City of
Bayswater

Recreation Asset Management Plan

2024/25 – 2033/34

bayswater.wa.gov.au

September 2024

CITY OF BAYSWATER
The Garden City - Quality Lifestyle

Contents

Version Control

Version	Date	Details	Author	Ref.
1	18/05/2023	AMWG review of previous endorsed plan	Sonja Pienaar, Principal Asset and Mapping Services	Recreation Asset Management Plan Draft 23-33 v1.4.docx
2	26/5/2023	Reviewed draft	Luke Botica, Director Works and Infrastructure	Recreation Asset Management Plan Draft 23-33 v1.5.docx
3	19/6/2023	Endorsed	Executive Leadership Team	Recreation Asset Management Plan Final Draft 23-33 v1.5.docx
4	28/08/2024	Updated AMP 2024/25–2033/34	Correy Jansen van Vuuren, Asset Management Specialist Data and Systems	Recreation Asset Management Plan Draft 2024–34 v1.0.docx
5	30/9/2024	Reviewed draft	Sonja Pienaar, Manager Assets	Recreation Asset Management Plan Draft 2024–34 v1.0.docx
6	29/10/2024	Reviewed draft	Luke Botica, Director Infrastructure and Assets	Recreation Asset Management Plan Draft 2024–34 v1.1.docx
7	23/01/2025	Endorsed	Executive Leadership Team	Recreation Asset Management Plan 24-34 v1.1docx

Approval

Name	Date	Details
Executive Leadership Team		

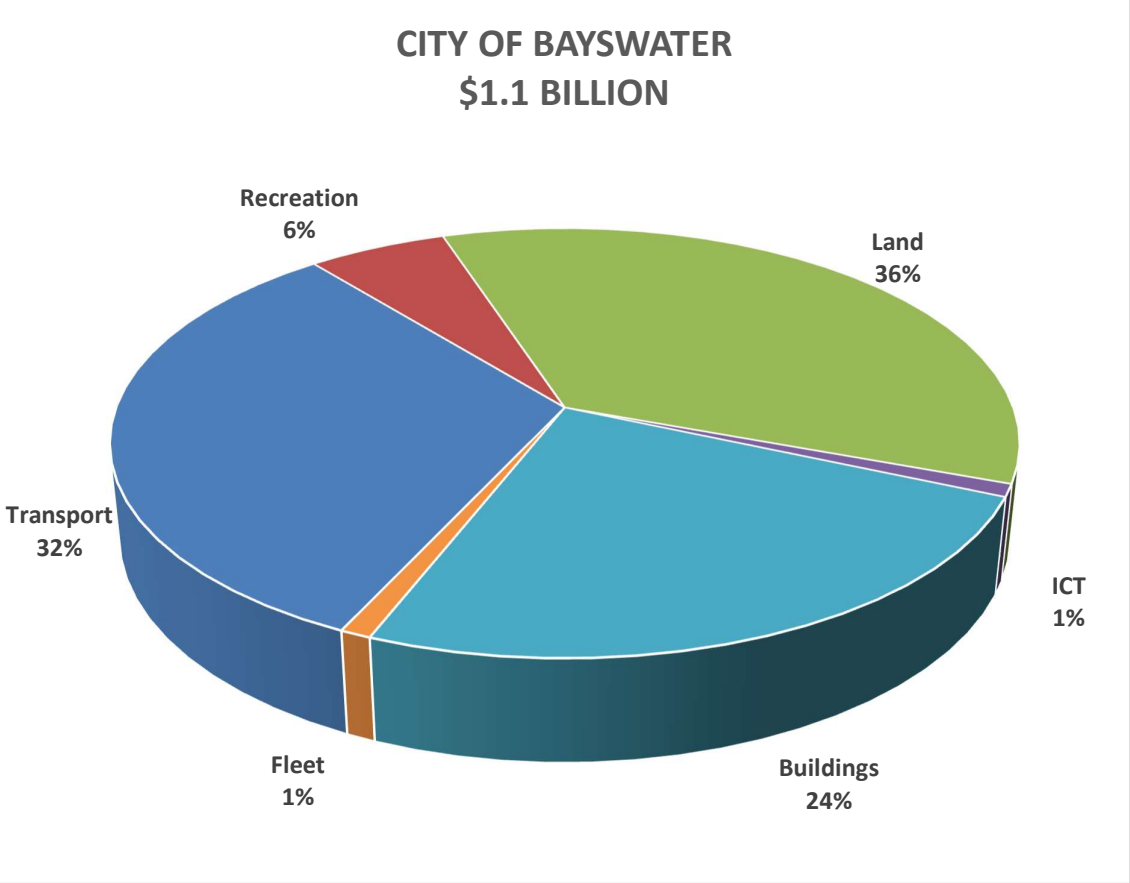
Approval Process

The City's Executive Leadership Team (ELT) to endorse the annual review and present outcomes to Council according to the *Asset Management Policy (2024)*.

The previous Recreation Asset Management Plan 2023-2033 was endorsed by the City's Executive Leadership Team (ELT) in June 2023.

Executive Summary

The City of Bayswater maintains a range of assets to provide an integrated approach to the delivery of service. The City is responsible for community infrastructure with a replacement value of close to $1.1 billion.



In order to ensure that the City effectively manages this large portfolio of assets, the City's Asset Management Working Group is commitment to continuous improvement of its asset management practices, including preparing a suite of asset management plans as informing strategies to the Strategic Community Plan (SCP) and the Long-Term Financial Plan (LTFP).

