

Asset Management Plan Parks and Sporting Grounds 2025-2035

Adopted June 2025





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.

Table of Contents

Document Control.....	1
Document History.....	1
Definitions.....	2
1 Executive Summary	3
1.1 The purpose of the Plan.....	3
1.2 Current State of Council's Assets	3
1.3 Asset Funding Levels.....	5
1.4 Monitoring and Improvement Program	7
2 Asset Class Information	7
2.1 Background	7
2.1.1 Parks and Sporting Ground assets Included in this AM Plan.....	7
2.1.2 Open Space Asset Exclusions.....	9
2.2 Current State of the Assets	9
2.2.1 Current Replacement Costs	9
2.2.2 Open Space Asset Information Management.....	11
2.2.3 Current Asset Performance	11
2.2.4 Condition Assessment.....	14
2.3 Lifecycle Management.....	16
2.3.1 Operations & Maintenance Plan.....	16
2.3.2 Renewal/Replacement Plan.....	17
2.3.3 Upgrade/Expansion Plan.....	17
2.3.4 Creation/Acquisition Plan	18
2.3.5 Disposal Plan	19
2.4 Leadership and Accountability.....	19
3 Levels of Service	19
3.1 Social Infrastructure Planning.....	19
3.2 Customer Research and Expectations	20
3.3 Strategic and Corporate Goals Alignment.....	22

3.4	Key Stakeholders	24
3.5	Legislative Requirements.....	25
3.6	Level of Service.....	30
3.6.1	Customer Levels of Service	31
3.6.2	Technical Levels of Service.....	32
4	Future Demand	34
4.1	Demand Drivers	34
4.2	Demand Forecasts.....	34
4.3	Changes in Technology	36
4.4	Climate Adaptation	37
4.5	New Assets from Growth.....	38
4.6	Demand Management Plan	38
5	Risk Management Planning.....	40
5.1	Asset Criticality.....	40
5.2	Risk Management Plan	42
5.3	Risks Assessment.....	42
5.3.1	Risk Plan.....	43
5.4	Climate Impact and Adaptability	44
5.4.1	Climate Change Impacts on Parks & Sporting Ground assets	45
6	Financial Summary	46
6.1	Forecasted Funding Requirements	47
6.2	Renewal Funding and Strategic Forecasting	47
6.3	Financial Ratios	49
7	Plan Improvement and Monitoring	49
7.1	Assumptions.....	50
7.2	Improvement Plan.....	50
7.3	Monitoring and Review Procedures.....	52
7.4	Performance Measures.....	52

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
AMSC	Asset Management Steering Committee
Backlog	<p>The quantum of assets that meet 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.</p> <p>The current hypothetical cost of recouping this backlog (i.e. PSGAMP 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.</p>
CANS	Inner West Community Asset Needs Strategy
DPIE	Department of Planning and Environment, NSW
Condition or Service State	The service state involves the use of a single integer between 1 and 5 to describe the ability of the asset in question to fulfill its function; where 1 is very good and 5 is very poor.
ICT	Information and Communication Technology
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
PoM	Plan of Management
PSGAMP	Parks and Sporting Grounds Asset Management Plan
SAM	Strategic Asset Management
UHI	Urban heat island

1 Executive Summary

1.1 The purpose of the Plan

The purpose of this Parks and Sporting Grounds Asset Management Plan (PSGAMP) is to inform Inner West Council's (Council) commitment to best practice asset management and provide principles for sound open space asset investment decision making.

The PSGAMP documents the overall integrated planning framework to guide and improve Council's long-term strategic management of its parks and sporting grounds (open spaces) 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 PSGAMP defines the state of Council's open space 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 PSGAMP is to be read in conjunction with Council's Asset Management Strategy.

1.2 Current State of Council's Assets

The value of open space assets covered by this PSGAMP is estimated at \$282.726M, as at 30 June 2024 and summarised in the following table:

Asset Type	Quantity (Number)	Replacement Cost (\$,000)	Accumulated Depreciation (\$,000)	Fair Value (\$,000)	Annual Depreciation (\$,000)
Land Improvements Non-Depreciable	88	\$559	\$0	\$559	\$0
Land Improvements Depreciable	15,852	\$193,802	\$50,791	\$143,011	\$4,555
Seawalls	161	\$73,934	\$26,161	\$47,773	\$414
Wharves and Other Marine structures	25	\$14,431	\$4,745	\$9,686	\$142
Grand Total	16,126	\$282,726	\$81,697	\$201,029	\$5,111

Table 1 - Assets Valuations as at 30th June 2024¹

Figure 1 provides a high-level overview of the current condition (OCI-asset health) of all open space assets within Parks and Sporting Grounds owned and maintained by Council. The condition is a numerical score assigned to each item of open space asset to represent its current performance (i.e. where is the asset on its lifecycle path). Utilising predictive modelling software and techniques, Council can simulate each asset's degradation (the

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

way it moves from one condition state to another throughout its lifecycle) to predict when assets will fail and require future treatment intervention.

Refer to Figure 8 – Asset Condition Rating Guidelines for condition definitions.

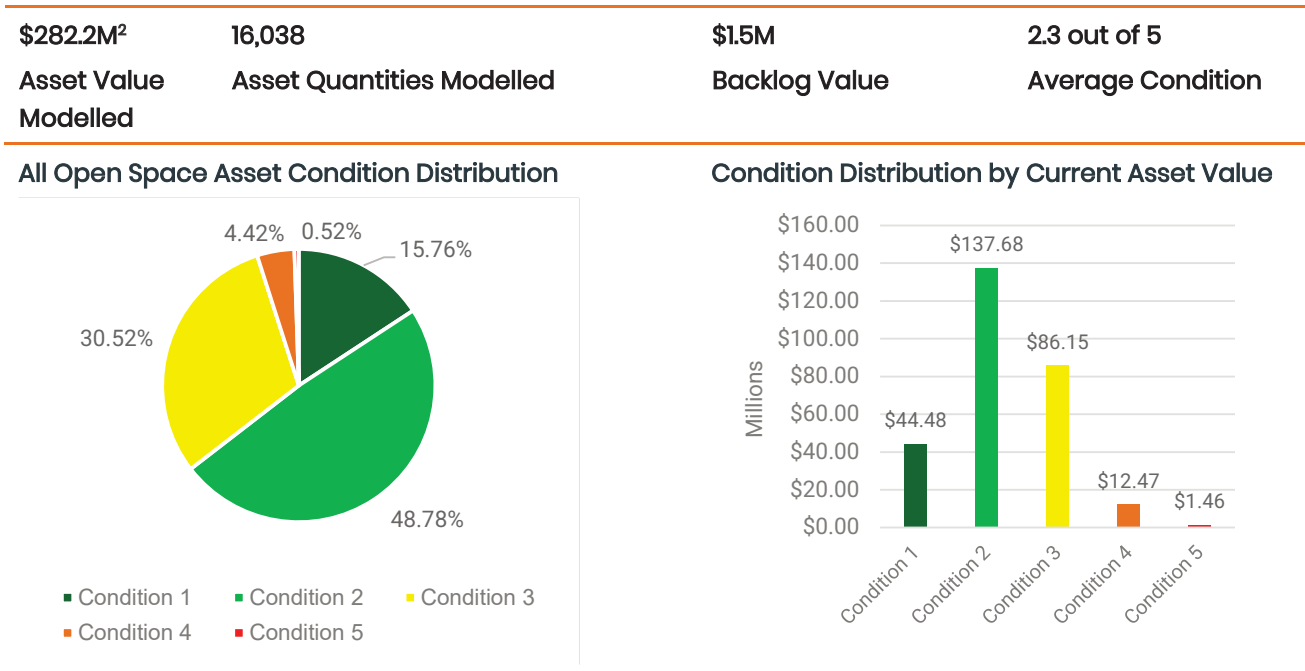


Figure 1 – State of Assets Snapshot as at FY2025

Figure 2 provides a condition snapshot of Council's open space assets by asset type.

² The value and asset quantity exclude non-depreciable assets

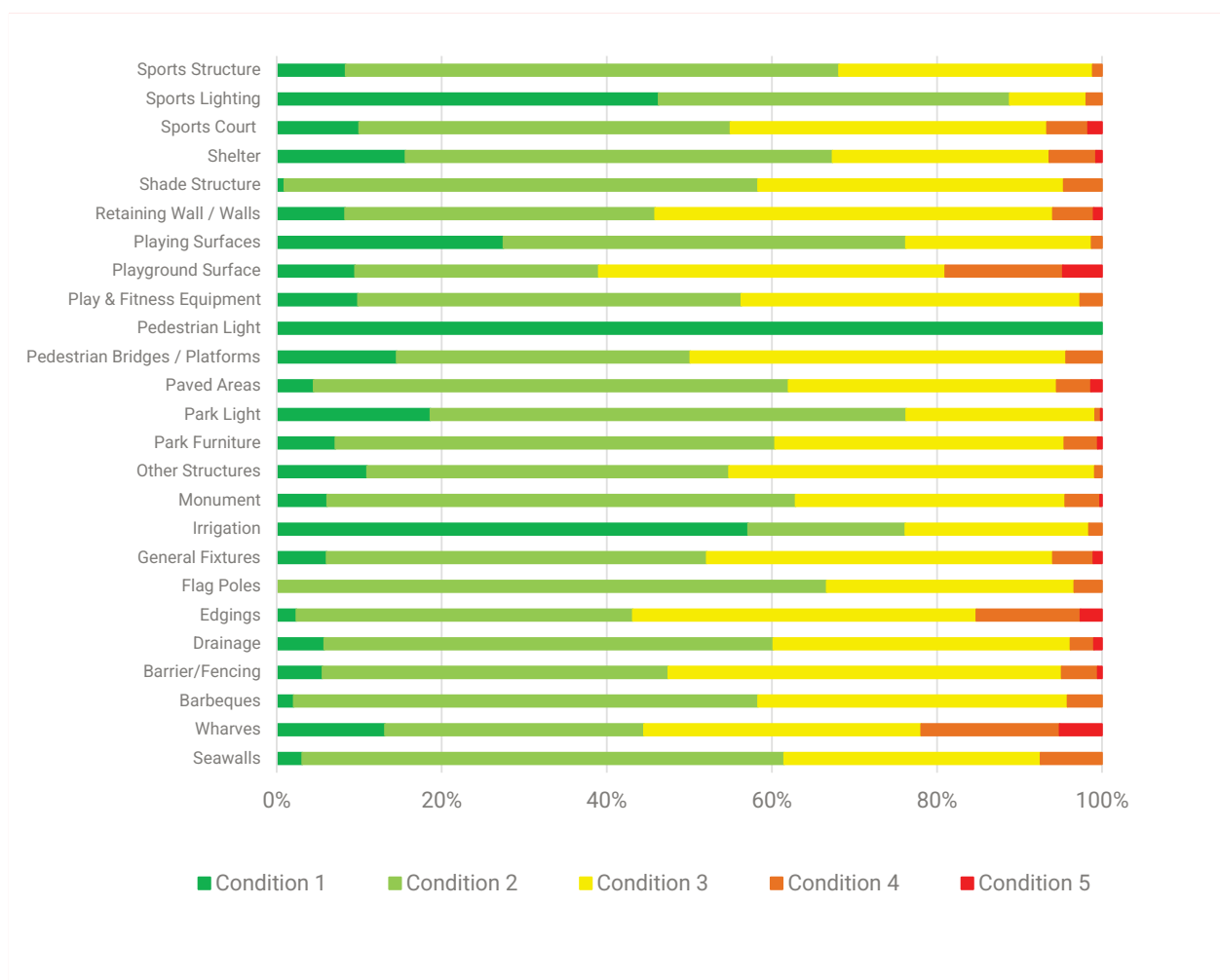


Figure 2 – Asset Condition Distribution by Asset Type as at FY2025

1.3 Asset Funding Levels

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

The model forecasts asset condition over a 10-year period (2025–2035), using lifecycle treatments and condition-based rules to assess performance under the current LTFP. It considers both renewal and upgrade needs based on asset wear, overuse, ageing infrastructure, and issues identified through Council's operational knowledge. The proposed LTFP funding supports the progressive renewal and enhancement of parks and sporting ground assets, aiming to improve their resilience, accessibility, and functionality. These investments are expected to strengthen Council's ability to deliver high-quality public open spaces and recreational services, ultimately contributing to greater community satisfaction.

