

Inner West Council

Parks and Sporting Grounds Asset Management Plan 2022-2032



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Document Control

Document History

Version	Date	Status	Author	Summary of changes
0.1	15/5/2022	Draft	T. Blefari	Initial draft PSGAMP.
0.2	26/5/2022	Final	T. Blefari	Final draft following internal feedback.

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Definitions

Explanation of definitions and acronyms used in this plan.

Term/Acronym	Definition
AASB	Australian Accounting Standards Board
AM Strategy	Asset Management Strategy
AMSC	Asset Management Steering Committee
Backlog	<p>The quantum of assets that meet the levels of service reflected in the modelling rule base and hence due for a capital treatment, however, funding is not enough to treat these assets.</p> <p>The current hypothetical cost of recouping this backlog (i.e PSGAMP funding required to bring every asset in condition state 5, Very Poor, back to a condition state 1, being Very Good) by immediate capital renewal.</p>
CANS	Inner West Community Asset Needs Strategy
Condition or Service State	The service state involves the use of a single integer between 1 and 5 to describe the ability of the asset in question to fulfill its function; where 1 is very good and 5 is very poor.
ICT	Information and Communication Technology
IIMM	International Infrastructure Management Manual
ISO55000	55000 Series, International Suite of Asset Management Standards
LTFP	Long-Term Financial Plan
Net Strategy Cost	Total cost lifecycle scenario strategy. Calculation; Total Capital Cost over 20 Years + Total Maintenance & Operational Cost over 10 Years – Backlog Movement Over 20 Years.
Non-current assets	Physical and intangible infrastructure assets, including information and communication technology (ICT) assets, controlled by the organisation
PoM	Plan of Management
PSGAMP	Parks and Sporting Grounds Asset Management Plan
SAM	Strategic Asset Management

1 Executive Summary

1.1 The purpose of the Plan

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

The PSGAMP documents the overall integrated planning framework to guide and improve Council’s long-term strategic management of its parks and sporting grounds (open spaces) in order to cater for the community’s required levels of service into the future as detailed in Section 3.6 Level of Service. The PSGAMP defines the state of Council’s open space assets as at the 2022 Financial Year, the 10-year funding required to achieve Council’s adopted asset performance targets and planned asset management activities over a 10-year planning period.

This PSGAMP is to be read in conjunction with Council’s Asset Management Strategy.

1.2 Current State of Council’s Assets

The value of open space assets covered by this PSGAMP is estimated at \$172.18M, as at 30th June 2021 and summarised in the following table:

Asset Type	Quantity (Number)	Replacement Cost (,000)	Accumulated Depreciation (,000)	Fair Value (,000)	Annual Depreciation (,000)
Land Improvements Depreciable	6,517	\$124,396	\$38,029	\$86,367	\$3,751
Land Improvements Non-Depreciable	3	\$4,286	\$0	\$4,286	\$0
Seawalls	118	\$37,424	\$12,757	\$24,667	\$966
Wharves and Other Marine structures	96	\$6,077	\$2,291	\$3,786	\$82
Grand Total	6,734	\$172,183	\$53,077	\$119,106	\$4,799

Table 1 - Assets Valuations as at 30th June 2021¹

¹ Source: Inner West Council | Annual Report 2020-21 | Notes to the Financial Statements 30 June 2021

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The following dashboard provides a high-level overview of the current condition (service state) of all open space assets within Parks and Sporting Grounds owned and maintained by Council. The service state is a numerical score assigned to each major open space asset to represent its current performance (i.e. where is the asset on its lifecycle path). Utilising predictive modelling software and techniques, Council can simulate each asset’s degradation (the way it moves from one condition state to another throughout its lifecycle) to predict when assets will fail and require future treatment intervention.

Refer to Table 4 – Asset Condition Rating Guidelines for condition definitions.

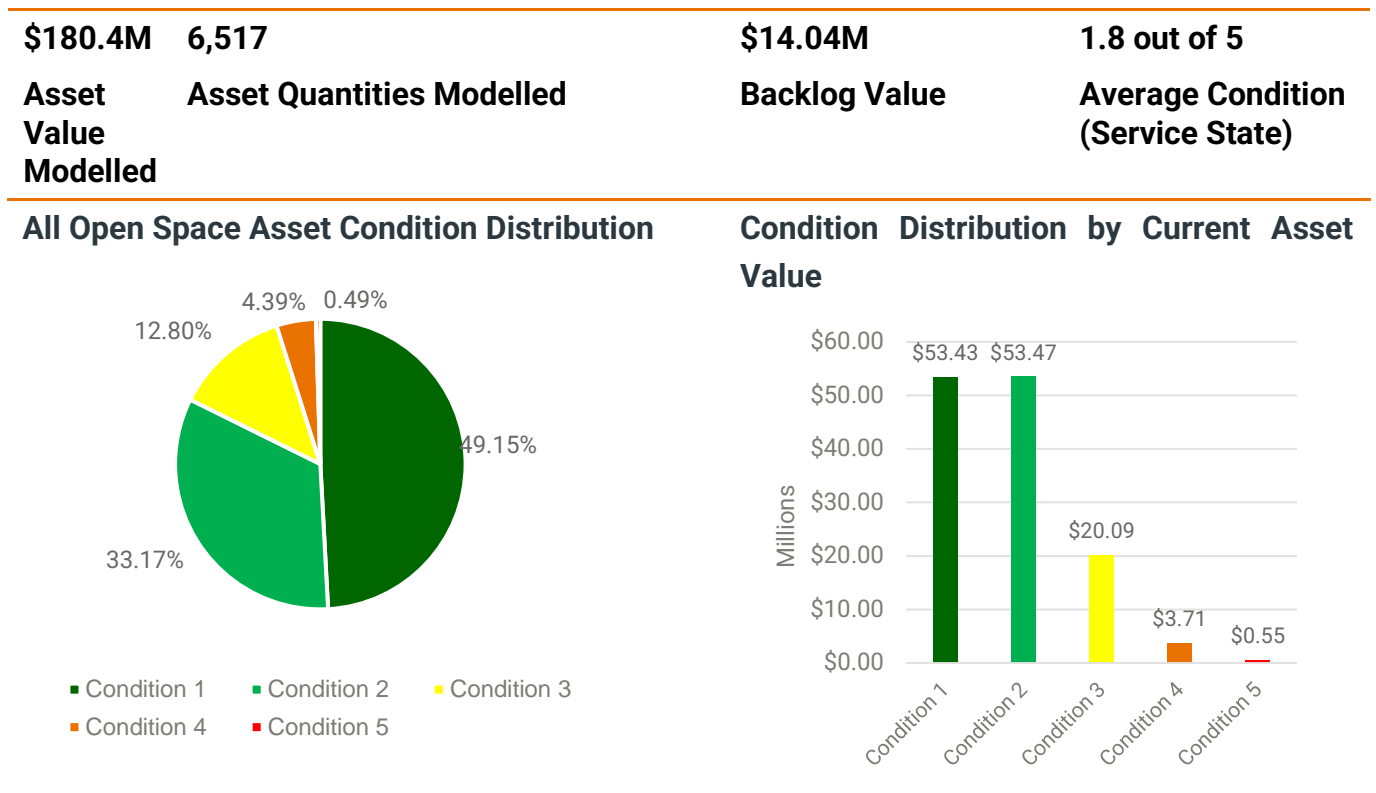


Figure 1 – State of Assets Snapshot as at FY2022

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

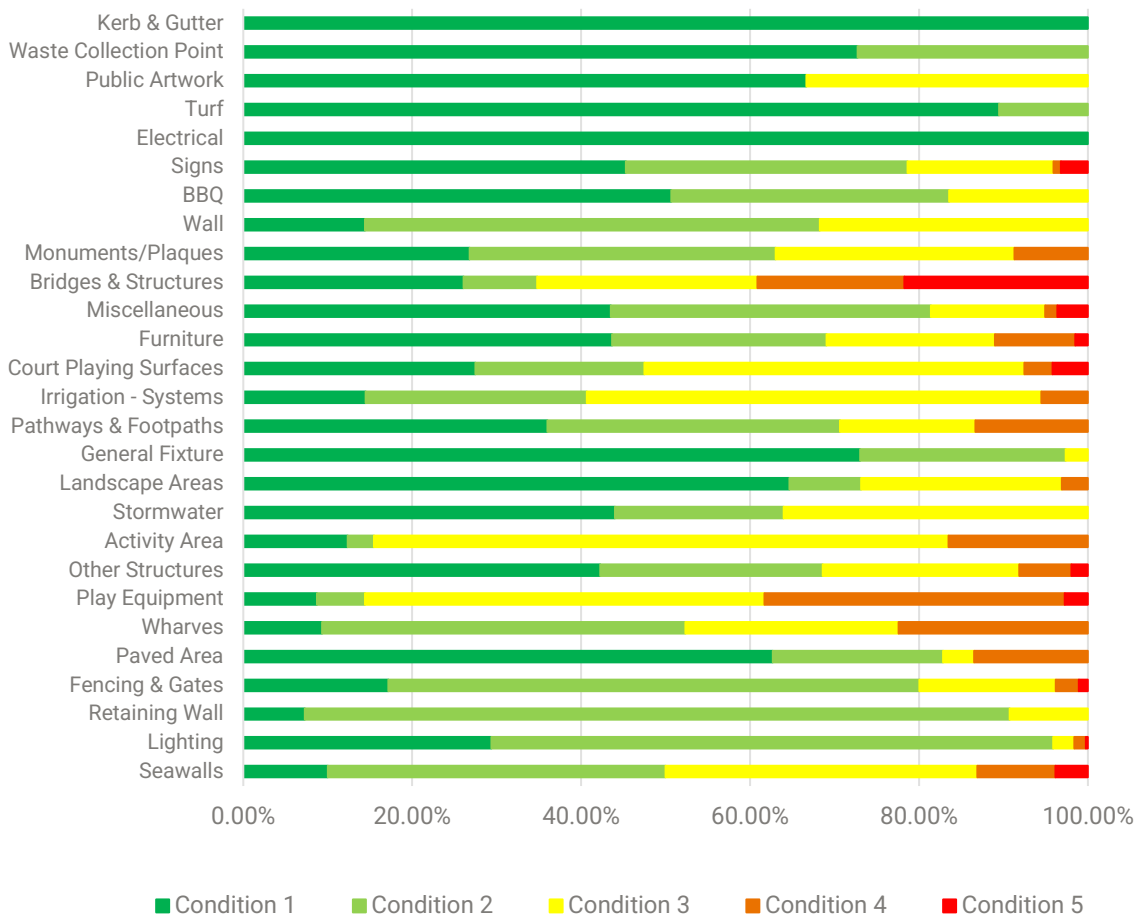


Figure 2 – Asset Condition Distribution by Asset Type as at FY2022

Figure 3 provides a snapshot of Council’s open space asset current replacement costs by asset type.

