
# Asset Management Plan
# Property (Buildings) 2025-2035

Adopted June 2025

Fish Traps by Edwards Clarke, on the Bay Run

# Aboriginal and Torres Strait Islander Statement

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

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

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

# Table of Contents

# 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 | 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.<br>The current hypothetical cost of recouping this backlog (i.e. 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. |
| CANS | Inner West Community Asset Needs Strategy |
| Condition or Service State | The service state involves the use of a single integer between 1 and 5 to describe the ability for the asset in question to fulfill its function; where 1 is very good and 5 is very poor. |
| IIMM | International Infrastructure Management Manual |
| IP&R | Integrated Planning & Reporting |
| IPWEA | Institute of Public Works Engineering Australasia |
| ISO55000 | 55000 Series, International Suite of Asset Management Standards |
| LTFP | Long-Term Financial Plan |
| OCI | Overall condition index |
| PAMP | Property Asset Management 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 |
| SAM | Strategic Asset Management |

# 1 Executive Summary

## 1.1 The purpose of the Plan

The purpose of this Property Asset Management Plan (PAMP) is to inform Inner West Council's (Council) commitment to best practice asset management and provide principles for sound building asset investment decision making.

The PAMP documents the overall integrated planning framework to guide and improve Council's long-term strategic management of its buildings and major structures (property building assets) 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 PAMP defines the state of Council's building 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 PAMP is to be read in conjunction with Council's Asset Management Strategy.

## 1.2 Current State of Council's Assets

The value of building assets covered by this PAMP is estimated at $597.981M, as at 30th June 2024 (an increase of over $120M when compared to the 2021 financial values) and summarised in the table below:

| Asset Type | Replacement Cost ($,000) | Accumulated Depreciation ($,000) | Fair Value ($,000) | Annual Depreciation ($,000) |
|---|---|---|---|---|
| Buildings | $459,737 | $127,455 | $332,282 | $8,222 |
| Aquatic Centres | $118,322 | $21,765 | $96,557 | $2,170 |
| Buildings Land Improvements | $19,922 | $7,379 | $12,543 | $553 |
| **Grand Total** | **$597,981** | **$156,599** | **$441,382** | **$10,945** |

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

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

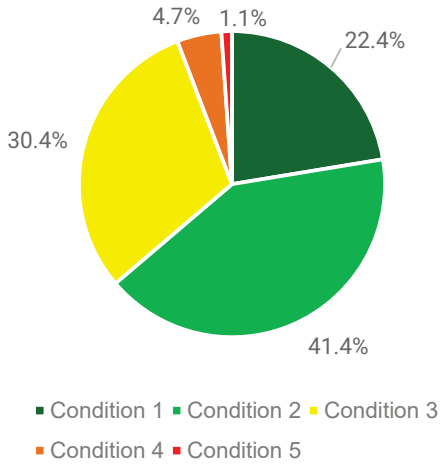
The 2022–2023 buildings condition audit resulted in updated condition data which has enhanced Council's asset register and informed more accurate asset componentisation and lifecycle modelling. As a result, the 2023 revaluation exercise produced significantly revised asset quantities, replacement costs, and depreciation estimates, explaining the notable differences between the data in Table 1 of this plan and the figures reported in the previous 2022 Asset Management Plan.

Figure 1 provides a high-level overview of the current condition score (OCI-asset health) of all buildings and land improvement assets owned and maintained by Council. The condition 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). Utilising predictive modelling software and techniques, Council is able to simulate each assets degradation (the 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 9 – Asset Condition Rating Guidelines for condition definitions.

| $669.2M | 6,066 | $5.53M | 2.1 out of 5 |
|---|---|---|---|
| Asset Value Modelled | Asset Component Quantities | Backlog Value | Average Condition (Service State) |

**All Building Asset Component Condition Distribution**




**Component Condition Distribution by Replacement Value**

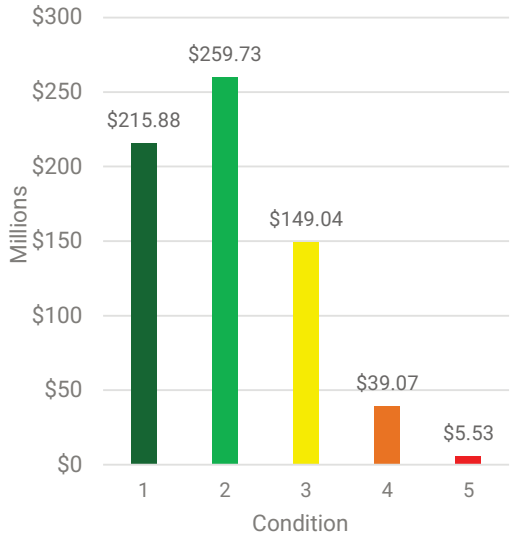



Figure 1 – State of Assets Snapshot as at FY2025

The following diagram provides a condition snapshot of Council's buildings assets by asset function.

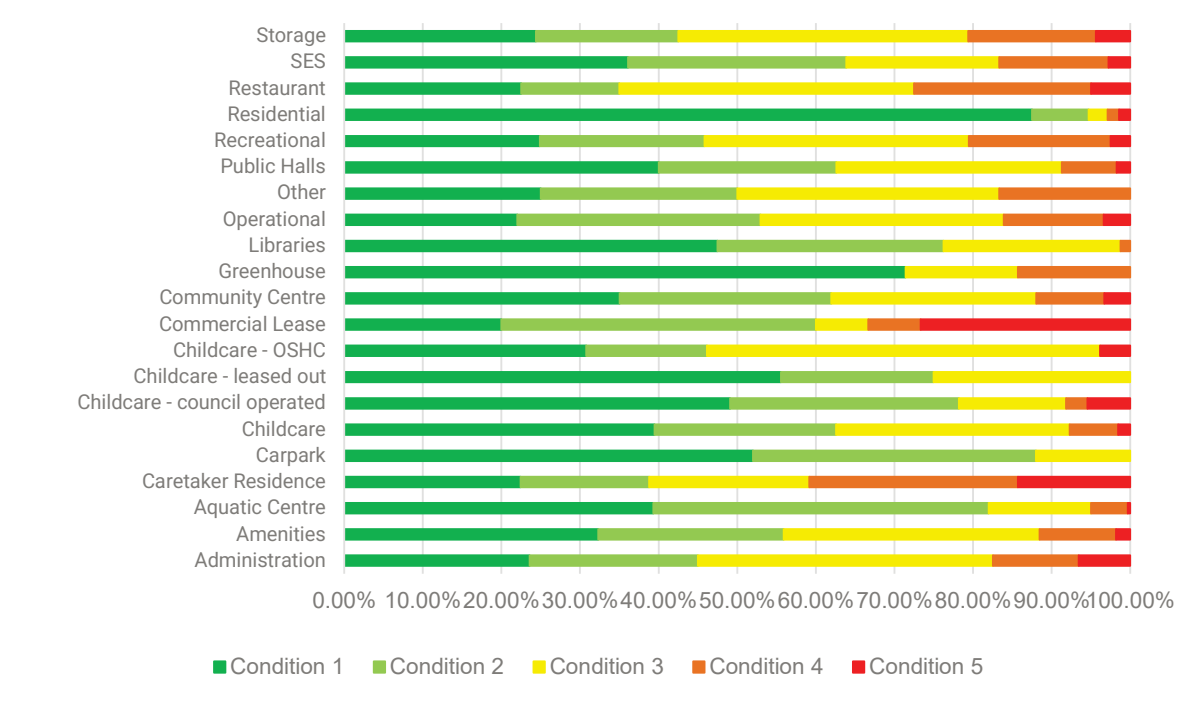



Figure 2 – Condition Distribution by Asset Function as at FY2025

## 1.3 Asset Funding Levels

Council has adopted a strategic, evidence-based approach to assessing the long-term renewal and upgrade needs of its buildings and land improvement asset network, 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 simulates asset deterioration over a 10-year period (2025–2035), applying lifecycle treatments and condition-based rules to forecast network performance under the proposed funding scenario. It considers both renewal needs and upgrade requirements arising from condition of the assets, Councillor requests, strategic plans / studies and Council's operational knowledge.

As of 2025, the average condition of the asset network is 2.1 out of 5. Predictive modelling confirms that the funding levels allocated in the current LTFP are sufficient to sustain the network and meet service delivery needs over the next 10 years. While the model forecasts a slight decline in average condition to 2.7 by 2035, this change reflects the condition degradation of assets in conditions good, transitioning to fair, and is not considered a cause for concern. The planned investment remains adequate to maintain overall functionality

and service levels, with the network continuing to perform within acceptable condition thresholds.

Over the next 10 years, Council will invest $408.6 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**: $205 million
- **New/Upgrade**: $50.9 million
- **Total Capital Investment**: $255.9 million
- **Maintenance & Operations**: $152.6 million

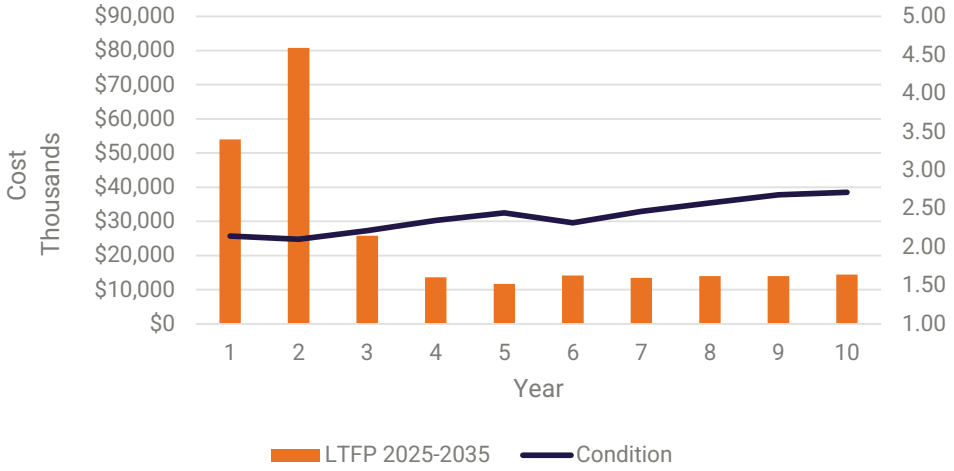



Figure 3 – Forecast 10-Year Capital Funding Analysis and Average Condition by Year

This funding is expected to:

- Maintain overall network condition.
- Progressively address key building capacity and functionality issues.
- Support community satisfaction by responding to known problem areas.