The purpose of an asset management plan is to assist the City to manage their infrastructure and other assets to an agreed level of service, and to ensure this is sustainable into the future. It is a plan for the appropriate renewal, upgrade, acquisition, maintenance and disposal of assets that balances aspirations with affordability.

The City manages 577 ha of parks, gardens and natural areas at 326 locations. This is the City's Asset Management Plan (AMP) for the Recreation portfolio (parks, gardens and natural areas). It includes infrastructure such as irrigation, drainage, fencing, playground equipment, sport and park lighting, park furniture, and sports and park structures and equipment. Pathways and car parking are excluded from this plan and are referenced in the Transport Asset Management Plan, although they play an important role in delivering recreation services.

On 30 June 2023, the City's Recreation portfolio had a current replacement value of $61m. This excludes turf, gardens, natural bush, trees and lakes. The available data indicates that approximately $2.0m will be required annually over the long term to renew recreation assets

to sustain the current service levels. This plan also explores the short to medium term requirements through the development of a 10 year forward capital works program. This excludes ongoing operation and maintenance expenditure and in 2022/23 financial year it amounted to approximately $13.0m.

It is anticipated that a number of likely changes will occur to recreation service demand. Some of the more significant changes will be the increasing population, changing recreation needs of the community and climate change.

While care has been taken to represent available information accurately, the City is committed to continuous improvement to ensure that the organisation's asset management maturity continues to evolve.

In order to improve asset management practices and the accuracy of this plan, a number of key tasks have been identified. These have been listed within the Improvement Plan for future implementation.

All readers of this asset management plan must understand its limitations and applied assumptions before acting on any information contained within it.

Background and Objectives

Purpose of this Asset Management Plan

As part of the Integrated Planning and Reporting Framework, the City has prepared asset management plans and forward capital works programs as informing strategies to the Strategic Community Plan (SCP) and the Long-Term Financial Plan (LTFP).

This document is an Asset Management Plan (AMP) for the City's Recreation portfolio and documents the related management practices, processes and strategies. The objective of the Recreation AMP is to ensure that recreation assets are maintained to agreed service levels, balanced against long term resource availability and sustainability.

Information used in the Asset Management Plan

The City's financial asset register for Recreational asset class is required to hold assets at a current fair value as opposed to historic/purchase price. The financial system obtains its fair value valuations from the City's infrastructure asset management system that holds details on each asset and its components as well as unit cost and age/condition information used to estimate the fair value. The values represented in this report is aligned with the City's financial system and annual capitalisation practices. Revaluations are only required every five years with the next revaluation due on 30 June 2027. In subsequent years the purchase price is considered sufficient to represent fair value.

Focus of this Asset Management Plan

The AMP focuses on assets that support the recreation service. The key assets that make up the service and their values are detailed in Table 1. For the purposes of this plan, turf, gardens, natural bush, reserve trees and lakes are not valued, but play a vital role in the management of recreation services.

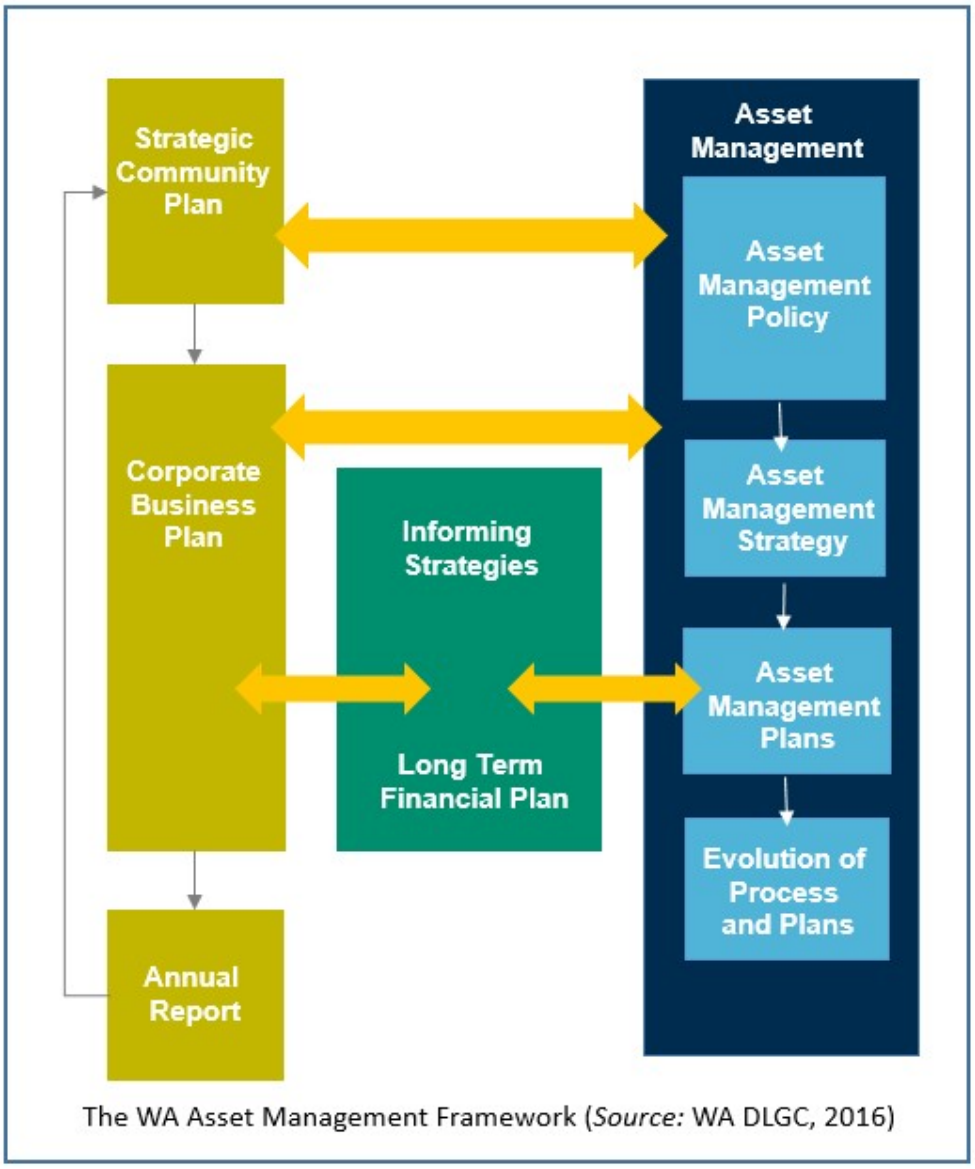
Table 1: Assets covered by the Recreation AMP (as on 30 June 2023)