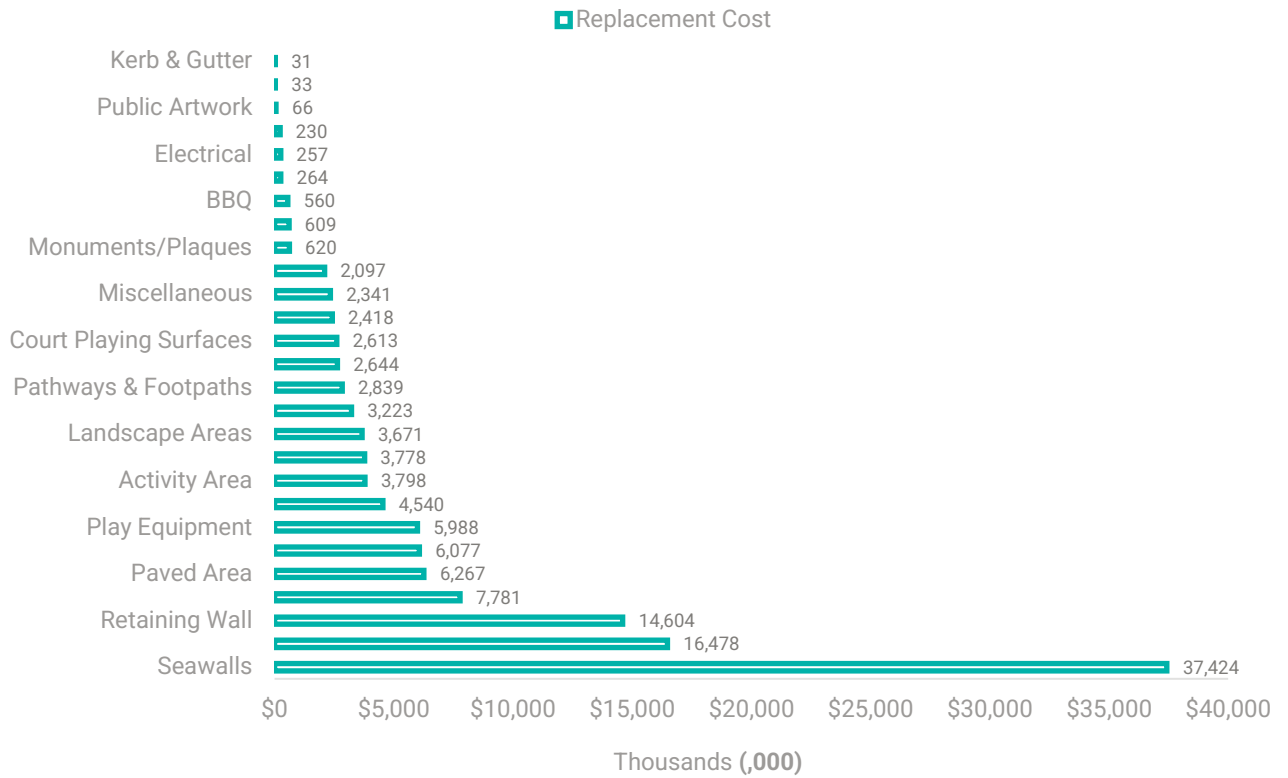


Figure 3 – Asset Distribution by Asset Current Replacement Cost as at FY2022

1.3 Asset Funding Levels

The Financial Summary in this PSGAMP recognises that Council has considered multiple strategic predictive modelling scenarios in the process of deriving its 10-year long-term financial budget, in line with the guiding principles of best practice asset management.

Presently, there are plans to spend approximately \$78.69M over the following 10 years to upgrade Council’s open space assets and these have been documented in Council’s current 10-Year Works Program.

In addition to the upgrading of open space asset funding, the current levels of funding reflected in Council’s Long-Term Financial Plan (LTFP), relative to Council’s existing open space asset portfolio, have been determined as follows:

- Capital Renewal: \$75.25M over 10-years; and

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- Maintenance & Operations: \$150.75M over 10-years or \$15.07M on average per annum.

The total capital funding (including renewals and upgrades) is \$153.95M. This is the recommended funding option, which is expected to be sufficient to enable the open space asset portfolio to achieve its current useful lives through capital and maintenance activities, thereby achieving the level of service targets.

Further financial option details are detailed in the Financial Summary Section. It is envisaged the financial projections will be improved as further information becomes available on the desired levels of service, asset dataset and current asset performance.

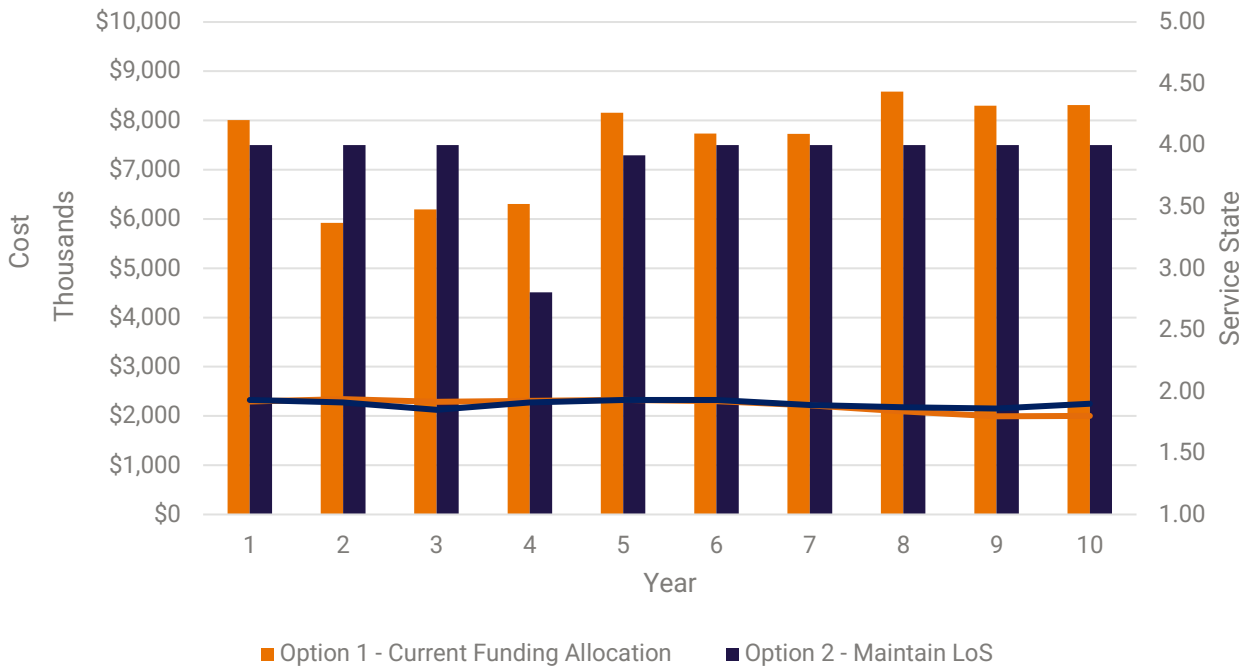


Figure 4 – Total Capital Renewal Cost and Service State (Condition) by Year

\$153.95M	\$14.04M	1.8
Total Capital Cost	Initial Backlog	Initial Condition
\$ 150.75M	\$ 1.48M	1.8
Total Maintenance & Operational Cost	Backlog at Yr 10	Condition at Yr 10
\$ 304.69M	-\$12.56M	\$ 292.14M
Total Lifecycle Cost	Change in Backlog	Net Strategy Cost

Table 2 – 10-Year Funding & Strategy Results - Recommended Funding Option

1.4 Monitoring and Improvement Program

The improvement action items identified can be found in the Plan Improvement and Monitoring Section.

2 Asset Class Information

2.1 Background

Council has 278² parks, ranging from regional parks which attract visitors from outside the Inner West Council local government area to small pocket parks that cater to the local residents.

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

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

New and upgrade of open space asset needs, and project candidates are summarised in the 'Recreation Needs Study – A Healthier Inner West 2021'. This study provides a summary of LGA-wide asset needs and opportunities based on a range of indicators (such as population growth and characteristics, best practice trends and

² Recreation Needs Study – A Healthier Inner West 2021

benchmarking) to identify priorities for existing and future open space asset requirements.

As the responsible authority for the provision and maintenance of this asset base, Council recognises the need to ensure the management of this valuable asset portfolio, to ensure that the current and future benefit to the community is delivered at a cost that the community can afford.

2.1.1 Open Space Assets Included in this AM Plan

There are 278 Council-owned or controlled parks and sporting grounds, totalling 256 hectares. This equates to 7.3% of the total land area of the Inner West. Council has 28 sporting grounds, 11 outdoor gyms, 126 play spaces, 18 community gardens, 16 creek corridor parks, 2 indoor recreation facilities, and 5 aquatic centres (including 3 with warm-water pools).

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

In addition to these open space areas, this PSGAMP covers approximately 6,517 open space assets as classified by their asset type (open space function) and set out in Figure 5 – Asset Distribution by Count as at FY2022.

This PSGAMP covers all open space assets which are owned or controlled by Council.

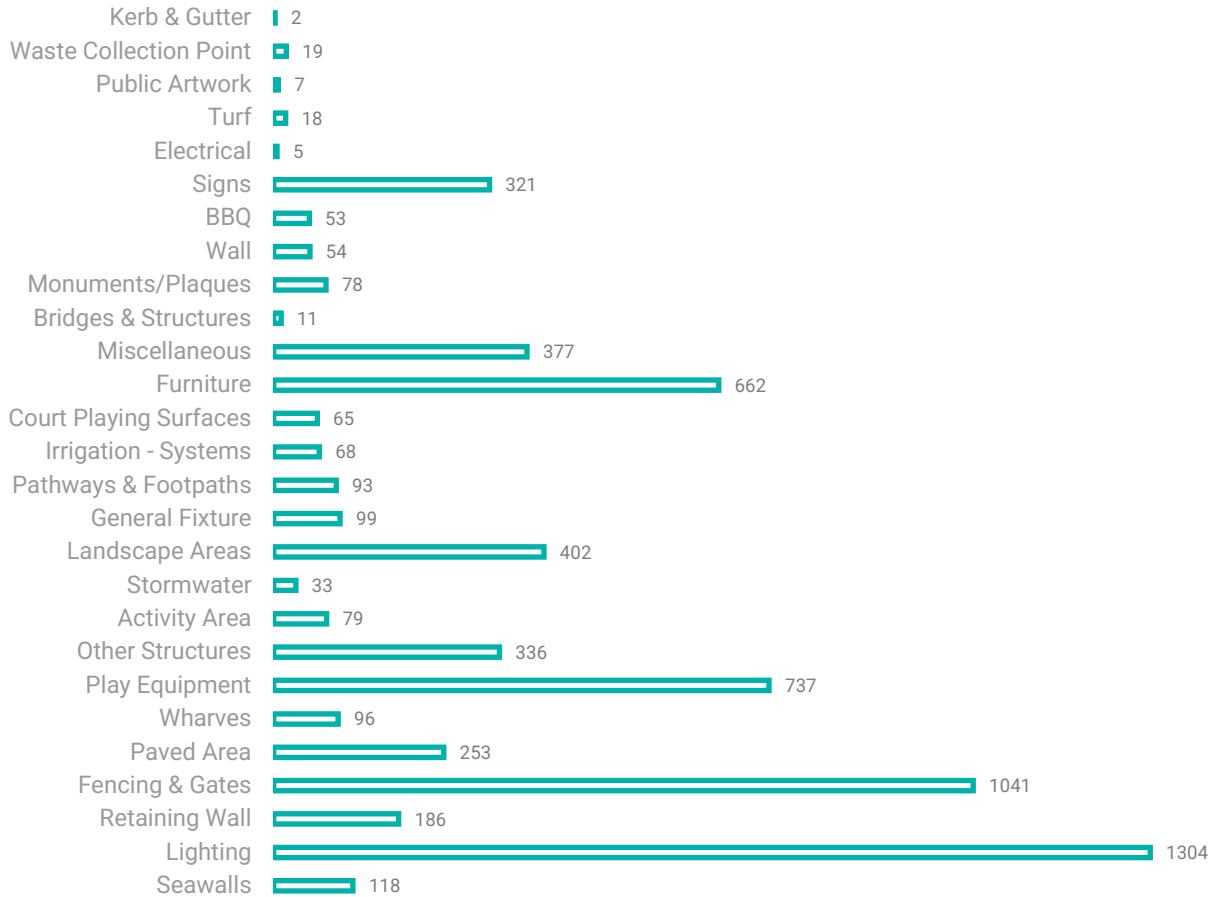


Figure 5 – Asset Distribution by Count as at FY2022

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

2.1.2 Open Space Asset Exclusions

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

2.2 Current State of the Assets

The distribution of Council’s open space asset portfolio by quantities is illustrated in Figure 6.