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

While the current 10-year funding is sufficient, Council will continue to refine and update funding forecasts as asset condition, performance data, and community expectations evolve. This ongoing review is identified as an improvement priority in this PAMP.

## 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

The building and property asset portfolio of Inner West Council (Council) provides a vital service to the local community. Council is widely known for its diverse, engaged, and creative community. Supporting this identity is a network of public and private community assets (including libraries, social and cultural assets) that support the local community and attract people from the wider Sydney region.

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

Council's buildings have been constructed over time and serve a range of purposes from civic administration, town halls and depot facilities to libraries, childcare and amenities. These buildings may be owned by Council, leased or managed in order to facilitate the delivery of required services to the community.

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

### 2.1.1 Buildings Included in this AM Plan

In all, this Property Asset Management Plan (PAMP) covers 348 buildings and structures and 2,591 land improvement items as classified by their asset subclass (building function) and set out in Table 2 – Building Quantities by Asset Subclass.

This PAMP covers all buildings and structures (building assets) which are owned or controlled by Council. Buildings for which Council is the responsible authority are classified under the Building Code of Australia (BCA) as Class 1 through to Class 10a2 with enclosing walls. Other structures included in this PAMP are classified under the BCA as class 10a non-

[2] Class 10a – a non-habitable building being a garage, carport, shed or the like.

habitable structures with open walls such as park shelters, and class 10b3 structures such as swimming pools.

| Asset Subclass (Function) | Quantity |
|---|---|
| Administration | 20 |
| Amenities | 86 |
| Aquatic Centre | 25 |
| Caretaker Residence | 5 |
| Carpark | 3 |
| Childcare | 17 |
| Childcare - Commercial Lease | 3 |
| Childcare - Council operated | 9 |
| Childcare - Leased out | 3 |
| Childcare - OSHC | 3 |
| Commercial Lease | 3 |
| Community Centre | 31 |
| Greenhouse | 1 |
| Libraries | 7 |
| Operational | 28 |
| Other | 1 |
| Public Halls | 9 |
| Recreational | 51 |
| Residential | 20 |
| SES | 3 |
| Storage | 18 |
| **Total Buildings** | **347** |
| **Total Pools** | **11** |
| **Total Land Improvements** | **2,591** |

Table 2 – Building Quantities by Asset Subclass

[3] Class 10b – a structure being a fence, mast, antenna, retaining or free-standing wall, swimming pool or the like.

The Inner West Council Land and Property Strategy August 2019 (reviewed annually) states that the property portfolio is grouped into three main categories:

| Category Type | Description |
|---|---|
| Corporate Service Delivery | Premises occupied by Council for the purpose of Council operations.<br>e.g. Depots and Administration Services.<br>Property may be Council-owned or leased[4] to Council. |
| Community Services | Open Space & Recreation facilities occupied by Council e.g. Libraries, Community Centres.<br>Property may be Council-owned or leased to Council. |
| Tenanted Spaces | Premises occupied by external parties that may deliver community<br>services; and/or provide income to Council.<br>Property may be Council-owned or leased to Council and sub-leased to external party. |

Table 3 – Property Categories

A detailed list of all buildings and structures for which Council has included in this PAMP are recorded in Council's Asset Register.

### 2.1.2 Buildings & Structures Exclusions

The PAMP excludes building assets which are owned and maintained by the Department of Planning and Environment, NSW (DPIE) and other private organisations.

Other class 10a and 10b5 structures such as sports field lighting poles, retaining walls etc. are classified under a separate asset portfolio entitled "Other Structures" and included as part of park infrastructure which are managed via Council's Parks and Sporting Fields Asset Management Plan.

4 Maintenance and Renewal responsibilities and funding requirements for each leased property are typically defined within each lease. All new leases contain maintenance schedules which identify maintenance activity items, frequency and responsibility for each item. It is envisaged that Council will progressively incorporate maintenance schedules into existing leases as they fall due for renewal.

5 Class 10b – a structure being a fence, mast, antenna, retaining or free-standing wall, swimming pool or the like, not associated to a building site.

## 2.2 Current State of the Assets

Since 2022, 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 2022–2023, which included buildings, aquatic centres and land improvement assets. 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 building asset portfolio by quantities is illustrated below in Figure 4.

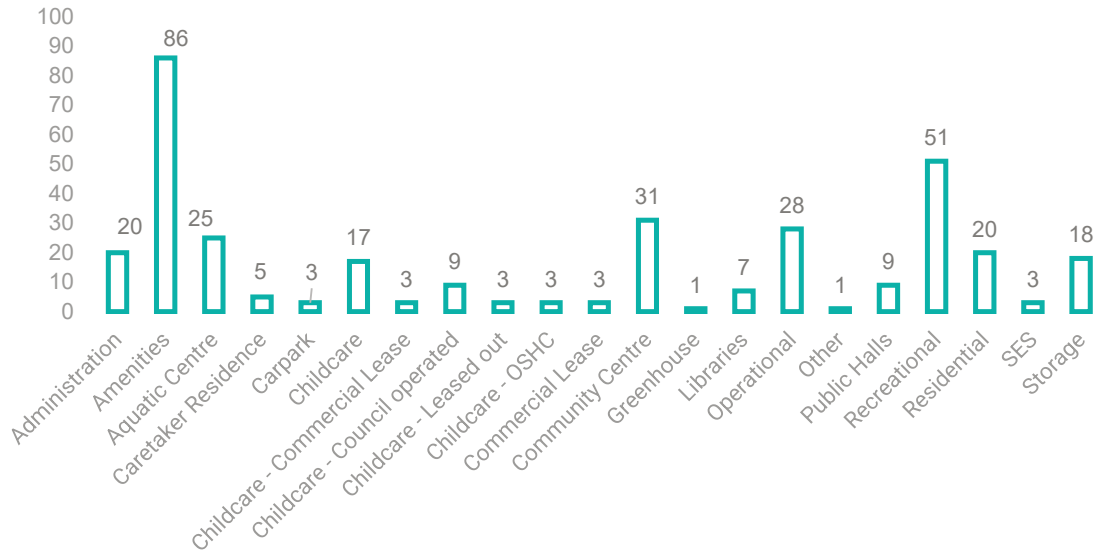



Figure 4 – Distribution of Building Assets by Function

### 2.2.1 Current Replacement Costs

The total value of buildings and structures for which Council is responsible for is currently estimated at $597.9M as detailed in the Financial Statements 30 June 2024. The break-up of the asset subclass by modelled replacement value as at 2025, is illustrated in Figure 5.

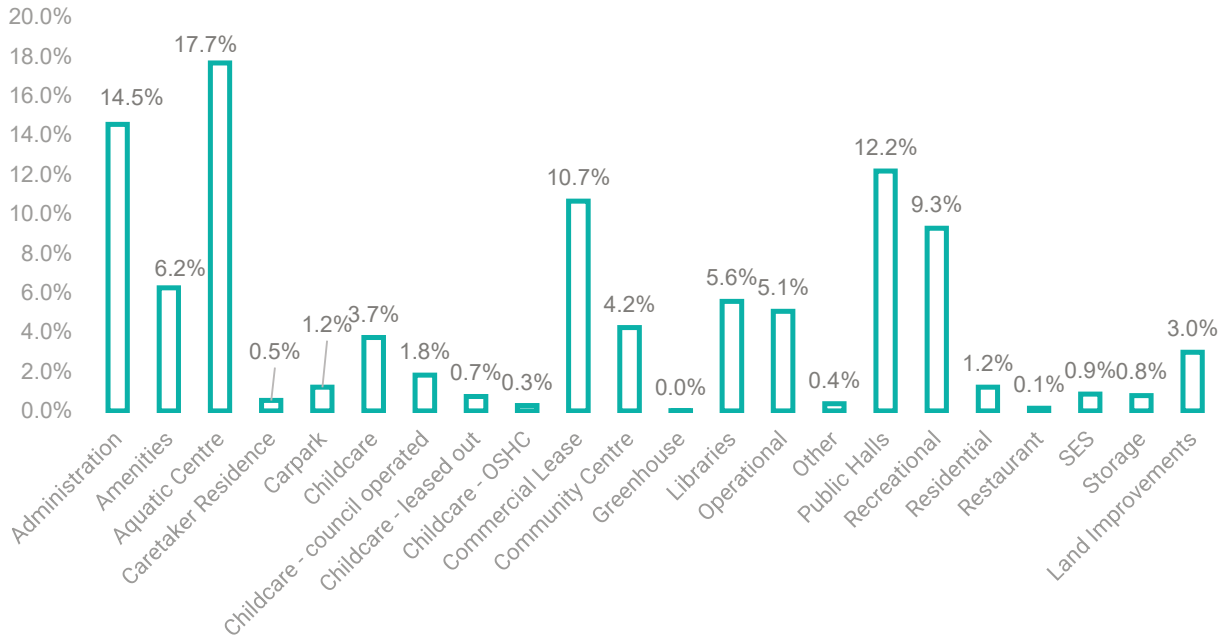



Figure 5 – Distribution of Building Asset Estimated Replacement Values by Function

| Asset Type | Replacement Cost ($,000) | Accumulated Depreciation ($,000) | Fair Value ($,000) | Annual Depreciation ($,000) |
|---|---|---|---|---|
| Buildings | $459,737 | $127,455 | $332,282 | $8,222 |
| Aquatic Centres | $118,322 | $21,765 | $96,557 | $2,170 |
| Buildings Land Improvements | $19,922 | $7,379 | $12,543 | $553 |
| **Grand Total** | **$597,981** | **$156,599** | **$441,382** | **$10,945** |

Table 4 - Assets Valuations as at 30th June 2024[6]

The 2022–2023 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 2023 revaluation exercise produced significantly revised asset quantities, replacement costs, and depreciation estimates, explaining the notable differences between the data in Table 4 of this plan and the figures reported in the previous 2022 Asset Management Plan.

