



Open Space and Recreational Infrastructure Asset Management Plan

2025



WAVERLEY
COUNCIL

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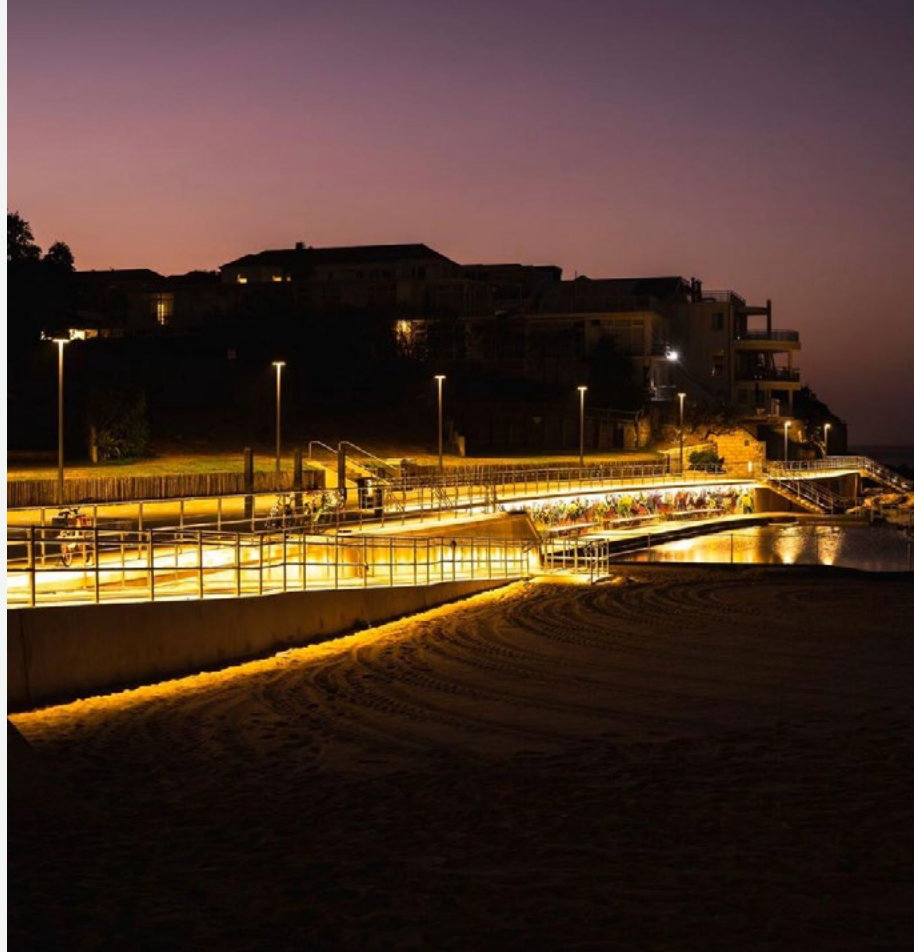


1. Purpose and Scope

The Open Space and Recreational Infrastructure Asset Management Plan (AMP) outlines Waverley Council's approach to managing open space and recreational infrastructure to meet Council's asset management objectives in risk mitigation, community service level achievement, long term financial and environmental sustainability, legislative and regulatory compliance, and continuous improvement.

The Open Space and Recreational Infrastructure AMP establishes:

- **Current asset inventory, valuation, and types of assets** within the open space and recreational asset class.
- **Current condition** of the open space and recreational assets, and how it is measured.
- **Community engagement outcomes**, methodology, and its influence on Council's targets.
- **Asset levels of service**, current state and its implications.
- **10+ Year financial forecast** for OPEX and CAPEX required for open space and recreational assets.
- **Maintenance, operations, and renewals** required for open space and recreational assets.
- **Risk minimisation approach and critical assets** within the open space and recreational asset class.
- **Continuous improvement** and operational efficiency opportunities for open space and recreational assets.



2. Asset Class Summary

Waverley Council owns and maintains a diverse \$197.5 million portfolio of open space and recreational infrastructure assets that represent 14% of Council's total infrastructure asset portfolio value. The Open Space and Recreational asset class provides infrastructure within Council's parks, reserves, and beaches that enable safe spaces for people to exercise, socialise and relax. These spaces provide the community with a connection to natural landscapes.

The open space and recreational asset portfolio is characterised by a mixture of short-lived assets as well as long-lived assets. There is a large 8.6% backlog of deteriorated assets in poor condition, including the Bondi Beach skatepark. A high backlog of 8.6% but a low consumption rate of 35% indicates that Waverley manages a variety of assets that are very new, and others that are very deteriorated.

Council acknowledges a need to reprioritise the maintenance and renewal of open space assets to reduce the backlog, and to maintain the assets to extend lifecycles over the 10+ year period ahead. A total MoRUN expenditure of \$15.2 million per year is required to ensure that the asset management objectives are achieved for this crucial asset class.

3. Asset Inventory and Valuation

As of the 30th of June 2024, the Open Space and Recreational Infrastructure asset portfolio has a calculated replacement cost of \$197.5 million, and a depreciated value of \$127.9 million that is attributed to the wear and tear of the assets.

Table OS1: Valuation and Quantity of Asset Types – Open Space and Recreational Infrastructure

ASSET CATEGORY	ASSET TYPE	CURRENT REPLACEMENT COST (CRC)	DEPRECIATED VALUE (NET CARRYING AMOUNT)	QUANTITY OF UOM	UOM	COUNT OF ASSETS
Cemetery Structures	Contemplation Shelter	\$1,058,001	\$392,972	7	No.(each)	7
Other Recreational	Barbeque	\$137,723	\$123,951	11	No.(each)	10
Other Recreational	Coastal Pools	\$15,819,742	\$9,541,462	3	No.(each)	3
Other Recreational	Playground Equipment	\$3,927,357	\$2,438,587	255	No.(each)	191
Other Recreational	Public Art - Monuments- Sculptures	\$3,986,190	\$3,116,426	39	No.(each)	39
Other Recreational	Softball	\$1,844,497	\$1,292,433	7,077	area(m2)	72
Park Footpaths	Park Footpath Base	\$586,080	\$268,245	13,413	area(m2)	149
Park Footpaths	Park Footpaths	\$16,814,142	\$12,721,721	49,970	area(m2)	670
Park Furniture and Structures	Park Bins	\$763,515	\$638,164	267	No.(each)	267
Park Furniture and Structures	Park Bollards	\$458,314	\$406,885	266	No.(each)	162
Park Furniture and Structures	Park Fence	\$10,680,398	\$8,495,172	13,076	length(m)	344
Park Furniture and Structures	Park Gates	\$29,668	\$26,425	8	No.(each)	8
Park Furniture and Structures	Park Handrails	\$1,239,834	\$936,277	1,773	length(m)	335
Park Furniture and Structures	Park Seats	\$2,708,959	\$2,154,644	629	No.(each)	460
Park Furniture and Structures	Park Shade Structure	\$1,645,294	\$1,316,749	28	No.(each)	28

Table OS1 continued: Valuation and Quantity of Asset Types – Open Space and Recreational Infrastructure

ASSET CATEGORY	ASSET TYPE	CURRENT REPLACEMENT COST (CRC)	DEPRECIATED VALUE (NET CARRYING AMOUNT)	QUANTITY OF UOM	UOM	COUNT OF ASSETS
Park Furniture and Structures	Park Signs (Direct.Info. Reg.)	\$302,454	\$223,982	110	No.(each)	110
Park Furniture and Structures	Park Stairs	\$3,558,952	\$2,528,634	3,283	per step tread	477
Park Furniture and Structures	Picnic Shelter	\$4,101,211	\$3,396,523	38	No.(each)	38
Park Lighting	Park Lights	\$5,616,583	\$4,587,724	190	No.(each)	183
Sea Walls and Retaining Walls	Retaining Walls	\$69,233,527	\$42,375,659	23,529	area(m2)	715
Sea Walls and Retaining Walls	Sea Walls	\$37,050,003	\$20,322,430	4,674	area(m2)	14
Sports Facilities	Fitness Station	\$998,459	\$778,435	6	No.(each)	6
Sports Facilities	Skate Park Facilities	\$4,529,485	\$1,155,019	1	No.(each)	1
Sports Facilities	Sports Court	\$2,113,955	\$1,782,469	8	No.(each)	8
Sports Facilities	Sports Field	\$3,766,702	\$3,113,037	10,421	area(m2)	3
Sports Facilities	Sports Furniture	\$524,435	\$451,295	8	No.(each)	8
Water Equipment	Drinking Fountain	\$278,376	\$236,869	35	No.(each)	35
Water Equipment	Irrigation Accessories	\$3,668,859	\$2,980,989	21	No.(each)	21
Water Equipment	Shower	\$76,621	\$62,494	7	No.(each)	7
Total		\$197,519,336	\$127,865,668			4371

The current replacement cost and depreciated value is measured for each of the 4371 individual assets within Council’s asset register that constitute the Open Space and Recreational Infrastructure asset class.