Asset Type	Description	Quantity	Current Replacement Cost
Fencing	Fencing, walls, bollards, gates	70,773m	$7,443,508
Furniture	Seats, benches, tables, picnic sets	2,862 items	$2,832,697
Playground Equipment	Play equipment, play surfaces, shade structures	796 units at 112 playgrounds	$7,577,630
Sport Structures	Exercise equipment, dog exercise equipment, sporting equipment, courts, skate park infrastructure	321 items	$6,373,406
Structures	Bins, drink fountains, boardwalks, jetties, footbridges, BBQs, gazebos, statues, memorials, boat ramps, lookouts, internal road bridges	919 items	$5,165,814
Lighting	Park lighting and sport lighting, separated into poles and luminaire components	1,940 items, comprising: 22 sport lighting locations (181 poles); and 79 park lighting locations (436 poles and 177 bollards)	$10,780,381
Equipment	Bike racks and security cameras	72 items	$250,747
Drainage	Destratification devices, water quality loggers	7 items	$278,422
Irrigation	Irrigation pipes	234,615m	$20,401,278
	Irrigation components, bores, bore pumps, water tanks	18,323 items	
Total			$61,103,884

Corporate Document Relationships

This AMP integrates with the following City documents as part of an integrated planning and reporting framework:

- Strategic Community Plan
- Corporate Business Plan
- Long Term Financial Plan
- Asset Management Strategy
- Annual Budget



The WA Asset Management Framework (*Source:* WA DLGC, 2016)

The Recreation AMP is also guided by the following informing strategies:

- Emission Reduction and Renewable Energy Plan 2021 - 2040
- Environmental Liveability Framework 2021 - 2045
- Local Biodiversity Strategy 2008
- Open Space Strategy
- Play Space Strategy 2019 - 2029

- Urban Forest Strategy 2017
- Waterwise Bayswater Strategy 2020 - 2030

Time Period of the AMP and Review Process

The Recreation AMP 2024/25 to 2033/34 covers a 10-year period and will be reviewed annually.

An internal review will be conducted annually and endorsed by the City's Executive Leadership Team (ELT) and the outcomes will be presented to Council as per the *Asset Management Policy (2024)*. The Asset Management Plan and the supporting forward capital works program informs the annual review of the LTFP/Budget process as part of the integrated planning and reporting framework.

Service Levels

Introduction

Service levels describe the outputs that the City provides from its recreation assets. These have been developed through the consideration of strategic and policy inputs, community perceptions and community needs.

Community Perceptions Survey

The City's last Community Perceptions Survey was in 2023 and indicated the following performance results and trends as shown in Table 2 below.

Table 2: Community Perception Survey

Focus	Very Satisfied or Satisfied 2023	Very Satisfied or Satisfied 2021	Trend
Community sporting and recreation facilities	82.7%	86.40%	Decreasing
Play spaces, parks and reserves	87.2%	86.10%	Increasing
Conservation and environmental management services	77.8%	79.30%	Decreasing

Service Level Performance

Table 3 details the targeted service levels to be refined in future revisions of the plan.

Table 3: Service Level Performance

KPI	Service level - Target	Service level - Performance
Asset Maintenance	Monitor percentage of compliance, safety and maintenance defects corrected within intervention targets	Monitoring and reporting annually.
Financial Sustainability	Asset Ratios	Monitoring and reporting annually.
Quality	Condition 1-3 for 80%+	Monitoring and reporting annually.

Service Demand

This section summarises likely factors that may affect the demand for recreation assets over the life of the AMP.

Some of the more significant changes will be the increasing population, changing recreation needs of the community and climate change.

Historic Demand

The following table outlines the key factors that have affected historical service demand change.