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

Table 4 identifies the annual asset depreciation of Council's building assets to be in the order of $10.95M per annum. The average annual depreciation (asset consumption) is considered a measure of the wearing out or other loss of value of the asset that arises from its use, passing of time or obsolescence due to environmental changes.

It should be acknowledged that depreciation is not an ideal measure and is seldom recommended now in 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 Building Information Management

All information pertaining to asset type and function, location, constructed year and condition of these building and structure assets are recorded and stored in Council's asset register which is a module of the Enterprise Asset Management system. At the time of preparing this PAMP, it is estimated that Council's Asset Register is 99% complete with regards to the buildings list and around 95% up to date. The 2022 Improvement Plan identified actions to further enhance and improve Council's asset register information, by collecting and maintaining additional asset attribute details such as criticality, function, capacity, materials and asset quantities, which are being progressively updated within the asset register since 2023.

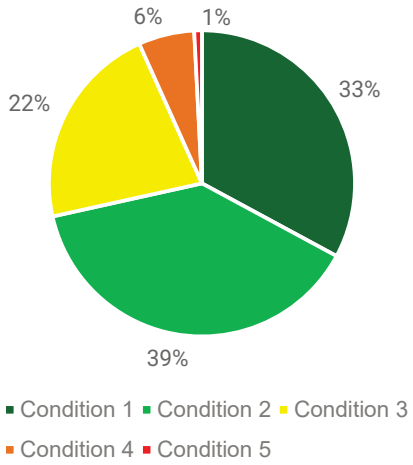
### 2.2.3 Current Asset Performance

The following dashboard provides a high-level overview of the current condition (asset health) of all building 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 9 for condition definitions.

| $649.32M | 3,475 | $5.25M | 2.2 out of 5 |
|---|---|---|---|
| Asset Value Modelled | Asset Component Quantities | Backlog Value | Average Condition (Asset Health) |

All Building Asset Component Condition Distribution




Building Component Condition Distribution by Replacement Value

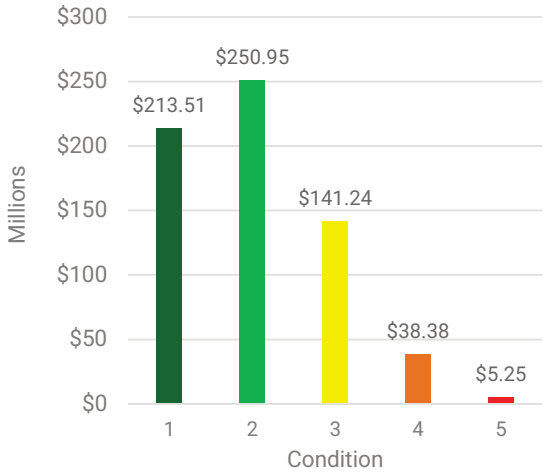
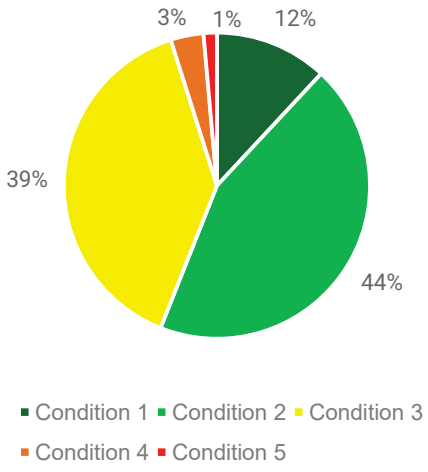



Figure 6 – State of Building and Aquatic Assets Snapshot as at FY2025

| $19.92M | 2,591 | $280k | 2.4 out of 5 |
|---|---|---|---|
| Asset Value Modelled | Asset Component Quantities | Backlog Value | Average Condition (Asset Health) |

Land Improvement Asset Component Condition Distribution




Land Improvement Condition Distribution by Replacement Value

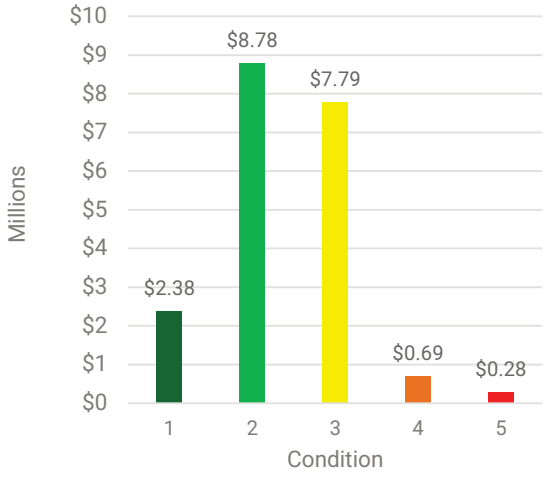



Figure 7 – State of Building Land Improvement Assets Snapshot as at FY2025

Building asset condition audits and inspections were carried out by Council consultants in 2023 with asset data updated within the asset register. Since these inspections further updates have been made to reflect improvements to the asset condition data as a result of capital works undertaken in 2023 (post inspections) and 2024.

Council's building assets (inspected at the component level) are estimated to be in good condition as shown in Figure 6, with 72% in good or better condition. The average network portfolio condition is 2.2 out of 5.

Council's building land improvement assets are estimated to be in good condition as shown in Figure 7, with 66% in good or better condition. The average network portfolio condition is 2.4 out of 5.

Figure 8 provides a condition snapshot of Council's building asset components by function. Notably, the Caretaker Residence appears to have the highest proportion of components in Condition 5 (very poor), at around 30%, followed closely by Residential (also near 30%) and Commercial Lease (around 20%). Meanwhile, Operational, Administration, and Storage properties each have roughly 40% or more of their components in Condition 3 (fair) or worse. By contrast, categories such as SES, Carpark, and Childcare-related buildings show larger proportions in Condition 1 or 2, indicating relatively better overall states.

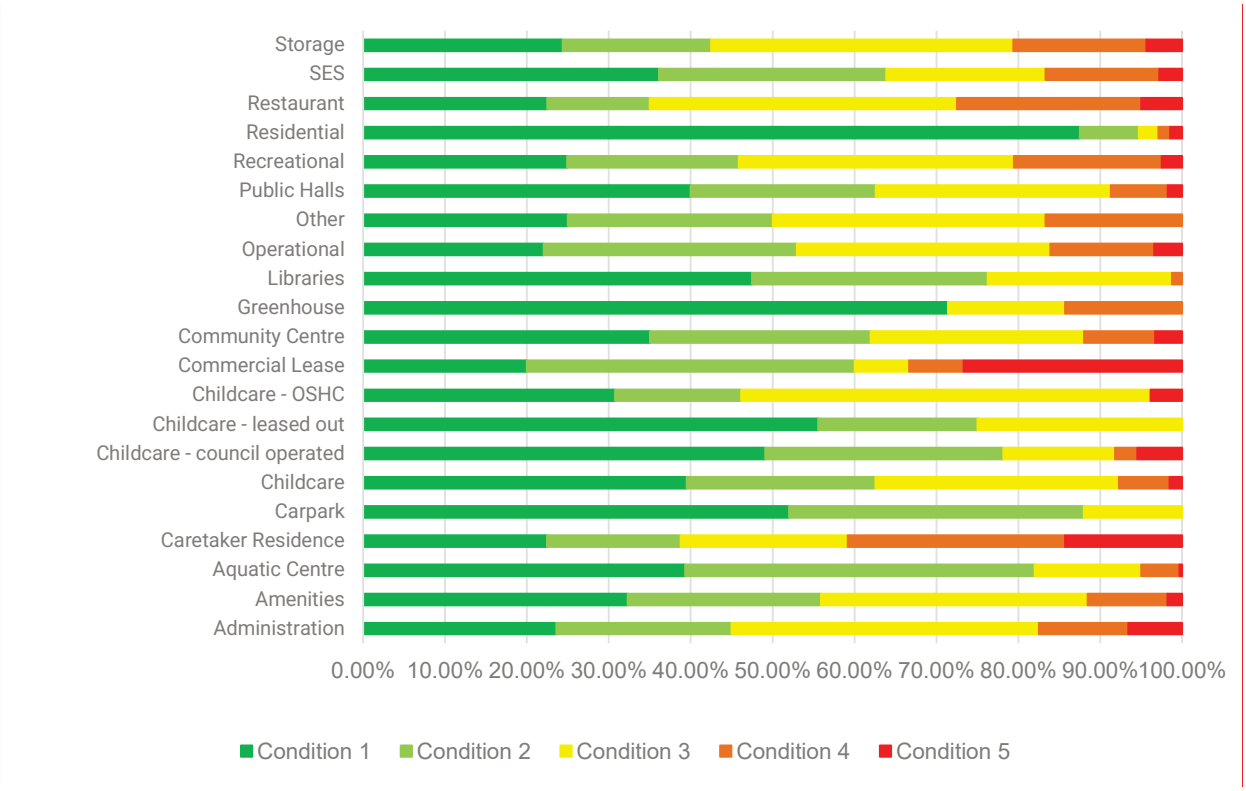


Figure 8 – Building Component Condition Distribution by Asset Function as at FY2025

Changing patterns of use and demand with differing maintenance practices and techniques have resulted in a complex network of buildings in varying conditions.

