



**CITY OF
PARRAMATTA**

DRAFT ASSET MANAGEMENT STRATEGY

2027-2036

Draft for public exhibition, April 2026

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0.1

Recognition and Commitment to the Dharug People

Wadyiman Barramada gulbanga naadyi Barramadagal Dharug Ngurrayin, badu, burra barramadagal dharug yurayin.

City of Parramatta recognises the Dharug People as First Australians, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Baramadagal and other Dharug peoples, the Traditional Owners of the land we call the City of Parramatta today. The Baramadagal and other Dharug Peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas.

As a community, we can learn from the resilience and community spirit of First Nations People to best ensure a sustainable city for all. Parramatta has always been an important meeting place for the First Nations People, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming).

The name Parramatta is derived from the word Baramada/Burramatta or 'place where the eels lie down' (breeding location for eels within the Parramatta River). City of Parramatta recognises the significance of this area for all First Nations People as a site of early contact between the First Australians and European colonists, and Parramatta remains an important meeting place for the First Nations community.

First Nations People continue to play a vital role in the ecological, economic, social and cultural life of Parramatta, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

At City of Parramatta, we aspire to a future where the cultures, histories and rights of all First Nations People are understood, recognised, and respected by all Australians. City of Parramatta is committed to playing an active role in making this future a reality. City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and other First Nations People and to celebrate their enduring wisdom, strength, and resilience.

Always Was, Always Will Be, Aboriginal Land.



0.2

CoPC Photos & Document Control Sheet



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Document Control		Filename: AMS 2026				
Rev No	Date	Revision Details	TRIM Reference	Author	Reviewer	Approver
1	20.3.25	First Draft		JS	TM & GA	AS
2	16.04.25	Final		JS	AS & JC	GC
3	16.06.25	Final (V2- Q3 Budget)		JS	AS & JC	BS
4	18.03.26	Draft		JS	James S & AS	GB

1.0

EXECUTIVE SUMMARY

1.1 THE PURPOSE OF THE PLAN

The Asset Management Strategy (AMS) details the City of Parramatta Council's (CoPC) approach to implementing the principles and the objectives set out in the Asset Management Policy. The AMS set directions to manage and continually improve its assets over the next ten years, so that Council can meet the changing needs of our City and community. It outlines the processes, resources, structures, roles, and responsibilities necessary to establish and maintain the asset management system.

The Council's infrastructure assets are a critical component of its service delivery to the community. The asset groups covered by this strategy are road infrastructure, buildings, Swimming Pool, stormwater drainage, and open space and recreation. Council is committed to managing, upgrading, and acquiring assets for the community within its financial capacity, while ensuring these assets are managed to meet the strategic direction of Council and the community.

The Asset Management Strategy also highlights the major issues Council must address for each asset class over the next few years. It details the actions Council will take to help close the gaps in current asset management practice and move towards a "best appropriate practice" position in the future.

Both the AMS and the Asset Management Plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of an asset management strategy and plans for council infrastructure assets is a mandatory requirement for NSW local government. The key findings for each asset class are included in the asset management plans and are covered in a concise but detailed manner depending on the criticality of the asset type.

1.2 KEY AREAS TO IMPROVE OUR ASSET MANAGEMENT

Council will begin addressing gaps in asset management by focusing on five key strategy areas. All activities undertaken as part of the Asset Management Improvement Plan fall under one of these key areas.

1. Asset knowledge and data processes	Focuses on improving knowledge management and making asset data more accessible to support asset management activities. It defines, collects, and specifies information and data needs for asset management. Capturing site data and digital recording for asset management and planning purposes.
2. Strategic asset planning processes	Recommends alignment of strategic long-term plans, requirements, and compliance with the practices and processes involved with managing and documenting assets within asset management plans.
3. Asset operations and maintenance	Identifies operations and maintenance management improvement actions, including maintenance strategies and planning, service level agreements, and processes for managing

	planned and unplanned operational and maintenance activities and tasks.
4. Asset information systems	Improves Council's information systems, including its asset registers and business, corporate and asset management system functionality/needs.
5. Organisational context	Ensures asset management drives Council strategy for asset creation, use, management, maintenance, renewal, rationalisation, and disposal of assets through strong integration with Council policies and strategies, levels of service, and the Long-Term Financial Plan; including defining roles and responsibilities for those managing asset management improvements.

1.3 COUNCIL'S ASSET PORTFOLIO

The table below provides a snapshot of Council's Asset Portfolio.

1.3.1 Asset Value

Table 1: Major Asset Class Values and Replacement Cost

Major Asset Class	Current Replacement Cost (CRC)	Written Down Value (WDV)	Annual Depreciation Expense
Roads Infrastructure	\$ 2,098,151,904	\$ 1,488,932,600	\$ 28,205,000
Buildings & Aquatic Centres	\$ 707,183,184	\$ 569,338,574	\$ 17,125,901
Stormwater & Catchment	\$ 887,286,444	\$ 614,683,944	\$ 8,015,000
Parks & Open Space	\$ 155,096,595	\$ 99,700,884	\$ 5,765,000
Total	\$ 3,847,718,127	\$ 2,772,656,002	\$ 59,110,901

1.3.2 Condition

Table 2: Major Asset Class – Conditions

Major Asset Class	Asset Condition (% of CRC)				
	Very Good	Good	Fair	Poor	Very Poor
Roads Infrastructure	10.4%	47.2%	33.8%	7.3%	1.3%
Buildings & Aquatic Centres	58.7%	18.8%	20.6%	2.0%	0.0%
Stormwater & Catchment	36.0%	58.0%	3.0%	3.0%	0.0%
Parks & Open Space	42.3%	24.3%	17.8%	11.9%	3.7%
Total	26.4%	43.6%	23.6%	5.5%	0.8%

1.3.3 Inventory

Table 3: Major Asset Class – Quantities

Major Asset Class	Quantity	Unit	Major Asset Class	Quantity	Unit
Transport (Roads)	653	Km	Bridges	147	No
Transport (Kerbs)	1270	Km	Buildings	179	Assets
Open Space/ Recreational assets	3,230	Assets	Stormwater drainage (Conduit)	543	Km
Transport (Footpaths)	905	Km	Stormwater drainage (Structure)	25,805	Assets
			Stormwater drainage (Other devices)	95	

1.4 EXPENDITURE AND REPORTING

1.4.1 10- year asset lifecycle expenditure

Council's 10-year asset lifecycle expenditure, as illustrated in Figure 1, displays large spikes in capital in 2026-2027 for new projects committed to in Council's Delivery Program, including the Grant funded projects, Riverside Theatres Redevelopment, and various other key projects. New/expanded capital from 2028 onwards has been predicted using 2026/2027 forecast budgets, including historical works and contributions from past years as a benchmark and average new development per year, excluding major projects. The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

Fig 1: Assets combined expenditure category

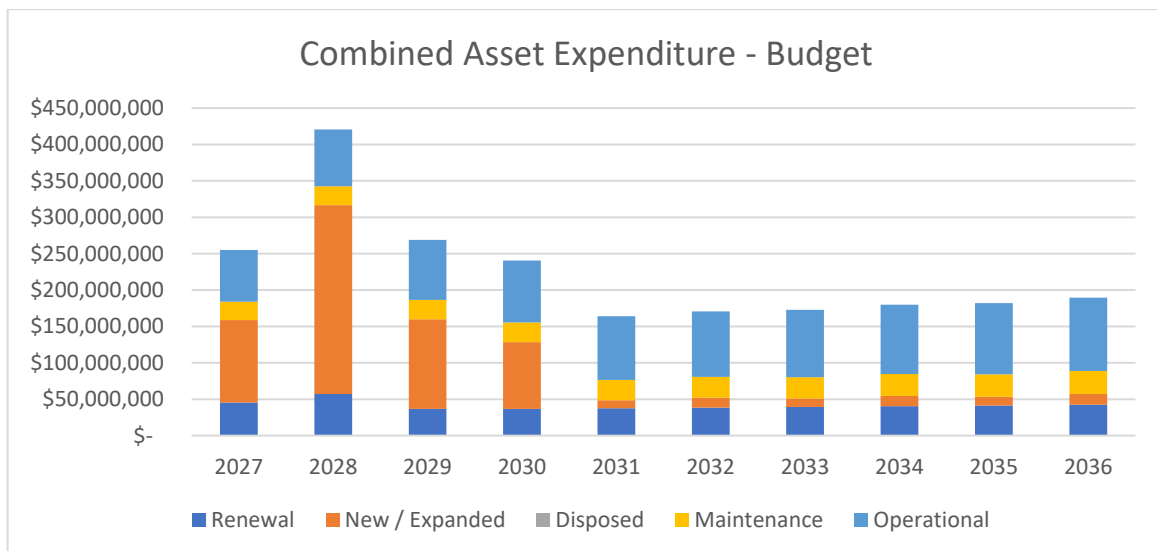
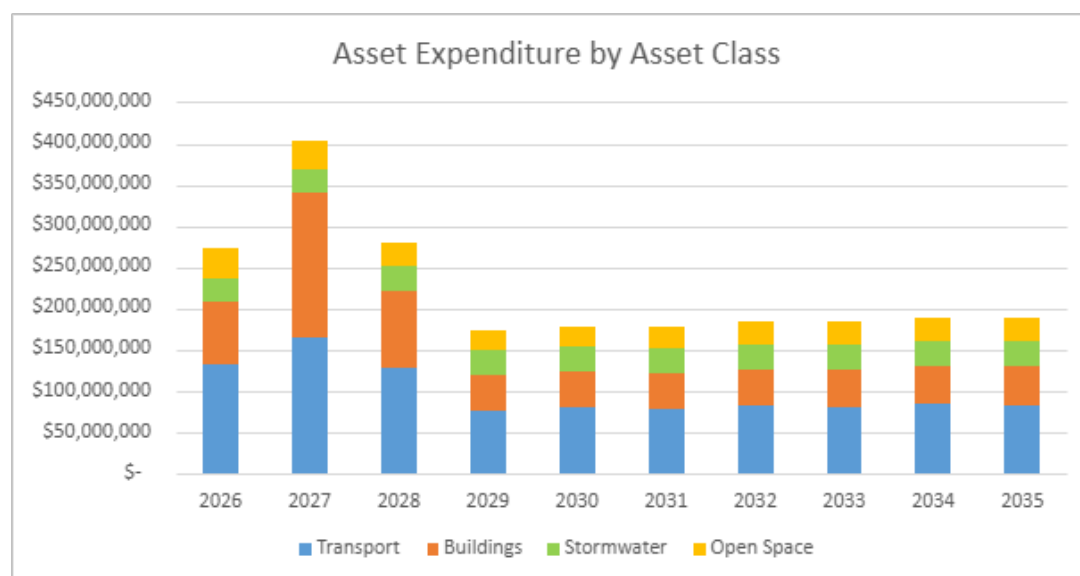


Fig 2: Assets combined expenditure by asset class



1.5 KEY RISK AND GAPS

1.5.1 Renewals

Table 4: Combine asset renewal gap 2026/27 to 2035/36

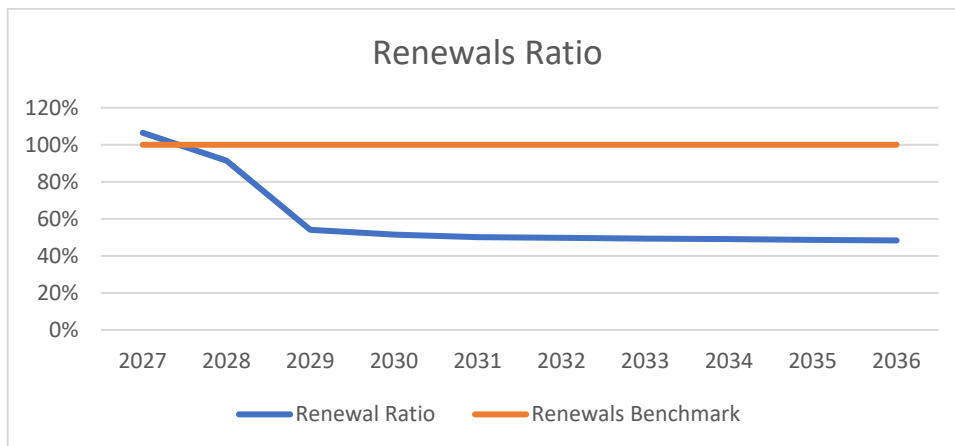
Combined Asset Renewals	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Actual renewal (\$m)	\$45.47	\$57.11	\$36.66	\$36.83	\$37.50	\$38.43	\$39.39	\$40.37	\$41.37	\$42.40
Req. renewal/ depreciation (\$m)	\$42.71	\$62.47	\$67.82	\$71.51	\$74.87	\$77.27	\$79.77	\$82.33	\$84.99	\$87.71
GAP (\$m)	\$2.76	-\$5.36	-\$31.17	-\$34.68	-\$37.37	-\$38.84	-\$40.38	-\$41.96	-\$43.62	-\$45.31

The projected cost of required asset renewals (annual depreciation used as a metric to indicate the ideal funding to maintain the average condition of the asset portfolio) over the next ten years is \$731.45 million. The estimated available 10-year average Long Term Financial Plan (LTFP) budget is \$415.51 million, which is 57% of the cost to provide the services required. This results in actual spending on renewals being \$315.9 million less than forecast depreciation over ten years. This is due to the number of significant recent projects and those due for completion in the next few years and indicates that the funding shortfall accumulates in the mid and long term and may be due to a lack of committed projects past the timeframe of Council's Delivery Program.