Table 4: Historic Demand Drivers

Driver Type	Effect	Demand Change
Population	The population grew from 64,677 (2016) to 69,283 (2021). This is consistent with the growth rate between 2006 and 2016.	Consistent increase
Demographics	The median age declined slightly between 2006 and 2016 from 38 to 37 years of age and rose again to 38 by 2021 census.	Neutral
Recreation Participation	Sport facility operators have experienced longer and overlapping seasons as well as greater female participation that impacts the usage and maintenance of these facilities.	Changing patterns
Tourism	Tourist numbers in the 'Perth' region have almost risen back to pre-pandemic numbers according to Tourism WA. Further investigations are required to determine if and how this would have impacted the City's recreational services.	Neutral
Climate	According to the City's Waterwise Strategy 2020, climate change presents significant challenges for the City such as declining groundwater availability and increasing urban heat. The Department of Water is implementing targets for reducing groundwater use to ensure groundwater stores are rebalanced in a drying climate. (Source: Groundwater future in Perth: Securing Gnangara groundwater and adapting to climate change)	Changing patterns

Future Demand

Consideration was given to six possible future demand drivers for recreation assets.

Table 5: Future Demand Drivers

Driver Type	Effect	Demand Change
Political	Possible increased demand for additional municipal resources as a result of decreasing external grant funding.	Increase
Economic	The long-term outlook is for recreational maintenance costs to at least match inflation increases. Possible demand pressure to reduce the use of non-renewable energy resources and to increasingly reuse water and/or reduce water usage may require initial investment.	Neutral
Social	A forecasted increase of the City's future population will increase the demand for recreation services. At this point in time demographic and social disadvantage drivers seem not to be a cause of demand change. (Source: City's Community Recreation Plan)	Increase
Technological	Opportunity exists to manage and maintain the recreation portfolio more efficiently and sustainably through the use of new software and hardware solutions. Major changes to participation rates caused by technology influences are unlikely. Possible increase in resource demand due to improved asset management practices.	Increase
Legal	Benefits (i.e. stronger risk mitigation) may be realised though improving the City's defect identification and correction practices.	Increase
Environmental	Increased demand for more environmentally sustainable construction and maintenance practices. Increased need to understand future rainfall events and maximum temperatures and allow for shorter asset lives and higher costs.	Increase

Demand Management

A review of past and future demand factors shows that service demand change has occurred and will also likely occur into the future. Looking forward, the following initiatives and improvements are proposed in order to meet demand changes.

- Using the findings and recommendations from the Open Space Strategy, Play Space Strategy, Community Recreation Plan, Precinct Plans and any future recreation orientated strategies, to inform the Asset Management Plan and consequent 10 year Forward Capital Works Programs, as these demand management strategies have already included extensive community consultation.
- Regularly review useful life estimates and condition of recreation assets against expected useful life and condition, to identify changes in deterioration patterns.

- Aligning the Long-Term Financial Plan and annual budgets with the AMP supported 10-year Forward Capital Works Programs will ensure that demand is managed in a sustainable way.

Public Open Space Classification

The City's Open Space Strategy 2018 provides a classification based on the Department of Sport and Recreation's *Classification Framework for Public Open Space,* which was released in 2012. The framework provides consistent terminology to describe the form and function of different types of public open spaces, which can be applied during the planning and management processes. The framework is divided into two primary categories: function, and catchment hierarchy.

Function (primary use and expected activities):

- Recreation Spaces;
- Sport Spaces; and
- Nature Spaces.

Catchment Hierarchy (typical size and how far a user might travel to visit a site):

- Local Space;
- Neighbourhood Space;
- District Space; and
- Regional Space.

The City has also identified pocket parks, which captures parks smaller than local Public Open Space (POS).

The City's Play Space Strategy 2022 has identified a level of service framework for the provision of play infrastructure associated with the catchment hierarchy of its parks and has recommended a program of works that will inform future Recreation AMP and 10 year Forward Capital Work Program.

Risk Management

The City intends to proactively monitor the condition of recreation assets. Having sufficient warning and understanding the likelihood and consequence of an asset failing, will allow the City to take corrective action to avoid unplanned failures and meet agreed service levels.

A risk analysis of current recreation assets and asset management practices has not been included in this document and has been identified in the improvement plan as a high priority to be addressed in future plans. Future reviews of the 10-year Forward Capital Works Program will address asset criticality as a step towards improving risk management.

Lifecycle Management

Lifecycle management refers to how the City intends to manage and operate its recreation assets at the agreed service levels. It considers the information and strategies used to guide lifecycle decisions, including decisions regarding acquisition, maintenance, renewal, upgrade and disposal. Future revisions of this AMP will consider the implementation of these lifecycle management strategies which will feed into the 10-year Forward Capital Works Program.

Recreation Assets Physical Parameters

The following information is obtained from the City's asset management system.

Table 6: Recreation Asset Portfolio Physical Parameters

Asset Type	Quantity	Current Replacement Cost	Depreciated Replacement Cost (Written Down Cost)	Annual Depreciation
Fencing	70,773m	$7,443,508	$4,868,089	$112,323
Furniture	2,862 units	$2,832,697	$1,849,331	$118,616
Playground Equipment	796 units	$7,577,630	$3,939,599	$408,524
Sport Structures	321 items	$6,373,406	$4,639,862	$265,156
Structures	919units	$5,165,814	$2,530,961	$128,473
Lighting	1,940 units	$10,780,381	$4,917,130	$375,785
Equipment	72 units	$250,747	$153,352	$17,971
Drainage	7 units	$278,422	$246,901	$15,005
Irrigation	18,323 units; 234,615m	$20,401,278	$5,011,310	$548,276
Total		$61,103,884	$28,156,534	$1,990,129
30 June 2022 Total		$53,966,778	$23,009,559	$1,757,676

Recreation Portfolio Condition

Table 7 shows the condition rating for recreation assets (rating 1-5, with 1 being very good and 5 being very poor), weighted by replacement cost. The condition is a purely visual condition rating.

