

NORTH SYDNEY COUNCIL

ASSET MANAGEMENT PLAN

OPEN SPACE AND RECREATION ASSET CLASS

2025/35



Document Control	Asset Management Plan
------------------	-----------------------

Document ID: NSC AMP Open Space and Recreation Asset Class 2025

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	23/01/2025	Final Version	IM	SC	GP

Table of Contents

1.0	Executive Summary	4
2.0	Asset Description	5
2.1	Asset Description – Open Space & Recreation Assets	5
3.0	Levels of Service	7
3.1	Future Demand	8
4.0	Asset Condition	8
4.1	Asset Condition – Open Space and Recreation Assets	8
5.0	Financial Summary	9
5.1	Asset Valuation	9
5.2	Funding Requirements	9
5.3	Useful Lives – Open Space & Recreation Assets	10
6.0	Managing the Risks	12
6.1	Examples of Open Space & Recreation Assets risks in the North Sydney LGA.....	13
7.0	Funding Programs	15
7.1	Maintenance Program.....	15
7.2	Capital Works – Prioritised list based on risk.....	15
7.3	Capital Works – Prioritised list based on risk – Park Furniture.....	16
7.4	Capital Works – Prioritised list based on risk – Playgrounds	18
7.5	Capital Works – Prioritised list based on risk – Sporting Infrastructure	18
7.6	Examples of completed Capital Works Projects	19
8.0	Monitoring and Improvement Program	21
9.0	References	22
10.0	Appendix A: List of Parks and Open Spaces	23
11.0	Appendix B: List of Playgrounds	27

1.0 Executive Summary

This Asset Management Plan (AMP) covers the Open Space and Recreation Asset Class and details the following asset categories: Park Furniture, Playgrounds, Sporting Infrastructure (including the Maccallum Pool). This Asset Management Plan outlines the required actions to maintain the current level of service in the most cost-effective manner while outlining associated risks within each of the asset classes. The scope and value of this Asset Class is shown in the Table below:

Table: Scope and Replacement Cost of Open Space and Recreation Asset Class by Asset Category (\$2024)

Open Space and Recreation Asset Class		
Asset Category	Scope	Replacement Cost (2024)
Park Furniture	2,508 items	\$10,569,373
Playgrounds	44 items	\$14,308,364
Sporting Infrastructure	88 items	\$15,297,775
TOTAL	2,640 items	\$40,175,513

All assets within the Open Space and Recreation Asset Class in North Sydney provide an important service to the local community. These assets support community and recreational needs in the Local Government Area (LGA). This AMP should be read in conjunction with the various adopted Plans of Management.

The Table below shows that the current cost to bring all Council's Open Space and Recreation assets to a satisfactory standard is \$903,898. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 2.2% of the Open Space and Recreation infrastructure network in terms of Replacement Cost. This means that 97.8% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$1,608,679 or 4.0% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 25.0 years on average.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$16,990,684 over 10 years or an average annual cost of \$1,699,068. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Table: Long Term Infrastructure Funding Required (\$2024)

Asset Class	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Open Space & Recreation Assets	\$903,898	\$40,209,304	\$1,608,679	\$16,990,684	\$1,699,068

The allocation in the current forecast capital budget (as at 30 June 2024) is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the current forecast capital budget are:

- Assets progressively deteriorating over time
- Increasing asset failures and potential closures
- Service levels not fully meeting the needs of users

2.0 Asset Description

2.1 Asset Description – Open Space & Recreation Assets

The quantities, replacement costs, and percentages of Open Space & Recreation Assets are shown in the Table below.

Open Space & Recreation Asset Types	Quantity	Replacement Cost (2024)	% of the Network
Furniture (Subtotal)	2,508	\$10,577,442	26.3%
Air Pump	1	\$5,914	0.0%
Backflow Device	21	\$88,489	0.2%
BBQ	8	\$139,154	0.3%
Bike Rack	40	\$173,943	0.4%
Bin - Cigarette	5	\$2,899	0.0%
Bin Enclosure	41	\$222,567	0.6%
Bin Stand	77	\$50,226	0.1%
Bird Bath	2	\$591	0.0%
Bubbler	67	\$772,090	1.9%
Emergency Phone	1	\$7,393	0.0%
Entrance - Large	4	\$443,555	1.1%
Entrance - Medium	2	\$86,972	0.2%
Entrance - Small	1	\$21,743	0.1%
Fire Hydrant	18	\$39,398	0.1%
Fish Cleaning Station	1	\$5,914	0.0%
Flagpole	14	\$71,027	0.2%
Information Board	11	\$55,807	0.1%
Park Sign - Name	62	\$179,741	0.4%
Park Sign - Small	730	\$846,523	2.1%
Picnic setting - shelter	4	\$86,972	0.2%
Planter Box	39	\$56,532	0.1%
Plaque	197	\$291,268	0.7%
Power Outlet	30	\$15,872	0.0%
Seat	639	\$2,408,242	6.0%
Shade Sail	1	\$36,238	0.1%
Shade Structure	4	\$8,697	0.0%
Shelter	15	\$389,104	1.0%
Shower	2	\$7,248	0.0%
Storage Space	1	\$5,073	0.0%
Table	111	\$442,468	1.1%
Table Tennis	1	\$12,837	0.0%
Tap	157	\$87,161	0.2%
Telephone Box	1	\$43,486	0.1%
Wall - Brick	16	\$59,612	0.1%
Wall - Concrete	75	\$246,734	0.6%
Wall - Metal	2	\$153,638	0.4%
Wall - Rendered Brick	4	\$6,075	0.0%

