the draft 2017/18 Budget and be given further consideration in Council's deliberation of the 2017/18 Budget process.

Recommendation:

That Council request the Chief Executive Officer to advise the Essential Services Commission whether or not Council seeks an opportunity to formally consider and resolve to apply for a higher rate cap for the 2017/18 rating year prior to formally considering the draft 2017/18 Budget.

Councillors Merriman / Pizey

That Council requests the CEO to advise the Essential Services Commission that given the current early position in the budget preparation cycle, Council is currently of the view that it should retain the option to consider a future submission for a higher rate cap.

Carried unanimously



Appendix K

**Queenscliffe Building Asset Condition Report
24 Jan 2014**

**Essential Services Commission
Higher Rate Cap Application
2017-18**



January 2014

Borough of Queenscliffe Building Asset Management & Condition Review



Prepared by

CT Management Group

For the

Borough of Queenscliffe



DOCUMENT CONTROL	
<p>CT Management Group PO Box 1374 GEELONG VIC 3220</p> <p>Mobile: 0408 524 060 Email: peterd@ctman.com.au Web: www.ctman.com.au</p>	<p>Document: Building Asset Management & Condition Review Borough of Queenscliffe</p>
	<p>Project Manager: Peter Drummy Author: Uldis Neilands</p>
	<p>Date: January 2014</p>
	<p>Synopsis: Building Asset Management and Condition Review report for the Borough of Queenscliffe building portfolio for input to a Building & Facilities Asset Management Plan.</p>

CONSULTANTS DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
V1	1 Dec 2013	Uldis Neilands	Edit
V2	6 January 2014	Peter Drummy	Edit & include modeling
V3	11 Jan 2014	Stuart Hansen	Update maint & modelling, exec summary etc.

SCHEDULE OF ADOPTION

Version No.	Date	Comment	TRIM Reference
V3	24 Jan 2014	Stuart Hansen & Council	Final Report adopted following presentation to Council 24 Jan 2014

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1. EXECUTIVE SUMMARY

CT Management Group has been commissioned by the Borough of Queenscliffe to undertake a Building Asset Management and Condition Review of all buildings either:

- Owned by Council or
- Located on Land under the control of Council (foreshore).

This work has been a follow up to the work undertaken by CT Management Group in January 2010, and thus follows a recommended routine practice for Council of detailed inspections every 3-4 years and the subsequent development of renewal and maintenance programs to assist Council to better manage their building asset base into the future.

The Borough of Queenscliffe has a substantial suite of community and corporate buildings and facilities, providing a range of services on behalf of the community, and has acknowledged the importance of the competent management of the buildings and facilities to optimise the delivery of services on behalf of the community, consistently into the future.

In 2014 an assessment of 64 buildings was undertaken as compared to 52 buildings identified in 2010. Some of the new buildings added to the list include:

- Three extra new cabins of Cabins 1 to 4 at the Queenscliff Recreation Reserve have now been assessed separately rather than one assessment forming one of four identical cabins.
- Cabin 5 at the Queenscliffe Recreation Reserve. A new cabin transferred to the site in 2011.
- Cabin 6 (Sardine). An already used cabin transferred to the site in 2011.
- Toch Dormitory 1, 2 and 3
- Toch MacDonald Building
- Toch Recreation Hall
- Engine Shed
- Maritime Museum Boat Building Shed

The intention of this project was to assess and record building and building component conditions and document the condition profiles of the buildings and facilities and use the relevant information to provide the most appropriate management recommendations to sustain the building assets for their nominated useful lives having regard to current and forecast budget allocations.

As part of the Building Asset Renewal modelling program, CT Management through an alliance with Peter Moloney Asset Management Systems has incorporated the Moloney AM Software (MAV Renewal Modelling) to show future impacts of the proposed spending. From the running of two models, being the current renewal/maintenance expenditure and predicted renewal demand or recommended expenditure a 'Renewal Funding (Liability) Gap' has been determined over a 10 year period. The key assumptions used to determine Council renewal needs were:

1. All existing buildings are retained;
2. The level of Borough of Queenscliffe renewal funding is maintained in accordance with the LTFP;
3. No external funding is received (or directed to) renewal of existing assets; and
4. Borough of Queenscliffe does not increase its building assets.

The replacement value of the portfolio of 64 buildings assessed is now estimated to be **\$25,450,495** (based on current industry standard construction rates) and in accordance with Industry practice, the average renewal funding required represents approximately 2%-2.5% of the replacement value. For the Borough of Queenscliffe this represents approximately \$560,000 per annum.

The Renewal value provided for each building is the cost of replacing the entire stock of buildings with "like for like" and includes the cost of demolition of the existing building and design/project management costs to build the new building. This value has been generated by referencing Rawlinson's Aust. Construction Handbook. The renewal cost is utilised given that every building component has a finite life and at some point in time will need to be renewed if the building is to continue to deliver its intended service to the community.

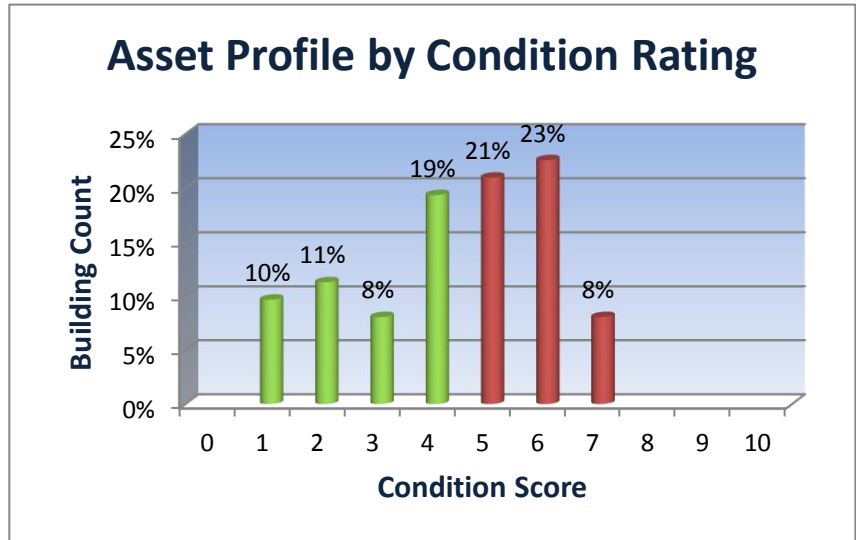
The majority of Council's buildings have been found to be generally in **average to fair** condition. Out of the 64 buildings inspected (replacement value of \$25,450,495), 20 were 'Long Life' and 44 were 'Short Life' buildings. In addition the 64 buildings were further categorised as:

- 21 Council buildings with replacement cost of: \$18,061,827; and
- 43 Foreshore buildings with replacement cost of: \$7,388,668

The Building Asset Management & Condition Review allows a succinct overview of the current condition of these buildings by subdividing the building asset into structure (long and short life), roof, mechanical services and fit-out within their functional classifications. The element of structure is further dissected into roof structure, wall and floor.

Chart 2 highlights the overall condition of the 64 buildings. It highlights a “typical” condition distribution with 29% buildings assessed as very good to good condition (condition 0-3). This condition profile reflects the focus by Council on previous poor condition buildings.

*Chart 2
Building
Condition Profile*



The Chart also identifies that 8% (condition 7) are near the end of their practical life and urgent renewal works will be required over the next 1-5 years. Prior to any major renewal works (significant expenditure) it is recommended that Council undertake a strategic review and determine the services it requires and the facilities it needs to deliver those services; i.e. undertakes a detailed needs analysis.

The report provides detailed up to date information on all Council buildings including features, defects and condition. The report also provides a more current summary of the ‘renewal funding’ required to allow all of the nominated buildings to continue to function ‘as built’ to achieve or surpass the expected life of the current asset based on Councils current Long Terms Financial Plan (LTFP).

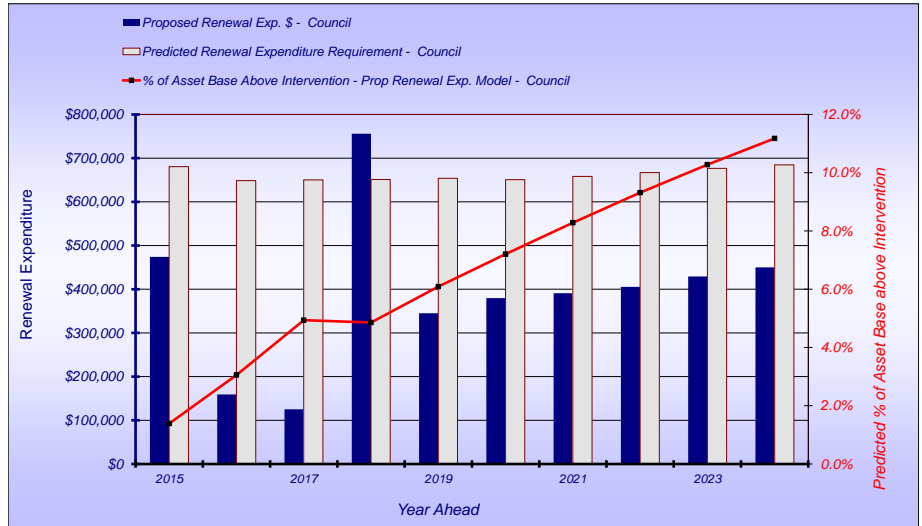
Council’s LTFP indicates building renewal funding as follows, with an average of \$391,000 per annum being provided over the 10 year period.

Buildings CAPEX	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Renewal	\$474	\$159	\$125	\$756	\$345	\$380	\$391	\$406	\$429	\$450
New Assets	\$0	\$122	\$96	\$577	\$0	\$0	\$0	\$0	\$0	\$0
Upgrade/expansion	\$164	\$89	\$70	\$424	\$0	\$0	\$0	\$0	\$0	\$0
Total capital expenditure	\$638	\$370	\$291	\$1,757	\$345	\$380	\$391	\$406	\$429	\$450

Based on the detailed condition information and Councils LTFP, Chart 15 provides an overview of the renewal funding requirements for the next 10 years.

It is predicted that on average \$650,000 per annum is required to meet the total renewal funding needs if all buildings listed are considered.

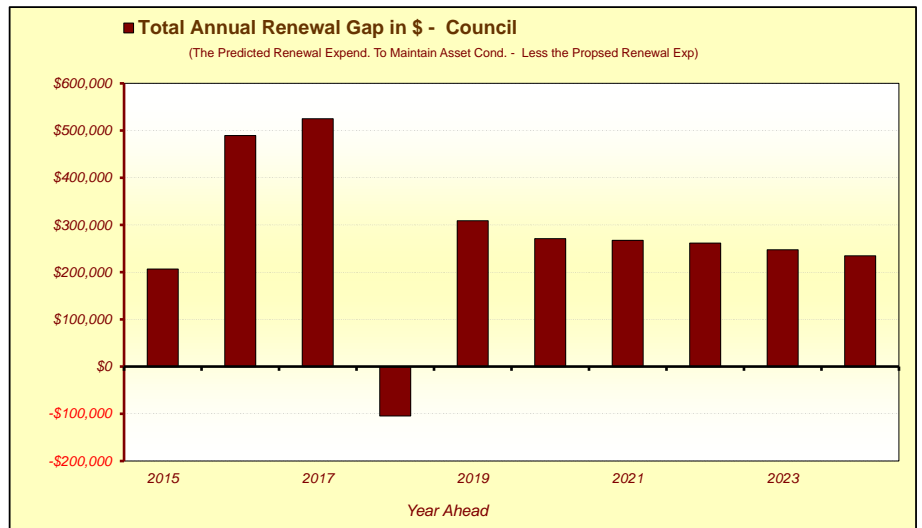
Chart 15
Proposed vs
Required
Renewal



The chart also highlights that whilst under 2% of buildings and their components are at or above the desired intervention (condition poor) this will increase to 5% within 5 under the current funding program (red line).

Chart 16
Annual Renewal
Gap

Chart 16 summarises the current funding versus the required renewal funding expressed as a "gap". It is not until year 4 that sufficient funding is provided.

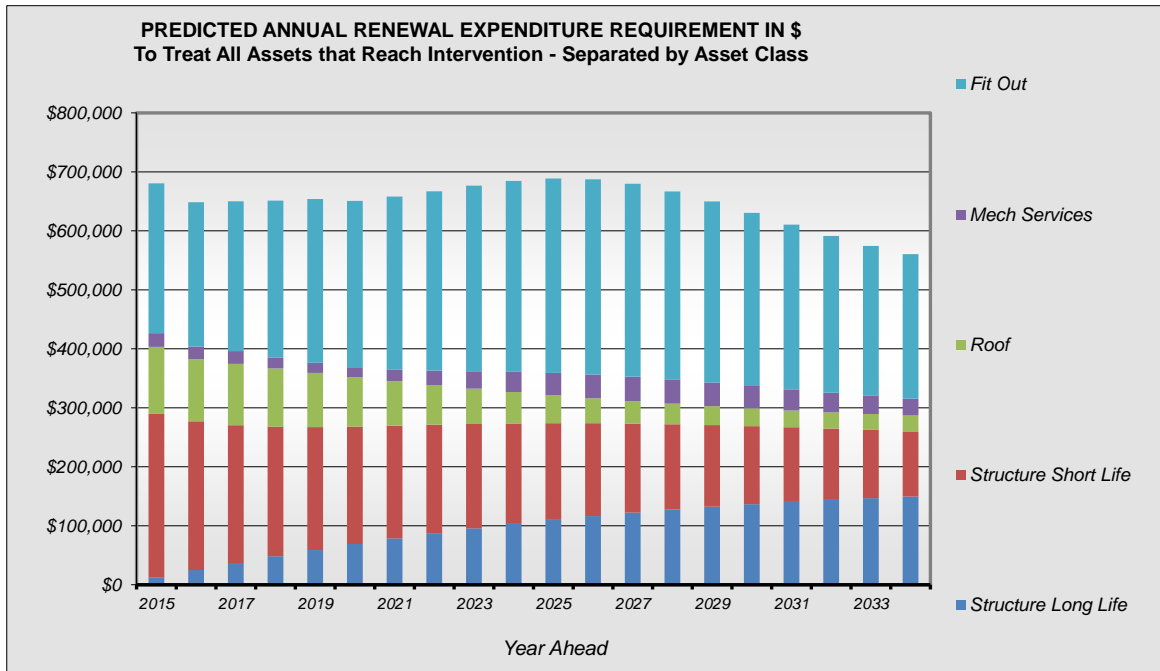


The resultant cumulative gap is estimated at \$27M over the 10 year period.

The average \$270,000 per annum additional funding required is clearly significant for the Borough of Queenscliffe Council and substantial increases in renewal funding will be needed if these assets are to continue to support key services provided by Council.

Chart 12 highlights the renewal requirements for each of the key components of the 64 buildings. As evidenced Fitout is where a substantial amount of the renewal funds are required. It also highlights that Structure Short Life e.g. cabins, sheds, shelters etc) also require substantial funding in the first 5 years, reflective of their average to poor condition.

Chart 12
Predicted
Annual Renewal
Expend by
Component



During the building inspections, readily identifiable maintenance/safety and minor renewals were also identified. In addition the maintenance works developed has been expanded to provide Council a more programmed approach to major cyclic maintenance works, including floor re-surfacing needs and internal and external re-painting programs; and major remedial works that would include such things as roof, floor coverings and kitchen renewals. Safety/Urgent (6-12 months) and ‘short’ (S) term works (1-3 yrs) have also been identified.

During the four year period since the Building Asset Management and Condition Review was undertaken in 2010 the Council have undertaken many improvements in renewal and cyclic maintenance works. The most notable buildings that stood out during the recent inspection phase can be summarised as follows:

Name of Building	Comments
Queenscliff Recreation Reserve Monahan Sporting Complex	Considerable renewal works have been undertaken to this building. The lower squash courts and basketball court have been built into to form a second floor level providing a large function area and community rooms with sea views. All of the fitout and carpet is new to the new upper level and a new commercial kitchen installed.
Amenities Blocks North and South at Royal Park	Inside fitout has recently been renewed to both these toilet blocks with new vinyl added to flooring and the walls. New partitions replace the old ones and a re-paint undertaken externally and internally.
Toilet Block (Citizens Park)	This building has been refurbished with new roof, roof structure, walls rendered inside and out and new fitout installed.

The following table highlights buildings that stood out as they appear “run down”. Some relative comments have been made with a view of the need for Council make some decisions as to the intended use of these buildings as they require substantial renewal funding in the near future if they are to be retained and provide the required service level to the community.

Name of Building	Comments
QRR Hesse Street Amenities Block A, B and C	(Condition 6) These three buildings form an unsightly deteriorating collection of three small amenity blocks showing their age being located immediately adjacent to each other. Council may consider demolishing all three and re-building a new facility to replace them (consolidation and improved overall level of service).
QRR Barbeque Shelter	(Condition 6) An old building built in 1945 is neglected in its use and maintenance. Not being used as a barbeque facility as originally intended. Some wall cracking but structurally reasonably sound.
Queenscliff Sea Scouts Clubrooms	(Condition 7) This building with asbestos external cladding is in poor condition and requires significant funding to bring up to today’s standards for a community building. Built in 1940 the main structural elements are now nearing the end of their practical life.
Rocket Shed	(Condition 7) This building is old and not being used but sits within a heritage overlay.
Engine Shed	(Condition 7) This building is old and neglected and in a poor state of disrepair. Doors and windows are all barricaded off. No inside access therefore gained. The building sits within a heritage overlay.
Toch Dormitory 1, 2 and 3 Toch MacDonald Building Toch Recreation Hall	(All buildings condition 7) These buildings have recently been acquired by Council as their caretaker. The buildings were built as migrant camp huts. They have been vandalised and are now closed off to the public.
Toilet Block & Kiosk (Princess park)	(Condition 6) The kiosk was being upgraded at the time of inspection. The amenities component of the building is in very poor condition and need to be upgraded in line with the improvements being made to the kiosk. The location in the park adjacent to the playground warrants consideration as to the future community needs for this facility.

Name of Building	Comments
Toilet Block Toch	(Condition 7) This toilet block is in poor condition. Structurally the walls are in question with them being out of vertical alignment and subject to concrete cancer. Council should consider replacing this structure.
Visitors Dressing Rooms, Queenscliff Rec Reserve	(Condition 6) This building is used as storage. Little maintenance and regard seem to be given to this building. Structurally it is in reasonably sound condition.

Many of the above buildings have been “acquired” by Council since the 2010 survey and unfortunately are in poor condition placing further demand on Council’s limited renewal funding sources.

This “Building Asset Management and Condition Review” provides a critical assessment of the existing building asset portfolio and further, provides for an updated and accurate data base to form the foundation of an updated Building Asset Management Plan based on best practice asset management.

1.1 Key Recommendations:

1. Prior to undertaking any major renewal works a detailed assessment of the overall need for facilities be undertaken;
2. Service Plans for all Council services be developed to outline what services Council wishes to deliver, the level of those services and the assets (building) needed to support the delivery of those required services.
3. Update Council’s 2007 Building Asset Management Plan including inclusion of revised asset data, maintenance/renewal programs and the outcomes of the Service Plans.
4. The assumptions on condition intervention levels and the % of assets existing outside the determined intervention level target are reviewed. This is particularly important when considering those assets deemed to provide services to its local community versus the foreshore assets meeting a broader community need.
5. Councils current renewal funding levels and potential other funding sources be reviewed and the Long Term Financial Plan be updated to better reflect the renewal demand for required building facilities.
6. Review and develop preventative maintenance programs (minor renewal) for all facilities and incorporate the program within the LTFP building renewal allocations. (Specific program listed).

2. INTRODUCTION

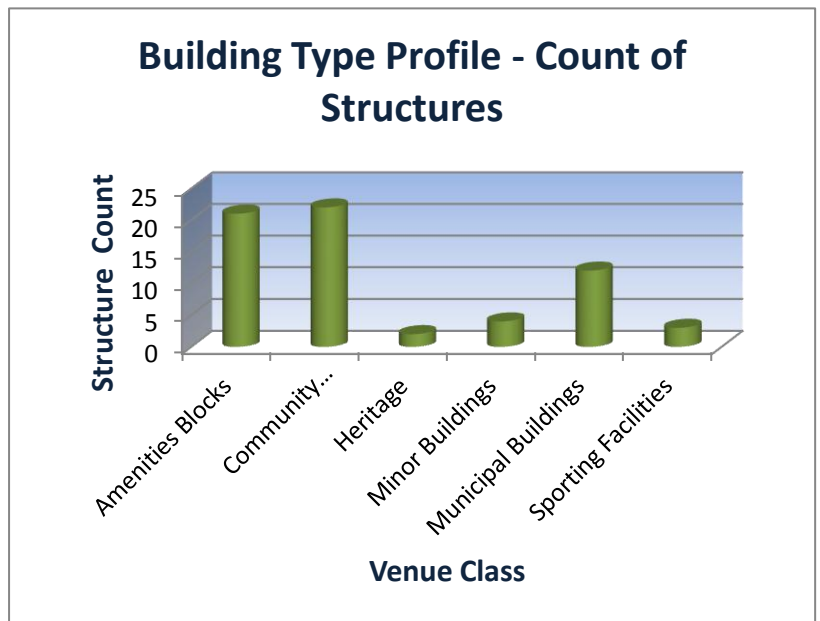
The Borough of Queenscliffe has a variety of municipal building types and categories to meet the service needs and functional expectations of the Council, the community and the various facility users. Whilst 52 buildings were identified as part of the 2010 Building Asset Management and Condition Review as a complete building stock, the current assessment now in 2014 has identified 64 buildings with a total replacement value of \$25,450,495.

Council have now added another 12 buildings to the list. The most significant being the Toch Dormitory 1, 2 and 3 buildings and Recreation Hall and MacDonal Buildings that were previously used as a migrant camp located on the Point Lonsdale Lighthouse Reserve.

Chart 1
Count of
Building Types

The spread of buildings across the categories is displayed in the following Chart 1, (by count of structures by category) and the Table below.

Appendix F provides a detailed list of all buildings and their relative Building Types.



Building Class	Building by Count	Replacement Value
Amenities Blocks	21	\$4,213,372
Community Facilities (General)	22	\$14,270,785
Heritage	2	\$205,000
Minor Buildings	4	\$162,548
Municipal Buildings	12	\$4,979,684
Sporting Facilities	3	\$1,619,106

It can be seen from the above table that many of the Council buildings are amenity blocks and foreshore structures and buildings on recreation reserves (Community Facilities). This is a reflection of the nature of the Municipalities holiday type lifestyle and coastal environment. There are two buildings categorized as 'Heritage', but are not individually Heritage listed. There are other buildings that whilst they have been categorised as 'Community Buildings' they do need to be noted that they have been built in the early 1900's and in the case of the Town Hall in the late 1800's. It should also be noted that the following buildings are located in areas that are zoned with a historic overlay:

- Free Public Library & Meeting Rooms;
- Historic Centre Queenscliffe;
- Queenscliffe Sea Scouts Clubrooms;
- Maritime Museum;
- Rocket Shed;
- Engine Shed; ToCH Toilets: and
- ToCH Buildings

Other significant buildings include the Council Offices, that were re-build in 2007/8, the Queenscliffe Recreation Reserve Monohan Sporting Complex, that Council have made significant renewal works to in recent years and the Queenscliffe Sports Club and Change Rooms that now needs upgrade.

All buildings were thoroughly inspected and a comprehensive data set was created. The assessment was conducted using the DELTA-S data capture module recording all building details / photographs / condition scores and maintenance requirements electronically in the field. The data base was then sorted and analysed by the various categories and maintenance needs. Detailed costings for the replacement values and overall management framework have been undertaken as part of the analysis.

The review has allowed the development of renewal and maintenance programs for all buildings and facilities plus the corresponding financial forecasts for the next ten years. This summary report is supported by the data set provided in MS Excel format for reference and review, or uploaded to internal corporate information systems as desired. Management of the buildings and renewal / maintenance programs can be undertaken through this data base.

Building descriptions have been generally maintained as per the register of buildings provided.

3. METHODOLOGY

As part of its building asset management and condition review, each individual building has been assessed and this information can now be updated within Council's building database. To further enhance the outcomes each of the buildings under Council control were categorised into Council and those within the Foreshore.

This review has been developed to provide a "First Cut Assessment" of the existing building's physical capability to function as originally designed, based on current condition. The review also provides Council with the necessary data for the assessment of the renewal funding requirements to allow the current building stock to continue to provide the functional service for which it was originally constructed.

The data base allows for the convenient electronic processing of the collected data for Building Asset Management programming as well as determining future asset management renewal funding requirements, utilising Moloney's Asset Management modelling.

The following information was gathered during the course of the assessment process:

INFORMATION REQUIRED	INFORMATION GAINED FROM
Building Area	Provided by municipality from building insurance data and measured onsite where no measured area was provided.
Building Construction Date	Established from council records where available
Replacement Value	Established from Rawlinson's Australian Construction Handbook
Lifecycle	Established from a review of information provided in the International Infrastructure Management Manual & staff consultation The Australian Tax Depreciation Rates (40 yrs) as a minimum.
The depreciation rate generally adopted in Council's Asset Management System	60 yrs for Small to Moderate buildings 100 yrs for Major Recreational Facilities and Major Office Facilities The life cycles adopted are set out in the Definitions and Assumptions and are based on the above and industry experience
Renewal Cycles	Established from manufacturers warranties and industry experience.
Historic Expenditure	Established from Council's records.

3.1 Database

The review established an inventory for the 64 buildings (21 Council & 43 Foreshore) to provide information to include:

- Building Type
- Location
- Date of Construction
- Insurance Valuation
- Replacement Cost
- Floor Area
- Physical Condition
- Estimated Lifecycle
- Remaining Life

Within the "Building Information Database", 64 building inspections of individual buildings have been completed and documented to enable the following key elements to be considered:

- Confirmation of Location
- Date of Acquisition/Build (where available)
- Date of inspection
- Condition Assessment (where access available)
- Building Structure (Roof, Wall and Floor)
- Roofing Cladding and Ceiling type.
- Building Fit out (Cabinet & Sanitary fixtures)
- Building Plant/Mechanical (Major Heating, Cooling),
- Obvious Risk Management Issues
- Overall building condition
- Photographic Record
- Specific comments where relevant
- List of Emergency Services Items

An inspection program was scheduled in consultation with Council staff, facility managers / operators and community members. Arrangements were undertaken to obtain access keys where necessary. Good mapping references were provided for each of the buildings and co-operation provided to ensure efficient and effective inspections were achieved. Some of the inspections were undertaken in the presence of a Council officer who assisted the inspection process particularly in the provision of access and local knowledge input.

3.1.1 Building Elements

For the “Building Information Database”, all building categories were divided into four (4) major elements for an assessment which aligns with the Moloney “First Cut Assessment” data requirements:

- Building Structure (including roof frame, wall frame and floor (including sub floor)),
- Roofing Cladding Material
- Building Fit-out (Cabinet, Sanitary fixtures, plumbing and electrical etc.)
- Building Plant/Mechanical (Heating, Cooling,)

3.1.2 Field Inspections

Each building identified on the Building List provided was visited and visually inspected externally and internally where access was available (Few buildings were not accessible. This has been noted in the data). All information was recorded in electronic format including geographical position of the building. The assessment was undertaken by an experienced Building Inspector / Engineer recording the individual components of each structure, with condition ratings established for each component and general comments concerning the nature of forecast renewal and maintenance needs.

A general photograph of the building was taken to assist in identifying each building and assist council staff with matching future building inspections with the correct record in the Database.



All building details, photographs, condition assessments, renewal, backlog maintenance and preventative maintenance tasks were all recorded.

Each of the elements listed above was visually inspected and any visible defects or failures, which would potentially lead to a reduction in the life of the element, were identified. The defects or failures were also photographed. Notations regarding any defect or failure were made in the maintenance/minor renewal inspection report.

Each element was then attributed a condition rating based on the extent of deterioration, faults detected and the significance of those faults in affecting the longevity of the element.

The data is segregated into various components, e.g. roof, walls etc, and a variety of attributes are collected for each component. As well as condition assessments and material information, maintenance activities are also identified during the inspection, allowing the inspector to identify all Urgent, Short term (1 to 3 years) and Major Maintenance/Partial Renewal activities.

The inspection process also allows the inspector to collect and attach numerous photos relating to each component and maintenance activity. These images are digitally stored against the record and are automatically transferred to the desktop database. This visual functionality provides valuable information to office based staff that may not have an intimate knowledge of each and every building.

3.1.3 *Renewal Intervention Condition Targets*

The intervention level of a building is a condition limit reached in a buildings life that is chosen as being the point where the functional or physical condition (service life) of that building has been reached. This intervention level can be likened to the life of a vehicle tyre where safety/amenity/cost issues determine that a certain depth of tread left suggests that replacement tyres are needed.

For the purpose of modelling the future funding requirements to renew the asset, an intervention level of 8 has been used. It is considered that this level reflects what the Community may consider as 'reasonable'. A higher intervention than 8 provides a significantly high risk and potentially severe impact on the ability of the building to deliver the required service.

Whilst it would be possible for Council to alter this intervention point if it wishes to do so to allow for a further decline in the condition of buildings before replacement is considered, it is recommended that this action not be considered at this stage. This course of action should require further thought and consideration particularly through the development of future Asset Management Plans.

Conversely, by lowering the intervention level of buildings will have the effect of funding level needing to increase further. This needs to be further weighed up against the degradation level of certain category of buildings that the community is willing to accept.

3.1.4 Condition Ratings

Building Condition Ratings Definitions

The following definitions have been established, in consultation with staff to assist in allocating a condition rating on a scale of 0 – 10 for all building components. The typical intervention point is Condition score of 8.

Condition 8 is has been chosen as the **Critical Renewal condition** as any greater than this will have a significant impact on the safety, use of the facility and the increased level of maintenance required.

Note: where the individual elements of the building are being assessed for condition, substitute “element” for “building” in the definitions below.

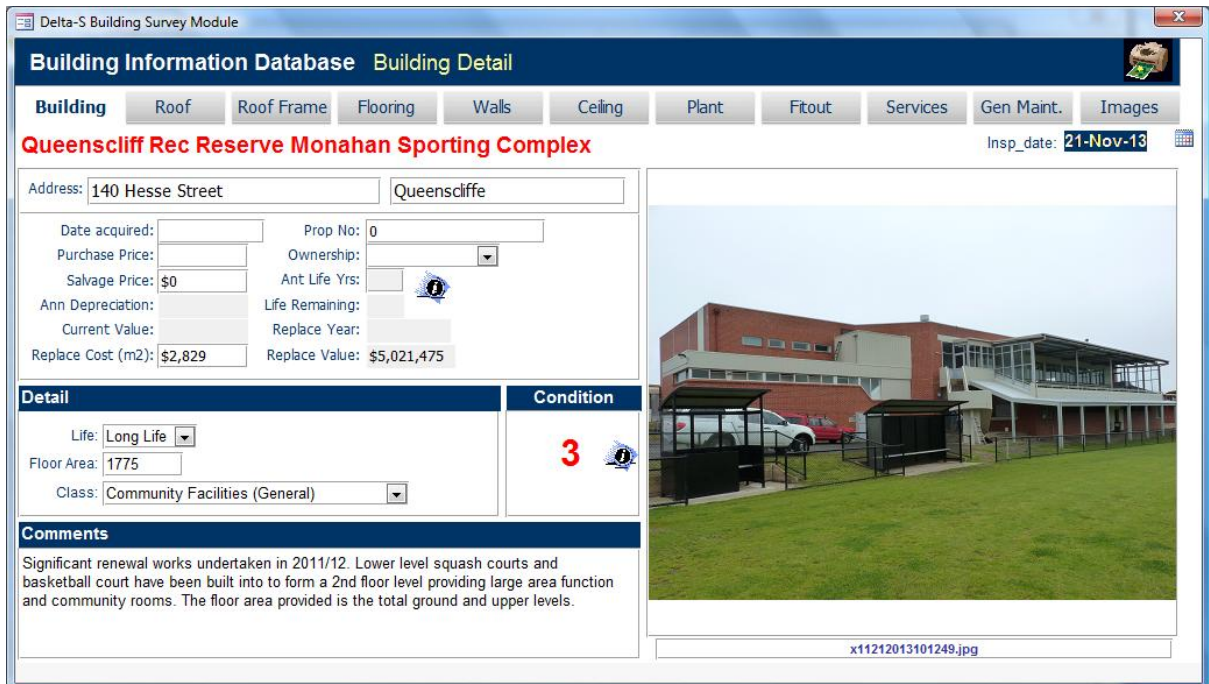
CONDITION RATING	DEFINITION
0	A new building or recently rehabilitated back to new condition.
1	A near new building with no visible signs of deterioration often moved to condition 1 based upon the time since construction rather than observed condition decline.
2	A building in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	A building in very good overall condition but with some early stages of deterioration evident, but the deterioration still minor in nature and causing no serviceability problems.
4	A building in good overall condition but with some obvious deterioration evident, serviceability would be impaired very slightly.
5	A building in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss.
6	A building in fair to poor overall condition. The condition deterioration would be quite obvious. Building serviceability would now be affected and maintenance cost would be rising.
7	A building in poor overall condition deterioration would be quite severe and would be starting to limit the serviceability of the building. Maintenance cost would be high
8	A building in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance cost would be very high and the asset would be at a point where it needed renewal
9	A building in extremely poor condition with severe serviceability problems and needing renewal immediately. Could also be a risk to remain in service
10	A building that has failed, it is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service.

3.1.5 Lifecycles

The data base was constructed to record all buildings and buildings components recorded as:

Element	Type	Years
Short life structures	Timber framed Walls	60 Years (Average)
	Timber Floors	
	Timber Roof Frame	
	Timber/Metal Cladding	
	E.g. Brick veneer dwelling	
Long life structures	Steel/Masonry Walls	120 Years (Average)
	Concrete Floor	
	Steel/Timber Roof Frame	
	E.g. Solid brick community hall	
Roof cladding	Steel	30 Years
	Concrete Tile	60 Years
Fit-out	Various – Kitchens, Storage/Shelving	25 Years
Plant	Various – Air-conditioning, Heating units	25 Years

A typical record is displayed in the following Figure.

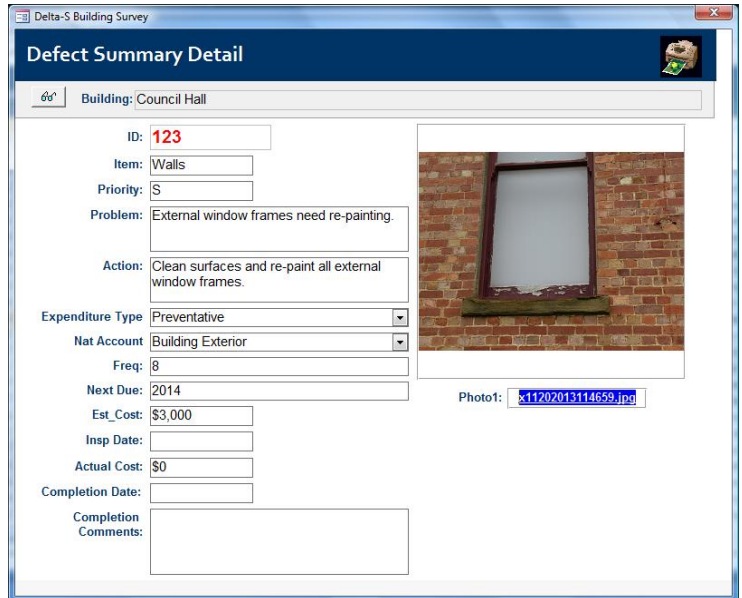


Estimates of building replacement values were completed and recorded, based on Rawlinson’s construction cost estimates, and taking into account local / regional factors plus estimates for all maintenance items for complete buildings or building components.

A backlog maintenance management program was developed from the data as a guide to ongoing building maintenance, providing the ability to create a 10 year Preventative Maintenance Program and 3 year Maintenance/Minor renewal Program.

The photographic references record the photograph number and date for each photo taken of a component which was also added to the data base.

Photos are also available for each maintenance activity, allowing management and service providers to become informed with remedial works required without being on site. The integrated maintenance manager and reports module provides a snapshot of all maintenance required and an estimate of cost and priority on various levels. The system also allows users the ability to allocate and produce paper based work orders with attached photos suitable for service providers to complete and return for closure within the system.



4. FINDINGS

The total project provides a comprehensive suite of findings including condition, renewal and maintenance needs and the predicted funding requirements to more effectively to manage the buildings portfolio.

4.1 Overall Condition Profile

Chart 2 provides a snap shot of the overall condition rating of the 64 buildings and facilities inspected. It highlights a “typical” condition distribution with 29% buildings assessed as very good to good condition (condition 0-3). This reflects the focus by Council on previous poor condition buildings. It also identifies that 8% (condition 7) are near the end of their practical life and urgent renewal works will be required over the next 1-5 years.

*Chart 2:
Overall Condition
Scores for
Assessed
Buildings*

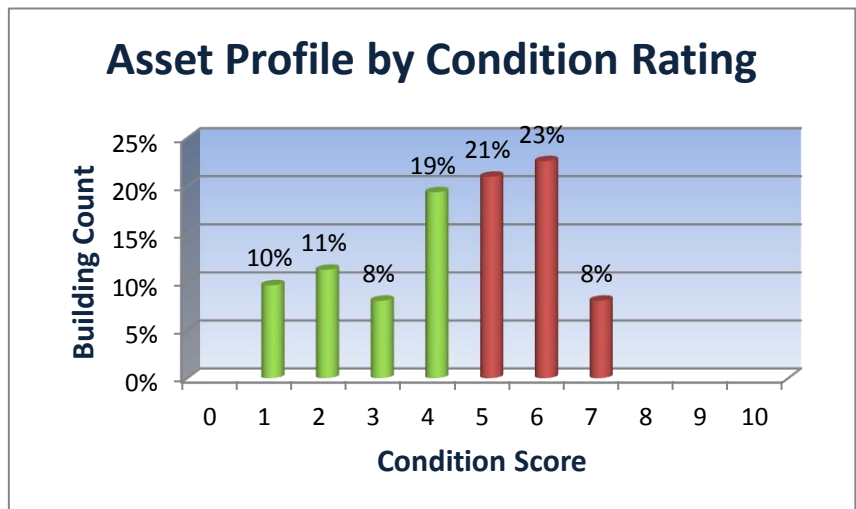
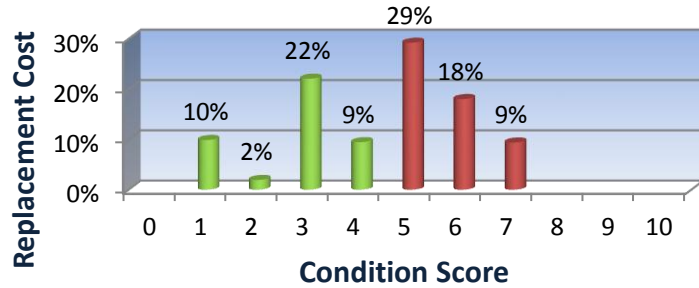


Chart 3:
Overall Condition
Scores for
Assessed
Buildings (Value)

In terms of condition based on building values Chart 3 highlights a similar trend except that for condition 2 and 4 most of these buildings are the smaller less valued.

Asset Profile by Condition Rating based on Replacement Value

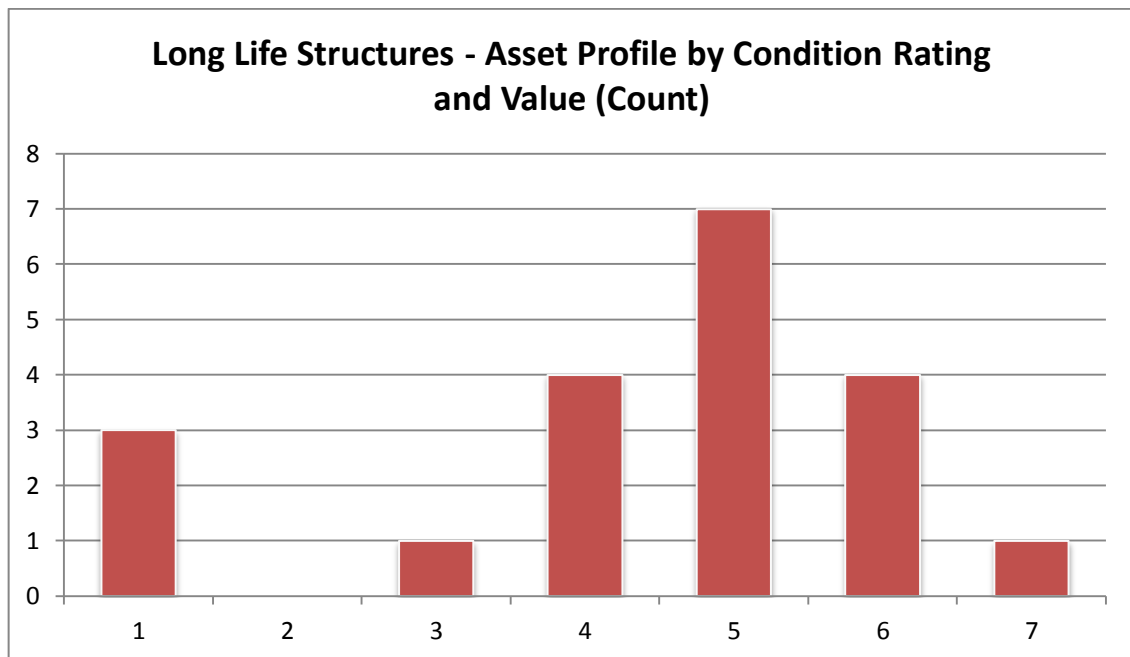


4.2 Structure "Long Life" Condition Distribution

Chart 4 provides a snapshot of the current twenty (20) 'Building Structure - Long Life' buildings condition expressed as a percentage of assets in the various condition ranges.

Chart 4:
Overall Condition
Scores

Long Life Structures - Asset Profile by Condition Rating and Value (Count)



The Chart identifies that the majority of buildings are in average condition (4-6) with 3 like new and 1 in need of review. Since 2010 it was observed that buildings are showing signs of deterioration mainly attributed to the gradual ageing of the buildings.

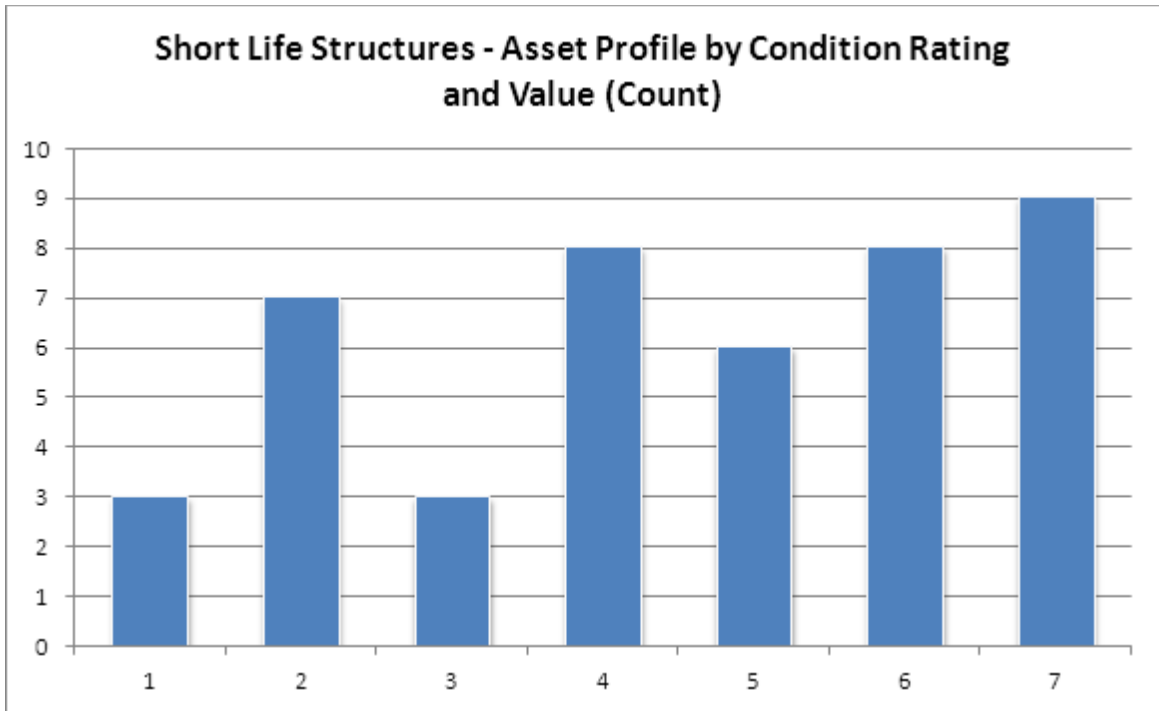
It is interesting to note that only one building was at Condition 7 in 2010. This building being the 'Toilet Block & Kiosk (Princess Park)' has now been reduced back to a Condition 6 due to the current upgrade works to the Kiosk portion of the building. Since then Council has "acquired" the "Engine Shed" building which is the only building long life structure assessed at condition 7 (overall poor condition).

ASSET ID	BUILDING DESCRIPTION	CONDITION	REPLACEMENT VALUE
	Engine Shed	7	\$180,000

4.3 Structure “Short Life” Condition Distribution

The condition of the structure of the 44 Short Life buildings is represented in the following Chart 5. The Chart shows the percentage of assets in the various condition ranges and the percentage of the number of assets within each condition range.