The combined asset renewals ratio of the Council in 2026/27 is 106%. However, it is projected to sharply decline over the 10-year term as shown in Figure 3. The increase in renewal

Shortfall over the 10-year term is due to the significant amount of additional new assets to be constructed and managed each year due to City of Parramatta's projected growth in population.

Fig 3: Renewals ratio projected over ten years



Council’s current combined infrastructure backlog is estimated to be \$69.3million, or a backlog ratio of 31%. The backlog ratio of 31% is above the benchmark of 2%. Current information indicates there is a shortfall in asset maintenance and renewal spending of around \$32 million per annum. Unless addressed, the backlog will increase and asset conditions will deteriorate further.

1.6 OPERATIONAL AND MAINTENANCE

It is estimated that a total of \$1.15 billion is required over the next 10 years in operational and maintenance (O&M) expenditure to sustain the desired service levels. The required operational and maintenance budgets are based on industry best practice for various asset classes. The current maintenance ratio (the actual maintenance expenditure/required maintenance expenditure) is projected in LTFP that trends below the industry benchmark of 100%, as shown in Figure 4.

Fig 4: Combined maintenance ratio projected over ten years

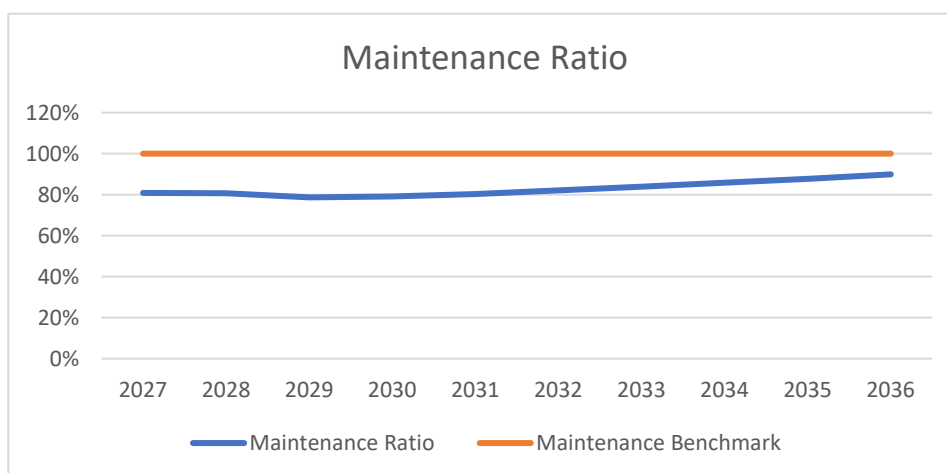


Table 5: Combined O&M expenditure gap

Combined Asset O&M	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Actual O&M (\$m)	\$96.28	\$104.00	\$109.12	\$112.21	\$115.34	\$118.48	\$121.78	\$125.19	\$128.68	\$132.34
Req. O&M (\$m)	\$104.23	\$109.10	\$113.55	\$116.70	\$117.28	\$117.58	\$117.90	\$118.21	\$118.54	\$118.87
GAP (\$m)	-\$7.94	-\$5.10	-\$4.44	-\$4.49	-\$1.94	\$0.90	\$3.88	\$6.99	\$10.13	\$13.47

The annual O&M budget builds a significant shortfall in future years due to the substantial increase in new assets to be delivered by Council.

1.7 HIGH LEVEL STRATEGIC ACTIONS

Based on observations and analysis of current asset management practices, Council has developed high level strategic actions that apply to all asset classes. These strategic actions, outlined in Table 3, will ensure we make adequate provisions for the long-term management of our infrastructure assets.

- By adopting the following strategic actions and implementing good asset management practices, Council and the community will benefit from:
 - more effective and sustainable decisions.
 - more efficient allocation of capital and recurrent expenditure, making the best use of available funds.
 - stronger focus on long-term planning and making long-term financial sustainability more achievable.
- Enhanced customer service:
 - improved understanding of service requirements and options.
 - improved performance and control of service delivery to the community's required standards; and
 - agreed levels of service and improved systems to ensure responsiveness.
- More confidence in risk management:
 - reduced risk by identifying critical and high-risk assets and ensuring they are addressed as priority.
 - demonstrated compliance with legal and regulatory requirements; and
 - improved safety by the timely identification of risks and the proactive maintenance of Assets.
- Strong governance and accountability
 - demonstrate to the community and stakeholders that services are being delivered effectively and efficiently.
 - transparent and auditable basis for making service/risk/price trade off decisions.
 - improved accuracy of financial information relating to assets; and
 - improved understanding of funding limitations and their impacts.

Table 6: City of Parramatta high level strategic actions

Ref No.	High Level Strategic Actions	Priority	Delivery by:
1.	Establish transparent and responsible asset management processes that align with the best appropriate practice. This includes ensuring consistency across the Asset Management Strategy, Long Term Financial Plan, OneCouncil asset registers, levels of service for all asset classes, data collection, validation and reporting.	High	2025/26-2026-27 Ongoing
2.	Clearly identify all asset expenditure requirements into four categories: renewals, new, maintenance, and operational. Establish clear budgets and reporting lines for each category. Correctly differentiate between maintenance and operation expenditure for each work activity.	High	2025/26
3.	Allocate and clarify roles, resources and responsibilities for asset management. This includes establishing a good understanding of asset data, finance and budgets. Establish clear communication protocols between finance and the wider organisation.	High	2025/26
4.	Review and establish agreed levels of services in consultation with the community, outlined in the asset management plans.	Medium	2026/27
5.	Identify and prioritise critical assets for Council and its community. Establish emergency response plans and asset ownership for critical assets.	Medium	2026/27
6.	Regular proactive inspection scheduled, data recorded and analysed in a format suitable for the preparation of both short and long-term maintenance, rehabilitation and renewal works programs.	Medium	Ongoing

2.0

INTRODUCTION: ASSET MANAGEMENT PLANNING

City of Parramatta Council provides numerous services to residents and visitors across the local government area. Many of these services, such as local roads, libraries, parks, and play-spaces, require the use of council assets and are critical everyday necessities of life that need to be kept at a satisfactory level of service for residents and visitors to have a reasonable quality of life.

Council's community assets affect how we travel (roads, footpaths, cycle paths), how we relax and play (parks, sports fields, libraries), where we meet (public areas, town halls, community centres) and the environment around us (stormwater, natural assets, bushland).

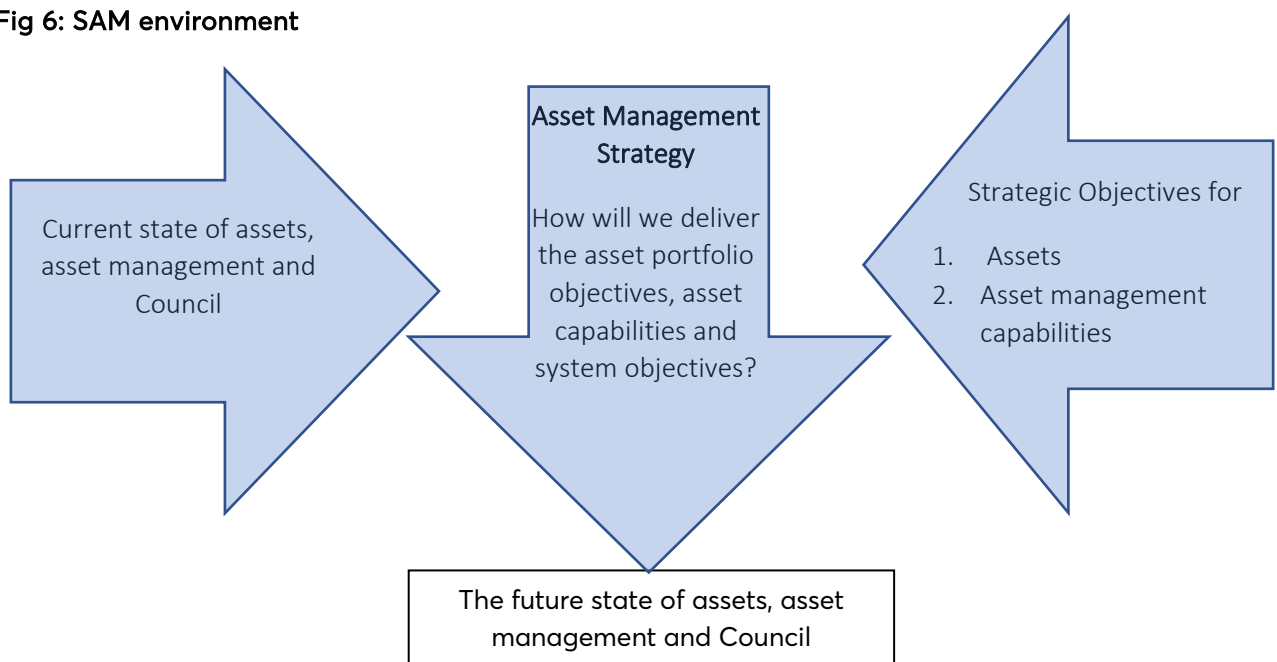
This strategy details:

- what assets Council uses to provide community services, including their **current condition, value, and performance**.
- how we take Council objectives and turn them into **asset objectives, plans, and defined levels of service**.
- where we can **make improvements on how we manage assets**, including Council's systems, processes, culture, and mapping.
- why decisions on **asset renewals and maintenance** are prioritised for different asset types.

The document can be read either from start to finish, or by selecting sections based on your own interests or needs.

2.1 WHAT AN ASSET MANAGEMENT STRATEGY DOES

Fig 6: SAM environment



An Asset Management Strategy coordinates the activities of Council to realise value from assets in the delivery of services. It involves balancing costs, risks, and benefits over time, while providing an understanding of how to best align the asset portfolio so it best meets the service delivery needs of the community.

Effective asset management of Council infrastructure assets will help deliver the vision for the City of Parramatta by contributing towards the following strategic objectives from the Community Strategic Plan.

2.2 SUPPORTING THE COMMUNITY STRATEGIC PLAN

City of Parramatta is the cultural and geographical heart of Greater Sydney and is fast emerging as a leader in our region and a booming and innovative global city with a view to the year 2050.

Our city's ambitious and forward-thinking aspirations for the future are outlined in the community's vision statement within our draft Community Strategic Plan 2025-2050 (CSP).

Our Vision is: *"AT Parramatta: Local Heart, Global Outlook"*.