Figure 8 shows that several buildings already have a significant portion of components in poor condition, indicating they will need repair or replacement sooner rather than later. Planning for the next 10 years is essential: if Council delays spending on maintenance or renewals, these assets will likely deteriorate further and become more expensive to renew. A proactive approach to invest in these assets nearing the end of their asset health now will mitigate long-term costs and preserves current service levels.

### 2.2.4 Condition Assessment

Council has formally documented a detailed building condition assessment manual that has been used to assess the building network condition in 2023. The Building Service Framework provides further information on the methodology for rating and assessing the condition/performance of these assets.

Typically, network wide condition assessments are undertaken on a three-to-five-year cycle (coinciding with the financial revaluations) and used to identify where building asset components are within their defined useful lives at any given point in time. The latest condition audit covering all buildings that Council is responsible for was completed in 2023.

The condition rating system, which has been normalised for the purposes of this PAMP is summarised in Figure 9, based on IPWEA Practice Notes.


Figure 9 – Asset Condition Rating Guidelines

## 2.3 Lifecycle Management

Lifecycle management of Council's building assets ensures assets remain functional, sustainable, and aligned with community needs. This involves planning for acquisition, maintenance, renewal, and disposal based on condition assessments and service demands.

Some of the Key Actions for Lifecycle Management detailed in the PAMP include:

- Implement data-driven decision-making using property condition assessments to guide asset renewal and upgrades.
- Ensure proactive disposal and repurposing of underutilised properties in line with Council's Land and Property Strategy (LPS 2019) objectives.
- Enhance sustainability in property management, adopting energy-efficient designs and adaptive reuse strategies.
- Align financial planning with long-term funding strategies set in the LPS.

By integrating these elements, lifecycle management will not only maintain asset quality but also optimise property use, financial sustainability, and community benefit.

### 2.3.1 Operations & Maintenance Plan

Operations activities can be described as activities that are delivered on a day-to-day basis necessary to meet levels of service delivery requirements. Operational activities can

include service delivery items such as security key/lock updates, 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 building portfolio. Council addresses the repairs and maintenance of these faults (e.g. leaking tap or damaged window or section of carpet) on the basis of defined intervention levels and response times. The intervention level defines the condition, state or risk level associated with an asset/component, i.e. the point in time at which the asset is considered to be below an acceptable level of service where maintenance is scheduled as soon as the asset reaches this point.

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

For the Levels of Service delivered on a day-to-day basis (i.e. responding to customer requests for maintenance faults and responding to localised asset failures), these intervention levels7 are currently documented in Council's maintenance management system. At present, Council considers that these current operations and maintenance service levels meet the community's needs and expectations.

As part of the 2022 Improvement Plan, Council has commenced a formal review of these operations and maintenance activities which are being formally documented in a Building 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 a building's roof cladding or replacing the floor coverings, 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 building assets for inclusion in their capital works program will be documented in a Building Service Framework.

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

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

### 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 extends the capacity of an existing asset, to provide higher levels of service and/or meet changes in asset resilience requirements. Upgrade/expansion is different to renewal/replacement which only improves the degraded service capability within the boundaries of the original designed capability.

Building upgrades are usually undertaken where the building 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 building's capability of catering for the current and near future user numbers and also assesses the buildings' ability to be adapted or reconfigured to provide for changing user needs and service requirements (such as a building originally used as a senior citizens building to now providing maternal child and health services).

Typically, upgrade/expansion works are identified from a combination of methods which include Councillor and/or community requests, project candidates identified via Council's Community Asset Needs Strategy or identified via other Strategic Plans and/or from building condition audits.

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

| Criteria |
| --- |
| Works proposed are referenced in or support the Council Plan. |
| Works proposed have been listed, endorsed or identified from Council's Community Asset Needs Strategy or others such as Strategic Plans and Master Plans. |
| Works proposed will enhance the quality of service to community. |
| Works proposed are required due to risk, legislative and/or to mitigate contractual risks. |

| Criteria |
| --- |
| External funding provided or available and total lifecycle costs are considered to not adversely impact future budgets. |

Table 5 – Building Priority Ranking Criteria

Presently, there are plans to spend approximately $50.9 million[8] over the following 10 years to upgrade Council's buildings 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. Typically, new building asset candidates are identified from a combination of methods which include development application consent conditions, Councillor and/or community requests, project candidates identified via Council's Community Asset Needs Strategy (CANS) or identified via other Strategic Plans and/or from building condition audits.

It is envisaged that Council will acquire from developers 6 units and 24 car spaces as part of the redevelopment of the former RSL site.

### 2.3.5 Disposal Plan

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

At present, there are no plans to dispose of any building assets. However, Council is currently in the process of developing a Long-Term housing strategy which aims to review if there are opportunities to rationalise some of its current depots and administration centres.

## 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

[8] 2025-2035 10 Year Capital Program February 2025 Version

held regularly and chaired by the Director Infrastructure. As part of the 2022 Improvement Plan, the development of an Asset Management Responsibility Assignment Matrix is currently underway. This matrix, which will detail the organisational relationships and lines of responsibility regarding asset management over the asset lifecycle, is planned to be implemented progressively over the life of this AM Plan.

# 3 Levels of Service

## 3.1 Social Infrastructure Planning

Council provides over 100 services, where our building assets support the provision of services such as libraries, recreational facilities like aquatic centres, community centres and children & family services. A service centric approach starts with determining what services we need and then connecting assets to those services. It ensures that our assets are in the most appropriate locations for future community use, that they are functionally adequate for future demographics and consider demand and Council's vision. It also ensures that there is a clear prioritisation of capital and maintenance based on criticality of the service and considers repurposing, redundancy or relocation of services when balancing future budgets.

In 2021, Council completed the Inner West Community Asset Needs Strategy (CANS) 2021-2036. The strategy provides an assessment of community asset needs based on a range of indicators (refer to Figure 10) to identify priorities for existing and future community asset needs to 2036.


Figure 10 – CANS Needs Indicator Diagram

The CANS is also one of the key documents that will inform the new IWC contributions plan that will enable IWC to levy appropriate developer contributions for community asset investment (land and infrastructure) to meet the needs of the Inner West LGA over a 15-year time frame. This includes the needs of residents, businesses/workers (who may also be residents of the Inner West LGA) while also having some consideration for visitors.

In addition, Council also has a Land and Property Strategy (LPS) developed in 2019 to ensure the community's assets are being properly managed and protected for the long-term best interests of the community.

The CAN, the LPS and this PAMP 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** (CANS) - Determining the size, footprint and numbers of buildings needed to service current and future demand;
- **Asset Performance** (LPS) – provides a framework to ensure equity, consistency, accountability and transparency in Council's property asset decision-making; and
- **Asset Performance** (PAMP) - 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 survey9, which was conducted in 2024 offers Council a long-term measure of how they are performing.

The community's satisfaction with the provision of Council managed buildings and facilities, such as swimming pools, community centres, childcare services, libraries, and heritage buildings, remains positive. Satisfaction in these areas has shown improvement since 2017, with 2024 survey data indicating that residents are generally satisfied with the services provided. The importance of these services is high, particularly for pools and childcare services (around 83%), with satisfaction levels ranging from 75% to 80%. Despite their importance, there remains room for improvement in areas like the upkeep of civic buildings and the renovation of heritage sites, where satisfaction levels are slightly lower, hovering near 70%.

Figure 11 illustrates the satisfaction with Council's overall performance between 2017 to 2024.

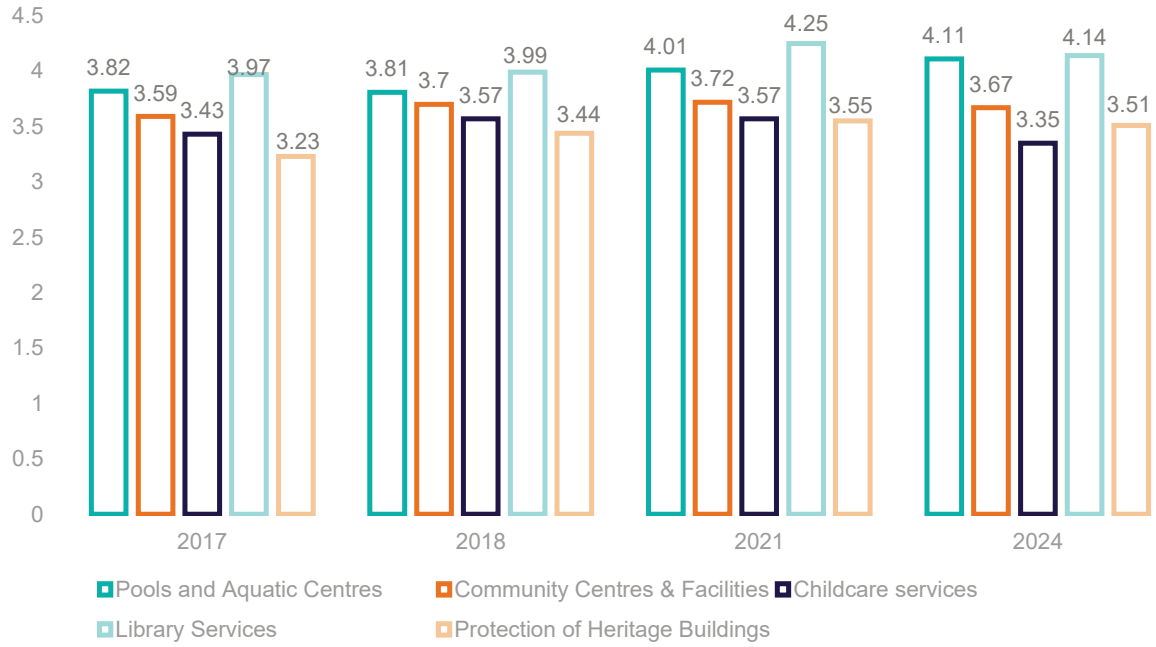



Figure 11 – Inner West Community Satisfaction Survey Overall Performance

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

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

The funding commitments detailed in this PAMP reflect Council's ongoing commitment to maintaining and upgrading building infrastructure to meet community needs. While building-related services have remained relatively stable in satisfaction since 2021, there is an opportunity to improve outcomes, particularly through better management of aged or under-utilised buildings. Targeted investment in asset upgrades, more frequent condition assessments, and timely maintenance will help preserve functionality, extend asset life, and improve service levels.

