City of
Bayswater

Property Asset Management Plan

2025/26–2034/35

CITY OF BAYSWATER
The Garden City - Quality Lifestyle

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Version Control

Version	Date	Details	Author	Reference
1	19/06/2023	Endorsed	Executive Leadership Team	Property Asset Management Plan Final Draft 23-33 v1.2.docx
2	23/01/2025	Endorsed	Executive Leadership Team	Property 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	Property Asset Management Plan 2025/26-2034/35 Draft.docx
4	27/08/2025	Reviewed draft	Sonja Pienaar, Manager Assets	Property Asset Management Plan 2025/26-2034/35 Draft.docx
5				

Approval

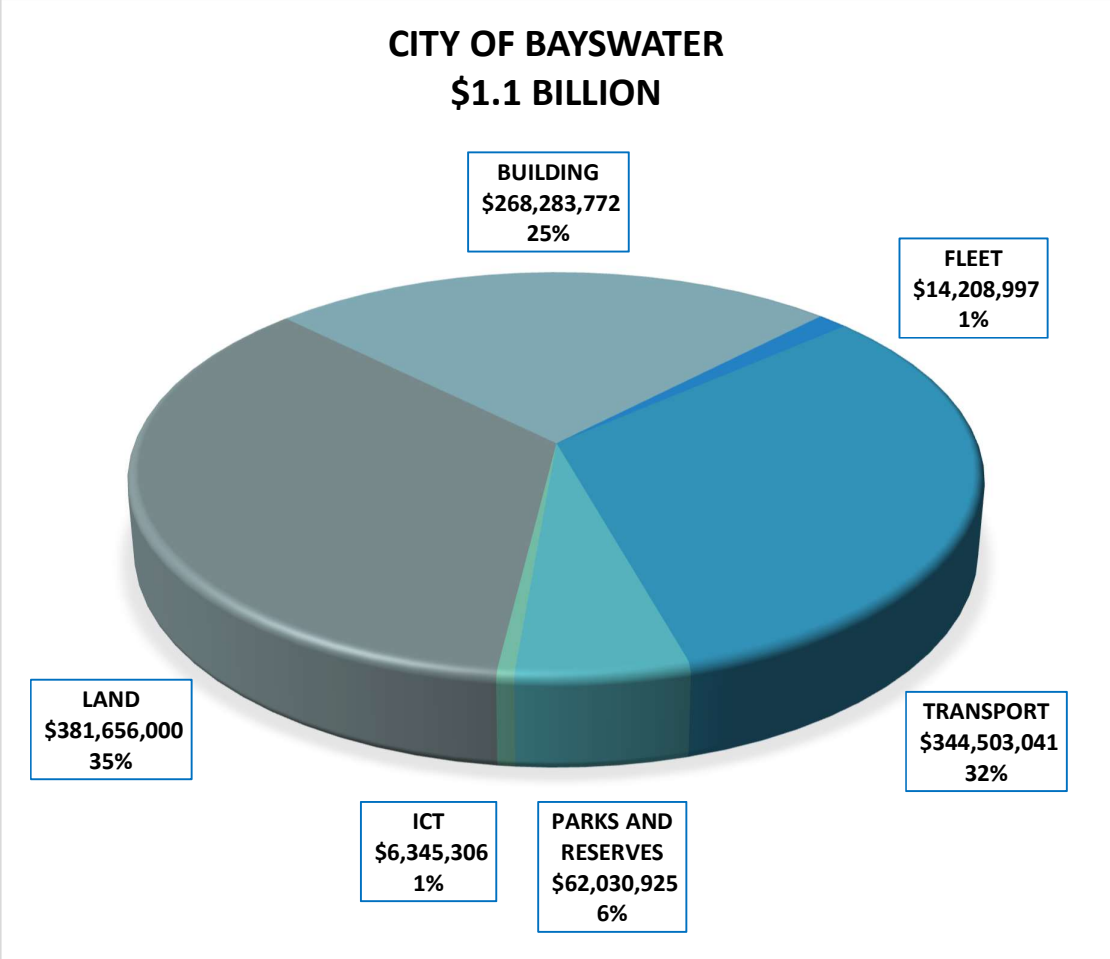
Name	Date	Details
Executive Leadership Team	6/10/2025	Endorsed

Approval Process

The City's Executive Leadership Team (ELT) to endorse the annual review with outcomes presented 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.



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 its 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.

This is the City's Asset Management Plan (AMP) for the Property portfolio (land and buildings). For the purposes of this plan Furniture and Equipment assets within these buildings have not been included but does play a vital role in the delivering of property services.

On 30 June 2024, the City's Property portfolio had a current replacement value of $650m. This excludes $15m of property assets (Land and Buildings) identified for disposal (held for sale). The available data indicates that approximately $2.9m will be required annually over the long term to renew Building 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 (FCWP).

This figure excludes ongoing operation and maintenance expenditure and in 2023/24 financial year it amounted to approximately $5.1m.

