# 5

## Walsh Bay Arts Precinct
## Operational Plan of Management

**Create NSW**
Arts, Screen & Culture
NSW GOVERNMENT



# Facilities management

## Version control

| Version | Issue date | Content contributors | Nature of change(s) |
|---------|-----------|---------------------|---------------------|
| 1.0 | 04/06/2020 | DN | Draft issued to INSW for comments |
| 1.1 | 25/09/2020 | DN | Updated referenced plan titles |
| | | | |
| | | | |
| | | | |
| | | | |

# CONTENTS

# 1  GLOSSARY OF TERMS

## Abbreviations

**Interpretation**: For the purposes of this document, the following apply:

- **BMS**: Building management system, also known as a building automation system
- **DDA**: *Disability Discrimination Act 1992 (Aus)*
- **ESD**: Ecologically sustainable development
- **FDCIE**: Fire detection control indicating equipment
- **HVAC**: Heating, ventilation and air conditioning
- **ICT**: Information and communication technology
- **ISO**: International Organisation for Standardisation
- **WBAP**: Walsh Bay Arts Precinct
- **WHS**: Work, health and safety
- **WIP**: Warden intercom phone

## Definitions

**Interpretation**: For the purposes of this document, the following apply:

- **Facilities Manager**: The contractor engaged by Create NSW to manage the precinct facilities, including general repairs, maintenance, and ensuring statutory compliance.
- **Precinct Manager**: The Create NSW on-site representative who ensures that operations for the precinct are approved, safe, efficient and compliant.
- **Property Manager**: The Create NSW Property Management Team off-site member (representative) responsible for ensuring that the precinct facilities are safe, fit for purpose, watertight, and are operated in a sustainable and efficient manner.

# 2  INTRODUCTION

## Objective of this plan

This **Facilities management plan** has been developed to outline the operational processes and constraints for all associated activities for the precinct. It aims to:

- Provide clarity for facility management obligations, including by linking facilities to core business or precinct operation strategies.
- Provide clarity on roles and responsibilities for relevant stakeholders.
- Ensure the smooth operation and continued sustainability of assets so that the precinct and precinct facilities are safe, fit for purpose, watertight, and able to operate efficiently.
- Optimise the life of assets in the most economical way by providing a basis for monitoring the performance of the asset.

Through the processes outlined in this plan, it is intended the following facilities management objectives can be achieved:

- Risks for assets can be identified, managed, minimised or eliminated.
- Statutory compliance for all assets.
- Physical resources can be utilised sustainably and economically.
- Managing demand, understanding and meeting demands of growth.
- Continuous improvement in asset management practices.
- Documentary records are effectively managed.

## Scope

### Asset management services

This plan covers services for managing the lifecycle of all assets for the precinct, including maintenance, repairs and replacement of assets for the following equipment/systems:

- Fire safety and protection systems
- Hydraulic (or plumbing) systems
- Electric powered equipment and systems, including mechanical electrical systems and controls (for the HVAC systems), and lighting
- Heating, ventilation and air conditioning systems
- Vertical transportation – lifts/elevators
- Security systems
- Building management system (BMS)
- ICT systems
- Building fabric and structure

The plan also covers other maintenance services such as:

- Cleaning and waste management
- Integrated pest management
- Grounds management (external works)

### Precinct assets

This plan is applicable to the following precinct assets:

- Fire safety and protection systems, including:

  - **Passive fire safety measures**: Including fire-resisting doors, smoke containment doors, access panels and firestopping at penetrations through fire-resisting walls/floors/ceilings, and smoke containment barriers.
  - **Active fire safety measures:** Including fire detection (sprinklers, heat/smoke

detectors) and alarm system, fire hydrants (and boosters), diesel motors and pumpsets, fire extinguishers, fire hose reels, gaseous extinguishing systems, kitchen suppression system, emergency warning and intercommunication system (including WIP points), and doors/shutters with hold open devices or other control mechanisms that are activated in event of fire.

- **Associated control equipment**: Including fire detection control indicating equipment (FDCIE, previously known as fire indicator panel (FIP)).