Chart 5:
Structure Short
Life Condition
Profile



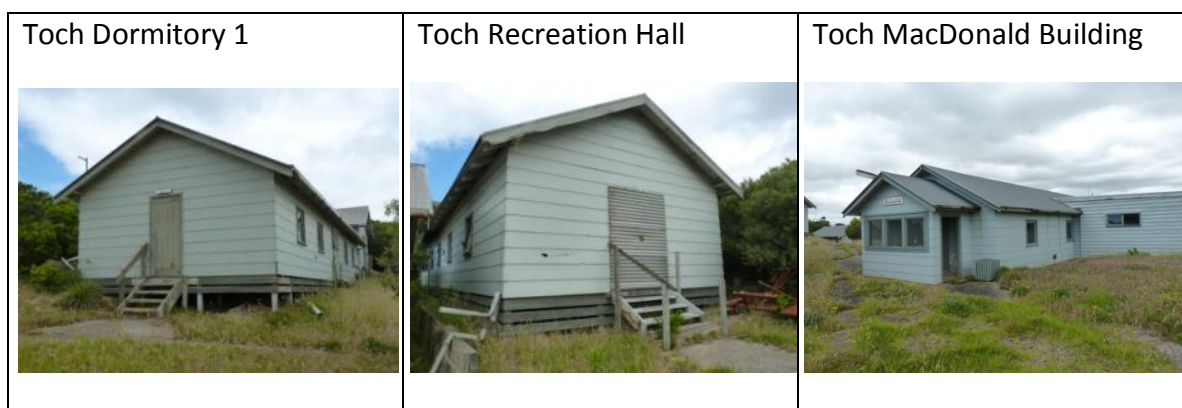
As distinct from the Long Life Structures spread of Condition ratings the Short Life Structures Chart shows 9 buildings (20%) of short life structures in condition 7 (poor). The structural components of these buildings are now reaching the end of their functional life and will need careful assessment of their potential replacement or renewal in the near future.

As with the Long Life buildings, when comparing the trend of the condition ratings in 2014 compared to 2010, there is a general gradual trend of the condition rating swing to slightly higher scores. In 2010 there were 3 buildings at Condition 4, in 2014 there are 8 buildings (18%). In 2010 there were 10 buildings at Condition 5; in 2014 there are 6 buildings (14%). In 2010 there were 4 buildings at Condition 6; in 2014 there are 8 buildings (18%). In 2010 there were 3 buildings at Condition 7; in 2014 there are 9 buildings (20%).

At the other end of the spectrum it is clear to see Council’s new stock of buildings in the last five ten years showing 3 buildings (7%) at Condition 1 and 7 buildings (16%) at Condition 2. It was also noted that since 2010 there has been 6 additional (Toch buildings) short life structure buildings added to the building list (increase in maintenance and renewal costs).

ASSET ID	BUILDING DESCRIPTION	CONDITION	REPLACEMENT VALUE
QC0031	QrrBbq Shelter	7	\$49,770
QC0003	Queenscliffe Sea Scouts Clubrooms	7	\$1,185,351
QC0042	Rocket Shed	7	\$25,000
	Toch Dormitory 1	7	\$173,900
	Toch Dormitory 2	7	\$173,900
	Toch Dormitory 3	7	\$135,050
	Toch Recreation Hall	7	\$288,600
	Toch MacDonald Building	7	\$238,650
	Toilet Block Toch	7	\$117,000
	TOTAL REPLACEMENT		\$2,387,221

It should be noted that Council now have eight (8) buildings at Condition 7 compared to one (1) in 2010. This is principally due to Council “acquiring” the Toch Dormitory 1, 2 and 3 buildings, the Toch Recreation Hall and the Toch MacDonald Building. These buildings will require significant funding to the buildings and their surrounds to bring them up to preservation standards of today. It was noted that no building was in condition 8 as occurred in 2010 survey.



In the long term, Building functionality aligned to service delivery will determine the ongoing building management. Factors which potentially affect the determination of the “life expectancy” of buildings in this area are:

- Soil conditions can often have adverse impacts on foundations. Problems with foundations can migrate to other elements of the building especially solid masonry walls. In areas of reactive soils, expansion and contraction as a result of changes in soil content can destabilise building footings and other building elements.
- The Borough of Queenscliffe is located on a series of sand dunes and sandy limestone ridges and has a significant number of buildings built pre-AS2870 being the code for concrete slabs and footings. Where wall cracking is

evident, it is likely to be the result of the reactivity to soil conditions in the region and the extensive dry weather and drought conditions evident in recent years.

- Environmental factors such as the marine coastal atmosphere around Queenscliff and Point Lonsdale will have a significant impact on external building components. These factors combine to produce a harsh environment for all exposed infrastructure, which is likely to result in accelerated deterioration of exposed structures, metal roofing, guttering and other exposed metallic finishes and fittings.
- Ongoing Renewal program of the buildings structural elements such as walls, roof, floor and fit-out. Given the relatively early age of many of the buildings the initiation of a Building Renewal Program will become progressively essential to ensure the buildings are to be retained in their current functional use.
- Given that the buildings and facilities comprise multiples of building components, and each of the components has a different useful life, it is important that the management framework accounts for the fact that the renewal of the building components might coincide at several points over the total life of the building.
- Greater community ownership generates local pride in the asset presentation. This is already happening in some areas of the Borough where various local community groups manage and maintain ongoing routine maintenance, as well as the undertaking of major maintenance (partial renewal), in consultation with council staff. It is particularly important that a co-ordinated approach exists between Council and community groups.

With ever increasing community demands and the need for greater financial management, it is imperative that Council determine what services it requires and the level of those services and then determine whether its building portfolio are meeting those needs. In this way Council can more accurately monitor the Levels of Service for each of its buildings as these will have a direct impact on the maintenance and renewal regimes for all building components.

This is often the case where the Council may have limited direct involvement with the occupancy of the building and how it is managed, used and operated and maintained. Community groups, lessee or caretaker may be the principal occupier. These particular assets may require inspections on a semi-regular basis to ensure that appropriate maintenance/renewal programs are implemented, interventions are undertaken and risks are managed.

The majority of the investment is required for the renewal of roofing and maintenance re-painting or re-cladding of walls, which is predictable given the coastal marine environment of the Borough. Most of this work would be programmed by type and by examining the activities required to suit trade based programs.

Consideration should be given to selection of materials, finishes and construction techniques that offer enhanced robustness in the coastal environment. For example, the use of galvanised finishes/products, design minimising exposed metal edging finishes, marine rated cladding, etc, will lessen maintenance requirements. Although these products have higher capital costs, on a life cycle costing basis, they may offer significant savings in deferred renewal and recurrent maintenance costs.

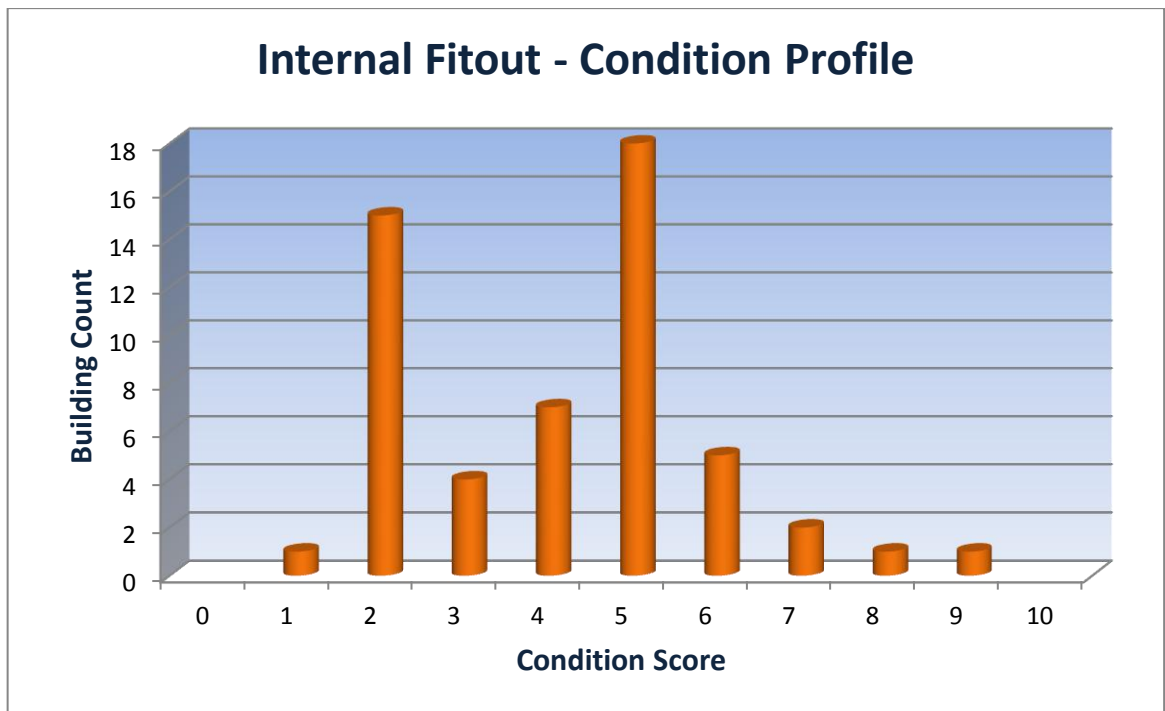
The condition and remaining useful life for many of the buildings will also become a product of how the building is operated and maintained rather than simply the age of the building. The renewal and maintenance programs are therefore critical to optimise the use of the buildings and building components to provide consistent Levels of Service for the future.

4.4 Fit out Condition Distribution

FITOUT: Fit out includes the cupboards, cabinet work, sanitary fittings and fixtures which are permanently fixed in the building. These items generally are subject to greater wear and tear with continual use and have an average functional life of 25 yrs.

The following Chart 6 provides a snapshot of the current ‘Fit-out’ condition of the Municipality’s building stock. The chart provides a snapshot of the number of assets in the various condition ranges and the percentage of the number of assets within each condition range.

Chart 6:
Present Condition
Distribution –
Buildings with



This element of the building has a large percentage of the condition ratings between condition 4 and condition 5. It is interesting to note the spike of Condition 2 being represented by a significant proportion of the building stock (14 buildings). This reflects much of the renewal and replacement works that have been undertaken to many buildings within the municipality within the last 5-10 year period and more significantly

in the last 2 to 3 year period. E.g. Queenscliff Rec Res Monohan Sporting Complex and many of the foreshore amenity structures.

It is clear from the evidence that the planning for renewal of fitout has been a focus to this Council where in recent times there has been a significant renewal program to fitout to many of Council’s buildings, in particular the foreshore buildings. This is particularly important knowing the shorter life span of the components in this group.

When combined with the shorter life span of the components in this group, the condition ratings indicate there will need to be a greater renewal effort in this area in the medium to long term. As shown in the above table there are a few issues that need to have a planned approach for with the condition ratings of 7, 8 and 9 to some of the buildings.

The two buildings at Condition 7, one at 8 and one at 9 will require urgent attention. These buildings are outlined in the following table:

ASSET ID	BUILDING DESCRIPTION	CONDITION
QC0003	Queenscliffe Sea Scouts Clubrooms	7
	Queenscliffe Sports Club & Change Rooms	7
	Toilet Block & Kiosk (Princess Park)	8
	Toch MacDonald Building	9

The Toch building was acquired by Council since the 2010 survey.

4.5 Mechanical Services Condition Distribution

MECHANICAL SERVICES: Mechanical Services assets include all plant such as heating and cooling systems. Few buildings have significant plant apart from water heating. For this assessment small window mounted air conditioners were not considered as mechanical services as the low replacement cost is normally financed from within fit out works.

Renewal of existing mechanical services will not form a significant component of the future financial requirement, but the addition of heating/cooling to existing buildings as a result of community expectations will add to the value of this element of the asset in the future.

The following Chart 7 provides a snapshot of the current ‘Mechanical Services’ condition of the Municipality’s building stock. The chart provides a snapshot of the number of assets in the various condition ranges and the percentage of the number of assets within each condition range. It highlights the majority are in good condition apart from 1, the Queenscliffe Sports Club & Change rooms.

Mechanical Plant - Condition Profile

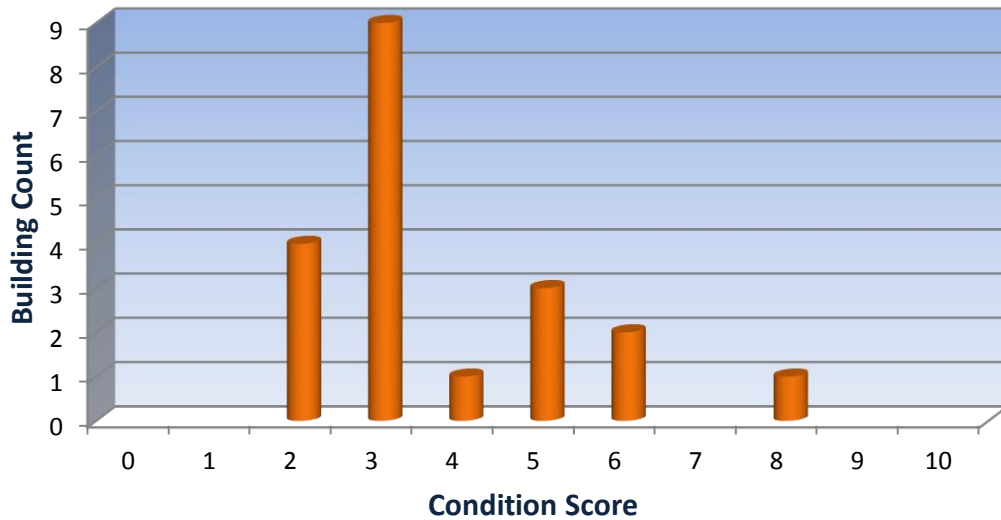


Chart 7
Present Condition
Distribution –
Buildings with
Mechanical

ASSET ID	BUILDING DESCRIPTION	CONDITION
UN11	Queenscliffe Sports Club & Change rooms	8

4.6 Roof Condition Distribution

The following Chart 8 provides a snapshot of the current ‘Roof Cladding’ condition of all buildings. The current condition distribution shows a large percentage of roof cladding in a Condition of 5 to 6. There are fourteen (14) building roofs at Condition 5 and fifteen (15) building roofs that are at condition 6. The eight buildings with roof condition at 7 are indicated in the table below.

Roof Cladding - Condition Profile

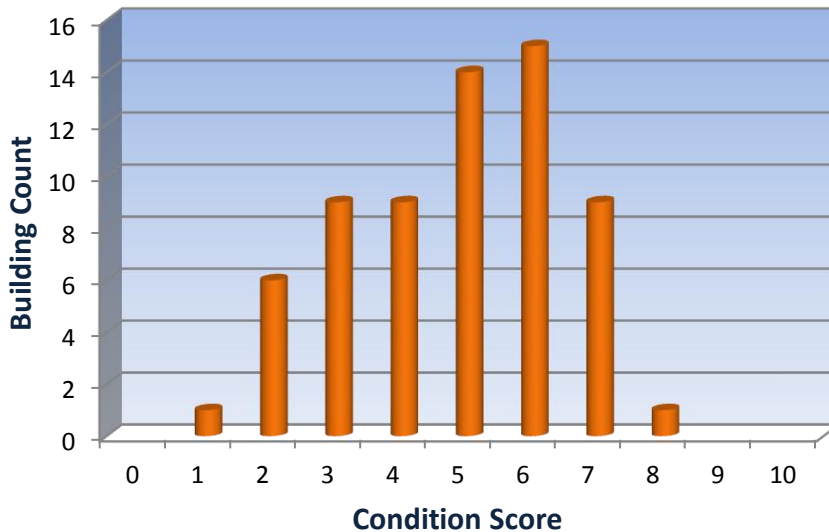


Chart 8
Present Condition
Distribution –
Roof Cladding

ASSET ID	BUILDING DESCRIPTION	CONDITION	REPLACEMENT VALUE
	Queenscliffe Rec Res Monohan Sporting Complex	7	\$54,500
QC0042	Rocket Shed	7	\$1,000
QC0002	Senior Citizens Club	7	\$21,000
	Toch Dormitory 1	7	\$4,500
	Toch Dormitory 2	7	\$4,500
	Toch Dormitory 3	7	\$3,500
	Toch Recreation Hall	7	\$7,500
	Toch MacDonald Building	7	\$6,000
	Engine Shed	8	\$6,000
TOTAL ROOF REPLACEMENT VALUE:			\$108,000

The increase in the number of rooves at condition 7 and above is primarily due to the “acquired” buildings since 2010.

4.7 Floor, Walls and Roof Structure Condition Distribution

The following Charts 9, 10 and 11 provide a summary of the Floor Structure, Wall Structure and Roof Structure condition ratings of the overall Municipalities building stock.

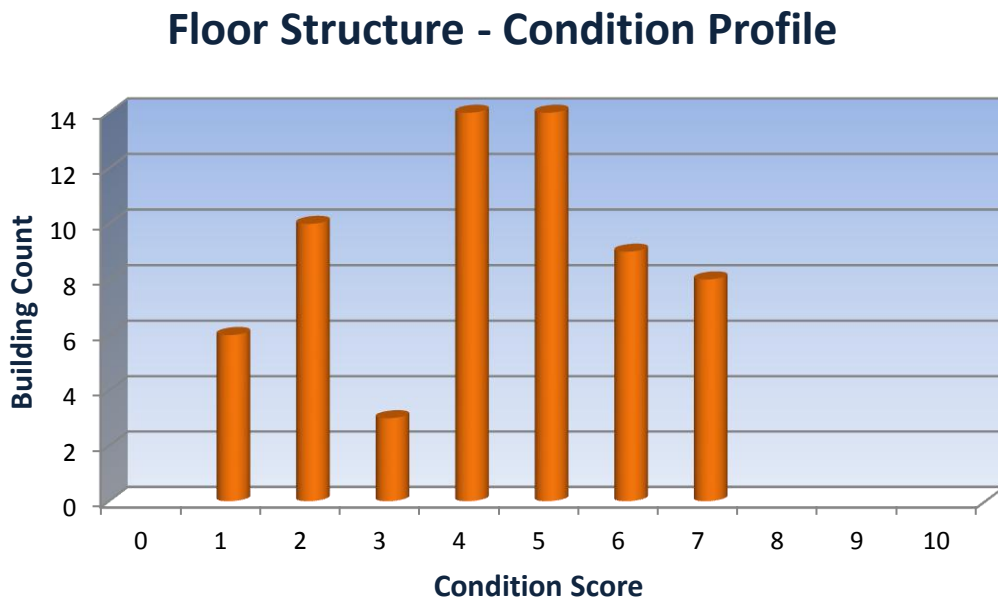


Chart 9
Present Condition
Distribution –
Floor Structure

Chart10
Present Condition
Distribution –
Wall Structure

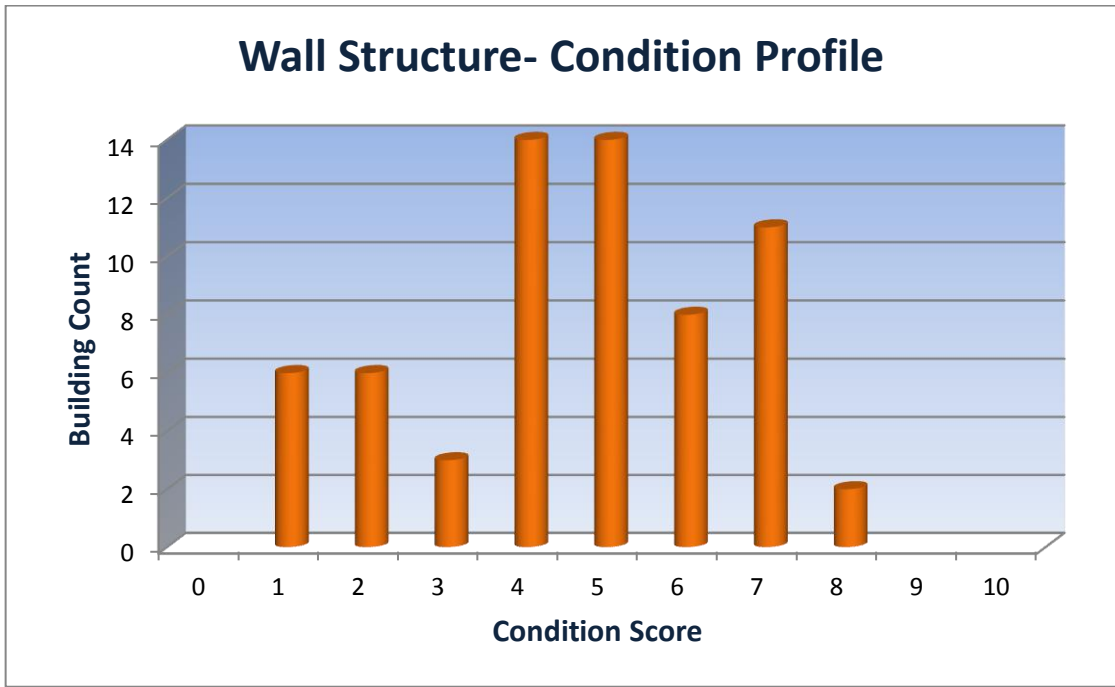
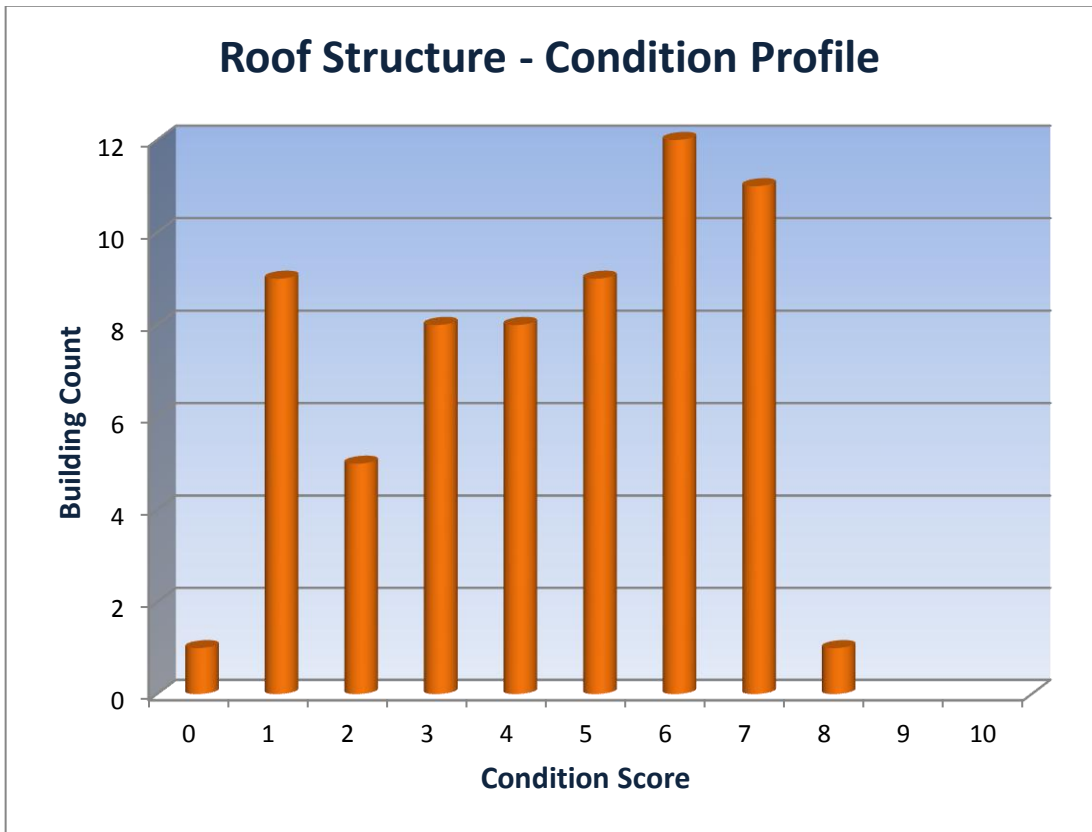


Chart11
Present Condition
Distribution –
Roof Structure



4.8 Buildings in Relatively Poor Condition

The following is a list of buildings that have an overall condition rating of ‘6’ or above. It is important that further attention be paid to these buildings given their high condition ratings. If rehabilitation costs are high or demand for related services is under review, assets falling into this group should be examined closely before any decisions are made on reinvestment (renewal or upgrade etc.).

Building Name	Replace Value	Condition Score
Engine Shed	\$180,000	7
QrrBbq Shelter	\$49,770	7
Queenscliffe Sea Scouts Clubrooms	\$1,185,351	7
Rocket Shed	\$25,000	7
Toch Dormitory 1	\$173,900	7
Toch Dormitory 2	\$173,900	7
Toch Dormitory 3	\$135,050	7
Toch Recreation Hall	\$288,600	7
Toilet Block TOCH	\$117,000	7
Amenities Block - Golightly Park	\$379,168	6
Council Hall	\$2,260,370	6
Former Infant Welfare Centre (Victoria Park)	\$145,760	6
Kindergarten	\$426,944	6
Qrr - Hesse St Amenities Block A	\$131,036	6
Qrr - Hesse St Amenities Block B	\$112,500	6
Qrr - Hesse St Amenities Block C	\$136,500	6
Rotunda (Citizens Park)	\$27,000	6
The Skate Park - Toilets	\$66,500	6
Tobin Drive Survey Office Shed	\$46,750	6
Toilet Block & Kiosk (Princess Park)	\$420,000	6
Weeroona Amenities Block	\$320,000	6

The following list of buildings are those that stood out as they appear “run down”. Some relative comments have been made with a view of the need for Council make some decisions as to the intended use of these buildings.

Name of Building	Comments
QRR Hesse Street Amenities Block A, B and C	(Condition 6) These three buildings form an unsightly deteriorating collection of three small amenity blocks showing their age being located immediately adjacent to each other. Council may consider demolishing all three and re-building a new facility to replace them (consolidation and improved overall level of service).
QRR Barbeque Shelter	(Condition 6) An old building built in 1945 is neglected in its use and maintenance. Not being used as a barbeque facility as originally intended. Some wall cracking but structurally reasonably sound.
Queenscliff Sea Scouts Clubrooms	(Condition 7) This building with asbestos external cladding is in poor condition and requires significant funding to bring up to today's standards for a community building. Built in 1940 the main structural elements are now nearing the end of their practical life.
Rocket Shed	(Condition 7) This building is old and not being used but sits within a heritage overlay.
Engine Shed	(Condition 7) This building is old and neglected and in a poor state of disrepair. Doors and windows are all barricaded off. No inside access therefore gained. The building sits within a heritage overlay.
Toch Dormitory 1, 2 and 3 Toch MacDonald Building Toch Recreation Hall	(All buildings condition 7) These buildings have recently been acquired by Council as their caretaker. The buildings were built as migrant camp huts. They have been vandalised and are now closed off to the public.
Toilet Block & Kiosk (Princess park)	(Condition 6) The kiosk was being upgraded at the time of inspection. The amenities component of the building is in very poor condition and need to be upgraded in line with the improvements being made to the kiosk. The location in the park adjacent to the playground warrants consideration as to the future community needs for this facility.
Toilet Block Toch	(Condition 7) This toilet block is in poor condition. Structurally the walls are in question with them being out of vertical alignment and subject to concrete cancer. Council should consider replacing this structure.




Visitors Dressing Rooms, Queenscliffe Rec Reserve	(Condition 6) This building is used as storage. Little maintenance and regard seem to be given to this building. Structurally it is in reasonably sound condition.
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4.9 Safety and/or Health Issues

During the inspection phase, any obvious safety and/or health aspects of the buildings were noted in order to provide awareness to Council of the need for further detailed inspection and/or immediate response.

It has been noted that the safety issues that were noted from the 2010 Building Condition Assessment have now all been acted on and remedial works undertaken.

The items shown in the following table are mostly associated with trip hazards. They are of a minor nature to remedy but are important to note and act on given the drastic consequences that could result if ignored.

	<p>Toilet Block & Kiosk (Princess Park)</p> <p>ID 71 – Loose bricks top of wall, Ladies dressing area. Remove loose bricks and relay with new mortar.</p>
	<p>Toilet Block Toch</p> <p>ID 241 – Trip Hazard at both entrances. Replace damaged slabs and bring crushed rock level up to finished concrete level</p>
	<p>Queenscliffe Rec Res Monohan Sporting Complex</p> <p>ID 171 – Trip hazard lower ground to Ladies and Men’s dressing rooms. Apply painted visual strip along length of steps.</p>

	<p>Council Hall</p> <p>ID 131 – Steps in Men’s Toilets area need upgrade to visual safety strips. Upgrade.</p>
	<p>Queenscliffe Sea Scouts Clubrooms</p> <p>ID 31 – Trip hazard at front entrance. Repaint.</p>
	<p>Queenscliffe Sea Scouts Clubrooms</p> <p>ID 30 – Trip hazard at rear of kitchen. Bring natural surface up to finished concrete level.</p>
	<p>Toilet Block TOCH</p> <p>ID 14 – Wall sloping outwards away from vertical. Undertake structural analysis of strength of wall for lateral stability. Undertake remedial measures as required.</p>
	<p>Amenities Block (Ganes Reserve)</p> <p>ID 232 – Hazard painted safety strip to steps at entry need re-painting.</p>



Pavilion (Lower Princess Park) Market

ID 48 – Trip hazard. Top up with soil to avoid sudden drop off.

4.10 Readily Identified Urgent Maintenance/Renewal Works

In addition to identifying safety issues as above, other “obvious” maintenance/renewal works together with preventative maintenance (renewal) and minor renewals were also recorded.

The visual inspections of each of the buildings and building components provides an excellent starting point for budget planning and programming of readily identified renewal and maintenance works for the next ten years. The outputs represent forecast renewals, as well as capturing backlog maintenance costs and preventative maintenance (renewal) work. These works need to be considered within either Councils maintenance budget or within its Capital Works budget. Renewal works should be incorporated within the overall funding needs determined as a result of the condition assessments and the long term planning (financial modelling). While the obvious renewal and maintenance tasks picked up during the condition assessment process has been reasonably comprehensive, cost estimates are indicative and may vary from project to project for various reasons, including whether or not economies of scale can be achieved by aggregating similar type works.

Appendix C provides a list of specific renewal and preventative maintenance items and “day to day” maintenance items that need to be incorporated within the Capital Works renewal funding budget. These items are generally readily visible to the community and reflect on the level of service provided to that community. Whilst they are generally not major expenditure they have a significant impact on the perception of the community as to how these building facilities are managed.

The preventative maintenance (minor renewal) items picked up and recorded are works or activities which need to be undertaken on a cyclic basis, such as painting, replacement of carpet etc. and other predictive maintenance determined by the life, condition, status, Level of Service to be provided and exposure of the building / building components.

Recognition of preventative maintenance and its effective implementation is considered important to the longevity of the respective building component to arrest the rate of deterioration and to improve the appearance of the building, as well as contributing to the consistent Levels of Service.

The ten year preventative maintenance (minor renewal) program provides suggested works that are principally about restoring the functionality and appearance of the building and building components. Appendix C, D and E provides an initial Preventative Maintenance program that identifies \$451,408 of preventative works over the next 10 years.

Expenditure Type	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Preventative	\$84,502	\$80,203	\$37,900	\$49,502	\$48,100	\$15,200	\$75,700	\$1,900	\$49,701	\$8,700

In addition “day to day” maintenance issues (minor defects etc.) were also recorded and prioritised. These identified defects and activities were considered of an operational nature (“day to day” maintenance) that may occur due to the unique location or occupancy /use of a building or building component or just ‘wear and tear’, e.g. repairing damaged partitions, sticking doors or plumbing repairs. The full schedule of operational maintenance works is recorded in Appendix C.

It is important to recognize that additional, reactive maintenance tasks will inevitably occur during the next forecast ten year period, primarily due to the various occupancies of the buildings and there will need to be budget provision for these reactive works in addition to the funding set aside for the operational maintenance tasks recognised.

Appendix C, D and E provides a detail list of these works and suggested years for action. In determining priorities the following guideline was used.

- **U**=Urgent (Within next 6 months)
- **S**= Short Term (1-3 Years)= 2014-2017
- Not Urgent (need to plan) = 2018-2024

The following are the urgent items identified.

building name	Item	Problem	Est_Cost
Queenscliff Sea Scouts Clubrooms	Floor	Trip hazard at rear off kitchen	\$500.00
Queenscliff Sea Scouts Clubrooms	Floor	Trip hazard at entrance	\$400.00
Former Infant Welfare Centre (Victoria Park)	Roof	Back room on north west side leaks when rains.	\$1,200.00
Pavilion (Lower Princess Park) Market	Floor	Trip hazard	\$300.00
Toilet Block & Kiosk (Princess Park)	Walls	Loose bricks top of wall ,ladies dressing area	\$800.00
Council Hall	Floor	Steps in men’s toilet area needs upgrade to visual safety strips	\$600.00
Maritime Museum	Roof	Roof leaks at various locations	\$3,000.00
Maritime Museum	Walls	Skylights at rear of reception area leak	\$1,500.00
Queenscliff Rec Reserve Monahan Sporting Complex	Floor	Trip hazard lower ground floor to ladies and men’s dressing rooms.	\$800.00
Queenscliffe Sports Club & Change Rooms	Ceiling	Water damage stains to ceiling panels in change rooms.	\$2,000.00
Amenities Block - New	Floor	Painted edge to steps needs	\$400.00

building name	Item	Problem	Est_Cost
Block Near Scoreboard		highlighting.	
Amenities Block (Ganes Reserve)	Floor	Hazard strip to steps needs re-painting	\$300.00
Toilet Block TOCH	Floor	Trip hazard at both entrances	\$1,200.00

It can be expected that the majority of these works will be done within the current maintenance budget with any major works included within the Capital Works budget.

All “obvious” minor renewal and maintenance works have been recorded in Appendices C, D and E. These figures provide an immediate reference for specific works. Further analysis of the **condition information** should also occur into the future to detail other specific works associated with those ratings and then documented into Councils Long Term Financial Plan especially for years 1-3. This will ensure the outputs from the “modelling” stage are practical and costs better reflect actual works required.

4.11 Summary

This follow up assessment process of all Council’s buildings from the 2010 inspection now provides Council with an up to date building asset data ‘Queenscliff Asset Register Building Information Data base’ for all its buildings.

The updated data now allows for responsible asset and maintenance management, providing detailed information to enable informed and timely decision making to sustain the buildings assets stock. The project has updated Councils comprehensive data base of buildings, their condition profiles, capital renewal, backlog and preventative maintenance information. Using the data provided and the findings effectively will optimize the buildings assets and Levels of Service provided.

The information also allows Council and its officers to initiate more directly focused structural and technical assessments to areas of immediate need, while at the same time addressing the future community demands and expectations for each individual building asset.

The urgent maintenance and minor renewal works readily observed during the inspection have also been documented and prioritized. These now need to be aligned with existing budget forecasts and Council’s Long Term Financial Planning. It is important to keep the data current as much as possible and to systematically update the data as works are completed and new cost structures is available.

Having regard to the overall structural condition of Council’s buildings the ‘Condition Assessment’ indicates that overall, 80% of long life structures and 70% of short life structures have structural condition assessments ranging between condition 4 and 7 (average to poor). This represents 73% of the 64 Council owned buildings. This compares to 75% of Councils 52 buildings in 2010.

As with the Long Life buildings, when comparing the trend of the condition ratings in 2014 compared to 2010, it can be seen that there is a general gradual trend of the condition rating swing to slightly higher scores. At the other end of the spectrum it is

clear to see Council's new stock of buildings in the last ten years showing 3 buildings (7%) at Condition 1 and 7 buildings (16%) at Condition 2.

It needs to be recognised the increase in the number of buildings at Condition 7 rising from one (1) in 2010 to now nine (9) in 2014 is due primarily to the additional buildings acquired by Council since 2010. The structural components of these buildings are now reaching the end of their functional life and will need careful assessment of their potential replacement or renewal in the near future.

5. FINANCIAL MODELLING

CT Management, in alliance with Peter Moloney AM Systems, utilised the Moloney renewal modelling tool to undertake the financial modelling for this report and determine the estimated renewal funds required for the next 20 year period. This modelling is essential information into Council's long term financial plan. Whilst the outputs are not specific works they should accurately reflect the asset renewal requirements as they are based on accurate condition assessments.

The Moloney program, which was enhanced as part of the MAV STEP Program, calculates the projected Asset Renewal Funding requirements for Council's portfolio of 64 listed buildings based on their current condition and the condition of the various building components. It also calculates the Renewal (Liability) Gap over 20 year period, difference between the renewal requirements and current projected funding.

The Renewal (Liability) Gap provides Council with an understanding of the difference between what Council is currently spending to renew its building portfolio and what it needs to be spending. The renewal gap is estimated over a period of 20 years by modelling the deterioration of building condition over the life of the building. Knowing the current condition of the building and the expected life of the building, an estimate can be made of where the building sits within its lifecycle and consequently a determination can be made in relation to the remaining life of the building using a condition intervention that reflects councils critical physical capacity of the building to continue to provide a functional service, and the renewal of that component of the building that demands funding.

The model assessment, especially in the first 2-3 years needs to also take into consideration the specific works (urgent, safety, maintenance & preventative and minor renewal) identified within the condition inspection process as per Section 4.

5.1 The Basis of the Building Asset Modelling Program

The modelling software being used is a network level financial modeller, developed by and modified by Moloney Asset Management Systems for use with CT Management asset management software. It is a network-based model that looks at the expected financial performance of the **total** asset group.

- Modelling commences with the present condition distribution of an asset group from new (0) to no longer in service (10)
- The asset groups are degraded with time in accordance with a user defined asset degradation curve, such as:
 - long life structures (100 years):
 - short life structures (60 years);
 - roof (35 Years)
 - Mechanical Services(25 years) : and
 - Fit Out (25 years)

There are then two distinct modelling paths from this point.

- Model No 1 **Proposed Existing Capital Expenditure Model** has a user defined 20-year proposed renewal expenditure profile and predicts future asset condition outcome.
- Model No 2 **Predicted Capital Requirement Model** has a user-defined asset condition outcome and predicts the future renewal expenditure profile necessary to achieve this. (Renewal at condition 8 and after).
- The future Capital Renewal Funding Gap or shortfall is delivered by taking the Proposed Expenditure Profile in Model No 1 from Predicted Expenditure Profile in Model No 2.
- Both models track future asset condition and, via user defined parameters, enable the prediction of future “Consequential Maintenance” cost movements. That is additional maintenance cost if asset not renewed.
- The Model tracks total cost by combining the Capital Renewal Gap with the corresponding “Consequential Maintenance Cost” for both models.
- Individual asset or sub asset modelling results are combined into aggregated financial forecast reports to indicate the Building Asset Renewal (Liability) Gap for each asset group.

5.2 Queenscliffe Building Renewal Funding Analysis

For this project the Model has been set up to examine the future Capital Renewal Funding requirements of all of the Building Assets of the Borough of Queenscliffe.

The key assumptions used to determine Council renewal needs were:

1. All existing buildings are retained;
2. The level of Borough of Queenscliffe renewal funding is maintained in accordance with the LTFP;
3. No external funding is received (or directed to) renewal of existing assets; and
4. Borough of Queenscliffe does not increase its building assets. (i.e. no allowance has been made within the modelling to account for additional buildings required and the resulting renewal requirements).

The modelling software assesses the future financial requirements of the Council's 64 buildings by allocating the buildings into four major asset components:

1. Structure (Short Life and Long Life)
2. Roof Cladding
3. Mechanical Plant
4. Fit out

The building structure component is broken into two groups, Short Life and Long Life structures due to the significant influence this component has on the overall modelling and the difference in the useful life expectancy or period for each type of structure.

In addition the modelling software includes a number of generic assumptions relating to the apportionment of replacement costs between the various elements of the building. These assumptions are based on Rawlinson's cost/m² to renew the above building components apportioned by a percentage of the components value of the total cost of the building. To carry out the modelling, the program has been loaded with the expected life of asset component, condition and building replacement cost for all 64 buildings for the Queenscliffe Council.

The total replacement cost of all groups of buildings is estimated at \$25,450,495. This is made up of:

- Council \$18,061,827
- Foreshore \$ 7,388,668

Council officers have undertaken a detailed review of Councils 2013/14 revised Capital Works budget and maintenance budgets to determine the estimated level of renewal and upgrade/new works.

The following table 1 provides an overview of the various key projects/accounts within the 2013/14 Revised Capital Works budget and the estimated expenditure on renewal (\$473,961) and upgrade (\$164,010).

2013/14 Capital Works Budget	2013/14 Revised Budget	Renewal		Upgrade	
		%	\$	%	\$
Capital Council					
7100101 Annual Renewal Program - Renewal Buildings - Renewal Council Buildings	\$85,000	100%	\$ 85,000		\$ -
7200215 Queenscliff Sports Club Enhancement Project	\$134,557	60%	\$ 80,734	40%	\$ 53,823
7300235 Queenscliff Historic Railway Precinct Project - Capital - Senior Citizens & Sea Scouts Buildings	\$273,500	80%	\$ 218,800	20%	\$ 54,700
7300301 Develop stage 1 of the Queenscliff Kindergarten *dependant on State government funding*	\$75,000	30%	\$ 22,500	70%	\$ 52,500
Sub-Total	\$568,057		\$407,034		\$161,023
Capital Foreshore					
7200235 Neighbourhood House Upgrade	\$19,914	85%	\$ 16,927	15%	\$ 2,987
7100160 Annual Renewal Program - Renewal Buildings - Renewal Queenscliff Recreation Reserve Buildings	\$15,000	100%	\$ 15,000		\$ -
7100180 Annual Renewal Program - Renewal Buildings - Renewal Foreshore Public Conveniences	\$15,000	100%	\$ 15,000		\$ -
7100185 Annual Renewal Program - Renewal Buildings - Weeroona Parade Toilet Block	\$20,000	100%	\$ 20,000		\$ -
7100190 Annual Renewal Program - Renewal Buildings - TOCH Toilet Block			\$ -		\$ -
Sub-Total	\$69,914		\$66,927		\$2,987
Total	\$637,970	74%	\$473,961	26%	\$164,010

Based on the above table this has been further analysed to determine the projected renewal expenditure within the major asset components as follows:

2013/14 Revised Budget	Renewal		Key Building Components % Renewal				Key Building Components - Renewal Expenditure Estimates					
	%	\$	Structure	Roof	Mech	Fitout	SLL	SSL	Roof	Mech	Fitout	Total
\$85,000	100%	\$ 85,000	30%	10%	10%	50%	\$ 5,000	\$ 20,500	\$ 8,500	\$ 8,500	\$ 42,500	\$ 85,000
\$134,557	60%	\$ 80,734				100%		\$ -	\$ -	\$ -	\$ 80,734	\$ 80,734
\$273,500	80%	\$ 218,800	20%			80%		\$ 43,760	\$ -	\$ -	\$ 175,040	\$ 218,800
\$75,000	30%	\$ 22,500	10%	20%	10%	60%		\$ 2,250	\$ 4,500	\$ 2,250	\$ 13,500	\$ 22,500
\$568,057		\$407,034					\$ 5,000	\$ 66,510	\$ 13,000	\$ 10,750	\$ 311,774	\$ 407,034
\$19,914	85%	\$ 16,927	10%			90%		\$ 1,693	\$ -	\$ -	\$ 15,234	\$ 16,927
\$15,000	100%	\$ 15,000	45%	10%		45%		\$ 6,750	\$ 1,500	\$ -	\$ 6,750	\$ 15,000
\$15,000	100%	\$ 15,000				100%		\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
\$20,000	100%	\$ 20,000	100%					\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
		\$ -						\$ -	\$ -	\$ -		0
\$69,914		\$66,927					\$ -	\$ 28,443	\$ 1,500	\$ -	\$ 36,984	\$ 66,927
\$637,970	74%	\$473,961					\$5,000	\$94,953	\$14,500	\$10,750	\$348,758	\$473,961

As evidenced in the above Table, the majority of expenditure generally occurs within fit-out (plumbing, electrical, flooring, painting etc).

In addition and in conjunction with Council officers, an analysis of Council’s Long Term Financial Plan has been undertaken. The following table is a summary of the projected Capital Works funding for buildings, separating renewal (same service, upgrade (improved service) and new (new service).

Buildings CAPEX	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Renewal	\$474	\$159	\$125	\$756	\$345	\$380	\$391	\$406	\$429	\$450
New Assets	\$0	\$122	\$96	\$577	\$0	\$0	\$0	\$0	\$0	\$0
Upgrade/expansion	\$164	\$89	\$70	\$424	\$0	\$0	\$0	\$0	\$0	\$0
Total capital expenditure	\$638	\$370	\$291	\$1,757	\$345	\$380	\$391	\$406	\$429	\$450

This financial information provides an excellent starting point for the modelling process and as a result has allowed for the provision of recommendations as to what the budget allocation for renewal should be at the present time and in the near future.

It is noted that considerable improvements in financial and asset information has occurred over the past 5 years since the previous assessments with far greater emphasis on separating renewal from upgrade/new expenditure .

5.3 Building Asset Modelling – Long Term Renewal Requirements

Utilising the CT Management Program with Moloney’s AM modelling program, data was populated into a Data Input format and the modelling outputs for all 64 buildings are as follows:

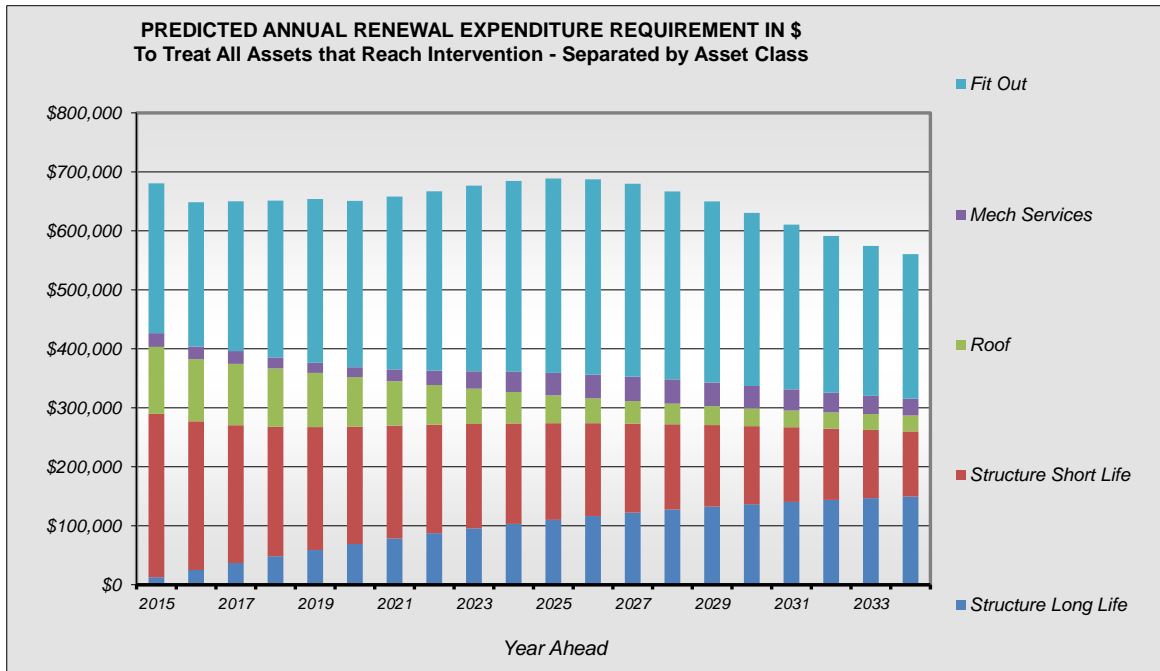


Chart 12
Predicted Required
Capital Expenditure
2015 – 2035 by
component

Chart 12 above demonstrates the renewal funding requirements for the retention of all the current building stock for the next 10 years and demonstrates a steady level of approximately **\$650,000 per annum of renewal funding is required** if these buildings are retained in the long term, with a nominated renewal intervention value (condition).