It is anticipated that a number of likely changes will occur to property service demand. Some of the more significant changes will be the increasing population, increasing club participation and the expectation for the use of more sustainable energy sources and reducing water consumption.

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 AMP's and FCWP as informing strategies to the Strategic Community Plan (SCP) and the Long-Term Financial Plan (LTFP).

This document is the City's Asset Management Plan for the Property portfolio and documents related management practices, processes and strategies. The objective of the Property AMP is to ensure that building assets are maintained to agreed service levels and balanced against long term resource availability and sustainability. Land assets, land acquisition and land disposal will be managed through the City's Land Acquisition and Disposal Strategy.

Information used in the Asset Management Plan

The City's financial asset register for the Land and Building asset class is required to hold assets at a current fair value as opposed to historic/purchase price. The financial register obtains its fair value valuations from the external valuations that provides details on each asset and its components. The values represented in this report has been obtained from an external revaluation conducted as on 30 June 2023. Revaluations are only required every five years, with the next revaluation due in 2028. 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 property services. The key assets that make up this service and their values are detailed in Table 1. For the purposes of this plan furniture and equipment assets within buildings have not been included but plays a vital role in the delivery of property services.

In support of Table 1, the following should be noted:

- Land held for sale (Current Asset Cost $10,140,000) and investment properties (Current Asset Cost $4,981,936) are excluded as it is not considered as fixed assets.
- Asset additions during the 2023/24 year totalled $14.823m (Land $4,515,000 and Buildings $6,308,488).
- The definition of a building and a facility will be refined in future revisions of this plan as well as the classification. The Asset Construction Type is as per definitions contained in the Rawlinson Construction Cost Guide and used during the revaluation.

- The previous external revaluation was conducted as on 30 June 2023.

Table 1: Assets covered by the Property AMP (as on 30 June 2024)

Asset Type	Description	No of Assets	Current Replacement Cost
Freehold Land	Land held by the City in Freehold	384	$381,656,000
Land Total		384	$381,656,000
30 June 2023 Total		384	$377,141,000

Investment land total

Asset Construction Type	No of Assets	Current Replacement Cost
Administration type	2	$34,440,694
Civic type	47	$94,326,790
Education type	11	$15,595,398
Health type	2	$1,035,226
Industrial type	10	$17,870,435
Miscellaneous type (Communication Tower)	1	$161,992
Office type	2	$570,015
Pool Assets	1	$4,543,872
Recreation type	54	$89,719,392
Residential type	5	$7,030,919
Retail type	1	$934,389
Shed type	37	$2,054,650
Buildings Total	174	$268,283,772
30 June 2023 Total	174	$258,161,098

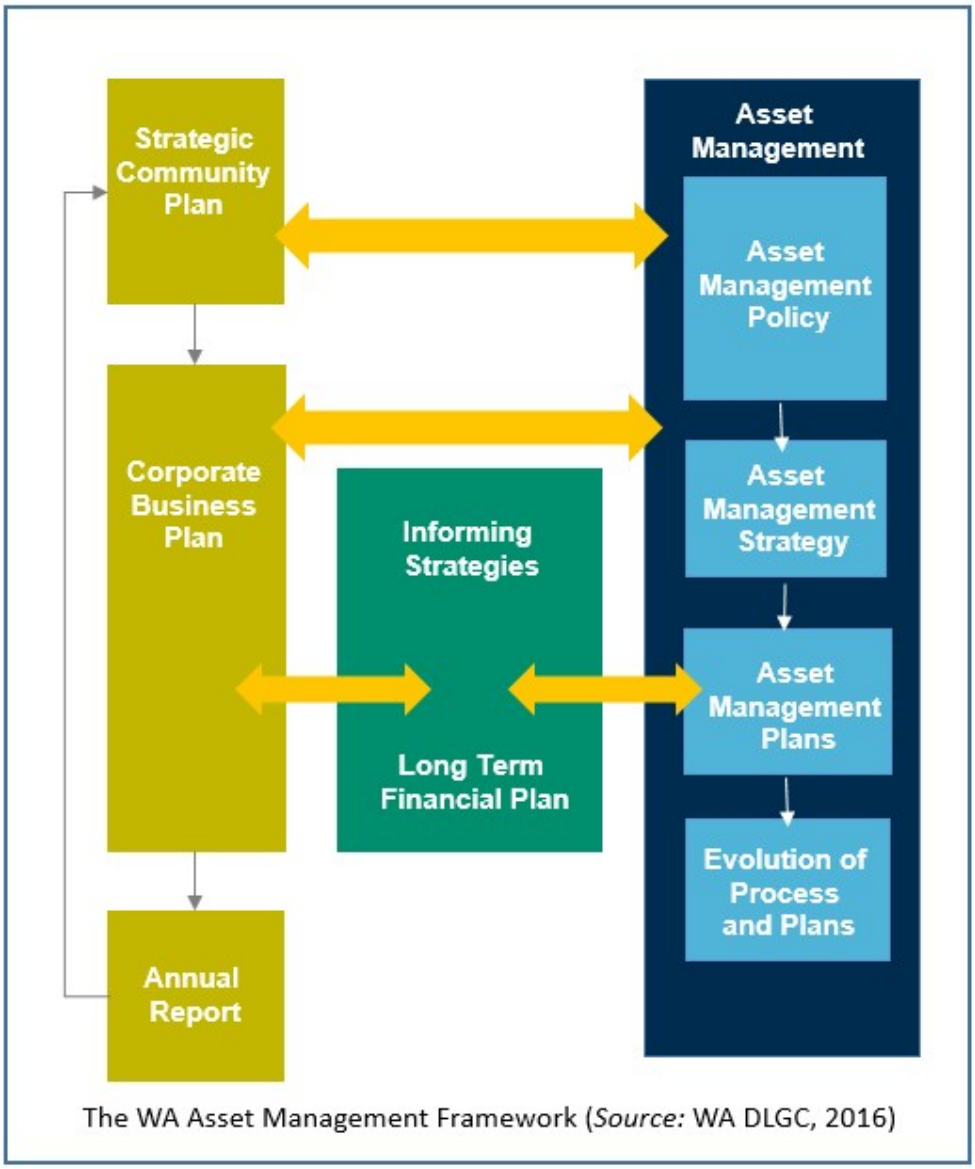
Land and Buildings Total	$649,939,772
30 June 2023 Total	$635,302,098

