City of Bayswater

Parks and Reserves Asset Management Plan
2025/26–2034/35

Contents

Version Control

Version	Date	Details	Author	Ref.
1	19/6/2023	Endorsed	Executive Leadership Team	Recreation Asset Management Plan 23-33 v1.5.docx
2	23/01/2025	Endorsed	Executive Leadership Team	Recreation Asset Management Plan 24-34 v1.1 docx
3	10/02/2025	Draft AMP 2025/26–2034/35	Correy Jansen van Vuuren, Asset Management Specialist Data and Systems	Parks and Reserves Asset Management Plan 2025/26–2034/35 Draft.docx
4	27/08/2025	Reviewed draft	Sonja Pienaar, Manager Assets	Parks and Reserves Asset Management Plan 2025/26–2034/35 Draft.docx
5				

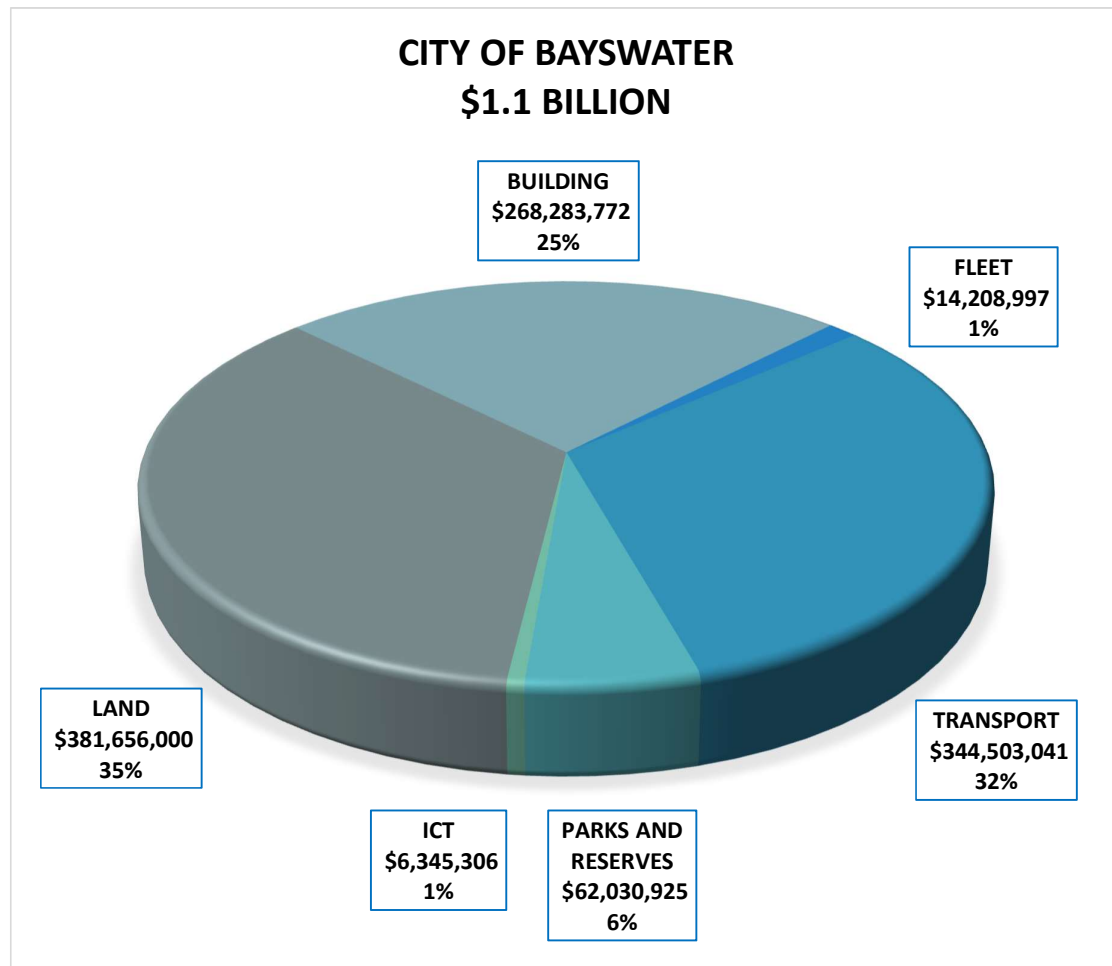## Approval

Name	Date	Details
Executive Leadership Team	6/10/2025	Endorsed

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)*.

