

# Asset Management Plan

## Parks and Gardens

### /DOCUMENT CONTROL

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### INTRODUCTION

Whitsunday Regional Council (WRC) is committed to providing sustainable, efficient and cost-effective services to its community. These services are essential for the maintenance of the lifestyle, economy, affordability and public health of the region. Through the adoption of a Strategic Asset Management Plan (SAMP), Council recognises the importance of its role and is striving to further improve its service capacity through the establishment of sound, long term planning for the communities' assets.

WRC has 124 parkland and open space areas covering an area of 451 hectares. Park assets include open space areas such as parks and gardens, cemeteries, sports precincts, playgrounds and aquatic facilities with a variety of structured embellishments. This does not include areas contained in Councils road reserves which Council's parks teams are responsible for maintaining.

The assets contained within the Parks and Open Space hierarchy will receive differing technical levels of service and differing embellishments. The 5 categories of parks and open space are listed below and are thoroughly defined in the Technical LOS document/Operations Plan:

- Class 1 High Profile regional Park/Facility
- Class 2 High Profile District Park/Cemetery
- Class 3 Medium Profile Open Space/Local Park
- Class 4 Low Profile Open Space
- Class 5 Sport and Recreation Facility

The P&G AMP has been developed to guide, monitor and improve Council's responsible and sustainable management practices for its P&G assets. This plan also identifies the levels of services (LOS) expected for the assets and includes the strategies and funding requirements necessary to provide those service levels. Councillors, Council Officers, and community members may refer to this plan so a consistent vision for parks and opens spaces is understood and utilized across the entire Whitsunday region.

The objectives of this AMP are:

- To demonstrate sustainable, responsible and responsive management of Parks and Open Space assets (and services provided from Parks and Open Space assets);
- To provide a framework for the establishment of accurate and detailed renewal forecasts to become part of Council's 10 year Financial Plan
- To communicate strategies and funding required to provide the identified levels of service.

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- To provide efficient operational management of P&G assets to ensure that required technical LOS standards are met and further developed with meaningful statistics through customer request, action times and activity-based costings.
- To assist Council with ensuring that whole-of-life costs are identified, captured and maintained.
- To identify funding shortfalls between service levels and funding levels, where possible, identify strategies to address funding gaps.
- Management of the impact of growth through demand management and infrastructure investment.
- To identify, assess, and control risks.

### Service Planning Alignment

WRC is committed to providing sustainable, efficient and cost-effective services to its community. These services are essential for the maintenance of the lifestyle, economy, affordability and public health of the region. Through the adoption of a Strategic Asset Management Plan (SAMP), Council recognises the importance of its role and is striving to further improve its service capacity through the establishment of sound, long term planning for the community's assets.

This AMP identifies the specific service requirements for P&G assets, and the expectations of those accountable for the asset performance outcomes, planning, acquisition, operations maintenance and renewal of the assets.

Effective management of Council's assets allows for strategic integration between different departments, streamlining of functions and processes, with a more efficient use of rate payer's monies.

Our Corporate Plan seeks to achieve a region that is inclusive and motivated by a range of social, cultural and recreation opportunities. This AMP supports and resources the following Council strategies to deliver the planned outcome:

- Active and passive open space areas, landscape public areas maintenance and operate dog off leash facilities;
- Maintenance and construction of cemeteries, opening and closing of graves, landscaping and presentation;
- Maintenance and construction, including assurance of safety, health standards, management of contract conditions at all aquatic facilities, lagoons, and swimming enclosures;
- Administration and operation of sport and recreation facilities.

### Overview of the Assets Included in the Plan

The Parks and Gardens AMP incorporates many embellishments typical of Council managed public space including irrigation, playgrounds, sport and recreation facilities, park furniture, fences, walls, bollards, verges and street furniture. These assets have a current replacement cost of \$40,971,209 and a written down value of \$20,704,841. All assets addressed in this plan are scheduled for independent revaluation in the 2018-2019 financial year. Confidence in the asset information, including financial information is assessed as **MEDIUM-HIGH (70-75% accurate)** based on independent valuation, internal and external audit efforts and day to day maintenance activities of asset data. A number of new assets