As of 2025, the average condition of the open space asset network is 2.3 out of 5. The model confirms that the funding levels allocated in the current LTFP are sufficient to maintain this average condition over the next 10 years. This provides a strong evidence base that the planned investment is adequate to sustain current service levels.

Over the next 10 years, Council will invest \$346.7 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:** \$108.2 million
- **New/Upgrade:** \$46.5 million
- **Total Capital Investment:** \$154.7 million
- **Maintenance & Operations:** \$191.9 million

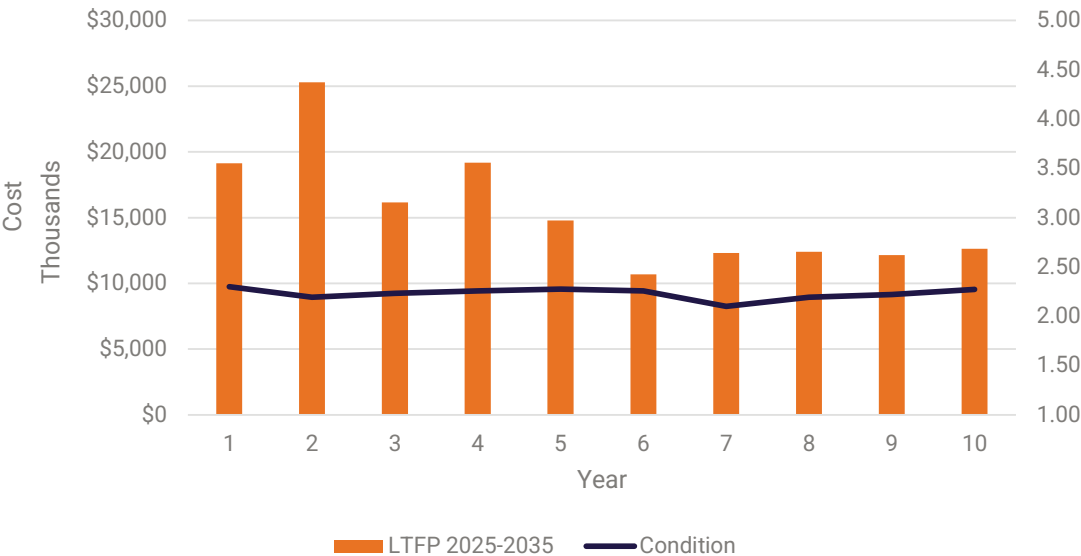


Figure 3 – Total Capital Renewal Cost and Condition by Year

This funding is expected to:

- Maintain the overall condition of park and recreational assets.
- Progressively address key issues such as infrastructure ageing, overuse, and accessibility gaps.
- Enhance the resilience and usability of parks and sporting grounds in response to changing community needs and climate impacts.
- Support community satisfaction by responding to known problem areas and prioritising high-use, high-value sites.

The modelling confirms that current LTFP allocations are appropriately informed, financially sustainable, and aligned with Council’s parks and open space service goals.

While the current 10-year funding is considered sufficient, Council will continue to refine and update funding forecasts as asset condition data, usage trends, and community expectations evolve. This ongoing review is identified as a priority improvement action in this PSGAMP.

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

Council has 2643 parks, ranging from regional parks which attract visitors from outside the Inner West Council local government area to small pocket parks that cater to the local residents.

The Parks and Sporting Ground assets (open space assets) of Inner West Council (Council) provides a vital service to the community. Council plays an active role in encouraging participation in recreation activities by providing, planning, facilitating and advocating for recreation spaces and activities. Supporting this service is a network of public and private community assets (including but not limited to sporting grounds and playing surfaces, outdoor fitness/play equipment and networks of shared pathways) that support the local community and attract people from the wider Sydney region.

These Parks and Sporting Ground assets represent a significant investment by Council and are of vital importance to providing its residents and neighbouring communities with quality services. In recent times, our public open spaces have been identified as being more valued by communities, with increasing proportions of people using their local parks and streets for walking, cycling, social interaction and fitness. The way people use public open spaces and recreation facilities will continue to change over time for individual and small group activities, social cohesion and connection, health and wellbeing, and for informal recreation and access to nature.

New and upgrade of open space asset needs, and project candidates are summarised in the 'Recreation Needs Study – A Healthier Inner West 2024'. This study provides a summary of LGA-wide asset needs and opportunities based on a range of indicators (such as population growth and characteristics, best practice trends and benchmarking) to identify priorities for existing and future open space asset requirements.

As the responsible authority for the provision and maintenance of this 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 Parks and Sporting Ground assets Included in this AM Plan

There are 264 Council-owned or controlled parks, totalling 3.2 million square meters. This equates to just over 9% of the total land area of the Inner West. Council has 28 sporting

³ Source: Council Register Listing - Parks Consolidated_Master list

⁴ Due for review in 2026 / 2027

grounds, 11 outdoor gyms, 130 play spaces, 18 community gardens, 16 creek corridor parks, 2 indoor recreation facilities, and 5 aquatic centres (including 3 with warm-water pools).

There are 4 State Government-owned parks and sporting grounds, specifically: Ballast Point Park, Callan Park, Enmore Dog Park and Fraser Park.

In addition to these open space areas, this Parks and Sporting Grounds Asset Management Plan (PSGAMP) covers over 16,000 open space assets as classified by their asset type (open space function) and set out in Figure 4 – Asset Distribution by Count as at FY202. This PSGAMP covers all open space assets which are owned or controlled by Council.

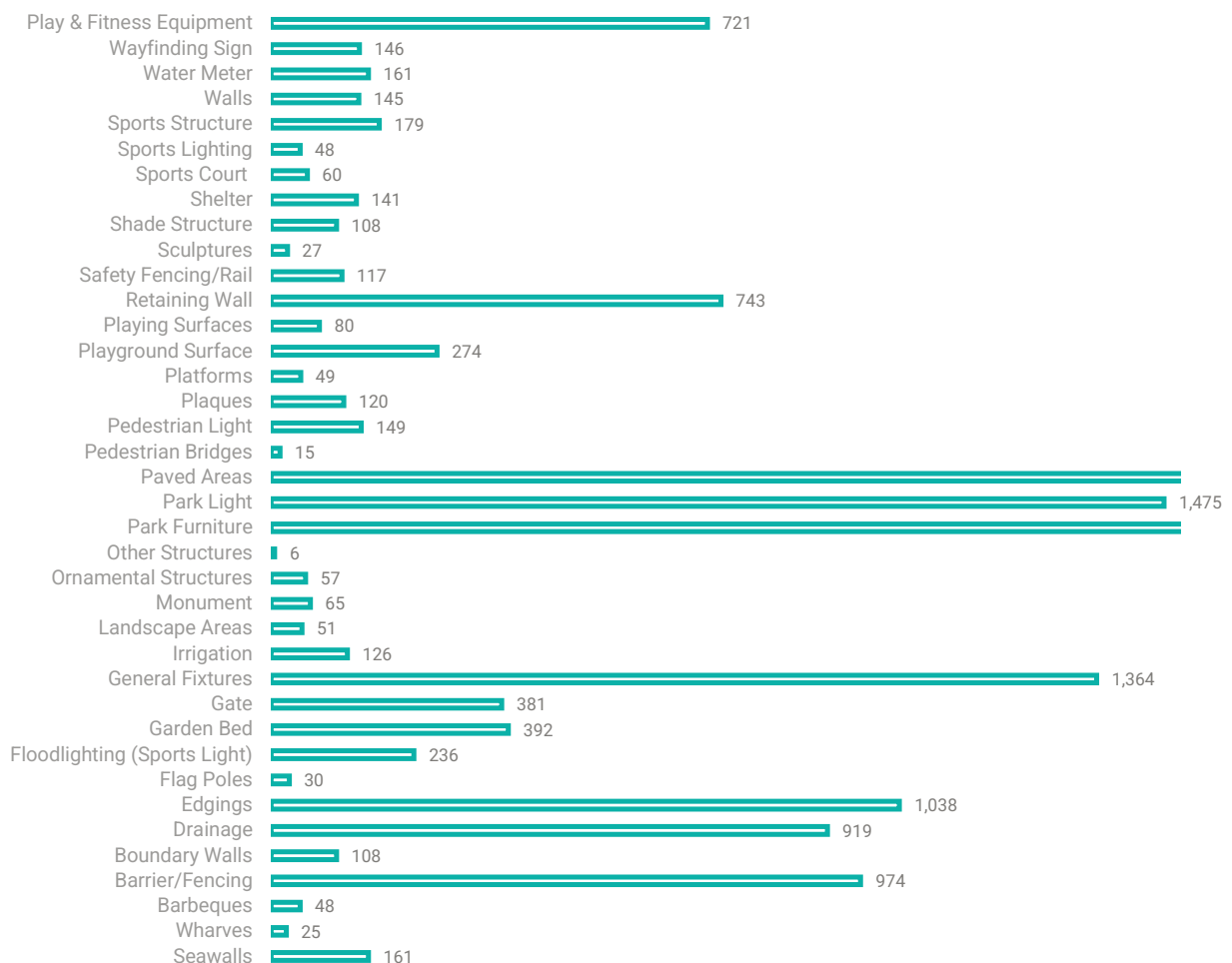


Figure 4 – Asset Distribution by Count as at FY2025

A detailed list of all open space infrastructure assets for which Council has included in this PSGAMP are recorded in Council's Asset Register.

2.1.2 Open Space Asset Exclusions

The PSGAMP excludes Parks and Sporting Ground assets which are owned and maintained by the Department of Planning and Environment, NSW (DPIE) and other private organisations.

