Asset Management Plan
Transport 2025-2035

Adopted June 2025

Fish Traps by Edwards Clarke, on the Bay Run

Aboriginal and Torres Strait Islander Statement

We the residents of the Inner West acknowledge Aboriginal and Torres Strait Islander peoples as the First peoples of this land.

We greet the living members of the oldest living continuous culture on earth and celebrate their wisdom and special connections to the lands, sky, and waterways.

We acknowledge all Aboriginal and Torres Strait Islander peoples of Australia, especially the Gadigal and Wangal peoples of the Sydney Basin who are the Traditional Custodians of the lands in which the Inner West Council is situated.

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Document Control

Document History

Version	Date	Status	Author	Summary of changes
1.0	28/2/2025	Draft	T. Blefari	2025 Revision of AMP.
1.1	2/4/2025	Final Draft	T. Blefari	Updates following stakeholder comments.
1.2	30/5/2025	Final	T. Blefari	Updates following further stakeholder comments.

Definitions

Explanation of definitions and acronyms used in this plan.

Term/Acronym	Definition
AASB	Australian Accounting Standards Board
AM Strategy	Asset Management Strategy
Backlog	The quantum of assets that are below the levels of service reflected in the modelling rule base and hence due for a capital treatment, however, funding is not enough to treat these assets. The current hypothetical cost of recouping this backlog (i.e. TAMP funding required to bring every asset in condition state 5, Very Poor, back to a condition state 1, being Very Good) by immediate capital renewal.
Transport Strategy	Going Places - An Integrated Transport Strategy for Inner West 2020
Condition or Service State	The service state involves the use of a single integer between 1 and 5 to describe the ability for the asset in question to fulfill its function; where 1 is very good and 5 is very poor.
IIMM	International Infrastructure Management Manual
IP&R	Integrated Planning & Reporting
IPWEA	Institute of Public Works Engineering Australasia
ISO55000	55000 Series, International Suite of Asset Management Standards
LTFP	Long-Term Financial Plan
Net Strategy Cost	Total cost lifecycle scenario strategy. Calculation; Total Capital Cost over 20 Years + Total Maintenance & Operational Cost over 10 Years – Backlog Movement Over 20 Years.
Non-current assets	Physical and intangible infrastructure assets, including information and communication technology (ICT) assets, controlled by the organisation
OCI	Overall condition index
SAM	Strategic Asset Management
TAMP	Transport Asset Management Plan

1. Executive Summary

1.1 The purpose of the Plan

The purpose of this Transport Asset Management Plan (TAMP) is to inform Inner West Council's (Council) commitment to best practice asset management and provide principles for sound asset investment decision making in its transportation network.

The TAMP documents the overall integrated planning framework to guide and improve Council's long-term strategic management of its roads, paths, kerbs, bridges, traffic management devices and street furniture in order to cater for the community's required levels of service into the future as detailed in Section 3.6 Level of Service. The TAMP defines the state of Council's transport assets as at the 2025 Financial Year, the 10-year funding required to achieve Council's adopted asset performance targets and planned asset management activities over a 10-year planning period.

This TAMP is to be read in conjunction with Council's Asset Management Strategy.

1.2 Current State of Council's Assets

The value of transport assets covered by this TAMP is estimated at $1.56B as at 30th June 2024 and summarised in Table 1.

Asset Type	Replacement Cost ($,000)	Accumulated Depreciation ($,000)	Fair Value ($,000)	Annual Depreciation ($,000)
Roads	$384,401	$136,554	$247,847	$6,899
Bulk earthworks (non-depreciable)	$561,300	$0	$561,300	$0
Carparks	$16,916	$4,496	$12,420	$363
Car parks – non-depreciable	$18,320	$0	$18,320	$0
Kerb & Gutter	$228,654	$87,647	$141,007	$1,421
Footpaths	$271,640	$102,735	$168,905	$3,734
Traffic Management Devices	$47,024	$7,917	$39,107	$1,242
Bridges	$33,322	$11,164	$22,158	$341
Grand Total	**$1,561,577**	**$350,513**	**$1,211,064**	**$14,000**

Table 1 - Asset Valuations as at 30th June 2024[1]

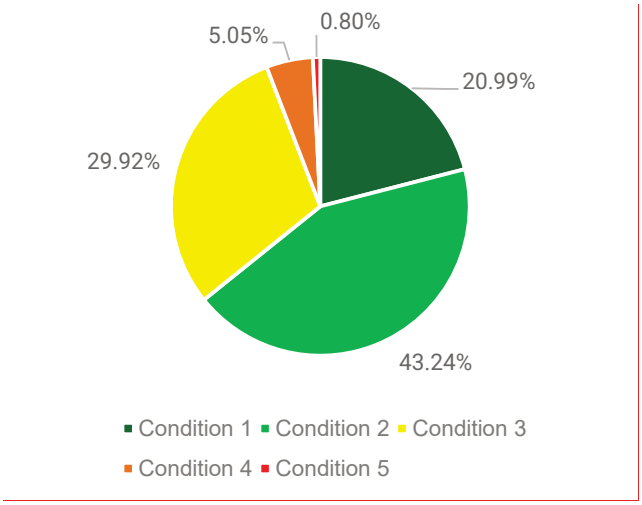
[1] Source: Inner West Council | Annual Report 2023-24 | Notes to the Financial Statements 30 June 2024

Figure 1 provides a high-level overview of the current condition (OCI-asset health) of all transport assets owned and maintained by Council. The service state is a numerical score assigned to each major transport component (asset) to represent its current performance (i.e. where is the asset on its lifecycle path). Utilising predictive modelling software and associated pavement management techniques, Council is able to simulate each asset's degradation (the transition from one condition state to another through its lifecycle) to predict when assets will reach intervention and require future treatment intervention.

Refer to Figure 6 – Asset Condition Rating Guidelines for condition definitions.

$981.9M	32,000+	$4M	2.3 out of 5
Asset Value Modelled	Asset / Component Quantities	Backlog Value	Average Condition (Service State)

Roads Condition Distribution



Roads Condition Distribution by Replacement Value

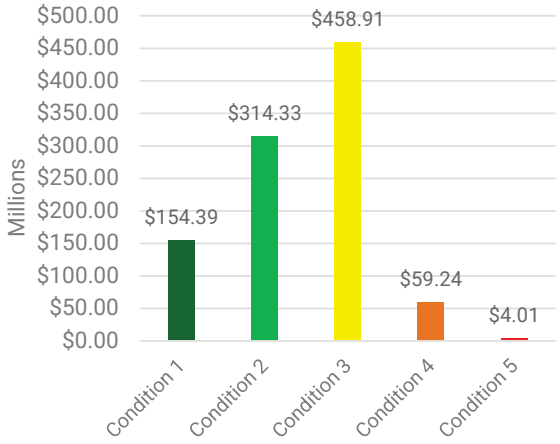


Figure 1 – State of Assets Snapshot as at FY2025

1.3 Asset Funding Levels

Council has adopted a strategic, evidence-based approach to assessing the long-term renewal, upgrade, and new asset needs of its transport asset portfolio, using Modelve© predictive modelling software. This modelling informs the financial allocations set out in Council's current Long-Term Financial Plan (LTFP) and ensures alignment with best practice asset management, as outlined in the Financial Summary.

The model forecasts asset condition over a 10-year period (2025–2035), applying lifecycle treatments and condition-based rules to assess performance under the proposed LTFP funding. It incorporates renewal, upgrade, and new investment needs, drawing on asset condition data, strategic planning initiatives, and operational knowledge from across Council.

The funding outlined in the LTFP supports the progressive renewal and enhancement of transport assets, including roads, footpaths, kerbs and gutters, bridges, carparks, and traffic management infrastructure. These investments aim to improve the resilience, safety, and

accessibility of the transport network and contribute to increased community satisfaction by addressing key infrastructure issues and improving connectivity.

As of 2025, the average condition of Council's transport asset network is 2.3 out of 5. The model confirms that the funding levels allocated in the LTFP are sufficient to maintain this average condition over the next 10 years, providing confidence that current investment levels will sustain essential service outcomes.

Over the next 10 years, Council will invest $484 million to keep our assets safe, functional, and fit-for-purpose, while also enhancing service standards through targeted new and upgrade works. This investment comprises:

- Renewal: $164.6 million
- New/Upgrade: $63.1 million
- Total Capital Investment: $227.7 million
- Maintenance & Operations: $256.2 million

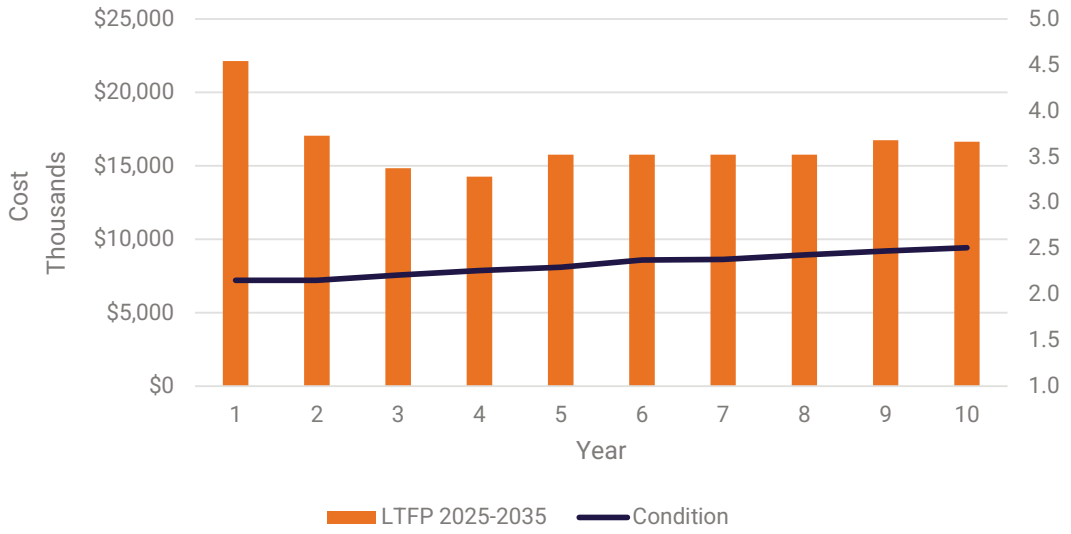


Figure 2 – Total Capital Renewal Cost and Condition by Year

This funding is expected to:

- Maintain the overall condition of roads, footpaths, bridges, and related transport infrastructure, over the following 10 years.
- Progressively address key issues such as assets in poor condition, network connectivity gaps, and traffic calming measures.
- Enhance the resilience, safety, and efficiency of the transport network in response to growing demand and climate-related impacts.
- Support community satisfaction by addressing known problem areas and prioritising investment in high-use and high-risk transport corridors.

The modelling confirms that current LTFP allocations are appropriately informed, financially sustainable, and aligned with Council's transport infrastructure and service delivery goals.

1.4 Monitoring and Improvement Program

The improvement action items identified can be found in Section 7.2 of this Plan.

2. Asset Class Information

2.1 Background

Inner West is one of the most liveable places in Greater Sydney. The transport asset portfolio of Inner West Council (Council) provides a vital service to the local community. Most services within Council can be accessed within walking distance.