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.

CITY OF BAYSWATER
$1.1 BILLION

BUILDING $268,283,772 25%	**FLEET** $14,208,997 1%
LAND $381,656,000 35%	**TRANSPORT** $344,503,041 32%
ICT $6,345,306 1%	**PARKS AND RESERVES** $62,030,925 6%

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 maintains 380 hectares of public open space, with 24 sports areas and 145 passive reserves. This is the City's Asset Management Plan (AMP) for the Parks and Reserves 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 2024, the City's Parks and Reserves portfolio had a current replacement value of $62m. 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 Parks and Reserves 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 figure excludes ongoing operation and maintenance expenditure and in 2023/24 financial year it amounted to approximately $13.2m.

It is anticipated that several likely changes will occur to Parks and Reserves 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.

To improve asset management practices and the accuracy of this plan, several 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 AMP's and Forward Capital Works Program (FCWP) as informing strategies to the Strategic Community Plan (SCP) and the Long-Term Financial Plan (LTFP).

This document is the City's AMP for the Parks and Reserves portfolio and documents the related management practices, processes and strategies. The objective of the Parks and Reserves AMP is to ensure that Parks and Reserves 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 the Parks and Reserves 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

This AMP focus on assets that support the Parks and Reserves 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 Parks and Reserves services.

Table 1: Assets covered by the Parks and Reserves AMP (as on 30 June 2024)

Asset Type	Description	Quantity	Current Replacement Cost
Fencing	Fencing, walls, bollards, gates	70,994m	$7,088,793
Furniture	Seats, benches, tables, picnic sets, Bike racks	3,019 items	$3,036,595
Playground Equipment	Play equipment, play surfaces, shade structures	112 playgrounds	$7,185,201
Sport Structures	Exercise equipment, dog exercise equipment, sporting equipment, courts, skate park infrastructure	321 items	$6,087,331
Structures	Bins, drink fountains, boardwalks, jetties, footbridges, BBQs, gazebos, statues, memorials, boat ramps, lookouts, internal road bridges	1044 items	$5,596,119
Lighting	Park lighting and sport lighting, separated into poles and luminaire components	2,215 items	$10,360,758
Drainage	Destratification devices, water quality loggers	7 items	$3,562,060
Irrigation	Irrigation pipes	216,619m	$19,114,068
	Irrigation components, bores, bore pumps, water tanks	18,360 items	
Total			$62,030,925