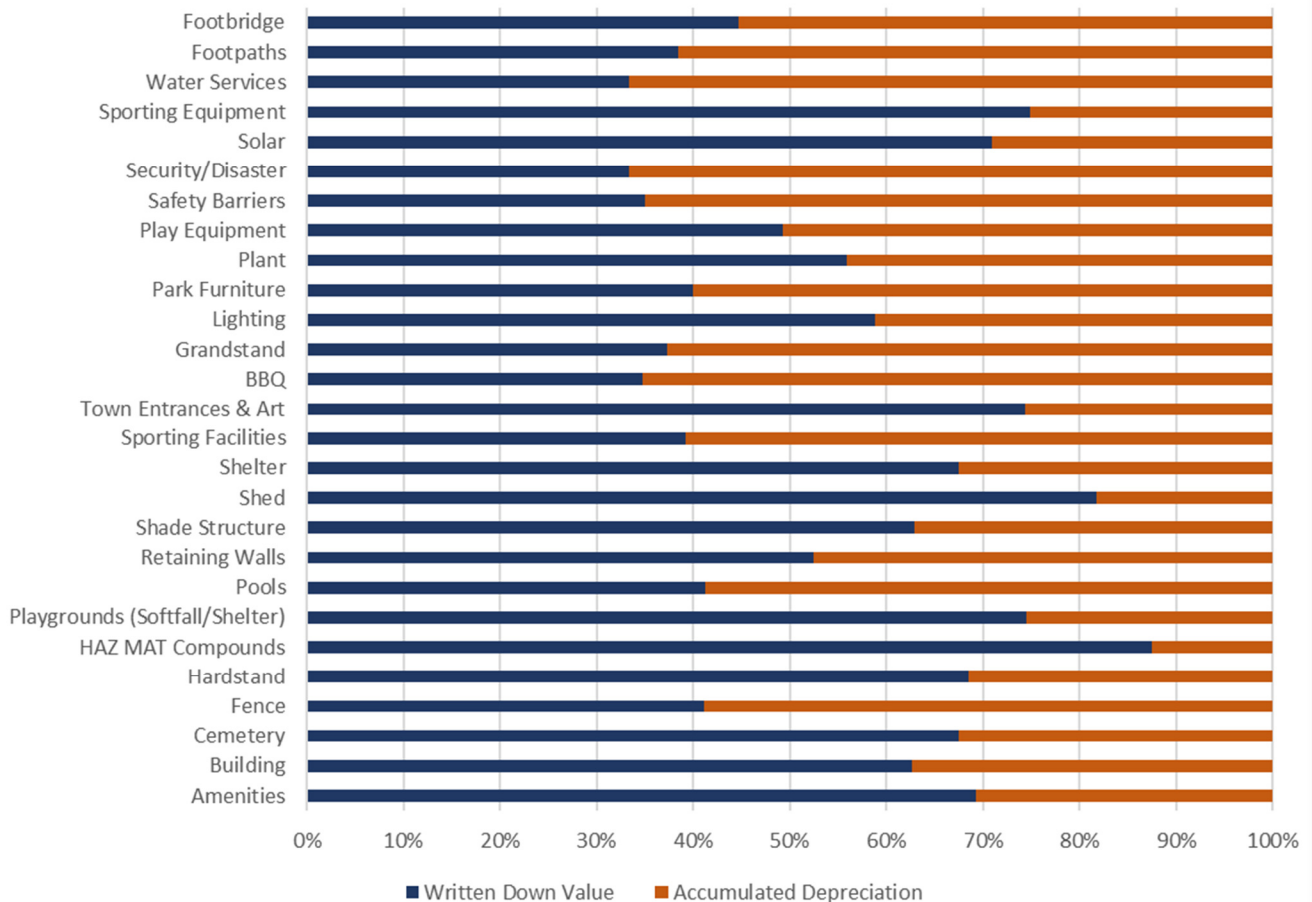
and true determination of existing assets as a result of Cyclone Debbie leads to the lower level of accuracy.

In addition to specific project activities approved via the 10 Year Capital Planning process, Council budgets approximately \$14,302,560 each year towards operating activities for these assets.