- Heating, ventilation and air conditioning systems (managed by the landlord), including:

  - Chillers or chilled water system, including central chiller system, circulation pipework and valves.
  - Heating circulation pipework and valves.
  - Seawater (harbour) heat exchange system, including heating system boilers, chilling water system, pumps and motors.
  - Water treatment system for managing corrosion of wetted surfaces, fouling and microbial growth of the cooling water.
  - Air handling units (AHUs), associated motors, turbine and pumps.
  - Fan coil units (FCUs), including thermostats.
  - Filters, dampers/actuators and controls, including fire and smoke management features.
  - Energy meters to individual tenancies.
  - Toilet exhaust systems.
  - Kitchen exhausts systems.
  - Smoke spill fans.
  - Associated controls, ductwork, piping, grilles/vents, outlets, valves, gates, traps, seals, fans, belts, bearings, manifolds, equipment supports, insulation and signage.
  - Other integrated or peripheral components and equipment, e.g. system interface with the fire safety and protection systems (including the FDCIE) and the BMS.

- Electric powered equipment and systems, including:

  - Electrical panels, switchboards, distribution boards and residual current devices (RCDs).
  - Metering to tenanted areas and sub-metering of shared spaces.
  - Electrical wiring, including socket outlets.
  - Data cabling and conduits, including data outlets and containment.
  - Surge protection devices and uninterruptable power supply (UPS) systems.
  - Lightning protection.
  - Power factor correction.
  - Exit and emergency lighting and signs.
  - Lighting, luminaires and control gear to external areas, shared spaces, public amenities.
  - Heating units (if electrical) for shared spaces.
  - Photovoltaic array (Pier 2/3), panels and inverters.
  - Any portable equipment.

- Hydraulic systems, including:

  - Heated water systems (including thermostatic mixing valves) and solar heating panels.
  - Cold water systems, including potable water supplies**.**
  - Sanitary plumbing and drainage, including pumps in pump out tanks**.**
  - Sanitary fixtures and tapware in kitchens and public amenities.
  - Trade waste systems.
  - Stormwater, including gutters and downpipes.
  - Subsoil drainage.
  - Reticulated gas.

- Vertical transportation, including:

- Lifts.
- Dock levellers.
- Scissor lifts and any other lifts provided on-site, e.g. vertical mast lift (or man lifts).

- Building management system (BMS), including:

  - Monitoring or front end/user interface.
  - BMS controllers or control points.

- Information and communication technology systems, including:

  - Building distributors.
  - Vertical backbone cabling for the BMS and other control requirements for interfacing with other systems, including access control, lighting (house and theatre), audiovisual, digital signage, and theatre intercommunication.
  - Horizontal integrated structured cabling.
  - Equipment racks, including:

    - Incoming telecommunication racks in the Central Rack Room.
    - Cable between Central Rack Room and the tenant's rack rooms.
  - Field points and outlets.
  - Patching and patch leads.
  - Wi-Fi and precinct access points.
  - MATV/IPTV.
  - Paging system.
  - Digital signage and audiovisual systems, including meeting room audiovisual controls.

- Security systems, including:

  - **Intruder detection systems** (CCTV cameras): Including external cameras, security cameras located in lifts and external noise monitors.
  - **Access control**: Including access control to external doors, main entry doors to tenancy spaces, fire-resisting doors, boom gates/bollards onto apron, locks, keys, door hardware, and, electronic swipe pads, cards and associated software.
  - Video monitoring, including CCTV.
  - Remote monitoring.
  - Intercoms.
  - Interfaces, cabling and containment.
  - Field devices, headend equipment, software and programming.

- Building fabric and structure, including:

  - External structures including roofs, walls and external glazing.
  - Main entrance external doors in shared and public spaces.
  - Substructure.
  - Tenancy external doors.
  - Internal fabric of common areas.
  - Signage, including external signage structures, awnings, and statutory signage.

## Assets in tenanted areas

In addition to assets in shared or common areas, this plan also applies to assets in tenanted areas owned, used and managed by the landlord, including the following:

- **Fixed audio equipment**: Including permanently mounted equipment and associated hardware, patching systems, racking and data distribution systems, inclusive of the active architecture system.
- **Fixed audiovisual equipment**: Including permanently mounted audiovisual equipment and associated hardware, patching systems, racking and data distribution systems.