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 Property AMP is also guided by the following informing strategies:

- Access and Inclusion Plan 2020-2024
- Environmental Liveability Framework 2021-2045
- Waterwise Bayswater Strategy 2020-2030
- Emission Reduction and Renewable Energy Plan 2021-2040
- Youth Platform Action Plan 2019-2023
- Community Recreation Plan
- The Land Acquisition and Disposal Policy 2025

Time Period of the AMP and Review Process

The Property 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 Property portfolio and predominantly regarding building assets within this portfolio. 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
Accessibility of City services and facilities	77.2%	79.3%	Decreasing
Service provided within libraries	88.3%	88.3%	Unchanged
Streetscape and building design and scale	67.5%	73.1%	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
Compliance & Safety	Monitor percentage of compliance, safety and maintenance defects corrected within intervention targets.	Monitoring and reporting annually.
Quality	Condition 1-3 for 80%+	Monitoring and reporting annually.
Fit for Purpose	Criteria to be identified for various Property Assets	Monitoring and reporting annually.
Sustainable	Monitor total amount of non-renewable energy and scheme water used by the portfolio per annum.	Monitoring and reporting annually.
Financial Sustainability	Asset Ratios	Monitoring and reporting annually.

Service Demand

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

Some of the more significant changes will be the increasing population, increasing club participation and the expectation for the use of more sustainable energy sources and reducing water consumption.

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 69,283 in 2021 (Census data) to an estimated total of 75,981 in 2024 (ABS Estimated Residential Population - next census in 2026). This figure is expected to grow to 100,000 people by 2050.	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 data).	Neutral
Sport Club Membership	Women's participation across a variety of organised sports has risen significantly and the expansion and diversity of club membership bases may impact service demand for property services. *(Source: Community Recreation Plan)*	Increase
Tourism	Tourist numbers in the 'Perth' region have almost risen back to pre-pandemic numbers according to	Neutral

	Tourism WA. Further investigations are required to determine if and how this would have impacted the City's Property services.	
Climate	The City of Bayswater - Waterwise Bayswater, A strategy to 2030 identified declining groundwater and increased urban heat as significant challenges for the City. 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

*Next Census will take place in 2026 (5 year cycle)

Future Demand

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

Table 5: Future Demand Drivers

Driver Type	Effect	Demand Change
Political	Increased demand to improve internal asset management practices to reach a desired future level of proficiency. Possible increased demand for additional municipal resources as a result of decreasing external grant funding.	Increase
Economic	The long-term outlook is for Property 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.	Increase
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.	Increase
Technological	Opportunity exists to manage and maintain the property portfolio more efficiently and sustainably through the use of innovative technologies.	Increase
Legal	Benefits (i.e. stronger risk mitigation) may be realised though improving the City's defect identification and correction practices. Compliance requirements for public buildings will require monitoring and servicing of these buildings to ensure these requirements are met and sustained.	Increase
Environmental	Increased demand for more environmentally sustainable construction and maintenance practices. Increased need to use more sustainable energy sources and reduce water consumption not just for sustainability	Increase

	reasons but also to manage increasing utility costs which may require initial investments.	

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 Access and Inclusion Plan, Advocacy Strategy, Age Friendly Strategy, CCTV Strategy 2018-2028, Community Recreation Plan, Emission Reduction and Renewable Energy Plan, Land Acquisition and Disposal Strategy, Local Homelessness Strategy and any future property orientated strategies to inform the Property 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 property asset components against expected useful life and condition.
- Identify energy and water consumption targets for each building. Implement appropriate tactics in order to reach these targets.
- Identify (where appropriate) the capacity of each building in terms of usage.
- Monitor (where appropriate) building's usage levels.
- Identify future technologies that can facilitate more effective and cost-efficient building management practices; and
- 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.