The current replacement cost represents the full estimated expenditure that would be incurred by Council to replace the existing assets with new like-for-like assets. This is measured by a variety of evidence-based cost inputs detailed within Council’s unit rate register.

The depreciated value represents the estimated remaining value of the assets that have deteriorated from the value of the assets since construction. It is a

representation of the expected remaining useful life of the asset.

Waverley Council schedules a comprehensive revaluation for its open space and recreational assets at least once every four years in line with requirements from AASB 13, The NSW Office of Local Government, and NSW Treasury. The comprehensive revaluation constitutes a review of asset condition, useful life, and unit rates within the asset class. Interim revaluations take place annually between comprehensive revaluations and typically constitute a desktop review with the application of published indices onto unit rates.

Table OS2: Revaluation Schedule - Open Space and Recreational Infrastructure Asset Class

FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Comprehensive Revaluation	Interim Revaluation	Interim Revaluation	Comprehensive Revaluation	Interim Revaluation	Interim Revaluation

A comprehensive revaluation for the open space and recreational infrastructure asset class was last completed on the 30th of June 2023. The next comprehensive revaluation is scheduled to take place on 30th June 2026.








4. Asset Condition and Current State

Waverley Council adopts a 1 to 5 asset condition rating model/matrix to support its asset fair valuation, maintenance planning, and renewal planning.

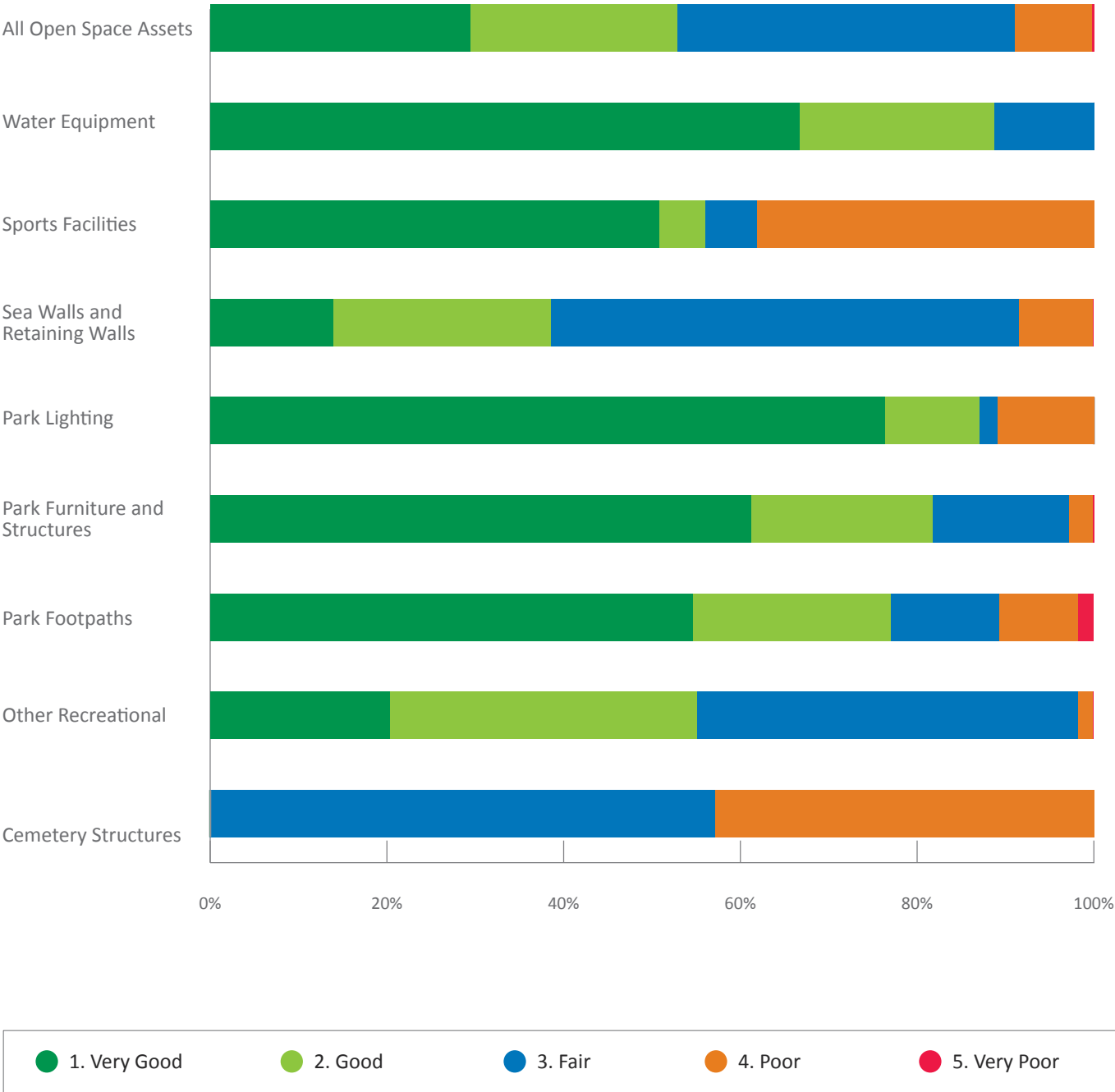
In line with Council's Fair Valuation Methodology and the Office of Local Government's Code of Accounting Practice and Financial Reporting, asset conditions are assessed at least once every four years, and prior to the comprehensive revaluation year allocated.

Table OS3: Asset Condition Examples - Open Space and Recreational Asset Class

ASSET CONDITION RATING	PHOTO	DESCRIPTION	REMAINING USEFUL LIFE
1 - Very Good		New asset. Only normal maintenance required.	95%
2 - Good		Minor defects only. Minor maintenance required.	72.5%
3 - Fair		Maintenance is required for asset to remain in accepted level of service. Significant maintenance required.	50%
4 - Poor		Significant defects and approaching end of life. Full or partial renewal and/or upgrade is required. <i>(Reference image only, asset has been repaired)</i>	27.5%
5 - Very Poor		Significant defects and asset end of life reached. Full replacement is required. <i>(Reference image only, asset has been repaired)</i>	5%

As of the 30th of June 2024, Council maintains an asset portfolio with 80% of open space and recreational infrastructure (by valuation) in condition 3 - Fair or better.

Graph OS4: Condition by Asset Category - Open Space and Recreational Infrastructure Asset Class



5. Community Consultation

Between November 2024 and January 2025, Waverley Council conducted a series of community consultation activities to gather feedback on priorities and satisfaction levels regarding infrastructure assets.

SAMP Deliberative Panel Workshops (5th and 7th Nov 2024): Council representatives provided an overview of its infrastructure asset portfolio. The 26 randomly selected residents provided feedback to inform Council's asset management resourcing prioritisation and service levels.

Issues Workshop (13th Nov 2024): Council representatives provided an overview of the challenges and issues that Waverley Council faces. The maintenance of public infrastructure and local centre upgrades was discussed with 49 community participants who provided their feedback, their high importance assets, and their satisfaction levels.

SAMP Online Budgeting Tool (12th Nov 2024 to 31st Jan 2025): An online budgeting tool was made available to the community via Council's Have Your Say website. A total of 18 people provided a submission where they ranked and prioritised a limited funding budget to Council's asset classes.



Council has identified the below opportunities through the three community consultation activities.

- **Service Levels and Prioritisation:** Open space and recreational infrastructure assets were identified to be a high priority asset class from the community, ranking 1st priority for both maintenance and renewals resourcing. The SAMP deliberative panel workshops yielded higher than average scores for satisfaction, which was consistent with the community feedback during the separate issues workshop.
- **Park footpaths:** Participants from both the deliberative panel workshops and the issues workshop expressed a desire for improved park footpaths through repairs and removal of trip hazards.
- **Park lighting:** Participants from both the deliberative panel workshops and the issues workshop expressed a desire for additional lighting in open spaces, which would preferably be solar powered.

5.1. SAMP Deliberative Panel Workshops

In November 2024, Waverley Council engaged residents to inform the Strategic Asset Management Plan. An external agency was engaged to independently recruit a demographically diverse panel of 26 interested participants. The selection of participants was designed to reflect the diverse mix of the community within the Waverley LGA. This included location, age, gender, housing tenure, language spoken at home, ability, and whether the participant was a First Nations person.