Underpinning the Vision are 5 long-term Strategic Pillars that provide the big picture results, which the community would like Council and its many partners to focus on achieving. These Pillars are:

- We all belong - *An equitable and socially connected city.*
- We put people first - *A regenerative and resilient city.*
- We are an economic powerhouse - *A prosperous, productive and ambitious city.*
- We nurture our environment - *A regenerative and resilient city.*
- We are future focused - *A leading and forward-looking city.*

The Asset Management Strategy is a key contributor to following strategic objectives in the Community Strategic Plan:

Table 7: City of Parramatta CSP strategic and objectives

Draft CSP – Strategic Pillars	Draft CSP - Strategic Actions that the Asset Management Strategy will support	Asset Management Strategy objectives
We all belong – <i>A diverse, creative, inclusive and inspiring city.</i>	1.1.1 Recognise our diversity as our strength, and ensure people of all abilities, genders, family types, backgrounds and generations can feel that they belong.	Provide and advocate for facilities that are inclusive, enabling people and communities to connect
	1.2.1 Recognise, protect, and share Parramatta's rich, diverse and evolving heritage and histories.	Provide for renewal of heritage buildings

	1.3.2 Expand affordable and fit-for-purpose presentation and production spaces for creatives.	
	1.6.2 Deliver world-class arts and cultural institutions.	
We put people first – <i>An equitable and socially connected city.</i>	2.3.2 Prioritise community health in the design of our city and services, to ensure that people can live well throughout their lives.	Provide fit-for-purpose and cost-effective infrastructure that meets community needs.
	2.4.1 Plan and deliver an accessible City and services with universal design principles, so they can be enjoyed by all.	Enable provision of infrastructure to enable healthy lifestyles, for example parks and sports fields, footpaths and cycleways.
	2.4.2 Create and facilitate places and activities that support community safety.	
	2.5.1 Deliver and maintain quality public open spaces and community facilities, providing shared spaces for people to play and connect.	
We are an economic powerhouse – <i>A prosperous, productive and ambitious city.</i>	3.6.2 Attract new and retain existing businesses, students and talent in our City.	Facilitate and support the growth of our City, businesses and community through the provision of infrastructure.
We nurture our environment – <i>A regenerative and resilient city.</i>	4.1.1 Deliver a climate positive and resilient City through the planning, design, construction and operation/management of our City.	Promote ecologically sustainable development, meeting the needs of the present without compromising the ability of future generations to meet their own needs.
	4.1.2 Partner and plan to support our communities as they adapt to key shocks and stresses such a flooding, urban heat and bushfires.	Support conservation and enhancement of the City’s environment, and promote energy, water and waste efficiencies.
	4.2.1 Protect, manage and regenerate our natural areas and ecological corridors both for their benefit, the community’s enjoyment and the City’s identity.	Provide the community with open spaces, including playgrounds, parks and sports fields.
	4.2.2 Improve the health of waterways through integrated water management and water sensitive urban design.	Help to manage the impact of planned and unplanned events on existing assets.

4.4.1 Protect, diversify and enhance tree canopy across the local government area.

4.5.1 Deliver a continuous regional parkland spanning Global Parramatta from Lake Parramatta to Sydney Olympic Park.

We are future-focused –
A leading and forward-looking city.

5.1.3 Facilitate and advocate for the provision of First Nations spaces within the City.

Improve our knowledge management to ensure appropriate data is accessible and supports asset management activities.

5.2.2 Leverage opportunities for continuous improvement, data, technology and innovative solutions for how we plan and manage our City.

Keep Council accountable, responsible, and sustainable when planning our future infrastructure needs.

5.3.1 Deliver ethical city leadership and responsible financial management that reflects community needs and aspirations.

Ensure asset management drives Council strategy for asset creation, use, management, maintenance, renewal, rationalisation, and disposal of assets through strong integration with Council policies and strategies, levels of service, and Council's Long Term Financial Plan.

5.5.2 Advocate and plan for communities that offer a strong sense of local character, mix of homes, businesses, shops, services, infrastructure and cultural and recreational opportunities.

Provide risk management and decision-making frameworks.

5.6.1 Deliver and advocate for best practice public and active transport that connects Greater Sydney and supports our City's economic productivity.

Council's infrastructure provides places to walk, ride and drive, and meeting points for the community.

5.6.2 Advocate for and deliver integrated transport solutions which enable seamless travel for all users across our City, while reducing road congestion

Includes the plans that manage the maintenance and renewal of local footpaths and cycleways.

Includes the plans that manage the maintenance and renewal of local roads.

2.3 ASSET MANAGEMENT STRATEGY – APPROACH, INPUTS AND OUTPUTS

2.3.1 APPROACH TO STRATEGIC ASSET PLANNING

- **Alignment:** Align the Asset Management Strategy to Council goals and broader objectives.
- **Engagement:** Foster ongoing communication and consultation with community, councillors and stakeholders.

- **Information and evidence-based decision making:** Accurate asset data and tools to support decision-making and Council-wide planning.

2.3.2 INPUTS INTO STRATEGIC ASSET PLANNING

- Program and Council priorities
- Legislation and standards
- Capital plans and forecasts
- Strategic plans – i.e. social sustainability framework, environmental plan
- Community and Councillor input
- Asset data (location, condition, age, cost)
- Council, Western Sydney and NSW context and information

2.3.3 OUTPUTS OF STRATEGIC ASSET PLANNING

- Whole-of-life approach for all assets under Council's control, spanning the planning, acquisition, operation and maintenance, renewal, and disposal phases of each asset's lifecycle.
- Long-term objectives of Council's asset portfolio.
- Clear understanding of the asset portfolio by asset class and program area (i.e. community facilities, transport infrastructure, stormwater).
- Optimised 10-year work programs to meet asset management objectives.
- Coordinated capital plans.

2.4 PURPOSE OF THIS STRATEGY

The purpose of this Asset Management Strategy is to:

- Communicate information about Council's asset portfolio (including condition and performance);
- Outline how Council will provide services that meet the Community Strategic Plan strategic Objectives at service levels that are affordable and acceptable to the community by identifying strategies and actions required to provide defined levels of service;
- Prioritise and address asset renewal and maintenance to ensure ongoing service priority to the community;
- Set out a plan for improving Council's asset management capabilities, systems and culture;
- Detail how Council's asset management approach will be based on:
 - legislative requirements, risk and best value service delivery.
 - community expectations.
 - Council's strategies, plans, and frameworks.
- Support long term financial planning across all asset classes.

2.5 ASSET MANAGEMENT POLICY AND PRINCIPLES

Council's Asset Management Policy was last reviewed in June 2022. It provides a framework for managing infrastructure assets to support the service delivery needs of the community. The Asset Management Policy also supports the requirements of Council's organisational goal of creating efficient asset management.

The objective of the policy is to ensure:

- The average condition of existing assets by classification is Condition 3.
- Legislative requirements are met.
- The adequate provision of assets in response to future growth.
- The sustainable management of existing assets.

Expanding on the objectives of the Asset Management Policy, the key asset management principles that underpin Council's Asset Management Strategies are:

- Prioritise and manage assets currently in poor, very poor condition or at risk with appropriate planning and action.
- Demonstrate fiscal responsibility by implementing the Asset Management Improvement Program, to ensure asset risks are effectively managed and available resources are prioritised.
- Utilise community consultation to identify community levels of service and validate satisfactory conditions of assets. Community engagement results are used to identify representative insights that reflect the community's expectations for the condition of Council's assets, and to drive and prioritise programs and budgets on asset maintenance and renewal – i.e. determining satisfactory levels so Council can allocate the optimal resourcing to deliver that level of service.
- Establish affordable service level targets in the asset management plans. Any future service level upgrades or new services will have a corresponding service level trade off or increased revenue. In turn, the Long Term Financial Plan and Asset Management Strategy will be updated.
- Implement the Asset Management Strategy to demonstrate that Council is providing the best balance of service levels and risk within its financial capacity.
- Continue to engage with the community, reviewing and readjusting service levels in line with community priorities and available resources.

2.6 ASSET MANAGEMENT PLANS

Council has developed four class specific asset management plans: road infrastructure, buildings, stormwater, and parks and open spaces.

The purpose of an asset management plan is to define the services, how the services are provided, the funds required to provide the services, and the actions required to meet agreed levels of service – all in the most economical manner. The plan also outlines how much investment is needed across each asset class to meet these defined service standards over the next ten years. The asset management plans are prepared as a core asset management plan in accordance with the International Infrastructure Management Manual. It is prepared to meet legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting.

Table 8: City of Parramatta – Assets lifecycle activities

Asset Class	LIFECYCLE ACTIVITIES			
	Operational	Maintenance	Renewal	New
Road Infrastructure	Street sweeping, cleaning, planning.	Road patching, pavement repairs, joint sealing, pothole and footpath repairs, kerb and gutter repairs, bridge painting/repairs, line marking.	Road resurfacing, concrete road pavement replacement, footpath reconstruction.	Streetscape upgrades, road widening, new traffic facilities, traffic control signals, new bridge, shared user paths, kerb ramps, bus facilities, public lighting etc.
Parks & Open Spaces	Mowing, weeding, cleaning, planning, testing.	Playground equipment repairs, minor repairs, and replacements.	Replacement of multiple components/assets, re-turfing, replacing trees	Upgrading the level of service of parks, playgrounds, amenity buildings, new facilities.

Stormwater	Cleaning, planning, education.	Repairs of pits and pipes.	Relining of pipes, reconstruction of pits/pipes.	New pits/pipes/bioretenion system/WSUD device, increase of capacity of pits/pipes.
Buildings	Air conditioning, electrical tagging and testing, emergency exit lighting, fire services, hygiene, landscaping/plants, pest control, sanitary, security, trade waste agreements, water testing.	Preventative and cyclical maintenance including fire equipment, exit and emergency lighting replacement, lifts, roof and gutter cleaning, air conditioning, reactive maintenance, and repairs.	Replacement of large buildings and facility components that have significant capital expenditure, for example, roof replacements, internal refits, replacement of HVAC units	Upgrading of existing buildings and facilities to meet community expectations and operational needs and the creation of new assets.

3.0

SUMMARY OF COUNCIL ASSET PORTFOLIO

3.1 ROAD INFRASTRUCTURE

Council's road infrastructure assets are valued at \$2.1 billion. They include:

- 653 km of roads.
- 905 km of footpaths.
- 1,270 km of kerbs.
- 147 road bridges and foot bridges.

Table 9 shows the lifecycle budget expenditure for the road infrastructure assets in Council's Delivery Program 2027-2029.

Table 9: City of Parramatta budget expenditure for road infrastructure

Lifecycle Expenditure	2027	2028	2029
\$'000	Budget	Budget	Budget
Operational	\$35,694,553	\$42,028,810	\$44,944,066
Maintenance	\$6,704,413	\$6,872,975	\$7,046,223
Capital renewal	\$25,065,708	\$28,828,410	\$18,454,432
Capital upgrade and new	\$49,414,151	\$128,372,543	\$30,223,956
Total	\$116,878,825	\$206,102,737	\$100,668,677

Table 10 below shows the average condition index (1-5) of existing transport assets based on the planned budget (excluding new assets planned).

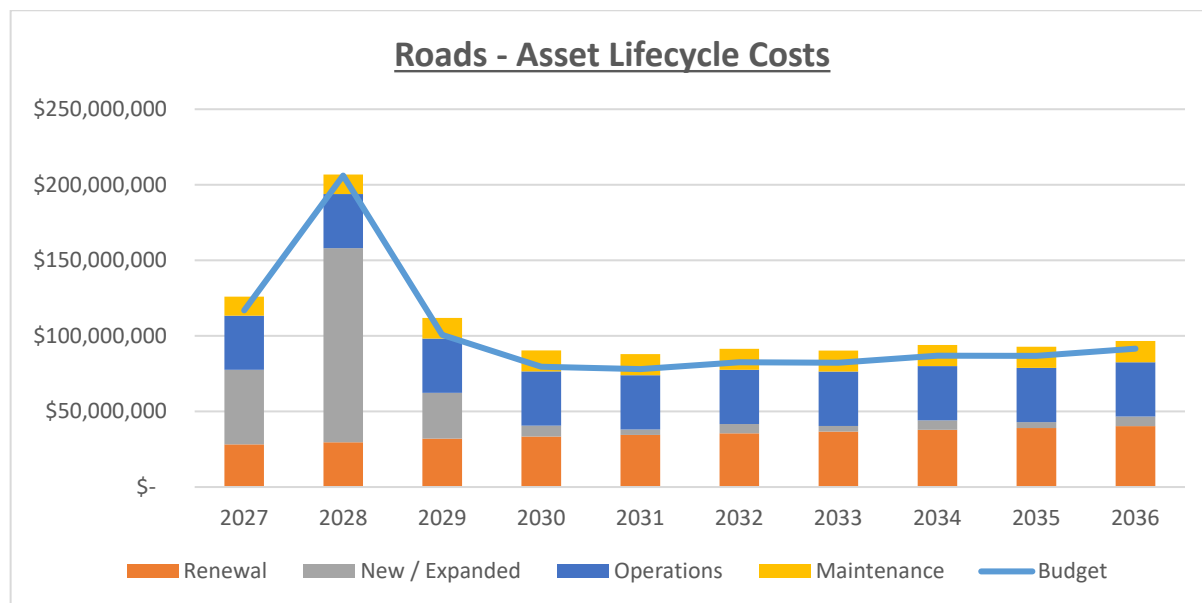
Table 10: City of Parramatta condition data for transport assets (2024 data)

Condition Rating	Description	% of Gross Replacement Cost
1	As new, requires normal maintenance only	10.4%
2	Good condition, requires minor maintenance	47.2%
3	Acceptable condition, requires significant maintenance	33.8%
4	In very poor condition, requires renewal	7.3%
5	Unserviceable or unusable	1.1%

The average condition index for Road Surface (SCI) and Footpath and Pavement (PCI) is determined by predicting the rate at which road and pavement deteriorates. Deterioration has two general causes: environmental due to weathering and aging, and structural caused by repeated traffic loadings. The scores have been based on a weighted formula using condition scores for the road wearing surface and pavement for each road segment.

