



Resourcing Strategy Asset Management Strategy 2025–2035

Adopted June 2025





Aboriginal and Torres Strait Islander Statement

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

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

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

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1. Executive Summary

This Asset Management Strategy (AMS) provides a comprehensive overview of how Council intends to manage its infrastructure assets over the next 10 years to ensure the sustainable delivery of services to the community. It outlines the current state of assets, identifies key risks and challenges, and sets out the financial and operational strategies required to maintain and improve Council's asset base.

The AMP supports Council's strategic direction under *Our Inner West 2041* and aligns with the principles of the Integrated Planning and Reporting (IP&R) framework. It integrates financial planning, community engagement, and long-term service delivery objectives to ensure that Council's assets continue to meet the evolving needs of residents, businesses, and visitors.

1.1. Context and Purpose

Community concern around the adequacy of infrastructure management has been well-documented, with national and state-level reports highlighting underinvestment in renewal, lack of condition data, and inadequate long-term planning. Council has taken a proactive approach to these challenges by participating in structured asset management improvement programs and undertaking regular condition assessments to better understand and manage its infrastructure portfolio.

The purpose of the AMS is to:

- Establish a clear strategic direction for managing Council's infrastructure assets;
- Improve decision-making by aligning asset planning with service outcomes;
- Ensure efficient and effective use of resources over the asset lifecycle;
- Support long-term financial sustainability and infrastructure resilience.

1.2. Portfolio Overview

As of 2025, Council owns and manages over 74,000 assets, ranging from roads, footpaths, playgrounds, public toilets and childcare centres to major civic, aquatic, and community facilities. The combined replacement value of these assets is estimated at \$2.6 billion.

Over the past four years, Council has undertaken comprehensive condition assessments of its entire infrastructure asset portfolio, excluding the stormwater drainage system for which a comprehensive audit is planned to commence in 2025/26.

The distribution of Council's asset portfolio by asset category and replacement cost used in the development of Council's strategic funding models, is shown below.

Asset Class	Replacement Cost ¹ Depreciable Assets (\$,000)	2025 Average Condition Between 1-5 ²	Last Condition Audit ³
Bridges	\$33,322	1.9 – Very Good	2022/23
Buildings	\$597,981	2.1 – Good	2022/23
Kerbs	\$228,654	2.8 – Good to Fair	2021/22
Parks and Sporting Grounds	\$193,802	2.2 – Good	2023/24
Seawalls & Wharves	\$88,365	2.4 – Good	2023/24
Pathways	\$271,640	2.6 – Good to Fair	2021/22
Sealed Roads & Carpark	\$401,317	2.5 – Good	2021/22
Stormwater Assets	\$190,150	2.2 – Good	2024/25
Traffic Management Devices	\$47,024	1.9 – Very Good	2021/22
TOTAL	\$2,052,255	2.3 – Good	

Table 1 – Distribution of asset portfolio by asset category and replacement costs (depreciable)

These inspections have provided updated information on asset safety, functionality, and compliance, which have been used to populate the asset register and inform renewal priorities. On average, our infrastructure assets are midway through their lifecycle, with condition ratings across the portfolio averaging 2.3 out of 5 (where 1 = Excellent and 5 = Very Poor).

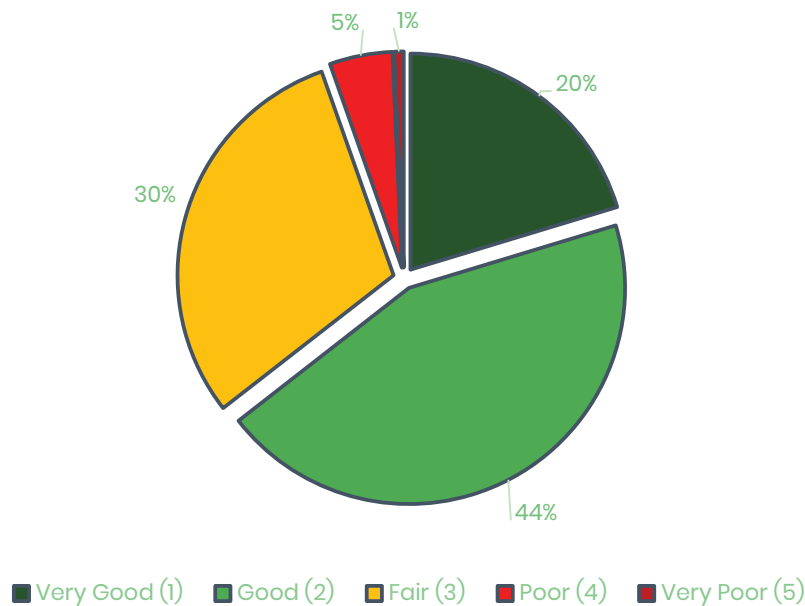


Figure 1 – Distribution of condition across all asset classes

¹ Asset values obtained from Council's Asset Registers in 2025 and excludes non-depreciable assets, such as formation

² Refer to Condition Grading Table

³ Intended condition inspection schedule to be undertaken every 4-5 years, noting stormwater camera inspections programmed for 2025/26

1.3. Challenges and Service Drivers

Council is navigating a number of ongoing and emerging challenges that influence how we plan, prioritise, and deliver our assets and services. These include environmental pressures, infrastructure ageing, population growth, changing community expectations, and financial constraints.

Understanding these challenges is critical to identifying risk areas and adapting our service delivery to ensure infrastructure remains fit for purpose, sustainable, and aligned with community needs.

1.4. Strategic Vision and Long-Term Goals

Council's vision is for its infrastructure assets to be:

“Fit for their intended purpose, safe, accessible, sustainable, and aligned with the evolving needs of our community.”

This vision is supported by both short-term (5-year) and long-term (20-year) goals. Key priorities include:

- Ensuring assets meet community service expectations;
- Integrating sustainability into asset renewal through life-cycle cost analysis;
- Improving equity of access and modernisation of under-utilised assets;
- Strengthening alignment with strategic planning and financial capacity.

1.5. Investment Principles and Funding Strategy

Over the next 10 years, Council's focus is on making responsible, forward-thinking asset investment decisions based on a holistic, lifecycle approach. This ensures that our assets continue to support quality of life, economic vitality, and environmental sustainability as the community grows and changes.

Examples of major projects that are transforming the Council include:

- The GreenWay will be opened later in 2025, with full completion projected for 2026/27 at a cost of \$38.5 million, providing an environmental and active travel corridor linking the Cooks River at Earlwood with the Parramatta River at Iron Cove.
- Rozelle Parklands will be gifted to Council by the State Government, providing 10 hectares of sporting grounds, playgrounds, active transport and passive recreation.
- The Sydney Gateway recently completed by the State Government will facilitate a revised Plan of Management for the Tempe Lands and more than \$4 million dollars to implement the needs of the community.
- A transformational upgrade of Leichhardt Oval will commence in 2026/27 at a cost of \$40 million.
- A major redevelopment of the Leichhardt Park Aquatic Centre has commenced, providing world class facilities for the community at an estimated cost of \$54 million.

Our investment strategy balances maintenance and renewal with targeted upgrades and new assets, aligned to meet current and future service demands. Maintaining strong integration between the AMS and Financial Plan is essential to ensure funding is allocated efficiently and supports the long-term delivery of community services.

These strategies reflect Council's ongoing commitment to responsible asset stewardship and financial sustainability, ensuring that our infrastructure remains resilient, fit-for-purpose, and aligned with community expectations.

1.6. Improvement Agenda

Over the past four years, Council has made significant progress in strengthening its asset management maturity:

- The entire Transport, Parks and Sporting Grounds and Property (Building) infrastructure asset classes have been inspected and condition-rated;
- Updated lifecycle data has been integrated into financial modelling;
- Criticality scores have been assigned to all asset classes, which will facilitate prioritisation of maintenance and renewal programs based on service risk;
- Developing guidelines for functionality, capacity, utilisation and maintenance levels of service for all asset classes to inform budgeting and capital program planning.

While improvements are evident, continued refinement is necessary, including more consistent monitoring of Fitness for Purpose, ongoing enhancement of the asset register, and greater alignment with evolving sustainability targets.

1.7. Review and Continuous Improvement

The AMS is a living document that will be reviewed at the commencement of every Council term to reflect changes in service requirements, financial constraints, and community expectations. Forecasting accuracy and confidence will improve over time as data quality and asset information are further enhanced.

Through the implementation of this AMS, Council aims to maximise the value, accessibility, and sustainability of its infrastructure assets, while maintaining alignment with broader financial, operational, and community priorities.

2. Our Community at a Glance



Alongside Our Inner West 2041 (Community Strategic Plan) and the 2025-2035 Long-Term Financial Plan, this Asset Management Strategy serves as a strategic roadmap for managing and utilising resources to maximise value and efficiency. It aligns assets with organisational goals, ensuring sustainability and mitigating risks for ratepayers. By addressing intergenerational equity, it ensures future generations benefit fairly. The strategy aids decision-making and optimises resource allocation, enhancing operational efficiency and supporting long-term success.

Council manages over 74,000 public assets worth over \$2.6 billion that benefit our community, which equates to approximately \$14,000 per capita. As our municipality grows and attracts more people, our existing infrastructure wears out, increasing the demand for renewal and enhancement.

To determine what we can afford, we must understand how population growth and challenges like climate change, impact long term maintenance and renewal costs. As assets degrade and community expectations change, we must be transparent on our service standards and levels to balance economic, social, cultural, and environmental factors within a limited budget.

This ensures our assets support the services and amenities our community needs and expects, both now and in the future, providing sustainable benefits for all residents.

Achieving long term financial sustainability

Financial sustainability remains an ongoing consideration for Council, as the costs of renewing and maintaining the community's infrastructure continues to rise. These pressures are driven by factors such as upgrading assets to meet community expectations, receiving new assets from external State Government bodies and private developers, and expanding the asset portfolio to support population growth and increased density. Each of these factors places greater demand on future service delivery and operational resources.

However, based on current predictive infrastructure modelling, the financial allocations outlined in Council's Long-Term Financial Plan (LTFP) are considered adequate to maintain current levels of service across its infrastructure asset portfolio over the next 10 years. This reflects Council's recent progress in closing the infrastructure renewal gap and aligning investment with priority needs.

To ensure continued financial sustainability, Council will focus on the following strategies:

- Maximising revenue opportunities through potential increases in grants, property income, or modest rate adjustments where appropriate.
- Reducing expenditure by identifying operational efficiencies and applying continuous improvement practices.
- Prioritising life cycle planning to focus available resources on the renewal and maintenance of existing infrastructure.

While the current LTFP provides a sound financial foundation, Council will continue to monitor asset performance, service levels, and emerging risks to ensure that funding remains responsive and sustainable in the future. Any surplus achieved through efficiency or income growth will be reinvested into asset renewal and maintenance to preserve service delivery standards for the community.

3. Introduction

3.1. Purpose of the Strategy

The purpose of this Asset Management Strategy (AMS) is to inform the Inner West Council's (Council) commitment to best practice asset management and provide principles for sound asset investment decision making. The AMS outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It is intended to be a public facing document which informs the community on how Council will manage community assets to achieve the Inner West's community vision of **Vibrant, sustainable, creative**, where **connecting an inclusive community of vibrant neighbourhoods where creativity flourishes and our environment is sustained**.

This AMS details how Council will optimise capital and maintenance requirements, balance new assets and growth with current infrastructure to deliver services in line with evolving community needs and expectations.

Its aim is to support consistent, evidence-based decision-making, engage community and Council in asset management performance reporting, improve links between costs and levels of service, articulate challenges and risks– all of which will result in more informed community engagement and best use of Council assets in the interests of the community.

The AMS addresses the following:

- > The challenges of balancing economic, social, cultural, and environmental factors within a finite budget.
- > Council's current Asset Management Maturity and an action plan to address the gaps.
- > Expenditure forecasts that will guide future maintenance, renewal programs, and capital projects, impacting long-term financial planning and annual budgets.

Compliance with the Local Government Act

Council has prepared the AMS in compliance with the NSW Local Government Act 1993 and the Integrated Planning and Reporting (IP&R) Guidelines for local government in NSW, which require councils to integrate long-term, transparent asset plans to achieve the best outcomes for the community with a timeline of at least 10 years.

Council's Strategic Planning

This AMS is integrated within the broader Council planning framework. It aligns closely with:

- **Our Inner West 2041, Community Strategic Plan:** Reflects Council's long-term aspirations (10 years plus).
- **Delivery Program 2025–29 and Operational plan and Budget 2025–26:** Outlines short- to medium-term priorities (1–4 years).

- **LTFP:** Ensures financial sustainability. The alignment ensures that asset management decisions support Council's overall strategic objectives and are compliant with legislative requirements.

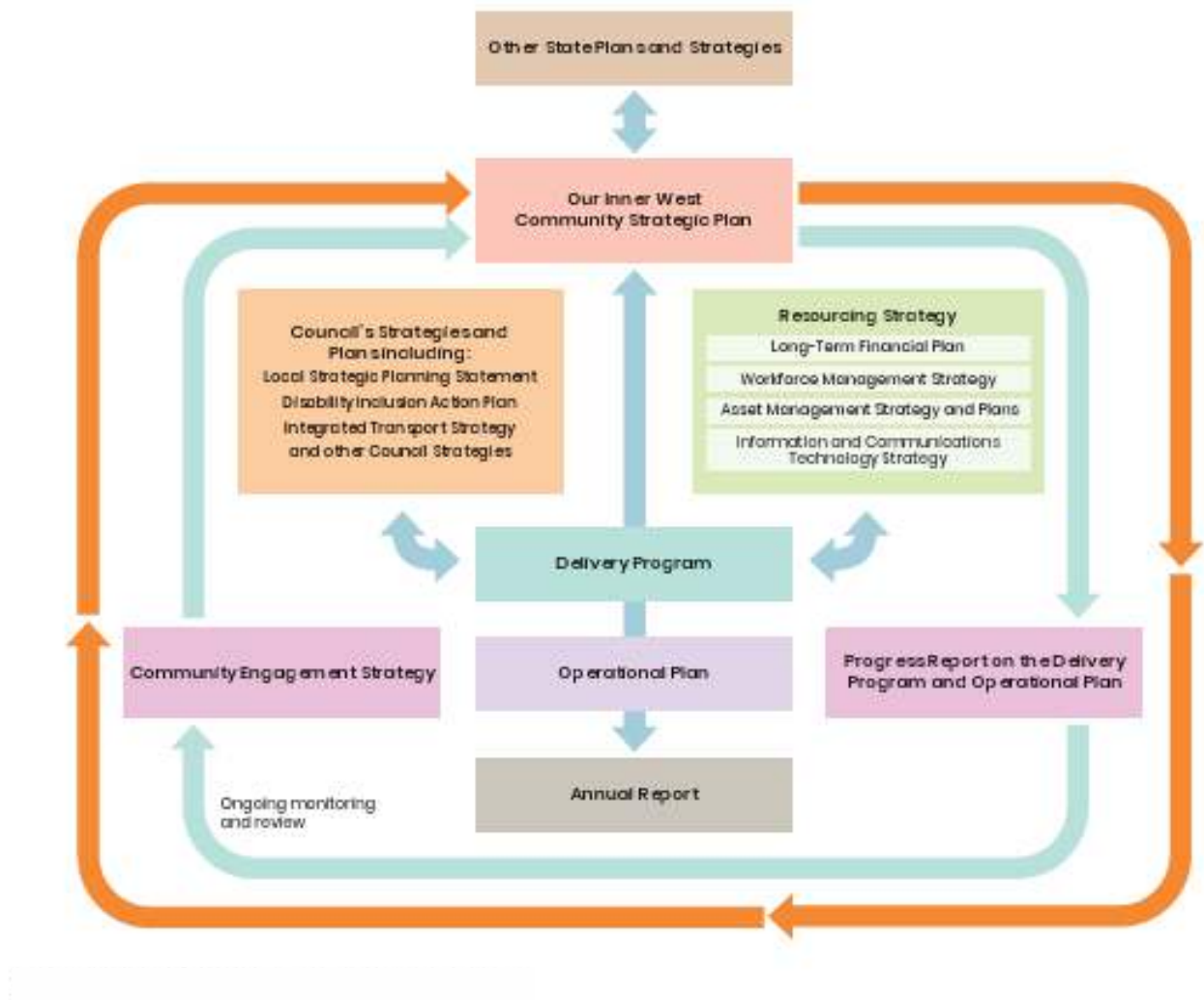


Figure 2 - Integrated Planning and Reporting Framework (IP&R)

3.2. Our Community and Population

The Inner West Council local government area (LGA) is home to an estimated 188,000 residents as of June 2023 and spans 36 square kilometres, from the Parramatta River at Birchgrove in the northeast to the Cooks River at Dulwich Hill in the southwest. The Gadigal and Wangal Peoples of the Eora Nation are the traditional custodians of the Inner West, which is one of Sydney's larger metropolitan councils.