For building structures and their various components (roof, mechanical, fit out), an intervention level value of 8 was chosen as indicative of the point at which renewal needs to be undertaken if the asset is to remain functional. An intervention of 10 indicates the asset has **total failure** of the element with extreme risk if left in service.

The high cost for the Building Fit-out is a consequence of the relatively short life of the element when compared to other elements and the substantial cost of renewal of this item at the time of renewal. In most instances fit out work requires the high cost of removal of existing components e.g. carpet etc.

In summary, the Building Asset portfolio is demanding or expressing in modelling terms the need for a Renewal Funding Program, of ~\$680,000 in 2014/15 and steady around \$650,000 per annum thereafter. This renewal need is higher than the current projected overall allocation of \$474,000 per annum in 2013/14.

5.3.1 Council & Foreshore Buildings:

The Borough of Queenscliffe Council has a unique situation with many of its building assets located on Foreshore land and predominately providing services to visitors to the area. To enable Council to better understand the impacts on its buildings, an analysis of its buildings was undertaken within the designated categories of Foreshore and Council. Of the total of 64 buildings identified within Council control these comprised:

- 21 Council buildings with replacement cost of: \$18,061,827; and
- 43 Foreshore buildings with replacement cost of: \$7,388,668

As evidenced above, the majority of buildings are classified within the foreshore area they tend to be smaller structures whereas within the Council category many are major buildings, such as Council offices, with significantly higher replacement cost.

Foreshore:

Chart 13 demonstrates the renewal funding requirements for the retention of all the designated foreshore buildings for the next 20 years. It demonstrates a higher demand in the early years and steadily decreasing over time. This indicates that that many of these assets are in average to poor condition and need renewal. On average the chart indicates renewal needs of ~ \$200,000 per annum is required if these buildings are retained in the long term, with a nominated renewal intervention value (condition).

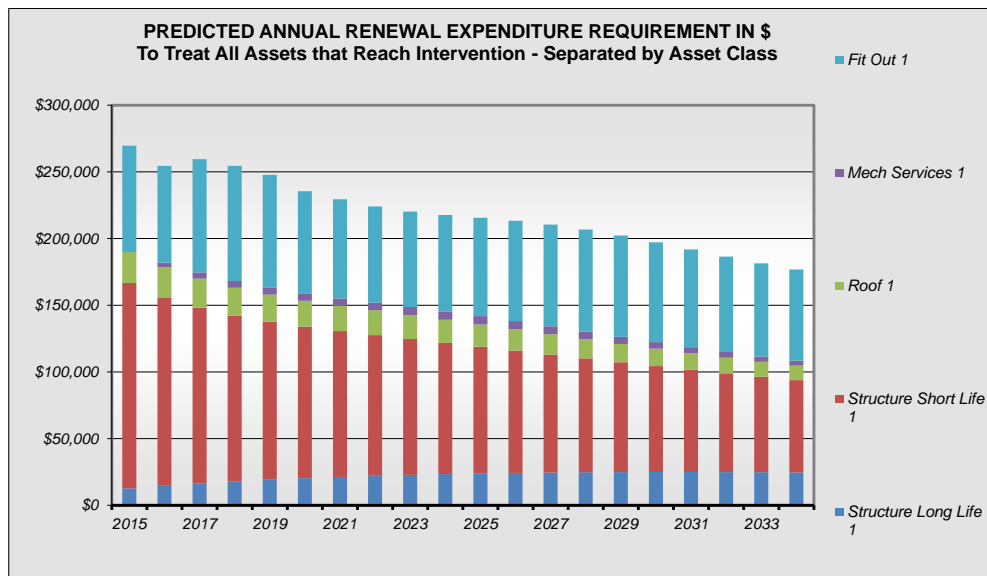


Chart 13
Predicted Required
Capital Expenditure
2015 – 2035 by
component
Foreshore Buildings

Council:

Chart 14 below demonstrates the renewal funding requirements for the retention of all the designated Council buildings for the next 20 years. It demonstrates a steady demand of ~ \$400,000 per annum for renewal if these buildings are retained in the long term, with a nominated renewal intervention value (condition).

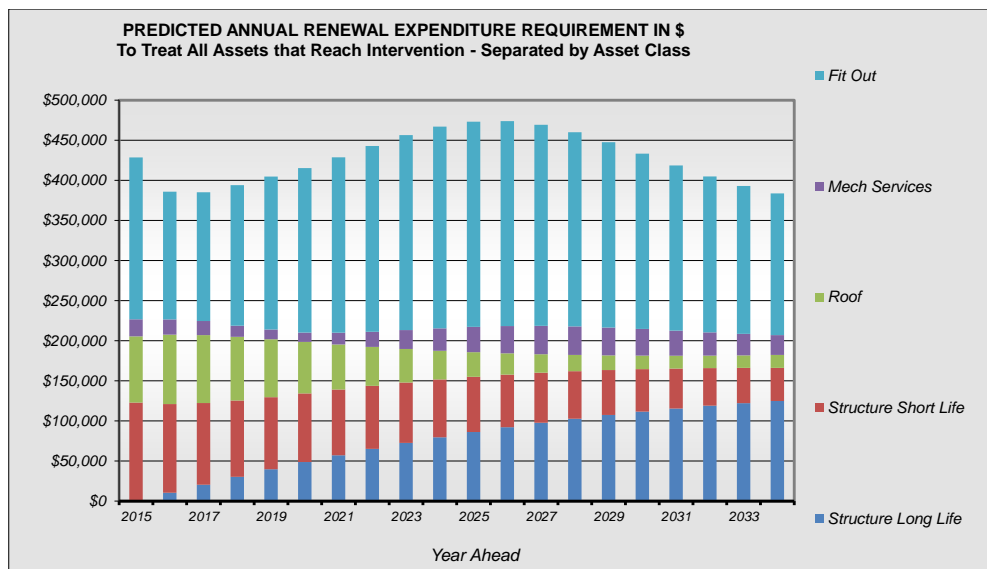


Chart 14
Predicted Required
Capital Expenditure
2015 – 2035 by
component
Council Buildings

5.4 Renewal Funding Gap (20 year Plan)

The renewal funding for buildings, as identified within Section 5.2, has been used within the modelling to determine the funding gap. This is the amount of renewal funding shortfall, generated by the difference between Required Renewal Funding demand and Proposed (Current) funding allocation. It has been assumed for the purposes of the modelling that the allocation in year 10 will continue at that level for the following 10 years (year 20).

Buildings CAPEX	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Renewal	\$474	\$159	\$125	\$756	\$345	\$380	\$391	\$406	\$429	\$450

The Renewal Funding (Liability) Gap provides Council with an understanding of the difference between what Council is currently spending to renew its building portfolio and what it needs to be spending, when the asset reaches critical renewal intervention (condition 8).

Based on an analysis of the future renewal demand the above renewal funding has been apportioned to the current LTFP renewal funds across the following key components:

1. Structure (Long Life) 21.7%
2. Structure (Short Life) 20.1%
3. Roof Cladding 8%
4. Mechanical Plant 4.76%
5. Fit out 45.4%

Chart 15 highlights the current proposed renewal expenditure (dark Blue column) as designated within Councils LTFP. The grey columns indicate the required renewal expenditure for each year (predicted at around \$650,000). The red line is the predicted overall condition of all the buildings based on the proposed renewal funding levels. As evidenced in the Chart currently less than 2% of buildings and their components are at or above the desired intervention (condition) level. Within 5 years this is predicted to rise to ~ 6% and by the year 2025 11%.

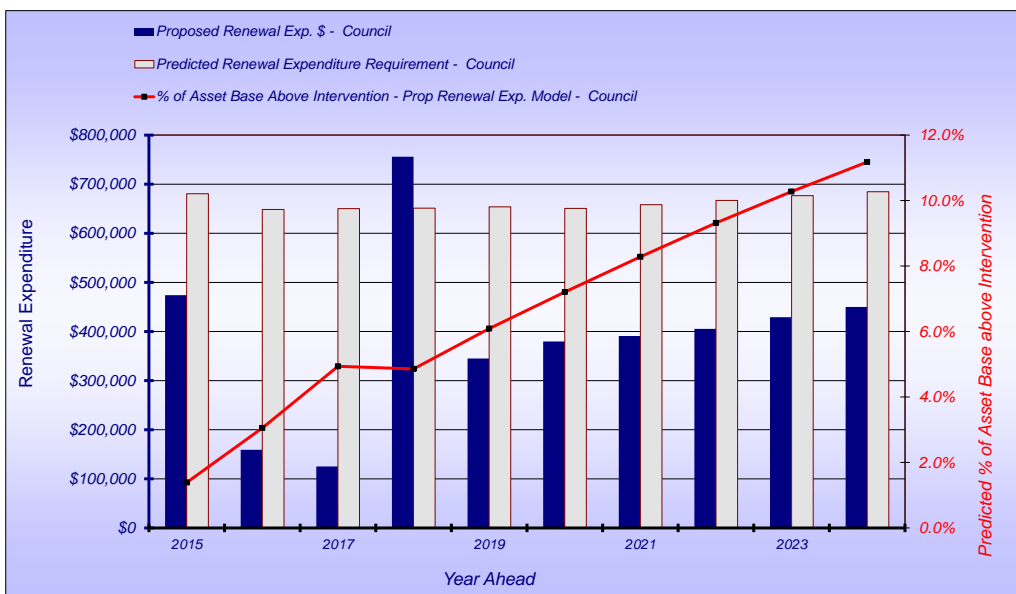


Chart 15
Proposed Renewal Exp and Predicted Renewal Expenditure. Required Capital Expenditure 2015 – 2025

Chart 16
Predicted Annual
Renewal Gap
2015 – 2025

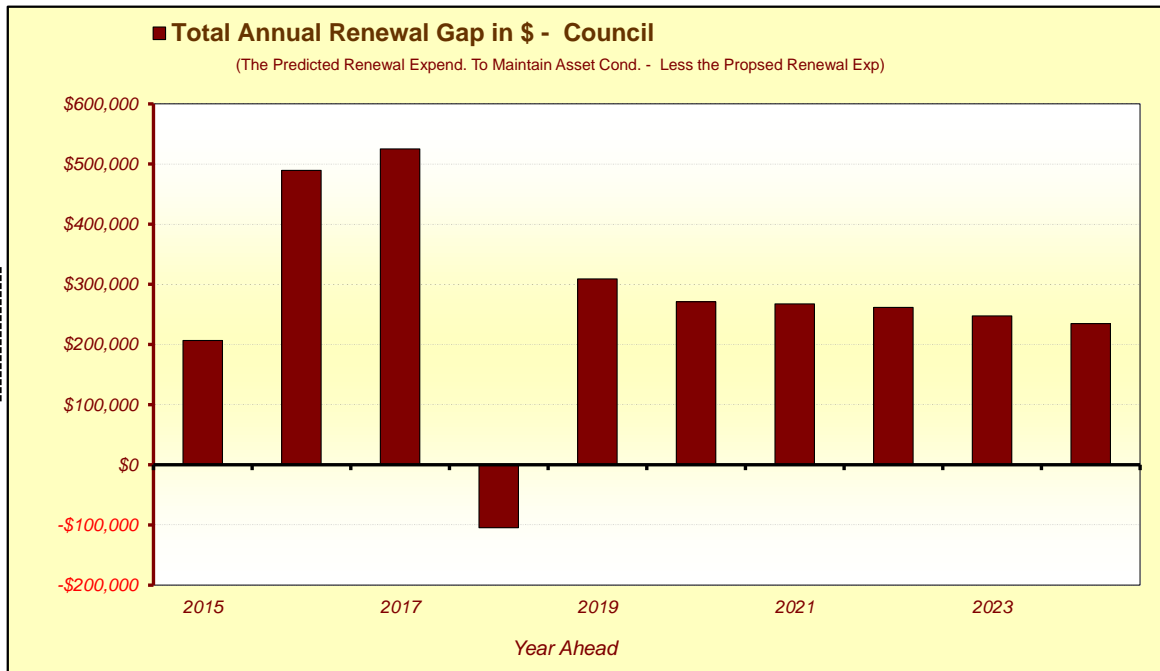


Chart 16 is one of the principle outputs of the modelling, identifying the **shortfall** in renewal funding if current expenditure patterns, as designated within Council current LTFP, continue. The model forecasts that for 2015/2016 an additional \$200,000 is required and increases to \$500,000 in years 2-3. The excess funding in 2018 is due the large funding within that year. Overall Council currently has a predicted cumulative gap of \$2.7M over the 10 year period resulting in an average annual renewal funding shortfall of \$270,000.

The average total expenditure on renewal capital for the 2013/14 financial year is \$473,961. This represents 1.86% of the value of the building portfolio, valued at \$25,451,195. The **industry range for expenditure on renewal is in the order of 2-2.5% over the life of these assets**. It is critical that Council consider increasing its expenditure on building renewal and planning to ramp this expenditure up to meet predicted requirements by 2015 or critically reviews the level of service it requires or critically the services it requires from these building assets.

5.5 Summary

It is now considered important for Council to review its current Building Renewal Funding program and update it to now tailor it to meet the condition based renewal requirements determined from this assessment of all buildings to ensure that as a minimum, they continue to operate and physically / structurally provide the functional level of service that have been assigned to them.

Having regard to the renewal demand it is considered important that Council undertake a critical review of each building asset and determine the level of service it requires in line with its Corporate Plan direction. The issue of usage of each building, Council long term strategic priorities need to be considered. This may identify opportunities for improved usage, rationalisation of facilities. The answer to meeting the significant renewal demand needs to consider financial as well as social/environmental factors.

6. CONCLUSIONS & IMPROVEMENT PLAN

In 2010 Council began a process to better understand its building facilities and how better to manage those facilities. In 2010 it obtained up to date information of all its building assets including condition. As a result it developed a long term approach to meeting its service needs and ultimately its renewal requirements.

The completion of the 2013 building inspection and condition assessment process has provided up to date information on all its assets including the many “acquired” or changed assets that has occurred since the 2010 report. This ensures Council has the information to better manage its important building facilities. This is critical as Council now has 12 additional facilities to manage since 2010.

In order to become more strategic in its approach and to providing a Building Asset portfolio that meets the needs and expectations of the community and Council, there needs to be **Service Plans** developed for each of Council services. These plans will identify what services, the level of those services and the assets required to support those services to achieve the required outcomes. This information can then be included, together with the updated asset information, into Council Building Asset Management Plan.

The updated plan will also reinforce Councils approach to building asset management ownership and a management plan to ensure appropriate asset assessment and asset renewal funding is available. Inclusive within this Building AM Plan is Council’s AM policy, a clear determination of the function of each individual building asset and its “Levels of Service” for both asset presentation (maintenance) and asset functionality (life management criteria).

With these key elements determined, Council may then set service delivery targets such as continuance/discontinuance of the level of service delivery involving the asset, alternatives to asset ownership and continual revision of condition intervention levels with a nominated % of assets existing outside the determined intervention level target. This is particularly important when considering those assets deemed to provide services to its local community versus the foreshore assets meeting a broader community need.

As evidenced in the report, Council has clearly provided a focus on building management, substantial work has occurred during the past 3 years on renewal work however the underlying renewal need continues and is above Councils current renewal funding allocations (LTFP). This presents Council with some key challenges in terms of what buildings are required and developing methodology by which Council generates the required Asset Renewal Funding to ensure the asset group exists within the determined Levels of Service for functionality and presentation. Funding sources may be through innovative user pay principles, privatisation of service/ownership, loan funding arrangements over the life of the asset and finally, via a sustainable Financial Plan involving external and internal revenue generators.

Development of specific renewal programs including preventative maintenance (renewal) works and linking these programs within Councils building renewal allocations

is essential to reverse the individual and collective future deterioration of Council buildings.

The inclusion of 12 additional buildings to the building portfolio places Councils limited funding under further strain and increases the renewal funding requirements.

Within many of the building categories, changes in safety and hygiene standards, legislation compliance, increased community use, community expectations and needs, continue to place demands on the Council for continual major building renewals, upgrades and new buildings.

This building asset management review does not take into consideration the “changing demands” on the current function of the existing asset, although it is important that the review provides sufficient information to allow an initial assessment of the existing building condition and anticipated remaining effective life so that the liabilities of long term ownership of the asset can be determined.

A future stage of the Councils asset management will require a more detailed asset management plan that looks at the “whole of life” ownership implications and its continued financial liability.

Usage and meeting Council strategic priorities will be important factors to be considered by Council as it considers ways to meet its increasing renewal funding needs.

In addition, other key asset management elements required for the consideration of “whole of life implications” need to be considered, such as:

- Level of Service Delivery of the Assets Function
- Asset Performance targets (Utilisation)
- Asset Demand Projections (Future needs)
- Asset Rationalisation (Disposal/downsizing/combining)
- Long Term Cash Flow Forecasts

This “Building Asset Management and Condition Review” provides a critical assessment of the existing building asset portfolio and further, provides for an updated and accurate data base to form the foundation of an updated Building Asset Management Plan based on best practice asset management.

6.1 Asset Data Management Improvement Plan

The “Borough of Queenscliffe Building Information Data Base” has produced a consolidated list of most current building assets, their value and condition at this point in time (December 2013).

In order to obtain maximum ongoing value from this project, the Council needs to set in train the following actions that will further enhance the information now provided.

6.1.1 Asset Management Cost Centre Accounting

It is noted that considerable improvements have occurred within Councils budget and financial recording systems to ensure the following are recorded:

- Operational costs (utilities, cleaning etc)
- Up to date replacement costs of existing building with building of equivalent area and type.

Councils LTFP identifies building Capital Works but does not separate renewal, upgrade and new works. This needs to occur so Council can more accurately assess its future renewal “gap” liability and to see what works will generate additional renewal funding such as upgrades and new facilities.

In addition the initial “preventative maintenance (renewal) program developed within this report needs to be critically reviewed and then included as specific works within the building renewal LTFP.

6.1.2 Recording Building Capital & Maintenance Activity

At the completion of each renewal, replacement or the construction of additional building space, the municipality should record this information in the Queenscliffe Council Building Information Asset Register Database. This will ensure the “As Constructed” cost is recorded, and the condition rating adjusted, e.g. the replacement of a roof would result in the condition rating being amended to Condition 0.

This information will constantly update the Asset Data and as time progresses assist in providing more accurate “As Constructed” costs that will better inform any future financial forecast modelling and consideration of “whole of life” cost assessment.

The data base should also include provision for the recording of the time, date and cost of maintenance expenditure carried out on each building. Continual updating of this information will assist Council in keeping accurate records of its maintenance expenditure.

6.1.3 Continuous Improvement of Asset Data

In addition to entering information relating to new works as they occur, the full asset inventory should be reinspected at a regular interval to update the condition information on each building and its sub-elements as occurred in 2013.

Three (3) years is considered to be an appropriate interval for the next re-inspection, with the inspection program stretching out to 5 year intervals. This provides a sufficient interval for changes in the assets to occur, while not being too long that significant changes occur unnoticed. The exception is assets that are near the end of their effective life. In this instance a more frequent inspection may be required

6.2 Asset Management Continuous Development**6.2.1 Development of Future Works Programs**

Financial forecast models can assist in predicting the future financial requirements based on the presumption that the buildings or elements will be replaced when the building or component exceeds its nominated service life or when the condition rating reaches a predetermined condition level (e.g. 8).

This intervention level requires the Queenscliffe Council to “sign off” on an agreed intervention value to enable well founded modelling processes to be completed. It may be that the Council will allow a percentage of buildings or components to be above that nominated intervention level in any one year.

In order to develop future works programs for renewal (refurbishment), the Council building staff in consultation with the Building Asset Management Team needs to extract and manually review the anticipated replacement date for each building and/or element. While financial modelling provides an indication of the funds likely to be required for the continued functioning of the current building assets, it does not provide the particular renewal or replacement date for any individual building or element in a spreadsheet format.

The nominated indicative replacement date for each building and component can be found in the Access Database. This will identify those buildings or components which may exceed the effective life or condition intervention level within the period of a 5 Year Works Program.

If the replacement of buildings or components with a Condition 8 or greater is not proposed in the immediate future, the condition of those components or buildings should be kept under review, as the deterioration of those components or buildings can be significantly more rapid in the later stages of their life.

It is suggested that an annual review of buildings or components who’s Condition Rating is greater than 7 should be carried out annually. This can be undertaken as part of a routine building maintenance inspection.

6.2.2 Summary

The conclusions and improvements outlined above and the continued focus on “managing” its building facilities and maintaining an up to date accurate building information data base will provide a valuable tool for informing management and councillors of the number, value and condition of its building stock and will assist in predicting the future capital building requirements that needs to be funded from the Council’s Strategic Resources Plan and 10 year budget.

7. GLOSSARY OF TERMS:

The following definitions and assumptions have been used in the compilation of this report, the field data and the asset renewal program

Asset Management Plan:

A plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide a specified level of service (function/purpose). A significant component of the plan is a long-term cash-flow projection for the continuation of the asset to function at its level of service

Asset Management Team:

A team appointed by an organisation to review and monitor the corporate asset management improvement program and ensure the development of integrated asset management systems and plans consistent with organisational goals and objectives.

Asset Data:

A record of asset information considered worthy of separate identification including inventory, location, age, condition, history, financial, construction, technical and financial information about each individual building.

Current Replacement Cost:

The cost of replacing the current service potential of an existing asset with an asset of equivalent capacity, built to current community standards and expectations.

Cyclic Maintenance

Maintenance carried out on a programmed basis that ensures the asset is protected against deterioration and enhances appearance e.g. Painting, replacement of floor coverings

Facility:

A building complex comprising many assets (e.g. hospital, water-treatment plant, recreation complex, etc.) all which represents a single management unit for financial, operational, maintenance or other purpose.

Gap Analysis:

A method of assessing the gap between the Council's current asset management practices and the future desirable asset management practices. Also called "needs analysis" or "improvement planning", and for Buildings, the financial gap between current renewal and maintenance funding and the existing asset's or assets components required renewal and maintenance funding needs.

Improvement /Upgrades

Works required to an existing asset that changes the current functional level of service to a revised, improved or upgraded function to meet user's expectations.

Renewal:

Works to refurbish or replace an existing asset or asset component with facilities of equivalent capacity or performance capability.

Replacement:

The complete replacement of an asset or asset component that has reached the end of its life and no longer can provide a similar or agreed alternative level of service.

Routine maintenance

Un-programmed maintenance, carried out to ensure the building or element remains serviceable e.g. repair of water service, unblock sewerage and repair windows.

8. APPENDIX A: MOLONEYS OUTPUT TABLE

Building Name	Build Rep Value	Structure Long	Structure Short	Roof	Plant	Fitout	Total Score	Bld_life
Amenities Block - Golightly Park	\$379,168	6	N	6	N	5	6	Long Life
Amenities Block - New Block Near Scoreboard	\$543,660	1	N	2	N	2	1	Long Life
Amenities Block (Ganes Reserve)	\$153,340	4	N	5	N	5	4	Long Life
Amenities Block (large) Royal Park North Block	\$376,380	4	N	5	N	2	4	Long Life
Amenities Block (Next To The Bowls Club) Point Lonsdale	\$267,648	5	N	5	N	5	5	Long Life
Amenities Block (small) Royal Park South Block	\$195,160	N	4	6	N	2	4	Short Life
Amenities Block (Victoria Park, King St)	\$242,556	1	N	3	2	2	1	Long Life
Amenities Block (W.J. Field Park)	\$122,500	N	1	3	N	2	1	Short Life
Cabin 1 Queenscliffe Rec Reserve	\$85,100	N	2	3	2	2	2	Short Life
Cabin 2 Queenscliffe Rec Reserve	\$83,250	N	2	3	3	2	2	Short Life
Cabin 3	\$85,100	N	2	3	3	2	2	Short Life
Cabin 4	\$410,700	N	2	3	3	2	2	Short Life
Cabin 5 Queenscliffe Rec Reserve	\$85,100	N	1	2	3	2	1	Short Life
Cabin 6 Sardine	\$44,400	N	2	2	3	4	2	Short Life
Cabin 7	\$74,000	N	4	4	5	4	4	Short Life
Camp Kitchen Queenscliffe Rec Reserve	\$152,250	N	1	2	N	2	1	Short Life
Caravan Park Managers Office and Residence Queenscliffe Rec Res	\$259,720	N	3	4	4	5	3	Short Life
Caravan Parks Office Royal Park	\$47,250	N	4	5	5	5	4	Short Life
Community Nursery Bldg C	\$2,430	N	4	4	N	N	4	Short Life
Community Nursery Shed A	\$8,100	N	4	4	N	5	4	Short Life
Community Nursery Shed B	\$7,000	N	5	4	N	5	5	Short Life
Community Nursery Toilet	\$8,364	N	4	4	N	4	4	Short Life
Council Hall	\$2,260,370	6	N	6	N	3	6	Long Life
Council Offices	\$1,306,044	1	N	2	3	2	1	Long Life
Engine Shed	\$180,000	7	N	8	N	N	7	Long Life

Building Name	Build Rep Value	Structure Long	Structure Short	Roof	Plant	Fitout	Total Score	Bld_life
Equipment Shed (Lower Princess Park) Red Brick.	\$141,950	5	N	4	N	N	5	Long Life
Former Infant Welfare Centre (Victoria Park)	\$145,760	N	6	6	2	6	6	Short Life
Free Public Library & Meeting Rooms & V.I.C	\$963,550	5	N	6	6	5	5	Long Life
Historical Centre, Queenscliffe	\$930,514	4	N	5	3	6	4	Long Life
Kindergarten	\$426,944	N	6	5	5	5	6	Short Life
Maritime Museum	\$2,183,129	5	N	6	N	4	5	Long Life
Maritime Museum Boat Building Shed	\$320,100	N	5	5	N	6	5	Short Life
Pavilion (Lower Princess Park) Market	\$328,350	N	5	5	N	5	5	Short Life
Point Lonsdale SlcAmenites	\$87,500	N	2	3	N	3	2	Short Life
Qrr - Hesse St Amenities Block A	\$131,036	N	6	6	N	5	6	Short Life
Qrr - Hesse St Amenities Block B	\$112,500	N	6	6	N	5	6	Short Life
Qrr - Hesse St Amenities Block C	\$136,500	N	6	6	N	5	6	Short Life
QrrBbq Shelter	\$49,770	N	7	6	N	5	7	Short Life
Queenscliffe Rec Reserve Monahan Sporting Complex	\$5,021,475	3	N	7	2	2	3	Long Life
Queenscliffe Sea Scouts Clubrooms	\$1,185,351	N	7	6	N	7	7	Short Life
Queenscliffe Sports Club & Change Rooms	\$973,176	5	N	2	8	7	5	Long Life
Rocket Shed	\$25,000	N	7	7	N	N	7	Short Life
Rotunda (Citizens Park)	\$27,000	N	6	5	N	4	6	Short Life
Santa Casa Beach Base Amenities	\$34,800	N	3	3	N	3	3	Short Life
Senior Citizens Club	\$1,080,182	N	5	7	3	5	5	Short Life
Shelter Shed- Royal Park	\$32,500	N	4	5	N	2	4	Short Life
Sports Club Amenities, Queenscliffe Rec Res	\$245,344	5	N	7	N	5	5	Long Life
Tennis Clubrooms - Ganes Reserve	\$480,930	4	N	5	3	3	4	Long Life
The Skate Park - Toilets	\$66,500	N	6	5	N	6	6	Short Life
Tobin Drive Survey Office	\$532,350	N	5	4	6	2	5	Short Life
Tobin Drive Survey Office Shed	\$46,750	N	6	3	N	N	6	Short Life

Building Name	Build Rep Value	Structure Long	Structure Short	Roof	Plant	Fitout	Total Score	Bld_life
Toch Dormitory 1	\$173,900	N	7	7	N	N	7	Short Life
Toch Dormitory 2	\$173,900	N	7	7	N	N	7	Short Life
Toch Dormitory 3	\$135,050	N	7	7	N	N	7	Short Life
Toch Mac Donald Building	\$238,650	N	7	7	N	9	7	Short Life
Toch Recreation Hall	\$288,600	N	7	7	N	N	7	Short Life
Toilet Block & Kiosk (Princess Park)	\$420,000	6	N	6	N	8	6	Long Life
Toilet Block (Citizens Park)	\$94,500	N	2	1	N	1	2	Short Life
Toilet Block at Boat Ramp	\$158,916	N	3	5	N	4	3	Short Life
Toilet Block TOCH	\$117,000	N	7	4	N	5	7	Short Life
Tool And Machinery Shed - Qrr	\$33,528	N	4	5	N	5	4	Short Life
Visitors Dressing Rooms, Queenscliffe Rec Res	\$165,000	5	N	6	N	N	5	Long Life
Waiting Shed (Princess Park)	\$42,900	N	5	6	N	4	5	Short Life
Weeroona Amenities Block	\$320,000	6	N	6	N	6	6	Long Life

draft

9. APPENDIX B: BUILDING CONDITION SCORES

Building Name	Build Rep Value	Total Condition Score
Amenities Block - Golightly Park	\$379,168	6
Amenities Block (Ganes Reserve)	\$153,340	4
Amenities Block (W.J. Field Park)	\$122,500	1
Council Hall	\$2,260,370	6
Council Offices	\$1,306,044	1
Free Public Library & Meeting Rooms & V.I.C	\$963,550	5
Historical Centre, Queenscliffe	\$930,514	4
Kindergarten	\$426,944	6
Maritime Museum	\$2,183,129	5
Queenscliffe Rec Reserve Monahan Sporting Complex	\$5,021,475	3
Queenscliffe Sea Scouts Clubrooms	\$1,185,351	7
Queenscliffe Sports Club & Change Rooms	\$973,176	5
Senior Citizens Club	\$1,080,182	5
Sports Club Amenities, Queenscliffe Rec Res	\$245,344	5
Tennis Clubrooms - Ganes Reserve	\$480,930	4
Toilet Block at Boat Ramp	\$158,916	3
Visitors Dressing Rooms, Queenscliffe Rec Res	\$165,000	5
Amenities Block - New Block Near Scoreboard	\$543,660	1
Amenities Block (large) Royal Park North Block	\$376,380	4

Building Name	Build Rep Value	Total Condition Score
Amenities Block (Next To The Bowls Club) Point Lonsdale	\$267,648	5
Amenities Block (small) Royal Park South Block	\$195,160	4
Amenities Block (Victoria Park, King St)	\$242,556	1
Cabin 1 Queenscliffe Rec Reserve	\$85,100	2
Cabin 2 Queenscliffe Rec Reserve	\$83,250	2
Cabin 3	\$85,100	2
Cabin 4	\$410,700	2
Cabin 5 Queenscliffe Rec Reserve	\$85,100	1
Cabin 6 Sardine	\$44,400	2
Cabin 7	\$74,000	4
Camp Kitchen Queenscliffe Rec Reserve	\$152,250	1
Caravan Park Managers Office and Residence Queenscliffe Rec Res	\$259,720	3
Caravan Parks Office Royal Park	\$47,250	4
Engine Shed	\$180,000	7
Equipment Shed (Lower Princess Park) Red Brick.	\$141,950	5
Former Infant Welfare Centre (Victoria Park)	\$145,760	6
Maritime Museum Boat Building Shed	\$320,100	5
Pavilion (Lower Princess Park) Market	\$328,350	5
Point Lonsdale SlcAmenites	\$87,500	2
Qrr - Hesse St Amenities Block A	\$131,036	6
Qrr - Hesse St Amenities Block B	\$112,500	6
Qrr - Hesse St Amenities Block C	\$136,500	6
QrrBbq Shelter	\$49,770	7
Rocket Shed	\$25,000	7
Rotunda (Citizens Park)	\$27,000	6

Building Name	Build Rep Value	Total Condition Score
Santa Casa Beach Base Amenities	\$34,800	3
Shelter Shed- Royal Park	\$32,500	4
The Skate Park - Toilets	\$66,500	6
Tobin Drive Survey Office	\$532,350	5
Tobin Drive Survey Office Shed	\$46,750	6
Toch Dormitory 1	\$173,900	7
Toch Dormitory 2	\$173,900	7
Toch Dormitory 3	\$135,050	7
Toch Mac Donald Building	\$238,650	7
Toch Recreation Hall	\$288,600	7
Toilet Block & Kiosk (Princess Park)	\$420,000	6
Toilet Block (Citizens Park)	\$94,500	2
Toilet Block TOCH	\$117,000	7
Tool And Machinery Shed - Qrr	\$33,528	4
Waiting Shed (Princess Park)	\$42,900	5
Weeroona Amenities Block	\$320,000	6
Community Nursery Bldg C	\$2,430	4
Community Nursery Shed A	\$8,100	4
Community Nursery Shed B	\$7,000	5
Community Nursery Toilet	\$8,364	4
Total	\$25,450,495	

10.APPENDIX C: RENEWAL & MAINTENANCE EXPENDITURE SUMMARY

Building Name	Total 10 Yr	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Amenities Block - Golightly Park	\$43,211	\$1,200	\$600	\$600	\$14,101	\$600	\$600	\$8,100	\$600	\$600	\$600
Amenities Block - New Block Near Scoreboard	\$152,900	\$400	\$400	\$400	\$400	\$13,900	\$400	\$400	\$400	\$400	\$400
Amenities Block (Ganes Reserve)	\$65,200	\$2,200	\$400	\$400	\$400	\$5,900	\$400	\$400	\$400	\$1,900	\$400
Amenities Block (large) Royal Park North Block	\$23,701	\$900				\$3,001				\$1,800	
Amenities Block (Next To The Bowls Club) Point Lonsdale	\$1,700	\$1,700									
Amenities Block (small) Royal Park South Block	\$55,400	\$400								\$5,000	
Cabin 1 Queenscliffe Rec Reserve	\$81,400	\$600		\$600		\$2,600		\$5,400		\$600	
Cabin 2 Queenscliffe Rec Reserve	\$81,400	\$600		\$600		\$2,600		\$5,400		\$600	
Cabin 3	\$81,400	\$600		\$600		\$2,600		\$5,400		\$600	
Cabin 4	\$81,400	\$600		\$600		\$2,600		\$5,400		\$600	
Cabin 5 Queenscliffe Rec Reserve	\$82,200	\$900		\$600		\$600		\$6,100		\$1,900	
Cabin 6 Sardine	\$300	\$300									
Camp Kitchen Queenscliffe Rec Reserve	\$66,000							\$6,000			
Caravan Park Managers Office and Residence Queenscliffe Rec Res	\$215,000	\$500		\$3,500	\$7,000				\$9,000		
Community Nursery Shed A	\$500	\$500									
Community Nursery Shed B	\$800	\$800									
Council Hall	\$509,000	\$6,400	\$16,000	\$16,000	\$800	\$4,000		\$6,800		\$3,000	\$800
Council Offices	\$167,500					\$23,000	\$10,000	\$4,500			
Engine Shed	\$6,701	\$1,201	\$5,500								
Equipment Shed (Lower Princess Park) Red Brick.	\$19,900	\$4,900								\$1,500	

Building Name	Total 10 Yr	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Former Infant Welfare Centre (Victoria Park)	\$139,400	\$1,800	\$9,100	\$10,500							\$1,800
Free Public Library & Meeting Rooms & V.I.C	\$255,800	\$5,000	\$5,000	\$8,000	\$9,000			\$8,800			
Historical Centre, Queenscliffe	\$173,500	\$500	\$2,000					\$12,000		\$19,000	
Kindergarten	\$316,611	\$15,100	\$10,000		\$13,501			\$3,000			
Maritime Museum	\$318,611	\$31,601	\$12,000			\$6,000	\$2,500			\$13,001	
Maritime Museum Boat Building Shed	\$73,000	\$2,500	\$4,500							\$2,100	
Pavilion (Lower Princess Park) Market	\$146,100	\$1,100	\$12,500		\$800			\$8,800			\$800
Point Lonsdale SlcAmenites	\$17,300	\$3,300					\$800			\$600	
Qrr - Hesse St Amenities Block A	\$4,102		\$3,502								
Qrr - Hesse St Amenities Block B	\$16,700	\$500	\$2,200								\$1,400
Qrr - Hesse St Amenities Block C	\$51,200	\$800	\$600	\$3,800							
QrrBbq Shelter	\$12,200	\$1,400	\$2,800								
Queenscliffe Rec Reserve Monahan Sporting Complex	\$606,300	\$7,800	\$7,500	\$46,500	\$10,000				\$18,500	\$21,000	
Queenscliffe Sea Scouts Clubrooms	\$73,600	\$6,100	\$35,300	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800
Queenscliffe Sports Club & Change Rooms	\$199,600	\$3,100	\$18,000	\$18,500							
Rocket Shed	\$3,800	\$500	\$300		\$300		\$300		\$300		\$300
Rotunda (Citizens Park)	\$39,600		\$600		\$600		\$600		\$600	\$3,000	\$600
Senior Citizens Club	\$158,511	\$6,000	\$23,501	\$12,000				\$21,000		\$600	
Shelter Shed- Royal Park	\$1,700	\$1,700									
Sports Club Amenities, Queenscliffe Rec Res	\$6,400	\$400			\$6,000						
Tennis Clubrooms - Ganes Reserve	\$123,900	\$400						\$10,500			
Tobin Drive Survey Office	\$219,811	\$1,800	\$12,501	\$1,500			\$18,000	\$11,000			
Tobin Drive Survey Office Shed	\$30,501					\$3,001		\$2,500			
Toilet Block & Kiosk (Princess Park)	\$93,401	\$2,800	\$1,600	\$39,001		\$50,000					
Toilet Block (Citizens Park)	\$4,400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Toilet Block at Boat Ramp	\$71,600	\$600		\$5,000	\$2,500	\$3,500					
Toilet Block TOCH	\$23,002	\$3,000			\$20,002						
Visitors Dressing Rooms, Queenscliffe Rec Res	\$2,200	\$2,200									
Waiting Shed (Princess Park)	\$28,700	\$1,200			\$2,500						

Building Name	Total 10 Yr	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Weeroona Amenities Block	\$28,501	\$3,001	\$2,000					\$3,500			\$2,000
Totals	\$4,975,664	\$129,303	\$188,804	\$169,901	\$89,104	\$125,102	\$34,800	\$136,200	\$31,000	\$79,001	\$10,300

11.APPENDIX D: FORECAST EXPENDITURE BY TYPE

Building Name	Expenditure Type	Total 10 Yr	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Amenities Block - Golightly Park	Capital Renewal	\$19,500				\$12,000			\$7,500			
Amenities Block - Golightly Park	Operational	\$6,600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600
Amenities Block - Golightly Park	Preventative	\$17,111	\$600			\$1,501						
Amenities Block - New Block Near Scoreboard	Preventative	\$152,900	\$400	\$400	\$400	\$400	\$13,900	\$400	\$400	\$400	\$400	\$400
Amenities Block (Ganes Reserve)	Operational	\$4,400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Amenities Block (Ganes Reserve)	Preventative	\$60,800	\$1,800				\$5,500				\$1,500	
Amenities Block (large) Royal Park North Block	Capital Renewal	\$3,001					\$3,001					
Amenities Block (large) Royal Park North Block	Operational	\$900	\$900									
Amenities Block (large) Royal Park North Block	Preventative	\$19,800									\$1,800	
Amenities Block (Next To The Bowls Club) Point Lonsdale	Operational	\$1,700	\$1,700									
Amenities Block (small) Royal Park South Block	Operational	\$400	\$400									
Amenities Block (small) Royal Park South Block	Preventative	\$55,000									\$5,000	
Cabin 1 Queenscliffe Rec Reserve	Capital Renewal	\$14,300							\$1,300			
Cabin 1 Queenscliffe Rec Reserve	Preventative	\$67,100	\$600		\$600		\$2,600		\$4,100		\$600	
Cabin 2 Queenscliffe Rec Reserve	Capital Renewal	\$14,300							\$1,300			
Cabin 2 Queenscliffe Rec Reserve	Preventative	\$67,100	\$600		\$600		\$2,600		\$4,100		\$600	
Cabin 3	Capital Renewal	\$14,300							\$1,300			

Building Asset Management & Condition Review

Building Name	Expenditure Type	Total 10 Yr	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Cabin 3	Preventative	\$67,100	\$600		\$600		\$2,600		\$4,100		\$600	
Cabin 4	Capital Renewal	\$14,300							\$1,300			
Cabin 4	Preventative	\$67,100	\$600		\$600		\$2,600		\$4,100		\$600	
Cabin 5 Queenscliffe Rec Reserve	Capital Renewal	\$14,800									\$1,300	
Cabin 5 Queenscliffe Rec Reserve	Operational	\$300	\$300									
Cabin 5 Queenscliffe Rec Reserve	Preventative	\$67,100	\$600		\$600		\$600		\$6,100		\$600	
Cabin 6 Sardine	Operational	\$300	\$300									
Camp Kitchen Queenscliffe Rec Reserve	Preventative	\$66,000							\$6,000			
Caravan Park Managers Office and Residence Queenscliffe Rec Res	Capital Renewal	\$99,000								\$9,000		
Caravan Park Managers Office and Residence Queenscliffe Rec Res	Operational	\$500	\$500									
Caravan Park Managers Office and Residence Queenscliffe Rec Res	Preventative	\$115,500			\$3,500	\$7,000						
Community Nursery Shed A	Operational	\$500	\$500									
Community Nursery Shed B	Operational	\$800	\$800									
Council Hall	Capital Renewal	\$68,000							\$6,000			
Council Hall	Operational	\$2,000	\$2,000									
Council Hall	Preventative	\$439,000	\$4,400	\$16,000	\$16,000	\$800	\$4,000		\$800		\$3,000	\$800
Council Offices	Capital Renewal	\$24,500					\$20,000		\$4,500			
Council Offices	Preventative	\$143,000					\$3,000	\$10,000				
Engine Shed	Capital Renewal	\$5,500		\$5,500								
Engine Shed	Operational	\$1,201	\$1,201									
Equipment Shed (Lower Princess Park) Red Brick.	Operational	\$1,300	\$1,300									
Equipment Shed (Lower Princess Park) Red Brick.	Preventative	\$18,600	\$3,600								\$1,500	
Former Infant Welfare Centre (Victoria Park)	Capital Renewal	\$7,000			\$7,000							
Former Infant Welfare Centre (Victoria Park)	Operational	\$800		\$800								
Former Infant Welfare Centre (Victoria Park)	Preventative	\$131,600	\$1,800	\$8,300	\$3,500							\$1,800
Free Public Library & Meeting Rooms & V.I.C	Capital Renewal	\$98,800	\$2,000		\$8,000				\$8,800			

Building Name	Expenditure Type	Total 10 Yr	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Free Public Library & Meeting Rooms & V.I.C	Operational	\$1,800	\$1,800									
Free Public Library & Meeting Rooms & V.I.C	Preventative	\$155,200	\$1,200	\$5,000		\$9,000						
Historical Centre, Queenscliffe	Capital Renewal	\$19,000									\$19,000	
Historical Centre, Queenscliffe	Operational	\$500	\$500									
Historical Centre, Queenscliffe	Preventative	\$154,000		\$2,000					\$12,000			
Kindergarten	Capital Renewal	\$164,000	\$11,000	\$10,000					\$3,000			
Kindergarten	Operational	\$1,000	\$1,000									
Kindergarten	Preventative	\$151,611	\$3,100			\$13,501						
Maritime Museum	Capital Renewal	\$136,000	\$4,000	\$12,000								
Maritime Museum	Operational	\$2,800	\$2,800									
Maritime Museum	Preventative	\$179,811	\$24,801				\$6,000	\$2,500			\$13,001	
Maritime Museum Boat Building Shed	Preventative	\$73,000	\$2,500	\$4,500							\$2,100	
Pavilion (Lower Princess Park) Market	Operational	\$2,000		\$2,000								
Pavilion (Lower Princess Park) Market	Preventative	\$144,100	\$1,100	\$10,500		\$800			\$8,800			\$800
Point Lonsdale SlcAmenites	Preventative	\$17,300	\$3,300					\$800			\$600	
Qrr - Hesse St Amenities Block A	Operational	\$601		\$1								
Qrr - Hesse St Amenities Block A	Preventative	\$3,501		\$3,501								
Qrr - Hesse St Amenities Block B	Preventative	\$16,700	\$500	\$2,200								\$1,400
Qrr - Hesse St Amenities Block C	Operational	\$600		\$600								
Qrr - Hesse St Amenities Block C	Preventative	\$50,600	\$800		\$3,800							
QrrBbq Shelter	Operational	\$600	\$600									
QrrBbq Shelter	Preventative	\$11,600	\$800	\$2,800								
Queenscliffe Rec Reserve Monahan Sporting Complex	Capital Renewal	\$345,500		\$7,500	\$46,500					\$18,500	\$8,000	
Queenscliffe Rec Reserve Monahan Sporting Complex	Preventative	\$260,800	\$7,800			\$10,000					\$13,000	
Queenscliffe Sea Scouts Clubrooms	Capital Renewal	\$30,000		\$30,000								
Queenscliffe Sea Scouts Clubrooms	Operational	\$2,200	\$1,200	\$1,000								
Queenscliffe Sea Scouts Clubrooms	Preventative	\$41,400	\$4,900	\$4,300	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800
Queenscliffe Sports Club & Change Rooms	Capital Renewal	\$123,500		\$16,500	\$12,000							
Queenscliffe Sports Club & Change Rooms	Operational	\$1,100	\$1,100									
Queenscliffe Sports Club & Change Rooms	Preventative	\$75,000	\$2,000	\$1,500	\$6,500							