2.2 Current State of the Assets

Over the past four years, Council has made significant advances in improving the quality, consistency, and completeness of its asset data. A major milestone in this journey was the comprehensive condition audit program conducted in 2023–2024, which included parks and sporting grounds assets, seawalls and wharves. These inspections were undertaken using standardised condition rating frameworks aligned to IPWEA guidelines, and the outcomes have substantially improved Council's understanding of the current performance and remaining useful life of assets.

The distribution of Council's open space asset portfolio by quantities is illustrated in Figure 5.

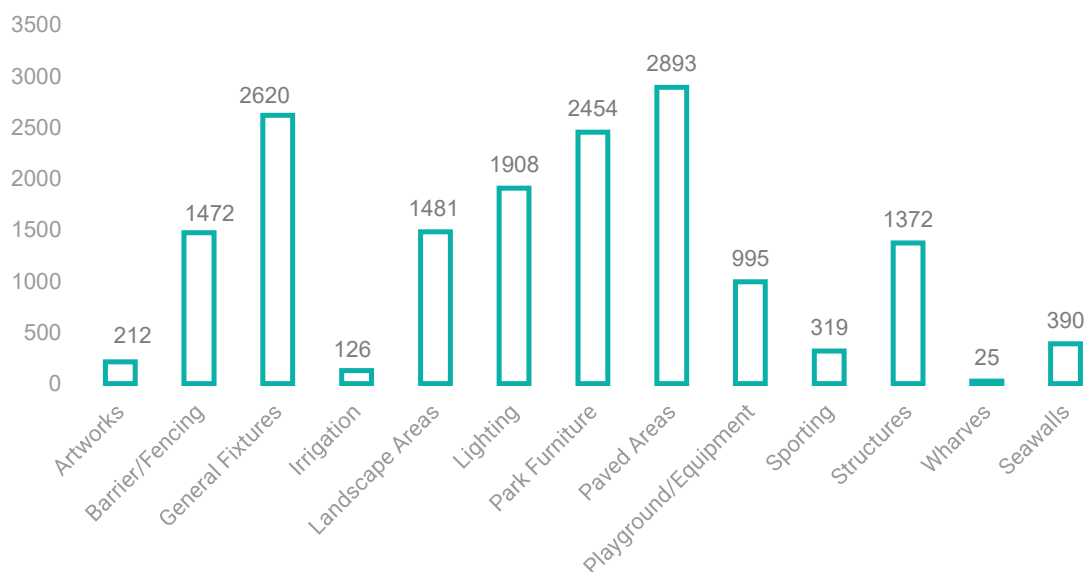


Figure 5 – Distribution of Parks and Sporting Ground assets by Function

The most expensive assets by function are seawall assets worth \$73.9M in the replacement cost being modelled and representing only 2.4% of the asset base in terms of quantities. The second most expensive assets by function are lighting assets worth \$40M and representing only 11.7% of the asset base in terms of quantities.

2.2.1 Current Replacement Costs

The modelled replacement value of open space assets for which Council is responsible is estimated at \$282.1M, as at March 2025. The break-up of the asset function by replacement value is illustrated in Figure 6.

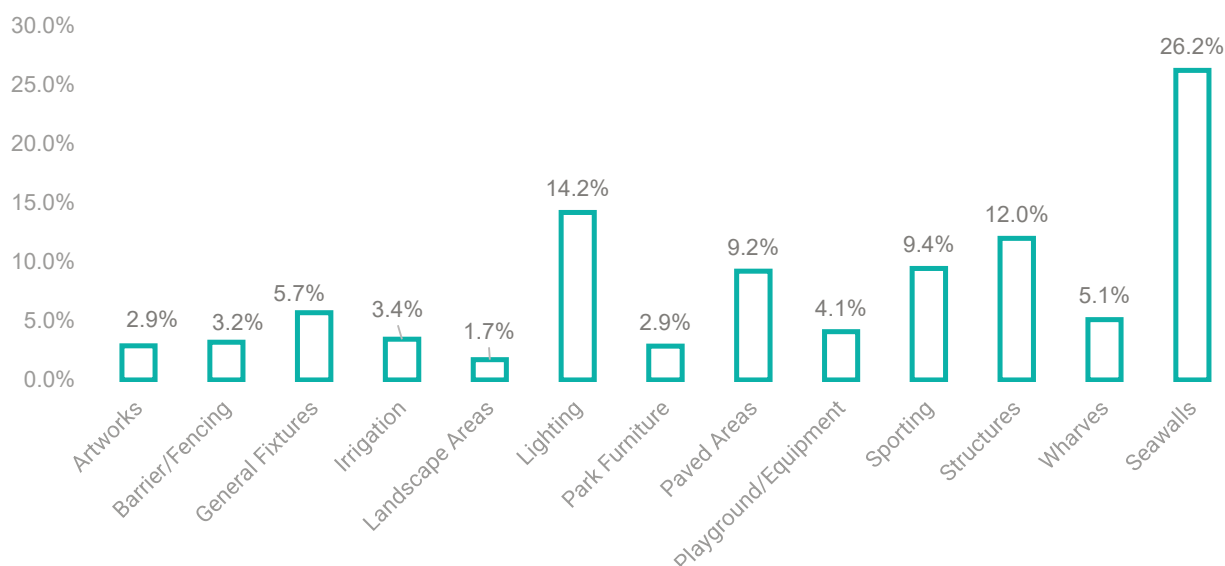


Figure 6 – Distribution of Open Space Assets by Function

Asset Type	Quantity (Number)	Replacement Cost (\$,000)	Accumulated Depreciation (\$,000)	Fair Value (\$,000)	Annual Depreciation (\$,000)
Land Improvements Non-Depreciable	88	\$559	\$0	\$559	\$0
Land Improvements Depreciable	15,852	\$193,802	\$50,791	\$143,011	\$4,555
Seawalls	161	\$73,934	\$26,161	\$47,773	\$414
Wharves and Other Marine structures	25	\$14,431	\$4,745	\$9,686	\$142
Grand Total	16,126	\$282,726	\$81,697	\$201,029	\$5,111

Table 2 – Assets Valuations as at 30th June 2024⁵

The 2023–2024 condition audit resulted in updated condition data which has enhanced Council’s asset register and informed more accurate asset componentisation and lifecycle modelling. As a result, the 2024 revaluation exercise produced significantly revised asset quantities, replacement costs, and depreciation estimates, explaining the notable differences between the data in Table 2 of this plan and the figures reported in the previous 2022 Asset Management Plan.

Table 2 identifies the annual asset depreciation of Council’s Parks and Sporting Ground assets to be in the order of \$5.1M per annum. The average annual depreciation (asset

⁵ Source: Inner West Council | Annual Report 2023-24 | Notes to the Financial Statements 30 June 2024

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).

2.2.2 Open Space Asset Information Management

All information pertaining to asset type and function, location, constructed year and condition of these Parks and Sporting Ground assets are recorded and stored in Council's Asset Register which is a module of the Finance System. At the time of preparing this PSGAMP, it is estimated that Council's Asset Register is 85% complete with regards to the open space list and around 90% up to date. The Improvement Plan identifies actions to further enhance and improve Council's Asset Register information, by collecting and maintaining additional asset attribute details such as hierarchy, materials and asset quantities.

2.2.3 Current Asset Performance

The following dashboard provides a high-level overview of the current condition (asset health) of all open space assets owned and maintained by Council. The condition state (OCI) is a numerical score assigned to each major building component (asset) to represent its current performance (i.e. where is the asset on its lifecycle path), with condition 1 representing a very good/as new condition and condition 5 representing a very poor condition.

Refer to Figure 8 – Asset Condition Rating Guidelines for condition definitions.