Open Space & Recreation Asset Types	Quantity	Replacement Cost (2024)	% of the Network
Wall - Stone	57	\$1,092,954	2.7%
Wall - Stone - Low <500mm	43	\$249,858	0.6%
Wall - Timber	2	\$7,293	0.0%
Park Furniture Hume Street Park Entrance	1	\$1,656,134	4.1%
Playground (Subtotal)	44	\$14,321,317	35.6%
Com. Cent. Playground - Large	1	\$507,334	1.3%
Com. Cent. Playground - Medium	3	\$869,716	2.2%
Com. Cent. Playground - Small	7	\$1,420,535	3.5%
Playground - District	9	\$6,522,867	16.2%
Playground - Local	22	\$2,536,670	6.3%
Playground - Regional	2	\$2,464,194	6.1%
Sports (Subtotal)	88	\$15,310,546	38.1%
Basketball Goal	1	\$4,638	0.0%
Cricket Nets - Double	2	\$231,924	0.6%
Cricket Nets - Single	2	\$159,448	0.4%
Cricket Sight Screens - Set	3	\$347,886	0.9%
Fitness Equipment	5	\$286,953	0.7%
Goal Posts - Set	8	\$102,916	0.3%
Hockey Nets	2	\$14,495	0.0%
Irrigation System	11	\$1,427,783	3.6%
Long Jump Pit	1	\$3,624	0.0%
Marquee	1	\$54,357	0.1%
Netball/Basketball Court	1	\$159,448	0.4%
Ornamental Well	1	\$3,624	0.0%
Playground - Local	1	\$36,238	0.1%
Pool - Outdoor Ocean	1	\$536,325	1.3%
Safety Fencing	1	\$22,613	0.1%
Skate Park	1	\$880,587	2.2%
Sportsfield Lighting - Large	1	\$1,014,668	2.5%
Sportsfield Lighting - Std.	6	\$1,565,488	3.9%
Stage	1	\$36,528	0.1%
Stormwater Harvesting	3	\$2,174,289	5.4%
Synthetic Cricket Wicket - Base	8	\$405,867	1.0%
Synthetic Cricket Wicket - Surface	8	\$121,760	0.3%
Synthetic Sports Field - Base	1	\$1,032,787	2.6%
Synthetic Sports Field - Surface	1	\$826,230	2.1%
Tennis Courts	3	\$942,192	2.3%
Tennis-Netball Court Fencing	3	\$195,686	0.5%
Turf Cricket Drop in pitch	1	\$1,522,002	3.8%
Turf Wicket Covers	3	\$76,100	0.2%
Water Tank	4	\$115,962	0.3%
Electronic Media Screen	1	\$864,903	2.2%
Hume Street Park Irrigation System	1	\$55,129	0.1%
Southern Lawn Irrigation System	1	\$88,094	0.2%
Grand Total	2,640	\$40,209,304	100.0%

3.0 Levels of Service

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. cleansing, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath repair – patching, minor works),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath replacement and or footpath reconstruction),
- Upgrade – the activities to provide a higher level of service (e.g. widening a footpath or replacing an existing footpath with a different type as per Public Domain Style Manual).
- New - the activities to provide an additional level of service (e.g. constructing a footpath where none previously existed).

The Table below shows the technical levels of service expected to be provided for the Open Space and Recreation Asset Class infrastructure assets. The 'Desired' position in the Table documents the position being recommended in this Asset Management Plan

Table: Open Space and Recreation Asset Class – Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Undertake network inspections to monitor condition	Network inspections to monitor condition	<ul style="list-style-type: none"> • Park Furniture (2019) • Playgrounds (2020) • Sporting Infrastructure (2020) 	Network inspected every 5 years
Maintenance	Reactive service Requests completed in a timely manner or made safe.	Respond to complaints.	Minor repairs undertaken in accordance with Maintenance Management System	Minor repairs undertaken in accordance with Maintenance Management Delivery System.
Renewal	Maintain existing assets to a satisfactory condition	Percentage of assets in 'poor' or 'very poor' (4, 5) Condition.	• Open Space and Recreation (2.2%)	Improve
Upgrade	Assets meet the standard of the Public Domain Style Manual.	Number of assets meet the standard of the Public Domain Style Manual.	When assets are renewed, they are replaced with assets that meet the standard of the Public Domain Style Manual.	When assets are renewed, they are replaced with assets that meet the standard of the Public Domain Style Manual.
New	Satisfactory provision of assets.	New assets provided subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.

3.1 Future Demand

Drivers affecting demand for Park Furniture, Playgrounds, Sporting Infrastructure include things such as population change, regulation changes, new development, community expectations, public safety, technological changes, economic factors, climate change, and environmental factors. As North Sydney is a “brown field” site, most capital projects are either renewal or upgrade to meet the Public Domain Style Manual. Generally, no new assets are built. The provision of new assets is assessed as required subject to needs, physical constraints, demand, and cost. There is an anticipated population increase due to increasing medium to high density developments, rezoning of land by the State Government and demand for active transport. This will have significant implications on demand for these assets.

4.0 Asset Condition

4.1 Asset Condition – Open Space and Recreation Assets

The condition of Council’s Park Furniture was surveyed in 2019 by Consultants, Rapid Map Services Pty Ltd. The condition of Council’s Playgrounds and Sporting Infrastructure was surveyed in 2020 by Consultants, Xyst Pty Ltd. The following condition criteria was used.