Building Asset Management & Condition Review

Building Name	Expenditure Type	Total 10 Yr	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Rocket Shed	Operational	\$3,800	\$500	\$300		\$300		\$300		\$300		\$300
Rotunda (Citizens Park)	Operational	\$3,300		\$300		\$300		\$300		\$300		\$300
Rotunda (Citizens Park)	Preventative	\$36,300		\$300		\$300		\$300		\$300	\$3,000	\$300
Senior Citizens Club	Capital Renewal	\$45,700	\$1,200	\$11,500	\$12,000				\$21,000			
Senior Citizens Club	Operational	\$3,800	\$800	\$3,000								
Senior Citizens Club	Preventative	\$109,011	\$4,000	\$9,001							\$600	
Shelter Shed- Royal Park	Preventative	\$1,700	\$1,700									
Sports Club Amenities, Queenscliffe Rec Res	Capital Renewal	\$6,000				\$6,000						
Sports Club Amenities, Queenscliffe Rec Res	Operational	\$400	\$400									
Tennis Clubrooms - Ganes Reserve	Capital Renewal	\$8,000										
Tennis Clubrooms - Ganes Reserve	Preventative	\$115,900	\$400						\$10,500			
Tobin Drive Survey Office	Capital Renewal	\$27,300	\$1,800	\$6,000	\$1,500			\$18,000				
Tobin Drive Survey Office	Preventative	\$192,511		\$6,501					\$11,000			
Tobin Drive Survey Office Shed	Capital Renewal	\$3,001					\$3,001					
Tobin Drive Survey Office Shed	Preventative	\$27,500							\$2,500			
Toilet Block & Kiosk (Princess Park)	Capital Renewal	\$89,001			\$39,001		\$50,000					
Toilet Block & Kiosk (Princess Park)	Operational	\$600		\$600								
Toilet Block & Kiosk (Princess Park)	Preventative	\$3,800	\$2,800	\$1,000								
Toilet Block (Citizens Park)	Preventative	\$4,400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Toilet Block at Boat Ramp	Operational	\$5,600	\$600		\$5,000							
Toilet Block at Boat Ramp	Preventative	\$66,000				\$2,500	\$3,500					
Toilet Block TOCH	Capital Renewal	\$20,002				\$20,002						
Toilet Block TOCH	Preventative	\$3,000	\$3,000									
Visitors Dressing Rooms, Queenscliffe Rec Res	Operational	\$800	\$800									
Visitors Dressing Rooms, Queenscliffe Rec Res	Preventative	\$1,400	\$1,400									
Waiting Shed (Princess Park)	Operational	\$1,200	\$1,200									
Waiting Shed (Princess Park)	Preventative	\$27,500				\$2,500						
Weeroona Amenities Block	Capital Renewal	\$3,500						\$3,500				
Weeroona Amenities Block	Operational	\$600	\$600									
Weeroona Amenities Block	Preventative	\$24,401	\$2,401	\$2,000								\$2,000

12.APPENDIX E: RENEWAL & MAINTENANCE REGISTER BY BUILDING

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
Amenities Block - Golightly Park							
251	Roof Struct	Rusting	Apply anti rust solution and paint over.	Preventative		2014	\$600
253	Roof	Lichen growing on surface.	Clean off lichen.	Operational	1	2014	\$600
252	Floor	Floor tiles looking old and tired, some missing.	Provide replacement plan for replacement of floor tiles.	Capital Renewal		2017	\$12,000
250	Roof Struct	Beams need painting	Provide re-painting program to beams and other existing painted surfaces.	Preventative	8	2017	\$1,500
255	Walls	Internal re-paint program needed.	Refer to maintenance Id No 250.	Preventative	8	2017	\$1
254	Roof	Some rusting beginning	Monitor rusting with a view of replacing roof in six to seven years.	Capital Renewal	30	2020	\$7,500
Amenities Block - New Block Near Scoreboard							
209	Floor	Painted edge to steps needs highlighting.	Re-paint to highlight step edging.	Preventative	1	2014	\$400
210	Walls	Internal re-paint program needed.	Provide re-painting program to all existing painted wall surfaces and ceilings.	Preventative	8	2018	\$8,500
211	Walls	External re-paint program needed.	Provide re-painting program to external wall surfaces.	Preventative	8	2018	\$5,000
Amenities Block (Ganes Reserve)							
233	Floor	Floor needs re-painting.	Provide re-painting program for floor surfaces.	Preventative	4	2014	\$1,500
229	Roof	Gutters blocked both sides	Clean gutters.	Operational	1	2014	\$400
232	Floor	Hazard strip to steps needs re-painting	Clean surface and re-paint hazard strips	Preventative		2014	\$300
231	Walls	Re-paint program needed to internal walls	Provide re-paint program to internal wall surfaces and other existing painted surfaces.	Preventative	10	2018	\$2,500

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
230	Roof Struct	Fascias need re-paint program.	Provide re-paint program to all existing painted external surfaces.	Preventative	10	2018	\$1,500
Amenities Block (large) Royal Park North Block							
110	Roof	Overhanging tree branches	Trim overhanging branches.	Operational		2014	\$600
112	Walls	Disabled toilet door sticking		Operational		2014	\$300
108	Roof	Replacement plan needed for northern half of roof	Provide replacement plan for older section of roof in the next three to four years.	Capital Renewal	30	2018	\$3,000
109	Roof	Rusting at ends	Refer to Maintenance Id No 108	Capital Renewal	30	2018	\$1
111	Walls	Re-paint program needed inside and out		Preventative	8	2022	\$1,800
Amenities Block (Next To The Bowls Club) Point Lonsdale							
256	Walls	Vegetation growth on perimeter wall.	Remove vegetation and provide new mortar capping on top of wall surface.	Operational		2014	\$800
258	Walls	Wall cracking, northern wall.	Apply expansive filler material to cracking. Monitor for further cracking.	Operational		2014	\$500
257	Walls	Some signage wearing.	Replace signage.	Operational		2014	\$400
Amenities Block (small) Royal Park South Block							
116	Walls	Graffiti	Paint door	Operational		2014	\$400
115	Walls	Re-paint program needed internally and externally.	Provide re-painting program to existing painted surfaces internally and externally.	Preventative	8	2022	\$5,000
Cabin 1 Queenscliffe Rec Reserve							
135	Floor	Decking boards need maintenance re-surfacing	Provide resurfacing program.	Preventative	2	2014	\$600
132	Walls	Re-paint program needed externally	Provide re-painting program to external wall surfaces including fascias, under veranda area and window frames	Preventative	8	2018	\$2,000
133	Walls	Re-paint program internally	Provide re-painting program to internal walls including ceilings.	Preventative	10	2020	\$3,500
134	Floor	Carpet replacement plan needed to front bedroom.	Provide carpet replacement plan.	Capital Renewal	10	2020	\$1,300
Cabin 2 Queenscliffe Rec Reserve							
189	Floor	Timber decking needs re-surfing program	Provide re-surfacing program	Preventative	2	2014	\$600
187	Walls	Re-paint program needed externally.	Provide re-paint program to external walls including eave under verandas, fascias and window frames.	Preventative	8	2018	\$2,000

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
188	Walls	Re-paint program needed to internal walls including ceilings	Provide re-paint program.	Preventative	8	2020	\$3,500
190	Floor	Carpet replacement program needed.	Provide replacement plan for carpet area.	Capital Renewal	10	2020	\$1,300
Cabin 3							
261	Floor	External decking areas need re-surface program	Provide re-surfacing program to timber decking areas	Preventative	2	2014	\$600
263	Walls	Re-paint program needed externally	Provide re-painting program to externally painted surfaces including eave areas under veranda	Preventative	8	2018	\$2,000
264	Walls	Re-paint program needed to internal walls	Provide re-paint program to internal walls and ceiling areas	Preventative	10	2020	\$3,500
262	Floor	Carpet to front bedroom needs replacement plan	Provide replacement plan to carpet area	Capital Renewal	10	2020	\$1,300
Cabin 4							
265	Floor	Timber decking needs re-surfacing program	Provide re-surfacing program to timber decking areas.	Preventative	2	2014	\$600
268	Walls	External re-paint program needed	Provide re-painting program to external walls including eave areas to verandas	Preventative	8	2018	\$2,000
267	Walls	Internal re-paint program needed	Provide re-painting program to internal wall and ceiling areas	Preventative	10	2020	\$3,500
266	Floor	Front carpet needs replacement plan	Provide replacement plan to front bedroom carpet area	Capital Renewal	10	2020	\$1,300
Cabin 5 Queenscliffe Rec Reserve							
196	Floor	Timber decking needs re-surface program	Provide re-surfacing program for all timber decking	Preventative	2	2014	\$600
193	Walls	Plinth working loose	Refix	Operational		2014	\$300
191	Walls	Re-paint program needed internally	Provide re-painting program to internal walls and ceiling areas.	Preventative	8	2020	\$3,500
192	Walls	Repaint program needed externally	Provide re-painting program to external wall surfaces including eave areas, fascias and window frames.	Preventative	8	2020	\$2,000
194	Floor	Carpet repl plan	Provide replacement plan for carpet	Capital Renewal	10	2022	\$1,300
195	Floor	Vinyl replplan , bathroom, 3.5 m2.	Provide replacement plan for vinyl.	Capital Renewal	12	2024	\$500
Cabin 6 Sardine							
260	Walls	Plinth working loose	Refix	Operational		2014	\$300

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
Camp Kitchen Queenscliffe Rec Reserve							
208	Walls	Internal re-paint program needed	Provide re-painting program to internal walls and ceiling areas.	Preventative	10	2020	\$3,000
207	Walls	External re-paint program needed	Provide re-paint program to all existing painted surfaces externally.	Preventative	10	2020	\$3,000
Caravan Park Managers Office and Residence Queenscliffe Rec Res							
200	Floor	Damage to floating flooring, kitchen	Re-surface affected area as short term. Replace floating flooring in longer term (seven to eight years).	Operational		2014	\$500
197	Walls	Re-paint plan needed externally.	Provide re-painting plan for external wall surfaces including eaves, fascias, window frames and doors.	Preventative	10	2016	\$3,500
198	Walls	Re-paint plan needed to internal wall surfaces.	Provide re-painting program to internal wall surfaces including ceiling areas.	Preventative	10	2017	\$7,000
199	Floor	Carpet replacement plan needed.	Provide replacement plan for carpet areas, being 3/4 of total floor area. Carpet last replaced 2011.	Capital Renewal	10	2021	\$9,000
Community Nursery Shed A							
162	Roof	Overhanging branches	Trim branches	Operational		2014	\$500
Community Nursery Shed B							
163	Roof	Overhanging branches	Trim branches	Operational		2014	\$500
164	Roof	Roof surface needs cleaning of tree debris	Clean roof surface.	Operational		2014	\$300
Council Hall							
123	Walls	External window frames need re-painting.	Clean surfaces and re-paint all external window frames.	Preventative	8	2014	\$3,000
127	Walls	Window sill damage, various external windows.	Chip away loose surfaces, clean surfaces, apply bonding agent and re-mortar to shape.	Operational		2014	\$2,000
128	Floor	Rear timber steps need protection	Apply re-surfacing to timbers to rear timber steps	Preventative	3	2014	\$800
131	Floor	Steps in men's toilet area needs upgrade to visual safety strips	Upgrade visual strips.	Preventative		2014	\$600
124	Floor	Re-sanding and surfacing needed to main hall area.	Re sand timber flooring to smooth out worn boards and provide new surfacing with 3 coats.	Preventative	10	2015	\$14,000
125	Floor	Re-sanding and re-surfacing to stage area needed.	Sand back and apply 2 coat seal every two to three years	Preventative	10	2015	\$2,000

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
122	Walls	Re-paint program needed for main hall internally	Provide re-painting program to main hall internal walls including ceilings.	Preventative	10	2016	\$16,000
121	Walls	Repainting program needed for front foyer internally including ceilings.	Provide re-paint program to internal walls and ceilings.	Preventative	8	2018	\$4,000
126	Floor	Carpet replacement plan for front foyer area	Provide carpet replacement plan.	Capital Renewal	10	2020	\$6,000
130	Floor	Vinyl replacement plan for kitchen and ladies toilet area needed.	Provide replacement plan for vinyl to kitchen area.	Capital Renewal	12	2024	\$2,000
129	Floor	Re-paint plan needed for men's toilet areas.	Provide re-painting plan for floor area to men's toilet area.	Preventative	12	2024	\$600

Council Offices

118	Floor	Carpet areas need replacement plan	Provide sectionalised replacement program for carpet areas throughout building so that every 6 years 1/2 of the total carpet areas gets replaced to ensure all carpet areas are replaced on a 12 year cycle.	Capital Renewal	12	2018	\$20,000
120	Walls	Re-paint program needed externally	Provide re-paint program to rendered wall area along the southern wall.	Preventative	10	2018	\$3,000
117	Walls	Re-paint program needed internally.	Provide sectionalised re-paint program for internal wall areas and plasterboard ceiling areas on an every five year basis to ensure all internal painted surface areas have a re-paint every ten years.	Preventative	10	2019	\$10,000
119	Floor	Vinyl replacement plan needed to kitchen and toilet areas	Provide replacement plan for all vinyl areas.	Capital Renewal	12	2020	\$4,500

Engine Shed

247	Roof	Overhanging branches	Trim branches	Operational		2014	\$600
244	Walls	Wall cracking	Fill cracking with flexible filler material and monitor for further cracking.	Operational		2014	\$600
246	Walls	Wall cracking	Refer to Maint Id No 244.	Operational		2014	\$1
245	Roof	Roof rusting	Provide replacement plan for steel roof.	Capital Renewal	30	2015	\$5,500

Equipment Shed (Lower Princess Park) Red Brick.

52	Roof Struct	Eaves and fascia boards need re-painting	Clean surfaces and re-paint.	Preventative	8	2014	\$1,500
49	Roof	Spouting needed on southern side to prevent moisture precipitating through to foundations	Provide spouting and downpipe to south side. Direct downpipe outlet away from building.	Preventative		2014	\$1,500
51	Roof Struct	Fascia has dry rot at ends various locations	Replace affected sections.	Operational		2014	\$800
53	Walls	Front door weathered	Clean surface and re-paint.	Preventative		2014	\$600

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
50	Roof	Overhanging branches need trimming south side.	Trim branches.	Operational		2014	\$500
Former Infant Welfare Centre (Victoria Park)							
40	Roof	Back room on north west side leaks when rains.	Commission plumber to inspect and provide remedial works as required.	Preventative		2014	\$1,200
37	Walls	External rear door has weathered	Clean surface and re-paint.	Preventative		2014	\$600
35	Walls	Re-paint program needed internal walls and ceiling	Provide re-painting program for internal walls and ceiling areas.	Preventative	10	2015	\$4,500
36	Walls	Window frames need re-paint program internally and externally	Provide re-paint program to window frames.	Preventative	10	2015	\$2,000
34	Roof Struct	Eaves need re-paint program.	Provide re-paint program to eaves and fascias.	Preventative	8	2015	\$1,800
33	Roof Struct	Eaves showing signs of dry rot at ends	Replace affected timbers.	Operational		2015	\$800
39	Fitout	Kitchen looking old and tired	Provide replacement plan for kitchen.	Capital Renewal	30	2016	\$7,000
38	Floor	Floors need re-surfacing program	Provide re-surfacing program for timber floor areas.	Preventative	10	2016	\$3,500
Free Public Library & Meeting Rooms & V.I.C							
98	Floor	Carpet repl plan needed to info centre	Replace Carpet	Capital Renewal	12	2014	\$2,000
100	Walls	Mortar working loose on eastern wall	Re-point affected areas.	Preventative		2014	\$1,200
94	Roof	Capping rusting	Replace capping	Operational		2014	\$1,000
107	Roof	Downpipe leaking at rear s/e cnr	Repair downpipe leak	Operational		2014	\$500
95	Roof	Sheets have rust spots at various locations	Monitor for rusting in the short term with a view of roof replacement in approx 7 to 8 years.	Operational		2014	\$300
96	Walls	Re-paint program needed to existing externally painted surfaces.	Provide re-paint program to external painted surfaces.	Preventative	10	2015	\$5,000
101	Fitout	Kitchen looking old and tired	Replace kitchen	Capital Renewal		2016	\$8,000
97	Walls	Re-paint program needed to internal walls	Provide re-paint program to internal painted walls and ceiling areas.	Preventative	10	2017	\$9,000
99	Floor	Carpet repl plan needed to library and meeting room	Replace Carpet	Capital Renewal	10	2020	\$8,000
102	Floor	Vinyl repl plan needed	Replace Vinyl	Capital Renewal	15	2020	\$800
Historical Centre, Queenscliffe							
106	Roof	Overhanging tree branches	Trim branches.	Operational		2014	\$500
104	Roof Struct	Fascias and eaves need re-paint prog	Provide re-painting program for fascias and eaves.	Preventative	10	2015	\$2,000
103	Walls	Re-paint prog needed to internal walls and ceilings.	Provide re-painting program to internal walls and ceiling areas. Last re-paint 2010	Preventative	10	2020	\$12,000

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
105	Floor	Carpet repl plan needed	Provide replacement plan for carpet area.	Capital Renewal	12	2022	\$19,000
Kindergarten							
155	Floor	Carpet in poor condition	Provide replacement plan for carpet areas.	Capital Renewal	10	2014	\$11,000
161	Floor	Water ponds adjacent to building along western side.	Reshape natural surface to provide better flow of surface waters away from building	Preventative		2014	\$2,500
152	Walls	External doors weathering	Replace affected doors, paint.	Operational		2014	\$600
160	Roof	Overhanging branches	Trim affected branches	Preventative		2014	\$600
159	Walls	Kitchen window sticking	Free up around window frame.	Operational		2014	\$400
154	Fitout	Kitchen looking old and tired	Provide replacement plan for kitchen.	Capital Renewal	30	2015	\$10,000
158	Walls	Re-paint program needed internally including ceilings.	Provide re-painting program to internal walls and ceilings.	Preventative	10	2017	\$9,500
153	Walls	Re-paint program needed to all existing painted external surfaces.	Provide re-painting program to all existing painted external surfaces including fascias, eaves doors and window frames.	Preventative	10	2017	\$4,000
157	Walls	Windows need re-painting	Refer to Maint Id No 153	Preventative	10	2017	\$1
156	Floor	Vinyl needs replacement plan	Provide replacement plan to vinyl areas.	Capital Renewal	10	2020	\$3,000
Maritime Museum							
139	Walls	Re-paint program needed to existing painted external surfaces.	Provide re-painting program to all external existing painted surfaces	Preventative	8	2014	\$7,000
145	Floor	Painted concrete surface needs re-painting throughout.	Provide re-painting program to concrete floor surfaces.	Preventative	4	2014	\$6,000
138	Walls	Window timber frame at s/e cnr has dry rot	Replace window. Paint to match	Capital Renewal		2014	\$4,000
140	Walls	Raised garden bed causing moisture seepage into sunken internal wall surface.	Re-sculpture adjacent garden bed to avoid soil resting against the building wall. Use agi drains where necessary.	Preventative		2014	\$4,000
141	Roof	Roof leaks at various locations	Commission plumber to inspect and take remedial action as required.	Preventative		2014	\$3,000
147	Floor	Raised timber flooring areas need resurfacing program	Provide re-surfacing program to raised timber floor areas.	Preventative	5	2014	\$2,500
137	Roof Struct	Various fascias at front have dry rot	Replace affected section and paint to match.	Operational		2014	\$2,000
142	Walls	Skylights at rear of reception area leak	Commission plumber to inspect and take remedial action as required.	Preventative		2014	\$1,500
143	Walls	Rear doors need adjustment	Adjust as required.	Operational		2014	\$800
144	Walls	Entry doors need re-surfacing	Clean surface and apply protective coatings as required.	Preventative		2014	\$800
136	Roof Struct	Fascias need re-painting	Refer to Maintenance Id No 139.	Preventative	8	2014	\$1

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
146	Floor	Carpet repl program needed	Provide replacement program for carpet areas	Capital Renewal	10	2015	\$12,000

Maritime Museum Boat Building Shed

149	Roof Struct	Fascias need protection.	Paint fascias.	Preventative	8	2014	\$1,500
151	Walls	External timber door needs protection, western wall.	Provide surfacing protection to door.	Preventative	8	2014	\$600
148	Roof	Rusting to downpipe box	Apply anti rust solution and paint over. Monitor for further rusting.	Preventative		2014	\$400
150	Walls	Timber weatherboards are weathering, particularly to western side.	Provide re-surfacing program for timber weatherboards	Preventative	10	2015	\$4,500

Pavilion (Lower Princess Park) Market

46	Floor	Ramp to northern and western ends need re-surfacing program for protection.	Provide resurfacing program to timber decking areas.	Preventative	3	2014	\$800
48	Floor	Trip hazard	Top with top soil to avoid sudden drop off.	Preventative		2014	\$300
44	Walls	Re paint program needed internally.	Provide re-painting program to internal walls.	Preventative	10	2015	\$4,000
45	Floor	Re-surfacing program needed	Provide re-surfacing program for timber flooring. Light sand and 2 coats every five years.	Preventative	5	2015	\$3,500
47	Fitout	Open shelving need cupboard doors	Provide cupboard doors	Operational		2015	\$2,000
42	Roof Struct	Paint wearing thin on trusses	Clean surfaces and re-paint trusses.	Preventative		2015	\$2,000
41	Roof	Spouting needed on high side to lessen surface runoff under the building.	Provide spouting and downpipe to the western side with downpipe outlet directed away from the building.	Preventative		2015	\$1,000
43	Walls	Re-paint program needed to external walls.	Provide re-painting program to external walls	Preventative	10	2020	\$4,500

Point Lonsdale SlcAmenites

237	Walls	Walls leaching salt, possibly rising damp	Commission qualified contractor to address by applying a damp proof method that would suit the circumstances.	Preventative		2014	\$1,500
234	Floor	Floor needs re-painting	Provide re-painting program to floor area.	Preventative	5	2014	\$800
235	Walls	Doors need re-painting	Repaint doors	Preventative	8	2014	\$600
236	Walls	Steel door frames rusting	Apply anti rust solution to affected areas and paint over. Monitor for further rusting.	Preventative		2014	\$400

Qrr - Hesse St Amenities Block A

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
213	Walls	Wall cracking	Structural analysis should be undertaken to affected foundation area to check for adequacy of footing design with respect to soil foundation. Strengthen foundation as required. Fill cracking with flexible filler material and monitor for further cracking.	Preventative		2015	\$3,500
212	Roof	Capping rusting	Refer to Maint Id 215	Operational		2015	\$1
214	Walls	Wall cracking	Refer to maintenance Id No 213.	Preventative		2015	\$1
215	Roof	Rusting capping	Replace capping	Operational		2105	\$600
Qrr - Hesse St Amenities Block B							
216	Roof	Lichen growing on surface	Clean off lichen	Preventative		2014	\$500
217	Roof Struct	Beams need re-painting	Re-paint beams.	Preventative	8	2015	\$800
219	Walls	Window frames need protection	Clean surfaces and re-paint window frames.	Preventative		2015	\$800
218	Fitout	Partition doors need re-painting.	Clean surfaces and re-paint partition doors	Preventative	8	2015	\$600
Qrr - Hesse St Amenities Block C							
221	Roof Struct	Fascias need re-painting	Re-paint fascias	Preventative	10	2014	\$800
220	Roof	Skylights in poor condition	Replace skylights	Operational		2015	\$600
222	Walls	Re-paint program needed to internal walls	Provide re-painting program to internal walls.	Preventative	8	2016	\$2,000
223	Walls	Re-paint program needed to external walls	Provide re-paint program to external walls.	Preventative	10	2016	\$1,800
QrrBbq Shelter							
203	Roof Struct	Fascias need re-painting	Clean surfaces and re-paint	Preventative	10	2014	\$800
205	Walls	Wall cracking, s/e cnr	Apply flexible filler material. Monitor for further cracking.	Operational		2014	\$600
202	Roof Struct	Trusses need protection	Paint trusses.	Preventative		2015	\$1,200
204	Roof	Spouting needed on high side	Provide spouting and downpipe on the western side to minimise moisture getting under the building foundations.	Preventative		2015	\$1,000
201	Roof	Screws rusting	Replace screws	Preventative		2015	\$600
Queenscliffe Rec Reserve Monahan Sporting Complex							
170	Roof Struct	Beams rusting to veranda	Apply anti rust solution and paint over. Monitor for further rusting.	Preventative		2014	\$5,000
173	Floor	Timber seating needs protection	Provide re-surfacing plan for timber seating in grandstand area.	Preventative		2014	\$2,000
171	Floor	Trip hazard lower ground floor to ladies and men's dressing rooms.	Apply painted visual strip along length of steps.	Preventative		2014	\$800

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
165	Roof	Replace plan needed veranda roof	Provide replacement plan for roof over veranda area.	Capital Renewal	30	2015	\$7,500
166	Roof	Replacement plan for main building roof	Provide replacement plan for roof to main building.	Capital Renewal	30	2016	\$46,500
172	Walls	Re-paint program to external existing painted surfaces	Provide re-painting program to existing painted external surfaces	Preventative	10	2017	\$10,000
168	Floor	Carpet replacement plan needed to main function room (220 m2).	Provide replacement plan for carpet to main function room.	Capital Renewal	10	2021	\$18,500
169	Walls	Re-paint program needed to internal walls.	Provide sectionalised re-painting program for internal walls and ceiling areas on an every two year basis to ensure all walls have a re-paint every ten years.	Preventative	10	2022	\$13,000
167	Floor	Carpet repl plan community room (95 m2).	Provide replacement plan for carpet area to Community room.	Capital Renewal	10	2022	\$8,000

Queenscliffe Sea Scouts Clubrooms

27	Walls	Walls to toilet areas and kitchen need re-painting	Re-paint toilet areas and kitchen.	Preventative	10	2014	\$2,500
22	Roof	Gutters blocked front and rear.	Clean gutters	Preventative	1	2014	\$800
26	Walls	Steel frames to windows are rusting at various locations.	Apply anti rust solution to affected areas and paint over.	Preventative		2014	\$700
32	Fitout	Damage to kitchen bench	Repair kitchen bench.	Operational		2014	\$600
23	Roof	Lichen growing on skylights surface	Pressure clean skylights	Operational		2014	\$600
30	Floor	Trip hazard at rear off kitchen	Bring natural surface levels up to finished top of concrete	Preventative		2014	\$500
31	Floor	Trip hazard at entrance	Re-paint visual strip to step	Preventative		2014	\$400
28	Floor	Main hall flooring is soft underfoot in various locations.	Foundations to the flooring are questionable and given its age the floor should be replaced.	Capital Renewal		2015	\$30,000
24	Walls	Subsidence to wall cladding	Evidence of foundation movement over the years. Undertake structural analysis of foundation design with respect to soil and ground conditions. Monitor for further movement.	Preventative		2015	\$3,500
25	Walls	Dry rot to timber weatherboards	Replace affected boards. Paint to match.	Operational		2015	\$1,000

Queenscliffe Sports Club & Change Rooms

176	Ceiling	Water damage stains to ceiling panels in change rooms.	Commission plumber to inspect and rectify as required. Replace damaged ceiling panels.	Preventative		2014	\$2,000
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Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
177	Walls	Door damage	Replace door. Paint to match.	Operational		2014	\$600
180	Fitout	Tiles missing.	Replace missing tiles	Operational		2014	\$500
178	Floor	Carpet needs replacement (120 m2).	Provide replacement plan to carpet to main hall area.	Capital Renewal	10	2015	\$9,500
175	Ceiling	Replacement program needed	Provide replacement plan for ceiling panels.	Capital Renewal		2015	\$7,000
181	Roof Struct	Steel beams to verandas need protection.	Clean surfaces and paint over.	Preventative		2015	\$1,500
179	Fitout	Kitchen in poor condition	Provide replacement plan for kitchen	Capital Renewal	30	2016	\$12,000
174	Walls	Re-painting needed internally throughout.	Provide re-painting program to internal walls.	Preventative	10	2016	\$6,500
Rocket Shed							
248	Walls	Graffiti	Paint over graffiti	Operational		2014	\$500
249	Walls	Bricks decaying	Monitor	Operational	2	2015	\$300
Rotunda (Citizens Park)							
79	Walls	Dry rot to both entrance posts	Already strengthened with metal brace. Needs monitoring	Preventative	2	2015	\$300
78	Walls	Some sheets rusting at ground level	Monitor	Operational	2	2015	\$300
77	Walls	Re-paint program needed internally and externally	Provide re-paint program to painted surfaces internally and externally.	Preventative	10	2022	\$3,000
Senior Citizens Club							
17	Floor	Flooring is creaking and soft underfoot to foyer area.	Examine sub floor structure. If needed, commission qualified contractor to inspect and treat if necessary for termite intrusion or dry rot. Repair or replace any affected timbers.	Preventative		2014	\$3,000
20	Floor	Vinyl to kitchen needs replacement	Provide replacement to vinyl in kitchen area.	Capital Renewal	12	2014	\$1,200
13	Walls	Ext rear door weathering badly	Provide re-sealing of door	Preventative	8	2014	\$600
11	Roof	Adjacent tree at rear needs trimming	Trim trees as required to keep clear from building access and entry.	Operational		2014	\$500
18	Fitout	Rusting at bottom of steel frame	Apply anti rust solution and paint over.	Preventative		2014	\$400
21	Walls	Tiles missing kitchen	Replace tiles	Operational		2014	\$300
16	Floor	Carpet needs replacing throughout.	Provide replacement plan for carpet areas throughout building.	Capital Renewal	12	2015	\$11,500
12	Floor	Timber flooring to hall area needs re-surfacing program (117 m2).	Provide re-surfacing program to timber flooring. Sand back and apply three coat seal.	Preventative	10	2015	\$5,000
9	Roof Struct	Fascias need re-painting program.	Provide re-painting program for fascias, eaves and window frames	Preventative	10	2015	\$4,000

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
14	Walls	Canopy needed over rear back exterior door	Back entrance to hall is exposed. The construction of a veranda or canopy over the doorway is recommended.	Operational		2015	\$2,000
8	Roof	Capping rusting in various locations	Replace capping	Operational		2015	\$1,000
15	Walls	Windows need re-paint program.	Refer to Maintenance Id 9.	Preventative	10	2015	\$1
19	Fitout	Kitchen looking old and tired.	Provide replacement plan for kitchen.	Capital Renewal	30	2016	\$12,000
7	Roof	Rust spots developing	Provide replacement plan for roof in the next 6 to 7 years.	Capital Renewal	30	2020	\$21,000

Shelter Shed- Royal Park

114	Walls	Dry rot to structural post at ground level at southern end.	Attach steel stirrup to post and set in concrete.	Preventative		2014	\$1,200
113	Roof	Lichen growing on surface	Pressure clean off.	Preventative		2014	\$500

Sports Club Amenities, Queenscliffe Rec Res

183	Fitout	Tiles missing	Replace tiles to shower base.	Operational		2014	\$400
182	Roof	Roof rusting needs replacement plan.	Provide replacement plan for roof.	Capital Renewal	30	2017	\$6,000

Tennis Clubrooms - Ganes Reserve

226	Plant	Steel cage rusting.	Apply anti rust solution to affected areas and paint over.	Preventative		2014	\$400
224	Walls	Re-paint program needed internally	Provide re-painting program to internal walls and ceiling areas.	Preventative	10	2020	\$7,500
225	Roof Struct	Fascias and eaves need re-paint program	Provide re-painting program to fascias and eaves.	Preventative	8	2020	\$3,000
228	Floor	Vinyl repl plan needed. Recently replaced.	Provide replacement plan for vinyl areas (54 m2).	Capital Renewal	12	2025	\$4,500
227	Floor	Carpet replacement plan needed. Recently replaced	Provide replacement plan to carpet area (44 m2).	Capital Renewal	12	2025	\$3,500

Tobin Drive Survey Office

259	Floor	Carpet needs replacement in Computer room	Replace carpet to computer room (20 m2)	Capital Renewal	12	2014	\$1,800
85	Walls	Re-paint program needed externally	Provide re-painting program to external walls, fascias, eaves, window frames, pergolas and doors.	Preventative	10	2015	\$6,500
89	Fitout	Kitchen repl needed	Replace kitchen	Capital Renewal		2015	\$6,000
90	Roof Struct	Fascias and eaves need re-paint program	Refer to Maintenance Item 85.	Preventative	10	2015	\$1
88	Floor	Vinyl replacement plan to sitting room needed. (16 m2).	Provide replacement plan for vinyl area to sitting room	Capital Renewal	12	2016	\$1,500
87	Floor	Carpet replacement program needed	Provide replacement plan for carpet areas	Capital Renewal	12	2019	\$18,000

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
86	Walls	Re-paint program needed internally	Provide re-paint program to internal walls and ceiling areas.	Preventative	10	2020	\$11,000
Tobin Drive Survey Office Shed							
92	Walls	External wall sheets in poor condition	Provide renewal program for external cladding.	Capital Renewal		2018	\$3,000
91	Walls	Wall sheets are rusting, have been painted over	Refer to Maintenance Id 92.	Capital Renewal		2018	\$1
93	Roof Struct	Re-paint program needed for fascias and walls	Provide re-paint program for all existing painted external surfaces.	Preventative	10	2020	\$2,500
Toilet Block & Kiosk (Princess Park)							
69	Walls	Mortar working loose between bricks various locations	Re-point at locations where required.	Preventative		2014	\$1,200
71	Walls	Loose bricks top of wall ,ladies dressing area	Remove loose brick and re-lay with new mortar	Preventative		2014	\$800
66	Roof	Roof screws rusting	Replace screws	Preventative		2014	\$800
70	Roof Struct	Fascias need part removal and re-painting	Remove sections with dry rot. Re-paint	Preventative		2015	\$1,000
75	Walls	Wall cracking rear of kiosk	Apply flexible filler material and paint over. Monitor for further cracking.	Operational		2015	\$600
67	Fitout	Fittings missing	Fitout to all fixtures needs renewal as part of amenities upgrade	Capital Renewal		2016	\$25,000
72	Walls	Doors to amenities area are weathering, dry rot evident at various locations.	Renew doors and partitions to whole amenities area.	Capital Renewal		2016	\$10,000
73	Walls	Walls need cement rendering or painting	Render walls as part of amenities area upgrade.	Capital Renewal		2016	\$4,000
68	Fitout	Fittings rusting.	Refer to Maintenance Id 67	Capital Renewal		2016	\$1
74	Roof Struct	Concrete cancer to concrete slab roof	Remove concrete slab and replace with roof over whole amenities area, as part of total upgrade of amenities section of the building.	Capital Renewal		2018	\$50,000
Toilet Block (Citizens Park)							
76	Roof	Gutters blocked both sides	Clean gutters	Preventative	1	2014	\$400
Toilet Block at Boat Ramp							
83	Floor	Partition steel floor supports are rusting	Replace with stainless steel supports.	Operational		2014	\$600
82	Floor	Floor surface is dark needs re-painting or new light tiles provided.	Provide new tiles	Operational		2016	\$5,000
80	Walls	Re-paint program needed externally	Provide re-painting program to externally painted wall surfaces.	Preventative	10	2017	\$2,500
81	Walls	Re-paint program needed internally.	Provide re-painting program to internal walls and ceiling areas.	Preventative	10	2018	\$3,500

Maint Id	Item	Problem	Action	Expenditure Type	Freq	Next Due	Est_Cost
Toilet Block TOCH							
238	Roof Struct	Exposed timbers need re-painting	Re-paint all roof timbers	Preventative		2014	\$1,200
241	Floor	Trip hazard at both entrances	Replace damaged slabs and bring crushed rock level up to finished concrete level.	Preventative		2014	\$1,200
242	Floor	Floor cracking	Apply flexible filler material to cracks. Monitor for further cracking.	Preventative		2014	\$600
239	Walls	Walls subject to concrete cancer various locations	Walls need to be removed and rebuilt.	Capital Renewal		2017	\$20,000
243	Walls	Surface face stones missing various locations exposing reinforcement.	Refer to Maintenance Id No 239.	Capital Renewal		2017	\$1
240	Walls	Walls out of vertical alignment	Refer to Maintenance Id No 239	Capital Renewal		2017	\$1
Visitors Dressing Rooms, Queenscliffe Rec Res							
184	Ceiling	Moisture affected panels	Assuming water leak source has been rectified replace damaged ceiling panels.	Operational		2014	\$800
186	Walls	Cracking to brickwork at doorway entrance	Cover cracking to prevent exposure of reinforcing. Monitor for further cracking.	Preventative		2014	\$800
185	Walls	Rusting steel door frame	Apply anti rust solution and paint over. Monitor for further rusting.	Preventative		2014	\$600
Waiting Shed (Princess Park)							
55	Roof	Sheet on north side damaged	Replace damaged sheet	Operational		2014	\$600
54	Roof	Sheet on south side damaged	Replace damaged sheet	Operational		2014	\$600
56	Walls	Re-paint program needed to all existing painted timberwork internally and externally.	Provide re-painting program.	Preventative	10	2017	\$2,500
Weeroona Amenities Block							
62	Walls	Cement mortar working loose various area	Re-pointing where needed.	Preventative		2014	\$1,200
60	Walls	Wall cracking men's showers, various locations. Some remedial works undertaken.	Fill cracks with filler material. Monitor for further cracking.	Preventative		2014	\$600
63	Floor	Floor cracking various areas	Apply flexible filler material into cracks.	Preventative		2014	\$600
64	Roof Struct	Steel supports rusting	Replace with stainless steel supports	Operational		2014	\$600
61	Walls	Wall cracking, men's showers	Refer to Maintenance Id No 60.	Preventative		2014	\$1
58	Roof Struct	Timber beams need re-painting program	Provide re-painting program for roof timbers	Preventative	8	2015	\$2,000
57	Roof	Signs of rusting	Provide replacement plan for roof in next 7 to 8 years	Capital Renewal	30	2020	\$3,500

draft

13.APPENDIX F: BUILDING CATEGORIES

Bld_class	Bld_name	Address
Amenities Blocks	Point Lonsdale Slc Amenities	21 Ocean Road
Amenities Blocks	Santa Casa Beach Base Amenities	33 Flinders Street
Amenities Blocks	Sports Club Amenities, Queencliffe Rec Res	140 Hesse Street
Amenities Blocks	Amenities Block (small) Royal Park South Block	24 Point Lonsdale Road
Amenities Blocks	Amenities Block (large) Royal Park North Block	190 Point Lonsdale Road
Amenities Blocks	Amenities Block - New Block Near Scoreboard	31 King Street
Amenities Blocks	Qrr - Hesse St Amenities Block A	140 Hesse Street
Amenities Blocks	Qrr - Hesse St Amenities Block B	140 Hesse Street
Amenities Blocks	Qrr - Hesse St Amenities Block C	140 Hesse Street
Amenities Blocks	Community Nursery Toilet	79 Nelson Road
Amenities Blocks	Amenities Block (Ganes Reserve)	50A Buckleys Road
Amenities Blocks	Amenities Block (Victoria Park, King St)	31 King Street
Amenities Blocks	Toilet Block TOCH	24 Point Lonsdale Road
Amenities Blocks	Toilet Block (Citizens Park)	41 Gellibrand Street
Amenities Blocks	Toilet Block & Kiosk (Princess Park)	4 Symonds Street
Amenities Blocks	Weeroona Amenities Block	2 Wharf Street
Amenities Blocks	Amenities Block (Next To The Bowls Club) Point Lonsdale	24 Point Lonsdale Road
Amenities Blocks	Amenities Block - Golightly Park	Golightly Park Caravan Park, Bowen Rd
Amenities Blocks	Toilet Block at Boat Ramp	90 King Street
Amenities Blocks	Amenities Block (W.J. Field Park)	49 Hesse Street
Amenities Blocks	The Skate Park - Toilets	240 Point Lonsdale Road

Bld_class	Bld_name	Address
Community Facilities (General)	Former Infant Welfare Centre (Victoria Park)	33 King Street
Community Facilities (General)	Community Nursery Shed B	79 Nelson Road
Community Facilities (General)	Community Nursery Shed A	79 Nelson Road
Community Facilities (General)	Kindergarten	10 Stevens Street
Community Facilities (General)	Maritime Museum Boat Building Shed	Weeroona Parade
Community Facilities (General)	Maritime Museum	1 Weeroona Parade
Community Facilities (General)	Historical Centre, Queenscliff	49 Hesse Street
Community Facilities (General)	Pavilion (Lower Princess Park) Market	1 Hygeia Drive
Community Facilities (General)	Equipment Shed (Lower Princess Park) Red Brick.	4 Symonds Street
Community Facilities (General)	Waiting Shed (Princess Park)	1A Symonds Street
Community Facilities (General)	Free Public Library & Meeting Rooms & V.I.C	49 Hesse Street
Community Facilities (General)	Rotunda (Citizens Park)	41 Gellibrand Street
Community Facilities (General)	Tobin Drive Survey Office	3 Tobin Drive
Community Facilities (General)	Queenscliff Sea Scouts Clubrooms	90 King Street
Community Facilities (General)	Camp Kitchen Queenscliff Rec Reserve	31 King Street
Community Facilities (General)	Senior Citizens Club	90 King Street
Community Facilities (General)	Queenscliff Rec Reserve Monahan Sporting Complex	140 Hesse Street
Community Facilities (General)	Toch Dormitory 2	Lighthouse Reserve
Community Facilities (General)	Toch Dormitory 3	Lighthouse Reserve
Community Facilities (General)	Toch Recreation Hall	Lighthouse Reserve
Community Facilities (General)	Toch Dormitory 1	Lighthouse Reserve
Community Facilities (General)	Community Nursery Bldg C	79 Nelson Road

Bld_class	Bld_name	Address
Heritage	Rocket Shed	24 Point Lonsdale Road
Heritage	Engine Shed	Lighthouse Reserve, Point Lonsdale Rd Extention
Minor Buildings	Tobin Drive Survey Office Shed	3 Tobin Drive
Minor Buildings	Tool And Machinery Shed - Qrr	140 Hesse Street
Minor Buildings	Shelter Shed- Royal Park	190 Point Lonsdale Road
Minor Buildings	Qrr Bbq Shelter	140 Hesse Street
Municipal Buildings	Toch Mac Donald Building	
Municipal Buildings	Cabin 7	140 Hesse Street
Municipal Buildings	Cabin 6 Sardine	140 Hesse Street
Municipal Buildings	Cabin 4	140 Hesse Street
Municipal Buildings	Cabin 3	140 Hesse Street
Municipal Buildings	Cabin 2 Queenscliff Rec Reserve	140 Hesse Street
Municipal Buildings	Cabin 1 Queenscliff Rec Reserve	140 Hesse Street
Municipal Buildings	Council Hall	50 Learmonth Street
Municipal Buildings	Council Offices	52 Learmonth Street
Municipal Buildings	Rec Res	Hesse Street
Municipal Buildings	Caravan Parks Office Royal Park	190 Point Lonsdale Road
Municipal Buildings	Cabin 5 Queenscliff Rec Reserve	140 Hesse Street
Sporting Facilities	Tennis Clubrooms - Ganes Reserve	58-74 Ocean Road
Sporting Facilities	Visitors Dressing Rooms, Queencliffe Rec Res	140 Hesse Street
Sporting Facilities	Queenscliff Sports Club & Change Rooms	140 Hesse Street

draft



Appendix L

Queenscliffe Public Toilet Strategy 2015-2025

Essential Services Commission Higher Rate Cap Application 2017-18



Borough of Queenscliffe Public Toilet Strategy 2015 – 2025 Supporting Document



*a vibrant, safe and welcoming community that draws inspiration and life from our heritage,
unique environment and connection to the sea*

Borough of Queenscliffe Public Toilet Strategy 2015 – 2025 Supporting Document

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Appendix 1 – Maps of Public Toilets

Appendix 2 – Performance Rating and Risk Assessment Process

Table 1 - 'Performance' Rating Score Card –Master Copy

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Table 3 - Raw Score Explanation Notes

Table 4 – Risk Matrix

Table 5 - 'Weightings Score – Maximum Consequences of Failure'

Appendix 3 – Performance Rating Score Cards for Each Public Toilet

Appendix 4 – Assessment Guidelines for Public Toilet Infrastructure

Appendix 5 – Assessment Guidelines for New Toilets'

1 Executive Summary

This Public Toilet Strategy 2015 – 2025 establishes community needs in relation to public toilets and informs Council's decision-making and actions to:

- most efficiently and effectively service the community with public toilets; and
- improve the quality of public toilets across the Borough.

At present the community and visitors have access to 14 council public toilet facilities within the Borough located along the foreshores, in town centres, in caravan parks, at a boat ramp or free standing in parks and reserves.

This Strategy recognises the value of other council owned toilets open to the public during business hours (e.g. Council Offices, sports pavilions etc), and private toilets associated with commercial operations. However, as they all have restrictions of use or are not controlled by the Borough, they are not further addressed in this Strategy. However in assessing the need for a new public toilet, proximity to these toilets is considered.

This Strategy undertakes a comprehensive examination of existing public toilets and provides a rational assessment centred on performance, risk, building condition and user needs for future provision of public toilets, the management and operations of the public toilets and capital expenditure.

Traditionally, councils have set priorities for toilet asset works of upgrades, replacement and new facilities based on asset management systems with a focus on the physical condition rating of the building.

To assist with establishing priorities of works to improve the Borough public toilets this Strategy also incorporates a more recent trend of including a 'Fit for Purpose' rating.