Major projects being undertaken that will have a material impact on assets in this category include Shute Harbour, Airlie Beach Foreshore, Beautiful Bowen, Works for Queensland Projects, funding received from insurance as a result of Cyclone Debbie, Disaster Recovery Projects, contributed NDRRA funding, Major Projects team projects and the Prosperous Proserpine Project, Lake Proserpine, Proserpine water Park, Cannonvale Foreshore upgrades, Airlie Beach Foreshore Revitalisation to name a few. Public Open Space handed over to Council from developers will also impact on the number of assets and operational expenditure required to maintain the assets.

### FINANCIAL OVERVIEW

#### Parks Infrastructure Portfolio



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Parks Infrastructure Portfolio						
Asset Portfolio	No of Assets	Replacement Value	Written Down Value	Accumulated Depreciation	Ave Useful Life (years)	Average Remaining Life (years)
Amenities	2	\$ 426,652	\$ 295,761	\$ 130,890	60.00	39
Building	8	\$ 934,178	\$ 585,770	\$ 348,408	43.00	26
Cemetery	9	\$ 152,141	\$ 102,701	\$ 49,439	36.67	25
Fence	57	\$ 2,137,314	\$ 878,874	\$ 1,258,440	25.70	11
Hardstand	4	\$ 298,982	\$ 204,705	\$ 94,277	33.75	20
HAZ MAT Compounds	1	\$ 5,400	\$ 4,725	\$ 675	80.00	70
Playgrounds (Softfall/Shelt	34	\$ 2,345,089	\$ 1,746,302	\$ 598,787	10.22	4
Pools	10	\$ 12,529,000	\$ 5,170,714	\$ 7,358,285	53.50	23
Retaining Walls	9	\$ 1,864,008	\$ 978,334	\$ 885,674	26.67	15
Shade Structure	59	\$ 2,143,986	\$ 1,347,999	\$ 795,986	22.88	12
Shed	3	\$ 228,675	\$ 187,103	\$ 41,572	70.28	62
Shelter	76	\$ 1,685,491	\$ 1,137,090	\$ 548,402	33.18	19
Sporting Facilities	30	\$ 4,214,066	\$ 1,652,668	\$ 2,561,399	28.67	10
Town Entrances & Art	12	\$ 508,944	\$ 378,434	\$ 130,510	25.83	18
BBQ	90	\$ 1,084,603	\$ 377,365	\$ 707,238	10.00	3
Grandstand	13	\$ 500,046	\$ 186,374	\$ 313,672	29.23	11
Lighting	207	\$ 5,741,969	\$ 3,380,281	\$ 2,361,687	24.49	15
Park Furniture	2	\$ 55,219	\$ 22,078	\$ 33,142	15.00	6
Plant	7	\$ 372,109	\$ 207,969	\$ 164,140	18.57	14
Play Equipment	89	\$ 2,540,062	\$ 1,250,689	\$ 1,289,373	11.18	5
Safety Barriers	10	\$ 617,733	\$ 216,053	\$ 401,680	24.50	8
Security/Disaster	2	\$ 21,026	\$ 7,005	\$ 14,021	15.00	5
Solar	15	\$ 348,228	\$ 247,046	\$ 101,182	13.00	10
Sporting Equipment	5	\$ 160,619	\$ 120,257	\$ 40,362	14.00	9
Water Services	7	\$ 55,670	\$ 18,545	\$ 37,125	15.00	5
Footpaths	2	\$ 136,939	\$ 52,713	\$ 84,226	25.00	9
Footbridge	19	\$ 976,431	\$ 436,658	\$ 539,773	35.26	15
	<b>761</b>	<b>\$ 40,971,209</b>	<b>\$ 20,704,841</b>	<b>\$ 20,266,368</b>		

### ASSET MANAGEMENT DRIVERS

#### Council Strategies and Commitments

- Corporate Plan
- Operational Plan
- 10 Year Financial Plan
- Parks Technical Levels of Service and Operations Plan
- Local Government Infrastructure Plan

#### Statutory Requirements

The Australian legislation relevant to management and maintenance of Parks and Garden's assets includes:

- Local Government Act (2009)

- Local Government Regulation (2012)
- Disability Services Act (2011)
- Environmental Protection Act (1994)
- Sustainable Planning Act (2013)
- National Asset Management Framework Legislation (2010)