Risk Management

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 Transport 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. Future reviews of the 10-year FCWP will address asset criticality as a step towards improving risk management.

Service or Asset at Risk	What can happen	Risk rating	Risk Treatment Plan
Building structure, sub structure.	Structural failure causing safety hazards or building closure.	H	Proactive structural inspections, prioritisation of maintenance and urgent requests. Secure sufficient funding and prioritise critical maintenance.

Roof.	Water ingress leading to extensive damage and mold growth.	H	Proactive roof inspections, ensure immediate repair of leaks. Secure sufficient funding and prioritise critical maintenance.
Fire safety systems.	Failure of alarms or sprinklers leading to fire damage and occupant injury.	H	Regular testing, maintenance, and upgrades. Secure sufficient funding and prioritise critical maintenance.
Electrical systems.	Electrical faults causing fire risk or operational failure.	H	Schedule safety audits and upgrade outdated wiring promptly. Secure sufficient funding and prioritise critical maintenance.
General.	Injuries from slips, trips, or unsafe conditions within the building.	H	Conduct routine safety audits and hazard mitigation. Secure sufficient funding and prioritise critical maintenance.

Lifecycle Management

Lifecycle management refers to how the City intends to manage and operate its property 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 FCWP.

The Land portfolio does not require lifecycle management as is the case with the building portfolio. The Land portfolio is rather managed through the city's Land Acquisition and Disposal Strategy.

Property Physical Parameters

The following information is obtained from the City's inventories.

Table 6: Building Asset Portfolio Physical Parameters (30 June 2024)

Asset Construction Type	No of Assets	Current Replacement Cost	Depreciated Replacement Cost (Written Down Cost)	Annual Depreciation
Administration Type	2	$34,756,800	$21,303,570.66	$377,184
Civic Type	47	$94,873,100	$64,638,774.81	$1,071,082
Education Type	11	$15,868,530	$8,620,114.39	$178,102
Health Type	2	$1,054,450	$543,579.24	$15,237
Industrial Type	10	$18,157,442	$11,784,764.37	$146,122
Miscellaneous Type	1	$165,000	$140,250.00	$12,130
Office Type	2	$580,600	$344,003.67	$10,068

Pool Assets	1	$4,628,250	$3,424,905.01	$42,450
Recreation Type	55	$83,239,078	$50,681,940.16	$978,806
Residential Type	5	$2,149,070	$1,478,904.48	$45,949
Retail Type	1	$951,740	$786,489.90	$10,533
Shed Type	37	$1,737,037	$1,199,689.30	$13,057
Buildings Total	174	$258,161,098	$164,946,986	$2,900,719
30 June 2022 Total		$202,185,634	$145,861,041	$2,748,181

Future revisions of this plan will also report on this portfolio by functional classification as set out in the Land Acquisition and Disposal Policy (2020). It is noted that properties (the combination of land and buildings) may fit into a number of 'function' classifications. For example, the properties comprising The RISE and Maylands have 'civic', 'community', 'commercial' and 'open space' functions.

The City does make its property inventories publicly available on its website:

- City of Bayswater building inventory as on 30 June 2024
- City of Bayswater Freehold Land inventory as on 30 June 2024

Table 6A: Building Classification

Function	
F1. Civic	Properties from which services are provided directly to the City. Portions of the property may be hired to a third party.
F2. Community	Properties from which community groups, sporting and recreational groups, and funded not-for-profit activities and services are provided on behalf of the city or for the broader benefit of the community. The property may include freehold, and Crown Land vested in the City.
F3. Commercial	Properties for which independent commercial activities are or can be conducted. The property may be leased to a third party.
F4. Residential	Properties which are primarily used to provide residential accommodation. The property may be leased to a third party.
F5. Open Space	The property is held by the City for the purpose of providing parks and nature reserves or similar. The property may be freehold, or Crown Land vested in the City. Portions of the property may be leased to a third party.
F6. Utility	Properties used by the City for the provision of essential infrastructure for example, water management, road reserves, parking, telecommunications, public access, etc.

Property Portfolio Condition

Table 7A shows the condition rating for building assets by asset type, weighted by replacement cost. The condition is purely a visual condition rating.

Table 7A: Property Asset Portfolio Condition by Asset Type

Asset Type*	Current Replacement Cost	Very Good	Good	Fair	Poor	Very Poor
Administration type	$35,080,246	58%	42%	0%	0%	0%
Civic type	$96,259,680	58%	29%	13%	0%	0%
Education type	$15,884,999	9%	70%	18%	3%	0%
Health type	$1,054,450	0%	100%	0%	0%	0%
Industrial type	$18,202,283	54%	10%	25%	11%	0%
Miscellaneous type (Communication Tower)	$165,000	100%	0%	0%	0%	0%
Office type	$580,600	0%	73%	27%	0%	0%
Pool Assets	$4,628,250	0%	100%	0%	0%	0%
Recreation type	$91,385,450	8%	39%	52%	1%	0%
Residential type	$2,179,545	0%	9%	91%	0%	0%
Retail type	$951,740	100%	0%	0%	0%	0%
Shed type	$1,911,529	48%	11%	40%	0%	0%
Total	$268,283,772	37%	36%	25%	2%	0%
30 June 2023 Total	$258,161,098	37%	36%	25%	2%	0%

*Land assets are not condition assessed.