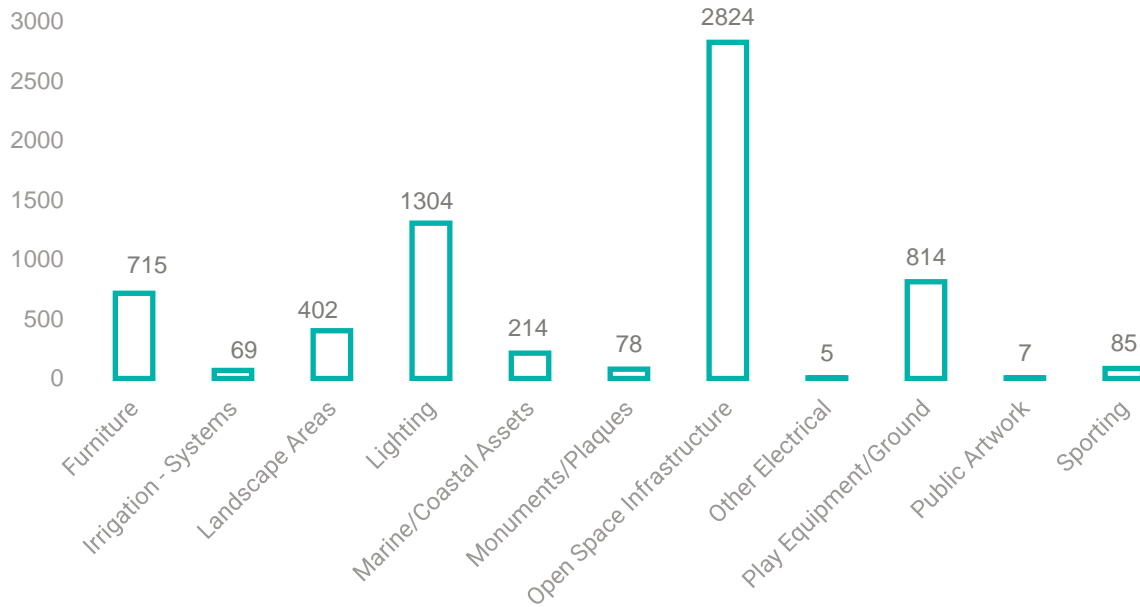


Figure 6 – Distribution of Open Space Assets by Function

43.33% of the asset portfolio comprises open space infrastructure assets, which equates to \$48.27M of the total \$131.25M replacement cost modelled. The second most expensive assets by function are marine and coastal assets worth \$43.5M and representing only 3.28% of the asset base in terms of quantities.

2.2.1 Current Replacement Costs

The value of open space assets for which Council is responsible is estimated at \$172.18M, as at 30th June 2021. The break-up of the asset subclass by replacement value is illustrated in Figure 7.

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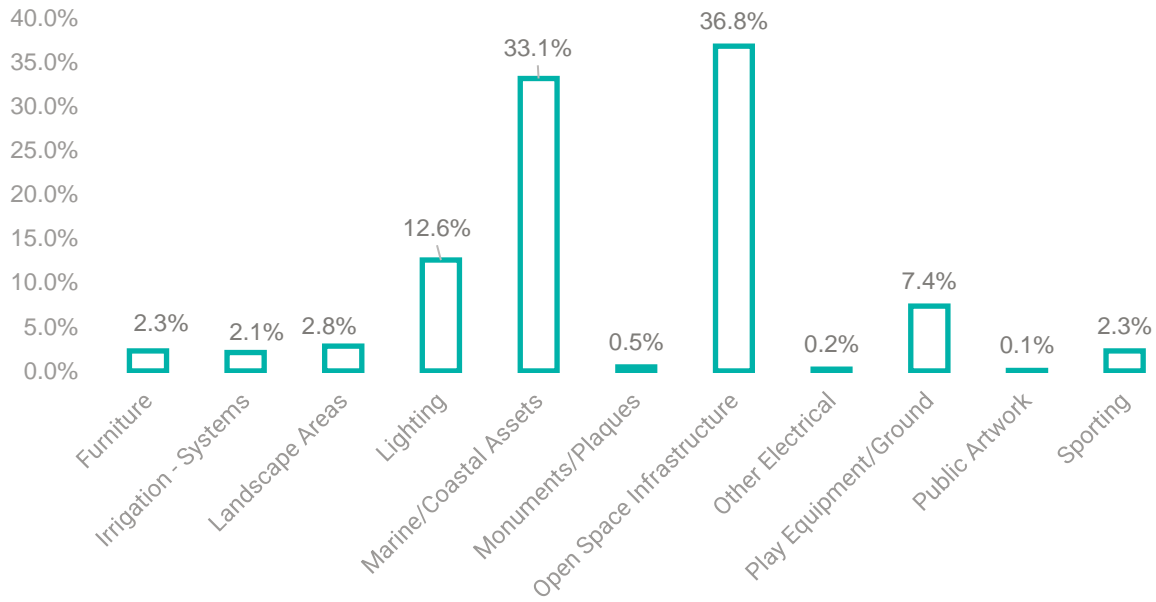


Figure 7 – Distribution of Open Space Asset Estimated Replacement Values by Function

Asset Type	Quantity (Number)	Replacement Cost (,000)	Accumulated Depreciation (,000)	Fair Value (,000)	Annual Depreciation (,000)
Land Improvements Depreciable	6,517	\$124,396	\$38,029	\$86,367	\$3,751
Land Improvements Non-Depreciable	3	\$4,286	\$0	\$4,286	\$0
Seawalls	118	\$37,424	\$12,757	\$24,667	\$966
Wharves and Other Marine structures	96	\$6,077	\$2,291	\$3,786	\$82
Grand Total	6,734	\$172,183	\$53,077	\$119,106	\$4,799

Table 3 - Assets Valuations as at 30th June 2021³

Table 3 identifies the annual asset depreciation of Council’s open space assets to be in the order of \$4.79M per annum. The average annual depreciation (asset consumption) is considered a measure of the wearing out or other loss of value of the asset that arises from its use, passing of time or obsolescence due to environmental changes.

³ Source: Inner West Council | Annual Report 2020-21 | Notes to the Financial Statements 30 June 2021

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

2.2.2 Open Space Asset Information Management

All information pertaining to asset type and function, location, constructed year and condition of these open space assets are recorded and stored in Council's Asset Register which is a module of the Finance System. At the time of preparing this PSGAMP, it is estimated that Council's Asset Register is 80% complete with regards to the open space list and around 70% up to date. The Improvement Plan identifies actions to further enhance and improve Council's Asset Register information, by collecting and maintaining additional asset attribute details such as hierarchy, materials and asset quantities.

2.2.3 Current Asset Performance

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

Refer to Table 4 – Asset Condition Rating Guidelines for condition definitions.

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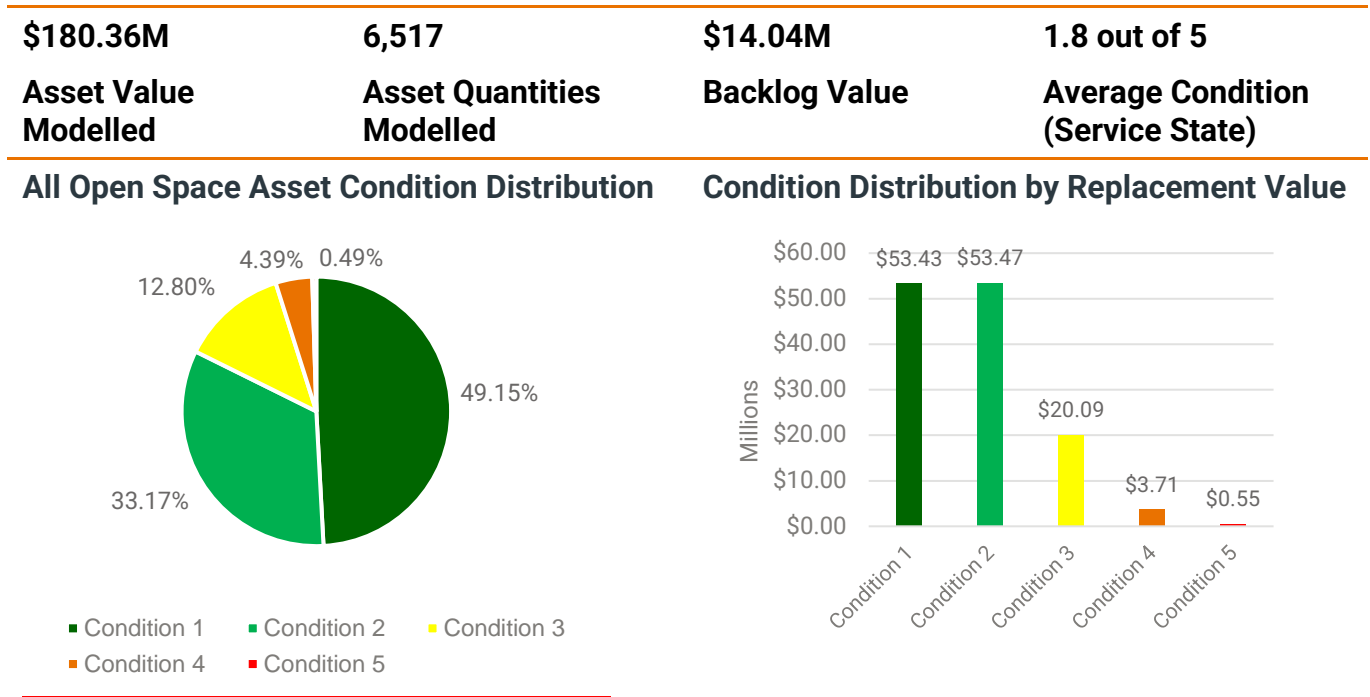


Figure 8 – State of Assets Snapshot as at FY2022

Council’s open space assets are estimated to be in good condition as shown in Figure 8, with 82.32% in good or very good condition. The average network portfolio condition is 1.8 out of 5. It should be noted that many of these assets have short useful lives when compared to other long-lived asset types such as road pavements and stormwater pipes.

Figure 9 provides a condition snapshot of Council’s open space assets by asset type and informs us that seawalls, lighting, fencing, play equipment, court playing surfaces, bridges and furniture have proportions of the asset base, rated in condition state 5 (very poor). These assets have a combined current asset cost value of \$0.55M.

There are also approximately 4.39% or (\$3.71M current asset cost) of the open space asset portfolio considered to be in condition state 4 (poor).