Through a mixture of online Zoom call presentations and physical asset information packs, Council provided an overview of the Open Space and Recreational Infrastructure asset class, including its current condition, maintenance, and renewal programs. Participants used Mentimeter (an interactive online polling tool) to provide feedback on their satisfaction levels and future priorities.

Waverley Council obtained the below key insights from participants regarding the open space asset class.

- **Satisfaction levels:** On average, the participants expressed higher than neutral satisfaction in open space and recreational assets, with beaches, retaining walls, sports facilities, park furniture and structures, and the 'other recreational' asset categories scoring over 3.5 out of 5. Park lighting, park footpaths and water equipment were rated the lowest in this asset class.
- **Park footpaths:** Participants indicated that footpaths across the LGA need to be improved, and that many are damaged and not repaired in a timely manner. Participants spoke about tree roots causing trip hazards along footpaths and cyclists riding on footpaths creating safety issues. It was suggested that education for cyclists, drivers and pedestrians on road sharing would reduce these issues.
- **Park lighting:** Participants expressed a desire for more park lighting to improve perceptions of safety and security particularly for women in the community. Participants felt that lighting is insufficient particularly in the early hours of the morning. There were mixed views from participants as to whether more lighting in open spaces at night would encourage or discourage crime.
- **Other recreational:** Participants stated that certain parks' playground equipment required repair and improvement. Sporting areas were expressed as an important asset in promoting community connection, while an increase in drinking fountains, barbeques, dog poo bags, seats and tables throughout the LGA's parks and beaches was desired.
- **Benefits:** Participants were asked to rank a series of statements to indicate which benefits of assets in this class are most important to them. The top priority benefit as ranked by participants was around ensuring Waverley's open space and recreational infrastructure assets are safe for the community, by managing and inspecting sea walls, playground equipment, seats, footpaths and removing trip hazards. The least important benefit to participants was economic benefits, such as increased visitation and tourism as a result of well-maintained park and beach infrastructure.
- **Resourcing:** Participants indicated a preference for more resources to be allocated to open space and recreational assets, while also noting the trade-offs between additional resources and the cost to ratepayers. Of the 6 asset classes discussed, open space assets were identified as the highest priority for both maintenance and renewal resource allocation.

Figure OS5: Satisfaction levels using Mentimeter Platform - Roads Asset Class
 (1 = Strongly Disagree, 5 = Strongly Agree).



Figure OS6: Asset Class Prioritisation Ranked by Residents for Maintenance Resourcing

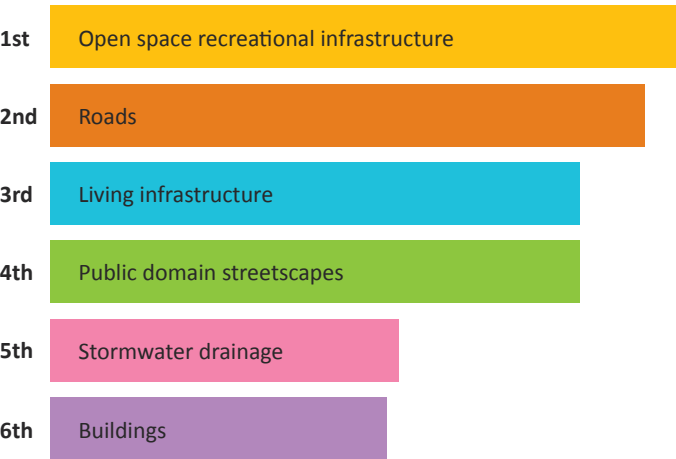
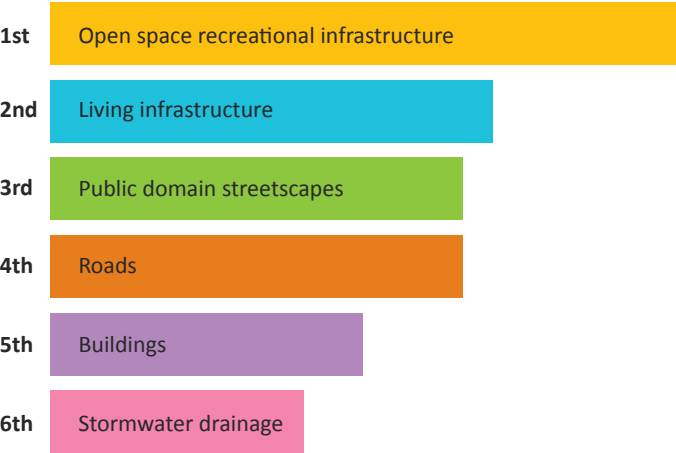


Figure OS7: Asset Class Prioritisation Ranked by Residents for Renewal Resourcing



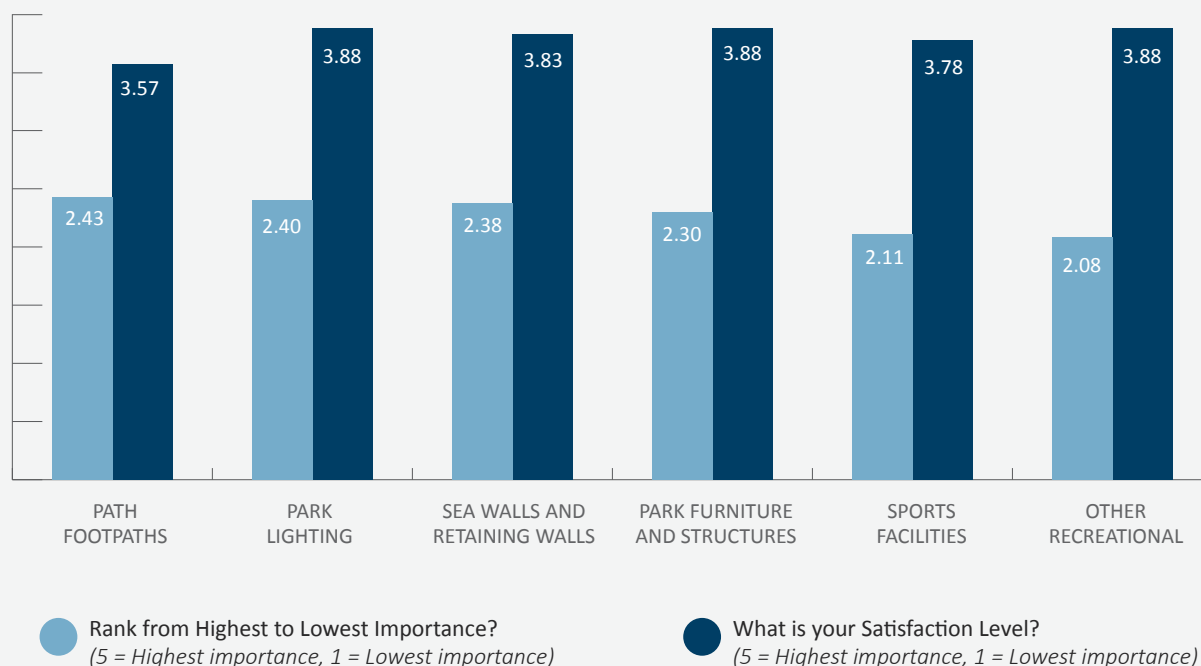
5.2. Issues Workshop

In November 2024, Waverley Council hosted an Issues Workshop at the Bondi Pavilion, where 49 residents provided feedback on public infrastructure maintenance and local centre upgrades, amongst other important topics. Participants registered via the Have Your Say website.

The issues workshop covered all infrastructure assets, and Council obtained the below key insights regarding the open space and recreation infrastructure asset class.

Satisfaction levels: The open space and recreational infrastructure asset class was given an average satisfaction score of 3.8 out of 5 which was consistently higher than the average score of 3.5 out of 5 across all asset classes. Participants provided the lowest satisfaction score for park footpaths, while other asset categories were given an average score of greater than 3.8 out of 5.