A high number of Inner West residents walk and use public transport to get to places of work, leisure and other destinations compared to the Greater Sydney average. However, the growth of Sydney and Inner West is impacting upon the users' ability to move around. Roads are generally congested during weekday peak periods and weekends, competition for parking is high, there are limited separated cycle paths and there is a lack of bus priority on certain roads.

Issues facing Council include increasing traffic numbers at certain intersections exacerbated to some degree by major motorway projects in the area, crowding on a number of public transport services in peak periods and poor frequency levels for a number of bus services, competition for different forms of parking on local streets, busy roads and poor-quality walking paths on some road sections (such as Parramatta Road).

These transport assets represent a significant investment by Council and are of vital importance to providing its residents and businesses with quality services.

New and upgrade transport needs are identified through Council's integrated planning framework and various master plans, strategies and studies (such as the Integrated Transport Strategy, for Inner West 2020).

Council's transport assets range in age and design and have been constructed over time to serve a range of purposes from vehicular and pedestrian access, bike tracks, bridges, footpaths and various street furniture and traffic management devices that complete the network in totality to provide a transportation experience. These transport assets may have been built by Council or gifted by a developer to facilitate the delivery of required services to the community.

Changing patterns of use and demand with differing maintenance practices and techniques have resulted in a complex network of transport in varying conditions. As the responsible authority for the provision and maintenance of this infrastructure asset base, Council recognises the need to ensure the management of this valuable asset portfolio, to ensure that the current and future benefit to the community is delivered at a cost that the community can afford.

2.1.1 Transport Assets Included in this AM Plan

The TAMP includes all transport assets which serve Council's transportation needs by providing an effective transport network to support safe and efficient movement, connecting people, industry and places.

In all, this TAMP covers over 32,000 individual asset elements as classified by their asset subclass (transport function) and set out in Table 2 – Transport Quantity by Asset Subclass.

This TAMP covers all transport assets which are owned or controlled by Council.

Asset Subclass (Function)	Quantity
Roads	Regional 319,672 sqm Local 3,246,252 sqm Laneways 286,752 sqm Total 3,852,677 sqm
Carparks	143,266 sqm
Kerb and Channel	865.9 km
Footpaths	844.2 km
LATMs	4,885 count
Street Furniture	5,972 count
Bridges	9 Road Bridges 31 Road Short Span Bridges 18 Pedestrian Bridges

Table 2 – Transport Quantity by Asset Subclass

A detailed list of all transport assets for which Council has included in this TAMP is recorded in Council's Asset Register.

2.1.2 Transports Assets Exclusions

The TAMP excludes all transportation assets owned and maintained by other authorities such as Roads and Maritime Services.

It should also be noted that vehicular crossings are not maintained by Council. These are maintained by the property owners.

2.2 Current State of the Assets

The distribution of Council's transport asset portfolio by quantities[2] is illustrated in Figure 3.

[2] A segment represents a linear asset such as a road or footpath broken into manageable lengths. As an example, Addison Road in Marrickville is 1,456 metres long, however this road is broken down into 4 segments, which reflects how Council will perform its operational and maintenance and capital activities.

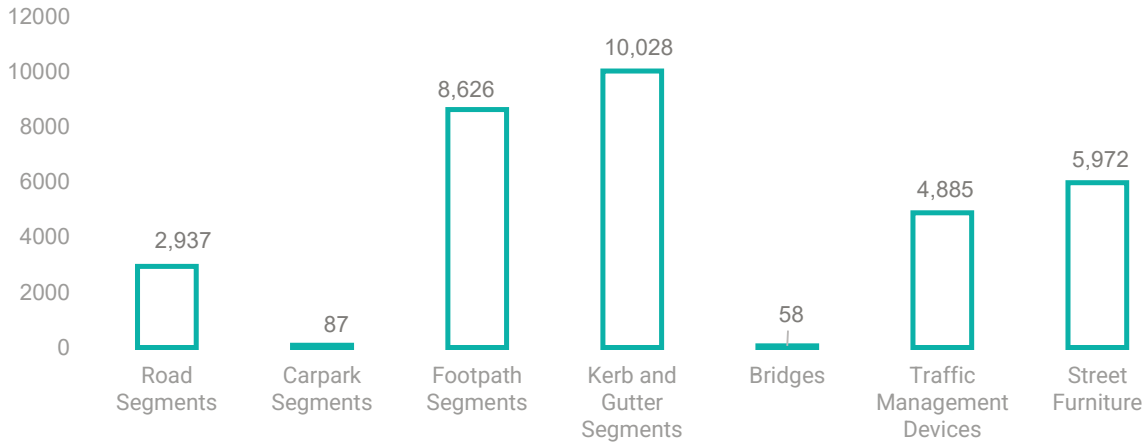


Figure 3 – Distribution of Transport Assets Types by Count

2.2.1 Current Replacement Costs

The total value of transport assets and structures for which Council is responsible for is currently estimated at $1.38B. The break-up of the asset types by replacement value is illustrated in Figure 4.

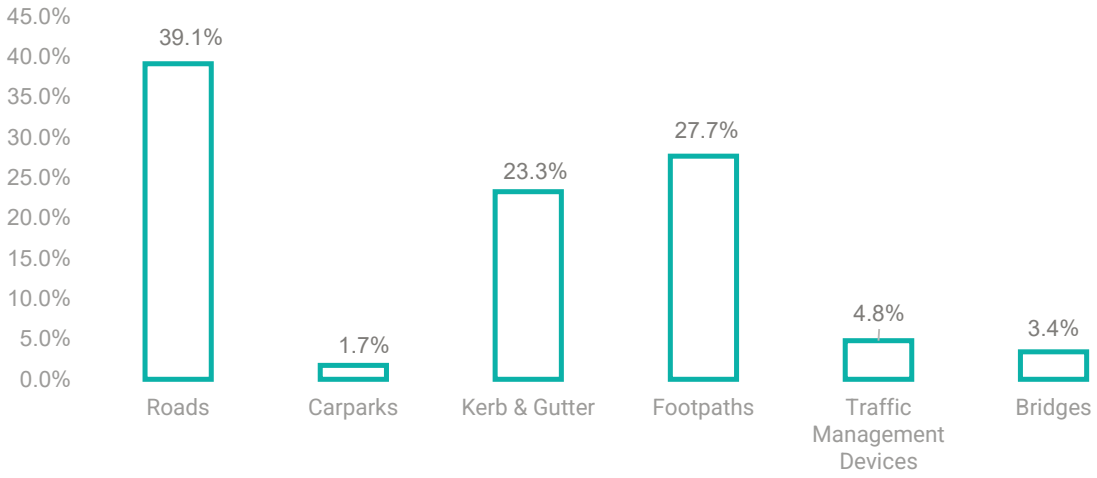


Figure 4 – Distribution of Transport Asset Estimated Replacement Values by Function[3]

[3] Note that non-depreciable assets have been excluded as these assets are considered to have an indefinite useful life.

Asset Type	Replacement Cost ($,000)	Accumulated Depreciation ($,000)	Fair Value ($,000)	Annual Depreciation ($,000)
Roads	$384,401	$136,554	$247,847	$6,899
Bulk earthworks (non-depreciable)	$561,300	$0	$561,300	$0
Carparks	$16,916	$4,496	$12,420	$363
Car parks – (non-depreciable)	$18,320	$0	$18,320	$0
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Bridges	$33,322	$11,164	$22,158	$341
Grand Total	**$1,561,577**	**$350,513**	**$1,211,064**	**$14,000**

Table 3 - Assets Valuations as at 30th June 2024[4]

Table 3 identifies the annual asset depreciation of Council's transport assets to be in the order of $14M per annum. The average annual depreciation (asset consumption) is considered a measure of the wearing out or other loss of value of the asset that arises from its use, passing of time or obsolescence due to environmental changes.

It should be acknowledged that depreciation is not an ideal measure and is seldom recommended now in a modern practice with the focus more on sustainability-based analysis of asset service level (long term financial plans based on strategic lifecycle modelling & planning). This TAMP is based on service level based LTFP.

2.2.2 Transport Information Management

All information pertaining to asset type and function, location, constructed year and condition of these transport assets are recorded and stored in Council's Asset Register which is a module of the Finance System. At the time of preparing this TAMP, it is estimated that Council's Asset Register is Generation 4 which means that the asset data is current, it is based on modern practices of IPWEA practice notes for condition assessment and is therefore considered a reliable asset register for asset valuations and AM plans.

[4] Source: Inner West Council | Draft Unaudited Valuations for 30 June 2024. Note C1-6 Infrastructure, property, plant and equipment.

2.2.3 Current Asset Performance

The following dashboard provides a high-level overview of the current condition (asset health) of all transport assets owned and maintained by Council. Each asset is assigned a numerical condition score to represent its current performance and lifecycle stage, where:

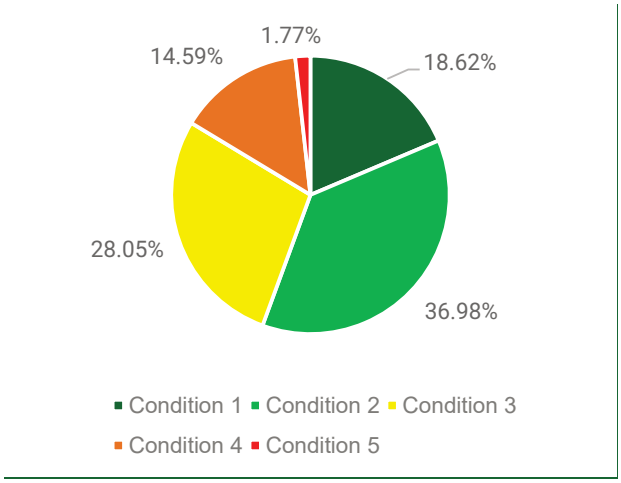
- Condition 1 represents an asset in very good or excellent condition.
- Condition 5 represents an asset in very poor condition.

Refer to Figure 6 – Asset Condition Rating Guidelines for condition definitions.

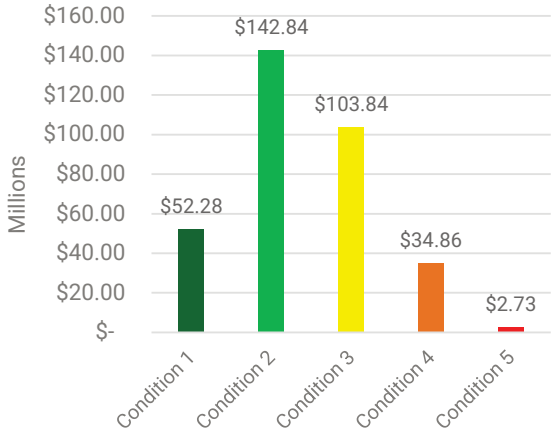
Based on the most recent condition audits and inspections conducted by Council, the condition distributions (Figure 5) indicates that many transport assets remain in good condition, while some high-use infrastructure such as roads and footpaths are showing signs of aging and will require targeted investment in the coming years.