### ACCOUNTING STANDARDS

- ISO 55000 International Asset Management Standard
- AASB 13 Australian Accounting Standard - Fair Value Measurement
- AASB 116 Australian Accounting Standard – Property, Plant & Equipment

### COUNCIL PLANS AND POLICIES

- Asset Accounting Policy (2016)
- Asset Management Policy (2016)
- Contributed Assets Policy (2014)
- Procurement Policy (2015)

### PLAYGROUND STANDARDS

The following Standards apply to Australian playgrounds:

- AS4685.2014

### Response to Growth

Whitsunday Regional Council's Planning Scheme and the Local Government Infrastructure Plan and Open Space strategy will aim to inform decisions around the response to growth

The new assets required to meet growth will be acquired through new land developments and constructed by either Council or acquired by Council through development.

Demand factors that directly impact the demand for P&G assets are:

- Population growth
- Development
- Increase demand for asset rehabilitation and maintenance
- Change in recreation and leisure trends
- Change in community expectations; and
- Changes in community age profile.

### Industry Trends

Open space provisions for recreational and passive is to be allocated based on a future Open Space Strategy. This will be provided working in collaboration with WRC's Planning and Development Directorate based on growth forecast.

Changes in technology and the use of “smart city” products which can better inform Council’s Asset Management.

# Asset Management Plan

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### Community Expectations

Further surveys and community consultation will be conducted to gauge community expectations.

### LEVELS OF SERVICE OBJECTIVES

#### Overarching Service Objective

Levels of Service (LOS) provides the basis for the life cycle management strategies and works program identified within the AMP. It provides a measure of the effectiveness of the AMP. They also support the organisation's strategic goals and are based on customer expectations and statutory requirements.

The P&G AMP is based on current levels of service as defined in the 2018 Parks Level of Service and Operations Plan document, which is anticipated to be resolved by Council during the 2018/2019 financial year. These LOS standards will be refined over a period of time to match customer expectations, which requires a clear understanding of customer needs, preferences and their willingness to pay for services. It is envisioned that a Customer Satisfaction Survey be completed within the next 12 months, with these results being used as part of the LOS continuous improvement program.

#### Level of Service



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Performance Measure Category	Level of Service Expectations/Outcomes	Target Measure	Current Performance
Quality	<p>Parks and Open Space are fit for purpose</p> <p>Parks and Open Spaces are appropriately maintained</p>	<p>&gt;80% Councillor satisfaction with quality and standard of Parks and Open Space</p> <p>&gt;80% Community satisfaction with quality and standard of Parks and Open Space</p> <p>&lt;550 customer requests/annum</p>	<p>80% Councillor Satisfaction</p> <p>594 CRM's in 17/18</p>
Service Function	<p>Parks Technical LOS and Operations Plan followed.</p> <p>Future Works ensure that all High Profile Regional and High Profile District parks contain play equipment which caters for ages 0 to 15</p> <p>Public amenities are provided in High Profile Regional and High Profile District Parks</p> <p>All High Profile Regional and High profile District Parks provide inclusion for the disabled and ease of accessibility</p>	<p>&gt;85%</p> <p>&gt;95%</p> <p>&gt;95%</p> <p>&gt;95%</p>	
Condition of Assets	All Parks and Open Spaces assets are in condition 3 or better (condition rating scale 1-5 based on IPWEA principles)	>90%	
Responsiveness	Maintenance works carried out efficiently and effectively	90% of Customer request actioned within Customer Service Charter timeframes.	
Safety	<p>All safety inspections and safety reports are completed as per audit schedules</p> <p>Insurance claims as a result of asset failure or defects</p>	<p>100%</p> <p>&lt;5 per annum</p>	

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Accessibility and Availability	All parks assets are safe and functional 365 days/year and are compliant with statutory obligations	90%	
Sustainability/ Affordable	<p>All Capital Works Projects and Operational budgets are resolved by Council to comply with the AMP and Parks technical levels of service. Resolved budgets are adhered to</p> <p>Council to move toward larger Regional/District Parks and Open Space instead of numerous local parks which only service the adjacent houses and not the wider community.</p> <p>Contributed assets from Developers will meet Park and Open Space hierarchy and Future Open Space Strategy to ensure sustainability/affordability</p> <p>All new capital projects in parks, capital projects from grants, contributed developments all have known 10 year forecasting of operational cost.</p>	±2.5%	
Environmental	All legislative requirements are adhered to and no environmental infringements received.	100%	100%