Table 7B shows the condition rating for building assets by component type, weighted by replacement cost.

Table 7B: Property Asset Portfolio Condition by Component Type

Component Type*	Current Replacement Cost	Very Good	Good	Fair	Poor	Very Poor
Fit-Out	$33,285,775	46%	25%	28%	1%	0%
Floor Coverings	$17,003,557	12%	50%	16%	21%	0%
Main	$13,116,750	3%	97%	0%	0%	0%
Roof	$44,973,181	27%	32%	37%	3%	2%
Service - Electrical	$27,628,200	19%	37%	32%	11%	0%
Service - Fire	$4,332,907	19%	58%	18%	4%	0%
Service - Hydraulic	$24,994,122	7%	50%	30%	6%	8%
Service - Mechanical	$15,367,997	3%	79%	12%	6%	0%
Service - Security	$2,040,280	32%	60%	7%	0%	1%
Service - Transport	$1,657,153	100%	0%	0%	0%	0%
Structure	$61,644,103	24%	22%	42%	11%	1%
Sub-Structure	$22,239,747	30%	30%	28%	10%	1%

Total	$268,283,772	24%	36%	31%	8%	1%
30 June 2023 Total	$258,161,098	24%	36%	31%	8%	1%

*Land assets are not condition assessed.

Property 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 whereby data confidence levels for all areas are classified as either a 1 or 2.

A recent external condition and revaluation has updated the valuation to align with industry practices. Condition data and component data were derived from walk though inspections using high level componentisation. This data is not sufficient for works programming purposes. Hence why the low scores for inventory and condition data as further improvements are required.

Table 8: Portfolio Data Confidence Level

Asset Type	Inventory	Condition	Valuation
Land	1	NA	1
Buildings	2	3	1

Lifecycle Management Strategies

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

Operation and Maintenance (O&M) Strategy

Land and building 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.

Land assets are not renewed but do require ongoing site or building surround maintenance. Vacant land requires minimal maintenance, but developed properties require varied levels of maintenance either done by the City or by the lessee as specified in the lease agreement.

Public buildings have specific compliance requirements that require regular servicing and maintenance. Buildings must comply with the Building Regulations / Building Code of Australia (BCA) and the Health (Public Buildings) Regulations 1992. Where a conflict of interest exists between the two, the Health (Public Buildings) Regulations 1992 prevail.

Currently the following are some of the scheduled servicing and maintenance taking place:

- Pest and termite inspections
- Asbestos inspections
- Eye wash station inspections
- Gutter cleaning
- Internal cleaning of buildings
- Backflow prevention or reduced pressure zone (RPZ) valves testing
- Water filter testing
- Back-up generators servicing
- Bayswater Waves gas pool boiler servicing
- Residual current devices (RCDs) / safety switches testing
- Inspection and testing of all emergency lighting, fire extinguishers, fire blankets, fire hose reels, hydrants, fire doors
- Fire alarm systems testing and servicing
- Air conditioning servicing
- Automatic doors and gates servicing
- Lifts Servicing
- Hydro Dynamic Sewer Pumps Servicing.

Operation and maintenance expenditure in 2023/24 financial year amounted to approximately $5.1m compared to $4.8m in 2022/23, as defined by building maintenance and operating expenditure.

Renewal Strategy

All building assets are inspected periodically to determine their condition for renewal planning purposes. City staff consider condition 4 (poor) and 5 (very poor) assets to determine the timing, scope and budget of any future renewal projects. The identified projects are scheduled within the 10-year FCWP in line with informing strategies and strive to balance cost, safety, reliability and functionality.

Current condition rating is not granular enough to allow for long term works programming. Ratings are available at component level, sub-component level data will be required to support more detail works programming.

Currently works are identified from inspecting buildings and visually identifying works required. This is only reliable for short to medium term programming (1-5 years).

The purpose of the asset management plan is to ensure that these strategies are effective to manage the required renewals and maintain a set level of service. Systems to allow for longer term planning will be established to allow for improved works programming and condition monitoring at sub-component level.

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.

Table 9A: Property Assets – Useful Life Estimates (Component level)

Asset Component Type	Weighted Average Useful Life (Years)	Minimum Useful Life (Years)	Maximum Useful Life (Years)
Fit-Out	54	9	81
Floor Coverings	22	6	34
Main	117	10	153
Roof	85	19	139
Service - Electrical	80	26	95
Service - Fire	24	3	30
Service - Hydraulic	86	28	103
Service - Mechanical	41	11	56
Service - Security	16	1	19
Service - Transport	103	102	105
Structure	106	28	179
Sub-Structure	135	31	204

Table 9B provides definitions of these components.