Table: Park Furniture, Playgrounds, Sporting Infrastructure Condition Survey Criteria

Grade	Condition	Description
1	Very Good	Sound - constructed to current standards, well maintained with no defects. Meets Council’s current Public Domain Style Manual standards. No work required
2	Good	As grade 1 but not constructed to current standards or showing minor wear, tear, and deterioration. E.g. weathering of timber, staining of fastenings but no decay of timber or corrosion of steel. Deterioration has no significant impact on safety & appearance of the park furniture. Only minor work required
3	Fair	Park furniture functionally sound, but appearance affected by minor defects e.g. vandalism, slight decay of timber, and mild corrosion of fastenings. Deterioration beginning to affect the stability, functionality or appearance of the park furniture or does not meet Council’s current Public Domain Style Manual. Some work required
4	Poor	Park furniture functioning but with problems due to significant defects e.g. rotting/ splitting of timber, corrosion, loosening of fastenings, causing a marked deterioration in stability, functionality or appearance or does not meet Council’s current Public Domain Style Manual. Some replacement or rehabilitation needed within 1 year
5	Very Poor	Park furniture has serious problems and has failed or are about to fail in the near future, causing unacceptable deterioration in stability, safety, and appearance. Urgent replacement/ rehabilitation required

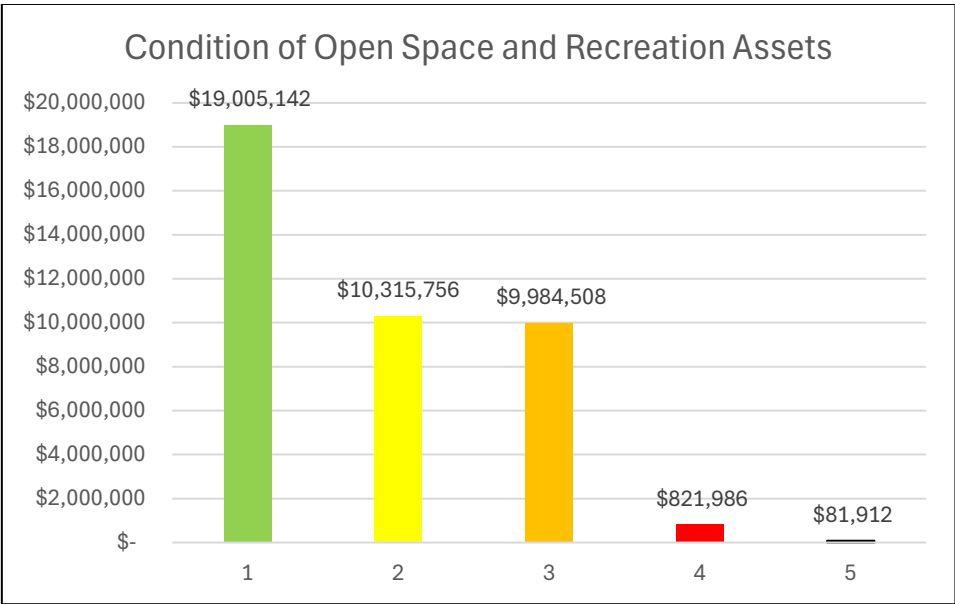
As per IPWEA Condition Assessment & Asset Performance Guidelines Practice Note 10.1

The Table below shows the Replacement Cost for each of the condition scores.

Table: Open Space and Recreation Assets Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$19,005,142	47.3%
2 (Good)	\$10,315,756	25.7%
3 (Fair)	\$9,984,508	24.8%
4 (Poor)	\$821,986	2.0%
5 (Very Poor)	\$81,912	0.2%
Total	\$40,209,304	100.0%

The Graph below shows the condition of Open Space and Recreation Assets in terms of replacement cost.



5.0 Financial Summary

5.1 Asset Valuation

The total Replacement Value of the Open Space and Recreation Asset Class network is shown in the Table below as at 30 June 2024.

Table: Open Space and Recreation Asset Class Valuation \$2024

Asset Class	Replacement Value (2024)	Accumulated Depreciation (2024)	Fair Value (2024)	Depreciation Expense (2024)
Open Space and Recreation Asset Class	\$40,209,304	16,137,957	\$24,071,346	\$1,608,679

5.2 Funding Requirements

The Table below shows that the current cost to bring all Council’s Open Space and Recreation assets to a satisfactory standard is \$903,898. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 2.2% of the Open Space and Recreation infrastructure network in terms of Replacement Cost. This means that 97.8% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$1,608,679 or 4.0% of the Total Replacement Cost of Council’s assets. This assumes that all Council’s assets are completely replaced every 25.0 years on average. This is a weighted average for the network as useful lives of the individual components varies.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$16,990,684 over 10 years or an average annual cost of \$1,699,068. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Table: Long Term Infrastructure Funding Required (\$)2024

Asset Class	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Open Space & Recreation Assets	\$903,898	\$40,209,304	\$1,608,679	\$16,990,684	\$1,699,068

5.3 Useful Lives – Open Space & Recreation Assets

The useful lives of all types of Open Space & Recreation Assets were reviewed by Xyst Pty Ltd and are shown in the following Table.