3.1.1 - 10year asset lifecycle expenditure

Fig 7: Road Infrastructure 10 years expenditure forecast



3.2 BUILDING & PROPERTY

Council's property assets are valued at \$707 million. They include various types of building and functions:

- Amenity buildings
- Animal holding facilities
- Aquatic facilities
- Arts facilities
- Baby health centres
- Child care centres
- Clubhouses
- Commercial buildings
- Community facilities
- Community halls
- Depots
- Heritage and visitor information centres
- Libraries
- Operational buildings
- Operations centres
- Park operations
- Public parking stations
- Residential buildings
- Riverside Theatre
- Tennis courts
- Toilet blocks
- Town Hall

Table 11 below shows the lifecycle budget expenditure for Council's property assets in Council's Delivery Program 2027-2029.

Table 11: City of Parramatta lifecycle budget expenditure for property asset

Lifecycle Expenditure	2027	2028	2029
\$'000	Budget	Budget	Budget
Operational	\$21,590,316	\$21,954,434	\$22,562,176
Maintenance	\$3,644,745	\$3,734,244	\$3,825,981
Capital renewal	\$8,224,819	\$11,354,829	\$7,296,604
Capital new	\$55,956,219	\$120,109,354	\$88,803,853
Total	\$89,416,100	\$157,152,860	\$122,488,614

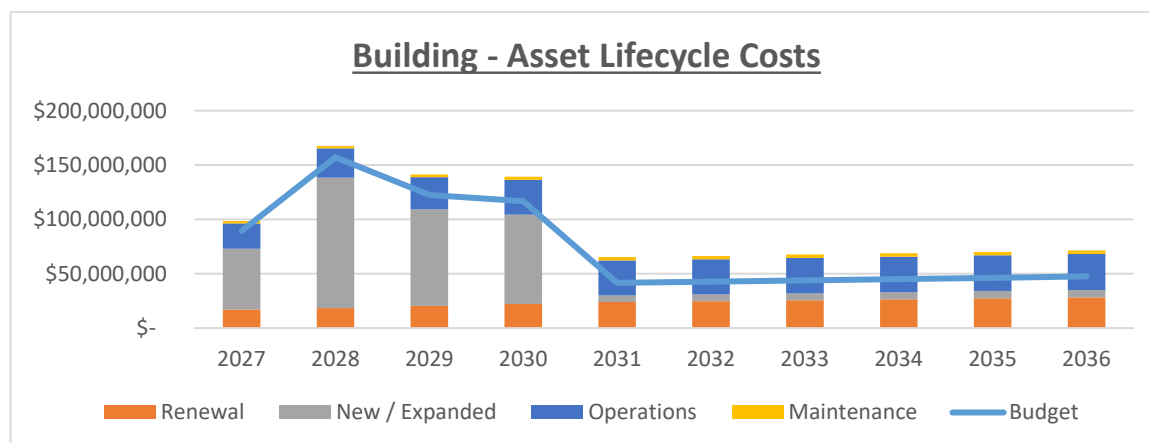
Table 12: City of Parramatta condition data for building and property assets (2024 data)

Condition Rating	Description	% of Gross Replacement Cost
1	As new, requires normal maintenance only	58.7%
2	Good condition, requires minor maintenance	18.8%
3	Acceptable condition, requires significant maintenance	20.6%
4	In very poor condition, requires renewal	2%
5	Unserviceable or unusable	0%

3.2.1 – 10year asset lifecycle expenditure

Council's Property Assets 10-year lifecycle, as illustrated in Figure 8, displays large spikes in capital between 2027-2029 for new projects committed to in Council's Delivery Program, including the Riverside Theatre upgrade. The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

Fig 8: Property assets 10 years expenditure forecast



3.3 STORMWATER

Council's drainage assets are valued at \$888 million. They include:

- 543 km of stormwater pipes;
- 25,805 stormwater structures (pits); and
- 95 other devices. Numerous "Other Structures" within the stormwater network including dams, levees, spillways, swales and other related assets such as fish ladders and sea walls.

CoPC manages a Declared Dam Structure with a High A critical consequence Category – Lake Parramatta Dam.

Table 13 shows the lifecycle budget expenditure for drainage assets in Council's Delivery Program 2027-2029.

Table 13: City of Parramatta lifecycle budget expenditure for stormwater asset

Lifecycle Expenditure	2027	2028	2029
\$'000	Budget	Budget	Budget
Operational	\$10,164,965	\$10,456,333	\$11,304,927
Maintenance	\$4,532,945	\$4,652,126	\$4,774,401
Capital renewal	\$4,838,930	\$6,792,528	\$6,638,636
Capital upgrade and new	\$529,520	\$735,133	\$659,276
Total	\$20,066,360	\$22,636,120	\$23,377,240

Table 14: City of Parramatta condition data for stormwater assets (2025 data)

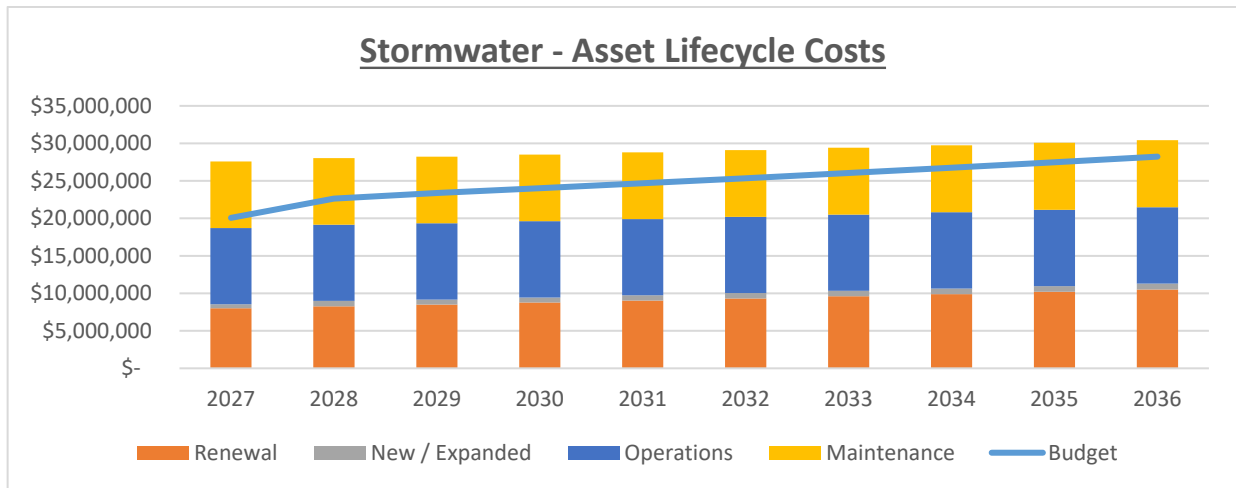
Condition Rating	Description	% of Gross Replacement Cost
1	As new, requires normal maintenance only	36.0%
2	Good condition, requires minor maintenance	58.0%
3	Acceptable condition, requires significant maintenance	3.0%
4	In very poor condition, requires renewal	3.0%
5	Unserviceable or unusable	0%

The average condition index for stormwater drainage assets is determined by modelling the predicted deterioration of the stormwater drainage network, by developing a simulation model that takes into consideration the remaining life profiles based on condition, identifying the current treatments and unit rates to deliver these treatments, and setting up treatment decision matrices defined for optimal interventions for each treatment. The model is used to predict the future condition of Council's stormwater drainage asset stock based on the current budget expenditure.

3.3.1 - 10 year asset lifecycle expenditure

Council's Stormwater Assets 10-year Resourcing Strategy, as illustrated in Figure 9, displays capital expenditure builds gradually and increases over the 10 year period for renewal and new projects committed to in Council's Delivery Program, including the Flood Mitigation Program, major drainage construction projects, and the waterways restorations program. The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

Fig 9: Stormwater assets 10 years expenditure forecast



3.4 PARKS AND OPEN SPACE

Council's parks and open space assets are valued at \$155 million (3,230) assets. They include:

- external playing surfaces.
- landscaping and pathways.
- Lighting.
- outdoor furniture.
- playground equipment.

Table 15 below shows the lifecycle budget expenditure for the parks and reserves assets in Council's Delivery Program 2027-2029.

Table 15: City of Parramatta lifecycle budget expenditure for parks and open space assets.

Lifecycle Expenditure	2027	2028	2029
\$'000	Budget	Budget	Budget
Operational	\$3,534,431	\$3,631,644	\$3,731,649
Maintenance	\$10,416,836	\$10,667,832	\$10,926,129
Capital renewal	\$7,341,081	\$10,133,902	\$4,265,358
Capital upgrade and new	\$7,321,044	\$10,240,221	\$3,552,320
Total	\$28,613,392	\$34,673,599	\$22,475,456

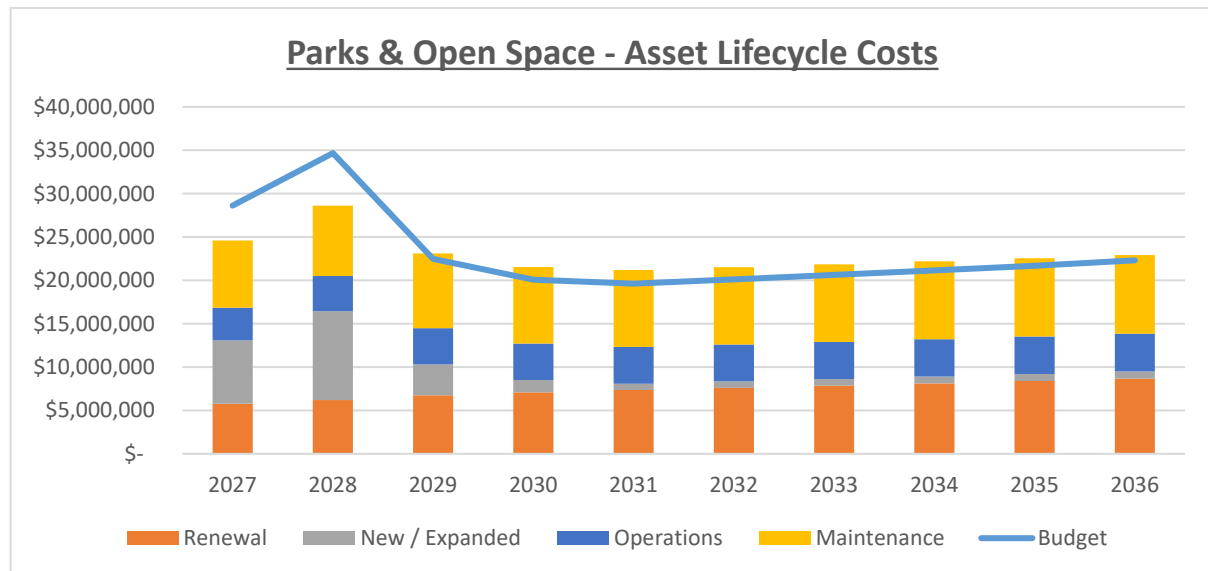
Table 16: City of Parramatta condition data for stormwater assets (2025 data)

Condition Rating	Description	% of Gross Replacement Cost
1	As new, requires normal maintenance only	42.3%
2	Good condition, requires minor maintenance	24.3%
3	Acceptable condition, requires significant maintenance	17.8%
4	In very poor condition, requires renewal	11.9%
5	Unserviceable or unusable	3.7%

3.4.1 - 10year asset lifecycle expenditure

Council's Open Space Assets 10-year Resourcing Strategy, as illustrated in Figure 10, displays larger spikes in capital between 2027-2029 for new projects committed to in Council's Delivery Program, including the programs of work for the River City, and Newington Reserve Upgrade. The initial acquisition and construction costs of any asset represent only a portion of the costs over its lifecycle. New assets require ongoing funding to operate, maintain, renew, and dispose of in the future.