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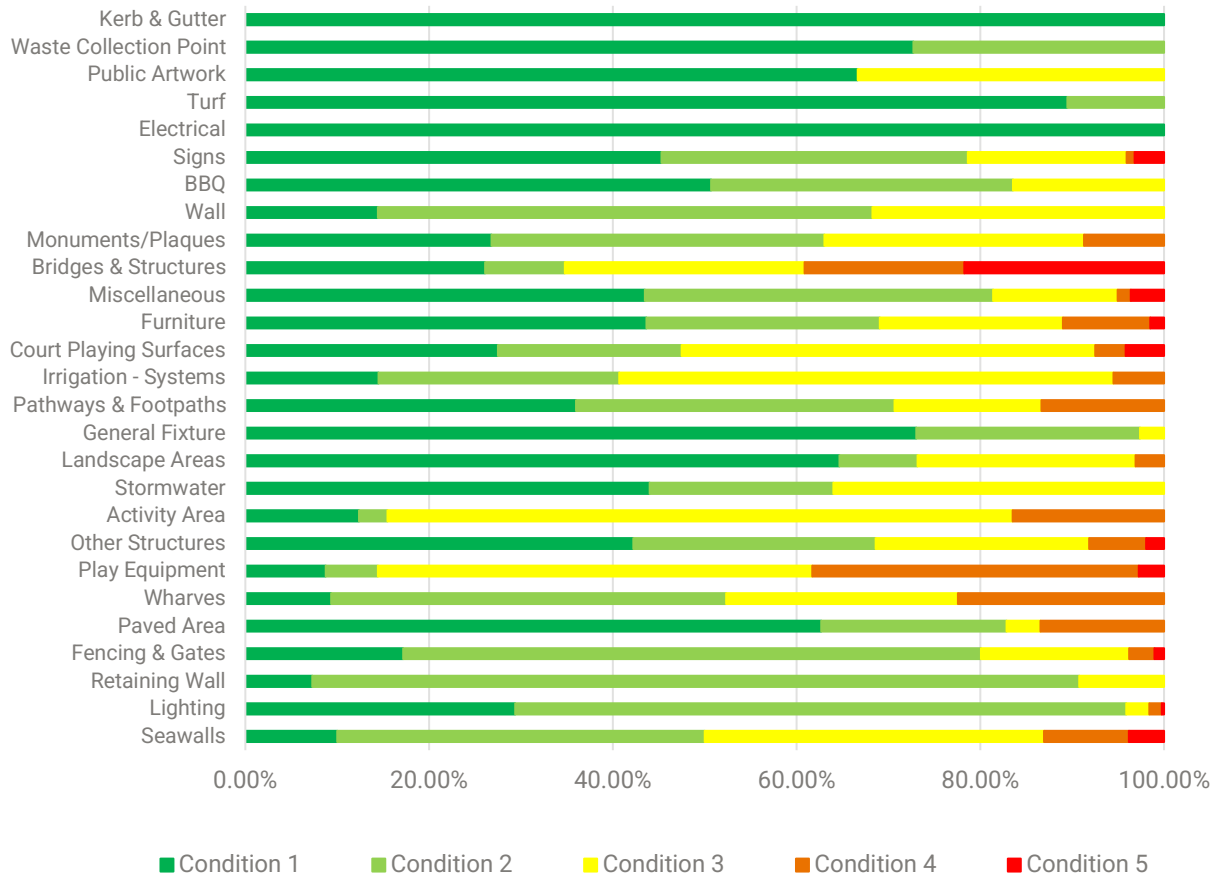


Figure 9 – Component Condition Distribution by Asset Type as at FY2022

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

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

2.2.4 Condition Assessment

Council will formally document a detailed open space condition assessment manual that will be used to assess the open space asset network condition. The Parks and Sporting Grounds Service Framework will provide further information on the methodology for rating and assessing the condition/performance of these assets.

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Typically, network wide condition assessments are undertaken on a three-to-five-year cycle (coinciding with the financial revaluations) and used to identify where open space assets are within their defined useful lives at any given point in time. A condition audit covering 60% of the open space asset network has been completed over the past few years with the remaining network planned for 2023.

The condition rating system is summarised in Table 4 – Asset Condition Rating Guidelines.

Condition	Condition Score	Description
Good	1	Very Good: free of defects, only planned and/or routine maintenance. Only Normal Maintenance Required
	2	Good: minor defects, increasing maintenance required plus planned maintenance. Minor Maintenance Required.
Fair	3	Fair: defects requiring regular and/or significant maintenance to reinstate service. Significant Maintenance Required to Return to Acceptable Service Level.
Poor	4	Poor: significant defects, higher order cost intervention likely. Significant Renewal/Upgrade Required.
	5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required. Asset / Component Requires Replacement.

Table 4 – Asset Condition Rating Guidelines

Assets where deficiencies in service performance are known are detailed in Table 5.

Asset Type	Service Issue
Playgrounds	<p>Maintenance of playgrounds and play equipment is a high priority activity to manage risk and meet safety standards. Playground damage can result from vandalism, inappropriate use, poor quality equipment and general wear and tear.</p> <p>Rubber and synthetic grass playground surfacing installed in the past 10 years are reaching the end of their useful life well before play equipment installed at the same time. Planning and budgeting for renewal of this relatively high-cost surface is required. This should be coordinated with renewal of equipment that is reaching end of useful life where relevant.</p>
Sports Lighting Control	Differing sports lighting control systems have been installed in the former Council parks prior to amalgamation. Some of these systems are not performing to the standard required by sports users.

Asset Type	Service Issue
	Rectification of deficiencies is required in the short term and longer-term establishment of an effective unified system that is coordinated with park booking systems is required to meet service level requirements.
Park lighting fittings	Due to changes in technology, park light fittings are becoming unavailable before the end of their useful life. A targeted program of lighting replacement and review of viable lighting options is required to ensure service levels and improve energy efficiency.
Irrigation	Manually operated irrigation systems should be upgraded to automated systems with programmable options to improve water efficiency.
Lighting towers, poles and other structures	Instances of structural failure of lighting poles and towers have occurred in recent years. Structural audits of these assets do not cover all assets across the amalgamated Council area. Review of existing information and new audits are required to address data gaps and guide renewal and maintenance programs.
Park Furniture	Some park furniture selections e.g. bubblers, water stations and seating are more easily damaged by misuse and vandalism or have higher maintenance cost requirements than other similar assets. Rationalisation of furniture selections to reduce maintenance is required.

Table 5 – Known Service Performance Deficiencies

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

2.3 Lifecycle Management

Life Cycle Management is an essential component of any good asset management plan. This section of the PSGAMP identifies the processes required to effectively manage, maintain, renew and upgrade Council’s open space assets.

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

recognises that Council will need to progressively review and complete PoM for all parks and reserves.

2.3.1 Operations & Maintenance Plan

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

Over time, minor faults can occur within the open space asset portfolio. Council addresses the repairs and maintenance of these faults (i.e. faulty BBQ or broken swing) based on defined intervention levels and response times. The intervention level defines the condition, state or risk level associated with an asset/component, i.e. the point in time at which the asset is considered to be below an acceptable level of service. Maintenance is scheduled as soon as the asset reaches this point.

Operations and maintenance activities do not improve the condition of the open space assets, but rather enable the open space asset to deliver its expected service levels as related to its function.

For the Levels of Service delivered on a day-to-day nature (i.e. responding to customer requests for maintenance faults and responding to localised asset failures), these intervention levels⁴ are currently documented in Council’s maintenance management system. Grass mowing standards and weed content standards are documented on Council’s website. At present, Council considers that these current operations and maintenance service levels meet the community’s needs and expectations.

The Improvement Plan identifies that Council will undertake a formal review of these operations and maintenance activities which will be formally documented in a Parks and Sporting Grounds Service Framework.

⁴ Intervention level incorporates the park or open space type, activity or defect and response time to attendance or repair.

2.3.2 Renewal/Replacement Plan

Activities such as renewal, rehabilitation, reconstruction and replacement will return the degraded service of the asset back to its original condition. Renewal activities such as replacement of play equipment or re-turfing of a sporting ground will return the degraded service capability of the asset back to its original designed capability or modern-day equivalent.

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

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

2.3.3 Upgrade/Expansion Plan

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

Open space asset upgrades are usually undertaken where the asset has been identified as deficient with regards to providing its intended function such as being 'fit for use' and 'fit for purpose'. Council assesses the open space asset's capability of catering for the current and near future user numbers and also assesses the open space asset's ability to be adapted or reconfigured to provide for changing user needs and service requirements (such as a park which catered for pre-school play and now should be catering to teens due to changing demographics).

Typically upgrade/expansion works are identified from a combination of methods which include Councillor and/or community requests, project candidates identified via

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the Recreation Needs Study - A Healthier Inner West 2021 (RN Study) or identified via other Strategic or Master Plans⁵ and/or from open space condition audits.

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

Criteria	Weighting
Works proposed are referenced in or support the Council Plan.	20%
Works proposed have been listed, endorsed or identified from Council’s Recreation Needs Study - A Healthier Inner West 2021 or others such as Strategic Plans or Master Plans.	20%
Works proposed will enhance the quality of service to the community.	20%
Works proposed are required due to risk, legislative and/or to mitigate contractual risks.	20%
External funding provided or available and total lifecycle costs are considered to not adversely impact future budgets.	20%
Total	100%

Table 6 – Open Space Priority Ranking Criteria

Presently, there are plans to spend approximately \$79.69M⁶ over the following 10 years to upgrade Council’s open space assets and these have been documented in Council’s current 10-Year Works Program.

2.3.4 Creation/Acquisition Plan

New works are those works that create a new asset that did not previously exist. Council can acquire existing built assets or new assets from developers or new assets via capital projects to meet community needs. Typically, new open space asset candidates are identified from a combination of methods which include Councillor and/or community requests, project candidates identified via the RN Study 2021 or identified via other Strategic or Master Plans⁷.

⁵ Such as the Public Toilet Strategy and Playground Strategy which require review and revision.

⁶ The upgrade funding plan will be reviewed in conjunction with the next PSGAMP update in 2026. As new information becomes available on growth demand needs and asset lifecycle, these will be reflected in the 10-Year Funding Strategy.

⁷ Council acknowledges that it will need to revisit its existing Public Toilet Strategy and plans to also develop a new Playground Strategy.

2.3.5 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition, relocation or transfer of ownership. There are no open space assets currently identified for disposal.

2.4 Leadership and Accountability

Council's Asset Management Policy adopted in 2022 defines the roles and responsibilities within Council for asset management.

In addition, an Asset Management Steering Committee (AMSC) has been drawn from across Council administration to coordinate asset management related matters. Meetings are held regularly and chaired by the Engineering Services Manager. The development of an Asset Management Responsibility Assignment Matrix which details the organisational relationships and lines of responsibility regarding asset management over the asset lifecycle has been included in the Improvement Plan.

3 Levels of Service

3.1 Social Infrastructure Planning

Council provides over 100 services at a strategic level including roads, pathways, libraries, maternal and child health services and parks and sporting grounds. Our open space assets exist to meet a range of recreational pursuits in a predominantly informal setting, such as children's and adult play, walking, cycling, socialising, exercising dogs, picnicking, sightseeing and relaxing. Parks and Sporting Grounds are also the locations for many of our social and cultural events.

A service centric approach starts with determining what services we need and then connecting assets to those services. Our assets need to be located in the most appropriate locations for future community use, they are functionally adequate for future demographics and consider demand and Council's vision. It also ensures that there is a clear prioritisation of capital and maintenance based on criticality of the service and considers repurposing, redundancy or relocation of services when balancing future budgets.

In 2021, Council completed the Recreation Needs (RN) Study. Overall, this RN Study has identified that Council aspires to continue to deliver increased and improved open

space and recreation facilities to meet growth and change, and to maintain, where possible, the current provision rates for open space and recreation facilities. It aims to ensure that its community can lead a healthy lifestyle and be socially connected and resilient.

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

The Recreation Needs Study, Strategies (such as the Playground Strategy to be developed) and this PSGAMP are complementary documents that together set out Council's service targets, and how these targets will be achieved. The role of each of these elements in the long-term asset planning is as follows:

- **Asset Provision** (RN Study, Strategies such as the Playgrounds Strategy) - Determining the size, footprint and numbers of open spaces and assets needed to service current and future demand; and
- **Asset Performance** (PSGAMP) - The required capital and maintenance performance standards for the assets Council provides that will ensure services are delivered at the desired levels.