The 'Fit for Purpose' rating is derived from:

- Measuring Performance - against identified community needs of safe, clean and conveniently placed public toilets, disability accessibility legislative changes, and crime prevention through environmental design (CPTED); and
- Assigning a Level of Risk - consideration of the likelihood of an adverse event (performance failure) occurring and the severity of the consequences should an event occur.

Using this data and building assessments, the 2015 - 2025 Public Toilet Strategy provides direction for the improved provision and maintenance of public toilets through recommending:

- Capital Works Improvements – focussing on updating/replacing the very old public toilets before building new toilets;
- Minor Works Improvements;
- Operational Changes;
- Ancillary Services Improvements; and

- Signage Improvements.

The Strategy also provides:

- Guidelines for the design, siting and fit-outs of public toilets - being sensitive to the surrounding environment, providing accessibility for people with disabilities, the role of other strategies and master plans, the preferred distance between public toilets, incorporating crime prevention through environmental design (CPTED) principles, configurations of public toilets desired fittings and fixtures and incorporating environmental sustainability features; and
- Criteria for assessing and prioritising (through a scoring process) the need for new public toilets.

Guiding the changes in the provision and management of the Borough public toilets, the 2015-2025 Public Toilet Strategy proposes a total of thirty three (33) actions to be undertaken over the next ten years. These will improve the performance and strategic positioning of the public toilets within budget limitations and add to the vibrant, safe and welcoming community.

A 'mid-life' review of the Strategy should be undertaken after five years.

2 Introduction

2.1 Introduction

In support of the Borough of Queenscliffe aim to have *“a vibrant, safe and welcoming community that draws inspiration and life from our heritage, unique environment and connection to the sea,”* this Public Toilet Strategy 2015 – 2025 establishes community needs in relation to public toilets and informs Council’s decision-making and actions so as to:

- most efficiently and effectively service the community with public toilets; and
- improve the quality of public toilets across the Borough.

The community, both residents and the many visitors to the Borough, recognise that community well-being is influenced by the ability to access public toilets when planning activities ranging from short distance trips away from the home, a trip to the beach, undertaking the daily shopping or participating in leisure, recreational or sporting activities.

The provision and management of appropriately located, quality public toilets with compliant access and modern fittings enhances the experience of residents and visitors who enjoy the seaside activities, parks, sporting facilities, playgrounds, leisure activities and shopping centres at Queenscliffe and Point Lonsdale.

The Borough of Queenscliffe currently provides 14 public toilet facilities, located along the foreshores, in town centres, in caravan parks, at a boat ramp or free standing in parks and reserves.

The standard and condition of these facilities varies greatly, with some facilities at end of life and others only several years old. Some of the public toilets were built decades ago and are in need of major renewal works, or replacement, if they are to remain.

The challenge is to prioritise the upgrading and/or replacement of the current public amenity assets along with demand for new facilities in new locations.

This Strategy recognises the value of other council owned toilets open to the public during business hours (e.g. Council Offices, sports pavilions etc), and private toilets associated with commercial operations. However, as they all have restrictions of use or are not controlled by the Borough, they are not further addressed in this Strategy. However in assessing the need for a new public toilet, proximity to these toilets is considered.

Traditionally, councils have set priorities for toilet asset works of upgrades, replacement and new facilities based on asset management systems with a focus on the physical condition rating of the building. There are limitations in basing expenditure on ‘condition’ only, as it fails to address whether the building is fit for the purpose for which it is being used.

To assist with establishing priorities of works to improve the Boroughs public toilets this Strategy also incorporates a more recent trend of including a ‘Fit for Purpose’ rating. The ‘Fit for Purpose’ rating is derived from:

- Measuring Performance - against identified community needs of safe, clean and conveniently placed public toilets, disability accessibility legislative changes, and crime prevention through environmental design (CPTED); and

- Assigning a Level of Risk - consideration of the likelihood of an adverse event (performance failure) occurring and the severity of the consequences should an event occur.

This Strategy undertakes a comprehensive examination of existing public amenities and provides a rational assessment centred on performance, risk, building condition and user needs for future provision of public toilets, the management and operations of the public toilets and capital expenditure.

The objectives of this Strategy are to:

- Develop a methodology for assessing whether to refurbish, replace or close an existing public toilet or construct a new public toilet.
- Assess current locations and determine potential future locations.
- Identify a clear set of service standards (levels of service) for a range of different amenity facility types taking into account a service hierarchy, quality, amenity, location, size, availability, safety, compliance and other factors of importance to the community.
- Provide Council with information on how to manage demand for these public toilets and provide cost details to inform future budgets.
- Address the risks involved in public toilets and the need to apply Crime Prevention Through Environmental Design (CPTED) principals to the operation and design of public toilets.
- Provide guidelines with respect of safety, hygiene, graffiti etc.

Key outcomes of this Strategy provide:

- A review of the demographic influences on the location and design of public toilet facilities.
- Guidelines / principles for the distribution of public toilets across the Borough that consider:
 - Location,
 - Frequency of use, (including. bus groups),
 - Trends (i.e. change rooms, indoor/outdoor showers, etc.),
 - Appropriate Levels of service based on a hierarchy for public toilets,
 - The mix, size and makeup of a public toilet (e.g., double unisex, single unisex, male, female public toilets, all abilities etc.),
 - Community safety,
 - Amenity,
 - Proximity to other facilities (i.e. attractors/ generators),
 - Quality of other facilities,
 - Selection of affordable & sustainable facilities (i.e. short-term or seasonal use might include use of hardstand & sewer points – music festival/ Ripview swim classic), and
 - Consolidation of infrastructure.

- A methodology for assessing whether to refurbish, replace or close an existing public toilet or construct a new public toilet.
- Recommendations about future maintenance programs for the management of the assets.
- An assessment of the risks involved in the management and operation of public toilets.
- Guidelines to apply CPTED principles to the operation and design of public toilets including guidelines with respect of public toilet safety, hygiene, graffiti etc.
- Cost estimates to inform future Council planning and budgets (i.e. capital cost, maintenance, cleaning & sundries, utilities & vandalism costs over facilities lifetime).
- Consideration of private toilets for public use such as Queenscliff Harbour, ferry terminal, cafes, restaurants, hotels, train station, Monahan Centre, bowls club, etc.

2.2 Corporate Framework

The Borough of Queenscliffe Council Plan 2013 -2017 provides the overall strategic direction for the provision and maintenance of public amenities through its vision, mission and strategic directions which include:

- Vision: – *‘A vibrant, safe and welcoming community that draws inspiration and life from our heritage, unique environment and connection to the sea’.*
- Strategic Direction - focused around five strategic objectives:
 1. A healthy, involved and creative community;
 2. A vibrant local economy;
 3. A unique natural environment;
 4. A well-planned and attractive place to live and visit; and
 5. A proactive and accountable Council.

These objectives and the supporting strategies and initiatives are aimed at achieving the new vision, addressing identified issues and creating new opportunities.

This Public Toilet Strategy establishes strategic objectives and action plans for public toilets in the Borough directly in support of these strategic directions.

2.2.1 Other Supporting Policies, Strategies, Plans and Legislation

Provision of public amenities does not occur in isolation of other activities within the Borough. The Borough of Queenscliffe Council has developed Policies, Strategies, and Plans which support and foster public amenities. These include:

- Borough of Queenscliffe Council Plan 20013-2017
- BOQ Strategic Resource Plan
- BOQ Asset Management Policy

- BOQ Draft Asset Management Plan
- BOQ Building Condition and Performance Assessment 2014
- The National Public Toilet Map / www.toiletmap.gov.au)
- AS 1428.1 Design for Access and Mobility. Part 1: General Requirements for Access – New Building Work, Standards Australia
- AS 1428.2 Design for Access and Mobility Part 2: Enhanced and Additional Requirements – Buildings and Facilities, Standards Australia
- AS 4031 Non-reusable Containers for the Collection of Sharp Medical Items Used in Health Care Areas, Standards Australia
- AS/NZS 1680.0 Interior Lighting – Safe Movement, Standards Australia
- CPTED - Crime Prevention Through Environmental Design

3 Borough of Queenscliffe

The Borough of Queenscliffe is the smallest municipality in Victoria and has many unique characteristics. It consists of two highly urbanised townships (Queenscliff and Point Lonsdale) with a large proportion of public land managed by Council and surrounded by significant marine national parks and wetlands of international significance.

Queenscliff has been a popular seaside tourist destination since the 19th Century and the mixture of iconic hotels, Victorian and Edwardian buildings form part of its unique cultural identity.

The largest industry sector in the local Queenscliffe economy is tourism, which is highly dependent on the historic character of Queenscliff and the amenity of both townships.

Whilst the Borough’s permanent resident population is around 3,000 people, the population increases significantly during peak holiday periods to as many as 18,000 people.



4 Toilets Facilities in the Borough - Existing Conditions

4.1 Different Toilet Facilities Available in Borough of Queenscliffe

Council Owned and Managed Toilets

Provision of council owned and managed public toilets has evolved over many years with toilets being built to meet public demand at specific times and built at various locations where demand was identified. Currently a total of 14 public toilets are available in Queenscliff and Point Lonsdale. A number of these toilet facilities are housed in very old buildings with older style fittings, such as Princess Park Toilets and Lighthouse Reserve Toilets, while others have more recently been refurbished or built with modern fittings such as Citizen's Park and Hesse Street Toilet.

Council Buildings Internally Accessed Toilets

These are toilets in other council buildings where use is generally confined to staff or patrons of the facility. These toilets are accessed from a foyer within the building and access is limited to the times the building is open to the public. Although they form part of the toilet network, they are not defined as public toilets for the purpose of this Strategy as their opening times are compromised and do not coincide with the times that users would expect a public toilet to be open. However these toilets may influence the provision of new public toilets

Examples are:

- Municipal Offices
- Sports Complexes (open only on sporting days)
- Town Hall
- Senior Citizens Centre
- Queenscliffe Historical Society Centre
- Library

Privately Owned Toilets -

In addition to the public toilets managed by the Borough, there are many additional toilets available through eateries, shopping complexes such as Queenscliff Harbour, and retail businesses. These are privately owned toilets that are publicly available. They complement the provision of public toilets in the municipality although they are often only available to patrons of the establishment and their availability may not be well advertised. As Council has no control over these toilets they are not considered in this Strategy other than influencing the provision of new public toilets.

4.2 Council Managed Public Toilets

The current inventory of 14 Council owned and managed public toilets represent a significant investment by Council in services. The replacement cost of the public toilets is approximately \$2.4M (Building Asset Management Review 2014).

Of the 14 Public toilets:

- Nine (9) are standalone;
- Three (3) are co-located in an Amenities Block; and
- Two (2) are co-located in a Surf Life Saving Club building.

As part of the National Continence Program, the National Public Toilet Map provides information on over 16,000 publicly available toilets across Australia, including accessibility, opening hours and facilities, such as showers & baby change. The map can be accessed via the web or smart phone app and allows the user to locate public toilets in specific areas. A map of the Borough of Queenscliffe public toilets is available from the site.

Appendix 1 - contains maps showing the locations of the 14 Public Toilets and has circles of 500 metres radius drawn around each toilet showing the coverage of the existing public toilets.

4.2.1 Types of Public Toilets in the Borough

Ten (10) of the public toilets are the more traditional (conventional) type with separate male and female cubicles and in some instances a toilet cubicle for people of all abilities accessed from a passageway/foyer. Three (3) of the toilets, J L Jordan Reserves – Boat Ramp, Hesse Street and Ganes Reserve also have a unisex toilet cubicle with disability access opening directly onto a public place.


Three (3) of the public toilets (Point Lonsdale Back Beach, Santa Casa Beach and Victoria Park) provide unisex toilet cubicles with disability access opening directly onto public spaces.


One (1) public toilet (Royal Park) has separate Male and Female cubicles opening directly onto public spaces. A unisex toilet cubicle with disability access also exists but is kept locked.


4.2.2 Traditional Style - Stand Alone Public Amenities


Nine (9) traditional style public toilets are stand-alone and range from very old toilets with old fittings to newer buildings with more modern fit-outs.


The following provides a snapshot of each of these public toilets.


Toilet No 1 – JL Jordan Reserve – Boat Ramp - Hesse Street Extension, Queenscliff		
	Style	Stand Alone - Traditional with Disabled cubicle direct access
	Age	New
	Cubicles	3Female, 3Male +Unisex Disabled
	Other Facilities	2 Showers and bins
	Open	24 Hours/day


Toilet No 2 – Hesse Street - Hesse Street, Queenscliff		
	Style	Stand Alone - Traditional with Unisex Disabled cubicle direct access
	Age	New
	Cubicles	3Female, 1 Male, 3Male Urinals + Unisex Disabled
	Other Facilities	Mirrors (M,F,D) and Baby Change (D)
	Open	24 Hours/day

Toilet No 3 –Citizens Park - Gellibrand Street, Queenscliff		
	Style	Stand Alone - Traditional
	Age	New
	Cubicles	1Female,1Female Disabled, 1Male Disabled, 1Male Urinal
	Other Facilities	Mirrors (M,F), Sharps and Bins
	Open	24 Hours/day


Toilet No 6 – Princess Park – Tobin Drive Queenscliff		
	Style	Stand Alone - Traditional (with café)
	Age	Very Old
	Cubicles	6Female,4Male 1 Urinal 1Disabled
	Other Facilities	Change Rooms & benches (M,F) Showers (not operating)
	Open	24 Hours/day

Toilet No 7 –Weeroona – Weeroona Parade, Queenscliff		
	Style	Stand Alone - Traditional
	Age	Very Old
	Cubicles	4Female,1FDisabled, 3Male, 1MDisabled,1 Urinal
	Other Facilities	Change Rooms & benches (M,F), Showers(2F,2M)
	Open	24 Hours/day

Toilet No 9 –Ganes Reserve - Ocean Road, Point Lonsdale		
	Style	Stand Alone - Traditional with Unisex Disabled cubicle direct access
	Age	Newer
	Cubicles	4Female, 3Male, 1 Urinal, 1Unisex Disabled,
	Other Facilities	Change Table/bench (Female)
	Open	24 Hours/day


Toilet No 11 –Light House Reserve – Point Lonsdale Road, Point Lonsdale		
	Style	Stand Alone - Traditional
	Age	Very Old
	Cubicles	2Female, 1Male, 1 Urinal, (No Disabled)
	Other Facilities	None
	Open	24 Hours/day

Toilet No 12 –Point Lonsdale Foreshore - Point Lonsdale Road, Point Lonsdale		
	Style	Stand Alone - Traditional
	Age	Reasonably Old
	Cubicles	3Female, 2Male, 1 Urinal, (No Disabled)
	Other Facilities	Showers (2M & 2F), Change Rooms with benches (M&F)
	Open	24 Hours/day

Toilet No 13 –Gas Works Skate Park - Point Lonsdale Road, Point Lonsdale		
	Style	Stand Alone - Traditional - Portable Type
	Age	Old
	Cubicles	3Female, 2Male, 1 Urinal, Disabled (M,F) but poor accessibility
	Other Facilities	None
	Open	24 Hours/day


4.2.3 Traditional Style – Incorporated with another Building


Only one (1) traditional style public toilet is incorporated with another building and it is an old building with old fittings. The following provides a snapshot of this public toilet.


Toilet No 8 –Queenscliff Recreation Reserve – Hesse Street, Queenscliff		
	Style	Attached to Amenities Block –(No Disabled)
	Age	Very Old
	Cubicles	3Female, 2 Male, Urinal,
	Other Facilities	Soap, Hand Dryers, Change with bench in one toilet (each M&F), (No Disabled)
	Open	24 Hours/day

4.2.4 Direct Access - Unisex Public Amenities

Three (3) of the public toilets provide unisex toilet cubicles with disability access opening directly onto public spaces in newer buildings with more modern fit-outs. The following provides a snapshot of each of these public toilets.


Toilet No 5 –Victoria Park – King Street, Queenscliff		
	Style	Incorporated Amenities Block - Unisex Disabled cubicle direct access
	Age	New
	Cubicles	1Unisex Disabled,
	Other Facilities	Shower with bench, Baby change, Hand Dryer, Mirror
	Open	24 Hours/day

Toilet No 10 –Point Lonsdale Back Beach – Ocean Road, Point Lonsdale		
	Style	Incorporated with Surf Life Saving Clubrooms - Unisex Disabled cubicle direct access
	Age	New
	Cubicles	2Unisex Disabled,
	Other Facilities	Change bench & coat hooks, Mirror
	Open	24 Hours/day

Toilet No 4 –Santa Casa Beach – Henry Street, Queenscliff		
	Style	Incorporated with Surf Life Saving Clubrooms - Unisex Disabled cubicle direct access
	Age	New
	Cubicles	1Unisex Disabled,
	Other Facilities	Change bench, Mirror
	Open	24 Hours/day

4.2.5 Direct Access - Male and Female Incorporated with another Building

One (1) public toilet has separate Male and Female cubicles incorporated with another building opening directly onto public spaces. A unisex toilet also exists with disability access but it is kept locked.

Toilet No 14 –Royal Park – King Street, Queenscliff		
	Style	Incorporated with Amenities Block – Male and Female Separate Units – Direct Access
	Age	Old
	Cubicles	1Male, 1 Female 1Unisex Disabled (not Open),
	Other Facilities	None
	Open	24 Hours/day

4.3 Additional Features

A number of the Borough of Queenscliffe public toilets provide additional features for the comfort of users.

4.3.1 Change Facilities



Weeroona

Six (6) public toilets provide change rooms with benches. These include Citizen's Park, Weeroona, Queenscliffe Recreation Reserve, Victoria Park, Point Lonsdale Foreshore and Santa Casa Beach.

4.3.2 Internal Showers



Five (5) public toilets currently provide internal showers. These include JL Jordan Reserve – Boat Ramp, Citizens Park (showers not working), Weeroona, Point Lonsdale Foreshore and Victoria Park.

4.3.3 External Showers



One public toilet, Santa Casa Beach, provides external showers adjacent to the public toilet.

4.4 Public Toilet Locations and Demand Generators

Public toilets in the Borough of Queenscliffe are located in five main precincts, each generating different challenges and demands. In some cases, the public toilet services more than one precinct.

Precinct	Demand
Foreshore Precinct	All year with high sustained summer peak
Town Centre Precinct	All year high constant demand ,peaking during summer and events
Caravan Parks Precinct	Peak summer demand with lower demand other times of year
Parks, Gardens & Reserves Precinct	Lower demand with occasional peaks usually related to summer and events
Specialist Activity Precinct – Boat Ramp & Skate Park	Peak summer demand, weekends and public holidays, lower demand other times

4.4.1 Foreshore (and Parks) Precinct



Seven (7) public toilets service the foreshore precinct. The foreshore (and parks) precinct encompasses the beach frontage, parks adjacent to the beach and other attractions such as Queenscliff and Point Lonsdale jetties, buses and ferry.

4.4.2 Town Centre Precinct



One (1) public toilet is dedicated to service the retail and commercial precinct of Queenscliffe. The Point Lonsdale commercial area shares the foreshore public toilet.

4.4.3 Caravan Park Precinct



Three (3) public toilets service caravan park precincts.

4.4.4 Parks, Gardens and Reserves Precinct



One (1) public amenities service parks and gardens (Ganes Reserve) although this is shared with the Foreshore

4.4.5 Specialist Activity Precinct (Boat Ramp and Skate Park)



Two (2) of the public amenities service these specialist activities

5 Challenges and the Way Forward

In response to higher community expectations, this Strategy establishes processes and a program for Council to meet current challenges, replace old toilets, progressively upgrade ageing public toilets and construct new facilities that will:

- Ensure the provision of public toilets support all demand activities within the municipality;
- Provide and maintain a safe, accessible, high quality and sustainable network of public toilets;
- Improve the accessibility of public amenities for people with impairments;
- Continue to meet current expectations of safety and security through application of the principles of Crime Prevention Thorough Environmental Design (CPTED); and
- Allow consideration for additional toilets.

6 Identifying and Prioritising Improvements

6.1 Current Asset Assessment - Building Condition Rating

Asset Managers have historically relied on building condition as the means for prioritising improvements works on buildings in order to keep them in a sound useable and safe condition. Borough of Queenscliffe uses asset condition ratings for the 'life time' strategic planning of the asset (major works) and routine maintenance and minor works.

This involves three to four yearly independent inspections of the facility where the building is assigned a condition rating. Trends in the decline or improvement of the asset are measured (deteriorating, remaining the same or improving) from one inspection to the next. The trend assists identifying when the asset will require a renewal, upgrade or replacement.

The latest condition assessment of public toilets was undertaken in 2014 and the condition ratings are used in this Strategy.

6.2 Extending Assessment Beyond 'Condition' Rating Only

There are limitations in basing expenditure on 'condition' only, as it fails to address whether the building is fit for the purpose for which it is being used. 'Fit for purpose' is essential for public amenities. For example, it is not preferred for a public toilet to be housed in a building where it:

- Does not meet user requirements or disability access; or
- Where the location, building design or surrounding area provides opportunity for people to hide with criminal intent; or
- Where the fit out and fixtures of the toilet no longer meet current standards and the facility is not clean in appearance.

Surveys in other municipalities have highlighted that cleanliness and safety are the highest requirements for public toilet users.

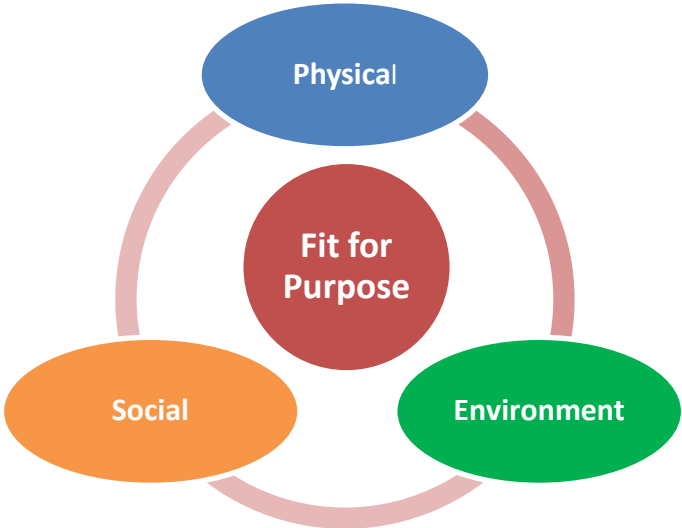
In conjunction with the 'Building Condition Rating' in setting priorities this Strategy also considers the 'Fit for Purpose' which comprises:

- Measuring Performance - against identified community needs of safe, clean and conveniently placed public toilets, disability accessibility legislative changes, and crime prevention through environmental design (CPTED); and
- Assessing the Level of Risk - consideration of the likelihood of an adverse event (performance failure) occurring and the severity of the consequences should an event occur.

Bringing suitability (performance) and risk into asset management brings another powerful element to asset management decision making. Its strength is in providing a more comprehensive tool for assisting Council in the allocation of valuable financial resources to ensure a better community outcome is achieved.

6.3 Performance and Risk Approach

For public toilets, the measure of performance is really a measure of ‘fit for purpose’ drawing upon community expectations, changes in legislation and guidelines relating to the safety of public toilets which can be broadly grouped under three sub- criteria: physical, social, and environment.



The physical, social and environmental sub-criteria are brought together in an asset management process capable of measuring the overall performance or ‘fit for purpose’ of individual public toilets. By assigning a score against a range of elements for each sub-criteria and weighting the score based on risk allows a performance ranking of toilets.

Physical elements include the type of public toilet fit-out – such as modern design and fit-outs or older traditional styles, adequacy of number of cubicles and fixtures for user comfort, and proximity of the toilet to other public toilets.

Social elements relate to the safety and security of the user. They incorporate physical elements such as siting, visibility and lighting and addresses behaviour such as the potential of concealment and incidents of vandalism, graffiti and anti-social behaviour.

Environment elements relate to the maintenance of the building and fixtures and cleanliness.

6.4 ‘Fit for Purpose’ (Performance) Rankings

For the purpose of this Strategy, a detailed assessment the 14 public toilets was carried out by inspecting each site and interviewing key people to obtain the required information to populate the ‘Performance Rating Score Cards’.

Using the ‘Performance Score’ the existing toilets are ranked between 1 to 5, with the toilets receiving the highest performance score out of 5 being the lowest performers and identified as those that should be higher on the priority list for consideration for improvement works from a performance perspective. It should be noted that a low performing toilet does not necessarily represent a failure, but suggests a priority for upgrading to meet current expectations.

Addition of the performance score with the building condition score provides an overall Public Toilet Facility score for the purposes of prioritising upgrade and renewal public toilet expenditure.

However as detailed in this Strategy performance may also be improved through undertaking targeted minor works or design changes to the toilet or surrounds or operational changes without requiring major expenditure on the building itself.

Appendix 2 - Details the performance and risk assessment process.

Appendix 3– Contains the detailed evaluation sheets for each individual public toilet

6.5 Evaluation Outcomes

6.5.1 'Fit For Purpose' (Performance) Rankings

A detailed assessment of each of the 14 public toilets was carried out by inspecting each site during the day and at night, and from interviewing key people to obtain the required information to populate the 'Performance Rating Score Card'.

Using the raw score and assigned risk weightings and applying the risk matrix, a 'Performance Score' was calculated for each public toilet.

Using the 'Performance Score' the toilets were ranked, with the toilets receiving the highest performance score (poorest performance) identified as those that should be higher on the priority list for consideration for major works.

The following lists Borough of Queenscliff's Public Toilets in Priority Upgrade Order, based on performance only, ranked from the lowest performing (highest score) to the highest performing (lowest score).

Public Toilets - Performance Score – Ranked Lowest to Highest Performance

Priority Upgrade Order	Asset No.	Toilet Name	Toilet Location	Performance Score
1	11	Lighthouse Reserve	Point Lonsdale Road, Point Lonsdale	3.50
2	8	Queenscliffe Recreation Reserve	Hesse Street, Queenscliff	3.44
3	13	Gas Works Skate Park	Point Lonsdale Road, Point Lonsdale	3.17
4	6	Princess Park	Tobin Drive, Queenscliff	3.06
5	12	Point Lonsdale Foreshore	Point Lonsdale Road, Point Lonsdale	2.72
6	4	Santa Casa Beach	Henry Street, Queenscliff	2.61
7	7	Weeroona Parade	Weeroona Parade, Queenscliff	2.56
8	9	Ganes Reserve	Ocean Road, Point Lonsdale	2.56
9	14	Royal Park	Point Lonsdale Road, Point Lonsdale	2.44
10	2	Hesse Street	Hesse Street, Queenscliff	2.39
11	3	Citizen's Park	Gellibrand Street, Queenscliff	2.06
12	10	Point Lonsdale Back Beach	Ocean Road, Point Lonsdale	2.00
13	1	JL Jordan Reserve – Boat Ramp	Hesse Street Extension, Queenscliff	1.94
14	5	Victoria Park	King Street, Queenscliff	1.83

6.5.2 Building Asset Condition Rating Rankings

By comparison the following lists the Borough of Queenscliff's Public Toilets in Priority Upgrade Order, based on Building Asset Condition Assessment Rating (2014). The score range is from 1-10 and the toilets are ranked from the poorest condition (highest score) to the best condition (lowest score).

Priority Upgrade Order	Asset No.	Toilet Name	Toilet Location	Building Condition Score
1	11	Lighthouse Reserve	Point Lonsdale Road, Point Lonsdale	7
2	8	Queenscliffe Recreation Reserve	Hesse Street, Queenscliff	6
3	13	Gas Works Skate Park	Point Lonsdale Road, Point Lonsdale	6
4	6	Princess Park	Tobin Drive, Queenscliff	6
5	7	Weeroona Parade	Weeroona Parade, Queenscliff	6
6	12	Point Lonsdale Foreshore	Point Lonsdale Road, Point Lonsdale	5
7	9	Ganes Reserve	Ocean Road, Point Lonsdale	4
8	14	Royal Park	Point Lonsdale Road, Point Lonsdale	4
9	4	Santa Casa Beach	Henry Street, Queenscliff	3
10	1	JL Jordan Reserve – Boat Ramp	Hesse Street Extension, Queenscliff	3
11	3	Citizen's Park	Gellibrand Street, Queenscliff	2
12	10	Point Lonsdale Back Beach	Ocean Road, Point Lonsdale	2
13	2	Hesse Street	Hesse Street, Queenscliff	1
14	5	Victoria Park	King Street, Queenscliff	1

6.5.3 Combined Performance and Building Asset Condition Ratings Rankings

By combining the 'Performance' Scores with the 'Building Asset' Scores, a more accurate overall picture of the public toilets serviceability is obtained.

To achieve a combined score the Building Condition Asset score, which is a score out of ten is adjusted to a score out of five, the same range as the Performance Score. Adding the two

scores provides a score out of ten. The score range is from 1-10 and the toilets are ranked from the lowest serviceability (highest score) to the highest serviceability (lowest score).

Priority Upgrade Order	Asset No.	Toilet Name	Toilet Location	Perform +Build Score
1	11	Lighthouse Reserve	Point Lonsdale Road, Point Lonsdale	7.00
2	8	Queenscliffe Recreation Reserve	Hesse Street, Queenscliff	6.44
3	13	Gas Works Skate Park	Point Lonsdale Road, Point Lonsdale	6.17
4	6	Princess Park	Tobin Drive, Queenscliff	6.06
5	7	Weeroona Parade	Weeroona Parade, Queenscliff	5.56
6	12	Point Lonsdale Foreshore	Point Lonsdale Road, Point Lonsdale	5.22
7	9	Ganes Reserve	Ocean Road, Point Lonsdale	4.56
8	14	Royal Park	Point Lonsdale Road, Point Lonsdale	4.44
9	4	Santa Casa Beach	Henry Street, Queenscliff	4.11
10	1	JL Jordan Reserve – Boat Ramp	Hesse Street Extension, Queenscliff	3.44
11	3	Citizen’s Park	Gellibrand Street, Queenscliff	3.06
12	10	Point Lonsdale Back Beach	Ocean Road, Point Lonsdale	3.00
13	2	Hesse Street	Hesse Street, Queenscliff	2.89
14	5	Victoria Park	King Street, Queenscliff	2.33

6.5.4 Major Works Considerations

In establishing priorities for major works to improve the performance of the public amenities consideration must be given to the rankings in conjunction with:

- The need for new public toilets identified in Master Plans and from community requests; and
- The ability to coordinate upgrading of public toilets with co-located buildings upgrades, renewal or new structures.

The Strategy recommends:

Action 1- That the public toilets with the highest overall performance and building scores be given the highest priority for consideration of major works.

Action 2- When any co-located structure with public toilets is to be upgraded or renewed the public toilet component is also considered for upgrade or renewal.

Action 3 – The need for and provision of public amenities must be considered in any planned new developments.

7 Public Amenities Asset Value and Expenditure

7.1 Asset Value

The total replacement value of Borough of Queenscliffe public toilets is approximately \$2.4M

7.2 Expenditure

The nominal amount spent each year for maintenance and minor renewal works on all of the Borough's buildings is approximately \$650,000. Approximately \$89,500 per annum is spent on public toilet cleaning and \$58,000 per annum on minor maintenance.

Historically only small amounts of funds have been allowed in the capital funds for expenditure on Public Toilets.

The ten year Public Toilet Strategy Action Plan is based on Council being able to allocate adequate funds or attract funds from other internal budgets for joint projects or attract funds from external sources.

8 Capital Works

Achieving best value outcomes for the community within the limitation of funds allocated for public toilets capital works requires consideration of the performance rating, building condition, public opinion and purpose for the toilet when selecting projects for capital works funding.

Delivering improved performance of public amenities may not necessarily be simply upgrading all the toilets with the lowest performance ratings or establishing new toilets at new locations, but rather taking a broader view of the public amenities as a system and making decisions that ensures there is an appropriate network of higher performing toilets.

8.1 Capital Works Funding

Borough of Queenscliffe maintains an Asset Renewal Reserve for larger projects and sets aside approximately \$650,000 per annum for renewal of all buildings (a total of 64).

Capital funding for new or replacement public toilets will require specific allocation to be made for each project. As the Borough has limited funds for capital projects, where possible all efforts should be made to attract funding from other sources. This may be from within the Council budget where there may be a shared use of the public toilet with another council service e.g. caravan park, or in conjunction with another major development project; or funds from external sources such as government grants.

8.2 Proposed Capital Works – Upgrade Toilets

Taking into account the performance ranking, building condition, public requests and purpose for the toilets, the Strategy examines key public toilet projects identifying opportunities and constraints. These projects are recommended for consideration for funding, in priority order.

8.2.1 Light House Reserve.

Proposal:

Demolished the existing toilets and replaced with a new stand-alone 24 hour public toilet built within the same vicinity.

Supporting Information:

The existing toilet obtained the poorest performance rating and building condition rating. The building condition is described in the Building Asset Management & Condition Review 2014 as condition rating of 7 and states “*This toilet block is in poor condition. Structurally the walls are in question with them being out of vertical alignment and subject to concrete cancer. Council should consider replacing this structure.*”

It is an older traditional design with very old fittings. It is poorly oriented with entrances at the rear of the building away from public view, only partially roofed, has no disability accessible toilet and no night lighting.

The Queenscliff and ‘Point Lonsdale Lighthouse Reserves Development Study’ recognises the need for the toilet and recommends it be ‘refurbished’.

Configuration:

The configuration of the replacement toilet will depend upon the potential impact any future development of the reserve may have on the use of the toilet.

As a minimum the toilet should comprise a disability accessible unisex cubicle and separate Male and Female cubicles of a larger size with a small bench to accommodate change facilities for beach users.

Estimated Cost:

The Building Asset Management & Condition Review 2014 lists the building replacement value at \$117,000. With demolition of the old building, having to provide lighting, improved access and larger cubicles with a higher standard fit-out, an estimated cost of \$250,000 is allowed.

It may be possible to attract some external funding when the site is developed.

8.2.2 Queenscliffe Recreation Reserve – Hesse Street

Proposal:

Demolished and replaced the existing toilets with a new 24 hour public toilet built within the same vicinity, but accessible from Hesse Street.

It should be a joint venture with the caravan park providing a new building replacing the three old buildings giving improved amenities for the caravan park, with access from within the park, and the public toilets a separate facility but attached and accessible from Hesse Street.

Supporting Information:

The existing toilet is within the recreation reserve and must be accessed through the caravan park. It forms part of three buildings servicing the caravan park. It is very difficult to locate the public toilet itself and also the entrance to the toilet. It obtained the second poorest performance ranking and a poor building condition rating. The building condition is described in the Building Asset Management & Condition Review 2014 as condition rating of 6 and states *“These three buildings form an unsightly deteriorating collection of three small amenity blocks showing their age being located immediately adjacent to each other. Council may consider demolishing all three and re-building a new facility to replace them”*

The redevelopment of the Hesse Street kiosk is currently being considered and the need for improved public toilets is part of the consideration.

Configuration:

The configuration of the replacement toilet will depend upon the final decision on whether the redevelopment of the kiosk has its own toilets for patrons or the kiosk will rely on using the public toilets.

As a minimum the toilet should comprise a disability accessible unisex cubicle and separate Male and Female cubicles of a larger size with a small bench to accommodate change facilities for beach users.

Estimated Cost:

The Building Asset Management & Condition Review 2014 lists the building replacement value at approximately \$130,000. Should the project be a joint venture with redevelopment of the caravan park amenities building then it is not unreasonable to assume the public toilet component could be built for approximately \$200,000 for contribution to demolition, and providing larger cubicles with higher standard internal fit-out.

8.2.3 Princess Park

Proposal:

The public toilet component of the 'Kiosk and Toilets' building needs an urgent upgrade and refit at the least, if not demolished and replaced.

However, the upgrade of this toilet is linked to the lease for the Kiosk where the lessee is required to undertake the toilet upgrade work during the term of the lease.

The Strategy proposes the upgrade works be carried out sooner rather than later.

Refer also the Alternative 2 proposal for Weeroona Public Toilets.

Supporting Information:

Princess Park received the fourth poorest performance score and a poor building rating of 6. The building condition is described in the Building Asset Management & Condition Review 2014 as condition rating of 6 and states '*The amenities component of the building is in very poor condition and need to be upgraded*'

It is unpleasant to use and detracts from the park upgrades including the playground and does not enhance a residents or visitors experience of Queenscliff.

Configuration:

The configuration of the replacement toilet will depend upon the terms of the lease, but consideration must be given to the requirements of the adjoining playground (family), park and beach users.

As a minimum the toilet should comprise a disability accessible unisex cubicle and two separate Male and two separate Female cubicles of a larger size with a small bench to accommodate change facilities for beach users.

Estimated Cost:

Not able to be estimated at this stage.

8.2.4 Weeroona Public Toilets

Proposal:

Alternative 1 - demolished existing toilets and replaced with a new 24 hour public toilet with less cubicles built at the same location and incorporate a slab at the side of the toilet facility with connections to water and sewer for temporary toilets for use during peak times such as Christmas/New Year and festivals.

Alternative 2 – demolish existing toilets and construct a new facility in Princess Park on the south side of and fronting Symonds Street, located near the shelter. Construct a slab on the Weeroona toilet site with connections to water and sewer for temporary toilets for use during peak times such as Christmas/New Year and festivals

This option has the potential to service both bus travelers and the playground users near the Princess Park Kiosk where each group will have less than 100 metres to walk to the new toilet facility. This will allow closure of the Princess Park Toilets and less pressure to upgrade under the lease.

Supporting Information:

The existing toilet obtained the seventh poorest performance ranking and a poor building condition rating of 6, with an overall fifth place ranking for upgrading works. The building has major structural issues running the full length of the facility.

The Building Asset Management & Condition Review 2014 states that a condition 6 rating is a building *'in fair to poor overall condition. The condition deterioration would be quite obvious. Serviceability would now be affected and maintenance cost would be rising'*.

Configuration:

As a minimum the toilet should comprise a disability accessible unisex cubicle and two (2) separate Male and three (3) separate Female cubicles of a larger size with a small bench to accommodate providing change facilities for beach users.

As a minimum the slab should be capable of accommodating 8 Female and 6 Male and one Disability Accessible toilet.

Estimated Cost:

The Building Asset Management & Condition Review 2014 lists the building replacement value at approximately \$320,000. With demolition of the old building, providing and larger cubicles with a higher standard fit-out, an estimated cost of \$350,000 is allowed for replacement of toilets.

For the slab and service connections for the temporary toilets, an estimated cost of \$25,000 is allowed.

8.2.5 Point Lonsdale Foreshore Public Toilets

Proposal:

Demolish and replace the public toilets. Funding is available and the new toilets are in the design phase.

These toilets service the beach, playground, Point Lonsdale shopping centre and walkers.

The toilets receive the fifth lowest performance ranking and a poor building rating of 6.

The proposed configuration of the new toilets comprises a disability accessible unisex cubicle and two separate Male and there separate Female cubicles of a larger size with a small bench to accommodate change facilities for beach users.

8.2.6 Gas Works Skate Park

Proposal:

Remove the portable toilets and replaced with a new stand-alone 24 hour public toilet built closer to and facing the road.

Supporting Information:

The existing toilet obtained the third poorest performance rating and poor building condition rating of 6.

Although the toilets received an overall ranking of third in the priority for upgrading, the specific use by skateboarders mainly during the summer peak season and lower general use by walkers placed it lower in the priority for capital funding.

It is a portable building of the older traditional design with very old fittings. It is poorly oriented facing away from public view, and has very poor disability accessible toilets.

Configuration:

As a minimum the toilet should comprise a disability accessible unisex cubicle.

Estimated Cost:

The Building Asset Management & Condition Review 2014 lists the building replacement value at \$66,000. The construction of a permanent structure with improved access and a higher standard fit-out is estimated to cost \$120,000.

8.2.7 Royal Park Public Toilets

Royal Reserve public toilets are attached to the camping amenities block and consist of very basic male and female toilets and a disability accessible toilet (generally locked). The toilets are difficult to find unless the user is familiar with the park.

A Master Plan is being prepared for the whole of Royal Park providing an opportunity to review the provision and location of the public toilets to better service the park and broader surrounding areas.

Proposal:

There are two options which should be examined during preparation of the Master Planning of Royal Park.

Option 1 – Relocate the park entrance further north of the current entrance with parking around the southern end of the oval. This will bring park traffic and parking in the vicinity of the current toilets, making them easier to find and more accessible. However as it is not possible to upgrade the existing toilets to current standards, new public toilets could be built as an extension of the present amenities building. As the amenities building is within 250 metres of Lawrence Road carpark, the upgraded (new) toilets will service these people in conjunction with park users and walkers.

Option 2 - Locate new public toilets in the north western side of the oval, close to the corner of Point Lonsdale Road and Lawrence Road. This will make them easier to find and service both park users and people parking in the Lawrence Road carpark, where there have been requests for a toilet. People using the walking path will also be able to easily find and access the toilets.

If new sporting facilities are being proposed in the Master Plan consideration of co-locating them at this location and incorporating public toilets with the facility would be an effective outcome.

If new toilets are built at this location, the public toilets attached to the amenities building could revert to caravan park users only.

Configuration:

As a minimum the toilets should comprise a disability accessible unisex cubicle and one (1) separate Male and two (2) separate Female cubicles of a larger size with a small bench to accommodate providing change facilities for beach users.

8.3 Proposed Capital Works – New Toilets

8.3.1 Point Lonsdale Beach – Northern End Opposite Loch Street



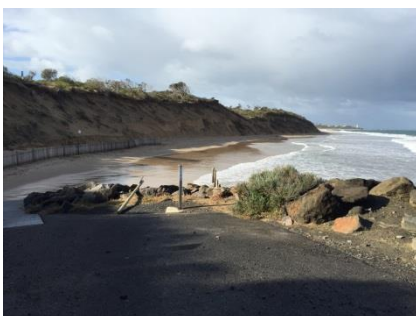
The users of the northern end of Point Lonsdale beach, playground equipment and the new barbeque facilities recently installed by Council have to walk 450 metres to the Point Lonsdale Foreshore Toilets or 700 metres to Royal Park toilets. As the number of people using this area, include young families, is increasing, it is appropriate to consider the installation of a new public toilet at this location. A toilet at this site will also benefit walkers. Using the New Toilet Assessment Chart (Section 14.8 – Demand for New Toilets) the proposal scores 22, which is high

enough for the new toilet to be considered.

The new toilet configuration can be a single cubicle disability accessible unisex toilet.

The estimated cost is \$120,000.

8.3.2 Dog Beach Carpark



Dog beach is located midway between Queenscliffe and Point Lonsdale, about 1.5 kilometres from each town and also from public toilet facilities. Users of the walking track would welcome a toilet at this location and it could service occasional peaks during events such as the Rip View Swim Classic. A toilet located in the carpark could access sewer connections.

Using the New Toilet Assessment Chart (Section 14.8 – Demand for New Toilets) the proposal scores 16, which is

not high enough for a new toilet to be considered, unless circumstances change.

A toilet in the carpark at this location is a lower priority than the Point Lonsdale Beach – Northern End.

A possible option, worthy of consideration, is provision of a slab with service connections suitable for placing and connecting temporary toilets during high peak use times including events.

8.3.3 Old High School Site - Proposed Queenscliffe Botanic Gardens Development



The strategy for the proposed development of the old high school site into a botanic garden incorporating community and indigenous gardens also includes a community building containing externally accessible public toilets. The toilets, if developed, will be located in King Street and service users of the site and the Bellarine Rail Trail.

Building the new public toilets is dependent upon the development of the gardens for which there is currently

no established time frame.

The Strategy recommends:

Action 4 *The list of Upgrade Capital Works detailed in this Strategy be accepted with:*

- (a) funding sources to undertake the works pursued; and*
- (b) Royal Park public toilets be referred to the Royal Park Master Planning for consideration.*

Action 5 *The list of New capital works detailed in this Strategy be considered.*

9 Minor Works

There are some instances where public toilets have issues that affect its performance that may be improved through undertaking targeted minor works/design changes to the toilet or surrounds.

The 'Performance Rating Score Card' for each toilet also lists at the bottom of the score card opportunities for improvements identified while undertaking the performance assessment inspections. Some of these only involve minor works or design changes which, if undertaken, will lift the level of performance from the user's perspective.

These have not all been identified in the body of the Strategy, but the following provides examples of some of the minor works/design changes.

9.1 Internal Building Works & Vegetation Management



The Hesse Street public toilets appear dark when first entering. Improved natural lighting or automatic electric lighting will provide a safer feel for patrons



Victoria Park public toilets are obscured by a large bushy tree out front of the toilet. This should be trimmed up for safety and visibility of the toilet.



Citizen's Park public toilets could have the screens at doorways replaced with slats or perforated metal to improve safety for people exiting the toilet and ability to see cubicle doors.

The Strategy recommends:

Action 6 – That minor improvement works identified in the Performance Score Sheets be undertaken to lift the performance of the toilets.

9.2 Night Time Lighting

All Borough of Queenscliffe toilets are open all night. Some have inadequate internal and/or external lighting for accessing the toilets which may expose users to higher risks and the toilets to incidents of anti-social behavior of graffiti and vandalism.

The performance evaluation score sheets identify the toilets that could be provided with improved external and/or internal lighting. These are Walkway to Hesse Street Toilet; south side of Citizens Park Toilet, access paths to Santa Casa Beach Toilet, external lighting Ganes Reserve Toilet, and Light House Reserve Toilet has no lighting, external lighting and Gas Works Skate Park Toilets.

The Strategy recommends:

Action 7 – That the lighting be improved at the public toilets identified unless the toilet is listed for upgrading in the capital works section.

10 Operational Changes

It is possible to lift the level of performance from the user's perspective by carrying out operational improvements.

Community Surveys in other municipalities strongly stated that clean and well maintained toilets with good ventilation are very important.

There are two operational areas that if reviewed and changes made if required, will lift the level of performance of the Boroughs public toilets. These are the cleaning frequency and quality of cleaning and response to cleaning and maintenance issues.

10.1 Frequency and Standard of Cleaning

Changes to cleaning frequencies and lifting the standard and extent of cleaning will improve a user's perception of the public amenity and make the visit more acceptable.