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### Gaps in Level of Service

#### Known Gaps

- Community consultation has not been undertaken to determine user satisfaction or if the current level of service is adequate.
- Activity based costings to determine if budgets align with operational intent is in its early stages the first review will be completed by December 2018. This will provide a true indication of costs per square metre of various maintenance activities in open space and also per asset type.
- A large proportion of individual parks assets are not currently capitalised as they do not meet the \$7500 threshold, therefore not depreciated. In future Council's parks teams will work with the asset management team to determine whether they are better treated as a network.
- Capacity to deliver the AMP and technical LOS with adequate staffing and knowledge is to be evaluated during 2018/2019 financial year
- Work with Council's Planning Department to update the Development Manual to ensure embellishments are acceptable for each class of park.
- Lack of Demand Management
- Ensure capital projects are on the shelf to better enable leveraging of grant opportunities that arise.
- Councils corporate plan is outdated and requires updating to better inform the AMP.
- Council requires a disabled inclusion and accessibility plan.
- High Profile Regional and District Parks to have playgrounds to cater for all age groups 0-15
- Input and communication into projects as the asset owner when Projects are managed by others external to the parks team.eg. major Projects, W4Q, engineering conduct work in parks.
- Lack of forecasting operational expenditure prior to Capital projects being accepted to ensure long term sustainability.
- Asset Register accuracy

#### Projected Change

Likely changes to our LOS may be due to a change in community expectation and Council/Councillor priorities.

Changes to the AMP and Parks Technical Levels of Service will be undertaken quarterly.

### LIFE CYCLE MANAGEMENT APPROACH

#### Growth and Demand Management

Forecast asset growth based on population growth in line with Council's Local Government Infrastructure Plan, and the yet to be published Open Space Strategy

Council will only accept assets from Developers that meets Councils Levels of Service outlined in this AMP and embellishments listed as per park hierarchy in the LOS/Operations Plan document. Council will not accept small parcels of land from developers that do not meet the Open Space strategy criteria, but rather accept developer contributions towards upgrading and establishing regional parks.

#### Risk Approach

Our risks approach is defined in the 2018 Parks Technical Levels of Service and Operations Plan as excerpted in the below tables. The risks approach will also be based on risks outlined in Councils

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Strategic Risk Register and Operational risks identified with each type of Park asset. Pro active inspection regimes are also carried out to eliminate risk and they are contained in the Technical Loss/Operations Plan as well.

Target timeframes for initial rectification action, based on the severity of the problem and risk to the community, are detailed in the table below. All defects are to be made-safe immediately:

Problem Severity &/or Risk	High Profile Regional Park/ Facility	High Profile District Park/ Cemetery	Medium Profile Open Space/ Local Park	Low Profile Open Space	Sport & Recreation Facility
High	Same day	Same day	Same day	Same day	Same day
Medium	1-3 days	1-3 days	1-7 days	1-7 days	1-3 days
Low	1-7 days	1-7 days	1-14 days	1-14 days	1-7 days

Definitions for problem or defect severity &/or risk are as follows:

Severity Code	Definition
High	Safety issue/ Completely damaged and in need of fast replacement/Maintenance
Medium	Cannot function but no immediate need to replace
Low	Cosmetic damage – low cost to repair

### Asset Criticality

Assets are grouped by park usage and hierarchy contained within the 2018 Parks Levels of Service and Operations Plan. Criticality is also based on legislation pertaining to a particular asset, risks to public safety its condition, risks to public safety or Council reputation, and any relevant Australian Standards that the asset must adhere to. Critical assets listed below will have required inspection regimes and treatment processes, replacement times based on useful life to ensure the asset is replaced before being given the opportunity to fail due to age.