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 Policy
- Annual Budget

The WA Asset Management Framework (*Source: WA DLGC, 2016*)
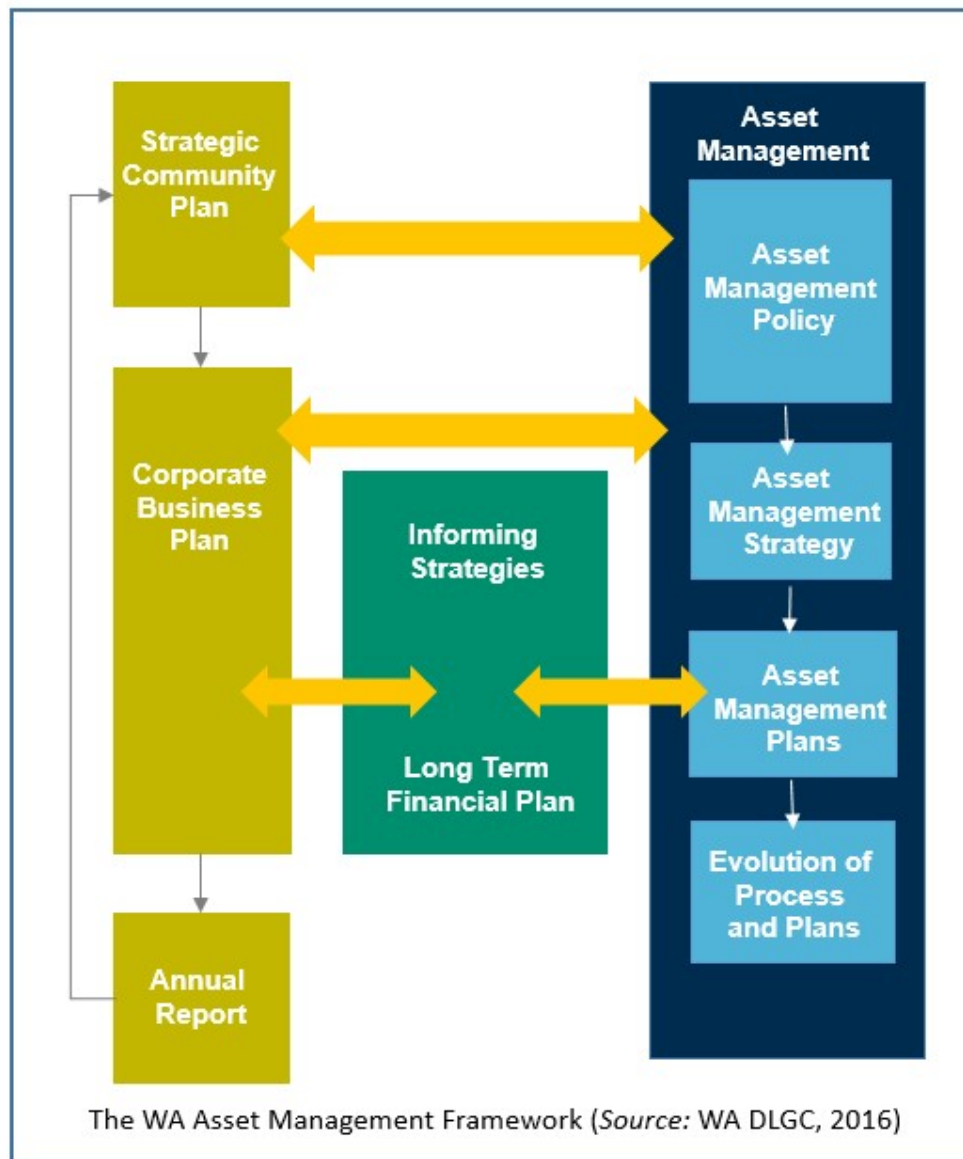
The Parks and Reserves AMP is also guided by the following informing strategies:

- Strategic Community Plan 2021 - 2031
- Community Recreation Plan
- Environmental Liveability Framework 2021 - 2045
- Local Biodiversity Strategy 2008
- Open Space Strategy 2019 (amended 2025)

- Play Space Strategy 2019 - 2029
- Urban Forest Strategy 2017
- Waterwise Bayswater Strategy 2020 – 2030
- Parks and Play Space Classification Hierarchy

Time Period of the AMP and Review Process

The Parks and Reserves Asset Management Plan (AMP) 2025/26 to 2034/35 covers a 10-year period and is subject to annual review by the City's Executive Leadership Team (ELT), after which it is presented to Council in accordance with the Asset Management Policy (2024).

 The AMP, together with the supporting Forward Capital Works Program (FCWP), informs the annual review of the Long-Term Financial Plan (LTFP) and 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 Parks and Reserves 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 targeted service levels.

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 Parks and Reserves 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 Growth	The population grew from 69,283 in 2021 (Census data) to an estimated total of 75,981 in 2024 (ABS Estimated Residential Population - next census due in 2026). This figure is expected to grow to 100,000 people by 2050.	Consistent increase
Demographics	The median age declined slightly from 38 in 2006 to 37 in 2016 and increased again to 38 by 2021 (Census data).	Neutral
Recreation Participation	Sport facility operators are experiencing longer and overlapping seasons, as well as greater female participation impacting the usage and maintenance of facilities.	Changing patterns
Tourism	Increased visitor numbers should lead to increased demand for Parks and Reserve assets. Tourism WA launched the WA Visitor Economy Strategy (WAVES 2033) during 2024, outlining the vision for WA to be recognised as a world-class destination and grow tourism.	Potential increase
Climate	The City of Bayswater - Waterwise Bayswater, A strategy to 2030 identified declining groundwater and increased urban heat as significant challenges for the City.	Changing patterns

| | 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) | |

*Next Census will take place in 2026 (every 5 years)

Future Demand

Consideration was given to six possible future demand drivers for Parks and Reserves assets.