Asset Type	Useful Life
Air Pump	15
Backflow Device	15
Basketball Goal	25
BBQ	20
Bike Rack	20
Bin - Cigarette	20
Bin Enclosure	20
Bin Stand	20

Asset Type	Useful Life
Bird Bath	25
Bubbler	20
Com. Cent. Playground - Large	15
Com. Cent. Playground - Medium	15
Com. Cent. Playground - Small	15
Cricket Nets - Double	30
Cricket Nets - Single	30
Cricket Sight Screens - Set	30
Electronic Media Screen	15
Emergency Phone	20
Entrance - Large	75
Entrance - Medium	50
Entrance - Small	50
Fire Hydrant	50
Fish Cleaning Station	20
Fitness Equipment	15
Flag Pole	40
Goal Post - 1 bar	25
Hockey Nets	25
Information Board	15
Irrigation System	25
Long Jump Pit	15
Marquee	20
Netball/Basketball Court	20
Ornamental Well	50
Park Furniture Hume Street Park Entrance	15
Park Sign - Name	15
Park Sign - Small	15
Picnic setting - shelter	50
Planter Box	25
Plaque	75
Playground - District	15
Playground - Local	15
Playground - Regional	15
Pool - Outdoor Ocean	50
Power Outlet	15
Safety Fencing	40
Seat	25
Shade Sail	20
Shade Structure	20
Shelter	30
Shower	25
Skate Park	35
Sport Court Lights	40

Asset Type	Useful Life
Sportsfield Lighting - Large	55
Sportsfield Lighting - Std.	55
Stage	35
Storage Space	30
Stormwater Harvesting	50
Synthetic Cricket Wicket - Base	40
Synthetic Cricket Wicket - Surface	10
Synthetic Sports Field - Base	40
Synthetic Sports Field - Surface	10
Table	25
Table Tennis	20
Tap	35
Telephone Box	50
Tennis Courts	20
Tennis-Netball Court Fencing	40
Tree Guard	15
Turf Cricket Drop in pitch	30
Turf Wicket Covers	4
Wall - Brick	90
Wall - Concrete	90
Wall - Concrete, Brick	90
Wall - Metal	60
Wall - Rendered Brick	90
Wall - Stone	100
Wall - Stone - Low <500mm	80
Wall - Timber	60

6.0 Managing the Risks

Councils present budget levels (as at 30 June 2024) are insufficient to continue to manage risks in the medium term (4 years).

The main risk consequences are:

- Increase in trip hazards which may result in personal injury
- Damage due to vandalism
- Playgrounds or Sporting Infrastructure in poor condition causing injury to children

Council will endeavour to manage these risks within available funding by:

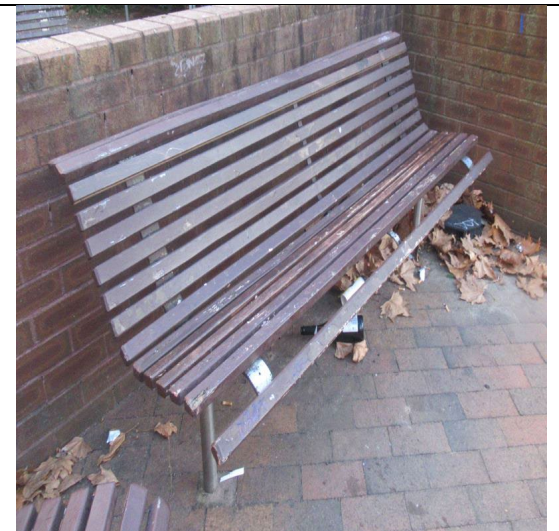
- Prioritising higher risk works within the planned budget where possible
- Re-allocating budgets from other sources if required and where possible
- Seeking emergency funding if required and where possible
- Applying for government grants where applicable
- Partial or full closure where necessary

Table: Risk Matrix – Open Space & Recreation Assets

Risk Matrix - Open Space & Recreation Assets					
Condition	Playground Hierarchy		Local Playgrounds	District Playgrounds	Community Centre Playgrounds / Regional Playgrounds
	Public Domain Area	Local and Residential Areas / Parks and Open Spaces	Hayes Street Wharf / Wollstonecraft	Cremorne / Crows Nest / Milsons Point / Kirribilli / Union Street / Blues Point Road	North Sydney Centre / Special Area - Bradfield Park / Special Area - St Leonards
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 - Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

6.1 Examples of Open Space & Recreation Assets risks in the North Sydney LGA.







7.0 Funding Programs

7.1 Maintenance Program

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. trip hazard repair. Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

The current maintenance expenditure levels are considered to be adequate to meet projected service levels.

Over the longer term, future operations and maintenance expenditure is forecast to increase as the asset stock increases and asset type changes to meet the requirements of the Public Domain Style Manual.

7.2 Capital Works – Prioritised list based on risk

The list of prioritised capital works for this asset category are based on the Risk Matrix. The extent of the program depends on the final adopted Council budget. The Program is prioritised in the following order:

1. Risk sorting score (descending order)
2. Risk rating score (descending order)
3. % Condition 5 (descending order)
4. % Condition 4 (descending order)

The following Table shows the prioritised list of capital works. Only projects with a Very High-Risk Sorting Score or High-Risk Sorting Score (with a Risk Rating Score 8 or higher) are shown. The Capital Works Program is based on data collected by consultants engaged to undertake condition assessments of the asset network. Prior to any Capital Works Program being finalised a detailed inspection, project scoping, and project estimate is undertaken. Program priorities may change as a result. In practice, and where funds permit, assets in condition 3 are generally replaced at the same time as assets in condition 4 or 5 if they are adjacent if there are potential risks and if it is cost effective.

It should be noted that these assets may also be replaced (or removed) based on other criteria including:

- Plans of Management
- Damage.

- Professional judgement in cases where the risk matrix score does not accurately reflect the actual risk on site.
- Changes to park usage.