- **Stage machinery and equipment**: Including fly bars, associated hardware and structural components, control systems, mechanical drives, cable reelers, fixed grids and curtain tracks.
- **Theatre seating and fittings**: Including structural components, upholstery, furniture and joinery (benches and cabinets), and associated hardware (whereby monitoring of general wear and tear is required).
- **Architectural finishes for the theatres**: Including theatre specific cladding, acoustic treatments and floors
- **Theatre mechanical infrastructure**: Including back-of-house lifts.
- **Commercial kitchen equipment**, where provided.
- **Kitchenettes**: Including fittings/fixtures/finishes supplied by the landlord such as water boilers, chiller and filter systems.

## Relationship to other documents

Read this plan in conjunction with:

- Other sections of the Operational Plan of Management (OPM)
- *TPP19-07 Asset Management Policy for the NSW Public Sector*
- The ISO 55000 series
- *Create NSW Infrastructure Support Policy* (August 2019)
- *WHS Plan – Arts Property Portfolio, 2020* (in development by Create NSW) for safety requirements including the following:

  - Statutory compliance requirements
  - Property risk assessments
  - Hazardous material/substance management

- Current building codes, regulations and standards cited in this document
- Conservation Management Plan for the precinct
- Environmental management plans for requirements including the following:

  - Arborist and landscaping
  - Soil conservation

- Tenancy agreements
- Any other document cited in this plan

# 3  BACKGROUND

## Site context and history

The Walsh Bay Arts Precinct (WBAP) is operated by Create NSW and comprises Pier 2/3, Shore Sheds 2/3, Wharf 4/5 and the Wharf 4/5 Shore Sheds. Pier 2/3 (originally completed from 1912 to 1922) and Wharf 4/5 (completed from 1913 to 1922 and refurbished in 1984) are located within the Walsh Bay Wharves Precinct listed on the State Heritage Register (SHR) as an area of cultural heritage significance.

The precinct is home to some of Australia's leading performing arts organisations, including the Australian Chamber Orchestra, Australian Theatre for Young People, Bangarra Dance Theatre, Bell Shakespeare, Gondwana Choirs, Sydney Dance Company, Sydney Philharmonia Choirs, Sydney Theatre Company and The Song Company. The precinct also has 5 commercial tenancies, including a large venue for hire in Pier 2/3 for artistic events such as the Sydney Writers' Festival and Biennale of Sydney that are approved as part of the development approval.

## Site facilities

### Pier 2/3

Three performing arts tenancies are included in this facility, Bell Shakespeare, Australian Theatre for Young People, and the Australian Chamber Orchestra. These tenancies consist of administration, theatre/performance and rehearsal spaces. The facility also includes a commercial tenancy complete with kitchen and bar. Equipment, systems and installations included for each tenancy in clause '2 Introduction', 'Assets in tenanted areas' will be managed in compliance with the requirements of this plan.

### Wharf 4/5

Seven performing arts tenancies are included in this facility, Sydney Theatre Company, Sydney Dance Company, Bangarra Dance Theatre, and Choirs Areas (Sydney Philharmonia, Gondwana Choirs, The Song Company). These tenancies consist of administration, theatre/performance, production, rehearsal, and food and beverage service spaces. Equipment, systems and installations included for each tenancy in clause '2 Introduction', 'Assets in tenanted areas' will be managed in compliance with the requirements of this plan.

### Shore Sheds

Four commercial tenancies and the Precinct Manager's Office are accommodated in the sheds. Base building structure and systems as described in clause '2 Introduction', 'Assets in tenanted areas' will be managed in compliance with the requirements of this plan.

## Facilities management philosophy

### NSW Government and statutory requirements

For all NSW Government assets (including assets of this precinct), implementation of asset management processes in compliance with the *TPP19-07 Asset Management Policy for the NSW Public Sector* is required. This policy aligns with the requirements of the ISO 55000 series.