$981.9M **Asset Value Modelled**	**42,000+** **Asset / Component Quantities**	**$4M** **Backlog Value**	**2.3 out of 5** **Average Condition (Service State)**

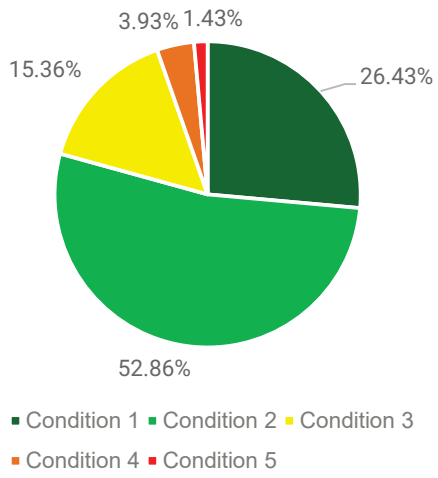
Roads Condition Distribution



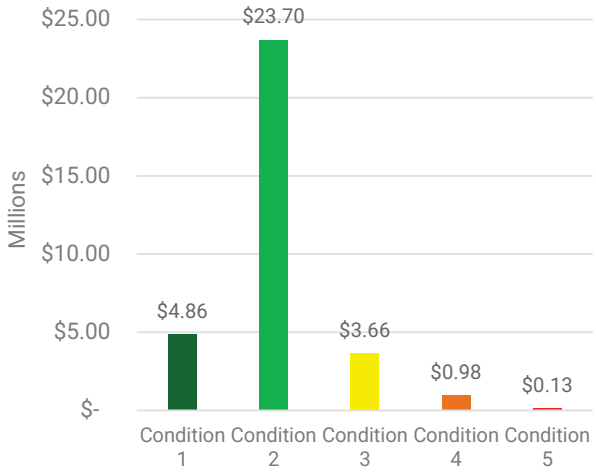
Roads Condition Distribution by Replacement Value



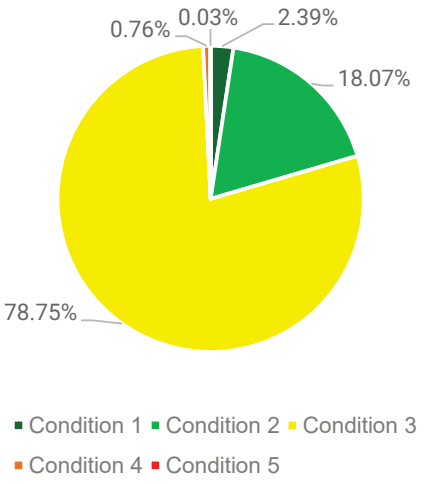
Bridge Condition Distribution



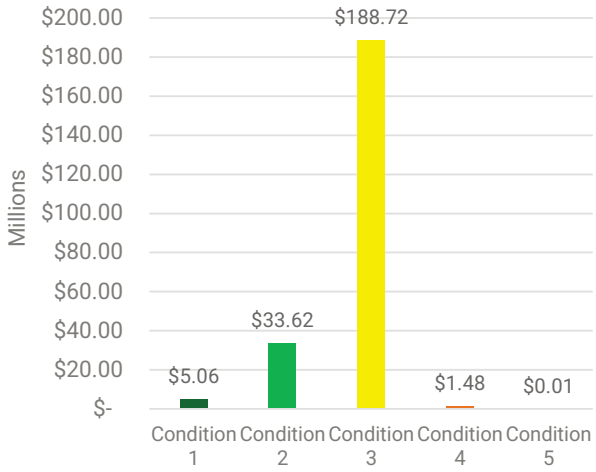
Bridge Condition Distribution by Replacement Value



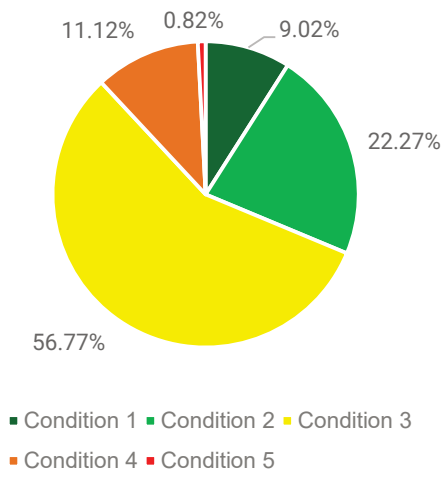
Kerbs Condition Distribution



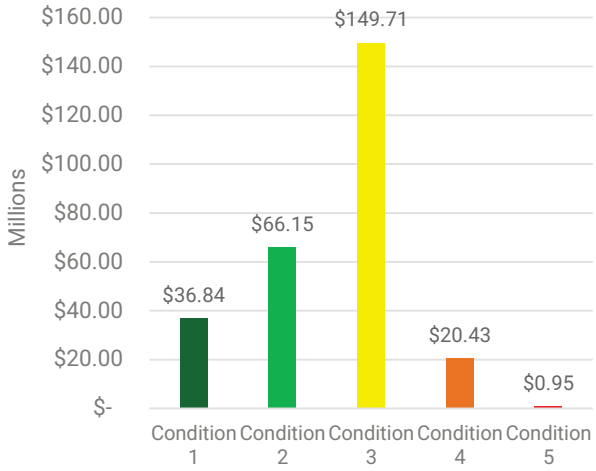
Kerbs Condition Distribution by Replacement Value



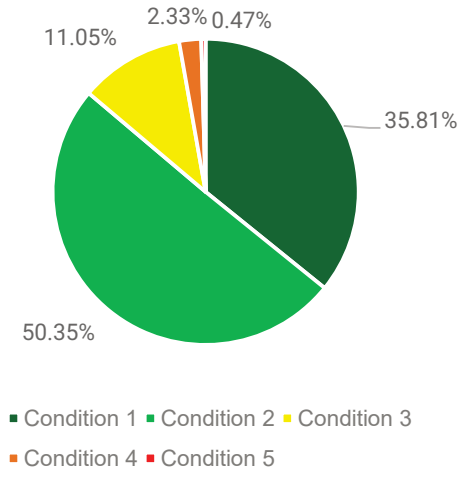
Footpaths Condition Distribution



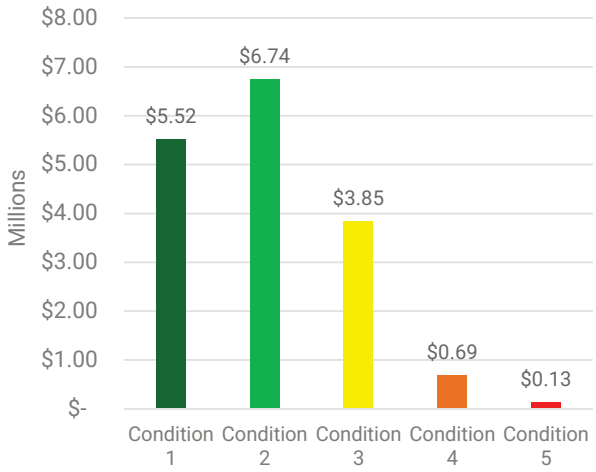
Footpaths Condition Distribution by Replacement Value



Car Parks Condition Distribution



Car Parks Condition Distribution by Replacement Value



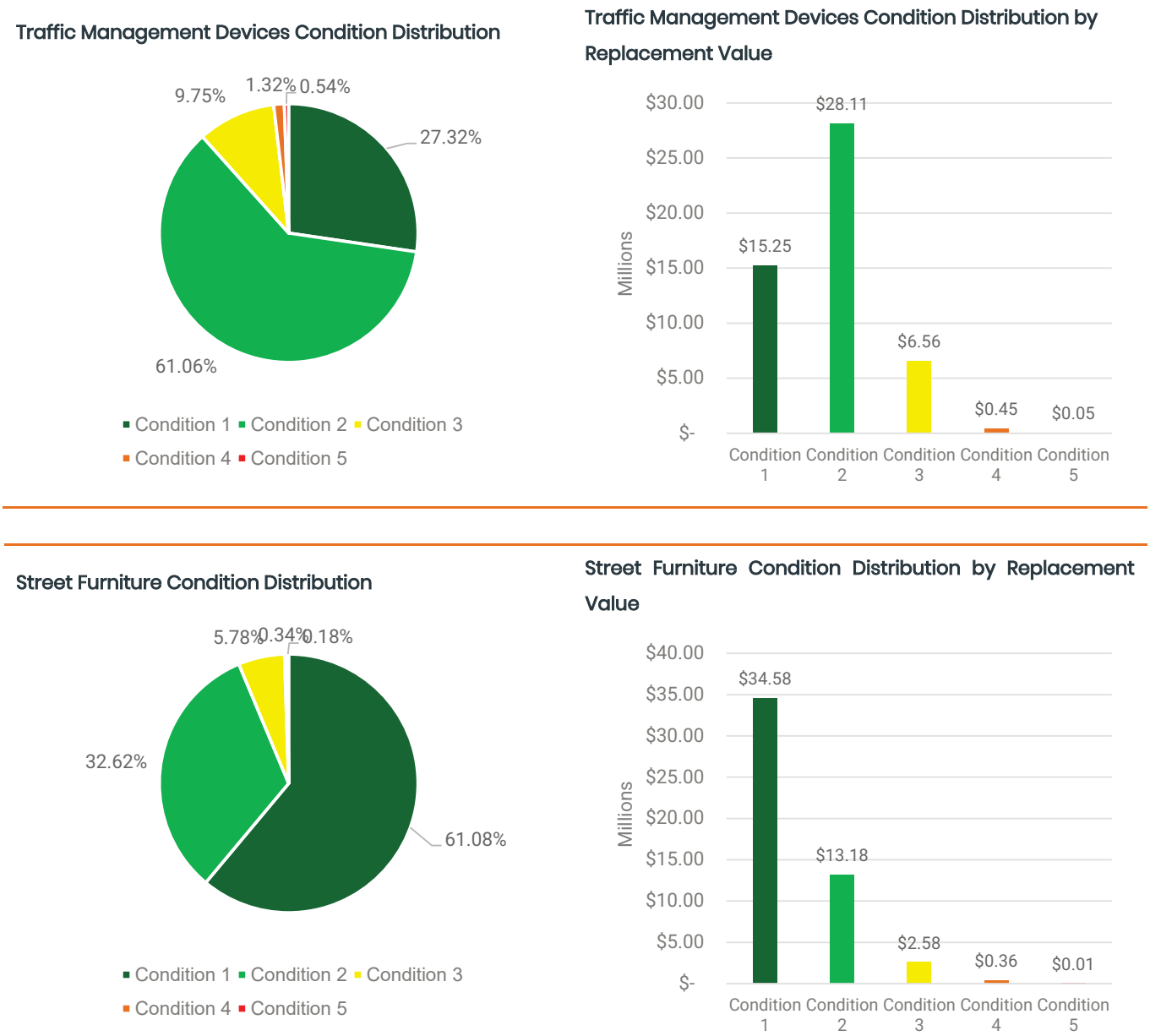


Figure 5 – State of Assets Snapshot as at FY2025

Council's assessment shows that 79% of bridges, 88% of traffic management devices, and 86% of carparks are in good to very good condition (Condition 1 or 2). These assets remain safe, functional, and well-maintained, reflecting Council's ongoing commitment to asset preservation and renewal programs.

While most roads remain in serviceable condition, the data shows that:

- 28% of roads are in Condition 3, meaning visible wear is present.
- 16% of the road network has been classified as Condition 4 or 5, highlighting the need for resurfacing and rehabilitation.
- 67% of footpaths are in Condition 3 or worse, impacting pedestrian access and safety.