A key area for improvement is communication and transparency. Community feedback consistently highlights a desire for clearer information and greater influence over Council decisions, yet satisfaction in this area remains low. Addressing this through proactive engagement, transparent reporting, and regular updates on building projects and priorities will strengthen community trust.

By combining effective building management practices with improved communication, Council can increase satisfaction with its building services and demonstrate its commitment to meeting both current and future community expectations.

| Strategic Direction (SD) | CPS Strategy | How CSP outcomes and strategies are addressed in PAMP |
|---|---|---|
| SD1.3 – Healthy waterways | Implement water-sensitive policies, plans and projects. | Where possible, Council facilities when renewed will be designed to utilise grey & harvested water to minimise reliance on potable water. Additionally, stormwater management considerations will be integrated into property planning, including permeable surfaces, rain gardens, and Water-Sensitive Urban Design (WSUD) principles to reduce runoff and enhance sustainability. |
| SD1. - Zero emissions | Implement strategies to reduce and mitigate greenhouse gas emissions.<br>Build local resilience and adapt to climate change. | Where possible, Council facilities when renewed will be designed to utilise solar power to reduce our carbon footprint. Further, new and upgraded buildings will incorporate passive design principles, energy-efficient upgrades, sustainable materials, and improved insulation to enhance resilience and reduce environmental impact. |
| SD4.1 – Welcoming, connected and inclusive | Build inclusivity, resilience and participation in community life | Provision of community facilities that are fit for purpose, accessible, safe, and well-maintained. Asset management will prioritise DDA compliance, sensory-friendly spaces, and multi-use community areas to promote inclusivity and engagement across diverse community groups. |
| SD4.2 – Health and active | Provide facilities, spaces and programs for participation in active recreation.<br>Provide and support community services and centres. | Provision of community facilities that are fit for use and purpose, accessible, safe, and well-maintained. Infrastructure upgrades will include sports field lighting, improved seating, and upgraded change rooms to enhance accessibility and encourage active recreation. Facilities will be designed and built to accommodate growth, diverse needs, and future flexibility. |
| SD4.3 – Lifelong learning | Provide quality children's education and care services.<br>Provide libraries and technology. | Provision of modern, accessible, and well-equipped libraries, learning hubs, and childcare facilities to support lifelong learning. Asset renewal programs will ensure education spaces remain up to date with technology advancements, adaptable layouts, and inclusive design features to support evolving community learning needs. |

Table 6 - Council's Strategic Directions and how these are addressed in this Plan

## 3.3 Strategic and Corporate Goals Alignment

This PAMP 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 PAMP are detailed in Table 6.

## 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 PAMP.

Table 7 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 Building & Property assets | As the designated Strategic Custodian of property assets, responsible for the overall management of the assets from planning, design, maintenance, capital works and monitoring and updating the plan and ensuring its outcomes are realised to achieve the levels of service being required from utilisation of the assets; |
| Engineering Department | Maintaining Council's asset registers and performing strategic predictive modelling analysis works to inform Council's Long Term Financial Plans and Capital Works Program. Responsible for coordinating the development and implementation of asset management processes and frameworks within the Council. |
| Finance Department | Ensuring that the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating |

| Stakeholder Group | Role or Involvement<br>asset depreciation in compliance with current Australian accounting standards, AM, GIS support and admin. |
|---|---|
| Maintenance Department (Internal) | To ensure provision of the required/agreed level of maintenance services for asset components. |
| Information Technology Managers | To ensure that the relevant IT systems are functioning and that any data within the systems are secure, and its integrity is not compromised. |
| Risk Managers | To ensure that risk management practices are conducted as per Council policy and assist operations managers with advice on risk issues. |
| Internal Auditors | To ensure that appropriate policy practices are carried out and to advise and assist in improvements |
| **External Stakeholders** | |
| Community | General users of the various facilities. |
| Community User Groups | Users of facilities that have been dedicated to the provision of a specific service (e.g. Clubs, Child Care, Senior Citizens). |
| Service Providers | Those external bodies or agencies that provide services to the community utilising council owned buildings & facilities. |
| Maintenance Personnel (contractors) | To ensure provision of the required/agreed level of maintenance services for asset components. |
| Utility Service Providers | Agencies that provide utility services such as electricity, gas, water, sewerage and telecommunications necessary to facilitate services from a building. |
| State & Federal Government Depts | Periodic provision of advice, instruction and support funding to assist with management of the drainage network. |
| Council's Insurer | Insurance and risk management issues. |

Table 7 – 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 building services include:

| Legislation | Requirement |
|---|---|
| Local Government Act 1993 | Sets out the role, purpose, responsibilities and powers of local governments. The purposes of this Act are as follows:<br>a) to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales,<br>b) to regulate the relationships between the people and bodies comprising the system of local government in New South Wales,<br>c) to encourage and assist the effective participation of local communities in the affairs of local government,<br>d) to give councils:<br>• 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<br>• the responsibility for administering some regulatory systems under this Act<br>• a role in the management, improvement and development of the resources of their areas,<br>e) to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities.<br>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. |
| Local Government Amendment (Planning and Reporting) Act 2009 | Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. |
| Local Government Act – Annual Reporting Section 428(2)(d) | A report of the condition of the public works (including public buildings, public roads and water sewerage and drainage works) under the control of Council as at the end of that year; together with<br>• An estimate (at current values) of the amount of money required to bring the works up to a satisfactory standard; and<br>• An estimate (at current values) of the annual expense of maintaining the works at that standard; and |

| Legislation | Requirement |
|---|---|
| | • The Council's programme for maintenance for that year in respect of the works. |
| Disability Discriminations Act, 1992 | The Disability Act establishes a framework for providing support and services to people with disabilities throughout New South Wales. |
| 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.<br>The Regulations are derived from the Act and contain, amongst other things, the requirements relating to building permits, building inspections, records of maintenance inspections and service & repair works for essential safety, occupancy permits, and enforcement of the Regulations and maintenance of buildings.<br>The Regulations call up the BCA as a technical reference that must be complied with. |
| Building Code of Australia (BCA) | A uniform set of technical provisions for the design and construction of buildings and other structures. It is fully performance based and allows for state variations to provide additional requirements or cater for specific community expectations. A performance-based approach defines the way of achieving a specified outcome without prescribing a particular method. This code has direct relevance for building maintenance, renewals and upgrades. |
| 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. |
| Environmental Planning and<br>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. |

| Legislation | Requirement |
|---|---|
| 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 Plan | 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. |
| Residential Tenancies Act 2010 | This legislation defines the roles, responsibilities and obligations of landlords and tenants with respect to lease and hire of buildings. |

Table 8: Legislation Relevant to Management of Building Assets

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

| Regulation / Standard / Guide | Requirement |
|---|---|
| Integrated Planning and Reporting (IP&R) framework | All councils in NSW are required to work within the IP&R framework to guide their planning and reporting activities.<br>IP&R provides a pathway for elected representatives to:<br>• work directly with their community to identify long-term priorities for local identity, growth and lifestyle;<br>• understand the range of services the community wants, the service standards they expect and the infrastructure that will be required;<br>• report to the community on their success in achieving these goals; and<br>• be assured that their council is meeting planning, consulting and reporting requirements under other laws. |
| Environmental Planning and Assessment Regulation 2000 | Fire safety systems are required in commercial, industrial & public buildings to ensure the safety of occupants in the event of a fire or emergency.<br>The Act includes provisions relating to fire safety and matters concerning the Building Code of Australia (Part 9). |
| ISO 55000 Suite, 2014 | The International Organization for Standardization's *ISO 55000:2014 Asset Management* (ISO 55000) provides a global guide to better practice in asset management, including asset information management.<br>ISO 55000 specifies that entities should align information requirements to asset management needs and risks, along with requirements for collecting, |

| Regulation / Standard / Guide | Requirement |
|---|---|
| | managing, evaluating, and ensuring consistency and availability of information for asset management decision-making. |
| Australian Accounting Standards Board (AASB) | Provides direction and guidance on the financial and reporting expectations of entities, to ensure a consistent approach to accounting records. The following regulations apply to Council:<br>AASB 116 Property, Plant & Equipment – prescribes requirements for recognition and depreciation of property, plant and equipment assets.<br>AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not more than their recoverable amounts.<br>AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated.<br>AAS 1001 Accounting Policies – specifies the policies that an organisation is to have for recognition of assets and depreciation.<br>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<br>AAS 1015 Accounting for the acquisition of assets – method of allocating the value to new assets on acquisition. |
| All other relevant Australian Standards | AS/NZ Standards such as 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 9: Regulations & Standards Relevant to Management of Building 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 10: Policies Relevant to Management of Building Assets