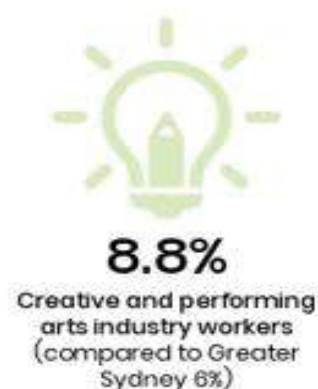
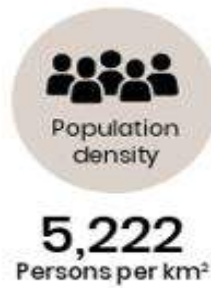
The area is renowned for its vibrant, diverse, and creative communities, rich in cultural heritage and home to a mix of historic neighbourhoods, parks, civic infrastructure, and urban character. Residents of the Inner West take great pride in their community and share a strong and distinct local identity.

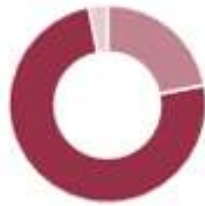
Council is actively planning for sustainable population growth, with projections indicating an increase to 191,026 residents by 2025 and 204,742 by 2046 — a 7.18% growth over the next 21 years. In response, Council's Fairer Future Plan outlines an alternative housing strategy that enables the delivery of 35,000 new homes over the next 15 years. This ensures that more essential workers, young people, and renters can continue to live in the Inner West, while growth is managed in a way that supports affordable housing, infrastructure investment, and quality of life.

The Inner West LGA encompasses the suburbs of:

Annandale, Ashfield, Balmain, Balmain East, Birchgrove, Camperdown (part), Croydon (part), Croydon Park (part), Dulwich Hill, Enmore, Haberfield, Hurlstone Park (part), Leichhardt, Lewisham, Lilyfield, Marrickville, Newtown (part), Petersham, Rozelle, Stanmore, St Peters, Summer Hill, Sydenham, and Tempe.

Inner West community profile

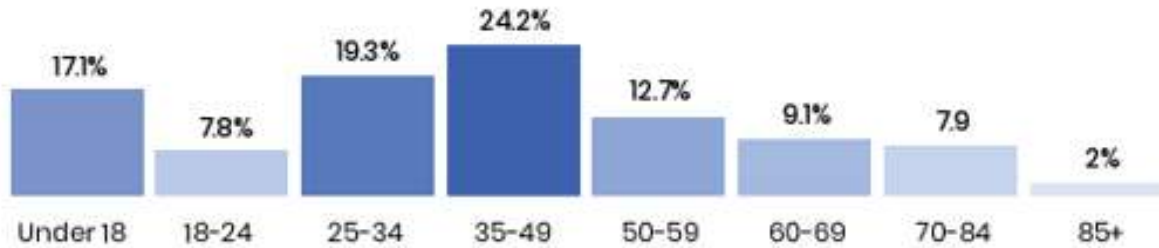




Employment location:

- Work and live in the Inner West 22%
- Work outside the Inner West 75% (41.1% in City of Sydney)
- No fixed place of work 3%

Age groups:



Top languages other than English spoken:

Mandarin	3.3%
Greek	2.7%
Italian	2.2%
Vietnamese	2%
Cantonese	1.9%
Spanish	1.5%
Arabic	1.2%
Nepali	1.1%
Portuguese	1.1%
Filipino/Tagalog	0.8%

Top industries

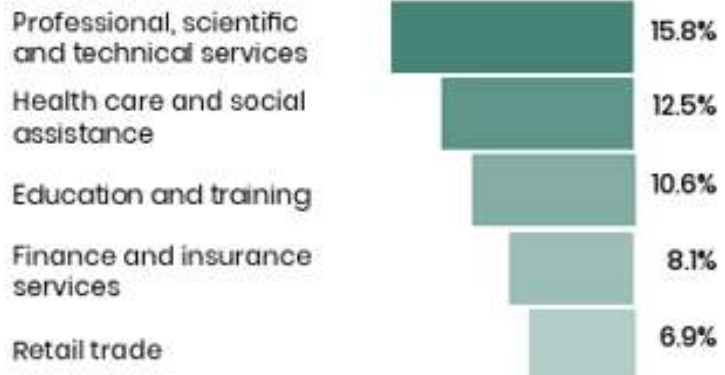


Figure 3 – Inner West Community Profile

3.3.Key Challenges & Opportunities

Council is navigating several ongoing and emerging challenges that influence how we plan, prioritise, and deliver our assets and services. These include environmental pressures, infrastructure ageing, population growth, changing community expectations, and financial constraints.

Understanding these challenges is critical to identifying risk areas and adapting our service delivery to ensure infrastructure remains fit for purpose, sustainable, and aligned with community needs.

These challenges are briefly summarised below:



Climate and environment influences and impacts such as El Nino/El Nina.



Our aging infrastructure (community buildings, roads).



Population growth = More dwellings, infrastructure, community facilities.



Rapid changes in technology.



Community needs and expectations of Council.



Competing service priorities and increasing costs impacting asset investment.

Figure 4 – Key Council Challenges

3.4.Our Future

Council's long-term strategic planning is guided by the community vision outlined in Our Inner West 2041, which sets out aspirations for a more inclusive, sustainable, vibrant and creative community. Supporting strategies and master plans translate these aspirations into tangible objectives and actions.

The development of this AMS has been informed by these strategic directions, as well as feedback gathered through community consultation, during the development of the Community Strategic Plan and community surveys. The result is a proactive and forward-looking framework that addresses current challenges while positioning the organisation to deliver value into the future.



Figure 5 – Future Council Challenges

3.5. Our Assets

The replacement cost⁴ of assets owned and operated by Council: totals over **\$2.63 billion**, which includes depreciable and non-depreciable assets.

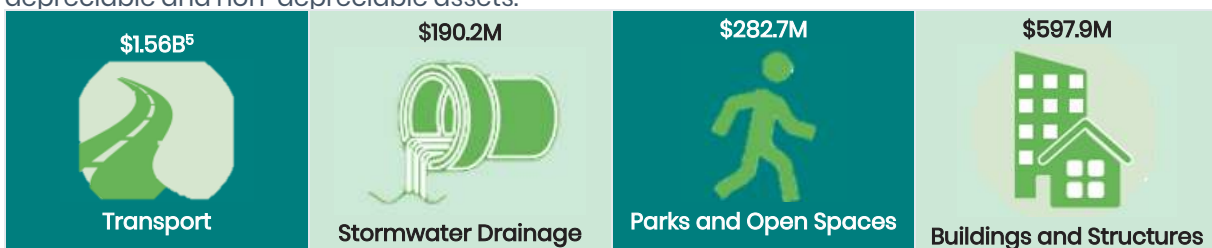


Figure 6 – Asset Replacement Costs by Class, including depreciable and non-depreciable assets.

⁴ Inner West Council | Notes to the Financial Statements 30 June 2024; excludes Land & Plant & Equipment

⁵ Inner West Council | Notes to the Financial Statements 30 June 2024; The Roads Costs includes Road Formation

These infrastructure assets support nearly every aspect of our day-to-day activities. They keep us safe, healthy, connected, and employed. Maintaining existing infrastructure is just as important as building new infrastructure.

From 2022/23 and 2023/24, Council's asset base depreciated at an average annual rate of **\$30.3 million⁶**. In response, Council invested around **\$51.5 million⁷** per year in capital renewal works; exceeding annual depreciation levels. This investment reflects Council's commitment not only to maintaining assets at a desirable level of service, but also to reducing the existing renewal backlog and improving the overall condition and performance of its infrastructure portfolio.

The distribution of Council's asset portfolio by asset category and replacement cost used in the development of Council's strategic funding models, is shown below.

\$2.05 billion⁸	Replacement Cost (\$,000)	Asset Health⁹ (% Remaining life)	2025 Average Condition Between 1-5¹⁰	Last Condition Audit¹¹
Bridges	\$33,322	78.00%	1.9 – Very Good	2022/23
Buildings	\$597,981	78.00%	2.1 – Good	2022/23
Kerbs	\$228,654	61.00%	2.8 – Good to Fair	2021/22
Parks and Sporting Grounds	\$193,802	70.00%	2.2 – Good	2023/24
Seawalls & Wharves	\$88,365	69.50%	2.4 – Good	2023/24
Pathways	\$271,640	66.00%	2.6 – Good to Fair	2021/22
Sealed Roads & Carpark	\$401,317	70.00%	2.5 – Good	2021/22
Stormwater Assets	\$190,150	71.00%	2.2 – Good	2025/26
Traffic Management Devices	\$47,024	80.00%	1.9 – Very Good	2021/22
TOTAL	\$2,052,255	71.50%	2.3 – Good	

Table 2 – Distribution of asset portfolio by asset category and replacement cost

⁶ Excludes Plant and Equipment, vehicles, office equipment and furniture and fittings

⁷ Inner West Council Annual Report Averages of 2022, 2023 and 2024

⁸ Asset values obtained from Council's Asset Registers in 2025 and excludes non-depreciable assets, such as formation

⁹ Asset Health refers to the % life remaining in our assets

¹⁰ Refer to Grading Table

¹¹ Intended condition inspection schedule to be undertaken every 4-5 years, noting stormwater camera inspections yet to occur and programmed for 2025/26

To better understand how Council's \$2.05 billion asset portfolio is distributed, the following pie chart illustrates the relative share of each asset category based on its replacement value. This visual representation highlights the significant investment tied to certain categories, such as buildings, sealed roads and car parks, and pathways, which together comprise most of the total asset base.

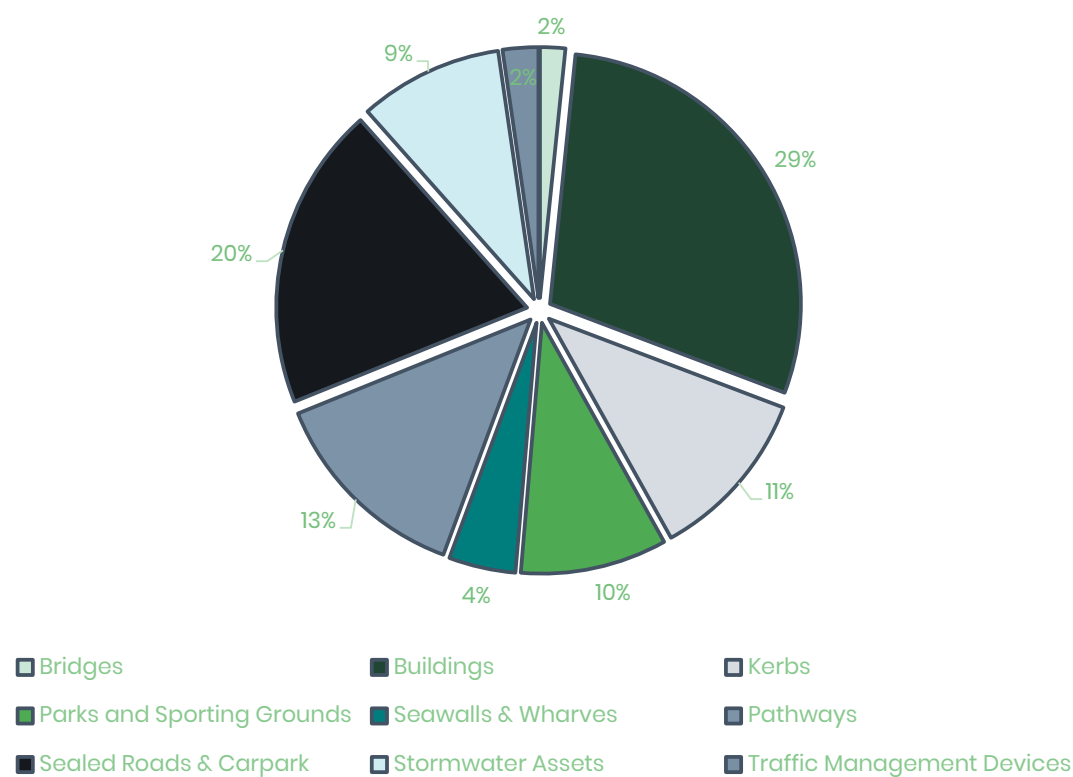


Figure 7 – Distribution of asset portfolio by asset category and replacement cost

3.6.The State of our Assets

The asset health for all asset classes is reported using a 1 to 5 rating system (IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80) as shown below:



Figure 8 – Asset Condition Assessment Rating

We evaluate both current performance (informed by either condition, functionality and/or capacity) and long-term sustainability to maintain assets efficiently and minimise future costs for generations to come.

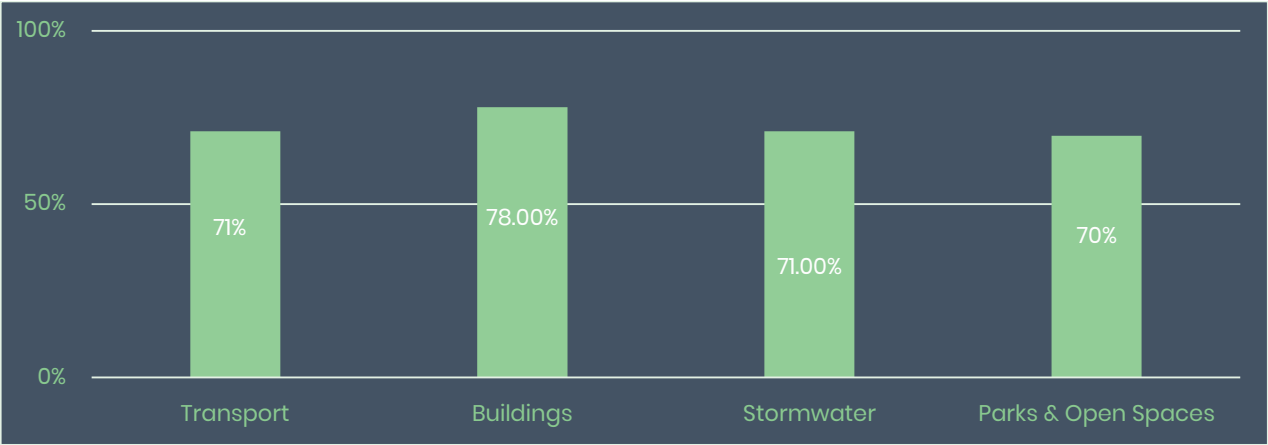
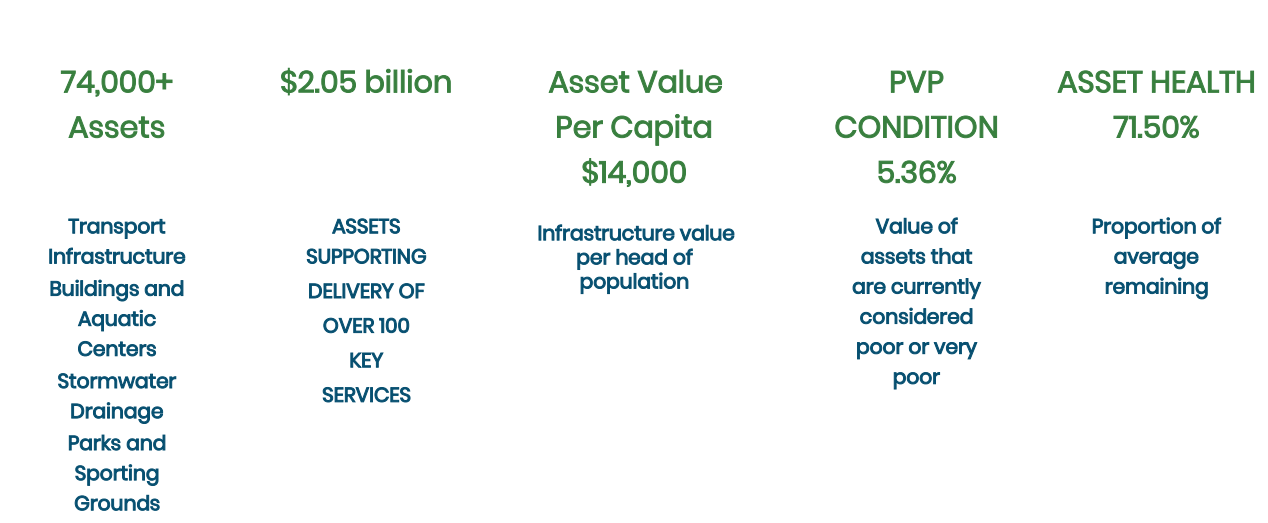


Figure 9 – Asset Health (% Remaining life) by Asset Class



Building & Aquatic Centre Assets

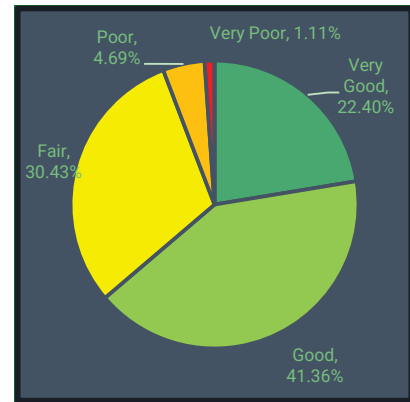
Asset Value \$597.9 million

Asset Portfolio 29.1% of Total

The average network portfolio condition is 2.1 out of 5. Current

Average Network Condition considered **Good**.