For all building assets, this includes ensuring management practices are compliant with the following:

- National Construction Code (NCC) (including Volumes 1 and 3)
- AS 1851
- *Environmental Planning and Assessment Regulation 2000*
- *Work Health and Safety Regulation 2017*

## Sustainability (ESD)

This plan aims to embed ecologically sustainable principles in the facilities management practices for the precinct, including the following key principles:

- Resource efficiency, including waste, water, energy and materials.
- Maximising return on investment.
- Optimising lifecycle cost (capital investment, operation, maintenance, and end-of-life disposal).
- Contributing to the NSW Government's commitment to achieving net zero emissions by 2050.

To achieve these principles, adherence to the objectives and targets of following is required:

- NSW Government Resource Efficiency Policy, February 2019 (GREP)
- Walsh Bay Arts and Cultural Precinct Sustainability Framework

## Heritage

The Conservation Management Plan (CMP) was developed to safeguard the original design intent and heritage building fabric of the Walsh Bay commercial wharves. It aims to provide guidance for future developments to ensure consistency in conservation and to allow sensitive management and preservation of core heritage values. The CMP identifies core precinct features of heritage significance and recommended treatments to ensure these features are conserved so that the precinct's heritage significance is not compromised.

The CMP follows the general methodology set out in J.S. Kerr's *The Conservation Plan* and is consistent with the guidelines provided in *The Burra Charter: the Australia ICOMOS Charter for Places of Cultural Significance*, also known by its more common title *The Burra Charter*.

## Architecture

Part of Walsh Bay's attraction is due to its unique architecture that references its past as a working wharf. Therefore, it is crucial that any work carried out within the precinct maintains this character, including when implementing any contemporary work or upgrades.

## Universal design (and DDA)

DDA and other accessibility requirements included in the National Construction Code, AS 1428.1, AS 1428.2, AS 1428.1 and AS 1428.4.2 should be considered for any facilities management activity undertaken at the precinct.

## Supporting precinct business objectives

For the precinct to achieve its core objective of operating as a cultural precinct that supports and nurtures Sydney's home-grown culture and creativity, it is imperative that all precinct assets are managed so that performance and event activities are held successfully on-site and all visitor, audience and user expectations are met.

# 4 MANAGEMENT FRAMEWORK

## Asset management policy

Facilities management practices for the precinct will adhere to Create NSW's *Asset management policy* (in development) and the *Create NSW Infrastructure Support Policy* (August 2019) aimed to achieve a consistent approach to managing assets across the organisation's portfolio of properties. The policy encompasses the asset lifecycle costs, performance, risk and economic modelling to support the strategic priorities of the organisation.

## Facilities management objectives and priorities

### Asset management objectives

An asset management plan will be developed for the precinct to:

- Align with *TPP19-07 Asset Management Policy for the NSW Public Sector* objectives.
- Clarify performance benchmarks for assessing facilities management practices, including the levels of service performance measures, performance targets, and the framework/system for ensuring these measures are met.
- Identify risks that need to be managed on-site and recommended processes for managing those risks.
- Allow for financial planning for the precinct and lifecycle management of precinct assets through forecasting of future demand, financial projections and planning for the demand.
- Achieve sustainability goals and targets outlined in the GREP and *Walsh Bay Arts and Cultural Precinct Sustainability Framework*.
- Ensure business continuity by establishing a precinct maintenance program (including monitoring and review) so that critical business processes can operate continuously without interruption and risk mitigation measures are implemented.
- Manage business objectives by ensuring visitor, audience, user and public expectations are met.

The plan will be effective for maximum 5 years and can be measured for effectiveness as follows:

- The degree to which the required cash flows identified in the asset management plan are incorporated into the Create NSW's long term financial plan.
- The degree to which the 1 to 5 year detailed works programs, budgets, business plans and management personnel structure takes into account the works program trends provided by the asset management plan.

### Statutory compliance

The precinct facilities will be managed in compliance with the following codes and legislation:

- National Construction Code (NCC) (including Volumes 1 and 3)
- Local council requirements, including local environment plans and development control plans. For the precinct, refer to LEP 2012 and DCP 2012
- State Environment Planning Policies (SEPPs)
- *Disability Discrimination Act 1992* (Commonwealth)
- *Anti-Discrimination Act 1977* (NSW)
- *Anti-Discrimination Regulation 2019* (NSW)
- *Environmental Planning and Assessment Act 1979* (NSW)
- *Environmental Planning and Assessment Regulation 2000* (NSW)
- *Public Health Act 2010* (NSW)
- *Public Health Regulation 2012* (NSW).