Graph OS8: Asset Categories Ranked for Importance and Satisfaction - Open Space and Recreation Infrastructure Asset Class

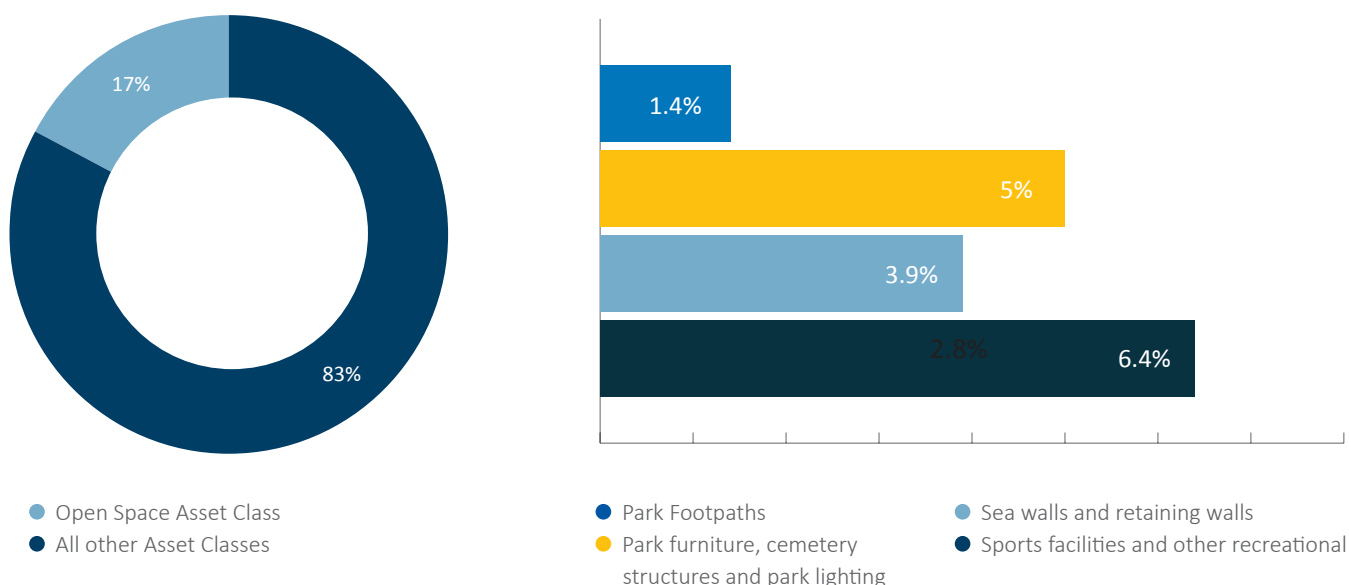


5.3. SAMP Online Budgeting Tool

Waverley Council opened an online budgeting tool on its Have Your Say website between 12th November 2024 and 31st January 2025. This tool provided flexibility for all members of the community to complete online, and in their own time. Participants were given a hypothetical budget of \$100 that they could distribute across 20 asset categories using a sliding scale. Council received a total of 16 submissions through this tool.

On average, participants chose to allocate 17% (\$17 of the total \$100) of Council’s asset renewal budget to open space and recreational infrastructure assets.

Graph OS9: Residents’ Prioritisation of Renewals Budget - Open Space and Recreational Infrastructure Asset Class



6. Asset Levels of Service

Waverley Council monitors five key measures of asset service levels to ensure alignment and success with its asset management objectives and principles.



6.1. Asset Condition and Performance

Asset condition and performance is assessed based on the structural condition (1 – Very Good to 5 – Very Poor) for each open space asset type and category. The service levels are maintained through the delivery of effective asset maintenance schedules and renewal programs, ensuring that assets remain above the minimum condition standard.

These service levels are designed to minimise risk to the community, meet community expectations for infrastructure performance, and ensure long-term financial and environmental sustainability. The target performance for asset condition is determined through a combination of optimised financial maintenance and renewal intervention points, safety risk assessments to reduce hazards, and community feedback from the asset satisfaction and importance surveys.

Waverley Council strives to enhance the asset condition and quality service levels through the below improvements.

- Using benchmarked and empirical data to refine asset degradation profiles and aligning financial depreciation to these profiles.
- Identifying optimal maintenance and renewal intervention points and methodologies using benchmarked and data-driven financial and engineering models.
- Expanding community survey sample sizes to improve the reliability and consistency of satisfaction and importance surveys.
- Using these insights to model funding scenarios to strike a balance between engineering best practices, financial sustainability, and community expectations.

This streamlined approach to defining and achieving minimum condition standards ensures cost-effective infrastructure upkeep and higher service reliability for the community through evidence-based asset management decisions.



Table OS10: Preferred Minimum Structural Condition - Open Space and Recreational Infrastructure Asset Class

PERFORMANCE MEASUREMENT	ASSET TYPE / CATEGORY	TARGET PERFORMANCE	PERFORMANCE AS AT 30/06/2024
Council's asset condition assessments and asset register	Cemetery Structures	100% in condition 1, 2, and 3	57% in condition 1, 2, and 3
	Other Recreational	60% in condition 1 and 2 100% in condition 1, 2, and 3	55% in condition 1 and 2 98% in condition 1, 2, and 3
	Park Footpaths	80% in condition 1 and 2 100% in condition 1, 2, and 3	77% in condition 1 and 2 89% in condition 1, 2, and 3
	Park Furniture and Structures	60% in condition 1 and 2 100% in condition 1, 2, and 3	82% in condition 1 and 2 97% in condition 1, 2, and 3
	Park Lighting	60% in condition 1 and 2 100% in condition 1, 2, and 3	87% in condition 1 and 2 89% in condition 1, 2, and 3
	Sea Walls and Retaining Walls	100% in condition 1, 2, and 3	39% in condition 1 and 2 92% in condition 1, 2, and 3
	Sports Facilities	60% in condition 1 and 2 100% in condition 1, 2, and 3	81% in condition 1 and 2 62% in condition 1, 2, and 3
	Water Equipment	60% in condition 1 and 2 100% in condition 1, 2, and 3	81% in condition 1 and 2 89% in condition 1, 2, and 3



6.2. Asset Availability and Response Time

The asset availability and response time service level is assessed based on Council's ability to respond to and resolve infrastructure-related customer requests within the timeframes set by Council's Customer Charter. This service level is designed to ensure that infrastructure issues are addressed promptly, meeting community expectations while minimising risks associated with open space asset defects.

To improve service delivery, Waverley Council strives to achieve the following improvements.

- Defining response time targets for infrastructure related enquiries for initial inspections and triaging to ensure that resources are allocated efficiently.
- Creating a defect classification register, mapping different open space asset defect types to predefined rectification work orders to ensure appropriate resolution methods and timeframes are allocated.
- Implementing risk-based resolution times such that work orders are allocated due dates and prioritised based on the criticality of asset locations and defect classifications.
- Establishing an integrated system for customer requests, asset information, and work order management to centralise and streamline the approach to acceptance of request, prioritisation of request, triaging of issue, and resolution of issue.
- Establishing performance monitoring dashboards to track and report response time metrics, improving accountability and service resilience.

This structured response and works management system will enable Waverley Council to deliver higher service reliability, reduce risks, and meet community expectations efficiently. It ensures that open space and recreational infrastructure issues are addressed in a timely manner based on asset criticality, defect and location risk, and community needs.

PERFORMANCE MEASUREMENT	ASSET TYPE / CATEGORY	TARGET PERFORMANCE
Council's Customer Request Management System (Merit)	All open space and recreational infrastructure asset types.	90% of requests are responded to and resolved within Council's customer charter.

6.3. Community Satisfaction

Waverley Council measures community satisfaction service levels through community engagement surveys and asset satisfaction reports. These surveys assess whether infrastructure services align with community expectations and ensure that Council's asset management activities effectively address public needs.

The community satisfaction surveys enable Council to understand and evaluate public perception of asset quality, maintenance, and response times. It identifies gaps in service delivery and areas for improvement and resource prioritisation to refine service levels and infrastructure planning. Feedback sessions, satisfaction trends, and community concerns enable Council to assess resource adequacy in meeting service expectations in maintenance schedules, renewal priorities, and response times.

By continuously engaging with the community, Waverley Council ensures a responsive and community centric approach to asset management.

PERFORMANCE MEASUREMENT	TARGET PERFORMANCE
Community satisfaction report	Attaining a 'High' or 4 out of 5 satisfaction score.

6.4. Financial Sustainability

The financial sustainability of Waverley Council's open space and recreational assets is assessed based on asset condition, renewal expenditure, and the rate of asset depreciation. By achieving these service levels, Council ensures that infrastructure assets are sufficiently funded to maintain their minimum required condition now, and into the future. Capital expenditure is strategically allocated to the most critical assets at the most financially viable intervention points.