7.3 Capital Works – Prioritised list based on risk – Park Furniture

Table: Prioritised Capital Works - Park Furniture

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Seat, Hume Street Park, Crows Nest	Very High	20	\$19,596
Park Sign - Name, Bradfield Park, Milsons Point	Very High	16	\$3,769
Park Sign - Small, Ted Mack Civic Park, North Sydney	Very High	16	\$9,048
Plaque, Bradfield Park, Milsons Point	Very High	16	\$9,610
Seat, Christie Street Reserve, St Leonards	Very High	16	\$44,091
Seat, Doris Fitton Park, North Sydney	Very High	16	\$14,697
Seat, Ted Mack Civic Park, North Sydney	Very High	16	\$58,788
Table, Bradfield Park, Milsons Point	Very High	16	\$15,546
Table, Hume Street Park, Crows Nest	Very High	16	\$5,182
Table, Ted Mack Civic Park, North Sydney	Very High	16	\$20,728
Tap, Bradfield Park, Milsons Point	Very High	16	\$2,888
Park Sign - Small, Cremorne Reserve, Cremorne Point	Very High	15	\$6,032
Park Sign - Small, St Leonards Park, North Sydney	Very High	15	\$18,096
Plaque, Balls Head Reserve, Waverton	Very High	15	\$11,532
Seat, Cremorne Reserve, Cremorne Point	Very High	15	\$4,899
Tap, Balls Head Reserve, Waverton	Very High	15	\$1,444
Bubbler, Smoothey Park, Wollstonecraft	Very High	10	\$29,962
Park Sign - Small, Badangi Reserve, Wollstonecraft	Very High	10	\$3,016
Park Sign - Small, Brightmore Reserve, Cremorne	Very High	10	\$3,016
Park Sign - Small, Cheal Park, Neutral Bay	Very High	10	\$1,508
Park Sign - Small, Forsyth Park, Neutral Bay	Very High	10	\$3,016
Park Sign - Small, Primrose Park, Cremorne	Very High	10	\$6,032
Park Sign - Small, Waverton Park (includes Merrett Playground), Waverton	Very High	10	\$4,524
Seat, Waverton Park (includes Merrett Playground), Waverton	Very High	10	\$24,495
Tap, Forsyth Park, Neutral Bay	Very High	10	\$722
Bubbler, Blues Point Reserve, McMahons Point	High	12	\$29,962
Park Sign - Small, Balls Head Reserve, Waverton	High	12	\$1,508
Park Sign - Small, Coal Loader Parklands, Waverton	High	12	\$1,508
Plaque, Cremorne Reserve, Cremorne Point	High	12	\$1,922
Plaque, St Leonards Park, North Sydney	High	12	\$5,766
Seat, Balls Head Reserve, Waverton	High	12	\$9,798
Seat, Blues Point Reserve, McMahons Point	High	12	\$9,798
Seat, Coal Loader Parklands, Waverton	High	12	\$4,899
Seat, St Leonards Park, North Sydney	High	12	\$68,586

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Tap, St Leonards Park, North Sydney	High	12	\$1,444
Air Pump, Bradfield Park, Milsons Point	High	12	\$7,688
Backflow Device, Bradfield Park, Milsons Point	High	12	\$10,956
Bike Rack, Ted Mack Civic Park, North Sydney	High	12	\$5,653
Bin Enclosure, Bradfield Park, Milsons Point	High	12	\$7,057
Bubbler, Hume Street Park, Crows Nest	High	12	\$14,981
Entrance - Medium, Bradfield Park, Milsons Point	High	12	\$56,532
Fire Hydrant, Ted Mack Civic Park, North Sydney	High	12	\$5,690
Park Sign - Name, Ted Mack Civic Park, North Sydney	High	12	\$3,769
Park Sign - Small, Bradfield Park, Milsons Point	High	12	\$12,064
Park Sign - Small, Christie Street Reserve, St Leonards	High	12	\$1,508
Park Sign - Small, Doris Fitton Park, North Sydney	High	12	\$1,508
Picnic setting - shelter, Bradfield Park, Milsons Point	High	12	\$28,266
Plaque, Ted Mack Civic Park, North Sydney	High	12	\$3,844
Seat, Bradfield Park, Milsons Point	High	12	\$93,081
Shelter, Ted Mack Civic Park, North Sydney	High	12	\$61,845
Table Tennis, Bradfield Park, Milsons Point	High	12	\$16,688
Tap, Ted Mack Civic Park, North Sydney	High	12	\$1,444
Wall - Brick, Ted Mack Civic Park, North Sydney	High	12	\$10,210
Wall - Concrete, Bradfield Park, Milsons Point	High	12	\$9,039
Wall - Stone - Low <500mm, Ted Mack Civic Park, North Sydney	High	12	\$1,148
Wall - Stone, Ted Mack Civic Park, North Sydney	High	12	\$41,426
Backflow Device, Primrose Park, Cremorne	High	8	\$5,478
Bubbler, Waverton Park (includes Merrett Playground), Waverton	High	8	\$14,981
Park Sign - Name, Forsyth Park, Neutral Bay	High	8	\$3,769
Park Sign - Small, Anderson Park, Neutral Bay	High	8	\$3,016
Park Sign - Small, Cammeray Park, Cammeray	High	8	\$1,508
Park Sign - Small, Smoothey Park, Wollstonecraft	High	8	\$4,524
Park Sign - Small, Tunks Park, Cammeray	High	8	\$1,508
Plaque, Anderson Park, Neutral Bay	High	8	\$1,922
Plaque, St Thomas' Rest Park, Crows Nest	High	8	\$3,844
Plaque, Tunks Park, Cammeray	High	8	\$1,922
Plaque, Waverton Park (includes Merrett Playground), Waverton	High	8	\$1,922
Seat, Forsyth Park, Neutral Bay	High	8	\$4,899
Seat, Milson Park, Kirribilli	High	8	\$4,899
Seat, Primrose Park, Cremorne	High	8	\$9,798
Seat, Quibaree Park, Lavender Bay	High	8	\$4,899
Table, St Thomas' Rest Park, Crows Nest	High	8	\$5,182
Tap, Primrose Park, Cremorne	High	8	\$722
Wall - Stone - Low <500mm, St Thomas' Rest Park, Crows Nest	High	8	\$98,706