- 347 Buildings
- 11 Aquatic Centres & Pool
- 2,591 Land Improvement Assets



Transport Assets

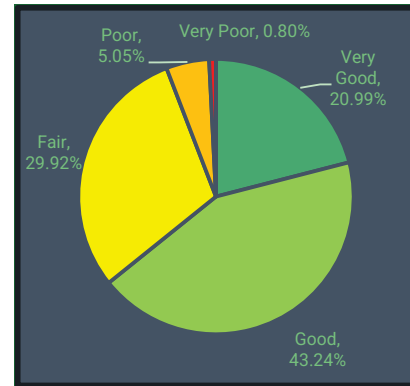
Asset Value \$981.9 million

Asset Portfolio 47.9% of Total

The average network portfolio condition is 2.3 out of 5. Current

Average Network Condition considered **Good**.

- Regional 319,672 sqm
- Local 3,246,252 sqm
- Laneways 286,752 sqm
- Carpark 143,266 sqm
- Kerb and Channel 865.9 km
- Pathways 844.2 km
- 9 Road Bridges
- 31 Road Short Span Bridges
- 18 Pedestrian Bridges
- 4,885 Traffic Management Devices



Stormwater and Drainage Assets

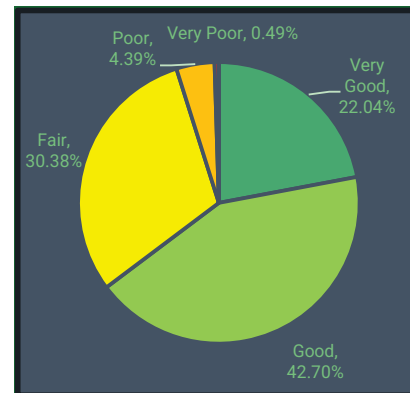
Asset value \$190.2 million

Asset Portfolio 9.3% of Total

The average network portfolio condition is 2.2 out of 5. Current

Average Network Condition considered **Good**.

- 186.2 kms Pipes
- 10,121 Pits
- 23 GPTs
- 57 WSUD & SQID
- 9 Basins



Parks and Sporting Grounds

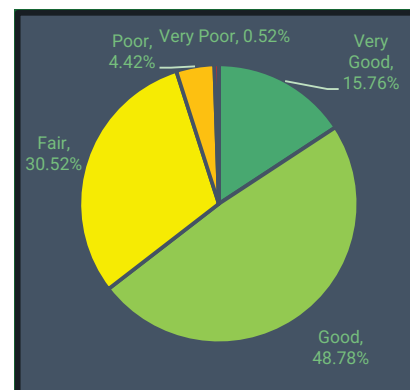
Asset value \$282.2 million

Asset Portfolio 13.7% of Total

The average network portfolio condition is 2.3 out of 5. Current

Average Network Condition considered **Good**.

- 995 Play Equipment
- 2,454 Items of Park Infrastructure
- 319 Sporting
- 1,908 Lighting
- 2,620 General Fixtures
- 390 Seawall Segments
- 25 Wharves



4. How We Manage Our Assets

4.1. Our Assets Support Our Services

Council provides many important and valued services to support the community to be a place for all. These services have been grouped under four service headings (according to the services and the functions they provide) as outlined below.

Transport	Stormwater Drainage	Open Space	Buildings
The infrastructure is needed for movement, within or beyond the Inner West and as part of our day-to-day activities, whether by vehicle or bike or as a pedestrian.	The infrastructure needed to direct stormwater run-off, mitigate flooding and improve water quality in line with EPA standards.	The locations and environments frequented by the community enjoying natural surroundings or engaging in recreational and leisure activities.	The locations and areas utilised when accessing community services or participating in recreational, cultural, or social activities.
Includes roads and streets, bridges, footpaths, trails, roundabouts, speed humps and traffic management devices	Includes swales, drains and pipes, pits, sedimentation ponds, dams, wetlands, gross pollutant traps and water-sensitive urban design elements.	Includes parks and gardens (trees, flower beds, fences, gates), playgrounds, waterways, sporting fields, grandstands, public furniture and amenity assets (seats, barbecues, pergolas, shade sails), seawalls and wharves	Includes town halls, leisure and aquatic centers, sports pavilions, libraries, community centers, maternal health and other buildings that house community services, public toilets and shelters.

Council's assets are valuable and tangible physical elements within Inner West that are essential for delivering effective services and enhancing public well-being. These assets, both heritage and new, built and natural, belong to our community and contribute to providing opportunities for current and future generations to work, live, play and thrive in a safe and habitable environment. Over time, these assets degrade through natural wear and tear, calamities, damage or obsolescence. Council plans to ensure these assets are maintained to their best potential, and this is integral to its long-term financial sustainability.

4.2. Why is Asset Management important?

The Inner West community expects assets to be provided to a standard that ensures public safety, amenity and accessibility and to support the delivery of quality services and programs.

Council balances delivering community needs and expectations with what it can afford.

Over time, these community needs, and expectations may change – with demographics, climate and technology constantly evolving.

With a finite budget for investment in assets, a planned and measured approach to Council’s asset management is needed to ensure a fair and fiscally prudent long-term financial plan.






4.3.How Assets Support Community Needs

Council’s assets exist to support the delivery of its services and public amenity that supports the community’s social and economic needs.

When making decisions about renewal or maintenance of assets and/or prioritising new asset investments, Council undertakes life cycle analysis and determined what are the appropriate levels of service for an asset prior to setting budgets.

4.4.Levels of Service

Council’s service levels are defined by community expectations of the standard at which an asset needs to perform. This is with respect to availability of the service, quality of the service, risk posed by service deficiency, accessibility of the service and suitability of the service. This is illustrated in the examples below. Where a higher service level provision is required due to higher utilisation and need, this will mean a higher criticality of the asset providing the service.

How often do we mow our parks or sweep our streets depending on their priority and criticality?	What hours are our libraries open, and does it vary with utilisation and frequency of use?	How many public toilets do we provide across the region and what standards are they maintained to?
		
How quickly do we respond to a customer request based on the nature of the issue?	On what basis do we replace, repair and renew our assets?	Do our facilities and public places meet all abilities access standards?
		

Service levels are set by the Council based on community expectations, legislated levels of service and subject matter standards and detailed within the respective Asset Management (AM) Plans and balanced against affordability.

Council's decisions on maintenance, renewal and upgrades are driven by these service level interventions and are based on the criticality of the asset (service), utilisation and available resources.

When determining appropriate service levels, the following is considered:

- Appropriate intervention level.
- What is the ongoing investment needed to fund minimum levels and
- Finding the balance based on priority, risk and utilisation

4.5.Asset Management Maturity

In April 2025, Council undertook an Asset Management Maturity Assessment to evaluate progress since its 2022 review and to define a clear roadmap for enhancing asset management practices, systems, and workforce capability. The assessment measured Council's maturity against the ISO 55000 principles with the GFMAM competency elements to provide a structured, repeatable methodology for assessing and improving asset management practices (refer to Figure 10). The assessment was informed by staff interviews and a review of documented policies, procedures, and asset management processes.

This maturity assessment is a key milestone in Council's broader commitment to align its asset management practices with ISO 55000 standards. Understanding maturity levels is essential to assessing the effectiveness of Council's Asset Management System and identifying gaps and opportunities for improvement.

Rating	Description
1 - Aware	The organisation has no or inadequate processes in place to enable it to impact asset management outcomes, or is done ad hoc
2 - Developing	The organisation has identified the need for this requirement, and there is evidence of intent to progress it. Some elements may be done on an as needed basis for critical programs and activities
3 - Competent	The organisation has identified the means of systematically and consistently achieving the requirements and can demonstrate that these are being progressed with credible and resourced plans in place
4 - Optimising	The organisation identifies all requirements necessary for a successful asset management outcome, has document processes and has trained its people in these processes
5 - Excellent	The organisation provides an exemplary level of capability which may be seen as a benchmark for good performance

Table 3 –Asset Management Maturity Rating

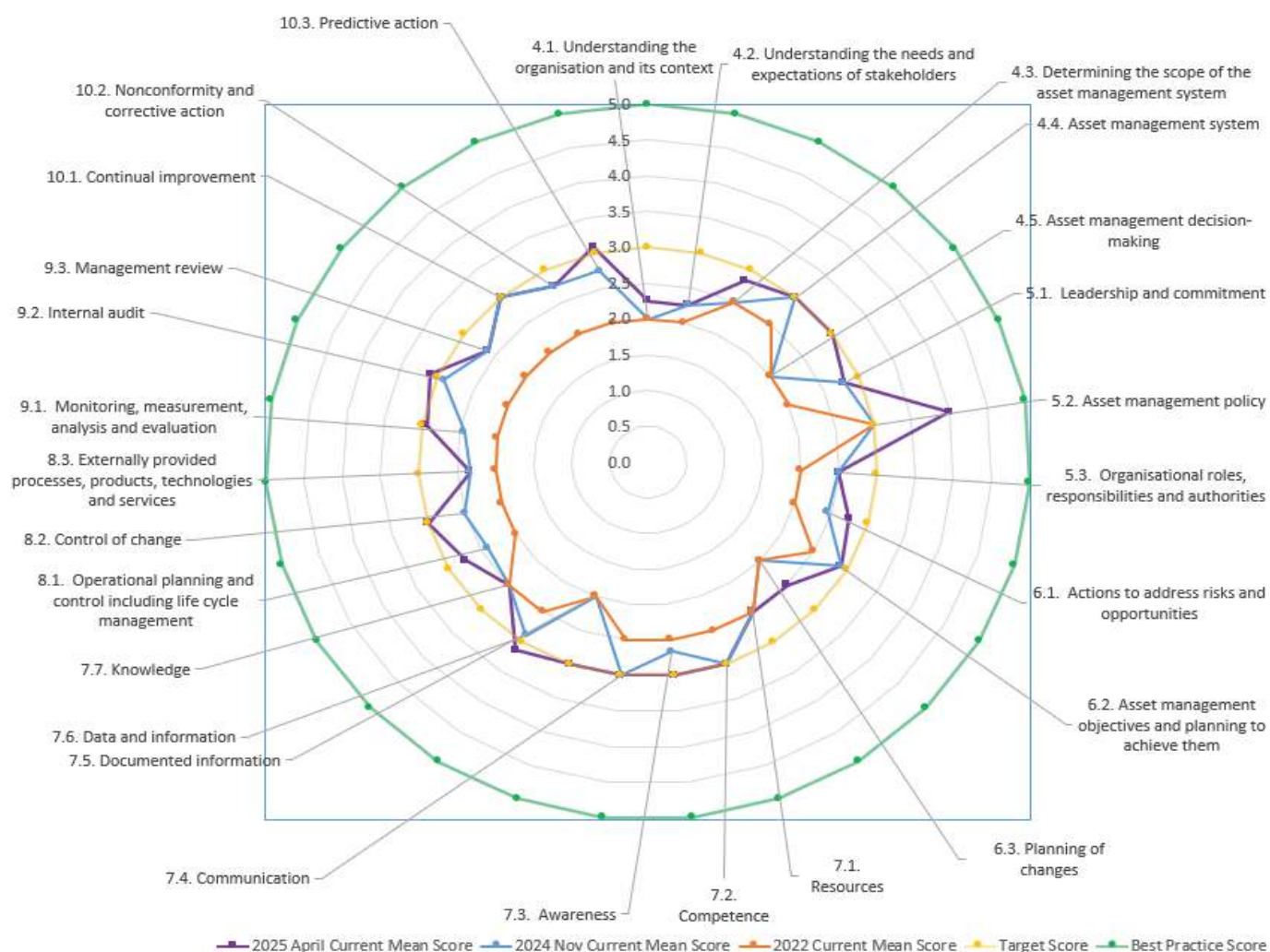


Figure 10 – Asset Management Maturity Results

Council's asset management maturity has been assessed as Competent across 13 elements, reflecting solid progress and ranging from Developing to Competent for the remaining 14 elements. It is important to note that this assessment represents a snapshot in time, and Council is actively building on this position.

With the implementation of the Asset Management Improvement Actions outlined in each asset class plan, Council is confidently working toward achieving a target maturity score of 3 (Competent). This goal reflects Council's commitment to strengthening its asset management capabilities and delivering more informed, efficient, and sustainable outcomes for the community.

4.6. Our Asset Response to Technological Advancements

Technological advances are transforming how local governments manage infrastructure assets, improving service delivery, efficiency, and decision-making. Smart technologies—like AI monitoring, automated assessments, and intelligent systems—help extend asset life, streamline maintenance, and align services with community needs.

For instance, advanced monitoring tools detect issues early to reduce long-term repair costs, while intelligent systems such as adaptive lighting and automated inspections boost operational efficiency. Sustainable practices, including the use of recycled materials and smart design, also lessen environmental impacts.

Going forward, Council will pilot new technologies to gauge their effectiveness, integrate digital systems for better data-driven decisions, train staff on these innovations, and ensure technology investments are aligned with long-term asset management plans for lasting sustainability.

5. Strategic Context

5.1. Strategic Alignment

Over the next ten years, the Inner West Council will work towards achieving its 2041 vision of being **Vibrant, Sustainable and Creative**.

Our Inner West 2041 sets out five strategic directions, each supported by outcomes and strategies together with indicators that measure progress over time to achieve community’s aspirations:

- An ecologically sustainable Inner West
- Liveable, connected neighbourhoods and transport
- Creative communities and a strong economy
- Healthy, resilient and caring communities
- Progressive, responsive and effective civic leadership

5.2.How this Strategy interacts with other Council Plans and Strategies

Our Inner West 2041, the Inner West Community Strategic Plan (CSP) is a high-level strategy that cascades to a suite of integrated plans that sets out Council’s vision, goals and strategies for achieving them. The CSP identifies the community’s vision for the future, long-term outcomes, and strategies to get there and how Council will measure progress.

The Delivery Program is a four-year plan which outlines Council's commitment to achieving the outcomes and strategies of the CSP. It sets out the principal activities that Council will undertake during its term of office.

The one-year Operational Plan sits within the Delivery Program and contains detailed actions and budget.