## 3.6 Level of Service

It is considered that this PAMP has improved the level of sophistication in the documentation of the levels of service that will be delivered by Council's building assets. The levels of service delivered by Council's buildings have been documented considering the expectations of Council's residents/customers. This has required a clear understanding of customer needs, expectations and preferences that will be explored in this Section and continually reviewed and updated as required in future PAMP 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; and
- 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; and
- 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 PAMP 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; and
- Technical Levels of Service have been defined for each of the following:
- New asset – If Council provides new Building 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 buildings assets, components and/or land improvement items, what design and maintainability standards shall apply to make them meet Council's strategic outcomes; and
- 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 PAMP are detailed as follows:

| Key Performance Measure | Level of Service | Performance Measure | 2021 Performance | 2024 Performance |
|---|---|---|---|---|
| COMMUNITY LEVELS OF SERVICE | | | | |
| **Safety** | Legislative Compliance Ensure all Council buildings comply with all relevant regulatory requirements | Regular Compliance Audits including:<br>AFSS (Annual Fire Safety Statements)<br>Backflow testing<br>TMV's testing<br>Emergency Lighting and Exit Signs audits | Data to be collected. | Data to be collected. |
| **Safety** | Buildings are routinely inspected for hazards and risk | No. of reportable incidents due to building defects per year <= 2 | Data to be collected. | Data to be collected. |
| **Safety** | Legislative Compliance - Asbestos | An up-to-date Asbestos Register is available for each building in accordance with the applicable Occupational Health and Safety Regulations. | Data to be collected. | Data to be collected. |
| **Quality** | Well maintained and suitable Buildings | <4.000 requests per annum in relation to maintenance requests. | 3,787[10] | 3,977[11] |
| **Quality** | Heritage Preservation | Each Council building listed on the NSW Heritage Register is preserved and maintained per its Conservation Management Plan. | Baseline audit yet to be undertaken. | Baseline audit yet to be undertaken. |

[10] Data from July 2020 to June 2021

[11] Data from 2024 WO Calendar Year

| Key Performance Measure | Level of Service | Performance Measure | 2021 Performance | 2024 Performance |
|---|---|---|---|---|
| **Availability and Accessibility** | Building assets will be available and accessible during normal operating business hours | 95% Compliance. In the instance where a building 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. | Data to be collected. | Data to be collected. |
| **Customer Satisfaction** | Building assets meet community needs | >=3.5 community survey satisfaction score | | |
| | | Pools and Aquatic Centres<br>Community Centres & Facilities<br>Childcare services<br>Library Services | 4.01<br>3.72<br>3.57<br>4.25 | 4.11<br>3.67<br>3.35<br>4.14 |
| **Environment** | A commitment to continually improve environmental efficiencies, reduce dependence on foreign oil and fossil fuels that emits greenhouse gases and promote sustainability | Reduction in power consumption by using solar panels and LED lighting.<br>All high use energy consumption buildings will be fitted with solar panels and LED lighting by 2030, wherever possible. | Baseline audit yet to be undertaken. | Baseline audit yet to be undertaken. |
| **Utilisation** | Buildings are used to their full potential (high volume service provider) | Annual assessment of usage levels and buildings used within capacity | Baseline audit yet to be undertaken. | Baseline audit yet to be undertaken. |

Table 11 - Customer Levels of Service

Over time these standards and levels of service will be further enhanced and may differ between customer segments and between buildings.

It is therefore important to consider for future PAMP revisions, if different customer groups need to be identified and if the results of future customer surveys need to be aggregated by customer types.

### 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 property types it has been determined that different standards are necessary for different building functions. For example, the service provided at an operational building would be lower than that provided by a library or childcare facility. Each of the properties within Council's building portfolio has been assigned to one of these five categories as documented in Table 16 - Asset Criticality for Buildings.

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

| Key Performance Measure | Level of Service | Performance Measure | 2021 Performance | 2024 Performance |
|---|---|---|---|---|
| TECHNICAL LEVELS OF SERVICE | | | | |
| **Accessibility** | Facilities comply with relevant minimum accessibility standards relative to building function | Compliance of available facilities with current standards relative to building function | 95.5% | 95.5% |
| **Condition** | **Asset Criticality 4 and 5** - Condition assessment of Building network every 3-4 years | Average network condition <= 2.5 out of 5 and with < 5% of stock in condition 5. | 1.8 out of 5<br>0.01% in condition 5 | 2.1 out of 5<br>1.4% in condition 5 |
| | **Asset Criticality 1 to 3** - Condition assessment of Building network every 3-4 years | Average network condition <= 3 out of 5 and with < 10% of stock in condition 5. | 2.0 out of 5<br>0.30% in condition 5 | 2.4 out of 5<br>1.4% in condition 5 |

Table 12 - Technical Levels of Service

# 4 Future Demand

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

## 4.1 Demand Drivers

Drivers affecting building assets demand include factors such as population change, changes in demographics, technological changes and environmental changes. Building assets within the Council area must serve both the local resident population needs as well as the commuter and visitor needs.

## 4.2 Demand Forecasts

The current state and future demand for Council-owned community facilities and buildings are summarised in Table 13. This analysis considers not only population growth but also evolving demographic trends, changing community expectations, and emerging sustainability and technology initiatives.

| Demand Factor | Present Position12 | 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. | Population growth will increase demand for community buildings and facilities, requiring scalable and flexible designs that accommodate higher usage for community events, health services, recreation, and cultural programs. Expansion plans must prioritise multi-use spaces to maximise efficiency in high-density environments. |

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

| Demand Factor | Present Position12 | Impact on Services |
|---|---|---|
| Changing Demographics and Community Needs | The Inner West has a growing proportion of older adults (70–84 age group) and young families (25–49 age group), along with a highly educated and culturally diverse community. | Facility design must adapt to accommodate ageing populations (improved accessibility, aged-care services) and family-friendly spaces. Public buildings should support community engagement, social cohesion, and diverse cultural activities. |
| Utilisation Patterns and Community Engagement | Community centres and public buildings experience high utilisation, particularly for cultural events, recreational programs, and social services. However, some facilities show lower engagement due to accessibility or outdated designs. | Future planning must ensure facilities remain relevant and inclusive, incorporating digital connectivity, hybrid service models, and flexible layouts to support changing community expectations. |
| Sustainability and Energy Efficiency | The Council is prioritising energy-efficient retrofits, but many older buildings still require upgrades to meet modern sustainability standards. | Incorporating green building materials, solar panels, and energy-efficient systems during refurbishments will reduce operating costs and improve environmental performance, ensuring long-term financial and ecological benefits. |

Table 13 - Demand Factors, Projections and Impact on Services

The analysis indicates that the demand for community facilities and buildings in the Inner West is set to grow alongside population increases and evolving community needs. A combination of demographic change, rising expectations for flexible and sustainable spaces, and heightened climate risks is driving the need for more adaptable, energy-efficient, and resilient community assets.

By integrating these factors into the asset management strategy, Council can ensure that its facilities remain fit for purpose, support vibrant community engagement, and continue to deliver high-quality services 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 14 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 building 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 building designs for example lights can incorporate energy efficient and sustainable practices. |
| Solar Power | Installation of buildings with solar power panels will reduce greenhouse gas emissions. |
| Asset Information System | Improved information systems for mapping, recording information and managing assets. Adjustment of the building inspection regime to match the amount of public usage and deterioration on certain components for example kitchen and toilet fitouts and floor coverings. |
| Material | Moving away from timber especially CCA treated products to materials with a longer asset life such as recycled plastic. |

Table 14 – 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 building projects. There will be changes to asset management technology, in particular the monitoring and data collection roles. These upgrades in technology may require consideration of modifications to service levels as and when appropriate.

## 4.4 New Assets from Growth

At present, the Council's portfolio of buildings, including community facilities, libraries, administrative offices, and recreational centres, is well established and integral to service delivery across the region. While the existing building stock meets current community needs, evolving demographics, technological advances, and shifting community expectations necessitate ongoing enhancements and strategic acquisitions.

Over the next 10 years, Council envisages expanding its building portfolio through a combination of direct construction, strategic partnerships, and contributions from State Government or private developers. Priority will be given to assets that are flexible, energy efficient, and resilient, to accommodate diverse community functions. Key focus areas include:

- Multi-Use community facilities: Upgrading and designing buildings that support a broad range of activities—from cultural and recreational programs to digital and hybrid service delivery—ensuring they remain adaptable to future community needs.
- Sustainable and resilient designs: Incorporating state-of-the-art sustainability technologies and resilient design principles to improve energy efficiency, reduce environmental impacts, and safeguard against the impacts of climate change.
- Modernised amenities and infrastructure: Enhancing existing assets with contemporary amenities and improved accessibility features to better serve an increasingly diverse and ageing population.

The precise scope, cost, and locations of these new assets have yet to be fully determined. As new growth and community development areas are identified, Council will continue to assess and update community building needs through ongoing engagement, detailed studies, and master planning initiatives. These findings will be integrated into future revisions of the PAMP to ensure that the portfolio remains aligned with best practices and evolving service delivery requirements. Council will also seek to negotiate with developers to provide more affordable housing with the management of these properties outsourced.

It is also important to acknowledge that acquiring, expanding, or upgrading building assets will lead to increased annual commitments for operational and maintenance funding. These investments are essential to ensure that the enhanced assets deliver consistent, high-quality service over their entire lifecycle, supporting Council's long-term goals for community well-being, sustainability, and resilience.