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Wall - Stone, St Thomas' Rest Park, Crows Nest	High	8	\$12,889

7.4 Capital Works – Prioritised list based on risk – Playgrounds

Table: Prioritised Capital Works - Playgrounds

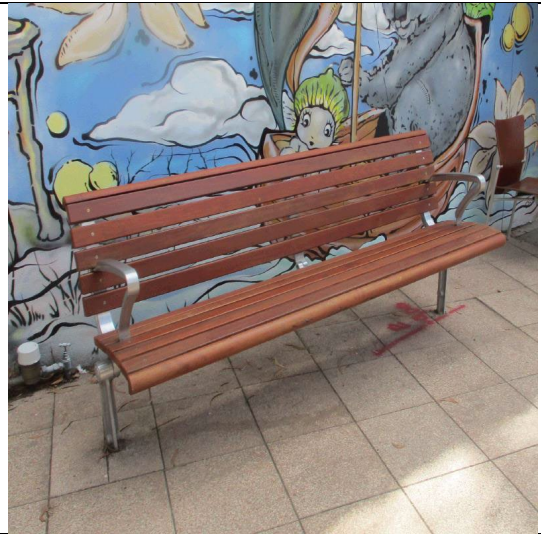
Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Com. Cent. Playground - Medium, Kendall KU Preschool Playground, Cammeray	High	12	\$376,877
Com. Cent. Playground - Medium, Kendall Occasional Child Care Centre Playground, Cammeray	High	12	\$376,877
Com. Cent. Playground - Small, Crows Nest Occasional Child Care Centre Playground, Crows Nest	High	12	\$263,814
Com. Cent. Playground - Small, Early Education Playground, North Sydney	High	12	\$263,814
Com. Cent. Playground - Small, Forsyth Park Community Centre Playground, Neutral Bay	High	12	\$263,814
Com. Cent. Playground - Small, Kelly's Place Children's Centre Playground, Crows Nest	High	12	\$263,814
Com. Cent. Playground - Small, Kirribilli Neighbourhood Centre Playground, Kirribilli	High	12	\$263,814
Playground - Regional, Bradfield Park Playground, Milsons Point	High	12	\$1,601,726
Playground - Regional, St Leonards Park Playground, North Sydney	High	12	\$1,601,726

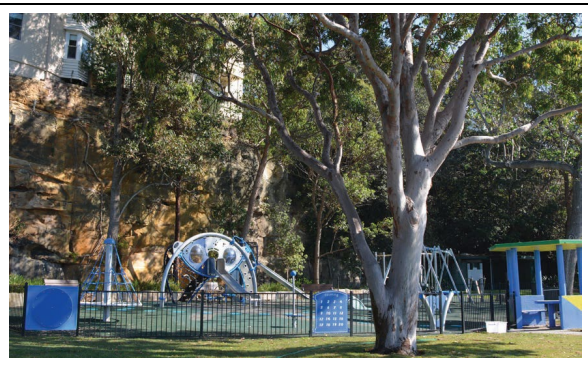
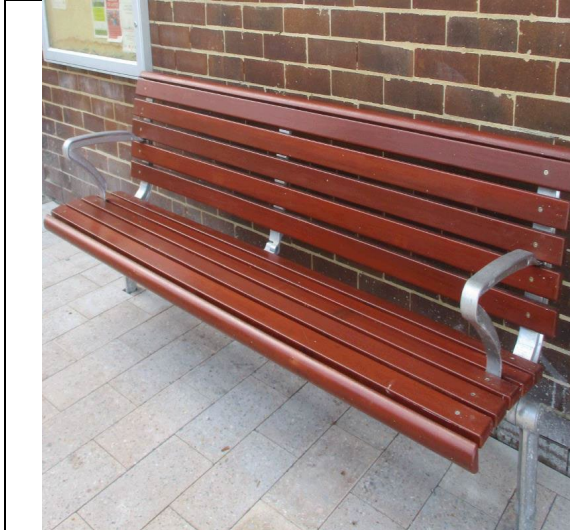
7.5 Capital Works – Prioritised list based on risk – Sporting Infrastructure

Table: Prioritised Capital Works - Sporting Infrastructure

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Fitness Equipment, Ted Mack Civic Park, North Sydney	High	12	\$37,688
Fitness Equipment, Tunks Park, Cammeray	High	8	\$37,688
Goal Posts - Set, Tunks Park, Cammeray	High	8	\$20,728
Long Jump Pit, Forsyth Park, Neutral Bay	High	8	\$4,711
Playground - Local, Primrose Park, Cremorne	High	8	\$47,110
Synthetic Cricket Wicket - Base, Forsyth Park, Neutral Bay	High	8	\$37,688
Synthetic Cricket Wicket - Base, Primrose Park, Cremorne	High	8	\$150,751
Synthetic Cricket Wicket - Surface, Forsyth Park, Neutral Bay	High	8	\$11,306
Synthetic Cricket Wicket - Surface, Primrose Park, Cremorne	High	8	\$45,225
Water Tank, Tunks Park, Cammeray	High	8	\$37,688
Tennis Courts, Green Park, Cammeray	High	4	\$244,970
Tennis-Netball Court Fencing, Green Park, Cammeray	High	4	\$50,878

7.6 Examples of completed Capital Works Projects





8.0 Monitoring and Improvement Program

A whole of organisation approach is essential for continuous asset management practices to continue to improve. Council's Asset Management Plans AMPs need to be based on accurate data and require detailed Valuations to be done on a periodic basis. Accurate Valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within AMPs