Table 7: Recreation Asset Portfolio Condition

Asset Type	Current Replacement Cost	Very Good	Good	Average	Poor	Very Poor
Fencing	$7,443,508	36%	18%	43%	3%	0%
Furniture	$2,832,697	57%	25%	15%	3%	0%
Playground Equipment	$7,577,630	43%	33%	24%	0%	0%
Sport Structures	$6,373,406	79%	11%	9%	1%	0%
Structures	$5,165,814	41%	21%	30%	8%	0%
Lighting	$10,780,381	32%	37%	28%	3%	0%
Equipment	$250,747	76%	20%	4%	0%	0%
Drainage	$278,422	100%	0%	0%	0%	0%
Irrigation	$20,401,278	18%	20%	60%	2%	0%
Total	$61,103,884	37%	23%	38%	2%	0%

30 June 2022 Total		29%	26%	43%	2%	0%

Recreation Portfolio Data Confidence and Reliability

Table 8 details the reliability and confidence levels of the current asset data the City holds (1-5 with 1 being very good and 5 very poor). It is the City's intention to progress towards a position where data confidence levels for all areas are classified as either a 1 or 2.

Table 8: Portfolio Data Confidence Level

Asset Type	Inventory	Condition	Valuation
Fencing	2	2	1
Furniture	2	1	1
Playground Equipment	2	1	1
Sport Structures	2	2	2
Structures	2	2	2
Lighting	3	3	4
Equipment	2	2	2
Drainage	3	3	3
Irrigation	4	4	4
Weighted Average	3	3	3

Lifecycle Management Strategies

This section details all the strategies and practices that are currently employed to manage recreation assets at the lowest lifecycle cost.

Recreation assets are currently managed under three main services that work closely together, namely Parks and Gardens, Project Services (Sport and Recreation) and Environment.

Operation and Maintenance (O&M) Strategy

Recreation assets are predominately maintained through scheduled maintenance activities, but a substantial number of activities are conducted on a reactive basis. The level of service of scheduled activities is governed by historic budget allocations. Future operation and maintenance strategies will document various activities, the service standards of these activities, and first principle costs associated with these activities. Current systems are to be re-aligned to allow for cost reporting by specific activities, to monitor service level expenditure.

The operation and maintenance expenditure in 2022/23 financial year amounted to approximately $13.0m as defined by operating expenditure on Recreational Infrastructure and Operational Services.

Some of these activities include:

- Mowing;
- Weed management;
- Litter collection;

- Routine defects inspection – play equipment, irrigation, parks;
- Timber treatment;
- Cleaning of furniture and play equipment;
- Minor repairs to furniture and play equipment;
- Graffiti cleaning;
- Tree pruning;
- Irrigation testing and repair;
- Fertilising;
- Watering;
- Cleaning BBQs; and
- Light globe replacements.

Renewal Strategy

All recreation assets are periodically inspected to determine their condition. City staff then consider poor and very poor condition assets to determine the timing, scope and budget of any future renewal project. The identified projects are scheduled within the 10-year Forward Capital Works Program in line with informing strategies, and strive to balance cost, safety, reliability and functionality.

The purpose of the asset management plan is to ensure that these strategies are effective, to manage the required renewals and maintain a specific level of service.

Table 9: Recreation Assets – Useful Life Estimates

Asset Type	Description	Useful life in years
Fencing	Fencing, walls, bollards, gates	10-99 years
Furniture	Seats, benches, tables, picnic sets	10-50 years
Playground Equipment	Play equipment, play surfaces, shade structures	10-15 years
Sport Structures	Exercise equipment, dog exercise equipment, sporting equipment, courts, skate park infrastructure	5-50 years
Structures	Bins, drink fountains, boardwalks, jetties, footbridges, BBQs, gazebos, statues, memorials, boat ramps, lookouts, internal road bridges	10-50 years
Lighting	Park lighting and sport lighting separated into poles and luminaire components	10-30 years
Equipment	Bike racks	30 years
	Security cameras	10 years
Drainage	Destratification devices	25 years
	Water quality loggers	3 years
Irrigation	Irrigation pipes	25 years
	Irrigation components	7-25 years
	Bores	15-25 years
	Bore pumps	8 years

In line with the City's *Asset Management Policy (2024)* when considering asset renewal, consideration should also be given to disposal, rationalisation and non-asset solutions to reduce the whole of life cost of providing the asset and the service.

Table 10: Recreation Asset Renewal Programs

Asset Class	Renewal Strategy
Fencing	Visual condition inspections to identify fencing in poor condition.
Furniture	Visual condition inspections to identify furniture in poor condition.
Playground Equipment	The Play Space Strategy has identified playgrounds reaching the 15-year end of life point. Annual external playground inspections are conducted to ensure playgrounds meet required specifications and identifies items for rectification to ensure compliance and safety.
Sport Structures	The Community Recreation Plan, in consultation with sport clubs, has recommended items for renewal as they reach end of life and are in poor condition.
Structures	Structural inspections are conducted for timber structures and retaining walls to ensure safety requirements are met, and identified items are scheduled for rectification.
Lighting	Flood light replacement program criteria for predicting replacement needs to be refined, to determine cost of upgrades to meet sporting requirements through grant programs.
Equipment	The CCTV replacement program is to be conducted in consultation with Information Services as some components of the CCTV system are included in the Information and Communications Technology AMP. Further criteria for predicting replacement needs to be identified. Bike rack replacement to be included as part of the park furniture program.
Drainage	Further criteria for predicting replacement needs to be identified.
Irrigation	Irrigation systems and cabinets and bore pump replacement programs have identified renewal priorities that the visual condition assessment could not identify. Further criteria for predicting renewals for this asset class needs to be determined.