Fig 10: Parks and Open Space assets 10 years expenditure forecast



4.0

LOOKING FORWARD

4.1 CITY OF PARRAMATTA CONTEXT

Parramatta is currently a city of 286,000 people. By 2041, Parramatta's population will nearly double to more than 446,021 people. This growth forecast highlights the need for additional infrastructure assets, and for existing assets to be managed differently to accommodate growing demand.

4.2 DEMAND DRIVERS

Increased demand for open spaces, services, and facilities. Our growing population, coupled with a move towards higher density living, will lead to greater demand for open spaces and community facilities, as well as new and upgraded assets.

Infrastructure. The infrastructure projects that will most impact our City and community over the next five years are Parramatta Square, and the construction of Stages 2 of the Parramatta Light Rail, Sydney Metro, and the Westmead Redevelopment.

Population growth. The City of Parramatta LGA forecasted growth by an additional 112,000 dwellings from 2016 to 2041, an increase in population of from 260,000 in 2021 to 487,000 by 2041, and more than 196,000 additional jobs in the City of Parramatta.

Demographics. The over 55 population is expected to almost double over the next 20 years.

4.3 DEMAND MANAGEMENT STRATEGIES

1. **Environmental Sustainability Strategy:** The Environmental Sustainability Strategy 2017 outlines Council's key environmental directions and priorities. As we work towards our bigger goal of building Australia's next great city, it is essential that we protect our environment and focus on sustainable solutions. We want all residents, workers, and visitors to enjoy the benefits of well-managed growth.
2. **Culture and Our City:** Our cultural plan, *Culture and Our City 2017-2022*, prepares the City for the opportunities and challenges that unprecedented growth brings. It provides a roadmap that positions culture and the arts at the heart of our changing cityscape.
3. **Socially Sustainable Parramatta Framework:** *Sharing the Opportunities of Growth for All* Council's framework for advancing social sustainability. It sets out a new way of working that puts people first.
4. **Community Infrastructure Strategy:** The Community Infrastructure Strategy 2020 outlines the City of Parramatta Council's long term direction for social infrastructure provision. It will be used to identify priorities for future social infrastructure, direct sound decision making about planning, funding, delivering, and negotiating for social infrastructure. It will also assist with a coordinated approach within Council to undertake this work.

5. **Economic Development Plan:** Council's Economic Development Plan 2017 -2021 outlines the challenges and opportunities that lie ahead for our local economy. It sets out our key economic directions and priorities and recognises that employment growth is essential to ensuring the wellbeing of our community.
6. **Transport planning:** Council's Integrated Transport Plan is critical to the future of a sustainable, liveable and productive city. Smart, multi-model transport solutions are being considered and progressing to planning and delivery stages that will transform the joint futures of both the Sydney and Parramatta metro regions. They include:
 - a. Parramatta Light Rail (Stage 1 completed and planning for Stage 2 has commenced);
 - b. Sydney Metro West;
 - c. Parramatta Bike Plan (progressively delivering the identified projects);
 - d. Parramatta Ways Walking Strategy (progressively delivering the identified projects); and
 - e. Western Sydney Airport.
7. **Disability Inclusion Action Plan:** Council is actively addressing accessibility to comply with *the Disability Discrimination Act 1992* and the newly adopted Disability Inclusion Action Plan 2022-2026. We have addressed accessibility initiatives and projects in asset management plans and other Council strategies.

The current asset portfolio will continue to grow to meet the demands of growth and development within the LGA. With the help of developer contributions, we will acquire new assets. Council will continue to develop asset-based strategies to effectively manage the increased use of and demand for assets.

4.4 ASSET PRIORITIES

The current priorities for council in short to medium terms are:

- The growing importance of the city centre
- Stage 2- Parramatta Light Rail and Sydney Metro
- New council facilities and public domain
- Parramatta Light Rail
- Parramatta Aquatic Centre
- Riverside Theatre

Major Precincts:

- Parramatta North
- Westmead Redevelopment
- Camellia
- Granville
- Rydalmere
- Telopea
- Epping Town Centre
- Wentworth Point
- Carter Precinct

4.5 HOW COUNCIL FUNDS ITS ASSET

Council considers a wide range of alternative ways to fund the delivery of essential infrastructure and takes a risk management-based approach. The Long Term Financial Plan outlines Council's funding strategies in further detail.

The budget has been based on the following information:

- The priorities and objectives adopted for the City of Parramatta through Council's internal and external consultation process.
- Council is financially viable based on the next 4-year budget.

4.6 CHALLENGES AND RISKS

Funding the ongoing maintenance and operations of new assets in the pipeline and those forecast to meet growing demands. The cost of asset creation or acquisition is generally a portion of the lifecycle cost of an asset, which includes operation, maintenance, refurbishment, and disposal. Before any asset is purchased or constructed, Council considers its lifecycle costs and risks, as it will inevitably have a long-term impact on Council's budget. In an extreme position, councils can make themselves financially unsustainable in the longer term with an aggressive asset creation program that does not consider the life cycle costs.

Assets to meet growth. The forecast growth highlights the need for additional infrastructure assets, and for existing assets to be managed differently to accommodate the additional demand.

Maintaining our growth into the future. The primary role of assets is to support services that deliver Council's long-term objectives. As Council's assets age, maintenance, refurbishment, and disposal costs increase, which in turn increases the cost of the services they support.

5.0

RISK MANAGEMENT

5.1 CRITICAL ASSETS

Critical assets are defined as those assets where the likelihood of an asset failure, under a given scenario, would cause sufficiently negative consequences. The assets in the table below are critical to Council’s operations. Council has undertaken a risk assessment to develop risk management strategies for these assets.

Table 17: Critical assets and risk mitigation

	Critical Asset	Why is Asset Critical?	How is the Risk Mitigated?
Roads	Regional roads High volume roads High risk roads	<p>Roads classed as regional roads experience high volumes of traffic, have a high percentage of heavy vehicles, and more severe accidents.</p> <p>Risk: Insufficient financial allocations to undertake remedial works and meet maintenance requirements resulting in increased asset failures, breakdowns, public liability, legal non-compliance, and risk to the environment, for example vehicle collision, public injury, significant pavement failures, class actions.</p>	<p>Regional roads are fully owned and managed by Council. Roads and Maritime Services provide grant funding for maintenance of regional roads.</p> <p>Council undertakes minor works generated from service requests.</p> <p>4 yearly condition assessment surveys are conducted for whole road network including laser profiling and visual crack and road defect inspection. Condition data is used to prioritise and identify works programs, resealing, and resurfacing priorities.</p> <p>Prioritisation of maintenance and repair works is based on risk and public safety, using best practice guidelines.</p>
Drainage	Stormwater Lake Parramatta Dam	<p>Risk: Insufficient financial allocations to undertake remedial works and meet maintenance requirements, resulting in increased asset failures, breakdowns, public liability, legal non-compliance, and risk to the environment, for example major pipeline breaks, surcharging onto private property, and property and public infrastructure damage with the potential to expose Council to significant liabilities.</p> <p>Risk: The failure of the dam will cause major flooding downstream around North Parramatta, and potentially loss of life and property.</p>	<p>Additional funding provided in future operational budgets.</p> <p>Council has invested substantial capital to monitor movement and seepage in the dam and rainfall data via a telemetry system. The dam is also inspected three times a week as per the Dam Safety Committee requirement.</p>

	Critical Asset	Why is Asset Critical?	How is the Risk Mitigated?
	Briens Road culvert	<p>The culvert located beneath Briens Road drains a large catchment. It is approximately 20 metres wide and 15 metres deep and consists of four box culverts.</p> <p>The culvert has experienced partial blockages during storm events.</p> <p>Risk: A full blockage could occur during a 1-in-50- or 1-in-100-year storm and would cause flooding to private properties.</p>	<p>Emergency plans are in place with Council's Local Emergency Management Officer when there is imminent danger of the dam failing.</p> <p>Briens Road culvert is inspected quarterly, and during and/or following storm events.</p>
	McCoy Park Basin Toongabbie	<p>The basin is a flood mitigation structure to control and reduce the impact of flooding on downstream properties.</p> <p>Risk: A full blockage could occur during a 1-in-50- or 1-in-100-year storm and would cause flooding to private properties.</p>	<p>This structure is inspected monthly in accordance with Dam Safety Committee Requirements. Council has invested capital in a telemetry system to monitor water depths in the basin during flood events. Emergency plans are also in place with Council's Local Emergency Management Officer when there is any imminent danger of the basin failing.</p>
Footpaths	CBD, highly trafficked footpaths, and accessibility-critical footpaths	<p>Footpaths in the CBD have a high volume of pedestrians and pose a high risk to Council.</p> <p>Footpaths near hospitals need to be monitored as pedestrian accessibility is more critical.</p> <p>Risk: Trip hazards due to structural failures.</p>	<p>Footpaths in the CBD are inspected daily as part of Council cleaning duties.</p> <p>While there are no response times documented, Council will be required to undertake a multi-departmental review to identify and set expectations around key performance indicators.</p> <p>Trip hazards are given highest maintenance priority by operational staff.</p> <p>Failures are risk-rated and fixed using Council's adopted risk-based system and with operational funds available.</p>
Bridges	Moxhams Road bridge	<p>Nominated by Level 2 inspections for Level 3 structural investigations due to timber defects.</p> <p>Heritage significant should be investigated. Timber deck requires drainage to avoid decays. Requires termite protection and maintenance schedule.</p> <p>Risk: Moxhams Road bridge is a timber bridge that is prone to termite attack.</p>	<p>Termite inspections are undertaken every six months. Timber components of the bridge are replaced about every ten years.</p> <p>Repairs will be programmed after the L3 reports and based on the repair designs.</p>
	Bennelong Parkway Bridge	<p>Load Limits applied on the bridge due to corrossions on the piles. There are risks with overload heavy vehicles passing the bridge. The enforcement is not possible due to complex loading limits under different axel types.</p>	<p>Load limits are signposted. Major developers and material suppliers have been informed.</p> <p>Upgrade works designed and construction programmed to be completed by Dec 2026.</p>
	Yaraan Ave, Epping	<p>Nominated by Level 2 inspections for Level 3 structural investigations due to timber defects.</p>	<p>On the list for Level 3 Structural Investigations FY25-26.</p> <p>Repairs will be programmed after the L3 reports and based on the repair designs.</p>

	Critical Asset	Why is Asset Critical?	How is the Risk Mitigated?
		Loading capacity is not clear. SES and Parks maintenance vehicles should be allowed. Currently access is restricted to any type of vehicles.	
	Hazlewood Rose Park – Footbridge	Needs to be replaced completely due to severe timber damages	On the list for Level 3 Structural Investigations FY25-26. Replacement will be programmed after the L3 reports and based on the designs.
Parks and open spaces	Destination parks used by large numbers of the public Historic cemeteries Parks with heritage significance (Prince Alfred Square, St Patricks Cemetery, Lake Parramatta Reserve)	Council classifies parks and reserves as critical based on several criteria: <ul style="list-style-type: none"> geographical area being serviced (catchment); size (ha); level of use, for example major events; and Significance. Historic cemeteries are to be protected and have limited capacity and suitability for recreation use by the community. Risk: Adoption of new areas and assets without commensurate budget; failure to meet community expectations; emergence of new/ changes in recreational trends.	Playgrounds are audited annually by KICO Playground Inspection Services and inspected quarterly by Parks staff. When master plans or enhancements to parks and reserves are being planned, consultation is undertaken with the community and a balance between heritage principles and significant heritage elements identified are prioritised and balanced with principles and priorities to deliver effective open and recreation spaces and facilities aligned to community needs.
Buildings	Administration Building Rydalmere Operations Centre Riverside Theatres Child Care Centres Parramatta Town Hall Community Neighbourhood Centres	Properties classed as critical have high occupancy rates, are used by vulnerable groups, and/or are used during emergency operations.	No proactive asset inspections are undertaken on property assets, however Council has established required response times for service requests on defects.