Table: Improvement Plan

Asset	Last Comprehensive Valuation (Year)	Comprehensive Valuation to be performed
Open Space and Recreation Asset Class: Park Furniture, Playgrounds, Sporting Infrastructure	2020	Planned for 2025
Community Consultation to determine and adopt Level of Service		No later than 2029

9.0 References

- 2019 Park Furniture Data Collection & Condition Survey Audit by Consultants, Rapid Map Services Pty Ltd.
- 2020 Condition audit of Council's Playgrounds and Sporting Infrastructure by Consultants, Xyst Pty Ltd.
- 2014, North Sydney Council Public Domain Style Manual
- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney,
- IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

10.0 Appendix A: List of Parks and Open Spaces

Inventory No.	Park Name
1	Ancrum Street Reserve
2	Anderson Park
3	Anderson Street Road Closure
4	Anzac Avenue Reserve
5	Anzac Park
6	Badangi Reserve
7	Balls Head Reserve
8	Bank Reserve
9	Barry Street Road Reserve
10	Bay Road Reserve
11	Bellevue Park
12	Bellevue Street Reserve
13	Ben Boyd Road Park
14	Bernard Lane Road Closure
15	Berry Island Reserve
16	Beulah Street Reserve
17	Blues Point Reserve
18	Boatbuilders Walk
19	Bob Gordon Reserve
20	Boyle Street Road Closure
21	Bradfield Park
22	Brennan Park
23	Brightmore Reserve
24	Bromley Avenue Road Reserve
25	Brothers Memorial Reserve
26	Browns Lane Road Reserve
27	Bydown Street Road Reserve
28	Cahill Playground
29	Cammeray Park
30	Captain Henry Waterhouse Reserve
31	Carradah Park
32	Cheal Park
33	Clark Park
34	Clark Road Island
35	Clifton Street Road Reserve
36	Coal Loader Parklands
37	Colin Street Road Reserve
38	Colindia Avenue Road Reserve
39	Colindia Reserve
40	Copes Lookout
41	Cremorne Garden Plaza

Inventory No.	Park Name
42	Cremorne Reserve
43	Darby Gardens
44	David Earle Reserve
45	Doris Fitton Park
46	Doris Street Reserve
47	Dowling Street Road Reserve
48	Dr Mary Booth Lookout
49	East Avenue Road Reserve
50	East Crescent Street Lookout
51	Echo Street Reserve
52	Ellis Lookout
53	Ernest Place
54	Euroka Street Playground
55	Ex Platypus Site Open Space
56	Folly Point Reserve
57	Forsyth Park
58	Four Figs Park
59	Fred Hutley Reserve
60	French Street Reserve
61	Gannura Reserve
62	Glenferrie Avenue Road Reserve
63	Gore Cove Reserve
64	Grasmere Children's Park
65	Grasmere Reserve
66	Green Park
67	Guthrie Avenue Road Reserve
68	Hamilton Reserve
69	Harriette Street Road Closure
70	Harry Howard Reserve
71	Hayberry Street Road Closure
72	Hayes Street Foreshore
73	Henry Lawson Reserve
74	Highview Avenue Pedestrian Link
75	Hodgson Lookout
76	Holdsworth Road Reserve
77	Honda Road Reserve
78	Hopkins Park
79	Ilbery Park
80	Jeaffreson Jackson Reserve
81	John Street Open Space
82	Johnstone Avenue Road Reserve
83	Judith Ambler Reserve
84	Kenneth Bolton Lookout
85	Kesterton Park

Inventory No.	Park Name
86	King Street Road Reserve
87	Kurraba Reserve
88	Kurraba Wharf Reserve
89	Lady Gowrie Lookout
90	Lambert Street Gardens
91	Langley Place
92	Lavender Bay Foreshore
93	Lithgow Street Road Closure
94	Little Young Street Road Closure
95	Lloyd Avenue Reserve
96	Lloyd Rees Lookout
97	Lodge Road Island
98	Lodge Road Playground
99	Lodge Road Road Reserve
100	Lord Street Road Reserve
101	Lower Spofforth Walk (includes Hunts Lookout)
102	Manns Avenue Road Reserve
103	Margaret Street Road Reserve
104	Mary French Reserve
105	Mater Gardens
106	May Gibbs Place
107	McIntosh Lane Reserve
108	Merlin Street Reserve
109	Mil Mil Street Road Reserve
110	Miller Street Gardens
111	Milson Park
112	Miss Gladys Carey Reserve
113	Mitchell Street Park
114	Mitchell Street Plaza
115	Mortlock Reserve
116	Morton Lane Road Reserve
117	Mount Street Plaza
118	Neutral Bay Foreshore
119	Neutral Street Road Reserve
120	North Avenue Road Reserve
121	North Sydney Civic Centre Park
122	Nottingham Street Reserve
123	O'Briens Gardens
124	Olympic Park
125	Oyster Cove Reserve
126	Paling Street Road Closure
127	Phillips Street Playground
128	Pine Street/Arkland Street Reserve
129	Powell Street Open Space