Council recognises these challenges and is proactively working to address areas of concern through planned maintenance and renewal programs. With over 30,000 transport assets across the network, Council's approach to investment considers both community priorities and the overall value of asset classes. Currently:

- Roads make up approx. 40% of the total Transport asset value, footpaths 28%, and kerbs 23%, ensuring funding is proportionally allocated.
- Changing usage patterns, increased traffic volumes, and climate-related impacts have influenced infrastructure demand and the need for resilience.

This TAMP, alongside the Asset Management Policy and Strategy, will guide funding decisions to ensure that every dollar spent is targeted at the most critical areas. By combining proactive maintenance, strategic investment, and long-term planning, Council is committed to keeping the local transport network safe, accessible, and functional for all residents and visitors.

2.2.4 Condition Assessment

Council conducts technical inspections of its transport assets using industry-standard defect-based assessment criteria, ensuring a detailed and accurate evaluation of infrastructure conditions. These assessments are based on recognised condition assessment guides to identify structural integrity, safety risks, and long-term performance. However, to simplify reporting for the community, Council has adopted a normalised condition rating system. By adopting this simplified condition guide, Council ensures that the community can easily interpret asset conditions, while still maintaining the technical integrity of asset management assessments.

Typically, network wide condition assessments are undertaken on a three-to-five-year cycle (coinciding with the financial revaluations) and used to identify where transport assets are within their defined useful lives at any given point in time.

The condition rating system, which has been normalised for the purposes of this TAMP is summarised in Figure 6, based on IPWEA Practice Notes.

Figure 6 – Asset Condition Rating Guidelines

2.3 Lifecycle Management

Lifecycle Management is an essential component of any good asset management plan. This section of the TAMP identifies the processes required to effectively manage, maintain, renew and upgrade Council's transport assets.

2.3.1 Operations & Maintenance Plan

Operations activities can be described as activities that are delivered on a day-to-day basis necessary to meet levels of service delivery requirements. Operational activities can include service delivery items such as street sweeping, scupper cleaning and verge mowing. Operational activities also include proactive and reactive inspections, undertaken by in-house technical staff and/or specialist contractors.

Over time, minor faults can occur within the transport portfolio. Council addresses the repairs and maintenance of these faults (i.e. pot-hole patching, crack sealing, trip hazards on paths) on the basis of defined intervention levels and response times. The intervention level defines the condition, state or risk level associated with an asset/component, i.e. the point in time at which the asset is considered to be below an acceptable level of service. Maintenance is scheduled as soon as the asset reaches this point.

Operations and maintenance activities do not improve the condition of assets but rather enable the transport network to deliver its service levels as related to its transport function.

For the Levels of Service delivered on a day-to-day nature (i.e. responding to customer requests for maintenance faults and responding to localised asset failures), these intervention levels[5] are currently documented in Council's maintenance management system. At present, Council considers that these current operations and maintenance service levels meet the community's needs and expectations.

As part of the 2022 Improvement Plan, Council has commenced a formal review of these operations and maintenance activities which are being formally documented in a Transport Service Framework.

2.3.2 Renewal/Replacement Plan

Activities such as renewal, rehabilitation, reconstruction and replacement will return the degraded service of the asset back to its original condition. Renewal activities such as resurfacing of the road wearing surfaces, reconstruction of footpaths or replacement of roundabouts or bollards, will return the degraded service capability of the asset back to its original designed capability or modern-day equivalent.

Renewal and replacement strategies are based on the most current asset condition rule base available to Council at the time of developing the forward works programs. The rule bases which reflect the policy decisions that Council will employ to determine when they will select transport assets for inclusion in their capital works program will be documented in a future improvement item for Transport Service Framework.

[5] Intervention level incorporates the Transport Service Area, activity or defect and response time to attendance or repair.

The built nature of new, upgrade and renewed transport assets will always be provided in accordance with Council's design standards, relevant Australian Standards, industry guidelines and best practices.

2.3.3 Upgrade/Expansion Plan

Upgrade and expansion works are associated with improving service levels beyond the original designed capability or modern-day equivalent. Additionally, expansion works include activities that extend the capacity of an existing asset, to provide higher levels of service and/or meet changes in asset resilience requirements. Upgrade/expansion is different to renewal/replacement which only improves the degraded service capability within the boundaries of the original designed capability.

Transport upgrades are usually undertaken where the transport has been identified as deficient with regards to providing its intended function such as being fit for use and fit for purpose. Council assesses the transport capability of catering for the current and near future user numbers and also assesses the ability to be adapted or reconfigured to provide for changing user needs and service requirements (such as a bridge originally designed for 20T load limit now requires a 60T passage or a footpath in a highly trafficked CBD requires shared path status widening to cater for both pedestrians and cyclists).

Typically, upgrade/expansion works are identified from a combination of methods which include Councillor and/or community requests, project candidates identified via Strategic Plans, Master Plans or Studies and/or road safety audits.

Council utilises the following methodology framework to prioritise and schedule identified project candidates for the 10-Year Works Program.

Criteria
Works proposed are referenced in or support the Council Plan.
Works proposed have been listed, endorsed or identified from Council's Strategic Plans, Master Plans Studies and/or Road Safety Audits.
Works proposed will enhance the quality of service to the community.
Works proposed are required due to risk, legislative and/or to mitigate contractual risks.
External funding provided or available and total lifecycle costs are considered to not adversely impact future budgets.

Table 4 – Transport Priority Ranking Criteria

Presently, there are plans to spend approximately $21.6 million[6] over the following 10 years to upgrade footpaths, intersections and local area traffic management device (LATMs) assets and these have been documented in Council's current 10-Year Works Program.

[6] The upgrade funding plan will be reviewed in conjunction with the next TAMP update in 2029. As new information becomes available on growth demand needs and asset lifecycle, these will be reflected in the 10-Year Funding Strategy.

2.3.4 Creation/Acquisition Plan

New works are those works that create a new asset that did not previously exist. Council can acquire existing built assets or new assets from other authorities, developers or new assets via capital projects to meet community needs. Typically, new transport asset candidates are identified from a combination of methods which include Councillor and/or community requests, project candidates identified via Strategic Plans, Master Plans or Studies and/or from road safety audits.

It is noted that there is significant infrastructure work currently being undertaken by the NSW Government within Inner West, which will include construction of new assets and modification of existing Council assets. The extent of these new and modified assets has not been quantified at present. Council will have further information once the projects are completed, and Council is provided with 'Works As Executed' documentation.

2.3.5 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition, relocation or transfer of ownership.

Council is not expecting to dispose of any transport assets in the current term of this TAMP. There may however be partial disposals due to the large-scale NSW Government projects.

2.4 Leadership and Accountability

Council's Asset Management Policy reviewed in 2025 defines the roles and responsibilities within Council for asset management.

In addition, an Asset Management Steering Committee (AMSC) has been drawn from across Council administration to coordinate asset management related matters. Meetings are held regularly and chaired by the Director Infrastructure. As part of the 2022 Improvement Plan, the development of an Asset Management Responsibility Assignment Matrix is currently underway. This matrix, which will detail the organisational relationships and lines of responsibility regarding asset management over the asset lifecycle, is planned to be implemented progressively over the life of this AM Plan.

3. Levels of Service

3.1 Social Infrastructure Planning

Council provides over 100 services where our transport assets support the provision of several of these services such as vehicular access (roads), pedestrian thoroughfares (paths), travel across water bodies (bridges and over-pass) and active recreation (cycle paths and shared paths). A service centric approach starts with determining what services we need and then connecting assets to those services. It ensures that our assets are in the most appropriate locations for future community use, that they are functionally adequate for future demographics and consider demand and Council's vision. It also ensures that there is a clear prioritisation of capital and maintenance based on the criticality of the

service and considers repurposing, redundancy or relocation of services when balancing future budgets.

In 2020, Council completed the Going Places - An Integrated Transport Strategy for Inner West (Transport Strategy). The Transport Strategy aims to address transport challenges currently facing Council and provide strategies and actions that move towards a transport future focusing on active and sustainable modes of transport, and land-use planning approaches to support these modes of transport.

The Transport Strategy, Master Plans and Studies and this TAMP are complementary documents that together set out Council's service targets, and how these targets will be achieved. The role of each of these elements in the long-term asset planning is as follows:

- **Asset Provision** (Transport Strategy, Other Strategies, Masterplans and Studies) - Determining the type, location and creation of transport assets needed to service current and future demand; and
- **Asset Performance** (TAMP) - The required capital and maintenance performance standards for the assets Council provides that will ensure services are delivered at the desired levels.

3.2 Customer Research and Expectations

Council undertakes customer surveys to understand and identify community priorities for the Inner West and identify the community's overall level of satisfaction. The most recent customer satisfaction survey7, which was conducted in 2024 offers Council a long-term measure of how they are performing.

The results of the survey indicated that generally, the provision of traffic management and road safety, maintaining footpaths, access to public transport, and maintaining local roads are of importance to the community. The community is generally somewhat satisfied with the provision of these services.

Figure 7 illustrates the satisfaction with Council's overall performance between 2017 to 2024.

[7] Inner West Council Community Research –Micromex Research July 2024

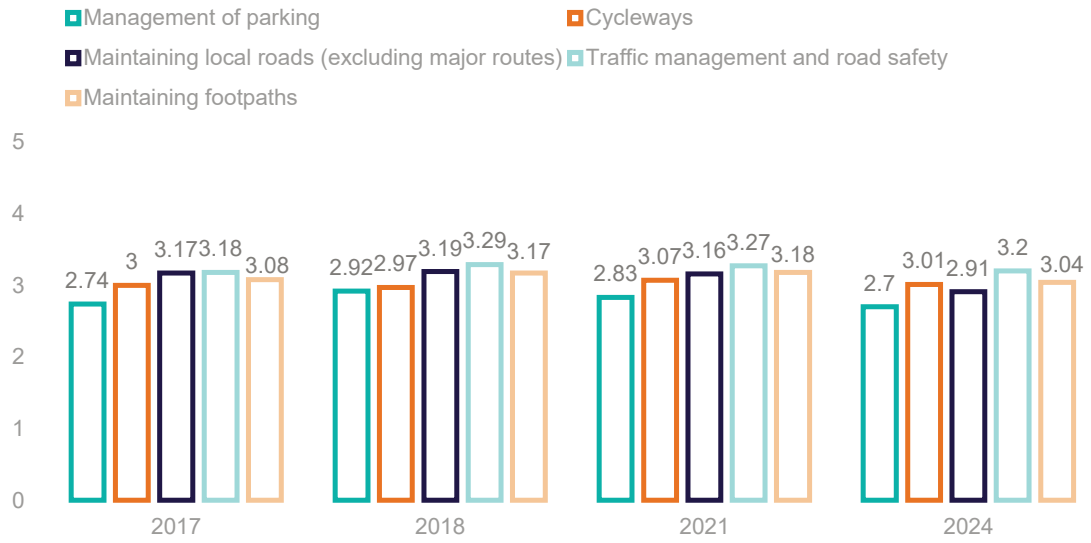


Figure 7 – Inner West Community Satisfaction Survey Overall Performance

A score of 1 represents not at all satisfied, while a score of 5 represents very satisfied.