Table 9B: Property Assets – Component definitions

Component type	Definition
Fit Out	Windows: flyscreens; louvres; guard grills; remote control gear; sun protection to windows; curtains, blinds, track and pelmets; windowsills and linings; hardware; decoration. External Doors: frames; linings; glazing; architraves; hardware; panels and highlights over; fly doors; roller shutters; garage doors; fire doors; grille and chain wire doors; gates; service cupboard doors and thresholds; decoration. Internal Doors: frames, linings; glazing; architraves; pelmets; hardware and door grills; chain wire and grille doors; toilet doors; strong room doors; fire doors; roller shutters; service cupboard doors; duct access panels; fanlights and panels over and lining to blank openings; decoration. Internal Walls: walls; internal columns and isolated piers to non – framed (load bearing) structures; part height solid walls glazed over to ceiling; internal windows. Internal screens: office partitioning; glazed screens; internal shop fronts; fold away and operable walls; chain wire and grille screens; toilet partitions and screen walls; borrowed lights; balustrades and rails not associated with staircases; all finishes and decorations (painting). Fittings: fixed benches; cupboards; shelving; racks; seats; counters; chalkboards; notice boards, signs and name plates; coat rails and hooks; mirrors. Sanitary fixtures: W.C. suites; urinals; basins; sinks and tubs; troughs and runnels; drinking fountains; slop hoppers; showers; hobs; showers, soap and toilet paper holders; towel rails and hand driers., Tapware. Wall finishes: incl finishes to internal faces of external walls(painting) and columns; acoustic wall linings; extra costs involved for face bricks and off form concrete; splashbacks and dados. Ceiling finishes: incl. preparatory work; suspended false ceilings; proprietary suspended ceiling systems; acoustic ceiling linings; extra costs involved for off form concrete; ceiling manholes; framing to bulkheads and cornices.
Floor Covering	Includes all preparatory work and finishing; skirtings; screeds; timber floor finishes; dividing strips; mats and mat wells; duct and pit covers; carpeting used as a permanent floor finish; timber and other finishes to concrete floors.
Service-Electrical	Includes all light, power and emergency light from and including the main distribution board to and including power outlets and light fittings, including small ICT wiring/items.
Service-Fire	Including sprinklers and other automatic extinguishing systems; fire indicator board; manual and automatic fire alarm installations; firefighting equipment; hydrant installations and hose reels and cupboards; hand appliances.
Service-Hydraulic	Includes storage tanks; pumps; water treatment plants; plumbing pipework including pipeline components. Incl pool plant
Serv-Mechanical	Includes air conditioning, evaporative cooling, mechanical ventilation, specialist hospital services and the like, reticulated stream and hot water systems.

Service-Security	Includes built in cables, ducts for telephones, public address systems, emergency warning and intercommunication, personal paging, clock and/or bell, TV antenna and closed-circuit TV.
Service-Transport	Includes all lifts, hoists and conveyor systems; escalators; disability access, all associated equipment and work other than structural building work.
Roof	Includes portal frames; roof construction; gable and other walls in roof spaces; parapet walls and roof balustrades; thermal insulation roof lights; eaves, verges and fascia's; rainwater goods; internal storm water drainage runs; all protective non-decorative coatings (painting).
Structure	Columns: Includes internal and external columns from tops of columns to bases; column casings; all protective non-decorative coatings (painting) Upper floors: Includes all beams; concrete, precast and in-situ floors; timber framed floors; structural screeds and toppings; balconies; overhangs and sunhoods integral with floors; steps and ramps in the one floor level; all protective non-decorative coatings (painting). Staircase: Includes landings; ramps between floor levels; fire escapes; supporting framework; access ladders; spiral staircases; tread, riser, string and soffit finishes; balustrades and handrails. External Walls: Includes structural walls; spandrel, curtain and window walls; external shop fronts; glazed screen walls; columns and isolated piers to non-framed (load bearing) structures; solar screen walls; plant room air flow screens; all insulation to external walls; all external finishes (painting) to all columns, slab edges, beams, projecting overhangs and walls.
Substructure	Includes foundation excavations; piers, piles, beams and strip footings; foundation walls; hard-core filling; work slabs and damp-proofing or other membranes; ground floor slab structures; subsoil drainage; ducts, pits, bases and service tunnels; entrance steps, ramps and their finishes; steps and structural screeds and toppings; all other work up to but excluding the lowest floor finish.

A framework for building renewal programs to support a defined level of service should also in future consider separate programs for different types of facilities that covers all relevant sub-components and considers criticality.