6.0

COMMUNITY ENGAGEMENT

The levels of service decision-making hierarchy at Council flows from:

- legislative requirements, to
- community expectation, to
- Council strategies.

Council uses the levels of service to measure its performance and establish forward works programs, maintenance schedules and delivery programs for short- and long-term planning.

6.1 COMMUNITY LEVELS OF SERVICE

Council translates what the community needs into technical levels of service. We measure the achievement of desired levels of service through customer satisfaction surveys, customer feedback, service requests and correspondence, and community engagement.

Community levels of service measure how the community receives the service, in terms of:

- Quality – How good is the service? *What is the condition of the road surface?*
- Function – Does it meet the user's needs? *Is it the right sized footpath to provide the access required?*
- Capacity/utilisation – Is the service over or underused? *Do we need more or less of these assets? How effectively is the footpath being used?*

The community levels of service, including performance measures, current levels of service and optimal levels of service, are listed in the detailed asset management plans. The community levels of service below describe the quality, function and safety expected from Council's assets.

Table 18: Asset class and community level of service measure

Asset class	Quality	Function	Safety
Roads	Comfortable ride quality, footpaths, traffic facilities remain in satisfactory condition and are pleasant to use.	Provide access to facilities and effective transport network, accessible with clear signage, and maintain surface runoff water drains away quickly by kerb and gutter.	Traffic volume is monitored to ensure no injuries from accidents nor unexpected delays in travel time.
Infrastructure			Footpaths free of trip hazards.
Footpaths			
Stormwater	Use of roads and footpaths is not obstructed by flooding.	Flooding of private property is minimised.	Stormwater drains are appropriate for stormwater discharge. High hazard local flooding is reduced.

Properties including public toilets	Appealing to use, clean and in useable condition.	Accessible for use for required event or purpose.	Safe and accessible buildings and toilets in adequate locations.
Playgrounds	Appealing to use, clean and in useable condition.	Accessible for use as a playground.	Safe and accessible playgrounds in adequate locations.

6.2 COMMUNITY CONSULTATION

It is important that our community has a say. Obtaining community feedback on the condition of our assets is important for council to understand as it impacts how we prioritise work, allocate Council budget, and make recommendations to Councillors on future budget decisions, including the level of rates required to fund important infrastructure and improve safety and quality of life for our community.

Council must maintain community infrastructure to acceptable standards for safety and functional usage. However, when determining the community levels of service, we look beyond the minimum standards and work with the community to define acceptable standards for a range of assets, so we can better align resources with community priorities.

Community Survey results

Council undertook community consultation via five in-person ward workshops from March to June 2024 which comprised a total of 194 residents and 13 Councillors representing the community.

In small table groups, the residents completed a participatory budgeting exercise to help determine future Council spending and better understand the priorities for each ward. Figures 11 and 12 below show the average results on spending and top priorities by each ward to manage the performance expectation gap.

Fig 11: Community priorities VS our spend

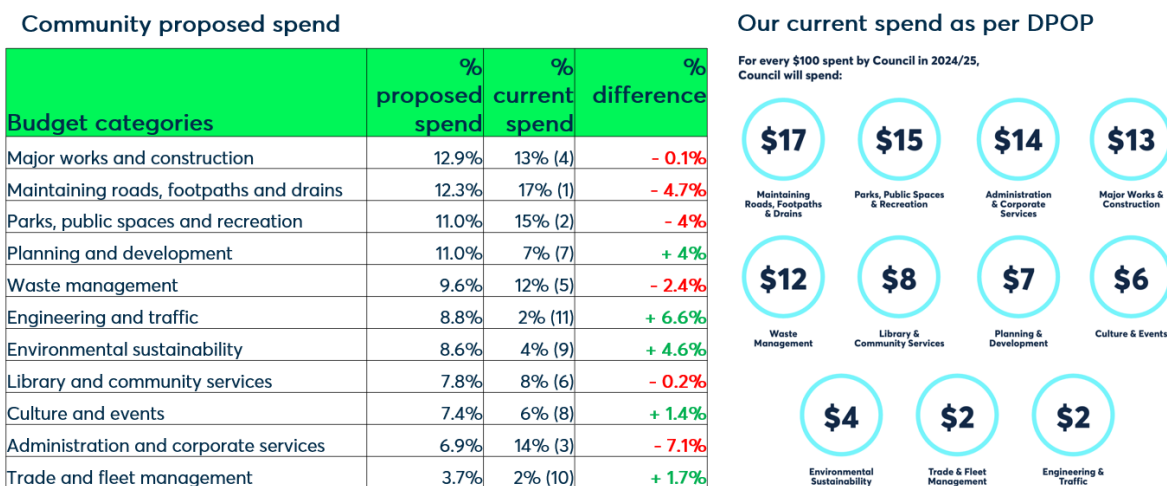


Fig 12: Top 3 priorities by ward

Dundas	Parramatta	Rosehill	North Rocks	Epping
Major works and construction (14.9%)	Planning and development (12.8%)	Maintaining roads, footpaths and drains (14.1%)	Major works and construction (15.2%)	Maintaining roads, footpaths and drains (12.9%)
Waste management (12.5%)	Major works and construction (12.7%)	Major works and construction (12.4%)	Parks, public spaces and recreation (12.3%)	Engineering and traffic (11.6%)
Parks, public spaces and recreation (11.3%)	Parks, public spaces and recreation (11.6%)	Parks, public spaces and recreation (10.7%)	Maintaining roads, footpaths and drains (12.0%)	Planning and development (11.5%)

Workshop participants were asked what changes or improvement they would like to see in their local area by 2050. The top themes that were gathered from workshop feedback and helped in the development of Parramatta 2050 are illustrated below in Fig 13.

Fig 13: Changes or improvements in local area by 2050

The top themes:

- Improvement of **mobility infrastructure** (public and active transport)
- Improvement and increase of **social infrastructure**
- Preserving and expanding **green space and associated amenities**
- Improved **planning, city design** and **place making**
- More and improved **community services** in local areas

Council conducts an annual Community Satisfaction survey amongst City of Parramatta residents (using a mix of telephone and online surveying). Findings are used to monitor satisfaction levels, identify performance gaps and future priorities for focus. The most recent survey was run between October and December 2025, refer to Table 19.

Table 19: Services and Facilities –Comparison to Targets

Annual Community Satisfaction Survey	Mean Score			
	2022	2023	2024	2025
Library services	3.84	3.98	4.00	4.00
Availability of local parks, bushland or other green spaces	3.70	3.78	3.82	3.82
Public spaces (e.g. Parramatta Square)	3.50	3.77	3.79	3.76
Riverside Theatres	3.69	3.75	3.76	3.69
Waste collection services	3.76	3.71	3.65	3.64
Maintenance of sporting fields	3.51	3.65	3.63	3.61

Maintenance of parks and gardens	3.62	3.65	3.67	3.60
Cleanliness of parks in your local area	3.63	3.67	3.62	3.58
Quality of children's playgrounds & equipment	3.54	3.57	3.61	3.58
Maintenance of community halls & centres	3.51	3.48	3.59	3.55
Council efforts to increase recycling	3.31	3.18	3.54	3.47
Provision of lighting in your local area	3.37	3.38	3.37	3.45
Parramatta Artists' Studios	3.29	3.34	3.47	3.44
Provision of cycleways and related facilities	3.40	3.39	3.39	3.41
Planting of trees in your local area	3.38	3.34	3.39	3.32
Maintenance of footpaths	3.24	3.24	3.21	3.24
Condition of Council's car parks	3.16	3.15	3.18	3.17
Cleanliness of local creeks, streams and rivers	3.11	3.14	3.08	3.12
Maintenance of local suburban roads	2.96	3.10	3.09	3.04
Local traffic management	2.87	2.88	2.87	2.91
New developments are well planned	2.72	2.90	2.84	2.82
Average Mean across Measures	3.39	3.43	3.46	3.44

7.0

ASSET MANAGEMENT PRACTICES AND CAPABILITIES

7.1 STRATEGIC PRIORITIES FOR ASSET MANAGEMENT AT COUNCIL

Council is working towards implementing uniform processes across the whole organisation to better evaluate investment and forecast operations, maintenance, renewals, and new works requirements.

Such processes involve linking Council corporate goals to asset investments and works programs by:

- applying best appropriate lifecycle processes and practices;
- acquiring and maintaining necessary data and knowledge;
- storing this data and knowledge in appropriate asset management information systems;
- preparing asset management plans so that the strategy is transparent across Council; and
- adopting appropriate and best value commercial tactics.

An independent asset management maturity assessment identified the following key strategic themes:

- data governance;
- asset management culture;
- budget, valuation, financial policy and models;
- asset creation and handover;
- policy and strategy update;
- risk management plans;
- Integrated Planning and Reporting; and
- asset management system development.

7.2 THE ASSET DECISION LIFECYCLE MANAGEMENT MODEL

Council utilises technical expertise and systems involving extensive research on deterioration of asset components based on key criteria and environmental conditions.

All works programs developed by asset managers need to be flexible to allow for further inspections of all the assets from the programs to determine the scope of works at each location, estimate costs and allocate priority.

Criteria considered in Council's lifecycle model (based on the Asset Management Council's framework) include:

- Physical condition based on the asset lifecycle affected by:
 - Usage (wear and tear);
 - Design life / deterioration profile (material, construction type);
 - Environmental or other external effects (coastal, marine, landslips, storms, vandalism); and

- Asset (technical) performance (breakdowns, utility costs).
- Asset criticality in terms of:
 - Health and safety (asbestos, lead, mould, fire safety);
 - Impact on overall asset system (roofing, services);
 - Impact on service (aesthetics);
 - Regulatory/legislative requirements (building code); and
 - Asset risk tolerance (likelihood/consequence).
- Other considerations (where applicable), for example heritage.
- Cost of construction/replacement/maintenance/monitoring.

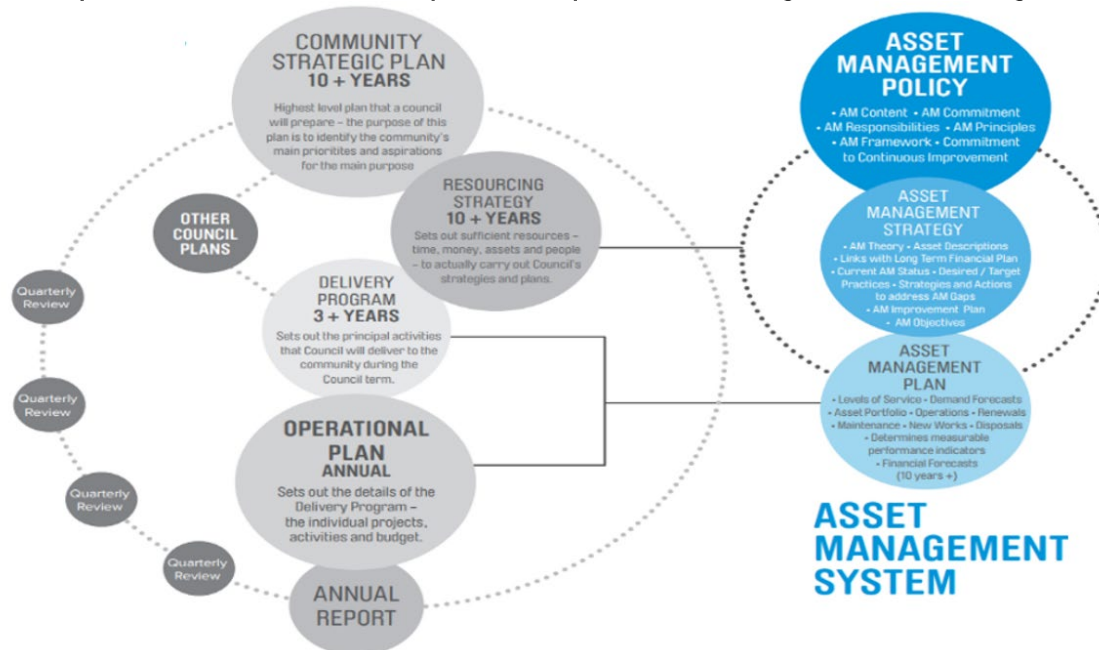
7.3 ASSET MANAGEMENT SYSTEM – CURRENT PRACTICES

It is mandatory for Council, and all local governments, to develop asset management plans. Council's Asset Management Strategy and plans follow the *Integrated Planning and Reporting Guidelines for Local Government in NSW* that accompany the *Local Government Amendment (Planning and Reporting) Act 2009* (NSW).