Waverley Council uses four key financial ratios to evaluate funding sufficiency and renewal efficiency:

- **Asset Consumption Ratio:** This ratio measures the extent to which an assets useful life has been consumed. The ratio is important for long-term distribution of renewal demand and financial sustainability. A position below the target would indicate that Council is overspending and renewing assets too early. A position above the target would indicate that assets are not meeting minimum asset condition expectations from the community, and that Council is accumulating unsustainable backlog.

$$\text{CONSUMPTION RATIO} = \left(\frac{\text{ACCUMULATED DEPRECIATION}}{\text{TOTAL ASSET REPLACEMENT COST}} \right) \times 100$$

The open space and recreation asset class consists of long-lived assets that deteriorate over time due to loading, weather conditions, and material aging. To maintain an optimal balance between serviceability and financial sustainability, Waverley Council targets an Asset Consumption Ratio of 30% to 50%. This ensure that open space and recreation assets are neither renewed too early and too frequently, nor are they underfunded and resulting in increased risk and backlog to Council.

Council strives to ensure that the consumption ratio is appropriately designated across different open space asset types and locations based on criticality and optimal renewal intervention points. A well distributed asset consumption across the LGA ensures financial sustainability and a balanced distribution of asset renewal intervention points year-on-year over the long term.

- **Annual Renewal Funding Ratio:** This ratio measures how effectively Council has funded open space asset renewals and replacements when compared with the depreciation of the assets. This measure provides insight into whether the assets are renewed at a sustainable rate each year.

$$\text{RENEWAL FUNDING RATIO} = \left(\frac{\text{ACTUAL RENEWAL EXPENDITURE}}{\text{DEPRECIATION EXPENSE}} \right) \times 100$$

To meet minimum asset performance targets, open space assets are maintained, refurbished, or reconstructed to at least Condition 3 – Fair. Assets that reach Condition 4 – Poor (72.5% consumption) must be renewed to prevent safety and reputational risks to Council.

Open space infrastructure assets will be scheduled for a full rectification as they approach Condition 4. The majority of these assets are ‘point’ assets meaning that partial renewals are typically impractical, although minor repairs could restore the asset to a fair condition.

Council typically renews assets when they reach 27.5% remaining useful life, which is consistent with maintaining minimum asset condition levels that align with community expectations. Council avoids running assets to complete failure and deterioration to Condition 5 – Very Poor (100% consumption), as failed open space assets would pose significant safety and reputation risk to Council and the community through infrastructure collapses and introduction of other hazards.

Council sets its Renewal Funding Ratio target between 100% and 130% as open space assets are typically fully replaced with good condition as they approach 72.5% consumption, and very rarely are the assets run to 100% consumption before replacement.

- **10+ Year Long-Term Funding Ratio:** This ratio is similar to the Renewal Funding Ratio. However, rather than measuring the previous year’s renewal expenditure, it assesses whether Council’s 10+ Year planned renewal expenditure is adequate in supporting the services and expectations of Council’s existing infrastructure and the forecasted depreciation expense.

$$\text{LTFR} = \left(\frac{\text{PLANNED ASSET RENEWAL EXPENDITURE (10+YRS)}}{\text{ACCUMULATED DEPRECIATION EXPENSE (10+YRS)}} \right) \times 100$$

As with the targets set for the Renewal Funding Ratio, Council sets its 10+ Year Long-Term Funding Ratio target between 100% and 130% as open space assets are typically full replaced as they approach 72.5% consumption and restored to good condition. Very rarely are the assets run to 100% consumption before full replacement.

- **Backlog Ratio:** This ratio measures the proportion of infrastructure assets that are in Condition 4 – Poor and Condition 5 – Very Poor that require renewal. The backlog ratio allows Council to assess the extent of deferred renewal, renewal funding adequacy, and risks to community service levels.

$$\text{BACKLOG RATIO} = \left(\frac{\text{TOTAL ASSET BACKLOG REPLACEMENT COST}}{\text{TOTAL ASSET REPLACEMENT COST}} \right) \times 100$$

Council aims to achieve a backlog ratio of less than 2% to demonstrate that renewal programs are prioritised to deteriorating assets as to prevent decline into poor condition and to minimise risks to the community.

Table OS11: Financial Sustainability Service Level Performance - Open Space and Recreational Infrastructure Asset Class

PERFORMANCE MEASUREMENT	ASSET TYPE / CATEGORY	TARGET PERFORMANCE	PERFORMANCE AS AT 30/06/2024
Asset Consumption Ratio	All open space and recreational infrastructure asset types.	Between 30% and 50%	35%
Annual Renewal Funding Ratio	All open space and recreational infrastructure asset types.	Between 100% and 130%	95%
10+ Year Long-Term Funding Ratio	All open space and recreational infrastructure asset types.	Between 100% and 130%	171%
Backlog Ratio	All open space and recreational infrastructure asset types.	Less than 2%	8.9%

With the increased granularity of cost breakdowns and definition of the open space infrastructure, Council has identified a current asset condition backlog of 8.9%. The annual renewal funding ratio suggests that the renewal of these assets have been historically underfunded. Furthermore the 10+ Year long-term funding ratio indicates Council's commitment to renewing ageing and backlog assets that are in condition 4 and 5.

The Asset Consumption Ratio in combination with the backlog ratio suggests that Council maintains a large portion of recently renewed or new constructed assets, but also a large portion of assets that are aged and that have degraded to poor condition. The 10+ Year Long-Term Funding ratio represents Council's prioritisation to the open space infrastructure in the

upcoming years to reduce backlog and restore these assets to their expected service levels.

6.5. Safety

Waverley Council prioritises safety in the quality, design, and usage of its open space infrastructure, as well as in the services that it provides to the community. The safety service level is assessed based on a commitment to continuous improvement in reducing open space incidents and safety incidents within the LGA. Waverley Council ensures that open space assets are constructed and maintained in compliance with Australian Standards and regulatory requirements to minimise risks for the community.

Table OS12: Safety Service Level Performance - Open Space and Recreational Infrastructure Asset Class

PERFORMANCE MEASUREMENT	ASSET TYPE / CATEGORY	TARGET PERFORMANCE
Annual inspections, operational reports and safety audits	All open space and recreational infrastructure asset types.	Three-year annual average open space incidents are decreasing
Compliance and customer surveys	All open space and recreational infrastructure asset types.	Compliance with relevant Australian Standards and regulatory requirements

7. Long Term Financial Plan and Sustainable Funding Scenario

In December 2024, Waverley Council engaged external financial and asset management consultants to assess Council's long term financial sustainability and advise on the development of Council's Asset Management Strategy. A sustainable funding scenario was developed based on the technical levels of service, which were used to calculate the funding that would be required to sustainably treat and manage the assets.

The technical levels of service model guides service delivery through the MoRUN framework: Maintenance and Operations, Renewal, Upgrade and New. The scenario prioritises asset renewal and replacement to maintain service levels, acknowledging that the construction of new and upgraded infrastructure results in higher ongoing maintenance and operations costs.

Table OS13: Average Annual Funding Requirement based on Sustainable Funding Scenario - Open Space and Recreational Infrastructure Asset Class

ASSET CATEGORY	CURRENT REPLACEMENT COST (CRC)	ANNUAL O&M COST REQUIREMENT AS A PERCENTAGE OF CRC	ANNUAL O&M COST REQUIREMENT	ANNUAL CAPITAL RENEWAL REQUIREMENT	ANNUAL CAPITAL NEW & UPGRADE REQUIREMENT
Cemetery Structures	\$1,058,001	4.00%	\$42,320	\$33,613	\$14,394
Other Recreational	\$25,715,509	4.00%	\$1,028,620	\$816,986	\$349,850
Park Footpaths	\$17,400,222	4.00%	\$696,009	\$552,808	\$236,723
Park Furniture and Structures	\$25,488,599	4.00%	\$1,019,544	\$809,777	\$346,763
Park Lighting	\$5,616,583	5.00%	\$280,829	\$178,440	\$76,411
Sea Walls and Retaining Walls	\$106,283,530	1.00%	\$1,062,835	\$3,376,645	\$1,445,946
Sports Facilities	\$11,933,036	15.00%	\$1,789,955	\$379,114	\$162,344
Water Equipment	\$4,023,856	8.00%	\$321,908	\$127,839	\$54,743
Total	\$197,519,336	3.2%	\$6,242,022	\$6,275,221	\$2,687,174



The Sustainable Funding Scenario equates to a full OPEX and CAPEX program of about \$152 million over the next 10-Years, while the current Long Term Financial Plan Projection comprises about \$165 million over the same period. This 8.6% variance is attributed to operations and maintenance expenditure; noting assumptions in cost codes were made to segregate into open space asset types. There is an opportunity to improve segregation of operational expenditure into services across the open space asset class. Due to the current backlog of poor condition assets, Council strives to increase resource allocations to renewal over the course of the 10+ years.