\$193.8M

15,852

\$1.09M

2.2 out of 5

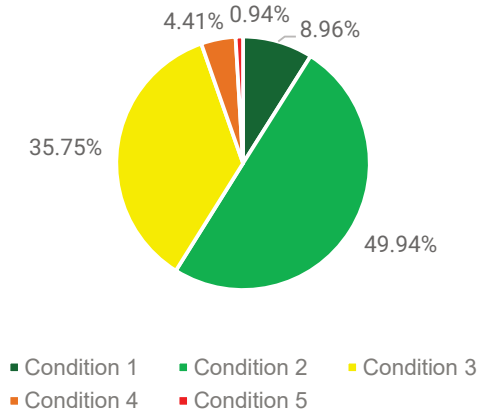
Asset Value Modelled

**Asset Quantities
Modelled**

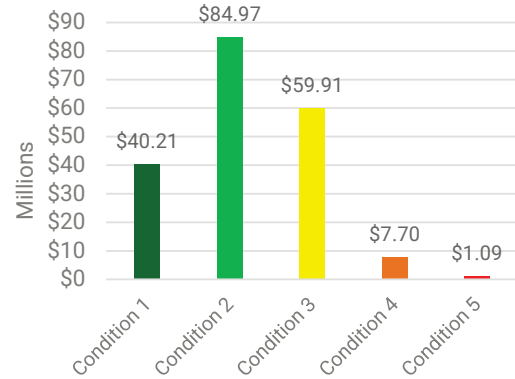
Backlog Value

**Average Condition
(Service State)**

Open Space Asset Condition Distribution



Condition Distribution by Replacement Value



\$73.9M

390

\$0M

2.4 out of 5

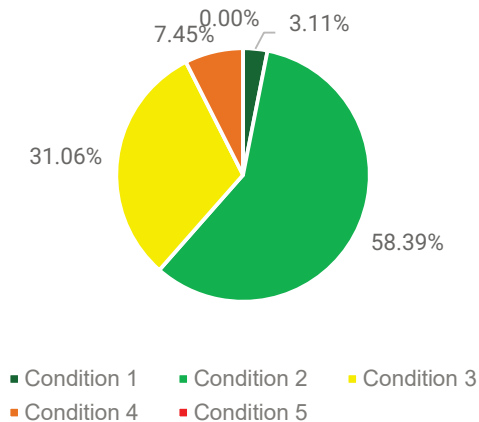
Asset Value Modelled

**Asset Quantities
Modelled**

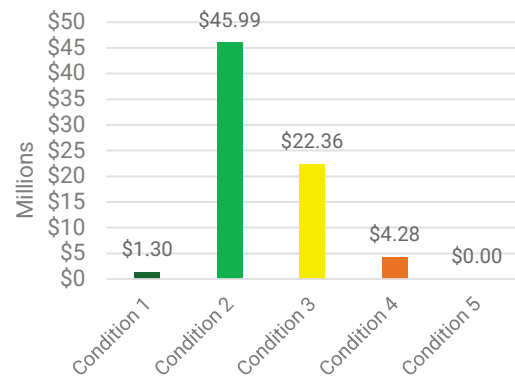
Backlog Value

**Average Condition
(Service State)**

Seawalls Asset Condition Distribution



Condition Distribution by Replacement Value



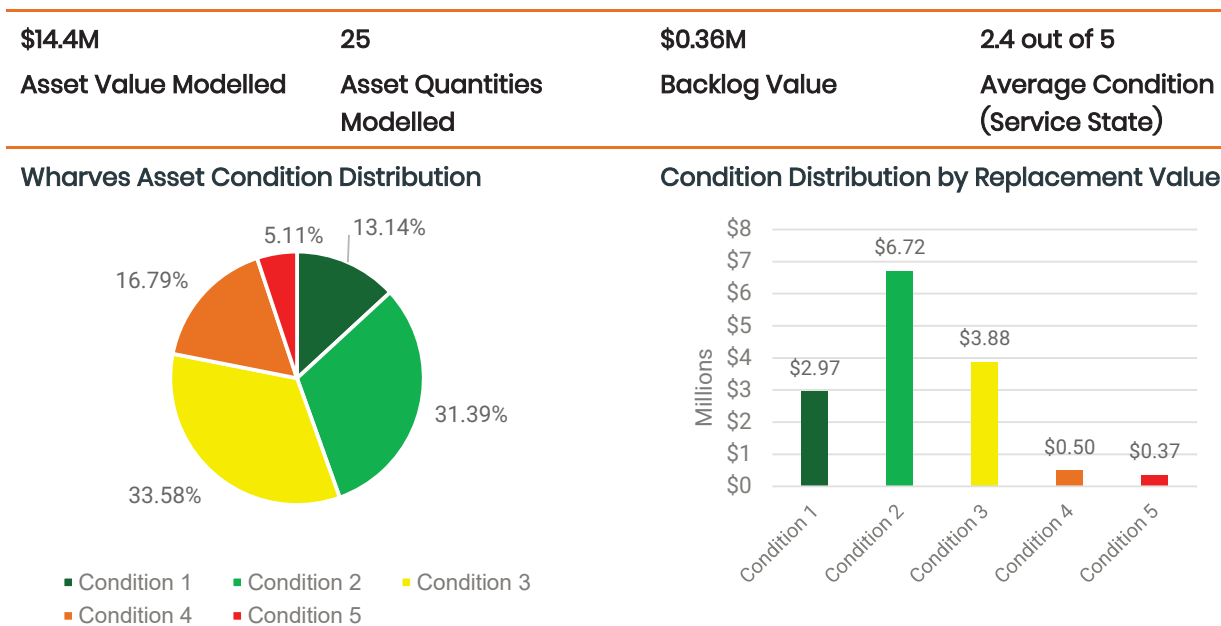


Figure 7 – State of Assets Snapshot as at FY2025

As shown in Figure 7, the modelled replacement cost of Council's open space assets are valued at \$193.8M and consist of 15,852 individual assets. The latest condition assessment indicates that a significant proportion of these assets are in good to very good condition, with:

- 49.94% in Condition 1 (very good)
- 35.57% in Condition 2 (good)

This means that 85.51% of the open space asset portfolio is in good or better condition, contributing to a network-wide average condition rating of 2.3 out of 5. However, some asset types exhibit signs of deterioration, with:

- 4.41% (or \$3.71M in asset value) rated as Condition 4 (poor)
- 9.06% rated as Condition 5 (very poor), requiring renewal or replacement in the immediate near future.

Seawalls (valued at \$73.9M) are generally in good condition, with 58.39% in Condition 2 and 31.06% in Condition 3. However, 7.45% of seawalls are rated as Condition 4 (poor), and there are no assets rated as Condition 5 (very poor).

Wharves (valued at \$14.4M) have 31.39% in Condition 2 and 33.58% in Condition 3, but 16.79% in Condition 4 (poor) and 5.11% in Condition 5 (very poor), indicating a need for targeted maintenance and potential renewal strategies.

Some key challenges and considerations are that open space assets such as play equipment and softfall, fencing, lighting, and furniture generally have shorter useful lives than assets like road pavements and stormwater pipes, requiring more frequent maintenance and renewal.

Changes in usage patterns, public expectations, and recreational trends are influencing the lifecycle and renewal priorities of open space assets. While varying maintenance practices,

environmental exposure, and wear patterns have contributed to a diverse range of asset conditions across the network.

The framework documented in Council's Asset Management Policy, and the Strategies documented in the Asset Management Strategy and supported by this PSGAMP will place Council in a good position to address the asset issues currently faced.

2.2.4 Condition Assessment

Council conducts technical inspections of its Parks and Sporting Grounds 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 Parks and Sporting Ground assets are within their defined useful lives at any given point in time.

The condition rating system is summarised in Figure 8 – Asset Condition Rating Guidelines, based on IPWEA Practice Notes.



Figure 8 – Asset Condition Rating Guidelines

Assets where deficiencies in service performance are known are detailed in Table 3.

Asset Type	Service Issue
Playgrounds	<p>Maintenance of playgrounds and play equipment is a high priority activity to manage risk and meet safety standards. Playground damage can result from vandalism, inappropriate use, poor quality equipment and general wear and tear.</p> <p>Rubber and synthetic grass playground surfacing installed in the past 10 years are reaching the end of their useful life well before play equipment installed at the same time. Planning and budgeting for renewal of this relatively high-cost surface is required. This should be coordinated with renewal of equipment that is reaching end of useful life where relevant.</p>
Park lighting fittings	<p>Due to changes in technology, park light fittings are becoming unavailable before the end of their useful life. A targeted program of lighting replacement and review of viable modern LED lighting options is required to ensure service levels and improve energy efficiency.</p>
Irrigation	<p>While manually operated irrigation systems were previously identified as a service limitation, most of Council's irrigation infrastructure is now automated, allowing for programmable control to improve water efficiency and reduce manual intervention. A few remaining sites are not yet connected to the centralised system, primarily due to budget constraints and compatibility issues at the time of earlier upgrades.</p> <p>These sites have been earmarked for inclusion in future sporting ground upgrades scheduled over the next 3–4 years, which will enable full automation across the network. As such, the issue is being progressively addressed.</p>
Lighting towers, poles and other structures	<p>Instances of structural failure of lighting poles and towers have occurred in recent years.</p> <p>Structural audits of these assets do not cover all assets across the amalgamated Council area. Review of existing information and new audits are required to address data gaps and guide renewal and maintenance programs.</p>
Park Furniture	<p>Some park furniture selections e.g. bubblers, water stations and seating are more easily damaged by misuse and vandalism or have higher maintenance cost requirements than other similar assets.</p> <p>Rationalisation of furniture selections to reduce maintenance is required.</p>
Sporting grounds	<p>Sporting grounds are heavily over-utilised, with the recommended usage being 24–26 hours per week, but many grounds are being used for over 40 hours per week. This makes it challenging to manage and maintain the grounds.</p> <p>Can install all-weather playing surfaces to increase the number of hours that the community can play sports, however there are challenges in using all-</p>

Asset Type	Service Issue
	<p>weather surfaces on the sporting grounds, which can be costly to install and maintain. These surfaces can also be controversial in terms of their environmental impact, as they can get very hot. Could explore different types of infill materials, such as cork and sand, that can be used to mitigate some of these issues.</p> <p>There is also a high cost of recycling the synthetic materials used in the all-weather surfaces, which have a lifespan of less than 10 years.</p>

Table 3 – Known Service Performance Deficiencies

The above service deficiencies were identified from customer requests, condition inspections and maintenance requests.

2.3 Lifecycle Management

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

Council is progressively documenting Plans of Management (PoM) for its parks and reserves, and these are available on Council's website, along with the Parks Plan of Management Priority List. A PoM is a strategic document providing a planning and management framework for the future use, development and maintenance of multiple or individual areas of community land in accordance with the Local Government Act 1993. PoMs may also include other land and open space under Council's management, care and control such as Crown Land. The Improvement Plan recognises that Council will need to progressively review and complete PoM for all parks and reserves.

2.3.1 Operations & Maintenance Plan

Operations activities can be described as actions that are delivered on a day-to-day basis necessary to meet the levels of service delivery requirements. Operational activities can include service delivery items such as mowing sporting grounds and park areas. Operational activities also include proactive and reactive inspections, undertaken by in-house technical staff and/or specialist contractors. Operations activities do not improve the condition of assets.

Over time, minor faults can occur within the open space asset portfolio. Council addresses the repairs and maintenance of these faults (i.e. faulty BBQ or broken swing) based on 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 the Parks and Sporting Ground assets but rather enable the open space asset to deliver its expected service levels as related to its 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 levels⁶ are currently documented in Council's maintenance management system. Grass mowing standards and weed content standards are documented on Council's website. 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 Parks and Sporting Grounds 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 replacement of play equipment or re-turfing of a sporting ground 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 inspections 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 Parks and Sporting Ground assets for inclusion in their capital works program will be documented in an open space Service Framework.

The built nature of new, upgrade and renewed Parks and Sporting Ground 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 design capability.

Open space asset upgrades are usually undertaken where the asset 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 open space asset's capability of catering for the current and near future user numbers and also assesses the open space asset's ability to be adapted or reconfigured to provide for changing user needs and service requirements (such as a park which catered for pre-school play and now should be catering to teens due to changing demographics).

⁶ Intervention level incorporates the park or open space type, activity or defect and response time to attendance or repair.

Typically, upgrade/expansion works are identified from a combination of methods which include Councillor and/or community requests, project candidates identified via the Recreation Needs Study – A Healthier Inner West 2021 (RN Study) or identified via other Strategic or Master Plans⁷ and/or from open space condition audits.

Council applies a structured prioritisation framework to assess and schedule project candidates for inclusion in the 10-Year Works Program. This framework ensures that investment decisions are aligned with strategic priorities, risk management, service quality, and financial sustainability.

Additionally, asset criticality is a key consideration in project prioritisation, ensuring that assets with the highest impact on community safety, service delivery, and compliance receive priority.

Criteria
Works proposed are referenced in or support the Council Plan.
Works proposed have been listed, endorsed or identified from Council's Recreation Needs Study – A Healthier Inner West 2021 or others such as Strategic Plans or Master Plans.
Projects that significantly improve asset usability, accessibility, or community satisfaction are ranked higher. Critical assets such as high-use parks, playgrounds, and sporting fields receive prioritisation.
Projects addressing legislative compliance, contractual obligations, and risk mitigation are prioritised, particularly those involving hazardous conditions, public safety concerns, or deteriorated critical assets.
Projects with secured external funding, cost-effective lifecycle sustainability, or minimal long-term financial burden are ranked higher to ensure fiscal responsibility.

Table 4 – Open Space Priority Ranking Criteria

Presently, there are plans to spend approximately \$46.5 million⁸ over the following 10 years to upgrade Council's open space assets and these have been documented in Council's current 10-Year Works Program.

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 developers or new assets via capital projects to meet community needs.

⁷ Such as the Public Toilet Strategy and Playground Strategy which require review and revision.
⁸ The upgrade funding plan will be reviewed in conjunction with the next PSGAMP 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.

Typically, new open space asset candidates are identified from a combination of methods which include Councillor and/or community requests, project candidates identified via the RN Study 2021 or identified via other Strategic or Master Plans⁹.

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. There are no open space assets currently identified for disposal.