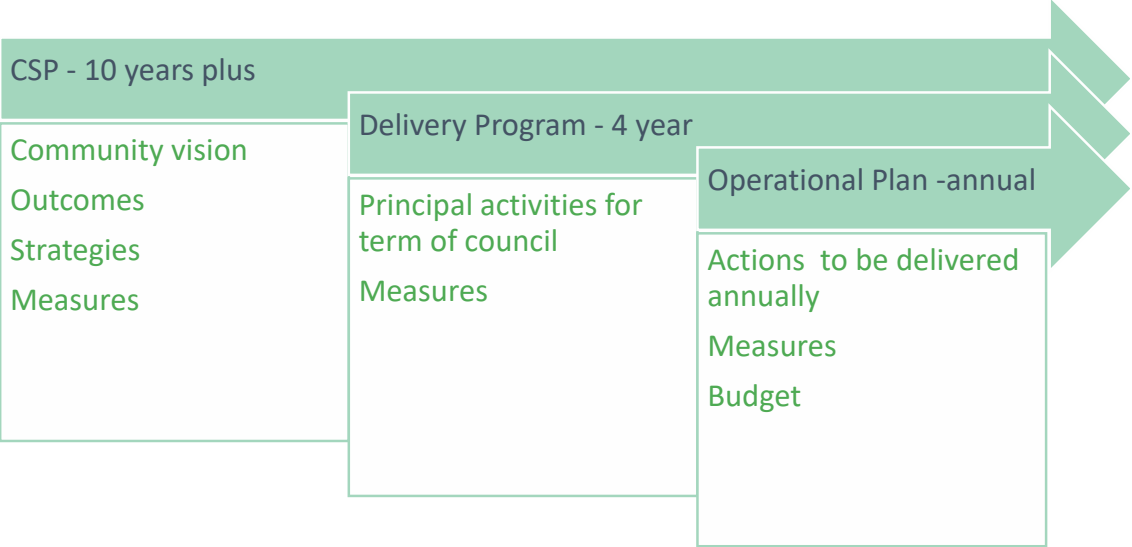


Figure 11 – Interaction with other Council Plans and Strategies

These plans are supported by the Resourcing Strategy which consists of four key components:

- Long Term Financial Plan
- Asset Management Strategy and Plans
- Workforce Management Strategy

5.3.Asset Management Planning

Council uses a lifecycle approach for its asset management, considering the resources needed to operate, maintain, repair, and replace assets to meet service level requirements and ensure they last as long as expected.

To achieve long-term sustainability and efficiency, Council's asset management practices are guided by the Asset Management Policy, Asset Plans, and supporting strategies. These practices are enabled by technology, data, processes, and skilled personnel, ensuring informed decision-making that aligns with corporate and strategic objectives.

Council's integrated planning framework links service delivery to resource allocation, ensuring alignment with council's various plans and strategies. The Local Government Act requires a holistic and community-driven approach to strategic planning and reporting. This framework strengthens accountability, fosters partnerships, and supports advocacy efforts, ensuring transparency in how Council delivers value to the community each year.

Council's Asset Management Framework and how it aligns with the integrated planning framework is outlined below.

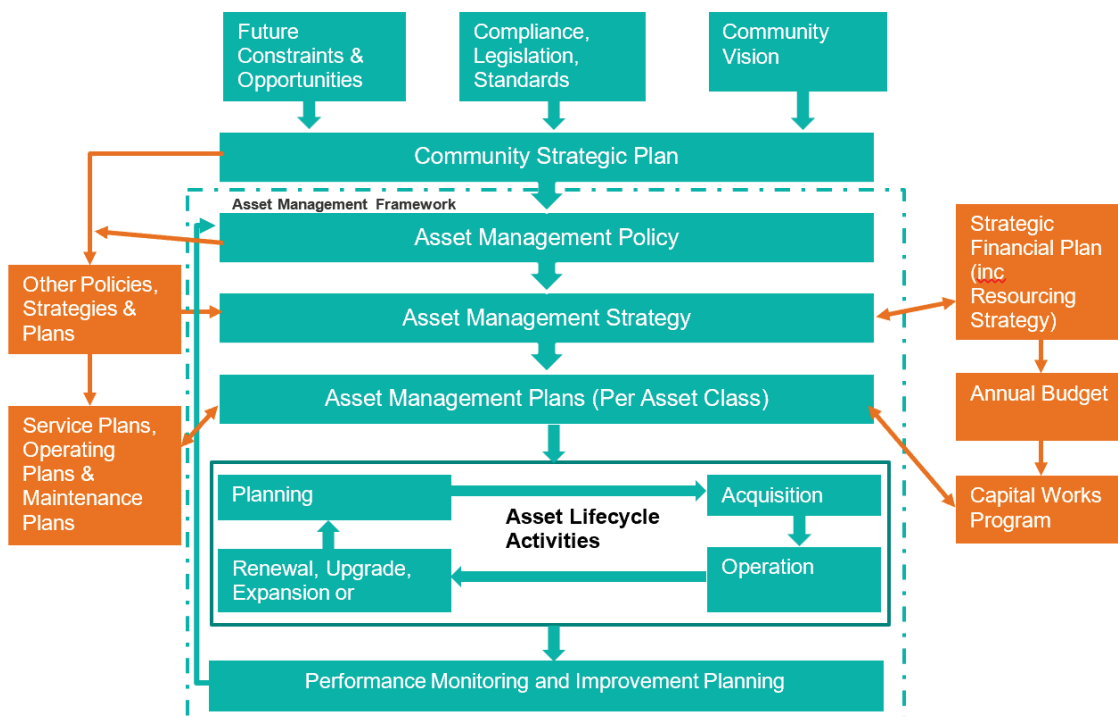


Figure 12 – Inner West's Asset Management Framework

5.4.Asset Planning Principles

These guidelines reflect our commitment to a best practice contemporary approach to asset management and support our Community Vision:

Vibrant, Sustainable & Creative

Service Excellence	Sustainability and Resilience	Financial Responsibility	Data-Driven Decision-Making	Community Engagement
Delivering high-quality services to our customers and businesses, through well-maintained and reliable assets.	Maintaining assets and open spaces that are sustainable, resilient, and adaptable to changing environmental conditions, ensuring long-term service continuity and community well-being.	Optimising public funds by making informed asset investment decisions that balance short-term affordability with long-term economic and environment value.	Leveraging data and technology to inform Asset Management decisions, ensuring transparency and accountability in our processes.	Engaging the community to understand their needs and preferences, involving them in Asset Management decisions and prioritising their interests.
Diversity, Equity, and Inclusion	Workforce Development	Regulatory Compliance	Continuous Improvement	Legacy Building
Providing asset provision and management supports services that are accessible, equitable and inclusive ensuring community safety and fostering diverse utilisation.	Investing in the workforce to build a skilled, adaptable, and innovative team capable of delivering effective Asset Management decisions.	Upholding the highest standards of compliance with relevant legislation and industry best practices, demonstrating our commitment to responsible Asset Management.	Ensuring a culture of continuous improvement, regularly reviewing and enhancing our Asset Management plans, processes, and systems.	Leaving a legacy of well-maintained assets that support the current and future needs of the community.

5.5.Lifecycle approach to asset management

To ensure Council gets the best possible return on its asset spending, it takes a lifecycle approach to asset management that considers the costs of an asset over its useful life – that is, from the time a new asset is built or acquired, to the time it is replaced or disposed, as reflected in Figure 13 and Table 4. This approach allows Council to utilise its assets by meeting required levels of service in the most cost-effective way.

Asset information – inventory, condition, functionality and capacity are recorded in Council’s information systems. Council’s funding is based on scenario planning using a service level-based approach. Condition assessments are undertaken by suitably qualified professional data capture specialist companies and/or inspectors.



Figure 13 – Asset Lifecycle Approach

Asset Lifecycle Stage	Description of Activities
Planning and Design	Identify future asset needs based on long-term service delivery goals. Consider whole-of-life costs, affordability, equity, accessibility, maintainability, and environmental impacts in planning and design.
Acquisition	Evaluate alternative service delivery options (e.g. leasing, partnerships). New builds must align with endorsed strategies (e.g. Strategic Property and Land Plan) and include lifecycle costing to inform financial planning.
Maintenance and Operations	Monitor asset condition throughout its useful life. Implement planned inspections, servicing, and maintenance to reduce risks, manage costs, ensure compliance, and meet maintenance service levels.
Renewal, Upgrade and Expansion	Replace or enhance assets that no longer meet service delivery needs. Prioritise based on asset and service criticality, using intervention criteria to guide timing of works.

Asset Lifecycle Stage	Description of Activities
Disposal and Rationalisation	Decommission or repurpose assets that no longer support service delivery. Consider lifecycle cost reduction and strategic outcomes as part of long-term financial and service planning.

Table 4 –Asset Lifecycle Approach

5.6.Strategic Asset Management Targets

The target states¹² reflect where Council aims to be and have been established based on several considerations. From an asset management perspective, our goal is to set intervention standards that maintain assets in a manageable condition, ensuring we do not create an unsustainable burden for future generations.

Asset Health refers to the life expectancy and serviceability of the asset portfolio. It is a key indicator used to assess the long-term sustainability of our infrastructure and inform renewal planning.

The factors guiding the targets include:

- **National benchmarks:** The National State of the Assets Report, recommends keeping assets in Poor and Very Poor Condition (PVP) below 10%, typically comprising of 6% in Poor and 4% in Very Poor¹³.
- **Industry standards:** Australian asset management guidelines suggest maintaining an Asset Renewal Funding Ratio above 80% to ensure sustainable investment in infrastructure.¹⁴
- **Strategic asset planning:** We assess individual asset class management plans, considering recommended intervention scenarios and performance indicators. These plans are then balanced at the portfolio level to ensure a cohesive approach.
- **Affordability and achievability:** The 10-year capital renewal plan must be financially viable and deliverable, ensuring that resources are allocated effectively within budget constraints.

¹² These target states consider industry target guides

¹³ VP refers to assets in Very Poor Condition

¹⁴ Australian Financial Guideline, IPWEA, 2015

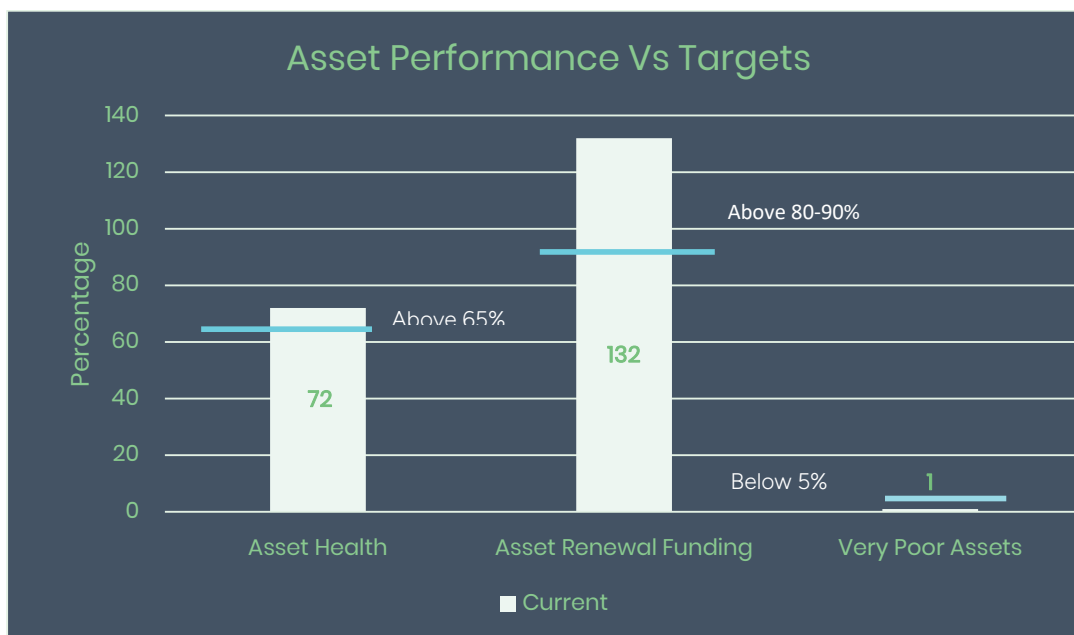


Figure 14 – Inner West Strategic Asset Management Targets for 2035

Effective long-term asset management relies on ensuring that assets are renewed at a sustainable rate. One of the key indicators used to assess this is the Asset Renewal Funding Ratio, a measure of Council's ability to fund the renewal of assets in line with their rate of consumption or deterioration.

The following table presents Council's projected renewal expenditure compared to annual depreciation over the next 10 years. A ratio of 100% indicates that renewal investment matches asset consumption. Industry standards recommend maintaining a ratio above 80% to ensure long-term financial sustainability and avoid accumulating asset backlogs.

These projections are based on Council's Long-Term Financial Plan (LTFP) and consider planned capital works and asset condition forecasts. The analysis helps determine whether current funding levels will sustain service delivery or whether adjustments may be required in future financial planning cycles.

Asset Renewal Ratios											
Asset Class	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Average
Transport Renewal	1.46	1.10	0.94	0.89	0.96	0.94	0.92	0.90	0.94	0.92	1.0
Stormwater Renewal	0.94	0.86	0.94	0.88	0.81	0.80	0.78	0.77	0.75	0.74	0.8
Parks Renewal	2.13	2.07	2.00	2.05	1.58	1.33	1.51	1.49	1.43	1.45	1.7
Buildings Renewal	2.56	5.31	1.72	0.96	0.79	0.97	0.90	0.92	0.90	0.92	1.6
Total Renewal Ratio	1.93	2.71	1.39	1.11	1.00	1.01	1.01	1.00	1.00	1.00	1.3

6. Our Community's Role

Council is committed to engaging with the Inner West community and ensuring transparency in its decision-making by providing opportunities to provide input into decisions that affect asset and service delivery.

, Council seeks feedback from the community at key points in the decision-making process to ensure it provides services and assets that are sustainable and available for future generations. Council's key stakeholders include:

- › The community
- › The Council
- › User groups
- › Community groups

Council's engagement approach is guided by the core values and methods of the International Association of Public Participation (IAP2). The IAP2 approach is widely accepted as best practice in community engagement. Levels and underlies Council's engagement processes as adopted in the Inner West Community Engagement Strategy 2025–29.

INFORM	CONSULT	INVOLVE
To provide the community with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solution	To obtain community feedback on analysis, alternatives and/or decisions	To work directly with the community throughout the process to ensure that concerns and aspirations are consistently understood and considered

6.1. How we engage with our community

Council undertakes a community engagement activities, including both deliberative targeting small, representative groups and various consultative practices. Community members can inform and influence asset decisions at multiple stages, with many processes incorporating both forms of engagement.

Item	Community Engagement Approach
Community Vision	Consult/ Involve/ Collaborate
Community Strategic Plan	Consult/ Involve/ collaborate
Long-Term Financial Plan	Consult/ Involve/ Collaborate
Asset Management Plan	Consult/ Involve/ collaborate
Other statutory and non-statutory plans, strategies, policies, service planning and capital works projects	To be determined by the complexity of the matter
Community Vision	Consult/ Involve/ Collaborate

Table 6 – Community Engagement Approach

The community can also inform and influence decisions about our assets using the following methods.

Way to Inform & Influence	Description
Community Satisfaction Surveys	Provides community input on Council services, importance and satisfaction.
Council Meetings	Community members can access agendas, minutes, and raise issues at public forums.
Local Democracy Groups	Comprising community members with subject matter expertise or lived experience, they are selected by an open expression of interest process to provide input to support Council's decision making and actions
Community Forums such as Local Matters Forums	Direct engagement with Councillors and staff on programs and services.
Digital Platforms	Information available on the website, with interactive social media engagement.
Customer Service Requests	Report hazards, maintenance issues, or concerns directly to Council.

Table 7 – Community Input Approaches

Future iterations of this AMS may incorporate more targeted community engagement, where feasible.

This could allow the community to explore key asset planning considerations, discuss potential impacts and trade-offs, and provide input into principles that help shape long-term asset and service delivery decisions. Council will continue to assess opportunities to strengthen community participation as planning processes mature.