Renewal and Park Redevelopment

The aim is to synchronise the above renewal programs so that work can be done by functional area of the park and not only by asset type. In many cases, like-for-like replacements (renewal) for individual park assets are not practical and instead, a park needs to be considered as a functional unit. Once a significant number of assets require renewal, the functional area of the park will need to be considered for redevelopment. The extent of the redevelopment will identify whether it is to be a renewal, upgrade or if new assets are installed. This will be refined in future revisions of the plan. The City commits to community consultation and engagement for any park redevelopment initiatives.

Some renewals can also be scheduled during park upgrades to allow for economies of scale and reduce interruption to the community.

In line with the City's *Asset Management Policy (2024)* when considering asset renewal, consideration should also be given to disposal, rationalisation and non-asset solutions to reduce the whole of life cost of providing the asset and the service.

Upgrade/New Strategy

Recreation assets are upgraded, or new assets are installed when the demand has been identified in a strategy and plan that informs the asset management plan, such as the Open Space Strategy, Play Space Strategy, Precinct Plan or Community Recreation Strategy.

Recreation assets on occasion require an upgrade to improve functionality or capacity and plans such as the Access and Inclusion Plan informs these decisions. By considering upgrades and new projects together with renewal and disposal activities within an integrated asset management approach, appropriate consideration can be given to whole-of-life costs while prioritising renewal activities.

Table 11: Recreation Upgrade/New Programs

Asset Class	Upgrade/New Strategy
Fencing	A future strategy should be identified to manage the current and future fencing related assets.
Furniture	A future strategy should be identified to manage the current and future park furniture related assets
Playground Equipment	Play Space Strategy has identified playgrounds for improvement and expansion.
Sport Structures	Community Recreation Plan in consultation with sport clubs has recommended items for improvement and expansion.
Structures	A future strategy should be identified to manage current and future park structure-related assets.
Lighting	Flood light replacement program criteria for predicting replacement needs to be refined to determine the cost, as these are expensive items and may be required to be upgraded to meet sporting requirements through grant programs.
Equipment	The CCTV Strategy will inform any CCTV upgrade/new program. The Local Bike Plan is currently being drafted and may identify locations for new and improved bike racks.
Drainage	A future strategy should be identified to manage the current and future drainage related assets.
Irrigation	The irrigation, bore, and bore pump replacement program has identified renewal priorities that the visual condition assessment could not identified. Further criteria for predicting replacement needs to be identified.

Disposal Strategy

The City rarely disposes of recreation assets without replacing them. Where a potential need is identified not to replace an asset, it is considered a true disposal. The *Asset Management Policy 2024)* not only prioritises renewal of assets but also identifies that consideration should be given to rationalisation or non-asset solutions when considering renewal of assets. Current information only supports age or condition-based considerations when assessing for renewal.

There are no documented criteria for considering the disposal of recreation assets, and they are currently assessed on an ad hoc basis. All true disposals should be identified through the 10-year Forward Capital Works Program.

Table 12: Recreation Disposal Program

Asset Class	Disposal Strategy
Fencing	Currently done on a case-by-case basis, and a future strategy may assist with identifying possible future disposals.
Furniture	Currently done on a case-by-case basis, and a future strategy may assist with identifying possible future disposals.
Playground Equipment	Play Space Strategy has identified playgrounds for rationalisation or relocation.
Sport Structures	The Community Recreation Plan may recommend items for disposals.
Structures	Currently done on a case-by-case basis, and a future strategy may assist with identifying possible future disposals.
Lighting	Currently done on a case-by-case basis, and a future strategy may assist with identifying possible future disposals.
Equipment	Currently done on a case-by-case basis, and a future strategy may assist with identifying possible future disposals.
Drainage	Currently done on a case-by-case basis, and a future strategy may assist with identifying possible future disposals.
Irrigation	Reducing irrigated areas may result in the disposal of irrigation assets. Currently done on a case-by-case basis, and a future strategy may assist with identifying possible future disposals.

Financial

This section contains the financial requirements based on all the information presented in this Recreation AMP.

Current operation and maintenance, renewal, upgrade and new expenditure

Future revisions of this plan will refine the reporting on operation & maintenance, renewal, upgrade and new expenditure.

Table 13 provides a summary of all capital expenditure related to Park assets during the 2022/23 financial year.

Table 13: Recreation Asset Capital Expenditure 2022/23 Financial Year

Asset Class	Total*
Parks	$2,989,735
Grand Total	$2,989,735
30 June 2022 Total	$7,680,387

*Above total for parks excludes works in progress

Required Capital Expenditure Requirements

Projected Renewal Expenditure Required over the Long Term

The average long term renewal requirement is calculated using the Current Replacement Cost (CRC) of an asset divided by the asset's Useful Life (UL). Over the entire asset class, this provides a good indicator on the level of investment required to maintain assets for future generations.

More refined estimates of the required renewal expenditure require data that is reliable in terms of inventory, valuation and condition.

As the City's asset management maturity, data reliability and systems improve, the reliability of these estimates will improve.

For purposes of this document, the annualised replacement cost will present the official indicators of required renewal expenditure as an annual average over the next 10 years.