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 at a strategic level including roads, pathways, libraries, maternal and child health services and parks and sporting grounds. Our Parks and Sporting Grounds assets exist to meet a range of recreational pursuits in a predominantly informal setting, such as children's and adult play, walking, cycling, socialising, exercising dogs, picnicking, sightseeing and relaxing. Parks and Sporting Grounds are also the locations for many of our social and cultural events.

A service centric approach starts with determining what services we need and then connecting assets to those services. Our assets need to be located in the most appropriate locations for future community use, they are functionally adequate for future demographics and consider demand and Council's vision. It also ensures that there is a

⁹ Council acknowledges that it will need to revisit its existing Public Toilet Strategy and plans to also develop a new Playground Strategy.

clear prioritisation of capital and maintenance based on criticality of the service and considers repurposing, redundancy or relocation of services when balancing future budgets.

In 2021, Council completed the Recreation Needs (RN) Study. Overall, this RN Study has identified that Council aspires to continue to deliver increased and improved open space and recreation facilities to meet growth and change, and to maintain, where possible, the current provision rates for open space and recreation facilities. It aims to ensure that its community can lead a healthy lifestyle and be socially connected and resilient.

A range of drivers such as the United Nation's Sustainable Development Goals, the National Sport and Active Recreation Policy Framework 2011, NSW Premier's Priorities, Draft NSW Public Spaces Charter and NSW Disability Inclusion Plan 2016 have been used in the development of this study and to identify priorities for existing and future community asset needs.

The Recreation Needs Study, Strategies (such as the Playground Strategy to be developed) and this PSGAMP 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** (RN Study, Strategies such as the Playgrounds Strategy) - Determining the size, footprint and numbers of open spaces and assets needed to service current and future demand; and
- **Asset Performance** (PSGAMP) - 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 survey¹⁰, which was conducted in 2024 offers Council a long-term measure of how they are performing.

The 2024 survey highlights that maintaining local parks, playgrounds, and sporting fields is a top priority for residents. While overall satisfaction remains in the "somewhat satisfied" range, there has been a modest improvement since 2018—park maintenance is edging closer to being rated as "satisfied." In contrast, satisfaction with tree management and protecting the natural environment has experienced a slight decline. With rapid development and population growth identified as major challenges, residents expect more proactive upkeep and engagement regarding these green spaces.

Figure 9 illustrates the satisfaction with Council's overall performance between 2017 to 2024.

¹⁰ Inner West Council Community Research –Micromex Research July 2024

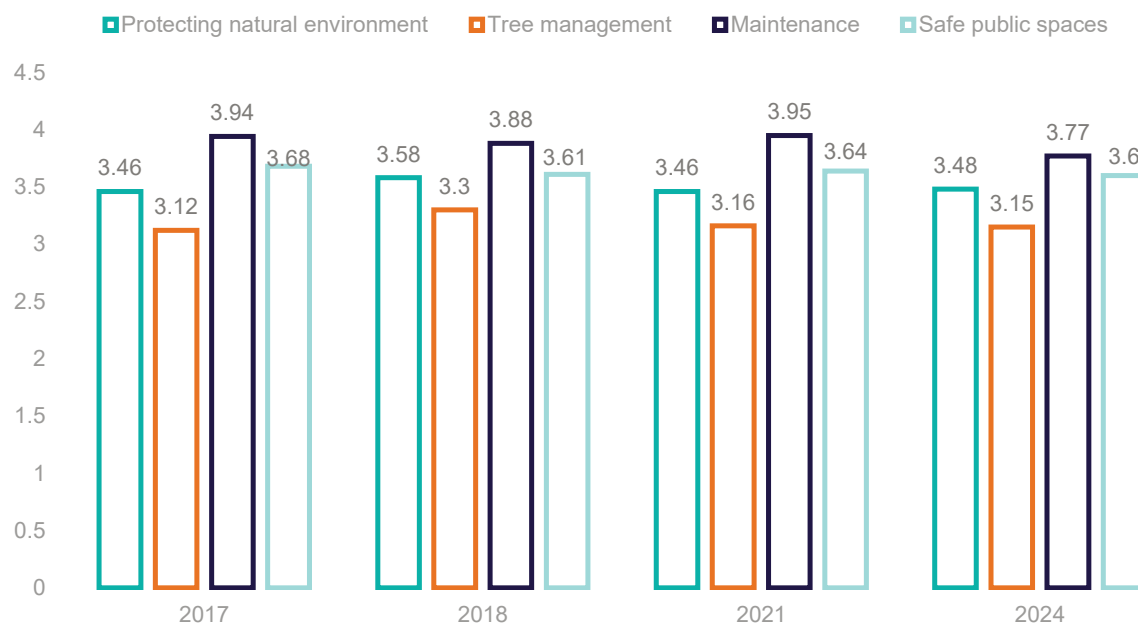


Figure 9 – Inner West Community Satisfaction Survey Overall Performance

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

Many residents expressed concerns about the condition of playgrounds and sports facilities, particularly ageing infrastructure and the need for more modern, accessible amenities. This highlights the importance of continued capital investment in renewing and upgrading park assets to meet evolving community needs.

Safety was a recurring theme, with calls for improved lighting and clearer pathways in some parks to enhance security—especially during evening hours. Addressing these concerns through targeted upgrades, such as park and feature lighting, can help create safer, more welcoming spaces for all users.

Residents also showed strong support for environmentally sustainable practices in parks, including water-efficient irrigation, the use of native planting, and waste reduction initiatives. These preferences present opportunities for Council to incorporate more ecologically responsible approaches into everyday park management, benefiting both community wellbeing and the environment.

By responding to these community insights, alongside general maintenance needs, Council can improve satisfaction and deliver parks and sporting ground spaces that are safe, accessible, and environmentally conscious. Strengthening communication about planned works and priorities will also enhance transparency and build trust in Council’s approach to managing these open space assets.

Additionally, the funding commitments outlined in this PSGAMP, particularly those supporting upgrades and renewals, will contribute to a more resilient, accessible, and better-maintained asset portfolio. These investments will help address key community concerns and support the long-term functionality and enjoyment of parks and public spaces.

3.3 Strategic and Corporate Goals Alignment

This PSGAMP 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 PSGAMP are detailed in Table 5.

Strategic Direction (SD)	Outcome	How CSP outcomes and strategies are addressed in PSGAMP
SD1.2 – Resilient biodiversity	<ul style="list-style-type: none"> Maintain and increase Inner West's tree canopy and urban forest and enhance biodiversity corridors. Protect, conserve and enhance existing natural area sites for species richness and diversity. 	<ul style="list-style-type: none"> Needs recognised and reflected in future Service Frameworks. Adoption of risk management principles in the development of maintenance standards.
SD1.3 –Healthy waterways	<ul style="list-style-type: none"> Implement water-sensitive policies, plans and projects Expand river swimming sites 	<ul style="list-style-type: none"> Where possible, Council will harvest and utilise recycled water to minimise reliance on potable water. Levels of service allow Council to better define its service requirements and ensure they are met by new developments.
SD 2.2 – Sustainable development	<ul style="list-style-type: none"> Integrate planning and urban design for public and private spaces. 	<ul style="list-style-type: none"> Council will ensure that developments align with urban design principles that promote walkability, accessibility, and community character.
SD2.4 – Safe, clean and accessible public places	<ul style="list-style-type: none"> Manage public spaces and community safety 	<ul style="list-style-type: none"> Establish a link between this PSGAMP and PoMs. PoMs guide park upgrades and include community engagement, place making and urban design that integrate heritage, arts environment, recreation and other values. Establish a link between this PSGAMP and strategies such as the Playground Strategy. Establish a linkage between the PSGAMP and Recreation Needs Study – A Healthier Inner West 2021.

Strategic Direction (SD)	Outcome	How CSP outcomes and strategies are addressed in PSGAMP
		<ul style="list-style-type: none"> Maintenance standards are documented and reflect community needs. Documents steps towards further implementation of an evidence-based approach to asset management.
SD4.1 – Welcoming, connected and inclusive	<ul style="list-style-type: none"> Build inclusivity, resilience and participation in community life 	<ul style="list-style-type: none"> Provision of parks and sporting grounds that are fit for use and purpose, accessible, safe and well maintained. Supports the provision of open spaces and assets that foster and facilitate positive health and wellbeing outcomes.
SD4.2 – Health and active	<ul style="list-style-type: none"> Provide facilities, spaces and programs for participation in active recreation Provide parks, playgrounds and open spaces Provide and support community services and centres 	<ul style="list-style-type: none"> Provision of parks and sporting grounds that are 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.
SD 5.2 – Responsible, transparent management and future planning	<ul style="list-style-type: none"> Deliver financial sustainability to manage public resources responsibly 	<ul style="list-style-type: none"> This PSGAMP is integrated with the Long-Term Financial Plan (LTFP) to ensure responsible allocation of resources for parks and sporting grounds asset renewals and maintenance. Council will continue to apply evidence-based financial planning to prioritise parks and sporting grounds asset investment and ensure sustainability of services.
SD 5.4 – Engaged and	<ul style="list-style-type: none"> Support local democracy through inclusive 	<ul style="list-style-type: none"> This PSGAMP aligns with the Integrated Planning & Reporting (IP&R) framework, ensuring that parks and sporting grounds

Strategic Direction (SD)	Outcome	How CSP outcomes and strategies are addressed in PSGAMP
informed community	participatory community engagement <ul style="list-style-type: none"> • Deliver evidence-based Council decision-making 	planning is guided by community consultation and evidence-based decision-making. <ul style="list-style-type: none"> • Council will continue to engage with the community to identify parks and sporting grounds asset 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 PSGAMP.

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 Parks and Sporting Grounds	As the designated Strategic Custodian of Parks and Sporting Grounds, 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 Services 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, GIS support, administration and frameworks within the Council.

Stakeholder Group	Role or Involvement
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.
Maintenance Department (Internal)	To ensure provision of the required/agreed level of maintenance services for assets.
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
External Stakeholders	
Community	General users of the various parks and sporting grounds.
Sporting Clubs	Users of sporting grounds that have been dedicated to the provision of a specific service (e.g. football, soccer).
Maintenance Personnel (contractors)	To ensure provision of the required/agreed level of maintenance services for assets.
Utility Service Providers	Agencies that provide utility services such as electricity, gas, water, sewerage and telecommunications necessary to facilitate services.
State & Federal Government Depts	Periodic provision of advice, instruction and support funding to assist with management of the parks and sporting grounds.
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 Parks and Sporting Grounds services include:

Legislation	Requirement
Local Government Act 1993	<p>Sets out the role, purpose, responsibilities and powers of local governments. The purposes of this Act are as follows:</p> <ul style="list-style-type: none"> a) to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales, b) to regulate the relationships between the people and bodies comprising the system of local government in New South Wales, c) to encourage and assist the effective participation of local communities in the affairs of local government, d) to give councils: <ul style="list-style-type: none"> • the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of 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, e) to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities. <p>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.</p>
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 Amendment (Community Land Management) Act 1998	Sets out provisions for the classification and management of community land (parks and reserves) including the preparation of community land plans of management.
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 provide a safe working environment and supply equipment to ensure safety.