Traffic management and road safety remain highly important to residents (86% importance rating), yet satisfaction levels score only around 77%, resulting in a moderate performance gap of 9%. Footpath maintenance also holds significant importance (89% rating) but satisfaction lags at just 70%, resulting in a performance gap of 19%. Similarly, local roads (excluding major routes) are valued highly by the community (88% importance rating), but satisfaction is lower at approximately 67%, producing one of the largest gaps at 21%. The survey results indicate that since 2017, overall community satisfaction has remained relatively stable, with residents generally "somewhat satisfied" with Council's service delivery across these areas. These findings suggest that while residents appreciate the current efforts, there remains a clear demand for improved asset management practices—particularly through more capital works and proactive maintenance, to address ongoing issues in traffic management and current service delivery.

Addressing these concerns and improving communication and transparency with residents about decisions made in the community's interest will be key to building trust and improving overall satisfaction with Council's transport services.

Additionally, the funding commitments outlined in this TAMP, particularly those targeting footpath, bicycle facilities and traffic infrastructure upgrades, will support improvements in network condition, safety, and connectivity. These investments are expected to address known issues such as pavement deterioration, poor accessibility, and traffic safety concerns, ultimately enhancing user experience and reinforcing community confidence in Council's long-term transport strategy.

3.3 Strategic and Corporate Goals Alignment

This TAMP is prepared and aligned with Council's vision, mission, goals and objectives and has been aligned to deliver cost-effective, transparent, realistic and affordable service

levels in accordance with community expectations, which are reflected in the five strategic directions detailed in the Community Strategic Plan 2041 (CSP).

Relevant Council CSP strategic directions, outcomes and strategies and how these are addressed in this TAMP are detailed in Table 5.

Strategic Direction (SD)	Outcome	How CSP outcomes and strategies are addressed in TAMP
SD1.4 - Zero emissions	• Implement strategies to reduce and mitigate greenhouse gas emissions. • Build local resilience and adapt to climate change.	• Where possible, Council transport assets will be renewed and maintained with climate resilient treatments using clean energy treatments with the lowest carbon footprint.
SD 1.5 – Zero waste	• Support operations and maintenance to avoid waste, reuse, repair recycle and share transport treatment materials. • Provide local reuse and recycling infrastructure waste and by-products	• Use of recycling with transport treatments such as concrete and asphalt repair, bridge components and street furniture recycling where possible.
SD 2.2 – Sustainable development	• Integrate planning and urban design for public and private spaces.	• Council will ensure that road and transport infrastructure developments align with urban design principles that promote walkability, accessibility, and community character.
SD 2.3 – Integrated transport	• Manage the road network. • Advocate for improved public transport services to, through and around Inner West. • Advocate for, and provide, transport infrastructure that aligns with population growth.	• Provision of infrastructure that is fit for use and purpose, accessible, safe and well maintained. • Provision of 10-year capital improvement programs to reduce asset renewal gap and to ensure that assets are fit for the purpose they were intended for including demographic and population demands of the future. • Council will facilitate and partner with key stakeholders to enhance active transport infrastructure, ensuring safe and connected walking and cycling networks. • The road network will be managed strategically to balance safety, and asset longevity, aligning investment with network demand.

Strategic Direction (SD)	Outcome	How CSP outcomes and strategies are addressed in TAMP
SD 3.2 – A diverse and strong economy	• Manage and plan for future industrial and employment lands and activities	• Council will ensure that transport infrastructure supports economic activity by maintaining efficient road networks, bridges, and traffic management systems to facilitate business operations and freight movement. • Investment in accessible and well-maintained roads, footpaths, and parking areas will enhance business districts, commercial areas, and industrial zones.
SD 4.2 – Health and active	• Provide facilities, spaces and programs for participation in active recreation • Provide and support community services and centres	• Council will support active lifestyles by investing in safe and accessible pedestrian pathways, shared paths, and pedestrian bridges that encourage walking and cycling. • The renewal and expansion of pathways and footbridges will improve connectivity between parks, playgrounds, and open spaces, ensuring seamless links for recreation and active transport.
SD 5.2 –. Responsible, transparent management and future planning	• Deliver financial sustainability to manage public resources responsibly	• This TAMP is integrated with the Long-Term Financial Plan (LTFP) to ensure responsible allocation of resources for transport asset renewals and maintenance. • Council will continue to apply evidence-based financial planning to prioritise transport asset investment and ensure sustainability of services.
SD 5.4 – Engaged and informed community	• Support local democracy through inclusive participatory community engagement • Deliver evidence-based Council decision-making	• This TAMP aligns with the Integrated Planning & Reporting (IP&R) framework, ensuring that transport planning is guided by community consultation and evidence-based decision-making. • Council will continue to engage with the community to identify transport infrastructure priorities, service expectations, and investment needs, ensuring that funding decisions reflect long-term community goals.

Table 5 - Council's Goals and how these are addressed in this Plan

3.4 Key Stakeholders

Assets controlled by Council are utilised by a broad cross-section of the community. It is critical that assets are maintained and renewed based on need and fit for purpose. Asset users are key stakeholders of this TAMP.

Table 6 identifies stakeholders where consultation is necessary when Council seeks input in relation to the determination of Levels of Service and intervention levels.

Stakeholder Group	Role or Involvement
Internal Stakeholders	
Elected Council	Custodian of the asset, with Council representing the residents and setting strategic direction as per the CSP.
Executive Team	To ensure that the Asset Management policy and strategy are being implemented as adopted, and to ensure that long-term financial needs to sustain the assets for the services they deliver are advised to Council for its strategic & financial planning processes.
Managers of the various Transport assets	As the designated Strategic Custodian of Transport assets, responsible for the overall management of the assets from planning, design, maintenance, capital works and monitoring and updating the plan and ensuring its outcomes are realised to achieve the levels of service being required from utilisation of the assets;
Engineering Department	Maintaining Council's asset registers and performing strategic predictive modelling analysis works to inform Council's Long Term Financial Plans and Capital Works Program. Responsible for coordinating the development and implementation of asset management processes and frameworks within the Council.
Finance Department	Ensuring that the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current Australian accounting standards, AM, GIS support and admin.
Maintenance Department (Internal)	To ensure provision of the required/agreed level of maintenance services for asset components.
Information Technology Managers	To ensure that the relevant IT systems are functioning and that any data within the systems are secure, and its integrity is not compromised.
Risk Managers	To ensure that risk management practices are conducted as per Council policy and assist operations managers with advice on risk issues.
Internal Auditors	To ensure that appropriate policy practices are carried out and to advise and assist in improvements

Stakeholder Group	Role or Involvement
External Stakeholders	
Community	General users of the various facilities.
Community User Groups	Users of transport network that have been dedicated to the provision of a specific service (e.g. Cyclists, Heavy vehicles and local groups).
Utility Service Providers	Agencies that provide utility services such as electricity, gas, water, sewerage and telecommunications necessary to facilitate services and typically constructed/located within the road reserve.
State & Federal Government Depts	Periodic provision of advice, instruction and support funding to assist with management of the transport network.
Council's Insurer	Insurance and risk management issues.

Table 6 – Key Stakeholders

3.5 Legislative Requirements

There are many legislative requirements relating to the management of Council assets. Legislative requirements that impact the delivery of Council transport services include:

Legislation	Requirement
Local Government Act 1993	Sets out the role, purpose, responsibilities and powers of local governments. The purposes of this Act are as follows: to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales, to regulate the relationships between the people and bodies comprising the system of local government in New South Wales, to encourage and assist the effective participation of local communities in the affairs of local government, to give councils: the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and the wider public the responsibility for administering some regulatory systems under this Act a role in the management, improvement and development of the resources of their areas, to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities.

Legislation	Requirement
	The land management provisions of the Act require that Council prepare plans of management for all community land. The plan of management identifies the management objectives for the land category, performance indicators and performance measures to meet the objectives identified.
IP&R Local Government Amendment (Planning and Reporting) Act 2009	Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Local Government Act – Annual Reporting Section 428(2)(d)	A report of the condition of the public works (including public transport, public roads and water sewerage and drainage works) under the control of Council as at the end of that year; together with • An estimate (at current values) of the amount of money required to bring the works up to a satisfactory standard; and • An estimate (at current values) of the annual expense of maintaining the works at that standard; and • The Council's programme for maintenance for that year in respect of the works.
Road Transport (Safety and Traffic Management) Act 1999	Facilitates the adoption of nationally consistent road rules in NSW, the Australian Road Rules. It also makes provision for safety and traffic management on roads and road related areas including alcohol and other drug use, speeding and other dangerous driving, traffic control devices and vehicle safety accidents.
Roads Act 1993	Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road, and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally, it provides for distribution of functions conferred by this Act between the RTA and other roads authorities and regulates the carrying out of various activities on public roads.
Local Government (Highways) Act 1982	An Act to consolidate with amendments certain enactments concerning the functions of the corporations of municipalities with respect to highways and certain other ways and places open to the public.
Disability Discriminations Act, 1992	The Disability Act establishes a framework for providing support and services to people with disabilities throughout New South Wales.
Work Health & Safety Act 2011	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work and covering injury management, emphasising rehabilitation of workers particularly for return to work. Council is to

Legislation	Requirement
	provide a safe working environment and supply equipment to ensure safety.
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Environmental Protection Act 1994	This act sets out requirements with respect to environmental protection.
Public Works and Procurement Act 1912	Sets out the role of Council in the planning and construction of new assets.
Inner West Development Control Plans	The primary purpose of a Development Control Plan (DCP) is to guide development according to the aims of the corresponding Local Environmental Plan (LEP).
Inner West Local Environmental Plan 2020	The LEP is a legal document that provides controls and guidelines for development in an area. It determines what can be built, where it can be built, and what activities can occur on land.
Plant Protection Act 1989	This act sets out requirements with respect to Flora Protection.
Threatened Species Conservation Act, 1995	An Act to conserve threatened species, populations and ecological communities of animals and plants. Under the terms of this Act Council is required to ensure the long-term survival of the species identified.
Fire and Rescue Service Act 1990	This act sets out requirements with respect to Emergency Services for Fire and Rescue.
Public Records Act 2002	This act sets out requirements with respect to maintaining Public Records.
Civil Liability Act, 2002	An Act to make provision in relation to the recovery of damages for death or personal injury caused by the fault of a person.
Rural Fires Act, 1997	An Act to establish the NSW Rural Fire Service and define its functions; to make provision for the prevention, mitigation and suppression of rural fires. Under the terms of this Act Council is required to mitigate any fire that emanates from bushland.

Table 7: Legislation Relevant to Management of Transport Assets

Regulations, Standards & Guideline requirements that impact the delivery of Council's transport services are outlined below.