Changes to cleaning frequencies and lifting the standard and extent of cleaning including ensuring paper and bins are available will certainly improve a user's perception of the public amenity and make the visit more acceptable.

Currently each public toilet is serviced daily, seven (7) days per week. During the peak season, nominated facilities are serviced twice daily, once in the morning and again in the afternoon. Peak season is from the last weekend in November up to and including Easter Monday.

The list of public toilets cleaned twice daily should be reviewed to identify if others may need to be added to the list and/or the frequency of cleaning heavily used public toilets may need to be increased.

The current cleaning budget is set at \$89,500 and any increase in the frequency of cleaning will increase costs.

The Strategy recommends:

Action 8 - The frequency, timing, extent and standards, including an inspection regime between cleans for high use times, be reviewed for the cleaning of all public toilets with particular attention to high use areas, seasonal demand and shared use facilities.

Action 9- The cleaning budget is set to accommodate the revised cleaning regime.

10.2 Emergency Response Cleaning and Maintenance

Borough of Queenscliffe cleaning contract states that the frequency of cleaning facilities under this Contract is not limited to the requirements of the cleaning schedule only.

Unfortunately problems with toilets happen at any time, even just after cleaning, and can render it unusable particularly if it has been soiled or vandalised.

Currently the Contractor is responsible for maintaining minimum specified standards and shall undertake additional cleaning activities whenever necessary. Increased usage and higher demand on public toilets may occur on Public Holidays, during major events and festivals, or on periodic community market days.

Users confronted with an unusable toilet are able to easily report the matter to Council. Message boards should be located at each public toilet informing users when the toilet was last cleaned and a contact phone number to report an incident.

The Strategy recommends:

Action 10 – That for the next cleaning contract ensure potential contractors are aware of their responsibility for emergency responses.

Action 11 – Fit information boards to all public toilets that:

- ***Display the frequency of cleaning of the public toilet;***
- ***The date and time the toilet was last cleaned (information to be provided by the cleaning contractor after each time the toilet is cleaned);***
- ***Contact phone number to report an incident; and***
- ***Name and location of the nearest public amenity.***

10.3 Opening Hours

All Borough of Queenscliffe public toilets are open 24 hours a day. While at this stage the toilets left open overnight have not suffered any undue vandalism, graffiti or unsociable activity, the toilets need to be monitored and if night time problems occur then the open hours may require reviewing.

At this stage there are no plans to reduce opening hours of the public toilets.

The Strategy recommends:

Action 12– Should any undue vandalism, graffiti or unsociable activity occur in the toilets at night, the opening hours be reviewed.

10.4 Reducing Number of Cubicles Available

Where public amenities have multiple cubicles with their own lockable doors facing the public areas, through restricting the number open during the low season or low use times will reduce cleaning demands and costs, or allow more frequent cleaning of the open cubicles.

For example when the Point Lonsdale Foreshore new public toilet is replaced with a modern designed facility it would be prudent to limit the number of cubicles open to the public during the off-summer and non-holiday periods.

The Strategy recommends:

Action 13 - Where public toilets have multiple cubicles and are fitted with lockable doors consider restricting the number open during the low season or low use periods.

11 Ancillary Services

Bathing Change Rooms, Baby Change Facilities, Showers and Drinking Water Stations are ancillary services that may benefit from being co-located with public amenities, provided public amenity user safety is not compromised.

11.1 Baby Change Facilities



Baby change facilities are required in areas that attract or need to accommodate families with young children such as foreshore, shopping centres, parks and reserves with playground equipment. Public toilets in each of these areas should have baby change facilities, preferably located in the unisex cubicle that is accessible by people with disabilities. Each baby change facility must include a nappy bin.

11.2 Bathing Change Facilities

There is a demand for some bathing change rooms along the foreshore precinct. A number of the Public Toilets also provide change facilities which are generally large communal change rooms, some with shower cubicles, in the Male and Female sections. The change and shower facilities are accessed through the toilet foyer area.

Communal change facilities are now considered a threat to personal safety and the trend is to provide larger toilet cubicles fitted with a small bench for placing clothing on.

The Strategy recommends:

Action 14 – That future provision of any new toilets or the renewal of existing toilets along the foreshore must accommodate bathing change facilities by providing larger toilet cubicles fitted with a small bench for placing clothing on.

Action 15 – That future provision of new, refurbished or renewed public toilets at precincts that attract or need to accommodate families with young children include baby change facilities, preferably located in the unisex cubicle that is accessible by people with disabilities.

11.3 Showers (Internal and External)

Five Public Toilets currently provide internal showers, JL Jordan Reserve – Boat Ramp, Citizens Park (showers not working), Weeroona, Point Lonsdale Foreshore and Victoria Park and one toilet Santa Casa Beach toilet has an external shower next to the toilet facility.

It is not usual practice to provide showers within new public toilet facilities, but rather to provide an external shower near the toilet facility. To avoid loitering near toilet entrances, external shower facilities should be located at least 5 metres away from the nearest toilet entrance door.

Toilets servicing the foreshore should be provided with external showers.

The Strategy recommends:

Action 16 – That:

- a) *As a general rule internal showers not be provided in future Public Toilets.*
- b) *Consideration be given to public toilets servicing the foreshore be provided with external showers located at least 5 metres away from the nearest cubicle or entrance door.*

11.4 Disabled Parking Spaces



Victoria Park

Disabled car parks are located near public toilets in some instances. As a rule where public toilets are provided adjacent to or very near a carpark, the Borough of Queenscliffe should, where possible, provide at least one disabled car parking space in a bay that is closest to the toilet.

This makes it easier for any impaired person to access the toilet.

The Strategy recommends:

Action 17 – Borough of Queenscliffe continues the practice of providing at least one disabled car parking space near a public toilet when a toilet is located close to a carpark.

11.5 Drinking Water Stations

There is a trend to provide access to external water stations in the vicinity of a public toilet building in parks, sports reserves and along foreshores for the use of people using the facilities and for their animals.

Positioning drinking fountains with dog bowls at or near public toilets is sensible in that they are a focal point and help identify the location of the drinking water. Most toilets also provide easy access to service (water) connections and provide good access for people with impairment.

By providing drink water stations with dog bowls at or near public toilets it:

- Responds to the growing trend of people using refillable drink bottles;
- Encourages the community to utilise potable tap water rather than the less environmentally friendly purchasing of bottled water; and
- Allows maintenance of the drinking water stations to be attended to as frequently as the toilets are cleaned.

Siting the drinking fountains at a public toilet must have regard to CPTED requirements which discourages any other infrastructure near a toilet that could contribute to loitering, posing a threat to toilet users. This can be achieved by locating the drinking fountain forward of the toilet entrance and be at least 5 metres away from the toilet entrance.

New drinking fountains should be designed so they are accessible for people with impairments.

The Strategy recommends:

Action 18 – That consideration is given to providing ‘Drinking Water Stations’ where there are appropriate new works near or major upgrades of public toilets.

12 Signage

12.1 Directional Signage

Inspection of the public toilets identified the lack of signage giving direction to the location of the nearest toilet.



Current signage is ad hoc and as people usually only visit a public toilet as a last resort, or may have planned an outing based on a map of the toilets, the ability to actually locate the nearest toilet is essential.

Signage though does not want to be a blight on the amenity of the area so it is essential any signage developed should be of a size that ensures it is legible but in keeping with the sensitivity of the surrounding environment.

12.2 Signage on Public Toilets



Stand-alone public toilets, unless easily identified as a public toilet, and pavilion type public toilet collocated with another building should have a sign 'Public Toilet' clearly visible on the building.

The cubicles doors are currently signed with a variety of styles. To assist identification, the cubicle doors should have standardised and clear identity signage.

12.3 Signage Standards



The following signage matters should be addressed:

- Develop design guidelines which give clear indications of the nature of signage to be incorporated in public toilet projects. These might include:
 - Directional signs from multiple directions, including nearby car parking.
 - Signage on access routes for people with mobility impairment whether ambulant or wheelchair/scooter based.
 - In parks or foreshores, signage may be required at entry/ exit points if the public toilet is not immediately visible.
- If on walkways or shared pathways directional/distance signage may be required to indicate the distance to the nearest public toilet as well as directional guidance.

The Strategy recommends:

Action 19 – In consultation with other Departments undertake a review of existing signage protocols associated with public toilets and their locations. This review should achieve consistency in signing the Public Toilets and new signs placed.

13 Guidelines for Design, Siting and Fittings of Public Toilets

When a toilet is to be renewed, upgraded or a new toilet is to be provided, effective planning and design needs to be undertaken to ensure that the installation achieves benefit to the community, is cost effective and minimises negative impacts.

This requires consideration be given to; coordination of all stakeholders, the surrounding environment, accessibility for people of all abilities, Crime Prevention Thought Environmental Design (CPTED), configuration of the toilets, comfort features and environmental sustainability.

There also needs to be a balance between the request for toilets to meet new demands and the ability of Council to sustain a network of toilets at the level of quality to meet community expectations.

13.1 Surrounding Environment

Borough of Queenscliffe public toilets coexist with coastline landscapes, compliment the built environment and blend with the parks and sports ovals and historic elements of the municipality.

In order to deliver a positive outcome relating to the deployment of public toilets the design and sighting must be sensitive to the surrounding environment.

The Strategy recommends:

Action 20- The design, and siting of public toilets, whether for new facilities or modifications to existing buildings, should be sensitive to the surrounding environment. The design, materials used and finishes should complement the surrounding environment.

13.2 Location

The toilet should be located in a highly visible area with the entrance orientated to the nearby activity, if possible. The immediate vicinity will be free of other facilities which might give people an excuse to loiter in the vicinity of the toilet.

13.3 Accessibility For People Of All Abilities

Public toilets must be both accessible and useable by the majority of people of all differing abilities. Design that incorporates the requirements of the Federal Disability Discrimination Act – 1992 and the Australian Standard AS 1428.1 (2009) - Design for Access and Mobility, or successor, will provide people with disabilities access and allow use of the toilet in an equitable and independent manner.

Recent changes to the legislation:

- Has increased the circulation space within toilets for people with disabilities and increased the percentage of people with disability who should be able to use the toilet from 80% to 90%; and
- Requires all new toilet blocks with more than one toilet cubicle to have one cubicle fully compliant for disability access and the second must be accessible for people with disabilities who are 'ambulant'.

The Borough's 14 public toilets range from being compliant with the current standards (new developments and some refits of older toilets), being compliant with the older standard and those that are non-compliant (older traditional style toilets).

To assist identifying and increasing the number of compliant toilets the Borough should consider undertaking the following actions:

- Identify where minor works may be undertaken to make the toilets for people with disabilities more accessible;
- Ensure all new toilets are fully compliant;
- When renewing or upgrading an existing toilet it be made compliant; and
- Non-compliant toilets remain non accessible until such time as they are replaced or upgraded.

The Strategy recommends:

Action 21 - To increase the compliance of toilets for people with disabilities that the actions of:

- 1. Identify where minor works may be undertaken to make the toilets for people with disabilities more accessible Identify minor works to assist compliance;*
- 2. Ensure all new toilets are fully compliant*
- 3. When renewing or upgrading an existing toilet it be made compliant*

13.4 Other Strategies and Master Plans

When any redevelopment is undertaken as a result of recommendations from other strategies, structure plans or master plans then existing toilets, either within buildings or stand alone, should also be renewed or replaced at the same time.

When any new development is undertaken as a result of recommendations from other strategies, structure plans or master plans the impact on existing public amenities, or need for new public amenities, as a result of the new development generating greater need, must be considered and any necessary update of existing toilets or provision of new toilets undertaken.

The Strategy recommends:

Action 22 - Where any redevelopment is undertaken as a result of any recommendations from other strategies and activity master or structure plans, then existing toilets, either within buildings or stand alone, should also be considered for renewal or replacement at the same time.

Action 23 - Where any new development is undertaken as a result of recommendations from other strategies, structure plans or master plans the impact on existing public toilets, or need for new public toilets, as a result of the new development generating greater need, must be considered and any necessary update of existing toilets or provision of new toilets undertaken.

13.5 Distance between Public Toilets

13.5.1 Pedestrian Traffic

Melbourne City Council's Public Toilet Plan 2008-2013 promotes that toilets should be spaced every 500 metres within the CBD, where there is high pedestrian activity, so that no person has to walk more than 250 metres to a public toilet. Latrobe City Council's public toilet Strategy 2006 adopts a spacing of 1000 metres in the city centres so that no person has to walk more than 500 metres to a public toilet.

Along the foreshore and in parks and reserves toilet locations are on a needs basis. Public toilets along the foreshore must only be located at or within 500 metres of a beach access point.

Location of toilets is also guided by other strategies and master plans.

Appendix 1 - contains maps showing the locations of the current Public Toilets and has circles of 500 metres radius drawn around each toilet showing the coverage of the existing public toilets.

13.5.2 Bicycle Paths

Where a bicycle path is shared with pedestrians, the distance between toilets should preferably be no more than 1000 metres apart.

Where a path is dedicated to cyclists only, because of their higher mobility, the distance between toilets can be a greater distance, preferably 2000m apart. This caters for the high mobility people in addition to those with a mobility impairment due to age (very young children on bikes or very elderly who may be slower on a bike) or a disability.

The Strategy recommends:

Action 24 – For pedestrian traffic, generally public toilets be located so that the main users of the toilet have no more than 500 metres to walk to access a toilet except in very high constant use areas where there is likely to be a concentration of people with either mobility impairment, aged or children, the distance to walk be reduced to 250 metres where possible.

In addition for the foreshore precinct, toilets must only be located at or within 500 metres of a beach access point.

For bicycle path shared with pedestrians, the distance between toilets should preferably be no more than 1000 metres so that the pedestrian has no more than 500 metres to walk to the nearest toilet.

For dedicated cyclist paths, the distance between toilets can be a greater distance, preferably 2000m apart so that the cyclist has no more than 1000m metres to ride to the nearest toilet.

13.6 Crime Prevention Through Environmental Design (CPTED)

Design of public toilets shall incorporate features and fabric which minimise the opportunity for vandalism, graffiti and anti-social behaviour. Design principles to reduce crime are identified in the field of study known as Crime Prevention Through Environmental Design (CPTED). The primary function of these design principles, when applied to public toilets, is to engender in the members of the public a sense of confidence in the safety of the toilet.

It is accepted in the design and criminology fields as being a useful tool to reduce the likelihood of crime in set locations. Whilst it is impossible to 'design out' crime, better designed areas have been shown to reduce crime and the fear of crime.

CPTED is an approach to crime prevention that takes into account the relationship between the physical environment and the users of that environment.¹

To maximise the safety of users and lessen or prevent the incidence of crime, the design, location and management of public toilets should be consistent with CPTED principles.

¹ Victoria Police Website Site – Community Safety – Crime Prevention Through Environmental Design - 2011

Upgrading of older public toilets and design of new public toilets should meet the requirements of CPTED to avoid operational, uses and management problems.

At the early design stage for renewal, upgrade or new toilet facility, the following CPTED principles must be considered:

- **Siting – (Visibility)** – Public toilet should be sited at locations that are highly visible from the surrounding area and not hidden away from public view.
- **Access** - entrances to public toilets should be clearly visible from the street and other public areas; and public toilets in or near playgrounds clearly visible from the playground. Access should not be obscured.
- **Light** - Maximum use of natural light and/or artificial light in the public toilet, and especially if used after dark good artificial lighting in and around the facility.
- **Location & proximity to other Buildings** – Public toilet should be capable of natural surveillance from pedestrian activity and other building users. Other buildings or landscape features should not obscure the view of the public toilet.
- **Orientation** – Entrances should face towards areas of maximum pedestrian activity.
- **Landscaping** – should not obscure the public toilet. Low landscape planting should be well maintained to a low height.
- **Building materials and finishes** – should be light in colour and a type of material that discourages graffiti which is easy to maintain and is easy to clean.
- **Building Design and Cubicle Configuration** – Design should be welcoming with cubicles having direct access to the public area, natural lighting to be maximised, and light coloured surfaces.
- **Management, Maintenance and Security** – Good maintenance, management and security generally leads to good image, and discourages vandalism and other unsocial activities.

The Strategy recommends:

Action 25 – Borough of Queenscliffe continue the practice of adopting the design principles of CPTED (Crime Prevention Through Environmental Design) in the provision of toilets

13.7 Configuration of Public Toilets

Public toilet facilities in Queenscliff are located along the foreshore, at shopping centres, caravan parks, specialist locations or free standing in parks and reserves. Each precinct has

unique demands influencing configuration, elements of the public toilet, cubicle numbers, size, features and gender usage.

Precinct	Demand
Foreshore Precinct	All year with high sustained summer peak
Town Centre Precinct	All year high constant demand ,peaking during summer and events
Caravan Parks Precinct	Peak summer demand with lower demand other times of year
Parks, Gardens & Reserves Precinct	Lower demand with occasional peaks usually related to summer and events
Specialist Activity Precinct – Boat Ramp & Skate Park	Peak summer demand, weekends and public holidays, lower demand other times

13.7.1 Foreshore Precinct

(a) Replacement or new foreshore toilets accessible from a beach that are used all year with high sustained summer peaks are preferred to have as a minimum:

- Separate gender facilities;
- Two cubicles for each gender with a separate unisex cubicle accessible for people with disabilities;
- Cubicles to be large and incorporate a change bench and clothes hook;
- Disability cubicles to have baby change facilities; and
- External showers.

13.7.2 Town Centre Precinct

(a) New Public Amenities that cater for all year high constant demand are preferred to have as a minimum:

- Separate gender facilities;
- One cubicle for male and two cubicles for Females with a separate unisex cubicle accessible for people with disabilities;
- Disability cubicle to have baby change facilities;

13.7.3 Caravan Park Precinct

(a) Replacement or new caravan park toilets (not catering for park caravans & campers) that cater for peak summer demand with lower demand other times of are preferred to have as a minimum:

- One unisex cubicle – accessible for people with disabilities and fitted with baby change facilities.

13.7.4 Parks, Gardens and Reserves

Refurbishment of an existing toilet facility or new facility:

Low constant use with regular peaks (weekly) in use –

- Separate gender facilities;
- One cubicle for each gender – to be accessible for people with disabilities;
Or
- Two unisex cubicles accessible for people with disabilities if deemed more appropriate.

13.7.5 Specialist Activity Precinct – Boat Ramp & Skate Park

Refurbishment of an existing public toilet or new toilet, depending upon the demand, is preferred to have as a minimum:

1. Generally low demand with high peaks in summer and holidays
 - One unisex cubicle accessible for people with disabilities;
2. Constant demand with peaks in summer, on weekends and holidays:
 - Separate gender facilities;
 - One cubicle for each gender – to be accessible for people with disabilities;
Or
 - Two unisex cubicles accessible for people with disabilities if deemed more appropriate.

The Strategy recommends:

Action 26 - The toilet cubicle configurations stipulated in the 'Configuration of Public Toilets' Section of the Strategy be used as a guide when upgrading, replacing or building new public toilets.

13.8 Fit-Out and Comfort Features

Public amenities must provide, as a minimum:

- Toilet seat;
- Toilet paper;
- Sanitary disposal in female toilets;
- General waste bin;
- Sharps disposal;
- Hand wash basin and water; and
- Mirror.

In addition, baby change facilities are to be provided in accordance with **Section 11 'Ancillary Services'** of this Strategy.

However surveys reveal that public toilet users prefer to also have soap and the ability to dry hands.

The Queenscliff Recreation Reserve is the only toilet with soap and hand drying facilities and Victoria Park has hand drying facilities. Consideration should be given to including soap dispensers and hand dryers in all existing (retrofitting) and future upgraded and new public amenities.

Retrofitting hand dryers may require the toilet to be metered for electricity usage. The cost effectiveness of providing the dryers must be considered if this occurs.

The Strategy recommends:

Action 27- A suitable method of providing soap and hand drying facilities to all public amenities be investigated.

Action 28- A program of retrofitting soap and hand drying facilities to all public amenities be implemented if cost effective.

Action 29- All new and upgraded public amenities be fitted with soap and hand drying facilities in addition to the standard minimum fit-out.

13.9 Environmental Sustainability

Public toilets, like all council buildings, need to make a contribution to meeting Council sustainability targets. The design of any building is a synthesis of complex requirements and particularly so in the case of public toilets.

To this end, the sustainability design criteria for public toilets recognises accessibility, cleanliness, graffiti and vandal resistance as primary design objectives, and, within that framework, further prioritise environmentally sustainable options such as reduced water and power consumption.

The most significant environmental impact is however the number of public toilet buildings and a strategic distribution of public toilets provide the greatest opportunity to manage the impact on sustainability targets.

Water and energy conservation and materials recyclability efficiencies are encouraged in the provision of environmentally sustainable public amenities.

The Strategy recommends:

Action 30- That all new, renewed and upgraded public toilets incorporate sustainability principles of water and energy conservation and materials recyclability.

14 Asset Management - Guidelines for Renewal, Upgrade, Remove and New

The following guidelines have been developed to assist in the decision making process for determining the type of infrastructure works that will produce the desired outcome and be the most cost effective:

1. Renew (minor improvements and/or refitting existing building with new facilities and fixtures);
2. Upgrade (demolish existing building and reconstruct new toilet on same site, or new site);
3. Remove (not replace at all); and
4. New (request for new toilet on new site).

14.1 Check list to Assist Decision Making

The separate document “**Appendix 4**” provides ‘**Assessment Guidelines**’ to assist in the decision making process for Renewal, Upgrade or Removal of a public toilet. A scoring assessment process to determine the need for a new public toilet and its priority is included in this appendix.

14.2 Renewal (refurbish)

Renewal (refurbishment) is less costly than replacement if the building structure condition is sound.

Renewal should be considered where:

- The existing public amenity building is sound;
- The existing building is of an acceptable architectural design and compliments the surrounding buildings and/or landscape;
- The existing building is located where there is still a need for a public amenity;
- The existing building is well sited with safe access (meeting CPTED criteria);
- Can be internally redesigned to meet current requirements and standards such as cubicle doors opening directly onto the public space;
- Can accommodate at least one cubicle meeting current standards for access for people with disabilities;
- Cost benefit analysis for the life of the asset favours renewal over replacement.

14.3 Renewal Priorities

The priority for the renewal of existing buildings is determined by independent inspections to assess relative condition to arrive at a priority for the next few years. This independent inspection (audit) occurs every three – four years. In addition Public Toilets will also now incorporate the ‘Fit for Purpose’ performance assessment that form part of this 2015-2025 Public Toilet Strategy.

The Strategy recommends:

Action 31 – Use the three yearly audit results and performance assessments to inform the forward public toilet renewal program.

14.4 Upgrade (replace with new)

The following provides some principles to assist in deciding whether toilets should be upgraded (replaced with a new toilet).

- All toilets that are poorly sited (away from public view) should be replaced with new toilets on another site exposed to the public.
- Should a Council Building such as an amenity block incorporating public toilets be programmed to be upgraded, the public toilets should be upgraded at the same time.
- Where a toilet building has a poor condition rating then it should be replaced either on the same site or a new site if the current site does not meet CPTED principles.
- A toilet facility that is due for renewal or upgrade (replacement) and is located in a building with a reasonable condition rating and renewal and/or upgrade can achieve current standards of safety and accessibility for people with disabilities, the decision should be based on a cost/benefit analysis taken over the life of each option. If the building is of historic value then renewal is the preferred option.

14.5 Recurrent Costs

The high service levels expected from modern public toilets in cleanliness, availability of consumables mean the failure to accommodate cleaning and maintenance budgets in line with additional buildings will have a much more direct impact in service levels than in other types of council buildings.

It is proposed that there be a change to funding processes so that when funds are sought for an additional public toilet, additional funds are approved for operational and maintenance costs as part of the council approval process.

The most efficient way is to have a standard cost by which operational and maintenance costs would be increased when each additional public toilet is proposed. Infrastructure Services budgets could then be escalated by this standard amount through with normal budget processes.

The Strategy recommends:

Action 32– Ensure when funds are sought for an additional public toilet, additional funds be approved for operational and maintenance costs as part of the council approval process.

14.6 Remove (need to decommission & not replace)

Decommissioning of an existing toilet can be difficult and emotive if the facility is still being used, even if the current usage is low. Decisions to decommission should include consideration of availability and accessibility of an alternative public toilet and usage.

In deciding whether to decommission and close a toilet facility consideration should address standards of public toilet availability, accessibility and usage, in that:

- In areas of high pedestrian activity a public toilet could be decommissioned and not replaced if there is another public toilet within 500 metres of the toilet to be decommissioned and can be easily accessed; or
- The usage of the existing toilet to be decommissioned is very low, or if low, the usage is not linked to a particular activity (e.g. playground) or events causing high peaks at low frequency; or
- The existing public toilet does not provide access for people with disabilities; or
- Users are at risk due to poor siting, access is hidden from public view, and/or has a history of unacceptable behavior related to drugs and/or sexual activity.

14.7 New Public Toilets

In assessing the deployment of new public toilets within the municipality the following matters will be taken into consideration.

14.7.1 Location

Council will generally only consider providing new public toilets where it can be shown that it will complement the current distribution of toilets.

14.7.2 Proximity to Other Public Toilets

The Borough will not normally provide a new Public Toilet within 1000 metres of an existing public toilet (distance to walk to the nearest public toilet is 500 metres) except where in very high constant use areas where there is likely to be a concentration of people with disabilities, or the aged or children, the distance to walk is reduced to 250 metres.

14.7.3 Utilisation / Special Requirements

Generally proposals which satisfy the above criteria must also demonstrate a facility utilisation consistent with other public toilets.

However further consideration will be given to high usage proposals, special locations and facilities that would uniquely satisfy the special needs of the user (elderly, young, etc.). That is some toilets may not have high utilisation, but provide an essential service for a special location or special need.

Although usage alone does not necessarily determine if a toilet is required, as usage patterns can differ depending upon the type of catchment and patrons serviced, it is important to continue gathering usage data overtime to assist with provision of public toilets.

14.7.4 Alignment with Strategy / Planning Framework

The deployment of any new public toilet as a contribution to the success of a new facility or a planning strategy (urban development framework) will be carefully assessed.

The Strategy recommends:

Action 33 – Formally align future planning strategies/Master Plans with the future provisions for public toilets.

14.8 Demand for New Public Toilets

In making a decision as to whether a request for a new toilet in a new location is justified and if it should be considered for additional capital funding the proposal must be tested against the 'New Toilet Assessment Chart'. This process addresses the above criteria and through a scoring mechanism indicates whether the proposal should be supported or not. This process also helps establish priorities for multiple requests.

The separate document "**Appendix 5**" provides '**Assessment Guidelines for New Toilets**' to assist in the decision making. A scoring assessment process to determine the need for a new public toilet and its priority is included in this appendix.

14.8.1 Testing need for new Public Toilets

Consideration of the need for a new public toilet is through testing the scenario against the set of criteria, which if supported by council will assist in sifting through the requests for new toilets.

Whether a new toilet is warranted can be difficult however a decision to provide a new facility may be considered, subject to available funds, if:

- The request is supported by a Borough of Queenscliffe Strategy, Master Plans or this Strategy;
- The demand is generated by development resulting from actioning a Master Plan or Strategy, or some other works such as a playground, which did not incorporate a public toilet within the original design;
- The use is generated from a Council initiative, and is not just a private enterprise activity;
- The distance to the nearest toilet is more than 500 metres away or 250 metres in special circumstances and in the case of the foreshore the proposed site is within 500 metres of a beach access point;
- The increased demand is permanent (either regular peaks or constant increased demand); or
- The lack of a public toilet increases the risk to safety through unsociable behaviour of people relieving themselves at the site.

14.8.2 Prioritising New Public Toilets

Where the criteria is met further assessment to assist in prioritising the toilets is based on whether the usage is high, medium or low, if it is regular or has frequent or infrequent peaks, the type of users (do they have special needs), if there are future demand generators and are funds available to build the new facility.

14.8.3 New Toilets Assessment Score Sheet

The *New Toilet Assessment Chart* in **Appendix 5 - 'Assessment Guidelines for New Toilets'** should be used to determine:

- If a new toilet is warranted; and
- If warranted, the priority for building the new toilet.

Part 1 - of the score sheet determines if a request for a new public toilet is warranted.

- If the proposal answers 'Yes' to one or more of the criteria the New Toilet is to be considered A score of one is given for each 'Yes' answer to the six criteria.
- If 'No' to all – Do not consider a new toilet

Part 2 – of the score sheet assists in established need

Using the 'Part 2 Assessment Chart' in **Appendix 5** provide a score of 1-5 against each of the five elements.

Total the Scores of Part 1 and Part 2

The highest score establishes the highest priority. The Strategy proposes that no toilet should be considered unless a score of **20** is obtained.

15 Ten Year Capital Works Plan

15.1 Budget Allocation

Borough of Queenscliffe has not set aside any funds in advance of this Strategy for renewal and new Capital works for public toilets.

The Ten Year Capital Works Plan is an indicative program of renewal and new capital projects that should be used to guide the council in its deliberation in allocating funds, for seeking additional funding form external sources, or combining projects to offset costs.

The Ten Year Capital Works Plan is a guide based on estimated costs only. Designs and detailed costs should be prepared to more accurately determine how much work will cost.

15.2 Ten Year Plan

The priority and proposed works to be undertaken in the Ten Year Capital Works Plan result from the Performance Evaluation ranking, detailed assessment criteria, and the building condition of the existing public amenities. Details of the works are provided in Section 8 Capital Works Details.

Ten Year Capital Works Renewal and New Plan

Year	Toilet ID	Toilet Name	Proposed Works	Estimated Cost
1	12	Point Lonsdale Foreshore	Demolish existing toilet and build new stand-alone six cubicle toilets near former site	Funding sourced
2	11	Light- House Reserve	Demolish existing toilet and build new stand-alone three cubicle toilets on former site	\$250,000
3	8	Queenscliffe Recreation Reserve – Hesse Street	Prepare concept plan working in with kiosk redevelopment and caravan park amenities redevelopment and prepare design	\$ 15,000
4	8	Queenscliffe Recreation Reserve – Hesse Street	Demolish old toilets and construct new toilets minimum three cubicle toilets	\$200,000
5	6	Princess Park	Work with Lessee to upgrade the toilets as per the lease agreement	\$10,000
	7	Weeroona	Prepare concept and then design new toilets	\$15,000
6	7	Weeroona	Demolish old toilets and construct new toilets minimum six cubicle toilets and hard stand for portable toilets	\$350,000
7	13	Gas Works Skate Park	Prepare concept and then design new toilets	\$10,000
8	13	Gas Works Skate Park	Remove old toilets and construct new toilets minimum one unisex cubicle toilets	\$120,000

Year	Toilet ID	Toilet Name	Proposed Works	Estimated Cost
9	New	Point Lonsdale Beach – Northern End	Construct new toilet minimum one unisex cubicle toilets	\$120,000
10	New	Royal Park	Construct new toilets as per new Master Plan and decommission old toilets (no.14)	\$350,000

16 Consolidated List of Strategy Actions

The following provides a consolidated list of the Strategy Actions recommended within the body of the strategy. Indicative costs or funding source of implementing the Actions and the year the action should be undertaken are also shown.

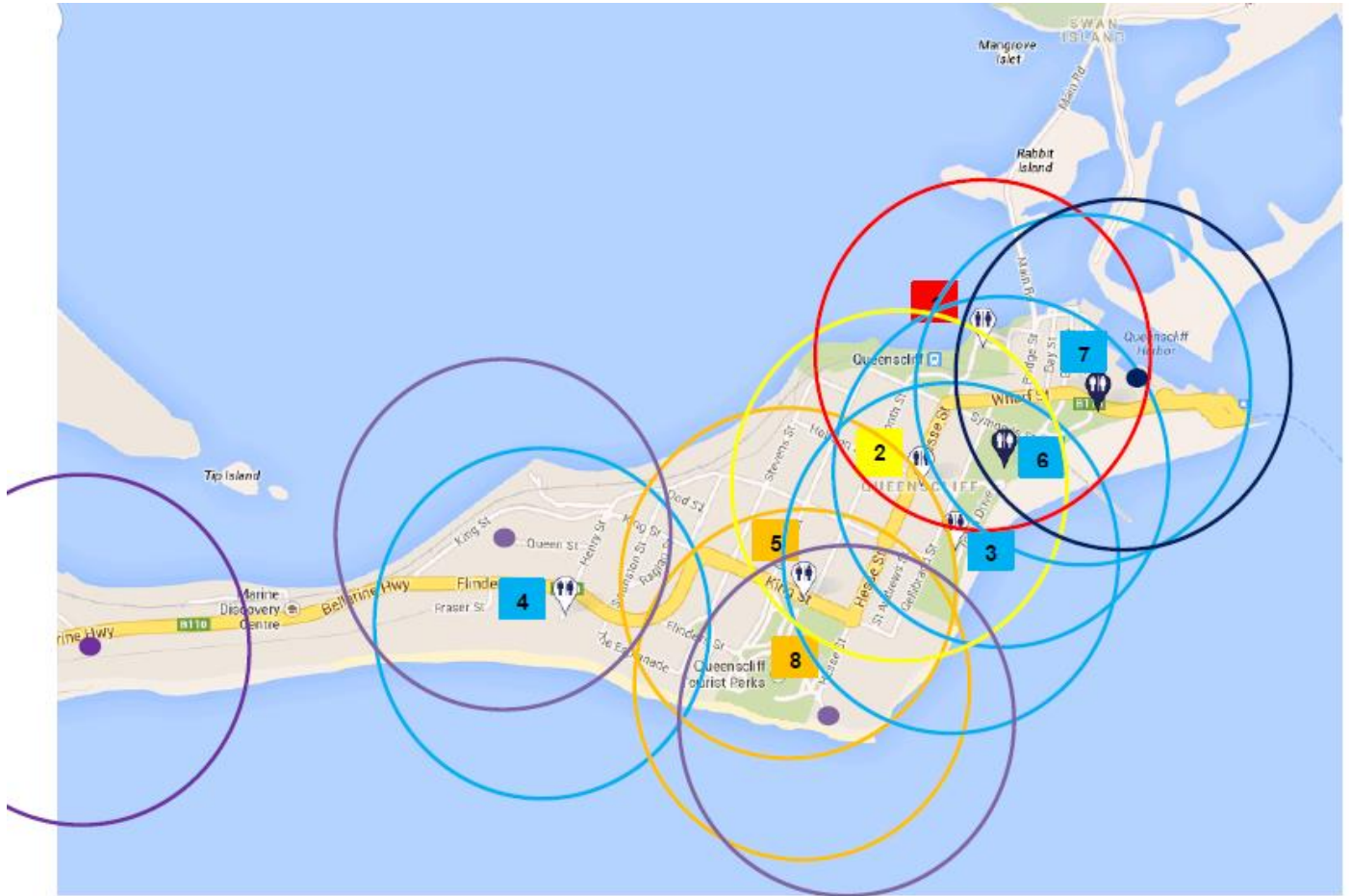
Public Toilet Strategy 2015 – Strategy Actions		Funding Source & Indicative Costs	Action Year
Section 6 – Evaluation Outcomes			
Action 1	<i>That the public toilets with the highest overall performance and building scores be given the highest priority for consideration of major works.</i>	<i>In House</i>	1-10
Action 2	<i>When any co-located structure with public toilets is to be upgraded or renewed the public toilet component is also considered for upgrade or renewal.</i>	<i>In House</i>	1-10
Action 3	<i>The need for and provision of public amenities must be considered in any planned new developments.</i>	<i>In House</i>	1-10
Section 8 - Capital Works			
Action 4	<i>The list of Upgrade Capital Works detailed in this Strategy be accepted with: (a) funding sources to undertake the works pursued; and (b) Royal Park public toilets be referred to the Royal Park Master Planning for consideration.</i>	<i>Renewal, New & Upgrade public toilet. Budget to be allocated from Renewal and Capital works</i>	1-10
Action 5	<i>The list of New capital works detailed in this Strategy be considered.</i>	<i>New works to be funded from Capital works</i>	1-10
Section 9 - Minor Works			
Action 6	<i>That minor improvement works identified in the Performance Score Sheets be undertaken to lift the performance of the toilets.</i>	<i>\$ - Cost from maintenance \$20,000</i>	2
Action 7	<i>That the lighting be improved at the public toilets identified unless the toilet is listed for upgrading in the capital works section..</i>	<i>\$ - Cost from maintenance \$30,000</i>	2
Section 10 – Operational Changes			
Action 8	<i>-The frequency, timing, extent and standards, including an inspection regime between cleans for high use times, be reviewed for the cleaning of all public toilets with particular attention to high use areas, seasonal demand and shared use facilities.</i>	<i>In-house</i>	1-10
Action 9	<i>The cleaning budget is set to accommodate the revised cleaning regime.</i>	<i>In-house</i>	1-10
Action 10	<i>That for the next cleaning contract ensure potential contractors are aware of their responsibility for emergency responses.</i>	<i>In-house</i>	1
Action 11	<i>Fit information boards to all public toilets that:</i> <ul style="list-style-type: none"> • <i>Display the frequency of cleaning of the public toilet;</i> • <i>The date and time the toilet was last cleaned (information to be provided by the cleaning contractor after each time the toilet is cleaned);</i> • <i>Contact phone number to report an incident; and</i> • <i>Name and location of the nearest public amenity.</i> 	<i>In-house – \$7,000</i>	2
Action 12	<i>Should any undue vandalism, graffiti or unsociable activity occur in the toilets at night, the opening hours be reviewed.</i>	<i>In-house</i>	1-10
Action 13	<i>Where public toilets have multiple cubicles and are fitted with lockable doors consider restricting the</i>	<i>In-house</i>	1-10

Public Toilet Strategy 2015 – Strategy Actions		Funding Source & Indicative Costs	Action Year
	<i>number open during the low season or low use periods.</i>		
Section 11 – Ancillary Services			
<i>Action 14</i>	<i>That future provision of any new toilets or the renewal of existing toilets along the foreshore must accommodate bathing change facilities by providing larger toilet cubicles fitted with a small bench for placing clothing on.</i>	<i>Design</i>	1-10
<i>Action 15</i>	<i>That future provision of new, refurbished or renewed public toilets at precincts that attract or need to accommodate families with young children include baby change facilities, preferably located in the unisex cubicle that is accessible by people with disabilities.</i>	<i>Design</i>	1-10
<i>Action 16</i>	<i>That:</i> <i>a) As a general rule internal showers not be provided in future Public Toilets.</i> <i>b) Consideration be given to public toilets servicing the foreshore be provided with external showers located at least 5 metres away from the nearest cubicle or entrance door</i>	<i>Design</i> <i>Cost included construction</i>	1-10
<i>Action 17</i>	<i>Borough of Queenscliffe continues the practice of providing at least one disabled car parking space near a public toilet when a toilet is located close to a carpark.</i>	<i>In house</i> <i>Cost covered by other works</i>	1-10
<i>Action 18</i>	<i>That consideration is given to providing ‘Drinking Water Stations’ where there are appropriate new works near or major upgrades of public toilets.</i>	<i>Design</i> <i>Cost included construction</i>	1-10
Section 12 – Signage			
<i>Action 19</i>	<i>In consultation with other Departments undertake a review of existing signage protocols associated with public toilets and their locations. This review should achieve consistency in signing the Public Toilets. and new signs placed.</i>	<i>\$ (from Capital Budget)</i>	3
Section 13 – Guidelines for Design, Siting and Fittings of Public Toilets			
<i>Action 20</i>	<i>The design, and siting of public toilets, whether for new facilities or modifications to existing buildings, should be sensitive to the surrounding environment. The design, materials used and finishes should complement the surrounding environment.</i>	<i>In-house - design</i>	1-10
<i>Action 21</i>	<i>To increase the compliance of toilets for people with disabilities that the actions of:</i> <i>1. Identify where minor works may be undertaken to make the toilets for people with disabilities more accessible Identify minor works to assist compliance;</i> <i>2. Ensure all new toilets are fully compliant</i> <i>3. When renewing or upgrading an existing toilet it be made compliant</i>	<i>In-house</i> <i>Identify works Yr 3</i> <i>Works costed to the Capital Budget</i>	3
<i>Action 22</i>	<i>Where any redevelopment is undertaken as a result of any recommendations from other strategies and activity master or structure plans, then existing toilets, either within buildings or stand alone, should also be considered for renewal or replacement at the same time</i>	<i>In-house</i>	1-10
<i>Action 23</i>	<i>Where any new development is undertaken as a result of recommendations from other strategies, structure plans or master plans the impact on existing public toilets, or need for new public toilets,</i>	<i>In-house</i>	1-10

Public Toilet Strategy 2015 – Strategy Actions		Funding Source & Indicative Costs	Action Year
	<i>as a result of the new development generating greater need, must be considered and any necessary update of existing toilets or provision of new toilets undertaken.</i>		
<i>Action 24</i>	<p><i>For pedestrian traffic, generally public toilets be located so that the main users of the toilet have no more than 500 metres to walk to access a toilet except in very high constant use areas where there is likely to be a concentration of people with either mobility impairment, aged or children, the distance to walk be reduced to 250 metres where possible.</i></p> <p><i>In addition for the foreshore precinct, toilets must only be located at or within 500 metres of a beach access point.</i></p> <p><i>For a bicycle path shared with pedestrians, the distance between toilets should preferably be no more than 1000 metres so that the pedestrian has no more than 500 metres to walk to the nearest toilet.</i></p> <p><i>For dedicated cyclist paths, the distance between toilets can be a greater distance, preferably 2000m apart so that the cyclist has no more than 1000m metres to ride to the nearest toilet.</i></p>	<i>In-House</i>	1-10
<i>Action 25</i>	<i>Borough of Queenscliffe continue the practice of adopting the design principles of CPTED (Crime Prevention Through Environmental Design) in the provision of toilets</i>	<i>In-House</i>	1-10
<i>Action 26</i>	<i>The toilet cubicle configurations stipulated in the ‘Configuration of Public Toilets’ Section of the Strategy be used as a guide when upgrading, replacing or building new public toilets.</i>	<i>Design</i>	1-10
<i>Action 27</i>	<i>A suitable method of providing soap and hand drying facilities to all public amenities be investigated.</i>	<i>In house</i>	2
<i>Action 28</i>	<i>A program of retrofitting soap and hand drying facilities to all public amenities be implemented if cost effective.</i>	<i>Maintenance</i>	2-5
<i>Action 29</i>	<i>All new and upgraded public amenities be fitted with soap and hand drying facilities in addition to the standard minimum fit-out</i>	<i>Design Capital Budget</i>	1-10
<i>Action 30</i>	<i>That all new, renewed and upgraded public toilets incorporate sustainability principles of water and energy conservation and materials recyclability</i>	<i>In house, Design</i>	1-10
Section 14 – Asset Management – Guidelines for Renewal, Upgrade, Remove and New			
<i>Action 31</i>	<i>Use the three yearly audit results and performance assessments to inform the forward public toilet renewal program.</i>	<i>\$- Works to be funded from capital Budget</i>	1-10
<i>Action 32</i>	<i>Ensure when funds are sought for an additional public toilet, additional funds be approved for operational and maintenance costs as part of the council approval process</i>	<i>\$- Budget</i>	1-10
<i>Action 33</i>	<i>Formally align future planning strategies/Master Plans with the future provisions for public toilets</i>	<i>In-house</i>	1-10

Appendix 1 – Maps of Public Toilets

QUEENSLIFF

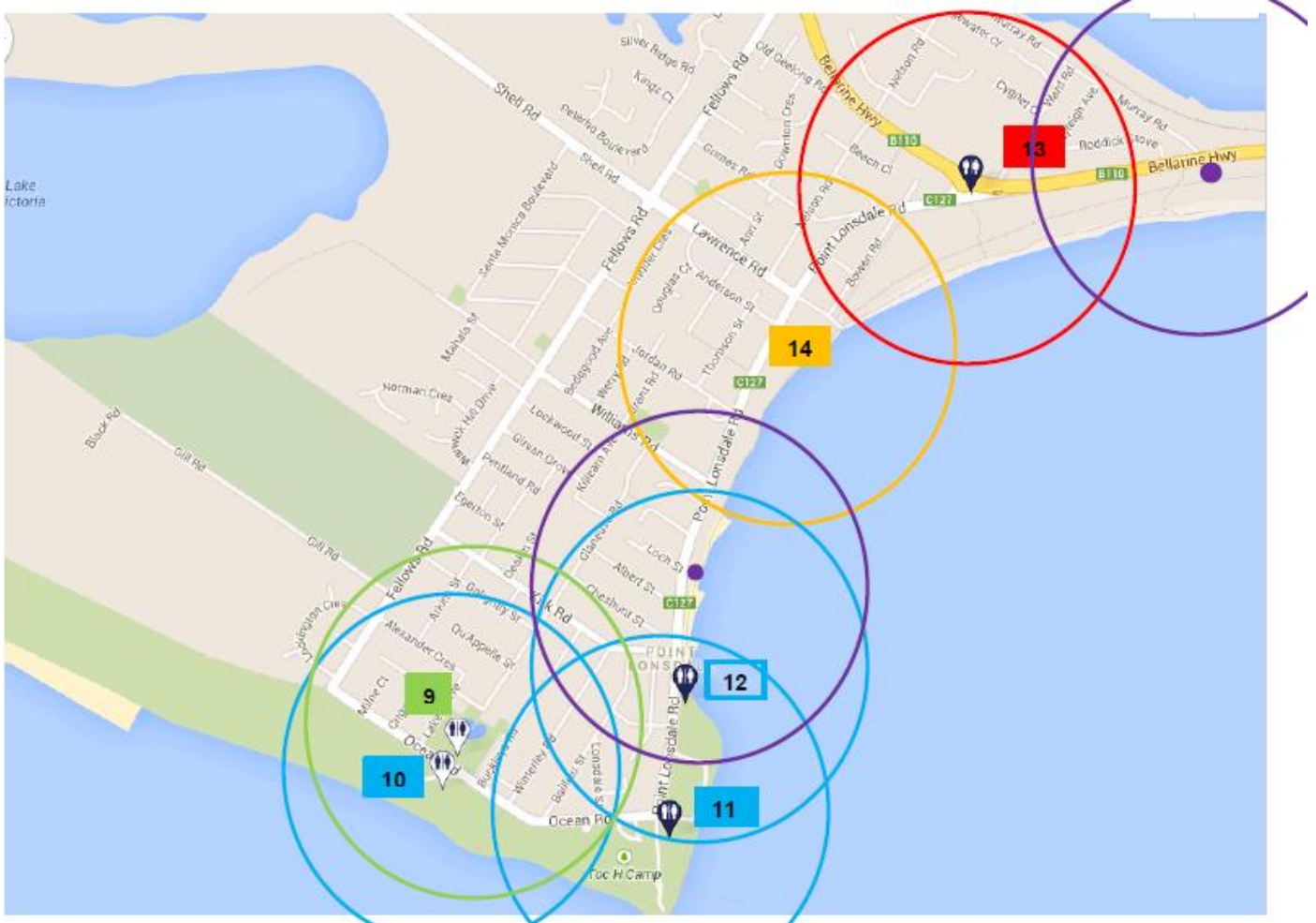


- 1** J. J. Jordan Reserve - Boat Ramp
 Hesse Street Extension, Queenscliff
 Open: Open 24 hours
- 2** Hesse Street
 Hesse Street, Queenscliff
 Open: Open 24 hours
- 3** Citizen's Park
 Gellibrand Street, Queenscliff
 Open: Open 24 hours
- 4** Santa Casa Beach
 Henry Street, Queenscliff
 Open: Open 24 hours
- 5** Victoria Park Queenscliff
 King Street, Queenscliff
 Open: Open 24 hours
- 6** Princess Park
 Tobin Drive, Queenscliff
 Open: Open 24 hours
- 7** Weeroona Parade
 Weeroona Parade, Queenscliff
 Open: Open 24 hours
- 8** Queenscliff Recreation Reserve
 Hesse St Queenscliff
 Open: Open 24 hrs


LEGEND


- Foreshore (and Parks) Precinct
- Town Centre Precinct
- Caravan Park Precinct
- Parks, Gardens and Reserves Precinct
- Specialist Activity (Boat Ramp and Skate Park) Precinct
- Proposed Toilet (supported by this & developing Strategies)
- Private Toilet Open to public


POINT LONSDALE





- 9

Ganes Reserve

 Ocean Road, Point Lonsdale
Open: Open 24 hours
- 10

Point Lonsdale Back Beach

 Ocean Road, Point Lonsdale
Open: Open 24 hours
- 11

Lighthouse Reserve

 Point Lonsdale Road, Point Lonsdale
Open: Open 24 hours
- 12

Point Lonsdale Foreshore

 Point Lonsdale Road, Point Lonsdale
Open: Open 24 hours
- 13

Gasworks Skate Park

 Point Lonsdale Road, Point Lonsdale
Open: Open 24 hours
- 14

Royal Park
 Point Lonsdale Road, Point Lonsdale
Open: Open 24 hrs

LEGEND

-  Foreshore (and Parks) Precinct
-  Town Centre Precinct
-  Caravan Park Precinct
-  Parks, Gardens and Reserves Precinct
-  Specialist Activity (Boat Ramp and Skate Park) Precinct
-  Proposed Toilet (supported by this & developing Strategies)
-  Private Toilet Open to public

Appendix 2- Performance Rating and Risk Assessment Process

Performance and Risk Assessment Process

Phase 1 – Assessment Raw Score

The first stage assigns a 'Raw Score' for each element of the 'Performance Rating Score Card'. The 'Raw Score' measures how well an element is provided for and reflects the likelihood of the user being faced with failure of that element operating at its premium level.