Table 5: Future Demand Drivers

Driver Type	Effect	Demand Change
Political	Possible increased demand for additional municipal resources because of decreasing external grant funding.	Increase
Economic	The long-term outlook is for Parks and Reserves maintenance costs to at least match inflation increases. Possible demand pressure to reduce the use of non-renewable energy resources and to increasingly re-useable water and/or reduce water usage may require additional investment.	Neutral
Social	A forecasted increase of the City's future population will increase the demand for Parks and Reserves 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 Parks and Reserves portfolio more efficiently and sustainably using 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 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 FCWP, as these demand management strategies have already included extensive community consultation.
- Regularly review useful life estimates and condition of Parks and Reserves assets against expected useful life and condition, to identify changes in deterioration patterns.
- Aligning the LTFP and Annual Budget with the AMP supported 10-year FCWP will ensure that demand is managed in a sustainable way.

Public Open Space Classification

The City's Open Space Strategy 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) identifies the primary purpose and expected activities within a Public Open Space (POS). Three primary types of open spaces were identified:

- Recreation spaces – Areas designed for a variety of recreational activities, like playgrounds, picnic areas and walking paths.
- Sport spaces – Spaces dedicated to organised sports, including playing fields, courts and related facilities.
- Nature spaces – Areas that emphasize natural elements, like parks with native vegetation, bushland reserves and natural play spaces.

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

- Local open space - Typically small parks within a 5-minute walk (400 meters) of residences, often 0.4 to 1 hectare in size
- Neighbourhood open space - Larger spaces within an 800-meter (10-minute walk) radius, typically 1 to 5 hectares, providing more diverse facilities and opportunities for social interaction.
- District open space - Designed to cater to a wider area, often including sports facilities and nature areas, within a 2-kilometer (5-minute drive) radius, and generally between 5 to 15+ hectares.
- Regional open space - Serving multiple geographic or social regions, with variable size depending on function and attracting users from further afield.

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 Parks and Reserves AMP's and 10-year FCWP.

Risk Management Planning

An assessment of risks associated with service delivery identifies risks that can result in loss or reduction in service, personal injury, environmental impacts, financial shock, reputational

impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

The City proactively monitors the condition of Parks and Reserves assets. Early identification of potential issues, along with an understanding of the likelihood and consequences of asset failure, enables the City to take timely corrective action. This helps prevent unplanned failures and ensures service levels are maintained as agreed.

Service or Asset at Risk	What can happen	Risk rating	Risk Treatment Plan
Playground Equipment	Potential injuries, reduced service levels	H	Proactive maintenance inspections, prioritisation of maintenance requests, proactive condition inspections and Asset criticality
Sport Structures, Skate Park, Exercise Equipment	Potential injuries, reduced service levels	H	Proactive maintenance inspections, prioritisation of maintenance requests, proactive condition inspections and Asset criticality
Lighting	Reduced service levels	M	Determine optimal service levels, inspections and maintenance/renewal
Furniture	Reduced service levels	M	Determine optimal service levels, inspections and maintenance/renewal
Structures	Reduced service levels	M	Determine optimal service levels, inspections and maintenance/renewal

Parks and Reserves Assets Physical Parameters

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

Table 6: Parks and Reserves Asset Portfolio Physical Parameters

Asset Type	Quantity	Current Replacement Cost	Depreciated Replacement Cost (Written Down Cost)	Annual Depreciation
Fencing	70,994m	$7,088,793	$3,544,575	$112,344
Furniture	2,952 items	$3,036,595	$1,527,899	$140,101
Playground Equipment	112 play	$7,185,201	$2,905,660	$405,087
Sport Structures	321 items	$6,087,331	$3,435,334	$269,203
Structures	1000 items	$5,596,120	$2,182,906	$141,087
Lighting	2,091 items	$10,360,758	$7,573,036	$383,630