7. Funding for the Future

To ensure responsible and sustainable stewardship of our assets, Council is balance community's needs and aspirations with what is affordable for ratepayers. We carefully weigh service levels, risks, and the need for maintenance and renewal when making funding decisions. Our goal is long-term financial sustainability while delivering high-quality services.

7.1. Integration with the Long-Term Financial Plan

Council has adopted a strategic, evidence-based approach to asset management across all infrastructure classes by integrating its Asset Management System (AMS) with its LTFP. This ensures that the financial resources required to maintain, renew, and improve assets are embedded within Council's broader financial planning framework.

Using Modelve© predictive modelling software, Council has forecast asset performance over a 10-year period (2025–2035), applying lifecycle treatments and condition-based rules to assess renewal, upgrade, and new investment needs. This process draws on condition data, strategic priorities, and operational insights to allocate funding where it is most needed.

Balancing asset maintenance, renewal, and growth remains a challenge. Underfunding renewals can result in declining service levels, while delaying critical upgrades may cause assets to fall below community expectations. To address this, Council has modelled multiple service-level scenarios for each asset class and adopted a funding strategy that reflects what is affordable and sustainable.

The current LTFP funding supports the progressive renewal and enhancement of key asset categories including transport, buildings, stormwater, and open space, aiming to maintain or improve current service levels. Informed by modelling outcomes, funding has also been reallocated across asset subclasses to better match community priorities and optimise service delivery.

While the 10-year funding plan is designed to sustain asset performance through a mix of capital investment and maintenance, ongoing studies and condition assessments may identify the need for further adjustments. As new data becomes available, Council will update both the Asset Management Plans for each major asset class and the LTFP to ensure infrastructure continues to meet community needs and remains fit for purpose.

7.2. Our asset investment strategies

Over the next 10 years, Council's focus is on making responsible, forward-thinking asset investment decisions based on a holistic, lifecycle approach. This ensures that our assets continue to support quality of life, economic vitality, and environmental sustainability as the community grows and changes.

Our investment strategy balances maintenance and renewal with targeted upgrades and new assets, aligned to meet current and future service demands. Maintaining strong integration between the Asset Management Plans and LTFP is essential to ensure funding is allocated efficiently and supports the long-term delivery of community services.

These strategies reflect Council's ongoing commitment to responsible asset stewardship and financial sustainability, ensuring that our infrastructure remains resilient, fit-for-purpose, and aligned with community expectations.

Council aspires to:

- Optimise asset life through timely and effective maintenance
- Continue to place a high priority on renewing our ageing assets
- Manage the impacts of growth by being strategic in how we plan for future asset needs
- Comply with obligations by actioning legislated asset planning and development standards
- Provide affordable services by balancing community needs and aspirations with what ratepayers can afford
- Build resilient assets that not only deliver the best outcome for the community but also the best outcome for the environment

7.3. Asset investment categories

For the purposes of this AMS, Council's asset spending is categorised in a way that helps planning annual budgets and track how we spend our money on assets and services.

Expenditure Type	Asset Management Activity	Description
Operational	Maintenance	Scheduled work to keep assets operating at the required level of service, or reactive work to repair defects and ensure that assets meet their service life and don't require early renewal.
	Operations	Recurrent expenditure that is required to use an asset such as utility costs, audit and inspection programs, cleaning or fees paid to other organisations.
Capital	Renewal	<p>Renewal refers to the replacement or major refurbishment of an existing asset to restore it to its original condition or functionality. Renewal is typically undertaken when an asset has reached the end of its useful life or when its condition has deteriorated to a point where it no longer meets service standards.</p> <p>Examples of asset renewals include resurfacing and asphalt road with new asphalt or replacing an old, cracked footpath with new concrete or replacing an aged or inefficient unit air conditioning system with a new unit.</p>
	Upgrade	An upgrade is when an existing asset is improved to deliver a higher level of service or increased capacity. This typically responds to changes in user needs, service expectations, or compliance requirements. For example, renewing a concrete footpath that is concrete with stone pavers or replacing a 300mm diameter stormwater pipe with a 450mm stormwater pipe or replacing a small playground unit with a larger, more inclusive play structure.
	Expansion	<p>Expansion involves the addition of new assets or infrastructure components that did not previously exist, usually to support growth in demand or service coverage.</p> <p>Some examples include Extending the width of an existing roadway to accommodate increased traffic, constructing a new footpath to extend it or adding new lighting along a shared-use path to improve safety.</p>
	New	Works that results in an asset that can provide a service that does not currently exist.
Acquisition	Gifted or Contribution	Assets constructed and handed over to Council's possession as part of developer contributions and/or State government contributions.

Table 8 – Asset Management Activity Definitions

7.4. What it will cost

Over the next 10 years, Council will invest \$1.29 Billion in keeping our assets safe, functional, and fit-for-purpose, while also enhancing service standards through targeted new and upgrade works. This investment comprises:

- › **\$493.3 million** Renewing our assets.
- › **\$176.2 million** Creating new assets and upgrading existing assets.
- › **\$618.5 million** Operating and maintaining our assets.

A detailed breakdown of what we expect to spend on each asset function over the next 10 years is provided in the individual asset profiles listed in Appendix 1 and Appendix 2. A summary of the planned total expenditure by Asset Class for the 2025 to 2035 period is shown in the Table below.

Asset Class	Maintenance costs (\$'000)	Renewal costs (\$'000)	New / Upgrade costs (\$'000)	Total (\$'000)
Transport	\$256,233	\$164,634	\$63,125	\$483,992
Property	\$152,650	\$205,043	\$50,905	\$408,598
Stormwater	\$17,663	\$15,385	\$15,646	\$48,694
Parks & Sporting Grounds	\$191,962	\$108,229	\$46,520	\$346,711
	\$618,508	\$493,292	\$176,195	\$1,287,995

Table 9 – Planned Total 10 Year Expenditure by Asset Class

Funding is based on a balanced LTFP, ensuring responsible asset management. Decisions are guided by:

- Long-term decision making – Balancing community needs with financial sustainability.
- Optimising available funding – Prioritising renewals and maintenance to reduce long-term risks.
- Transparent funding allocation – Ensuring investment decisions align with strategic objectives.
- Prioritising capital expenditure – Focusing on assets that best serve future community needs.

With finite financial resources, funding is directed towards higher-priority assets based on community engagement feedback (received during the development of the Community Strategic Plan and community satisfaction surveys):

- Asset condition and renewals – Aging infrastructure requires renewals to be funded to maintain service, functionality and safety.
- Community priorities – Engagement results emphasized environmental sustainability, transport connectivity, and public facilities, leading to a focus on roads, footpaths, and stormwater infrastructure.
- Asset base proportion – Funding allocations also reflect the total worth of asset classes, necessitating proportionate investment to maintain service levels.
- Sustainability and resilience – Investments support climate resilience, incorporating stormwater management, energy-efficient buildings, and sustainable transport solutions.

By aligning funding with asset conditions, community priorities, and overall asset worth, this strategy ensures strategic and responsible investment in the Inner West's future.

8. Monitoring and Improvement Plan

Asset planning is a continuous improvement process. It needs to be flexible to ensure Council's assets and levels of service are responsive to changes such as population and demographics, challenges of climate change, emerging trends and opportunities. This approach will enable Council to meet agreed requirements over time.

8.1. Asset Plan Reviews and Updates

This AMS will be formally reviewed and updated every four years with each Council term to provide opportunities for the new Council to make any required changes.

Intermediary reviews may be undertaken to provide the opportunity to reflect improvements achieved, major financial decisions made, the consideration of any relevant external factors, or changes to long-term capital works programs to ensure it is responsive to our available financial resources over time.

8.2. Reporting

The AMS has a life of four years and is fully reviewed in line with the Council election cycle and updated within 9 months after Council elections. It also may be reviewed during the annual budget planning process and updated to recognise any material changes in service levels or resources to provide services due to budget decisions.

Reporting on service levels and other performance measures is undertaken annually as part of the Annual Report.

8.3. Continuous Improvement

Significant annual expenditure is required to manage and maintain our existing infrastructure. This highlights the importance of maintaining high-level skills and practices to ensure services are delivered economically and sustainably and Council is committed to continuously improving its knowledge, skills and operational practices in line with industry best practice.

The financial analysis and projections in this AMS are based on existing data, systems, processes and standards. Council is committed to identifying ways to achieve a more robust evidence-based analysis and to improving our practices to achieve this. This might include engaging with the community to establish optimised service levels that are affordable over the long term.

As part of our commitment to continuous improvement, Council recently completed an asset management maturity assessment that identified areas for development to achieve advanced asset management maturity. Based on these findings, Council is dedicated to implementing targeted improvement opportunities to enhance our capabilities. Future initiatives will focus on refining data management, strengthening financial integration, and streamlining governance and operational practices. These efforts will ensure that its asset management processes become more robust, efficient, and aligned with best practices—ultimately supporting its long-term strategic objectives and delivering better outcomes for the community.

8.4.Asset Management Improvement Plan

The Asset Management Improvement Plan (AMIP) highlights 9 action item opportunities that Council can prioritise and implement to improve their Strategic Asset Management (SAM) capabilities within the context of the organisation's overall Asset Management System. One of the key outcomes of the AMIP is to improve alignment between the Asset Management Planning process and the LTFP.

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome/ Output or Collateral	Year of Effort	Priority	Dependencies / Comment
Operational						
1	Improve alignment between the Asset Management Planning process and the LTFP.	Asset planning and financial planning cycles are synchronised, ensuring asset investment needs are reflected in financial forecasting.	Clear linkage between AM Plan and LTFP, ensuring asset renewal, upgrade, and maintenance are budgeted.	2025–2026	High	Requires collaboration between asset management, finance, and strategic asset planning teams. Must align with financial planning cycles and Council budget development processes.
2	Review, finalise and implement draft responsibility matrix with a view to streamline roles and responsibilities. Identify critical AM functions and key staff position responsibilities.	Council specific Critical AM functions identified that are based on ISO principles, and key staff positions identified. Communication and consultation	An endorsed Roles and Responsibility Matrix.	2025	High	Internal Staff commitment, Executive Team endorsement and aligned to responsibilities within the AM Policy.
3	Implement a scheduled cyclical program for infrastructure asset condition assessments at an asset class level.	Data is current and available in the year prior to the scheduled revaluation of the asset class.	Most current condition data available for use in Council's asset revaluations and predictive LTFP models.	On-going	High – Moderate	Rolling audit program dependent on allocation of budget.

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome/ Output or Collateral	Year of Effort	Priority	Dependencies / Comment
4	Regularly review and update individual Asset Management Plans covering a 10-year period for Council's Transport, Property, Stormwater and Parks and Sporting Grounds infrastructure asset classes.	Plans reviewed, updated and endorsed by Council in the year following the Council election.	Four Asset Management Plans.	On-going.	High - Moderate	Staff time commitment, in particular Finance and Project teams and/or budget for external engagement, Executive Team endorsement and commitment from Councilors via Policy endorsement.
5	Undertake regular asset maturity assessment and asset performance monitoring.	Completed AM maturity assessment which has been reported to the AM Steering Committee.	Completed AM maturity assessment, annually.	On-going.	High - Moderate	Staff time commitment and/or budget for external engagement.
8	Establish and enhance asset management reporting to the Executive Team through the Asset Management Steering Committee.	Key metrics, performance indicators defined and reported to asset management steering committee.	Reporting Framework.	2026/27	Moderate	Asset management system capability. Staff time commitment.
9	Strengthen Asset Management Resourcing to Support Sustainable Infrastructure Management.	A review of staffing, skills, and system gaps within the Asset Management function completed and recommendations implemented.	Adequate resourcing and structure.	2025	High - Moderate	Staff time commitment and/or budget for external engagement. Budget for additional resources if considered necessary.
10	Document capacity, functionality & utilisation assessment guidelines for all Asset classes	Assessment guidelines documented and endorsed, applied in upcoming condition audits and capital	Assessment methodology and usage guidelines.	2025/26	Moderate	Staff time commitment and/or budget for external engagement.

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome/ Output or Collateral	Year of Effort	Priority	Dependencies / Comment
		planning activities.				
11	Ensure that information pertaining to asset hierarchies and criticality are updated in Asset Register.	Asset Register updated to reflect latest hierarchy and criticality framework for all major asset classes.	Updated Asset Register fields.	2025	High - Moderate	Staff time commitment.
12	Review resourcing plan to ensure adequate human resources are available to deliver the AM Plans.	Resourcing plans reviewed and endorsed; additional resources identified where needed.	Staffing schedules and FTE capacity models linked to AM delivery.	On-going	High - Moderate	People and Culture input required, particularly workforce planning and budgeting. May also require additional budget.
13	Update the registers in real time based on asset handover process.	Registers reflect asset updates within 4 weeks of handover based on established workflow and process responsibilities.	Updated registers for newly handed over assets.	On-going	High - Moderate	Staff time commitment.
14	Review financial forecasts annually as better data becomes available, update and submit any supporting budget bids.	Annual forecast review embedded into asset planning cycle, with budget recommendations clearly documented.	Updated 10-year forecasts and budget bids.	On-going	High - Moderate	Staff time commitment. Coordination with finance and engineering and asset teams.
15	Review and update activities within the Customer Request Management System following the development of maintenance service levels and develop	Customer Request Management System updated to assist with more realistic expectations.	Improved outcomes for customers.	2026-27	Moderate	Staff time commitment and/or budget for external engagement.

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome/ Output or Collateral	Year of Effort	Priority	Dependencies / Comment
	reports to measure performance in accordance with the levels of service documented in the AMPs.					
16	Plan, schedule and seek funding for network wide transport condition assessments on a 3-5 yearly cycle, to coincide with Council's transport revaluation requirements. Consider the inclusion of capacity, functionality and utilisation assessments as part of the audit.	Audits completed in accordance with adopted schedule.	Improved asset data for modelling and financial reporting.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
17	Explore opportunities for future community surveys to incorporate additional specific questions to the community regarding each asset class, to identify and measure the importance and performance in delivering this service to the community.		Improved output from community surveys to inform service levels.	On-going	Moderate	Staff time commitment.
18	Develop a process to spatially record capital works projects after completion of scoping documentation.	All planned works is spatially identified.	Improved works planning and collaboration with external organisations.	2026-27	High-moderate	Staff time commitment.
Transport						
19	Formally document the rule bases which reflect the policy decisions that Council employs to determine when they will select transport assets for inclusion in		Improved prioritisation of renewal works for inclusion in capital works program.	2026-27	High-moderate	Staff time commitment and/or budget for external engagement.

AMP Action Item No.	Improvement Action Description	Success Criteria	Outcome/ Output or Collateral	Year of Effort	Priority	Dependencies / Comment
	their capital works program.					
20	<p>Review and formally document the current operations and maintenance Levels of Service with regard to all transport assets owned or maintained by Council.</p> <p>These activities should consider the transport function, legislative requirements and utilisation needs when documenting activities and response times.</p>		Greater accountability and customer focus for maintenance services.	2027-28	High-moderate	Staff time commitment and/or budget for external engagement.
21	Ensure that new asset needs identified from Transport Strategy, Pedestrian Access and Mobility Plan and other studies are reflected in future TAMP and the LTFP.		Improved prioritisation of renewal works for inclusion in capital works program.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
Stormwater and Drainage						
22	Formally document the rule bases which reflect the policy decisions that Council employs to determine when they will select stormwater assets for inclusion in their capital works program.		Improved prioritisation of renewal works for inclusion in capital works program.	2026-27	High-moderate	Staff time commitment and/or budget for external engagement.
23	Formally document and adopt a prioritisation ranking methodology utilising the current multi-criteria analysis (MCA) approach as documented in the existing Floodplain studies, which should be standardised across all		Improved prioritisation of mitigation works for inclusion in capital works program.	2026-27	High-moderate	Staff time commitment and/or budget for external engagement.