Table OS14: Sustainable Funding Scenario Versus LTFP Projection - Open Space and Recreational Infrastructure Asset Class

SCENARIO	ANNUAL O&M FUNDING REQUIREMENT	ANNUAL CAPITAL RENEWAL FUNDING REQUIREMENT	ANNUAL CAPITAL UPGRADE & NEW FUNDING REQUIREMENT	ANNUAL TOTAL	10-YEAR TOTAL
Sustainable Funding Scenario	\$6,242,022	\$6,275,221	\$2,687,174	\$15,204,417	\$152,044,165
LTFP Projection	\$5,879,691	\$6,033,882	\$2,651,746	\$14,565,319	\$145,653,190
Variance	-5.8%	-3.8%	-1.3%	-4.2%	-4.2%

In developing Council's asset renewals plans, consideration is given to the target service levels in each asset category and the current condition of the asset inventory. Council's overall strategy for asset renewal is to initially ensure that the overall network condition is maintained. This will be achieved by renewing assets at the optimum point of their life cycle to maximise Council's renewal expenditure and achieve the desired service level. As such, Council's renewal strategy will be a bottom-up approach.



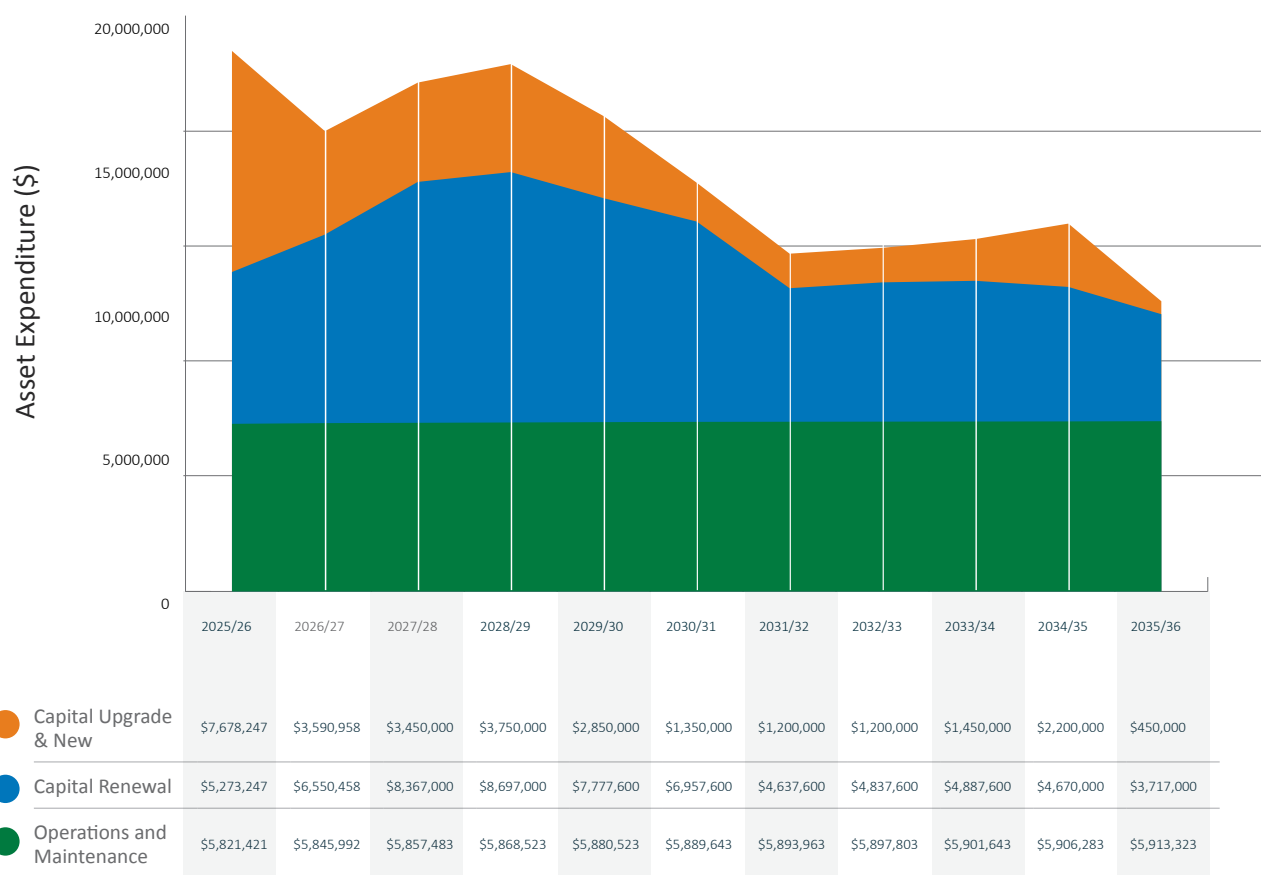
Table OS15: Planned 11-Year LTFP CAPEX Program - Open Space and Recreational Infrastructure Asset Class

LTFP 7 CAPITAL WORKS PROGRAM	GRANT FUNDING	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL PROPOSED COSTS
Open Space & Recreational Infrastructure	\$18,810,320	\$12,951,494	\$10,394,951	\$12,415,236	\$13,404,058	\$11,730,882	\$9,399,287	\$6,769,826	\$7,176,809	\$7,721,750	\$8,579,689	\$5,334,112	\$105,878,094
SAMP Renewal and Upgrades - Cemetery Structures	\$25,264	\$2,620,000	\$11,275	\$11,557	\$11,846	\$12,142	\$12,445	\$12,757	\$13,076	\$13,402	\$13,737	\$14,081	\$2,746,318
Quinn Rd Memorialisation Wall	\$-	\$2,600,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$2,600,000
SAMP Renewal & Upgrades - Recreational	\$4,344,570	\$6,926,494	\$3,445,964	\$1,019,106	\$2,423,004	\$3,388,706	\$848,556	\$1,078,515	\$2,294,164	\$2,351,518	\$3,134,646	\$1,113,674	\$28,024,345
Bronte Beach Seawall & Promenade Upgrades	\$488,293	\$5,906,494	\$2,441,464	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$8,347,958
SAMP Renewals & Upgrades - Public Art - Monuments - Sculptures	\$593,692	\$300,000	\$324,003	\$332,103	\$71,182	\$348,915	\$74,786	\$366,579	\$78,572	\$385,137	\$82,550	\$404,635	\$2,768,462
SAMP Renewal - Park Footpaths	\$1,380,172	\$200,000	\$660,613	\$1,990,409	\$963,279	\$435,454	\$446,341	\$457,499	\$468,937	\$480,660	\$492,676	\$504,993	\$7,100,860
SAMP Renewal - Park Furniture and Structures	\$2,709,194	\$390,000	\$2,017,098	\$1,857,400	\$1,096,167	\$1,178,762	\$1,038,520	\$1,702,314	\$1,091,095	\$1,179,292	\$1,146,331	\$1,238,994	\$13,935,972
SAMP Renewal - Park Lighting	\$1,276,151	\$550,000	\$1,537,500	\$1,436,730	\$2,011,093	\$184,889	\$189,511	\$194,249	\$199,105	\$204,082	\$209,185	\$214,414	\$6,930,757
SAMP Renewal - Sea Walls and Retaining Walls	\$3,814,565	\$550,000	\$1,281,250	\$1,786,063	\$3,122,983	\$1,876,482	\$1,923,394	\$1,971,479	\$2,020,766	\$2,071,285	\$2,123,067	\$896,059	\$19,622,827
SAMP Renewal & Upgrades - Sports Facilities	\$2,876,162	\$425,000	\$153,750	\$2,311,375	\$2,423,004	\$2,991,995	\$3,519,358	\$534,155	\$547,509	\$561,196	\$890,439	\$448,030	\$14,805,811
SAMP Renewal - Water Equipment	\$321,537	\$140,000	\$143,500	\$147,088	\$150,765	\$154,534	\$158,397	\$162,357	\$166,416	\$170,576	\$174,841	\$179,212	\$1,747,685
Parks Plan of Management	\$894,838	\$450,000	\$563,750	\$1,260,750	\$861,513	\$883,050	\$905,127	\$-	\$-	\$-	\$-	\$-	\$4,924,189
Rockfall/Cliff Remediation Program	\$574,173	\$400,000	\$256,250	\$262,656	\$269,223	\$275,953	\$282,852	\$289,923	\$297,171	\$304,601	\$312,216	\$320,021	\$3,270,867

Graph OS16: Council's Planned 11 Year LTFP Expenditure – Open Space and Recreational Infrastructure Asset Class

Note: 3.2% of each year's Capital Upgrade & New value is added to the required Operations and Maintenance expenditure the following year.