The primary role of assets is to support services that deliver Council and the community's long-term objectives. As Council's assets age, maintenance, refurbishment, and disposal costs increase, which in turn increases the cost of the services they support.

Figure 13 shows the relationship between the various plans and resourcing strategies that make up our asset management system.

Figure 13: City of Parramatta Relationship between plans and strategies – Asset Management linkage



The components of the Integrated Planning and Reporting Guidelines for Local Government in NSW that are linked to the asset management system are:

- **Community Strategic Plan** – outlines what the community wants, defines the objectives of the community, and sets strategies to achieve those objectives.

- **Resourcing Strategy** – details the resources available to Council to deliver the Community Strategic Plan.
- **Delivery Program and Operational Plan** – how Council will use the resources that it has to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.
- **Annual Report** – provides Council with a mechanism to report on the activities and actions proposed in its Delivery Program and Operational Plan.

7.4 COUNCIL'S ASSET PERFORMANCE

Asset performances are evaluated generally on the following categories:

- Depreciation
- 10-year renewal forecasts
- Backlog ratio
- Asset maintenance ratio (operational and maintenance)

7.4.1 Depreciation

Based on independent research of good practice by consultants Morrison Low, the total annual depreciation of infrastructure assets should be approximately 1.2% of the current replacement cost of the assets. Based on the available data, Council's overall rate of depreciation is approximately 1.2%, which is as per the benchmark for councils of its size.

7.4.2 10-year renewal forecasts

Industry's best practice suggests Council's annual renewals expenditure should match the annual depreciation of its assets. Therefore, 100% is the renewals benchmark against which Council compares its renewal ratio. The council's combined asset renewals ratio in 2026/27 is 106% (Figure 14), which is forecast to decline rapidly over the future years. The increase in renewal shortfall over the 10-year term is due to the significant amount of additional new assets to be constructed and managed each year due to City of Parramatta's projected growth in population.

Figure 14: City of Parramatta asset renewal ratio 2027-36

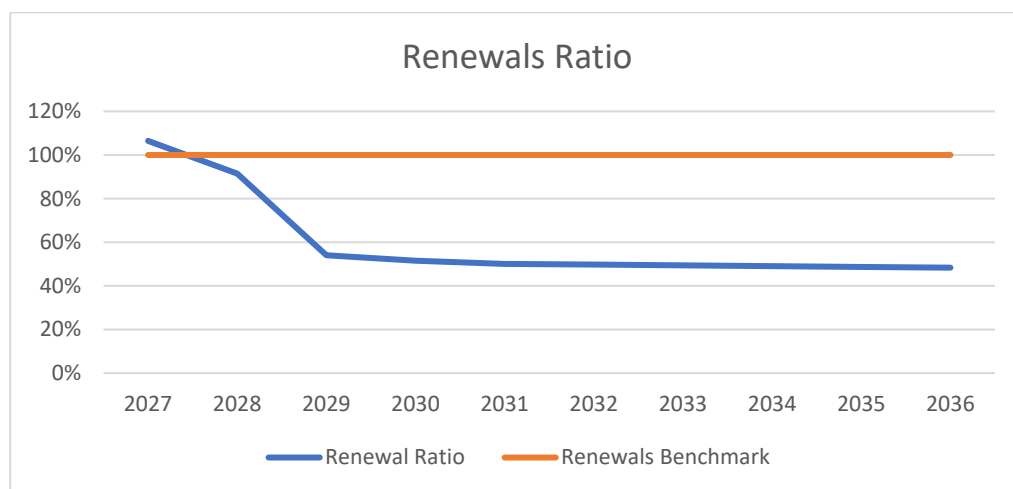


Table 20: Combined asset renewal gaps over 10-year period – depreciation 1.2% (LTFP)

Combined Asset Renewals	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Actual renewal (\$m)	\$45.47	\$57.11	\$36.66	\$36.83	\$37.50	\$38.43	\$39.39	\$40.37	\$41.37	\$42.40
Req. renewal/ depreciation (\$m)	\$42.71	\$62.47	\$67.82	\$71.51	\$74.87	\$77.27	\$79.77	\$82.33	\$84.99	\$87.71
GAP (\$m)	\$2.76	-\$5.36	-\$31.17	-\$34.68	-\$37.37	-\$38.84	-\$40.38	-\$41.96	-\$43.62	-\$45.31

The projected cost of required asset renewals over the next ten years is \$731.45 million. The estimated available 10-year average Long Term Financial Plan budget is \$415.51 million, which is 57% of the cost to provide the services required. This results in actual spending on renewals being \$315.9 million less than forecast depreciation over ten years.

When compared to the industry’s benchmark, there is a shortfall in renewals in all asset classes after 2026/27. With the given budget allocation, the renewals gap is expected to increase each year over the 10-year term.

Although there appears to be a significant gap in renewals expenditure both in the future and in past years, the reported condition of the assets contradicts these shortfalls. Most assets are reported to be in good to very good condition, suggesting adequate renewals expenditure in the past. This may indicate that Council is optimising the capital forward works program and maximising the return in investment in terms of increasing service levels.

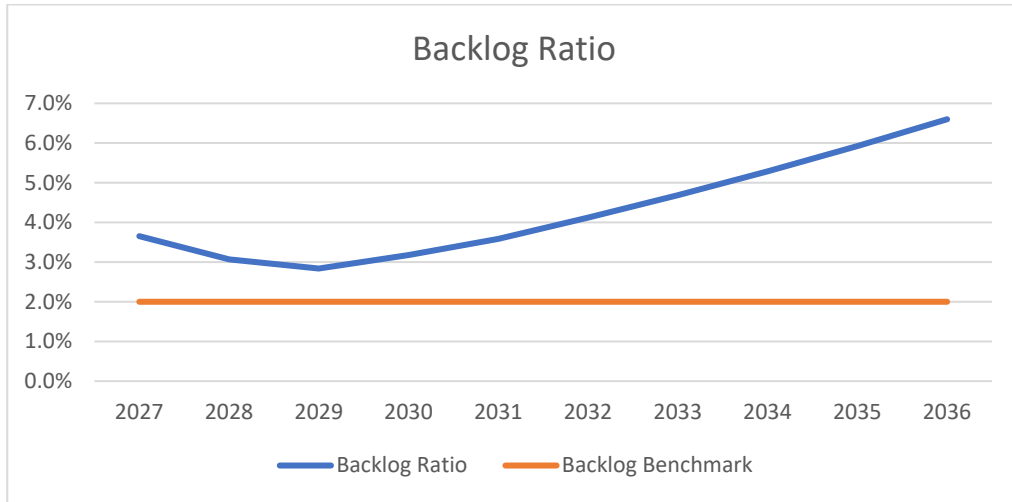
7.4.3 Backlog

Backlog is defined as assets that do not meet a satisfactory condition. The condition of any given asset is determined through physical assessment, community consultation and generally results in a classification of a good to fair condition.

Important - The backlog figure in the Asset Management Strategy is calculated using a standardised approach to calculate the cost to achieve a satisfactory level and is adopted in the Long Term Financial Plan and Special Schedule 7 of 30 June 2025 Annual Financial Statements. Another backlog methodology used within the Asset Management Plans uses a combination of existing recorded backlog for roads, stormwater assets and calculated backlog for property, open spaces, and shared infrastructure assets, using a standardised approach to calculate the cost to achieve a satisfactory level. Council’s analysis of its backlog highlights a steadily increasing backlog trend over the next ten years.

Council’s current combined infrastructure backlog is estimated to be \$69.3 million, or a backlog ratio of 3.1%. The current estimated backlog is above the industry benchmark of 2%.

Figure 15: City of Parramatta asset backlog ratio 2027-36.



7.4.4 Operational and maintenance

It is estimated that a total of \$1.15 billion is required over the next 10 years in operational and maintenance (O&M) expenses to sustain the desired levels of service. The current maintenance ratio (the actual maintenance expenditure/required maintenance expenditure) is projected in LTFP that trends below the industry benchmark of 100%, as shown in Figure 4.

Figure 16: City of Parramatta asset maintenance ratio 2027-36.

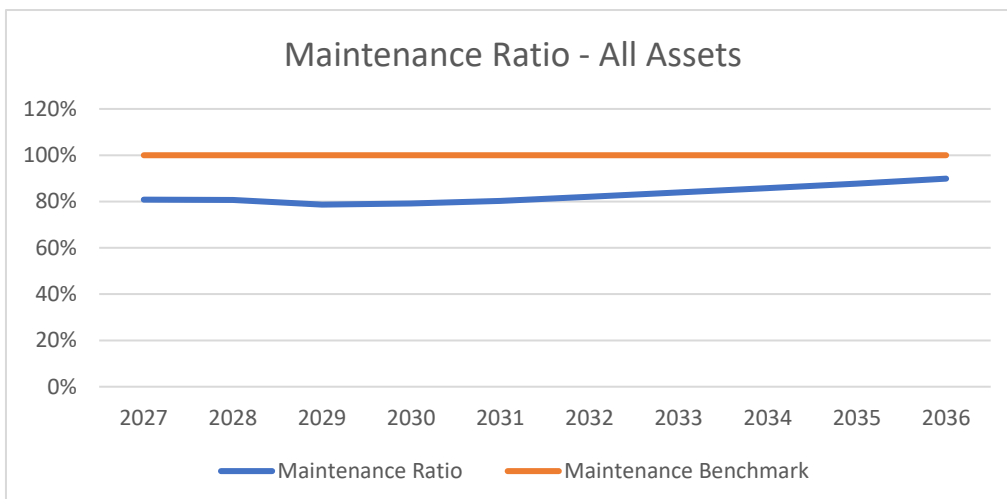


Table 21: Combined O&M expenditure gap

Combined Asset O&M	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Actual O&M (\$m)	\$96.28	\$104.00	\$109.12	\$112.21	\$115.34	\$118.48	\$121.78	\$125.19	\$128.68	\$132.34
Req. O&M (\$m)	\$104.23	\$109.10	\$113.55	\$116.70	\$117.28	\$117.58	\$117.90	\$118.21	\$118.54	\$118.87
GAP (\$m)	-\$7.94	-\$5.10	-\$4.44	-\$4.49	-\$1.94	\$0.90	\$3.88	\$6.99	\$10.13	\$13.47

7.5 MANAGING THE ASSET GAP

Demand for new services will be met through a combination of managing and upgrading existing assets, and providing new assets as required. New technologies will provide opportunities to deliver better products with lower lifecycle costs.

Council has identified two scenarios that will inform our approach and drive us towards achieving the commitments outlined in the Community Strategic Plan. By establishing these resourcing scenarios, we are better positioned to understand and respond to the needs of our community, recognise, and take opportunities, and minimise risks associated with unforeseen events.

The development process for the Asset Management Strategy and Long Term Financial Plan incorporated financial modelling of different scenarios to provide Council with an idea of how much flexibility we have built into our planning and how much latitude we have with various projects and programs.

These models are important when discussing the financial implications of the Community Strategic Plan with the community and assist Councillors in the development of the Delivery Program.

The two scenarios we modelled were:

Scenario 1 – Continue to provide a level of service driven by existing budget allocation – the current balanced Asset Management Plan and Long-Term Financial Plan. This scenario results in an overall deterioration of the average asset portfolio.

Scenario 2 – Allocate funding to meet the desired levels of service agreed with the community. This scenario adjusts funding levels based on risk management and levels of service (i.e. eliminating assets in poor and very poor condition, and increasing the number of condition 1, 2 and 3 assets) to achieve the minimum acceptable conditions ascertained through community feedback. This scenario also forecasts the costs in delivering the draft Developer Contribution Plan currently in development.

The financial models for each scenario are included below.