Table 1 is the '**Performance Rating Score Card**'.

Table 2 is a '**Guide to assessing the 'Raw Score'**'. Descriptors are provided for each score of 1-5 for each individual element. By choosing the 'best fit' descriptor for the element being assessed will give the appropriate 'Raw Score' value to be inserted into the 'Performance Rating Score Card'.

Assessment and assigning a 'Raw Score' to each element is undertaken by a combination of gathering information and site inspections.

Table 3 'Raw Score Explanation Notes' provides guidance on how to undertake the assessment in completing the 'Performance Rating Score Card'.

All tables are colour coded and elements numbered to aid application.

Phase 2 – Risk of Failure

Stage 1 - Assigning a 'Risk Weight' to Each Element

In this Phase the 'maximum consequences' of failure (risk) is used to weight individual elements of the Performance Rating Score Card.

The importance of each element used to measure 'fit for purpose' (performance) varies. Each element is assigned a weighting. The weighting (or importance) is derived from the maximum possible consequence if failure was to occur related to each of the individual elements.

The weighting value (1 – 5) is derived from application of the '**Consequences of Failure (occurring)**' chart in **Table 4 – 'Risk Matrix'**

The value read from the chart is then entered into the 'Weighting' column of the Performance Score Card. This represents the maximum consequences the user may experience if there is failure of the element as it relates to public toilets.

The maximum consequence of failure (weighting) for a particular element will not change from one toilet to the next. For example, element 2 which is 'Adequacy of number of cubicles' indicates that if there are insufficient cubicles on a regular basis, then the consequence is that people will have to queue or wait – this is deemed as a 'Minor' consequence and a value of 2 is assigned.

Table 5 - 'Weightings Score – Maximum Consequences of Failure' provides the 'weightings score' assigned for each element with an explanation of the maximum consequences of failure of that element.

Stage 2 – Calculating the ‘Weighted Score’

The ‘Weighted Score’ is a value derived using a Risk Matrix by applying the ‘Likelihood’ of the element failing (‘Raw Score’) for each toilet and the maximum ‘Consequences’ if the element fails (Weighting), and reading the ‘Weighted Score’ from the Risk Matrix attached as **Table 4 – ‘Risk Matrix’**.

Phase 3 – Risk Based ‘Performance Score’ Calculation

To obtain the ‘Performance Score’ for each public amenity the ‘Weighted Scores’ for each element are summed and reduced to a single value from 1-5, to two decimal places by dividing the total by the number of elements (a total of 18). This becomes the comparative risk based ‘Performance Score’ for the particular Public Amenity asset.

Table 1 - 'Performance' Rating Score Card

PHOTO	Public Toilet No.	Description & Location & Open Hours:

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather		3		
2	Utilisation - User Demand		2		
3	Adequacy and Condition of fittings & fixtures for personal comforts		3		•
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)		4		•
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities		1		
6	Siting Convenience – proximity to user generators		2		
7	Signage - to direct people to toilet		3		
8	Signage- identification of Toilet Facility and M,F,U,D		2		
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places		5		
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)		5		
11	Lighting Internal		4		
12	Lighting External – if only open during daylight hours or Lighting External – if open at night		2 4		
13	External hiding places (concealment)		5		
14	Building design hiding places		5		
15	External features encouraging loitering		2		
16	Anti-Social Behaviour – Graffiti, vandalism activity		2		
17	Anti-Social Behaviour –Drugs or Sexual activity		5		
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection		2		
TOTAL – (Weighted Risk Scores)					
PERFORMANCE SCORE (out of 5) = TOTAL/18					

Areas for Improvement:

-

Table 2 - Guide to assessing 'Raw Score' for each evaluation 'Element'

No	Element	Raw Score				
		1	2	3	4	5
PHYSICAL - Design and Fit-Out						
1	Building Style – Adequacy of Protection from weather	All facilities fully enclosed with roof cover and shelter for entrance doors to facility (new designs)	Roof cover over all facilities (toilet cubicles, wash basins, change rooms (if provided) and foyers to tradition toilet entrances BUT no protection over entrance doors to facility	Roof cover over toilet cubicles and wash basins but no roof cover over entrance and change rooms (if provided)	Roof over toilet cubicles only, no roof over entrance, wash basins or change rooms (if provided)	No roof cover over any facilities – entrance, toilets, urinal, wash basin, change rooms (if provided)
2	Need for Public Toilet - User Demand	Light peak use – weekly to monthly only	Low intermittent use - some days without use	Heavy peak use on 1 to 2 days per week	Light regular use throughout day (with or without occasional peak use) <u>or</u> Heavy peak use on 1 to 4 occasions per week	Heavy regular use throughout day <u>or</u> Lighter regular use during the day with heavy regular peak use during the holiday seasons
3	Adequacy and Condition of comfort fittings and fixtures	Has <u>all</u> fittings - toilet paper, hand washing, hand drying, soap, sharps container, sanitary, mirror, baby change table: <u>and</u> in well maintained condition	Has nearly all facilities:- e.g. toilet paper, hand washing, hand drying, soap, sharps container, sanitary (no baby change and/or no mirror); <u>and</u> in well maintained condition <u>Or</u> has <u>all</u> fittings in not in a well maintained condition	Has only essential fittings:- e.g. toilet paper, hand washing, sharps container, sanitary, mirror (optional) (no baby change, no soap and/or no hand dryer): <u>and</u> in well maintained condition <u>Or</u> has <u>nearly all</u> fittings in not in a well maintained condition	Has minimal fittings:- e.g. toilet paper, hand washing, sharps container (optional). (no baby change table, no soap, no drying facility, no sanitary, no mirror); <u>and</u> in a well maintained condition <u>OR</u> Has <u>essential</u> fittings not in a well maintained condition	Has minimal fittings: e.g. toilet paper & hand washing facility only. (no drying, no soap, no baby change table, no sharps container, no mirror, no sanitary) <u>and</u> not in a well maintained condition
4	Suitability for Disability access (particularly wheel chairs)	<u>Signed for Disability</u> use and <u>compliant with current standards</u> regarding internal facilities and access (e.g. new Exeloo type)	<u>Signed for Disability</u> use but <u>non-compliant with current standards</u> for disability access (<u>generally complies with older standard</u> e.g. older Exeloo type)	<u>Not signed for Disabled</u> but has <u>good size cubicles & access</u> that could be improved with minor changes.	<u>Not signed for Disabled</u> but has reasonable size cubicles with difficult access that may be useful in emergency – needs major changes.	<u>Not signed for Disability</u> use and <u>NOT suitable</u> for use for people with disabilities <u>Or</u> Signed but not suitable for use for people with disabilities
PHYSICAL – Location and Direction						
5	Proximity to other Public Toilets (related to use)	Less than 250 metres	At 250 metres	Within 250 – 500 metres	Within 500 – 1000 meters	Greater than 1000 metres
6	Siting of Public Toilet – Convenience (proximity to user generators)	Located at major user generator site/s	Located less than 100 metres from major user generator site/s	Located from 100 – 200 metres from major user generator site/s	Located from 201 – 250 metres from major user generator site/s	Located more than 250 metres from major user generator site/s
7	Signage - direction	<u>Clear signage</u> , well located and points in direction of toilet.	<u>Clear signage</u> , points in direction of toilet <u>but</u> poorly located/ or <u>Clear signage</u> , well located <u>but</u> does not point in direction of toilet	<u>Clear signage but</u> does not point in direction of toilet and is poorly located /or <u>Unclear signage</u> which is well located and points in direction of toilet.	<u>Unclear signage</u> and does not point in direction of toilet and/or is poorly located	No direction signage
8	Signage – on facility	<u>Clear signage identifying Toilet</u>	<u>Clear signage all uses</u> - M (Male), F	<u>Incomplete signage</u> - not all M,F,U,D	<u>Incomplete signage</u> - not all M,F,U,D	No signage

No	Element	Raw Score				
		1	2	3	4	5
		Facility and all uses - M (Male), F (Female), U (Unisex) and D (Disabled)	(Female), U (Unisex) and D (Disabled), but No Toilet Facility sign	signed or Public Toilet signed but in good condition	signed and in poor condition	
SOCIAL – Safety and Security						
9	Siting of Public Toilet– Safety (entrance & cubicle doors visibility from public places)	Public toilet very well sited, entrance and cubicle doors highly visible and facing publicly trafficked areas	Public Toilet well sited entrance is highly visible and facing the publicly trafficked areas, <u>but cannot see cubicle doors due to building design, distance, vegetation or other structures;</u> <u>This also includes facilities matching the above criteria but where at least one universal toilet cubicle with cubicle having direct access to public area and meeting current design standards is provided</u>	Public Toilet siting could be improved as entrance doors generally visible and facing the publicly trafficked areas, <u>but may be a distance from the public or partially hidden from some vantage points by distance, vegetation or other structures.</u> <u>And for traditional toilets cannot see cubicle doors</u>	Public toilet poorly sited as entrance only partially visible from public places and cannot see cubicle doors (<u>generally hidden by distance or obscured by vegetation, topography or structures or orientation</u>)	Public Toilet, entrance and cubicle doors not visible from public places. Is obscured by distance or vegetation, or orientation, or topography or other structures.
10	Access – Safe Access & Entrance	Well defined access with entrance visible without anything obscuring the entrance	Generally well defined access with some minor obscuring of access and entrance (e.g. vegetation, other buildings or structures)	Poorly defined access but entrance visible	Defined access but entrance not visible due to orientation, vegetation, other buildings or structures	Undefined access with entrance not visible due to orientation, vegetation, other buildings or structures
11	Lighting Internal	Whole facility - excellent natural light for daytime and good artificial light for night time	Most of facility - excellent natural light for daytime and good artificial light for night time	Generally poor natural light but good artificial light/ or Good Natural light but poor artificial light	Barley adequate natural light or artificial light	No natural light and no artificial light – very dark
12	Lighting external	Excellent dedicated or street night lighting of whole facility and approaches	Excellent dedicated night lighting or street lighting of whole facility but inadequate lighting of approaches	Lighting provided (generally single street light or light attached to building) but is only just adequate for the facility and approaches (could be improved)	Lighting provided generally single street light or light on building) but is inadequate for facility and approaches	No night lighting of facility or approaches
13	External hiding places - (concealment due to vegetation, topography, other structures)	No visible external features where a person could conceal themselves	<u>One</u> external feature (vegetation, topography, amusements, etc) where a person could conceal themselves, but is well away (>10m) from the building entrance and accesses	<u>More</u> than one external feature (vegetation, topography, amusements, etc) <u>away (>5m) from</u> the facility where a person could conceal themselves	<u>One or more</u> external features (vegetation, topography, amusements, etc) <u>near (<5m) from</u> the facility where a person could conceal themselves	Many external features (vegetation, topography, amusements, etc) <u>near (.5m) from</u> the facility where a person could conceal themselves
14	Internal Hiding Places - (concealment due to building design)	No building design hiding placed. <u>Direct cubicle access from outside visible from public place</u>	Building design creates a partial blind spot where cubicle doors are not visible from certain angles and a person could conceal themselves. <u>Direct cubicle</u>	Building design is older traditional style with entrances which front to a very well utilised public space and the cubicle doors are partially obscured from some angles <u>Conventional design</u>	Building design is older traditional style building with entrances which front a well utilised public space but the cubicle doors are not visible from public places <u>Conventional design</u>	Building design is older traditional style building with entrances which do not front a well utilised public space and cubicle doors are not visible <u>Conventional design</u>

No	Element	Raw Score				
		1	2	3	4	5
			<u>access – but visibility may be obscured by some element of the building design e.g. wingwalls extending out from the side of the buildings.</u>	(with entry foyer) stand alone, or within another structure or <u>combination of conventional design for M & F with a universal toilet cubicle with direct access to public area (meeting current design standards)</u>	(with entry foyer) stand alone or within another structure.	(with entry foyer) stand alone or within another structure.
15	External features encouraging loitering	No external infrastructure that attracts people and encourages loitering	One item of external infrastructure <u>more than 10 metres</u> from the public toilet (seat, rubbish bin, fountain, play equipment etc) that attracts people and encourages loitering	One item of external infrastructure <u>within 10 metres</u> of the public toilet (seat, rubbish bin, fountain, play equipment etc) that attracts people and encourages loitering	One item of external infrastructure <u>within 5 metres</u> of the public toilet (seat, rubbish bin, fountain, play equipment etc) that attracts people and encourages loitering	Two or more items of external infrastructure <u>within 5 metres</u> of the public toilet (seat, rubbish bin, fountain, play equipment etc) that attracts people and encourages loitering
16	Anti-Social Behaviour – Graffiti and Vandalism	No evidence of graffiti <u>and</u> No evidence of any vandalism reported or noticed	Graffiti rarely found (once every two years) inside or outside of building <u>and/or</u> Rare report of any vandalism	Graffiti occasionally found (once per year) inside or outside of building <u>and/or</u> Vandalism known and evident but not reported or documented	Graffiti often found (every six months) inside or outside of building <u>and/or</u> Some occasional vandalism evident and is well documented	Graffiti regularly found inside and outside public toilet (monthly) <u>and/or</u> Extreme and regular anti-social behaviour evident and is well documented
17	Anti-social behaviour - Drugs and/or Sexual activity	No evidence of any anti-social behaviour reported or noticed	Rare report of any anti-social behaviour	Anti-social behaviour known and evident but not reported or documented	Some occasional anti-social behaviour evident and is well documented	Extreme and regular anti-social behaviour evident and is well documented
ENVIRONMENT – Cleaning and Maintenance						
18	Overall Standard of Cleanliness and Maintenance	Very clean appearance Very good repair Nothing needs attention	Very clean except for one item that needs attention (eg floor) Good repair but at least one issue may need attention soon (i.e. sign missing from door)	Clean but overall impression needs to be cleaned more often Reasonable repair but at least two items need attention. One affecting the operation of the toilets (something broken or needs painting)	Just acceptable but needs more frequent or more thorough cleaning. Just acceptable maintenance but many items need attention	Dirty Badly maintained with fading/peeling paint, broken fixtures

Table 3 - Raw Score Explanation Notes

Element No.	Explanation
1	Will be related to the age of the facility and whether it has undergone any refurbishment. Generally differentiates between old traditional and modern types of toilet facilities.
2	Estimates the use demand frequency on the toilet facilities
3	Information from inspection
4	Information from inspection
5	Can be measured off the off the Public Toilet Map
6	Information from inspection
7	Information from inspection
8	Information from inspection
9	By Inspection and viewing from all trafficable areas, but particularly from the trafficable area that is closest to the Public Toilet entrance
10	By inspection and viewing from different public areas that are trafficable by the public and who may need access to the Public Toilet
11	It is preferred that there be excellent natural light and if not provided there must be excellent artificial lighting. Internal lighting can be assessed by inspection during the day, but adequacy of artificial light for night time (if a particular facility is open outside of daylight hours) to be assessed at night.
12	All facilities should be well lit at night for accessibility if open at night, and for security of the facility at night time, particularly if open 24 hrs.
13	Should be viewed from the perspective of user entering and leaving the toilet facility to identify external concealment spots
14	By Inspection and assessing if the building design provides potential hiding places
15	By inspection and assessed from the perspective of user entering and leaving the toilet facility, and the entrance viewed from trafficable public areas to identify external features
16	Should be obtained from inspection, but also obtain information from cleaners for history of occurrence of graffiti & vandalism
17	Generally obtained from cleaners for history of occurrence or council records of any drugs or sexual activity
18	Should be obtained from inspection or survey and assessed from the perspective of user as to the general appearance of the toilet, is it in good repair, painted, fixtures not broken and overall clean appearance.

Table 4 Risk Matrix

Likelihood of Failure (occurring)		Public Toilets (Raw Score)
1	Rare	Determined from Raw Score assessment
2	Unlikely	Determined from Raw Score assessment
3	Possible	Determined from Raw Score assessment
4	Frequent	Determined from Raw Score assessment
5	Common	Determined from Raw Score assessment

Consequences of Failure (occurring)		Public Toilets (Weighting)
1	Negligible	Slight inconvenience
2	Minor	Some Inconvenience (e.g. wait, frightened, embarrassed)
3	Moderate	Inconvenient e.g.(minor injury, not get to toilet mishap)
4	Major	Severe inconvenience (e.g. overall poor experience, may lead to hospitalisation, non-compliance with legislation)
5	Catastrophic	Personal Loss (e.g.life threatening)

		Consequences (Weighting)				
		5	4	3	2	1
Likelihood (Raw Score)	1	1	1	1	1	1
	2	3	3	3	2	2
	3	4	4	3	3	2
	4	5	4	4	3	2
	5	5	5	4	3	3

Table 5 - 'Weightings Score – Maximum Consequences of Failure'


Application and Explanation of Weighting Applied to Each Element

No	Element	Weight	Consequences of Failure
Physical - Fit Out			
1	Building Style – Adequacy of protection from weather	3	Moderate Inconvenient, poor overall experience could get wet from rain, aged, young and less ambulant people inconvenienced.
2	Need for Public Toilet - Use Pattern Demand	2	Minor If use increases causes some inconvenience to users but if use decreases then no inconvenience to users
3	Adequacy of fittings & fixtures for personal comforts	3	Moderate Some inconvenience if not fitted with all fixtures apart from basic facilities, hygiene could be an issue.
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	4	Major Potential non-compliance with legislation, not as convenient for person with disability to find alternate toilet
Physical - Location			
5	Proximity to other Public Toilet facilities	1	Negligible Some inconvenience as not have choice to go to other toilet if current toilet not operating
6	Siting Convenience – proximity to user generators	2	Moderate May not be able to get to toilet in time
7	Signage - to direct people to toilet	3	Major May cause some inconvenient, minor injury, not get to toilet mishap.
8	Signage- identification M,F,U,D	2	Minor Could confuse and enter wrong cubicles, causing some embarrassment
Social - Safety and Security			
9	Siting - Visibility from public places	5	Catastrophic High exposure to predator behaviour and potentially life threatening
10	Safe Accessibility (safe access & entrance)	5	Catastrophic High exposure to predator behaviour and potentially life threatening
11	Lighting Internal	4	Major If dark could be concealment and attack or could lead to injury requiring hospitalisation
12	Lighting External	2	Minor (if NOT open at night) No impact on User, but may lead to security issues if facility itself not lit up.
		4	Major (if open at night) If dark could be concealment and attack or could lead to injury requiring hospitalisation
13	External hiding places (concealment)	5	Catastrophic High exposure to predator behaviour and potentially life threatening
14	Building design hiding places	5	Catastrophic High exposure to predator behaviour and potentially life threatening
15	External features encouraging loitering	2	Minor Some inconvenience may lead to feeling threatened or frightened
16	Anti-Social behaviour - Vandalism	2	Minor Slight inconvenience due to appearance of graffiti but some inconvenience or may not be able to use the toilet if some of the building or fixtures are damaged
17	Anti-Social behaviour – Drugs and/or Sexual Activity	5	Catastrophic Unpredictable behaviour of drug users, needles and could be life threatening and/or Unpredictable behaviour of persons participating in

No	Element	Weight	Consequences of Failure
			sexual behaviour and could be life threatening
Environment - Maintenance			
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	3	Moderate May be inconvenience and depending on the extent if not maintained adequately could lead to minor injury

Appendix 3 - 'Individual Performance Rating Score Cards' contains the individual evaluation sheets for each of the 14 public amenities.

Table 1 - 'Performance' Rating Score Card

	Public Toilet No. 1	Description & Location:
		JL Jordan Reserve – Boat Ramp Hesse Street Extension Queenscliff (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	1	3	1	Newer traditional style with roof over all
2	Utilisation - User Demand	5	2	3	Boat ramp
3	Adequacy and Condition of fittings & fixtures for personal comforts	3	3	3	<ul style="list-style-type: none"> • Toilet bowls (3F, 3M) • toilet paper • hand washing water • sanitary (F) and Bin (F&M) • Showersx2 • Very Good Condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	2	4	3	<ul style="list-style-type: none"> • signed, • door widths (850), • cubicle size- old 2000 x 1600) • handrails
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	400
6	Siting Convenience – proximity to user generators	1	2	1	At boat ramp
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	1	2	1	Yes
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	2	5	3	D visible from carpark M&F not visible form carpark
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	1	5	1	
11	Lighting Internal	2	4	3	Good natural and electrical
12	Lighting External – if only open during daylight hours		2		
	or Lighting External – if open at night	1	4	1	Excellent on building and in carpark
13	External hiding places (concealment)	1	5	1	None
14	Building design hiding places	3	5	4	Traditional foyer type for M&F Also possibility at sides when entering D or Showers
15	External features encouraging loitering	1	2	1	None within 5M
16	Anti-Social Behaviour – Graffiti, vandalism activity	1	2	1	None evident
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	1	2	1	Very clean and well maintained
	TOTAL – (Weighted Risk Scores)			35	
	PERFORMANCE SCORE (TOTAL/18)			1.94	


Notes

- Well patronised many people using boat ramp

Areas for Improvement:

- Directional signage to toilet

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 2	Description & Location:
		Hesse Street Hesse Street Queenscliff (Open 24 hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	1	3	1	Newer traditional style with roof over all
2	Utilisation - User Demand	4	2	3	Shops and businesses in main street
3	Adequacy and Condition of fittings & fixtures for personal comforts	2	3	3	<ul style="list-style-type: none"> Toilet bowls (3F, 1M, 1D) Urinal (3M) toilet paper (All) hand washing water (2M&2D&1D) sanitary (F&D) and Bin (F&D) Mirror (F&M&D) Baby Change (D) Very Good Condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	2	4	3	<ul style="list-style-type: none"> signed, door widths (850), cubicle size- (old 2000 x 1600) handrails
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	350
6	Siting Convenience – proximity to user generators	1	2	1	At shopping/commercial centre
7	Signage - to direct people to toilet	3	3	3	One in the street (needs updating)
8	Signage- identification of Toilet Facility and M,F,U,D	1	2	1	Yes
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	2	5	3	D visible from carpark M&F not visible form carpark
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	2	5	3	Path to toilet old asphalt – not good order
11	Lighting Internal	2	4	3	Dark when first enter but seems good natural and electrical
12	Lighting External – if only open during daylight hours		2		
	<u>or</u> Lighting External – if open at night	3	4	4	Fluoro over doors, no dedicated light to pathway
13	External hiding places (concealment)	2	5	3	None, but walk down alleyway to get to toilets
14	Building design hiding places	3	5	4	Traditional foyer type for M&F Direct access for D
15	External features encouraging loitering	1	2	1	None within 5M
16	Anti-Social Behaviour – Graffiti, vandalism activity	1	2	1	None evident
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	1	2	1	Very clean and well maintained
TOTAL – (Weighted Risk Scores)				43	
PERFORMANCE SCORE (TOTAL/18)				2.39	

Areas for Improvement:

- Directional signage needs better arrow
- Doors hard to open (heavy)
- Dark when first enter even though seems to be good natural light
- Lighting of walkway

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 3	Description & Location:
		Citizen's Park Gellibrand Street Queenscliff (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	1	3	1	Newer traditional style with roof over all
2	Utilisation - User Demand	5	2	3	Park users, visitors to .lighthouse, beach
3	Adequacy and Condition of fittings & fixtures for personal comforts	2	3	3	<ul style="list-style-type: none"> Toilet bowls (1M/D,1F/D, 1F) Urinal (1M) toilet paper hand washing water (1M&1F) sanitary (F/D) Mirror (M&F) Sharps (M&F) Rubbish Bin (M&F) Very Good Condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	1	4	1	<ul style="list-style-type: none"> signed, door widths (850), cubicle size-(new2300 x 1900) handrails
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	350
6	Siting Convenience – proximity to user generators	1	2	1	Located at generator site
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	1	2	1	Yes, but requires Public Toilet sign
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	3	5	4	M&F&D entrances are visible, although F at back of bldg., cubicle doors generally not visible from park
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	2	5	3	Gravel path access to toilet
11	Lighting Internal	2	4	3	Good natural and electrical
12	Lighting External – if only open during daylight hours <u>or</u> Lighting External – if open at night	1	4	1	Excellent on building and dedicated lights on poles in park.
13	External hiding places (concealment)	1	5	1	None
14	Building design hiding places	4	5	5	Traditional foyer type for M&F and D Screens at doorway prevent seeing cubicle doors
15	External features encouraging loitering	1	2	1	None within 5M
16	Anti-Social Behaviour – Graffiti, vandalism activity	1	2	1	None evident
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	1	2	1	Very clean and well maintained
TOTAL – (Weighted Risk Scores)				37	
PERFORMANCE SCORE (TOTAL/18)				2.06	

Areas for Improvement:

- Directional signage to toilet
- Requires Public Toilet sign on toilet facing carpark
- Access could be improved for mobility impaired
- Screens at doorways be replaced with slats or perforated metal to improve safety and ability to see cubicle doors

Table 1 - 'Performance' Rating Score Card


	<p align="center">Public Toilet No. 4</p>	<p>Description & Location:</p>
		<p align="center">Santa Casa Beach</p> <p align="center">Henry Street Queenscliff</p> <p align="center">(Open 24 Hours)</p>

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	1	3	1	Direct access to M/F/D attached to Club Rooms with roof covering all.
2	Utilisation - User Demand	4	2	3	Mainly beach users or down track from carpark
3	Adequacy and Condition of fittings & fixtures for personal comforts	3	3	3	<ul style="list-style-type: none"> Toilet bowls (1M/F/D) toilet paper hand washing water (1M/F/D) sanitary (M/F/D) Mirror (M/F/D) Bench Good Condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	1	4	1	<ul style="list-style-type: none"> signed, door widths (850), cubicle size-(new2300 x 1900) handrails
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	4	1	2	900m
6	Siting Convenience – proximity to user generators	2	2	2	Located <100m from beach & carpark
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	1	2	1	Yes, but requires Public Toilet sign
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	5	5	5	Entrance not visible from the beach or carpark due to distance and bushes
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	4	5	3	Asphalt path access to toilet but entrance not visible
11	Lighting Internal	2	4	3	Good natural and electrical
12	Lighting External – if only open during daylight hours or Lighting External – if open at night	4	4	4	Light on building at door and side of building as access but no other lighting .
13	External hiding places (concealment)	4	5	5	Building located in scrub area, although trees trimmed up possible concealment at night
14	Building design hiding places	3	5	4	Door recessed into building, Possible concealment at corner near showers
15	External features encouraging loitering	4	2	3	External shower beside entrance to toilet
16	Anti-Social Behaviour – Graffiti, vandalism activity	1	2	1	None evident
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	1	2	1	Very clean and well maintained
TOTAL – (Weighted Risk Scores)				47	
PERFORMANCE SCORE (TOTAL/18)				2.61	

Areas for Improvement:

- Visibility of entrance and consequently safety is an issue
- Requires Public Toilet sign on toilet facing carpark/beach
- Building located in scrub area, although trees trimmed up possible concealment at night
- Light on building at door and side of building as access but no other lighting – needs improvement.
- Not a 24 hour toilet

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 5	Description & Location:
		Victoria Park King Street Queenscliff (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	1	3	1	Direct access M/F/D attached to camp Amenities bldg. with roof covering all.
2	Utilisation - User Demand	4	2	3	Park, beach and passers by.
3	Adequacy and Condition of fittings & fixtures for personal comforts	1	3	1	<ul style="list-style-type: none"> • Toilet bowls (1M/F/D) • toilet paper • hand washing water • hand dryer • Shower with bench • sanitary • Mirror • Baby change
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	1	4	1	<ul style="list-style-type: none"> • signed, • door widths (850), • cubicle size-(new2300 x 1900) • handrails
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	300m
6	Siting Convenience – proximity to user generators	1	2	1	Located in Park & edge of road
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	1	2	1	Yes, but requires Public Toilet sign
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	2	5	3	Entrance not visible form the park due to orientation, but faces road
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	1	5	1	Asphalt path access to toilet but entrance not visible
11	Lighting Internal	2	4	3	No natural and good electrical
12	Lighting External – if only open during daylight hours <u>or</u> Lighting External – if open at night	4	4	4	Light on building over door no other access lighting .
13	External hiding places (concealment)	2	5	3	One tree at the front needs blocking view of entrance from street
14	Building design hiding places	1	5	1	None
15	External features encouraging loitering	1	2	1	None near the entrance
16	Anti-Social Behaviour – Graffiti, vandalism activity	1	2	1	None evident
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	1	2	1	Very clean and well maintained
TOTAL – (Weighted Risk Scores)				33	
PERFORMANCE SCORE (TOTAL/18)				1.83	

Areas for Improvement:

- Difficulty locating from street.- requires Public Toilet sign on toilet facing park and street sign pointing to toilet
- Tree on roadside needs to be trimmed up for visibility
- Requires natural light if possible
- For 24 hours requires better access lighting

Table 1 - 'Performance' Rating Score Card

	Public Toilet No. 6	Description & Location:
		Princess Park Tobin Drive Queenscliff (Open 24 Hours)


No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	4	3	4	Old traditional with no roof over entrances, wash basins, urinal, showers or change. Only roofed over cubicles.
2	Utilisation - User Demand	4	2	3	Park, playground, beach and café
3	Adequacy and Condition of fittings & fixtures for personal comforts	5	3	4	<ul style="list-style-type: none"> Toilet bowls (4M,6F,1D) Urinal (M0) toilet paper hand washing basins (1M,2F,1D) Benches Sanitary (2F) very old, poor condition & repair
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	5	4	5	<ul style="list-style-type: none"> signed, door widths (850), cubicle size small handrail Not suitable as a Disabled Toilet
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	250m
6	Siting Convenience – proximity to user generators	1	2	1	Located at generator site
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	4	2	3	Hand written signage, very poor
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	2	5	3	Entrances generally visible but cubicle doors not visible
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	3	5	4	Old concrete path access to toilet, but not well defined
11	Lighting Internal	3	4	4	Good Natural. Electric light relies on light on pole above the structure
12	Lighting External – if only open during daylight hours		2		
	or Lighting External – if open at night	4	4	4	light on pole above structure at F & M ends, no other lighting at entrances etc.
13	External hiding places (concealment)	1	5	1	Clear
14	Building design hiding places	4	5	5	Traditional design with internal cubicles and other hiding places inside
15	External features encouraging loitering	1	2	2	None near the entrances
16	Anti-Social Behaviour – Graffiti, vandalism activity	2	2	2	Evidence of vandalism
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	4	2	3	Old building looks dirty and uninviting, maintenance poor
TOTAL – (Weighted Risk Scores)				55	
PERFORMANCE SCORE (TOTAL/18)				3.06	

Note: good location, orientation, services immediate needs

Areas for Improvement:

- Very old facility – needs to be demolished
- Design causes problems

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 7	Description & Location:
		Weeroona Parade Weeroona Parade Queenscliff (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	3	3	3	Traditional design, roof over cubicles, urinal and wash basins, but not over change, showers and partly over entrances.
2	Utilisation - User Demand	4	2	3	Beach, walkers, buses, ferry
3	Adequacy and Condition of fittings & fixtures for personal comforts	4	3	4	<ul style="list-style-type: none"> Toilet bowls (3M (D),4F + 1 D Urinal (M)) toilet paper hand basins (2M,2F) Showers (2M,2F) Sanitary (2F) Change with benches Just acceptable condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	5	4	5	<ul style="list-style-type: none"> Signed on door only, door widths (850), cubicle size small, door no handle handrail - minimum Not suitable as a Disabled Toilet
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	250m
6	Siting Convenience – proximity to user generators	1	2	1	Located adjacent bus carpark and access to beach and park
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	3	2	3	Yes, but no external D , but has internal D
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	2	5	3	Entrance visible from the carpark, but cubicle doors not visible
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	1	5	1	Well defined concrete path access to toilet
11	Lighting Internal	2	4	3	Good natural and good electrical
12	Lighting External – if only open during daylight hours or Lighting External – if open at night	1	4	1	Good lighting on building at entrance and internal lights.
13	External hiding places (concealment)	1	5	1	None
14	Building design hiding places	4	5	5	Traditional design with foyers
15	External features encouraging loitering	1	2	1	None near the entrance
16	Anti-Social Behaviour – Graffiti, vandalism activity	2	2	2	Some evidence
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	3	2	3	Very clean and well maintained
TOTAL – (Weighted Risk Scores)				46	
PERFORMANCE SCORE (TOTAL/18)				2.56	

Areas for Improvement:

- Older style toilet –design is an issue
- Safety an issue
- Lack of facilities for disabled an issue
- Fit out is tired (old)

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 8	Description & Location:
		Queenscliffe Recreation Reserve Hesse Street Queenscliff (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	2	3	3	Traditional design incorporated with caravan park amenities. Roof over cubicles, urinal and wash basins, change and foyer.
2	Utilisation - User Demand	4	2	3	Carpark, beach, park users
3	Adequacy and Condition of fittings & fixtures for personal comforts	4	3	4	<ul style="list-style-type: none"> Toilet bowls (2M,3F) Urinal (M) toilet paper hand basins (1M,2F) Soap (M,F) Hand dryers (M,F) Mirror (1M,2F) Sanitary (3F) Change within one toilet with bench Good condition for old bldg
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	5	4	5	None
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	250m
6	Siting Convenience – proximity to user generators	2	2	2	Located in park not easily found by other users e.g. carpark, beach. kiosk
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	3	2	3	M & F on building, but hard to identify as public toilet.
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	4	5	5	Poorly sighted and orientated. Hard to locate and then find entrances
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	4	5	5	Have to pass through alleyway to access entrances. Path clearly defined and no obstructions
11	Lighting Internal	3	4	4	Natural poor at end of bldg., electric good.
12	Lighting External – if only open during daylight hours or Lighting External – if open at night	3	4	4	Good lighting on building at entrance and but reduced lighting on approaches.
13	External hiding places (concealment)	3	5	4	Yes, must pass down an alleyway of other buildings
14	Building design hiding places	4	5	5	Traditional design with foyers
15	External features encouraging loitering	4	2	3	Yes , use of adjoining bldgs
16	Anti-Social Behaviour – Graffiti, vandalism activity	1	2	1	None evident
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	2	2		Very clean and well maintained
TOTAL – (Weighted Risk Scores)				62	
PERFORMANCE SCORE (TOTAL/18)				3.44	

Areas for Improvement:

- Older style toilet, poorly located. Poorly orientated – hard to locate and find entrance
- Poor access
- No disability toilet

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 9	Description & Location:
		Ganes Reserve Ocean Road Point Lonsdale (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	1	3	1	Newer traditional style with roof over all facilities and entrances. Has M with direct access
2	Utilisation - User Demand	3	2	3	Park, occasional beach and bus users
3	Adequacy and Condition of fittings & fixtures for personal comforts	3	3	3	<ul style="list-style-type: none"> • Toilet bowls (4F, 3M, 1D) • Urinal (M) • toilet paper • hand basins (2M,2F) • sanitary (2F) • Change table bench (F) • Good Condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	2	4	3	<ul style="list-style-type: none"> • signed, • door widths (850), • cubicle size- old (2000 x 1600) • single handrails not to std
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	250
6	Siting Convenience – proximity to user generators	3	2	3	At park but some distance from the beach, but where beach users park cars
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	1	2	1	Yes
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	2	5	3	D visible from carpark and road M&F cubicle doors not visible form carpark
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	2	5	3	Gravel surface to bldg., must pass between 'hitch rails' ,
11	Lighting Internal	2	4	3	Good natural and electrical
12	Lighting External – if only open during daylight hours		2		
	<u>or</u> Lighting External – if open at night	3	4	4	Light above entrances, no external light of access.
13	External hiding places (concealment)	2	5	3	Some bushes to the side of access ways
14	Building design hiding places	3	5	4	Traditional foyer type for M&F
15	External features encouraging loitering	1	2	1	None within 5M
16	Anti-Social Behaviour – Graffiti, vandalism activity	2	2	2	Some occasional vandalism
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	2	2	2	Quite clean and well maintained
TOTAL – (Weighted Risk Scores)				46	
PERFORMANCE SCORE (TOTAL/18)				2.56	

Areas for Improvements

- Traditional design for M7F – safety issues
- Access could be improved - gravel
- Disabled needs updating
- Signage to toilet
- External lighting

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 10	Description & Location:
		Point Lonsdale Back Beach Ocean Road Point Lonsdale (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	1	3	1	Direct access to 2 no. M/F/D within Surf Club building with roof overhanging entrances l.
2	Utilisation - User Demand	4	2	3	Mainly beach users regular use
3	Adequacy and Condition of fittings & fixtures for personal comforts	3	3	3	<ul style="list-style-type: none"> Toilet bowls (2M/F/D) toilet paper hand washing water (1M/F/D) sanitary (M/F/D) Mirror (M/F/D) Bench and coat hooks Good Condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	1	4	1	<ul style="list-style-type: none"> signed, door widths (850), cubicle size-(new2300 x 1900) handrails
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	250m
6	Siting Convenience – proximity to user generators	1	2	1	Located at generator site
7	Signage - to direct people to toilet	2	3	3	No Signage but very visible (obvious)
8	Signage- identification of Toilet Facility and M,F,U,D	1	2	1	Yes
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	1	5	1	Cubicle entrances visible form access paths for long distance
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	1	5	1	Good clear access
11	Lighting Internal	2	4	3	Good natural and electrical
12	Lighting External – if only open during daylight hours		2		
	<u>or</u> Lighting External – if open at night	3	4	4	One fluoro light between doors. No other lighting for access.
13	External hiding places (concealment)	2	5	3	A person could conceal themselves behind retaining wall – low risk.t
14	Building design hiding places	1	5	1	External cubicle doors
15	External features encouraging loitering	1	2	1	None evident
16	Anti-Social Behaviour – Graffiti, vandalism activity	3	2	3	Evidence of graffiti
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	3	2	3	Looked like needed good deep clean, maintenance Ok
	TOTAL – (Weighted Risk Scores)			36	
	PERFORMANCE SCORE (TOTAL/18)			2.00	

Areas for Improvement:

- External Lighting
- Deep clean

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 11	Description & Location:
		Lighthouse Reserve Point Lonsdale Road Point Lonsdale (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	4	3	4	Old traditional with no roof over entrances, wash basins, Only roofed over cubicles.
2	Utilisation - User Demand	4	2	3	Reserve, lighthouse, jetty.
3	Adequacy and Condition of fittings & fixtures for personal comforts	5	3	4	<ul style="list-style-type: none"> Toilet bowls (1M,2F) Urinal (M) toilet paper hand washing basins (1M,1F) Sanitary (1F) very old, poor condition & repair
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	5	4	5	<ul style="list-style-type: none"> None
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	4	1	2	500m
6	Siting Convenience – proximity to user generators	1	2	1	Located at generator site
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	4	2	3	Hand written signage, very poor
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	5	5	5	Poor orientation- Entrances at rear and not generally visible and cubicle doors not visible
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	4	5	5	Only concrete path near entrances access to toilet not well defined
11	Lighting Internal	4	4	4	Good Natural light only, No. electric light
12	Lighting External – if only open during daylight hours <u>or</u> Lighting External – if open at night	5	4	5	No lighting at building or pathways to toilet.
13	External hiding places (concealment)	4	5	5	Bushes at rear (where entrances are)
14	Building design hiding places	5	5	5	Traditional design with entrances and internal cubicles not visible
15	External features encouraging loitering	1	2	2	None near the entrances
16	Anti-Social Behaviour – Graffiti, vandalism activity	2	2	2	Occasional Vandalism
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	4	2	3	Old building looks dirty and uninviting, maintenance poor
TOTAL – (Weighted Risk Scores)				63	
PERFORMANCE SCORE (TOTAL/18)				3.50	

Areas for Improvement:

- Demolish

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 12	Description & Location:
		Point Lonsdale Foreshore Point Lonsdale Road Point Lonsdale (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	3	3	3	Traditional design, roof over cubicles, urinal and wash basins, but not over change, showers and entrances.
2	Utilisation - User Demand	4	2	3	Beach, playground, shopping centre
3	Adequacy and Condition of fittings & fixtures for personal comforts	4	3	4	<ul style="list-style-type: none"> • Toilet bowls (2M ,4F) • Urinal (M)) • toilet paper • hand basins (M,F) • Showers (2M,2F) • Sanitary (2F) + Bin • Change with benches • Just acceptable condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	5	4	5	<ul style="list-style-type: none"> • None
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	3	1	2	250m
6	Siting Convenience – proximity to user generators	1	2	1	Located in shop street, at beach and playground
7	Signage - to direct people to toilet	5	3	4	No Signage
8	Signage- identification of Toilet Facility and M,F,U,D	2	2	2	Yes but no PT sign
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	4	5	5	Siting Ok but entrance not generally visible from public areas, W at seaside and M roadside at rear of bldg..
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	1	5	1	Well defined concrete path access to toilet
11	Lighting Internal	2	4	3	Natural and some electrical
12	Lighting External – if only open during daylight hours <u>or</u> Lighting External – if open at night	3	4	4	Some fluoro light inside and single light on pole outside of toilets.
13	External hiding places (concealment)	1	5	1	OK as long as veg is kept trimmed
14	Building design hiding places	5	5	5	Traditional design with foyers
15	External features encouraging loitering	1	2	1	None near the entrance
16	Anti-Social Behaviour – Graffiti, vandalism activity	1	2	1	Some evidence
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	3	2	3	Old and tired but reasonably clean and maintained
TOTAL – (Weighted Risk Scores)				49	
PERFORMANCE SCORE (TOTAL/18)				2.72	

Areas for Improvement:

- Being replaced. New design underway

Table 1 - 'Performance' Rating Score Card


	Public Toilet No. 13	Description & Location:
		Gas Works Skate Park Point Lonsdale Road Point Lonsdale (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	2	3	3	Traditional layout portable style toilet with roof over cubicles, urinal and wash basins, but not over entrances.
2	Utilisation - User Demand	3	2	3	Skate Park (Peak Uses), walkers
3	Adequacy and Condition of fittings & fixtures for personal comforts	5	3	4	<ul style="list-style-type: none"> Toilet bowls (2M ,3F +DM,F) Urinal (M) toilet paper hand basins (2M,2F) Barely acceptable condition
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	4	4	4	<ul style="list-style-type: none"> Cubicles provided but not suitable and access poor
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	4	1	2	700m
6	Siting Convenience – proximity to user generators	1	2	1	Located at skate park and on walking path .
7	Signage - to direct people to toilet	3	3	3	Signage on pole in street
8	Signage- identification of Toilet Facility and M,F,U,D	2	2	2	M,F poor and no PT sign
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	4	5	5	Siting Ok but entrances only partially visible from carpark, road or skate park and cubicle doors not visible
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	3	5	4	No path to toilet (must cross grass) with asphalt front of Bldg
11	Lighting Internal	2	4	3	Natural and some electrical
12	Lighting External – if only open during daylight hours		2		
	or Lighting External – if open at night	5	4	5	None
13	External hiding places (concealment)	4	5	5	Bushes on skate park side of bldg
14	Building design hiding places	5	5	5	Traditional design with foyers
15	External features encouraging loitering	1	2	1	None near the entrance
16	Anti-Social Behaviour – Graffiti, vandalism activity	3	2	3	Evidence of vandalism
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	5	2	3	Old and tired and only just acceptable clean and maintained
TOTAL – (Weighted Risk Scores)				57	
PERFORMANCE SCORE (TOTAL/18)				3.17	