3.2 Customer Research and Expectations

Council undertakes customer surveys to understand and identify community priorities for the Inner West LGA and identify the community's overall level of satisfaction. The most recent customer satisfaction survey⁸, which was conducted in 2021 offers Council a long-term measure of how they are performing.

The results of the survey indicated that generally, the provision of maintenance of local parks, playgrounds and sporting fields and protecting the natural environment (e.g. bush care) is of importance to the community. The community is generally somewhat satisfied with the provision of these services.

⁸ 2021 Community Satisfaction Survey – Conducted by Micromex Research July 2021

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Figure 10 illustrates the satisfaction with Council’s overall performance between 2017 to 2021.



Figure 10 – Inner West Community Survey Satisfaction Overall Performance

A score of 1 represents not at all satisfied, while a score of 5 represents very satisfied. The survey results identify that when compared to 2018, community satisfaction has slightly increased regarding maintenance of local parks, playgrounds and sporting fields and safe public spaces. Tree management and protecting the natural environment have slightly dropped. Overall satisfaction is in the somewhat satisfied region for these services, whilst maintenance of local parks, playgrounds and sporting fields is nearing to satisfied.

The results also indicated that residents were convinced that the critical challenge for the local area over the next 10 years will be development and population growth and the effects these have on infrastructure, public transport, traffic and the local environment.

The survey identified that environmental protection, managing pollution, climate change or maintaining & provision of green open spaces was rated as the second highest in the top priority areas for Council to focus on.

3.3 Strategic and Corporate Goals Alignment

This PSGAMP is prepared and aligned with Council’s vision, mission, goals and objectives and has been aligned to deliver cost-effective, transparent, realistic and affordable service levels in accordance with community expectations.

Relevant Council goals and objectives and how these are addressed in this PSGAMP are detailed in Table 7.

Strategic Direction (SD)	Outcome	How Goals and Objectives are addressed in PSGAMP
1.1 – The people and infrastructure of Inner West contribute positively to the environment and tackling climate change.	<ul style="list-style-type: none"> – Reduce urban heat and manage its impact. – Create spaces for growing food. – Develop planning controls to protect and support a sustainable environment. – Provide green infrastructure that supports increased ecosystem services. 	<ul style="list-style-type: none"> – Environmentally sensitive design, renewal and asset acquisition criteria developed in future Service Frameworks. – Incorporating climate factors into future strategic asset modelling to simulate climate impact analysis for decision making.
1.2 – Inner West has a diverse and increasing urban forest that supports connected habitats for flora and fauna.	<ul style="list-style-type: none"> – Maintain and increase Inner West’s tree canopy and urban forest and enhance biodiversity corridors. – Protect, conserve and enhance existing natural area sites for species richness and diversity. 	<ul style="list-style-type: none"> – Needs recognised and reflected in future Service Frameworks. – Adoption of risk management principles in the development of maintenance standards.
1.3 – The community is water sensitive, with clean, swimmable waterways.	<ul style="list-style-type: none"> – Deliver water-sensitive plans, decisions and infrastructure. 	<ul style="list-style-type: none"> – Where possible, Council will harvest and utilise recycled water to minimise reliance on potable water. – Levels of service allow Council to better define its service requirements and ensure they are met by new developments.
2.1 – Development is designed for sustainability and makes life better.	<ul style="list-style-type: none"> – Pursue integrated planning and urban design across public and private spaces to suit community and local environment needs. 	<ul style="list-style-type: none"> – PoM is developed and continuously reviewed and updated. – Introduction of predictive modelling techniques will ensure

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Strategic Direction (SD)	Outcome	How Goals and Objectives are addressed in PSGAMP
	<ul style="list-style-type: none"> – Improve the quality and investigate better access and use of existing community assets. 	<p>that asset works programs are optimised as opposed to ad-hoc.</p>
<p>2.3 – Public spaces are high-quality, welcoming and enjoyable places, seamlessly connected with their surroundings.</p>	<ul style="list-style-type: none"> – Plan and deliver public spaces that fulfil, and support diverse community needs and life. – Ensure private spaces and developments contribute positively to their surrounding public spaces. – Advocate for and develop planning controls that retain and protect existing public and open spaces. 	<ul style="list-style-type: none"> – Establish a link between this PSGAMP and PoMs. PoMs guide park upgrades and include community engagement, place making and urban design that integrate heritage, arts environment, recreation and other values. – Establish a link between this PSGAMP and strategies such as the Playground Strategy. – Maintenance standards are documented and reflect community needs. – Documents steps towards further implementation of an evidence-based approach to asset management.
<p>2.6 – People are walking, cycling and moving around Inner West with ease.</p>	<ul style="list-style-type: none"> – Deliver integrated networks and infrastructure for transport and active travel. 	<ul style="list-style-type: none"> – Establish a linkage between the PSGAMP and Recreation Needs Study - A Healthier Inner West 2021.
<p>3.5 – Urban hubs and main streets are distinct and enjoyable places to shop, eat, socialise and be entertained.</p>	<ul style="list-style-type: none"> – Promote unique, lively, safe and accessible urban hubs and main streets – day and night. – Pursue a high standard of planning, urban design and development that supports urban centres. 	<ul style="list-style-type: none"> – Provision of spaces and places for the community to meet, reflect and interact.
<p>4.1 – Everyone feels welcome and connected to the community.</p>	<ul style="list-style-type: none"> – Foster inclusive communities where everyone can participate in community life. 	<ul style="list-style-type: none"> – Provision of parks and sporting grounds that are fit for use and purpose, accessible, safe and well maintained. – Supports the provision of open spaces and assets that foster and facilitate positive health and wellbeing outcomes.

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Strategic Direction (SD)	Outcome	How Goals and Objectives are addressed in PSGAMP
4.3 – The community is healthy, and people have a sense of wellbeing.	<ul style="list-style-type: none"> – Provide the facilities, spaces and programs that support wellbeing and active and healthy communities. – Provide opportunities for people to participate in recreational activities they enjoy. 	<ul style="list-style-type: none"> – Provision of parks and sporting grounds that are fit for use and purpose, accessible, safe and well maintained. – Provision of 10-year capital improvement programs to reduce asset renewal gap and to ensure that assets are fit for the purpose they were intended for.
4.4 – People have access to the services and facilities they need at all stages of life.	<ul style="list-style-type: none"> – Plan and provide services and infrastructure for a changing and ageing population. – Ensure the community has access to a wide range of learning spaces, resources, and activities. – Support children’s education and care services to ensure a strong foundation for lifelong learning. 	<ul style="list-style-type: none"> – Ensure parks and sporting grounds are designed and built to accommodate growth, diverse needs and future flexibility. – Provision of 10-year capital improvement programs to reduce asset renewal gap and to ensure that assets are fit for the purpose they were intended for.

Table 7 - Council’s Goals and how these are addressed in this Plan

3.4 Key Stakeholders

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

Table 8 identifies stakeholders where consultation is necessary when Council seeks input in relation to the determination of Levels of Service and intervention levels.

Stakeholder Group	Role or Involvement
Internal Stakeholders	
Elected Council	Custodian of the asset, with Councillors representing the residents and setting strategic direction as per the Corporate & Operational Plans.
Executive Team	To ensure that the Asset Management Policy and Strategy are being implemented as adopted, and to ensure that long-term financial needs to sustain

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Stakeholder Group	Role or Involvement
	the assets for the services they deliver are advised to Council for its strategic & financial planning processes.
Managers of the various Parks and Sporting Grounds	As the designated Strategic Custodian of Parks and Sporting Grounds, responsible for the overall management of the assets from planning, design, maintenance, capital works and monitoring and updating the plan and ensuring its outcomes are realised to achieve the levels of service being required from utilisation of the assets.
Engineering Services Department	Maintaining Council’s asset registers and performing strategic predictive modelling analysis works to inform Council’s Long Term Financial Plans and Capital Works Program. Responsible for coordinating the development and implementation of asset management processes, GIS support, administration and frameworks within the Council.
Finance Department	Ensuring that the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current Australian accounting standards.
Maintenance Department (Internal)	To ensure provision of the required/agreed level of maintenance services for assets.
Information Technology Managers	To ensure that the relevant IT systems are functioning and that any data within the systems are secure, and its integrity is not compromised.
Risk Managers	To ensure that risk management practices are conducted as per Council policy and assist operations managers with advice on risk issues.
Internal Auditors	To ensure that appropriate policy practices are carried out and to advise and assist in improvements
External Stakeholders	
Community	General users of the various parks and sporting grounds.
Sporting Clubs	Users of sporting grounds that have been dedicated to the provision of a specific service (e.g. football, soccer).
Maintenance Personnel (contractors)	To ensure provision of the required/agreed level of maintenance services for assets.
Utility Service Providers	Agencies that provide utility services such as electricity, gas, water, sewerage and telecommunications necessary to facilitate services.
State & Federal Government Depts	Periodic provision of advice, instruction and support funding to assist with management of the parks and sporting grounds.

Stakeholder Group	Role or Involvement
Council's Insurer	Insurance and risk management issues.

Table 8 – Key Stakeholders

3.5 Legislative Requirements

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

Legislation	Requirement
Local Government Act 1993	<p>Sets out the role, purpose, responsibilities and powers of local governments. The purposes of this Act are as follows:</p> <ul style="list-style-type: none"> (a) to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales, (b) to regulate the relationships between the people and bodies comprising the system of local government in New South Wales, (c) to encourage and assist the effective participation of local communities in the affairs of local government, (d) to give councils: <ul style="list-style-type: none"> • the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of the wider public • the responsibility for administering some regulatory systems under this Act • a role in the management, improvement and development of the resources of their areas, (e) to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities. <p>The land management provisions of the Act require that Council prepare plans of management for all community land. The plan of management identifies the management objectives for the land category, performance indicators and performance measures to meet the objectives identified.</p>
Local Government Amendment (Planning and Reporting) Act 2009	Local Government Amendment (Planning and Reporting) Act 2009 includes the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Local Government Amendment	Sets out provisions for the classification and management of community land (parks and reserves) including the preparation of community land

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Legislation	Requirement
(Community Land Management) Act 1998	plans of management.
Disability Discriminations Act, 1992	The Disability Act establishes a framework for providing support and services to people with disabilities throughout New South Wales.
Roads Act 1993	<p>Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road, and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally, it provides for distribution of functions conferred by this Act between the RTA and other roads authorities, and regulates the carrying out of various activities on public roads.</p> <p>This act applies to a small number of parks located on road closures or other road land.</p>
Work Health & Safety Act 2011	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work and covering injury management, emphasising rehabilitation of workers particularly for return to work. Council is to provide a safe working environment and supply equipment to ensure safety.
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Environmental Protection Act 1994	This act sets out requirements with respect to environmental protection.
Public Works and Procurement Act 1912	Sets out the role of Council in the planning and construction of new assets.
Heritage Act 1977	Provides for the protection and conservation of places and objects of cultural heritage significance and the registration of such places and objects.
Inner West Development Control Plans	The primary purpose of a Development Control Plan (DCP) is to guide development according to the aims of the corresponding Local Environmental Plan (LEP).