Scenario 1 - Table 22: LTFP based on budget allocation

Capital New	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
Roads Infrastructure	\$49,414,151	\$128,372,543	\$30,223,956	\$7,250,163	\$3,625,525	\$6,088,663	\$3,753,379	\$6,219,714	\$3,887,706	\$6,357,399	\$245,193,199
Buildings & Aquatic Centres	\$55,956,219	\$120,109,354	\$88,803,853	\$82,149,834	\$6,092,641	\$6,182,471	\$6,334,549	\$6,490,427	\$6,650,202	\$6,813,973	\$385,583,523
Stormwater & Catchment	\$529,520	\$735,133	\$699,276	\$675,758	\$692,652	\$709,969	\$727,719	\$745,911	\$764,559	\$783,672	\$7,024,170
Parks & Open Space	\$7,321,044	\$10,240,221	\$3,552,320	\$1,418,797	\$732,360	\$750,669	\$769,437	\$788,672	\$808,389	\$828,599	\$27,210,510
Total	\$113,220,934	\$259,457,251	\$123,239,406	\$91,494,552	\$11,143,177	\$13,731,773	\$11,585,083	\$14,244,725	\$12,110,857	\$14,783,644	\$665,011,402
Capital Renewal	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
Roads Infrastructure	\$25,065,708	\$28,828,410	\$18,454,432	\$18,912,042	\$19,381,093	\$19,861,871	\$20,354,667	\$20,859,783	\$21,377,528	\$21,908,216	\$215,003,750
Buildings & Aquatic Centres	\$8,224,819	\$11,354,829	\$7,296,604	\$7,477,279	\$7,662,470	\$7,852,292	\$8,046,859	\$8,246,292	\$8,450,710	\$8,660,237	\$83,272,391
Stormwater & Catchment	\$4,838,930	\$6,792,528	\$6,638,636	\$6,804,601	\$6,974,715	\$7,149,083	\$7,327,811	\$7,511,007	\$7,698,782	\$7,891,251	\$69,627,342
Parks & Open Space	\$7,341,081	\$10,133,902	\$4,265,358	\$3,631,214	\$3,481,359	\$3,568,395	\$3,657,605	\$3,749,047	\$3,842,773	\$3,938,842	\$47,609,575
Total	\$45,470,539	\$57,109,669	\$36,655,029	\$36,825,136	\$37,499,638	\$38,431,640	\$39,386,942	\$40,366,128	\$41,369,792	\$42,398,545	\$415,513,057
Maintenance	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
Roads Infrastructure	\$6,704,413	\$6,872,975	\$7,046,223	\$7,224,280	\$7,407,287	\$7,595,378	\$7,788,698	\$7,987,392	\$8,191,608	\$8,401,502	\$75,219,756
Buildings & Aquatic Centres	\$3,644,745	\$3,734,244	\$3,825,981	\$3,920,011	\$4,016,392	\$4,115,183	\$4,216,443	\$4,320,238	\$4,426,629	\$4,535,679	\$40,755,545
Stormwater & Catchment	\$4,532,945	\$4,652,126	\$4,774,401	\$4,899,865	\$5,028,568	\$5,160,632	\$5,296,124	\$5,435,114	\$5,577,726	\$5,724,032	\$51,081,533
Parks & Open Space	\$10,416,836	\$10,667,832	\$10,926,129	\$11,191,942	\$11,465,488	\$11,746,996	\$12,036,692	\$12,334,828	\$12,641,644	\$13,019,609	\$116,447,997
Total	\$25,298,939	\$25,927,176	\$26,572,734	\$27,236,098	\$27,917,735	\$28,618,189	\$29,337,957	\$30,077,572	\$30,837,607	\$31,680,822	\$283,504,831
Operational	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
Roads Infrastructure	\$35,694,553	\$42,028,810	\$44,944,066	\$46,258,357	\$47,613,220	\$48,995,743	\$50,389,719	\$51,844,091	\$53,311,827	\$54,841,902	\$475,922,287
Buildings & Aquatic Centres	\$21,590,316	\$21,954,434	\$22,562,176	\$23,240,749	\$23,886,571	\$24,481,689	\$25,196,640	\$25,932,006	\$26,688,373	\$27,466,334	\$242,999,288
Stormwater & Catchment	\$10,164,965	\$10,456,333	\$11,304,927	\$11,639,316	\$11,982,256	\$12,333,970	\$12,694,682	\$13,064,623	\$13,444,029	\$13,833,143	\$120,918,245
Parks & Open Space	\$3,534,431	\$3,631,644	\$3,731,649	\$3,834,527	\$3,940,363	\$4,049,241	\$4,161,245	\$4,276,468	\$4,395,006	\$4,516,955	\$40,071,529
Total	\$70,984,265	\$78,071,220	\$82,542,818	\$84,972,949	\$87,422,410	\$89,860,643	\$92,442,286	\$95,117,187	\$97,839,235	\$100,658,334	\$879,911,348

Scenario 2 - Table 23: LTFFP to meet desired LOS

Capital New	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
Roads Infrastructure	\$129,072,694	\$208,031,086	\$109,882,500	\$86,908,706	\$83,284,068	\$100,125,124	\$97,789,840	\$100,256,174	\$97,924,167	\$100,393,859	\$1,113,668,219
Buildings & Aquatic Centres	\$141,586,102	\$205,739,237	\$174,433,736	\$167,779,717	\$91,722,523	\$46,778,699	\$46,930,776	\$47,086,654	\$47,246,430	\$47,410,200	\$1,016,714,074
Stormwater & Catchment	\$529,520	\$735,133	\$659,276	\$675,758	\$692,652	\$709,969	\$727,719	\$745,911	\$764,559	\$783,672	\$7,024,170
Parks & Open Space	\$105,672,069	\$108,591,246	\$101,903,345	\$99,769,821	\$99,083,384	\$84,071,614	\$84,090,382	\$84,109,617	\$84,129,334	\$84,149,544	\$935,570,358
Total	\$376,860,385	\$523,096,702	\$386,878,857	\$355,134,003	\$274,782,628	\$231,685,406	\$229,538,716	\$232,198,357	\$230,064,490	\$232,737,277	\$3,072,976,821
Capital Renewal	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
Roads Infrastructure	\$25,065,708	\$28,828,410	\$18,454,432	\$18,912,042	\$19,381,093	\$19,861,871	\$20,354,667	\$20,859,783	\$21,377,528	\$21,908,216	\$215,003,750
Buildings & Aquatic Centres	\$8,224,819	\$11,354,829	\$7,296,604	\$7,477,279	\$7,662,470	\$7,852,292	\$8,046,859	\$8,246,292	\$8,450,710	\$8,660,237	\$83,272,391
Stormwater & Catchment	\$4,838,930	\$6,792,528	\$6,638,636	\$6,804,601	\$6,974,715	\$7,149,083	\$7,327,811	\$7,511,007	\$7,698,782	\$7,891,251	\$69,627,342
Parks & Open Space	\$7,341,081	\$10,133,902	\$4,265,358	\$3,631,214	\$3,481,359	\$3,568,395	\$3,657,605	\$3,749,047	\$3,842,773	\$3,938,842	\$47,609,575
Total	\$45,470,539	\$57,109,669	\$36,655,029	\$36,825,136	\$37,499,638	\$38,431,640	\$39,386,942	\$40,366,128	\$41,369,792	\$42,398,545	\$415,513,057
Maintenance	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
Roads Infrastructure	\$7,182,364	\$7,350,926	\$7,524,174	\$7,702,231	\$7,885,238	\$8,159,597	\$8,352,917	\$8,551,611	\$8,755,827	\$8,965,721	\$80,430,606
Buildings & Aquatic Centres	\$3,901,635	\$3,991,133	\$4,082,871	\$4,176,901	\$4,273,282	\$4,338,232	\$4,338,232	\$4,442,027	\$4,548,418	\$4,657,468	\$42,648,937
Stormwater & Catchment	\$4,532,945	\$4,652,126	\$4,774,401	\$4,899,865	\$5,028,568	\$5,160,632	\$5,296,124	\$5,435,114	\$5,577,726	\$5,724,032	\$51,081,533
Parks & Open Space	\$15,334,387	\$15,585,383	\$15,843,681	\$16,109,493	\$16,383,040	\$15,913,043	\$16,202,739	\$16,500,876	\$16,807,691	\$17,185,656	\$161,865,989
Total	\$30,951,331	\$31,579,568	\$32,225,127	\$32,888,490	\$33,570,128	\$33,470,243	\$34,190,012	\$34,929,627	\$35,689,662	\$36,532,877	\$336,027,065
Operational	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	Total
Roads Infrastructure	\$35,774,212	\$42,108,468	\$45,023,724	\$46,338,015	\$47,692,879	\$49,089,779	\$50,483,756	\$51,938,127	\$53,405,863	\$54,935,939	\$476,790,762
Buildings & Aquatic Centres	\$24,159,213	\$24,523,330	\$25,131,072	\$25,809,645	\$26,455,467	\$25,699,576	\$26,414,527	\$27,149,893	\$27,906,260	\$28,684,221	\$261,933,204
Stormwater & Catchment	\$10,164,965	\$10,456,333	\$11,304,927	\$11,639,316	\$11,982,256	\$12,333,970	\$12,694,682	\$13,064,623	\$13,444,029	\$13,833,143	\$120,918,245
Parks & Open Space	\$6,484,962	\$6,582,175	\$6,682,180	\$6,785,058	\$6,890,894	\$6,548,869	\$6,660,873	\$6,776,096	\$6,894,634	\$7,016,583	\$67,322,324
Total	\$76,583,351	\$83,670,306	\$88,141,904	\$90,572,035	\$93,021,496	\$93,672,195	\$96,253,838	\$98,928,739	\$101,650,786	\$104,469,886	\$926,964,535

7.6 WHAT WE WILL COMMIT TO DOING

It is important that our asset management processes and practices over the next ten years support the aspirations of our community, as outlined in the Community Strategic Plan. We therefore commit to:

- Collecting and analysing better information (condition assessment, data collection, analytics);
- Developing better processes (strategic asset planning, levels of service, financial planning and capital);
- Implementing better systems (system integration, GIS-finance-asset management linkages and business processes);
- Making better decisions (risk management, decision-making framework); and
- Developing a more supportive and aligned organisational context (PD alignment with AMS, roles and responsibilities, training).

We will keep Council sustainable by:

- Extending the useful lives of our ageing facilities and infrastructure;
- Optimising or rationalising our poor or non-performing facilities; and
- Finding innovative ways and technologies to maximise limited resources and address challenges.

7.7 IMPROVEMENT PROGRAM

Based on these observations and analysis of current asset management practices, Council has developed a range of strategic actions that apply to all asset groups. These strategic actions will ensure adequate provision is made for the long-term management of Council's infrastructure assets.

Table 24: City of Parramatta high level strategic actions

Ref No.	High Level Strategic Actions	Priority	Delivery by:
1.	Establish transparent and responsible asset management processes that align with the best appropriate practice. This includes ensuring consistency across the Asset Management Strategy, Long Term Financial Plan, OneCouncil asset registers, levels of service for all asset classes, data collection, validation and reporting.	High	2025/26-2026-27 Ongoing
2.	Clearly identify all asset expenditure requirements into four categories: renewals, new, maintenance, and operational. Establish clear budgets and reporting lines for each category. Correctly differentiate between maintenance and operation expenditure for each work activity.	High	2025/26
3.	Allocate and clarify roles, resources and responsibilities for asset management. This includes establishing a good understanding of	High	2025/26

	asset data, finance and budgets. Establish clear communication protocols between finance and the wider organisation.		
4.	Review and establish agreed levels of services in consultation with the community, outlined in the asset management plans.	Medium	2026/27
5.	Identify and prioritise critical assets for Council and its community. Establish emergency response plans and asset ownership for critical assets.	Medium	2026/27
6.	Regular proactive inspection scheduled, data recorded and analyses in a format suitable for the preparation of both short and long-term maintenance, rehabilitation and renewal works programs.	Medium	Ongoing

A detailed Asset Management Improvement Plan has been prepared and highlights areas of improvement across:

- asset knowledge and data processes.
- strategic asset planning processes.
- asset operations and maintenance.
- asset information systems; and
- organisational context.

Improvement actions have been assigned to each asset class to continue developing and enhancing Council's asset management planning practices.