Inventory No.	Park Name
130	Primrose Park
131	Prior Avenue Reserve
132	Prospect Avenue Road Reserve
133	Quibaree Park
134	Reserve Street Road Reserve
135	Richmond/Tobruk Pedestrian Link
136	Ridge Street Road Closure
137	Riley Street Road Closure
138	River Road Pedestrian Link
139	Robertson Lane Road Closure
140	Rose Avenue Reserve
141	Ryries Parade Road Closure
142	Samora Avenue Road Closure
143	Sawmillers Reserve
144	Shellbank Reserve
145	Shirley Road Pedestrian Link
146	Sinclair Street Pedestrian Link
147	Sinclair Street Rose Garden
148	Sirius Street Playground
149	Smoothey Park
150	Spains Wharf Road Reserve
151	Spruson Street Road Reserve
152	St Leonards Park
153	St Peters Park
154	St Thomas' Rest Park
155	Stanton Lookout
156	Sugar Works Reserve
157	Suspension Bridge Reserve
158	Tiley Street Road Closure
159	Tobruk Avenue Lookout
160	Toongarah Road Road Reserve
161	Tunks Park
162	Tye Park
163	Upper Pitt Street Pedestrian Link
164	Victoria Street Playground
165	Victoria/Mitchell Street Junction
166	Walker Street Road Reserve
167	Walumetta Park
168	Warringa Park
169	Warringa Road Road Closure
170	Watersleigh Park
171	Watt Park
172	Waverton Park (includes Merrett Playground)
173	Weaver Park

Inventory No.	Park Name
174	Weringa Avenue Road Reserve
175	West Crescent Street Road Reserve
176	Westleigh Lane Road Closure
177	Westleigh Street Road Closure
178	Whatmore Lane Reserve
179	Will Ashton Lookout
180	Willow Tree Park
181	Wilson Street Road Closure
182	Winnie Street Laneway Reserve
183	Winslow Lane Road Closure
184	Winslow Street Road Closure
185	Wonga Road Reserve
186	Woolcott Street Open Space
187	Wrixton Park
188	Wyagdon/Alfred Street North Reserve
189	Wyagdon Street Reserve
190	Wyong Road Open Space
191	Young Street/Earle Street Island
A	Balfour Street Park
B	Christie Street Reserve
C	Crows Nest Uniting Church Park
D	Don Bank Museum Gardens
E	Hume Street Park
F	Nicholson Street Road Closure
G	Wakelin Reserve
H	Wendys Garden
I	Wollstonecraft Railway Station Park
RE1 - Public Recreation	Stannards Place Open Space
RE1 - Public Recreation	High Street Reserve
RE1 - Public Recreation	Whaling Road Reserve
RE1 - Public Recreation	Sexton Place Open Space
RE1 - Public Recreation	Brook Street Open Space
RE1 - Public Recreation	Ancrum Street Pedestrian Link

11.0 Appendix B: List of Playgrounds

Playground	Location
Berry Island Reserve Playground	Shirley Road, Wollstonecraft
Blues Point Reserve Playground	Blues Point Road, McMahon's Point
Bradfield Park Playground	Alfred Street South, Milsons Point
Bradfield Park Table Tennis	Alfred Street South, Milsons Point
Brennan Park Playground	King Street, Wollstonecraft

Playground	Location
Brightmore Reserve Tricycle Track Playground	Young Street, Cremorne
Cahill Playground	Sophia Street, Crows Nest
Civic Park Fitness	Miller Street, North Sydney
Cremorne Reserve	Milson Road, Cremorne Point
Crows Nest Occasional Child Care Centre	Ernest Place, Crows Nest
Early Education	Cunningham Street, North Sydney
Euroka Street Playground	Euroka Street, Waverton
Forsyth Park Community Centre	Montpelier Street, Neutral Bay
Forsyth Park Playground	Montpelier Street, Neutral Bay
Fred Hutley Reserve	Palmer Street, Cammeray
Grandstand Pre School	Fig Tree Lane, North Sydney
Grasmere Children's Park	Grasmere Road, Cremorne
Grasmere Reserve	Benelong Lane, Cremorne
Green Park Fitness	Cammeray Road, Cammeray
Green Park Junior	Warwick Avenue, Cammeray
Green Park Senior	Warwick Avenue, Cammeray
Hodgsons Lookout Playground	Kurraba Road, Kurraba Point
Ilbery Reserve Playground	Barry Street, Neutral Bay
Kelly's Place Children's Centre	Hume Street, Crows Nest
Kendall KU Preschool	Warwick Avenue, Cammeray
Kendall Occasional Child Care Centre	Warwick Avenue, Cammeray
Kesterton Park Playground	High Street, North Sydney
Kirribilli Neighbourhood Centre	Fitzroy Street, Kirribilli
Lodge Road Playground	Lodge Road, Cremorne
Mary French Reserve Playground	Mil Mil Street, McMahons Point
McMahons Point Community Centre	Blues Point Road, McMahons Point
Merrett Playground	Woolcott Street, Waverton
Milson Park Playground	McDougall Street, Kirribilli
North Sydney Family Day Care	Bank Street, North Sydney
North Sydney Leisure Centre Playgrounds	Miller Street, North Sydney
Phillips Street Playground	Phillips Street, Neutral Bay
Primrose Park	Young Street, Cremorne
Prior Avenue Reserve	Prior Avenue, Cremorne Point
Sirius Street Playground	Sirius Street, Cremorne Point
St Leonards Park Playground	Falcon Street, North Sydney
St Thomas Rest Park Playground	West Street, Crows Nest
Tunks Park	Brothers Avenue, Cammeray
Tunks Park Fitness	Brothers Avenue, Cammeray
Tye Park	Ancrum Street, Waverton
Victoria Street Playground	Victoria Street, McMahons Point
W H Brothers Memorial Park	Fifth Avenue, Cremorne
Warringa Park Playground	Rawson Street, Neutral Bay
Watt Park Playground	Lavender Crescent, Lavender Bay
Waverton Park Fitness	Larkin Street, Waverton
Wollstonecraft Railway Station Park	Telopea Street, Wollstonecraft