Regulation / Standard / Guide	Requirement
Integrated Planning and Reporting (IP&R) framework	All councils in NSW are required to work within the IP&R framework to guide their planning and reporting activities. IP&R provides a pathway for elected representatives to: • work directly with their community to identify long-term priorities for local identity, growth and lifestyle; • understand the range of services the community wants, the service standards they expect and the infrastructure that will be required; • report to the community on their success in achieving these goals; and • be assured that their council is meeting planning, consulting and reporting requirements under other laws.
Environmental Planning and Assessment Regulation 2000	Fire safety systems are required in commercial, industrial & public transport to ensure the safety of occupants in the event of a fire or emergency. The Act includes provisions relating to fire safety and matters concerning the Transport Code of Australia (Part 9).
ISO 55000 Suite, 2014	The International Organization for Standardization's *ISO 55000:2014 Asset Management* (ISO 55000) provides a global guide to better practice in asset management, including asset information management. ISO 55000 specifies that entities should align information requirements to asset management needs and risks, along with requirements for collecting, managing, evaluating, and ensuring consistency and availability of information for asset management decision-making.
Australian Accounting Standards Board (AASB)	Provides direction and guidance on the financial and reporting expectations of entities, to ensure a consistent approach to accounting records. The following regulations apply to Council: AASB 116 Transport, Plant & Equipment – prescribes requirements for recognition and depreciation of Transport, plant and equipment assets. AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not more than their recoverable amounts. AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated. AAS 1001 Accounting Policies – specifies the policies that an organisation is to have for recognition of assets and depreciation. AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets; and

Regulation / Standard / Guide	Requirement
	AAS 1015 Accounting for the acquisition of assets – method of allocating the value to new assets on acquisition.
All other relevant Australian Standards	AS/NZ Standards such as AustRoads, Risk Management Standard.
All Local Laws and relevant policies of the Organisation	Construction standards, Maintenance contracts, etc.
International Infrastructure Management Manual, Sixth Edition, IPWEA, V6.0, 2020	The IIMM has been developed with public and private sector industry input from Australia, New Zealand, the United States Canada, South Africa and the United Kingdom to promote best asset management practice for all infrastructure assets.

Table 8: Regulations & Standards Relevant to Management of Transport Assets

The following is a summary of policies relevant to this asset class. Many of these policies are available from Council.

Policy	Requirement
Infrastructure, Plant, Property and Equipment Determination Protocol 2019	To define Inner West Council's asset classes and associated methodologies in capturing and recording asset related information, guided by relevant accounting and industry standards as well as legislation.
Asset Management Policy 2022	The Policy acknowledges Council's commitment to asset management and provides a consistent asset management approach with clear principles and guidelines in order to manage Council's assets for the current and future community. It establishes a framework to ensure a structured, coordinated, cost effective and financially sustainable approach to asset management across the organisation.

Table 9: Policies Relevant to Management of Transport Assets

3.6 Level of Service

It is considered that this TAMP has improved the level of sophistication in the documentation of the levels of service that will be delivered by Council's transport assets. The levels of service delivered by Council's transports have been documented considering the expectations of Council's residents/customers. This has required a clear understanding of customer needs, expectations and preferences that will be explored in this Section and continually reviewed and updated as required in future TAMP iterations.

The levels of service defined are intended:

- to inform customers and Council of the proposed type and level of service to be offered.
- to enable customers and Council to assess suitability, affordability and equity of the services offered.
- to measure the effectiveness of the services provided by Council.
- to identify the costs and benefits of the services offered.

Council has defined two tiers of levels of service, which are based on:

Community Levels of Service – what Council expects to provide in terms of key customer outcomes based on perceptions of expected quality and future financial allocations:

- Appropriateness of service.
- Accessibility to users 24 hours a day, 7 days a week.
- Affordability – acknowledging that Council can only deliver what it can afford.
- Relevance of the service being provided – in terms of demand characteristics, future demographics, current backlogs and where the pressure points are.

Technical Levels of Service – which relates to the outputs the customer receives:

- What Council will do in real terms, i.e. reliability, functionality and adequacy of the services provided. Typically, this TAMP has documented Council's standards – i.e. at what point will Council repair, renew or upgrade to meet the customer outcomes listed in the strategic levels.
- Technical Levels of Service have been defined for each of the following:
    - New asset – If Council provides new Transport assets, then what design and maintainability standards shall apply to make them meet Council's strategic outcomes.
    - Upgraded or renewed asset to original standard - If Council upgrades or renews transport assets, what design and maintainability standards shall apply to make them meet Council's strategic outcomes.
    - Maintenance – When will Council intervene with a maintenance repair and what will be Council's responsiveness in terms of customer requests for maintenance faults.

The levels of service that have been adopted are considered reasonable as demonstrated by industry standards and benchmarks.

3.6.1 Customer Levels of Service

Council's Customer Levels of Service that have been adopted for this TAMP are detailed as follows:

Key Performance Measure	Level of Service	Performance Measure	2021 Performance	2024 Performance
COMMUNITY LEVELS OF SERVICE				
Customer Satisfaction	Transport assets meet community needs	>3.5 community survey satisfaction score		
		Management of Parking	2.83	2.7
		Cycleways	3.07	3.01
		Maintaining Local Roads	3.16	2.91
		Traffic Management and Road Safety	3.27	3.2
		Maintaining Footpaths	3.18	3.04
Quality	Well maintained and suitable Transport networks	<1,500 requests / complaints per annum for sealed road maintenance	1,367	1,152
		<1,500 requests / complaints per annum for footpath maintenance	1,410	1,228
		<500 requests / complaints per annum for kerb & gutter maintenance	245	217
		<500 requests / complaints per annum for road furniture maintenance	145	298

Table 10 - Customer Levels of Service

3.6.2 Technical Levels of Service

Supporting the community service levels are technical measures of performance.

As Council is responsible for a large number and range of transport asset types it has been determined that different standards are necessary for different transport functions. For example, the service provided by a local road would be lower than that provided by a regional road. Each of the transport assets within Council's transport portfolio has been assigned to one of these five categories as documented in Table 15 - Asset Criticality for .

Technical service measures are linked to annual budgets covering operations, maintenance, renewal and upgrade activities as defined in the Lifecycle Management Section.

Key Performance Measure	Level of Service	Performance Measure	2021 Performance	2024 Performance
Technical Levels of Service				
Condition	**Regional Roads** - Condition assessment of Sealed Road & Kerb network every 3-4 years	Average network condition <= 2.5 out of 5 and with < 5% of stock in condition state 5.	3.2 0.5%	2.8 0%
	Local Roads - Condition assessment of Sealed Road & Kerb network every 3-4 years	Average network condition <= 3 out of 5 and with < 10% of stock in condition state 5.	2.95 20%	2.5 2.15%
	Carparks - Condition assessment of Sealed Road & Kerb network every 3-4 years	Average network condition <= 3 out of 5 and with < 5% of stock in condition state 5.	2.4 2.2%	2.3 2.3%
	Kerb & Gutter - Condition assessment of kerb network every 3-4 years	Average network condition <= 3 out of 5 and with < 5% of stock in condition state 5.	2.7 <0.5%	2.8 <0.5%
	Footpaths - Condition assessment of Footpath network every 3-4 years	Average network condition <= 3 out of 5 and with < 5% of stock in condition state 5.	2.7 1.1%	2.7 <0.5%
	Bridges - Condition assessment of Bridge network every 3-4 years	Average network condition <= 3 out of 5 and with < 5% of stock in condition state 5.	2.4 1.5%	2.0 1.43%
	Traffic Management Devices - Condition assessment of Traffic Management Device network every 3-4 years	Average network condition <= 3 out of 5 and with < 5% of stock in condition state 5.	1.9 <1%	1.9 <0.5%
	Retaining Walls - Street Furniture - Condition assessment of Street Furniture network every 3-4 years	Average network condition <= 3 out of 5 and with < 5% of stock in condition state 5.	1.9 0%	1.8 0%
	Street Furniture All Other - Condition assessment of Street Furniture network every 3-4 years	Average network condition <= 3.5 out of 5 and with < 10% of stock in condition state 5.	1.5 <0.5%	1.5 <0.5%

Table 11 - Technical Levels of Service

4. Future Demand

This section identifies the effect of expected growth and consequent demand on Council's transport asset infrastructure. Forecasting future demand is essential in determining lifecycle management for assets. The management of transport assets is directly affected both by growth in the number of assets and growth in the resident as well as visiting populations.

4.1 Demand Drivers

Drivers affecting transport assets demand include factors such as population change, changes in demographics, technological changes and environmental changes. Transport assets within the municipality must serve both the local resident population needs as well as business industries, tourism, commuter and visitor needs.

4.2 Demand Forecasts

The current position and future demand drivers for transportation infrastructure assets are outlined in Table 12. These drivers not only include population growth but also reflect the evolving living and working patterns of Inner West residents, as well as the broader impacts of climate change and sustainability considerations.

Demand Factor	Present Position8	Impact on Services
Population Growth	The Estimated Resident Population (ERP) for the Inner West Council area was 188,325 as of June 2023. The population is projected to reach 191,026 by 2025 and 204,742 by 2046—a 7.18% increase over the next 21 years.	A growing population will increase demand for transport infrastructure, particularly in high-density areas. Asset renewal planning must account for increasing commuter movements and shifting travel behaviours while ensuring sustainable public transport integration.
Changing Travel Habits & Employment Patterns	Local employment remains strong, with 31.3% of residents both living and working in the area, while 68.7% work locally but reside elsewhere. Public transport use is high—37,798 residents rely on trains, buses, trams, or ferries, compared to 39,405 who travel by private vehicle.	With a balanced split between public and private transport, transport networks must be multi-modal and adaptable. Future investments should prioritise public transport connectivity, active transport infrastructure (cycling, walking), and road network efficiency to support both local commuters and regional travel demands.

[8] Source; https://profile.id.com.au/inner-west

Demand Factor	Present Position8	Impact on Services
Car Ownership Trends	28% of households have two or more vehicles, while 16.3% of households do not own a car, reflecting a strong reliance on alternative transport. In comparison, Greater Sydney's car ownership rates are significantly higher.	The relatively lower car ownership compared to the broader Sydney area underscores a need to balance road investments with enhancements to public transport and active travel infrastructure. This diversity in transport modes should be factored into asset planning, ensuring that road upgrades, parking strategies, and traffic management systems are designed to accommodate both vehicle and non-vehicle users.
Emerging Environmental and Climate Risks	The Inner West is vulnerable to flooding, extreme heat, and infrastructure wear due to climate change. Increased rainfall and heatwaves are accelerating pavement deterioration and asset degradation, impacting the lifespan of roads, bridges, and stormwater systems.	Climate adaptation strategies must be incorporated into asset planning, including resilient road materials, improved drainage systems, and heat-mitigating designs. Emergency response planning must also ensure roads remain accessible during extreme weather events.
Sustainability Initiatives	Council is prioritising energy-efficient infrastructure upgrades, sustainable urban design, and increased use of recycled materials in transport assets. There is also an increased focus on electric vehicle (EV) infrastructure and integrating renewable energy sources.	Sustainable initiatives will drive long-term cost savings and asset longevity. Upgrades must ensure transport assets support green transport options such as EV charging stations, improved pedestrian access, and sustainable road materials.

Table 12 – Demand Drivers, Projections and Impacts on Services

The emerging needs driven by population growth, evolving commuting patterns, and increased environmental risks underscore the importance of a flexible and resilient transport network. In the Inner West, where residents are increasingly reliant on public transport and local employment hubs, a balanced approach that upgrades roads while enhancing multi-modal connectivity is essential. These factors, combined with the need for sustainability and climate resilience, will shape the demand for transportation assets over the coming decade and beyond.

This integrated approach ensures that asset management strategies not only address current usage patterns but also proactively prepare for future challenges, delivering enhanced service delivery and long-term sustainability for the region.

4.3 Changes in Technology

Council is continuously monitoring new asset treatments that may be available to increase the life of its assets. Table 13 details technology changes that are forecasted to affect the delivery of services covered by this plan.