Table 10: Property Renewal Programs

Component type	Renewal Strategy
	Identify renewal required through regular inspections and align with other upgrade/new programs for buildings for the following components:
Fit Out	Currently there are works identified for replacing the following sub-components: Audio Visual fixtures Ceiling Doors Built in Cabinetry Eye wash bay Kitchens Painting internal and external Toilet/Bathrooms/Changerooms (upgrades include including accessible toilets)
Floor Covering	Currently there are works identified for replacing the following sub-components: Vinyl Flooring Carpet Flooring Sport Court timber flooring Renewing parquetry flooring Some asbestos removal will be included in the above projects
Service-Electrical	Currently there are works identified for replacing the following sub-components: Lighting replacement Switchboard/Power board replacement Extractor/exhaust fan
Service-Fire	Currently there are works identified for replacing the following sub-components: Fire systems Fire panels VESDA units Smoke detectors Fire pump
Service-Hydraulic	Currently there are works identified for replacing the following sub-components: Sewer Fixed pool plant associated with pools
Service-Mechanical	Currently there are works identified for replacing the following sub-components: Aircon Cool room Hot water System

Service-Security	Currently there are works identified for replacing the following sub-components: Security and access control systems Security Alarm systems Building/Facility management systems Security screens
Service-Transport	Currently there are no works identified for lifts, hoists and conveyor systems; escalators; disability access, or associated equipment
Roof	Once major structural components are failing consideration should be given to reassess the complete structure. Renewing roofing cover may however still be feasible if the remainder of the building is still fit for purpose. Currently there are works identified for replacing the following sub-components: Gutters Roof covering Roof painting Roof safety systems
Structure	Once major structural components are failing consideration should be given to reassess the complete structure. Structural work has been identified at the Brickworks to ensure structural integrity of the existing structures.
Substructure	Once major substructural components are failing consideration should be given to reassess the complete structure. Currently no work has been identified to foundation excavations; piers, piles, beams and strip footings; foundation walls; hard-core filling; work slabs and damp-proofing or other membranes; ground floor slab structures; subsoil drainage; ducts, pits, bases and service tunnels; entrance steps, ramps and their finishes; steps and structural screeds and toppings.
Site	Currently work has been identified for Fencing and Retaining walls.
Unplanned renewal	Funds have been set aside for unplanned renewal works. This unplanned allocation will reduce as works programming and the city's asset management practices matures.

Renewal and Facility Redevelopment

The aim is to synchronise the above renewal programs so that work can be done by building or facility (i.e. a works package) and not only by asset type or component. In many cases like for like replacements (renewal) for individual building component are not practical and instead a building needs to be considered as a functional unit. Once a significant number of assets or components in a building require renewal, the building or facility needs to be considered for redevelopment.

The extent of the redevelopment will identify if it is a renewal or an upgrade. The City commits to community consultation and engagement for any redevelopment initiatives.

Some renewals can also be scheduled during building upgrades to allow for economies of scale and reduce interruption to the community. The savings due to economies of scale can contribute to the offset of costs resulting from the early renewal of some components or the maintenance required for component renewals that had been deferred to coincide with the substantive project.

It is also worth mentioning that the City has acquired residential properties over time that are currently used for non-residential community purposes and that they may not be fit for purpose and require redevelopment to comply with contemporary standards and expectations.

In line with the City's Asset Management Policy (2024), when considering asset renewal, consideration should 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

Property assets are upgraded, or new assets are acquired when the demand has been identified in a strategy and plan that informs the asset management plan, such as the Land Acquisition and Disposal Strategy, Community Recreation Plan or the Advocacy Strategy.

Building assets on occasion require upgrade to improve its functionality and plans such as the Access and Inclusion Plan, Community Recreation Plan and the Emission Reduction and Renewable Energy Plan informs these decisions. By considering upgrade and new projects together with renewal and disposal activities within an integrated asset management approach, appropriate consideration can be given to whole of life cost while prioritising renewal activities.

Table 11: Property Upgrade/New Programs

Asset Class	Upgrade/New Strategy
Minor Upgrades	Identify any improvements related to stakeholder functional requirements as well as those requirements identified in various strategies such as the access and inclusion plan. Current work identified includes: Installation of new solar panels Upgrade of sewer to allow connection to reticulated sewer systems Installation of new air conditioners to areas without air conditioning Power upgrade Lighting upgrade Accessibility upgrade to entrance of public facilities Refurbishment of parts of existing facilities Installation of sub-meters
Major Upgrade	Consider recommendations from the Land Acquisition and Disposal Strategy, Community Recreation Plan and the Advocacy Strategy for upgrade of buildings. Current work identified includes: Facility redevelopment Facility refurbishment

New Buildings	Currently no new buildings have been identified.

Disposal Strategy

The City has identified the need to dispose of property assets by agreeing to the Land Acquisition and Disposal Strategy's principles and implementation program.

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.

Future revisions of the plan may provide more detail on property disposals identified in the next 10 years.

Table 12: Property Disposal Program

Asset Class	Disposal Strategy
Land and Building	Land Acquisition and Disposal Strategy provides a framework for the disposal of Property Assets which includes Land and Building assets.

Financial

This section contains the financial requirements resulting from all the information presented in this AMP.