Legislation	Requirement
Inner West Local Environmental Plan 2020	The LEP is a legal document that provides controls and guidelines for development in an area. It determines what can be built, where it can be built, and what activities can occur on land.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Contaminated Lands Management Act 1997	This Act and related regulations set out requirements for the management and remediation of contaminated lands.
Native Vegetation Act 2003	This Act regulates the clearing of native vegetation on all land in NSW, except for excluded land listed in Schedule 1 of the Act. The Act outlines what landowners can and cannot do in clearing native vegetation.
Threatened Species Conservation Act 1995	This Act sets out provisions for the assessment and protection of threatened species populations and ecological communities of animals and plants.
National Parks and Wildlife Act (1974)	This Act relates to the establishment, preservation and management of national parks, historic sites and the protection of certain fauna, native plants and Aboriginal objects.
Plant Protection Act 1989	This act sets out requirements with respect to Flora Protection.
Crown Lands Act, 1989	An Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW including the preparation of plans of management for Crown Lands under Council's care control and management.
Electrical Safety Act 2002	This act sets out the installation, reporting and safe use with electricity
Plumbing and Drainage Act 2002	This act sets out requirements with respect to Plumbing Requirements
Building Act 1993 & Building Regulations 2018	The Act sets out the legal framework for the regulation of construction of buildings, building standards and maintenance of specific building safety.

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Legislation	Requirement
Building Code of Australia (BCA)	A uniform set of technical provisions for the design and construction of buildings and other structures. This code has direct relevance for building maintenance, renewals and upgrades.

Table 9: Legislation Relevant to Management of Open Space Assets

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

Regulation / Standard / Guide	Requirement
Integrated Planning and Reporting (IP&R) framework	<p>All councils in NSW are required to work within the IP&R framework to guide their planning and reporting activities.</p> <p>IP&R provides a pathway for elected representatives to:</p> <ul style="list-style-type: none"> work directly with their community to identify long-term priorities for local identity, growth and lifestyle; understand the range of services the community wants, the service standards they expect and the infrastructure that will be required; report to the community on their success in achieving these goals; and be assured that their council is meeting planning, consulting and reporting requirements under other laws.
ISO 55000 Suite, 2014	<p>The International Organization for Standardization's <i>ISO 55000:2014 Asset Management</i> (ISO 55000) provides a global guide to better practice in asset management, including asset information management.</p> <p>ISO 55000 specifies that entities should align information requirements to asset management needs and risks, along with requirements for collecting, managing, evaluating, and ensuring consistency and availability of information for asset management decision-making.</p>
Australian Accounting Standards Board (AASB)	<p>Provides direction and guidance on the financial and reporting expectations of entities, to ensure a consistent approach to accounting records. The following regulations apply to Council:</p> <p>AASB 116 Parks and Sporting Grounds, Plant & Equipment – prescribes requirements for recognition and depreciation of Parks and Sporting Grounds, plant and equipment assets.</p> <p>AASB 136 Impairment of Assets – aims to ensure that assets are carried at amounts that are not more than their recoverable amounts.</p> <p>AASB 1021 Depreciation of Non-Current Assets – specifies how depreciation is to be calculated.</p> <p>AAS 1001 Accounting Policies – specifies the policies that an organisation is to have for recognition of assets and depreciation.</p>

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Regulation / Standard / Guide	Requirement
	<p>AASB 1041 Accounting for the reduction of Non-Current Assets – specifies the frequency and basis of calculating depreciation and revaluation basis used for assets; and</p> <p>AAS 1015 Accounting for the acquisition of assets – method of allocating the value to new assets on acquisition.</p>
All other relevant Australian Standards	AS/NZ Standards such as Risk Management Standard.
All Local Laws and relevant policies of the Organisation	Construction standards, Maintenance contracts, etc.
International Infrastructure Management Manual, Sixth Edition, IPWEA, V6.0, 2020	The IIMM has been developed with public and private sector industry input from Australia, New Zealand, the United States Canada, South Africa and the United Kingdom to promote best asset management practice for all infrastructure assets.

Table 10: Regulations & Standards Relevant to Management of Open Space Assets

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

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

Table 11: Policies Relevant to Management of Open Space Assets

3.6 Level of Service

It is considered that this PSGAMP has improved the level of sophistication in the documentation of the levels of service that will be delivered by Council’s open space

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assets. The levels of service delivered by Council's parks and sporting grounds have been documented considering the expectations of Council's residents/users. This has required a clear understanding of customer needs, expectations and preferences that will be explored in this Section and continually reviewed and updated as required in future PSGAMP iterations.

The levels of service defined are intended:

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

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

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

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

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

- What Council will do in real terms, i.e. reliability, functionality and adequacy of the services provided. Typically, this PSGAMP has documented Council's standards – i.e. at what point will Council repair, renew or upgrade to meet the customer outcomes listed in the strategic levels.
- Technical Levels of Service have been defined for each of the following:
 - New Asset – If Council provides new open space assets, then what design and maintainability standards shall apply to make them meet Council's strategic outcomes.
 - Upgraded or Reconstructed Asset to original standard - If Council upgrades or reconstructs open space assets, what design and

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maintainability standards shall apply to make them meet Council’s strategic outcomes.

- Maintenance – When will Council intervene with a maintenance repair and what will be Council’s responsiveness in terms of customer requests for maintenance faults.

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

3.6.1 Customer Levels of Service

Council’s Customer Levels of Service that have been adopted for this PSGAMP are detailed as follows in Table 12 - Customer Levels of Service:

Key Performance Measure	Level of Service	Performance Measure	2021 Performance
COMMUNITY LEVELS OF SERVICE			
Availability and Accessibility	Open Spaces and associated assets are available and easily accessible to users.	95% Compliance. In the instance where an Open Space (e.g., park or sporting ground) is closed to users for reasons such as maintenance, upgrading, renewal or a Council related public event or non-Council events, then appropriate notification shall be given to relevant users in accordance with Council’s public information policy.	97%
Customer Satisfaction	Open Spaces and associated assets meet community needs	>3.5 community survey satisfaction score	Maintenance of local parks, playgrounds, and sporting fields – 3.95 Tree Management – 3.16
Environment	A commitment to continually improve environmental efficiencies, and promote sustainability	Reduction in water consumption by using grey water / harvested water where possible.	Baseline audit of water tanks being undertaken

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Key Performance Measure	Level of Service	Performance Measure	2021 Performance
Quality	Well maintained and suitable passive and active open space infrastructure assets.	<400 requests / complaints per annum for tree maintenance	370
		<400 requests/complaints per annum for mowing and gardening	243
		<1,000 requests / complaints for park infrastructure maintenance / renewals	1,213
		<100 requests / complaints for play equipment maintenance and/or repair	58
Responsiveness	Response time to customer requests	> 70% of all requests adequately responded to within target	81%
Safety	Provide safe and accessible public open space assets. Open space assets are routinely inspected for hazards and risk	No. of reportable incidents due to asset defects per year <= 2	3

Table 12 - Customer Levels of Service

3.6.2 Technical Levels of Service

Supporting the community service levels are technical measures of performance.

As Council is responsible for a large number and range of Parks and Sporting Ground types it has been determined that different standards are necessary for different open space functions. For example, the service provided at a Pocket Park would be lower than that provided by a District Park. Each of the Parks and Sporting Grounds within Council’s open space portfolio has been assigned to one of these five categories as documented in Table 18 - Asset Criticality / Hierarchy for Open Spaces.

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

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The technical levels of services are outlined in Table 12.

Key Performance Measure	Level of Service	Performance Measure	2021 Performance
TECHNICAL LEVELS OF SERVICE			
Accessibility	Parks and play equipment comply with relevant minimum accessibility standards relative to open space function	Compliance of available parks and play equipment with current standards relative to open space function	Baseline audit yet to be undertaken
Condition	Regional - Condition assessment of Open space network every 3-4 years	Average network condition <= 2.5 out of 5 and with < 5% of stock in condition state 5.	1.8 out of 5 1.8% in condition state 5 At present, the current asset register has not been assigned hierarchies. The results hence are at the entire asset portfolio level. The improvement plan addresses this.
	District - Condition assessment of Open space network every 3-4 years	Average network condition <= 3 out of 5 and with < 5% of stock in condition state 5.	Refer to above
	Local Level 1 - Condition assessment of Open space network every 3-4 years	Average network condition <= 3 out of 5 and with < 10% of stock in condition state 5.	Refer to above
	Local Level 2 - Condition assessment of Open space network every 3-4 years	Average network condition <= 3.5 out of 5 and with < 5% of stock in condition state 5.	Refer to above
	Pocket - Condition assessment of Open space network every 3-4 years	Average network condition <= 3.5 out of 5 and with < 10% of stock in condition state 5.	Refer to above

Table 13 - Technical Levels of Service

4 Future Demand

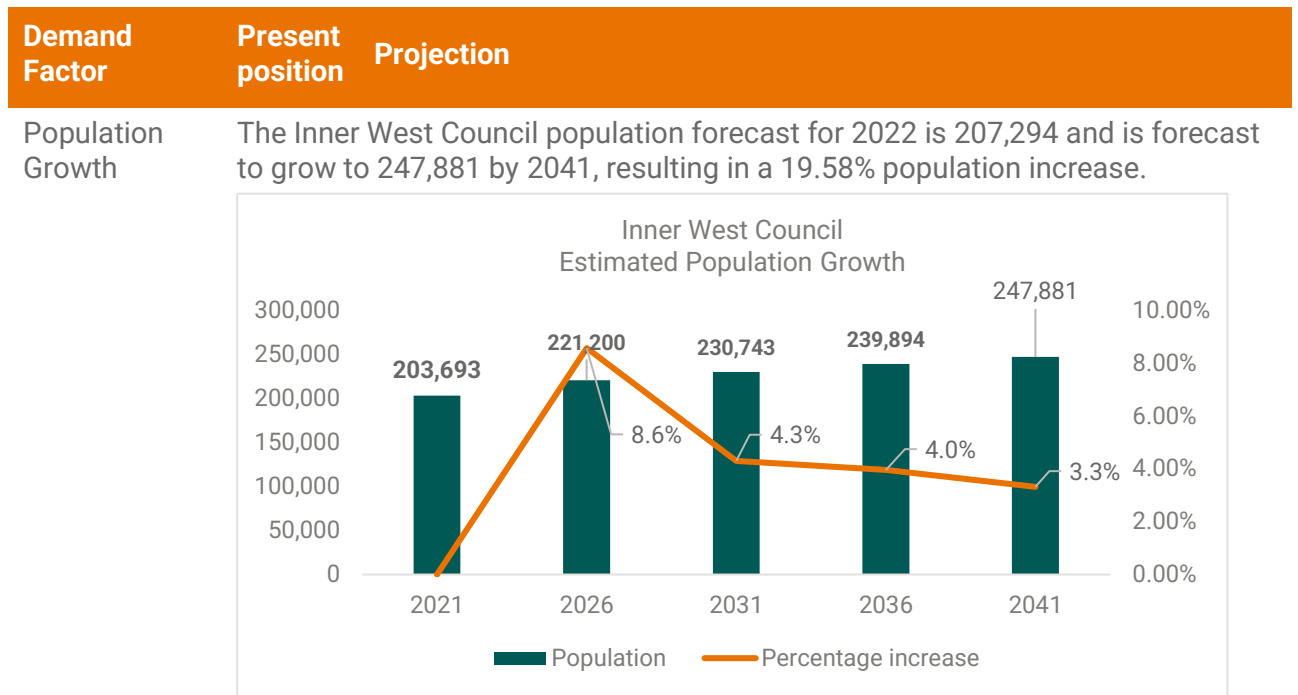
This section identifies the effect of expected growth and consequent demand on Council’s open space assets. Forecasting future demand is essential in determining lifecycle management for assets. The management of open space assets is directly affected both by growth in the number of assets and growth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

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projection for demand drivers due to population growth that may impact future service delivery and utilization of assets are identified and documented in Table 14 - Demand Factors, Projections and Impact on Services.