Legislation	Requirement
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.
Heritage Act 1977	Provides for the protection and conservation of places and objects of cultural heritage significance and the registration of such places and objects.
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.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Contaminated Lands Management Act 1997	This Act and related regulations set out requirements for the management and remediation of contaminated lands.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Threatened Species Conservation Act 1995	This Act sets out provisions for the assessment and protection of threatened species populations and ecological communities of animals and plants.

Legislation	Requirement
National Parks and Wildlife Act (1974)	This Act relates to the establishment, preservation and management of national parks, historic sites and the protection of certain fauna, native plants and Aboriginal objects.
Plant Protection Act 1989	This act sets out requirements with respect to Flora Protection.
Crown Lands Act, 1989	An Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW including the preparation of plans of management for Crown Lands under Council's care control and management.
Electrical Safety Act 2002	This act sets out the installation, reporting and safe use with electricity
Plumbing and Drainage Act 2002	This act sets out requirements with respect to Plumbing Requirements
Building Act 1993 & Building Regulations 2018	The Act sets out the legal framework for the regulation of construction of buildings, building standards and maintenance of specific building safety.
Building Code of Australia (BCA)	A uniform set of technical provisions for the design and construction of buildings and other structures. This code has direct relevance for building maintenance, renewals and upgrades.

Table 7: Legislation Relevant to Management of Parks and Sporting Ground assets

Regulations, Standards & Guideline requirements that impact the delivery of Council's Parks and Sporting Grounds services are outlined below.

Regulation / Standard / Guide	Requirement
Integrated Planning and Reporting (IP&R) framework	<p>All councils in NSW are required to work within the IP&R framework to guide their planning and reporting activities.</p> <p>IP&R provides a pathway for elected representatives to:</p> <ul style="list-style-type: none"> • 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.
ISO 55000 Suite, 2014	The International Organization for Standardization's <i>ISO 55000:2014 Asset Management</i> (ISO 55000) provides a global guide to better practice in asset management, including asset information management.

Regulation / Standard / Guide	Requirement
	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)	<p>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:</p> <p>AASB 116 Parks and Sporting Grounds, Plant & Equipment – prescribes requirements for recognition and depreciation of Parks and Sporting Grounds, plant and equipment assets.</p> <p>AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not more than their recoverable amounts.</p> <p>AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated.</p> <p>AAS 1001 Accounting Policies – specifies the policies that an organisation is to have for recognition of assets and depreciation.</p> <p>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</p> <p>AAS 1015 Accounting for the acquisition of assets – method of allocating the value to new assets on acquisition.</p>
All other relevant Australian Standards	AS/NZ Standards such as 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 Parks and Sporting Ground *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 Parks and Sporting Ground assets

3.6 Level of Service

It is considered that this PSGAMP has improved the level of sophistication in the documentation of the levels of service that will be delivered by Council's Parks and Sporting Ground assets. The levels of service delivered by Council's parks and sporting grounds have been documented considering the expectations of Council's residents/users. 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 PSGAMP 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 PSGAMP 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 Parks and Sporting Ground 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 Parks and Sporting Ground 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 PSGAMP are detailed as follows in Table 10 – Customer Levels of Service:

Key Performance Measure	Level of Service	Performance Measure	2021 Performance	2024 Performance
COMMUNITY LEVELS OF SERVICE				
Availability and Accessibility	Open Spaces and associated assets are available and easily accessible to users.	95% Compliance. In the instance where an Open Space (e.g., park or sporting ground) is closed to users for reasons such as maintenance, upgrading, renewal or a Council related public event or non-Council events, then appropriate notification shall be given to relevant users in accordance with Council's public information policy.	97%	100%
Customer Satisfaction	Open Spaces and associated assets meet community needs	>3.5 community survey satisfaction score Maintenance of local parks, playgrounds, and sporting fields	3.95	3.77

Key Performance Measure	Level of Service	Performance Measure	2021 Performance	2024 Performance
		Availability of sporting ovals, grounds and facilities	3.97	3.82
		Tree Management	3.16	3.15
Quality	Well maintained and suitable passive and active open space infrastructure assets.	<400 requests / complaints per annum for tree maintenance	370	1,925
		<400 requests/complaints per annum for mowing and gardening	243	24
		<1,000 requests / complaints for park infrastructure maintenance / renewals	1,213	1,093
		<100 requests / complaints for play equipment maintenance and/or repair	58	136
Safety	Provide safe and accessible public Parks and Sporting Ground assets. Parks and Sporting Ground assets are routinely inspected for hazards and risk	No. of reportable incidents due to asset defects per year <= 2	3	1

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 Parks and Sporting Ground types it has been determined that different standards are necessary for different open space functions. For example, the service provided at a Pocket Park would be lower than that provided by a District Park. Each of the Parks and Sporting Grounds within Council's open space 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.

The technical levels of services are outlined in Table 12.

Key Performance Measure	Level of Service	Performance Measure	2021 Performance	2024 Performance
TECHNICAL LEVELS OF SERVICE				
Accessibility	Parks and play equipment comply with relevant minimum accessibility standards relative to open space function	Compliance of available parks and play equipment with current standards relative to open space function	Baseline audit yet to be undertaken	Baseline audit yet to be undertaken
Condition	Criticality 4 and 5 - Condition assessment of Parks and Sporting Grounds network every 3-4 years	Average network condition \leq 2.5 out of 5 and with $<$ 5% of stock in condition state 5.	1.8 out of 5 1.8% in condition state 5 At present, the current asset register has not been assigned criticality. The results hence are at the entire asset portfolio level. The improvement plan addresses this.	2.3 out of 5 0.7% in condition state 5
	Criticality 1 to 3 - Condition assessment of Parks and Sporting Grounds network every 3-4 years	Average network condition \leq 3 out of 5 and with $<$ 5% of stock in condition state 5.	Refer to above	2.4 out of 5 1.1% in condition state 5
	Wharves	Average network condition \leq 3 out of 5 and with $<$ 5% of stock in condition state 5.	Refer to above	2.8 out of 5 0% in condition state 5
	Seawalls	Average network condition \leq 3 out of 5 and with $<$ 5% of stock in condition state 5.	Refer to above	2.4 out of 5 0% in condition state 5

Table 11 - Technical Levels of Service

4 Future Demand

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

4.1 Demand Drivers

Drivers affecting open space asset demand, include factors such as population change, changes in demographics, technological changes and environmental changes. Parks and sporting grounds within the municipality must serve both the needs of the local resident population as well as the visitors.

4.2 Demand Forecasts

The present position and projection for demand drivers due to population growth that may impact future service delivery and utilisation of assets are identified and documented in Table 12.

Demand Factor	Present Position ¹¹	Impact on Services
Population Growth	The Council's 2023 population is 188,325, with a forecast to grow to 191,026 by 2025 and 204,742 by 2046—a 7.18% increase over the next 21 years.	Growth will drive higher demand for parks and open spaces, requiring improved capacity and better accessibility. Given the high-density urban environment, ensuring equitable access to quality recreational spaces is essential for community well-being and mental health.
Changing Demographics	The 35–49 age group (parents/homebuilders), 70–84 age group (ageing population), and younger adults (18–34 cohort) are expected to grow significantly.	Diverse demographics require multi-use, adaptable park facilities. This includes accessible pathways and seating for older residents, family-friendly spaces, and social activity hubs for younger adults. Investment in inclusive design (e.g., all-abilities playgrounds, shade structures) is essential.
Urban Density and Limited Space	The Inner West is one of Sydney's most densely populated areas,	Space constraints mean existing parks and sporting facilities must be optimised. Multi-functional designs, efficient land

¹¹ Source; <https://profile.id.com.au/inner-west>

Demand Factor	Present Position ^{II}	Impact on Services
	with a density of 5,347 persons per square km.	use, and shared recreational zones will be required to accommodate competing user needs (sports, play, relaxation, events).
Climate Change and Extreme Weather Events	The area is experiencing increased heatwaves, flooding, and storm events, leading to faster deterioration of Parks and Sporting Ground assets.	Parks must integrate heat-mitigating measures (e.g., increased tree canopy, water-efficient landscaping), stormwater management, and climate-resilient infrastructure to sustain usability and reduce damage from extreme weather events.
Sustainability Initiatives	Sustainability-focused upgrades are emerging, including water-sensitive urban design (WSUD), renewable energy installations, and biodiversity enhancements.	Future parks and recreation upgrades must focus on energy-efficient lighting, recycled water irrigation, permeable surfaces, and native planting. These initiatives will improve long-term cost savings, ecological resilience, and environmental sustainability.

Table 12 – Demand Factors, Projections and Impact on Services

The demand for parks and Parks and Sporting Ground assets in the Inner West is set to grow as a result of population increases, evolving demographic trends, and heightened urban density. The significant growth in key age groups—especially parents/homebuilders (35–49), older adults (70–84), and young adults (18–24 and 25–34)—necessitates the development of flexible, multi-use recreational spaces that cater to diverse community needs. Moreover, the challenges posed by extreme weather events and the imperative for sustainable infrastructure further drive the need for resilient, adaptive design and regular upgrades.

By integrating these demand drivers into asset management and planning, Council can ensure that parks and open spaces not only remain accessible and high quality but also evolve to meet the changing needs of the community well into the future.

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
Improvement in techniques and materials	Changes in methodology, longer life materials and better rehabilitation techniques enable Parks and Sporting Ground assets to be maintained and managed more cost effectively, with a potentially longer useful life.
Low energy design	Increased efficiencies of low energy design therefore certain new open space 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 playground inspection regime to match the amount of public usage and fatigue on play equipment.
Material	Moving away from timber especially CCA (Chromated copper arsenate) treated products to materials with a longer asset life such as recycled plastic.
Time Flow Tap Wear	By upgrading and/or renewing irrigation systems to time flow, this technology will reduce evaporation and keep all playing fields and parks adequately irrigated.
Smart City Technologies	Smart City technologies will also continue to be further investigated and trialled where appropriate.

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 parks and sporting grounds 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 Climate Adaptation

Council has identified the following potential climate change impacts and Council's response to them with respect to the parks and sporting grounds asset portfolio.

Climate Impact	Climate Change impact on service	Councils Response
Increased UHI (increased temperature)	Increasing UHI will result in temperature increase which will decrease the life expectancy of the asset material requiring Council to increase the renewal frequency.	Increase renewal frequency. Investigate UHI mitigation strategies including more robust materials.
Increase in extreme weather events	Climate change will see an increased risk of extreme weather events including storm events, heatwave, flooding, sea-level rise and fire events. There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of assets. Risk of sea-level rise and/or flooding will increase deterioration and reduce serviceability.	Climate risk assessment will determine the impact on asset useful lives. Investigate mitigation strategies. Introducing new resilient technology when renewing and upgrading Parks and Sporting Ground assets will ensure climate resilient infrastructure is put in place.
Irregular rainfall/drought (Often in coinciding with the El Niño climate cycle)	A drier climate is anticipated over the long term.	Include increased cost of water in the operations budget. Include water harvesting & water storage infrastructure as optional extras when considering future capital renewal works.
Higher global temperatures leading to extreme weather events	Extreme weather events have the capacity to negatively impact assets and services across council's entire asset portfolio.	Council is looking at ways to reduce our overall carbon footprint by installing alternate clean energy sources to power Parks and Sporting Ground assets (Solar and battery storage solutions).
Sea level rise	Higher sea levels could potentially impact existing open space and open space infrastructure and marine infrastructure.	Identify areas that are likely to be negatively affected, establish a strategic plan to construct resilient infrastructure assets to

Climate Impact	Climate Change impact on service	Councils Response
		mitigate the effects of sea level rise into the future.