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome/ Output or Collateral	Year of Effort	Priority	Dependencies / Comment
	catchments and stormwater drainage assets.					
24	Ensure that new asset needs identified from the Floodplain management studies/plans are reflected in future SDAMP and the LTFP.		Improved prioritisation of mitigation works for inclusion in capital works program.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
25	Implement and schedule network wide stormwater asset condition assessments to coincide with Council's stormwater condition audit schedule.	Audits completed in accordance with adopted schedule.	Improved asset data for modelling and financial reporting.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
Parks and Sporting Grounds						
26	Formally document the rule bases which reflect the policy decisions that Council employs to determine when they will select Parks and Sporting Ground assets for inclusion on their capital works program.		Improved prioritisation of renewal works for inclusion in capital works program.	2026-27	High-moderate	Staff time commitment and/or budget for external engagement.
27	Review and formally document the current operations and maintenance Levels of Service with regard to all Parks and Sporting Ground assets owned or maintained by Council. These activities should consider the open space function, legislative requirements and utilisation needs when documenting activities and response times.		Greater accountability and customer focus for maintenance services.	2027-28	High-moderate	Staff time commitment and/or budget for external engagement.

AMP Action Item No.	Improvement Action Description	Success Criteria	Outcome/ Output or Collateral	Year of Effort	Priority	Dependencies / Comment
28	Ensure that new asset needs identified from the Recreation Needs Study – A Healthier Inner West 2021 and other strategies and studies are reflected in future PSGAMP and the LTFP.		Improved prioritisation of renewal works for inclusion in capital works program.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
29	Progressively develop/ update PoMs.		Park improvements are based on community needs.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
30	Implement and schedule network wide open space condition assessments on a 5 yearly cycle, to coincide with Council's open space revaluation requirements. Consider the inclusion of capacity, functionality & utilisation assessments as part of the audit.	Audits completed in accordance with adopted schedule.	Improved asset data for modelling and financial reporting.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
Property						
31	Formally document the rule bases which reflect the policy decisions that Council employs to determine when they will select building assets for inclusion in their capital works program.		Improved prioritisation of renewal works for inclusion in capital works program.	2026-27	High-moderate	Staff time commitment and/or budget for external engagement.
32	Review and formally document the current operations and maintenance Levels of Service with regard to all building assets owned or maintained by Council.		Greater accountability and customer focus for maintenance services.	2027-28	High-moderate	Staff time commitment and/or budget for external engagement.

AMP Action Item No.	Improvement Action Description	Success Criteria	Outcome/ Output or Collateral	Year of Effort	Priority	Dependencies / Comment
33	Progressively develop operations and maintenance management plans for key building assets (i.e. Marrickville Library, Balmain Town Hall) across the portfolio.		Improved	2026-27	High-moderate	Staff time commitment and/or budget for external engagement.
34	Ensure that new asset needs identified from the CANS, Land and Property Strategy and other studies are reflected in future PAMP and the LTFP.		Improved prioritisation of renewal works for inclusion in capital works program.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
35	Progressively incorporate Maintenance Schedules into existing leases as they fall due for renewal to identify asset lifecycle responsibilities.		Greater accountability and customer focus for maintenance services.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.
36	Implement and schedule network wide building condition audit on a 3 yearly cycle to coincide with Council's building revaluation requirements. Consider the inclusion of capacity, functionality & utilisation assessments as part of the audit.	Audits completed in accordance with adopted schedule.	Improved asset data for modelling and financial reporting.	On-going	High-moderate	Staff time commitment and/or budget for external engagement.

Table 10 – Asset Management Improvement Plan

APPENDIX 1: ASSET CLASSES IN DETAIL

Transport

The modelled value of Transport (Road Infrastructure) assets covered by this Asset Plan are estimated at \$981.9 million as at 30th June 2024. The figures below provide a snapshot of overall health of Transport by Asset Subclass.

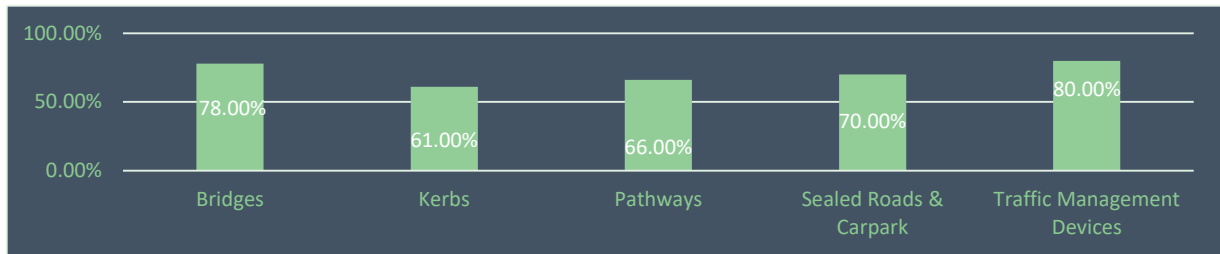


Figure 15 – Transport Asset Health (% Remaining life) by Asset Subclass

Why do we have these assets?

Council’s roads, bridges, footpaths, kerbs, traffic management devices, and carparks are essential for a safe, efficient, and well-connected transport network. These assets serve multiple purposes, including:

- Safe and efficient movement – Roads and bridges facilitate the flow of vehicles, cyclists, and pedestrians, ensuring accessibility for all.
- Pedestrian and vehicle separation – Footpaths provide safe walking spaces, while kerbs help separate pedestrians from vehicles, improving safety.
- Traffic regulation and safety – Kerbs and traffic management devices (e.g., traffic signals, roundabouts, speed humps) control traffic flow, reduce congestion, and prevent accidents.
- Parking and urban mobility – Carparks offer designated spaces for vehicles, improving accessibility to local businesses, public areas, and residential zones.
- Stormwater management – Kerbs delineate road edges, guide driver behaviour, and play a key role in directing stormwater road surface flows into underground stormwater pipes, via stormwater pits, preventing flooding and road deterioration.

By maintaining these assets, Council ensures a safe, functional, and sustainable transport system that supports the needs of the community now and in the future.

What does our work involve?

The following provides an example of some of the activities that Council delivers in regard to this asset class.

Operations & Maintenance	Renewal	Upgrade and New
<ul style="list-style-type: none">• Maintenance and repairs to roads such as patching potholes• Make safe footpath trip hazards and raised slabs around street trees	<ul style="list-style-type: none">• Resurfacing of existing roads• Road reconstruction or major patching of road failures• Replacement of sections of existing	<ul style="list-style-type: none">• New constructed and gifted assets by third parties• Road safety improvements such as installation of raised pedestrian crossings, pedestrian refuges, intersection upgrades, etc• Shared Road/Footpath zones

<ul style="list-style-type: none"> Operational servicing such as street sweeping, vegetation management and weed spraying 	footpaths to the adopted standard	<ul style="list-style-type: none"> Traffic calming treatments such as roundabouts, installation of speed humps, etc Extension of existing footpath network to address gaps in connectivity
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How much do we plan to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
Maintenance	\$23,527	\$24,040	\$24,174	\$24,665	\$25,278	\$25,963	\$26,493	\$26,881	\$27,319	\$27,893	\$256,233
Renewal – Roads & Carparks	\$11,043	\$9,060	\$8,350	\$9,400	\$10,400	\$10,400	\$10,400	\$10,400	\$10,900	\$10,900	\$101,253
Kerbs	\$1,560	\$2,435	\$1,110	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,105
Pathways	\$7,327	\$4,426	\$5,169	\$3,650	\$4,150	\$4,150	\$4,150	\$4,150	\$4,650	\$4,550	\$46,372
Bridges	\$320	\$1,115	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$3,035
Traffic Management & Other	\$1,870	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,870
Upgrade & New	\$14,491	\$9,455	\$9,179	\$6,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$63,125
Total	\$60,137	\$50,531	\$48,182	\$44,915	\$45,028	\$45,713	\$46,243	\$46,631	\$48,069	\$48,543	\$483,992

Table 11 – Transport Projected Expenditure 2025–2035

What does our Financial Plan Achieve?

Over the next 10 years Council plans to spend around \$484 million on maintaining, renewing and improving its Transport infrastructure asset class. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of the road network to retain the current average network condition of 'Good'. New and/or upgrade expenditure has been informed by various sources such as internal staff or the community and/or identified from Strategic Plans, Master Plans or Studies and/or road safety audits to meet the current and future needs of the community.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our transport assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan to ensure that each asset class is assessed for condition every three to five years.

Council is spending approximately 2.4% of the total replacement value of its transport assets on maintenance. This falls within the industry-recommended range of 2% to 4%, indicating that current funding levels are considered appropriate to keep the assets in good condition, minimise future costs, and ensure the infrastructure reaches its intended design life.

What are future challenges and opportunities?

Changing population	Increased freight task	Climate change	Legislation and compliance
<ul style="list-style-type: none">• The increased demand on local roads and their connections with State and Regional roads due to population growth and increased dwelling density.	<ul style="list-style-type: none">• The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings.	<ul style="list-style-type: none">• The lack of availability of the sustainable transport options, including public transport.• The increased risk of damage to our transport assets due to more frequent and more extreme weather events.• The need to consider resilience in the design and construction of new assets.	<ul style="list-style-type: none">• The need to ensure compliance with the Road Act 1993.• The need to meet the requirements of our Road Management Plan.• The need to ensure clarity on which roads we are responsible for.

What key actions will we take, including significant projects?

- Update the Transport Asset Management Plan including technical and community levels of service.
- Continue asset data maintenance and data improvements.
- Continue to implement annual renewal programs based on asset condition assessment data.
- Work towards achieving our asset management targets detailed in Section 4.
- Construction of new footpath initiatives identified from masterplans.
- Continue to implement road safety initiatives.

Property

The modelled value of Council's Buildings, Aquatic Centres and Building Land Improvement (LIMP) assets covered by this Asset Plan are estimated at \$597.98 million as at 30th June 2024. The figures below provide a snapshot of overall health of Property assets by Asset Subclass.

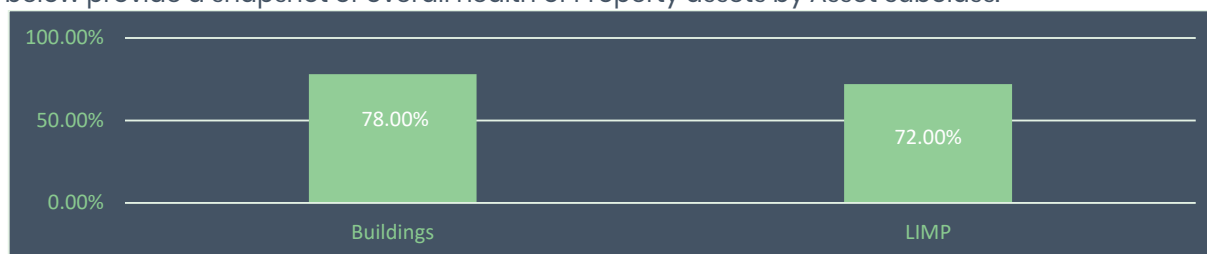


Figure 16 – Property Asset Health (% Remaining life) by Asset Subclass

Why do we have these assets?

Council property assets provide essential spaces for community services, governance, and recreation. They support a range of functions that benefit residents, businesses, and visitors, including:

- **Community services and activities** – Libraries, community halls, and sports pavilions offer spaces for learning, social events, and recreational activities.
- **Public safety and emergency response** – Facilities such as fire stations, depots, and emergency service buildings support public safety and disaster response.
- **Civic administration and governance** – Council offices and chambers provide spaces for decision-making, service delivery, and public engagement.
- **Health and well-being** – Aquatic centres, recreation centres, public toilets, and childcare facilities contribute to the physical and mental well-being of the community by promoting healthy, active lifestyles.
- **Sustainability and energy efficiency** – Well-maintained buildings reduce energy consumption and support environmental initiatives like solar power, LED lighting and water reuse.

By managing and maintaining these property assets, Council ensures safe, accessible, and functional facilities that meet the evolving needs of the community.

What does our work involve?

Operations & Maintenance	Renewal	Upgrade and New
<ul style="list-style-type: none"> • Routine maintenance, including plumbing, electrical, and HVAC servicing • Cleaning, security, and pest control for council buildings • Energy efficiency management, including lighting and heating system optimisations • Minor repairs to walls, ceilings, and fittings 	<ul style="list-style-type: none"> • Refurbishment or replacement of building components such as roofs, fitouts, and floor coverings • Structural repairs and reinforcements to extend building lifespan • Accessibility upgrades to ensure compliance with regulations • Repainting and surface maintenance of council buildings 	<ul style="list-style-type: none"> • Construction of new community buildings, halls, and council facilities to cater for increased demand • Expansion of existing facilities to accommodate growth and increased usage • Installation of solar panels and other sustainable energy solutions • Development of new amenities such as public toilets,

		changerooms, and storage facilities
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How much do we plan to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
Maintenance	\$14,248	\$14,231	\$14,466	\$14,951	\$15,166	\$15,213	\$15,739	\$15,757	\$16,043	\$16,836	\$152,650
Buildings Upgrade	\$18,866	\$8,836	\$2,446	\$1,268	\$1,308	\$1,308	\$1,200	\$1,200	\$1,200	\$1,200	\$38,832
Buildings Renewal	\$21,955	\$39,933	\$14,842	\$12,379	\$10,413	\$12,913	\$12,261	\$12,761	\$12,761	\$13,261	\$163,478
Aquatic Centre Upgrade	\$3,976	\$6,400	\$1,697	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,073
Aquatic Centre Renewal	\$9,178	\$25,600	\$6,788	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,565
Total	\$68,223	\$95,000	\$40,238	\$28,597	\$26,887	\$29,434	\$29,200	\$29,718	\$30,004	\$31,297	\$408,598

Table 12 – Property Projected Expenditure 2025–2035

What does our Financial Plan Achieve?

Over the next 10 years, Council expects to spend around \$408.6 million on maintaining, renewing and improving its Property infrastructure asset class. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our property portfolio to retain the current average network condition of 'Good'. New and/or upgrade expenditure has been informed by various sources such as 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, to meet the current and future needs of our community.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our property assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan to ensure that each asset class is assessed for condition every three years.

Council is spending approximately 2.4% of the total replacement value of its property assets on maintenance. This falls within the industry-recommended range of 2% to 4%, indicating that current funding levels are considered appropriate to keep the assets in good condition, minimise future costs, and ensure the infrastructure reaches its intended design life.

What are future challenges and opportunities?

Changing population	Aging Infrastructure & Increased Usage	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for community facilities due to population growth. Pressure on existing buildings to accommodate new services, requiring expansion or repurposing of assets. 	<ul style="list-style-type: none"> More frequent maintenance and upgrades needed to keep buildings safe and functional as usage increases. The challenge of balancing heritage preservation with modernisation needs. 	<ul style="list-style-type: none"> Increased risks to buildings due to extreme weather events such as storms, heatwaves, and flooding. Higher energy costs and the need for more sustainable and climate-resilient buildings. 	<ul style="list-style-type: none"> Stricter building regulations, accessibility requirements, and environmental standards. Need to ensure compliance with Work Health & Safety (WHS), disability access laws, and building codes.

Changing population	Aging Infrastructure & Increased Usage	Climate change	Legislation and compliance
		• Opportunity to incorporate renewable energy solutions and energy-efficient designs.	

What key actions will we take, including significant projects?

- Update the Property Asset Management Plan, including technical and community levels of service.
- Continue asset data maintenance and data improvements to improve accuracy and planning.
- Implement annual renewal programs based on asset condition assessments.
- Work towards achieving our asset management targets detailed in Section 4.
- Continue building refurbishment programs.
- Trial energy-efficient and sustainable building technologies to progress towards carbon neutrality.
- Continue with building safety and compliance initiatives, including fire safety, disability access, and emergency preparedness measures.

Stormwater Drainage

The modelled value of stormwater drainage infrastructure assets covered by this Asset Plan are estimated at \$190.2 million as at 30th June 2024. The figure below provides a snapshot of overall health of Council's infrastructure stormwater assets by Asset Subclass.