- *Work Health and Safety Act 2011* (NSW)
- *Work Health and Safety Regulation 2017* (NSW)
- NSW Public Health Orders

**ESD requirements**

As well as achieving the goals and targets outlined in the GREP and *Walsh Bay Arts and Cultural Precinct Sustainability Framework*, and providing annual reporting as required by the GREP, the asset management plan for the precinct will take into consideration the requirements of **Section 10: Waste management plan**.

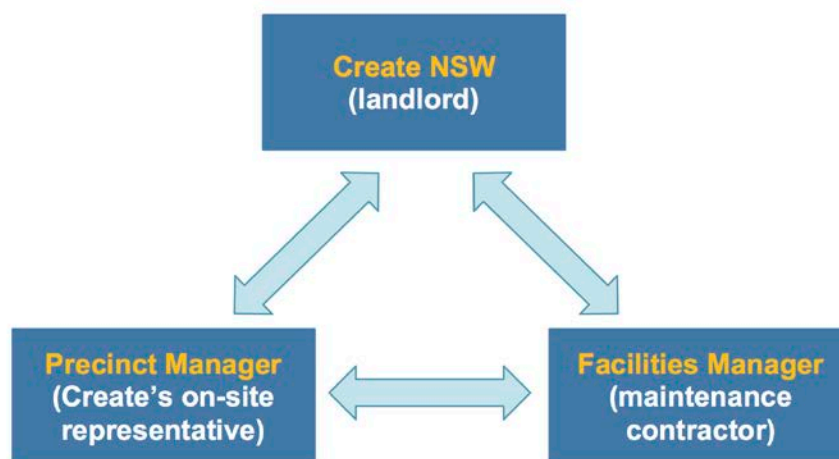## Facilities management personnel



Figure 1 - Precinct management relationship

As the landlord for the Walsh Bay Arts Precinct, the Create NSW Property Management Team (specifically the Property Manager) is responsible for managing the facilities. Much of these responsibilities are undertaken by the Facilities Manager, a maintenance contractor who operates a 24 hours, all year round call centre on behalf of Create. Stationed on-site is the Precinct Manager, Create NSW's representative who has the authority to act on-site.

All queries (from tenants, public or contractor) are submitted to the call centre and responded to and/or disseminated by the Facilities Manager. The Facilities Manager is also responsible for programming all maintenance activities (planned and reactive), completing associated documentation and undertaking records management as required by the Asset Management Plan and the maintenance services agreement for the precinct. The Precinct Manager will oversee and monitor activities progress on-site to ensure they are compliant with the service agreement.

## Management plans

**Maintenance**

Maintenance processes and procedures implemented by the Facilities Manager for the precinct will comply with the requirements of this document, including the requirements of any cited documents.

**Events**

For events programmed for the precinct, refer and comply with the following:

- **Section 3: Events management** and other sections of the Operational Plan of Management.
- The approved events management plan submitted by the event organiser.

- The venue hire agreement.
- The *Waste Wise Events Guide* that can be downloaded from the NSW EPA's website.

**Property management**

Other than being responsible for all maintenance activities for the precinct, the Facilities Manager also undertakes the following on behalf of Create NSW:

- Managing the facilities and the day-to-day operations, including precinct security and safety.
- Coordination with stakeholders for maintenance and servicing of all base building plant and equipment (including air conditioning, fire safety and protection systems, and common area cleaning, etc.).
- Ensuring statutory compliance for the precinct.
- Acting as the first point of contact for all tenants for any operational or facilities issue.

Any precinct queries or issues can be submitted to the call centre, operated by the Facilities Manager on behalf of Create NSW, by email or telephone. This includes those issues related to events, tenanted area facilities, safety, emergency incidents, security or other facilities related issue. Where possible, the issue will be addressed by the Facilities Manager. If not possible, the communication will be disseminated to the Precinct Manager, the Property Manager or appropriate authority.