Drainage	7 items	$3,562,060	$2,589,451	$14,708
Irrigation	18,360 items	$19,114,068	$3,800,622	$554,162
Total		$62,030,925	$27,559,482	$2,020,322
30 June 2023 Total		$61,103,884	$28,156,534	$1,990,129

Parks and Reserves Portfolio Condition

Table 7 shows the condition rating for Parks and Reserves 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: Parks and Reserves Asset Portfolio Condition

Asset Type	Very Good	Good	Average	Poor	Very Poor
Fencing	38%	17%	42%	3%	0%
Furniture	58%	24%	14%	4%	0%
Playground Equipment	44%	32%	24%	0%	0%
Sport Structures	78%	11%	9%	1%	1%
Structures	40%	18%	35%	7%	0%
Lighting	34%	36%	27%	2%	1%
Equipment	76%	20%	4%	0%	0%
Drainage	7%	0%	93%	0%	0%
Irrigation	20%	19%	59%	2%	0%
Total	36%	22%	40%	2%	0%
30 June 2023 Total	37%	23%	38%	2%	0%

Parks and Reserves 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	2	1
Sport Structures	2	2	2

Structures	2	2	2
Lighting	3	3	4
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 Parks and Reserves assets at the lowest lifecycle cost.

Parks and Reserves 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

Parks and Reserves 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 2023/24 financial year amounted to approximately $13.2m compared to $13.0m in 2022/23, as defined by operating expenditure on Parks and Reserves 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 Parks and Reserves assets are periodically inspected to determine their condition. City staff consider condition 4 (poor) and 5 (very poor) assets to determine the timing, scope and budget of any future renewal project. The identified projects are scheduled within the 10-year FCWP in line with informing strategies, and strive to balance cost, safety, reliability and functionality.

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

Table 9: Parks and Reserves 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, bike racks	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
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: Parks and Reserves 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.
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.

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. 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

Parks and Reserves 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 2019 - 2029, Precinct Plans or Community Recreation Plan.

Parks and Reserves assets on occasion require an upgrade to improve functionality or capacity and plans such as the Access and Inclusion Plan 2020-2024 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: Parks and Reserves Upgrade/New Programs

Asset Class	Upgrade/New Strategy
Fencing	Individual proposals accessed on an ad hoc basis through the FCWP process
Furniture	Individual proposals accessed on an ad hoc basis through the FCWP process
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	Individual proposals accessed on an ad hoc basis through the FCWP process
Lighting	Individual proposals accessed on an ad hoc basis through the FCWP process
Drainage	Individual proposals accessed on an ad hoc basis through the FCWP process
Irrigation	The City is currently working on an irrigation strategy for all Parks and reserves.

Disposal Strategy

The City rarely disposes of Parks and Reserves 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 Parks and Reserves assets, and they are currently assessed on an ad hoc basis. All true disposals should be identified through the 10-year FCWP.

Table 12: Parks and Reserves 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.
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 Parks and Reserves AMP.

Current operation and maintenance, renewal, upgrade and new expenditure

Table 13 provides a summary of all capital expenditure related to Park assets during the 2023/24 financial year.

Table 13: Parks and Reserves Asset Capital Expenditure 2023/24 Financial Year

Asset Class	Total*
Parks	$1,513,160
Grand Total	$1,513,160
30 June 2023 Total	$2,989,735

*Above total excludes works in progress

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 2024, 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: Parks and Reserves Assets Required Renewal Expenditure – Long Term.