11-Year Plan CAPEX & OPEX for Open Space and Recreational Infrastructure (No Indexation - Present Value 01/07/2025)



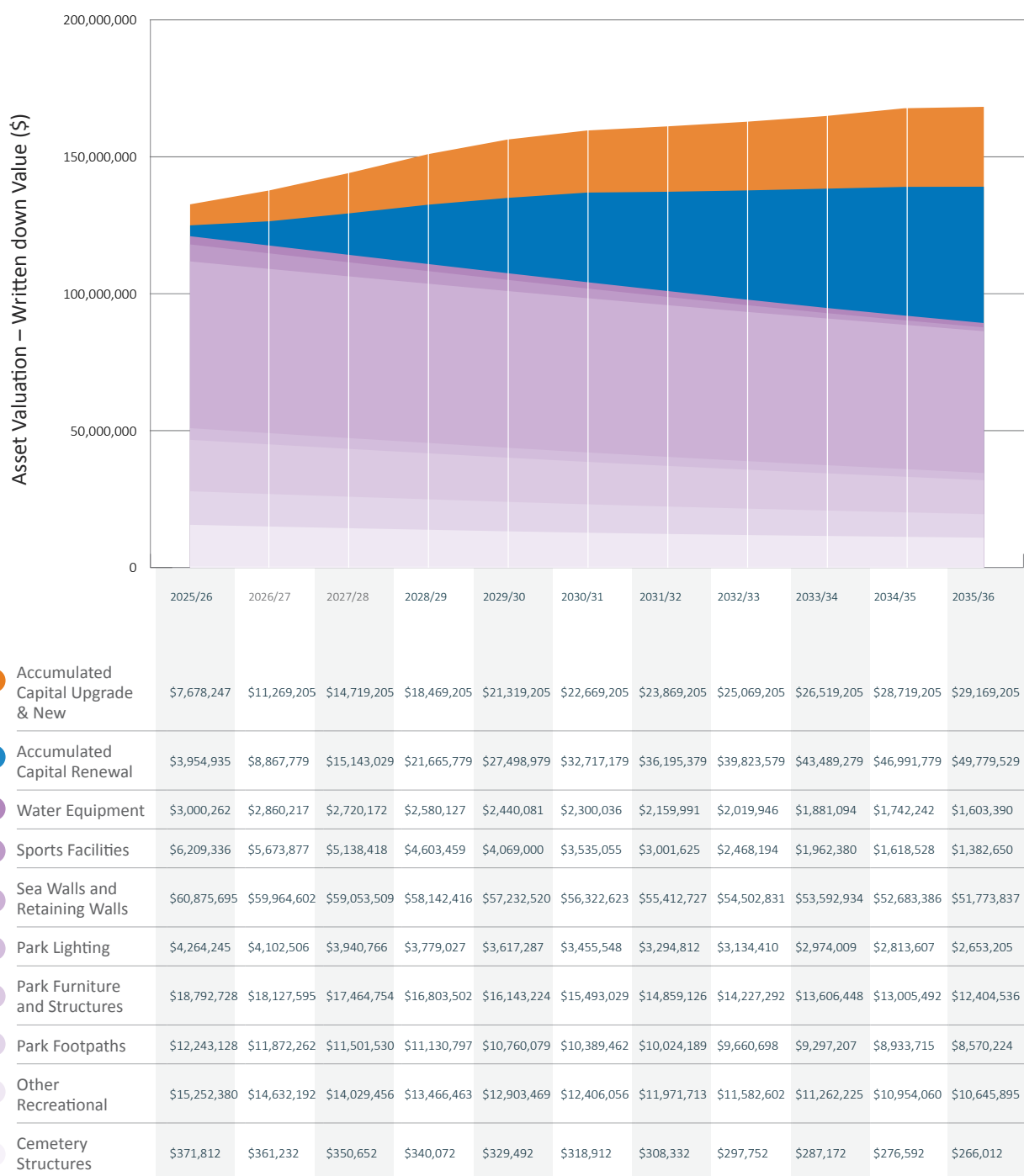
The open space and recreational asset class experiences an annual depreciation expense of \$3,442,449 each year. This means that without any capital works taking place, the open space and recreational asset class would deteriorate from 61% to 45% in the 11-years between FY2025/26 and FY2035/36. The implementation of the current LTFP will improve asset health to 61% in FY2035/36.

This projected asset health assumes 100% of Capital Upgrade & New is capitalised as an addition to existing asset valuation, and 75% of Capital Renewal is capitalised as an addition to existing asset valuation. This is because capital renewals will typically replace assets that are at about 25% asset health.

Graph OS17: Asset Value Depreciation and Capitalisation over 11 Years - Open Space and Recreational Asset Class

Note: This graph demonstrates the projected Written Down Value of Open Space and Recreational Assets as they depreciate annually. It also demonstrates the impact of the LTFP capital upgrades, new, and renewals on the asset valuation.

Asset Value Depreciation over 11 Years - Plant and Equipment (No Indexation - Present Value 01/07/2025)



8. Maintenance, Operations and Renewals

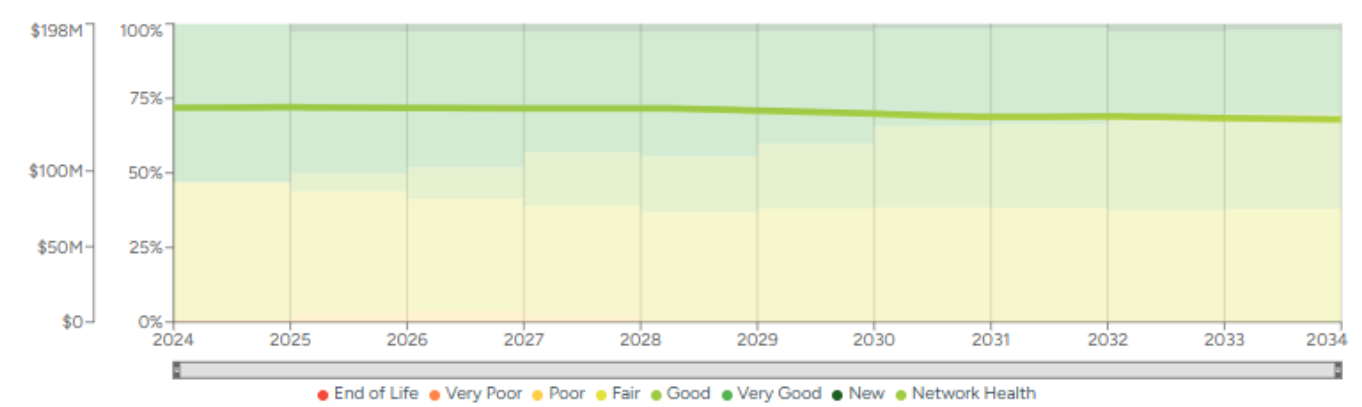
Waverley Council operates a periodic and preventive maintenance program for its Open Space and Recreational Infrastructure, while also delivering capital renewal programs, and responding to reactive maintenance requests. Periodic and preventive maintenance takes place to uphold the safety and structural integrity of its open space infrastructure, while also preventing further deterioration of aged assets.

Council used the Modelve funding scenario software to visualise the impact of various funding scenarios on the asset health of the open space asset class. When planning for open space and recreational asset replacements, the asset health is projected to improve over the 10 years in the Sustainable Funding Scenario.

Table OS18: Open Space and Recreational Infrastructure Health and Value over 10-Year period

ELEMENT	SUSTAINABLE FUNDING SCENARIO
Capital Renewal Expenditure	\$62,752,210
Capital New & Upgrade Expenditure	\$26,871,736
Estimated Operations & Maintenance	\$95,292,678
Estimated Depreciation	\$42,859,343
Total Scenario Cost	\$227,775,967
Asset Health as at 2024	64.74%
Asset Health estimated by 2034	70.36%
Current Worth as at 2024	\$127,865,668
Projected Worth estimated by 2034	\$138,974,605
Change of worth	\$11,108,937

Figure OS19: Open Space and Recreational Asset Network Health – Sustainable Funding Scenario (Modelve Software)



8.1. Sports Facilities

Waverley Council manages a diverse sports facilities portfolio that includes its 6 fitness stations, 8 sports courts, 3 sports fields, the Bondi Beach skate park, and other sports furniture. The sports facilities enable outdoor recreation and organised sports to take place; with the facilities being suitable for a range of community and commercial activities including school carnivals. Waverley Council is committed to providing safe and accessible playing fields for all ages and competition activity levels.