- Aquatic facility Pumps, chemical dosing equipment, Pool fences, pool basin, water parks, etc.
- Playground Equipment and associated softfall
- Footpaths contained in Parks.
- Irrigation components
- Electrical components
- BBQ's and other park furniture
- Shade structures

### Asset Performance / Condition

A comprehensive condition rating, revalue, and estimated useful life review is due during the 2018/2019 financial year. This will also better inform long term financial plans. Assets will be evaluated based on principals set forth by IPWEA Parks Management Asset Principals and concepts contained in the International Infrastructure Management Manual. Broadly the condition rating will be based on the table below:

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Condition Rating	Definition
<b>1 = Very Good</b>	Near new or new. No work required.
<b>2 = Good</b>	As for Rating 1 but not designed to current standards, showing minor wear & tear and deterioration.
<b>3 = Fair</b>	Asset is functionally sound, but appearance is affected by minor defects. Rating 3 assets start to be included in budgetary planning for future replacement in 3-5 years. Assets are given an extra weighting factor if they are rated at this level for more than 2 years.
<b>4 = Poor</b>	Asset is functioning but with problems due to significant defects. Rating 4 assets are recognised as being due for renewal within 1-3 years. Assets are given an extra weighting if they are rated at this level for more than 2 years.
<b>5 = Very Poor</b>	Asset has serious problems and has failed or is about to fail in the near future. It is preferred that none of Whitsunday Regional Council's Parks assets remain in service when it is recognised that they are at Rating 5. The replacement of these assets will be deemed as urgent.

### Approach to Asset Operations

Intended optimal performance of an asset within budget to achieve planned performance outcomes is defined in the P&G 2018 LOS document and Operations Plan. The LOS takes into consideration data received on historical complaints lodged with Council. It is yet to take into account Community Expectations through a wider survey or through Open Space planning requirements.

### Capital Response

#### Renewal and Replacement Strategies

Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Undertaking project scoping for all capital renewal and replacement projects to identify:
  - the service delivery 'deficiency', present risk and optimum time for renewal/replacement, to the project objectives to rectify the deficiency,
  - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency,
  - and evaluate the options against evaluation criteria adopted by Council, and
  - select the best option to be included in capital renewal programs.
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever appropriate. Eg using aluminium furniture to replace costly timber options.
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs.
  - Maintain a current hierarchy of critical assets and capital renewal treatments and timings required.
  - Review management of capital renewal and replacement activities to ensure Council is obtaining best value for resources used.

### Asset Renewals

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The basis for asset renewals will be aligned with IPWEA Principals relating to Parks Asset Management and also condition data from Councils Assetic software.

**Operational Maintenance Response**

All aspects are contained within the 2018 Parks Technical Levels of Service and Operations Plan documents

**Disposal Strategy**

Procedure and Policy as set forth by Council's Asset Management Team as contained in Council's Procurement Policy

**Key Roles and Responsibilities**

All functions relating to roles and responsibilities are outlined in the 2018 Parks Technical Levels of Service and Operations Plan document

**FINANCIAL IMPLICATIONS**

<b>Forecast 10 yr Operational Expenditure</b>	<b>2018 –2019 Operational Expenditure to operate and maintain all Parks and Gardens assets is to the value of \$14.3million dollars. Beyond year 2018-2019 the accuracy levels drop until Activity based Costings are flushed out and desired Technical Levels of Service are adopted</b>
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<b>Forecast 10 yr Capital Expenditure</b>	<b>\$26,865,543 *This is subject to change based on unknown future grant funding and asset revaluation. Year 1 is accurate at the time of 2018 budget resolution.</b>
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**MONITORING AND IMPROVEMENT**

**Monitoring Approach**

The Asset Management Leadership Advisory Group (AMLAG) leads the monitoring and reporting on the performance of Council's asset management system, including the delivery of adopted asset management plans and the achievement of established levels of service. The AMLAG will provide regular summary performance reports to the Council.

Internal and external auditors will assess and report on the performance of the asset management plans.

Asset custodians are responsible for ongoing monitoring of asset performance against the established levels of service.

**Improvement Initiatives**

Councils ERP and digitized inspection regimes to a Cloud based platform wherein data is accessible to maintain performance parameters outlined in the AMP and Parks Technical Levels of Service and Operations Plan.



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Addressing the known gaps as contained in this AMP and revise all aspects of the document on a quarterly basis.