Technology Change	Effect on Service Delivery
Road wearing surface quality	Bitumen manufacturers are constantly developing new products to suit modern day applications and to cope with increased traffic volumes and changing environmental conditions. These improvements may mean roads have a longer useful life and require less maintenance. The use of products such as warm asphalt mixes will also have the benefit of reduced environmental impact.
Recycled materials	By exploring options to use recycled materials, there will be a benefit in terms of reduction in greenhouse gas emissions and reliance on our natural resources.
Trenchless technology	Trenchless methodologies will have a positive impact on Council's assets, as the integrity of the road or pathway is not compromised when installing/replacing services within the road reserve.
Low energy design	Increased efficiencies of low energy design on traffic calming and street furniture assets therefore certain new transport designs for example lights can incorporate energy efficient and sustainable practices.
Asset Information System	Improved information systems for mapping, recording information and managing assets. Adjustment of the transport inspection regime to match the amount of public usage and deterioration on certain components for example high priority paths and roads.

Table 13 – Changes in Technology and Forecast on Service Delivery

These technological factors need to be assessed in determining the scoping requirements for maintenance works, renewal, upgrade and new transport projects. There will be changes to asset management technology, in particular the monitoring and data collection roles. These upgrades in technology may require consideration of modifications to service levels as and when appropriate.

4.4 New Assets from Growth

At present, Council's transportation network is well established, comprising a mature road system, extensive footpaths, dedicated cycle lanes, and integrated public transport services. Given the urban density of the area, opportunities for constructing entirely new roads are limited. However, anticipated changes in population growth, commuting patterns, and evolving community expectations necessitate targeted enhancements to existing infrastructure.

Over the next 10 years, the Council envisages acquiring new transportation assets through a variety of mechanisms, including direct construction[9], partnerships, and contributions from State Government and private developers. Priority will be given to assets that support multi-modal connectivity and enhance public safety and community amenity. Key areas of focus include:

- Upgraded footpaths and cycleways: Improvements to existing pedestrian and cycling networks to support active travel and safer community access.
- Advanced traffic management devices: Deployment of modern traffic control technologies to optimise mobility, reduce congestion, and improve road safety.
- Modernised street furniture: Installation of sustainable, community-friendly street furniture that integrates with the overall transport network and enhances public spaces.

The precise scope and location of these new assets have yet to be fully quantified. As new growth and development areas are identified, Council will continue to refine community transport needs through the ongoing Transport Strategy, supplementary studies, and masterplans. These findings will be integrated into future revisions of the Transport Asset Management Plan (TAMP) to ensure alignment with contemporary best practices in sustainable and resilient transport planning.

It is also important to recognise that the acquisition, expansion, or upgrade of transportation assets will result in increased annual operational and maintenance funding commitments. These additional investments are essential to ensuring that the enhanced assets deliver reliable, high-quality service over their entire lifecycle, ultimately supporting the Council's long-term objectives for community connectivity, safety, and environmental sustainability.

4.5 Demand Management Plan

The demand for transport assets at Council is not expected to increase proportionally with the predicted population growth and predicted demographic changes unlike facilities or open space. This is also in line with the future strategies outlined in Council's vision and corporate plan to shift towards lesser reliance on road transport and highly integrated cycle and pedestrian connectivity.

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. Opportunities identified to date for demand management are shown in Table 14. Further opportunities will be developed in future revisions of this TAMP.

[9] Council has allocated $20.5 million in its funding to deliver the Cycleway Strategy which will result in the construction of new assets.

Service Activity	Demand Management Plan
Increase in demand for all services	• Network analysis and modelling of identified high traffic areas. Perform analysis and modelling to determine impacts on the current network. Results incorporated into Forward Capital Works Five-Year Program prioritisation criteria. • Promote and develop public and alternative transport options around residential and commercial areas. • Encourage sharing of existing transport methods and the use of public transport to maximise the utilisation allows planning for optimum use of all transport modes. • Review existing road and footpath networks to ensure continuing suitability. • Regularly review the Strategies and Plans such as the Transport Strategy to identify areas and assess needs. • Document a Social Infrastructure Plan framework that will drive future Transport Strategy reviews.
Improved access to services required	• Upgrade existing transport access over time and ensure new or upgraded transport modes are Disability Discrimination Act compliant, particularly pram ramps, access ways, rest areas and steps.
Increased need for maintenance and renewal costs	• Review and document levels of services after consultation with the Service Managers and the community. • Incorporate total asset lifecycle costings into asset management. • Procure large services contracts to get better economies of scale to minimise costs.
Changing service needs and changing transport requirements, particularly relating to accessibility.	• Plan new projects to incorporate best practice and review compliance and accessibility needs for existing sites. Prioritise upgrade projects which have the most positive impact.
Increased need for maintenance and renewal costs	• Review and document levels of services after consultation with the Service Managers and the community. • Incorporate total asset lifecycle costings into asset management.
Providing a safe network	• Continue traffic management initiatives and processes to address high-risk intersections and other locations in the road and pathways network.

Table 14 - Demand Management Plan Summary

5. Risk Management Planning

5.1 Asset Criticality

To manage Council's transport assets more effectively, they have been categorised based on the level of importance by applying them with a criticality rating.

Council's Criticality Framework ensures that its transport assets are assessed based on their importance to service delivery, emergency preparedness, and overall community impact. This framework updated in 2025, applies a structured scoring system to classify assets into different levels of criticality, enabling informed decision-making for maintenance, renewal, and strategic investment.

Assets are evaluated using two key connectivity and access Criticality Factors:

- Road Hierarchy – Focuses on the usage & social dependence on the asset, which considers the road hierarchy such as regional, arterial, collector and local streets.
- Access Importance – Assesses an asset's importance in providing essential access for regional movement, supporting critical facilities, and driving economic activity through business and tourism. Focuses on an asset's role in providing essential access to critical facilities and its importance for general regional connectivity.

Each asset is scored based on predefined Criteria, Sub-Criteria, and Weighted Scores, producing a Total Criticality Score between 1 (Non-Critical) and 5 (Extremely Critical). This structured approach ensures that Council assets are evaluated consistently, enabling prioritisation of maintenance and renewal activities based on their impact on service delivery, community safety, and financial sustainability.

The transport criticality adopted by Council considers the varying risk and service levels associated with the transport asset portfolio and is summarised as follows:

Criticality	Description	Example Asset Type
5 – Extremely Critical	Extremely critical asset. Potentially extreme disruption or catastrophic consequences should the asset fail.	Regional Road Road bridge, kerb &/or traffic management device servicing a Regional Road Pathway servicing schools, universities, and major hospitals Foreshore roads with significant public access Pedestrian bridge located on a principal cycle network. Single or multistorey car parks that provide primary access to high-activity areas where large volumes of vehicles converge.

Criticality	Description	Example Asset Type
4 – Critical	Critical asset. Potential major disruption or consequences should the asset fail.	Arterial Roads Footpaths and shared paths in urban areas linking to railway stations, bus stops, schools, commercial or community facilities or other pedestrian generators Pedestrian bridge located on a footpath or pathway classed as shared pathways for pedestrians and cyclists. Single or multistorey car parks that support large-scale or important destinations and play a major role in local economic activity and public safety.
3 – Moderately Critical	Moderately critical asset. Potentially moderate disruption or consequences should the asset fail.	Collector Roads Road bridge, kerb &/or traffic management device servicing a Collector Road A Footpath or Pathway classed as Medium Activity areas such as minor shopping centres, shopping strips Pedestrian bridge located on a footpath or pathway classed as Medium Carparks that serve local communities, business districts, and moderate-traffic areas.
2 – Partially Critical	Partially critical asset with minor disruption or consequences, should the asset fail.	Local Roads Road bridge, kerb &/or traffic management device servicing a Local Road An urban residential area Footpath or Pathway on both sides of a residential street Pedestrian bridge located on a footpath or pathway classed as all other footpaths. Carparks in residential and small-scale commercial areas
1 – Non-Critical	Non-critical asset with insignificant disruption or consequences, should the asset fail.	Access Roads Road bridge, kerb &/or traffic management device servicing an Access Road A Track or Unformed access pathway Pedestrian bridge located on a footpath or pathway on a minor track such as bridging a culvert. Carparks receiving limited or infrequent use, providing access to low-activity areas.

Table 15 - Asset Criticality for Transport Assets

5.2 Risk Management Plan

Council has identified the need to develop a corporate Risk Management Policy which will set the overall framework for addressing risk within the context of International Standard ISO31000-2018, Risk management – Principles and Guidelines.

Risk Management is defined in ISO31000:2018 as: 'coordinated activities to direct and control with regard to risk'.

The development and adoption of this Policy will outline Council's commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in Figure 8.

Figure 8 – Risk Management Process, Source: ISO31000:2018

5.3 Risks Assessment

Council has developed an asset criticality, giving higher importance to risk assessment and the appropriate levels of inspection and maintenance for each classification.

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. By identifying critical assets and failure modes, investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include items such as increased inspection frequency and higher maintenance intervention levels.

5.3.1 Risk Plan

As a result of this TAMP revision, an assessment of risks associated with service delivery from Council's transport assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk

Management Plan. The residual risk and treatment cost after the selected treatment plan are implemented is shown in Table 16.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment / Costs
Bridges	Structural deterioration due to increased mass limits.	High	Monitor and undertake loading assessments of all road bridge structures.	Medium	Ongoing staff time and new budget.
Retaining Walls	Structural deterioration / collapse.	High	Continue with cyclic visual inspections every 4-5 years	Medium	Ongoing staff time and existing budget.
Footpaths	Trip hazards	Medium	Continue with cyclic visual inspections every 4-5 years. Introduce proactive annual inspections on high risk pathways.	Low	Ongoing staff time and existing budget.

Table 16 – Critical Risks and Treatment Plan

6. Financial Summary

The provision of adequate financial resources ensures that Council's transport assets are appropriately managed and preserved. Financial provisions below requirements impact directly on community development and if prolonged, results in substantial needs for "catch up" expenditure imposed on the community in the future. Additionally, deferred renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

6.1 Forecasted Funding Requirements

The objective of this Section has been to model the deterioration of Council's transport assets portfolio, by developing a predictive infrastructure models using Modelve's© modelling software.

This process typically involves setting up life cycle paths for each asset / component, along with their inspected condition, identifying the appropriate treatments and unit rates to deliver these treatments and configuring the treatment rule base (matrices based on selected condition criteria that when matching will drive a treatment based on the condition).

6.2 Renewal Funding and Strategic Forecasting

By applying defined criteria and logic within predictive modelling software, it is possible to forecast the future condition and renewal needs of Council's transport asset portfolio under the current funding commitments outlined in the Long-Term Financial Plan (LTFP).

The modelling simulates asset condition over a 10-year period, from 2025 to 2035, using current asset data (as of 2025) and capital funding levels committed through the LTFP. The analysis includes renewal funding and upgrade, or expansion works identified through Councillor requests, known network capacity issues, strategic plans, and input from Council officers.

As of 2025, the average condition of Council's transport network (including roads, footpaths, kerbs, bridges, and traffic infrastructure) is 2.3 out of 5, based on the standard asset condition rating scale (see Figure 6 – Asset Condition Rating Guidelines). Under current capital funding levels, the model predicts that this average condition can be maintained over the 10-year period.