This number excludes the impact of any growth of the portfolio due to new and upgrade projects over the long term.

All replacement costs are presented as they were in June 2023, and no consumer or construction price index (CPI) has been applied to adjust for inflation.

Table 14 A provides a summary of the projected renewal expenditure required over the long term as described above.

Table 14A: Recreation Assets Required Renewal Expenditure – Long Term.

Asset Type	Required Renewal Expenditure – Long Term
Fencing	$112,323
Furniture	$118,616
Playground Equipment	$408,524
Sport Structures	$265,156
Structures	$128,473
Lighting	$375,785
Equipment	$17,971
Drainage	$15,005
Irrigation	$548,276
Total	$1,990,129
30 June 2022 Total	$1,757,676

Projected Required Renewal Expenditure – Short to Medium Term

The City conducted its project level renewal program, by programming specific asset renewals based on asset information and engineering considerations. The below illustration how the project level required renewal fluctuates around the long-term average required renewal measured by annual depreciation.

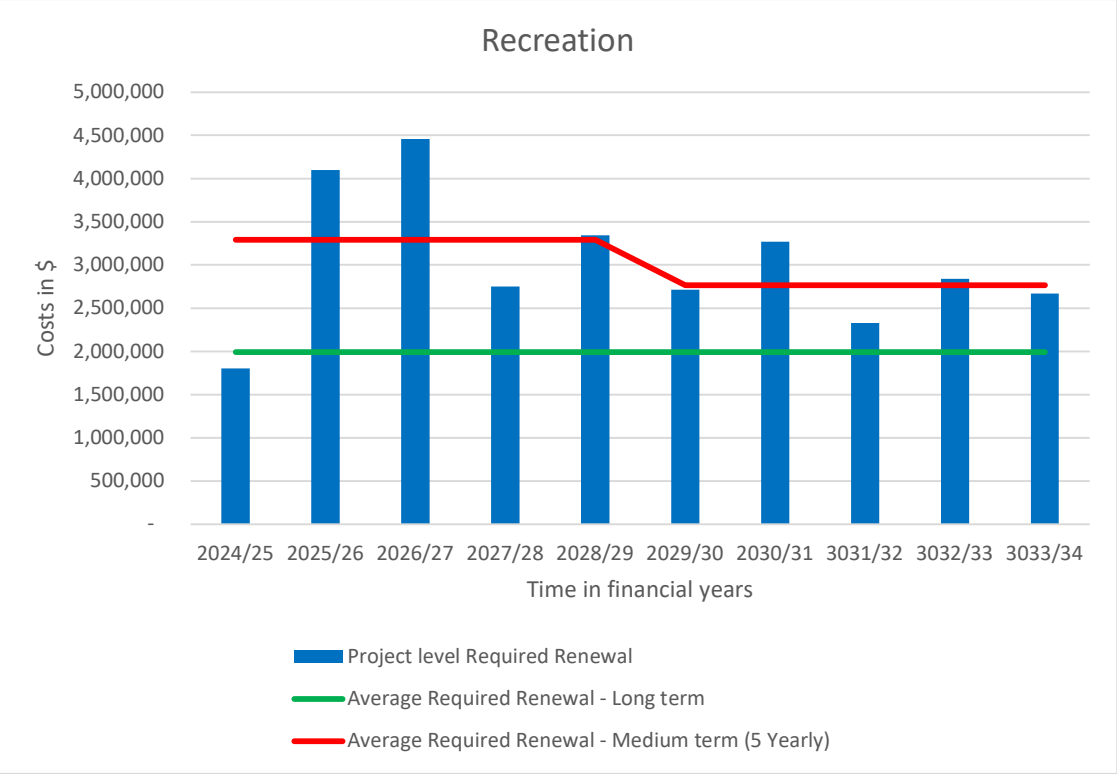


Table 14B: Recreation Assets Required Renewal Expenditure – short to medium term

Asset Type	Required Renewal Expenditure – Long Term	Medium Term -10 Year Average Annual Required FCWP	Short Term - 2024/25 Required Annual FCWP
Parks	$768,172	$507,680	$698,700
Playgrounds and Sport Structures	$673,681	$612,880	$372,200
Irrigation	$548,276	$1,610,768	$532,077
Total	$1,990,129	$2,731,328	$1,602,977

Projected Upgrade and New Expenditure

The 10-year FCWP has identified upgrades and new projects that will impact the Recreation asset portfolio.

Table 14C: Recreation Assets New and Upgrade Expenditure – short to medium term

Asset Type	Medium Term - 10 Year Average Annual New/Upgrade FCWP	Short Term - 2024/2025 Annual New/Upgrade FCWP
Parks	$951,000	$2,392,500
Playgrounds and Sport Structures	$623,470	$791,800
Irrigation	$0	$0
Total	$1,574,470	$3,184,300

Planned Expenditure Requirements (renew, upgrade, new)

The Long-Term Financial Plan (LTFP) indicates to what extend the 10-year Forward Capital Works Program (FCWP) has been funded and what is planned to be delivered.

City of Bayswater LTFP 2024/25 – 2033/34 has funded 100% of 10-year Forward Capital Works Program 2024/25 – 2033/34.

Table 14D: Recreation Assets Planned Expenditure – medium term

Asset Type	10 Year Average Annual New/Upgrade LTFP	10 Year Average Annual Renew LTFP
Parks	$951,000	$507,680
Playgrounds and Sport Structures	$623,470	$612,880
Irrigation	$0	$1,610,768
Total	$1,574,470	$2,731,328

For more detail on which project are planned to be funded see the City of Bayswater LTFP 2024/25 – 2033/34 on the City's website.