Asset Type	Required Renewal Expenditure – Long Term
Fencing	$112,344
Furniture	$140,101
Playground Equipment	$405,087
Sport Structures	$269,203
Structures	$141,087
Lighting	$383,630
Drainage	$14,708
Irrigation	$554,162
Total	$2,020,322
30 June 2023 Total	$1,990,129

Projected Required Renewal Expenditure – Long Term 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.
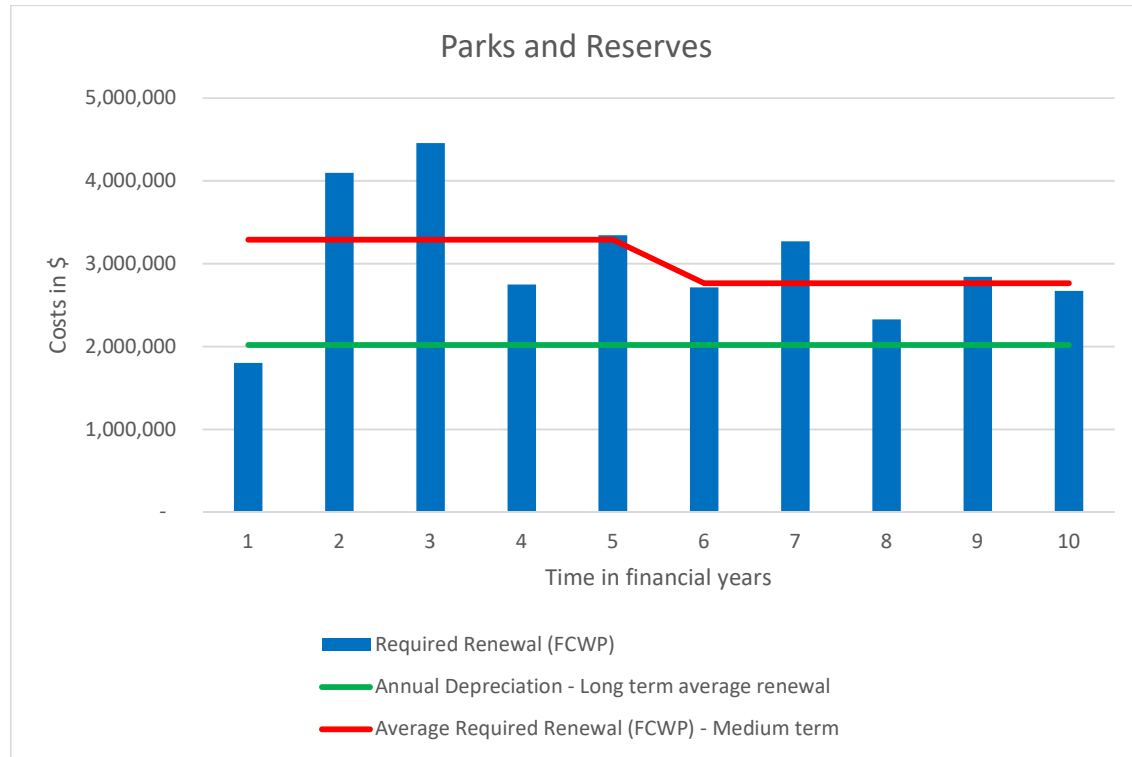

Table 14B: Parks and Reserves Assets Required Renewal Expenditure – Long Term to Medium Term

Asset Type	Required Renewal Expenditure – Long Term	Long Term -10 Year Average Annual Required FCWP	Short Term - 2024/25 Required Annual FCWP
Parks and reserves	$791,870	$507,680	$698,700
Playgrounds and Sport Structures	$674,290	$612,880	$372,200
Irrigation	$554,162	$1,610,768	$532,077
Total	$2,020,322	$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 Parks and Reserves asset portfolio.

Table 14C: Parks and Reserves Assets New and Upgrade Expenditure – Long Term to Short Term

Asset Type	Long 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: Parks and Reserves Assets Planned Expenditure – Long 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)

The Asset Consumption Ratio is used to assess the extent to which the useful life of the assets has been consumed. The ACR provides insight into the age and condition of the City's assets, and assist to monitor asset aging, inform renewal planning and support long-term financial sustainability assessments.

ACR = (Depreciated Replacement Cost of Assets) / (Current Replacement Cost of Assets)

The City has a target band of between 50% and 75% for this ratio.