4.5 New Assets from Growth

Council envisages that over the following 10 years, it will acquire new open space assets and/or build new open space assets to meet demand needs, however, these have yet to be quantified and will be reflected in future PSGAMP revisions as details become available.

It is envisaged however, that the new Playground Strategy (currently in development) will recognise the need to build an accessible playground in each of the five Council wards. The King George Park playground upgrade project was recently completed and is Council's first inclusive design playground. Work has commenced to design and plan for upgrading another four playgrounds to be inclusive play spaces.

As additional information becomes available with regards to new growth and development areas, Council will continue to identify the community infrastructure needs via the RN Study 2021, strategies and masterplans and these will be included in future revisions of this PSGAMP.

It is important to note that when new assets are acquired, or assets are expanded or upgraded, this results in an increase in commitment of annual operational and maintenance funding to ensure continued service delivery of the asset over its lifecycle.

4.6 Demand Management Plan

It has been identified that demand for Parks and Sporting Grounds within Inner West, will increase proportionally with the predicted population growth and predicted demographic changes. This is also in line with the community surveys which identify that bush care, park maintenance and tree management are of importance to the community. The RN Study 2021 found that the most common types of facilities that people visited for recreation in the Inner West were parks at 80% at least weekly, footpaths at 75% at least weekly, sporting fields/courts at 38% at least weekly and children's playgrounds at 36% at least weekly.

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 PSGAMP.

Service Activity	Demand Management Plan
Increased patronage and usage of Parks and Sporting Ground assets will be expected, proportional to population growth.	<ul style="list-style-type: none"> Plan to identify and develop strategically located Parks and Sporting Ground assets to accommodate growing communities. Monitor population growth through census data and traffic counts and use the data as input into developing future works programs Investigate construction of multi-use assets where possible and encourage sharing of existing Parks and Sporting Ground assets to maximise utilisation and allows planning for optimum use of all Parks and Sporting Ground assets.
Increased population density will result in increased usage of Parks and Sporting Ground assets.	<ul style="list-style-type: none"> Undertake strategic planning to identify the change in service demand across all services, who will use the services, and identify the best location for future services. Service Planning is used to identify the best mix of provision and development to provide the best possible services at a sustainable level; which can include some shifts in service levels, both up and down across the municipality. Identify programs that support the aged and youth as alternatives to infrastructure related activities. Consider inclusion for all users in park design and development.
Community awareness	<p>There are several ways Council can inform the community of passive and active open space availability within the municipality. These include:</p> <ul style="list-style-type: none"> Improved signage to support walking and cycling through the network of open space sites; Construction of missing pathways that link parks and other public spaces so that people can more easily move through the municipality; Inclusion of information brochures with other correspondence provided to the community, such as rates notices, or the website.
Support sporting clubs	<ul style="list-style-type: none"> Sporting clubs can be supported to more effectively use sporting grounds to which they have access. There are opportunities for Council to continue to assist with timetabling training sessions and matches between, and within, clubs to maximise the usage of all facilities

Service Activity	Demand Management Plan
	while minimising the damage that can occur due to overuse.
Partnerships	<ul style="list-style-type: none"> Council continue to seek opportunities to share open space facilities with private landowners and other levels of government to maximise the number of sporting ovals, and other facilities available for public use and to meet short to medium term demands in a sustainable manner.
Passive surveillance	<ul style="list-style-type: none"> It is generally accepted that community perceptions regarding the safety of a park have an impact on people's desire to visit. It is therefore important that Council seek to improve perceptions of the safety of open space sites. Opportunities for maximising passive surveillance should be actioned wherever possible. Clear lines of sight from roadways and adjoining properties can be maximised by removing visual obstructions such as solid fences or thick vegetation.
There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of Parks and Sporting Ground assets.	<ul style="list-style-type: none"> Develop a Council specific Climate Change Adaption Toolkit. Include environmental policies and considerations in park planning and capital works. Utilise Government environmental subsidy and funding programs.
Climate risk assessment will determine the impact on asset useful lives.	<ul style="list-style-type: none"> Monitor developments and potential impacts on asset management. Identify opportunities for water harvesting and recycling for irrigation purposes.

Table 14 - Demand Management Plan Summary

5 Risk Management Planning

5.1 Asset Criticality

To manage Council's Parks and Sporting Ground assets within these open spaces more effectively, they have been categorised based on the level of importance and criticality.

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 connectivity and access and health and safety Criticality Factors:

- Park Hierarchy – Focuses on the usage & social dependence on the asset, which considers the park hierarchy such as regional, district, local, neighbourhood/plaza and pocket parks.
- Wellbeing and Safety – Considers the extent of personal injury in the event of an asset failure.

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 Parks and Sporting Ground criticality adopted by Council considers the varying risk and service levels associated with the asset portfolio and is summarised in Table 15 as follows:

Criticality	Description	Example Asset Type
5 – Extremely Critical	Extremely critical asset. Potentially extreme disruption or catastrophic consequences should the asset fail.	Henson Park, Marrickville Ashfield Park, Ashfield Adventure playground, Gym equipment, Children's playground, high Retaining wall, Sea walls, Marine structures,(i.e. jetty's.) Pool
4 – Critical	Critical asset. Potential major disruption or consequences should the asset fail.	Easton Park, Rozelle Marrickville Park, Marrickville Water park(no pool), Sporting facilities (Basketball hoop, cricket nets etc). Gates and fencing, Public lighting. Stairs/Handrail/ramp, Grandstand, dog park
3 – Moderately Critical	Moderately critical asset. Potentially moderate disruption or consequences should the asset fail.	McNeilly Park, Marrickville Punch Park, Balmain Drinking water feature, Low retaining wall, Stormwater pit, Paved Areas, Path, Sign, landscaping, water tank. Irrigation,
2 – Partially Critical	Partially critical asset with minor disruption or consequences, should the asset fail.	Federation Plaza Reserve, Haberfield, Wangal Nura Park, Leichhardt Public BBQ, Benches, Shelter, Pergola, Public Artwork, Shed, storage, seat, Umbrella, bench, monument, flagpole
1 – Non-Critical	Non-critical asset with insignificant disruption or	Darley St Playground, Newtown, Ashford St Reserve, Ashfield Waste facilities. Stormwater pipe, Subsoil drainage.

Criticality	Description	Example Asset Type
	consequences, should the asset fail.	Miscellaneous Structures (Bike rack, Structure, bin, garden Bed/Edging, bollard)

Table 15 – Asset Criticality for Parks and Sporting Ground 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 10.

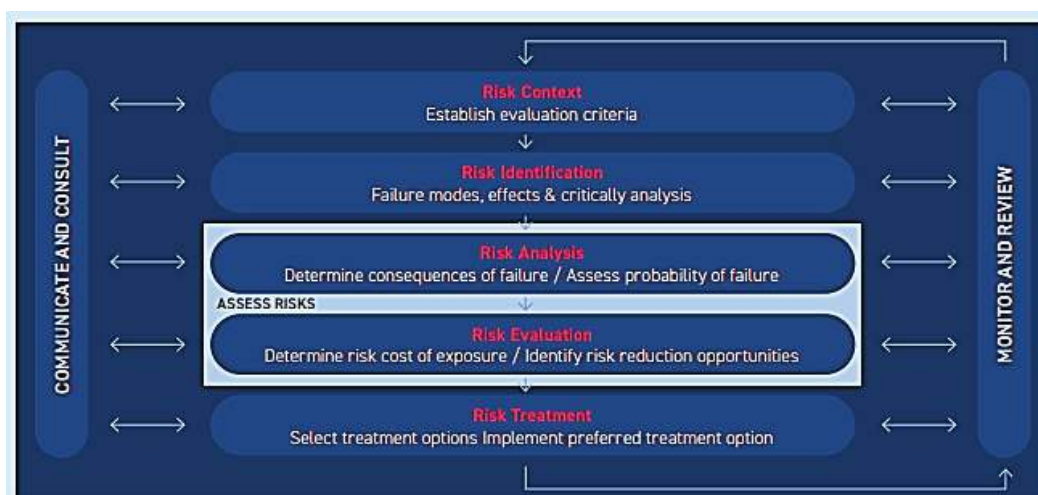


Figure 10 – Risk Management Process, Source: ISO31000:2018

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 PSGAMP revision, an assessment of risks associated with service delivery from Council's Parks and Sporting Ground 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 is implemented is shown in Table 16.

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment / Costs
Park Maintenance	Maintenance costs increasing due to inadequate renewal program	High	Continue to improve data. Ensure maintenance is managed appropriately at an operational level. Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities.	Medium	Ongoing staff time and existing budget
Increasing financial pressure to adequately maintain the park portfolio	Growth in park portfolio due to provision of grants and Council funding, developer provided park assets, State Government residual land assets and changing community preferences.	High	Although grants and other funding may be made available for the capital cost of new or expanded facilities, due consideration should be made to ensure sufficient ongoing operation and maintenance funds can be provided to support these additional assets. Whole of life costs are to be reported to the Leadership Team and/ or Council as appropriate.	Medium	Ongoing staff time
All parks	Park defects or non - compliance with regulations	High	Regular inspection programme targeted and prioritised based on risk, levels of use and types of use.	Low	Ongoing staff time, existing budgets

Service or Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment / Costs
	resulting in injury e.g. playgrounds, lighting and park structures.		Maintenance and defects rectification program implemented.		
Utilisation	Parks do not suit community needs and inclusion targets.	High	<p>Continue to monitor not only the condition of parks but how well they suit the needs of users.</p> <p>Monitor and review the Recreation Needs Study and the Recreation Strategy to inform decisions on which facilities suit community needs.</p> <p>Respond to user needs with well-considered measures and communicate needs that cannot be met within existing budgets.</p>	Low	Ongoing staff time

Table 16 – Critical Risks and Treatment Plan

5.4 Climate Impact and Adaptability

The Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5°C, released in 2018, warned of the severe consequences if global temperature increases exceed 1.5°C above pre-industrial levels¹². Given that current global temperatures have already risen by approximately 1.2°C, it is critical for Inner West Council to integrate climate adaptation and mitigation strategies into Asset Management Planning (AMP) to safeguard infrastructure, public services, and community well-being.

¹² <https://www.climatecouncil.org.au/resources/infographic-the-difference-between-1-5-and-2-degrees-warming/>



Figure 11 – Climate Impacts due to Temperature Increases

Council is actively working on developing a Climate Change Management Guide, outlining best practices for asset resilience, sustainability initiatives, and adaptation strategies across parks, open spaces, buildings, stormwater systems, and transport assets.