Source: Population and household forecasts, 2016 to 2041, prepared by Forecast.Id, December 2020.

Table 14 - Demand Factors, Projections and Impact on Services

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The largest increase in persons between 2016 and 2032 is forecast to be in ages of parents and homebuilders (35 to 49), which is expected to increase by 7,119 and account for 23.1% of the total persons. This age group is closely followed by increases in age group (70-84) which is expected to increase by 6,226 persons, age group (25-34) which is expected to increase by 6,170 persons and age group (18-24) which is expected to increase by 4,993 persons.

The RN Study 2021 also provides insight into current and forecast community profiles, which identifies that census data shows changing demographics including an ageing population and new cultural groups. Providing for the varied recreation needs of a diverse community, with limited space, will mean that recreation spaces and activities must support flexible uses, support sharing and conviviality, and reduce conflict between users.

Demand factor trends and impacts on service delivery over the following 10 years are summarised in Table 15.

Demand Driver	Impact on Services
<p>Increase of population and population density at a rate of approximately 1.7% per annum over the following 5 years, reducing to 0.8% per annum thereafter until 2031.</p> <p>The Inner West is already dense, with a population of 54.5 persons per hectare (based on 2016 population figures), significantly higher than Greater Sydney at 5 persons per hectare.</p>	<p>Increased utilisation of open space assets will be expected, proportional to population growth.</p> <p>This means access to open space away from the home is of critical importance to the community's health and wellbeing.</p>
<p>Aging Population</p>	<p>Changing service needs and changing open space asset requirements, particularly relating to accessibility and recreational walking paths.</p>
<p>Growing number of families in the area.</p>	<p>Increase the need for sporting grounds, court playing surfaces and parks play equipment to cater for changing patterns.</p>
<p>Climate change will see an increased risk of extreme weather events including storm events, heatwave, flooding, sea-level rise and fire events.</p>	<p>There will be an increase in structural damage caused by extreme events and an increase in deterioration rates of open space assets, especially marine infrastructure.</p>

Demand Driver	Impact on Services
	Introducing climate risk assessments will determine the impact on open space performance and useful lives.
Sustainability	Introducing new sustainability technology when renewing and upgrading open space assets will ensure that ratepayers' dollars go further meaning the cost savings can be put towards improving additional open space assets.

Table 15 – Demand Drivers, Projections and Impacts on Services

4.3 Changes in Technology

Council is continuously monitoring new asset treatments that may be available to increase the life of its assets. Table 16 details technology changes that are forecasted to affect the delivery of services covered by this plan.

Technology Change	Effect on Service Delivery
Improvement in techniques and materials	Changes in methodology, longer life materials and better rehabilitation techniques enable open space assets to be maintained and managed more cost effectively, with a potentially longer useful life.
Low energy design	Increased efficiencies of low energy design therefore certain new open space designs for example lights can incorporate energy efficient and sustainable practices.
Solar Power	When installing new lighting or replacing existing lighting, these will be installed with solar power panels which will power the lights and reduce greenhouse gas emissions.
Asset Information System	Improved information systems for mapping, recording information and managing assets. Adjustment of the playground inspection regime to match the amount of public usage and fatigue on play equipment.
Material	Moving away from timber especially CCA treated products to materials with a longer asset life such as recycled plastic.
Time Flow Tap Wear	By upgrading and/or renewing irrigation systems to time flow, this technology will reduce evaporation and keep all playing fields and parks adequately irrigated.
Smart City Technologies	Smart City technologies will also continue to be further investigated and trialled where appropriate.

Table 16 – Changes in Technology and Forecast on Service Delivery

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

4.4 New Assets from Growth

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

It is envisaged however, that the new Playground Strategy (currently in development) will recognise the need to build an accessible playground in each of the five Council wards, which will result in five new playgrounds.

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

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

4.5 Demand Management Plan

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

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Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures. Opportunities identified to date for demand management are shown in Table 17. Further opportunities will be developed in future revisions of this PSGAMP.

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

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

Table 17 - Demand Management Plan Summary

5 Risk Management Planning

5.1 Asset Criticality / Hierarchy

To manage Council’s open spaces and assets within these open spaces more effectively, they have been categorised based on the level of importance and criticality. The hierarchy approach recognises that different parcels of open spaces provide different levels of service, and is a useful approach to ensure different needs (e.g. for local community space vs major regional space) are met efficiently.

The ‘Recreation Needs Study - A Healthier Inner West October 2021’, proposes the following open space hierarchy in Table 18 and is summarised as follows:

Criticality / Hierarchy	Description	Example Open Space Type
Regional	<ul style="list-style-type: none"> High level of management and service being a highly important space to both the Community and Council. Community has high expectations on proper maintenance and management. Assets within these open spaces aimed to serve a wider community including patrons outside of the LGA. All residents should be within 5-10km of a regional park which is 5+ ha. 	<p>Henson Park, Marrickville</p> <p>Ashfield Park, Ashfield</p>
District	<ul style="list-style-type: none"> High to moderate levels of management and service being an important space to both the Community and Council. Community has high expectations on proper maintenance and management. Assets within these open spaces typically aimed to serve community within LGA. All residents should be within 2km of a district park which is 2-5 ha. 	<p>Easton Park, Rozelle</p> <p>Marrickville Park, Marrickville</p>
Level 1 Local	<ul style="list-style-type: none"> Average level of management and service being a medium importance space to both the Community and Council. Community has medium expectations on proper maintenance and management. Assets within these open spaces aimed to serve community within LGA. All residents should be within 400m of an area of high-quality open space of between 0.5-2ha, with walkable connections and no major barriers. 	<p>McNeilly Park, Marrickville</p> <p>Punch Park, Balmain</p>
Level 2 Local	<ul style="list-style-type: none"> Reasonable level of management and service being a medium importance space to both the Community and Council. 	<p>Federation Plaza Reserve, Haberfield</p>

Criticality / Hierarchy	Description	Example Open Space Type
	<ul style="list-style-type: none"> Community has low expectations on proper maintenance and management. Assets within these open spaces aimed to service community within immediate and surrounding suburbs. In addition to the above, all residents living in high density or seniors' housing should also be within 200m of an area of high-quality open space of between 0.1-0.5ha, with walkable connections and no major barriers. 	Wangal Nura Park, Leichhardt
Pocket Park	<ul style="list-style-type: none"> Reasonable level of management and service being a low-level importance space to both the Community and Council. Community has negligible expectations on proper maintenance and management. Less than 0.1ha. 	Darley St Playground, Newtown Ashford St Reserve, Ashfield

Table 18 - Asset Criticality / Hierarchy for Open Spaces

5.2 Risk Management Plan

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

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

The development and adoption of this Policy will outline Council's commitment to manage its resources and responsibilities in a manner which is intended to minimise harm or loss. The elements of this framework are illustrated in Figure 11.

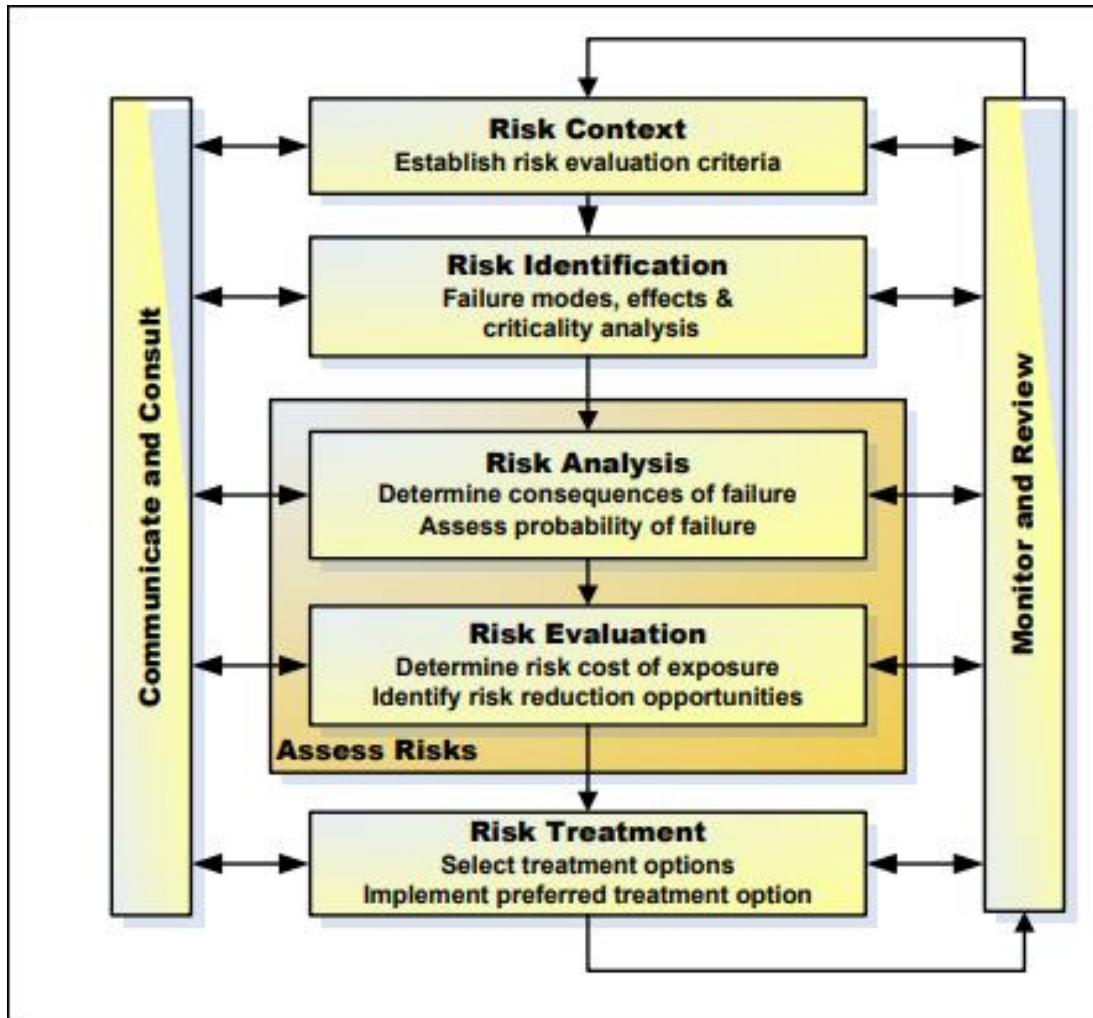


Figure 11 – Risk Management Process, Source: ISO31000:2018

5.3 Risks Assessment

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

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

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5.3.1 Risk Plan

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

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action), and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 19.

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

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

Table 19 – Critical Risks and Treatment Plan

6 Financial Summary

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

6.1 Forecasted Funding Requirements

The objective of this Section has been to model the deterioration of Council’s open space assets portfolio, by developing a simulation model using the Brightly Software Predictor© modelling software.

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

By utilising the above process and setting up the criteria and logic within the predictive modelling software, it is possible to model the future costs of Council’s open space asset portfolio renewal requirements and to predict the future condition of these assets under varying funding scenarios.

6.2 Funding Scenarios

The 2022 strategic modelling analysis predicts the deterioration of Council’s open space asset portfolio by calculating the results of different funding options, utilising a core dataset that is current as at 2022. The length of time predicted for each funding option is for a period of 10 years until the year 2032. The results of the analysis have been graphed in Figure 12.

The condition graphs in Figure 12, illustrates the predicted results of the open space asset portfolio modelling analysis for each of the different funding options. These funding options are described in Table 20 – Predictive Modelling Funding Options.