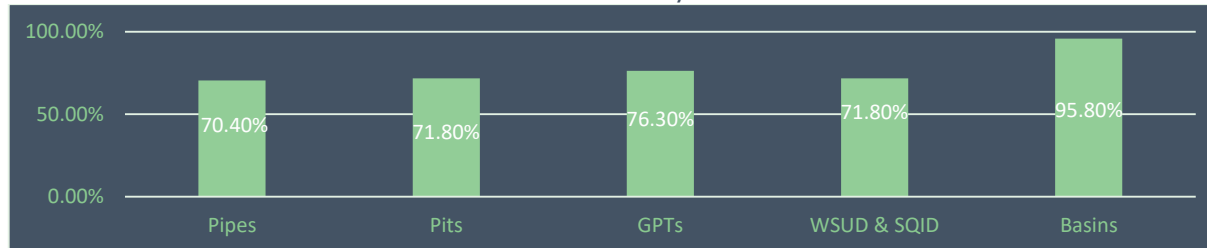


Figure 17 – Stormwater Asset Health (% Remaining life) by Asset Subclass

Why do we have these assets?

Council's stormwater drainage network helps manage rainwater runoff, prevent flooding, and protect the environment. These assets play a critical role in maintaining public health and infrastructure integrity by:

- **Flood prevention and water Management** – Stormwater pipes, culverts, and drainage pits collect and direct rainwater to prevent localised flooding and road damage.
- **Protecting public infrastructure** – Well-designed stormwater systems prevent water damage to roads, buildings, and public spaces.
- **Environmental protection** – Gross pollutant traps, bio-retention basins, and wetlands filter pollutants, improving water quality before it reaches waterways.
- **Supporting urban growth** – Proper drainage infrastructure ensures new developments effectively manage stormwater without impacting existing properties.
- **Sustainability and water reuse** – Some systems capture stormwater for reuse in irrigation and environmental projects, reducing reliance on potable water.

By maintaining these assets, Council minimises flood risks, protects the environment, and ensures stormwater systems remain functional and sustainable.

What does our work involve?

Operations & Maintenance	Renewal	Upgrade and New
<ul style="list-style-type: none"> • Routine cleaning and desilting of pits, pipes, and culverts • Inspection and monitoring of drainage systems for blockages and damage • Pipe and pit maintenance, including clearing of blocked pipes and pits as a result of debris and tree roots • Emergency response to flooding and drainage failures 	<ul style="list-style-type: none"> • Replacement of ageing or damaged drainage pipes and culverts • Rehabilitation of stormwater channels and swales • Relining of stormwater pipes to extend service life 	<ul style="list-style-type: none"> • New constructed and gifted assets by third parties • Upgrading of undersized drainage infrastructure to meet current capacity needs • Installation of new flood mitigation infrastructure such as detention basins • Integration of water-sensitive urban design (WSUD) elements such as bio-retention basins • New stormwater harvesting and reuse schemes to improve sustainability

How much do we plan to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
Maintenance	\$1,865	\$1,888	\$1,917	\$1,595	\$1,624	\$1,653	\$1,683	\$1,714	\$1,846	\$1,878	\$17,663
New / Upgrade	\$2,496	\$1,965	\$1,385	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$15,646
Renewal	\$1,610	\$1,500	\$1,675	\$1,600	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$15,385
Total	\$5,971	\$5,353	\$4,977	\$4,595	\$4,524	\$4,553	\$4,583	\$4,614	\$4,746	\$4,778	\$48,694

Table 13 – Stormwater Projected Expenditure 2025–2035

What does our Financial Plan Achieve?

Over the next 10 years, Council plans to spend around \$48.7 million on maintaining, renewing and improving its stormwater infrastructure asset class. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our stormwater portfolio to retain the current average network condition of 'Good'.

This funding allocation is guided by strategic predictive modelling, which assesses the projected deterioration of Council's stormwater drainage assets under different renewal funding scenarios. The modelling helps determine the long-term impacts of funding decisions on overall asset condition and service levels.

Council is spending approximately 1% of the total replacement value of its stormwater drainage assets on maintenance. This falls within the industry-recommended range of 1% to 3%, indicating that current funding levels are considered appropriate to keep the assets in good condition, minimise future costs, and ensure the infrastructure reaches its intended design life.

To further improve condition data and refine renewal planning, Council is preparing to implement a CCTV-based condition audit program. This will involve inspections of underground stormwater pipes and pits enabling visual assessment and systematic updates to asset condition records within the asset register.

In addition to modelling and inspection programs, Council is actively undertaking a range of floodplain management studies and investigations, which may identify further upgrade needs over the next 10 years to meet community expectations and required service levels. Council has already completed overland Flood Studies for 8 of its 9 catchments.

These floodplain management studies and plans are critical in identifying flood risks, defining existing flood behaviours, and recommending mitigation strategies. They also inform the stormwater funding program, establishing implementation priorities, staging, responsibilities, and monitoring requirements to support targeted infrastructure investment and long-term resilience.

What are future challenges and opportunities?

Changing population	Aging Infrastructure & Increased Demand	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased urbanisation leading to greater stormwater runoff and higher demand on existing drainage systems. The need for smarter water management solutions as neighbourhoods grow and impervious surfaces increase. 	<ul style="list-style-type: none"> Older drainage systems may struggle to cope with increased stormwater volumes, requiring major upgrades. Many pipes and pits are considered undercapacity given changes in weather patterns and changes in standards. Opportunity to implement smart drainage systems with real-time monitoring and predictive maintenance. 	<ul style="list-style-type: none"> More intense rainfall and extreme weather events increasing flood risks and system overload. The need to incorporate water-sensitive urban design (WSUD) and natural drainage solutions like wetlands and retention basins. Opportunity to use stormwater harvesting for irrigation and reducing reliance on potable water. 	<ul style="list-style-type: none"> Need to comply with environmental regulations for stormwater quality and pollutant control. Stricter requirements for stormwater management in new developments. Opportunity to align stormwater planning with sustainability and climate resilience goals.

What key actions will we take, including significant projects?

- Continue stormwater asset data maintenance and improvements to improve planning and compliance.
- Implement a network strategic CCTV condition inspection program and incorporate the results into the Operational budget.
- Implement annual renewal & upgrade programs for drainage infrastructure based on CCTV condition assessments and flood capacity studies.
- Work towards achieving our asset management targets detailed in Section 4.
- Construct new drainage infrastructure identified in flood management plans and urban development frameworks.
- Continue pipe relining and maintenance programs to extend the lifespan of existing drainage assets.
- Continue innovative water management solutions, such as stormwater harvesting and biofiltration systems.
- Implement flood mitigation and resilience initiatives, including upgrades to high-risk drainage networks.

Parks and Sporting Grounds

The modelled value of parks and open space assets covered by this Asset Plan are estimated at \$282.2 million as at 30th June 2024. The figures below provide a snapshot of overall health of Council's parks and sporting ground assets by Asset Subclass.

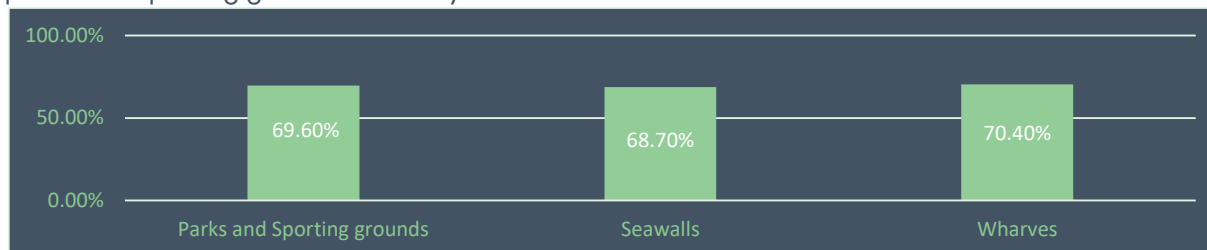


Figure 18 – Parks and Sporting Grounds Asset Health (% Remaining life) by Asset Subclass

Why do we have these assets?

Parks, gardens, sports fields, and open spaces enhance community well-being, provide recreational opportunities, and support environmental sustainability. These assets are vital for:

- **Recreation and social connection** – Parks, playgrounds, and walking trails provide spaces for exercise, relaxation, and social interaction.
- **Health and well-being** – Access to green spaces supports physical and mental health, encouraging active lifestyles and outdoor activities.
- **Biodiversity and environmental protection** – Trees, wetlands, and conservation areas contribute to air quality, habitat preservation, and urban cooling.
- **Community events and activities** – Open spaces host cultural events, markets, and festivals, fostering a strong community spirit.
- **Sustainability and climate resilience** – Green spaces absorb stormwater, reduce urban heat, and contribute to sustainable city planning.

By investing in these assets, Council ensures the community has access to high-quality public spaces that promote health, sustainability, and social engagement.

What does our work involve?

Operations & Maintenance	Renewal	Upgrade and New
<ul style="list-style-type: none"> • Mowing, weed control, and general landscaping of public parks and sporting fields • Maintenance of irrigation systems, including leak repairs and water efficiency management • Cleaning and upkeep of public amenities such as BBQ areas, toilets, and picnic shelters • Inspection and maintenance of playgrounds to ensure compliance with safety standards 	<ul style="list-style-type: none"> • Replacement of playground equipment and park furniture in poor/very poor condition • Rehabilitation of sporting grounds and facilities, including resurfacing and turf replacement, cricket wickets and hard courts • Rehabilitation of seawalls and wharves • Upgrading of park lighting and footpaths to improve accessibility and safety 	<ul style="list-style-type: none"> • Development of new parks, playgrounds, gardens, and recreation reserves • Construction of new walking and cycling trails • Installation of new public art, signage, and wayfinding infrastructure

How much do we plan to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	Total
Maintenance	\$17,722	\$17,964	\$18,285	\$18,935	\$18,914	\$19,249	\$19,592	\$19,943	\$20,685	\$20,673	\$191,962
New / Upgrade	\$6,807	\$12,953	\$3,993	\$6,439	\$4,738	\$2,058	\$2,358	\$2,358	\$2,358	\$2,458	\$46,520
Land Improvement Renewal	\$12,331	\$12,339	\$12,159	\$12,753	\$9,747	\$8,632	\$9,957	\$10,052	\$9,785	\$10,174	\$107,929
Seawalls Renewal	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$200
Wharves Renewal	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100
Total	\$36,860	\$43,256	\$34,437	\$38,127	\$33,699	\$29,939	\$31,907	\$32,353	\$32,828	\$33,305	\$346,711

Table 14 – Parks and Sporting Grounds Projected Expenditure 2025–2035

What does our Financial Plan Achieve?

Over the next 10 years we expect to spend around \$346.7 million on maintaining, renewing and improving Council's parks and sporting ground infrastructure asset class. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our open spaces and parks portfolio to retain the current average network condition of 'Good'. New and/or upgrade expenditure has been informed from a combination of methods which include Councillor and/or community requests, project candidates identified via the RN Study 2021 or identified via other Strategic or Master Plans¹⁵, to meet the current and future needs of our community.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our parks and open space assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan to ensure that each asset class is assessed for condition every four years.

Council is spending approximately 6.3% of the total replacement value of its parks and sporting ground assets on maintenance. This falls within the industry-recommended range of 2% to 5%, indicating that current funding levels are considered appropriate to keep the assets in good condition, minimise future costs, and ensure the infrastructure reaches its intended design life.

¹⁵ Council acknowledges that it will need to revisit its existing Public Toilet Strategy and plans to also develop a new Playground Strategy.

What are future challenges and opportunities?

Changing population	Aging Infrastructure & Increased Usage	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for parks, playgrounds, and recreational facilities as population density grows. Pressure to balance development with preserving green spaces. 	<ul style="list-style-type: none"> Higher maintenance needs for aging park facilities and sporting fields. Opportunity to modernise parks with smart technology, such as automated irrigation and lighting. 	<ul style="list-style-type: none"> Increased stress on vegetation and parklands due to prolonged droughts, heatwaves, and extreme weather. Need for more shade, heat-resistant plants, and water-efficient landscaping. Opportunity to expand urban greening initiatives to improve climate resilience. 	<ul style="list-style-type: none"> Compliance with safety regulations for playgrounds, sporting facilities, and public amenities. Environmental policies requiring sustainable management of open spaces. Opportunity to integrate biodiversity conservation into park planning.

What key actions will we take, including significant projects?

- Continue asset data maintenance and data improvements to ensure accurate planning.
- Implement annual renewal programs for park and sporting ground infrastructure, including playgrounds, footpaths, and sports facilities, seawalls and wharves.
- Work towards achieving our asset management targets detailed in Section 4.
- Continue sports field resurfacing and irrigation system upgrades to maintain high-quality playing surfaces.
- Continue sustainable park management practices, such as automated irrigation, recycled materials, and eco-friendly lighting.
- Implement public safety and accessibility initiatives, including improved park lighting, seating, and signage.

APPENDIX 2: ASSET MANAGEMENT POLICY

Title	Asset Management Policy
Summary	<p>This Policy outlines Inner West Council's purpose for planning and delivery of infrastructure services. It ensures that the Council has data, knowledge, systems, resources and processes that will enable long-term asset planning.</p> <p>This Policy also provides the supporting context that together with the Community Strategic Plan 2041 (to be endorsed June 2025) and the Integrated Planning and Reporting Framework, facilitates the development of Council's long-term Asset Management Strategy and Asset Management Plans.</p>
Document Type	Policy
Relevant Strategic Plan Objective	<ul style="list-style-type: none"> • Strategic Direction 1: An ecologically sustainable Inner West • Strategic Direction 2: Liveable, connected neighbourhoods and transport. • Strategic Direction 3: Creative communities and a strong economy • Strategic Direction 4: Healthy, resilient and caring communities • Strategic Direction 5: Progressive responsive and effective civic leadership.
Legislative Reference	<ul style="list-style-type: none"> • <i>Local Government Act 1993</i> • <i>Local Government Amendment (Governance and Planning) Act 2016</i> • <i>Local Government (General) Regulation 2021</i> • <i>Integrated Planning and Reporting Guidelines 2021</i>
Related Council Documents	<ul style="list-style-type: none"> • Infrastructure, Plant, Property and Equipment Determination Protocol, Version 2019.001 • Community Strategic Plan-Our Inner West 2041, To Be Endorsed June 2025 • Asset Management Strategy 2025-2035 • Asset Management Plans (For Each Asset Class) 2025-2035
Version Control	See last page

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1 Purpose

Inner West Council provides a range of services to the community utilising assets. The elected members of Council have stewardship to care for and protect these assets for present and future generations.

The purpose of this Policy is to outline a framework for the management of assets to deliver Council's Strategic Objectives. The international suite of standards for Asset Management (ISO55000:2014) recognises that 'asset management enables an organisation to realise value from assets in the achievement of its organisational objectives'.

This Policy and the supporting processes will:

- Facilitate the achievement of management objectives for community, infrastructure, and operational assets to meet the present and future needs of the community.
- Rationalise existing assets and develop appropriate new assets to address Council's community's service needs now and in the future.
- Deliver assets at the right cost, at the right time, and to an appropriate standard.
- Develop systems, procedures, and controls to enable effective service planning as an integral part of Council decision-making.
- Provide leadership and direction in Council's asset management approach.
- Establish stewardship processes for asset management practices.
- Ensure transparency and accountability in Council's asset management approach, in line with the Integrated Planning and Reporting (IP&R) Guidelines (2010, updated 2016).

2 Objective

The objective of this Policy is to ensure responsible management of assets owned and/or administered by Council in a manner that promotes sustainable social, environmental, and economic outcomes for the ongoing benefit of the Inner West community.

Methodologies and processes adopted will align with:

- The ISO 55000:2014 suite of standards.
- The Integrated Planning and Reporting Framework Guidelines (2010, updated 2016), ensuring compliance with legislative requirements.

A core focus of this Policy is to transition Council from an asset-centric to a service-centric approach, ensuring service outcomes drive asset management priorities.

3 Background

The *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation) and the Integrated Planning and Reporting Framework 2009 place several obligations on NSW councils in relation to asset management.

These obligations ensure that all councils in NSW account and plan for all assets under their ownership, including new assets proposed in their strategic plans.