Plan Improvement and Monitoring

This section of the plan outlines the degree to which this AMP is an effective and integrated tool for asset management. It also details the future tasks required to improve its accuracy and robustness.

Performance Measures

The effectiveness of this asset management plan will be monitored by the performance of three statutory asset management ratios that the City reports on.

These KPIs are useful in determining:

- the current physical state of the asset portfolio;
- how sufficient past renewal expenditure was; and
- whether sufficient future renewal expenditure is being allowed for.

Asset Consumption Ratio (ACR)

This ratio is a measure of the condition of the City's physical assets, by comparing their depreciated replacement cost or fair value (replacement cost, less deductions, for physical deterioration) against their current replacement cost (cost to replace). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non-depreciating assets should be excluded from the calculation.

According to the available data, these ratios indicate that overall, recreation assets fall below the target range, indicating there may be cause for concern regarding the condition and aging profile of these assets. The reliability of the ratios will improve as the reliability of the data and valuation methodologies improves. However, it is still important to report on these ratios using the data on hand. If technical indicators such as condition ratings and the City's customer satisfaction levels do not reflect the same trends as the ratios, the valuation methodologies should be reviewed.

Table 15: Recreation Asset Consumption Ratio (30 June 2023)

Asset	Depreciated Replacement Cost (Fair Value) DRC (FV)	Current Replacement Cost of Depreciable CRC	Asset Consumption Ratio ACR
Fencing	$4,868,089	$7,443,508	65%
Furniture	$1,849,331	$2,832,697	65%
Playground Equipment	$3,939,599	$7,577,630	52%
Sport Structures	$4,639,862	$6,373,406	73%
Structures	$2,530,961	$5,165,814	49%
Lighting	$4,917,130	$10,780,381	46%
Equipment	$153,352	$250,747	61%
Drainage	$246,901	$278,422	89%
Irrigation	$5,011,310	$20,401,278	25%
Total	$28,156,534	$61,103,883	46%
Total	$23,009,559	$53,966,778	43%

Conclusion:

The ratio is below the City's target band of 50%-75% due to the low fair value (FV) of Irrigation relative to its replacement cost. This highlights the need for increased investment on irrigation to maintain service levels.

Asset Sustainability Ratio (ASR)

This ratio is a measure of the extent to which assets managed by the City are being replaced, as they reach the end of their useful lives. The ratio is essentially based on information from previous years and is calculated by dividing the average annual renewal expenditure by the annual required renewal expenditure. The ratio has a target band of between 90%-110%.

Future revisions of this plan will collect and refine the reporting of actual renewal expenditure. Once data reliability has improved, these ratios can be accurately calculated. Progress has been made to improve reporting and it will be possible to report the actual renewal expenditure in the next review.

Table 16: Recreation Asset Sustainability Ratio

Asset	Average Annual Renewal Expenditure	Annual Required Renewal	Asset Sustainability ratio - target 90%
Fencing	TBC	$112,323	TBC
Furniture	TBC	$118,616	TBC
Playground Equipment	TBC	$408,524	TBC
Sport Structures	TBC	$265,156	TBC
Structures	TBC	$128,473	TBC
Lighting	TBC	$375,785	TBC
Equipment	TBC	$17,971	TBC
Drainage	TBC	$15,005	TBC
Irrigation	TBC	$548,276	TBC
Total	TBC	$1,990,129	TBC

Asset Renewal Funding Ratio (ARFR)

This ratio is a measure as to whether the City has the financial capacity to fund asset renewal as and when it is required over the future 10-year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFP, by the net present value of required renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

Table 17: Recreation Asset Renewal Funding Ratio

Asset	NPV of LTFP Planned Renewal Expenditure over the next 10 years according to LTFP	NPV of AMP Required Renewal Expenditure over the next 10 years	Asset Renewal Ratio
Parks	$2,616,800	$2,616,800	100%

Playground Equipment and Sport Structures	$1,060,000	$1,060,000	100%
Irrigation	$16,107,683	$16,107,683	100%
Total	$19,784,483	$19,784,483	100%

Conclusion:
This is the first year the City is able to report this ratio at Asset Class level and the City is within the target band of 95%-105%.

Improvement Plan

It is important to further develop the City's Asset Management Plans. This will ensure that the City's asset management continues to mature and can provide accurate data and information for effective decision-making to ensure that the City's infrastructure and assets are managed sustainably into the future.

The asset management improvement plan generated from this AMP is shown in Table 18.

Table 18: Recreation AMP Improvement Plan

Task No.	Task	Revised Timeline
1	Identify main risks for assets and asset management practices.	June 2025
2	Improve inventory reliability. Review classification and definitions to form the basis of a review of the inventory. Identify recreation assets under the control of other branches.	June 2025
3	Improve valuation reliability by reviewing replacement cost estimates and useful life triggers.	June 2027
4	Improve condition data reliability and review the renewal and other lifecycle strategies to align with current practices.	June 2027
5	Improve reporting on historic/actual renewal costs to inform the calculation of asset sustainability ratios.	Dec 2024
6	Prepare 10-year Forward Capital Works Programs that feed into the Long-Term Financial Plan and allow for calculating asset renewal funding ratios.	Completed
7	Clearly identify informing strategies that impact the management of assets and identify where strategies are lacking.	June 2025