The current average condition⁹ as at 2022 for the entire open space asset portfolio is an average condition of 1.7 out of 5. Refer to Table 4 – Asset Condition Rating Guidelines for condition descriptions.

Financial Option	Description
Option 1	This funding option models the impact on condition and associated service levels of open space assets, if Council were to fund the current proposed capital works financial allocation over the following 10 years. Note that this funding option only assesses renewal funding needs and excludes upgrade works identified via plans/studies.
Option 2	This funding option identifies and models the current open space asset portfolio at the necessary funding levels each year to maintain current levels of service at the end of 10 years. Note that this funding option only assesses renewal funding needs and excludes upgrade works identified via plans/studies.

Table 20 – Predictive Modelling Funding Options

⁹ The sum average of every open space asset within Council’s parks and sporting ground portfolio.

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The net strategy comparison outcomes of the financial options that have been modelled are detailed in Table 21 – Predictive Modelling Renewal Funding Options - Net Strategy Comparison.

Financial Option	Treatment Cost (,000) ¹⁰	Backlog Value (,000)	Change in Backlog Value (,000)	Net Strategy Cost (,000)	Final Condition
Option 1	\$75,248	\$1,481	-\$12,560	\$62,688	1.8
Option 2	\$71,801	\$8,968	-\$5,073	\$65,519	1.9

Table 21 – Predictive Modelling Renewal Funding Options - Net Strategy Comparison

6.3 Forecast 10-Year Capital Renewal Funding

Renewal funding at current levels detailed in the current LTFP (Option 1) will result in Council delivering current levels of service into the future when looking at the average network condition. The model also predicts that there will be a significant \$12.5M decrease in assets considered to be in backlog (rated as condition state 5).

The funding strategy (Option 2) predicts that spending on average \$7.5M each year over the following 10-years will also maintain existing average condition into the future and reduce the current asset backlog by \$5M down to \$8.96M.

Whilst the average condition is predicted to be like current levels (1.9 in 2032 compared to 1.8 in 2022), the predictive modelling predicts that the quantum of assets considered to be in backlog (i.e. in condition state 5 being very poor) will be higher when compared to Option 1.

The preferred renewal funding option for this PSGAMP is Option 1.

¹⁰ The current capital works list of project candidates is currently being reviewed and revised by Council officers. It is envisaged that once new condition data is collected in 2023/2024, that the strategic models will be re-run and calibrated.

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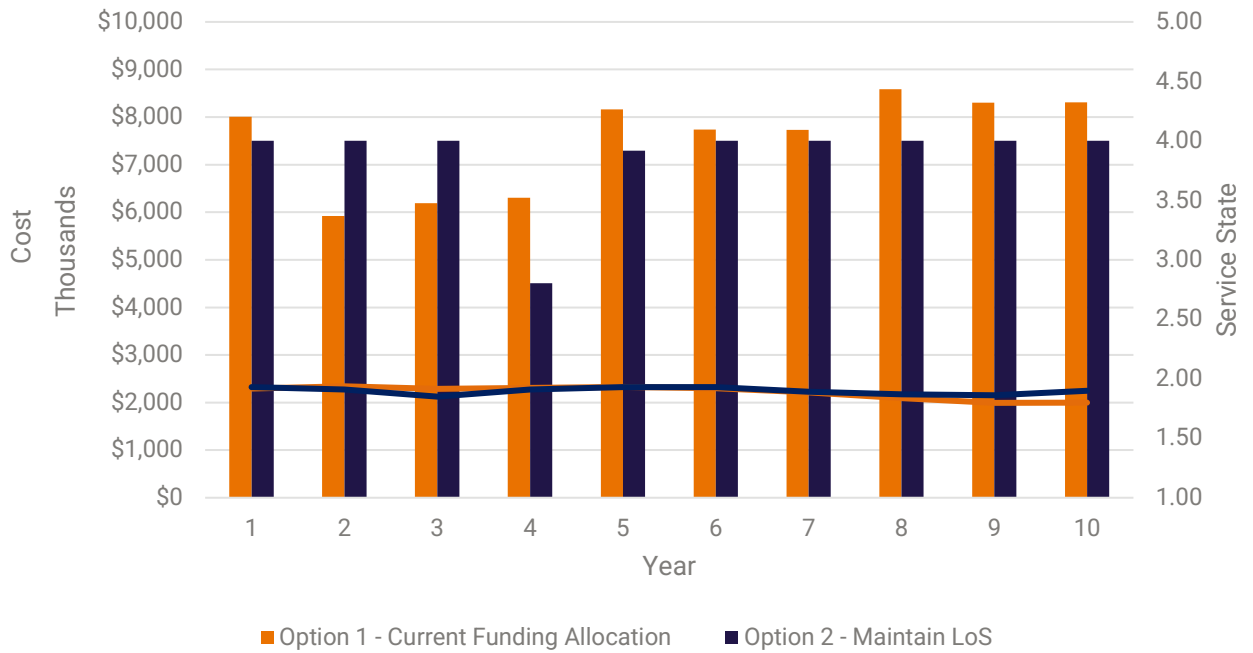


Figure 12 – Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

2022-23 (\$,000)	2023-24 (\$,000)	2024-25 (\$,000)	2025-26 (\$,000)	2026-27 (\$,000)	2027-28 (\$,000)	2028-29 (\$,000)	2029-30 (\$,000)	2030-31 (\$,000)	2031-32 (\$,000)
New/Upgrade¹¹									
21,827	34,059	2,496	2,629	4,025	2,568	2,874	2,680	2,770	2,770
Renewal									
8,005	5,923	6,192	6,306	8,158	7,738	7,730	8,585	8,303	8,310
Total Capital									
29,832	39,982	8,688	8,935	12,183	10,306	10,603	11,265	11,073	11,080
Maintenance & Operational									
14,140	14,341	14,548	14,748	14,963	15,184	15,412	15,645	15,885	15,885

Table 22 – Desired 10-Year Funding Strategy (Option 1)

¹¹ This funding plan will be reviewed in conjunction with the next PSAMP update in 2026. As new information becomes available on parks and sporting ground project needs from the Service providers, growth demand needs and asset lifecycle, these will be reflected in the 10-Year Funding Strategy.

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There are several studies and investigations being undertaken which may identify additional funding needs to acquire new and upgrade existing open space assets to meet required service levels, over the following 10 years.

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

6.4 Financial Ratios

Asset management ratios provide insight into an organisation’s performance and success in managing its assets. Council’s asset management ratios for its asset portfolio calculated as at 30 June 2021 are shown in Table 23 – Key Asset Management Ratios.

Ratio	Description	Calculation	Target	2021 Performance
Asset Renewal Funding Ratio	The extent with regards to how the organisation is funding their capital works program when comparing allocated capital works expenditure with the desired expenditure which has been derived from prediction modelling and/or service level agreements.	Funded capital expenditure on renewals divided by the planned/desired capital expenditure.	>75%	100%
Remaining Service Index Ratio	The overall health of the organisation’s asset stock in terms of measuring past asset consumption, via the amount of accumulated depreciation. The lower this ratio is, the more the asset stock has been consumed, which also indicates that not enough capital expenditure has been allocated to the asset.	Written down value (fair value of the portfolio) divided by the total current replacement value.	>70%	69% - Land Improvements Non-Depreciable 66% - Seawalls 62% - Wharves and Other Marine structures

Table 23 – Key Asset Management Ratios

7 Plan Improvement and Monitoring

This section outlines how Council will measure its asset management performance. The identified action items in Table 25 will enable Council to improve its asset management capability, to enhance asset value and deliver more for stakeholders while balancing cost, risk and performance.

7.1 Assumptions

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

Key Assumption	Risk of Change to Assumption / Impact to Model
Open space asset and component conditions reflect the assets' current condition as at 2022.	Medium to High
The allocation of renewal funds has been based on the asset replacement costs developed as part of past valuations.	Medium to High
Current maintenance funding levels are considered adequate.	Medium
The funding needs for new &/or upgrade open space assets will be identified via studies and masterplans and funding sought from grants and/or developer contributions. As identified, these will be incorporated into future PSGAMP revisions.	Medium
Capital renewal treatments are like for like and do not account for additional costs to upgrade and/or utilise new technologies and materials.	Medium to Low
Current Levels of Service are considered appropriate and meet community needs.	Medium
Existing inspections and maintenance contracts will not change.	Medium
Asset register currency pertaining to asset quantities.	Medium to High
Network strategic condition inspections will be funded on a 3–4-year cyclic basis and incorporated into the Operational budget.	Medium
Current human resource plan will not change in the near future.	Low

Table 24 – Key Assumptions made in PSGAMP and Risks of Change

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7.2 Improvement Plan

The Asset Management Improvement Plan which is set out in Table 25 below details the key improvement tasks. Completion of these tasks will improve Council’s asset management capabilities for this asset class.

Task No.	Improvement Items	Responsibility	Timeline
1.	Develop a Parks and Sporting Ground responsibility matrix with a view to identify and streamline roles and responsibilities.	Engineering Services Manager & Senior Manager Operations	June 2023
2.	Formally document the rule bases which reflect the policy decisions that Council employs to determine when they will select open space assets for inclusion on their capital works program.	Engineering Services Manager & Senior Manager Capital Works	June 2023
3.	Ensure that information pertaining to parks and sporting grounds hierarchies and criticality are updated in Council’s Asset Register.	Engineering Services Manager	December 2023
4.	Review and formally document the current operations and maintenance Levels of Service with regard to all open space 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.	Engineering Services Manager & Senior Manager Operations	December 2023
5.	Develop and implement an asset handover process to enable 100% asset data capture of new open space assets gifted or constructed by others and those renewed, to be captured in Council’s asset register on an annual basis.	Engineering Services Manager	December 2023
6.	Review and formally document Council’s open space condition assessment manual methodology framework.	Engineering Services Manager	December 2023
7.	Develop and document a criticality framework which will be incorporated into the asset register and second-generation prediction models.	Engineering Services Manager	June 2024
8.	Implement processes to improve reporting against the Community Levels of Service to enable performance to be measured.	Engineering Services Manager & Senior Manager Operations	June 2024

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Task No.	Improvement Items	Responsibility	Timeline
9.	Formally document a Risk Management Policy which will set the overall framework for addressing infrastructure asset risk within the context of International Standard ISO31000-2018.	Director Infrastructure	June 2024
10.	Ensure that new asset needs identified from the Recreation Needs Study - A Healthier Inner West 2021 and other strategies and studies are reflected in future PSGAMP and the LTFP.	Engineering Services Manager & Financial Partnering and Analytics Manager	June 2026
11.	Progressively develop/update PoMs.	Senior Manager Sport and Recreation	On-going
12.	Implement and schedule network wide open space condition assessments on a 3-5 yearly cycle, commencing in 2023 to coincide with Council's open space revaluation requirements.	Engineering Services Manager & Financial Partnering and Analytics Manager	On-going
13.	Explore opportunities for future community surveys to incorporate additional specific questions to the community regarding parks and sporting grounds assets, to identify and measure the importance and performance in delivering this service to the community.	Engineering Services Manager	On-going
14.	Review financial forecasts annually as better data becomes available, update and submit any supporting budget bids.	Engineering Services Manager & Financial Partnering and Analytics Manager & Senior Manager Operations	On-going
15.	Review resourcing plan to ensure adequate human resources are available to deliver this PSGAMP.	Director Infrastructure	On-going

Table 25 – Improvement Actions

7.3 Monitoring and Review Procedures

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

This PSGAMP will be reviewed and amended to recognise any changes in service levels, needs arising from the RN Study 2021, strategies, studies and master plans

and/or resources available to provide those services as a result of the budget decision process.

7.4 Performance Measures

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

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