The legislative requirements include:

- **Asset Management Strategy and Plans:** Councils must prepare an Asset Management Strategy and Asset Management Plans to support the Community Strategic Plan and Delivery Program.
- **Structure:** The Asset Management Plans must encompass all the assets under a council's control and identify asset service standards.
- **Minimum Timeframes:** These documents must cover a minimum timeframe of 10 years.
- **Policy Alignment:** The Asset Management Strategy must include an overarching Council-endorsed Asset Management Policy.
- **Critical Asset Identification:** Councils must identify assets critical to their operations and outline risk management strategies for these assets.
- **Capability Improvement:** Councils must include specific actions to improve asset management capability, including resource requirements and timeframes.
- **Community Engagement:** Councils must actively engage with their local communities, utilising the Integrated Planning and Reporting Guidelines (Figure 1) and other communication measures.
- **Reporting:** Councils must report on their assets in the annual financial statements, in accordance with the Local Government Code of Accounting Practice and Financial Reporting, including condition assessment, renewal and maintenance expenditure.

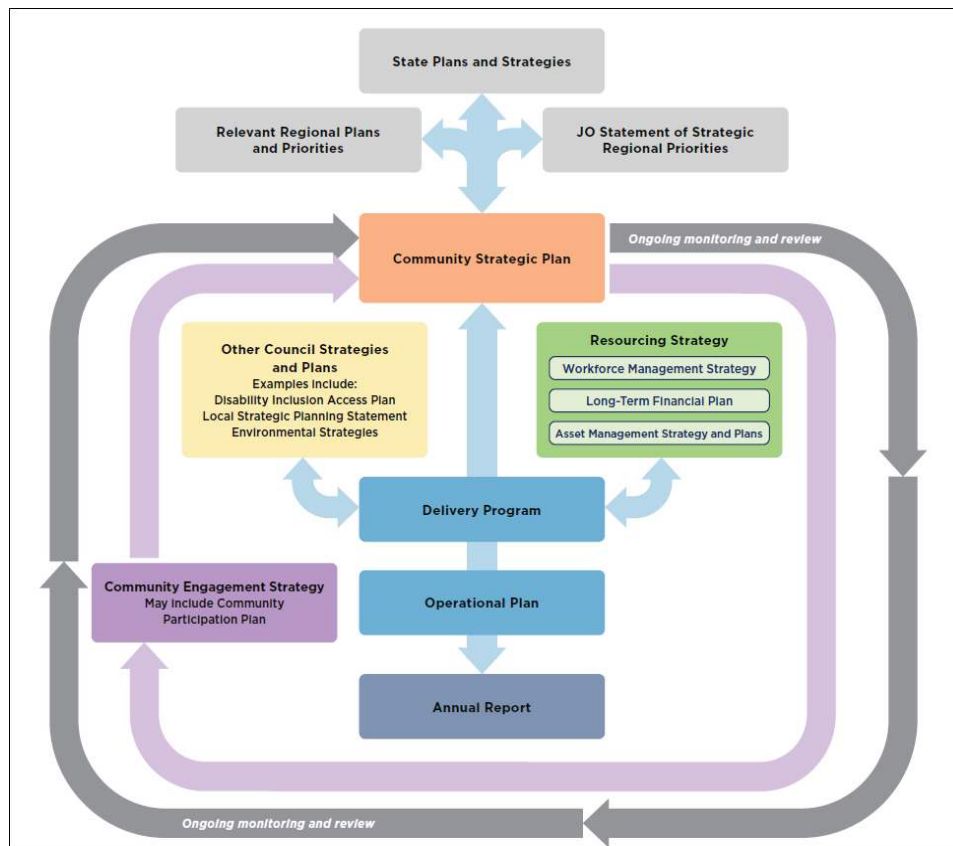


Figure 1 - NSW Integrated Planning and Reporting Framework

4 Scope

4.1 In scope

This Policy applies to all assets owned or administered by Inner West Council and encompasses:

- Community and infrastructure assets; and
- Operational assets used in the provision of community services and other Council operations.

4.2 Out of scope

- Natural and heritage assets within Council's boundaries.
- Assets owned and maintained by other government organisations or by private organisations within Council's boundaries.

5 Definitions

In the Asset Management Policy, the following terms have the following meanings:

TERM	DEFINITION
Act	Local Government Act 1993.
Asset	<p>Infrastructure owned or controlled by Council to deliver services or generate economic, social, or environmental value.</p> <p>Infrastructure such as Roads, Footpaths, Kerb and Gutter, Bridges, Traffic Management Devices, Street and Park Furniture, Stormwater Pipes and Pits, Culverts, Playgrounds, Sports fields, Land, Buildings, Facilities, Commercial Investments, Plant and Equipment, Natural and Heritage Items owned or administered by Council.</p>
Asset Management Plan	A document outlining the full physical and financial life cycle of an asset. This includes details of the asset components, asset values, depreciation rates, lifecycle expectations, physical condition assessments, maintenance and renewal plans for the whole of the life of the asset.
Asset Management Strategy	A high-level action plan that gives effect to the asset management framework by documenting the approach to delivering on objectives and plans with supporting systems.
Asset Management System	Is a set of interrelated and interacting elements of the organisation, whose function is to establish the asset management policy, asset management objectives and processes to achieve those objectives.
Asset Management Software System	A software system used for asset management with the function of recording and facilitating the data and processes required to deliver the asset management objectives.

TERM	DEFINITION
Capital Expenditure	Expenditure for new infrastructure and for the renewal or upgrade of existing assets that enhance the future service potential of the assets.
Councillor	Inner West Council elected representative.
Council Officer	Inner West Council members of staff (including full-time, part-time, casual and contracted staff).
Disposal	Activities necessary to dispose of decommissioned assets that are no longer required.
Executive Leadership Team / Executive and Management Team	General Manager, all Directors and General Counsel.
Financial Sustainability	The financing of the full life cycle costs, over a minimum 20-year period of Council's assets so as to not unreasonably burden future generations or unreasonably reduce the service levels for future generations.
Infrastructure Asset	An asset that by its nature provides value to the community and/or enables the community to function, e.g. roads, traffic facilities, footpaths, drains, parks and sports fields.
New	Expenditure on new works or acquisitions that create an asset that did not exist in any shape or form.
Renewal	Expenditure on an existing asset which returns the service function or the life of the asset back to its original condition
Renewal Gap	The difference between the organisation's current renewal funding and the required renewal demand.
Routine Maintenance / Maintenance	Expenditure which does not meet the definition of Capital Expenditure but is incurred to ensure that the asset continues to provide its pre-determined service, function and quality and achieves its expected useful life. Routine maintenance expenditure is of a regular and ongoing nature.
Service Planning	A comprehensive review and planning of a particular area of service delivery. The focus of service planning is on quantity, efficiency and ability to sustainably meet the needs of the community/ informing provision of current and future assets.
Upgrade	Expenditure on an existing asset which enhanced and/or improves its function and a consequence provides a higher level of service.

6 Statement

Assets owned and/or administered by Inner West Council must:

- Align with transparent processes demonstrating responsible management practices;
- Support a service-centric framework compliant with the NSW IP&R Guidelines (2010, updated 2016), meaning that Council will adopt intervention levels for both maintenance and capital works in accordance with affordable and equitable standards;
- Have a defined strategic purpose that contributes to Council's community infrastructure and/or service delivery objectives as defined in Council's Community Strategic Plan 2041.
- Be managed so that the assets are structurally sound (fit for service), functionally sound (fit for purpose), aesthetically sound (look good) and are environmentally and financially sustainable into the future;
- Be managed with a life cycle approach where the total life cycle cost of all assets is taken into consideration, i.e. not just initial acquisition costs;
- Be accessible, adaptable and have sufficient capacity to meet the varied needs of the Inner West community over time;
- Clearly define custodianship and operational accountabilities;
- Be identified, registered and recorded in accordance with relevant legislation and accounting standards;
- Include a current Asset Management Plan detailing the life cycle, maintenance, and renewal requirements;
- Have a current Asset Accounting Policy detailing the methodology of valuations and the methodology of reporting depreciation, as well as key financial ratios, as required for local government financial statements;
- Have a structured Long-Term Financial Plan linked to defined Service Levels from the Asset Management Plan; and
- Evaluate and prioritise Capital Works projects on Council owned assets and recommend the annual and 10-year program to the Executive and Management Team.

7 Policy Implementation

Council will adopt a systematic approach to asset management consistent with ISO 55000:2014, the International Infrastructure Management Manual (2021), and the IP&R Guidelines (2010, updated 2016).

Implementation measures include:

- Utilising established service levels to determine future capital and maintenance needs.
- Ensuring Asset Management Plans inform the Long-Term Financial Plan.
- Engaging the community as per IP&R requirements.
- Evaluating life-cycle costs for new assets before acquisition.
- Conducting regular condition and risk audits, following IPWEA guidelines.
- Leveraging data for depreciation calculations and asset revaluations as per AASB116 and AASB13.

8 Responsibilities

Responsibilities for implementing this Policy are shared between Councillors, Executive and staff as follows:

Council

- Act as stewards for all physical assets owned and/or controlled by Council;
- Adopt the Policy and ensure sufficient resources are allocated to manage Council assets;
- Set levels of service, risk and cost standards based on the community's needs and Council's ability to fund;
- Be aware of and commit to funding infrastructure renewal requirements stated in the Asset Management Plans, to ensure the sustainability of Council's infrastructure base; and
- Ensure investment decisions for new/upgraded infrastructure consider whole-of-life costs, including additional annual operations and maintenance costs.

The General Manager

- Promote asset management across the organisation;
- Ensure that the corporate strategic planning principles embraced by Council are reflected in the Asset Management Policy, Strategy and Plan;
- Monitor progress and performance in the implementation of asset management plans; and
- Allocate appropriate resources to achieve asset management objectives.

Executive and Management Team

- Responsible for implementing infrastructure asset management plans, systems, policies and procedures;
- Foster and support the cross-functional Asset Management Steering Group;
- Ensure that accurate and reliable information is presented to Council for decision-making;
- Ensure that adequate resources (human, systems and materials) are provided to implement the Asset Management Strategy and Asset Management Plans; and
- Ensure there is training and capacity built into the human resources involved with Asset Management at Council.

Asset Management Steering Committee

- Ensure that all asset management activities are consistent with the objectives of the Community Strategic Plan, and the Integrated Planning and Reporting Framework;
- Ensure that people, processes and systems are in place and work together to deliver services and meet the corporate infrastructure asset management objectives;
- Oversee the development and implementation of asset and risk management plans for all asset classes;
- Represent the key asset management functions e.g. Infrastructure Planning, Maintenance and Construction, Finance, Community Engagement and direct service provisions such as Recreation and Community Services;
- Monitor and review the status of implementation of the Asset Management Policy and Asset Management Strategy and Plans;
- Provide guidance for the development of long-term Asset Management Plans for all major asset classes;
- Provide guidance on the asset revaluation cycles and condition assessment programs; and
- Evaluate and prioritise Capital Works projects on Council owned assets and recommend the annual and 10-year program to the Executive and Management Team.

Asset Management Team

- Have asset management responsibilities reflected in position descriptions as appropriate.
- Develop and maintain Council's Asset Management Strategy;
- Develop and maintain Asset Management Plans for the assets under their control, including determination of asset renewal requirements i.e. proposed timing and estimated costs of end-of-life renewal using the principles of good asset management practice;
- Deliver asset maintenance, renewal, upgrade and disposal programs in accordance with Asset Management Plans and agreed levels of service;
- Periodically review the Asset Management Policy, Strategy and Asset Management Plans; and
- Engage up-to-date technologies, methodologies and continuous improvement processes in the management of Council's assets.

Finance Team

- Report accurately on the status of Council's infrastructure assets in line with financial standards and statutory requirements; and
- Coordinate asset accounting deliverables and initiatives with Council's asset management team.

9 Additional reference material

- ISO55000:2014 – International suite of standards for Asset Management.
- Australian Accounting Standards – AASB116/13/108/36.
- IPWEA Financial Planning Guidelines.
- IPWEA International Infrastructure Management Manual (IIMM 2021 edition).

10 Breaches of this Policy

Breaches of this policy may result in an investigation of the alleged breach in line with relevant Council policies including the Model Code of Conduct.

Any alleged criminal offence or allegation of corrupt conduct will be referred to the relevant external agency.

11 Administrative Changes

From time-to-time circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made including branding, Council Officer titles or department changes and legislative name or title changes which are considered minor in nature and not required to be formally endorsed.

12 Version Control – Policy History

This policy will be formally reviewed in line with each Integrated Planning and Reporting cycle following the election of a new Council in accordance with the *Local Government Act*.

Governance use only:

Document	Asset Management Policy	<i>Uncontrolled Copy When Printed</i>	
Custodian	Director Infrastructure	Version #	Version 2.1
Adopted By	Council	ECM Document #	38288059
Next Review Date	Following the next Council election		

Amended by	Changes made	Date Adopted
Council	New Policy	June 2018
Council	Revised Policy	14 June 2022

APPENDIX 3: KEY TERMS & DEFINITIONS

Terminology	Description
Annual Depreciation	The systematic allocation of the depreciable amount of a non-current asset over its useful life, which reflects the pattern in which the non-current asset's future economic benefits are expected to be consumed by the entity.
Asset Health	Asset Health refers to the life expectancy and remaining serviceability of the asset.
Capital Expenditure	Expenditure for new infrastructure and for the renewal or upgrade of existing assets that enhances the service potential of the assets.
Condition	An indicator of asset health measured on a 1-5 scale (where 1 is 'very good' and 5 is 'very poor'). Condition 0 represents a brand-new asset, while a condition of 6 represents an asset that is no longer providing its intended level of service.
Consumption Ratio	Written down Value of an asset / Gross Replacement costs measured using the remaining life of an asset or its component. Recommended target = 60 – 85%.
Fair Value	The price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date.
Financial Ratios	Reporting ratios in Financial Statements – Renewal funding ratio, Life Cycle Indicator and Consumption Ratio.
Infrastructure Asset	A physical asset owned by an entity due to past actions, which is expected to provide future economic benefits. For example, a road that has been either gifted to Council by a developer or built by Council and used by road users living within the municipality and outside of the municipality.
Intervention Level	A physical state of an asset defined by its condition, capacity or functionality at which Council will determine a treatment action.
Lifecycle Indicator	Planned 10-year LTFP / Desired 10-year LTFP costs (maintenance, renewal, upgrade and new expenditure for desired service level). Recommended target = 85-115%.
Long Term Financial Plan	A Financial Plan based on a Service Level Target that produces a year-by-year forecast of the investment needed in capital renewals, capital upgrades, new infrastructure and ongoing maintenance.
Maintenance	Expenditure that is incurred to ensure that the asset continues to provide its pre-determined service capacity and quality and achieves its expected useful life. Maintenance expenditure is of a regular and ongoing nature.
Operational	It is a regular activity to provide public health, safety and amenity. E.g. Street sweeping, grass mowing, street lighting.

Terminology	Description
Renewal Funding Ratio	Planned renewal budget for the next 10 years / Desired renewal costs for the next 10 years (as per the desired service level). Recommended target = 85–115%.
Renewal or Replacement of an Asset	Is where a previously existing asset is replaced, or its service life extended, without enhancement of the service capability except where this is incidental and unavoidable.
Replacement value or Replacement cost	The cost of replacing the asset to return the asset back to its original intended level of service.
Service Centric Approach	An approach where the characteristics, locations, condition and functional fitness of future assets are defined by the services that Council intends to provide and the levels at which these services are targeted.
Upgrade	Is the enhancement of an existing asset to provide a higher level of service. E.g. Extending the width of a nominal pavement to cater for traffic.
Useful Life	It is defined as the period over which an asset is expected to be available for use by the entity at an above acceptable service level. It is deemed to be the time from placing the asset into service to the time it is either likely to be renewed, disposed of, or ceases being effective for the intended service.

Document	Resourcing Strategy – Asset Management Strategy 2025–2035		
Custodian	Director Engineering	Version #	Version 2
Adopted By	June 2025	ECM Document #	40798039
Next Review Date	June 2026		

IWC0939-04/25

Community Languages

Talk free with an interpreter call 131 450

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



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