Bondi Park Fitness Station



Waverley Park Sports Courts (Netball)



Bondi Skate Park



Waverley Park Sports Fields



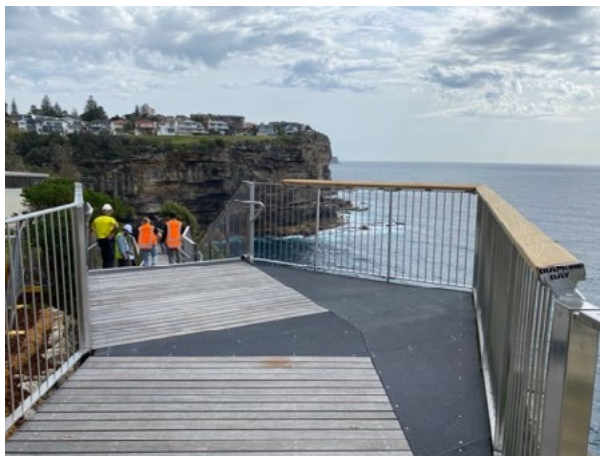
A 15% factor is applied to the current replacement cost of the sports facilities asset category to estimate the operations and maintenance costs for below activities on an annual basis.

- Cleaning and removal of graffiti, stickers and vandalism
- Minor repairs for stability, fastening, rust prevention, loose bolts
- Reapplication of paint, coatings and other finishes
- Mowing and irrigation of sports fields

8.2. Park Footpaths

Waverley Council manages about 50,000m² of footpaths within its parks and coastal reserves including the coastal boardwalks and shared use paths. The footpaths provide the community and park visitors with the opportunity to travel, exercise, and enjoy Waverley's parks and coastal reserves.

Boardwalk at Diamond Bay



Footpaths at Dudley Page Reserve



A 4% factor is applied to the current replacement cost of the park footpaths asset category to estimate the operations and maintenance costs for below activities on an annual basis.

- Routine inspections and testing for electrical components, safety compliance, and functionality
- Cleaning and removal of graffiti, stickers and vandalism
- Regular safety inspections and condition assessments
- Making safe trip hazards and removal of path obstructions
- Rectifying raised slabs by grinding or laying asphalt ramps
- Replacing broken pavers, patching and minor slab replacements

8.3. Park Lighting

Waverley Council manages about 180 park lighting assets throughout its parks and coastal reserves.

Park lighting is a crucial asset category that promotes a connected, inviting and memorable environment. It supports active movement and use of Waverley's open spaces including sports fields and courts at night time, while supporting safe wayfinding and night time journeys.

Lights at Waverley Park Sports Field



Lights at North Bondi Children's Pool



A 4% factor is applied to the current replacement cost of the park lighting asset category to estimate the operations and maintenance costs for below activities on an annual basis.

- Inspections and testing of electrical safety, connections, and weatherproofing
- Light bulb replacements
- Minor repairs of loose connections, fuses or other faulty components
- Cleaning and removal of graffiti, stickers and vandalism
- Corrosion prevention application and pole stability inspections

8.4. Sea Walls and Retaining Walls

Waverley Council manages about 1.4km of sea wall and 18.6km of retaining walls.

Sea walls and retaining walls are crucial to the safety of the community and visitors. They hold back earth and water; stabilising slopes, controlling flood events, and preventing erosion and damage to nearby structures.

Bondi Beach Sea Wall



Sandstone Retaining Wall



A 1% factor is applied to the current replacement cost of the sea wall and retaining wall asset category to estimate the operations and maintenance costs for below activities on an annual basis.

- Routine structural integrity checks
- Concrete patching and other minor repairs to damaged assets

8.5. Cemetery Structures

Waverley Council manages 7 cemetery contemplation shelters within its cemetery structures asset portfolio. These heritage structures provide a space for cemetery visitors to rest and contemplate.

Waverley Cemetery Contemplation Shelter 5



Waverley Cemetery Contemplation Shelter 6



A 4% factor is applied to the current replacement cost of the sea wall and retaining wall asset category to estimate the operations and maintenance costs for below activities on an annual basis.

- Routine structural integrity checks and cleaning

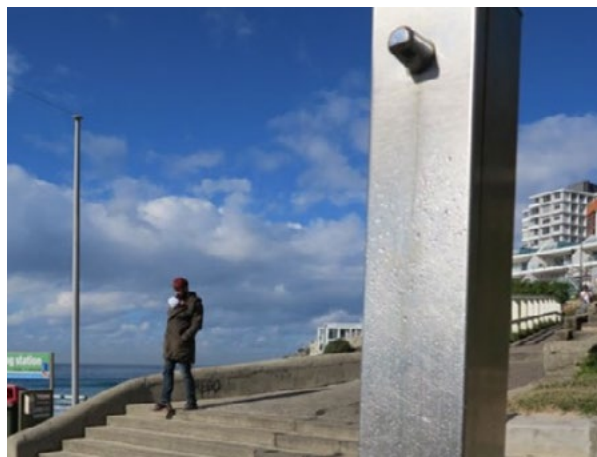
8.6. Water Equipment

Waverley Council manages about 40 drinking fountains, as well as outdoor showers for beach visitors, and irrigation systems within its parks and reserves. Waverley's water equipment asset category is crucial in providing amenity to park visitors, and in supporting the irrigation and health of its park turf.

Drinking Fountain with Dog Bowl



Outdoor Shower at Bondi Beach



An 8% factor is applied to the current replacement cost of the water equipment asset category to estimate the operations and maintenance costs for below activities on an annual basis.

- Routine inspections and testing
- Cleaning, parts replacements, and leak repairs



9. Minimising Risks to Community and Council

In line with its asset management objectives, Waverley Council is committed to the mitigation of risks associated with its open space infrastructure assets and services. The safety and wellbeing of the community, visitors and Council staff is paramount to open space asset management planning and delivery. Asset prioritisation decisions are made through the determination and application of risk prevention approaches that consider severity, likelihood, criticality and resilience across communities, infrastructure assets, and services. Waverley Council considers the below risk areas when prioritising open space maintenance, operations, renewal, and upgrade activities.

- Safety and wellbeing impacts
- Reputational impacts
- Financial impacts
- Regulatory compliance and legal risks
- Service delivery and asset availability risks
- Environmental impacts
- Loss of corporate knowledge, data loss, and risks to resilience and continuity



9.1. Critical Assets

Although no critical assets have been identified within the open space and recreational infrastructure asset class, Waverley Council prioritises assets that are located in parks and reserves in the below order.

- Beach Parks (including Bondi Park)
- Parks with Sports Fields
- Neighbourhood Parks
- Local Parks

This is in line with Council's Open Space and Recreational strategy.

10. Continuous Improvement and Operational Efficiency

In line with its asset management objectives, Waverley Council strives to be proactive in enhancing the operational efficiency of its asset management processes, and in pursuing continuous improvement. The development and delivery of Council's Asset Management Improvement plan is crucial to ensuring that Council's asset management objectives are achieved in the most sustainable, resilient, and efficient manner.

Figure OS20: Asset Management Improvement Plan – Open Space and Recreational Asset Class

STRATEGY COMPONENT	TASK	DESCRIPTION OF REQUIREMENTS	TIMEFRAME AND PRIORITY
Asset Information Management System	Define Data Attribute Requirements	Define data attribute requirements for informed decision making and implement into the Asset Information Management System.	12 months (High Priority)
Asset Financial Planning	Develop Asset Maintenance and Operations Plans	Develop asset maintenance and operations plans whereby reactive maintenance demand is accurately costed and based on historic annual requests. Routine and preventive maintenance demand is accurately costed and based on agreed levels of service. Identify resourcing requirements.	18 months (High Priority)
Work Order Management System	Define Work Orders and Defects	Define routine and reactive maintenance work orders and defect types. Configure and implement into the Work Order Management System.	18 months (High Priority)
Asset Management Culture	Asset Management Education	Conduct annual workshops with all asset stakeholders to understand the roads asset lifecycle management approach.	12 months (Medium Priority)
Asset Financial Planning	Asset Useful Life and Depreciation	Review asset useful lives based on the actual life of assets achieved by the Council. Consider applying different useful lives to locations and assets based on projected utilisation, wear, and tear. Consider applying asset depreciation models to different roads asset categories based on data, evidence and/or studies.	24 months (Medium Priority)
Asset Operations	Asset Condition Assessments and Defect Capture	Develop detailed roads asset condition assessment and defect capture manual. Ensure that operations and maintenance teams capture asset conditions and defects in the works management system.	24 months (Medium Priority)
Risk Management Approach	Develop Asset Criticality Matrix	Use demand data including foot traffic visitation and AADT on roads to develop a criticality matrix and scoring method for all Roads assets to guide maintenance frequencies and response times, as well as renewal investment prioritisation.	24 months (Medium Priority)



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