Non-depreciating assets are excluded from this calculation.

Table 15: Parks and Reserves Asset Consumption Ratio (30 June 2024)

Asset	Depreciated Replacement Cost (Fair Value) DRC (FV)	Current Replacement Cost of Depreciable CRC	Asset Consumption Ratio ACR
Fencing	$3,544,575	$7,088,793	50%
Furniture	$1,416,369	$2,797,422	51%
Playground Equipment	$2,905,660	$7,185,201	40%
Sport Structures	$3,435,334	$6,087,331	56%
Structures	$2,182,906	$5,596,120	39%
Lighting	$7,573,036	$10,360,758	73%
Equipment	$111,530	$239,173	47%
Drainage	$2,589,451	$3,562,060	73%
Irrigation	$3,800,622	$19,114,068	20%
Total	$27,559,482	$62,030,925	44%
Total 30 June 2023	$28,156,534	$61,103,883	46%

Conclusion:

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

Asset Sustainability Ratio (ASR)

The Asset Sustainability Ratio is used to assess whether the City is investing enough in its assets to maintain their current value over time. The ASR assists the City to evaluate the long-term sustainability of infrastructure, informs budgeting and investment decisions and communicates asset renewal needs to stakeholders.

ASR = (Capital Expenditure on Asset renewal) / (Depreciation Expense)

The City has a target band of between 90% and 110% for this ratio.

For the below calculations Average Annual Renewal Expenditure are planned expenditure figures to project sustainability into the future. In future, actual expenditure will also be used to measure if planned renewal resulted in actual renewal.

Table 16: Parks and Reserves Asset Sustainability Ratio

Asset	Average Annual Renewal Expenditure*	Annual Required Renewal (AD)	Asset Sustainability ratio - target 90%
Fencing	$22,400	$112,344	20%
Furniture	$51,500	$122,372	37%
Playground Equipment	$305,760	$405,087	75%
Sport Structures	$386,820	$269,203	144%
Structures	$61,000	$141,087	43%
Lighting	$213,080	$383,630	56%
Drainage	$251,558	$14,708	1710%
Irrigation	$1,439,210	$554,162	260%
Total	$2,731,328	$2,020,322	135%

Note: * Average Annual Renewal Expenditure are planned figures to project sustainability into the future.

Conclusion:

The City is maintaining this ratio above the target band, mainly due to the additional spend on irrigation assets as identified in the Asset Consumption Ratio.

Asset Renewal Funding Ratio (ARFR)

The Asset Renewal Funding Ratio measures whether the City is planning and allocating sufficient funds to renew its assets at the rate they are wearing out. It helps determine if the current funding strategy is sustainable in the long term.

ARFR = (Planned Capital Expenditure on Asset Renewal over a period) / (Required Capital Expenditure on Asset Renewal over the same period)

The City has a target band of between 95% and 105% for this ratio.

Currently the City is funding 100% of all required renewal. The City will ensure processes are refined to identify any gaps in funded and unfunded required renewal by supporting asset management improvements.

Table 17: Parks and Reserves 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	$3,796,600	$3,796,600	100%
Playground Equipment and Sport Structures	$9,124,580	$9,124,580	100%
Irrigation	$14,392,103	$14,392,103	100%
Total	$27,313,283	$27,313,283	100%

Conclusion: Renewal expenditure is fully funded, placing the City is within the target range 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: Parks and Reserves AMP Improvement Plan

Task No.	Task	Timeline
1	Identify main risks for assets and asset management practices.	Completed
2	Improve inventory reliability. Review classification and definitions to form the basis of a review of the inventory. Identify Parks and Reserves assets under the control of other branches. (Inventory improvement program).	Completed
3	Improve valuation reliability by reviewing replacement cost estimates and useful life triggers. (Inventory improvement plan).	June 2027
4	Improve condition data reliability and review the renewal and other lifecycle strategies to align with current practices. (Condition assessment framework).	June 2027
5	Improve reporting on historic/actual renewal costs to inform the calculation of asset sustainability ratios. (Ongoing improvements are being made to refine actual expenditure reporting).	June 2026
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.	Completed