Council has already undertaken significant efforts in the climate adaptation space, including:

- Ensuring new assets incorporate climate-resilient materials and low-carbon technologies.
- Increasing tree canopy cover to mitigate urban heat and improve stormwater absorption.
- Promoting stormwater harvesting, permeable surfaces, and drought-resistant landscaping.
- Incorporating flood-resilient, heat-resistant, and biodiversity-supporting infrastructure in public parks and sporting grounds.
- Upgrading community buildings and open spaces with solar power, battery storage, and energy-efficient lighting.

These initiatives align with Council's climate action commitments and support the integration of climate change considerations in all future asset planning and management strategies.

5.4.1 Climate Change Impacts on Parks & Sporting Ground assets

The impacts of climate change on Parks and Sporting Ground assets will vary depending on asset category, function, and exposure to environmental risks. Council must assess future climate trends, their effects on existing assets, and how to manage risks while maximising opportunities for resilience.

New Asset Description	Climate Change Impact	Asset Resilience Response
New Parks and Sporting Ground assets	Increased risk of damage and service disruptions due to extreme weather events (e.g., storms, heatwaves, flooding).	Incorporate solar panels and battery storage for off-grid power solutions in parks and open spaces where feasible. Council's Environmental and Resilience Team is currently exploring battery storage integration into existing open space infrastructure.
New Assets	Increased risk of drought affecting green spaces, gardens, and recreational areas.	Implement water harvesting systems and on-site water storage to reduce reliance on potable water for irrigation and landscape maintenance.
All-weather sporting surfaces	Elevated surface temperatures during hotter periods may reduce user comfort and usability. Considerations have also been raised about the environmental performance of synthetic materials.	Explore alternative infill options such as cork or sand to improve heat performance and environmental outcomes. Consider applying surface technologies and design solutions, including improved shading, to enhance usability during warmer conditions.
Overused natural turf sports grounds	Excessive use (>40 hrs/week) leads to rapid deterioration, especially during droughts or after heavy rain.	Consider a strategic mix of natural turf upgrades and targeted installation of all-weather surfaces to reduce overuse. Continue engagement with user groups to balance scheduling needs.

These measures ensure that Council's public assets remain resilient, supporting environmental sustainability and community health despite increasing climate-related pressures.

6 Financial Summary

The provision of adequate financial resources ensures that Council's open space 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 Parks and Sporting Ground assets portfolio, by developing 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 the open space asset portfolio under the current funding commitments outlined in the Long-Term Financial Plan (LTFP).

The modelling simulates the condition of assets 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 results of the analysis have been graphed in Figure 12**Error! Reference source not found.**The analysis focuses on renewal funding and upgrade or expansion works identified via Councillor requests, known capacity issues, strategies and plans, and/or by Council officers.

As of 2025, the average condition of Council's open space network is 2.3 out of 5, based on the standard asset condition rating scale (see Table 5 – Asset Condition Rating Guidelines). Under current capital funding levels, the model predicts that this average condition can be maintained into the future.

The condition graph in, illustrates the predicted results of the Parks and Sporting Grounds portfolio modelling analysis under the current proposed 10-year capital works funding allocation. This modelling reflects the impact of the LTFP funding on asset condition and associated service levels over time.

The proposed funding detailed in the LTFP supports the progressive renewal and upgrade of parks and sporting ground assets, helping to address known issues such as asset wear, overuse, and ageing infrastructure. This investment is expected to improve the resilience, accessibility, and functionality of open space and recreational facilities, and in turn, contribute to greater community satisfaction with Council's delivery of public open space and recreational services.

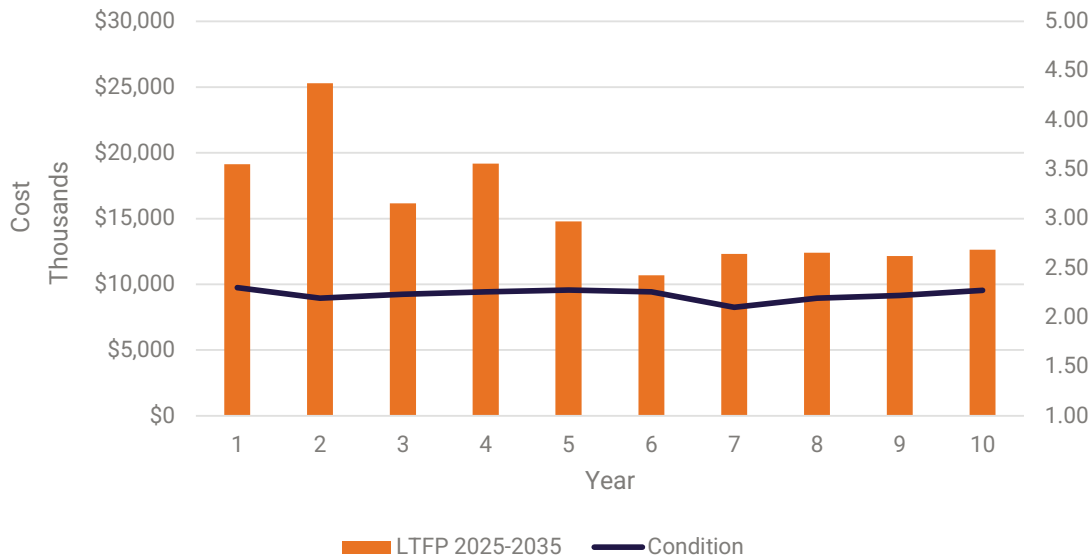


Figure 12 – Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

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/Upgrade¹³									
\$6,807	\$12,953	\$3,993	\$6,439	\$4,738	\$2,058	\$2,358	\$2,358	\$2,358	\$2,458
Renewal									
\$12,331	\$12,339	\$12,159	\$12,753	\$10,047	\$8,632	\$9,957	\$10,052	\$9,785	\$10,174
Total Capital									
\$19,138	\$25,292	\$16,152	\$19,192	\$14,785	\$10,690	\$12,315	\$12,410	\$12,143	\$12,632
Maintenance & Operational									
\$17,722	\$17,964	\$18,285	\$18,935	\$18,914	\$19,249	\$19,592	\$19,943	\$20,685	\$20,673
Total Expenditure									
\$36,860	\$43,256	\$34,437	\$38,127	\$33,699	\$29,939	\$31,907	\$32,353	\$32,828	\$33,305

Table 17 – Desired 10-Year Funding Strategy

The 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.

¹³ This funding plan will be reviewed in conjunction with the next PSGAMP update in 2029. As new information becomes available on parks and sporting ground project needs from the Service providers, growth demand needs and asset lifecycle, these will be reflected in the 10-Year Funding Strategy.

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 and/or service level agreements.	Funded capital expenditure on renewals divided by the planned/desired capital expenditure.	>75%	81%	80%
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%	69% – Land Improvements Non-Depreciable 66% – Seawalls 62% – Wharves and Other Marine structures	74% – Land Improvements Non-Depreciable 65% – Seawalls 67% – Wharves and Other Marine structures

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, to enhance asset value and deliver more for stakeholders while balancing cost, risk and performance.

7.1 Assumptions

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

Key Assumption	Risk of Change to Assumption / Impact to Model
Open space asset and component conditions reflect the assets' current condition as at 2023-2024.	Medium to Low
The allocation of renewal funds has been based on the asset replacement costs developed as part of past valuations.	Medium to Low
Current maintenance funding levels are considered adequate.	Medium to Low
The funding needs for new &/or upgrade Parks and Sporting Ground assets will be identified via studies and masterplans and funding sought from grants and/or developer contributions. As identified, these will be incorporated into future PSGAMP revisions.	Medium
Capital renewal treatments are like for like and do not account for additional costs to upgrade and/or utilise new technologies and materials.	Medium to Low
Current Levels of Service are considered appropriate and meet community needs.	Medium
Existing inspections and maintenance contracts will not change.	Medium
Asset register currency pertaining to asset quantities.	Medium to Low
Network strategic condition inspections will be funded on a 3-4-year cyclic basis and incorporated into the Operational budget.	Medium
Current human resource plan will not change in the near future.	Low

Table 19 – Key Assumptions made in PSGAMP 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	Engineering Services Manager & Senior	Jun-27

Task No.	Improvement Items	Responsibility	Timeline
	when they will select Parks and Sporting Ground assets for inclusion on their capital works program.	Manager Capital Works	
2.	Ensure that information pertaining to parks and sporting grounds hierarchies and criticality are updated in Council's Asset Register.	Engineering Services Manager	Dec-25
3.	Review and formally document the current operations and maintenance Levels of Service with regard to all Parks and Sporting Ground assets owned or maintained by Council.	Engineering Services Manager & Senior Manager Operations	Jun-28
4.	These activities should consider the open space function, legislative requirements and utilisation needs when documenting activities and response times.		
5.	Ensure that new asset needs identified from the Recreation Needs Study – A Healthier Inner West 2021 and other strategies and studies are reflected in future PSGAMP and the LTFP.	Engineering Services Manager & Financial Partnering and Analytics Manager	On-going
6.	Progressively develop/update PoMs.	Senior Manager Sport and Recreation	On-going
7.	Implement and schedule network wide open space condition assessments on a 5 yearly cycle, to coincide with Council's open space 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
8.	Explore opportunities for future community surveys to incorporate additional specific questions to the community regarding parks and sporting grounds assets, to identify and measure the importance and performance in delivering this service to the community.	Engineering Services Manager	On-going
9.	Review financial forecasts annually as better data becomes available, update and submit any supporting budget bids.	Engineering Services Manager & Financial Partnering and Analytics Manager & Senior Manager Operations	On-going
10.	Review resourcing plan to ensure adequate human resources are available to deliver this PSGAMP.	Director Infrastructure	On-going

Task No.	Improvement Items	Responsibility	Timeline
11.	Review and update activities within the Customer Request Management System following 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	Jun-29
12.	Document capacity, functionality & Utilisation assessment guidelines	Engineering Services Manager	Dec-25
13.	Develop a process to spatially record capital works projects after completion of scoping documentation.	Engineering Services Manager	Dec-26
14.	Ensure that information pertaining to parks & sporting ground hierarchies and criticality are updated in Council's Asset Register.	Engineering Services Manager	Dec-25
15.	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 PSGAMP has a planning horizon of 10 years, and it is based on details documented within the Asset Management Strategy. The PSGAMP will be reviewed and updated in the year following Council Local Government elections.

This PSGAMP will be reviewed and amended to recognise any changes in service levels, needs arising from the RN Study 2021, strategies, studies 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 PSGAMP 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 PSGAMP; and
- Performance against the Asset Management Ratios.

Document	Asset Management Plan – Parks and Sporting Grounds 2025–2035		
Custodian	Director Engineering	Version #	Version 2
Adopted By	June 2025	ECM Document #	36868532
Next Review Date	June 2026		

IWC0936-04/25

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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