Areas for Improvement:

- D toilet not suitable facility
- External lighting
- Vegetation trimming
- Building Orientation
- Design (traditional)
- Old and tired interior

Table 1 - 'Performance' Rating Score Card

	Public Toilet No. 14	Description & Location:
		Royal Parade Point Lonsdale Road Point Lonsdale (Open 24 Hours)

No	Element	Raw Score	Risk Weight	Wtd Score	Features /Observations
Physical - (Design and Fit Out)					
1	Building Style - Adequacy of protection from weather	1	3	3	M and F and D (although kept locked) External access M & F & D toilet with roof over cubicles, and entrances
2	Utilisation - User Demand	3	2	3	Walkers and park
3	Adequacy and Condition of fittings & fixtures for personal comforts	4	3	4	<ul style="list-style-type: none"> Toilet bowls (1M ,1F, 1D (locked) toilet paper Shower outside of F to wash hands Barely acceptable conditions but clean
4	Accessibility - Suitability for people with a Disability (particularly wheel chair)	5	4	4	<ul style="list-style-type: none"> Locked
Physical – Location & Direction					
5	Proximity to other Public Toilet facilities	4	1	2	700m
6	Siting Convenience – proximity to user generators	3	2	3	Located in park and near walking path.
7	Signage - to direct people to toilet	5	3	4	None
8	Signage- identification of Toilet Facility and M,F,U,D	1	2	1	Yes + PT sign on building
Social- Safety and Security					
9	Siting Safety – Building location, Orientation and Cubicle Doors - visibility from public places	1	5	1	Siting Ok with entrance generally visible from park road cubicle doors visible
10	Safe Accessibility - (defined safe access and entrance clear of obstructions)	2	5	3	No path to toilet (must cross grass) with concrete path around Bldg
11	Lighting Internal	3	4	4	Electrical only with some natural through top vent (poor light)
12	Lighting External – if only open during daylight hours		2		
	<u>or</u> Lighting External – if open at night	3	4	4	Restricted to light over entrance to F & D but not M. No other external lights
13	External hiding places (concealment)	1	5	1	None
14	Building design hiding places	1	5	1	Doors open directly to public area
15	External features encouraging loitering	4	2	3	Shower head, tap and gully trap out front of F door
16	Anti-Social Behaviour – Graffiti, vandalism activity	1	2	1	None evident
17	Anti-Social Behaviour –Drugs or Sexual activity	1	5	1	None evident
Environment – Cleaning & Maintenance					
18	Overall standard of cleanliness and maintenance of building and fixtures at time of inspection	1	2	1	Quite clean and well maintained
TOTAL – (Weighted Risk Scores)					44
PERFORMANCE SCORE (TOTAL/18)					2.44

Areas for Improvement:

- Open D toilet
- External lighting
- Signage to direct to toilet

Appendix 4 – Assessment Guidelines for Public Toilet Infrastructure

Renewal (refurbish) or Upgrade (replace)			
1	SITING		
	Does Toilet siting meet CPTED requirements	Yes	Refurbish if cost- benefit is less than replacement
		No	Replace and relocate to new site that meets CPTED guidelines
2	DISABILITY ACCESSIBILITY		
	Does Toilet meet current disability accessibility regulations	Yes	Refurbish if cost-benefit is less than replacement
		No	If the toilet can be made compliant, refurbish if cost- benefit is less than replacement (Note if double Exeloo type only one cubicle needs to be made compliant)
		No	If the toilet cannot be made compliant, and there is not another compliant toilet within 250 metres, replace
3	BUILDING STRUCTURE		
	Does current public toilet achieve a reasonable performance score	Yes	If can be made compliant with siting and disability access, refurbish if cost- benefit is less than replacement
		No	Replace is preferred option
4	BUILDING OF HISTORIC VALUE		
	Is building of Historic Value	Yes	Refurbish if can be made compliant with siting (CPTED) and disability access
		No	Cost- benefit analysis should be undertaken to determine best option if current building capable of being made compliant with siting (CPTED) and disability access
Remove (decommission & not replace)			
5	OPTIONAL TOILET		
	Is there another toilet within 250 metres that is easily accessed and compliant with siting (CPTED) and disability accessibility.	Yes	Decommission
		No	Do not consider decommissioning unless usage is very low and infrequent
6	RISK TO USERS		
	Users are at risk due to poor siting (CPTED) and/or anti-social behaviour	Yes	Decommission if use is low
		No	No need to decommission

Appendix 5 - Assessment Guidelines for New Toilets'

New Toilet Assessment Chart		
1	PART 1 - IS NEW TOILET WARRANTED	
	<p>Does the proposed toilet meet one or more of the following:</p> <ul style="list-style-type: none"> If 'Yes' to one or more – New Toilet to be considered (Establish priority by completing Part 2 and adding scores. Priority is given to those with the higher score) If 'No' to all – Do not consider new toilet 	
	Criteria	Score
	<ul style="list-style-type: none"> Is it supported by a Queenscliffe Strategy, Master Plan or this Strategy 	(Score '1' for each 'Yes' response to the criteria) (Max. Score 6)
	<ul style="list-style-type: none"> Is demand generated by the Strategy or Master Plan or council works that should have considered a toilet, but didn't 	
	<ul style="list-style-type: none"> Is expected use generated by a Queenscliffe initiative, works or program 	
	<ul style="list-style-type: none"> Is the distance to the nearest public toilet unreasonable: (footpaths -more than 500m or 250m in special circumstances, or Shared (Ped and Cyclist) path - more than 500 metres; or Cyclist only path - more than 1500m and For a foreshore toilet the proposed site is within 500 m of a beach access point 	
	<ul style="list-style-type: none"> Is the nearest toilet not compliant with siting (CPTED) and disability accessibility 	
	<ul style="list-style-type: none"> Does the lack of a public toilet pose risk to safety of people through unsociable behaviour e.g. urinating in public 	
	SUBTOTAL (Part 1)	
2	PART 2 - ESTABLISHING PRIORITY FOR NEW TOILET – Use, Demand & Funding	
		Score*
	Proximity - How close is the proposed toilet to other Public toilets, council internally accessed toilets, privately or other authority owned/managed toilets.	
	Use pattern - What is anticipated use pattern	*Use the Evaluation Assessment Guide for Part 2 below to provide a score for the toilet. The highest total score should be considered as highest priority
	No of Users - What is anticipated number of users	
	Type of Users - What type of users are expected	
	Future Demand - What are the expected future demand generators	
	SUBTOTAL (Part 2)	(Max. Score 25)
	Total Score (Part 1 +2)	(Max. Score 31)

Evaluation Assessment Guide for Part 2

Part 2 – Evaluation Chart

Score	1	2	3	4	5
Proximity to other Council, Private and/or other Authority Toilets	Multiple other toilets within 250m	One other toilet within 250 metres	One or more other toilets within 500 metres	No other toilets within 500 metres	No other toilets within 750 metres
Use Pattern	Light use with Occasional peaks	Low intermittent use – with heavy peak use on average one occasion per week	Heavy peak use on 1 to 2 days per week	Light regular use throughout day (with or without occasional peak use) or Heavy peak use on 1 to 4 occasions per week	Heavy regular use throughout day or Lighter regular use during the day with heavy regular peak use during the holiday seasons
Number of Users	Overall use averaging <4 per hour / 8 hrs /days open	Overall use averaging 5 - 10 per hour / 8 hrs/ days open	Overall use averaging 11 - 20 per hour / 8 hrs/ days open	Overall use averaging 21 - 30 per hour / 8 hrs/ days open	Overall use averaging >30 per hour / 8 hrs/ days open
Type of Users	General public only	General public with slightly higher than average content of very young, or elderly, or impaired people	General public with 30% mixed very young, or elderly, or impaired people	General Public but with 60% proportion of very young, or elderly, or impaired people	Predominantly very young, or elderly, or impaired people
Future Demand	There are no proposals known that will increase demand; or Demand is expected to decrease	There are long term plans that may increase demand beyond 10 years	The current attractions or plans, strategies, development plans will be actioned and increase demand within the next 6-10 years	The current attractions or plans, strategies, development plans will be actioned and increase demand within the next 2-5 years	The current attractions or there are immanent proposals that will increase demand within the next two years




Appendix M

CP003 Community Engagement Policy

Essential Services Commission Higher Rate Cap Application 2017-18

COUNCIL POLICY

Community Engagement	Adopted By Council:	24/09/14	
	Date/s Revised:		
	Next Review Date:	09/16	
	Document No:	CP003	
	Directorate:	Executive	
	Responsible Officer:	Chief Executive Officer	

CONTEXT

The genuine and productive engagement of the community is an essential component of local democracy. In the interests of making well-informed decisions whilst maintaining accountability, trust and transparency, Council is committed to engaging the community in its decision making processes in a consistent and strategic manner. The Principles in this Policy outline how and when Council consults with the community.

SCOPE

The Community Engagement Policy applies to all Councillors and officers of the Borough of Queenscliffe. This Policy should be applied to all consultations undertaken by Council.

PURPOSE

The Community Engagement Policy has the following purposes:

- a) to outline Council's commitment to engaging with the community on matters of public interest;
- b) to provide guidance to the organisation in undertaking community consultation and engagement activities;
- c) to inform the Queenscliffe community about Council's approach to community engagement and consultation; and
- d) to foster high quality engagement and consultation practices across the organisation.

PRINCIPLES

All community engagement will occur consistent with the following principles:

- Openness
- Transparency

- Trust
- Receptivity
- Privacy
- Appropriate methodology
- Inclusiveness, and
- Sufficient time

DEFINITIONS

The following definitions help describe what Council aims to achieve through good engagement and consultation processes.

Community Engagement

Community Engagement is a broad term that encompasses a range of interactions with people such as simple one way information sharing or more involved levels of consultation. Community Engagement is generally defined as;

“The participation of both Council and community in any process that involves the public in problem solving, information gathering and local decision making and uses public input to make better decisions.”

Consultation

Community consultation is an important way for Councils to find out the views of residents and ratepayers on a range of issues. Consultation is generally defined as;

“The process of undertaking measures to enable informed communication and exchange to occur between the Council and the community on an issue prior to the Council making a decision or determining a direction on that issue.”

Public Participation Spectrum (IAP2)

This Policy is consistent with and based on the International Association Public Participation Spectrum (IAP2). IAP2 is a tool developed by the International Association for Public Participation. The spectrum of engagement outlines the various levels of engagement activities from informing through consulting and involving to collaboration and empowerment.

Inform: Provision of balanced, objective and timely information to the public.

Consult: Obtain feedback on options and alternatives, to listen, acknowledge and seek to understand concerns and opportunities.

Involve: Work directly with the community throughout the decision making or project process to ensure that public issues and concerns are consistently understood and considered.

- Collaborate:** Partner with the public in each aspect of decision making to incorporate feedback and advice, including the development of alternatives and identification of the preferred solution.
- Empower:** To place final decision making in the hands of the public and its elected representatives.

Council is committed to using the IAP2 levels and definitions in its Community Engagement Policy and practices to create a shared language for engagement to build community trust and understanding.

1. POLICY

1.1 How Council Will Consult

It is Council policy that it will continue to:

- 1.1.1 Be upfront, clear and honest about the purpose of any consultation activity. Provide details of role, the process of consulting and any known constraints (financial, technical or legal).
- 1.1.2 Provide appropriate and timely feedback to participants who have been involved in consultation activities. Council sees this as an essential commitment, which will assist us to build credibility and respect for our processes.
- 1.1.3 Work to agreed timelines in all consultation activities. Where unforeseen delays occur if practical, inform participants of changes and anticipated response times.
- 1.1.4 Integrate its consultation activities across the organisation to minimise duplication of effort, resources and risks of 'over-consultation'.
- 1.1.5 Refer information that arises from consultations and impacts on another area of Council for further use and action.
- 1.1.6 Acknowledge the good practice that already exists within the organisation and the community and learn from each other's experiences.
- 1.1.7 Acknowledge that debate, differing views and conflict is often part of the consultation process. Council will work to create an environment of trust where different opinions can be expressed in a mutually respectful and constructive way.
- 1.1.8 Design engagement and consultation processes that meet the availability and accessibility needs of its residents, ratepayers and other stakeholders.
- 1.1.9 Provide quality information to its community so that consultation is conducted in an informed atmosphere of shared knowledge and mutual respect.
- 1.1.10 Be at the forefront of consultation best practice. Council will be bold and inventive in finding new ways of engaging residents.

1.2 When Council will Consult

Council has a commitment to community engagement and effective consultation. The essence of community engagement is trust, goodwill and respect.

It is Council policy that it will continue to:

- 1.2.1 Consult to help it plan and make informed decisions on major strategic, town planning, policy and service provision issues and be open to new ideas and information.
- 1.2.2 Consult in time to use the results to inform decision-making processes and early enough to help identify issues at the beginning of the process when major strategies, policies and decisions are involved.
- 1.2.3 Consult when needed and use the information gathered in a meaningful way.
- 1.2.4 Clearly identify when a consultation is simply providing information about a Council decision or service.

* Note: In relation to town planning applications there is a separate Standard Operating Procedure.

In addition to structured consultation activities, all interactions with the community in daily work practice should be seen as an opportunity to gather information, knowledge and understanding of the Queenscliffe community. Examples include emails, informal discussions, face-to-face meetings and phone calls.

Council retains the right to vary consultation practice at any time and will provide notification and reasons to the public through identified communication channels (refer to 1.6.2 Consultation Categories and Methods).

1.3 Statutory Consultation

Council has responsibilities and makes decisions under a wide variety of Victorian and Australian legislation. In many instances the legislation sets standards and provides minimum requirements in regard to notifications and referrals.

Examples requiring mandatory notification via public notice include (but not limited to):

- Setting Councillor and Mayoral allowances
- Adopting a Council Plan
- Making a local law
- Changing the Council's system of land valuations for Council rates
- Adopting a budget
- Declaring a special rate or a special charge
- Selling, exchanging or leasing land
- Entering into a regional library agreement
- Considering planning permits that potentially impact the amenity of neighbouring properties
- Queenscliffe Planning Scheme Amendments.

1.4 When Council may not consult

This Policy will apply predominantly to matters requiring a decision by Council. Typically it will not apply to operational matters.

Council recognises that there may be some circumstances where wide consultation may not be possible and there may be occasions when Council does not consult on a matter due to circumstances/requirements beyond its control.

Consultation may not take place when:

- the matter is consistent with the Council Plan or existing Council Policy;
- there has been prior community consultation and the context and environment remains essentially unchanged;
- the Council must make a decision quickly in the interests of the City e.g.: public safety, community benefit;
- the Council is bound by legal, commercial or legislative constraints and/or considerations such as statutory requirements, funding requirements or policy requirements of other levels of government;
- the issue relates to internal operational matters; and
- critical incidents which pose immediate risk or emergency management events which require an immediate response and action by Council.

In addition to these circumstances where Council will not consult, there are many day-to-day matters that do not require Council to consult. These are not included in this policy.

1.5 Methods of Communication and Consultation

The methods used in relation to any consultation will continue to be selected to suit the category of the issue and the identified stakeholders. It is important to remember that various target groups/stakeholders may have varying and conflicting priorities therefore it is recommended that several communication methods be used to maximise awareness and participation in the consultation.

The Communications Unit can support engagement and consultations activity through the provision of Communication and Engagement Planning templates and by providing expertise in developing communication approaches that are strategic, effective and targeted.

Note: Through the community consultation process the opportunity to improve engagement with the Point Lonsdale community across municipal boundaries was identified and suggested as an area for particular focus. This item should be researched in partnership with the City of Greater Geelong and Point Lonsdale residents and referred back to Council for consideration as an additional item under 1.1 How Council Will Consult.

1.6 Consultation Categories and Methods

There are six different categories of issues on which Council may seek to consult:

1.6.1 Categories

CATEGORY	One	Two	Three	Four	Five	Six
	One-off Issues	Changes to current practice	Area impacts	Service planning	Major plans	Major projects

- Category One** **Matters that are significant ‘one-off’ issues**
For example: The temporary closure of a sporting facility for maintenance.
- Category Two** **Matters that change the current arrangements/uses on a single site**
For example: Any significant redevelopment of a community facility.
- Category Three** **Matters impacting on an area or neighbourhood**
For example: Traffic management proposals/solutions, streetscape proposals.
- Category Four** **Service planning matters which have impacts across the municipality**
For example: Changes to the garbage service.
- Category Five** **Major plans which have impacts across the municipality**
For example: Development of strategies relating to residential/industrial land use, open space planning or economic development.
- Category Six** **Major projects or issues with municipality-wide impacts**
For example: Development of a new community centre.

In accordance with the principles of the 1AP2 spectrum as the category level increases, so too will the level of community engagement activity to enhance awareness, participation and contribution.

1.6.2 Communication Methods

The following are recommended communication methods available to Council for consideration and inclusion in the development of a community engagement plan.

However, it is acknowledged that:

- community feedback has identified that if an issue or project falls under category 5 and 6, the Council will consider formal notification to ratepayers through written correspondence and /or public notice advertising;
- some methods, such as a survey, can take various forms;
- the timeframes for the consultation may not coincide with the deadlines of traditional print publications and news outlets;
- some issues may not warrant a meeting or there may be insufficient interest expressed in participating in a meeting/discussion;
- there is emerging community interest in engaging through social media platforms, which could complement existing engagement practices;
- specific consultation requirements apply in relation to statutory consultation and land use planning matters.

Council Policy - CP003 Community Engagement

A	Write to every affected household/group
B	Survey/other forms of formal market research
C	Councils Quarterly Rates Newsletter
D	Community based Newsletter/Newspapers
E	Council's website
F	Letter/Flyer to specific area including community noticeboards
G	Council organised meeting
H	Media release
I	Input via advisory committee / reference group (if a relevant committee exists)
J	Personal contact or meetings on site
K	Attendance at community organised meetings (if organised)
L	Feedback at Council offices
M	Public exhibition with submissions invited
N	Feedback formally requested
O	Notification on-site (if appropriate)
P	E-newsletter
Q	Social media
R	Advertisement / Public Notice

2. REPORTING REQUIREMENTS

The Borough of Queenscliffe Council will report Council's Community Engagement Activity quarterly to meet the new requirements of Schedule 1 of the Local Government (Planning and Reporting) Regulations 2014.

The community will be regularly informed of Council's consultation activity and related continuous improvement initiatives through its usual communication channels. This includes the Borough Bites Newsletter, media releases, Council's website and the Annual Report.

3. OTHER REFERENCES

Borough of Queenscliffe SOP001- Consultation for Planning Permits.

IAP2 Core Values of Public Participation, International Association of Public Participation.

Community Engagement Resources for Local Government, Australian Centre of Excellence for Local Government, August 2011.

Victorian Local Governance Association, 2007. Let's Talk – a consultation framework. April 2007.

Victorian Local Governance Association, 2001, Best Value Victoria, Community Consultation Resource Guide.

END



Appendix N

Community Bulletin - Why a higher rate cap?

**Essential Services Commission
Higher Rate Cap Application
2017-18**

Borough of Queenscliffe 2017–18 Rate Increase

Why a higher rate cap?

COMMUNITY BULLETIN

Why is Council applying for a higher rate cap?

At its April 2017 Ordinary Meeting, Council confirmed its intention to apply to the Essential Services Commission (ESC) for a rate cap of 4.5% in the 2017–18 rating year.

During February 2017, Council undertook an extensive community engagement program to ensure our community had a major say in shaping the draft Council Plan for the next four years. This achieved a high level of community participation in the development of the draft Council Plan 2017–2021.

After considering the feedback from our community, Council identified 42 strategies for inclusion in the draft Council Plan 2017–2021 to support the community's priorities.

Council determined that a 2.5% increase to the rate cap will be necessary to achieve the aspirations and priorities identified by the community and included in the draft Council Plan 2017–2021.

Council must seek approval for an increase to the rate cap by 31 May 2017.

This Community Bulletin outlines the reasons Council is applying for a higher rate cap. We have prepared this bulletin to explain:

- Council's financial capacity to meet our community's needs over the long term,
- What Council has done to improve its financial capacity and become more efficient,
- Why a higher cap aligns with the Council's plans and strategies, and
- Council's views about how an increase to the rate cap represents good value for the community.



How does the rate cap affect your rate bill?

The rate cap only applies to the general rates portion of your rates bill. It does not apply to the waste management charges or the fire services property levy.

In real terms, a 4.5% increase will equate to an extra \$150,000 in rate revenue annually, or 79 cents per week for a median value residential property in the Borough.

Community consultation

How your views will be considered?

Your feedback will be summarised and forwarded to the ESC as supplementary information to Council's application for one-off higher rate cap of 4.5% in the 2017–18 rating year.

Council will consider the ESC's decision

and determine the actual rate increase when Council adopts the 2017–18 Budget, after further consultation with the community.

How can you provide feedback?

Council has approval from the ESC to supplement its application with community feedback on the higher rate cap.

We value your feedback, and to ensure our community has an opportunity to comment, we have included a Feedback Form with this Community Bulletin.

The Feedback Form can be completed online at:

www.surveymonkey.com/r/rate-cap

Or mailed to Council at:

Borough of Queenscliffe,
PO Box 93, Queenscliff, Victoria, 3225.

Please submit your comments and suggestions by Wednesday 7 June 2017.

Council will also hold the following community consultation activities:

What?	When?	Where?
Public information session	7:00pm Monday 5 June 2017	Town Hall 50 Learmonth St, Queenscliff
Public information session	7:30pm Tuesday 6 June 2017	City of Boroondara Municipal Offices, 8 Inglesby Road, Camberwell
Draft 2017–18 Budget submissions	Friday 26 May to Friday 23 June	Borough of Queenscliffe Council Offices, PO Box 93, Queenscliff, Victoria, 3225



Borough of Queenscliffe

Queenscliff & Point Lonsdale, Victoria, Australia

How did Council reach the decision?

We listened

Council asked for your views about what was important over the next four years to develop the draft Council Plan 2017–2021, and we listened to what you told us you would like the priority projects to be. The draft Council Plan 2017–2021 includes 42 strategies to achieve the priority projects identified by the community.

Council has received funding from both state and federal governments for a number of major capital projects related to infrastructure upgrades, designed to increase tourism visitation and improve the visitor experience in Queenscliff and Point Lonsdale. Though a number of these projects attract external funding, many projects require significant Council contributions from rate revenue over time to deliver projects and maintain improved community infrastructure. Some of the most significant projects with a Council contribution include:

- Replacing failing Crown land including infrastructure, utilities and drainage,
- Progressing the implementation of priority projects related to Fort Queenscliff, the Point Lonsdale Lighthouse Reserve and the Queenscliff Lighthouse Reserve,
- Producing a plan to enhance the

accessibility, use and appearance of our foreshore and beaches, and beach cleaning for major public events,

- Undertaking a heritage study and an urban character study to maintain and protect the Borough's unique heritage features and neighbourhood character through the Queenscliff Planning Scheme.
- Ongoing preservation and regeneration of the Borough's historic Avenue of Honour.

These priority projects have formed part of Council's annual Implementation Plan and Strategic Resource Plan, were approved by Council and have been subject to a formal process of community consultation, submissions and formal Council decisions. These commitments have largely stemmed from the previous Council Plan and continue to be supported by Council in its long-term plans.

Council's anticipated contribution from rates to capital works is shown in Figure 1.

We considered our financial capacity

Council has considered the cost of implementing the priorities in the long term Strategic Resource Plan and 2017–18 Budget, the impact of rate capping on the Borough's financial sustainability over the long term, and the introduction of a higher rate cap.

Council's longer term view enables us to make sound financial management decisions. The Strategic Resource Plan

is based on robust financial strategies for debt management, asset renewal/ replacement and reserve funding over the next five years.

Improving our financial capacity and efficiency

Council has kept rate increases to a minimum in recent years compared to most other Victorian councils. A comparison of the rate increases for small councils in Victoria shows a consistent trend, with the Borough's rate increases being the third lowest in 2014–15 (4.5%) and the second lowest in 2015–16 (3.8%), prior to introduction of the rate cap in 2016–17 (2.5%).

Our ongoing services are primarily required by legislation, with a handful of discretionary services that our community wants Council to provide. With this in mind, Council has focussed on continuous improvement and containment of costs to achieve maximum efficiency and support a sound financial planning framework. Council services are provided primarily by its people, with employee costs representing 37% of operating costs. This figure is below the Victorian Government State average of 41% and below the average of 39% for the small council group.

Some key strategies that have been implemented include:

- Separating waste management charges from general rate revenue to establish a full cost recovery to those who receive the benefits of the waste management services,
- Containment of wage increases within the rate cap,
- Responsible financial performance monitoring, including transferring identified operational savings to cash reserves to support the implementation of the new Council Plan 2017–2021, and
- Investigating opportunities for collaboration through shared services with other councils to achieve efficiencies, such as sharing staffing resources, exploring the potential to collectively reduce and sustain lower operating costs for energy efficient LED streetlights and joint tendering opportunities for waste services.

We considered our options

The draft Council Plan 2017–21 was endorsed only after Council agreed that a higher rate cap would be necessary to achieve the aspirations and priorities

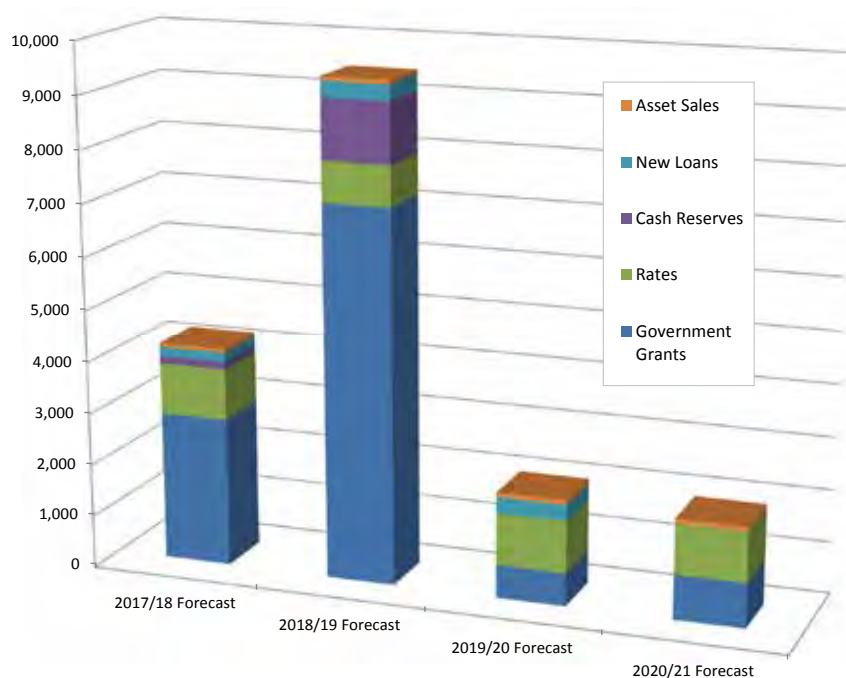


Figure 1: Rate Contribution to Capital Works Program



identified by the community.

If Council operates within the 2.0% rate cap in 2017–18, Council will need to consider the three following options:

1. Determine not to deliver some of the priorities developed with the community.
2. Increase borrowing levels and/or sell assets to provide funding for capital works.
3. Consider applying for a higher rate cap in future years.

Why did Council reach this decision?

The decision fits into the Borough's long term plan

The Strategic Resource Plan has been aligned to the draft Council Plan 2017–2021 to provide the resources that will enable the Council Plan priorities to be achieved. A 4.5% rate cap is required to deliver priority outcomes to the community over the long term, including capacity to maintain Council-managed assets into the future. This alignment will assist the Borough to remain independent and continue to be financially sustainable in the long term.

Council's financial capacity to meet our community's needs is highly constrained with a 2.0% rate cap. A 2.0% rate cap will reduce available funds by at least \$150,000 annually. Figure 2 shows the negative impact on Council's future available funds for priorities over time.

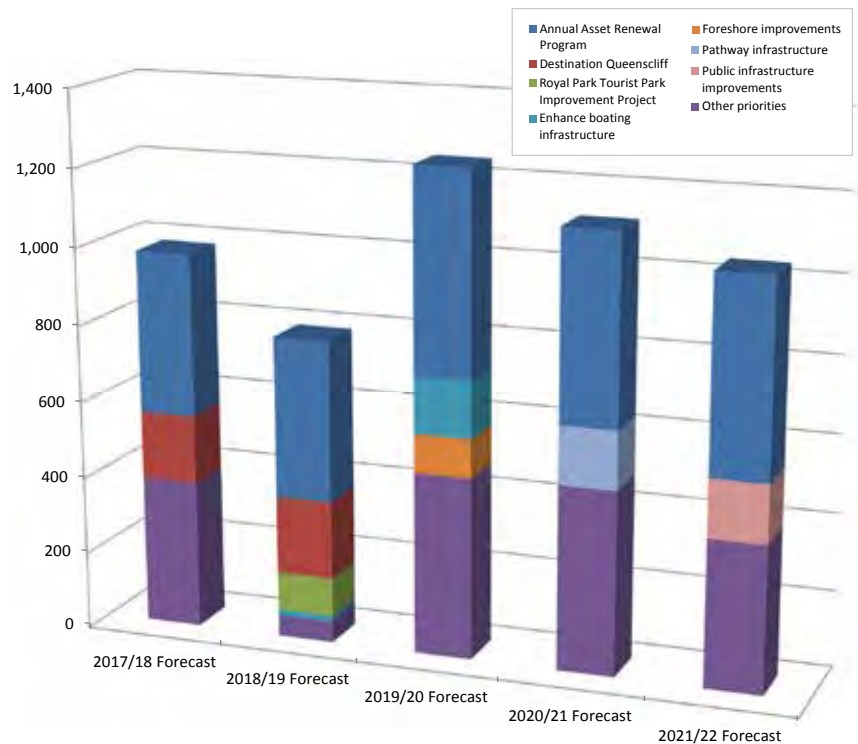


Figure 4: Rate Contribution to Capital Works by Strategic Priorities

Figure 2

Forecast: Additional funds available for strategic priorities	4.5% Rate Cap \$'000
2017/18	150
2018/19	153
2019/20	156
2020/21	159
2021/22	162

Council has maintained a debt management strategy over many years to continue to repay and minimise debt levels. As a result, Council has sufficient capacity to borrow for future capital works projects. Council has planned to borrow responsibly where the benefits of a capital works project can be attained for future generations across the wider community. It is anticipated that Council will plan to take up new borrowings during 2018–19 (\$300,000) and 2019–20 (\$300,000) to fund major capital works (subject to the annual budget approval process).

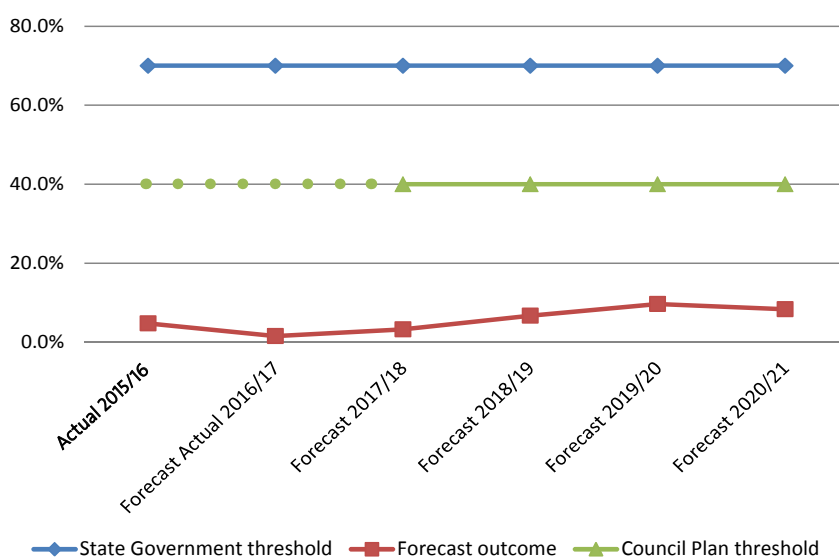
Council's responsible borrowing forecasts are well below borrowing levels recommended by the State Government and are in line with Council Plan targets (Figure 3).

With a higher rate cap, Council has capacity to ensure that community infrastructure is maintained to a reasonable standard under its annual asset renewal program (Figure 4).

A 2.0% rate cap will place undue pressure on this program and will compel Council to consider reducing annual funding allocations from rate revenue in order to fund community priorities.

Council has undertaken a rigorous review of its asset renewal program in preparation of the Strategic Resource Plan

Figure 3: Borrowing Capacity (borrowings as a % of rate revenue)



State Government threshold Forecast outcome Council Plan threshold

and 2017–18 Budget. However, Council’s ageing infrastructure network increases the risk of failure of infrastructure in the Borough. A 2.0% rate cap does not provide any capacity for Council to manage any unforeseen public asset failure that could cause a disruption to the community and visitors (e.g. a drain failure causing flooding or partial road failure).

Almost all Council’s building infrastructure exists on Crown land and Council has the highest proportion of Crown land management of any municipality in Victoria: 8% of the municipal area consists of foreshore reserves managed by Council. The foreshore reserves receive a significant annual contribution from rate revenue, and a number of ageing community facilities are located on these reserves.

Council is fully aware and concerned that the quality and reliability of utility services such as electricity, water and sewage infrastructure in our Crown Land

reserves are failing and to ensure future income from our Crown land assets these vital services must be replaced.

Financial modelling has demonstrated that the financial plan will be impacted during redevelopment of the caravan parks over the short to medium term. It is imperative that Council establishes a responsible financial planning framework that ensures financial capacity for Council to achieve sustainable financial outcomes from its caravan parks. A one-off higher cap of 4.5% will enable Council to effectively manage the redevelopment, and provide ongoing capacity to maintain greatly improved facilities for visitors that will benefit the local economy.

Council has been able to attract significant capital grant funding from state and federal governments because Council has had the capacity to contribute adequate funds. Importantly, if Council’s capacity to commit matching funds is restricted in the future, there is a risk that

Council will not be able to successfully attract grant funding opportunities to the same degree it has achieved in the past.

Why is it good value for money?

The benefits of a one-off higher rate cap of 4.5% in 2017–18 are:

- Council can support the priorities identified by the community in the Council Plan 2017–2021, 2017–18 Implementation Plan and 2017–18 Budget,
- The continued financial sustainability of the Borough, which supports the Borough of Queenscliffe to remain independent,
- Positioning Council to continue to attract adequate funding for future capital works projects,
- Minimising risks and maximising opportunities associated with ongoing Council responsibilities in relation to Crown land and Council-managed assets, and
- Stability in future rate increases for ratepayers over the next four years.

Q&A

What is the objective of rate capping?

Rate capping provisions were introduced to promote the long-term interests of ratepayers and the community, to achieve sustainable outcomes in the delivery of services and critical infrastructure, and to ensure that a council has the financial capacity to perform its duties and functions.

What is the 2017–18 rate cap?

The State Government has applied a rate cap of 2.0% on general rates in the 2017–18 rating year.

A council may apply to the Essential Services Commission (ESC) for a higher cap for up to four years, with applications to be lodged with the ESC by 31 May 2017.

Why is Council considering a higher rate cap now?

Councils must deliver outcomes within a rate cap or seek approval for a higher cap for up to four years by 31 May 2017. Because of this timeframe, Council’s application to the ESC must occur at the same time the draft Council Plan, draft Implementation Plan and draft Budget are being developed.

How do the Borough’s rates compare to G21 Councils?

A 4.5% rate increase will still mean that your rates bill will be less than any other property of the same value in the four G21 Councils (City of Greater Geelong, Surf Coast, Golden Plains and Colac Otway, who apply the 2.0% rate cap).

Has a higher rate cap already been decided?

No. Council must first apply to the ESC, taking into account the community’s views. Any proposed rate increase must

be no higher than the rate cap approved by the ESC for the Borough of Queenscliffe. Council will determine the actual rate increase after considering the decision by the ESC, when Council adopts the 2017–18 Budget. The ESC has advised that a decision may take up to eight weeks from the application date for a higher rate cap.

What decisions has Council made to date?

Council advised the ESC in January 2017 that the option to consider a future submission for a higher rate cap should be retained because the planning cycle had only just begun.

Council adopted the draft Council Plan 2017–21 at the April 2017 Ordinary Meeting. Public submissions on the draft Council Plan have been invited until Monday 29 May 2017. Council will present the Council Plan priorities and provide further information on how the higher rate cap will support these priorities at two public information sessions to be held in June.

What will happen next?

Council will submit an application to the ESC for a higher rate cap of 4.5% by the 31 May 2017 deadline. When the outcome of Council’s application for a higher rate cap to the ESC is known, Council will consider the 2017–18 Budget, along with public submissions, in July 2017.

Will there be an opportunity for further community input?

Yes. Council will determine the actual rate increase after considering the decision by the ESC, when Council adopts the 2017–18 Budget. The decision is expected from the ESC in late July. Council consideration of the Budget, including the proposed rate increase, will involve a statutory community consultation process on the draft 2017–18 Budget following the May Ordinary Meeting.





Appendix O

Feedback Form - 2017-18 Rate Increase

**Essential Services Commission
Higher Rate Cap Application
2017-18**



Appendix P

**Draft Council Plan 2017-2021
Summary of Community Feedback**

**Essential Services Commission
Higher Rate Cap Application
2017-18**

Summary of Community Feedback

Introduction

The purpose of this report is to present the 'Summary of Community Feedback' captured throughout the program of community engagement activities for the development of the draft 2017-2021 Council Plan and the draft 2017-18 Implementation Plan.

Background

The Borough of Queenscliffe Council formally endorsed the draft 2017-2021 Council Plan at its 27 April 2017 Ordinary meeting. Council is now seeking public submissions until 29 May 2017 in response to the draft Council Plan.

Community Engagement

The community consultation process generated an impressive response from the local community. The methodologies applied by Council resulted in:

- 350 Community Surveys being completed, including 17 written submissions accompanying the community surveys;
- 238 Children's Feedback Forms being completed;
- 50 randomly selected residents and ratepayers and representatives of local clubs and community organisations participating in a 'Community Summit'; and
- 60 representatives from the three local Primary Schools and the Queenscliff Kindergarten participating in the 'Children's Summit'.

Summary of Council Plan Survey & Submissions

This summary of the 350 surveys and accompanying submissions is presented under the five Strategic Objectives that frame the draft Council Plan and draft Implementation Plan.

Community Wellbeing

- Support older people and independent living
- Develop the arts (such as Toc-H, Fort, Lighthouse Arts Collective, Creative Step Forward project)
- Support sports clubs and other local groups
- Redevelop Point Lonsdale Surf Lifesaving Club
- Improve paths and trails for pedestrians and cyclists, including all abilities access to beaches

Environmental Sustainability

- Protect significant vegetation and plant new trees
- Protect the beaches / coast from erosion and climate change
- Work toward carbon neutrality / renewable energy
- Enhance recycling and green waste
- Undertake more weed management
- Take action on Point Lonsdale Lighthouse Reserve and Queenscliff Lighthouse Reserve

Local Economy

- Focus on small business
- Diversify tourism (such as winter tourism, fishing, arts)
- Develop arts, culture and events/festivals
- Enhance beaches, particularly Queenscliff front beach
- Enhance path and trail and linkages
- Develop the Fort
- Enhance the sense of destination

Planning & Heritage

- Preserve history and heritage
- Clean the beaches
- Tidy reserves and parks
- Maintain the Borough's unique features and character
- Don't over-develop

Governance & Performance

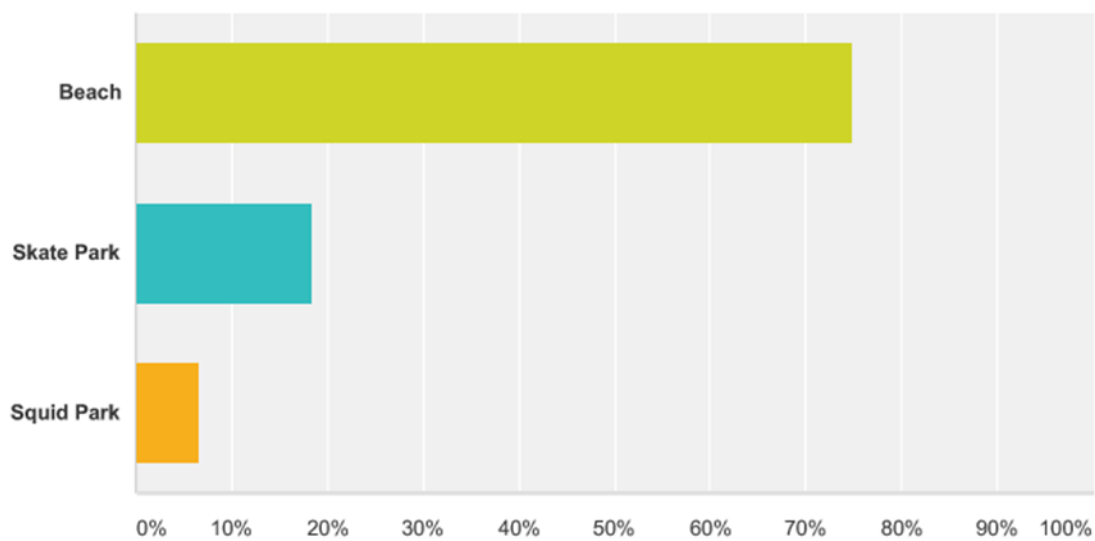
- Enhance communication and engagement
- Enhance transparency
- Extend Borough of Queenscliffe boundary to include whole of 3225 postcode area

Children’s Summit & Children’s Feedback Forms

Approximately 60 students representing the students from St Aloysius Primary, Point Lonsdale Primary and Queenscliff Primary as well as Queenscliff Kindergarten attended the ‘Children’s Summit’ to talk about what was important for them now in terms of what is important for them living here in the future.

Common Themes identified through the Children’s Feedback Forms were framed around two questions.

In The Borough of Queenscliffe I Like:



What I like / My favourite place in Queenscliffe:

- Oval/Recreation Reserve
- Beaches
- Parks
- Shops
- Skate Park

When I grow up, I would like to:

- Have clean beaches (sand and water)
- Have a local swimming pool

Community Summit

The 'Community Summit' brought together 50 community participants comprising representatives of local organisations as well as randomly selected residential and non-residential ratepayers. The Summit was designed to generate ideas and feedback to be considered together with the other inputs from community engagement activities for inclusion in the draft Council Plan 2017-2021 and the draft 2017-18 Implementation Plan.

This resulted in the generation of 294 ideas framed around the five Strategic Objectives as outlined.

- 64 **Community Wellbeing** ideas, which were then shortlisted by the Community Summit attendees to 10 priorities.
- 64 **Environment Sustainability** ideas, which were then shortlisted by the Community Summit attendees to 9 priorities.
- 64 **Local Economy** ideas, which were then shortlisted by the Community Summit attendees to 9 priorities.
- 54 **Planning and Heritage** ideas, which were then shortlisted by the Community Summit attendees to 8 priorities.
- 48 **Governance and Performance** ideas, which were then shortlisted by the Community Summit attendees to 9 priorities.

Community Wellbeing

Welcome packs and visits for new arrivals (council residents pack, volunteers Red Cross visit).
Focus on Community Development to ensure improved communication between groups in the Borough (sharing resources/spaces/knowledge).
Cooperative approach to assets and skills sharing.
Support an Arts and Cultural centre utilising an emerging residential community of artists.
Better support to community groups to do what they do.
Maritime Museum needs to be further involved in the "cultural hub" identification.
Promotion/coordination of community recreation facilities.
Engaging youth in real opportunities (mentorships, internships, recreation).
Community conference for young people driven by young people.

Environmental Sustainability

Community and Council buildings are sustainable/carbon neutral (through Council funding)
Council to explore funding for every Council building to install solar panels
Consideration of utilising tides to generate power
Investigate and research and partner with DELWP to further study and continue environmental initiatives (eg: solar)
Acknowledge the range of community feedback regarding the proposal for cabins on the Queenscliff Lighthouse reserve.
Importance of green space for health and wellbeing (maintain/improve/protect)
Managing Waste collaboratively with business and community organisations

Consider all parkland, foreshores, reserves and caravan parks as “conservation” zone
Consider the establishment of an interactive map that shows what is being done and where within the Borough of Queenscliffe.

Local Economy

Develop the use of the Fort as a destination
Youth Engagement
Destination for tourists to actively seek out Queenscliff and Point Lonsdale
Create theme to encourage Queenscliff town visitors
Create a Tourism Plan
Create theme to encourage Queenscliff town visitors
Technology/smart phone promotion or tourist information destination
‘Winter festival’ and more year-round events
Better promotion of the “unique” Borough
Expand Boundary to include postcode 3225

Planning & Heritage

We need to embrace good change
We need to be a living town
Maintain unique features of local architecture
Develop and promote consistent, uniform and accurate guidelines on planning issues.
Retain Hesse St streetscape as a genuine early period precinct
Consider a maximum 40% site coverage for planning permits in Point Lonsdale
Council should be loyal to own planning scheme – respect for neighbours
Preserve the Borough’s significant history and neighbourhood character, especially buildings

Governance & Performance

Grants don’t often reflect community wishes or Council Plan
Frustrations at time taken to implement major projects such as Monahan Centre/Sports Precinct
Improve transparency of Council decision making
Investigate the opportunities for the various organisations that receive grants to work together in the best interests of the Borough.
Continue with improvements (dump points) to existing caravan parks to maximise income from these, particularly making them appealing to winter tourists.
Re-introduce community reference groups
Pursuit of extending 3225 boundary
Council provide services to assist groups obtain grants
Improve the transparency of new / future projects and keep community informed.