The condition graph in Figure 9 illustrates the predicted outcomes of the transport asset modelling analysis under the proposed 10-year capital works funding allocation. This modelling reflects the impact of the LTFP investment on overall asset condition and associated service levels over time.

The funding detailed in the LTFP supports the progressive renewal and upgrade of transport assets, addressing known issues such as asset deterioration, accessibility challenges, and safety risks. This investment is expected to improve network resilience, connectivity, and functionality, and in turn, contribute to greater community satisfaction with Council's delivery of transport infrastructure and services.

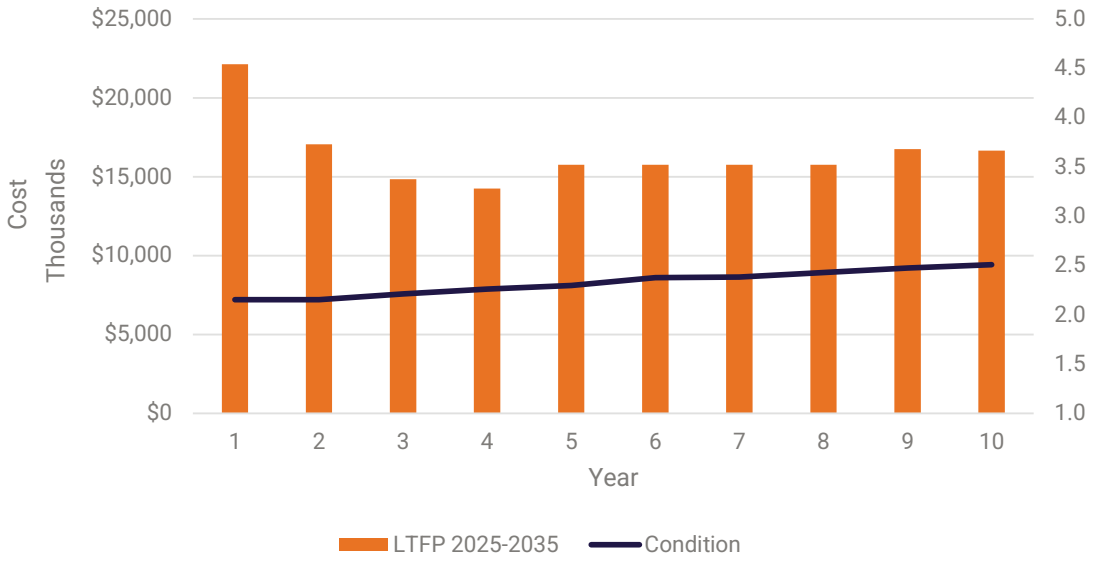


Figure 9 – Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

2025-26 ($,000)	2026-27 ($,000)	2027-28 ($,000)	2028-29 ($,000)	2029-30 ($,000)	2030-31 ($,000)	2031-32 ($,000)	2032-33 ($,000)	2033-34 ($,000)	2034-35 ($,000)
New/Upgrade[10]									
$14,491	$9,455	$9,179	$6,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000
Renewal									
$22,119	$17,036	$14,829	$14,250	$15,750	$15,750	$15,750	$15,750	$16,750	$16,650
Total Capital									
$36,610	$26,491	$24,008	$20,250	$19,750	$19,750	$19,750	$19,750	$20,750	$20,650
Maintenance & Operational									
$23,527	$24,040	$24,174	$24,665	$25,278	$25,963	$26,493	$26,881	$27,319	$27,893
Total Expenditure									
$60,137	**$50,531**	**$48,182**	**$44,915**	**$45,028**	**$45,713**	**$46,243**	**$46,631**	**$48,069**	**$48,543**

Table 17 – Minimum 10-Year Funding Strategy

The new, renewal and upgrade expenditure currently documented in the LTFP is considered adequate for the next four years, supporting progressive improvements in asset condition and capacity.

6.3 Financial Ratios

Asset management ratios provide insight into an organisation's performance and success in managing its assets. Council's asset management ratios for its asset portfolio calculated as at 30 June 2024 are shown in Table 18 – Key Asset Management Ratios.

Ratio	Description	Calculation	Target	2021 Performance	2024 Performance
Asset Renewal Funding Ratio	The extent with regards to how the organisation is funding their capital works program when comparing allocated capital works expenditure with the desired expenditure which has been derived from prediction modelling	Funded capital expenditure on renewals divided by the planned/desired capital expenditure.	>75%	70%	120%

[10] This funding plan will be reviewed in conjunction with the next TAMP update in 2029. As new information becomes available on transport project needs from the Service providers, growth demand needs and asset lifecycle, these will be reflected in the 10-Year Funding Strategy.

Ratio	Description	Calculation	Target	2021 Performance	2024 Performance
	and/or service level agreements.				
Remaining Service Index Ratio	The overall health of the organisation's asset stock in terms of measuring past asset consumption, via the amount of accumulated depreciation. The lower this ratio is, the more the asset stock has been consumed, which also indicates that not enough capital expenditure has been allocated to the asset.	Written down value (fair value of the portfolio) divided by the total current replacement value.	>70%	78.8% Overall 87.2% Roads 91.1% Carparks 62.3% Kerb & Gutter 62.6% Footpath 79% TMD 63.2% Bridges	77.6% Overall 85.6% Roads 87.2% Carparks 61.7% Kerb & Gutter 62.2% Footpath 83.2% TMD 66.5% Bridges
Maintenance Sustainability Ratio	Measures the level of maintenance funding spent per annum, as a % of asset replacement value on the asset portfolio.	Total maintenance funding per annum / Total Replacement Value expressed as a percentage.	2-4%	1.5%	2.6%

Table 18 – Key Asset Management Ratios

7. Plan Improvement and Monitoring

This section outlines how Council will measure its asset management performance. The identified action items in Table 20 will enable Council to improve its asset management capability, enhance asset value and deliver more for stakeholders while balancing cost, risk and performance.

7.1 Assumptions

The key assumptions made in this TAMP and risks that these may change are shown below.

Key Assumption	Risk of Change to Assumption / Impact to Model
Transport asset conditions reflect the assets' current condition as at 2022 and 2023.	Low (based on IPWEA Practice Notes)
The allocation of renewal funds has been based on the asset replacement costs developed as part of the valuations in June 2022 and June 2024 for bridges.	Low as the financials and engineering rates have been reconciled and annually indexed
Maintenance funding levels will be progressively increased to represent as a minimum, 2% of the asset base replacement value.	Medium
The funding needs for new &/or upgrade transport assets will be identified via transport strategies, studies and masterplans and funding sought from grants and/or developer contributions. As identified, these will be incorporated into future TAMP revisions.	Medium
Capital renewal treatments are like for like and do not account for additional costs to upgrade assets.	Medium to Low
Current Levels of Service are considered appropriate and meet community needs.	Medium
Asset register currency pertaining to asset quantities.	Low
Network strategic condition inspections will be funded on a 3–4-year cyclic basis and incorporated into the Operational budget.	Low
Current human resource plan will not change in the near future.	Low

Table 19 – Key Assumptions made in TAMP and Risks of Change

7.2 Improvement Plan

The Asset Management Improvement Plan which is set out in Table 20 below details the key improvement tasks. Completion of these tasks will improve Council's asset management capabilities for this asset class.

Task No	Improvement Items	Responsibility	Timeline
1.	Formally document the rule bases which reflect the policy decisions that Council employs to determine when they will select transport assets for inclusion in their capital works program.	Engineering Services Manager & Senior Manager Capital Works	Jun-27
2.	Review and formally document the current operations and maintenance Levels of Service with regard to all transport assets owned or maintained by Council. These activities should consider the transport function, legislative requirements and utilisation needs when documenting activities and response times.	Engineering Services Manager & Senior Manager Operations	Dec-25
3.	Review and update activities within the Customer Request Management System following the development of maintenance service levels and develop reports to measure performance in accordance with the levels of service documented in Section 3.5.1.	Engineering Services Manager & Senior Manager Operations	Dec-26
4.	Ensure that new asset needs identified from Transport Strategy, Pedestrian Access and Mobility Plan and other studies are reflected in future TAMP and the LTFP.	Engineering Services Manager & Financial Partnering and Analytics Manager	On-going
5.	Plan, schedule and seek funding for network wide transport condition assessments on a 3-5 yearly cycle, to coincide with Council's transport revaluation requirements. Consider the inclusion of capacity, functionality & utilisation assessments as part of the audit.	Engineering Services Manager & Financial Partnering and Analytics Manager	On-going
6.	Explore opportunities for future community surveys to incorporate additional specific questions to the community regarding transport assets, to identify and measure the importance and performance in delivering this service to the community.	Engineering Services Manager	On-going

Task No	Improvement Items	Responsibility	Timeline
7.	Review financial forecasts annually as better data becomes available, update and submit any supporting budget bids.	Financial Partnering and Analytics Manager, & Engineering Services Manager & Senior Manager Operations	On-going
8.	Review resourcing plan to ensure adequate human resources are available to deliver this TAMP.	Director Infrastructure	On-going
9.	Ensure that information pertaining to transportation hierarchies and criticality are updated in Council's Asset Register.	Engineering Services Manager	Dec-25
10.	Document capacity, functionality & Utilisation assessment guidelines	Engineering Services Manager	Dec-25
11.	Develop a process to spatially record capital works projects after completion of scoping documentation.	Engineering Services Manager	Dec-26
12.	Update the register in real time based on asset handover process.	Engineering Services Manager	On-going

Table 20 – Improvement Actions

7.3 Monitoring and Review Procedures

The TAMP has a planning horizon of 10 years, and it is based on details documented within the Asset Management Strategy. The TAMP will be reviewed and updated in the year following Council Local Government elections.

This TAMP will be reviewed and amended to recognise any changes in service levels, needs arising from PSP and master plans and/or resources available to provide those services as a result of the budget decision process.

7.4 Performance Measures

The effectiveness of this TAMP will be measured and monitored on the basis of annual strategic Council indicators as follows:

- The performance of Council against the Levels of Service documented in this TAMP; and
- Performance against the Asset Management Ratios.

Document	**Asset Management Plan - Transport 2025-2035**		
Custodian	Director Engineering	Version #	Version 2
Adopted By	June 2025	ECM Document #	38384418
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Community Languages

Talk free with an interpreter call 131 450

Chinese Simplified	我们说普通话。如需免费传译服务，请致电131 450，然后请传译员致电 02 9392 5000 接通 Inner West市政府。
Traditional Chinese	我們能說您的語言。如需免費傳譯服務，請致電131 450，然後請傳譯員致電 02 9392 5000 接通 Inner West市政府。
Greek	Μιλάμε τη γλώσσα σας. Για να μιλήσετε δωρεάν σε διερμηνέα καλέστε το 131 450. Ζητήστε τους να καλέσουν το Δήμο Inner West Council στο 02 9392 5000.
Italian	Parliamo la vostra lingua. Per parlare gratuitamente con un interprete chiamate il numero 131 450. Chiedetegli di chiamare il Comune di Inner West al numero 02 9392 5000.
Vietnamese	Chúng tôi nói ngôn ngữ của quý vị. Muốn nói chuyện có thông dịch viên miễn phí, hãy gọi số 131 450. Yêu cầu họ gọi cho Hội đồng Thành phố Inner West qua số 02 9392 5000.

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