Current operation and maintenance, renewal, upgrade and new expenditure

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

Table 13: Capital Expenditure 2023/24 Financial Year

Asset Class	Total
Buildings	$10,122,673
Total	$10,122,673
30 June 2023 Total	$2,618,407

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 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 14 B provides the projected renewal expenditure requirements for 2024/25.

Table 14A: Property Assets Required Renewal Expenditure – Long Term

Asset Construction Type	No of Assets	Required Renewal Expenditure – Long Term
Administration	2	$510,281
Civic	47	$1,449,035
Education	11	$240,949
Health	2	$20,614
Industrial	10	$197,685
Miscellaneous	1	$16,410
Office	2	$13,620
Pool Assets	1	$57,431
Recreation	54	$1,322,982
Residential	5	$62,163
Retail	1	$14,249
Shed	37	$18,886
Total	174	$3,924,305
30 June 2023 Total		$2,900,719

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 illustrate how the project level required renewal fluctuates around the long-term average required renewal measured by annual depreciation.

Table 14B: Property Assets Projected Renewal Expenditure – Long Term to Medium Term

Asset Type	Required Renewal Expenditure – Long Term	Long Term - 10 Year Average Annual Required FCWP	Short Term – 2025/26 Required Annual FCWP
Buildings	$3,924,305	$2,929,131	$4,124,750
Total	$3,924,305	$2,929,131	$4,124,750

Planned Expenditure Requirements (renew, upgrade, new)

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

Projected Upgrade and New Expenditure

Future revisions of the Property Asset Management Plan will identify upgrades and new projects that will impact the Property asset portfolio.

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

Asset Class	10 Year Average Annual New/Upgrade	Annual New/Upgrade 2025/26 FCWP
Buildings	$482,951	$473,795
Total	$482,951	$473,795

Planned Expenditure Requirements (renew, upgrade, new)

The LTFP indicates to what extent the 10-year 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 FCWP 2024/25 – 2033/34.

Table 14D: Property Assets Planned Expenditure – Long Term

Asset Type	10 Year Average Annual New/Upgrade LTFP	10 Year Average Annual Renew LTFP
Buildings	$482,951	$2,929,131
Total	$482,951	$2,929,131

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 AMP outlines the degree to which it is an effective and integrated tool within the City. 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: Property Asset Consumption Ratios

Asset Type	Depreciated Replacement Cost (Fair Value) DRC (FV)	Current Replacement Cost of Depreciable CRC	Asset Consumption Ratio ACR
Administration Type	$21,116,736	$35,080,246	60%
Civic Type	$64,576,319	$96,259,680	67%
Education Type	$8,395,634	$15,884,999	53%
Health Type	$522,965	$1,054,450	50%
Industrial Type	$11,631,920	$18,202,283	64%
Miscellaneous Type	$123,840	$165,000	75%
Office Type	$330,383	$580,600	57%
Pool Assets	$3,367,474	$4,628,250	73%
Recreation Type	$57,562,196	$91,385,450	63%
Residential Type	$1,447,217	$2,179,545	66%
Retail Type	$772,240	$951,740	81%
Shed Type	$1,298,429	$1,911,529	68%
Total	$171,145,354	$268,283,772	64%
30 June 2023 Total	$164,946,986	$258,161,098	64%

Conclusion:
The City is maintaining this ratio within the target band, with no year-on-year change effect on the ratio.

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: Property Asset Sustainability Ratios

Asset	Average Annual Renewal Expenditure	Annual Required Renewal	Asset Sustainability Ratio
Administration Type	$376,025	$510,281	74%
Civic Type	$1,029,863	$1,449,035	71%
Education Type	$170,271	$240,949	71%
Health Type	$11,303	$20,614	55%
Industrial Type	$195,110	$197,685	99%
Miscellaneous Type	$1,769	$16,410	11%
Office Type	$6,223	$13,620	46%
Pool Assets	$49,610	$57,431	86%
Recreation Type	$979,559	$1,322,982	74%
Residential Type	$76,764	$62,163	123%
Retail Type	$10,202	$14,250	72%
Shed Type	$22,433	$18,886	119%
Total	$2,929,131	$3,924,305	75%

Conclusion:
The City is maintaining this ratio within the target band.

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: Asset Renewal Funding Ratio

Asset	NPV of LTFP Planned Renewal Expenditure over the next 10 years according to LTFP	NPV of AMP/FCWP Required Renewal Expenditure over the next 10 years	Asset Renewal Funding Ratio
Buildings	$29,291,314	$29,291,314	100%
Total	$29,291,341	$29,291,341	100%

Conclusion:
The City is maintaining this ratio at 100%, indicating no gap between planned and required renewal expenditure over the next 10 years.

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: Property AMP Improvement Plan

Task No	Task	Revised 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. (Inventory improvement program).	Completed
3	Improve valuation reliability by reviewing replacement cost estimates and useful life triggers. (Inventory improvement program).	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 cost to allow for calculating the 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