## 4.5 Demand Management Plan

The demand for building assets at Council will increase proportionally with the predicted population growth and predicted demographic changes. This is also in line with the community expectation where the provision of swimming pools and aquatic centres, community centres and facilities, childcare services, libraries and protection of heritage buildings is of importance to the community.

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 15. Further opportunities will be developed in future revisions of this PAMP.

| Service Activity | Demand Management Plan |
|---|---|
| Increase in demand for all services | • Encourage sharing of existing buildings to maximise the utilisation allows planning for optimum use of all buildings.<br>• Review existing facilities to ensure continuing suitability.<br>• Regularly review the CAN to identify areas and assess needs.<br>• Document a Social Infrastructure Plan framework that will drive future CAN reviews. |
| Improved access to services required | • Upgrade existing building access over time and ensure new or upgraded buildings are Disability Discrimination Act compliant. |
| Increased need for maintenance and renewal costs | • Review and document levels of services after consultation with the Service Managers and the community.<br>• Incorporate total asset lifecycle costings into asset management.<br>• Procure large services contracts to get better economies of scale to minimise costs. |
| Changing service needs and changing building requirements, particularly relating to accessibility. | • Plan new projects to incorporate best practice and review compliance and accessibility needs for existing sites. Prioritise upgrade projects which have the most positive impact. |
| Community expectations | • Monitor community expectations through annual and targeted community surveys or deliberative engagement. |

Table 15 - Demand Management Plan Summary

# 5 Risk Management Planning

## 5.1 Asset Criticality

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

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

Assets are evaluated using two key Criticality Factors:

- Connectivity and Access – Determines the importance of the asset in delivering community services.
- Health & Safety – Assesses the risk and impact of asset failure on public safety and emergency preparedness.

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

| Criticality | Description | Example Building Type |
|---|---|---|
| 5 – Extremely Critical | Assets that are essential for public safety, emergency response, and high community usage. Their failure would result in catastrophic consequences or extreme service disruptions. | Large Community Centres, Libraries, Aquatic Centres, Emergency Response Facilities, Adventure Playgrounds, High Retaining Walls, Jetties |
| 4 – Critical | High-importance assets that play a key role in community services and emergency preparedness. Their failure would significantly impact service delivery or pose high risks. | Sports Pavilions, Affordable Housing, Mechanics Workshops, Water Parks, Public Lighting, Fencing |
| 3 – Moderately Critical | Assets that provide essential community functions but are not critical to emergency response. Their failure would have moderate service disruption or safety risks. | Clubrooms, Public Halls, Recreational Facilities, Childcare Centres, Stormwater Pits, Paved Areas |

| Criticality | Description | Example Building Type |
|---|---|---|
| 2 – Partially Critical | Assets with lower public service demand and minimal safety concerns. Their failure would cause minor disruption. | Storage Facilities, Utility Buildings, Public BBQs, Benches, Shelters, Public Artwork, Pergolas |
| 1 – Non-Critical | Minor structures with negligible community impact and no emergency relevance. Their failure would not disrupt services. | Garages, Sheds, Miscellaneous Structures, Waste Facilities, Subsoil Drainage |

Table 16 - Asset Criticality for Buildings

## 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 12.


Figure 12 – Risk Management Process, Source: ISO31000:2018

## 5.3 Risks Assessment

Council has developed an asset criticality rating, 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 PAMP revision, an assessment of risks associated with service delivery from Council's building 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 17.

| Service or Asset at Risk | What Can Happen | Risk Rating | Risk Treatment Plan | Residual Risk | Treatment / Costs |
|---|---|---|---|---|---|
| Childcare facilities | Closure of facilities and alternate care requirements for infants. Failure to provide Service Delivery | High | Ensure facilities are maintained and comply with relevant Legislation and Australian Standards. | Medium | Routine maintenance and inspections are carried out. Reactive maintenance requests are reviewed and actioned within appropriate time frames. |

| Service or Asset at Risk | What Can Happen | Risk Rating | Risk Treatment Plan | Residual Risk | Treatment / Costs |
|---|---|---|---|---|---|
| Tempe Leachate Treatment Plant | Environmental Pollution | High | Ensure that the leachate plant is able to operate at full capacity as required.<br>Undertake regular & routine maintenance of the leachate treatment system. | Medium | On-going operational and maintenance expenditure of approximately $270K per annum. |
| All Buildings | Fire | High | Ensure that all Council buildings comply with relevant Legislation and Australian Standards relating to Fire Safety & Evacuation Procedures. | Medium | Undertake annual fire equipment maintenance and building fire certification using annual operating budgets. Seek additional capital funds to support any identified additional requirements.<br>Estimated cost per annum $25k. |
| All Buildings | Electrical Fault/ Electrocution | High | Any known electrical faults and deficiencies are repaired as a High Priority.<br>Regular Tagging & Testing of Electrical equipment in hostile environments to comply with requirements of Australian Standards.<br>Upgrade all switchboards and install Residual Current Devices (RCD's) on all power circuits (to meet WH&S requirement 1 Jan 2013). | Medium | Annual tagging and testing of equipment carried out by external service providers.<br>Estimated cost per annum $15k. |

| Service or Asset at Risk | What Can Happen | Risk Rating | Risk Treatment Plan | Residual Risk | Treatment / Costs |
|---|---|---|---|---|---|
| All Building | Structural Failure | High | Adopt a systematic inspection regime to regularly assess the structural integrity of critical building elements. | Medium | Undertake building asset inspections every 3 to 5 years. Estimated cost per inspection cycle $120k. |
| All Building | Flooding | High | Identify buildings that are impacted by severe flooding and plan for remediation works where possible and/or prepare evacuation plans. | Medium | Undertake analysis of critical impacts, building RLs and areas.<br>Costs to be determined. |

Table 17 – 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 levels[13]. 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.

[13] https://www.climatecouncil.org.au/resources/infographic-the-difference-between-1-5-and-2-degrees-warming/


Figure 13 – Climate Impacts due to Temperature Increases

Inner West is a highly urbanised area with a diverse portfolio of aged buildings, many of which were not originally designed to withstand current and future climate conditions, such as extreme heat, severe storms, and energy demands. Climate change, combined with increasing usage and service expectations, places added pressure on these assets. This necessitates targeted upgrades to improve energy efficiency, climate resilience, and adaptive use of building infrastructure.

As part of this plan, Council will explore opportunities to:

- Improve building design standards with a focus on passive cooling, ventilation, and insulation
- Incorporate renewable energy technologies, such as solar power
- Use climate-resilient materials and construction methods
- Enhance the sustainability of community facilities to reduce environmental impact

Embedding these strategies into long-term planning ensures that Council buildings continue to meet service needs while supporting broader goals for environmental sustainability, public health, and operational efficiency.

Council has undertaken several buildings and property infrastructure resilience initiatives, including Leichhardt Park Aquatic Centre (LPAC), Leichhardt Oval, Balmain Library & Town

Hall, Newtown Town Hall Pride Centre, Elkington Cottage Roof repairs, Leichhardt Depot buildings, Pratten Park Thirning Villa, King George Park Amenities.

### 5.4.1 Climate Change Impacts on Building Assets

The impacts of climate change on buildings varies depending on building type, construction age, design quality, materials used, and exposure to extreme weather events. Council must assess future climate risks, prioritise building upgrades, and implement adaptive asset management strategies to ensure facilities remain safe, functional, and sustainable.

| New Asset Description | Climate Change Impact | Asset Resilience Response |
|---|---|---|
| Increased UHI (increased temperature) | Increasing UHI will result in temperature increase which will decreases the life expectancy of the building material requiring Council to increase the renewal frequency. | Monitor and assess useful lives. |
| Operational Buildings and Depots | Disruption to services and operations during extreme weather events, including storm damage or power outages. | Install backup power systems and improve building envelopes to withstand storm events. Enhance emergency access, drainage, and communication systems. |
| Childcare and Learning Facilities | Sensitive user groups require temperature-controlled environments and good air quality, which are threatened by higher heat and air pollution. | Install indoor air quality monitoring systems, shaded outdoor play areas, and thermal comfort upgrades. Incorporate biophilic design to improve wellbeing and environmental performance. |
| Permeable Surfaces and Green Infrastructure | Higher urban temperatures and heat island effects accelerating evaporation rates and reducing soil moisture retention. | Expand the use of permeable pavements, vegetated swales, and rain gardens to increase natural infiltration, reduce heat impacts, and slow runoff. Increase tree planting along stormwater corridors to cool urban areas and reduce rapid water flow. |

| New Asset Description | Climate Change Impact | Asset Resilience Response |
|---|---|---|
| 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.<br>There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of building assets.<br>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<br>Investigate mitigation strategies<br>Introducing new resilient technology when renewing and upgrading facility 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.<br>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 building assets (Solar and battery storage solutions) |

# 6 Financial Summary

The provision of adequate financial resources ensures that Council's building assets are appropriately managed and preserved. Financial provisions below requirements impacts 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 building assets portfolio, by developing a predictive infrastructure models using Modelve's© modelling software.

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

## 6.2 Renewal Funding and Strategic Forecasting

By applying defined criteria and logic within predictive modelling software, it is possible to forecast the future condition and renewal needs of the buildings 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 14.The analysis focuses on renewal funding and upgrade, or expansion works identified via Councillor requests, known capacity issues, studies, and/or by Council officers.

As of 2025, the average condition of Council's building network is 2.1 out of 5, based on the standard asset condition rating scale (see Table 5 – Asset Condition Rating Guidelines). Predictive modelling confirms that the funding levels allocated in the current LTFP are sufficient to sustain the network and meet service delivery needs over the next 10 years. While the model forecasts a slight decline in average condition to 2.7 by 2035, this change reflects the condition degradation of assets in conditions good, transitioning to fair, and is not considered a cause for concern. The planned investment remains adequate to maintain overall functionality and service levels, with the network continuing to perform within acceptable condition thresholds.