## Risk management

**Risk register**

A risk register of key critical issues (to ISO 3001) will be included in the precinct asset management plan and will be reviewed annually. The register will be linked to the program of maintenance and capital works for the precinct and conveyed to the Facilities Manager's team who will rank the risks on a prioritised basis and work through the listing as time and resources allow. The Facilities Manager will also be required to continuously identify any hazards or risks on-site and manage the risks to ensure safe working conditions and compliance with legislation and regulation for the precinct. Regular quarterly reports on health and safety performance will be provided by the Facilities Manager to the Precinct and Property Manager.

The Facilities Manager is expected to at least carry out the following processes:

- Look for the hazards.
- Decide who might be harmed, and how.
- Weigh up the risks and decide whether existing precautions are adequate or more needs to be done.
- Record the findings.
- Review the assessment and revise it if necessary.

**Disaster or service recovery**

The Facilities Manager, as part of their contracted service, will be required to develop a service recovery plan so that in event any precinct services are shutdown, due to disaster or other causes, downtime is minimised.

## Technology and support systems

The Facilities Manager currently manages precinct activities using a project and portfolio management (PPM) platform (called Clarity). The Property Manager is provided access to the dashboard of this platform and can monitor the status of maintenance and other activities for the precinct. Create NSW manages precinct asset registers and as-built documents through in-house archival and storage systems.

Technology and other systems to support the facilities management activities for the precinct are continually being reviewed and assessed, considering data management and records management demands for the precinct and how they can be efficiently managed.

## Monitoring and improvement

Currently, the Property Manager conducts monthly reviews of the Facilities Manager's performance for all precinct maintenance and property management activities. Any issues are prioritised for rectification depending on severity. Any systems improvement process is identified for improvement or consideration of improvement. The monitoring and review process and criteria are continually being reviewed and assessed to ensure they are suitable for the precinct and will deliver maximum benefit.

## Future planning

Based on recommendations from asset audits conducted every 3 to 5 years, whereby asset conditions are verified, the assets will be prioritised for repair, upgrade, replacement or disposal. Upgrades and replacement may also be determined based on demand forecast for the precinct. Any changes required will be updated in the precinct asset management plan, communicated to the Facilities Manager as a work order or revised service agreement or developed as a separate capital works contract, as appropriate.

### Plan monitoring and review procedures

The precinct asset management plan will be monitored continuously and reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide services as a result of the budget decision process. If any plan improvements are required, include in the plan a register of the revisions required, with details of improvement required, how it will be achieved, the party responsible for making the amendment and when it will be implemented.

# 5 OPERATIONS AND SERVICE PLANNING

## Routine/preventive maintenance

The Facilities Manager is responsible for managing all maintenance operations on-site, including the raising, tracking and closing of work orders; vetting and appointment of all contractors working on-site; and monitoring and verification of works carried out. The Facilities Manager also manages all documentation and records associated with the maintenance works, including completing any statutory obligations.

At least once a month the Facilities Manager provides reporting to the Precinct Manager and the Property Manager on the status of maintenance activities and statutory compliance for the precinct. The data provided by the Facilities Manager will be used to measure performance targets and objectives established in the precinct asset management plan. They will also be used to evaluate the Facilities Manager's contractual performance annually.

## Non-routine/reactive maintenance

Users/tenants/visitors may lodge any precinct facilities issue, including requests for repairs and maintenance, to the call centre operated by the Facilities Manager. Issues can also be raised directly with the Precinct Manager who will then relay the information or direct the Facilities Manager to act upon the request, as appropriate. As for preventive maintenance requirements, the Facilities Manager manages all work order raising, tracking, monitoring, and closing, and completing associated records management.

## Maintenance contract scope

Create NSW appoints an external service provider, the Facilities Manager, to oversee all facilities operations on-site. They are expected to engage and vet all required contractors required to undertake the repair and maintenance works, to ensure the contractors are CM3 certified and appropriately qualified. The Facilities Manager is responsible for managing all precinct assets, including those covered in clause '2 Introduction', 'Scope' of this document. The contractual agreements developed by the Facilities Manager for each service discipline, for managing precinct assets, (e.g. HVAC, hydraulic, fire, etc.) can only be implemented if approved by Create NSW.

The Facilities Manager carries out all performance monitoring and evaluation for all contracts they oversee. This will take into account any Create NSW input and the input of tenants/users/visitors. The performance of these contracts will contribute to any performance evaluation undertaken by Create NSW regarding the Facilities Manager's performance.

## Management practices – including sustainability practices

The Facilities Manager will manage all precinct facilities management practices and processes, aimed at achieving precinct objectives and targets. As part of the procurement process for the Facilities Manager services, the precinct objectives and targets will be stated as a component of the services. The prospective contractors will be asked to develop and provide details of management and maintenance methodologies proposed for the precinct as part of the engagement process. This will then be assessed for their appropriateness. Once an agreement is established, the Precinct Manager and the Property Manager will monitor and measure the practices implemented to ensure precinct objectives are achieved.

## Standards and regulations

All precinct maintenance activities will comply with standards and regulations cited in clause '3 Background', 'Facilities management philosophy' and the following, as appropriate:

- *Work Health and Safety (Managing Electrical Risks in the Workplace) Code of Practice 2015* (Aus).
- AS 1851 for fire safety and protection system and associated system.
- AS/NZS 3760, AS/NZS 2293 series, AS/NZS 3017 and AS/NZS 3000 for electric powered systems and equipment.
- AS/NZS 3760, AS/NZS 2293 series, AS/NZS 3017 and AS/NZS 3000 for HVAC systems and equipment.
- The *Public Health Act 2010 No 127* (NSW), AS/NZS 3666.2 and AS/NZ 3666.3 for microbial control.
- The *Public Health Regulation 2012* (NSW) for heated, warm and cooling water systems.
- The NCC, clauses 13.4.1, 13.4.2 and 13.4.3 of AS 1851, and the *Environmental Planning and Assessment Regulation 2000* for fire and smoke control systems.
- COAG's *Guide to best practice maintenance & operation of HVAC systems for energy efficiency* and CIBSE Guide M for energy efficiency.

## Security, events management, emergency/incident/safety management

For other requirements associated with facilities management for the precinct, refer to the following sections of the Operational Plan of Management:

- **Section 7: Security management** – for security and access control requirements, including surveillance.
- **Section 9: Fire safety, emergency management and WHS** – for emergency, incident and WHS management requirements
- **Section 10: Waste management plan** – for waste and associated environmental management requirements

## Lifecycle maintenance plan

An independent consultant/contractor will be engaged every 3 to 5 years to undertake a full asset audit to assess the condition of each asset and to make recommendations on the lifecycle management for the asset. They will advise on the remaining useful life period for each asset so that maintenance activities can be prioritised and forecasted for the precinct. The audit will also assist to understand if there are any outstanding maintenance activities. The recommendations or findings of the audit will be updated in the precinct asset register.

## Levels of services

The precinct management plan will establish levels of service, taking into consideration strategic objectives for the precinct. These will then be incorporated into the services agreement for the Facilities Manager to ensure they measure and monitor factors affecting the levels of service (e.g. response and rectification times required) and collect data required to facilitate the measurement. Create NSW will annually assess the status of the levels of service indicators and implement any changes or improvements to management processes required to ensure they will be achieved.

## Financial planning

The Facilities Manager in consultation with the Property Manager prepares an annual projected expenditure for all precinct facilities management activities, based on actual spend and forecasted works required for the coming year taking into consideration the following:

- Cost of providing a service, including operations
- Planned and potential reactive maintenance works
- Utility costs

- Any depreciation
- Disposal costs less revenue
- Inflation

This informs the precinct operational budget.

# 6  FUTURE BUILDING WORKS

## Design and planning

Future capital and building works for the precinct will be guided by the following:

- Precinct assessment management plans, including the demand forecast, developed by the NSW Create Property Management Team.
- The minor capital works program for the precinct developed by the NSW Create Property Management Team.
- Any property risk assessments completed.
- The precinct Conservation Management Plan.
- Annual Fire Safety Assessments completed annually.
- Accessibility and National Construction Code audits.
- Asset condition audits completed.