The condition graph in Figure 14, illustrates the predicted results of the buildings asset 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 Council's building assets, addressing known issues and enhancing overall network resilience. In some cases, such as the Leichhardt Park Aquatic Centre (LPAC), funding has been allocated not solely due to asset condition but based on a comprehensive business case. This case identified the need for significant capital works on existing facilities and the opportunity to consolidate and improve buildings within the site to better meet current and future service needs. These targeted investments are expected to contribute to improved functionality and increased community satisfaction.

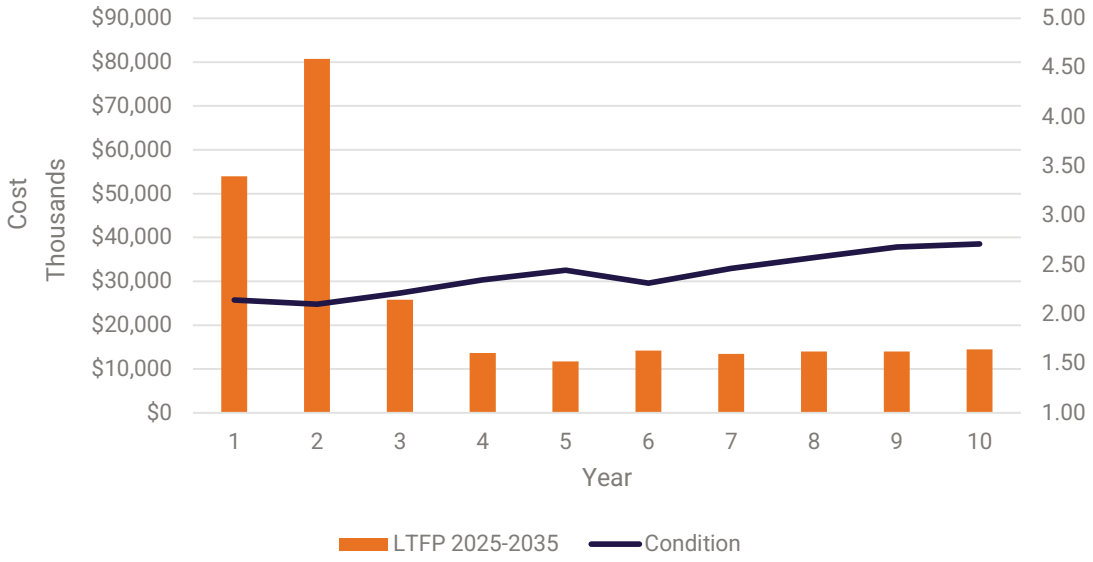



Figure 14 – Forecast 10-Year Capital Funding Analysis and Average Condition by Year

| 2025-26 ($,000) | 2026-27 ($,000) | 2027-28 ($,000) | 2028-29 ($,000) | 2029-30 ($,000) | 2030-31 ($,000) | 2031-32 ($,000) | 2032-33 ($,000) | 2033-34 ($,000) | 2034-35 ($,000) |
|---|---|---|---|---|---|---|---|---|---|
| **New/Upgrade Buildings**[14] | | | | | | | | | |
| $18,866 | $8,836 | $2,446 | $1,268 | $1,308 | $1,308 | $1,200 | $1,200 | $1,200 | $1,200 |
| **New/Upgrade Aquatic Centres** | | | | | | | | | |
| $3,976 | $6,400 | $1,697 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Renewal Buildings** | | | | | | | | | |
| $21,955 | $39,933 | $14,842 | $12,379 | $10,413 | $12,913 | $12,261 | $12,761 | $12,761 | $13,261 |
| **Renewal Aquatic Centres** | | | | | | | | | |
| $9,178 | $25,600 | $6,788 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total Capital** | | | | | | | | | |
| $48,444 | $40,866 | $11,968 | $13,646 | $9,721 | $12,221 | $11,461 | $11,961 | $11,961 | $11,961 |
| **Maintenance & Operational** | | | | | | | | | |
| $14,248 | $14,231 | $14,466 | $14,951 | $15,166 | $15,213 | $15,739 | $15,757 | $16,043 | $16,836 |
| **Total Expenditure** | | | | | | | | | |
| **$68,223** | **$95,000** | **$40,238** | **$28,597** | **$26,887** | **$29,434** | **$29,200** | **$29,718** | **$30,004** | **$31,297** |

Table 18 – Predictive Modelling Funding Options - Net Strategy Comparison

Council acknowledges that additional work is required to improve its understanding of future new and upgrade funding requirements, and this has been identified as an improvement item in this PAMP.

As part of the previous planning cycle, it was identified that additional investment was necessary to address key building performance issues. In response, these needs have been reflected in the current LTFP through increased funding allocations for both renewal and upgrade works.

In the interim, 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.

[14] This funding plan will be reviewed. As new information becomes available on new and upgrade needs from master plans and studies, 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 are shown in Table 19 – 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% | 55% | 56% |
| 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% | 72% (Buildings, Structures & Land Improvements)<br>85% (Aquatic Centres) | 72% (Buildings, Structures & Land Improvements)<br>82% (Aquatic Centres) |
| Maintenance Sustainability Ratio | Measures the level of maintenance funding spent per annum, as a % of asset replacement value on the asset portfolio. | Total maintenance funding per annum / Total Replacement Value, expressed as a percentage. | 2-4% | 2.9% | 2.5% |

Table 19 – 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 21 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 PAMP and risks that these may change are shown below.

| Key Assumption | Risk of Change to Assumption / Impact to Model |
|---|---|
| Building asset and component conditions reflect the assets current condition as at 2023. | Medium |
| The allocation of renewal funds has been based on the asset replacement costs developed as part of the valuations in 2023. | Medium to Low |
| Maintenance funding levels will be progressively increased to represent as a minimum, 2% of the asset base replacement value. | Medium |
| The funding needs for new &/or upgrade building assets will be identified via CANS and masterplans and funding sought from grants and/or developer contributions. As identified, these will be incorporated into future PAMP 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 Essential Safety inspections and maintenance contracts will not change. | Medium |
| Asset register currency pertaining to asset quantities. | Low |
| Network strategic condition inspections will be funded on a 3–4-year cyclic basis and incorporated into the Operational budget. | Low |
| Current human resource plan will not change in the near future. | Low |

Table 20 – Key Assumptions made in PAMP and Risks of Change

## 7.2 Improvement Plan

The Asset Management Improvement Plan which is set out in Table 21 below details the key improvement tasks. Completion of these tasks will improve Council's asset management capabilities for this asset class.

| Task No | Improvement Items | Responsibility | Timeline |
|---|---|---|---|
| 1. | Formally document the rule bases which reflect the policy decisions that Council employs to determine when they will select building assets for inclusion on their capital works program. | Facilities Manager & Senior Manager Capital Works & Strategic Investments and Property Manager | Jun-27 |
| 2. | Review and formally document the current operations and maintenance Levels of Service with regard to all building assets owned or maintained by Council. | Engineering Services Manager & Facilities Manager | Jun-28 |
| 3. | Progressively develop operations and maintenance management plans for key building assets (i.e. Marrickville Library, Balmain Town Hall) across the portfolio. | Facilities Manager | Jun-27 |
| 4. | 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. | Facilities Manager | Jun-29 |
| 5. | Ensure that new asset needs identified from the CANS, Land and Property Strategy and other studies are reflected in future PAMP and the LTFP. | Engineering Services Manager & Facilities Manager & Strategic Investments and Property Manager & Financial Partnering and Analytics Manager | On-going |
| 6. | Progressively incorporate Maintenance Schedules into existing leases as they fall due for renewal to identify asset lifecycle responsibilities. | Facilities Manager & Strategic Investments and Property Manager | On-going |
| 7. | Implement and schedule network wide building condition audit on a 3 yearly cycle to coincide with Council's building revaluation requirements. | Engineering Services Manager & Facilities Manager & Financial | On-going |

| Task No | Improvement Items | Responsibility | Timeline |
|---|---|---|---|
| | Consider the inclusion of capacity, functionality & utilisation assessments as part of the audit. | Partnering and Analytics Manager | |
| 8. | Explore opportunities for future community surveys to incorporate additional specific questions to the community regarding building assets, to identify and measure the importance and performance in delivering this service to the community. | Facilities Manager | On-going |
| 9. | Review financial forecasts annually as better data becomes available, update and submit any supporting budget bids. | Facilities Manager & Financial Partnering and Analytics Manager | On-going |
| 10. | Review resourcing plan to ensure adequate human resources are available to deliver this PAMP. | Director Infrastructure & Director Corporate & Director Planning | On-going |
| 11. | Ensure that information pertaining to building hierarchies and criticality are updated in Council's Asset Register. | Engineering Services Manager | Dec-25 |
| 12. | Update the register in real time based on asset handover process. | Engineering Services Manager | On-going |
| 13. | Document capacity, functionality & Utilisation assessment guidelines. | Engineering Services Manager | Dec-25 |

Table 21 – Improvement Actions

## 7.3 Monitoring and Review Procedures

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

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

## 7.4 Performance Measures

The effectiveness of this PAMP 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 PAMP; and
- Performance against the Asset Management Ratios.

| | | | |
|---|---|---|---|
| **Document** | **Asset Management Plan - Property (Buildings) 2025-2035** | | |
| **Custodian** | Director Engineering | Version # | Version 2 |
| **Adopted By** | June 2025 | ECM Document # | 40798564 |
| **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. |

INNER WEST

innerwest.nsw.gov.au